



# ResilieNtWEB

Innovate for a sustainable business

Investing in Opportunities



This project has received  
European Regional  
Development Funding  
through INTERREG IV B.



INTERREG IV B

# Foreword by Corina Cretu, European Commissioner in charge or Regional Policies and Interreg Programs

It is a long way since the Commission began for the first time granting support for cooperation in 1989 through the first networks of pilot projects with European local and regional authorities. The success of this experience was one of the bases for launching the INTERREG Community Initiative (1990-1994). At the same pace of these innovative pilot projects (namely on cooperation and on urban issues), the Commission undertook a deep territorial analysis on how the different European policies influence on the territory and which were the trends of the wide Europe, without limiting the studies to individual Member States but instead going beyond the borders.

INTERREG differs from the majority of Cohesion Policy programmes in one important respect: it involves collaboration among authorities of two or more Member States, it has opened the door to cooperation among Member States and third countries, among different languages, cultures, levels of governance and development and has become an example of participation of the different stakeholders of our society, from public authorities to private sector, from NGOs to research organisations and universities, altogether looking for common solutions to common problems or challenges.

INTERREG I intended, in the framework of the Internal Market development, to prepare border areas for a territory without internal frontiers, and was complemented by the REGEN Initiative to complete the missing links in the Trans European network for transport and energy in those regions lagging behind. INTERREG II (1994-1999) was then enlarged to cover cross-border, completion of energy network and cooperation on the field of regional planning and water resources. INTERREG III (2000-2006) defined the three strands as we know them presently: cross-border, transnational and interregional. The assessment and evaluation of this cumulated experience led to important changes with INTERREG IV (2007- 2013), where the INTERREG initiative moved to the European Territorial Cooperation (ETC) objective. Large continuous transnational areas were better defined.



ResilieNtWEB is one of the projects of the North West Europe programme, which is by far the largest transnational programme implemented in the whole territory of Belgium, Luxembourg, Ireland, United Kingdom, and regions of Netherlands, France, Germany with the participation of Switzerland in. It helps SMEs increase their resilience by boosting their ability to anticipate and adjust to market changes. It was co-financed to contribute to the NWE Programme's objective to use and improve territorial cooperation in order to strengthen the institutional and territorial framework for innovation and the transfer of knowledge within North-West Europe. In the 2007-2013 period, the NWE Programme has invested almost EUR 44.5 million in 24 projects to support SMEs. The aim was to promote greater entrepreneurship and facilitate the translation of innovation and knowledge into products, processes and services.

INTERREG V (2014-2020) opens new perspectives to the cooperation goal. The Regulations adopted in 2013, and more specifically the Regulation on European Territorial Cooperation, underline a reinforcement of synergies among the different funds and the different programmes and look for an increased evidence of the impact and results and the added value of cooperation through a thematic concentration and clear definition of objectives. Fifteen transnational programmes, with a total envelope of 2,1 billion and 15% of national co-funding will mainly focus on Innovation, environment and Low Carbon economy and four of them will support the relevant EU strategies for the macro-regions.



# Foreword by Céline Fremault, Brussels Minister for Environment and Energy

The resources of our planet are not unlimited. Our economy must change its paradigm to ensure its own survival. Today businesses, like people, are modifying and adapting their behaviour to develop more "sustainably". In spite of all this, even more of them could take the plunge.

In this context, BECI and Brussels Environment are joining forces to present to you the results of the ResilieNtWEB pilot project, which provides practical answers to certain questions that businesses are asking, and for good reason. How can economic results be combined with respect for the environment? How can we draw inspiration from the examples nature offers us and apply them to the business world? All these are lines of questioning that forge the bases for resilience, that is, the capacity of businesses (or more generally living systems) to adapt to change.

This pilot project, financed in the framework of the European programme INTERREG IVB, has broken new ground thanks to a partnership between public and private participants, rich in varied experiences. It includes Brussels Environment, BECI (the federation of the Chamber of Commerce and the Union of Enterprises in Brussels), the Luxembourg Institute of Science and Technology LIST (ex-Tudor), the Chamber of Commerce of Nord-Pas-de-Calais, and two British business networks (WSX of Southampton and the London Business Partnership).

The three sectors targeted in particular were construction, tourism (mainly through the hotel industry) and food. The practical results are already in! This interregional European partnership has already been able to involve 66 businesses throughout the five regions involved in the project.

Guided by the ResilieNtWEB experts, these businesses have been able to develop eco-efficiency measures that have quickly led to practical results. There are several excellent eco-innovations reproducible in many cases, like for example the greenhouse incorporated into the event area of "Choux de Bruxelles",



but also "Chef chez soi", which recycles organic wastes in connection with production of renewable energy. Viangros, which works in a network with food aid associations to manage its unsold goods and prevent food wastage, can also be cited.

The results thus obtained can serve in the future as an example to thousands of businesses that will see their "resilience" increase. For these very fine results, I would like to thank Brussels Environment, BECI, and all the European partners in this fine project financed with the aid of the European Union and the unconditional support of the Brussels-Capital Region.



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# Introduction





# Innovating for a Sustainable Business

## Aims and Objectives of the ResilieNtWEB Programme

Developed by 6 European partners (and a sub-partner) working in collaboration to develop a creative solutions, the ResilieNtWEB Programme was set up to help SME's develop innovative solutions that deliver positive results for both their company and the environment.

The programme uses an innovative approach to encourage companies to view the importance and value of using 'resilience' as a winning business strategy rather than a costly constraint; by for example, getting participating SMEs to understand the importance of developing products and services that require as few natural resources as possible as well as understand their role in a circular economy, by undertaking business on a local scale, forging collaboration and sustainable supplier chains with their suppliers and clients.

With dwindling availability of resources and rising energy prices, the current economic and environmental challenges the project aims to improve both the resilience and the sustainability of business and organisations.

Stimulating collaboration between companies and their value chains within and across different sectors to strengthen business networks and improve the resilience of the economic conditions across the pilot European regions and transnational levels involved, the programme aims to create and secure jobs.

The ResilieNtWEB project gives visibility to those companies who successfully demonstrate the potential of sustainability driven entrepreneurship, inspiring others to apply the same thinking and sustainable value creation.

## How the ResilieNtWEB programme works

Looking beyond eco-efficiency measures (the quick wins that can reduce a limited range of negative environmental impacts), the ResilieNtWEB programme puts the company and its core business model and activities centre stage.

Targeted mainly at companies in the construction, food and tourism industry key steps involve:

- ▶ Identifying the innovation opportunities that have both a beneficial impact on the core activities of the company and the environment as well as its suppliers and clients.
- ▶ Use of a 6 Step methodology to guide the company through the various stages of the innovation process; a diagnostic 'Quickscan' to assess the companies resilience and get businesses thinking, introduction to a creative dynamic business planning tool, the business model canvas and up to 6 months of business support.
- ▶ Use of biomimicry principles, where notions such as 'waste' or 'pollution' don't exist and successful innovation principles observed in nature have been used to inspire the development of programme tools used to design better and more sustainable business models, processes, products and services.
- ▶ Enabling all 66 companies and project partners involved in the pilot project to learn more about sustainability driven innovation, the approach developed for the programme reaches beyond the length of the project; enabling project partners, networks and especially the businesses involved to integrate the lessons, methodologies and tools learnt and developed within the project.

## Behind the Scenes: Partners and Methodology

The ResilieNtWEB programme was co-funded by the European Interreg IVB (North-West Europe) program which promotes better integration of large regions in different countries facing similar problems. Involving national, regional and local organisations the ResilieNtWEB consortium consisted of 6 partners led by Brussels Environment.





The lead partner, [Brussels Environment](#) is the Administration for Environment and Energy of the Brussels-Capital Region. It is tasked with conducting research, planning and providing advice on environmental issues. It also helps authorities and businesses in Brussels to develop environmental plans.



Sub-partner [Greenloop](#) is a research and strategy consultancy, which helps their clients to become more resilient to adverse ecological, social & economic changes by designing ambitious sustainability projects and using biomimicry as an innovative approach. Greenloop is the technical partner chosen by Brussels Environment to accompany and coach the SMEs and to help develop the ResilieNtWEB tools.



[BECI](#) is a non-profit organisation providing enterprise support and acting as spokesperson for business and industry in Brussels. With an established business network of 35,000 members, BECI has a wide range of services that aim to support Brussels companies at every stage of their development.



[CCI de région Nord de France](#) is a French Chamber of Commerce and Industry dedicated to the support and promotion of business interests for the "Nord – Pas-de-Calais" region. It heads and coordinate the regional CCI's network, participating in the local development of businesses themselves in addition to the planning of local business environments and offering a wide range of services to its members such as expert services and dedicated resources to local companies.





