

Managing the transition to circular economy for tourism providers

A CEnTOUR Handbook



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An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, contrasting sharply with the dark, jagged rocks. The rocks are scattered along the shoreline, with some larger, lighter-colored boulders in the foreground. The overall scene is serene and natural.

1 • INTRODUCTION

About CenTOUR

CEnTOUR – Circular Economy in Tourism – aims to foster innovative circular solutions in the tourism sector through transnational cooperation and knowledge transfer, by focusing on SMEs and their local value chains.

The objectives of CEnTOUR are the following:

- Build capacity and transfer knowledge on sustainability and circularity in the tourism sector for SMEs.
- Accelerate the transition process of SMEs by boosting their capacity to uptake sustainable and circular solutions, through individual and collective coaching aiming at developing innovative strategies for new products, services and business models, focused on circular principles.
- Run pilot tests to implement circular solutions.
- Bridge circular action plans with environmental certification schemes (Ecolabel or EMAS).
- Create a network of practitioners who can collaborate on CE support schemes for SMEs in the tourism sector.
- Promote the exchange of good practices and results at EU level.



What is this handbook about?

The concept of Circular Economy has recently received increased attention among policymakers, business CEOs and other stakeholders worldwide. Many companies, specifically in the manufacturing sector, are now taking important steps to depart from a linear way of thinking to become more circular - keep products and materials in use, design out waste and pollution and regenerate local ecosystems.

The tourism industry is a key economic sector in the European Union contributing to 10.4% of its GDP and employing more than 27 million people. It is however still operating in a linear model, generating high level of waste and Co2 emissions. A key challenge for tourism operators is to provide on one hand highly memorable experiences to their customers, while on the other hand drastically reducing the overall environmental impact of their day-to-day activities. At the same time, the industry needs to keep on innovating with new services and products in order to create additional customer value and differentiate on the market. The circular economy, as a holistic concept and a pathway to achieve the sustainable development goals, provides a promising avenue to meet these pressing challenges.

For SME's in the tourism sector however, transitioning to a circular economy can be overwhelming. Beyond understanding how to apply the principles and core strategies of circular economy, different

questions may arise: "How circular my current operations already are? Which strategy should I pursue to make the most of this circular thinking? Which stakeholders should I involve to accelerate the process? What could be the short-term benefits of going circular? Will there be any key barriers to overcome?"

This handbook aims to provide some initial answers to these questions and offer a set of guidelines to kick start your transition journey towards a circular economy.

Chapter 1 introduces Circular Economy main concepts, core principles and benefits.

Chapter 2 sets the scene and provides key facts on the industry and its current impact on sustainability

Chapter 3 contains a step-by-step approach to engage your organisation on a circular journey,

Chapter 4 offers an overview of key circular actions you can start implementing on your journey to circularity.

Finally, a set of additional **resources** and **references** are provided.

Who is it for?

This handbook is intended for tourism SMEs willing to engage in circular economy: Accommodation providers (hotels, camping grounds), tour operators and other tourism providers interested in advancing their knowledge around circularity practices.

What's in it for me?

This handbook was developed as a general circular economy guideline. It provides key information on circular economy and a set of practical activities to run within your organisation to help you set up a circular action plan.

Depending on your level of advancement you may want to read it from A to Z or just focus on specific sections to get inspired or solve one specific challenge. There is not a single way to become a circular company. Each section will however provide you with key questions and relevant approaches to move a step closer to circularity.

For additional resources, such as e-learning courses, best practices, and additional toolkits, please visit www.circulartourism.eu, the capacity building platform developed by CEnTOUR to connect tourism providers interested in circular economy.

An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, and the rocks are dark and jagged. The text "2. Circular economy in a nutshell" is overlaid in white, with the number "2" being significantly larger than the rest of the text.

2. Circular economy in a nutshell

In this chapter we will answer the following questions:

- *What is the circular economy?*
- *Why is it relevant to deep dive into this mindset?*



From linear to circular

As an alternative to the current linear “take-make-waste” extractive industrial model, a circular economy aims to redefine growth, focusing on positive society-wide benefits.

“A circular economy is an industrial system that is restorative or regenerative by intention and design. It replaces the end-of-life concept with restoration, shifts towards the use of renewable energy, eliminates the use of toxic chemicals, which impair reuse and return to the biosphere, and aims for the elimination of waste through the superior design of materials, products, systems, and business models.”

It entails gradually decoupling economic activity from the consumption of finite resources, and designing waste out of the system.

Underpinned by a transition to renewable energy sources, the circular model aims to build economic, natural, and social capital.

It is based on three principles:

Design out waste and pollution



Greenhouse gases, water pollution, structural waste... What if we could prevent waste and pollution from even occurring in the first place? This principle aims to design out the negative impacts of the economy that could harm our planet.

Keep products and materials in use



We can't keep wasting resources. Products and materials must be kept in the economy. We can design some products and components so they can be reused, repaired, and remanufactured.

Regenerate natural systems



A circular economy avoids the use of non-renewable resources and preserves or enhances renewable ones, for instance by returning valuable nutrients to the soil to support regeneration, or using renewable energy as opposed to relying on fossil fuels.

Transitioning to a circular economy does not only amount to adjustments aimed at reducing the negative impacts of the linear economy. Rather, it represents a systemic shift that builds long-term resilience, generates business and economic opportunities, and provides environmental and societal benefits.

Technical and biological cycles

The model distinguishes between technical and biological cycles.

Consumption happens only in biological cycles, where food and biologically-based materials (such as cotton or wood) are designed to feed back into the system through processes like composting and anaerobic digestion. These cycles regenerate living systems, such as soil, which provide renewable resources for the economy.

Technical cycles recover and restore products, components, and materials through strategies like reuse, repair, remanufacture or (in the last resort) recycling.

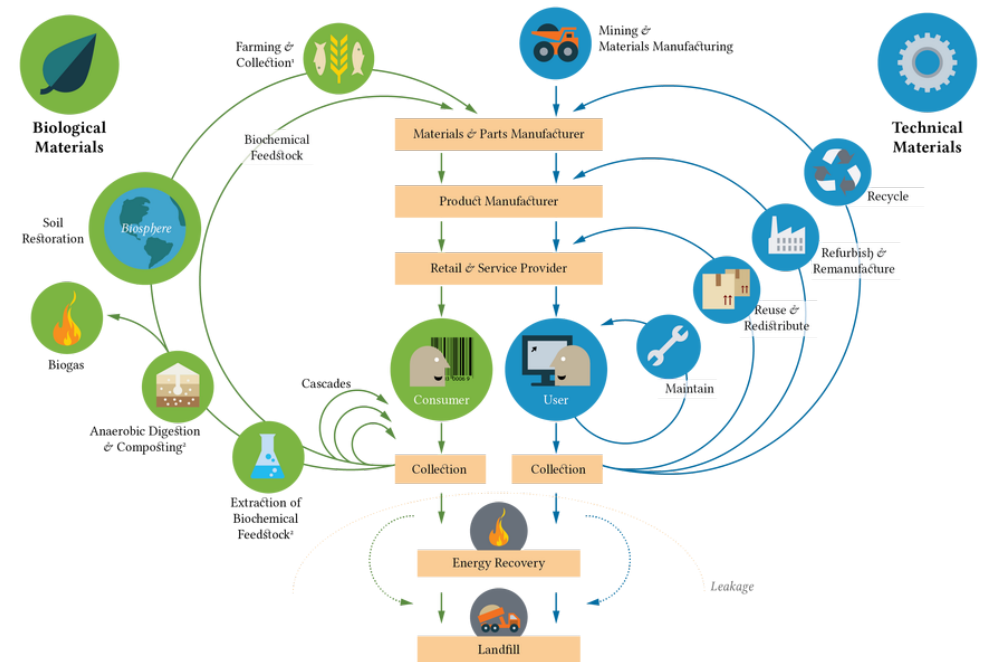


Figure 1: the circular economy diagram (Source: Ellen MacArthur Foundation)

What are the benefits for my SME?

Circular economy is a practical way for organizations to increase their resource efficiency. By adopting circular economy strategies and practices, SMEs can achieve different business benefits. These benefits depend on the adopted strategy, the degree to which the business processes are circular, the environment in which the company is active and the role of the company in the value chain.

The following benefits can be highlighted:

- **Reduced exposure to rising resource and energy prices**

The increasing scarcity of non-renewable natural resources (e.g. fossil fuels, metals and minerals) results in increasing resource prices and price volatility which in turn results in higher material and operating costs for businesses. By adopting circular economy strategies and practices, you can reduce the amount of materials and energy required for your activities while meeting your clients needs. By doing so you can reduce your exposure to the risk of rising and more volatile resource prices (ie: fossil fuels).

- **Having a circular mindset stimulates innovation**

The concept of circular economy provides inspiration for businesses to increase their resource efficiency. It provides a new lens to look at a company's business model and operations. Looking through this lens may provide new insights and thereby stimulate innovation. For example, you may think outside the box and instead of just offering

accommodations for tourists, some of the rooms of your hotel may be used by local entrepreneurs to become a coworking space, creating additional value for rooms not fully in use in the low season.

- **Improved brand image**

Consumers, businesses and governments are more and more aware of the environmental impact of the products they use. They are becoming more attuned to sustainability principles when making their buying decisions. Through adopting circular economy strategies and practices you can reduce the environmental footprint of your products and services and thereby differentiate yourself from your competitors.

- **Strengthen existing markets and open new markets and opportunities for growth**

Circular solutions may strengthen existing markets, create customer retentions, and create new markets / niches. In the current context of COVID 19, redirecting your strategy to local tourists in search for sustainable destinations may provide you the resilience you need to keep on generating value.

- **Increased customer loyalty and more stable revenue streams**

Transitioning to circular may be facilitated by adopting a different business model. For example, remaining the owner of manufactured products instead of selling them (e.g. getting paid per wash cycle instead of per sold washing machines) helps to be able to retrieve the parts and materials in the product at the end of the use period. In the wide

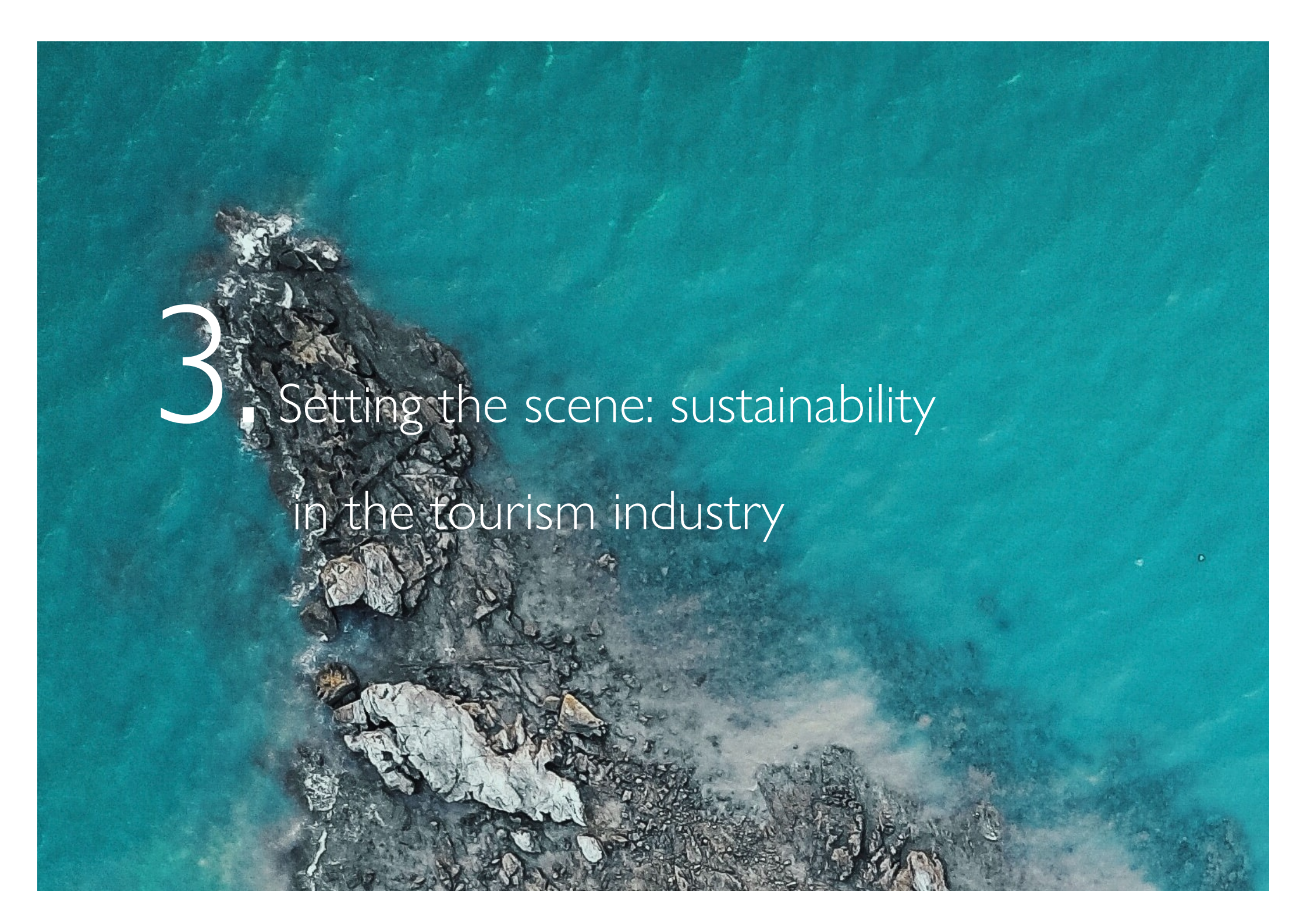
Tourism ecosystem, your organization could become a hotel furniture leasing company. Adopting such business models have the benefit that they increase customer loyalty and provide more stable revenue streams

- **Environmental benefits**

Adopting circular economy strategies and practices is not only beneficial to business but also the environment. Becoming more circular requires companies to reduce their environmental impact by:

- Reducing their use of raw materials;
- Reducing their energy consumption and using solely green energy;
- And reducing their fresh water consumption.

By doing so, becoming more circular is also a proactive way of meeting future compliance requirements.

An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, and the rocks are dark and jagged. The text is overlaid on the left side of the image.

3. Setting the scene: sustainability in the tourism industry

In this chapter we will answer the following questions

- *What is the current state of the tourism industry with regards to sustainability and circularity?*
- *What are the trends leading to circular tourism?*



Understanding the sustainability impacts of tourism

Tourism activities are associated with significant positive global economic impacts as well as jobs and revenue creation in local destinations. However, it is also an industry with substantial and increasing negative environmental and social impacts.

Before even reaching a sustainable and circular tourism paradigm, tourism stakeholders need to consider the positive and negative impacts of tourism. They must make sure that the positive impacts are maximised and that the negative impacts are minimised.

Tourism is the largest industry in the world and with that status comes great influence. According to the UNWTO, the impacts developed from the tourism industry can be categorised economically, socially and environmentally.

Economic impact of tourism

Tourism brings with it huge economic potential for a destination that wishes to develop their tourism industry. Employment, currency exchange, imports and taxes are just a few of the ways that tourism can bring money into a destination.

FACT BOX

- The tourism economy represents 10,3 percent of world GDP (WTTC, 2019)
- Tourism accounts for 1 in 10 jobs around the world– 330 million jobs (WTTC, 2019)
- International tourism ranks fourth (after fuels, chemicals and automotive products) in global exports
- US\$ 8.9 trillion contribution to the world's GDP
- Tourism accounts for 30 percent of the world's exports of commercial services
- Tourism accounts for 6 percent of total exports
- 1.4 billion international tourists were recorded in 2018 (UNWTO)
- In over 150 countries, tourism is one of five top export earners
- Tourism is the main source of foreign exchange for one-third of developing countries and one-half of less economically developed countries (LEDCs)

Positive economic impacts

Foreign exchange earnings: one of the biggest benefits of tourism is the ability to make money through foreign exchange earnings.

Contribution to government revenues: tourism can help to raise money that it then invested elsewhere by the Government, both from direct and indirect contributions

Employment generation: the expansion of international tourism has led to significant employment creation. From hotel managers to theme park operatives to cleaners, tourism creates many employment opportunities. Tourism supports some 7% of the world's workers.

