

A SPRINT MANUAL

PILOTING REUSE SYSTEMS
FOR FOOD DELIVERY SYSTEMS

GATE
2.1

Interreg
Baltic Sea Region



Co-funded by
the European Union



CIRCULAR ECONOMY

Change(K)now!



Table of content:

Purpose of the manual

Introduction – What is the sprint methodology?

- And how to use it for testing reuse systems?

Chapter 1: Gather insights from your stakeholders

- Exercise 1: Stakeholder mapping
- Exercise 2: Interviews / surveys with stakeholders
- Exercise 3: Revisit stakeholder Group Canvas

Chapter 2: Workshop 1 – Develop Local Reuse Systems

- Exercises
- Preparation

Chapter 3: Start develop your pilot plan

Chapter 4: Workshop 2 – Refine the Value Chain and Prepare the Pilot

- Exercises
- Preparation

Chapter 5: Finalize your pilot plan

PURPOSE OF THIS MANUAL

This manual provides a step-by-step guide to support the transition from single-use packaging to reusable packaging. Although it can benefit anyone, it is primarily aimed at public authorities, organizations, and companies involved in serving food in reusable packaging.

The shift to reuse systems may seem simple at first, but it involves implementing new logistics and fostering new behaviors. For the system to be sustainable, it is crucial to achieve high utilization rates from both the companies who is serving food in reusable packaging and the end-users consuming food in it, as well as ensuring that the packaging is returned for cleaning and reuse. Success depends on creating an extensive and accessible system with the involvement of multiple stakeholders.

For any business or municipality embarking on this transition, it may initially seem complex and intangible. However, this guide is designed to assist and provide clarity on the process. This manual serves as a practical roadmap, empowering organizations to navigate the complexities of implementing reuse systems and drive meaningful change.

SUPPORTING TOOLS AND RESOURCES

The manual is designed to help identify challenges in reuse systems and explore potential solutions. It provides exercises and guidance applicable to various phases of the transition process.

ONE SIZE DOES NOT FIT ALL

This manual is designed to be flexible. Since no single guide can fit every situation perfectly, we encourage you to:

- Use the exercises and tools that align with your specific needs.
- Omit sections that are not relevant to your context.

By adapting these resources, you can create a customized approach that aligns with your goals and challenges.

//

THE BEST THING ABOUT THE
CHANGE(K)NOW SPRINT MANUAL
HAS BEEN THAT IT WAS VERY
CONCRETE AND EASY TO USE.

- PARTICIPANT IN THE EU-PROJECT CHANGE(K)NOW

THE DESIGN SPRINT APPROACH

This manual is based on the design sprint methodology, a proven approach for solving complex problems by incorporating input from users and stakeholders throughout the process. Design sprints are particularly effective for addressing multifaceted challenges with diverse perspectives.

We recommend involving relevant stakeholders in sprint workshops to keep the focus on solving real problems for real people. This collaborative approach ensures practical and effective solutions.

Design sprints are an excellent way to challenge existing mindsets, think creatively, and test new solutions with minimal cost. The process generates momentum and creativity, encouraging all participants – whether business owners, operators, employees, or municipal staff – to freely share ideas, which are then tested in their early stages. The aim is to create tangible results quickly and gain valuable insights that help move the idea forward.

Through different phases, you'll break down your reuse challenge into manageable parts that can be tackled in a short time. Each phase is valuable on its own, but the real impact is achieved when the full process is completed, providing actionable insights and solutions.

The five steps of a design sprint

1. Understanding the challenge

Start by developing a shared understanding of the reuse challenge you are addressing. This includes mapping the system, identifying key stakeholders, and gathering insights from users and operators. The manual provides tools to support this exploration.

2. Defining the focus

Based on the insights gathered, the next phase is to define a clear focus. This involves identifying the most critical barriers or opportunities within the reuse system and agreeing on what the sprint should address.

3. Developing ideas

With a defined focus, ideation can commence. Collaborate with stakeholders and users to generate ideas, as they often bring valuable perspectives and solutions you might not have considered.

4. Building prototypes

Narrow down the ideas and create a prototype, a tangible representation of your potential reuse system. This step helps refine the direction of your project.

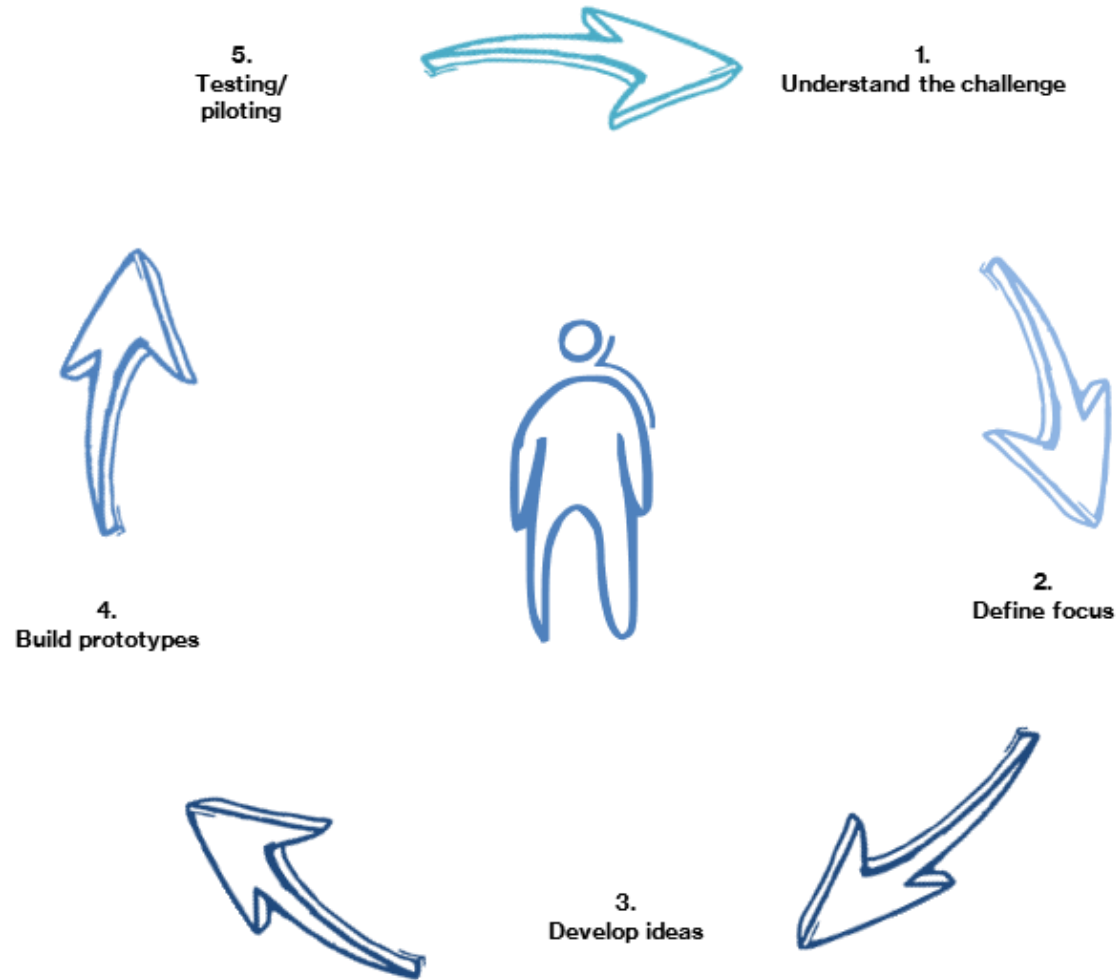
5. Testing and piloting

Finally, test the prototype to gather feedback from users and stakeholders. Evaluate whether the solution meets their expectations and addresses their challenges effectively.