The [Luxembourg Institute of Science and Technology](#) (LIST, ex-Tudor) helps companies assess their performances in terms of sustainability and guide them towards sustainable business development. By using an interdisciplinary approach to identify practical solutions for businesses they help businesses achieve sustainability through eco-innovation, environmental evaluation, eco-design, environmental guidance and information.



[WSX Enterprise](#) provides Design, Innovation, Mentoring and Leadership, Enterprise Support and Management Development services for SME's across the South East and South West Regions of England. Through The Design Programme and using the principles of sustainable design and innovation, they help businesses create a vision of their potential, and then work with them to make the vision a reality.



[London Business Partnership Limited](#) (LBP) is a bespoke business support agency committed to the promotion of economic and environmental sustainability of SME's across London. LBP delivers a range of business services such as enterprise start-up support, SME development, and environmental improvement. It has experience working on business programmes that have focused on developing business collaborative networks and innovation.

All project partners tap into a larger local network of key stakeholders including businesses, public authorities and local, regional and national business support organisations.

Working intensively during the first phase of the project involved collaborative ideas and development of the methodology and tools. The second and largest phase of the project involved the coaching of almost 70 companies testing and refining the methodology and tools. The third and final stage is aimed at sharing the innovative practice, case studies and lessons learnt by all the partners involved in the project.

# The ResilieNtWEB Methodology and Tools

## ResilieNtWEB Methodology

The ResilieNtWEB programme provides companies with a methodology to identify and plan opportunities whilst understanding the impact of their decisions on the wider community. **The steps of the methodology help the company to understand, develop, prioritise, plan and evaluate sustainable innovations to build a business model that will improve the resilience of the company.**

The ResilieNtWEB methodology is based on co-development and collaboration between the participating companies and the respective partners.

STEP 1. After a first contact an online **quick scan** is used to draw the companies' profile of its sustainable practices and resilience.

STEP 2 uses the results from the quick scan to further **scope and focus** on relevant issues, but also for opportunities for improvement and/or for new business opportunities. This enables the company to identify a number of objectives early on in the programme and achieved at the end of the project.

In STEP 3 an **innovation action plan is designed** in order to achieve the objectives set in the previous step.

During STEP 4 the **action plan is implemented and realised**; the ResilieNtWEB partners and consortium involved assist the participating company with the expertise needed.

In STEP 5 the **results of the work are measured** to assess 'how we did' in helping the companies involved to attain the sustainable objectives and practice set out at the start.

As the ResilieNtWEB methodology and tools are partly co-developed with participating companies the final STEP 6 invites **feedback for improvement** of the coaching approach, methodology and tools.

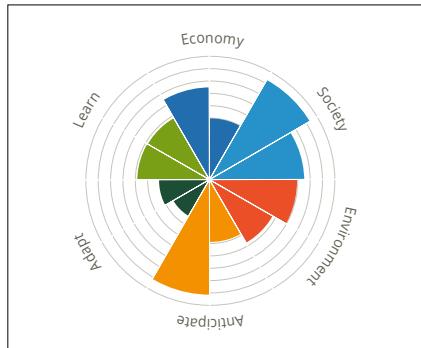




## ResilieNtWEB Tools

Specific tools were developed during the ResilieNtWEB project and are available for the coaches and SMEs:

The Resilience Quick Scan (<http://resilientweb.eu/quickscan/>) is a freely available, online and quick way for a business to gain a current 'where we are now' overview into the sustainability and resilience of their company.



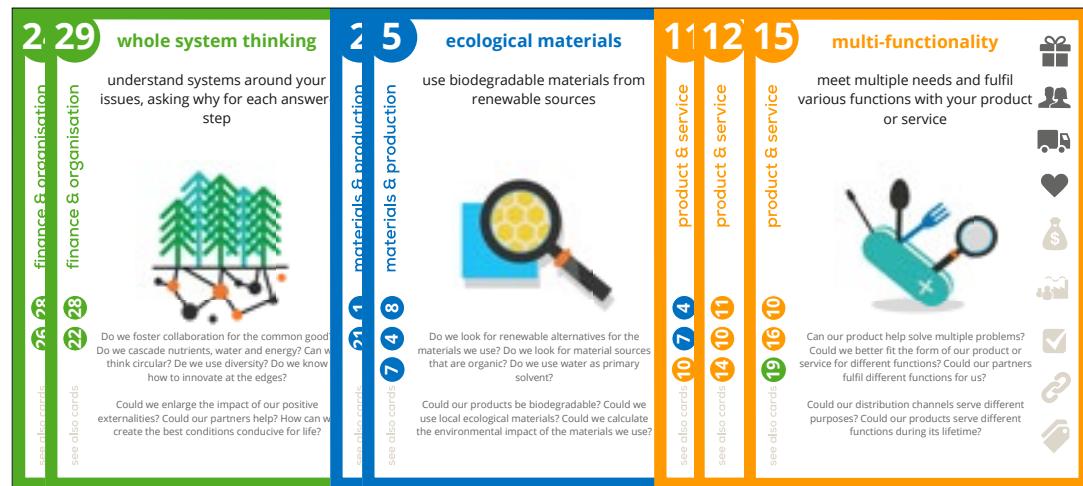
Through a multiple-choice questionnaire the scan enables a business to visualise its performance across a range of economic, social and environmental aspects as well as a first insight into its ability to anticipate changes and successfully adapt and learn from the process. The results can directly be visualised in the form of a spiderweb.

The Business Model Canvas (BMC) is an innovative businesss modelling tool, helping to design healthy business models that generate positive returns to the business, society and the environment and used as part of the ReslieNtWEB programme to coach participating companies. It helps visualise the strengths and weaknesses of an enterprise and make its leaders aware of the innovations that they could put into place.



The Resilience Design Cards consists of a set of 30 cards that are used to inspire. The kit consists of a set of cards that are used to inspire and visualise new thinking and ideas in a very practical and fun way. The resilience design principles are based on biomimicry thinking; inspired by nature's innovative and sustainable strategies built on 3.8 billion years of R&D.

The Resilience Design Game is a hands-on and fun way to discover the opportunities for businesses in sustainability. Through collaborative team play the participants work to create novel ideas and business solutions within a safe and creative setting. The game stimulates innovative thinking to tackle presented challenges around pressing 'real-life' sustainability issues. Those players who co-create sustainable solutions for the benefit of themselves and their business ecosystem can develop a clear advantage.



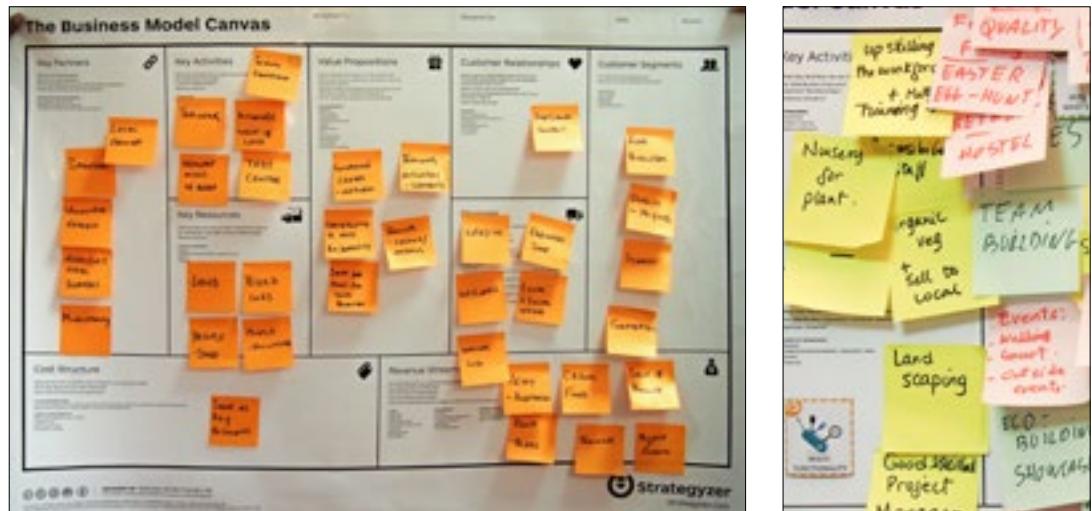
## The Resilience Design Toolkit (At the end of the project, this toolkit is made of a total of 7 pieces)

1	A Resilience Quick Scan to assess the strong and weaker points of your organisation's resilience.
2	A Resilience Design Card set of 30 cards which are linked together to create a resilient system. Each design card gives, via a QR code, access to an online repository of inspiring company cases and additional tools for your organization.
3	A Business Model Canvas (BMC), a internationally recognized open sourced tool to co create an organisation that creates, distributes, and recovers values.
4	30 Resilience Design Magnets analog to the principles to be used in co creation session with the BMC.
5	A Resilience Principles Ecosystem Map of all the links between principles.
6	A Resilience Design Game designed to discover the resilience design principles.
7	A Resilience Design Handbook with methodologies tailored to specific situations (resilient start up, resilient project within a organization, ...).