Contribution to local economies: all of the money raised, whether through formal or informal means, has the potential to contribute to the local economy

Development of the Private Sector: the private sector has continuously developed within the tourism industry and owning a business within the private sector can be extremely profitable; making this a positive economic impact of tourism

Negative economic impacts

Leakage: economic leakage in tourism is when money spent does not remain in the country but ends up elsewhere; therefore limiting the economic benefits of tourism to the host destination.

Infrastructure cost: another negative economic impact of tourism is the cost of infrastructure. Tourism development can cost the local government and local taxpayers a great deal of money.

Increase in prices: one of the most obvious economic impacts of tourism is that the very presence of tourism increases prices in the local area.

Economic dependence of the local community on tourism: many countries run the risk of becoming too dependant on tourism

Social impact of tourism

Social impacts of tourism are “the effects on host communities of direct and indirect relations with tourists, and of interaction with the tourism industry”.

Positive social impacts

Preserving Local Culture: it is the local culture that the tourists are often coming to visit.

Strengthening Communities: tourism can be a catalyst for strengthening a local community.

Provision of Social Services: the tourism industry requires many facilities/ infrastructure to meet the needs of the tourist. This often means that many developments in an area as a result of tourism will be available for use by the locals also.

Revitalisation of Culture and Art: some destinations will encourage local cultures and arts to be revitalised. This may be in the form of museum exhibitions, in the way that restaurants and shops are decorated and in the entertainment on offer, for example.

Preservation of Heritage: many tourists will visit the destination especially to see its local heritage. It is for this reason that many destinations will make every effort to preserve its heritage.

Negative social impact

Social Change: social change is referring to changes in the way that society acts or behaves. Unfortunately, there are many changes that come about as a result of tourism that are not desirable. There are many examples throughout the world where local populations have changed because of tourism.

Loss of Authenticity: along similar lines to globalisation is the loss of authenticity that often results from tourism.

Standardisation and Commercialisation: destinations risk standardisation in the process of satisfying tourists' desires for familiar facilities and experiences.

Culture clashes: because tourism involves movement of people to different geographical locations cultural clashes can take place as a result of differences in cultures, ethnic and religious groups, values, lifestyles, languages and levels of prosperity.

Environmental impacts of tourism

The quality of the environment, both natural and man-made, is essential to tourism. However, tourism's relationship with the environment is complex and many activities can have adverse environmental effects. Ironically, tourism often destroys the very things that it relies on!

Positive impacts

Raised awareness. Many destinations promote sustainable tourism and this can help to educate people about the environmental impacts of tourism.

Negative impacts

Depletion of natural resources: tourism development can put pressure on natural resources when it increases consumption in areas where resources are already scarce. Some of the most common noted examples include using up water resources, land degradation and the depletion of other local resources.

Pollution: tourism can cause the same forms of pollution as any other industry: Air emissions; noise pollution; solid waste and littering; sewage; oil and chemicals. The tourism industry also contributes to forms of architectural/visual pollution.

Physical impacts of tourism development: While the tourism industry itself has a number of negative environmental impacts, there are also a number of physical impacts that arise from the development of the tourism industry. This includes the construction of buildings, marinas, roads etc.

Physical impacts from tourist activities: Physical impacts can also occur as a result of tourist activities. This includes tramping, anchoring, cruising and diving.

Upcoming trends in the industry

Consumers are demanding more eco-conscious travel options

Travelers are increasingly aware of the social and environmental impact of their choices, and they're raising the bar. From passing up locations that are burdened by overtourism to reducing single-plastic on the road to traveling a little bit slower, people are incorporating their beliefs into their travel habits. According to Booking.com's sustainable travel trends report¹, "over half (55%) of global travellers report being more determined to make sustainable travel choices than they were a year ago".

Unique experiences are winning over "must-see" destinations

When it comes to many bucket list destinations, the gap between expectation and reality is growing wider. While you might expect a beautiful view or a peaceful walk through a museum, the reality is that huge crowds both block your view and pose problems for the local infrastructure.

Thus, travelers are now choosing to travel off-season, or they are choosing lesser-known destinations known as "second-cities". Booking.com found that 51% of travelers would be willing to switch their chosen destination to a lesser-known place if it would reduce the environmental impact.

¹ <https://globalnews.booking.com/bookingcom-reveals-key-findings-from-its-2019-sustainable-travel-report/>

From long holidays to tiny trips

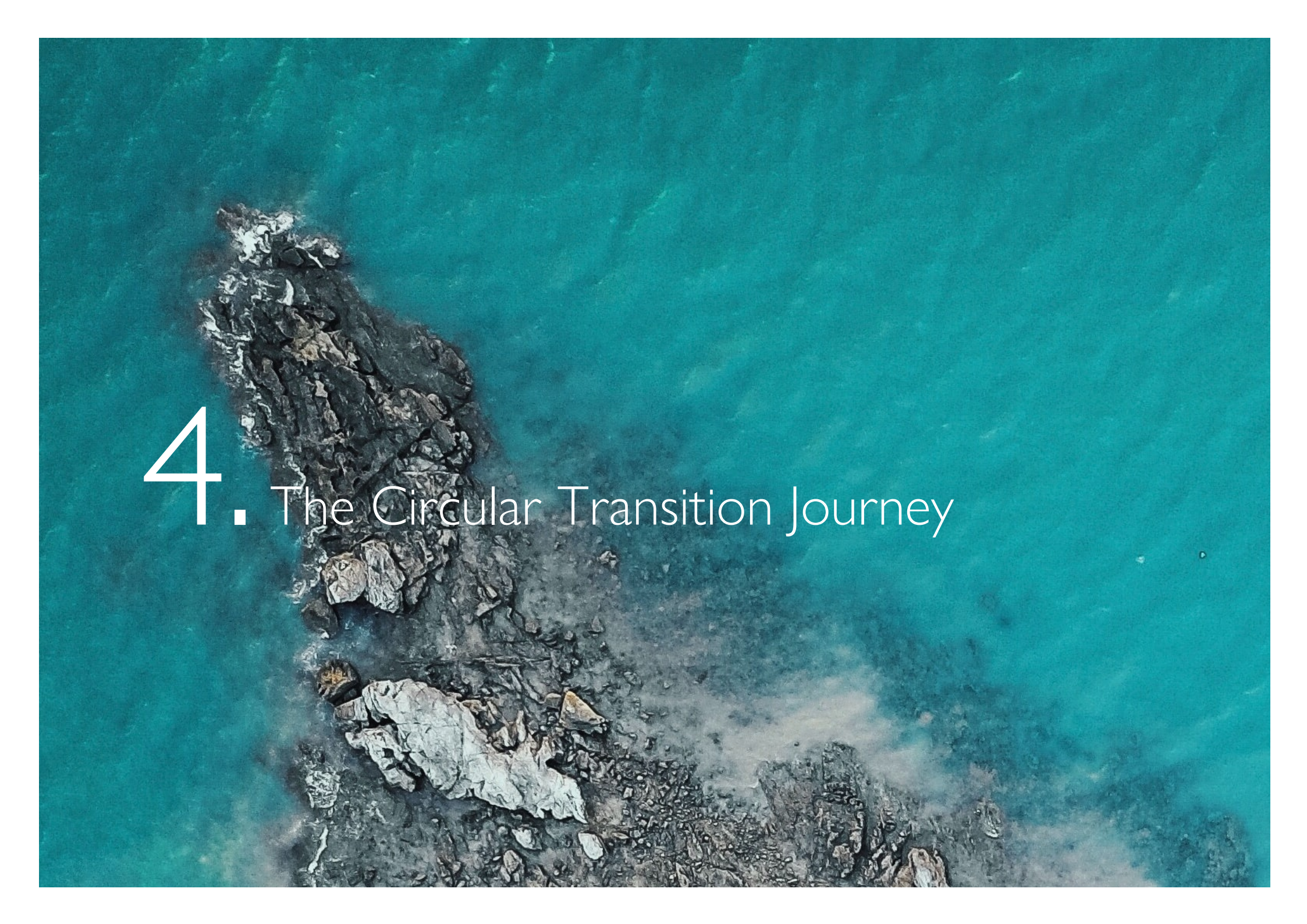
More people want to travel, but few people have the time for a long trip, either due to familial responsibilities, work responsibilities or just a lack of vacation days. Additionally, more people want to visit more destinations and be more well-traveled. How can they get what they want, with limited time and sometimes limited cash? Tiny trips are the trending answer to this problem. Rather than get away once per year, for 10 days or two weeks, more travelers are getting away for two or three days at a time and taking more frequent trips as a result. Local destinations have an opportunity to tap into this shift.

Consumption as a form of personal impact

Michele Giddens at Forbes² writes that "people increasingly want to work for, buy from, and invest in companies that have mission and impact at the heart of their model". People are spending in line with their values – values that include social impact and environmental responsibility. It becomes profitable and advisable to build impact into your core business model.

² <https://www.forbes.com/sites/geoffwhitmore/2019/12/10/8-travel-trends-to-expect-in-2020/?sh=305cfad0d088>

Looking at the positive and negative impacts of tourism, and the current trends in the sector, circular economy is expected to become a central strategy to offer tourists a unique, environmentally friendly alternative that also benefits local destinations and society at large. The next chapter will provide a step-by-step approach to engage your organization on its journey to circularity.

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4. The Circular Transition Journey

Introduction

In order to transition to a circular economy business model, you will need to go through specific phases, illustrated in the figure below. First, you will **explore** your current operating environment, define your key stakeholders and get acquainted with the circular mindset. Second, you will need to **assess** your current circularity gap. Starting from your own strengths and weaknesses, your existing practices, you will get a first image of your baseline, your starting point. Next, you will start a **planning** process, in which you will set up a vision, key objectives and brainstorm activities that will lead you to become more circular. As a follow up, you will need to **implement** your plan, set up a team, organise a monitoring system. Finally, you will develop a set of **communication** activities to document and spread the impact of your journey.



4.1 EXPLORE

Objectives



Before starting your transition to a circular economy, it is relevant to spend a bit of time exploring the space in which your organisation is operating, as well as the guiding principles that will allow you to navigate further in this space. In this section, we will introduce specific approaches that will allow you to start framing your transition process.

Guiding questions



- Which mindset can support my transition journey?
- What is my current operating environment? Are there any upcoming political, economical, cultural or technological trends that may influence me to shift towards a circular business model?
- Which stakeholders are currently involved in my operations? Which one will be key to interact with when I am adopting a circular business model?



Key activities in this section



- Activity 1 :** Get acquainted with the circular mindset
- Activity 2:** Explore the big picture of your business environment through a PEST analysis
- Activity 3:** Understand your stakeholders with stakeholder mapping

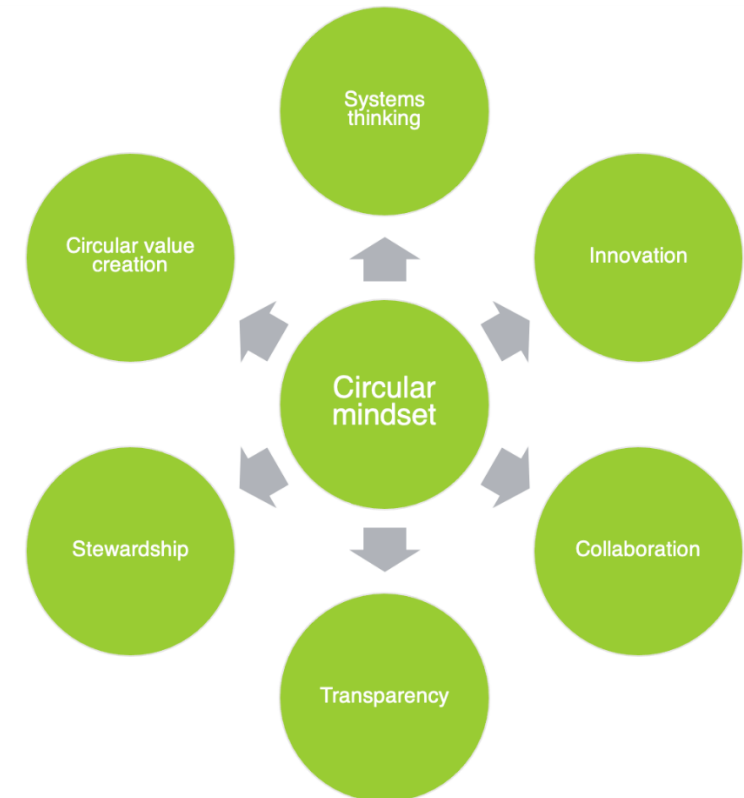


Activity 1: Towards a circular mindset

What is it about?

Businesses operating in the circular economy have developed a particular mindset that allows them to operate differently than in conventional approaches. This circular mindset is based on a set of principles that can support your successful transition towards a circular business model. Thinking in systems, applying technological and non-technological innovation, becoming a steward, collaborating with different stakeholders, communicating progress transparently and putting circular value creation at the core of your processes are key principles that will frame your transition.

Take time to get acquainted with the following principles as they will lay a strong foundation to your transition journey.



Circular mindset principle 1 : Organisations take a holistic approach to understand how individual decisions and activities interact within the wider system.

No business is an island. Indeed, businesses operate within a complex network of partners, suppliers, customers that form a specific system. Other members of the system influence and impact on your organisation's ecological and economic performance. Particular attention should be paid in this context to potential interdependencies. As a tour operator, your overall environmental performance will depend of the ecofriendliness of the destinations you promote, or the sustainability credentials of your accommodation providers. As an accommodation provider, your choice of suppliers for food, textiles, furniture... will directly impact your ecological footprint.

In addition to key actors and other stakeholders, your business landscape is also influenced by external factors (policy constraints, technological changes, consumer behaviour, etc.). Taking this into account is essential to understand your role and position in the system and to influence how the whole system may evolve towards circularity.

Less obvious is the impact of levers and (positive and negative) feedback, (formal and informal) interpersonal relations and systemic interventions (innovations in products and services, access to new data, etc.). Systems do not always behave as expected, and actions taken can have all kinds of consequences. Systems thinking can help your organisation manage and change complexity as well as gain insight into potential consequences of long-term decisions and activities.

Circular mindset Principle 2: Organisations continually innovate to create business value through the sustainable management of natural resources by designing processes, products and/or services and business models.

Innovation is fundamentally important for making the transition to a more circular approach. It can be the fruit of research and development but can also stem from intelligent design or progressive partnerships. Circularity demands a totally fresh outlook regarding consumption and production, meaning that current business practices have to be constantly questioned. Technological innovation – for instance the use of solar panels or smart energy efficiency monitoring devices- is therefore only part of the innovation activities that need to be addressed. A closer look at social innovation, cross-sectoral collaboration can also bring unexpected outcomes to your circular value proposition.

Circular mindset Principle 3 : “Organisations manage the direct and indirect impacts of their decisions and activities across their system.”

In order to think Circular, your organisation will have to adopt a proactive stewardship stance. In this context, 'stewardship' represents an organisation's responsibility for all facets of its decisions and activities. Management should take account of the impact of product or service design, the consequences for the supply chain and customer satisfaction right up to the end of the product's life cycle. It must take into consideration both current and future economic, environmental and social problems. Stewardship has to do with the company's accountability for its impact within its broader system.

Circular mindset Principle 4: Organisations collaborate internally and externally through formal and/ or informal arrangements to create mutual business value.

Owing to the necessary changes entailing more circular methods, it seems unlikely that companies can achieve this without collaborating. Progressive partnerships between companies (such as cross-sectoral cooperation), local governments, NGOs, and consumers are essential. The development of both a common approach with mutually agreed objectives and mutual trust are the building blocks of successful collaboration. The need for clear communication and a shared vision and objective applies to both internal and external collaboration.

Circular mindset Principle 5 : Organisations are open about decisions and activities that affect their ability to transition to a more sustainable and circular mode of operation and are willing to communicate these in a clear, accurate, timely, honest and complete manner.

Ideally, organisations should be transparent, making information available either proactively or on request. However, this does not mean that intellectual property cannot remain protected. But it does entail

reassessing exchanges of information in line with building up mutual trust within internal and external partnerships.

