



Interreg
Europe



Co-funded by
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Circular Minds

Circular Minds -Project

Co-creation Workshops, 3-4 June 2025
Summary and Outcomes

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HSY

Motiva Services



Participants

Circular Minds

- The workshops were part of Circular Minds (*Circular Mindset for Change*), an EU Interreg Europe project promoting circular economy in public procurement (2024-2028)
- A total of 35 participants from project partner organizations attended the workshops. Representatives were from cities, regional development agencies, and ministries.
- Key presentations were delivered by Karin van Ijsselmuide (Rotterdam University of Applied Sciences), Jarno Tuominen (University of Turku), Suvi Sippola (Motiva), and Salla Koivusalo (Ministry of the Environment of Finland).
- The workshops were facilitated by experts from Motiva.

Background

- The aim of the workshops was to **foster active dialogue** and share practical insights into circular procurement and successful case examples. Particular attention was given to exploring how solutions could be scaled effectively at the organizational or regional level.
- A key theme identified for the large-scale adoption of circular procurement practices was the need for a **fundamental shift in mindset and behaviour**.
- In addition, the workshops aimed to highlight **the long-term benefits** of the circular economy for organisations, cities, and regions.
- **Three evaluation criteria** were used to assess the approaches discussed: 1) circular economy impact, 2) scalability, and 3) mindset and behaviour change.



Project Definition of Mindset Shift

Mindset: A working definition of ‘mindset’ is useful for project partners to work towards when completing the situational analysis. Based on existing definitions, changing mindset requires a fundamental shift in the way organisations and individuals perceive, think, and approach the delivery of their vision, mission, objectives and roles. It involves altering attitudes and perspectives, which in turn, influences behaviour, decisions, and overall outlook on delivering goals.

Behaviour change: Behaviour change refers to the process by which organisations and individuals modify their actions, approaches, and procedures in response to internal or external stimuli. This involves intentional efforts to adopt new behaviours, eliminate undesirable ones, or modify existing ones in order to achieve specific goals or desired outcomes.

A circular mindset change is required not only by procurers but also by other organisational stakeholders involved in the procurement cycle. A mindset shift is also required within the supply chain(s) to deliver on circular ambitions.

Project definition of mindset shift;

<https://www.interregeurope.eu/circular-minds>





3 June Workshop: Key Insights



Workshop 1 Structure

The workshop was designed to encourage active discussion and peer learning around real-life examples of circular procurement.

Three cities from the Helsinki Metropolitan Area presented their good practices at separate tables:

- City of Espoo: Circularity in Demolition Procurement
- City of Helsinki: Circularity in Furniture Procurement
- City of Vantaa: Reuse of Soil and Construction Aggregate Masses in City Procurement

Participants were invited to select the case that **interested them the most**. The chosen cases were then discussed in groups using a structured canvas to evaluate and reflect on:

1. The circular economy impacts of the case
2. How the case promotes behaviour change
3. The scalability of the solution

The following slides present summaries of the group discussions (Espoo, Helsinki, Vantaa) based on the canvas template exercise.

Workshop 1: Key Insights (1/3)

City of Espoo: Circularity in Demolition Procurement

1. Scaling-up of circular procurement:

The example was successful in scaling circular procurement by using a consultant to develop a practical Excel tool for recycling rate calculation, which can be reused by others. Knowledge was shared broadly, making it accessible for smaller companies. Early market dialogue and inclusion of contractors in the process helped build a replicable model.

2. Change in mindset:

Hiring a motivated consultant and involving an enthusiastic employee led to the creation of a recycling inventory, promoting a new way of thinking. Market dialogue and co-development of the tender process fostered collaboration. The use of instructional videos and tailored Excel tools empowered small companies to participate, supporting wider adoption and mindset change.

3. Circular economy impacts:

The project set minimum recycling requirements and closely monitored compliance. SMEs were included actively, and contracts were adjusted by case size. Recycling rates of 70–100% were achieved through tight follow-up and enforcement measures. These efforts demonstrated strong circular outcomes and created a model with measurable impact.

Workshop 1: Key Insights (2/3)

City of Helsinki: Circularity in Furniture Procurement

1. Scaling-up of circular procurement:

The furniture example succeeded due to its large scale and high potential for circular practices. Clear frameworks and criteria were created to help other organizations replicate the approach. Combining new and second-hand furniture in a single contract made ordering easy. Helsinki's influence encouraged other municipalities to follow. Market dialogue and regulatory pressure helped make circularity more mainstream and appealing.

2. Change in mindset:

The project fostered mindset change by involving stakeholders, organizing market dialogues, and showing suppliers that alternative, circular approaches are feasible. Communicating that second-hand is not waste helped shift perceptions. Public policy and behaviour change efforts supported acceptance of reuse and repair.

