

**COS-TOURCOOP-2019-3-01**

# **CEnTOUR**

## **Circular Economy in Tourism**

**Proposal Number: *SEP-210636566***

***GA number 951076***

Elena Gentilini

PROGETTO ARCADIA

9th September 2020

# Introduction

In line with the Communication on Tourism (COM (2010)352) , the tourism sector's **competitiveness** is closely linked to its **sustainability**, as the quality of tourist destinations is strongly influenced by their natural and cultural environment and by their integration into a local community. The adaptation of European tourism companies towards more sustainable, low-carbon and resource-efficient business models not only helps to protect the environment, but also provides a competitive advantage by creating important **cost savings** and improving the **quality of the tourism offer**. It can create **new jobs and opportunities**. Moreover, it can address the growing consumer demand for a **more eco-friendly tourism experience**. At the same time, green investments generally bear additional costs and operational challenges for tourism businesses, especially SMEs.

SMEs, in particular of the tourism sector, are slowly approaching the challenges of moving from a linear to a circular economic model and, given the average size, do not normally have the resources and skills to face it with the appropriate tools and references.

Tourism systems are very **tied systems** that benefit from an integrated approach to business development, both in terms of efficiency and promotion.

It is therefore important to support SMEs in the development and implementation of circular businesses (in terms of knowledge transfer, skills, innovation, certifications) and to realise them **within an integrated system for local development**.

# Main objectives

1) Boosting **skills and knowledge transfer** through:

developing

a **framework for capacity building** and ad hoc Resources, adapting and maximising existing ones

a **supporting structure for SMEs** that will work at country/focus-region area (in the five countries of implementation, where SMEs schemes will take place, especially micro and those with less internal resources. The structure will be mainly composed by an ad hoc trained [CE Facilitators](#), preferably coming from partners, and supporting services from partners in the implementing Focus- countries/regions and will mediate between project and SMEs

facilitating **knowledge transfer** between companies lagging behind in terms of sustainability and those more advanced. This will be based on success cases methodology

delivering **training** mainly by interactive and experiential ways such as study visits, peer-to-peer and the active support role of ad hoc trained CE Facilitators

# Main objectives

2) Implementing technical support activities related to **incubation, acceleration and scaling up** of tourism SMEs to:

foster **brainstorming and identification of innovative solutions** (through design thinking approaches, establishing communities of practices and cross-sectoral cooperation – see [methodology](#) for details for new products, services, skills and business models, especially focusing on industrial symbiosis /communities of practice and the development of more circular and sustainable supply chains at local level, with a focus established on the basis of sector and [focus-regions](#) characteristics to 3 [focus areas](#)

implementing **certification schemes** (EMAS, ecolabel) in a limited number of selected cases

implementing **marketing strategies** linked specifically to circular tourism and the project results in at least 1

**implementing / testing** part of the strategies to impact on the sustainability indicators of SMEs see [Support to Third Parties results](#)

3) Creating an enduring **network** of Institutions that can collaborate on CE support schemes for SMEs in the tourism sector.

4) To promote the exchange of practices and results at EU level within a CE network of stakeholders and the development of an **operational framework to replicate the business support scheme elsewhere.**

# Partnership

CEnTOUR involves 10 partners from **Italy, Spain, Belgium, Moldova, Republic of North Macedonia, Greece, Cyprus,** Proposal Progetto Arcadia + Università Politecnica delle Marche. Coordination and Management Camera di Commercio delle Marche. (Mainly) “Technical” partners Università Politecnica delle Marche, Ecores, Fundación de la Universidad de Cantabria, Emoporiko Kai Viomichaniko Epimelitirio Xanthis (tourism), CSI, Progetto Arcadia. “Operational” partners Camera di Commercio delle Marche, Università Politecnica delle Marche, Fundación de la Universidad de Cantabria, Organizatia Pentru Dezvoltarea Sectorului Intreprinderilor Mici Si Mijlocii, Business Innovation Centre, Emoporiko Kai Viomichaniko Epimelitirio Xanthis. EU level network Forum delle Camere di Commercio dell’Adriatico Ionio.

Nr	Name	Acronym	Role(s)	Typology
1	Camera di Commercio Industria Artigianato e Agricoltura delle Marche (Italy)	CCIAAM	Coordinator Leader WP 4, 5	Chamber of Commerce, Business Support Organisation
2	Università Politecnica delle Marche (Italy)	UNIVPM	Partner	Training and Education, Research (Circular Economy, Marketing, Business Support)
3	Foundation de la Universidad de Cantabria para el Estudio y la Investigación del Sector Financiero (Spain)	CISE- UCEIF	Partner Leader WP1	Training and Education, Research (Business Support), Business Support Organisation
4	Ecores Sprl (Belgium)	ECORES	Partner Leader WP1	Business Support Consultancy (Circular Economy, Design Thinking)

