



**Facilitator's Guide**  
**Web3Tour**

**Greening of the Value Chain – ESG & Web3**

*Comprehensive, facilitator-first edition*

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# Table of Content

Table of Content.....	2
1 Purpose & How to Use This Guide .....	2
2 Session Outcomes (What participants should leave with) .....	3
3 At-a-Glance Run Sheet (50-minute Core Session).....	3
4 Detailed Minute-by-Minute Facilitation Plan (50 min) .....	3
5 Extended Agendas & Modular Builds.....	6
6 Activity Playbook (How-tos you can lift and run) .....	7
7 Talking Points & Micro-Scripts (Keep these handy).....	7
8 Materials & Room Setup.....	8
9 Accessibility & Inclusion.....	8
10 Assessment & Evidence of Learning.....	8
11 Risks & How to Handle Them.....	8
12 Follow-Up & Reinforcement .....	8
13 Quick Reference: Slide-to-Segment Map .....	9
14 Adaptation Guide by Audience .....	9
15 Glossary (Plain-English).....	9
Appendices .....	9

## 1 Purpose & How to Use This Guide

This guide is written for **real-world delivery**—step-by-step cues, minute-by-minute timing, and alternative paths depending on your audience. Keep it open during rehearsal and delivery. Each section includes:

- **Intent:** What success looks like for the segment.
- **Script prompts:** Clear phrases you can say verbatim.
- **Checks for understanding:** Quick, low-friction techniques.
- **Timing controls:** When to move on and what to trim.
- **Adaptations:** SME / Policy / Student / Mixed groups; in-person vs. virtual.

## 2 Session Outcomes (What participants should leave with)

By the end of this session, participants will be able to:

1. **Define ESG** (Environmental, Social, Governance) and its business relevance in tourism and other sectors.
2. **Explain CSRD & Double Materiality** at a practical level (who it affects; why SMEs are indirectly impacted; where to start).
3. **Identify Web3 opportunities** (e.g., Proof-of-Stake, NFTs for cultural heritage, community governance) and common concerns.
4. **Analyze good practices** and transfer insights to their own context.
5. **Plan first steps:** track baseline, pick quick wins, and align with supply-chain expectations.

## 3 At-a-Glance Run Sheet (50-minute Core Session)

**0–5** Welcome & icebreaker → surface prior knowledge, set tone.

**5–15** Why ESG & where Web3 fits → urgency + relevance.

**15–25** CSRD & Double Materiality (mini-exercise).

**25–35** Good practices carousel (small group analysis).

**35–42** Digital tools / AAT demo (show value of measurement).

**42–48** Future trends: Web3 & Tourism 4.0 (guided discussion).

**48–50** Wrap + commitments + next steps.

**Time pressure trims** (in this order): 1) reduce carousel shares; 2) shorten Double Materiality debrief; 3) limit trend discussion to one example.

## 4 Detailed Minute-by-Minute Facilitation Plan (50 min)

### 0–5 min — Welcome & Icebreaker

**Intent:** Psychological safety; learn who's in the room; connect to prior experience.

- **Script:** “Welcome everyone. In one word, what does *ESG* mean in your work?”
- **Method:** Popcorn share or chat waterfall (virtual). Write 8–10 words on a flipchart (or shared doc).
- **Check:** Ask: “Which of these words feel most urgent today?” (quick hands or poll)
- **Timing control:** Cut to 2–3 quick shares if late start.

- **Adaptations:**
  - *SMEs:* Add: “Where do clients ask about sustainability today?”
  - *Policy:* Add: “Where does policy push or block progress?”

### 5–15 min — Why ESG & Where Web3 Fits

**Intent:** Create urgency and opportunity; situate Web3 as an enabler (not the goal).

- **Script (2–3 min):**
  - “ESG is now a **required competence**—from regulation, customers, and investors.”
  - “In tourism, sustainability only works when it **improves local quality of life.**”
  - “Web3 (e.g., **Proof-of-Stake blockchains**, tokenized assets, transparent governance) can support greener, more trusted value chains.”
- **Make it tangible (3–4 min):** Show a local or provided example where **perception vs. data** differs (e.g., visitors vs. waste). Ask: “What data surprises you in your destination/supply chain?”
- **Micro-activity (2–3 min): Think-Pair-Share** — “Name one ESG pressure you face today (client, regulator, supply chain). How do you respond?”
- **Timing control:** If over: skip pairs; collect 3 quick shout-outs.
- **Adaptations:**
  - *Students:* Emphasize innovation and entrepreneurship angles.
  - *SMEs:* Emphasize cost reduction + winning B2B contracts.
  - *Policy:* Emphasize governance & regional reporting alignment.