3. Circular economy impacts:

As a major buyer, Helsinki had the power to drive market change. The initiative reduced environmental impact by extending furniture lifespans through reuse and repair, encouraging service-based models like repairs, and ultimately reducing consumption. This had a strong, measurable effect on both market practices and sustainability outcomes.

Workshop 1: Key Insights (3/3)

City of Vantaa: Reuse of soil and construction aggregate masses in city procurement

The construction of the light rail line is intended to begin in 2025, and operation is planned to start in 2029.

1. Scaling-up of circular procurement:

The example has the potential to succeed by setting clear goals and planning to collect concrete data on material flows. It aims to motivate builders to reuse materials and retain value within the city. Time and thorough planning will be essential, especially for a large-scale project. This major project is expected to create a strong foundation with measurable data. The approach is designed to scale circular practices across future building projects. A shared mission, good timing, and a shift toward a sustainable, holistic concept are seen as key enablers.

2. Change in mindset:

The potential for mindset change is supported by the model's scalability across the metropolitan area. Allowing enough time for repair and reuse will be critical. Step-by-step progress—guided by clear goals and data from each phase—is expected to build shared understanding. Retaining local value and forming cooperative alliances with a shared vision are seen as ways to foster motivation and long-term commitment.

3. Circular economy impacts:

The project is expected to generate strong circular economy impacts due to its large scale and integrated approach. As a unified and coordinated effort—not a fragmented one—it has the potential to enable significant reuse and resource efficiency. The anticipated project volume supports meaningful and measurable circular outcomes.



Workshop 2 Structure

In the second workshop, participants were pre-assigned into five groups. Each group worked with **two good practice cases** presented by project partners.

The aim was to:

- Learn from partner organizations' practical examples
- Identify elements that support **mindset and behaviour change, circular economy impact, and scalability**

After the partner cases were presented, participants had time to reflect individually and write down their thoughts on sticky notes. Additional ideas and insights were added during the group discussions. Finally, each group presented their key takeaways to all participants.

This format enabled both individual reflection and collective learning around circular solutions.

Summaries from all group discussions have been compiled into consolidated overviews on the following slide “Identified High-Impact Actions”.



Workshop 2: Identified High-Impact Actions

A short summary of examples and group reflections from the workshop.

- Top-down decision-making – sustainability is not optional
- Pilot projects to prepare the market and enable scaling
- Make sustainable choices easy, unsustainable ones hard
- Balance ambition and feasibility – “Aim big, start small”
- Communication + motivation – combine obligation with attractiveness
- Law and mandatory requirements to steer behaviour
- Internal cooperation between policy and implementation
- Involving people to support mindset change
- New business models for circular market transformation
- Sufficient investment and EU funding to enable implementation



4 June Workshop: Key Insights



Workshop 3 Structure

The third workshop focused on drafting **organizational scaling strategies for good practices and mindset change**, building on insights from previous sessions. Most groups were formed based on organization, while one group combined individual representatives from different organizations.

Participants used a canvas to explore:

- The mindset shift required for scaling
- What makes a solution scalable
- How to apply insights within their own organization or region

The session included:

- Independent drafting of a strategy
- Peer feedback through a round-robin method
- Group discussion and refinement
- A short presentation of key ideas from each group

The following slides present a summary of all group responses to the "Scaling Strategy for Mindset Change" canvas.

Workshop 3 Summary: Scaling Strategy for Good Practices and Mindset Change (1/3)

Sweden

- **Challenge the need to buy:** Re-thinking the buying process – “Do we need to make this purchase at all?”
- **Behavioral nudging through statistics:** Comparing unit performance supports sustainable choices.
- **Clarify procurement roles:** Clearly defined roles for procurement coordinators are crucial.
- **Mix of top-down guidance and user-friendly solutions:** Combine clear policy with accessible, attractive alternatives.
- **Showcase regional value retention:** Highlight how sustainable procurement keeps value within the region.

Finland

- **Strategic commitment exists,** but implementation requires stronger managerial engagement and cooperation.
- **Need to demonstrate local value retention:** “How is value retained in the region?” – a critical message to support implementation progress.

Hungary

- **Starting from zero:** Complete rethink of procurement rules and procedures.
- **Shift in decision-making logic:** Organizational structures and processes require deep changes.
- **Communication-driven approach:** Use of social media, newsletters, webinars, and events to engage stakeholders.
- **Whole staff as target group:** Both decision-makers and those impacted must be involved.
- **Matrix-based working model:** Helps structure planning and implementation.

Workshop 3 Summary: Scaling Strategy for Good Practices and Mindset Change (2/3)

Bulgaria

- **Adaptation to climate change:** Requires changes in planning and decision-making methods.
- **Societal benefits:** Better infrastructure, lower maintenance costs, improved quality of life.
- **Strong top-down support:** Mayor and other influential figures play key roles.
- **Make circular options default:** Simplifies decision-making.
- **New routines needed:** Institutional change is necessary for lasting impact.

