

start CIRCLES

SUSTAINABLE BUSINESS MODEL CANVAS WORKSHOP-

Donar d.o.o.

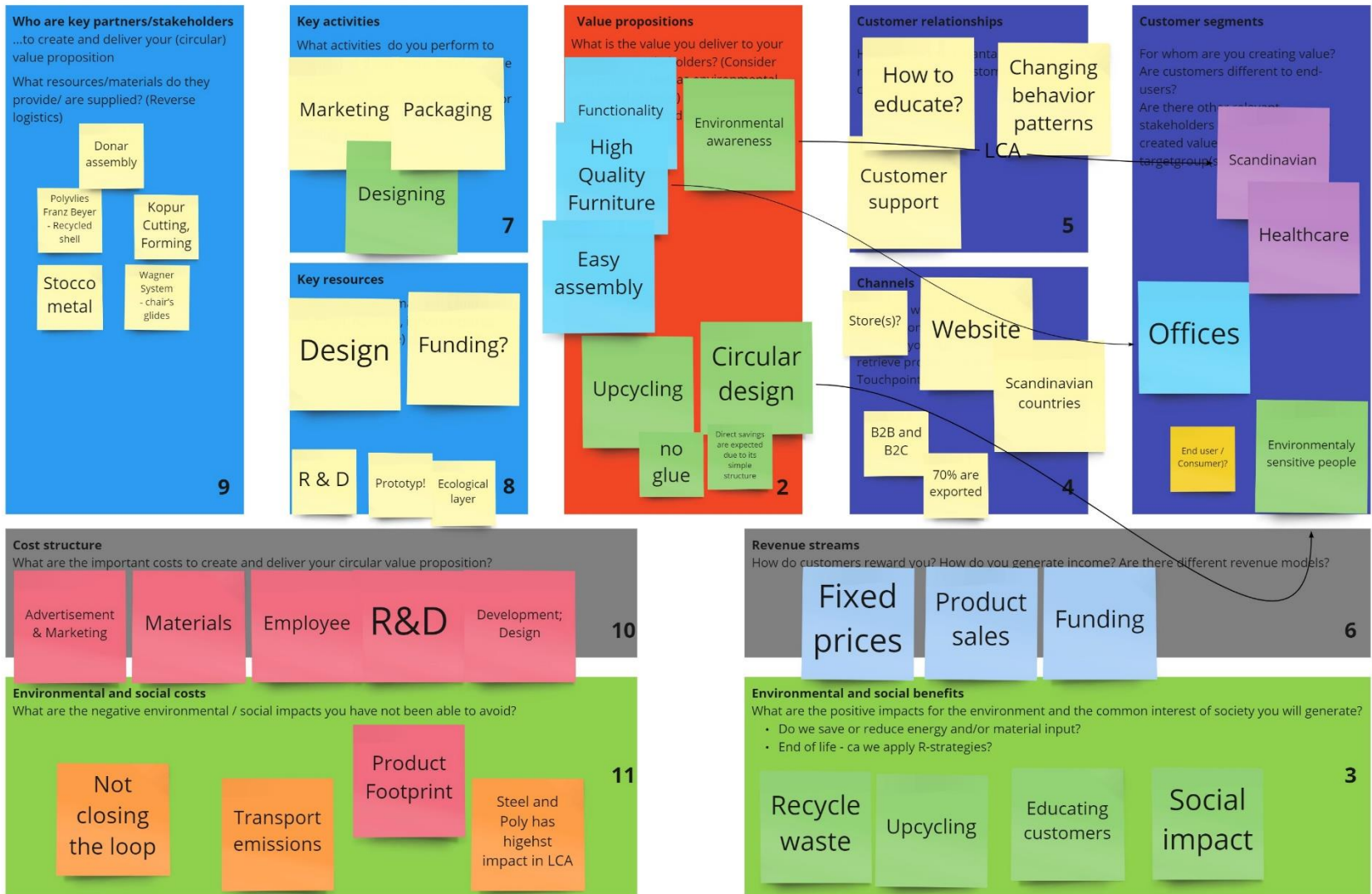
Description of the business idea:

The company was founded in 1989 in Slovenia, in response to the needs of office and interior design. From a small company, Donar has grown into one of the most important players in the field of design furniture with the highest environmental standards. Today, Donar employs 20 people and collaborates with several governmental and non-governmental associations, including universities and institutes, to achieve best practices in designing products with minimal impact on the environment.

Over 70% of the products are exported to all continents, mainly to Scandinavian countries. The goal is to contribute to a carbon-neutral and waste-free society.

Nicoless, one of Donar's many products, is made from recycled PET/PES. 15 tons of plastic waste will be used per year, and the same amount of primary resources (wood, virgin fibers) will be reduced. Donar addresses SDG 12, which describes responsible and sustainable consumption and production, SDG 3 health and well-being as well as SDG 8, which describes how to achieve sustainable, inclusive and sustainable economic growth, full and productive employment and decent work for all.

However, the use of recycled felt does not guarantee water repellency of the final product, furthermore their products are to be sold in the Scandinavian market where there is an increasing demand for a breakdown of the environmental impact of the materials used.



1) Customer segments:

The following customer segments were identified: Healthcare (esp. Scandinavian countries), Offices, end consumer (esp. environmental sensitive people, higher price segment).

2) Value proposition:

The value proposition was seen primarily in terms of the additional sustainable value created by upcycling materials (plastic). There is also a reduced number of additives (especially no glue), a high quality designed, functional furniture that is easy to assemble.

3) Social/environmental benefits:

The following social and environmental benefits have been identified: less waste and material savings using waste as a more sustainable feedstock (especially upcycling) that complies with the principles of the circular economy. The social impact is that Donar educates its customers through information on sustainability topics and the product manufacturing process.

4) Channels:

Since the customer segments are mostly B2B, the points of contact are found in direct and indirect communication (e.g., by phone, in person, by mail) as well as via the website, which is also used primarily to raise awareness and provide information.

5) Customer relations:

The main tool for customer relations is again the website for the reasons mentioned above. The participation in projects to grow and increase knowledge gain is a goal of the company as well. There is also joint communication along the supply chain with partners listed under key stakeholders.

6) Revenue streams:

The following revenue generation opportunities were discovered: Selling assets (Products, mainly chairs) and funding.

7) Key Activities:

The following key activities were identified: Designing, collaboration with partners & R&D, marketing, packaging & transport.

8) Key resources:

The following key resources were identified: Design(ers), collaboration with partners & R&D (funding)

9) Key partners:

At the current stage, the key partners are partners along the value chain (listed in the figure 1) and research and development partners.

10) Cost structure:

The following costs were identified: Research and development costs, Materials, employees, Design

11) Social Impact/Environmental Impact:

Potential social or environmental impacts identified were product footprint (LCA) transportation emissions and a lack of knowledge of the whole life cycle of the product (no return, repair, maintenance service)

Next steps and open questions:

- Research to eliminate negative impacts.
- Identification of technical parameters for hygienic layer
- Things to consider:
 - Rental business model
 - Reverse logistics
 - Repair & maintenance service
 - How to reach more people for educational purposes?