

A background image showing two cyclists riding on a dirt path through a lush green forest. The image is blurred to convey a sense of motion. The cyclist in the foreground is wearing a white long-sleeved shirt and black shorts, while the one in the background is wearing a blue shirt and black shorts.

How we helped Orbea turn the values of its cooperative into an embedded impact strategy, and a stronger story for the road ahead.

Case Study: Orbea

Orbea is an innovative international bicycle company and worker owned cooperative, with deep roots in the Basque Country. Shared responsibility and community progress have long been part of its identity and are now being embedded more systematically through its impact strategy, governance and reporting.

The Orbea logo, consisting of the word "ORBEA" in a bold, blue, sans-serif font.

Junxion supported Orbea through a two-phase impact diagnostic, planning, and reporting process to help define the lines it will draw and the standards it will uphold, and provide a clear, authentic way to communicate its journey as a purpose-led cooperative. The work enables Orbea to show how cycling and cooperative values can create a fairer, more connected world, and to protect the legacy it leaves for those who come after.

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Working with Junxion was a very positive experience. The team set the process, established the committee, and showed us how to organize the agenda, governance, and people around a project that we knew was important. We felt comfortable and supported throughout, and Junxion exceeded expectations in helping turn a different and complex project into a clear, well-run process.

ANDER OLARIAGA

BRAND AND COMMUNICATION DIRECTOR

The Challenge

Orbea had already made progress in areas such as sustainable sourcing, life-cycle analysis on recycled carbon fibre, packaging, and equality, yet these efforts were not connected by one shared ambition or communicated through one consistent story. At the same time, engagement with sustainability varied across teams, and international employees experienced the company differently from those in the Basque Country, making operational and strategic alignment more complex.

Orbea needed to move beyond strong compliance and isolated initiatives toward a more aligned strategy that could unify internal understanding, clarify priorities, and support more confident external communication within the unique framework of a cooperative that challenges conventions and forges new paths.

How We Helped

Orbea needed more than a standalone strategy or report; it needed a partner that could help build a coherent, cooperative impact strategy grounded in good governance. Junxion brought experience in impact diagnostics, double materiality, purpose-led strategy, and reporting, along with a facilitative approach to governance that made a complex, multi-stakeholder project feel organized and supportive.

Junxion designed and led a two-phase engagement that began with discovery and stakeholder interviews across functions and geographies. This included strategic objectives, targets, and a three-year roadmap, plus accountability structures from the Board to subcommittee and impact working groups. The second phase focused on turning strategy into story and systems. Junxion sourced content and data from subject-matter experts, developed impact messaging that links Orbea's cooperative purpose to its desired impact, and wrote the content plan, flatplan, and text for the 2025 Impact Report—designed as both a management tool and a transparent public report aligned with European reporting standards. Throughout, Junxion set the process, established the committee, and organised the agenda and governance.

Measuring Success

The engagement has left Orbea with a strategy that clearly connects its cooperative purpose and cycling heritage to three core fronts—empowering people and communities, reducing harm and protecting the planet, and ensuring dignity and respect across its value chain—supported by concrete objectives, targets, and actions mapped out in an impact roadmap. Orbea now has a structured way to turn its belief that “every pedal stroke has the power to transform” into specific commitments and measurable progress.

Accountability for impact is now embedded at multiple levels, with clear roles for measuring progress on material topics such as climate action, environment & circularity, workplace culture, equity, diversity and inclusion, and human rights. Combined with a public impact report that acts as both a management tool and a transparent communication vehicle, Orbea is better equipped to identify and manage ESG risks, demonstrate accountability, and share progress with riders, colleagues, partners, and communities over time.



Turn purpose into action, and action into a story people can believe in.

Email hello@junxion.com to start the conversation.