Netherlands

- **Marketing-style framing:** User-focused communication helps overcome resistance.
- **Apply behavioral science:** Use insights to scale up pilots effectively.
- **Equip change agents:** Sustainability coordinators and process managers need tools to influence their environments.
- **Central helpdesk support:** A hub for knowledge, assistance, and coordination.
- **New policy makers with CE focus:** Develop staff skilled in circular economy and material use.

Portugal

- **Mindset shift starts with leadership:** Management and political will are essential.
- **Procurement units are key:** These departments are central to driving change.
- **Work at both micro and macro levels:** Combine local pilots with regional skills development.
- **Identify committed individuals:** Empower champions of change across the system.
- **Data-driven storytelling:** Show positive results with facts to inspire wider uptake.

Workshop 3 Summary: Scaling Strategy for Good Practices and Mindset Change (3/3)

Multi-organization

- **Cross-departmental cooperation is essential:** Dialogue is needed between legal teams, procurement, monitoring departments, and other relevant units.
- **Simultaneous micro- and macro-level actions:** Local pilot initiatives must be supported by regional-level training and strategic coordination.

Belgium

- **Start with a small group of key users** – minimal requirements and targets = “challengers”.
- **Introduce a virtual stock / marketplace** – to be used before buying new materials.
- **Train and engage maintenance & facility staff** – first users of the system.
- **Reuse gives materials** a second life within the organization.
- **Key enablers** (Logistics, Circular Building programme, Kamp C) support the roll-out.



Conclusions from the Workshops

Key Points on Good Practice

Participants evaluated good practices from both personal and organizational perspectives during the workshops. These reflections were shared and discussed on the final day, leading to the following key points.

- **Mindset shift is essential**
A shift in thinking is necessary at both individual and organizational levels. Motivation varies, and awareness must come from within.
- **Public procurement needs to be systematic and long-term**
Circular procurement should be embedded across organizations and regions, guided by a clear strategy and long-term vision.
- **Start small and scale up**
Pilots and step-by-step implementation help build understanding and prepare for wider adoption.
- **Communication and understanding matter**
Effective communication makes complex topics accessible and supports behavior change. People must understand what the circular economy is and why it matters.
- **Leadership and supportive regulation are needed**
Clear strategies, internal change, and regulation are necessary to translate understanding into action and ensure long-term impact.



Participant Contributions – Workshop 1 Material

CITY OF ESPOO: Circularity in Demolition Procurement

Reflect on why / how the example was successful...

In terms of scaling-up of circular procurement?	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
<p>Excel for recycling rate calculation (buy consultant)- others can take advantage</p> <p>Excel</p> <p>Spreading knowledge by opening up for smaller companies</p> <p>Market dialogue</p> <p>Inclusion to the site in the process</p>	<p>Hiring of consultant</p> <p>Development of recycling inventory</p> <p>Enthousiastic and motivated employee (Which led to dev. of the recycling inventory</p> <p>Market dialogue and co-development of tender approach</p> <p>Guidance video / filling xls -> small companies</p> <p>Contractors for small cases (<500 m2)</p> <p>Contractor for big cases (>500 m2)</p> <p>Asiantuntija purkujätteestä innostunut, Vakuutti, rahaa, konsultti teki excellin (myös aikaa)</p> <p>Expert in technical requirements</p> <p>With vision</p>	<p>70-100 % recycling rates reported by supplier</p> <p>Good methods for follwing up</p> <p>Followig up tightly during contract period</p> <p>Sanctions if fail to recycle accordingly the plan</p> <p>SME, participation</p> <p>Minimun requirements for recycling rate</p> <p>Follow-up is important</p>

Hiring of
consultant &
development of
recycling
inventory

Reflect on why / how the ex... was successful...

In terms of scaling-up of circular
procurement?

in contributing to a change in mindset (e.g.
by providing training earned)?

Especially

- SME participation
- minimum requirement for
recycling rate
- follow-up is important

Excel
for recycling
rate calculation
(by a consultant)
↳ others can
take advantage

Enthusiastic &
motivated
employee
(which led to dev
of the recycling inventory)

70% - 100%
recycling rates
reported by
supplier

70% - 100%

😊 Excel 😊

Spreading
knowledge by
opening up for
smaller companies

Market dialog
& co-development
of tender approach
guidance video for
small companies

Expert in technical
requirements
with union
that convinced
the management.

following up
tightly
during
contract
period

Good method
for following up

Market dialogue

Inclusion of SME
in the process.