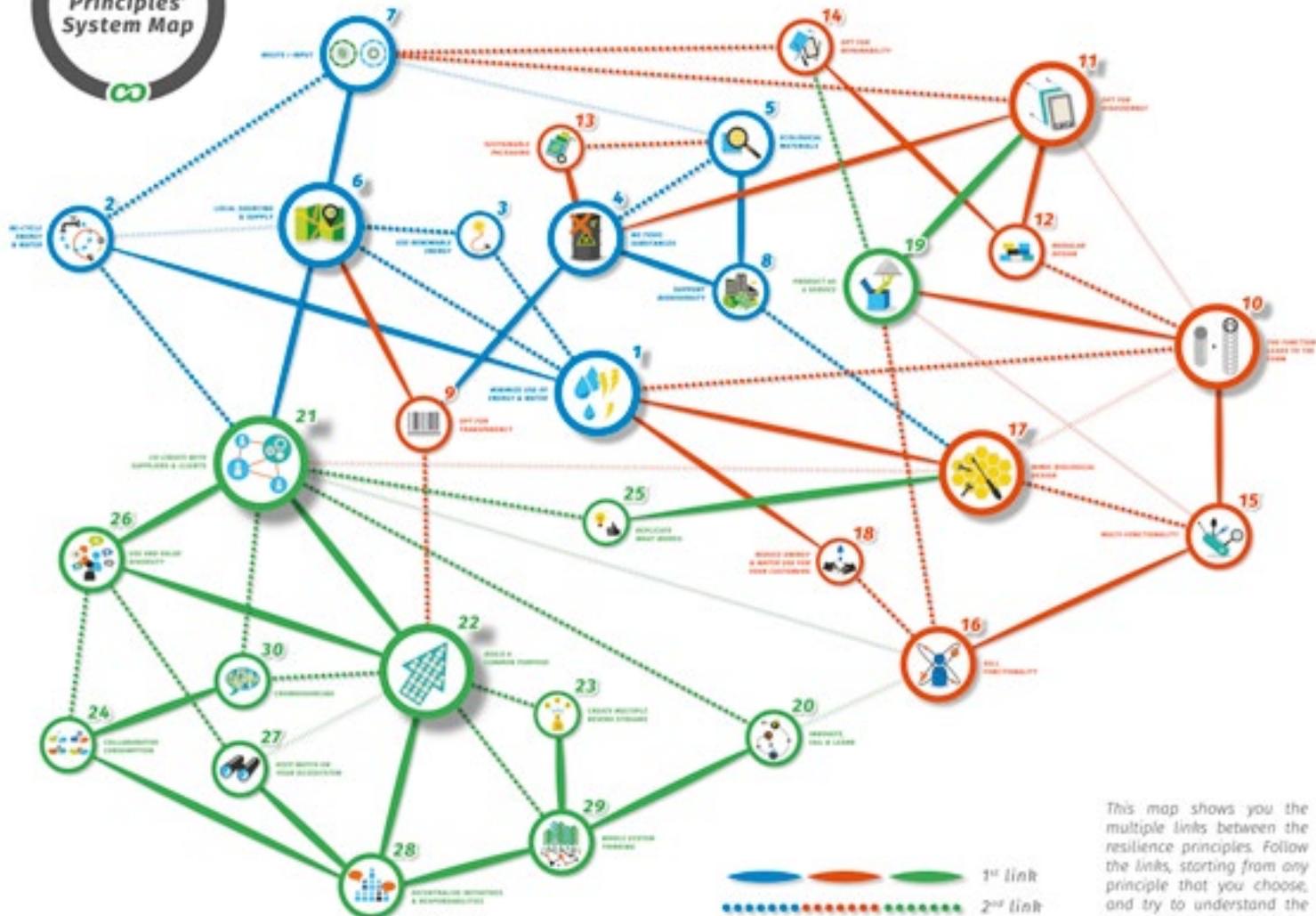
The resilience principles behind the above mentioned tools are the result of 8 years of reflective work on biomimicry carried out by Greenloop.

For more information about the Resilience Design Toolkit, you can contact

- Gaetan Dartevelle at Greenloop ([gaetan.dartevelle@greenloop.eu](mailto:gaetan.dartevelle@greenloop.eu)) or
- Etienne Aulotte at Brussels Environment ([eaulotte@environnementirisnet.be](mailto:eaulotte@environnementirisnet.be)).



## Resilience Principles' System Map



This map shows you the multiple links between the resilience principles. Follow the links, starting from any principle that you choose, and try to understand the nature of the links between the principles.

### Materials & production

### Products & services

### Business model & organisation



# Case Studies





# Choux de Bruxelles – Building Integrated Greenhouse (BIG Project) – Closing the innovation loop to reduce environmental impacts

**Company's name** ► Choux de Bruxelles

**Contact** ► Marc Van Der Haegen - marc@artmana.be

**Coach** ► ResilieNtWEB - Brussels Environment

**Background** ► Choux de Bruxelles is a premium services provider for events, venues and catering services.

Their goal is to **support customers in their search** for a unique and exclusive place for their corporate/private event.

## Project aim

With two decades of holding prestige receptions and experience of catering for all sizes of function *Choux de Bruxelles* today stands as the 'must use' creator of receptions in Belgium. They give the guarantee of a high quality service provided by experienced staff in prestigious venues. They have always been a proactive advocate for more sustainable food products and traceability in order to reduce their footprint. Meanwhile, they wanted to go further and provide their consumers directly to high quality food with the lowest environmental impact. They also wanted to push sustainability to encompass the building used or rented by implementing a 'close the loop' innovation to gain a positive impact at local level. Hence the birth of the BIG project; connecting a greenhouse to their event venue to provide a practical answer to both aspects (sustainable food and building).

## Project description

► Integrating the building and a greenhouse provides a direct answer to both food quality/traceability and energy efficiency for the building.



- ▶ Closing the loop for energy, water and CO<sub>2</sub>, materials were selected to achieve a building with a real positive impact.
- ▶ Technical equipment required.

## Lessons learned

- ▶ Clustering of companies from the building sector to solve the various technical problems encountered (heat storage, CO<sub>2</sub> storage, grey water treatment, etc.). ResilieNtWEB helped us to build this network of motivated companies.
- ▶ Well defined conception and criterias for the project are crucial before going into detailed feasibility studies.

## Future of the project

- ▶ Finalise the feasibility studies and build the venue site.



# Plant Design – Water Purification Through Green Walls

**Company's name** ► Plant Design

**Contact** ► Sébastien Crépieux - screpieux@plantdesign.be

**Coach** ► ResilieNtWEB - Brussels Environment

**Background** ► PlantDesign is a young company specialising in the design and creation of internal and external green walls

## Project aim



Not only do Plant Design want to give a 'green image' to their clients, they are also committed to take their own environmental factor into account i.e. the environmental impact of products and services delivered to clients.

They focus on the development of green walls that boost biodiversity while offering well-being for cities and citizens. For them, green walls should be part of cities and should be considered as an innovative material for new or retrofitted buildings.

## Project description

Plant Design joined the ResilieNtWEB BIG project (Building integrated Greenhouse) in order to test new innovation in the field of water purification through green walls. Doing so, they really pushed the 'close the loop' innovation by reducing water consumption.

## Lessons learned

- Water purification through internal walls required technical innovation. Additional technical challenges arose from their ambition to push water purification for agricultural purposes.
- ResilieNtWEB offered the framework for testing innovation with real investors on practical projects (BIG projects).



- ▶ Bank credibility remained the key problem in order to get access to finance for testing new eco-innovation.
- ▶ R&D is a key factor for the future of cities if we want to green them through the application of circular economy principles.
- ▶ R&D is viewed as clearly underfinanced, Plant Design considered that it should be one of the top priorities for the Regional Government.

## Future of the project

- ▶ Get finance for launching a new prototype for water purification through internal green walls.
- ▶ R&D for testing the use of more adapted indigenous plants for walls.



# Neobuild – Innovation in Sustainable Construction

**Company's name** ► Neobuild s.a.

**Contact** ► Francis Schwall - f.schwall@neobuild.lu

**Coach** ► ResilieNtWEB - Luxembourg Institute of Science and Technology (LIST)

**Background** ► Neobuild s.a. was created by the Council for the Economic Development of Construction (CDEC). Its aim is to promote Research, Development and Innovation (RDI) in the sustainable construction sector in Luxembourg.

## Project aim

Founded in May 2011, the Neobuild Cluster for Technological Innovation in Sustainable Construction started in June 2013 with the construction of an innovative project, the Neobuild Building. This building is a living laboratory for technological innovations in buildings. New materials, products and processes can be tested and taught in this building in real conditions, while it is simultaneously used as an office building.