### 15–25 min — CSRD & Double Materiality (Mini-Exercise)

**Intent:** Reduce anxiety by clarifying *who/what/why*; build literacy with Double Materiality.

**Script (3–4 min):**

- “**CSRD** expands sustainability reporting in the EU. Even if you don’t report, your **clients and upstream partners** may require your data.”
- “**Double Materiality** asks two questions:
  1. How do environmental/social issues **affect your business** (financial materiality)?
  2. How does your business **affect** people and the planet (impact materiality)?”

**Mini-Exercise (5–6 min): ‘Two-Axis Map’**

- Draw a 2x2 on a flipchart ( $X = \text{Impact on world}$ ,  $Y = \text{Impact on business}$ ).
- Give each table 6 sticky notes (or virtual whiteboard notes).

- Prompt: “Place topics where they belong: energy use, staff well-being, supplier labor standards, data governance, waste, packaging, travel emissions, local community impacts... Add your own.”
- **Debrief (2–3 min):** “Which 2 topics landed top-right (high-high)? Those are strong candidates for immediate measurement and action.”
- **Timing control:** If tight, skip group map; do a show-of-hands ranking of 5 topics.
- **Adaptations:** Provide sector-specific topic cards (hospitality, destinations, F&B, transport).

### 25–35 min — Good Practices Carousel (Small Groups)

**Intent:** Move from theory to action; model transfer and fit.

- **Setup (1 min):** Form groups of 3–5. Assign each group **one practice** (e.g., circular textiles lease model; biodegradable packaging; renewable energy hotel; fair-source confectionery; local breakfast sourcing; territorial brands).
- **Task (6–7 min):** Groups answer:
  1. What *problem* does this practice solve?
  2. What *ESG pillar(s)* does it strengthen?
  3. What would need to change to adopt/adapt it **here**?
  4. What *metric* proves it works?
- **Share (3–4 min):** Each group gives **one** insight (timebox 45–60 sec). Facilitator captures metrics on a flipchart titled “**Proof we’re improving.**”
- **Timing control:** If short on time, collect metrics only.
- **Adaptations:**
  - Provide a “**Transfer Kit**” template: *Stakeholders, Costs, Risks, Pilot scope, 30-day next step.*

### 35–42 min — Digital Tools

**Intent:** Show that measurement & guidance are accessible; model a first step.

- **Script (2–3 min):** “A structured questionnaire and auto-report help you **baseline**, set **actions**, and **track** improvements.”
- **[Demo AAT](#) (3–4 min):** Walk through 3–4 representative questions and show how **dual responses** (current vs. future) reveal a roadmap. Show the **management abstract** style outputs.
- **Prompt (1–2 min):** “Which 3 data points could you start collecting next month?” Capture a short list.
- **Timing control:** If no internet, display preprinted screenshots and narrate.
- **Adaptations:** For SMEs, emphasize *lightweight data collection* and *supplier questionnaires*.

## 42–48 min — Future Trends: Web3 & Tourism 4.0

**Intent:** Inspire without overwhelming; focus on relevance.

- **Script (3–4 min):**
  - “**Proof-of-Stake** reduces energy versus older Proof-of-Work models.”
  - “**NFTs for cultural heritage** can help fund preservation, ticketing, or verifiable provenance.”
  - “**Community governance** (token-based or DAO-like) can enhance transparency for destination funds.”
- **Discussion (2–3 min):** “Which trend **excites** you? Which **worries** you? Why?”
- **Bridging (1–2 min):** “Regardless of tech, ESG discipline (data → decisions) is the constant.”
- **Timing control:** If tight, invite 2 comments then move to commitments.

## 48–50 min — Wrap & Commitments

**Intent:** Turn insight into action.

- **Script:** “Write **one action** you will start within 30 days (and who you’ll tell).”
- Invite 2–3 quick shares. Thank the group. Share resource link.
- **Follow-through:** Offer an optional check-in email/template (Appendix E).