Iteration

This process is iterative and can be repeated as many times as necessary to arrive at the optimal solution.

THE DESIGN SPRINT APPROACH



//

BY USING THE CHANGE(K)NOW SPRINT MANUAL,
I WAS ABLE TO HAVE A HOLISTIC APPROACH IN
THE STAKEHOLDER WORKSHOPS AND TO HAVE A
STEP-BY-STEP GUIDANCE FOR A SUCCESSFUL
WORKSHOP FOR DIFFERENT APPROACHES.

- PARTICIPANT IN THE EU-PROJECT CHANGE(K)NOW

//

THE CHANGE(K)NOW SPRINT MANUAL HAS HELPED ME TO INTERACT WITH INTERNAL AND EXTERNAL STAKEHOLDERS, IT PROVIDED STRUCTURE AND HELPED WITH COLLECTING AND ORGANIZING DATA.

- PARTICIPANT IN THE EU-PROJECT CHANGE(K)NOW

//

THE CHANGE(K)NOW SPRINT MANUAL HAS HELPED ME TO PLAN AND ORGANIZE THE PROCESS SYSTEMICALLY. IT HELPED TO TAKE ALL THE NECESSARY STEPS TO MAKE THE PROCESS SUCCESSFUL.

- PARTICIPANT IN THE EU-PROJECT CHANGE(K)NOW

Guidance for municipalities, event planners, and entrepreneurs

The Change(K)now! Sprint Manual is a practical and flexible tool designed to support the transition from single-use to reusable food packaging systems. While the sprint methodology and exercises are the same, different actors typically use the manual with different roles, responsibilities, and entry points. The sections below explain how municipalities, event planners, and entrepreneurs can apply the manual in practice.

How municipalities can use the manual

Municipalities can use the sprint manual to translate policy goals and sustainability strategies into concrete, testable solutions. The manual supports municipalities in structuring collaboration across departments and engaging external stakeholders in a shared process.

The sprint manual can help municipalities to:

- Map the local reuse ecosystem and identify relevant stakeholders.
- Facilitate structured dialogue between public and private actors.
- Identify systemic barriers and responsibilities across the value chain.
- Co-develop pilot projects with clear roles, timelines, and evaluation criteria.
- Build internal capacity through hands-on planning and testing.

The flexible structure allows municipalities to adapt the sprint to local priorities, resources, and decision-making processes.

How event planners can use the manual

Event planners operate in temporary and complex settings where packaging use is often high. The sprint manual helps event planners explore how reusable packaging can be realistically integrated into events.

Event planners can use the sprint manual to:

Map the event-specific food and packaging value chain.

- Identify operational constraints related to time, space, staffing, and hygiene.
- Involve vendors, service providers, and municipalities early in the planning process.
- Test reuse solutions during a single event or event phase.
- Clarify roles and responsibilities before implementation.

Using the sprint manual reduces risk by supporting structured preparation and testing rather than ad hoc solutions during live events.

How entrepreneurs can use the manual

Entrepreneurs and food service operators can use the sprint manual as a practical tool to design and test reusable packaging solutions within their business or in collaboration with partners.

The sprint manual helps entrepreneurs to:

- Understand their role within a reuse system.
- Identify operational barriers such as costs, staff workload, and customer behavior.
- Engage employees and partners in a structured problem-solving process.
- Pilot solutions on a small scale before scaling up.
- Generate practical insights to support business decisions.

For entrepreneurs, the sprint manual connects sustainability ambitions with operational feasibility and everyday business realities.

Chapter 1: Gather insights from your stakeholders



Introduction

Purpose

The purpose of this phase is to identify, structure, and deepen the understanding of the stakeholders involved in a reuse system. By systematically mapping the ecosystem and engaging directly with key stakeholder groups, this phase ensures that assumptions are validated and that decisions are grounded in real-world perspectives. The objective is to create a solid knowledge base on stakeholder roles, motivations, needs, and barriers, which is critical for designing viable and scalable reuse solutions.

Structure

This phase is built around a sequence of practical exercises that move from a broad ecosystem overview to detailed stakeholder insights. The work begins by mapping relevant actors and relationships, continues with targeted stakeholder interviews, and concludes by consolidating and comparing insights across groups using a structured canvas. On the following pages, you will find an overview of each exercise and guidance on how to use the associated tools.

Output

By the end of this phase, you will have:

- A structured ecosystem map highlighting key stakeholder groups and system dynamics
- A validated understanding of stakeholder roles, drivers, and obstacles based on interviews and/or surveys
- A consolidated stakeholder group canvas capturing the most critical insights across groups
- A shared foundation for prioritizing design decisions and guiding the next steps in developing a reuse system.

Exercise 1: Ecosystem Canvas

This exercise helps you identify, organize, and understand key stakeholders and participants for your reuse system. It supports grouping relevant stakeholders and provides a foundation for sharing knowledge and conducting future interviews.

Time: 45–90 min

Participants: 2–6 people

Materials: Ecosystem map, stakeholder cards, post-its, pens

Here's how to use it:

1. Draw the Ecosystem Canvas on a large surface.
2. Individually write as many specific stakeholders as possible on Post-its (one per Post-it) for 10 minutes.
3. Take turns presenting and placing your post-its on the Ecosystem Canvas in the appropriate categories.
4. Discuss and cluster the post-its into groups, noting how they relate.
5. Name each stakeholder group and write these names on stakeholder cards.
6. Discuss existing knowledge about each group and note it on the stakeholder cards for use in future interviews.



Example of how to fill out stakeholder cards

Ecosystem Initiators

The operators of reusable food and drink packaging.

Key Partners

Stakeholders collaborate directly with the ecosystem initiator.

Indirect collaborators

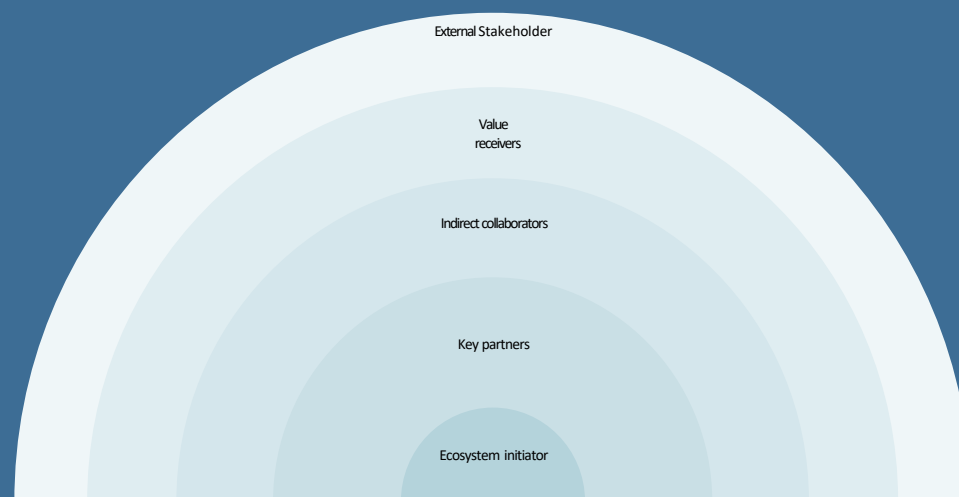
Stakeholders that provide value to the ecosystem.

Value receivers

Stakeholders that gains value from the ecosystem.

External stakeholders

Stakeholders that have a specific interest in the success or failure of the ecosystem.



Exercise 2:

Get to know your stakeholders

With a good overview of the stakeholders of your reuse system, the next step is to know them. You might already have assumptions of how they see their roles, what motivates them and what challenges they see. Now it's time to reality check these - because they most probably do not align with the way stakeholders see it.

