

To accelerate circular economy in the coastal tourism sector

An action plan for territorial support groups

On the basis of four real-life case studies, a generic action plan was created fostering the uptake of circular economy practices in coastal tourism.





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Blue Cluster – Support for circular coastal tourism

Developing a generic, replicable methodology and formulating recommendations for the creation of territorial circular support groups to accelerate circular economy in the coastal tourism sector.

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Executive summary

Coastal and marine tourism is an important economic activity for countries bordering seas, oceans and (large) lakes. Inevitably this leaves an environmental footprint ranging from littering to compromising the natural habitats of indigenous flora and fauna. Accelerating the uptake of circular economy practices in coastal tourism may substantially alleviate the environmental footprint while maintaining, if not increasing, the economic value added for conventional and new stakeholders. And thus it may contribute to the further decoupling of environmental pressure and economic growth in line with the European Green Deal ambitions.

Despite the wide and profound interest in promoting and applying circular economy practices in coastal tourism, frequently from spontaneous grass-roots initiatives, quite often the question comes to surface on whether a systematic approach can be identified to facilitate circular economy practices and if so what that would be. The purpose of this research and report is to identify the main building blocks for a strategy that fosters the uptake of circular economy practices and business models for coastal tourism through territorial support groups.

Against the analytical background of a quadruple helix stakeholder setting and using conceptual frameworks such as the Thrivable Tourism framework and Transition Thinking, we analysed and developed four case studies through which the various building blocks were identified in a real life and practical context. Subsequently these were assessed and integrated in a wider roadmap for setting up territorial support groups that aim to promote circular economy practices in coastal tourism.

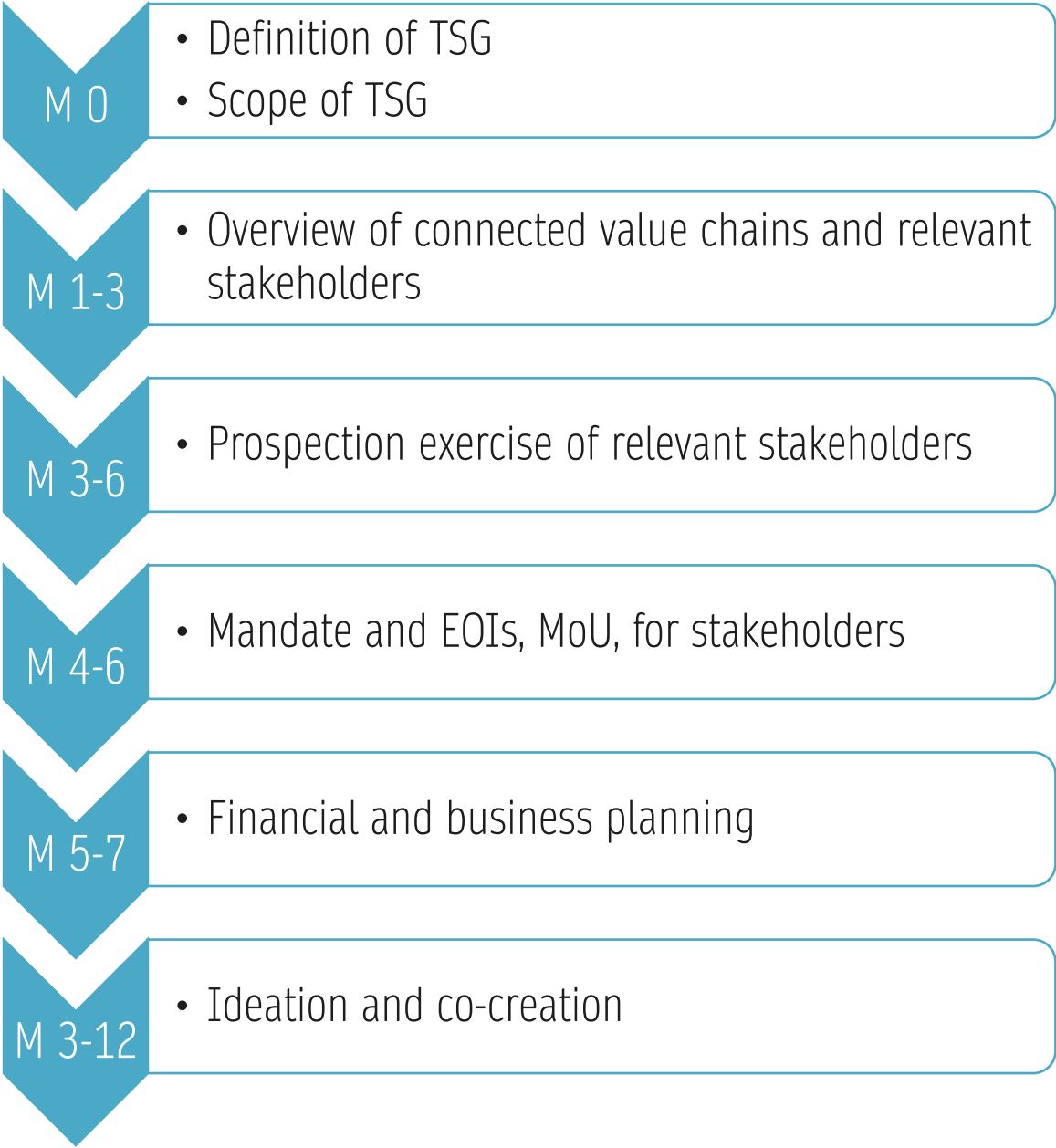
The main building blocks are:

- Defining a Territorial Support Group
- Overview of connected value chains
- Stakeholders
- Financial and business planning
- Content development of the Territorial Support Group
- Identification of KPIs
- Risks and risk mitigation



Adding a time dimension to the building blocks identified allows generating a roadmap, as shown in the following figure.

Figure 1 Territorial Support Group (TSG) Timeline Implementation



Source: IDEA Consult

Evidently the evidence base with cases, interviews, analyses and application contexts, can be extended further, as such refining and building further on the findings of this report.





Introduction

Coastal and marine tourism (CMT) has grown into a significant economic activity for countries with accessible and appealing coasts. The latest EU Blue Economy Report 2022 estimates that in 2019 coastal and maritime tourism count for 63% of the jobs in the EU Blue Economy¹. However, cruises, resorts, and even ecotourism have serious environmental and social consequences for natural resources and local populations. Furthermore, because they support a major portion of the world's population and economy, oceans and littorals are becoming increasingly valuable strategic resources for states, households and businesses. As a result, coastal and marine tourism, as part of the blue economy, is confronting new issues on a local and global scale that require greater attention².

A way to accelerate the uptake of circular economy practices in the coastal tourism sector is making use of territorial support groups that cover the relevant chain of actors. From this perspective it helps to include the entire quadruple helix set of stakeholders (business, knowledge institutes, government, civil society). Therefore, the aim of this study is to develop a generic, replicable methodology for territorial support groups for accelerating circular economy practices in the coastal tourism sector. In order to achieve this goal, we created a roadmap based primarily on the Thrivable Tourism Framework, Systems Thinking based on the learnings from four real life cases:

- ▶ A Plastics Hackathon in the UK with the aim to improve UK's circular economy relationship with plastics;
- ▶ The Bruges Food Lab, which is a territorial support group aimed at the implementation of a sustainable food system in Bruges;
- ▶ Impuls Zeeland, a regional development agency that stimulates circular economy in the leisure sector;
- ▶ A potential new territorial support group bringing together two initiatives aimed at sustainable agri- and aquaculture:
 - ◆ SiteSea, a feasibility study of sustainable agriculture-based aquaculture;

¹ European Commission (2022) The EU Blue Economy Report 2022, Brussels, p. 103, downloadable from: [The EU blue economy report 2022 - Publications Office of the EU \(europa.eu\)](https://ec.europa.eu/eurostat/tgm/table.do?tab=table&init=1&language=en&plugin=1)

² Elisabeth Druel, Raphaël Billé, and Sébastien Treyer, 'Institute for Sustainable Development and International Relations', *The International Journal of Marine and Coastal Law* 27, no. 1 (2012): 179-85, <https://doi.org/10.1163/157180812X620612>.



- ◆ Tuinen van Stene³, a multi-purpose landscape bringing together agriculture, recreation and nature.

Each of these case studies were analysed using the lens of pertinent conceptual frameworks, most notably the Thrivable Tourism framework developed by Michelle Holliday (2019)⁴ which has been adapted and applied by the Blue Cluster Flanders with a focus on an innovation roadmap for enterprises. The White Paper from the FACET project on "*Circular Tourism and support from local authorities*", focusses on how local authorities can support SMEs in the tourism sector⁵. A holistic approach was used in combination with the conceptual X-curve framework of Transition Thinking (see e.g. Hebinck et al, 2022)⁶ which introduces the dynamic dimension in the analysis. These conceptual frameworks were used to develop semi-structured interviews, the questionnaire of which can be found in ANNEXESA.1 /.

The following sections of this report are organised as follows: we start with a description of the case studies, specifying what the objective is of the initiative, how the participants worked towards the objective, and what the success factors and challenges were. The lessons learnt in these case studies form the basis for the building blocks for elaborating the Territorial Support Group Roadmap, described in chapter two. The Roadmap is described according to the following building blocks: timeline, definition of the territorial support group; overview of connected value chains; stakeholder mandate; financial plan, content development; key performance indicators, and risk mitigation.