# 5 Extended Agendas & Modular Builds

## A) 90-Minute Extended Session

- **Add:**
  - 10 min deeper Double Materiality mapping by sub-teams (Ops, HR, Supply, Community).
  - 10 min case-transfer planning using the **Transfer Kit**.
  - 10 min AAT sandbox: participants draft 3 custom indicators.

## B) 3-Hour Workshop

- **Block 1 (60):** ESG/CSRD primer + full Double Materiality workshop (team maps, gallery walk, dot-vote on priorities).
- **Block 2 (60):** Good practices jigsaw + Transfer Kits; peer feedback.
- **Block 3 (60):** Tooling & data plan; write a 30-60-90 day roadmap; public commitment.

## C) 20-Minute Briefing (Exec/Board)

- 5 min: Why ESG now (risks/opportunities).
- 7 min: CSRD impact on supply chain + 3 KPIs to watch.
- 6 min: Two investable pilots (one ops, one digital).
- 2 min: Next steps and owner.

## 6 Activity Playbook (How-tos you can lift and run)

### Double Materiality Mapping (15–30 min)

- **Materials:** Flipchart with 2×2 axes, sticky notes, markers. Virtual: whiteboard + templates.
- **Steps:** Introduce → Seed topics → Teams place notes → Gallery walk → Dot-vote → Select top 2.
- **Outputs:** Photo of matrix, top-2 list, owners, first metric to track.
- **Common pitfalls:** Debating definitions; spending too long on low-impact topics; facilitator solves rather than hosts.
- **Facilitator tip:** Keep the focus on **relative placement**—progress over perfection.

### 2 Good Practice Carousel (12–20 min)

- **Materials:** 1 pager per case; Transfer Kit worksheets.
- **Steps:** Assign cases → 6–7 min group analysis → 45-sec pitches → Capture metrics on “Proof we’re improving” chart.
- **Outputs:** Shortlist of transferrable practices + adoption conditions; list of proof-metrics.

### AAT Mini-Demo & Action Pick (8–12 min)

- **Materials:** Slides/screenshots; sample auto-report.
- **Steps:** Show 3 questions → Explain dual responses → Show one recommendation → Ask each table to write **three data points** to start tracking.
- **Outputs:** Starter KPI list per table; one owner per KPI.

### Trends Debate: “Excite or Worry?” (6–10 min)

- **Steps:** Present 3 trends (PoS, NFTs for heritage, community governance). Post three flipcharts (Excites / Worries / Both). Participants place one dot each and explain in 1 sentence.
- **Output:** Sentiment snapshot you can share post-session.

## 7 Talking Points & Micro-Scripts (Keep these handy)

- **If someone says “We’re too small”:** “Even if you don’t report directly, *buyers* will ask for ESG data—being ready wins contracts.”

- **If someone says “Blockchain is wasteful”:** “Older Proof-of-Work is energy-intensive; newer **Proof-of-Stake** designs are far lower in energy. Tech choice matters.”
- **If someone says “This is greenwashing”:** “Measurement + third-party verification + transparent KPIs reduce that risk. Let’s define 2 KPIs we’ll publish.”
- **If time drifts:** “Let’s park that in a ‘Next steps’ column and return in Q&A or follow-up.”

## 8 Materials & Room Setup

- **Room:** Moveable tables; sight lines to screen; wall space for flipcharts.
- **Kit:** Projector, markers (2 colors), sticky notes, dot stickers, timer, printed worksheets.
- **Virtual:** Breakout rooms pre-named; co-host; shared doc links queued; polls pre-built.

## 9 Accessibility & Inclusion

- Provide large-print handouts; avoid color-only cues; read slides aloud.
- Offer multiple ways to contribute (speaking, chat, sticky notes).
- Use plain language; expand acronyms; define Web3 terms when first used.
- Invite quieter voices: “Anyone we haven’t heard from yet?”

## 10 Assessment & Evidence of Learning

- **In-session checks:** Thumbs check; 1-minute paper; quick quiz (see Appendix A).
- **Outputs as evidence:** Materiality map photo; Transfer Kits; KPI starter lists; commitment cards.
- **Post-session:** 2-question pulse: “What did you start? What blocked you?”

