Regenerative Hospitality Canva

A Playbook to Navigate Regenerative Transformation for Hospitality Businesses

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A Word from Alessandro Inversini

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Regeneration is about developing an understanding of the logic of life, finding a way to positively contribute to interconnected ecosystems and observing life to blossom and eventually thrive.

Within our research project, we applied this fantastic concept to the complex yet fascinating world of hospitality. Hospitality managers need to develop an understanding of what we call place intelligence (developing a net-positive mindset towards natural and social ecosystems) and what we call people intelligence (developing a net-positive mindset towards the relational ecosystem). Talking to hoteliers, we realized that there was a need to bridge theory with practice. Even though many hospitality professionals were interested in the regenerative approach, the question they all asked us was: How do we get there?

Therefore, we designed the Regenerative Hospitality Canva, a collaborative tool to foster net-positive thinking towards the understanding and impact of interconnected ecosystems. This playbook synthesizes our many years of work on regenerative hospitality with a group of like-minded colleagues and innovative hospitality executives. It presents a step-by-step guide on how to design and implement net positive actions by fostering place and people intelligence. I hope this methodology can truly help hoteliers integrate regenerative practices into their operations and create a positive impact on their communities and environments.

Alessandro Inversini

Disclaimer

While the regenerative hospitality practices outlined in this playbook have shown positive results in various contexts, we make no guarantees about specific outcomes, cost savings, revenue increases, or environmental impact metrics that may result from implementing these strategies. Results will vary based on numerous factors including interpretation, location, property type, guest demographics, local regulations, and implementation approach. Third-Party Resources References to third-party vendors, products, services, or organizations are provided for informational purposes only and do not constitute endorsements. We are not responsible for the quality, reliability, or performance of any third-party offerings.

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Before You Start Reading

Why develop a Playbook on Regenerative Hospitality ?

Regenerative Hospitality remains a niche concept, but one with growing relevance. Across the world, many forward-thinking managers are beginning to embrace this vision within their properties. This playbook was created to define what regenerative hospitality means and to provide hoteliers with a practical toolbox to structure their thinking around this inspiring approach.

Who Is This Playbook For ?

This playbook has been designed for hotel managers and their teams who are ready to challenge themselves and reimagine their role to the reality surrounding their properties. This playbook is for those who want to act collectively and unlock their regenerative potential.

What Will You Find Inside?

Drawing on several years of work in regenerative hospitality across different parts of the world and informed by visits to properties that have successfully implemented net-positive strategies, this playbook brings together tools to kickstart regenerative hospitality initiatives. More than just a source of inspiration, this playbook proposes a clear and structured framework to adopt regenerative hospitality thinking and take meaningful steps toward a net-positive future.

How to Use This Playbook?

If you are seeking a personal yet systemic approach to making a net positive impact, you are in the right place. Let this playbook guide and inspire you, and use the tools provided to align your team, spark new ideas and take action. The content is both aspirational and pragmatic, designed to help you engage deeply with the principles of regeneration.

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Introduction

Our Starting Point

Sustainability is falling short in addressing the complex natural and social challenges our society faces today.

Sustainability efforts often focus on environmental concerns and tend to overlook broader systemic issues such as social inequality, economic structures, and cultural dynamics. The scale of today's global crises such as climate change, systemic injustice, and geopolitical instability, demands more than localized, incremental solutions. It calls for a coordinated, systemic and structural transformation.

Sustainability typically revolves around the idea of 'net-zero' which means that it balances emissions and measures to reduce or offset them. While this helps mitigate climate change, for example, it still allows organizations to operate in extractive and polluting ways, provided they engage in mechanisms for compensating for the damage towards the natural and social ecosystems. In a nutshell, it permits organizations to harm nature and communities, as long as that damage is offsetted elsewhere.

> We believe that this is wrong, and that this mindset is flawed by design.
>
> We also believe that there is another way to act responsibly towards the realities of the world around us.

A New Role for Hospitality

Visionary hospitality entrepreneurs and managers have the potential to spearhead a new way of thinking about corporate responsibility. Real change can begin simply by recognizing that filling out a sustainability report once a year is not enough. Yes, it may satisfy our shareholders; but what about our responsibility to the ecosystem we inhabit? To the communities that host us? To our teams and our guests?