# Partnership

5	Organizatia Pentru Dezvoltarea Sectorului Intreprinderilor Mici Si Mijlocii (Moldova)	ODIMM	Partner Leader WP3	Public Business Support Organisation
6	Business and Innovation Centre (North Macedonia)	BICT	Partner	Business Support Organisation
7	Emoporiko Kai Viomichaniko Epimelitirio Xanthis (Greece)	CCIX	Partner	Chamber of Commerce, Business Support Organisation
8	Centre for Social Innovation	CSI	Partner	Sme, Consultancy and Business Support, Research
9	Forum delle Camere di Commercio dell'Adriatico Ionio	FAIC	Partner Leader WP6	Non profit network at EU level
10	Progetto Arcadia	PA	Partner	Sme, Consultancy and Business Support

# Project Indicators

## Improvements:

*10% of SMEs will obtain certifications (EMAS o ECOLABEL).*

*20% of SMEs will go through the feasibility study for certifications.*

*68 piloting tests implemented*

*2 marketing strategies for two countries/regions*

*At least 10% reduction of food waste and non-recyclable/non-recycled not reused resources, in particular plastic and packaging material*

## Partnerships:

*1 transnational partnership through the Platform developed at WP1;*

*5 Cross-sectorial partnership (1 for each country/focus-region)*

# Project Indicators

## Activities:

N. 1 training programme (for the online trainings + 2 face to face trainings) + 1 for CE facilitators

N. 4 on line training sessions

N. 2 face to face training sessions

N. 1 study visit

N. 1 fair

N. 3 webinars

N. 4 Online conferences with international inspiring/leading stakeholders

5 local brainstorming session

N. 1 transnational meeting of CE Facilitators

68 Need assessment processes, 1 for each SME + 68 Strategies

2 Marketing strategies

68 Piloting tests, 1 for each SME



# Methodology

The project will:

address the aspect of the **motivational lever**, considered fundamental in involving micro enterprise in projects with high impacts: within the capacity building programme there will be a specific focus on Advantages of Circular Business Models for SMEs, based on success cases, and throughout the project the support of CE Facilitators

employ a **transition system perspective**: solutions are partly at SMEs level, but also try to go beyond the single SMEs and work at the system (tourism, regional, ...) level, especially through reverse supply chain and symbiosis. This approach will be also linked to a place-based approach, fundamental in the tourism industry, that will help SMEs to develop marketing and promotional capabilities leveraging on the sustainability factor.

foster **communities of practice**: a format which can help to gather practical knowledge. It is a community of people which interacts with each other for their pursuit of a common goal (e.g. finding a way to be able to source a specific material based on circular principles)

foster **cross-sector collaboration**: often required to implement circular strategies or practices (to close loops). For example, organisations with a 'trash-to-cash' business model are logically dependent on waste providers. SMEs often lack the network, contacts and time required to establish such cross- sector relations

be based on **Success Case Method (SCM)**: designed to confront and leverage which things are working and which are not; what parts of new innovations are working well enough to be let alone, which need revision, and which should be abandoned.

# Methodology - community of practice

A **community of practice** (CSR Netherlands) is a format which can help to gather

practical knowledge;

common goal;

vital part of successful support (SME) programs since it helps companies to learn by doing and empower companies to successfully implement the right strategies and measures;

potential new business opportunities or to resolve business issues over the course of a series of meetings;

info on how to adopt the concept in general or on a specific circular economy topic (like how to deal with upcycling of waste streams;

a bit more advanced communities of practice may also profit from having participants **from various sectors, markets, disciplines, backgrounds** or positions in a particular value chain—since this may provide new insights to the parties that participate. For example, having product designers engage with waste management companies may provide new insights to designers on how to design products that can be disassembled (the example of the toasters of Agency of Design originated from a visit of a designer to recycling plant). Such cross-sector communities of practice are often a breeding ground for cross-sector partnerships between the participants.

# Methodology - support programme

The **support programme** for SMEs will be based on four main steps, to assure an effective management and a results-oriented approach working at system level but delivering results at SMEs level:

1. **Structure** that will support activities in a sustainable and efficient way through the identification and training of one **CE Facilitators** for each country, that will support SMEs, especially micro ones, in participating in project activities.
2. **Training** and capacity building for SMEs based mainly on exchanges of best practices and Success Cases Methodology;
3. **Assessment** of SMEs needs in terms of CE strategies and of cross-sectoral potential within each focus- country/ region;
4. **Establishment of the Communities of Practice** based on cross-sectoral collaboration for each country/focus-region for the development of practical strategies (including preparation for the ecolabel certification for selected SMEs) + 1 at international level.