3 contractors
for small < 500
cases
3 contractors > 500
for big
cases

asiantuntija
purkan pöytäsesta
innostunut
→ rakennus
→ rakennus
konkreettinen
excellent

(myös aikaa)

→ sanctions
if fail
to recycle
according
to the plan

Lotiva Services

CITY OF HELSINKI, Circularity in Furniture Procurement

Reflect on why / how the example was successful...

In terms of scaling-up of circular procurement?	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
<p>Furniture: big product category ➔ Huge potential</p> <p>Mindset/attitudes/culture: Communicate, train, raise awareness</p> <p>Creating a framework to other org. Who want to procedure sustainably</p> <p>Why not use contract alternatives? Requirements?</p> <p>Making it easy to order furniture, second hand + new from the same place</p> <p>Communication to procurers? How to convince them?</p>	<p>Policy gov.</p> <p>Dialog stakeholders</p> <p>Market dialogue + call of tenders</p>	<p>Big buyer – big impact</p> <p>Ability to lead the market in desired direction</p> <p>Huge impact on the environment -> big quantity</p> <p>Pushing the market to offer repair services</p>

Helps in:

- Furniture: big product category
→ huge potential
- Mindset/attitudes/culture:
communicate, train, raise awareness

Re... was successful...

In terms of procurement...

Contributing to a change in mindset (e.g. by providing lessons learned)?

In terms of circular economy impacts?

Creating a Framework for other org. who want to procure sustainably

Setting a clear, replicable example to integrate criteria.

- POLICY GOV.

DIABOG
~~STAKEHOLDERS~~
STAKEHOLDERS

Big buyer - big impact
→ ability to lead the market in a desired direction.

Why not use contract alternatives? requirements?

Market Dialogue

+ scale of tender

HUGE IMPACT ON THE ENVIRONMENT
→ BIG QUANTITY

Making it easy to order furniture. Second hand + new from the same place

Communication to procurers?
How to convince them?

Pushing the market to offer repair services



CITY OF VANTAA: Reuse of soil and construction aggregate masses in city procurement

Reflect on why / how the example was successful...

In terms of scaling-up of circular procurement?	in contributing to a change in mindset (e.g. by providing lessons learned)?	In terms of circular economy impacts?
<p>Clear goals</p> <p>Motivate builders to use mass</p> <p>Value stays inside the city</p> <p>Need time to plan big projects</p> <p>Get numbers</p> <p>Main challenge is future energy / new W + E ≠ sustainable -> attitude to the total concept</p> <p>First big case with data (what kind of masses, how many)</p> <p>Shared mission with ?</p> <p>Scale up: every building project</p> <p>Timing is essential</p>	<p>Scalability around metropolitan area</p> <p>Enough time to prepare</p> <p>Clear targets and goals</p> <p>Retaining value in the immediate area as a priority</p> <p>Data gained from each small step of the construction -> Step-by-step improvements</p> <p>Clear goals?</p> <p>Co-operate alliances</p> <ul style="list-style-type: none"> • shared vision • Motivation 	<p>Not fragmented project</p> <p>Big project volume</p>

Reflect on why / how the example works

In terms of scaling-up of circular procurement?

in contributing
by providing local

lar economy impacts?

Vantaa

- Clear goals
- Motivate builders to use mass
- Value stays inside the city
- Need time to plan big projects
- Get numbers
- Scale-up: every building project

Retaining value in the immediate area as a priority.

Data gained from each small step of the construction
→ step-by-step improvements.

Main challenge is future energy not E ≠ sustainable
↳ new attitude to total concept

- first big case with data (what kind of masses, how many)

- shared missions with alliances

- timing is essential

Clear goals (?)

CO-operative alliances
- shared vision
- motivation

- not fragmented project
- big project volume

Scalability around metropolitan area
Enough time to prepare clear targets and goals



Participant Contributions – Workshop 2 Material



CONCLUSIONS (Group 1)

Case: GP The first national scale up of circular procurement

Case: Organisation internal mindshift

The decision making, wise leadership

Pilot-phase, prepare the market and the users

Top-down decision -> sustainability is not optional

Market changed. New business models.

Make it easy to make a sustainable choice and hard to make an unsustainable choice

Pilot outside (€) scale big

Allow circular choices and EU funded projects

CONCLUSIONS

Key takeaways and considerations to share with others

Decision
making
wise leadership

Top down decision
→ sustainability is
not optional

Pilots
Outsiders
€
Scale big

Allow circular
choices in
EU funded
projects

Pilot - phase
prepare the
market and
the users

Market changed.
New business
models

Make it easy
to make a
sustainable choice
and hard to make
an unsustainable choice



CONCLUSIONS (Group 2)

Case: GP Towards a strategic program on “circular construction”

Case: GP Waste transportations

Ambition vs Feasibility

AIM big, start small ”FAIL BETTER”

Taking a step back to aim higher on the (large term???)