## 11 Risks & How to Handle Them

- **Cynicism about ESG:** Validate; pivot to *cost/risk*, *supply chain access*, and *financing* benefits.
- **Tech overwhelm:** Anchor on outcomes and governance, not jargon.
- **Dominant voices:** Use round-robin and table-level reporting.
- **Time overruns:** Enforce 45–60-sec pitches; use visible timer; skip to capture-only.

## 12 Follow-Up & Reinforcement

- Send slides + photos of flipcharts; link to tools/resources.
- Invite participants to a 30-day accountability thread.
- Offer an optional 30-min Q&A clinic in 1–2 weeks.

## 13 Quick Reference: Slide-to-Segment Map

- **Intro & Why ESG / Tourism lens** → Opening + Icebreaker + Urgency.
- **ESG basics** → **CSRD** → **Double Materiality** → Primer + 2×2 exercise.
- **Good practices** → Carousel analysis + metrics capture.
- **AAT / digital tools** → Demo + KPI pick.
- **Trends (PoS, NFTs, governance) / Tourism 4.0** → Debate “Excite or Worry?”
- **Closing** → Commitments + next steps.

## 14 Adaptation Guide by Audience

**SMEs:** Emphasize quick wins (energy, waste, supplier codes), buyer requirements, low-lift data capture.

**Policy makers:** Emphasize governance alignment, regional KPIs, incentives, reporting consistency.

**Students / Innovators:** Emphasize experimentation, ethics, and viable pilots.

## 15 Glossary (Plain-English)

- **ESG:** Environmental, Social, Governance factors that influence performance and impact.
- **CSRD:** EU directive expanding sustainability reporting scope and standards.
- **Double Materiality:** Financial materiality (outside-in) + impact materiality (inside-out).
- **Web3:** Decentralized tech stack (blockchains, tokens) enabling new trust and coordination.
- **Proof-of-Stake (PoS):** Consensus design with significantly lower energy use than Proof-of-Work.
- **NFT:** Token proving uniqueness/provenance; can be applied to cultural heritage and ticketing.
- **DAO:** Token-enabled, rules-based community governance model.

## Appendices

### Appendix A — 5-Question Knowledge Check (use at end or post-survey)

1. Name one **ESG** action that reduces costs *and* risk.
2. In **Double Materiality**, what’s the difference between **financial** and **impact** materiality?

3. Give an example of a Web3 application that could support **governance** transparency.
4. List two **KPIs** you could start tracking next month.
5. What's one **good practice** you could adapt locally and how would you prove it works?

#### Appendix B — Transfer Kit (1-pager template)

- **Practice to Adapt:** \_\_\_\_\_
- **Problem it Solves:** \_\_\_\_\_
- **Stakeholders / Partners:** \_\_\_\_\_
- **Costs & Funding Options:** \_\_\_\_\_
- **Risks & Mitigations:** \_\_\_\_\_
- **Pilot Scope (30–90 days):** \_\_\_\_\_
- **Success Metrics (KPIs):** \_\_\_\_\_
- **Owner & Timeline:** \_\_\_\_\_

#### Appendix C — Room & Tech Checklist

**Day-Before:** Slides tested; markers; sticky notes; dot stickers; timer; printouts (glossary, Transfer Kit, knowledge check).

**Arrival (45 min early):** Layout tables; test projector & audio; set flipcharts; label walls; open polls; prep breakout rooms (virtual).

**1 Hour After:** Photos of outputs saved; materials packed; follow-up email drafted.

#### Appendix D — Commitment Card (tear-off)

- **My 30-day action:** \_\_\_\_\_
- **First metric I'll track:** \_\_\_\_\_
- **Who I'll tell / ask to hold me accountable:** \_\_\_\_\_

#### Appendix E — Email Templates

- **Invite:** Objectives, who should attend, what they'll leave with.
- **Reminder (24h):** Logistics, pre-read (optional), bring a current ESG question.
- **Follow-up (48h):** Slides; photos of outputs; 30-60-90 plan prompt; link to tools.

#### Appendix F — Sample KPIs (Pick 3 to start)

- **Environmental:** Energy intensity per guest-night; % renewable electricity; waste per cover; % suppliers with environmental clauses.
- **Social:** Staff turnover; training hours; % local procurement; accessibility improvements completed.
- **Governance:** Code of conduct coverage; % contracts with ESG addenda; data privacy incidents; on-time KPI reporting.