³ Meaning 'the gardens of Stene'. Stene is a village bordering Ostend city.

⁴ 'Michelle Holliday', Travel To Tomorrow, 5 September 2019, <https://www.traveltotomorrow.be/inspiration/michelle-holliday/>. See also ANNEXESA.2 / for an application of this framework in the Design model Blue Tourism

⁵ Jin Chan et al., 'Circular Tourism and Support from Local Authorities: How Local Authorities Can Support Small-Medium Size Tourism Enterprises in Coastal Destinations in Six Strategic Steps', Monograph, University of Greenwich (Interreg 2 Seas project FACET, July 2022), <https://gala.gre.ac.uk/id/eprint/37077/>

⁶ Hebinck, A., Diercks, G., von Wirth, T., Beers, P.J., Barsties, L., Buchel, S., Greer, R., van Steenberghe, F., Loorbach, D. (2022) An actionable understanding of societal transitions; the X-curve framework, in Sustainability Science, vol. 17 pp 1009-1021 downloadable from: [An actionable understanding of societal transitions: the X-curve framework | SpringerLink](#)





Four case studies, each in different maturity stages

A selection of four case studies allowed us to learn more about existing territorial support groups with the aim to accelerate circular economy in the coastal tourism sector. For each case study, an interview or workshop (in case of SiteSea and Tuinen van Stene) was conducted, and desk research was done. Each of the cases are in different maturity stages ranging from the Plastics Hackathon which was actually more of a one-time grassroots event to more structurally supported initiatives as those of Impuls Zeeland and the Bruges Foodlab. It is precisely the diversity of the cases which permits identifying the wide scope of building blocks for territorial support groups fostering circular economy coastal tourism. In the next sections each case study is presented in depth, specifying the objective of the initiative, success factors and challenges, as well as the stakeholders.

Plastics Hackathon (UK)

The hackathon was a one-time event co-organised by the Norfolk County Council and the University of East Anglia in the context of the FACET project. The main purpose of the hackathon was to discuss the UK's relationship with plastics and how it could be improved. The discussion was fostered through several presentations given by local entrepreneurs and a group activity to generate ideas on plastics reduction. The main value of the event for attendees was to network with likeminded people. The event was deemed very successful, and the university wants to replicate it at their next yearly environment week. One of the outcomes of the event was that the idea of the Hemsby cup (see Box 1) inspired another village to set up a similar initiative with the help of a financier present at the event.

Box 1: The Hemsby cup



The Hemsby cup is a reusable cup which can be used in the local businesses of Hemsby, a village in the UK. The idea came from the local businesses themselves who wanted to market Hemsby as an eco-tourism destination. Later, the Norfolk County Council was involved to finance the idea (by buying the cups), another local authority supported the community in the legal aspects, and academic partners developed purchasing models and the financing structure. A success factor in implementing the Hemsby cup was having a local champion that brought all actors together and that was trusted by the community. A learning from the project was that engaging the personnel of the local businesses, and not only



the owners, was important for a successful implementation. To scale the project, critical success factors are profitability and marketability⁷.

Attendees together represented the entire quadruple helix scope

- ▶ **Citizens** who are interested in the plastics problem attended and contributed from the perspective of their day-to-day use of plastics.
- ▶ **Entrepreneurs** in the field of plastic waste reduction presented their solutions to the plastics problem. A key incentive for businesses to attend was marketing their activities. Other incentives were to gather ideas. Examples of attendees include the Precious Plastic East⁸ social enterprise which works on recovering plastics, The Plastic Solution⁹ which works on reusing plastics, and Solinatra¹⁰ which offers alternatives to plastic that are compostable and biodegradable.
- ▶ A local **financing organisation** was present which could offer the financing needed for certain ideas.
- ▶ The **academic** world was represented by lecturers, PhD students and master students that research the plastics problem or that were interested in the topic.
- ▶ Two local **government associations** were present, among which the Norfolk County Council who organised the event.

Success factors & challenges

- ▶ Bringing people together with **different perspectives** is both a challenge and an important success factor as different perspectives can complement each other. Some people may have great ideas but don't have access to financing, others have financing but don't feel the sense of urgency, others may need a sounding board of citizens that can reflect on their idea. The hackathon facilitated in this way to generate new ideas and allow them to become reality.
- ▶ Having the right **partners and a broad network**. The university was a great partner for the hackathon as they provided a network.
- ▶ Challenge: no business case for sustainable finance: only a **one-time subsidy** was given.

Bruges Foodlab (BE)

The "Brugs Foodlab" is a quadruple helix support group that joined forces to develop a sustainable food strategy for the city of Bruges, resulting in "Brugge Smaakt"¹¹. Members of the support group saw the value of sharing ideas and forming new partnerships, and so decided to continue the support group with the purpose of implementing the Bruges food strategy in practice. Recently a concept note¹² was created with a clear vision, mission, objectives, action plan and communication strategy.



⁷ <https://www.norfolkrecycles.com/wp-content/uploads/2021/09/Hemsby-Community-Cup-Pilot.pdf>

⁸ <https://preciousplastic.com/index.html>

⁹ [Home - The Plastic Solution](#)

¹⁰ <https://www.solinatra.com/>

¹¹ <https://bruggesmaakt.brugge.be/>

¹² <https://static1.squarespace.com/static/606719fea46bfa6ea74c3ac3/t/60f9356624c5f82eff51f308/1626944873317/Conceptnota+Brugs+Food+lab.pdf>

Members together constitute the entire quadruple helix

- ▶ The **city of Bruges** was the spark for the support group by giving two incubators (Cudocoo, Foodwin) the task to develop a sustainable food strategy for the city.
- ▶ The **non-profit** sector with a vision for sustainable food systems joined to increase their societal impact.
- ▶ **Knowledge institutes** joined to have access to examples of sustainable food practices. Students for example can study these practices and learn from them, while other members have access to more theoretical knowledge. When external projects are won, knowledge institutes can do the research.
- ▶ Local **entrepreneurs and businesses** joined the group to strengthen their own commercial activities by establishing partnerships, exploring new business models and opportunities, and to strengthen their marketing and communication to consumers. For SMEs the short-term perspective tends to be more important: having hands-on collaborations. While for larger companies, the marketing perspective tends to be more important.

Financing

The city of Bruges decided in 2021 to provide the group with financing for two years to coordinate the group and think about a business model and strategy. Starting 2023 the following financing model will be implemented:

- 1/3d will be contributed by the city;
- 1/3d will come from the members through a membership fee¹³;
- 1/3d will come from project funding (European and Flemish).

The (financial) independence from the city of Bruges was an important aspect for the other members to retain the ability to be critical and less reliant on further policy evolutions. On the other hand, going from free to paid membership is a difficult step to take. Convincing factors include the direct return from project funding in case of participation, a yearly fair where they can benefit from visibility, and marketing and communication benefits.

Success factors & challenges

- ▶ **Look first at what already exists** and then build on that; try to valorise as much as possible existing projects and actors that work towards the same goal. The Bruges Foodlab originated from existing actors that worked on sustainable food. Knowledge of the existing value chains and eco-systems is key.
- ▶ In 2022 the Bruges Foodlab was able to secure three big grants where about half of the network benefits from, while the other half does not. It is important to nurture a positive **mindset of solidarity** to keep the peace as not all organisations will always benefit equally.
- ▶ Many of the members and especially those that were there from the start have joined out of idealism. However, to increase impact, it is important to also have a commercial perspective and to involve larger players that usually only have a profit incentive. Joining these two perspectives is important and can only be done by **focusing on the value of collaboration** and stressing the similarities between actors, instead of the differences, as well as finding a common ground with shared goals.
- ▶ Have a **positive communication strategy**. For example, instead of saying "*we need to eat less meat for the environment*" say "*try a seaweed croquet, its super tasty*".
- ▶ **Infographics** illustrating impact which helps in reaching out to others and showing the value added for the stakeholders.

¹³ Small organisations (below 5 FTEs) will have to pay 50 EUR, larger organisations 250 EUR.



Impuls Zeeland (NL)

Impuls Zeeland wants to stimulate the leisure sector in finding sustainable and circular solutions by offering vouchers to SMEs together with Westtoer. Several projects were funded in this way, among which a collaboration between six beach pavilions in the harbour of Renesse. The project found a way to valorise waste streams such as coffee grounds, and orange peels into new products on their menu. The waste streams are collected by the supplier to reduce CO2 emissions and is then processed by a local partner.