We suggest that you carry out interviews with at least one stakeholder in each of the six stakeholder groups, as this will help you to get a better understanding of the different stakeholder groups prior to the workshop.

If you have the resources, you can supplement the stakeholder interviews with a survey sent out prior to the interview. This will help prepare the interview and help customize the questions even more. However, we strongly advise against skipping stakeholder interviews, as the complexities of reuse packaging systems are challenging to capture comprehensively through a survey alone.

It doesn't have to be a face-to-face 30 min. interview; a 10 minutes phone conversation can also bring a lot of value.

When doing the interviews, remember to:

Keep it simple! Explain concepts like circular economy without using complex terms.

Use scenarios and examples to make things clearer. Tailor your questions for each stakeholder group to get better answers. Considering their perspective and preconditions often helps to tailor interview questions.

To support you in carrying out the interviews, we have prepared suggestions for key questions tailored to the specific stakeholder groups.

You can find the questions on the following page.

Inspiration for interview questions

	System users	End users	Operators of reusable food and drink packaging	Service providers	Interest groups and industry associations	Policy makers
Drivers	<p>What are your perspectives on reusable food and drink products versus disposable ones?</p> <p>What would motivate you to offer your users/customers reusable products?</p>	<p>Imagine yourself buying a cup of coffee and get the opportunity to choose a reusable to-go-cup. What would motivate you to choose the reusable cup?</p>	--	<p>What advantages and opportunities do you see in introducing reusable systems for food and drink products?</p>	<p>What are your perspectives on reusable food and drink products versus disposable ones?</p>	<p>What are your perspectives on reusable food and drink products versus disposable ones?</p>
Benefits	<p>What benefits and opportunities do you see in a reuse system for food and drink products?</p>	<p>What benefits and opportunities do you see in a reuse system for food and drink products?</p>	--	<p>What benefits and opportunities do you see in a reuse system for food and drink products?</p>	<p>What advantages and opportunities do you see in introducing reusable systems for food and drink products?</p>	<p>What advantages and opportunities do you see in introducing reusable systems for food and drink products?</p>
Obstacles	<p>What is stopping you from implementing a reuse system for food and drink products today?</p>	<p>What would make you opt-out a reusable cup or other reusable food and drink product?</p>	<p>From your perspective, what are the main barriers for introducing a reuse system for food and drink products?</p>	<p>From your perspective, what are the main barriers for introducing a reuse system for food and drink products?</p>	<p>From your perspective, what are the main barriers for introducing a reuse system for food and drink products?</p>	<p>From your perspective, what are the main barriers for introducing a reuse system for food and drink products?</p>
Concerns	<p>What concerns do you have regarding adapting a reuse system for food and drink products, both in terms of implementations and everyday use?</p>	<p>What are the downsides of reusable food and drink products versus single use in your perspective?</p>	<p>What is, based on your dialogue with clients, stopping organizations to choose a reuse system over single use?</p> <p>What is, based on your dialogue with end users, the biggest concerns from a user perspective?</p>	---	<p>What concerns do you have regarding introducing reusable systems for food and drink products?</p>	<p>What concerns do you have regarding introducing reusable systems for food and drink products?</p>
Needs	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p>	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p> <p>Describe a situation where you would choose a reusable products over a single use?</p>	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p>	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p>	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p>	<p>What is, from your perspective, needed to overcome these challenges/concerns?</p>
Competences	<p>Do you lack specific competences to adopt a reuse system for food and drink products? If so, please elaborate.</p>	<p>Do you feel like you have a good understanding of the benefits of a reuse systems for food and drink products?</p>	<p>Do you feel like you lack specific competences? E.g. with regards to scaling of reuse systems or how to tackle behavioral barriers? If so, please elaborate.</p>	<p>Do you feel like you lack specific competences to take part in a project that aims to implement a reuse system for food and drink products? If so, please elaborate.</p>	<p>Is there, in your perspective a need for specific competences for organizations to adopt reuse systems? If so, please elaborate.</p>	<p>Do you feel like you have a good understanding of the benefits and potential downsides of a reuse systems for food and drink products?</p>

Exercise 3: Revisit stakeholder cards

This exercise is intended to help you create an overview of the insights from the interviews/survey.

Time: 60-120 min

Participants: Pilot partners or your own team

Materials: Stakeholder cards

Here's how to use it:

After you have carried out interview(s) with one or more stakeholders within a stakeholder group, look back at your notes, and revisit the stakeholder group card or create a new one. Fill in the most important, surprising or interesting insights from the interviews and change what you have written if needed.

Stakeholder group

Restaurant and cafes

Stakeholder role

To offer re-usable cups for customers

Drivers

- Promote as green profile
- Pay less to have waste picked up

Obstacles

- Large upfront costs
- Ressource-intensive to impelement

Example of how to fill out stakeholder cards

Chapter 2:

Workshop 1 – Develop Local Reuse Systems



Introduction

Purpose

The purpose of this workshop is to gather and collaborate with stakeholders who have roles or knowledge related to food packaging to ensure that multiple perspectives and areas of expertise are represented. This diversity of input increases the likelihood of developing the most relevant and applicable solutions. The workshop aims to build a shared understanding of visions, challenges, and opportunities for developing reuse systems that reduce single-use packaging and strengthen circular practices.

Structure

The workshop consists of a series of interactive exercises that guide participants from sharing a common vision to identifying key obstacles and developing concrete solution concepts. On the next page, you will find an overview of all the exercises included in this workshop.

Output

By the end of the workshop, participants will have:

- A shared vision for a local reuse system for food and drink packaging;
- A mapped overview of relevant actors and system dynamics;
- A prioritized list of key obstacles and uncertainties to address;
- A portfolio of preliminary solution ideas and 1-2 conceptualized solution proposals for further elaboration in the next sprint steps

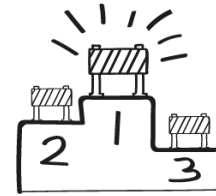
Overview of workshop 1

Overview of the exercises that's a part of your workshop.



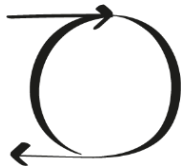
Vision alignment

The participants share their visions for a reuse system for food and drink packaging with each other.



Obstacle Urgency Selection

Now it is time for the participants to agree on what obstacles to explore solutions for.



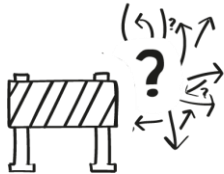
Circular Value Chain Mapping

The participants explore how a value chain for a reuse system for food and drink packaging might look locally.



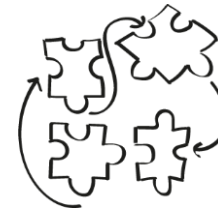
Ideation and Solution Exploration

A brainstorm in groups to generate as many ideas for solutions as possible.



Obstacles and uncertainties

The participants identify what obstacles and uncertainties that might occur in the different links of the value chain.



Conceptualizing the solution

The participants explore solutions in depth in groups.

EXERCISES

Exercise 4: Vision Alignment

This exercise is meant to be an ice breaker that will make the participants get settled in the room, feel comfortable and get to know each other a bit better. During the exercise, the participants share their visions for a reuse system for food and drink packaging with each other. The sky is the limit. The visions do not have to be realistic, here everyone can dream big.

Estimated time: Depends on the number of participants

Materials: Post-its, pens for everyone

How to facilitate the exercise

1. Ask the participants to write his/her vision for a reuse system for food and drink packaging on a post-it

3 minutes
2. Next up, ask the participants to introduce themselves and their vision one by one

1 minute each



Exercise 5: Circular Value Chain Mapping

The aim of this exercise is to explore how a value chain for a reuse system for food and drink packaging might look locally. The mapping will provide a shared fundamental understanding of the value chain – including activities and stakeholders involved – to be used in the following exercises. The idea is to follow the packaging throughout its lifecycle.