Circular mindset Principle 6: Organisations keep all products, components and materials at their highest value and utility at all times.

Finally, at the core of the circular mindset, is the management of value creation. The concept of value is essential in a circular economy business model. Value can be optimised by scaling down costs (e.g. by using less materials) by avoiding value destruction (avoiding waste-related costs), or by finding new revenue streams (such as supplying additional services to your customers). Value can stem from using products for longer or in multiple usage cycles (for instance by leasing furniture or other equipment). In addition to these approaches, continuously curbing the demand for energy and ensuring more energy-efficient processes and products can also maximise value creation. Specific sections of this handbook will go back to this essential principle.



Activity 2 : Explore your operating environment

What is this about?

Changes in your business environment can create great opportunities for your organization – and cause significant threats.

For example, opportunities can come from new technologies that help you reach new customers, from new funding streams that allow you to invest in better equipment, and from changed government policies that open up new markets.

Threats can include deregulation that exposes you to intensified competition; a shrinking market; or increases to interest rates, which can cause problems if your company is burdened by debt.

PEST Analysis is a simple and widely used tool that helps you analyse the Political, Economic, Socio-Cultural, and Technological changes in your business environment. This helps you understand the "big picture" forces of change that you're exposed to, and, from this, take advantage of the opportunities that they present.

Why is it relevant?

PEST Analysis is useful for several reasons:

1. It helps you to spot business opportunities, and it gives you advanced warning of significant threats.
2. It reveals the direction of change within your business environment. This helps you shape what you're doing, so that you work with change, rather than against it.
3. It helps you avoid starting projects that are likely to fail, for reasons beyond your control.

Key steps to conduct this activity

Step 1: Brainstorm Factors

Political Factors

- When is your country's next local, state, or national election? How could this change government or regional policy?
- Who are the most likely contenders for power? What are their views on business policy, climate policy, resource policies and on other policies that affect your organization?
- Could any pending legislation or taxation changes affect your business, either positively or negatively? Waste tax? Energy related tax?
- How will business regulation, along with any planned changes to it, affect your business? And is there a trend towards regulation or deregulation?
- How does government approach corporate social responsibility, environmental issues, and customer protection legislation? What impact does this have, and is it likely to change?
- What is the likely timescale of proposed legislative changes?
- Are there any other political factors that are likely to change?

Economic Factors

- How stable is the current economy? Is it growing, stagnating, or declining?
- Are customers' levels of disposable income rising or falling? How is this likely to change in the next few years?
- What is the unemployment rate? Will it be easy to build a skilled workforce? Or will it be expensive to hire skilled labour?
- Do consumers and businesses have easy access to credit? If not, how will this affect your organization?
- How is globalization affecting the economic environment?
- Are there any other economic factors that you should consider?

Socio-Cultural Factors

- What is the population's growth rate and age profile? How is this likely to change?
- Are generational shifts in attitude likely to affect what you're doing?
- What are your society's levels of health, education, and social mobility? How are these changing, and what impact does this have?
- What employment patterns, job market trends, and attitudes toward work can you observe? Are these different for different age groups?
- What social attitudes and social taboos could affect your business? Have there been recent socio-cultural changes that might affect this?
- How do religious beliefs and lifestyle choices affect the population?
- Are any other socio-cultural factors likely to drive change for your business?

Technological Factors

- Are there any new technologies that you could be using for your operations?
- Are there any new technologies on the horizon that could radically affect your work or your industry?
- Do any of your competitors have access to new technologies that could redefine their products?
- In which areas do governments and educational institutions focus their research? Is there anything you can do to take advantage of this?
- Are there existing technological hubs that you could work with or learn from?
- Are there any other technological factors that you should consider?

Step 2: Brainstorm Opportunities

Once you've identified the changes that are taking place in your business environment, it's time to look at each change, and brainstorm the opportunities that this could open up for you. For example, could it help you develop new services or products, open up new markets, or help you make some of your processes more efficient?

Step 3: Brainstorm Threats

It's also important to think about how these changes could undermine your business. If you understand this early enough, you may be able to avoid these problems, or minimize their impact. For example, is the rise of sharing economy in the industry affecting your organization?

Step 4: Take Action

Use the results of the PEST analysis in the next steps of your transition journey. Where you have identified significant opportunities, build the actions you'll take to exploit them into your circular brainstorming. Where you've identified significant risks, take appropriate action to manage or eliminate them.

PEST Analysis Worksheet

		FACTOR	OPPORTUNITY	THREAT
	Political			
	Economic			
	Socio-cultural			
	Technological			



Activity 3: Stakeholder mapping

What is this about?

Stakeholder mapping is the visual process of laying out all the stakeholders of an organisation, or project, in one map. The main benefit of a stakeholder map is to get a visual representation of all the people who can influence your transition project and how they are connected. It's good to have a detailed stakeholder map and know how to involve the right people when you plan to launch a new product or service or revisit your overall organization's strategy.

Whether you are planning a new circular project or kicking off an internal program that mostly affects your team, it's important to understand the different types of stakeholders to involve. Each project has internal and external stakeholders, and drawing a clear line between the two will help you set the right priorities and find the approach that works for your specific situation

Why is stakeholder mapping relevant?

Stakeholder mapping allows you to identify key players that will influence your circular project and its success.

- Find out who has the most influence: When you build a stakeholder map, you can easily see who will have the highest-level influence over a project.
- Focus on those who benefit most: Stakeholder maps help you see who will benefit most from the end-product, so you can focus on marketing to that person for either sales or resources.
- See where resources are most plentiful: Often when you build a stakeholder map, you'll see who has restraints on the project and who has more resources, so internally you can put the right people on your team.
- Have a game plan: Overall, a stakeholder map gives you a good idea of who you're trying to satisfy when building this project.

Defining stakeholders

You should focus on identifying and characterising two sets of stakeholders: internal and external stakeholders.

- Internal stakeholders: Internal stakeholders are people on your team who are participating in delivering a project. Their level of engagement may vary but they all have an influence because they are a part of your organization. Here is how a list of internal stakeholders might look like: direction and management, marketing, sales etc..
- External stakeholders: External stakeholders are those who will be impacted by your project and product, though they don't directly participate in working on it. It might obviously be your customers/users, competitors or other actors in the markets (local governments, Ngos,etc..), suppliers, federations...



A word cloud of external stakeholders. The words are arranged in a roughly circular shape, with 'Shareholders' at the top, 'Media' below it, 'Retailers' and 'Distributors' to the right, 'Licensees' and 'Trade Unions' to the left, 'Scientific Community' in the center, 'Factories' and 'Partners' below that, 'Guests' and 'Contractors' further down, 'Suppliers' and 'Regulators' at the bottom, and 'NGOs' at the very bottom.

Shareholders
Media
Retailers Distributors
Licensees Trade Unions
Scientific Community
Factories Partners
Guests Contractors
Suppliers
Regulators NGOs

Key steps to conduct this activity

Step 1: Brainstorm

Start by identifying all the potential stakeholders — people, groups, or organizations affected by your service or project, those who have influence over it, or have an interest or concern in its success. Write down their names on a whiteboard or in a shared virtual space. At this point, try to be as granular as possible — you can always eliminate duplicates or those who actually don't have 'skin in the game' later.

Step 2: Categorize

Now it's time to group the results of your brainstorming. Are there any stakeholders that can be put into one category? How can you name this category? Are there any types of stakeholders you forgot about?

Step 3: Understand

For each category you have identified, consider each of their perspectives using the following questions:

- What matters to them most?
- How do they problem solve?

You can use the following template:

 Stakeholder category	
What matters to them most?	
How do they solve problems?	

Step 4: Prioritize

Depending on the complexity of the project or a product, you can have just a couple of stakeholders for a small project or dozens of them if the project brings a big change to your organization. When you are dealing with a lot of internal and external stakeholders, it is very important to prioritize them. One of the best ways to do that is to use a matrix to analyse the power that stakeholders have over your project and their level of interest in it.



Step 5: Engage

Once your priorities are defined, it's important to come up with a plan for engaging all the major stakeholders. They may be key actors to talk to when you are transforming your business model, they may be needed to be interviewed to validate a new circular concept or you just may want to keep them in the loop and inform them when your new circular project is taking place.

As the matrix shows, all stakeholders can fall into four categories:

- High power, highly interested people (Manage Closely)
- High power, less interested people (Keep Satisfied)
- Low power, highly interested people (Keep Informed)
- Low power, less interested people (Monitor)

4.2 ASSESS

Objectives



Now that you have a first picture of your operating environment, it is time to dig deeper into your current organisational operations. The objective of this phase is to assess your circularity gap: define your strengths and weaknesses, assess the key material flows used in your organisations and prioritize which aspects you should consider to make your organisation more circular.

Guiding Questions



- o Do you monitor existing environmental impacts of your organisation?
- o Do you have an existing assessment of the circularity practices in place within your organisations? Do you know how the circular economy might prove relevant for your business in the long run?
- o What exactly does the circular economy entail for your products, value chain, applications, etc.?
- o What potential value are you striving to generate? What do you and your company consider to be important?

Key activities in this section



- Activity 4:** Assess your strengths and weaknesses with a SWOT Analysis
- Activity 5:** Assess the Drivers and barriers to shift to a Circular economy
- Activity 6:** Screen and map your current practices with regard to CE: ecomapping
- Activity 7:** Measure your circularity gap
- Activity 8:** Prioritize your key impacts with the materiality assessment





Activity 4: Assess your strengths and weaknesses with a SWOT Analysis

What is it about?

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of your organization's business. You can use SWOT Analysis to make the most of what you've got, to your organization's best advantage. And you can reduce the chances of failure, by understanding what you're lacking, and eliminating hazards that would otherwise catch you unawares. Better still, you can start to craft a strategy that distinguishes you from your competitors, and so compete successfully in your market.

Why is this relevant?

As any strategic change, conducting a SWOT analysis when starting a circular transition journey can help you identify where Circularity can help you reduce your weaknesses or support you in developing your strengths.

Key steps to conduct this activity

First, draw up a SWOT Analysis matrix. This is a 2x2 grid, with one square for each of the four aspects of SWOT. Figure below shows an example of how it should look like.

SWOT analysis worksheet

STRENGTHS



What do you do well? What tangible and intangible resources can you rely on?

What do others see as strengths in you?

WEAKNESSES



What could you improve?

What resources, skills, know how do you miss?

What do others see as weaknesses in you?

OPPORTUNITIES



What new opportunities are open to you?

What trends could you take advantage of?

How can you turn your strengths into new value creation?

THREATS



What is your competition doing differently?

What threats could harm you?

You can approach a SWOT Analysis in two ways: to get people together to "kick off" strategy formulation informally, or as a more sophisticated and formal tool. In either case, gather a team from a range of functions and levels in your organization.

Use Brainstorming techniques to build a list of ideas about where your organization currently stands. Every time you identify a Strength, Weakness, Opportunity, or Threat, write it down in the relevant part of the grid.

To clarify which section an idea belongs to, it may be useful to think of Strengths and Weaknesses as internal factors – that is, to do with the organization, its assets, processes, and people. Think of Opportunities and Threats as external factors, arising from your market, your competition, and the wider economy.

Let's look at each area in more detail and consider what questions you could ask as part of your analysis.

Strengths

Strengths are things that your organization does particularly well, or in a way that distinguishes you from your competitors. Think about the advantages your organization has over other organizations. These might be the motivation of your staff, access to certain materials, or a specific location that attract many tourists.

Your strengths are an integral part of your organization, so think about what makes it "tick." What do you do better than anyone else? What

values drive your business? What unique or lowest-cost resources can you draw upon that others can't? Identify and analyse your organization's Unique Selling Proposition (USP) and add this to the Strengths section.

Then turn your perspective around and ask yourself what your competitors might see as your strengths. What factors mean that you get the sale ahead of them?

Remember, any aspect of your organization is only a strength if it brings you a clear advantage. For example, if all of your competitors provide high-quality products, then a high-quality production process is not a strength in your market: it's a necessity.

Weaknesses

Now it's time to consider your organization's weaknesses. Be honest! A SWOT Analysis will only be valuable if you gather all the information you need. So, it's best to be realistic now, and face any unpleasant truths as soon as possible.

Weaknesses, like strengths, are inherent features of your organization, so focus on your people, resources, systems, and procedures. Think about what you could improve, and the sorts of practices you should avoid.

Once again, imagine (or find out) how other people in your market see you. Do they notice weaknesses that you tend to be blind to? Take time to examine how and why your competitors are doing better than you. What are you lacking?

Opportunities

Opportunities are openings or chances for something positive to happen, but you'll need to claim them for yourself!

They usually arise from situations outside your organization and require an eye to what might happen in the future. They might arise as developments in the market you serve, or in the technology you use. Being able to spot and exploit opportunities can make a huge difference to your organization's ability to compete and take the lead in your market.

Think about good opportunities you can spot immediately. These don't need to be game changers: even small advantages can increase your organization's competitiveness. What interesting market trends are you aware of, large or small, which could have an impact?

You should also watch out for changes in government policy related to your field. And changes in social patterns, population profiles, and lifestyles can all throw up interesting opportunities.

Threats

Threats include anything that can negatively affect your business from the outside, such as supply chain problems, shifts in market

requirements, or a shortage of skilled recruits. It's vital to anticipate threats and to take action against them before you become a victim of them and your growth stalls.

Think about the obstacles you face in getting your product or service to market and selling. You may notice that quality standards or specifications for your offerings are changing, and that you'll need to change those if you're to stay in the lead. Evolving technology is an ever-present threat, as well as an opportunity!

Always consider what your competitors are doing, and whether you should be changing your organization's emphasis to meet the challenge. But remember that what they're doing might not be the right thing for you to do and avoid copying them without knowing how it will improve your position.

Be sure to explore whether your organization is especially exposed to external challenges. Do you have bad debt or cash-flow problems, for example, that could make you vulnerable to even small changes in your market? This is the kind of threat that can seriously damage your business, so be alert.



Activity 5: Assess the drivers and barriers to shift to a circular economy

What is it about?

Developing circular practices and business models that integrate circular principles is not straightforward. Companies in different sectors including the tourism and hospitality sector have different drivers, but also experience diverse barriers to innovating business models.

Why is it relevant?

Understanding the key drivers and barriers to develop circularity in your organization is an important step to frame your strategy. The goal in this assessment will be brainstorm on how to enhance existing drivers while devising strategies to reduce possible barriers.

Key steps to conduct this activity

Step 1. Review external and internal drivers and barriers

Discuss in your team which barriers and drivers are relevant for your organisation. The selected drivers will help you shape your narrative around your circular economy strategy (explain the WHY?).

Step 2. Selection of barriers

Now, select the most pressing barriers that may affect your move to circular economy. These barriers may have to be tackled within your action plan.

Step 3. Barriers breakdown

Have an initial brainstorm on what could be done to reduce the importance of the barrier. The results of your brainstorm will feed into your action plan.

DRIVERS AND BARRIERS WORKSHEET

1. EXTERNAL DRIVERS

Coercive pressure	No relevance	Medium relevance	High relevance
Legal pressure to decrease the use of certain material resources in society (e.g. chemicals)			
Tighter environmental policy standards, especially on waste prevention, recycling and recovery targets			
Taxes on natural resources that promote resource efficiency and/or substitution of resources			
Market pressure	No relevance	Medium relevance	High relevance
Increasing competition from low-cost countries puts European tourism providers under pressure to find new business propositions and alternative ways to organise business			
Consumer preferences in some product groups are shifting away from ownership towards increased acceptance of renting, sharing and leasing business models			
Demands for new business models from business partners and customers			
Risky/uncertain access to virgin raw materials, price volatility.			