In 2014, Neobuild s.a. decided to join the ResilieNtWEB project to reinforce their business strategy. In fact, the cluster wanted to assess in a first step its strategy with respect to resilience indicators and in a second step to draw a short-, mid- and longterm action plan to become more resilient. One of the early key issues identified with the Neobuild team revolved around the integration of more collaborative approaches, both in the communication with their members and with companies active on the same business site.



## Project description

The collaboration between Neobuild and ResilieNtWEB started with a Resilience Quick Scan of the organisation. The quick scan spider graph on page 28 shows that there is room for improvement in the domains related to the environment, society and anticipation, whereas Neobuild is quite confident in its learning abilities and economic resilience.

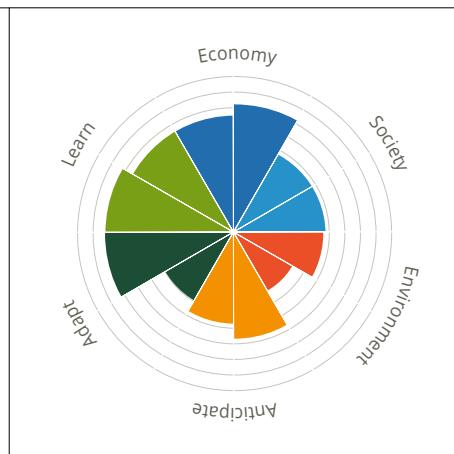


© LIST & Neobuild

The quick scan results were discussed in a collaborative workshop with coaches of LIST, Luxembourg Institute for Science and Technology.

The outcome of this collaborative workshop was:

- To reinforce a public-conference-based approach consistent with the Neobuild strategy, and foster networking and strategic collaborations in practical & technical workshops with stakeholders of the construction sector: Building Integrated Greenhouses (BIG); biodiversity in urban areas; construction and demolition waste.
- To try fostering collaboration with companies from the same business site around practical ongoing issues: Access of the site with public transports and transportation on site; green procurement & tendering.



*Expert introduced Building Integrated Greenhouses*

## First success story

In April 2014, the Plants & Buildings conference was organised in the Neobuild Building. Experts from Belgium, Germany, France and Luxemburg presented concepts about greening the built environment. And an expert of the ResilieNtWEB project consortium introduced Building Integrated Greenhouses (BIG). The feedback from the many business participants was very positive.

## Lessons learned

- The feasibility of the action plan is key.

## Future of the project

- Construction and demolition waste management will be discussed with stakeholders of the construction sector in a collaborative workshop if wanted.



# Preedy Glass Limited - Business Improvement through organisational and production efficiencies

**Company's name** ► Preedy Glass Limited

**Contact** ► Mike Preedy - mike@preedyglass.com

**Coach** ► ResilieNtWEB – LBP

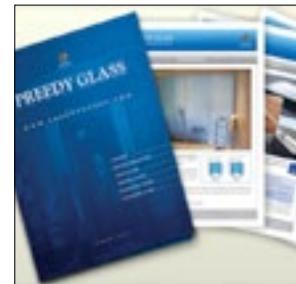
**Background** ► Preedy Glass Ltd is a supplier of premium cut glass to the direct/indirect actors in the building and construction sectors

## Project aim

This family owned firm has celebrated over 100 years of operating in business surviving a number of difficult economic recessions in its lifetime. The company has continued to hold a coveted Royal Warrant for the supply of glass.

They are having to adapt again to changes in its customer base, economic environment and review operations as a result of the current economic client.

Significant investment in new equipment is being considered.



## Project description

- A detailed report that will review the viability of 3 options being considered by the board of directors in terms of future production facilities.
- This report will also include a cost benefit analysis of existing plant equipment, on secondary site, to determine whether additional investment is warranted to retain, upgrade/replace or discard existing plant and equipment.



## Lessons learned

- ▶ Consolidation on to one site is the most practical way forward to deliver economic and operational efficiencies.
- ▶ Relocation of specific equipment has been determined by cost benefit analysis – only 3 pieces out of many have been selected for the move.

## Future of the project

- ▶ Development of a project management plan for the successful consolidation of operations onto one site and improve production output.
- ▶ Update and improve production and operations processes on new site with investment in new product development.



# Oikopolis - Green Team Award 2014 Winner

**Company's name** ► Oikopolis s.à.r.l.

**Contact** ► Jeff Weydert, Peter Altmayer

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**Coach** ► ResilieNtWEB - Luxembourg Institute of Science and Technology (LIST)

**Background** ► The OIKOPOLIS group is the leading structure for organic food production, conditioning and sale in Luxembourg since its creation in 2005. The core holdings are the agricultural cooperative BLOG, the organic wholesale Biogros and the organic shops NATURATA.

## Project aim

The OIKOPOLIS group had already developed a common vision for sustainability in 2011, together with employees, shareholders and members of the cooperative BLOG. Guiding objectives were set in the fields of organic agriculture, fair team play, social cooperation and education. Then, in 2013 the first sustainability report was published. Setting environmental targets aimed at decreasing the impact of the group on the planet by reducing greenhouse gas emissions in the fields of mobility (reduce business travels and commuting), buildings (improve energy performance and technologies), procurement (use certified environmentally friendly paper), packaging (use less, biodegradable materials or offer take-back systems) and waste (reduce production).

OIKOPOLIS wanted to develop a tool for the implementation of sustainability actions into the group.

## Project description

- Organise a workshop programme with key employees to identify the areas with high potential for the implementation of sustainability actions within the group. A sustainability group was created (the future winners of the Green Team Award 2014).
- Develop a strategy for long term employee engagement by offering well structured training programmes to improve working skills and commitment (i.e.: implementation of a mentoring program; organisation of farm visits).

OIKOPOLIS is decorated by Green Works with the Green Team Award 2014

Quick Scan results for Oikopolis



- ▶ Draw a roadmap to reduce the commuting carbon footprint of the group (e.g. by informing the group about their carbon footprint, organising collaborative workshops to collect ideas how to reduce emissions and by offering a car sharing platform).

## Lessons learned

- ▶ Employee involvement is necessary to push forward sustainability in a company.

## Future of the project

- ▶ Development of an awareness raising campaign about carbon footprint reduction strategies to address employee commuting.
- ▶ Continuation of the 'Green Team' sustainability group.



# Dumortier – Renewing Business Model

**Company's name** ► DUMORTIER

**Contact** ► Stéphane LE VAILLANT  
slevaillant@dumortier.fr

**Coach** ► ResilieNtWEB – CCI de région Nord de France

**Background** ► More than a 100 years old Dumortier Frères was created in Tourcoing, in the North of France on the 5<sup>th</sup> of July 1898. A simple mill at the beginning, it then became a big plant using a trituration procedure to grind seeds and finally, a refinery with several bottling lines. More recently, in 1962, Dumortier decided to produce its own plastic bottles, considered to be a revolution in packaging at the time.

At the same time the company extended its range with new products using fats: margarine and soap. During the 1990's a new industrial strategy was implemented: the trituration, refinery, margarine & soap activities were stopped and replaced by 2 new activities: vinaigrettes and since 2003, cold sauces & mayonnaises.

Dumortier is now owned by the ITM Group.

## Project aim

Dumortier's activities consist of packaging of vegetable oils, production of sauces, mayonnaises and vinaigrettes. Main clients are supermarkets in Europe (> 90%), small export activity (Africa, French Dominion) and in addition, some turnover resulting from food service in the industrial sector. Dumortier has become property of ITM Entreprises but still maintains autonomy in its management and decision making.

Faced with a highly volatile market (regardless of value), it needs to find new markets, both in volume and margin, the unit being in competition in the group with other production sites.





*New markets,  
both in volume  
and margin*

## Project description

- ▶ Life cycle analysis
- ▶ Energy and security diagnoses
- ▶ Improvement of energy efficiency and organisation
- ▶ Identifying potential business development opportunities
- ▶ Improved revenue model
- ▶ Survey activity training.

## Lessons learned

- ▶ Operational vision of the company through other angles: highlighting mechanisms of performance and operational training through a prism (margin and cash-flow).

## Future of the project

- ▶ Finalise the action plan regarding energy and environmental impact.
- ▶ Change business model and adapt products.



# Viangro – Reducing Waste and Distributing Un-Sold Products for Social Use

**Company's name** ► Viangro

**Personne de contact** ► Brigitte Borremans

viangro@viangro.be

**Coach** ► ResilieNtWEB - Greenloop

**Background** ► Viangro is family run wholesaler of fresh meat; since 1961 the company has built a leading position in Belgium. Viangro stands for quality, safety and innovation and has a strong logistic operating fleet.

