



Towards a Sustainable Finnish Re-Manufacturing Industry

Star Model Canvas

INTRODUCTION

The **Star Model Canvas** is used to define how we must lead change to realize a future opportunity. It helps align strategy, structure, processes, people, and motivation around what needs to change—not what exists today. The focus is on identifying concrete leadership actions, behaviors, and decisions required for transition from linear to circular business models.

OVERVIEW

TIME: approx.30-50 min

PEOPLE: 3-5 people per team per team from different departments or disciplines up to 6 teams

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STAR MODEL

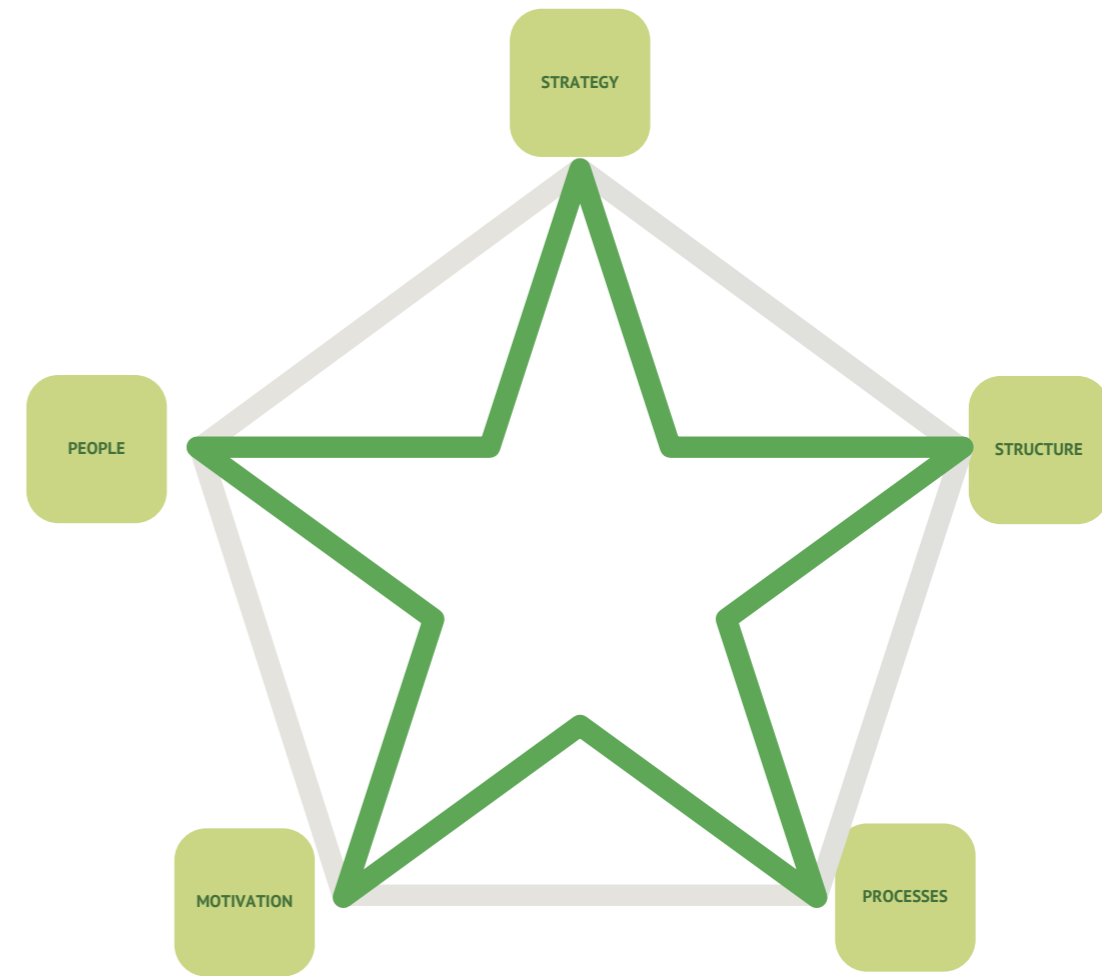
1. Strategy
How well does our current strategy prepare us for upcoming regulatory changes such as the Eco-design for Sustainable Products Regulation (ESPR), and what strategic choices should we make to turn these requirements into competitive advantage?

2. Structure
What structural adjustments (e.g. clearer responsibilities, new cross-functional roles) would help us better respond to circular economy requirements and support collaboration across the SuFiRe partner network?

3. Processes
Which of our current processes—such as value chain mapping, ESG data collection, or lifecycle assessment—need redesigning to ensure smooth information flow and compliance with new regulations?

4. Motivation/Rewards
How can we develop rewards and incentives that motivate employees and teams to adopt circular business practices, improve sustainability performance, and proactively meet upcoming regulatory expectations?

5. People
What skills, mindsets, and values do our people need to successfully contribute to the green transition, and how should we support their development during the SuFiRe project?



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HOW TO USE

Bring together participants from different roles and positions to ensure diverse perspectives and a shared understanding.

This canvas helps translate a future opportunity into concrete leadership actions. It is used to identify what must change in leadership, organization, and ways of working for the future to become reality. Focus on the required future state, not the current situation.

STEP ONE:

Define the future opportunity

Define the strategy that guides your organization toward its desired future.

Participants agree on the future opportunity or goal they want to realize and keep it in mind throughout the exercise.

STEP TWO:

Define each option in the star model

Fill in all parts of the Star Model (e.g. strategy, structure, processes, people, and rewards).

For each part, define how it should support your desired future and align with your overall strategy.

Identify and describe the key activities, practices, and ways of working needed within each area to enable flexibility, collaboration, and continuous development.