Hospitality businesses now have the opportunity to move beyond an 'extractive' paradigm where firms maximize profit by exploiting natural and social resources. Instead, they can become change makers and catalysts for regeneration. They can leverage their unique position to shape a brighter future, lead innovation in their destination and most importantly foster a net-positive thinking that benefits both nature and society.

We call this revolution 'Regenerative Hospitality'

Regenerative Hospitality sees accommodation businesses as the agents of change at the destination level: hotels and other types of lodging are here conceptualized as building blocks of the destination system that could stimulate a net-positive impact on the wider destination.

> Regeneration is a learning journey that requires a personal mindshift ;
> It is a way to better understand the world and the role of each one of us in it ;
> It is about understanding the power and potential of interconnected living systems.

Above all - it is a paradigm shift.

While the objective of the sustainable hospitality industry is to reach net-zero impact, regenerative properties are looking for an active contribution towards the natural, social ecosystem and the relationship between host and guest. This is the paradigm shift: from net-zero impact to net-positive impact, towards an understanding of the interconnected living systems.

Regenerative hospitality is not a new set of standards or metrics but an organizational orientation focusing on responsibility and transformation. It involves creating a responsible business strategy that contributes to the renewal of natural and social ecosystems, as well as fostering meaningful host-guest relationships[1].

Net Positive Impact and Regeneration

A paradigm shift from NET-ZERO to NET-POSITIVE impact towards an understanding of the INTERCONNECTED LIVING SYSTEMS.

"Net positive companies propose solutions rather than wait for (or complain about) regulations that tell them what to do. The system is healthier and stronger for their efforts" [2]

Regenerative Hospitality sees businesses as the agents of change at the destination level: hotels are conceptualized as building blocks of the destination system that could stimulate a net-positive impact on the wider destination generative a shared understanding of the interconnected living system.

1. Further information on: https://hospitalityinsights.ehl.edu/regenerative-hospitality-paradigm-shift
2. Polman, P. and Winston, A. (2021) The Net Positive Manifesto. Harward Business Review. https://hbr.org/2021/09/the-net-positive-manifesto

A Paradigm Shift to Seek a New Balance

Rather than merely reducing harm or offsetting negative impacts, regenerative hospitality seeks to actively restore, enhance and regenerate the ecosystems and communities in which hospitality businesses operate. It's not just about reusing towels or eliminating single-use plastics—it's about rethinking the entire business model to generate net-positive outcomes for people, places, and the planet.

Sustainability can no longer be the end goal. It must now become the starting point.
Regenerative hospitality begins with a mindset rooted in authenticity, care and mutual flourishing. It calls on hospitality leaders to redesign their operating model so that their operations leave the local community and natural environment in a better state than before.

This approach demands a radical shift – from a model of extraction to one of contribution.

Hotels that focus solely on mitigating their negative impacts often uphold the status quo. In contrast, those that embrace net-positive principles become active agents of renewal, creating healthier systems, and they seek to build a new equilibrium - one where resilience, equity and life can thrive across interconnected living systems.
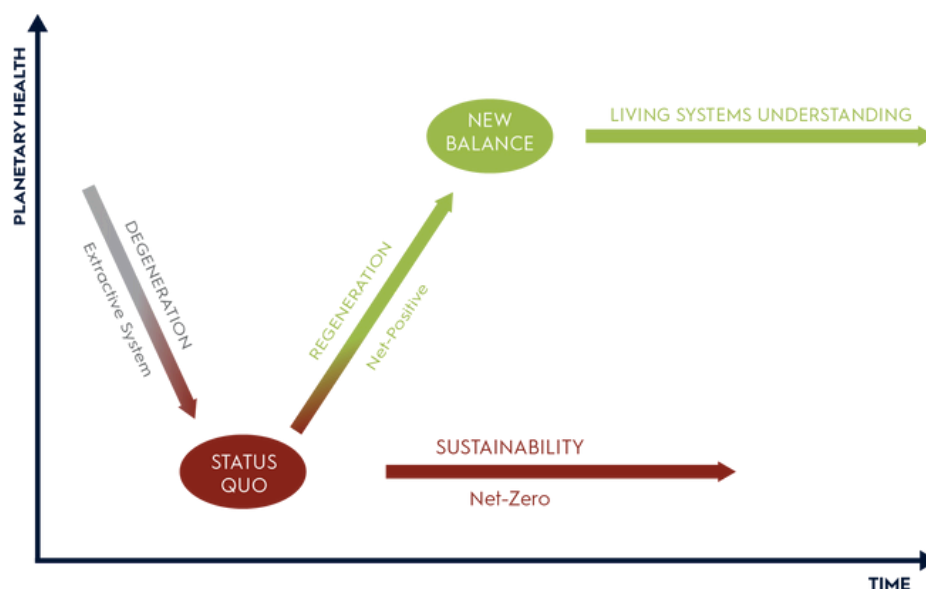
Inversini 2025, adapted from _Sustainability Vs Regenerative, Explained by 5 Graphics_[3]