Several partners worked together to implement a circular solution in the harbour of Renesse:

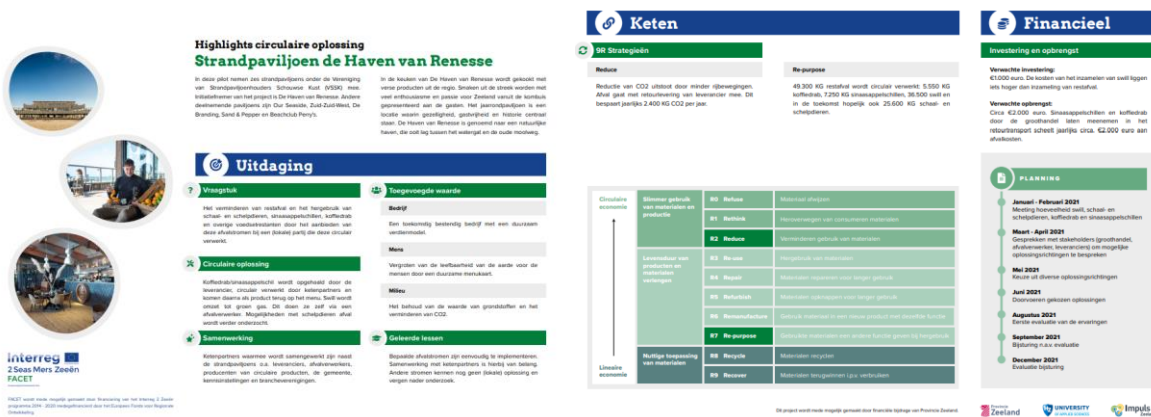
- ▶ **Local governments** are important in providing the necessary permits, the legal framework and vision of a sustainable future.
- ▶ **Local businesses** that are part of the supply chain:
 - ▶ Suppliers are involved to collect the waste streams at the same time of delivery.
 - ▶ The beach pavilions are the initiators and implementors of the idea.
 - ▶ Waste processors valorise the waste streams into a new product.
- ▶ **Knowledge institutes** and experts are necessary to assess the feasibility of certain circular solutions. Now they are investigating how seafood waste could be valorised.
- ▶ Westtoer en Impuls Zeeland act as **financers** of the projects.

Success factors & challenges

- ▶ **Involving necessary partners early in the project.** It is important to make an **inventory** of necessary actors first and then gauge their motivation to collaborate. Replicating the same idea as the harbour of Renesse in a different place was impossible because the waste processors and suppliers did not want to cooperate.
- ▶ After the end of every project, Impuls Zeeland requires the making of an infographic which can be used in the **communication strategy** and to inspire other entrepreneurs to implement circular solutions. The infographic should include the problem, the input, and the impact (on the economy, environment and people) of the project.
- ▶ **Front runner enterprises** should (be motivated to) encourage and inspire the followers, and as such spread the circular business model or practice.
- ▶ **Financing:** banks are only interested in projects with a clear and positive return on investment. Crowd funding is not always a suitable instrument e.g. not suitable for scaling up, or for projects with no clear or immature value for society. To bridge the financing gap the **Zeeland Fonds** was established to provide seed money for projects that cannot receive financial leverage otherwise.



Figure 2: infographic of the project in the harbour of Renesse (in Dutch)



Source: https://www.kenniscentrumtoerisme.nl/images/0/0d/D4.2.5_Strandpaviljoen_De_Haven_van_Renesse.pdf

SiteSea x Tuinen van Stene (BE)

SiteSea and the Tuinen van Stene are both projects that aim at sustainable and local food production and that want to attract tourists, local inhabitants and students to experience sustainable agriculture. This gives ground for potential collaboration and could lead to the formation of a territorial quadruple helix support group. During a workshop, the main stakeholders got acquainted with each other and explored potential collaborations.

A clear potential for collaboration is shared promotion activities as they are likely to attract a similar target group of tourists. An interesting axis for collaboration is 'Het Groen Lint', which is a trajectory that connects green places in the peripheries of Ostend for cyclists or walkers, on which The Tuinen van Stene is already an attraction point. They could for example combine both experiences as a package deal for tourists so they can visit both in the same day.

Together the two projects and their different stakeholders (in particular, the city of Ostend) could put Ostend on the map as a place for sustainable agriculture and aquaculture. Below we present each project separately.

SiteSea

SiteSea is a project that studies the feasibility for land-based circular aquaculture where a combination of fish (thick-lipped grey mullet) and saline vegetables are cultivated, making use of residual heat from the Biostoom bio-energy facilities and promoting it as a tourist attraction to increase the profitability.

The project relies on several partners and stakeholders

- ▶ Several **local businesses** are involved in the project:
 - ◆ Bert Groenendaal Consulting, an entrepreneur, was the initiator of the project with his one-person consultancy.
 - ◆ Biostoom¹⁴ is a company that makes energy from municipal waste, and which has a lot of residual waste that could be valorised in the aquaculture.

¹⁴ <https://biostoom.be/>

- ◆ The Outsider Coast¹⁵ is a private company that organizes group activities at the coast for teambuilding/schools etc. and contributes to the tourism aspect of the project.
- ◆ Poppr¹⁶ is a private company in augmented/virtual reality that contributes to the touristic experiences.
- ◆ In the future, the produce could be delivered to local restaurants with a sustainable food offering.
- ▶ ILVO, a **knowledge institute**, acts as subcontractor and investigates the feasibility of culturing thick-lipped grey mullet in this context.
- ▶ VLAIO, a regional Flemish government agency acts as **financer** of the feasibility study (through the Blauwe Cluster as innovation cluster): 50% of the study is subsidised, the other 50% is paid by the 4 participating companies.
- ▶ The **city of Ostend** is an important stakeholder in promoting sustainable agriculture, and to provide the necessary permits.
- ▶ **Citizens** and tourists will be the future clients of the touristic experiences attached to the project.

Success factors & challenges

- ▶ As the project has only started in October 2022, the actual work has yet to begin. The first main challenge will be to see if the agriculture-based aquaculture using residual heat is **technically feasible**. So the idea is first to do the internal feasibility test and subsequently to develop the external strategy with tourism.

Tuinen van Stene

The 'Tuinen van Stene' form a multifunctional landscape of 35 ha where sustainable agriculture, nature and recreation come together. Some its functionalities are a self-harvesting garden, a playground of a local school, a place to cycle or walk through. There are meadows for cattle, there is a co-housing project, a farm shop, and it also functions as a water buffer. Moreover, the educational packages are offered for school students. These packages are modular and can be adapted to different subjects, occasions, and levels. Towards the future, the vision is to be able to offer a full experience where a route is mapped out and people can visit the different actors (farms etc.) and taste the produce.

Stakeholders

- ▶ The **city of Ostend** is an important stakeholder as it owns slightly more than half of the gardens. BuitenGoed vzw is an external agency of the city which manages the gardens.
- ▶ **Biological farmers** located inside the 'Tuinen van Stene' and in the wider area of Ostend are part of the network and can sell their produce in the local farm shop.
- ▶ **Citizens** can visit the gardens, have an educational experience, and enjoy the local produce.
 - ◆ Students and tourists visit the gardens to learn more about sustainable agriculture.
 - ◆ The members of the self-harvesting garden are important promoters of the gardens: the self-harvesting garden has about 250 members that invest yearly in a "*pluk-aandeel*" or a harvest share that allows them to harvest year-round. A local residential care facility has 50 of these shares.

¹⁵ <https://www.theoutsidercoast.be/nl>

¹⁶ <https://www.poppr.be/nl>



- ◆ There are collaborations with youth organisations for youth in difficulties who come to help in the gardens.
- ▶ **Knowledge institutes** and other experts have been involved in soil studies and the landscaping of the gardens.
- ▶ The 'Tuinen van Stene' is a demonstration project within the **European project Foodshift 2030**¹⁷ that aims to contribute to a more sustainable food system.

Success factors & challenges

- ▶ A challenge is setting up an **effective communication** strategy. People generally don't know the Tuinen van Stene. To do this it will be important to also get the tourism department of the City of Ostend involved. Currently Ostend's tourism vision is focused on coastal recreation at the seaside, while Stene is more situated in the hinterland.
- ▶ A success factor was to **valorise and involve existing actors**. Ten years ago the idea was to transform the area to a park that could be part of 'Het Groen Lint'; instead of doing this, they decided to valorise and preserve the local farming activities that were already there and create a multifunctional area. **Symbiosis** with existing initiatives is key.
- ▶ Collaboration should be **transversal across different domains and authorities**: sustainability, economy, tourism and education are all important areas in working towards a sustainable food system.
- ▶ **'Ownership'** of the stakeholders; it is 'their' project with which they identify themselves.
- ▶ Having a good product and a secure demand was a key success factor in case of the Tuinen van Stene. Through a system of 'harvest shares' (see above) the local farmers could be financed and this with less risk than on the conventional markets. So this made it possible to involve a few farmers. Essentially this points to a **business model for self-finance**. Note the City of Ostend's support remains important, as owner of the lands and co-financing organisation.
- ▶ So far **impact** for the entire initiative has not been measured yet, although it is recognised that this would be important for communication, creating local support and motivation. Only specific project related targets were formulated e.g. 40% food waste reduction, and the target to have 250 clients for the vegetables.

¹⁷ Which is a H2020 project, <https://foodshift2030.eu/>



Conclusion of case studies

The case studies each have a unique set of activities, format, funding structure, and geographical scope as can be seen in Table 1. What the case studies do have in common is that each initiative included stakeholders from the quadruple helix spectrum in order to include multiple perspectives on the issues at hand as well as on the possible solutions. The initiatives studied in the case studies all evolved organically, without following a specific a priori defined or fixed strategy. Moreover, each of the initiatives had the purpose to increase sustainability.

Yet in all of them the tourism dimension was only latent. Tourism was mainly perceived as an additional way to bring value added to and from the initiative and to expand potential future viability and impact in the future. In none of the cases coastal tourism was the focus and main purpose of the initiative, and with the exception of SiteSea, came only later on the strategy table. Hence one could conclude that the tourism dimension was only indirectly present in these cases.