# Methodology - strategies focus areas

## INNOVATION STRATEGIES - 3 focus areas:

- 1. Waste management business models in the areas of Food Waste and Packaging** → Recovering and reuse, prevention and food sharing, in particular the recovery of oils from food production (waste cooking oil supply chain), and the reuse in another production (bio-fuel), through applying the concept of the reverse supply chain
- 2. Plastic-free solutions and rethinking packaging** through the whole supply-chain (75% of tourists in Italy declared to prefer accommodations and services that have banned plastic ([https:// www.touringclub.it/notizie-di-viaggio/turismo-sostenibile-i-dati-del-rapporto-univerde-2019](https://www.touringclub.it/notizie-di-viaggio/turismo-sostenibile-i-dati-del-rapporto-univerde-2019)))
- 3. Collaborative consumption** as a communal way to find alternative and efficient business models and at the same time increase the community lead tourism approach. "The collaborative consumption is based on an economic model of sharing, swapping, trading, or renting products and services, enabling access over ownership (Kade, 2015) and, the involvement of tourism industry lead people to choose, buy and live a journey in a different manner" (Giachino, C., Re, P. & Cantino, V., Collaborative Consumption and Tourism: Online Travelers' Experience, Symphonya. Emerging Issues in Management symphonya.unimib.it, 3, 148-160. 2017).

## MARKETING STRATEGIES - 2 objectives:

4. Improving competitiveness of **traditional mature tourist markets**, improving destination attractiveness
5. Qualify **some Focus-regions** through emerging niche markets as **highly CE oriented and innovative**.

# Participants

## A. 68 SMEs from 5 countries (Operational Partners' countries):

Italy (18), Spain (14), Moldova (12), North Macedonia (12), Greece (12), or focus-regions

With the expression "**Focus-regions**" we mean a context of special interest for tourism-related issues; the expression identifies a specific area of each Country (a region) with specific relevance for tourism. They are: Marche Region, (Italy); Cantabria, (Spain); Polog Tetovo, (North Macedonia); 4 Orhei District (Moldova) 5 Xanthi Region (Greece). These regions have been selected for the following reasons: there are **proximity** relations with partners, enhancing the effectiveness of project activities; they represent areas with strong potentialities for the tourism sector; they represent a **blend** of areas with different features with reference to the tourism sector, in terms of market maturity (established or emerging); type of public (mass or niche); seasonality.

Therefore, in the process of the selection of the SMEs which will be involved in the Project, an additional score is provided for SMEs settled in the 5 Focus-regions.

### **SMEs are:**

- coming from the following categories of tourism industries:  
Hotels and similar accommodation; Holiday and other short-stay accommodation; Camping grounds, recreational vehicle parks and trailer parks; Travel agency, tour operator reservation service and related activities.
- Small and medium-sized enterprises (SMEs) as defined in the EU recommendation 2003/361

# Participants

**2. Circular Economy Facilitators:** *8 CE Facilitators trained.* They will represent the link and main support for SMEs staff during WP2, 3 and 4, assuring that information exchanges between the partnership and SMEs are smooth and effective and that SMEs receive all required support to implement actions with ease of access. Each CE facilitator will be the reference point for the SMEs of the partner country, except for CSI and PA facilitators that will have a role of support depending on project activities. Their detailed involvement will be decided at the beginning of each WP by the Secretariat Office.

**3. Participants to the community of practitioners (COPS) platform:** 120 (at month 12) 350 (at month 36) - see indicators

# Project Indicators

CE FACILITATORS 8 CE Facilitators trained;

Participants on the community of practitioners (COPS) platform: 120 (at month 12) 350 (at month 36);

Website visits 10.000

Website downloads of resources 1000 (*public - to be ratified*):

*Handbook / database for best practices in CE for the tourism sector (see WP1)*

Handbooks on Circular Tourism providers: managing the transition to circular economy (see WP1)

Video on study visit (see WP2)

*Record of webinars and online conferences (see WP2, currently confidential)*

*Innovation strategies Synthetis? (currently confidential)*

Marketing strategies for SMEs Booklet, in 2 Focus-regions (see WP3)

*Report on the improvement in the uptake of sustainable solutions by tourism SMEs. (currently confidential, a synthesis for exploitation?)*

Consortium Meetings: the project foresees 2 Partnership Meetings: the Kick off Meeting at the starting point and the final transnational meeting at the end of the Project.

# Project Indicators

Brochure 5000

Newsletters 30.000 contact each for main partners (CCIAAM CISE-UCEIF, CCIX FAIC); 10.000 for UNIVPM; ODIMM; BICT; CSI

Events: Number of participants in the transnational project events and in the national/local events 500

Articles: Number of articles in general/specialised media 40

Networks: Number of EU network reached by dissemination and communication activities 15

Evaluation Questionnaire for each SME involved in pilot to measure the satisfaction level of SMEs 68

Reports:

68 piloting reports: individual report for each SME monitoring of the pilots, collecting information, data, lessons learned.