3. Inversini, A. and Gryczka Kirsch, N. (2025). Regenerative Hospitalityis Here to Stay. Retreived from
https://www.hospitalitynet.org/opinion/4126828.html

From Sustainability to Regeneration

Net-Zero vs Net-Positive

Net positive goes beyond neutrality by restoring or regenerating more resources than are consumed, creating a beneficial impact that exceeds the original footprint. While net zero aims to halt further environmental damage by balancing inputs and outputs, net positive seeks to actively repair and enhance environmental systems, representing a more ambitious target that moves from "doing no harm" to "doing good."
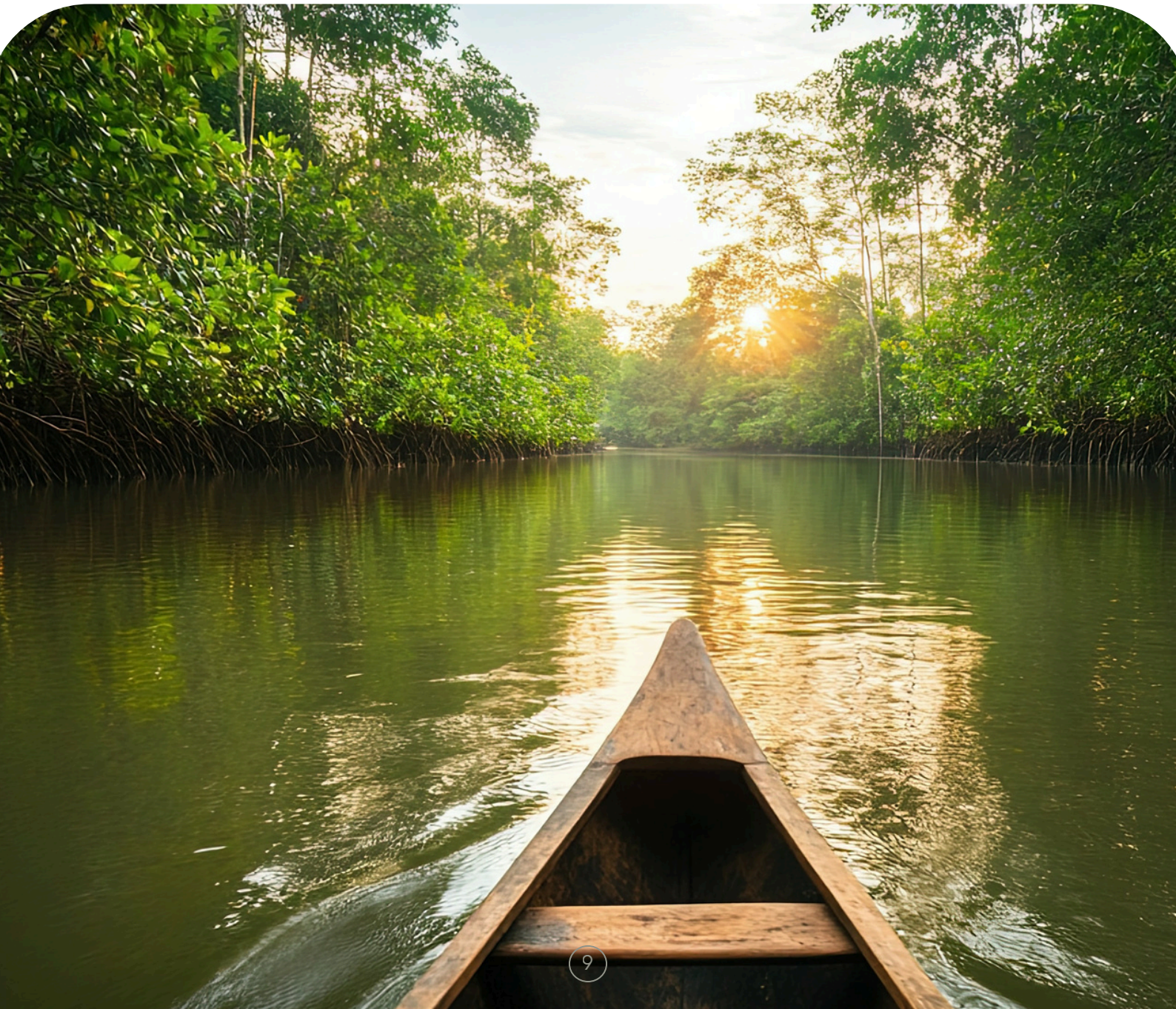
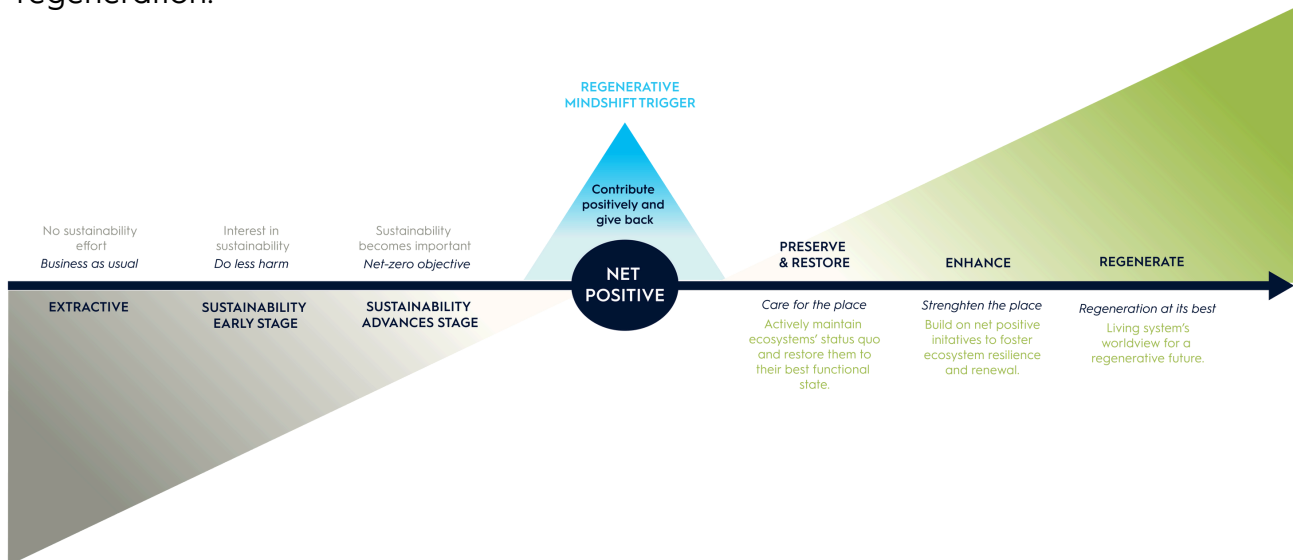| NET-ZERO		NET-POSITIVE
To neutralize negative impacts, primarily greenhouse gas emissions. To balance emissions produced with emissions removed.	**Core Aim**	To create a positive overall impact, contributing more to the environment and society than is taken.
Primarily focused on greenhouse gas emissions, aiming for a balance.	**Scope**	Broader scope encompassing environmental, social, and economic factors. Includes emissions but goes beyond.
Reducing emissions as much as possible and offsetting remaining unavoidable emissions.	**Environmental Action**	Reducing emissions drastically and actively engaging in activities that restore, regenerate, and enhance ecosystems.
"Do not harm". Aiming for neutrality.	**Mindset**	"Leave it better than you found it." Aiming to actively contribute and improve.
Aims to stop contributing to the problem.	**Level of Impact**	Aims to be part of the solution, actively reversing negative trends and creating benefits.
Offsetting is a key mechanism to balance remaining emissions.	**Offsetting Role**	Offsetting may be used, but the primary focus is on direct positive contributions and reducing the need for offsets.