Table 1 overview of case studies

Name of initiative	Country	Main activity/purpose	Format	Funding	Coastal tourism
Plastics Hackaton	UK	Improve UK's relationship with plastics	One-time event	Not structural, FACET project	General visitor focus, including tourists
Bruges Food Lab	BE	Implement sustainable food in Bruges	Membership organization	1/3d city of Bruges 1/3d project funding 1/3d membership fees	Tourism as an additional avenue for value creation
Impuls Zeeland	NL	Stimulate circular economy in the leisure sector	Regional development agency	SMEs can apply for vouchers	Tourism context: coastal area and hinterland
SiteSEA	BE	Feasibility study of sustainable land-based circular aquaculture	Commercial partnership	For feasibility study: 50% subsidies 50% participating companies	Tourism as part of business model and valorisation of investments; coastal area context
Tuinen van Stene	BE	Bring together sustainable agriculture, recreation and nature	Multifunctional landscape managed by external agency of Ostend (city)	City of Ostend, members of self-harvesting garden, project funding, ...	Tourism as a vehicle for additional value creation; coastal area context and link with hinterland

Source: IDEA Consult



Nevertheless insightful findings can be distilled from these case studies with regards to creating territorial support groups for fostering circular economy coastal tourism, especially since all interviewees showed interest in exploring and valorising the circular coastal tourism potential. The following lessons or building blocks for good practices were identified:

- 1) **Find out who you need and what already exists.** Several case studies indicate that it is important to first get a good view on which initiatives and stakeholders already exist in the initiative's activity area. It is advisable to contact them early in the process. For example, in the case of Bruges Foodlab, it was a good practice to include existing actors working towards a sustainable food system. Another example is the harbour of Renesse in the Impuls Zeeland case, where involving existing value chain actors was key to come to a sustainable solution.
- 2) **Appoint a mediator/ambassador.** It is helpful to have someone who is an ambassador of the initiative and who has the skills to get and keep everyone on board. For example, the Hemsby cup (see plastics hackaton case) benefited from having a local champion who was trusted by the community and who pushed the initiative forward. It is worth pointing out that for larger initiatives the mediator and ambassador role can be split between several persons. In that case the mediator fulfils the internal connector and facilitator role, while the ambassador the more externally focussed representation and communication role. In small or grass-roots initiatives these roles are often united in one person.
- 3) **Find a common vision.** The vision and purpose of the territorial support group should be supported by all members. In order to come to such vision, it is important to understand everyone's incentive and priorities for being involved in the initiative. These will likely differ between the type of stakeholders. Yet building on similarities, instead of focussing on differences, allows the creation of a common vision. For example, in the Bruges Foodlab case, there is a large gap between the incentives of smaller, more idealistic, companies and large companies with a stronger emphasis on profitability. Nonetheless, collaboration is in the interest of both parties and is necessary to come to a sustainable food system.
- 4) **Develop a communication strategy.** An effective communication strategy is necessary to get new stakeholders on board, as well as to keep the current ones engaged and motivated. An illustration of the initiatives impact is an worth ingredient for an effective communication.
- 5) **Think about a financing model.** To ensure (financial) sustainability of the territorial support group, the financing of its operations needs to be thought through. Possible financing sources can be public funding (through projects or more structural), member fees, sales, etc. It is recommendable to do this early in the set-up process of the initiative.
- 6) **Allow enough time.** The initiative should have time to develop a clear vision that is shared among stakeholders. Nonetheless, clear expectations on milestones should be set to be able to monitor progress and advance.

Building further on these findings, the next chapter develops the ingredients to come to an actionable roadmap for setting up territorial support groups for fostering circular economy coastal tourism.



Towards a Territorial Support Group Roadmap

This roadmap intends to provide a clear indication on how to approach the task of setting up a territorial support group (TSG). As such, the roadmap identifies how to delimit the **scope** of the TSG, clearly communicate its **purpose** and **added value**, **co-create** its content and involve the right **stakeholders**. Finally, this roadmap provides indications, potential pitfalls to take into account and tools to make the TSG itself sustainable.

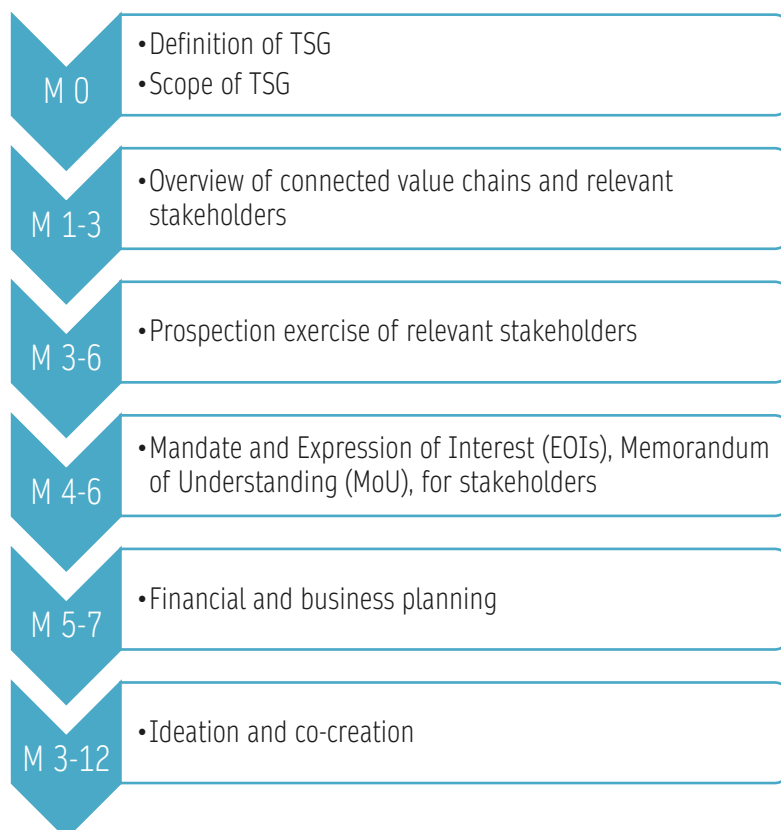
The roadmap timeline: from inception to implementation and follow-up

The roadmap timeline is designed to provide an indicative overview on when to initiate specific stages of the territorial support group roadmap. Using this timeline as a reference ensures that three important stages are implemented in a timely manner:

- 1) Definition and purpose of the territorial support group;
- 2) Identification and involvement of relevant stakeholders;
- 3) Implementation of specific actions.

In addition to the roadmap timeline we provide an initial identification of KPIs and a risks and risk mitigation table. These are relevant throughout the TSG process to monitor progress as well as correct course in case of bottlenecks and barriers.

Figure 3 Territorial Support Group Timeline Implementation



Source: IDEA Consult



Defining a Territorial Support Group (TSG)

M O

- Definition of TSG
- Scope of TSG

Intended purpose and outcome

The intended purpose and desired outcomes of the territorial support group need to be defined from the start. They need to be capable of adapting over the lifetime of the TSG, however an initial set of metrics by which to define the intended actions is important to start with. To allow for flexibility in these metrics is also to ensure the sustainability and longevity of the TSG.

Having a **communication strategy** can be very important, depending on your initiative (e.g. Brugs Foodlab: important for the local businesses that are member, as marketing, SiteSea: important to attract tourists, Zeeland: important to inspire SMES, UK: important to attract attendees)

For the intended purpose and outcome to reach the intended audience, **storytelling** is an important tool. It will help getting the message across to stakeholders to be involved in the TSG, but also to the wider target audience as well as potential benefactors.

Delimitation in time / geography / conceptual scope

Conceptually, the potential impact of TSGs needs to be considered at various scales. Delimiting the intended impact of the TSG helps making it precise and actionable:

- The scale of an **agglomeration** (e.g. initiatives for reducing plastics by and encourage recycling the city of Nice¹⁸, Brugs Foodlab¹⁹, sustainable local agriculture in Ostend²⁰) or water supplier area (e.g. the mobilisation of consumers of water services for reducing water consumption and eliminating water losses);
- The scale of an **ecosystem** (e.g. the Aires Marine Educatives²¹ mobilising children and schools at the scale of marine protected areas);
- **Regional or national** scale (a citizens forum for climate change in France²², including recommendations for addressing ocean and climate, a Plastics Hackathon in the UK²³, Impuls Zeeland valorising local waste streams²⁴);
- **International river basin** (e.g. training activities provided by the International Association of Water Service Companies in the Danube River Catchment Area²⁵) and regional sea scale (e.g. carried out by WWF for reducing plastic pollution in the Mediterranean sea²⁶);

¹⁸ <https://ourecycler.fr/recyclage/plastique/06088/Nice>

¹⁹ <https://bruggesmaakt.brugge.be/>

²⁰ <https://biostoom.be/>

²¹ <https://www.ofb.gouv.fr/les-aires-marines-educatives>

²² <https://www.conventioncitoyennepourleclimat.fr/>

²³ <https://www.norfolkrecycles.com/wp-content/uploads/2021/09/Hemsby-Community-Cup-Pilot.pdf>

²⁴ <https://www.impulszeeland.nl/>

²⁵ <https://www.devex.com/organizations/international-association-of-water-service-companies-in-the-danube-river-catchment-area-iawd-138785>

²⁶ <https://www.wwf.org.uk/updates/almost-40-spike-plastic-entering-mediterranean-sea>

- **European scale** (activities of the EU4Ocean coalition²⁷ such as its MakeEUBlue campaign, the European Junior Water Programme...);
- The **international scale** with relevant lessons from cross-border collaborations.