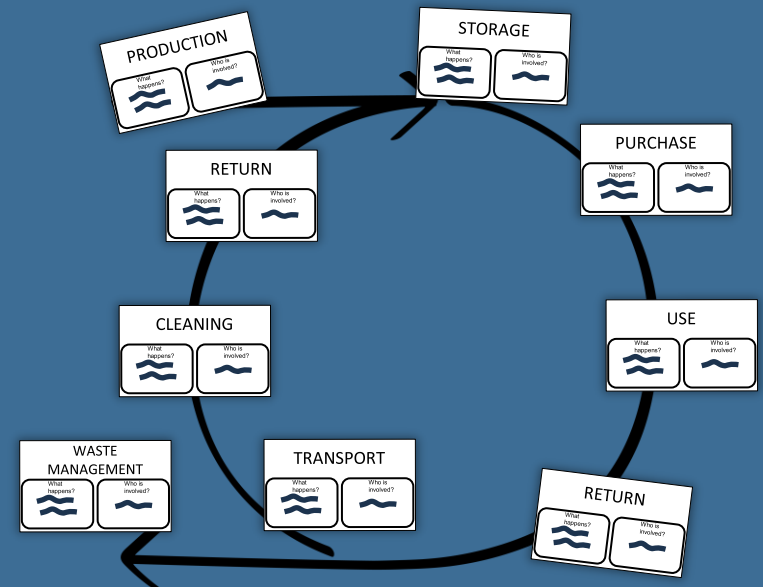
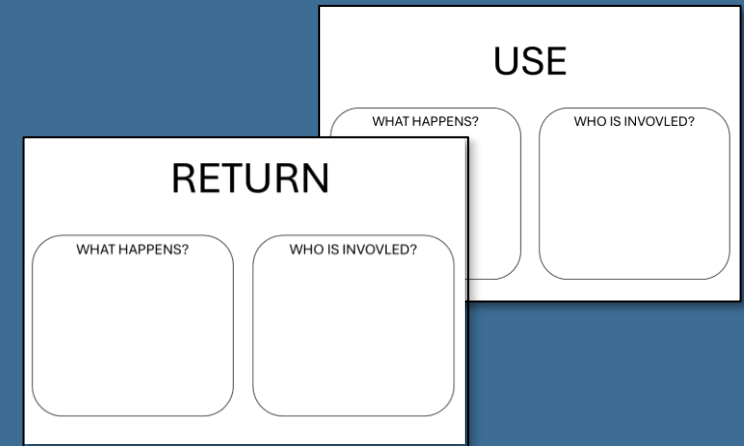
You will go from the empty circle to a full value chain that could look like this →

Estimated time: 40 minutes

Materials: value chain cards, pen for the facilitator

How to facilitate the exercise

1. Ask the participants to line up in front of the large circle – the value chain – you have created in advance
2. Show the participants the different value chain cards: Production, storage, purchase, use, return, transport, cleaning, waste management as well as the blank cards for additional steps.
3. Ask the participants to define the first link in the value chain. Ask “what is the first thing that happens”. If no one contributes, you can encourage them by placing the first link on the chain.
4. For each link, you ask, “What happens?” and “Who is involved?”
5. You, as the facilitator, fill out the card - what happens and who is involved, before placing the link on the chain.
6. You continue this way until the whole value chain is mapped



Exercise 6: Obstacle and Uncertainty Identification

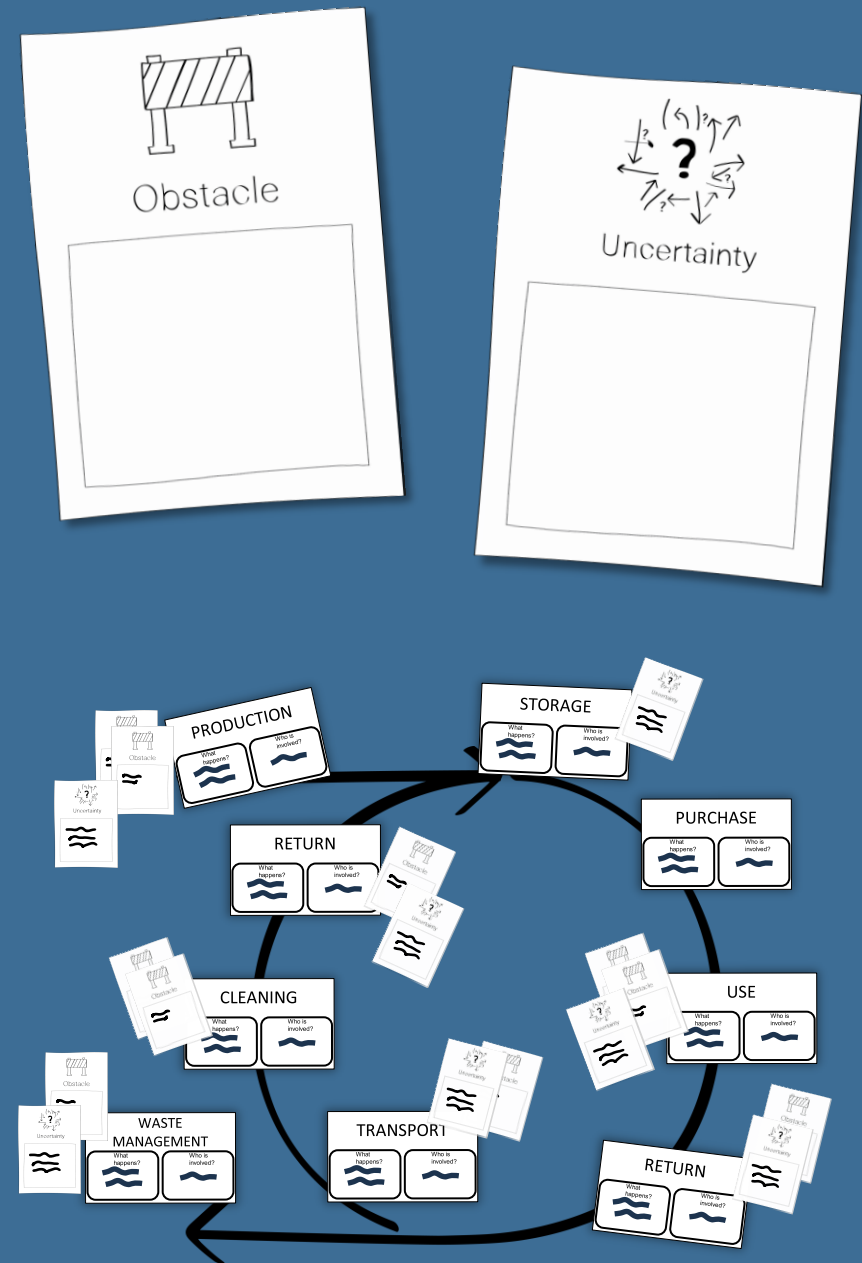
The aim of this exercise is to identify what obstacles and uncertainties that might occur in the different links of the value chain. Using the mapped value chain as a basis allow for the participants to pinpoint obstacles that related to specific activities in the value chain and what actors that might meet this obstacles. This will make it easier to explore how these obstacles might be solved later in the workshop

Estimated time: 40 minutes

Materials: Obstacle cards and uncertainty cards (5 for each participant), pens for all participants

How to facilitate the exercise

1. Start by presenting the obstacle cards you've created based on the stakeholder interviews.
2. Now it's the participants turn. Hand out both kinds of cards to the participants and ask them to fill them out individually in silence
5 minutes
3. Ask the participants to present the filled-out cards and place them on the value chain links. Allow for a few comments and questions
2 minutes each
4. When everyone has presented, group similar cards



Exercise 7: Obstacle Urgency Selection

Voting for the most urgent obstacles:

Many obstacles have been identified in the previous exercise. Now it is time for the participants to agree on what obstacles to explore solutions for. This is done by voting using sticky dots.