The Regenerative Hospitality approach is grounded in the net-positive concept. With this organizational orientation, hospitality businesses move from an extractive mindset toward one of preservation, restoration and enhancement, and ultimately, regeneration.

REGENERATIVE
MINDSHIFT TRIGGER

Contribute
positively and
give back

NET
POSITIVE

No sustainability
effort
Business as usual

Interest in
sustainability
Do less harm

Sustainability
becomes important
Net-zero objective

PRESERVE
& RESTORE

ENHANCE

REGENERATE

EXTRACTIVE

**SUSTAINABILITY
EARLY STAGE**

**SUSTAINABILITY
ADVANCES STAGE**

Care for the place
Actively maintain
ecosystems' status quo
and restore them to
their best functional
state.

Strenghten the place
Build on net positive
initatives to foster
ecosystem resilience
and renewal.

Regeneration at its best
Living system's
worldview for a
regenerative future.

Adapted from Bill Reed (2007)[4]

It is a learning journey rooted in authenticity, deep community engagement, and systems thinking. Embracing regeneration in hospitality means stepping into a more conscious and participatory role within the complex realities that surround a business and/or where the firm is nested. Success depends on honoring local knowledge, indigenous wisdom, a sense of place, biodiversity, and social well-being.

Hotels and tourism businesses that embrace this mindset are not just reducing their footprint—they're becoming forces for healing and regeneration. They evolve into active place-makers.

At the heart of this transformation lies the regenerative mindshift: a conscious awakening to the critical role each of us plays in the living systems around us. It is a personal call to responsibility, driven by a deep need to reconnect—with place, with community, and with the guests we serve.

4. Adapted from Bill Reed (2007) Shifting from 'sustainability' to regeneration, Building Research & Information, 35:6, 674–680, DOI: 10.1080/09613210701475753

Regenerative Hospitality

A Responsible Future

Regenerative Hospitality is not « Sustainability on Steroids »

Regenerative hospitality is an evolving paradigm that departs from sustainability and focuses on ecological and social renewal by building capacity for living systems to realize their full potential. Unlike sustainability, which seeks to minimize negative impacts, regenerative hospitality starts by creating a net-positive impact on the environment and local communities.

It involves two core concepts:
- the Regenerative Mindshift, which encourages hospitality leaders to develop an inner awareness of their responsibility in committing to ecological and social renewal;

- the Ecosystem Approach, which integrates both the natural environment and human relationships to foster transformation. This approach emphasizes a deep connection between hospitality businesses, local ecosystems, and communities, encouraging businesses to become agents of positive change.

Key components of this model include Place Intelligence, which addresses the complex social and natural ecosystems of a location, and People Intelligence, which refers to the transformative interactions between hosts and guests. This approach is applicable to hospitality businesses of all sizes and types, emphasizing that regeneration is not just an ideal but a financially viable, purpose-driven business model that can lead to long-term, positive impacts[5].

5. Further information on: https://www.hotelyearbook.com/article/122000314/regenerative-hospitality-what-it-is-what-it-is-not-what-it-might-be.html

The key principles of Regenerative Hospitality

Regenerative hospitality embodies a broader responsibility towards the reality and ecosystems in which we operate. Through this lens of responsibility, regenerative leaders harness a regenerative mindshift that enables them to build viable businesses rooted in ecosystem intelligence (both place-based and people-centered). Regeneration can de facto become a strategic business orientation: not a 'nice to have' nor a 'checklist', but a financially viable, strategically designed and purpose-driven business orientation that aims at delivering net-positive outcomes for all.

We believe that a few core principles are essential to begin thinking regeneratively—especially within the hospitality sector.

- Mindset shift: Regeneration is a personal journey with an impact on the business strategies and operations as a whole: it is about waking up to face reality, realizing the inner need for a new way of being and finally acting upon it. This process takes time.