2. INTERNAL DRIVERS

Economic drivers	No relevance	Medium relevance	High relevance
Cost savings in waste management by reusing and recycling waste			
Revenue growth from recovering wasted economic potential of products and finding alternative sources of value, e.g. from resale of used products or parts harvesting and using in refurbishing and remanufacturing processes			
Potential to meet low cost competition by creating market differentiation by adding or creating new services close to final customers			
New possibilities for innovation and growth from alternative business models that offer access to products over ownership or sell performance			
Cost recovery by selling valuable second hand, repaired, refurbished, remanufactured, upcycled products and recyclable materials			

Environmental benefits	No relevance	Medium relevance	High relevance
Reduced risk/liability of hazardous materials			
Reduced waste volumes due to reuse of products, parts and materials			
Greater security of supply and resilience			
Greater security of resource supply is an important driver since the future material demand is difficult to predict.			
Security of supply increases resilience of the business system, which is then better equipped to deal with change and withstand economic and financial shock and disturbances			
Reduced price volatility of resources			
New and enhanced customer relationships	No relevance	Medium relevance	High relevance
Diversified and customised offering not only attract new customers, but also strengthen existing customer relationships and increase brand loyalty			
Improved customer interaction and loyalty			
Company values, strategies and aspirations			
Opportunity to capitalise on and benefit from higher quality and environmentally sound products and services			
Increased brand protection and loyalty			
Top management commitment			

3. EXTERNAL BARRIERS

Coercive barriers	No relevance	Medium relevance	High relevance
Polices that incentivise recycling, incineration, or disposal over other circular strategies such as reuse and refurbishment			
Regulatory frameworks that target export of waste streams (aimed at reducing the amount of waste sent to developing nations) may also hinder circular business models by preventing cross-border movement of products for reuse			
Difficulty, high cost and long time to gain 'secondary material' status over 'waste' status under the existing environmental permit system.			
Absence of defined targets for resource efficiency in policy			
Lack of governmental incentives (e.g. financial) for resource efficiency			
Legacy product liabilities			
Market barriers	No relevance	Medium relevance	High relevance
Products have low residual value at the end of life			
Low price of many virgin materials is a barrier, especially when the costs of recycled materials are higher			

Current infrastructure does not support circular offerings, i.e. locked-in infrastructure			
Lack of networks and/or supply chains for disassembled products and components and recycled materials (reverse logistics)			
High labour costs			
Lack of design tools for circular business models and for circular products			

4. INTERNAL BARRIERS

Business models related barriers	No relevance	Medium relevance	High relevance
Decreased sales of new products due to increased sales of repaired, reconditioned and remanufactured products			
Lack of supply (or quality) of returned products or resources (			
Difficult to organise takeback logistics			
Uncertainties about the residual value of the new products, i.e. repaired, reused, upcycled, refurbished or remanufactured			
Unpredictability of volume of returned products can make it difficult for companies to plan and financially forecast			

Risks with product performance, increased liabilities for reconditioned products or materials			
Value chain related barriers	No relevance	Medium relevance	High relevance
Existing supply chain dependencies and relationships prevent circularity			
Difficult to cooperate/collaborate with other companies and/or stakeholders			
More risks from being dependent on market-unstable suppliers compared to being dependent on traditional global commodity markets for virgin materials			
Financial barriers	No relevance	Medium relevance	High relevance
Liquidity risks as cash flows spread over longer periods of time			
High upfront investment costs associated with products with longer lifetimes			
Increased (working) capital needs for pre- financing in the case of leasing models and relatively lower returns on investments in these models			
Potential increase of cost of capital as assets are retained on the companies' balance sheets creating a financing demand and thus decrease overall liquidity of the company's asset			
Risk of not achieving cost-effective repair, reuse, or remanufacturing			
High costs associated with takeback of products			
High labour costs related to product disassembly and source separation of waste			
Customer related barriers	No relevance	Medium relevance	High relevance

Lack of consumer awareness about offerings or misunderstandings about refurbishment, reuse, servicing, performance sales, etc.			
Lack of and/or uncertainty about consumer acceptance and/or demand for circular offers/products about product or service acceptance			
Pre-conceived notions that refurbished products are inferior to new products or lack in their thrill of 'newness'			
Organisational strategies and capabilities	No relevance	Medium relevance	High relevance
Circular business does not align strategically within organisation			
Diversification of product-oriented businesses with service-focused offerings and lack of expertise in the company			
Lack of expertise within organisation and increased demand for company resources			
Technical issues	No relevance	Medium relevance	High relevance
Products are not designed for circular business models, i.e. for easy disassembly, repair, refurbishment and remanufacturing and thus physical product attributes make it difficult to reuse products			
Concerns about technical reusability of materials or lower material quality after reuse.			
Hygienic/safety issues associated with reused or repaired products			
Lack of spare parts, repair tools, repair guidelines.			



Activity 6: Screen and map your current circular practices: Ecomapping

What is it about?

The purpose of Ecomapping is to provide small companies and organisations with a free, visual, simple and practical tool to analyse and manage their behaviour and practices in relation to the environment. It involves making a map of an organisation's site, for example, a hotel facility, a restaurant, an office, to create an understanding of an organisation's current environmental situation.

Ecomapping is not a goal in itself, but a process framework that helps to define and prioritise environmental problems and issues to act upon. Once completed, Ecomapping can serve as the basis for a wider environmental management system, and in our case to assess the circularity gap of your organisation.

Why it is relevant?

Ecomapping has several functions as:

- an inventory of environmental practices and problems
- a systematic method of conducting an on-site environmental review and audit;
- a tool that allows employee involvement and participation
- an easy way to document and track environmental improvements;
- a catalogue of immediate small positive actions.

As 80% of the environmental problems are related to a specific location, ecomapping the organisation's facilities and offices is very useful to show clearly which environmental nuisance occurs and where.

Key steps to conduct this activity

Step 1. Get a site plan of your facility

This map should be copied (6 times) and will be the basis for the work to be done. The various inside areas should appear on it.

The Ecomaps must reflect a real situation: they must be clear, recognizable and proportional. They must be dated, identified and referenced.

They must include one or two relevant objects to know quickly where you are on the map (ex: machines, boiler...).

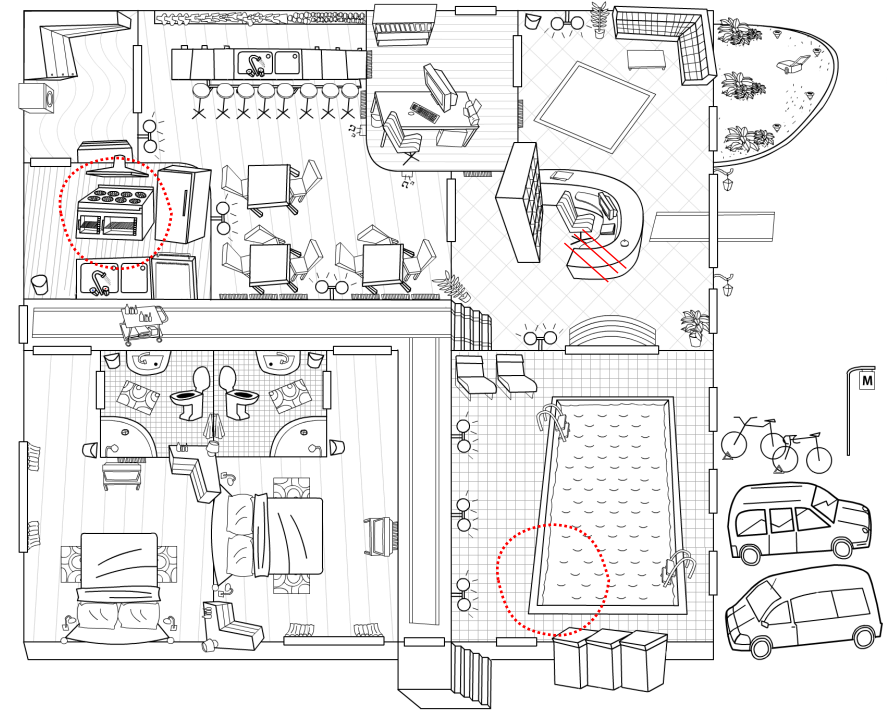
Step 2. Map and highlight good and bad practices

Gather a team of staff to perform the assessment. Beyond providing a set of relevant information on your environmental practices, Ecomapping is also a tool for awareness raising and communication. When Ecomapping your site, you will visit your facilities using one specific lens at a time (Energy, water, waste, air, soil, risks) to identify aspects that impact the environment and resources use. Each environmental aspect will be collected on one map.

When identifying an issue during your visit, you may draw your own symbols on the map but use at least the two following one:

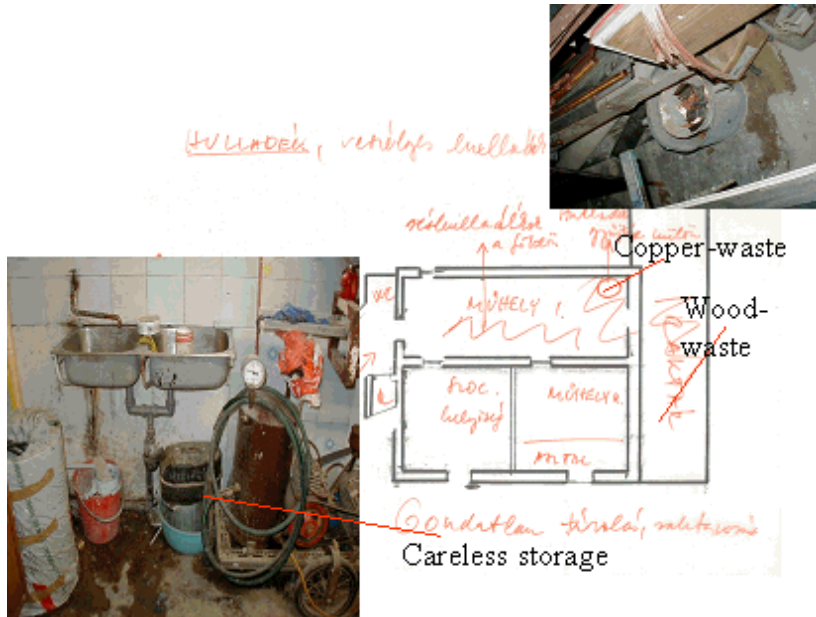
- Hatches: small problem (area to monitor, problem to study)
- Circle: serious problem (stop, corrective action)

The more serious the problem, the bigger and thicker the circle. You may also highlight the existing good practices by using various colours.



Tip: In order to keep everything in mind, to communicate more effectively on the results later on or to ensure hands-on environmental awareness raising, take pictures!

Step 3: Analyse and review the collected information



You have now some information on the sources of the organisation's environmental impacts:

- o A list of nuisances and problems arising from equipment and practices,
- o Some information providing an overview of the current situation.

This qualitative information will be helpful to develop your action plan.

Access Ecomapping guidelines in detail: [Eco-Mapping Guideline \(2002\).pdf](#)



Activity 7: Measuring your circularity gap

What is it about?

Beyond analysing specific eco-behaviours happening within your organisation that may influence your circularity potential, it is also relevant to gather more quantitative data to help you measure your circularity baseline. By doing so, you will also be able to prioritize areas of improvement and clarify your goals and objectives when developing a circular action plan.

Why it is relevant?

Indicators or metrics are key and effective tools for production assessment and informed decision making. This is particularly relevant when transitioning to Circular Economy, given the old idiom: “What gets measured get managed”.

When quantifying the environmental impact of your organisation or your service, you get an initial baseline that can help you set up clear objectives and highlight specific areas that you should explore to become more circular (procurement of circular supplies, shift to renewable energy, water management, etc...).

Key steps to conduct this activity

Step 1: Frame the boundaries of your assessment

Depending on the nature of your operations (are you a tour operator, a hotel or camping ground?), the boundaries of your assessment will differ. Measuring circularity will depend on the scope you try to address: At the systems level, measuring circularity is primarily understood as a matter of quantifying material flows (what energy and materials come in, what waste, Co2 emissions, etc... come out). At the business level, companies are beginning to use circularity frameworks as an internal tool to assess the full scope of materials associated with their operations and to understand the potential value and progress of circular strategies and tactics in action. And, at the product level, new metrics can build on and contextualize go-to tools such as the life-cycle assessment to understand the holistic impacts of design decisions. Before choosing the right assessment approach, you will need to clarify what you want to measure and for which purpose.

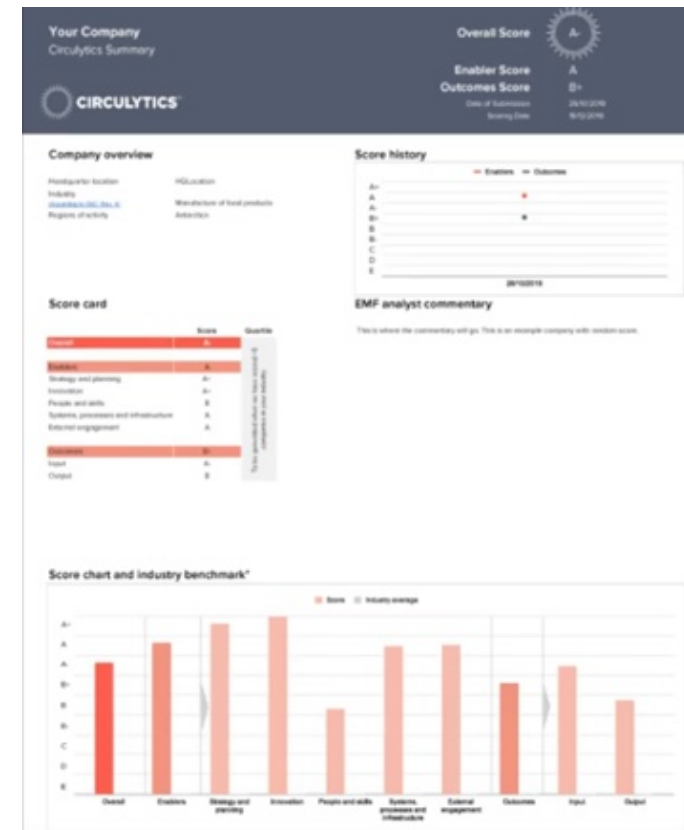


Figure 2: Circulytics screenshot

Step 2: Choose the right assessment tool

Several tools and methodologies exist to quantify your environmental impact and to address how circular your operations are.

Environmental calculators

Several tools and calculators have been developed in the last decade to assess company's impact on climate change, on water use, etc... Carbon footprint and water footprint calculators may be highly relevant for the Tourism industry. The following tools are free to use online and can help you set up an initial baseline, depending on your measurement objectives.

also developed a benchmarking system, where you can compare your carbon footprint result with the average carbon footprint of your area.

Access the tool here:

<https://www.greenkey.global/online-hcmi>

Green key carbon footprint calculator:

If you are a hotel or other type of accommodation, you can calculate your carbon footprint using the carbon calculation tool below. The carbon calculation follows the “Hotel Carbon Measurement Initiative” (HCMI) tool developed by the International Tourism Partnership (ITP) in partnership with World Travel & Tourism Council. Currently, more than 24,000 hotels have already been calculating their carbon calculation footprint using the HCMI tool. ITP, in cooperation with Greenview, has

Hotel Carbon measurement initiative:

Hotel Carbon Measurement Initiative (HCMI) is a free methodology and tool for hotels to calculate the carbon footprint of hotel stays and meetings in their properties.

Access the tool here:

<https://sustainablehospitalityalliance.org/resource/hotel-carbon-measurement-initiative/>

Green Key water footprint calculator:

If you are a hotel or other type of accommodation, you can calculate your water footprint using the water calculation tool below. The water calculation follows the “Hotel Water Measurement Initiative” (HWMI) tool developed by the International Tourism Partnership (ITP).

Access the tool here:

<https://www.greenkey.global/water-calculation-tool>

Circular economy measuring tools

Circulytics:

Circulytics supports a company's transition towards the circular economy, regardless of industry, complexity, and size. Going beyond assessing products and material flows, this company-level measuring tool reveals the extent to which a company has achieved circularity across its entire operations. It does this by using the widest set of indicators currently available: enablers and outcomes.

Circulytics:

- Measures a company's entire circularity, not just products and material flows
- Supports decision making and strategic development for circular economy adoption
- Demonstrates strengths and highlights the areas for improvement
- Provides optional transparency to investors and customers about a company's circular economy adoption
- Delivers unprecedented clarity about circular economy performance, opening up new opportunities to generate brand value with key stakeholders

Access the tool here:

<https://www.ellenmacarthurfoundation.org/resources/apply/circulytics-measuring-circularity>

The Circularity Check:

The Circularity Check is a free online scan with a questionnaire of about 60 questions that determines a circularity score for a specific product and/or service in any sector. It was developed by Ecopreneur and MVO Nederland as a self-assessment tool for SMEs and has 500+ existing users, including large companies.

