Business Model Puzzle

a dialogue tool for realizing urban nature-based solutions

This project has been funded by the European Union’s Horizon 2020 research and innovation programme under grant agreement No. 730243
Welcome to the NATURVATION Business model puzzle!

NBS deliver different benefits to different actors. One of the key opportunities - and challenges - of implementing urban nature-based solutions is coordinating between different actors to realize an NBS. This puzzle helps coordinate between these actors to mix & match business models for different parties ("solving the puzzle").

Play the puzzle in 3 steps:

1. Choose a type of NBS or a specific case

2. Identify the values it creates, for whom (‘puzzle’)

3. Mix & match NBS business models

Use the puzzle pieces: who values what? Use empty pieces if you want to add additional benefits (or write with a pen).

Use your puzzle template to select NBS business models that could be used for upscaling your NBS. Use the Business Model Catalogue as inspiration.

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Step 1: Choose a specific project or space that you want to develop as an NBS in your city

The NBS we want to develop a business model for is:

Type of NBS: .................................................................

Location / city: .............................................................
### Step 2: identify NBS values and actors

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<td></td>
<td>Public actors (municipalities, water boards, provinces, national government)</td>
<td>flood risk reduction; material &amp; energy efficiency; higher revenues; economic growth; employment; employee wellbeing</td>
<td>biodiversity; water quality; cooling; pollination; air filtering</td>
<td>Health, social cohesion, relaxation, safety, noise reduction, concentration, justice</td>
<td>Identity, aesthetic value, sense of place, cultural heritage, symbolism, creativity</td>
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<td>Private actors (insurers, real estate developers, roofing firms, gardening firms, landscape architects)</td>
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<td>Not-for-profit organisations (NGO’s, stakeholder networks)</td>
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<td>Citizens &amp; local communities</td>
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Step 3: mix & match business models

What is being offered? Who is the customer?

What resources are needed? What network? What is the strategy?

What conditions enable this business model to be effective?

What costs are being made (or prevented?) What revenues, for whom?

Value Proposition |

Value delivery |

Value capture |

Enabling conditions |

Our choice of model(s):