Target the middle +/- 60% of the people

-> Know who you want to target + where their mindset is set

CONCLUSIONS

Key takeaways and considerations to share with others

Ambition
vs.
Feasibility

Target the
middle $\pm 60\%$
of the people

→ AIM BIG
START SMALL.

"FAIL BETTER"

→ KNOW WHO
YOU WANT TO
TARGET
+ WHERE THEIR
MINDSET IS SET.

Taking a
step back to
aim higher
on the long-
term.



CONCLUSIONS (Group 3)

Case: GP ProcuraMED project training sessions

Case: GP Public space rainwater harvesting system in Municipality of Kardzhali

Law and mandatory

Learning in practice

Things are made easy

Urgency to obligation

Promote mindset change

CONCLUSIONS

Key takeaways and considerations to share with others

- law and mandatory
- learning in practice
- things are made easy

Urgency and obligation
~~to~~ a mindset change
promote



CONCLUSIONS (Group 4)

Case: GP Holcim Green Cement Case: Mobility service

CASE 1

Profiling as a green company / building

Communication -> large CO2 reduction

Young employees open to new solutions

A mindset change was a result of the fact that in this factory such cement is produced

Ambition & Policies contributed to behaviour change

Enough investment became available to back the project

CASE 2

Communication

Policy advice included arguments such as

Forcing + communication and attractiveness

Policy advice included arguments such as:

- Money reductions
- Clean environment indicators

Have good internal cooperation in between policy solution & implementation (departments)

Transforming concerns /challenges to benefits

Investigation into use of cars led to policy advice & was followed up (send to politicians to adopt)

Willingness / necessity from politicians for an action plan to go fossil free

Key takeaways and considerations to share with others

a mindset change
was a result of
the fact that in
this far away such
current is produ-
ced

Ambitions & policies
contributed to behavior
change

Communication
→ large CO₂ reductions

- challenges

CONCLUSIONS Case 2

Key takeaways and considerations to share with others

transforming
concerns/challenges
to benefits

Forcing + communication
and attractiveness

~~Based~~ investigation into use of
cars led to policy advice
& was followed up (sent to
politicians to adopt)

policy advice included
arguments such as:

- money reductions
- clean environment indicators

Communication

dialogue between
& implementation
(departments)

Willingness/necessity from
politicians for a resolution
for climate on action plan
to go fossil free



CONCLUSIONS (Group 5)

Case: GP ECO-CORNER

Case: GP Community Fund, Municipality of Tirana

Both projects have a strong social aspect, which is often lacking in out more "technical" approaches of circularity

Involving ordinary people! In the transition

Moves up in the waste hierarchy -> repairing

CONCLUSIONS

Key takeaways and considerations to share with others

Both projects
have a strong
social aspect,
which is often lacking
in our more
"technological" approaches
of circularity.

Involving
ordinary
people !!
in the transition

Moves up in
the waste hierarchy
↓
→ repairing



Participant Contributions – Workshop 3 Material

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Sweden / Lund

Mindset shift

- To get our buyers to act according to the reduce / - reuse / recycle / refuse strategy in every purchasing area
- Strategy in every purchasing area
- The buying process – what we buy, and how much. Do we need to buy?

Benefits and Impact

- Save money
- Reduce CO₂
- Reduce waste
- Reduce resource use
- Providing better services

Target Group (Primary)

- Buyers
- Project leaders within building and construction
- Managers

Target Group Specification

Users – may not get exactly what they want

Enablers

- Managers
- Purchasing coordinators
- Environmental coordinator
- Procurers
- Environmental strategists etc.
- Local Gov, Central Gov, Universities
- Managers who implement the policy documents

Implementation and Engagement

- Clear role and task for the purchasing coordinators is needed
- Nudging through comparison of statistics – “How is my unit doing?”
- Clear signals from management
- Education and inspiration
- Top-down (clear policy) in combination with attractive and easily accessible offers/solutions
- Limiting options to make an unsustainable choice, making it easy to make a sustainable choice
- Nudging through comparison of statistics
- Give procurers the mandate to implement policies

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?
How will you apply the mindset change takeaways in your own organization?

Mindset shift In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed? To get our buyers to act according to the reduce/- reuse - recycle strategy. In every purchasing area! Buy less - buy better - use longer	Benefits and Impact What kind of benefits or impact would mindset shift have in the targeted topic/area/process? - Save money - Reduce CO ₂ - Reduce waste - Reduce resource use	Target Group (Primary) Which primary group(s) need to adopt the new way of thinking? Buyers Buyers Project leaders within building and construction Managers
Target Group Specification Who is affected by the changed mindset, and in what way? Users - may not get exactly what they want.	Enablers Who are the key enablers or influencers that help reach the target group and support mindset shift? Managers Purchasing coordinators Environmental coordinators Procurers Environmental strategists etc.	Implementation and Engagement How can the mindset shift be promoted? How is the target group engaged in the process? - Clear role and task for the purchasing coordinators is needed - Nudging through comparison of statistics, how is my unit doing? - Clear signals from management - Education and inspiration - Top down (clear policy) in combination with attractive and easily accessible offers/solutions.