Estimated time: 5 minutes

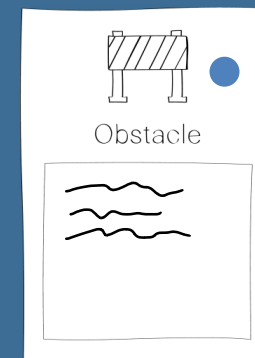
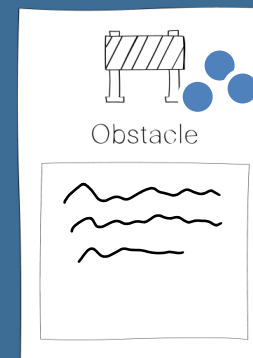
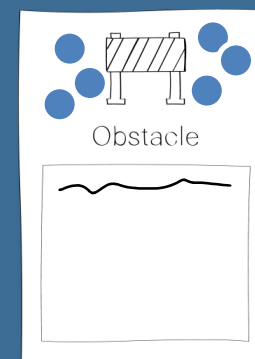
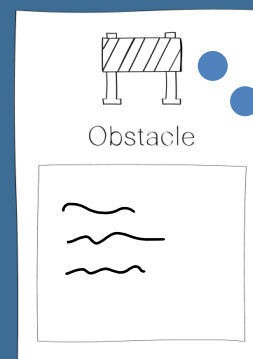
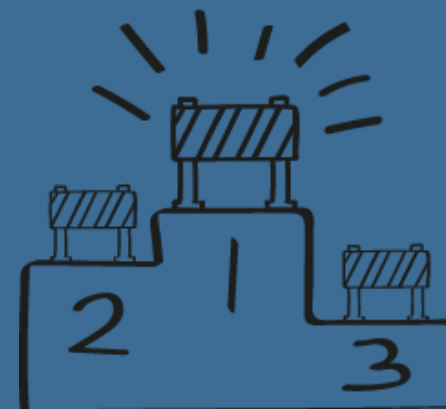
Materials: Sticky dots – 3 for each participant

How to facilitate the exercise

1. Hand out 3 sticky dots to each participant.
2. Ask the participants to place them on the obstacles they find most urgent. They are allowed to place more than one dot on the same obstacle.
3. When the voting is done, pick the 4-5 obstacles with the most votes (depending on the number of groups).
4. Now, the participants should be divided into groups working on the selected obstacles. The groups should consist of 4-5 people, matching the number of obstacles.

Support questions

- What obstacle do you find most interesting to investigate solutions for?
- What obstacle do you see most value in solving?
- What obstacle do you think is the most challenging?



Exercise 8: Ideation and Solution Exploration

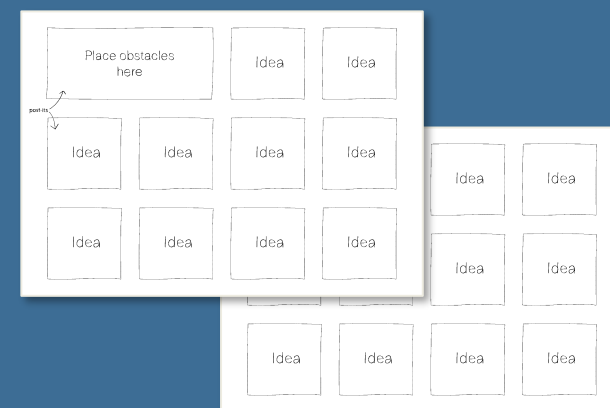
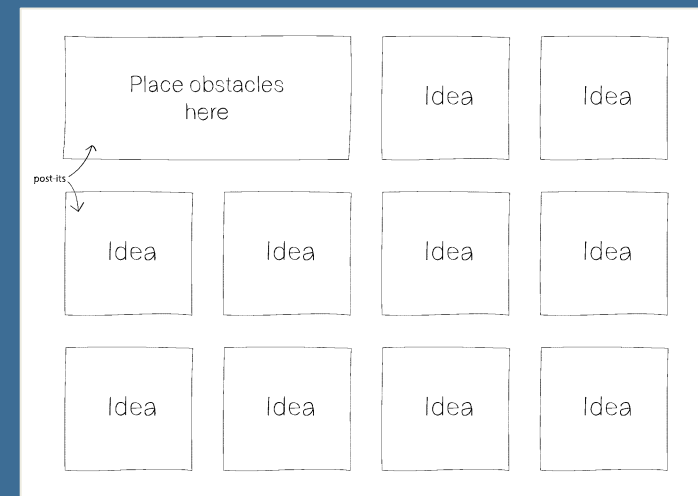
The aim of this exercise is to generate as many ideas for solutions as possible. This will be done in the groups you have created. All groups of 4-5 persons - matching the numbers of obstacles - will work with the same obstacles. At this stage, it is not crucial that the ideas are realisable. Sometimes what started out as a bad idea turns into useful solutions. At the end of this exercise the groups will decide on one idea for a solution they will explore further.

Estimated time: 30 minutes

Materials: The idea cards (one for each participant), post its, pens

How to facilitate the exercise

1. Hand out the idea cards so that all the participants have one each.
2. Ask the participants to write down the selected obstacles on the cards. One obstacle per group.
3. Now the participants each starts writing an idea for a solution on a post it and place it on the idea card. 2 minutes.
4. When the time is up, they pass on the idea card with their solution placed on it to the person sitting next to them and receive one from other side.
5. They start writing down an idea for a solution to the next obstacle. 2 minutes.
6. Repeat step 3-5 for two rounds.
7. Now, with a bunch of ideas, ask the participants to group ideas that are similar
8. Finally, ask the participants to discuss and decide on which idea(s) they will continue to work on. Alternatively, they can vote on it using the same process as exercise 4



Exercise 9: Conceptualization

The aim of this exercise is for the groups to further develop the idea from exercise 5 using the solution canvas. The canvas helps the participants to explore both the obstacle and the solution in depth and connect the two.

Estimated time: 30 minutes

Materials: A solution canvas for each group and a pen

How to facilitate the exercise

1. Hand out the solution canvases
2. Set the timer (25 min.)
3. Support the participant to filled out the canvas - try not to provide them with answers but instead asking questions to help them think.

Name the solution: _____

What problem does the solution(s) solve?

<i>What is the problem?</i>	<i>Why is it a problem?</i>	<i>To whom is it a problem?</i>

How could the problem be solved?

<i>What is the solution?</i>	<i>Why does it solve the problem?</i>	<i>Who is involved?</i>

What are the 5 most important steps to implement the solution? Describe as precise as possible what is necessary for the problem to be solved (including what needs to be clarified).

PREPARATION

Prepare to facilitate

In addition to planning and preparing specific exercises, it's crucial for you as a facilitator to be prepared. You will be the one guiding the participants through the exercises. Here's some tips:

Know your purpose

The first step in preparing to facilitate is to clarify your purpose. What are the desired outcomes and outputs? How will you measure the success of the workshop? Having a clear purpose will help you define the roles and expectations of the participants.

Plan the agenda

Your agenda should outline the topics, activities, and timings of the meeting, as well as the goals and deliverables for each session. A good agenda will also help you anticipate and address any potential challenges, risks, or conflicts that may arise during the meeting.

Tools

Know the tools you will be using. You have printed out the materials, but make sure you get to know them and their different purposes. The workshop should be held physically, but it might be necessary to let participant join online. Prepare for this. How will you integrate them in each exercise? You could consider using an online platform that allows for digital workshops, like miro.com

Communication

Communicate with your participants beforehand. You should inform them about the purpose, agenda, and format of the meeting, as well as their roles and responsibilities.