1 report on the improvement in the uptake of sustainable solutions by Tourism SMEs

1 report on quality control

1 final technical report, Containing Analysis of adaptation and recommendations and revision of the Framework  
*Development and Financial report (synthesis for exploitation?)*



# References

Small Business Act (SBA, 2008)

COM (2010) 352 Communication from the Commission *Europe, the world's No 1 tourist destination, a new political framework for tourism in Europe,*

*Green Action Plan for SMEs (2014)*

*The Circular Economy Package and the EU Circular Economy Action Plan and the Plastics Strategy - SEE ALSO UPDATED ACTION PLAN July 2020*

Regulation (Ec) No 66/2010 Of The European Parliament And Of The Council of 25 November 2009 on the EU Ecolabel,

The European Commission Dg Environment has coordinated the initiative "Boosting the circular economy among SMEs in Europe" to "bring assets (e.g. knowledge, networks and tools) via the right support infrastructure, organisations and associations to SMEs so that these enterprises can start to benefit from the advantages of the circular economy including cost reductions, new/increased revenue streams and improved environmental performance", together with KPMG, MVO Nederland and Circle Economy.

The Interreg Project CIRTOINNO, still ongoing, with reference to possibilities of introducing Circular Economy solutions within the tourism sector

KPMG, Let's help SMEs to go circular, EU DG Environment, 2018

# WP1 objectives

## WP1 Framework Development on Circular economy - M1-4

### Leader ECORES (BICT Support, CSI for technical development)

A framework and related tools for Capacity Building of SMEs in the Tourism sector, intended as replicable and effective for the implementation of circular economy innovations in the tourism sector. The Framework will follow an **iterative process** and will be revised following WP3 Acceleration and WP4 Implementation, Evaluation, Adaptation, as the coaching and incubation at local level will have a profound impact on its evaluation.

### Objectives:

Development of **Communities of Practice (CoP)** to foster cross-sectoral collaboration

Development of **Tools** and **Methodologies** for effective **learning and capacity building** experiences, including e-learning, mainly based on experiential and inspiring activities based on Success Cases methodology: training, handbooks on best practices and providers.

Development of a **supporting structure for SMEs** and especially micro enterprises, that will help them effectively working on CE innovation and increase results and impact and will focus on the key role of trained **CE Facilitators**

## **WP1 Framework and Resources Development on Circular economy - M1-4**

**ECORES (BICT Support, CSI for technical development)**

Deliverables

**D 1.1 training curricula on CE (circular economy) in the tourism industry M3**

**D 1.2 platform for community of practitioners M4**

**D 1.3 database for best practices in CE for the tourism sector M3**

**D 1.4 handbook for best practices in CE for the tourism sector M3**

**D 1.5 handbook on circular tourism providers: managing the transition to CE M3**

**D 1.6 blended course introduction on CE for the tourism sector M4**

**D 1.7 programme of training courses for CE facilitators M4**

# List of CE Facilitators

Nr	Partner	CE Facilitator	Country
1	CCIAAM	Laura Melloni	Italy
2	UNIVPM	Ing. Anna Laura Eusebi	Italy
3	CISE-UCEIF	Laura Gobernado	Spain
5	ODIMM	Andrei Cucos	Moldovia
7	BICT	Gjorgj Rafajlovksi	North Macedonia
7	CCIX	Sofia Tselepidoum	Greece
8	CSI	Katerina Theodoridou	Trasversal
9	PA	Valentina Castellani	Trasversal

Cfr. Annex II Budget

**\*GA PREPARATION:** worries about the numerous staff changes. It should be really exceptional to ensure business continuity. Make partners aware of importance of team stability.

## **CCIAAM will coordinate initial planning with ECORES, BICT, CSI for preparation of WP1, especially:**

- Coordination for framework and content development / platform
- Initial evaluation and risk analysis of Tasks 1.1 Framework development, 1.2 Platform, 1.3 Capacity Building tools

# WP2 objectives

## WP2 Capacity Building - M1 - 15 (36 for CoP)

### Leader CISE-UCEIF

The aim of WP2 Capacity Building is that of delivering trainings, peer to peer learning and knowledge transfer for SMEs and start-ups in the tourism sector, with reference to circular economy businesses (examples of content: business benefits, supply chains, governance, business models, design, technologies, fundings, indicators, ...). In this phase, Framework and tools developed in the previous WP, as well as some new developed, are applied, through a well-designed and articulated Capacity building process based on interactive methodologies

### Objectives:

**Selection** of SMEs

**Delivery of training** (blended course 4 online 2 F2F + )

**Knowledge transfer** and exchanges of good practices (1 study visit TBD+ video - participants TBD, 1 fair - participants TBD, sharing of video produced + resources developed in WP1 + development and delivery of 3 webinars on focus areas + development and delivery)

Development and delivery of **Brainstorming sessions** to reflect on what learnt and develop the mindset for business innovation in CE : 5 local (IT, ES, MD, MK, EL) + 1 international for CE Facilitators (Spain)