## Project aim

Viangro produces and makes fresh meat based ingredients and components for the foodservice and retail industry. It has a longstanding experience and recognition in delivering quality produce within tight timeframes. The family-run business works to meet the expectations of its clients with care.

As Viangro has developed and expanded the various products it offers the production process has become increasingly complex and demanding. Fresh meat has a limited shelf-life with a use-by date; clients demand a strict minimum of remaining shelf life after delivery by Viangro. Due to these conditions the company has seen an increase in the amount of un-sold produce that is too close to the use-by date; leading to a significant waste stream of these products.

Together with ResilieNtWEB, Viangro has sought to tackle this problem in two steps. Through an in-depth analysis of the production and transformation process we aimed to reduce the total quantity of un-sold products. The remaining fresh un-sold meat is still perfectly suited for consumption (within the use-by date) and is sought to be distributed to social restaurants in the Brussels region.



## Project description

► Through a series of workshops ResilieNtWEB assisted Viangro to identify the various causes and sources of the current waste stream resulting in un-sold produce. By visually mapping the underlying relations of the production system we discovered a limited number of pivotal causes that could then be targeted with ded-



*Various causes  
and sources of  
the current waste  
stream resulting  
in un-sold  
produce*

icated actions. Through the implementation of these actions a 50% reduction of waste has been realised!

- ▶ We assisted Viangro to create an alternative channel to put the remaining fifty per cent of the products to good use. Via collaborative workshops the company made contact with various social restaurants in Brussels that are very interested in taking the fresh meat.

## Lessons learned

- ▶ For problem solving that involves complex production processes, it is important to have the right people around the table who, when sharing their insights, can create a comprehensive understanding of the situation. Through workshops combining relevant personnel from both management and operational activities we effectively succeeded in finding suitable solutions.
- ▶ Through the use of a simple yet effective visual mapping technique the workshop participants could work toward the best solution without losing sight of the larger picture.
- ▶ We've also learned that this project with a clear positive social cause created an engaged and enthusiastic participation from Viangros employees.

## Future of the project

Viangro will continue on-going monitoring and efforts to reduce the quantity of un-sold meat while deepening collaboration with the social restaurants to ensure all stakeholders can continue to benefit from the collaboration.



# PermaFungi - From coffee waste to fresh organic mushrooms; Innovation through upcycling urban waste

**Company's name** ► PermaFungi

**Personne de contact** ► Martin François  
info@permafungi.be

**Coach** ► ResilieNtWEB - Greenloop

**Background** ► PermaFungi aims to build a socially responsible enterprise that shows what is possible using just urban food waste and imagination. By delivering various (delicious) products and targeted services the founders are on a mission to inspire other social entrepreneurs to follow their example.



## Project aim

The PermaFungi project strives to improve the resilience of the Brussels region while promoting sustainable development by bringing social, economic and environmental aspects together. For PermaFungi, the concept of resilience follows from the Transition Town movement defined by its founder Rob Hobkins as 'the capacity of a system to absorb disturbance and reorganise while undergoing change, so as to still retain essentially the same function, structure, identity and feedbacks'. The project seeks to strengthen resilience by developing the local economy while training uneducated staff and reducing dependency on fossil fuels.

The substrate for the production of mushrooms is mainly made of coffee waste recovered in various bars and restaurants of the city. Once mushrooms have grown, it is delivered to these same bars and restaurants; a very nice example of urban circular economy. Besides the fresh mushrooms PermaFungi is selling mushroom do-it-yourself kits with ready-to-use substrate that produces homemade oyster mushrooms. They are also sharing their passion and know-how about the cultivation of mushrooms through guided visits and workshops.





*A very nice example of urban circular economy*

## Project description

- ▶ We assisted PermaFungi on the development of their business model. Using the ResilieNtWEB approach and developed tools we particularly focussed on innovative ways they could engage customers to subscribe to their social mission.
- ▶ Through the use of the ResilieNtWEB tools we outlined various ways in which PermaFungi could be even more environmentally friendly while delivering a better customer experience at the same time.
- ▶ Furthermore we helped them gain visibility and help spread their story and inspire others through conferences and networks.

## Lessons learned

- ▶ It is important to thoroughly envision how the enterprise will deliver a true positive social and environmental impact from the beginning of the project. The mission of Perma Fungi goes beyond just selling mushrooms, it's about impact.
- ▶ We've seen that visual support (drawing rather than writing) can be a powerful way to exchange ideas and allow efficient communication during creative working sessions.
- ▶ Together we also learned that the mushrooms from PermaFungi are truly delicious.

## Future of the project

Besides expanding their current production capacity PermaFungi seeks to develop a network of decentralised production.

For more information on PermaFungi, visit [www.Permafungi.be](http://www.Permafungi.be)



# Crop Advisors Independent Alliance

Growth and retention through development of a digital marketing and communication strategy

**Company's name** ► Crop Advisors Independent Alliance

**Contact** ► Emma Martin - emma@cropadvisors.com

**Coach** ► ResilieNtWEB – WSX Enterprise

**Background** ► A successful buyout and partnership business, Crop Advisors offers independent agronomy (land cultivation, soil management and crop production) and group purchasing for 400+ farmer members. Operating in a competitive industry, they want to innovate and grow their business.

## Project aim

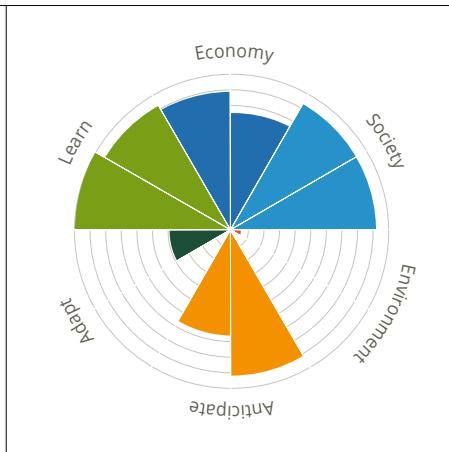
With 5 years experience, a good reputation and proven business model, Crop Advisors realised that they need to develop a proactive growth strategy that would add value to their service and help them remain competitive.

Whilst steeped in traditional values, farming is a fast changing industry with the emerging generation of farmers in particular using innovative technology and digital platforms to maximise the potential of their crops.

With plans to launch new innovative services like Precision Farming, Crop Advisors also wanted to adopt a more innovative approach to communications to meet the changing needs of the industry.

Constrained by an out of date website, time and expertise, Crop Advisors decided to invest in a new digital marketing and communication strategy.





*A new digital/  
communications  
strategy*

## Project description

- ▶ Identification of all the green actions and their related communication actions
- ▶ Interactive brainstorming sessions to identify new communication ideas for the environmental programme
- ▶ Implementation of 3 original actions in order to test them in the hotel
- ▶ Suggestions of new communication ideas at group level.

## Lessons learned

- ▶ The BMC workshop enabled Crop Advisors to review their business model and clarify their top priorities.
- ▶ The analysis emphasised the importance of generating new clients as well as investing in resources to retain clients.

## Future of the project

- ▶ Check and review of the long term actions identified to maintain a resilient business.
- ▶ Development of a digital marketing strategy and practical action plan that supports Crop Advisors growth plans **and** achieves a payback on resources invested.



# Millennium Foods Ltd - Business Improvement through Production Efficiencies

**Company's name** ► Millennium Foods Limited  
**Contact** ► Peter Scarles - scarles@millenniumfoods.com  
**Coach** ► ResilieNtWEB – LBP  
**Background** ► Millennium Foods Ltd is a premium supplier of frozen pizza dough and Italian products to food producers is looking at their current production capacity in relation to future growth plans.

## Project aim

With 15 years experience in producing pizza dough products as well as being a distributor of a select range of food products Millennium Foods Products Ltd has reached a fork in the road.

They are now quickly reaching production capacity for their 3 existing sites and with plans to grow their gluten free dough product, decisions need to be made on how and where they operate in the future. (To operate from their existing site or relocate).

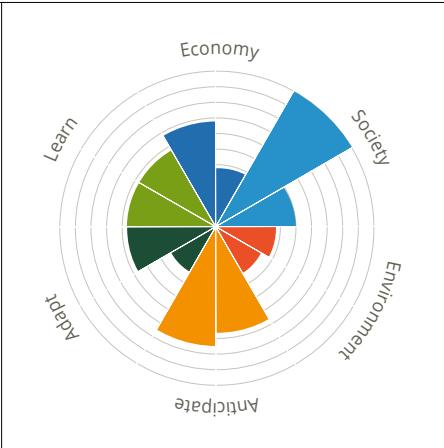
Significant investment in new equipment is being considered.