In addition to geography and scope, the TSG should initially be limited in time, defining in what time horizon the intended impact needs to be achieved. Subject to further amendment, this allows for all involved stakeholders to have a clear and concise target in front of them.

Overview of connected value chains

M 1-3

- Overview of connected value chains and relevant stakeholders

In this section we want to draw attention to the importance of being aware of relevant value chains. After having defined the scope of the TSG, it is necessary to create a **complete map of value chains** that are connected to the TSG. These might include one or several industrial value chains as well as the service based economy. Specifically it is important to draw the main node for the coastal tourism value chain as it relates to the scope of the TSG defined earlier.

In this phase it is also important to identify existing initiatives, task forces, projects and cooperatives that are addressing similar, if not the same, objectives as the territorial support group. It can then be relevant to assess a potential collaboration or even dissolution of the TSG in favour of the existing initiative, favouring the intended outcome rather than the existence of a TSG.

Stakeholders

M 3-6

- Prospection exercise of relevant stakeholders

M 4-6

- Mandate and EOIs, MoU, for stakeholders

Understanding the value chains that potentially relate to the TSG helps gain an understanding of what potential stakeholder to involve. These should include:

- People with ideas (citizens, entrepreneurs, ...)
- Financers (government subsidies, members that pay a fee, ...)
- People who can implement the ideas (for example local businesses)
- People who can research the feasibility of the ideas (knowledge institutes, experts)

²⁷ <https://webgate.ec.europa.eu/maritimeforum/en/frontpage/1482>

- People who share your vision (local government, NGOs, ...)

The identification of a TSG **manager** with a mediator or/and ambassador role can be beneficial to inspire relevant stakeholders from the connected value chains to join. This person would be a driver of the TSG and connector, maintaining an overview on the progress of each of the stakeholders as well as connecting them and involving new stakeholder throughout the lifetime of the TSG. The manager would therefore also regularly check that the purpose of the TSG remains relevant and update it as necessary.

Stakeholder prospection

Once these stakeholders are identified, an assessment needs to be made as to their willingness to cooperate. Existing actors in the field should be prioritised as much as possible to valorise their knowledge and avoid opposition in the future. Including a “*local champion*” or someone with a large network can help convince stakeholders that might be hesitant to join and when involving local business owners, the staff also needs to be involved. Therefore a clear communication on the value and purpose of the TSG is crucial.

In the stakeholder prospection phase it is important to first understand everyone’s incentive to participate and find common ground in order to define a shared objective. Intentions might vary according to the specific type of stakeholder:

- Companies: find marketing/networking opportunities or new collaborations and business models;
- Knowledge institutes: gain access to case studies/research funding;
- Government: implement policies and increase economic activity;
- Civil society: creating positive societal impact.

Providing an ‘**impact slide**’ or **infographic** can be very useful to get new partners on board and communicate the value of your initiative to them and later on to your target audience. Here it is useful to make the messaging positive: e.g. instead of stating “*we need to eat less meat for the environment*” state “*try a seaweed crocket, its super tasty*”

Stakeholder mandate

The mandate of each stakeholder in the TSG needs to be defined and explicitly agreed on. This can take the form of a letter of intent, Memorandum of Understanding or other sort of written agreement. Beyond accountability, the purpose of such a process is to ensure that in the case of people being replaced, they have a written trace of the stakeholder’s commitment and can appreciate the commitment of their organisation to the TSG.

Financial and business planning

M 5-7

- Financial and business planning

The **financial plan** of the TSG can be defined in various stages of the TSG itself. In the beginning, the TSG might be part of a larger project or publicly subsidised. At a later stage the involved stakeholders need to consider the



financial sustainability of the TSG by developing a business model. This business model can take into account various forms of funding, entirely depending on the purpose/definition of the TSG:

- Public funding through project grants or subsidies
- Private funding through donors
- Business modelling by selling a product or a service

Content development of the TSG

M 3-12

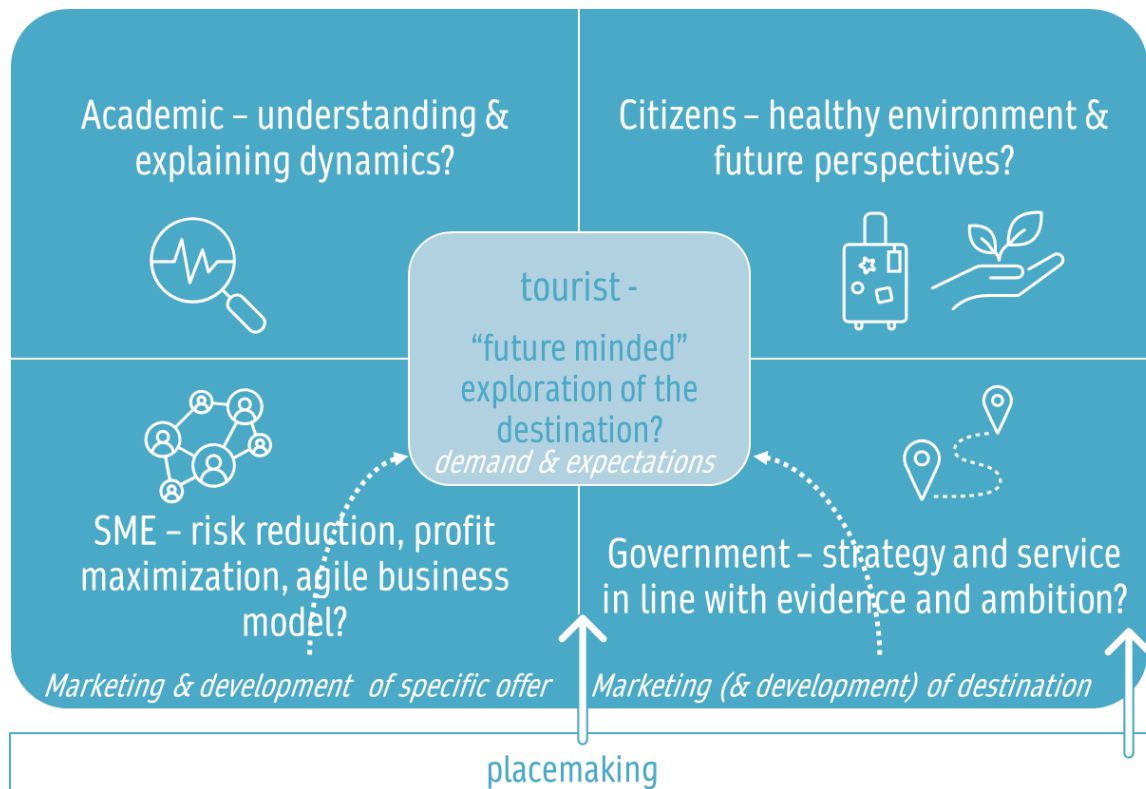
• Ideation and co-creation

In this phase it is important to remind the stakeholders of the context in which the support group aims to operate and who the target audience is. Considering the tourist to be at the very centre of the model, the various stakeholders can express their needs and expectations in line with the impact the TSG is aiming to achieve.

- **Academic:** Universities and research centres that are involved in the TSG can provide a scientific background and provide scenarios of how the TSG's work will impact the environment and economy. In collaboration with the other stakeholders, academia can also identify and outline relevant dynamics to be valorised.
- **Citizens:** Individual citizens and citizen representing organisations play an important role in tailoring the TSG's activities to the local context. They can provide a historical account of initiatives in the neighbourhood and describe their impact, both positive and negative, on the local population.
- **SMEs:** Companies contribute to the longevity of an initiative as they create business plans that create revenue streams for the initiative to continue and evolve. They are able to provide another layer of resilience, innovation and flexibility to the TSG by identifying the necessary demand.
- **Government:** TSGs can benefit from political support by linking to current political developments and agenda. The collaboration with political stakeholders should be symbiotic in the sense that the government can support, market and fund TSGs while they provide the government with relevant policy feedback informing future policy making decisions.

These relationships are ideally harmonious and cross-fertilising, while conceptually maintain the tourist (or other target audience) at the centre of the model and develop a future-oriented model of TSG implementation as visualised in Figure 4

Figure 4 Tourist-centred Territorial Support Group concept



Source: IDEA Consult

In order to practically launch the ideation and co-creation, we provide below an initial list of **individual modules** that can be applied in a workshop setting for developing the content of the TSG. These are based on the principles of complex systems and flexibility – allowing for solutions to be holistic and be adapted to changing circumstances. Eventually the goal is to make TSGs resilient and give them all necessary tools to adapt / react to external shocks and developments.