Reflect on how these elements together ensure that the organization can operate adaptively and respond effectively to changing conditions.

HINT

Participants can use different colors to distinguish between themes, types of change (e.g. leadership, organizational, people), or time horizons (short term vs. long term).

RESULT

The completed canvas results in a shared guidance of what needs to change across leadership, organization, and ways of working to realize the future opportunity.

YOU CAN ALSO USE THIS

- You can also use this canvas to identify and discuss opportunities to enhance leadership practices, organizational design, and ways of working. It supports structured dialogue, helps surface alignment gaps, and creates a shared basis for deciding where to focus change efforts next.

NEXT STEPS / RECOMMENDATION

Recommended to use together with Future Opportunities – canvas. You can also use this together while creating the Sustainable Transition Roadmap.

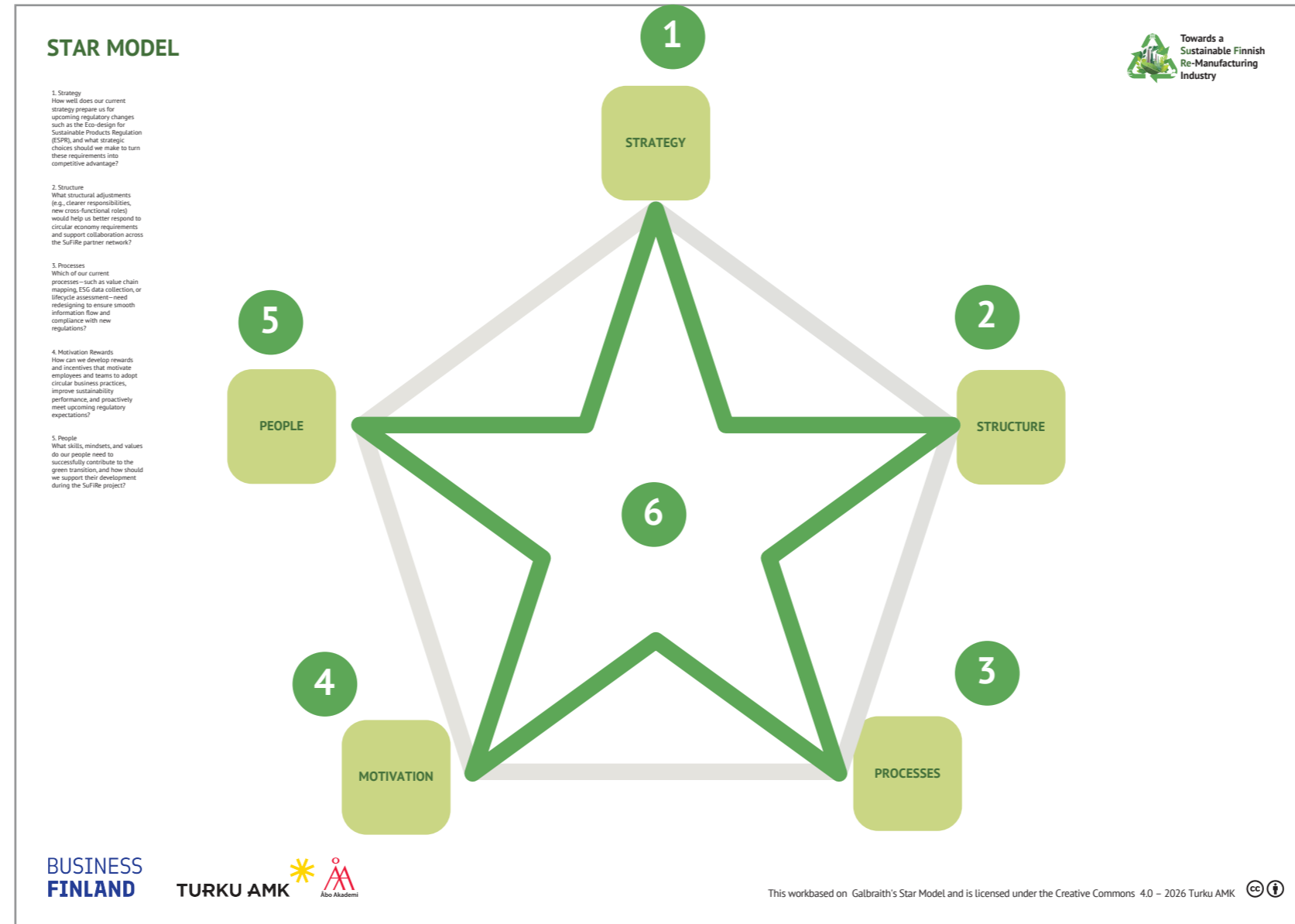


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HINT

You can make multiple rounds, or you can use the round table method. This means that different teams rotate between tables and add their thoughts.



1 STRATEGY – WHAT MUST CHANGE AT THE STRATEGIC LEVEL?

Participants describe what needs to be prioritized to realize the future. Focus on what will be done differently than today and what leaders must emphasize.

2 STRUCTURE – HOW MUST WE ORGANIZE DIFFERENTLY?

Participants identify how roles, responsibilities, and decision making need to change. Clarify ownership, authority, and coordination

3 PROCESSES – HOW MUST WAYS OF WORKING CHANGE?

Participants describe how processes, routines, and collaboration need to change. Focus on simplification, speed, flexibility, or new ways of working.

4 MOTIVATION – WHAT WILL DRIVE THE CHANGE?

Participants define how motivation, incentives, feedback, and recognition must support the future. Ensure that desired behaviors are encouraged.

5 PEOPLE – WHAT CAPABILITIES ARE REQUIRED?

Participants identify the skills, mindsets, and leadership behaviors needed. Consider what people and leaders need to learn or unlearn.