Local Gov
 Central Gov
 Universities

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?
How will you apply the mindset change takeaways in your own organization?

Mindset shift In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed? <i>The buying process - what we buy and how much. Do we need to buy?</i>	Benefits and Impact What kind of benefits or impact would mindset shift have in the targeted topic/area/process? <i>Providing better services</i>	Target Group (Primary) Which primary group(s) need to adopt the new way of thinking?
Target Group Specification Who is affected by the changed mindset, and in what way?	Enablers Who are the key enablers or influencers that help reach the target group and support mindset shift? <i>Managers - who implement the policy document</i>	Implementation and Engagement How can the mindset shift be promoted? How is the target group engaged in the process? <i>- Limiting option to make an unsustainable choice - making it easy to make a sustainable choice</i> <i>- Nudging through comparison of statistics -</i> <i>- Give procurers the mandate to implement policies</i>

SCALING STRATEGY

How to address mindset change in the organization?
How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next?
What kind of mindset shift is needed?
What the municipality should do to make more reuse

Target Group

Who is affected by the changed mindset, and in what way?

Country: Finland

Strategic level commitment exists but implementation on managerial level

1. more cooperation needed
2. identification of neighbors

Retaining value in your region / country

→ how to show this?

What happens if implementation does not move forward?

- strategic level commitment exists but implementation on managerial level

- more cooperation needed

- identification of neighbours

- retaining value in your region/country

→ how to show this?

- what happens if implementation does not move forward?

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Hungary

1) Work based on matrixes 2) Obstacles were not addressed

Mindset shift <ul style="list-style-type: none">• Changing decision-making procedures• Starting from zero	Benefits and Impact <ul style="list-style-type: none">• Re-think procurement procedure, rules and procedures	Target Group (Primary) <ul style="list-style-type: none">• Decision makers of the company• Staff, Impacted
Target Group Specification <ul style="list-style-type: none">• Target group + local people	Enablers <ul style="list-style-type: none">• Communication expert	Implementation and Engagement <ul style="list-style-type: none">• Social media• Events• Webinar• Newsletter

- 1.) WORK BASED ON MATRICES
- 2.) OBSTACLES WERE NOT ADDRESSED

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?
How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next?
What kind of mindset shift is needed?

- CHANGING DEC. MAKING PROCEDURES
- STARTING FROM ZERO

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

- RE-THINK PROCUREMENT PROCEDURE, RULES AND PROCEDURE

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

- DECISION MAKER OF THE COMPANY
- STAFF, IMPACTED

Target Group Specification

Who is affected by the changed mindset, and in what way?

TARGET GROUP
+ LOCAL PEOPLE (CDDAI)

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

- COMMUNICATION EXPERTS

Implementation and Engagement

How can the mindset shift be promoted?
How is the target group engaged in the process?

- SOCIAL MEDIA
- EVENTS
- WEBINAR
- NEWS LETTER

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Bulgaria

Mindset shift <ul style="list-style-type: none">• Adaptation to climate change• Change in the way of planning & decision making	Benefits and Impact <ul style="list-style-type: none">• Better infrastructure• Influence on the staff• Effective management of public resources• Lowering maintenance costs• Better quality of life	Target Group (Primary) <ul style="list-style-type: none">• Municipal council employees• Top down?
Target Group Specification <ul style="list-style-type: none">• Municipality staff• Local citizens• “What changes in the way of planning are needed? Specify!”	Enablers <ul style="list-style-type: none">• Top-down approach – Mayor and people with influence	Implementation and Engagement <ul style="list-style-type: none">• Trainings• Making it easy to use the circular option• Removing the option that is not circular• New routines?

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?

How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next?

What kind of mindset shift is needed?

Adaptation to climate change,
Change in the way of planning & decision making

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

- better infrastructure
- influence on the staff
- effective management of public resources
- lowering maintenance costs
- better quality of life

Target Group (Primary)

Which primary group(s) need to change their way of thinking?

Municipal council employees in the

Top down?

Target Group Specification

Who is affected by the changed mindset, and in what way?

- municipality has changed staff the way of planning are needed?
 - local citizens
- Specify!

Who are the key enablers that help reach the target group and support mindset shift?

- Top-down approach:
Mayor and people with influence

Implementation and Engagement

How can the mindset shift be promoted?

How is the target group engaged in the process?

trainings;

Making it easy to use the circular option.

Removing the option that is not circular.
New routines?