Access the tool here:

<https://system.wesustain-esm.com/circularity-check/main.html/Login?portal=main>

Material circularity indicator:

The Material Circularity Indicator (MCI) tool, which is part of a broader 'Circular Indicators Project' developed by The Ellen MacArthur Foundation and Granta Design, allows companies to identify additional, circular value from their products and materials, and mitigate risks from material price volatility and material supply. Integrated with the MI:Product Intelligence package, MCI enables users to analyse and evaluate a range of environmental, regulatory, and supply chain risks for their designs and products.

MCI measures how restorative the material flows of a product, which can be aggregated up to product portfolio, and even further up to company level. Complementary indicators allow additional impacts and risks to be taken into account. The indicators may be used by product designers, as well as for internal reporting, procurement decisions, and the evaluation or rating of companies.

Access the tool here:

<https://www.ellenmacarthurfoundation.org/resources/apply/material-circularity-indicator>

Step 3: Gather quantitative data

After selecting the right tool, you will need to gather specific data to help you fill up your assessment.

Prepare and collect the information you need: energy and water bills, waste management bills, data on supplies, etc...

Step 4: Perform the assessment

Depending on the choice of the tool, the results will provide you with an overall score or a set of individual data results. This information will be useful for setting up your objectives and action plan in the next phase of your journey. For instance, your vision may be to become 100% circular by 2050, to supply 100% of recycled material for your operations, to become 100% local and organic for your restaurant operations, etc...



Activity 8 : Materiality assessment

What is it about?

Materiality' are “those topics that have a direct or indirect impact on an organization's ability to create, preserve or erode economic, environmental and social value for itself, its stakeholders and society at large” (GRI G4 guidelines). In other words, a materiality analysis is a method to identify and prioritize the issues that are most important to an organization and its stakeholders. When assessing your circularity gap, you may be able to prioritize specific areas of improvement. Nevertheless, priorities and hot topics may be different from your stakeholders perspective. It will then become strategic to confront your priorities with the ones of your stakeholders (think about your clients for instance).

Why is it relevant?

- It's an opportunity to analyse business risks and opportunities, and to eventually readjust and improve your business strategy;
- It's a chance to understand where your organization is creating or reducing value for society;
- It provides the knowledge and means on how to measure different performances (financial, social and environmental);
- It inherently means spotting trends and, therefore, anticipating emerging issues;
- Assessing the opportunities ahead allows for the development of new products or services and, therefore, staying ahead of the competition;
- It allows organizations to focus their efforts on allocating resources better;
- The analysis will allow companies to meet the sustainability expectations of stakeholders;
- It increases the chances of better satisfying stakeholders' demands;

Key steps to conduct this activity

Materiality means analysing which issues are the most important of being addressed by your organization. After identifying potential sustainability issues thought to be directly relevant to an organization's value chain, these issues are analysed using 2 different lenses.

For issues such as reducing plastic packaging or working with sustainable suppliers, the organization needs to evaluate:

- 1) what's the potential of each issue to positively or negatively impact organizational growth, cost, or trust and
- 2) how important is each issue to stakeholders.

The ultimate result is a visual representation of which issues should be prioritized according to their importance to the company's success and stakeholders' expectations (that can directly affect the first).

In other words, a materiality analysis is a methodology a company can use to identify and estimate possible Environmental, Social and Governance aspects which might impact the business and its stakeholders. As a result of this analysis, you will be able to create your long-term circular strategy.

Example of analysis



Source: OXFORD Properties Sustainability report (2020)

A materiality analysis and the materiality matrix that results from it allows an organization to decide on which sustainability issues to focus on and invest time in. The materiality matrix showcases these sustainability issues by contrasting two dimensions. One is the importance of the issue to the organization regarding the expected influence this issue will have on the organization's success. The second is the importance or attractiveness of the issue to stakeholders and the likely influence they might have, as a result of the working efforts (or lack of them) on this issue, on business success.

Most common sustainability aspects reported in the tourism industry:

- Cross-sector : Energy Use & Conservation, GHG Emissions, GHG Emissions reduction efforts, Environmental impact mitigation efforts, Workforce data, Approaches to child labour, Climate change risks.
- Tour Operators: Amount of materials used, Training data, Habitat protection/restoration, Customer satisfaction, Diversity.
- Hotel : Community assessment, Skills development & performance reviews, Diversity, Programmes to avoid serious diseases.
- Cruise Lines: Anti-corruption training, public policy positions, Life-cycle analysis (LCA) assessments of products/services impacts, Habitat protection/restoration, Employee performance reviews, Collective bargaining %, Customer data breach complaints, Waste generation.
- Airlines: Approaches to compulsory labour, Coverage of benefits, Diversity, Waste generation, Turnover, Collective bargaining.

Source: world travel and tourism council - Environmental Social and Governance reporting in travel and tourism: Trends, Outlook and guidance.

4.3 PLAN

Objectives



The objective of this phase is to translate all the data gathered from previous analysis into an integrated plan, starting from a vision, key objectives and an associated roadmap.



Guiding questions



- Do we have a strategic plan that is tailored to the activities of the circular economy?
- Do we have ideas for circular economy activities and have you set priorities for implementing them?
- Which concrete steps need to be taken to set the ball rolling?
- Where can I find solutions?
- Where can I find the right partners?
- How can data innovation and the Internet or Things leverage my product or service?
- Is my business model suited to the circular economy?
- Where are the possible business cases for my company?

Key activities in this section



- Activity 9:** Visioning through backcasting
- Activity 10:** Objectives setting
- Activity 11:** Roadmap
- Activity 12:** Brainstorming circular actions
- Activity 13:** Business modelling
- Activity 14 :** Setting indicators



Activity 9: Visioning through backcasting

What is it about?

Vision is about the future and a hopefully better world. It is the essence of what you hope to achieve and forms the beginning of your strategy. For example, one vision would be to be a “carbon positive hotel in 2030”, “the most circular tour operator in Europe”. Vision is not a statement that you define once and then forget about. It should be revisited on a yearly basis. And it should not be overly complex or difficult to parse — everyone in the company needs to know and deeply understand it.

In order to frame your visioning exercise, a backcasting exercise can be helpful. Backcasting is a strategic planning method that asks a team to create ideal future scenarios and then work backwards as a group to figure out what is needed to get to the ideal states from the current state.

Why is it relevant?

You can use backcasting to:

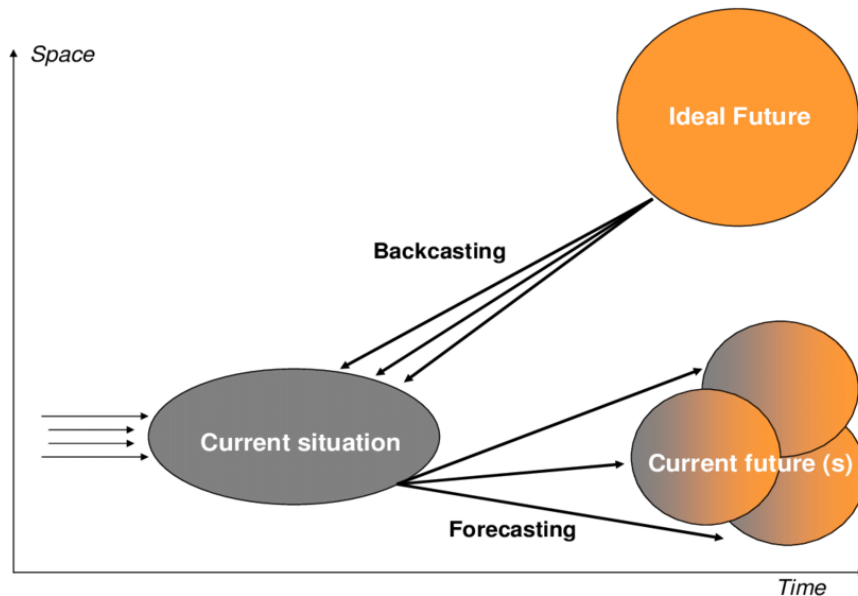
- Develop visions of the future (“what will my tourism facility look like in 2030?”)
- Support strategic design projects such as transition to circular economy.
- Diverge from predictions that are conveniently extrapolated from what you already know (the forecasting approach) to freely envision a reality that is an extreme success.

Advantages:

- Simplified backcasting can be done in one day workshop using sticky notes, pens, paper, and string.
- Backcasting is a way to reach a common understanding of successful futures and the steps required to achieve them.
- Backcasting provides actionable information.

Tips: Backcasting requires a strong facilitator and solid preparation.

Steps to conduct this activity



Step 1: pre-workshop preparation

- Recruitment: Recruit a group of internal stakeholders within your organization. Backcasting is an activity that is easier if all participants are in the same room (though you could envision a future where this is done remotely and use backcasting to work out how to have a successful remote backcasting session).

- Frame the exercise: Determine how far in the future you will start from. Is your time horizon 2030, 2050?
- Then establish a set of questions about the time frame, current state, future ideal states, actions, indicators, risks and opportunities that the facilitator will use during the backcasting exercise.

Step 2: Backcasting workshop

Brief your stakeholders on the purpose of the backcasting session and the ground rules.

Conduct an ideation workshop to identify the current state and future ideal states or scenarios of your organization:

- Define one or more possible (and successful) future states based on sustainable and circular principles, applied to your organization: i.e. “Our hotels are working with 100% renewable energy”. “We have zero waste in our restaurant”.
- Describe the current state of the problem: unsustainability of current operations, reduced profits, disruption in the market...
- Consider each future state and work backwards to identify actions, assumptions, risks, benefits, and other indicators that could lead to these future states.

Step 3: Post workshop

- Publish the results using charts, maps, stories, list of actions required, risk/benefit trade-offs, and photographs of the actual items produced during the backcasting exercise. The outcomes will be formalized in the next activities “Strategy” and “Roadmap”.

For a more detailed explanation of the methodology;

<http://www.slideshare.net/mmilan/backcasting-101-final-public>.



Activity 10: Strategy setting

What is it about?

Once your vision has been developed, you will need to set up a strategy and clarify your objectives. Strategy defines the direction you will take to achieve your vision. Strategy aligns the entire organization around what you want to accomplish and serves as a guide for how to turn the vision into reality. It lays out your goals and the key initiatives to be successful.

Why is it relevant?

Strategy is not the tactical work you will do. But it is not in the background either — it informs every decision you make about which activities to invest in. Strategy is cross-functional for major efforts. Every team needs to understand how their work is related and do their part to achieve the key objectives.

Steps to conduct this activity

Step 1: Clarify objectives

Objectives refer to specific measurable results for the initiative's broad goals. An organization's objectives generally lay out how much of what will be accomplished by when. For example, one of several objectives for a Tour Operator to become 100% circular might be: "By 2025 (by when), to increase by 50% (how much) the number of certified destinations in our catalogue (of what)."

Step 2: Form strategic directions

The next step in the process is developing your strategies. Strategies explain how the initiative will reach its objectives. Generally, organizations will have a wide variety of strategies that include people from all of the different functions of the organization. These strategies range from the very broad, which encompass people and resources internally and externally, to the very specific, which aim at carefully defined areas.

Examples of broad strategies include:

- Retrofit your facilities to become energy neutral.
- Use social media to highlight or circularity credentials and attract green customers
- Create a close loop system between your green space and the kitchen of your restaurant to become 100% food resilient.

Five types of specific strategies can help guide most interventions. They are:

- Providing information and enhancing skills (e.g., offer skills training in food waste management)
- Enhancing services (develop IT monitoring system for temperature setting in rooms)
- Modify access, barriers, and opportunities
- Change the consequences of efforts (e.g., provide incentives for hotel guests to act more sustainably)



Activity 11: Roadmap and action plan

What is it about?

A roadmap is a visualization of your strategic plan. It captures activities you will complete within a given time frame. It communicates upcoming work in one view. You can use a roadmap to drive conversations. It can be your guide for prioritizing work, allocating resources, and tracking dependencies.

Why is it relevant?

There is an inspirational adage that says, "People don't plan to fail. Instead they fail to plan." Because you certainly don't want to fail, it makes sense to take all of the steps necessary to ensure success, including developing an action plan.

There are lots of good reasons to work out the details of your organization's work in an action plan, including:

- To lend credibility to your organization. An action plan shows internal and external stakeholders that your organization is well ordered and dedicated to getting things done.
- To be sure you don't overlook any of the details
- To understand what is and isn't possible for your organization to do
- For efficiency: to save time, energy, and resources in the long run
- For accountability: To increase the chances that people will do what needs to be done

Steps to conduct this activity

Step 1. Action plan overview

Develop a framework that will organise your key objectives and detail them into a set of specific actions.

You may want to use the following template or develop your own.

Main objectives			List of actions	Resources and conditions				
Objective	Results	Action Areas	Actions	Priority	Requirements	Key responsible	Duration	Source of finance
1...		1.1...	1.1.1...					
			1.1.2..					
		1.2...	1.2.1...					
			1.2.2...					

Step 2: Action detailing

Each action should be detailed and framed individually with specific information. Who is responsible for the action, what is the timeline, what are the resources needed to achieve this action, what are the indicators and the specific expected impacts.

You can use the following template below or develop your own:

NAME OF ACTION	
DESCRIPTION OF ACTION	
CIRCULAR OBJECTIVE	
KEY PERFORMANCE INDICATOR	
TIMEFRAME	
RESPONSABILITY	
REQUIRED RESOURCES	
EXPECTED RESULT AND IMPACT	
FURTHER OBSERVATIONS	



Activity 12: Brainstorming circular actions

What is it about?

The previous activities have set the ground and defined visions and objectives for your circular transition. In order to fill up your action plan, you will now need to dive into circular actions that can help reach your objectives.

Why is it relevant?

Brainstorming circular actions is at the core of your transition process.

Steps to conduct this activity

Step 1: Start by getting your circular team together

Brainstorms are most effective when you have a group of people and are able to build on each other's ideas.

Brainstorming rules:

- Defer judgement. You never know where a good idea is going to come from. The key is make everyone feel like they can say the idea on their mind and allow others to build on it.
- Encourage wild ideas. Wild ideas can often give rise to creative leaps. In thinking about ideas that are wacky or out there we tend to think about what we really want without the constraints of technology or materials.
- Build on the ideas of others. Being positive and building on the ideas of others take some skill. In conversation, we try to use “and” instead of “but.”
- Stay focused on the topic. Try to keep the discussion on target, otherwise you can diverge beyond the scope of what you're trying to design for.

- One conversation at a time. Your team is far more likely to build on an idea and make a creative leap if everyone is paying full attention to whoever is sharing a new idea.
- Be visual. In live brainstorms we write down on Post-its and then put them on a wall. Nothing gets an idea across faster than drawing it. Doesn't matter if you're not Rembrandt!
- Go for quantity. Aim for as many new ideas as possible. In a good session, up to 100 ideas are generated in 60 minutes. Crank the ideas out quickly and build on the best ones.

Step 2: Start with the right questions

Here are some example questions to get you started:

- How might our offerings be inspired by living systems?
- How might we turn our product offering into a service?
- How might our product be refurbished over time?
- How can we use the skills and knowledge from nearby actors to develop a systemic solutions?

Step3: Sketch out the most promising ideas

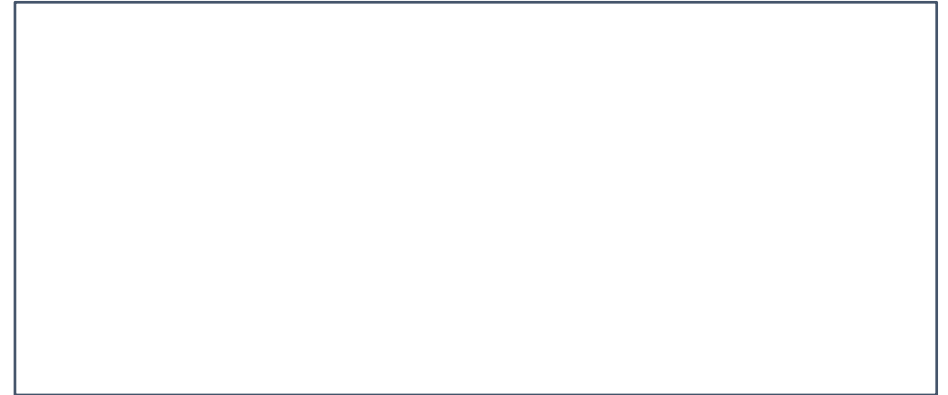
Using the template below, sketch out ideas that come to mind as you brainstorm. Go for quantity. This isn't the time to second guess your ideas. Just get them out there and keep going!