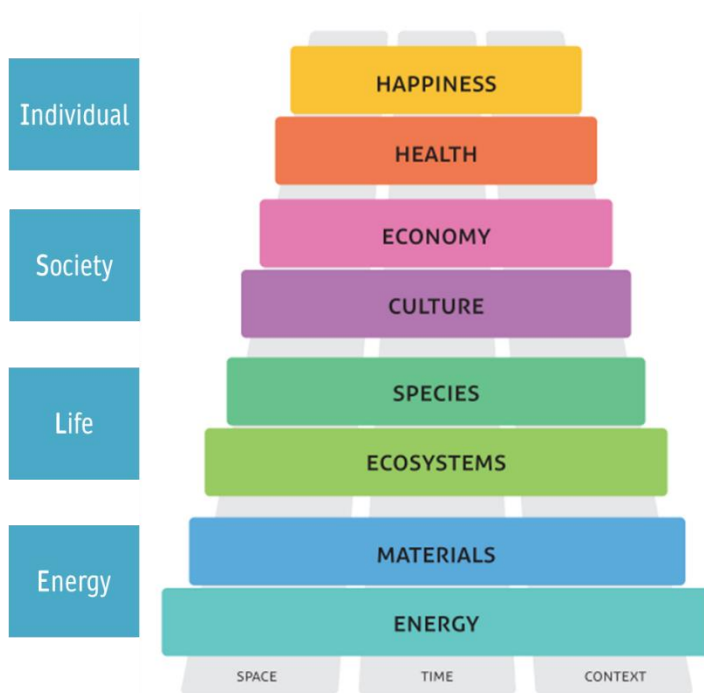
Co-creation exercise

Based on the Systems in Development methodology developed by Except, we propose to apply the **ELSI (Energy-Life-Society-Individual) model** which can be used in a workshop with stakeholders selected for the territorial support groups. This model can be applied to any given example, and is most effective when applied to a specific example, for instance food waste from the restaurants at the Belgian coast. In this example, workshop participants would be invited to add all relevant objects each of the ELSI Levels going from the least granular level (Energy & Materials) to the most granular level (Individual). Once all objects are mapped on the ELSI tool, the stakeholders that are affected by the use of these objects are listed and relevant links are described.

The operational advantage of the ELSI model in a workshop setting is that it invites the territorial support group to be very broad in their choice of relevant objects while also funnelling down towards a granular level of relevance. Ultimately, the ELSI categorisation results in a long list of objects, relationships and impacts which can then be used to formulate actions and consequences.



Figure 5 ELSI Categorisation Tool for Objects



Source: Except – Integrated Sustainability, 2019

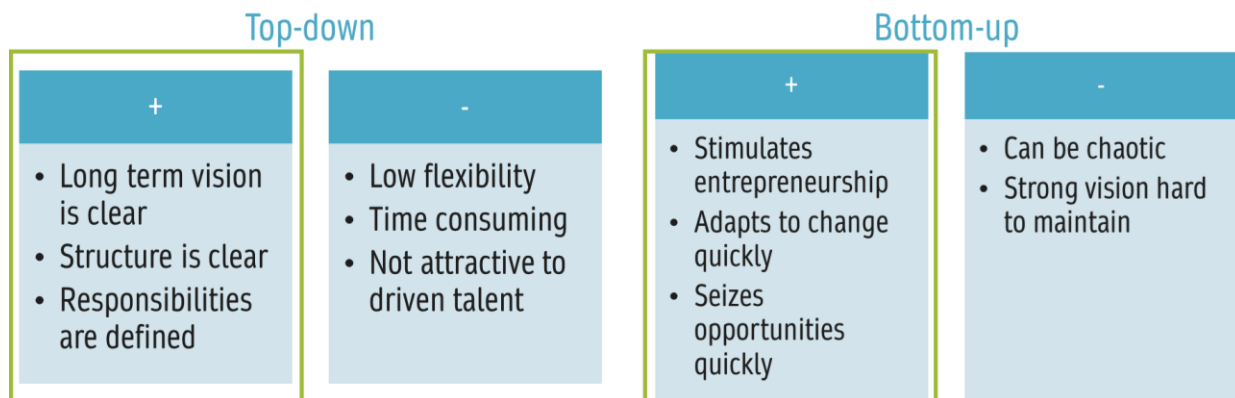
Top-down vs. bottom-up approaches

Another valuable tool for workshops and facilitating territorial support groups is to situate actions as being top-down or bottom-up and combine the positive aspects of either approaches. This consideration is important in defining the way the territorial support group would like to operate and decide which way it would like to take decision and implement its actions.

Considerations to take in a workshop setting would be for instance how top-down planning comes at the cost of the human scale and adaptability over time. It also tends to suffocate entrepreneurship. While it does encourage a long-term vision and provide a clear structure it tends to stall innovation and is overwhelmed by external shocks. On the other hand, bottom-up approaches can encourage creative problem-solving but lack a clear vision or strategy. In this context it would be relevant to animate a workshop in which territorial support groups are encouraged to seek a symbiotic relationship between top-down and bottom-up approaches. This can be achieved by setting ambitious targets into the future (e.g. eliminating 100% of plastic pollution in the coastal region of Oostende) and back casting to the current day in order to align with the Blue Tourism Roadmap of Blauwe Cluster and building on it.



Figure 6 Top-down vs. bottom up approach in problem solving



Source: IDEA Consult based on Symbiosis in Development – Except, 2022

Innovation Camp

An Innovation Camp is an instrument and workshop setting that aims to design policy interventions/identify areas of consensus with a relatively more effective involvement of stakeholders compared to other types of public consultations, working groups or debates usually used. This format combines an entrepreneurial attitude ('Entrepreneurial Discovery Process' EDP) with a methodological and practical working method in order to define the Strategic Innovation Domains relevant to the territorial support groups. The methodology of the Innovation Camp is based on the "*Innovation Camp Methodology Handbook*" produced by the European Commission. Our team has prepared and facilitated several Innovation Camps in recent years, including one in Finland at the end of 2018 and several Innovation Camps in the process of designing the Smart Specialisation Strategies (S3) for Wallonia and Brussels.

During an Innovation Camp a format is created in which multiple stakeholders can work (first in parallel, then together) on **co-creation activities** and thus catalyse the power of collective intelligence for regional development, using a participatory, iterative and bottom-up approach that relies heavily on self-organisation and rapid prototyping principles. The group of participants is multidisciplinary and ideally represents **all the actors of the quadruple helix**. This results in a dynamic mobilisation of the quadruple helix.

This exercise is in line with the principles of 'open innovation', which is the principle of moving away from linear discourses and types of innovation towards multi-collaborative models. This implies that innovation is necessarily the result of a co-creation process of all stakeholders in the quadruple helix. EDP is an integral part of the design of an Innovation Camp as it promotes a bottom-up approach that does not offer preferential treatment to certain stakeholders and tries to think outside the box.

Transition modelling

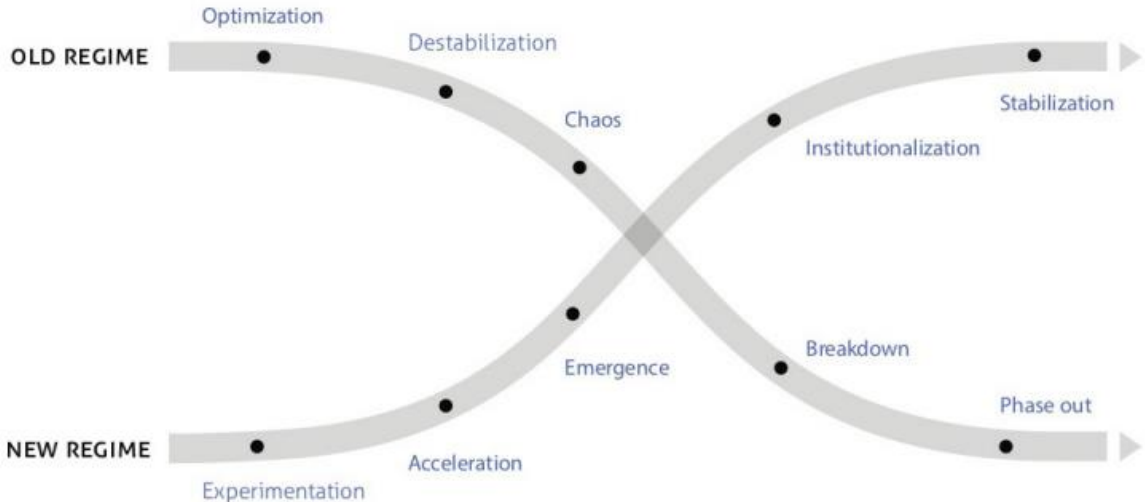
In a transition, culture, structure and actions in a society change at the system level (Loorbach 2014). Transitions come about in shocks and are the result of developments that reinforce each other at the economic, cultural, ethical, technological, ecological, social and institutional level. It is a complex web of change processes in which uncertainties are high.

The transition model allows to interpret and anticipate changes as the result of interactions at different levels (multi-level): between changes within dominant structures (regime), broader social developments (landscape) and innovations (niches).



In addition to providing impulses, obstructive mechanisms must be dismantled in order to realise the transitions and related agendas. When introducing instruments, the government must systematically ask itself which handbrakes and levers must be removed.

Figure 7 Transition Modelling



Source: Hebinck et al. (2022)

A potential bottleneck in transition management is that the discourse for developing a substantive strategy around transitions remains at a (too) abstract level. If we want to make progress, the rhetoric must be translated into meaningful steps in various policy areas. Therefore, transition modelling would be a valuable tool for territorial support groups to apply in order to implement resilient and flexible change over time.