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Netherlands

“Marketing approach / framing” “User-focus” → Both remove obstacles of resistance

(markkinointimainen lähestymistapa että käyttäjäkeskeisyys auttavat madaltamaan muutosvastarintaa.)

Mindset shift <ul style="list-style-type: none">• Behaviour change inside organisations – need to move beyond focus on consumers.• Facilitate governments to deal with resistance of change → (department/place that offers those services)	Benefits and Impact <ul style="list-style-type: none">• Incorporating behaviour-change knowledge to upscale pilots.• Give process / sustainability coordinators the tools to convince and influence their environment.• The behaviour challenges identified during the situational analysis (SA) will get addressed.	Target Group (Primary) <ul style="list-style-type: none">• Behaviour experts plus new policy-makers on Circular Economy / Material Use• “Change makers”: sustainability coordinators, procurers, clients
Target Group Specification <ul style="list-style-type: none">• The change makers who will be equipped to roll out / tackle obstacles and scale-up pilots.	Enablers <ul style="list-style-type: none">• The helpdesk (acts as key support / knowledge hub).	Implementation and Engagement <ul style="list-style-type: none">• Do a study → increase awareness.• Give training to those on the implementation side.

→ "Marketing" approach / framing
 → user-focus

} Both remove
 obstacles &
 of resistance

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?

How will you apply the mindset change takeaways in your own organization?

Mindset shift

In what topic, area or process in the organization / region mindset shift should be addressed next?

What kind of mindset shift is needed?

Behavior change in organizations. Need to move beyond focus on consumers.

↳ facilitate governments to deal with resistance to change (a dep/place that offers these services like innovate first itself)

Benefits and Impact

What kind of benefits or impact would mindset shift have in the targeted topic/area/process?

Incorporating behavioral change & knowledge to upscale pilots. Give processes/sust. coordinators the tools to convince/influence their environment

The behavioral challenges identified during SA will help get addressed.

Target Group (Primary)

Which primary group(s) need to adopt the new way of thinking?

① Behavioral experts & low. Policy makers on CE / MUI
 ② "change makers": sus. coordinators / providers / clients (?)

Target Group Specification

Who is affected by the changed mindset, and in what way?

the change makers who will be equipped to roll out & tackle obstacles to scale up pilots.

Enablers

Who are the key enablers or influencers that help reach the target group and support mindset shift?

the helpdesk

Implementation and Engagement

How can the mindset shift be promoted?

How is the target group engaged in the process?

① Do a study, increase awareness,
 ② Give a training to those on the implementation side

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Portugal

Mindset shift

- The kind of mindset that is needed is a shift in management and political commitment.
- The process that most needs the shift is the public procurement department and the units that contribute to its work.

Benefits and Impact

- The main benefit is that specific measures and actions can be improved.
- Improvements in the managing authority can benefit the region and its entities by promoting change

Target Group (Primary)

- The organisation’s departments (kaikki yksiköt, joihin muutos kohdistuu).

Target Group Specification

- All departments of regional organizations and authorities subordinate to the regional level.
- At the managing authority level (e.g. CCDR) new priorities can be introduced into regional plans and strategies, which affects the entire regional level.

Enablers

- Management and political staff – change starts with them.

Implementation and Engagement

- Through (regional) recruitment
- Through capacitation (capacity-building) actions
- Through support actions
- Through recommendations for the financial support to sub-regional entities
- Through communication actions
- “Database of all initiatives in the region → sub-regions’ engagement to continue.”

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?
How will you apply the mindset change takeaways in your own organization?

Mindset shift	Benefits and Impact	Target Group (Primary)
<p>In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed?</p> <p>the kind of mindset that is needed is a shift in management and political commitment. the process that most need the shift is the public procurement department and the ones that contribute to the work of this one.</p>	<p>What kind of benefits or impact would mindset shift have in the targeted topic/area/process?</p> <p>the main benefit is that specific measures and action can be improved. the improvement in the management authority can benefit also the region and the region entities, because promote changes. can introduce new financial support in the region.</p>	<p>Which primary group(s) need to adopt the new way of thinking?</p> <p>the organization departments.</p>
Target Group Specification	Enablers	Implementation and Engagement
<p>Who is affected by the changed mindset, and in what way?</p> <p>All the organization departments of the region and subregions authorities. As a managing authority LEADER can introduce priorities into regional plans and strategies. that will affect all the subregion.</p>	<p>Who are the key enablers or influencers that help reach the target group and support mindset shift?</p> <p>the management and political staff. It begin with them.</p>	<p>How can the mindset shift be promoted? How is the target group engaged in the process?</p> <ul style="list-style-type: none"> - through a ^{Regional} commitment. - through cooperation action - through support actions. - through recommendations for the financial support to the subregions entities. - through communication actions.

→ database of all initiatives in the region → sub-regions engagement to continue.