  We are all on a learning journey and so are the hospitality managers we have encountered along the way. For each of them, something happened that completely reshaped their priorities. Something so profound and powerful that it awakened a deep awareness of the need to be truly 'connected' with the ecosystems around them. We call this a "mindset shift". Every entrepreneur we have met can point to their own 'moment of truth' – a specific time and place where the trigger happened. A catalyst for deep and personal change. This trigger sets us all on a path of discovery, a learning journey that invites us to better understand ourselves and the complex reality we are part of.

- Net-positive by design: Regenerative hospitality goes beyond tackling the climate crisis and social issues through net-zero policies and operations. It responds to the metacrisis underlying the unraveling of our world's systems by calling for a metamorphosis* referring to a net positive approach towards all living systems.

  Regenerative leaders strive to engage with the ecosystems around the organization in a net-positive way. By recognizing the negative impact made by their activity, regenerators do not only look into strategies and campaigns to show 'caring and compassion' for reality. They actively try to generate a positive overall impact, leaving the place (i.e. community and natural ecosystems) better than they found it, contributing to improving in a collegial way, deeply involving – and learning from - local actors celebrating the 'spirit of the place'.

*From Anna Pollock's presentation at the Moverence "Regenerative Tourism: From Theory to Practice"

- **Living systems thinking:** Regeneration is a holistic approach that integrates human and natural systems to foster vitality and resilience by recognizing interdependence and the nested nature of all the living systems around us.

  Regenerative hospitality is about anchoring each activity in the local heritage and identity, unlocking the full potential of a place. Regenerators help destinations fulfill their purpose in harmony with human and natural systems. The discovery of system interconnectedness is what makes regeneration special. It is not like running a campaign or ticking boxes: it is about understanding that businesses, guests, communities (and even ourselves) are all part of a living, evolving system. Regenerators celebrate the interconnected living systems as the foundation of both personal and business behavior.

- **Inclusivity:** Regenerative hospitality is by design inclusive and promotes collaboration and stakeholder mutualism, inviting communities to become co-creators. It harnesses the power of indigenous knowledge and the genius loci to empower communities along the way.

  Regenerative properties are not isolated entities. They are deeply embedded in their local context. Regenerative managers embrace local culture and traditions and integrate them into the design and operations of their properties, giving authentic lifeblood to a business that contributes positively to the environment around them.

- **Authenticity at the core:** Regenerative hospitality promotes authenticity stemming from a mutually rewarding relationship between human beings, the natural and social ecosystems. Travel experiences have the potential to be extraordinary and even transformative when they are rooted in a deep sense of connection.

  By being true to the environment (natural or social) and by pursuing the mission to contribute positively to the place, regenerators can craft authentic and transformative experiences by leveraging the different affordances given by the natural and social ecosystem. The system as a whole is healthier due to the fact that each living element generates value by creating 'something new', something that was not there before with a different purpose, not exploitative but regenerative.

- **Shared profit, shared value:** Regeneration does not promote profit maximization at all costs. Instead, it considers returns under the perspective of shared profit where the benefits of business success are distributed across the entire living system.

Regenerative leaders see the reality through a broader perspective and recognize that true success means contributing positively to people, place and the planet. Now, financial viability remains essential. Nonetheless, regenerative leaders, by involving living ecosystems in their business orientation, redefine success by providing meaning to their actions. It is about creating value by helping the world around them thrive too[6].

6. Further information on: https://www.hotelyearbook.com/article/122000314/regenerative-hospitality-what-it-is-what-it-is-not-what-it-might-be.html

Regenerative Hospitality

The "Intelligences"

Our approach is based on extensive academic research and a wide professional experience and fosters the concepts of Place Intelligence and People Intelligence[7].

Place Intelligence is the outer layer of regenerative hospitality and looks at the net positive impact of the hospitality organizations on the Natural Ecosystem and Social Ecosystem.

People Intelligence is the inner layer of regenerative hospitality and looks at the net positive impact of Staff-Guest Relationship on an experience-based landscape.

7. Further information on: https://hospitalityinsights.ehl.edu/regenerative-hospitality-paradigm-shift

Regenerative Hospitality

How to "use" the intelligences

Understanding "affordances"[8] to create regenerative opportunities

The theory of affordance challenges traditional approaches regarding the perception and interaction within environments. The theory proposes that organisms such as human beings directly perceive opportunities for action called "affordances" within their environment. This concept has profound implications for understanding the natural and complex social systems, offering a framework for analyzing how entities navigate and interact within their respective environments.