## Project description

- Review current production processes to see if efficiencies can be made over the 3 sites.
- Review the current production sites and external infrastructure such as power and water to see if there is sufficient spare capacity to accommodate the growth in production.
- What site improvements, can be recommended that have both economic and environmental benefits.

Quick Scan Results for  
Millennium Foods Ltd



## Lessons learned

- ▶ For the client to consider any significant site improvements with environmental benefits they would need agreement from their landlord (a pension fund company) – but with a low economic return on the investment they are not interested.
- ▶ Analysis of existing infrastructure addressed the question whether they should move or not.

## Future of the project

- ▶ Development of a project management plan for the relocation of the entire production process from 3 sites on to 1 site.
- ▶ Map out the process flow for an integrated automated production line at the new site.



# Sheraton Brussels Hotel - Communicating Sustainability Achievements

**Company's name** ► Sheraton Brussels Hotel

**Contact** ► Palmer Colamarino, Hotel Manager

palmer.colamarino@starwoodhotels.com

or Sarah.LeBlay@sheraton.com

**Coach** ► ResilieNtWEB- BECI, the Brussels Chamber of Commerce

**Background** ► The Sheraton Brussels Hotel is a 4 star Hotel located in the heart of the Brussels business district. It aims to offer an enjoyable and memorable experience to both private and corporate guests, whilst respecting their strong environmental and social engagements.

## Project aim

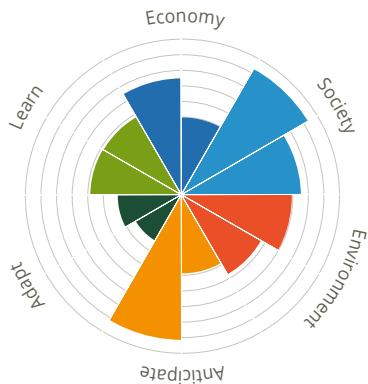
With its 511 guest rooms and 19 modular meeting rooms, Sheraton Brussels Hotel is one of the largest luxury hotels in Brussels. It is labelled Ecodynamic Entreprise, awarded by the Brussels Region to companies in recognition of their sustainability practices.

Their numerous actions include waste management, green purchasing, energy and water conservation, socially conscious activities and community partnerships. The hotel also follows strict green meeting guidelines for all the events taking place in their premises, aiming to reduce their carbon footprint and make them more sustainable. The hotel has offered the '100% Belge menu since 2009, - composed only of locally grown products.



However, their sustainability engagement remains relatively little known. They would like to make it more visible in order to retain client loyalty and attract new customers. As interest in eco-tourism and sustainability has been growing among both private and corporate customers, communicating efficiently the hotel's green credentials is key to ensure its economic well-being. Adopting a more creative communication strategy of the environmental programme would allow them to adapt to the expectations of their customers. It is also important to encourage guests to participate to the green actions.

Quick Scan Results for  
Sheraton Brussels Hotel



## Project description

- ▶ Identifying all the green actions and their related communication action
- ▶ Interactive brainstorming to identify communication ideas
- ▶ To pick 3 original easy-to-implement ideas and test them in the hotel
- ▶ Propose these communication actions to the group in order to be more extensively tested.

## Lessons learned

- ▶ Group policy is sometimes difficult to change, particularly when it comes to communication actions. It strongly limits the ability of an individual hotel to change.
- ▶ The innovative ideas are there but hotels are afraid of the 'greenwashing label' despite real progress on environmental actions.
- ▶ Hotels have little control and involvement in the new internet economy. This hampers their economic development and requires a change of mindset.

## Future of the project

Implement interactive communication actions related to the sustainability programme within the hotel and on the hotel website.



# Thon Stanhope Hotel - Communicating sustainability achievements

**Company's name** ► Thon Stanhope Hotel SA

**Contact** ► Ilse Huenaerts, P.A. to General Manager & HR Administrator - ilse.huenaerts@thonhotels.be

**Coach** ► ResilieNtWEB – BECI, the Brussels Chamber of Commerce

**Background** ► Stanhope Hotel is a five-star boutique hotel in the European Quarter, close to the historical city centre. While offering an exceptional experience in a listed building, it is also strongly focused on sustainability and has an impressive environmental and social record.

## Project aim

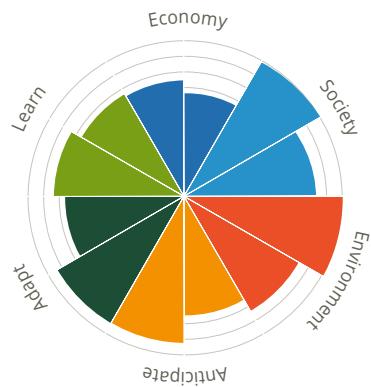
The hotel, which was the first in Brussels to be awarded five stars in 1991, is Green Key certified, as well as Ecodynamic Enterprise, in recognition of its sustainability programme. Their actions cover a wide range from energy and water conservation to employees' involvement and training on environmental issues. They also have an extensive support programme for social non-profit organisations and charities.

The hotel has already a good green communication plan. Their environmental commitment is clearly stated on the hotel's website, they regularly exhibit artworks made from recycled materials, offer a "Green Hotel Package" and have a variety of other original actions aiming to communicate their environmental credentials. However, despite all these efforts, they feel their green commitment is still little known and that they are not really able to effectively communicate towards their guests.

Therefore the aim of the project was to improve the green communication strategy in order raise clients' awareness, interest and active participation to the environmental programme. This is seen as an essential part of the overall business strategy of the hotel, as they aim to attract eco-conscious corporate and private customers and retain their fidelity.



Quick Scan Results for  
Thon Stanhope Hotel



## Project description

- ▶ Identification of all communication actions in relation to the sustainability programme.
- ▶ Identification of what works, what doesn't, the best places and times to communicate towards the guests.
- ▶ Brainstorming session with the Green Team for new, original communication ideas; the session was based on the question "How to improve the green communication of our hotel".
- ▶ Realisation of an action plan, with short- and long-term actions.
- ▶ A few examples: insert green labels in emails signature; create a herbs and aromatic plants garden in one of the hotel's patios, etc.

## Lessons learned

- ▶ One needs to find the best moment and place to talk about sustainability in order to engage guests' interest and raise their awareness. For Stanhope, this was determined to be the waiting time in the lobby.
- ▶ Communication around the environmental programme should be discreetly done at every stage of a hotel stay, from the booking time to the final bill. The aim is to capture the guest's attention, without however interfering with the overall hotel experience.

## Future of the project

Implement the action plan and continue the improvement of both the sustainability programme and the communication around it.



# Hôtel de la Sûre - Towards a Strategy for Resilient Business

**Company's name** ► Hôtel de la Sûre

**Contact** ► Ronald Streumer - infos@hotel-de-la-sure.lu

**Coach** ► ResilieNtWEB - Luxembourg Institute of  
Science and Technology (LIST)

**Background** ► Attractive family hotel established in  
1970 in the North of Luxembourg with 30 rooms and a  
regional cuisine in the Restaurant Comte Godefroy.

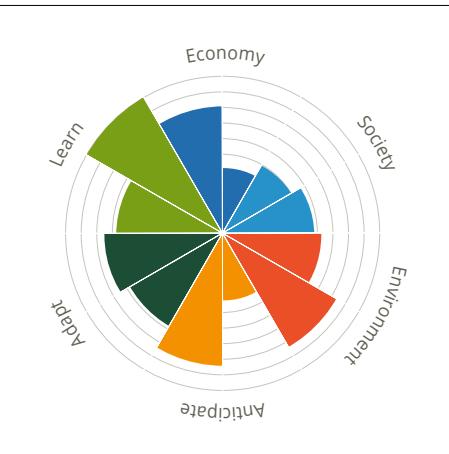
## Project aim

Trading for 44 years, the Hôtel de la Sûre is committed to the development of the whole region by integrating environmental considerations into its business strategy. Thus, since 2012, the hotel holds the Ecolabel in 'Gold' for tourism establishments respectful of the environment - a joint initiative of the Ministry of Tourism and the Ministry of Sustainable Development and Infrastructures in Luxembourg. The Ecolabel is a catalog of 55 environmental measures covering environmentally sustainable management of the facilities, water, energy, waste prevention and management, procurement, transparent information policy and service.

To go further in its continuous improvement, the Hôtel de la Sûre decided to join the project ResilieNtWEB with the aim of identifying ways of increasing its resilience: With the team ResilieNtWEB - Luxembourg Institute of Science and Technology (LIST), topics such as the management of the environment in a hotel, its social development, involvement in the local economy, ability to anticipate future challenges and to adapt to changes, were analysed. This analysis was made with the free self-assessment tool «Resilient Quick Scan», developed for the project and available for all companies involved on the project website. <http://resilientweb.eu/quicksan>.