Country: Multi-organization

Micro

- Speak with all stakeholders – legal team, purchasing dept, monitoring dept, as well as other DGs – to ensure everybody understands the concept.
- Then propose a pilot.

Macro

- Provide new skills and education to local governments.

Make actions at the micro level + the macro level at the same time;

- Showcase positivity; use data.
- Support other organisations' good practices.
- Identify committed individuals.

Micro - Speak with all stakeholders - legal team, purchasing dept., monitoring dept., as well as other DGs, to ensure everybody understands the concept.

↳ Then propose a pilot

Macro - Provide new skills and education to local governments.



Make actions at the micro level + the macro level at the same time.

- Showcase positivity, use data
- Support other organisations' good practices
- Identify committed individuals.

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

Belgium

Goal = Change mindset in under organization and region! First step = smaller feasibly project

Mindset shift <ul style="list-style-type: none">• Virtual stock / marketplace (literally)• We need maintenance + facility to use this solution first – before buying new materials	Benefits and Impact <ul style="list-style-type: none">• More materials will be reused or given a second life within our organization	Target Group (Primary) <ul style="list-style-type: none">• Maintenance & facility• Building experts, project managers, architects• Purchasers
Target Group Specification <ul style="list-style-type: none">• Similar	Enablers <ul style="list-style-type: none">• Department of Logistics• Steering group of the strategic programme “Circular Building”• Purchasers• Kamp C (a sister organization focused on circular build.)	Implementation and Engagement <ul style="list-style-type: none">• Training sessions + feedback sessions on the UX of the platform• Inventory of the most needed items of target group: what do they need? what materials/info do they need?• Integrate it in protocol and internal processes• Start with a small group of key users → minimal requirements and targets = “challenges”

Goal = change mindset in whole organisation
AND region! → First step = smaller, feasible project.

SCALING STRATEGY FOR GOOD PRACTICES AND MINDSET CHANGE

How to address mindset change in the organization? What are the key learnings about enabling mindset shift?
How will you apply the mindset change takeaways in your own organization?

Mindset shift In what topic, area or process in the organization / region mindset shift should be addressed next? What kind of mindset shift is needed? <i>Virtual stock / marketplace (internally)</i> → we need maintenance & facility to use this solution first - before buying new materials	Benefits and Impact What kind of benefits or impact would mindset shift have in the targeted topic/area/process? <i>More materials will be reused or given a second life within our organization</i>	Target Group (Primary) Which primary group(s) need to adopt the new way of thinking? → Maintenance & facility → Building experts: project managers, architects... → purchasers
Target Group Specification Who is affected by the changed mindset, and in what way? <i>~ similar</i>	Enablers Who are the key enablers or influencers that help reach the target group and support mindset shift? <i>~ department of logistics</i> <i>~ steering group of the strategic programme "circular building"</i> <i>~ purchasers</i> <i>~ Kamp C (a sister organisation focused on circular build.)</i>	Implementation and Engagement How can the mindset shift be promoted? How is the target group engaged in the process? • training sessions + feedback sessions on the UX of the platform • inventory of the most needed items of target group? what do they need? what material info do they need? • Integrate it in protocol and internal processes.

- start with a small group of key users → minimal requirements and targets. "challenges"



Participant Contributions - Reflection & Discussions on the Final Day

Reflection & discussions

During the workshops, participants evaluated good practices from personal and organizational perspectives. On the final day, reflections were shared, and key takeaways were documented by facilitators.

- People need to know themselves and understand what the circular economy is.
- It's important to translate this understanding into regulation.
- Communication is very important.
- A clear strategy and motivation are needed for how to use information effectively.
- A mindset shift is necessary — what does it require?
- Circular public procurement (PB), both organizationally and regionally, needs to be put into practice.
- It shouldn't be a single action but rather a structured, long-term plan.
- There should be a general vision and systematic work toward it.
- It's essential to define what the actual problem or challenge is.
- The topic is complex — it must be made practical and user-friendly.
- There are already good examples to learn from.
- Behavioral change – How does it happen, what is the solution, and what are the possible outcomes?
- A mindset shift is crucial. Motivation is needed – and motivations vary between individuals.
- Studies are often not read.
- Be a clever communicator.
- Implementation happens in different stages.
- There are various elements and factors that drive mindset shifts and help with identification.
- Different organizations are at different stages of the journey.
- Internal change is essential.
- We need to understand how a mindset shift happens.
- What triggers this shift – and how can we put it into practice?
- Practical examples are useful starting points.
- Start with a pilot, then scale up – but a mindset shift is needed from the very beginning.
- Awareness must come from within the person – they need to understand why we are doing this.
- Behavioral science
- Facts – proof
- Rational arguments
- Marketing thinking
- Who are the enablers?
- We need to change from within.
- Change happens through discussions.
- People need to have time to talk within organizations.



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