Active support of CE Facilitators

**Engagement through** the CoP platform

## WP2 Capacity Building - M2 (to be corrected) - 15\*(36 for CoP)

### Leader CISE-UCEIF (BICT Support)

#### Deliverables

**D 2.1 report on the call for the selection of third parties (tourism SMEs) M2 (1 month to be approved by EASME)**

**D 2.2 list of selected SMEs with report on evaluation and selection M5**

**D 2.3 video on study visit M14**

**D 2.4 report on the results of training of SMEs M15**

**D 2.5 record of webinars and online conferences M15**

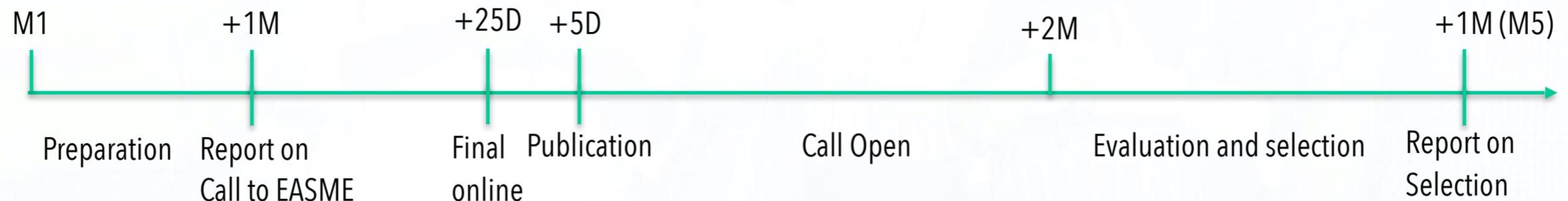
**D 2.6 report on study visits M15**

**D 2.7 report or visual mapping of local brainstorming sessions and transnational meeting of CE Facilitators M15**

\* **GA PREPARATION:** D2.2 - D2.7 moved from M8 to M15 to allow more time for actual training (from M6 Feb-March 2021 to M15 December 2021) away from the high season. The Capacity Building programme will not end before WP3 starts (M8), but it will nevertheless be on time before Task 3.2 and 3.3 Development of Innovation and Marketing strategies begin, to ensure that SMEs are ready and can be actively involved in the strategy development.

\* **GA PREPARATION:** Selection of SMEs really from M1 to M5 to allow for the draft call (D2.1) to be submitted to EASME beginning of M2

# Support to Third Parties - call and selection



See the [Guidelines for Awarding Financial Support to Third Parties](#)

**Report on the Call** for Selection of Third Parties (SMEs) D2.5 will include: description of the scheme, list of types of activities, any restriction, award criteria, criteria to determine the exact amount, arrangements imposed to third parties (evaluation, communication and reporting requirements, specific rights of use of results), call identifier, email and deadline for submission.

**Report on the Selection** will include: the complete list of applicants and selected participants.



# Support to Third Parties - amounts and criteria

- The **maximum amount of financial support** to be granted in total to the third parties : 310.400 €
- The amount of financial support **per individual third party** :
- N. 18 SMEs in Italy 5.500 Eur each;  
N. 14 SMEs in Spain 5.500 Eur each,  
N. 12 SMEs in Moldova 4.100 Eur each,  
N. 12 SMEs in North Macedonia 3.000 Eur each,
- N. 12 SMEs in Greece 4.100 Euro each.
- Minimum number of tourism SMEs to be supported : 68
- The **criteria** for calculating the exact amount of the financial support : due to the not negligible differences among the costs in each of the 5 countries in which Tourism SMEs are settled, we considered 3 levels of financial contribution for the SMEs. Within the above maximum amounts, The contributions will be calculated:
  - as a lump sum equal to the maximum amount if actual costs are above the maximum amount,
  - or as actual costs reimbursed at 100% rate if actual costs are lower than the maximum amount.

For staff costs it will be employed the hourly rate of either SMEs staff involved or of SMEs owners without a salary as per Horizon 2020 Work Programme 2018-2020 (section 3 MSCA), if that is the case.

See Table Financial Support to Third Parties p.94 of the GA

# Support to Third Parties - budget per partner

Nr	Name	Total budget	SMEs per country
1	CCIAAM	60.696	9 Italy 5500 euro each TOT. 49500 2 Greece 4100 euro each TOT 8200 1 North Macedonia 3000 euro each TOT. 3000
2	UNIVPM	49.500	9 Italy 5500 euro each
3	CISE-UCEIF	77.000	14 Spain 5500 euro each
5	ODIMM	50.000	10 Moldova 4100 each TOT. 41000 3 North Macedonia 3000 euro each TOT 9000
7	CCIX	50.000	10 Greece 4100 euro each TOT. 41.000 3 North Macedonia 3000 euro each TOT 9.000
8	CSI	15.000	5 North Macedonia 3000 euro each
9	FAIC	8200	2 Moldova 4100 euro each

# Support to Third Parties - activities

List of **activities** achievable for financing (the list of activities below is indicative and may be fine-tuned during the project) relate to both Travel, registration and accomodation costs AND Sustainable and green investment costs and will include:

**2.2.1 online training sessions**

**2.2.2 2 F2F training session**

**2.3.1 study visit + fair** (the number of SMEs and criteria to select them will be defined during the project)

**2.4.1 Local brainstorming sessions**

**2.5 community of practice engagement**

**3.1.2 coaching of SMEs at local level**

**4.1 pilot tests implementation** as per individual strategies (certification compliance, supply chain definition And agreements, adaptation of processes and products)

# Support to Third Parties - results

Among the 68 beneficiary companies, the project aims at taking:

at least **10% of SMEs to obtain certifications (EMAS or ECOLABEL)**

**20% of SMEs will go through the feasibility study for certifications**

SMEs will have to register an overall improvement on sustainability through circular economy solutions, in particular at least **10% reduction of food waste and non-recyclable/non-recycled not reused resources**, in particular plastic and packaging material

see [D5.5 Report on the improvement in the uptake of sustainable solutions by tourism SMEs](#)

See [Indicators - Improvements](#)

# Support to Third Parties - award criteria

**Award criteria:** in the calls will be clearly pointed out the criteria determining the award of the financial support in order to select the most suitable enterprises to participate in the support scheme:

1. previous experience on learning and/or adapting activities, to be demonstrated with a list of previous project/activities;
2. potential to achieve the best results in line with the project's specific objectives (e.g.capacity of international communication and relation; dedicated staff of R&D/sustainability; growth mindset; commercial channels)
3. additional score for 1. SMEs settled in the 5 Focus- regions\*: Marche Region, (IT); Cantabria, (ES); Polog Tetovo, (MK); 4 Orhei District (MD) 5 Xanthi Region (EL); 2. Staff with English (level B1)

\* **FROM EASME:** understandable to limit the eligibility of the SMEs only from the identified regions in Italy, Spain and Greece. However, better to discuss this specifically in light of other projects of this call for proposals (e.g. there are other projects covering the same countries (but without focus on any region) and which offer more interesting conditions for SMEs or if the call for selection will be open during the same timeframe, there is a risk that your call will result in very little number of SMEs interested to join your support programme.) ->, it will be covered during kick-off meeting in Brussels.

## **CCIAAM will coordinate initial planning with CISE-UCEIF, ECORES, PA for preparation of WP2, especially:**

- Planning of Task 2.1 Selection of SMEs
- Initial evaluation and risk analysis of Tasks 2.2 Training programme, 2.3 Knowledge transfer, 2.4 workshops

## **WP3 Acceleration: ideation, uptake and development of sustainable solutions M8 - 11**

### **Leader ODIMM**

Development of **strategies for new products, services, skills and new business models**, especially focusing on industrial symbiosis / communities of practice and on the basis of sectors and country/focus-regions characteristics.

It starts with SMEs needs assessment and leads to the development of **innovation strategies for SMEs** and **marketing strategies** related to 2 countries or focus regions.

The public deliverables of the WP3 (A synthesis of the Innovation strategies for SMEs TBD and Marketing strategies for SMEs Booklet) are intended to transfer solutions at EU level, making the impact of the project to be continued after the termination of EU funding. These will be available on open access in the Project Website/platform.

## WP3 Acceleration: ideation, uptake and development of sustainable solutions M8 - 11

### Leader ODIMM

Thematic FOCUS (each SME at least one):

- 1. Reducing Food waste in the food sector** (e.g. exhausted oil, wine and coffee supply chain, ...) It will be the chance to make local tourism systems more integrated and sustainable, with great impacts also on their marketing and promotion;
- 2. Plastic free offer and rethinking the packaging** through the whole supply chain;
- 3. Collaborative consumption:** find alternative business models and at the same time increase the community lead tourism approach.

Deliverables

**D 3.1 report on SMEs need assessment M15**

**D 3.2 marketing strategies in 2 focus-regions M18**

**D 3.3 innovation strategies M18**



# WP4 objectives and deliverables

## **WP4 Implementation, evaluation, adaptation M14 - 36**

### **Leader CCIAAM**

It will let all the SMEs implementing Pilot tests, within their strategies, on certification compliance, supply chain definition and agreements, adaptation of processes and products. A strict monitoring of the piloting activities bring to specific recommendations for SMEs and constitutes a benchmark for the revision of the Framework developed at WP1. It means checking progress/goals and looking for quantitative and qualitative factors that drove success.