Circular Brainstorm worksheet

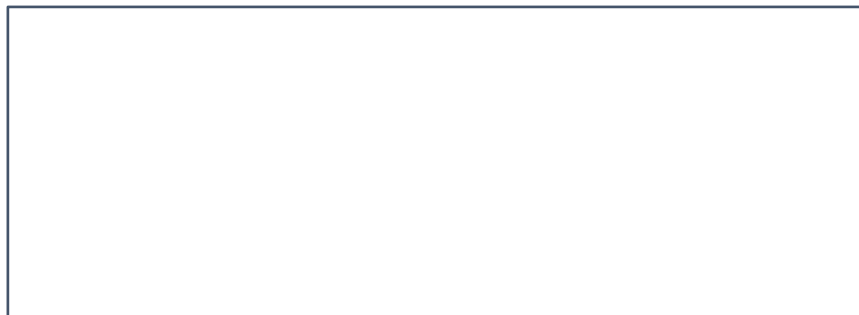
IDEA: Describe or draw the action



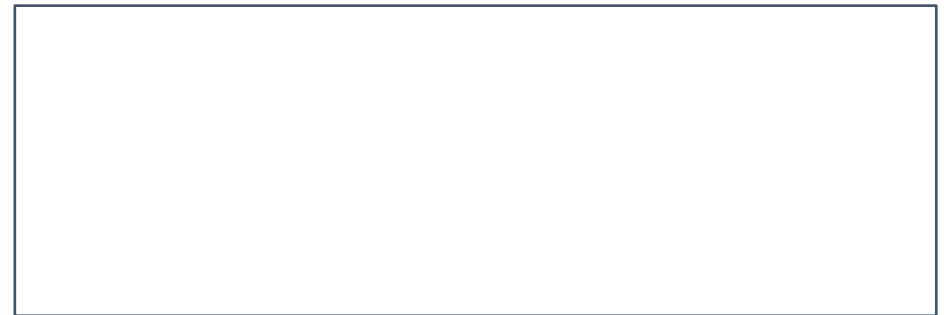
WHO FOR? Who's benefitting?



WHAT FOR? What is the expected impact? How does it make us more circular?



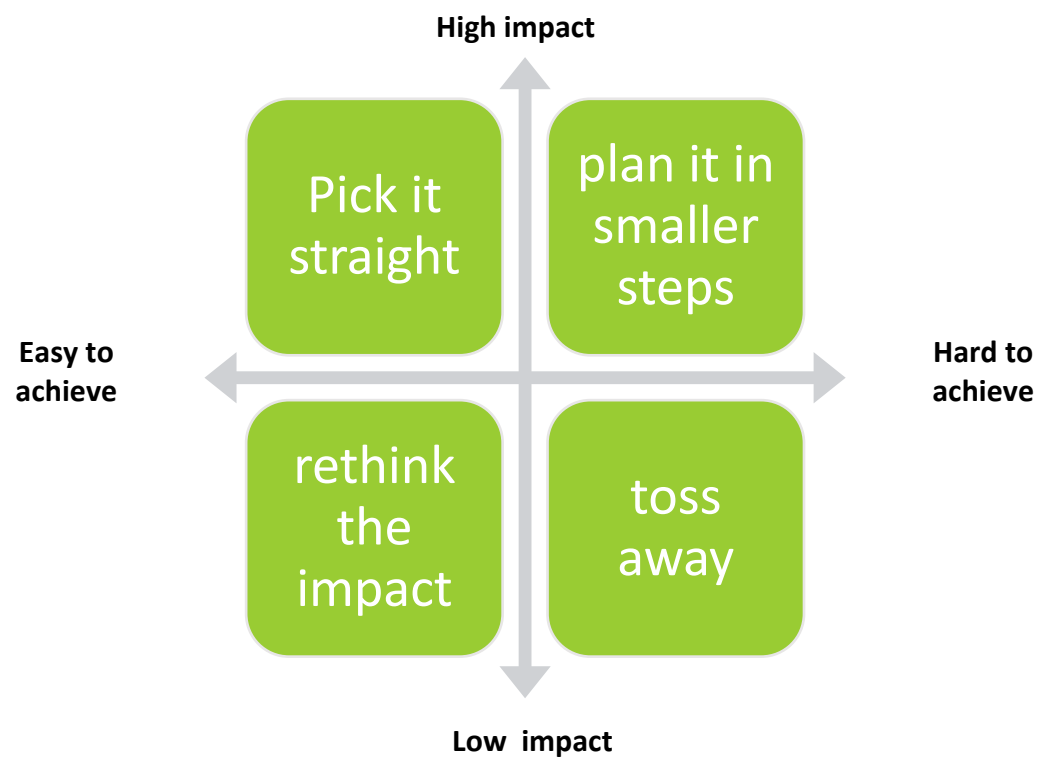
WHO WITH? Who should contribute internally or externally?



Step 4: Organizing ideas

Once everyone has sketched out a variety of ideas. Put them all up on a board (one post-it per action). Use the following matrix below to organize those ideas and decide on which to include on your action plan, which to forget and which to keep for later.

Circular idea selection template





Activity 13: Business modelling

What is it about?

Some of your circular actions may be very specific and related to some of your process (i.e.: implementation of solar panels). Other ideas however may require you to completely transform your business model, or develop a side project of a larger scope. If this is the case, you might need to organise this strategy in a coherent format and develop a new business model.

The Business Model Canvas is an entrepreneurial tool that enables you to visualize, design, and reinvent your business model. The Business Model Canvas has nine different areas of focus that make up building blocks in a visual representation of your business.

- Key Partners—Who are the buyers and suppliers you need to form relationships with? What other alliances will help you accomplish core business activities and fulfill your value proposition to customers?
- Key Activities—What are the most important activities you must engage in to fulfill your value propositions, to secure

distribution channels, to strengthen customer relationships, to optimize revenue streams, etc.?

- Key Resources—What resources do you need to create value for your customers and sustain your business?
- Value Propositions—What products and services will you offer to meet the needs of your customers? What challenges will you solve for your customers?
- Customer Relationships—What types of relationships will you forge with your customer segments? What are the relationship expectations of each customer segment?
- Customer Segments—What sets of customers will you serve? Which are most important to your business?
- Channels—Through what means will you reach your targeted customers and deliver your products and services to them? Which are most cost effective? How are the channels integrated?
- Cost Structure—What are the key costs your business will face? Which resources will cost the most? Which activities will cost the most?

- Revenue Streams—How much will you charge for your products and services? What are customers willing to pay for? How will customers pay? How much will each revenue stream contribute to your overall revenue?

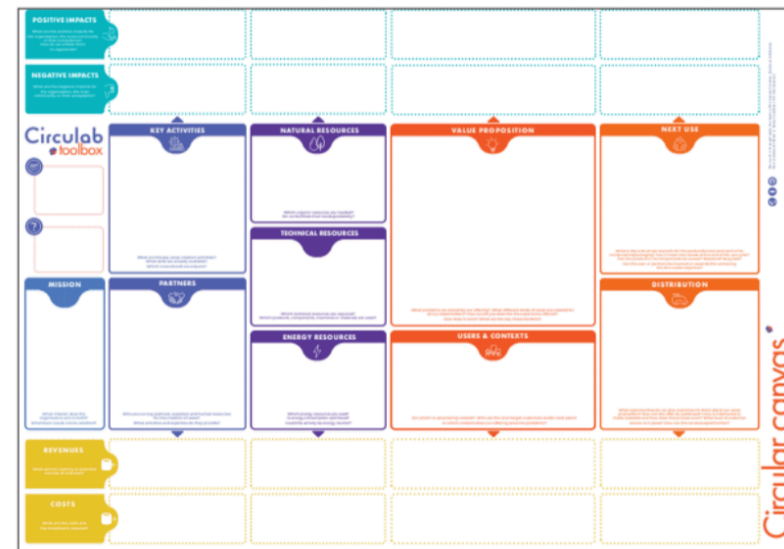
Why is it relevant?

The Business Model Canvas helps visualize what is important and forces users to address key areas. It can also be used by a team (employees and/or advisors) to understand relationships and reach agreements.

Gaps in planning stand out when using the tool, making it effective for entrepreneurs who are new to starting and running a business.

Steps to conduct this activity

Step 1: Get acquainted with the circular business model canvas.



Circulab has developed an open source version [here](#) that focuses on circular design. It is slightly different from the original business model canvas but will be proved more useful for your circular economy transition.

Download and print the file.

Step 2: Fill up the canvas

Sit down with your circular team and start to fill out the sections of the Business Model Canvas —this will help you use a circular lens for your business. When you fill it out the first time, expect there to be holes. It's okay not to know exactly how everything will work. Adapt as needed and continue to reference this as you iterate on your solution.



Activity 14: Setting up key performance indicators

What is it about?

To monitor the process of sustainability and circularity and to improve the planning process there is a need to set up key performance indicators that help to evaluate and coordinate your transition journey.

Developing a set of sustainability indicators is a difficult task, because subjectivity is inevitably introduced at each step, from the selection of indicators to their interpretation.

Why is it relevant?

- KPIs are critical for performance management: what gets measured gets managed.
- KPIs support and influence business objectives: they keep objectives at the forefront of decision making
- KPIs foster personal growth: When you track KPIs you are able to ask what, why, how and when... and do so whenever. This makes learning from successes and failures a daily activity.
- KPIs strengthen employee morale: they tell your employees that their hard work is paying off.
- KPIs allow you to walk the talk: you are able to communicate on your journey by clearly showing your performance and progress.

What areas to monitor?

Specific areas will have to be monitored, no matter the type of services you are offering:

From an environmental perspective, these generally include:

- Energy use
- Use of renewables
- Water consumption
- Sparing use of natural resources
- Waste reduction
- Improved and intensified recycling and reuse of waste
- Purification of waste water
- Encouragement towards recycling and reuse of all materials
- Usage of environmentally friendly materials and products
- Enhancement of environmental awareness of staff and customers

What to keep in mind when developing indicators?

Several criteria should be taken into account when developing indicators:

- Quality of the data and accuracy of analysis
 - Availability and accessibility of the data.
 - Quality of the data (precise, robust and reproducible, indication of margins of error)
 - A reasonable cost-advantage for obtaining the data
- Relevance with respect to the tackled subject
 - A representative illustration
 - Appropriate geographic coverage
 - Sensitivity to changes
- Communication
 - Relevance, resonance
 - Simplicity
 - Existence of a benchmark value
 - Possibility of comparison

Steps to conduct this activity

Step 1: Explore existing indicators.

Different initiatives have been developed to support you in the search of relevant indicators. GSTC has for instance developed different sets of criteria and indicators for hotels, tour operators and destinations

Indicators for hotels and tour operators

The Global Sustainable Tourism Council (GSTC) Criteria and Suggested Indicators for Hotels were created in an effort to come to a common understanding of sustainable tourism, and are the minimum that a hotel (or any type of built accommodations) business should aspire to reach.

The Hotel Criteria are organized around four main themes: effective sustainability planning, maximizing social and economic benefits for the local community, enhancing cultural heritage, and reducing negative impacts to the environment.

The Tour Operator Criteria are organized around four main themes: effective sustainability planning, maximizing social and economic benefits for the local community, enhancing cultural heritage, and reducing negative impacts to the environment.

The Hotel Criteria are the same as for Tour Operators, and both are identical to the GSTC Industry Criteria, but the Performance Indicators vary between Tour Operators and Hotels.

Download the criteria for hotels:

<https://www.gstcouncil.org/wp-content/uploads/GSTC-Industry-Criteria-for-Hotels-with-indicators-Dec-2016.pdf>

Download the criteria for tour operators:

<https://www.gstcouncil.org/wp-content/uploads/GSTC-Industry-Criteria-for-Tour-Operators-with-indicators-Dec-2016.pdf>

Indicators for Destinations

The GSTC Destination Criteria (GSTC-D) have been built on decades of prior work and experience around the world, and they take into account the numerous guidelines and standards for sustainable tourism from every continent. During the process of development, they were widely consulted throughout the globe, in both developed and developing countries, in several languages. They reflect certification standards, indicators, criteria, and best practices from different cultural and geo-political contexts around the world in tourism and other sectors where applicable. Potential indicators were screened for relevance and practicality, as well as their applicability to a broad range of destination types.

Download the criteria for Destinations:

<https://www.gstcouncil.org/wp-content/uploads/GSTC-Destination-Criteria-v2.0.pdf>

Step 2: Pick up indicators aligned with your objectives and actions

Starting from the preselected list of indicators, use indicators that are enabling you to measure your performance with regards to your objectives and actions

Step 3: Add additional indicators

For some of your objectives, you may need to develop your own set of indicators.

Remember to keep them SMART: specific, measurable, accessible, relevant and time-bound. The first criterion, Specific, means that the indicator needs to be narrow and accurately describe what needs to be measured. Measurable means that regardless of who uses the indicator it would be measured in the same way. Achievable (or attainable) means that collecting the data should be straightforward and cost-effective. Relevant requires that the indicator be closely linked to the relevant outcome. Finally, Time-bound means that there should be a timeframe linked to the indicator (such as the frequency with which it is collected or measured).

4.4 IMPLEMENT

Objectives



In the implement phase, you will make your action plan is set into action. In order to do so, you need to make sure commitments, resources, responsibilities are in place. You will explore how to bridge your circular action plan with existing strategies and management frameworks. Finally, you will organise the monitoring and evaluation of your plan.

Guiding questions



- o Do I have the full support of the top management?
- o Who will implement the plan?
- o How can I ensure everyone is onboard?
- o Do I have the necessary monitoring procedures and mechanisms to continuously underpin my progress?

Key activities to conduct



- Activity 15:** Ensure leadership and commitment
- Activity 16:** Setting up a circular economy team
- Activity 17:** Internal engagement and awareness raising
- Activity 18:** Bridging circularity with your management system
- Activity 19:** Monitoring and Evaluating





Activity 15 : Ensure leadership and commitment

What is it about?

Like any change management process in one organization, leadership and commitment from top management is key to ensure the success of the transition. A transition project that is not fully embraced by top management is very unlikely to succeed. Specific steps need to be implemented to ensure that everybody is fully on board and has the right resources to engage in the change.

Why is it relevant?

The top management of your organisation must demonstrate leadership AND commitment to ensure the proper implementation of a circular economy project. Without this commitment, the project risks failure.

Steps to conduct this activity

Step 1: Read and use the following check list to make sure you meet all the points

The following check list includes several points that need to be validated to ensure the success of the transition strategy. These aspects should be reviewed by the team and the top management of your organisation.

Leadership and commitment check list	YES	NO
Date of review:		
o The management is aware of the potentials associated with circular economy and convinced it should invest time and resources into it		
o The management has agreed to develop a CE plan and strategy		
o Delegation of authority and responsibility has been granted to a circular economy manager		
o A circular economy team has been developed, representing different roles in the organisation		
o The resources required to transform to circularity are being made available		
o The importance of the Circular economy is communicated to all internal staff and key external stakeholders		
o A vision was collaboratively designed to engage in circular economy		
o Circular economy objectives and actions have been developed and are consistent with the strategic direction of the organization.		
o A framework was established to ensure the project objectives with the monitoring of key performance indicators.		
o The management is committed to continuous improvement on its journey to circularity		



Activity 16 : Setting up a circular economy team

What is it about?

Shifting to circularity is not a one person's job. It requires a set of complementary expertise that only a team of different staff carrying different functions can possess.

Why is it relevant?

Setting up a circularity team is a key step in order to successfully transition to circular economy. It will support your brainstorming activities; help divide the workload amongst different staff and strengthen your overall plan.