Identification of key performance indicators (KPIs)

M 0

- Definition of TSG
- Scope of TSG

Relevant KPIs will need to be identified in accordance to the purpose and objectives defined for the individuals TSGs. In the context of sustainable tourism in coastal regions and related economic activity, the table below provides the specific KPIs under the Sustainable Development Goals that are relevant. These can help assess the intended impact at the conception phase of the TSG as well as monitor the progress and impact along its lifetime and beyond.

Table 2 KPIs for Territorial Support Groups based on the Sustainable Development Goals²⁸

Sustainable Development Goal	KPI
SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	Investments in energy efficiency as a proportion of GDP and the amount of foreign direct investment in financial transfer for infrastructure and technology to sustainable development services
SDG 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	Tourism direct GDP as a proportion of total GDP and in growth rate Proportion of jobs in sustainable tourism industries out of total tourism jobs
SDG 11: Make cities and human settlements inclusive, safe, resilient and sustainable	Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
SDG 12: Ensure sustainable consumption and production patterns	Domestic material consumption, domestic material consumption per capita, and domestic material consumption per GDP Number of sustainable tourism strategies or policies and implemented action plans with agreed monitoring and evaluation tools
SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Index of coastal eutrophication and floating plastic debris density Proportion of national exclusive economic zones managed using ecosystem-based approaches Average marine acidity (pH) measured at agreed suite of representative sampling stations Proportion of fish stocks within biologically sustainable levels Coverage of protected areas in relation to marine areas Sustainable fisheries as a proportion of GDP
SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	Official development assistance and public expenditure on conservation and sustainable use of biodiversity and ecosystems

Source: IDEA Consult based on United Nations SDGs

²⁸ United Nations, Resolution adopted by the General Assembly, 6 July 2017, A/RES/71/313



Risks and risk mitigation table

Table 3 Risks and Risk Mitigation Table

Risk	Risk level ²⁹	Mitigation measure
Not having the right people at the table	High	Effective stakeholder / value chain mapping, Stakeholder mandates in the form of MoUs, EoIs ³⁰ , etc. clearly defining the roles, clear distinction between ambassadors and mediators (ambassador more active outreach / mediator more of a balancing & interacting role / secretariat).
People dependence	High	Focus on a team approach with back-ups and adequate internal information sharing. Regular updates to stakeholders.
No financially sustainable model	High	Consult with stakeholders and target audience on their needs and cross-reference these needs with the value chain overview to identify additional benefactors.
Lacking commitment of stakeholders	High	identify barriers, unclear issues, challenges and try to find common ground and focus; Clear communication (internal and external).
Low information level	Medium	Regular updates within the TSG, Regular outreach and communication activities to remain connected.
Short longevity	Medium	Start early in the process to consider various financing options and identify key milestones for going to the next phase.
Remaining at conceptual phase	Medium	Set milestones, Follow and adapt the TSG roadmap.
Not reaching intended impact	Medium	Closely monitor relevant KPIs, Be realistic and reach consensus on intended impact.
Rigidity of mandate	Medium	Update mandates according to needs, Re-evaluate relevance of impact.
Unclear communication strategy	Medium	Involve relevant stakeholders, Test messaging with target audience.
Lost purpose of TSG	Low	Closely monitor relevant KPIs, Regularly consult with stakeholders on the perceived value, Adapt and modify the purpose if relevant.

Source: IDEA Consult based on FACET interactions

²⁹ The risk level include the likelihood as well as potential negative impact on the TSG

³⁰ MoU = Memorandum of Understanding, EoI = Expression of Interest.



Overall it is important for the TSG to make room for change and adaption throughout its lifetime. Five rules from complex system dynamics therefore apply:

1. Do not predict the impact with absolute certainty – Instead, prepare for resilience, flexibility, adaptability;
2. A TSG will not exist forever – account for change, evolution, adapt and perish to let new systems emerge;
3. A TSG will not behave the same under the same conditions at different points in time;
4. A TSG requires an incubation period for change to become evident;
5. TSG interactions go beyond the system boundaries: maximise beneficial properties of externalities while minimising dependencies on external factors.



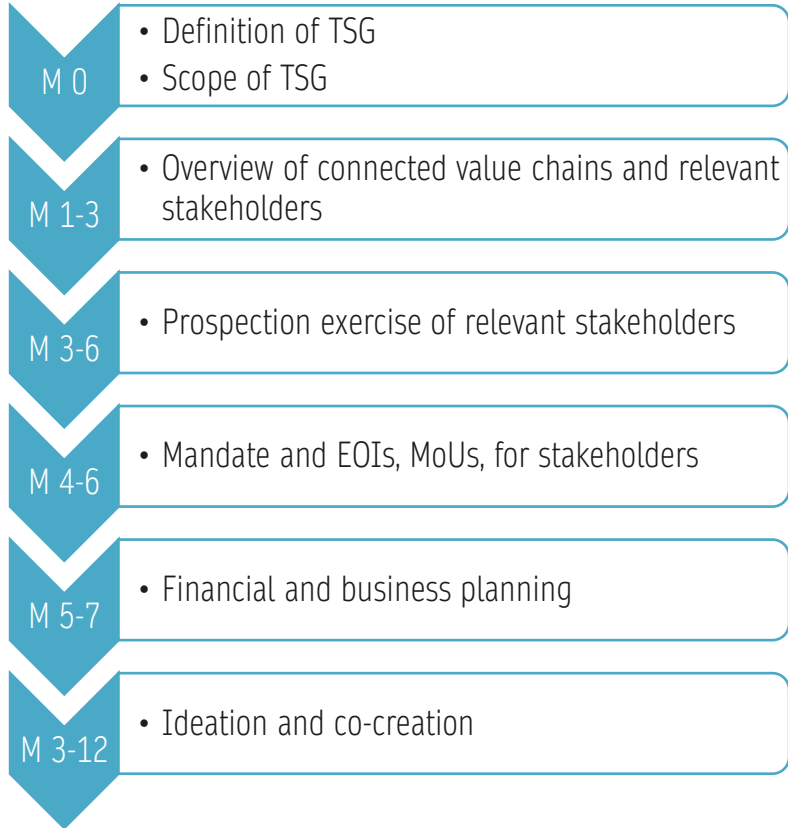
Conclusion

The goal of this project was to come to an actionable roadmap which can be used for the creation of territorial support aimed at accelerating circular economy practices in the coastal tourism sector. The roadmap proposed in this report is built on learnings from four different case studies and is generic in the sense that it can be used for the implementation of territorial support groups (TSGs) in various domains (including circular economy and coastal tourism) and in various geographical settings.

The roadmap consists of several building blocks, and an indicative timeline as presented in Figure 8. First, it is important to define the scope of the TSG, i.e. its purpose and its delimitation in time and geography. In a second stage, an overview should be created of connected value chains and relevant stakeholders. Third is the prospection of stakeholders, in which an ‘ambassador’ and/or mediator can certainly help. With those that are willing to cooperate, the mandate should be defined in the form of an EOI (Expression of Interest) or a MoU (Memorandum of Understanding). In this stage, it is important that the incentives of the various stakeholders are clear, as this will allow the creation of a shared vision.

To ensure the financial sustainability of the TSG, a financial and business plan needs to be elaborated, with possible funding sources being public funding (projects, subsidies etc.), private funding, sales or a combination of these. Finally, ideation and co-creation can take off between the quadruple helix stakeholders (academia, citizens, SMEs and businesses, government). Several co-creation exercises are presented in the report, such as the ELSI model.