Prepare yourself

You should review your agenda and your tools and make the adjustments needed. You should also practice your facilitation skills, such as asking open-ended questions, listening actively, summarizing key points, giving feedback, and resolving conflicts. Moreover, you should prepare yourself mentally and emotionally, by setting a positive and confident mindset.

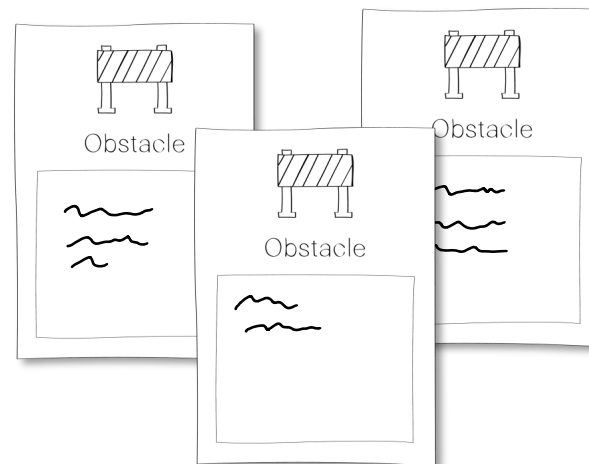
Include the stakeholder interview results in your workshop design

First step when preparing the workshop, is to follow up on the stakeholder interviews/surveys you've conducted before the workshop.

Through dialogues with stakeholders, you've collected knowledge on various obstacles when implementing a reuse system for food and drink packaging. Before the workshop you will have to write down the obstacles on cards that will contribute to exercise 3 that will identify obstacles in the value chain.

How to do it:

1. Print out as many obstacle cards as needed.
2. Fill them out with the obstacles you identified through interviews/surveys in advance of the workshop.
3. Bring them to the workshop.



Preparing the practicalities

Before facilitating the workshop(s), thorough preparation is essential to ensure that the workshop runs smoothly. The exercises require a bit of printing, writing, cutting. Here we have elaborated on what to do to prepare each exercise.

Facilitators checklist

Make sure to have:

- Booked a room suitable for the amount of participants and group work. You will need a screen and space for hanging posters.
- A lot of post-it's
- Markers (1 per participant)
- Thinners (1 per participant)
- Colored tape for constructing the circular value chain
- Sticky dots for voting (3 per participant)
- Stopwatch/timer
- Bell or similar if needed (to get the attention after an exercise)

Print, cut and prepare:

- Template "value chain cards" (1 set per group)
- Template "obstacle and uncertainty cards" (5 of each per participant)
- Template "idea cards" (1 per participant)
- Template "conceptualize the solutions" (1 per group)

Also prepare:

- A PowerPoint Presentation
- The circular value chain (see this manual for inspiration to set it up)

Prepare all exercises

Exercise 4

No prepping, all you need is post-its.

Exercise 5

For this exercise you will need to create a large circle (around 1,5 diameter) – the value chain – where your workshop participants can hang A5 and A6 sized papers. You can use tape on a wall or the floor even.

Print and cut the value chain cards. We suggest you print 3 of each card as the links (purchase, use etc.) might be represented multiple times in your specific value chain. Print 6 of the card without a headline.

Exercise 6

Print out obstacle cards and uncertainty cards. We suggest you print out around 5 of each per participant.

Exercise 7

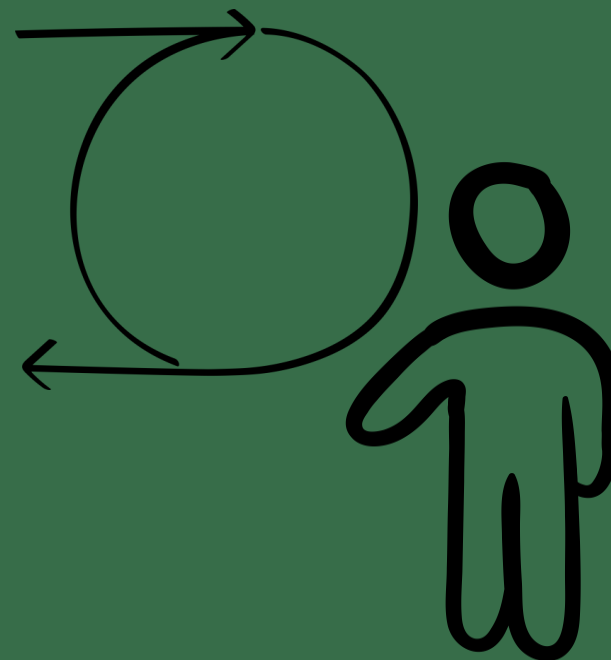
No prepping but have your sticky dots for voting ready. You will need 3 per participant.

Exercise 8

Print out idea cards – one per each participant.

Exercise 9

Print out solution canvases. The participants will fill them out in groups of five, so print as many needed depending on the total number of participants.



Chapter 3: Start develop your pilot plan

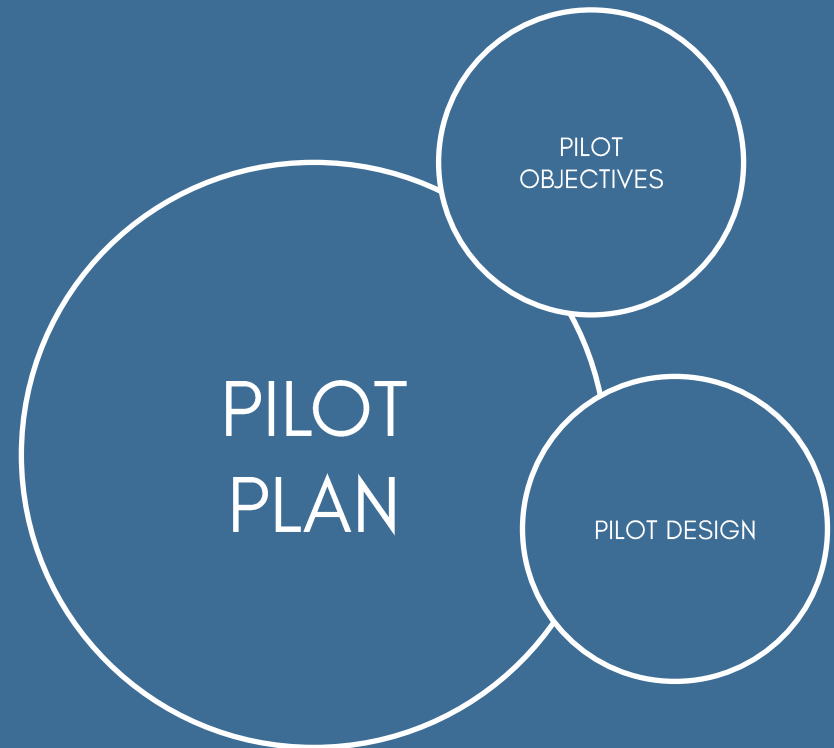


Start to develop your pilot plan

Already before your second local stakeholder workshop, it is beneficial to initiate a pilot plan. By developing a pilot plan you start to shape and design your pilot, and you will gain a better understanding of which stakeholders to invite to a second workshop. You can read more about the second workshop in Chapter 4.

We recommend that you present the initial pilot plan to the stakeholders at the second workshop to align expectations among all stakeholders involved in the pilot. This also allows for adjustments and additions if the stakeholders have input and remarks.

In the following page, you can find suggestions on how to develop the first draft of your pilot plan and what to include.



Planning the pilot

When planning your pilot on reuse systems, it is helpful to consider the following key elements.

1. Pilot objectives

Define what you want to learn from the pilot.