## Project description

The Hôtel de la Sûre viewed the collaborative approach with LIST as a source of creativity that would initiate new projects within the hotel. The managers of the hotel, Mr. Streumer and his sister already have



*Promote regional products to support the local economy*

participated in two workshops organized by the team at LIST. In a first workshop in December 2013, the objectives of the hotel towards resilience in the short and long term were identified:

- ▶ promote regional products to support the local economy and reduce the impact of its activities on the environment,
- ▶ improve staff motivation to create an attractive environment in high and low seasons.

A third workshop gave the opportunity for the employees to generate new ideas and to share better the responsibilities between the management and personnel of the hotel.

## Lessons learned

- ▶ Employees are always willing to generate ideas on how to improve working conditions. They are much more critical about the implementation of their propositions.
- ▶ A resilience strategy needs always to be in line with the management style of the company.

## Future of the project

The hotel will continue working on the following issues after the end of the project:

- ▶ Development of a cuisine based on regional products by respecting their seasonal availability.
- ▶ Development of strategies to empower employees responsibility.



# Aarevalo Ltd - Business Improvement Through Production Efficiencies

**Company's name** ► Aarevalo Limited

**Contact** ► Antonio Aarevalo - antonio@aarrevalo.com

**Coach** ► ResilieNtWEB – Deryck Sealy, LBP

**Background** ► Aarevalo Limited has successfully developed a new audio brand called Kakkoii which has involved the reshaping of its previous business model. They are now gearing up for the next stage of growth.

## Project aim

Aarevalo Ltd (Contemporary lighting and home accessories) owns the Kakkoii brand and its first product was launched via a Kickstarter (crowdfunding) campaign. It has seen significant growth in the last 2 years in what has now started to become a very competitive market.

The Kakkoii brand is now looking to launch a new range of products into the market in 2014/2015 however they are concerned whether or not their existing systems will cope with the anticipated growth in sales.

Secondly the brand is very closely associated with design and being 'cool' with their target audience and with the product manufactured in China, questions may be raised about their environmental credentials. With this in mind the question has been asked what can they do become more sustainable.



## Project description

- Map out in its entirety the current production and the logistics process in terms of getting the product to their distributor
- Use systems thinking to help identify potential stress points in the above
- Develop a road map to sustainability with reference to the above.



## Lessons learned

- The costs of producing locally is still challenging in terms of volume, quality and price point which makes it difficult for them to pursue at this present time.

## Future of the project

- Finalise the sustainability road map
- Complete the core project
- More information on [www.aarevalo.com/](http://www.aarevalo.com/) or [www.kakkoi-me.com/](http://www.kakkoi-me.com/)



# Texilis – Renewing A Business Model

**Company's name** ► TEXILIS

**Contact** ► Pierre D'ARRAS - pdarras@texilis.com

**Coach** ► ResilieNtWEB – CCI de région Nord de France

**Background** ► Texilis is a young company located in Coudekerque, North of France created in 2011. The company works as an incubator for innovative projects in flax fiber.

Texilis is owned by two single associates.

## Project aim

Texilis' activities consist of support for private projects related to innovation in the field of flax.

After 26 months of operation it was time to review the development plan of the company.



## Project description

- Life cycle analysis
- Identifying potential developments
- Improved revenue model
- Switch from engineering to development and manufacture of linen products
- Fund raising
- Investment in a pilot production machine.

## Lessons learned

- Operational vision of the company through other angles: highlighting mechanisms of performance and operational training through a prism (margin and cash-flow).
- Validation of the transformation of a consulting firm in a company for the development of innovation, prototype and production of small series in linen applications.

flax fibers



*Highlighting  
mechanisms  
of performance*

## Future of the project

- ▶ Finalise the investment,
- ▶ Recruitment of new staff with the objective of the development plan (eight staff)
- ▶ Increase the share of co-development with other companies
- ▶ Strengthen links with laboratories.

# Conclusions and Perspectives



# Conclusion and Perspectives

Set up in June 2012 the ResilieNtWEB consortium has worked closely on the development of a **bespoke innovation guidance package for companies** that will also broaden and deepen their own knowledge about resilience, innovation and sustainability. Through this joint work we have learned some valuable lessons on how to approach and work with businesses on innovation business concepts.

## Resilience Thinking

In short, resilience thinking is a relatively new approach when applied to business, innovation and sustainability. **Resilience is about foresight, adaptation and learning.** A resilient company is able to anticipate changes in its economic, social and external environment that might affect its operations, design innovative responses to overcome or even benefit from these changes while integrating these experiences and lessons in the way it does business. **In the light of increasingly pressing economic, environmental and social challenges related to the core business of a company, resilience thinking can help companies design suitable sustainable actions.**

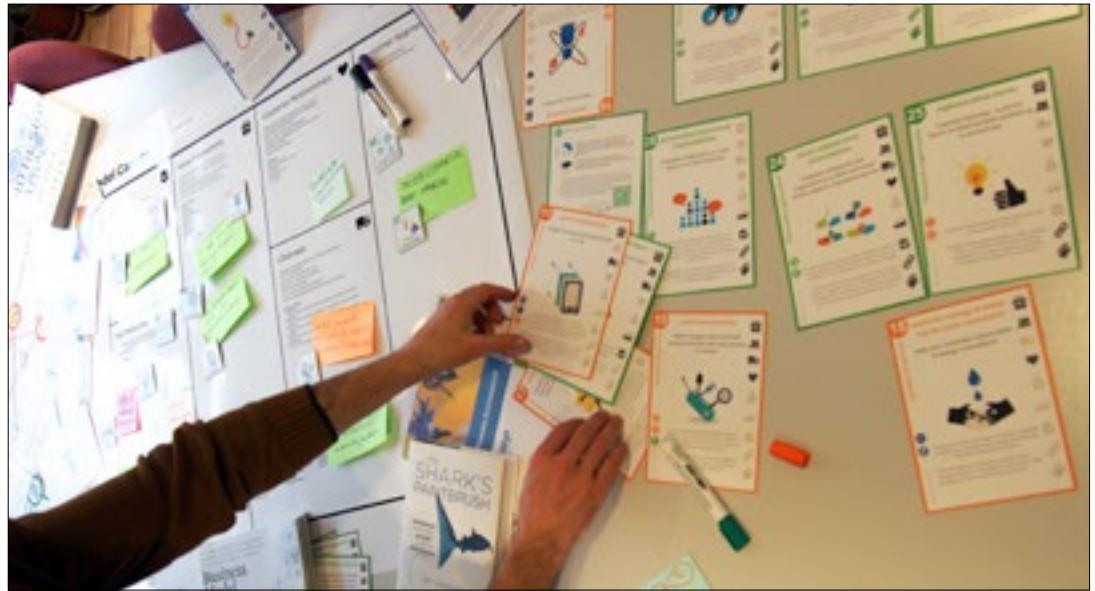
We have found that the business resilience approach to sustainability resonates well with companies as it relates to the way they currently plan and organise their business operations. **The companies that participated to the ResilieNtWEB project welcomed this fresh view on sustainability that is based on their own core business and their own strategic objectives.** In addition, the resilience perspective emphasised the importance of in and cross-sector collaboration for businesses. Businesses realise that sometimes the most pressing problems related to sustainability can be best tackled by collaborating directly with suppliers, clients and even competitors.



## Coaching the Coaches

The diversity in backgrounds and disciplines of the project partners has fuelled our joint learning and has allowed for multiple cross collaboration and knowledge transfer. We've learned from each other's expertise and experiences through regular 3 day 'coach the coach' meetings (11 in total). During these meetings we have coached each other on relevant business support methods, tools and insights as well as train ourselves in using our own ResilienNtWEB methods and tools.

Besides continued guidance of selected companies the project partners intend to continue to share their working experience and expertise on these methods and tools with interested organisations beyond the end date of the project. Dissemination of this experience and expertise is a key aspect of the ResilieNtWEB project. We believe that an enlarged network of organisations and practitioners that use these tools will result in a sharing of expertise to create a strong leverage for change. Contact the project partner in your area to learn more on how you can be coached.



## Outreach and Development

### ***Methodology and tools adapted to help SMEs***

The main challenge of the project was to deliver an easy methodology and tools adapted to SMEs. We fully reached this target by providing to SMEs with an 'easy to use' and not 'time-consuming' methodology and tools. A 6 steps methodology allowing SMEs to be directly operational and available to draft their first eco-innovation actions plan after 2 or 3 sessions using inspiring cards.

The tools focus directly on product and services provided by SMEs, taking into account the internal organisation and workforce. Compared to existing environmental management systems, the project concentrates on the core-business of the company and apart from the three classic sustainability pillars (economic, social and environmental), the tools bring additional concepts and inspiring cases on how to anticipate, how to adapt and how to adopt a continuous learning curve. These are the basic principles of resilience and all the ideas on which we based our tools are inspired directly from nature.