Figure 8 Territorial Support Group Timeline Implementation



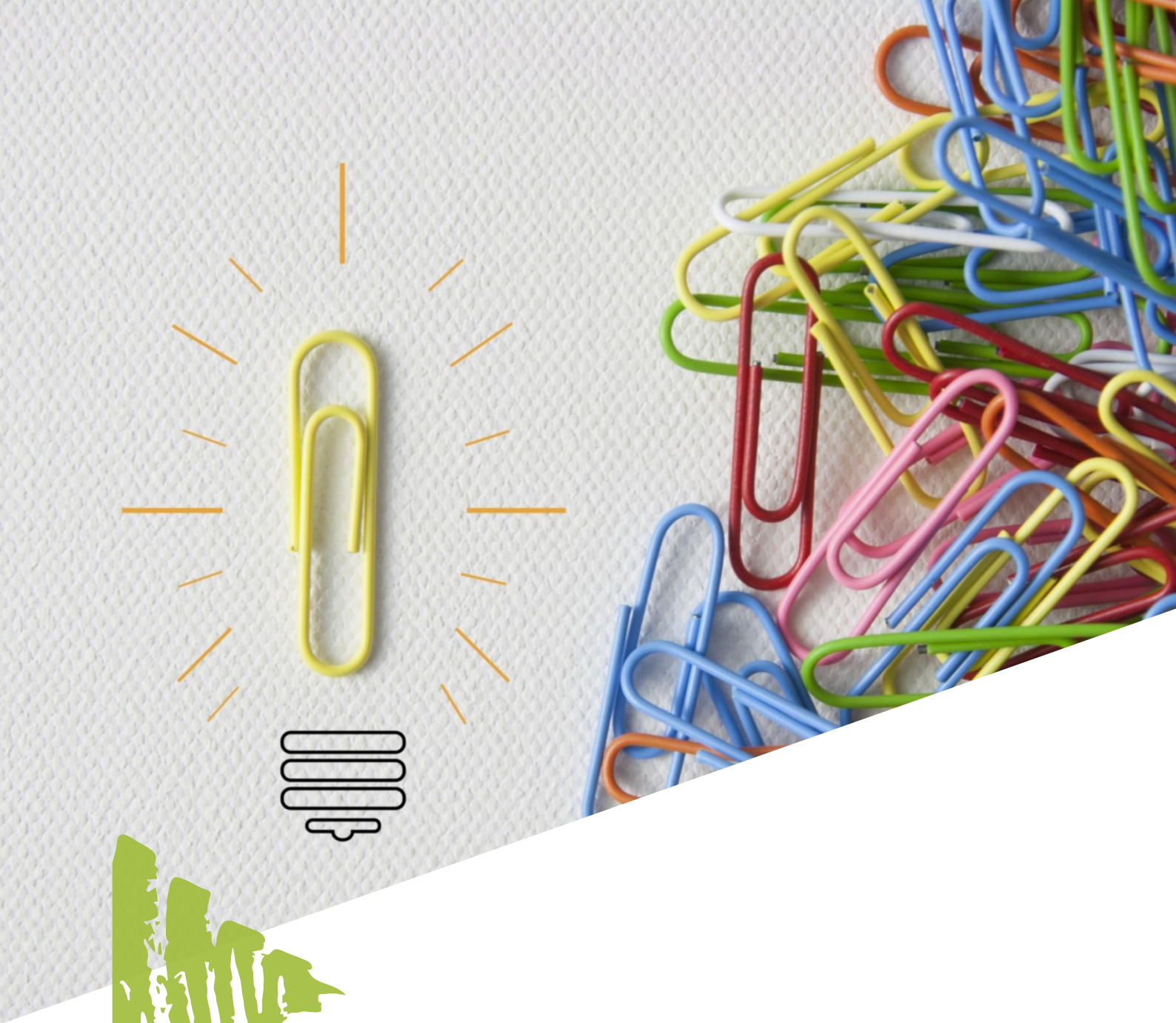
The report moreover presents several KPIs that may be useful in the context of sustainable tourism in coastal regions. However, specific KPIs should be developed depending on the scope and ambition of the TSG. Finally, a



risk and mitigation table is presented with potential risks related to the setting up of TSGs and measures to mitigate these risks.

The roadmap at the heart of this exercise should be used as an initial guide to identify and launch TSGs. In parallel, this roadmap can be used as a living document to be complemented with additional tools and experiences from real life cases. As such, the document should be time stamped and carried over to various TSGs leading to a roadmap that becomes as sustainable and flexible as the TSGs it aims to advise.





ANNEXES





A.1 / Interview guideline

Overall understanding of the initiative

1. Why has the initiative been created? What issues does it respond to?
2. What is the core activity of the initiative?
3. Is there a strategy or roadmap - if yes who was involved in the development of the strategy and who takes up a key role in the implementation?
4. What were enabling and/or limiting factors in setting up the initiative?
5. Which (traditional) ways of working are no longer valid? And / or What are the main challenges?
6. What is the format of the initiative: how often do you come together, and where do you come together? What works well/doesn't work well?
7. How is the generated knowledge shared with the stakeholders?
8. How would you delimit the system in which the group operates? What infrastructure, entities and locations does the group rely on?

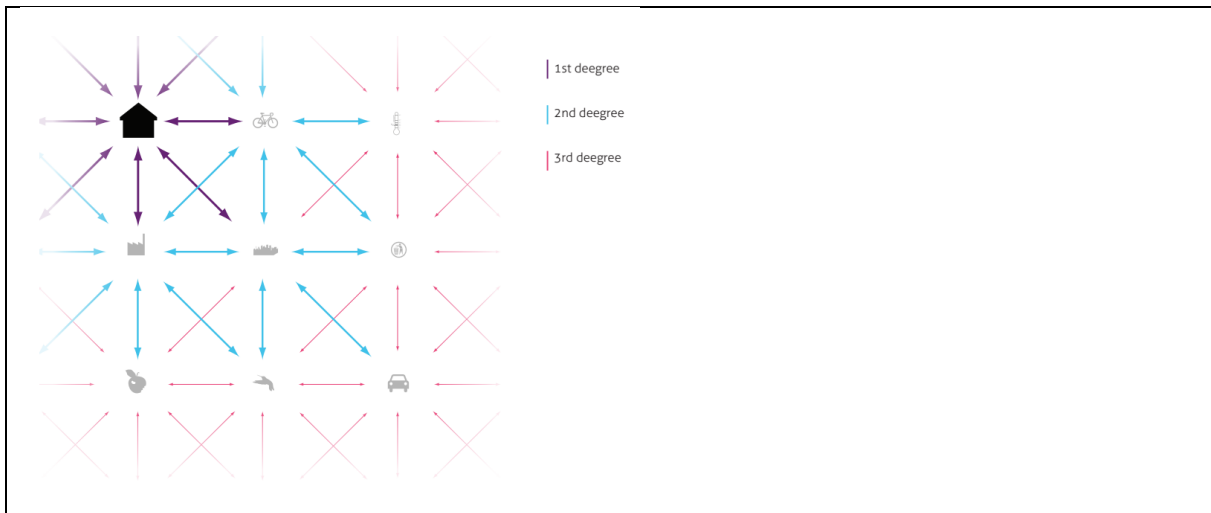
The scale of the system:

Space: *Mapping Spatial Relations*

Time: *Goal setting needs to be ambitious and set in time so that actions can emerge*

Context: *Determine the boundaries of your system – one layer above your consideration*





Involved Stakeholders

9. Who are the stakeholders in the group?
10. What were the intentions expressed by individual stakeholders that potentially shaped the purpose of the group?
11. What was the incentive for each of the support group members to join?
12. How were connections formed for the creation of the support group? How are citizens taken into account (or SMEs)?
13. How do you encourage members to pursue their goals - individually and collectively?
14. What has been the added value up to now of being part of a network for each of the members? Can you describe with some concrete examples?
15. Has the sense of community evolved? If yes, in what way?
16. What can SMEs contribute to the sense of responsibility, community and value creation you aim for with this initiative?
17. Does the purpose of each member align with the purpose of the support group?
18. Is there a space created for members to express their intentions and concerns? If yes, what does this space consist of - if no, why not?

Success identification / KPIs / Mission

19. How do the activities translate in terms of the environment, society and economy? Describe the way this project aims at a sustainable future? What is the main goal(s) to realise a sustainable practice/enterprise?
20. Are there any KPIs used to measure progress? How do SMEs contribute to them if there are?
21. What are crucial milestones to reach the goals?



22. How do SMEs in the area respond? In what way SME's are involved and what are the main learnings? What would you do differently in the future? *(these questions lead to insight about the involvement of and experience with SME's and possible optimisations)*
23. Is there a calendar in place with set goals or regular follow up?
24. What makes the chosen format successfull in advancing towards the purpose?

Future oriented

25. Thinking creatively, how would you like to see the vision/story of the group evolve in 10 years? What would the mission statement be in 2032?
26. How is the group:
 - a. resilient / adapting to change;
 - b. autonomous, or relying on external input; and
 - c. harmonious, i.e. linking to the setting it is intended to connect to?
27. What could be improved to make decision making smoother (on the system level)?



A.2 / Design model Blue Tourism

In order to stimulate the innovation in and transition towards blue tourism, the Blue Cluster Flanders developed in Autumn 2022 a design model based on the Thrivable Tourism framework, focussing on subject (what), method (how) and reason (why) for the three distinguished dimensions: placekeepers, place and purpose. Looking from a value chain perspective these dimensions focus respectively on the supply side/suppliers, the infrastructure/local conditions and the demand side/tourists.

Each of the questions and topic items are intended to foster in a concise and systematic manner the launch of coastal tourism and to design more viable initiatives and business models taking the wider contexts into account.





Design model Blue Tourism: for a transition from mass to more sustainable tourism

	Stimulating and supporting host experience in blue tourism	Reinforcing of infrastructure, intangible and systemic enablers for a blue tourism	The coast as a future-proof sustainable blue tourism destination
What	Mastery <ul style="list-style-type: none"> • What is my talent and passion? • What are my creative areas? 	Structure <ul style="list-style-type: none"> • What are the necessary concepts for valorizing talent & creativity? • What do I need to create a USP*? 	Contribution <ul style="list-style-type: none"> • What is my USP*? • What is my unique contribution?
How	Membership <ul style="list-style-type: none"> • What is my link with the coast? • In which manner am I connected? 	System <ul style="list-style-type: none"> • How can we enable decision making, co-creation, information exchange and networking? 	Community <ul style="list-style-type: none"> • Visitors' background, community, values and norms
Why	Meaning <ul style="list-style-type: none"> • What is the relevance for me? • What is my mission? 	Story <ul style="list-style-type: none"> • How do you design coherence, learning and evolution? 	Heroic cause <ul style="list-style-type: none"> • Which future do I envisage? • Relevance, sustainability of my mission

Source: De Blauwe Cluster (2021) Design model Blauw Toerisme. Shift van meer naar beter toerisme "Florerend toerisme", version November 2021

* USP: Unique Selling Proposition