- What do you want this pilot to show or prove?
- Which questions should it help you answer?
- What results or changes do you expect to see?
- What do key stakeholders expect to achieve or learn from the pilot?
- How will you know if the pilot has been su

2. Pilot design

Design how and where the pilot will be carried out and what you will test.

- Where and when will the pilot take place?
- What type(s) of reusable packaging will be tested, and in which use cases?
- How will packaging be collected, cleaned, and redistributed?
- A reuse system is only truly resource-saving and climate-friendly if most packaging is returned – the specific percentage must be calculated to be sure, but ideally more than 90% return rate. What actions can you take to make it easy and motivating for users to return packaging?
- The more businesses and organizations that join, the more return points there will be, making the system easier and more attractive for users. How will you make the system easy to join and use for businesses and organizations?
- How will you communicate and support both users and participating businesses in using the system correctly?
- How will logistics (cleaning, transport, distribution) be managed and coordinated between partners?

Chapter 4:

Workshop 2 – Refine the Value Chain and Prepare the Pilot



Introduction

Purpose

The purpose of this workshop is to support participants in planning and preparing their pilot projects for testing reuse systems for food and drink packaging. The workshop helps ensure that the pilot is designed in a way that provides useful insights, involves the right actors, and is feasible to implement. It also helps participants refine their system concept, define clear learning objectives, and identify key roles, responsibilities, and potential risks.

Structure

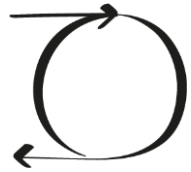
The workshop consists of four exercises guiding participants from reflection to concrete planning. On the following pages, you will find an overview of each exercise and guidance on how to use the associated tools.

Output

By the end of the workshop, participants will have:

- A refined version of their pilot's value chain and system design
- A defined purpose and key learning questions for the pilot
- A clear plan for implementation, including roles, responsibilities, and risk management
- A framework for ongoing review and adjustment of the pilot based on gathered insights

Overview of workshop 2



1: Revisit the value chain

Revisit the presented value chain and refine and adjust the proposed system.



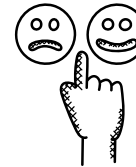
3: Prepare the pilot

Now its time to plan. An exercise helping to prepare the pilot by identifying roles and responsibilities as well as unfolding potential risks.



2: Output of the pilot

What will be the output of the pilot? A session that defines the research questions that the pilot will provide answers to.



4: Review the pilot

An ongoing evaluation and adjustment of the pilot based on insights gathered.

EXERCISES

Exercise 10: Revisit the value chain

The aim of this exercise is to present the new value chain of the reuse system and adjust it together with the involved stakeholders. You can take the value chain developed during Workshop 1 as a starting point, but this time the value chain should be filled in with the specific names of the stakeholders involved. These same stakeholders should participate in Workshop 2.

Using the value chain poster to present the new system, allows participants to get a shared understanding of the system, the different elements as well as the links and responsibilities of each of the actors involved.

Estimated time: 40–60 minutes

Materials: “What are you going to pilot?” poster, “reflection cards”, “value chain cards”, pens for all participants

How to facilitate the exercise

1. Start the exercise by presenting the value chain for the new reuse system. We recommend using the filled-out value chain poster for your presentation.
2. The facilitator draws the first reflection card and reads the question out loud. Now discuss how the new reuse system will respond to the question. Write down the answer on the card.

If the group is unable to give a clear answer, take a look at the “value chain poster”, and discuss how you could adjust the reuse system to accommodate the question. Use the “value chain cards” to adjust existing links or add new ones if needed. The facilitator fills out the new card and adds it to the poster.

3. Continue this way until the group is satisfied with the revised value chain.

Reflection card

How is it ensured that the reuse system is user-friendly and convenient for users to use?

Write the answer here..

What are you going to pilot?

Name the pilot: Timing: Location:

Describe the new value chain for the reuse system. What is the purpose of the system?

Start here...

Exercise 11: Output of the pilot

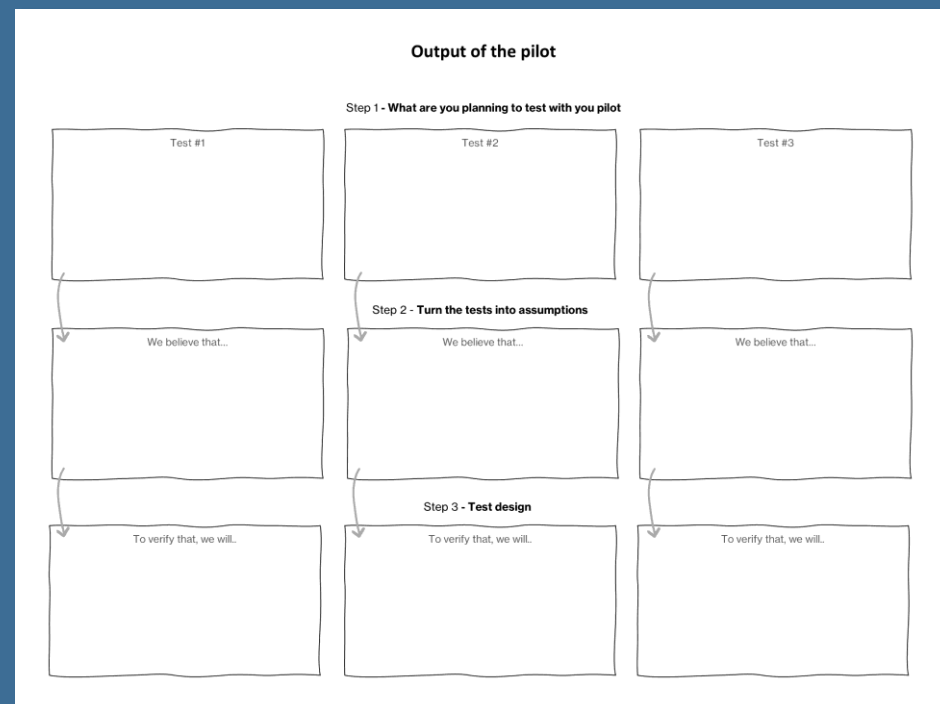
The aim of this exercise is to define the specific outputs that you plan to achieve with the pilot. Based on the chosen tests, this exercise will help you define specific questions, that the pilot needs to provide answers to. After the exercise, you will have identified activities that will provide answers to each question.

Estimated time: 30 minutes

Materials: "Output of the pilot" canvas, a pen for the facilitator

How to facilitate the exercise

1. Ask the participants to gather around the poster and present the 3 tests that you have filled-out before the workshop.
2. Each of the tests is based on assumptions. To make them operational, it is important to turn them into actional research questions that the pilot will provide answers to. To do so, finish the sentence for each tests - "we believe that..."
3. Continue to "Step 3 - test design" and specify how you plan to provide answers to the research questions. What activities will help you gather the needed data?



Exercise 12: Prepare the pilot

The aim of this exercise is to help you prepare the pilot by getting a shared understanding of the timing and the roles and responsibilities related to realizing the new reuse system. Based on the previous work on refining the value chain this exercise will also help you identify risks as well as mapping out strategies to mitigate these. At the end of this exercise, you and the stakeholders involved will have a clear idea on how to move forward with the pilot.

Estimated time: 40–60 minutes

Materials: “Prepare the pilot” canvas, pens and post-its for all participants

How to facilitate the exercise

1. Start by presenting the purpose of the exercise and explain the elements of the canvas.
2. Communication channels - Discuss and agree on which you are planning to use
3. Roles and responsibilities - Ask participants to write down “Roles and responsibilities” on post-it notes in silence (5 min).
Each participant places their post-it’s on the canvas. Now discuss and decide on the essential roles and responsibilities and discard the rest.
4. Risks - Ask participants to write down “Risks” on post-it notes in silence (5 min)
Each participant places their post-it’s on the canvas. Now discuss and decide on the essential risks and discard the rest.
5. Risk Handling - Discuss and decide how the identified risks should be handled

Prepare the pilot

COMMUNICATION CHANNELS - What communication channels are in place to handle issues and facilitate collaboration?