Key steps to conduct this activity

First, you may want to refer to your initial internal stakeholder map to define who needs to be involved to make this transition a success. Roles you might need for your project are: a project lead, content expert(s), for instance your employee in charge of waste management, implementers and/or technical experts, and advisors.

When reaching out to these people, make sure you set clear expectations around what you are asking of them. Remember they may be outside of your immediate team, so you will need to be clear on the commitment required.

Find time to get these people together. When you are in one place, discuss your roles. Questions you might ask are:

- Who will spearhead the initiative?
- Who will lead the process?
- Who will provide expertise around best practices in circularity?
- Who will lead implementation?
- Which stakeholders or advisors need to provide input along the way?
- Who are the partners outside of our organisation that we need to engage with?
- How will we collaborate internally?
- How will we collaborate with outside partners?
- How will we engage our key stakeholders to ensure they feel invested?
- How will we engage our customers?

Make sure to take notes and capture your collaboration plan for everyone to reference as you move forward.



Activity 17 : Internal engagement and awareness raising

What is it about?

A large part of the success of your transition will depend on the fact that all your staff is convinced that this circular mindset is the way to go. Developing awareness and engagement around circular practices is key to facilitate the transition.

Why is it relevant?

Awareness is arguably the most important stage of any change management methodology. The number one reason for resistance to organizational change is lack of awareness of why the change is being made. Why is this? Without clearly articulated information, it becomes an individual challenge to align oneself with the direction of the company. In this step, internal communication is essential. More than just sending an email, or having a staff meeting, it often involves frequent, detailed, timely and relevant communications that address what is changing, why change is being made, and the rewards and risks of not changing on an individual level.

Creating awareness on the personal level is the first step in achieving successful organizational change

Steps to conduct this activity

Step1: Engage your staff in the project from the outset (see previous activity: set up a circular economy team)

Step 2: Develop integrated awareness campaigns/ adapted training to your staff

On www.circulartourism.eu, you can find different resources, reports, and information related to circular economy. Invite your staff to visit the website and learn about the benefits of developing a circular mindset.

A set of online training modules are also being developed to provide your staff with key knowledge on circular economy, environmental management, circular business models, collaborative consumption, etc... As the modules accession is free of charge, you may want to use this benefit to create awareness and new circular skills to your staff.

Step 3: Identify “circular evangelists” to be on-going champions of change within the organization.

If not you, maybe some of your colleagues are truly sharing sustainability values and will have the expertise and knowledge to convince others to jump onboard.



Activity 18: Bridging circularity with your management system

What is it about?

Your circular action plan should not exist in a vacuum. It should be integrated in your general strategy.

Why is it relevant?

If you have an environmental management system in place (ISO14001/EMAS), your circular action plan should be integrated to your management documentation.

If you don't have an environmental management system, this may be relevant to ask yourself if your circular strategy and action plan could be the first step to systematise further your environmental engagement.

Steps to conduct this activity

Step 1: Review you existing policy and strategy documents

Make sure your general strategy is consistent with your circular action plan. Decide on how to integrate circular principles and strategies on your general management approach.

Step 2 : Explore the possibility of setting up an environmental management system

Environmental management systems, such as the EMAS can be helpful in systematizing your environmental and circular strategy and become recognized for it.

The EU Eco-Management and Audit Scheme (EMAS) is a premium management instrument developed by the European Commission for companies and other organisations to evaluate, report, and improve their environmental performance. EMAS is open to every type of organisation eager to improve its environmental performance. It spans all economic and service sectors and is applicable worldwide. Several tourism organizations in Europe use this instrument to engage in sustainability management.

EMAS stands for:

- Performance: EMAS supports organisations in finding the right tools to improve their environmental performance. Participating organisations voluntarily commit to both evaluating and reducing their environmental impact.
- Credibility: Third party verification guarantees the external and independent nature of the EMAS registration process.
- Transparency: Providing publicly available information on an organisation's environmental performance is an important aspect of EMAS. Organisations achieve greater transparency both externally through the environmental statement and internally through employees' active involvement.

With EMAS, your organisation can reduce its environmental impacts, strengthen legal compliance and employee involvement, and save resources and money.

Access more info on EMAS:

https://ec.europa.eu/environment/emas/join_emas_en.htm



Activity 19: Monitoring and Evaluating

What is it about?

You now have developed a circular vision, set up some objectives and a set of relevant circular actions. You have allocated resources, responsibilities among your staff and your start seeing progress as some of your actions start to unravel. The journey however is not completed. Monitoring and evaluation is an essential part of your journey.

Why is it relevant?

No organisation becomes circular overnight. A continuous improvement mentality is key to eventually reach circularity. Assessing your progress and adapting your plan based on this continuous feedback will allow you to increase your circular performance and ensure the long-term success of your initiative.

Steps to conduct this activity

Step 1: Set up regular reviews, to make sure you are on the right track.

Depending on the indicators you have developed, you may need to monitor your progress on a regular basis: monthly, every six months or once a year.

Guiding questions:

- Are all your indicators on track?
- Is there any action that lags behind?
- What could be the reason for it?
- Do you need to reevaluate objectives, postpone deadlines, reallocate resources?
- Are there any additional actions that could be developed for the next year?

Step 2: Develop corrective measures for actions that are not on track.

For actions that are not proving successful, take the time to evaluate the problem. What corrective measures could be implemented? Should you brainstorm new measures? List all the possible reasons/issues and agree on adaptations.

Step 3: update your circular action plan on a yearly basis.

On a yearly basis, it may be relevant to revisit all the pieces of the puzzle. Are we still aligned with the core vision developed in the beginning of the process? Are there new pressures, drivers that we should take into account to stay on track? What could we do to scale up some of the actions tested in the last year?

4.5 COMMUNICATE

Objectives



As you have engaged your organisation and your stakeholders in a circular transition, you will need to communicate and display the value of this transition. Communicate on your progress, success and failures, show what you concretely do, and the benefits you bring to your clients, the community you are part of, and the society at large.

Guiding questions



- o How can I summarize the key benefits of this transition for my organisation and my stakeholders?
- o How can I communicate about my circular action plan?
- o What tone of voice should I use?
- o Who should be informed about my efforts?

Key activities to conduct:



Activity 19: Learn about the objectives and benefits about communicating circularity

Activity 20: Develop your circularity communication plan





Activity 20: Learn about objectives and benefits of a circular communication

Objectives of circular communication

Objectives of communicating circularity can be summarized below:

- Demonstrate practical applications
- Increase awareness of the agenda
- Change perception
- Encourage knowledge sharing
- Introduce new models to the market

Benefits of circular communication

- Connect with important stakeholders: Communicating about your circularity efforts should be seen as a tool to build trust among important stakeholders and portray a strong leadership culture within your organization.
- Strengthen your sustainability culture: Do you consider your employees as a target group for your communication? Your employees might know about your sustainability profile, but do

they know the impact of your efforts, the specifics of your projects and how they contribute on a daily basis to your sustainability narrative?

- Reposition your core values: Are your circularity efforts distinct from the rest of your business or is it just the way we do things around here? Think of your circularity communication as an opportunity to reposition your company's values and how you impact the people and society around you.
- Attract talent: Impact, purpose, community – if you have an employer strategy, it probably encompasses some or all of those words. But are you truly taking action to live up to your promises? Why not see your circular communication strategy as a way to let your employees talk about your impact and why they are proud to be part of the way you improve lives every day. By being transparent and talk about your circularity progress, you can attract potential future employees willing to work for a future-proof organization.



Activity 21 : Develop your circularity communication plan

What is it about?

This activity is about developing a concise communication plan to display your circularity engagement and progress.

Communications plans are generally composed of the following:

- Plan purpose and approach – an overall summary that details the steps to be taken to implement the plan (e.g., team meetings). In this section, change makers should also include their thoughts on why the communication plan exists. This is to ensure that they understand the importance of keeping all stakeholders in the change program informed of the status.
- Communication goals and objectives – In this section, change makers should outline the goals to be accomplished through communicating. Generally, these goals involve inculcating knowledge about the change to those affected by it and creating conversations surrounding the change with the hope that those affected by the change will offer their feedback. However, these goals depend on the change program being implemented.
- Communication roles – These determine who will be responsible for communicating what information and to whom.
- Communication tools and methods – In this section, change holders should delineate what methods of communication will

be used. Some examples include: formal or informal meetings, newsletters, web pages, or presentations. It is advisable to use a variety of tools, and critical to choose communication methods that are easily understood.

- High level communication messages – This is a more detailed description of the communication messages to be relayed. These descriptions include the subject and purpose of the message, the tool used to communicate it, how often it will be communicated, and to and by whom it will be presented.

Why is it relevant?

Circular communication strategies are increasingly being perceived as a valuable engagement tool by many organisations to make this challenging transition. These strategies are being applied both internally within the business, and externally to the supply chain and wider stakeholders.

How to make it effective?

For a CE communication strategy to be effective, it should encompass a number of different elements:

- Show how CE works in practice in your organization: examples and illustration are key to explain how you concretely translate a wide concept into something tangible
- Be factual: your communication strategy should make use of the clear benefits your new solutions offers: reduction of 30% CO2, increased comfort and well being, etc..
- Be educational: not everyone is aware of Circularity and its advantages. Show clearly and simple what the concept means for your organization and why it is the way forward. Translate this information into
- Call to action: Use your communication to engage with your stakeholders. Ask your clients to be part of the change, to act more sustainably.
- Make it a creative storytelling: your transition journey can be a beautiful hook to engage and attract people's interest. What made you start your journey. How did you go from developing a set of small actions, to completely revisit your business model? Tell a story that is grounded in facts and results, but articulated through an emotional voice led by culture and values.

Communicating complexity in a simple way:

The circular economy is a rather broad concept: it is about whole economic transformation, and finding solutions to some of the biggest challenges we face today — like climate change, waste and pollution.

While this can feel like a daunting and complex message, at its heart, the circular economy is incredibly simple, and that's what makes it so powerful.

It's about looking for solutions that address the root causes of challenges, not the symptoms. It's about eliminating waste, not simply managing it better or cleaning up; it's about using materials and resources rather than using them up; and it is about regenerating our natural world, rather just trying to reduce the damage we do.

Who is your audience?

- Consider who you wish to reach and be aware that you can not reach all. You may want to revisit your stakeholder mapping to prioritize who you will communicate to

What are you saying?

- Show what you do, when you do it.
- Consider the methods behind your circular transition. Not just the strategy and the execution. Processes, structures, models, systems. If you can outline a solid method, you have a much stronger and more unique case. Even a potential competitive differentiator.

How are you saying it?

- Think about the tone of voice and angle of your communication
- speak directly to your stakeholders about what your company

is doing to improve their conditions. Avoid simply stating your initiatives objectively.

- Think beyond the written word. There are no creative boundaries for the presentation of your impact numbers. Take advantage of several communication tools to visualise actions.
- Take advantage of existing channels to reach your audience. But think beyond your usual channels. You may want to explore how to communicate your progress in sustainability or circularity related conferences/events, participate in some annual awards...

Who is saying it?

- Involve your top management/direction but also:
- Let your employees speak. Telling the everyday story of how they see their contribution to your sustainability profile brings relatability.

When are you saying it?

- Decide on the timing of your communication.
- Decide on continuous physical communication tools in your own facilities: signs, labels, communication display in rooms, entrance halls, etc...

Steps to conduct this activity

Step 1- Use the template below with your circularity team.

Communication plan template

Who is the audience?	What are you saying?	How are you saying it?	Who is saying it?	When are you seeing it?

An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, contrasting sharply with the dark, jagged rocks. The rocks are scattered along the shoreline, with some larger, lighter-colored boulders in the foreground. The overall scene is serene and natural.

5. Circular actions catalogue

The following catalogue introduces key circular actions your organisation can set up to concretely apply circularity in your operations. Actions are classified by themes (energy, water, waste), circular principles and circular strategies. They are also classified according to the relevance of your operations (hotels and accommodation, restaurant, tour operator).

This catalogue is not exhaustive but provides a first set of actions to consider when developing your action plan.

Circular Strategies: an overview



REFUSE: Sustainability defines *refuse* as refusing to accept or support products or suppliers that harm the environment. It can also be about focusing on sufficiency and develop services that do not need additional resources.



REDESIGN/RETHINK: Step back and rethink how you view the use of natural resources in your activity.



REPLACE: Switch to products or services that have better energy and resource efficiency.



RELOCATE: Invest in products and services produced and developed locally.



REDUCE: Reduce the use of harmful, wasteful, and non-recyclable products in your operations. Reducing dependency on these kinds of products results in less waste materials ending up in landfill and the associated negative environmental impacts.



REUSE: In an effort to reduce waste, reuse items throughout your organization instead of buying new ones.



REPURPOSE/REPAIR: Before disposing of an item, consider the ways in which it could be repurposed or repaired or given to somebody else.



RECYCLE: if you can't apply any other R, recycling is the most environmentally friendly waste disposal method.



RESTORE/REGENERATE: Actively engage in improving the state of the environment you are placed in.

ACTION NAME	DESCRIPTION	FOCUS	CIRCULAR PRINCIPLE	CIRCULAR STRATEGY	TARGET GROUP	LEVEL OF INVESTMENT
Natural pool installation	A chlorinated swimming pool often leads to skin and respiratory problems, such as asthma and lung irritation. In contrast to conventional swimming pools, natural pools have clear, clean water, without odours and do not cause any health problems.	WATER	☒ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☐ Restaurant ☐ Tour operator	☐ low ☐ medium ☒ high
Rainwater harvesting	Rainwater can be collected and stored in holding tanks or water butts to be used for a variety of non-sanitary and non-drinking purposes such as toilet flushing, watering plants/gardens or washing outdoor items.	WATER	☒ Design out waste and pollution ☒ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☒ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high
Greywater recycling	Greywater is waste water from showers, baths, wash-hands or washing machines. As a gently used water, it is a safe and even beneficial source of irrigation water.	WATER	☒ Design out waste and pollution ☒ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☒ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high

Water saving devices ³ , including flow restrictors and aerators	These devices can deliver significant water savings as they reduce water consumption with no noticeable loss of pressure or flow	WATER	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Installation of low-flush and dual-flush toilets	Low-flush toilets use a special design of the cistern and the siphon in order to allow the removal of faeces and excreta with less water. Most of the time, they include a dual-flush mechanism which consists of two buttons that allow the selection of a full flush or a half flush.	WATER	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high
Installation of sensors or timers to control faucets and showers	Push-button timers, flush timing control or self-closing taps are mechanisms reducing water flow times.	WATER	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☐ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Implementation of bedclothes	To reduce laundry volumes, a schedule can be implemented as to change bed linen and towels once per specified	WATER	☒ Design out waste and pollution	☐ Refuse ☒ Reduce ☒ Reuse	☒ Hotel ☐ Camping	☒ low ☐ medium ☐ high

³ In areas with reasonable water pressure

and towel reuse schemes	number of days for the same guest, unless a more frequent change is requested.		☒ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☐ Restaurant ☐ Tour operator	
Re-usable containers	A number of single-use plastics can be avoided if replaced by reusable containers. In bathrooms, refillable soap dispensers can be used instead of single-use soaps, as well as using glass bottles, paper or glass cups, etc. For restaurants, plastic straws can be replaced by sustainable alternatives (bamboo, glass, etc.) and single portions of jam, sugar, butter or yogurt can be replaced by glass containers and distributors.	WASTE	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Composting	Organic waste may be collected and taken to centralised composting facilities or composted on site. Consequently, composting has potential to significantly cut down the overall trash and the compost itself is beneficial for the soil as a natural pesticide and fertilizer.	(FOOD) WASTE	☒ Design out waste and pollution ☒ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☒ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Oil collection	Oils can be stored in secure containers for collection by companies specialising in the production of biodiesel, or animal feed, soap or cosmetics production.	(FOOD) WASTE	☒ Design out waste and pollution ☒ Keep products and materials in use	☐ Refuse ☐ Reduce ☒ Reuse ☒ Repurpose ☐ Recycle	☒ Hotel ☒ Camping ☒ Restaurant	☒ low ☐ medium ☐ high