Implementation M14 - 29

Monitoring M14 - 32

Deliverable

### **D4.1 Individual SMEs reporting M32**

See also **Support to third parties - Activities** below

# WP5 objectives

## WP5 Management and Quality M1 - 36

### Leader CCIAAM (PA support)

coordination mechanism, internal communication and effective monitoring system in order to manage both the partnership and the effective involvement of the 68 SMEs distributed in 5 Focus-regions, above ensuring that problems and deviations are reported and dealt with in timely and efficient ways

### Objectives

establishment of the **project bodies** in charge of the project implementation

implementation of **management procedures** for an efficient project deployment

quality **control**, risk management and adoption of mitigation measure (PROGETTO ARCADIA)

# WP5 deliverables

## **WP5 Management and Quality M1 - 36**

### **Leader CCIAAM (PA support)**

Deliverables

**D 5.1 project management plan (including internal communication) M2**

**D 5.2 meetings schedule and register M2**

**D 5.3 project quality plan M3 (PROGETTO ARCADIA)**

**D 5.4 technical progress report M13**

**D 5.5 report on the improvement in the uptake of sustainable solutions M36**

**+ Final Report and Revision of Framework M36**

**(I) Steering Committee** / Quality and Evaluation / Risk Management (SC) : senior experts from partners meeting during partnership meetings and following the Coordinator request.

- monitoring quality
- advice and decisions (one partner one vote) as needed about changes to the project as it develops
- provides support, guidance and oversight of progress

**(II) Secretariat Office** (SO) : partners project managers meeting by-weekly or as defined in the Management Plan

- steering and managing technical, administrative and financial matters related to the implementation and maintenance of the grant agreement.

**(III) Operational Committee**: all CE Facilitators with Coordinator and PA

- link between SMEs in the 5 countries of implementation and the coordinator during implementation of WP2, 3 and 4

## **CCIAAM/PA will participate to:**

- 1st October KO Meeting with EASME (with PA)

## **CCIAAM will coordinate initial planning with partners on:**

- Establishment of the bodies
- Establishment of the Information System, sharing of Management tools and internal Communication Plan
- Overlooking the general reporting requirements and financial provisions

## WP6 Communication and Dissemination M1 - 36

### Leader FAIC

Disseminate Project results toward specific target audience - beyond the target group directly involved in the activities - having a strong interest about the Project topic. That means describe and ensure results available for others to use. It is a communication process focussed on results.

### Objectives

- to communicate the Project results to the general/specialised public through broad media and social media
- The WP will have two levels of Dissemination and Communication activities:
  - \_at European level, regarding the general findings and results of the Project.
  - \_at local/regional level, regarding the specific issues related to Countries / Focus-regions.

## **WP6 Communication and Dissemination M1 - 36**

### **Leader FAIC**

Deliverables

**D6.1 project website (linked to the platform)**

**D6.2 communication plan**

# WP6 initial list of platforms

[European Circular Economy Stakeholder Platform](#)

[The Network of European Regions for a Sustainable and Competitive Tourism](#)

[Materia rinnovabile/ Renewable Matter International magazine](#)

[Holland Circular Hotspot,](#)

[Consiglio Nazionale della Green Economy](#)

[Circulary](#) – Business Europe

[Network for cleaner production](#)

[Accenture Industry knowledge.](#)

[Change Hackers Dissemination](#)

[Circle Economy](#) Think tank – Network

[Circular Economy for Food HUB](#) (CEFF HUB) Research and Network

[NEDERLAND CIRCULAR Platform](#)

[Enterprise Europe Network](#)

[SMEurope](#)



## **CCIAAM WILL COORDINATE INITIAL PLANNING WITH FAIC, CSI for:**

- Graphic standards and website guidelines
- Communication standards
- First phase dissemination objectives