### ***Methodology and tools that compliment existing environmental management tools and programmes***

The tools are complimentary to existing environmental management systems and bring an additional value as they can help companies generate and implement new eco-actions as part of the continuous improvement required by such systems. The best example we have is the Brussels regional label (Ecodynamic Entreprise) that sees the direct added value and complimentary aspects of both the tools and the methodology. This was tested with some of the Brussels companies (mainly hotels) that view ResilieNtWEB as a tool to help them to improve their environmental management system and maintain their Ecodynamic Entreprise certification.

### ***Methodology and tools are open source and easily used by consulting businesses or public organisations working with SMEs***

All tools are available online ([www.resilientweb.eu](http://www.resilientweb.eu)). The best way for us to disseminate the project is through existing consulting and business support organisation.

This is why in Brussels there are several actions taken by BECI, the Brussels Chamber of Commerce, in order to ensure the dissemination of the ResilieNtWEB tools. BECI will signpost all its business support

consultants to the ResilieNtWEB tools and methodology and has integrated these tools into its support programme to start with. BECI considers this the best way to raise companies' awareness to the economic opportunities that arise from integrating the environmental aspects directly into the business model and from implementing an eco-innovation strategy. The tools are also used by the environmental department to assist companies interested in improving their environmental management system and environmental performances. By including these tools into the different business support programmes, BECI will actually continue to work with the local companies in a similar manner to that of the project, albeit on a smaller scale. BECI will also train companies to use these tools by including them into a training scheme on environmental management.

The Brussels partners, leaders of the project, would also like to continue the work started with the companies during the ResilieNtWEB project and transform it into a long-term support programme in order to improve the regional economic resilience. At this end, a new project proposal was submitted to the local authorities. The main objectives of the programme are to extend the support to all the interested Brussels SMEs and organisations, to further develop the tools to better adapt them to the local context and future economic and sustainability evolution, and to develop a specific training scheme for business schools and business support organisations, either public or private.

Now disseminating the project results through each partner networks, the programme partners also in turn invite you to continue to share and use these resources. The tools and the game developed within the project are available in an open source format. A handbook for practitioners and an extensive online repository of companies that showcase inspiring sustainable innovations relevant to local businesses is also available for use. As the tools and case studies will be applicable to a multitude of local (geographical) settings, we invite you to contribute to the online platform<sup>1</sup> by adding new inspiring sustainable business cases and by sharing your understanding and experience of business resilience, help us to further apply and develop the tools developed to date.

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[1] This platform of existing initiatives is still in construction as this brochure is being published. It will gather on-line all the enterprises having implemented eco-innovations inspired by nature (biomimicry). This platform will develop further after the official end of the project. For more information, contact the lead partner, Etienne Aulotte at Brussels Environment ([eaulotte@environnementirisnet.be](mailto:eaulotte@environnementirisnet.be)).

# Annexes



Project's Partners and Subcontractors, from left to right:

1<sup>st</sup> row: Christophe Koninckx (Emulations durables, communication), Hélène Dekker (Brussels Environment, communication), Bertrand Grégoire (LIST), Sébastien de Neubourg (Greenloop), Etienne Aulotte (Brussels Environment)

2<sup>nd</sup> row: Deryck Sealy (LBP), Paula Hild (LIST), Thibault Pasquier (CCI Nord de France), Frank van de Lustgraaf (Bureau Buiten), Gaétan Darteville (Greenloop), Julia Pearson (WSX)

3<sup>rd</sup> row: Laura Rebreanu (BECL) and Geneviève Boxus (BECL, communication)

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- Sheraton, Belgium
  - Palmer Colamarino [directeur]  
palmer.colamarino@starwoodhotels.com
  - Sarah Le Blay  
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- Thon Stanhope Hotel, Belgium
  - Ilse Huenaerts  
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- Hôtel de la Sûre, Luxembourg
  - Ronald Streumer  
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- Aarevalo Ltd [Kakkoii], United Kingdom
  - Antonio Arevalo  
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- Texilis, France
  - Pierre D'Harras  
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## Complete list of companies participating in the project

### Coached by CCIR:

- Dumortier
- Texilis
- TCF Industrie
- GO WEB
- Lemon Interactive
- Galerie du Professionnel
- GB&Smith
- La boutique du lieu
- IKI Beauté Paris
- Serv'et vous

### Coached by Brussels Environment/ Greenloop

- Choux de bruxelles
- Greenbuild
- Polybuild
- CERAU
- Greenskin
- Batigroup SCRL
- Polybuild
- Objectif Zero Energie
- Matriciel
- Landscape Design
- Reconfort +
- DRTB
- LTF
- Plant Design
- ECORES
- Worms
- Urban Farm Company

- Vert d'Iris International
- Winwatt
- Fermes nos Pilifs
- Eupalinos
- Ocean Marée
- Restaurant Le Mess
- Chef chez Soi
- Viangro
- PermaFungi
- Sub-C
- Little Food
- Beeodiversity

### Coached by BECI

- Martin's Brussels EU Hotel
- Hôtel Van Belle
- Thon Stanhope Hotel SA
- Sheraton Brussels Hotel
- Dolce La Hulpe Brussels
- Silken Berlaymont Brussels Hotel
- Beer Project Brussels
- En Stoemelings

### Followed by LIST (ex-Tudor)

- Oikopolis
- Hôtel de la Sûre
- Neobuild
- Menuiserie Kraemer
- Guardian
- Faber Printing Company

- Centre Hospitalier Emile Mayrisch

### Coached by WSX

- Hillier's Wholesale
- Crop Advisers Independant Alliance
- Ace Lamps
- Gully Howard Technical
- REAP Systems
- BHL Projects Limited
- The Pantry Partnership
- Flora Fanatica
- Chichester Development Trust
- The Sustainability Centre

### Coached by LBP

- Millenium Foods Limited
- RS UK Foods Limited
- Brilliant Restaurants Limited
- Brownell Limited
- Preedy Glass Limited
- Aarevalo Limited Kakkoii
- Arena Flowers Limited

## Chronology of the project

- ▶ Opening event: 06.06.2013, Brussels, Residence Palace (during the European Green Week)
- ▶ Closing event: 05.06.2015, London

## Web References

- ▶ Tools: <http://resilientweb.eu/tools/>  
Quickscan: <http://resilientweb.eu/quickscan/>  
Design Kit: <http://resilientweb.eu/design-kit/>  
Repository: <http://resilientweb.eu/repository/>
- ▶ Community: <http://short.resilientweb.eu/community>
- ▶ Medias (videos, pictures)  
<http://resilientweb.eu/fr/medias/>
- ▶ Newsletters: <http://resilientweb.eu/en/medias/newsletters/>



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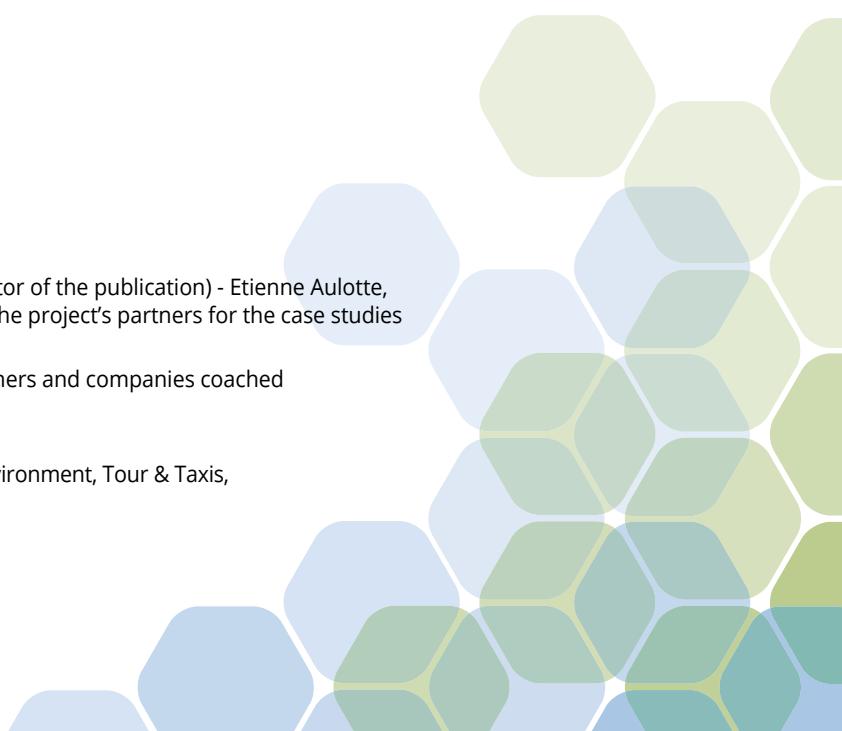
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