ROLES AND RESPONSIBILITIES - What are the key roles in the pilot, and who are responsible for carrying them out?

RISK HANDLING - What strategies should be in place to mitigate identified risks?

RISKS - What are the potential risks to the testing process, and what might be their impact on the pilot?

RESPONSIBLE FOR HANDLING RISKS - Who is responsible for carrying out the strategies?

Exercise 13: Review the pilot

Now that you have planned how to start the pilot, it might seem natural to go ahead and get started. However, before the pilot is initiated it is important to stop and reflect on the review approach. This review approach allows you to pause during the pilot to consider improvements. You'll likely need to collect data on user experiences and return rates. You can use this knowledge to enhance the user experience and increase the return rate.

After this exercise you will have planned dates for each iteration of the pilot.

Estimated time: 15 minutes

Materials: "Review the pilot" canvas, pen for the facilitator

How to facilitate the exercise

1. Start by presenting the purpose of the exercise and explain the elements of the canvas.
2. Discuss and decide on the "Duration" of each of the 3 iterations. It is important that each phase of the pilot allows for testing any adjustments made from the original value chain or measures.
3. The exercise is finished when the duration of the 3 periods has been decided.

What to do after the workshop

1. Use the canvas to write down and document key findings after each period of the pilot.
2. The findings should be used to discuss potential/needed adjustments with the stakeholders involved and to plan the next period accordingly.

Review the pilot

Iteration #1	Iteration #2	Iteration #3
DURATION - When is the first period of the pilot? (start and end date)	DURATION - When is the second period of the pilot? (start and end date)	DURATION - When is the final period of the pilot? (start and end date)
REVIEW - What are the key findings of the first period of the pilot?	REVIEW - What are the key findings of the second period of the pilot?	REVIEW - What are the key findings of the final period of the pilot?
ADJUSTMENTS - Are their adjustments of the value chain or the measures that is needed according to the findings?	ADJUSTMENTS - Are their adjustments of the value chain or the measures that is needed according to the findings?	ADJUSTMENTS - Are their adjustments of the value chain or the measures that is needed according to the findings?

PREPARATION

Host workshop 2

Local workshops for deeper insight

You should organise and conduct local stakeholder workshops. The purpose of the second local workshop is to develop a pilot plan that will enable you to test reusable systems for food packaging. Therefore, only stakeholders who have a role in the specific pilots should be invited to the second workshop.

Which stakeholders should be invited to the workshop?

The pilots need to be concretized and detailed, so only the stakeholders actively involved in the pilots should be invited to the workshop and engaged in shaping the pilot plan. So, which stakeholders to invite entirely depends on the specific pilot. However, here are some suggestions:

For institutional food delivery systems:

The municipality, the school principal, the cafeteria manager, a cafeteria staff member, the service manager, a janitor, three students, the operator providing the reusable food packaging.

For event type eating:

The municipality, event managers, employees at the food and drink stalls, event communication staff members, the operator providing the reusable food packaging, providers of return points for the used packaging, perhaps a couple of frequent event attendees.

For take-away:

The municipality, five restaurant managers, a kitchen staff member from each restaurant, the operator providing the reusable food packaging, providers of return points for the used packaging, perhaps a couple of frequent restaurant visitors or coffee drinkers.



Preparing the practicalities

Before facilitating workshop 2, thorough preparation is essential to ensure that the workshop runs smoothly. The exercises require a bit of printing, writing, cutting. Here we have elaborated on what to do to prepare each exercise.

Facilitators checklist

Make sure to have:

- Booked a room suitable for the number of participants and group work. You will need a screen and space for hanging posters.
- A lot of post-it's
- Markers (1 per participant)
- Thinners (1 per participant)
- Stopwatch/timer
- Bell or similar if needed (to get the attention after an exercise)

Print, cut and prepare:

- The template "Revisit the value chain" - A3
- Template "Output of the pilot" - A3
- Template "Prepare the pilot" A3
- Template "Review the pilot" - A3

Also prepare:

- A PowerPoint Presentation

Prepare exercise 10: Revisit the value chain

What to prepare before the workshop?

- Print out the canvas “What are you going to pilot” + “Reflection cards” and the “Value Chain Cards” (cut the cards before the workshop)
- Fill out the poster “What are you going to pilot”. Make sure to describe the new value chain, roles and responsibilities in the new reuse system as detailed as possible using the results from workshop 1. Add specific names of the stakeholders involved in the pilot. These same stakeholders should participate in Workshop 2.
- You are going to present the system to the participants at workshop 2.
 - Start by describing the Name of the pilot, Timing and Location
 - Move on to give a precise overall description of the Purpose of the system
 - Finish the template by filling out the elements of the value chain using the “cards” and place them around the circle.

Prepare exercise 11: Output of the pilot

What to prepare before the workshop

- Print out the canvas “Output of the pilot”
- Write down 3 tests that your pilot is going to conduct.
- Leave step 2 and step 3 empty. You are going to work on these at workshop 2.

Prepare exercise 12: Prepare the pilot

What to prepare before the workshop?

- Print out the canvas “Prepare the pilot”. Make sure to print all 3 pages one-sided.
- Bring plenty of post-its
- TIP: Use tape to glue the 3 pages together. It will help you handle the canvas as one big poster.

Prepare exercise 14: Review the pilot

What to prepare before the workshop?

- Print out the canvas “Review the pilot”.
- TIP: Before the workshop begins, it can be beneficial to reflect on the preferred duration of each of the iterations of the pilot. Make sure to plan enough time in each iteration to test potential adjustments of the value chain and measures.

Chapter 5: Finalize your pilot plan



Exercise 14:

Finalize the pilot plan

After workshop 2, all the knowledge and input collected during the workshop should be used to make a concrete pilot plan.

When planning your pilot on reuse systems, it is helpful to consider the following key elements.

Roles and responsibilities

Clarify who is involved and how coordination will work.

- Who are the key partners and stakeholders in the pilot, and what are their roles?
- Who is responsible for daily operation, communication, and problem solving?
- How will partners stay in contact and coordinate their activities?

Data collection

Plan how to capture learning and evidence from the pilot.

- What kind of data do you need to understand performance, user behaviour, and sustainability impact?
For example: number of users, return rate, number of participating businesses, resource savings, user satisfaction.
- How will this data be collected (e.g. manual counting, digital tracking, surveys)?
- Who will be responsible for collecting and analysing it?

Review and optimization

Build in time and routines for reflection, evaluation, and improvement while the pilot is ongoing.

- How and when will you review the progress of the pilot?
- What indicators will you monitor to track performance (e.g. return rate, user feedback, operational flow)?
- How will you decide what needs adjustment and who can make those decisions?

Risk analysis

Identify potential risks and how you will handle them.

- What could go wrong or reduce the effectiveness of the pilot?
- How can you prevent or mitigate these risks?
- What is your backup plan if things does not go as expected?



Good luck!

FOLLOW:

interreg-baltic.eu/project/change-know/

The “Sprint Manual – Piloting Reuse Systems for Food Delivery Systems” was produced under the Change(K)now! project. The Change(K)now! project is co-funded by Interreg Baltic Sea Region. The project’s main objective is a mindset change from single-use to circular or multiple-use of food delivery systems in cities and residents of the Baltic Sea Region.

The responsibility for the content lies with the author(-s) and don’t necessarily reflect the funder position on these topics.

Interreg
Baltic Sea Region



Co-funded by
the European Union



CIRCULAR ECONOMY

Change(K)now!