# Travels and Meetings

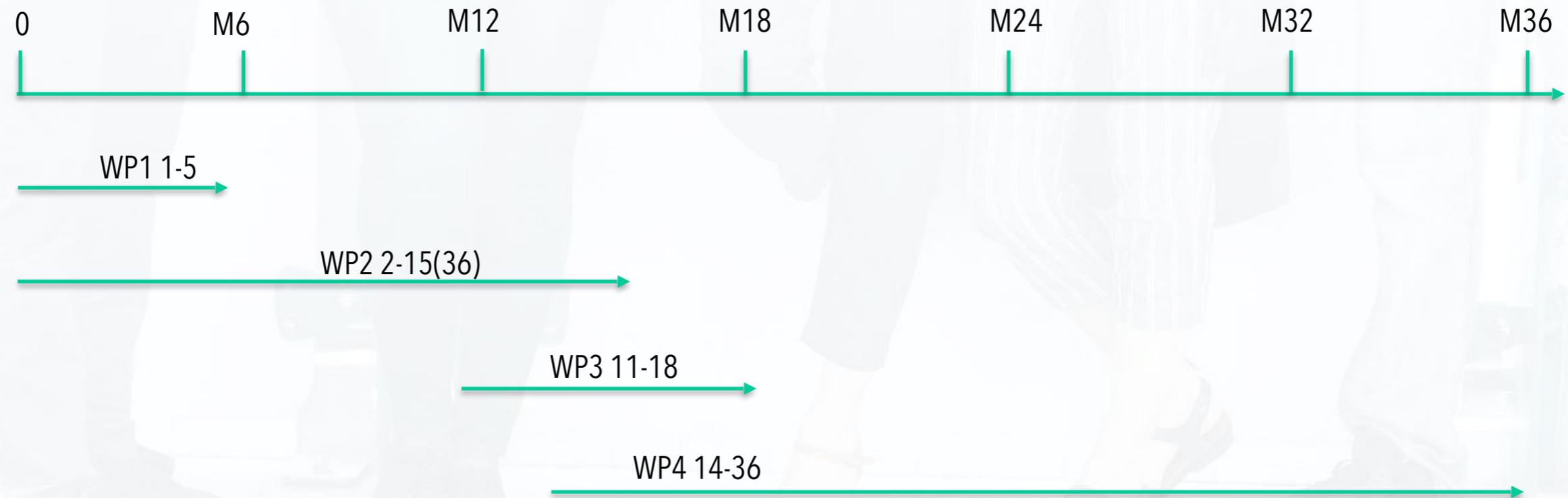
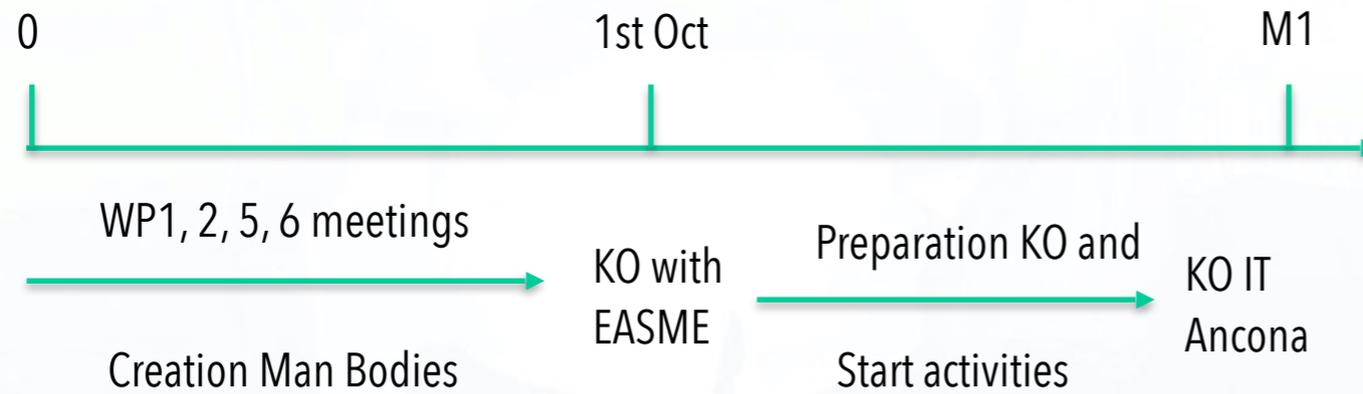
Nr	What	Where	How long (effective)	Who	When
5.3	KO Meeting EASME	Brussels (BE)	1 d	CCIAAM / PA	M1
5.3	KO Meeting	Ancona (IT)	2 d	All partners / Coordinators / 1p	M1
1.4	Training of CE Facilitators	North Macedonia	2 d	CE Facilitators	M5
2.3.1	Study Visit + Fair	TBD	2 d	Selected participants form SMEs 2 CE Facilitators / partners staff TBD	From M7
2.4.2	Transnational meeting of results on workshop for innovation mindset	Spain	2 d	CE Facilitator 1/2 Coordinator from host 1 ECORES	From M10
5.3	Final Meeting	FAIC Area	1 d	Partners / 1 p	M35

# Events

Nr	What	Where	How long (effective)	Who
2.2.2	2 F2F training sessions	Op partners countries	1 d	SMEs / CE Facilitators / other teachers from Partners (or subcontracted)
2.4.1	1 local brainstorming meeting	Op partners countries	1 d	SMEs / CE Facilitators / Ecores supervision
2.5.2	local stakeholders engagement	partners countries	TBD	All partners / Stakeholders
6.4	Final International Conference	FAIC Area	2 d	All partners / 1 p Stakeholders

**Indicators: Number of participants in the transnational project events and in the national/local events 500**

# Timeline



# Critical risks

Risk	Mitigation
Adapt model to different national contexts	Role of Coordinator + Steering Committee + OP / CEF
Lack of cooperation from SMEs (interest, motivation, financial resources, emergencies, issues on implementation)	Role of Coordinator + Steering Committee + OP / CEF Reserve list
Covid-related risks: F2F meetings	Distance meetings Online facilitation tools (MIRO)
Time for WP1 strict	Adapting existing resources
Call for Interest: process and requirement	Cooperation from all partners and strong leadership from Task Leader (ask for support as necessary)
Study visit and fair not yet identified	Contribution from all partners to identify a case study and (or more local) suitable event (fair) that can be linked
Period for Capacity Building partly overlaps with tourism high seasons	Start planning it early on
Covid-related risks: F2F meetings	Distance meetings Online facilitation tools (MIRO)
Covid-related risks: travel costs might increase	Distance meetings