			☐ Regenerate natural ecosystems	☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☐ Tour operator	
Local and seasonal products	The food is often being transported over long distances contributing to the global warming, more packaging and refrigeration activities. Local and seasonal products are fresher as they are just harvested. In addition, while it supports local growers and economy, it is also a marketing strategy to propose a menu with local products, promoting thereby food culture of the region.	FOOD	☒ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☒ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Propose a menu featuring organic food and vegetarian meals	Advertising a menu with organic food is not only a marketing strategy as organic food offers true positive impacts in comparison conventionally-grown food, such as the lack of pesticides. In particular, benefits on human health include fresher food, reduced risk of illness, etc. and benefits on the environment include reduced pollution and soil erosion, increased water conservation and soil fertility, and respect towards the ecosystem. In addition, favouring vegetarian meals allows for a reduction of meat whose production causes not only animal suffering but also a significant	FOOD	☐ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high

	environmental impact (greenhouse gases emission, water use, pollution)					
Plant a garden	The plantation of a garden help to counteract the building's ecological footprint while offering a green area for guests. Organically-grown vegetables can be produced and used by or sold to restaurants.	GREEN SPACES	☐ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☒ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high
Natural and eco-friendly cleaning products	The use of cleaning products with chlorine and petrochemicals can be as irritative for guests and employees as destructive for the environment. Bio-based and natural cleaning products are safer products and have proven performance.	SUPPLIES	☐ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☒ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Purchasing equipment through leasing or loan for use contracts (product-service system)	Fitness equipment, IT equipment, coffee machines, water fountains, linen, carpets, furniture, are examples of products which can be acquired through leasing or loan for use contracts to reduce the total cost of ownership (taking advantage of a maintenance guarantee) and the life-cycle cost through reuse, buy-back/ resale at the end of leasing, recycling, or donation.	SUPPLIES	☐ Design out waste and pollution ☒ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☒ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☒ Tour operator	☒ low ☐ medium ☐ high

End-of-life furniture management	Instead of being landfilled, old furniture can be restored, reused to create shelves, or can be donated to associations (which can also be done for food surplus, end-of-life linen and pillows, etc.)	SUPPLIES	☐ Design out waste and pollution ☒ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☒ Reuse ☒ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☒ Tour operator	☒ low ☐ medium ☐ high
Group buying	Every actor has its own specificities but their requirements in terms of products and services are often very similar. Collaboration and coordination with other actors brings the opportunity to operate collective buying and then benefit from price discounts and costs reduction, while reducing transport pollution.	COLLABORATION	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☒ low ☐ medium ☐ high
Work with local and sustainability certified business partners	There exists multiple reliable labels in Europe guaranteeing a minimal level of environmental performance (Ecolabel, Green Key) and environmental management (EMAS, ISO14001). Actors in the tourism sector can give preference to work with and integrate local labelled business partners in their supply chain.	COLLABORATION	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☒ Relocate ☐ Replace	☐ Hotel ☐ Camping ☐ Restaurant ☒ Tour operator	☒ low ☐ medium ☐ high
Encourage guests to adopt a sustainable behaviour	Simple signs and cards (simple language, logo, image) can be placed to remind and encourage guests to act in a sustainable way. For instance near the switch to remind to turn off the	AWARENESS AND KNOWLEDGE	☒ Design out waste and pollution ☐ Keep products and materials in use	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle	☒ Hotel ☒ Camping ☐ Restaurant	☒ low ☐ medium ☐ high

	light when exiting the room, next to the thermostat to avoid overheating the room, etc. In addition, communication to the guests of the sustainability initiatives carried out by the organisation might encourage them to contribute. Tour operators, having access to tourists before, during and after the trip, can use all these opportunities to encourage responsible behaviour.		☐ Regenerate natural ecosystems	☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Tour operator	
Staff information and training for more sustainable practices	Implementing environmental policies require employees to implement them effectively and eventually change their practices and attitude. Through training, employees can acquire the necessary knowledge, awareness and practical skills for more sustainable practices in their work. For instance, the cleaning staff can make a difference by flushing toilets only once or emptying the different bins into appropriate recycling containers.	AWARENESS AND KNOWLEDGE	☐ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high
Inform tourists about the carbon footprint of products	There exists carbon calculators which allow tour operator to measure the carbon footprint of each tour proposed. Consequently, they can include this information in the presentation of the different tours organised, encouraging and allowing tourists to make an environmentally informed decision.	AWARENESS AND KNOWLEDGE	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☒ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☐ Hotel ☐ Camping ☐ Restaurant ☒ Tour operator	☐ low ☒ medium ☐ high

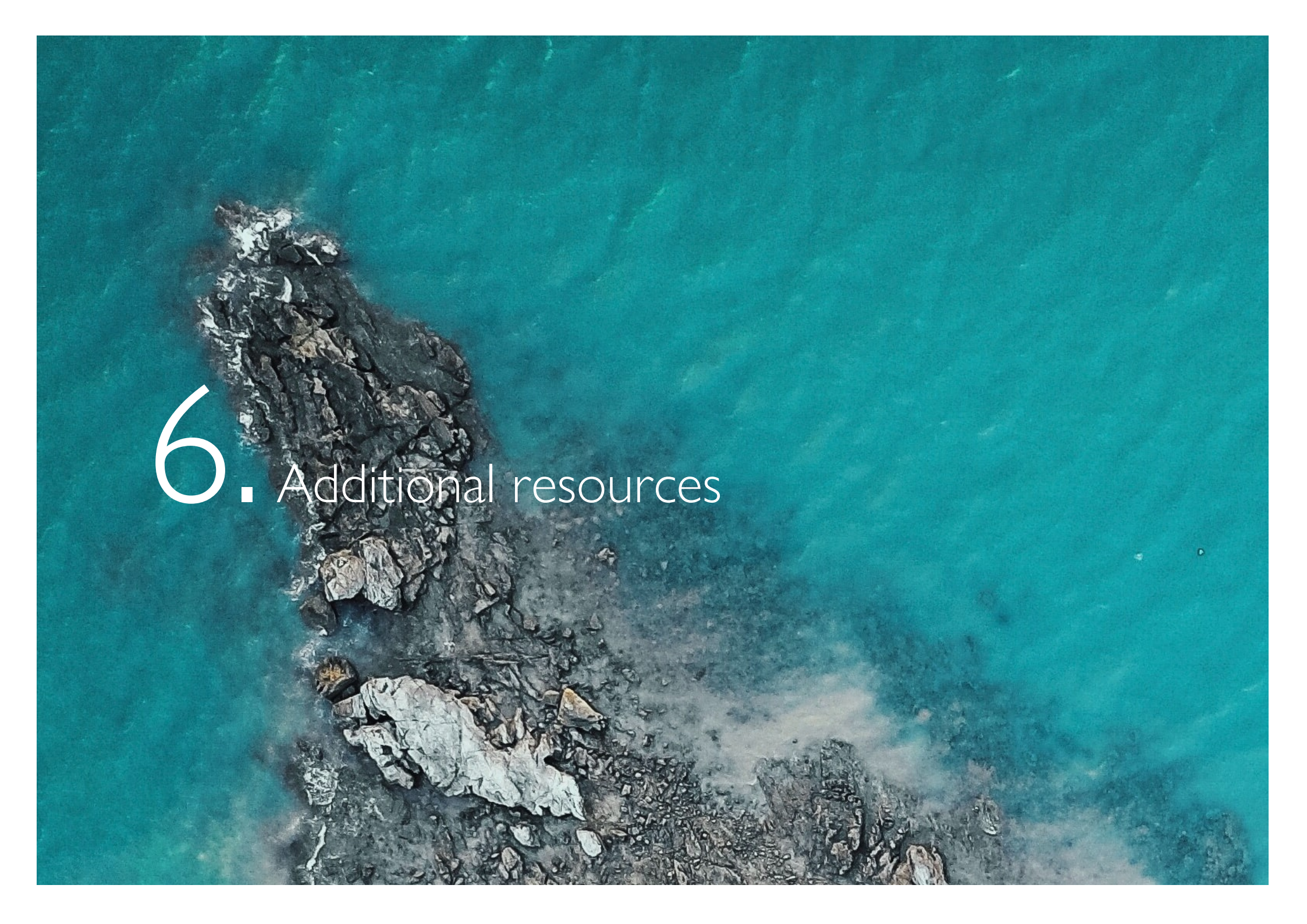
Sustainable transport service⁴	Electrical vehicle charging stations can be installed in the parking lot or around the building. Furthermore, a renting service of bicycles, scooters and/or small electrical vehicles available for guests would promote their sustainable transportation.	TRANSPORT	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☐ medium ☒ high
Solar photovoltaic	Solar photovoltaic cells can be installed on or integrated with the building (BIPV) to generate electricity which can be used for on-site processes or fed into the grid.	ENERGY	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☐ medium ☒ high
(Wood or bioplastic) key cards system⁵	As an alternative to mechanical keys, (wood or bioplastic) key cards operate as keys but also switch off electricity when guest rooms are vacated.	ENERGY	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☐ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☐ Camping ☐ Restaurant ☐ Tour operator	☐ low ☒ medium ☐ high
Shade trees plantation and	Natural shade helps in reducing energy use for cooling. Shade trees can be	ENERGY	☒ Design out waste and pollution	☐ Refuse ☒ Reduce	☒ Hotel ☒ Camping	☐ low ☒ medium

⁴ A partnership with companies offering such services can be a lower-budget solution: for instance, a partnership to install a bike-sharing station close from the hotel.

⁵ Other systems exist to turn lights off when a guestroom is not occupied. For example, systems based on infrared and door sensors are more effective than the traditional key card systems because they cannot be "tricked" by the guests

architectural brise soleil	planted on south facing walls, giving shelter from sunlight in the heat of the summer. In the same way, brise soleil is an architectural feature reducing heat gain in the building by deflecting sunlight.		☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☒ Restaurant ☐ Tour operator	☐ high
Green roof	Green roofs offer many economic and sustainability benefits compared to traditional ones. The vegetation allows for a decrease in energy consumption by reducing the need for air conditioning in the summer and providing insulation in winter. A green roof also contributes to improving air quality and biodiversity regeneration. Furthermore, the life span of the roof is extended (two to three times longer) as it is more protected from the sun, rain and wind.	ENERGY	☒ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☒ Regenerate ☒ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☐ medium ☒ high
CO2 compensation	CO2 emissions can be offset by investing in an equivalent CO2 saving project in emerging and developing countries.	ENERGY	☐ Design out waste and pollution ☐ Keep products and materials in use ☒ Regenerate natural ecosystems	☐ Refuse ☐ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☒ Regenerate ☐ Redesign ☐ Relocate ☐ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☒ Tour operator	☐ low ☐ medium ☒ high
Harvesting daylight	Placing windows and skylights on a building can provide with more internal natural lighting, leading to a	ENERGY	☒ Design out waste and pollution	☒ Refuse ☒ Reduce ☐ Reuse	☒ Hotel ☒ Camping	☐ low ☒ medium ☐ high

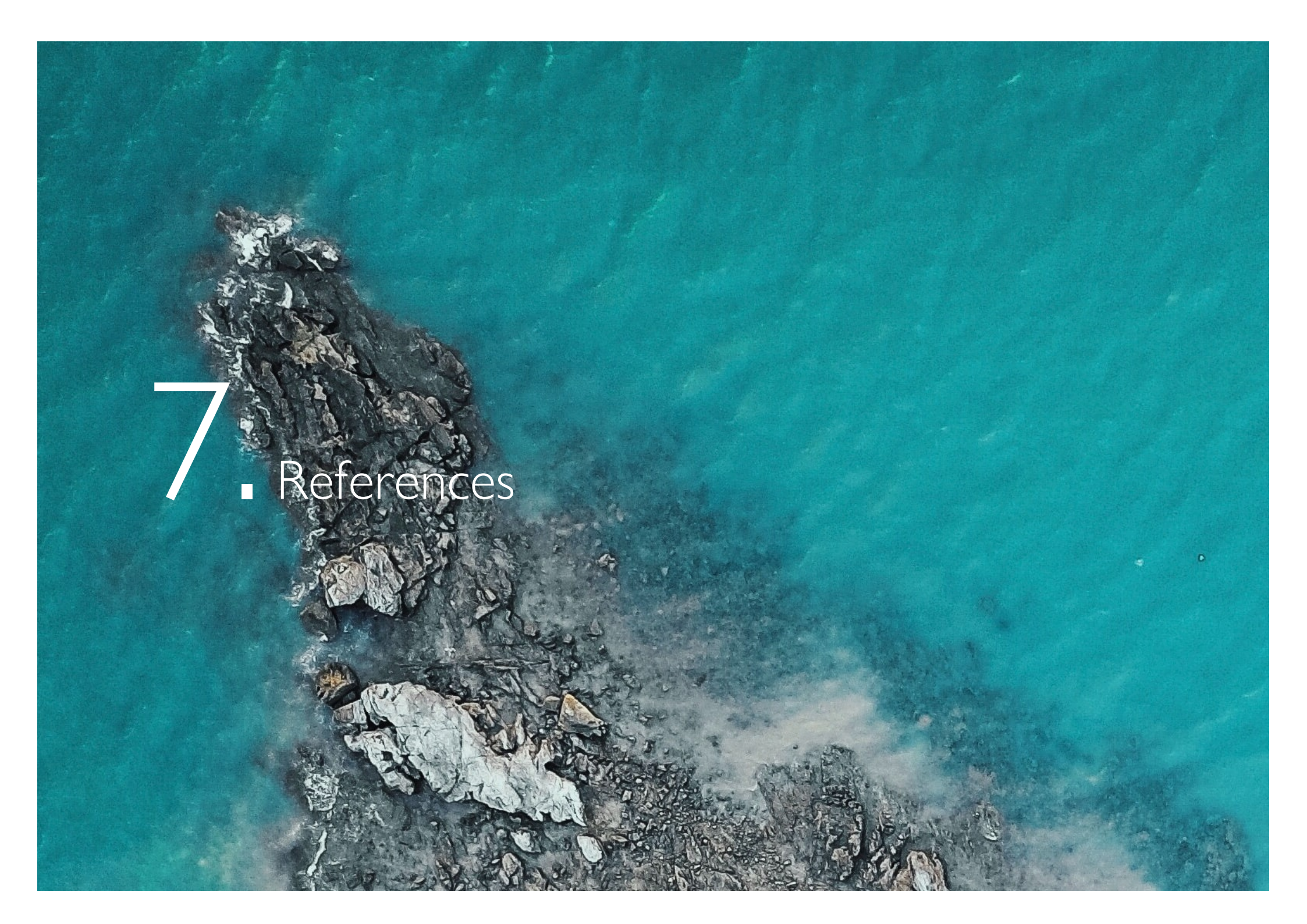
	reduction of the amount of artificial light needed and thereby electricity costs.		☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☒ Replace	☒ Restaurant ☐ Tour operator	
Building (green) insulation	In terms of energy efficiency, insulation is key in sustainable building design as it allows for a reduction in energy consumption and carbon emissions. While conventional insulation materials (fibreglass, polystyrene, etc.) for roofs, grounds and walls are made from petrochemicals, multiple green and natural alternatives exist such as sheep's wool, cellulose, or wood fibre. Furthermore, insulation requires also airtight construction (in particular with doors and windows) and heat recovery ventilation system	ENERGY	☒ Design out waste and pollution ☐ Keep products and materials in use ☐ Regenerate natural ecosystems	☐ Refuse ☒ Reduce ☐ Reuse ☐ Repurpose ☐ Recycle ☐ Regenerate ☒ Redesign ☐ Relocate ☒ Replace	☒ Hotel ☒ Camping ☒ Restaurant ☐ Tour operator	☐ low ☐ medium ☒ high

An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, and the rocks are dark and jagged. The text "6. Additional resources" is overlaid on the left side of the image.

6. Additional resources

6. Additional resources

- CEnTour website: www.circulartourism.eu
- Ellen MacArthur foundation: <https://www.ellenmacarthurfoundation.org>
- The circular design guide: <https://www.circulardesignguide.com>
- European circular economy stakeholder platform; <https://circulareconomy.europa.eu/platform/>
- Circle lab: <https://circle-lab.com>
- Circular economy club: <https://www.circulareconomyclub.com>

An aerial photograph of a rugged, rocky coastline. The water is a vibrant turquoise color, and the rocks are dark and jagged. The text '7. References' is overlaid on the left side of the image.

7. References

7. References

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