An affordance represents the potential for action that exists in the relationship between an organism and its environment.

For example, think of "affordances" as the invitations your hotel space offers. It's about how the design and elements of your hotel suggest certain actions or experiences to guests.

- A comfortable armchair "affords" relaxation or reading.
- A well-lit path "affords" safe passage.
- A welcoming lobby "affords" connection and interaction.

We want to move beyond just functional spaces and create environments that naturally encourage positive interactions and experiences for both guests and the wider community. It is important to note that affordances are neither purely objective properties of the environment nor subjective constructs of the perceiver but rather emerge from the dynamic relationship between the two.

8. Jones, K. S. (2003). What Is an Affordance? In How Shall Affordances Be Refined? Routledge

How to "use" the intelligences

Consider a simple chair. To an adult, it "affords" sitting. But to a child, it might "afford" climbing, hiding, or even a stage for imaginative play. To an elderly person with mobility limitations, it could afford support. And a cat might perceive it as affording scratching, perching or territory marking. The same object can offer different possibilities to different people.
The chair's affordances extend beyond its primary function.

In your hotel, think about:
- How can your lobby "afford" different activities for different guests? (e.g., quiet work, social gathering, quick check-in)

- What hidden "affordances" might your spaces have that you haven't considered? (e.g., a quiet corner that could be perfect for a small, impromptu meeting)

Beyond the Hotel Walls: Natural & Social Affordances

Your hotel doesn't exist in isolation. It is part of a larger ecosystem and community. How can you leverage the affordance in a net positive way preserving, restoring, enhancing and ultimately regenerating the surrounding ecosystem?

Natural Ecosystem Opportunities

Natural environments exhibit complex webs of affordances that enable the functioning of an ecosystem. Think about how your hotel interacts with its natural surroundings. Can your property:

- Offer direct access to nature? (e.g., gardens, walking trails, views)
- Encourage appreciation and understanding of local flora and fauna? (e.g., educational signage, nature tours)
- Adapt to local climate and natural cycles? (e.g., rainwater harvesting, natural ventilation)
- Support local ecosystems? (e.g., native landscaping, reducing light pollution, biodiversity restoration)
- ...Become an essential element interconnected to the living natural ecosystem?

Social Ecosystem Opportunities

Social institutions and structures create affordances that shape collective behavior and individual opportunity. Your hotel is also part of a community. How can it:

- Encourage positive social interactions and become a valuable hub for the community? (e.g., communal spaces, events)
- Connect guests with local culture and people? (e.g., local artisan markets, community partnerships, authentic dining experiences)
- Support the well-being of your staff and local residents? (e.g., fair wages, local employment, community initiatives)
- Preserve cultural traditions and know-how? (e.g. heritage conservation, local practices)
- ...Become an essential element interconnected to the living social ecosystem?

By intentionally designing for these "affordances"— both within your hotel and in its interaction with the natural and social environment — you can create truly regenerative hospitality experiences that benefits everyone, from the living ecosystems to the guests and staff.

Regenerative Hospitality

Embracing Regeneration

"Regeneration means creating lasting positive impact, not only reducing our footprint but actively enhancing the experience of our guests, our team, and our environment. At Hilton Geneva, this translates into local sourcing in our restaurants, investing in employee development, and engaging with our community through partnerships that matter. It's about leaving places better than we found them, for people and the planet"

Anaïs Pierron, Hilton Geneva Hotel & Conference Centre

6 Strategic Reasons to Shift from Sustainability to Regeneration

I. **Adaptation**: In response to global challenges, regenerative practices enable hotels to build resilience and adjust effectively. This adaptability is essential for maintaining competitiveness within the industry.

II. **From Limitations to Contributions**: Regeneration focuses on adding value to ecosystems rather than minimizing negative business impacts, shifting the emphasis from restriction to positive contribution.

III. **Purpose-Driven Experiences**: As sustainability increasingly becomes an expectation among customers, regeneration helps prevent greenwashing by facilitating authentic, meaningful, and collaboratively created experiences which bring real memories.

IV. **Immersion with Place**: Regenerative practices require genuine integration with local communities and environments, ensuring all activities are deeply rooted in place and people.

V. **Rebuilding Trust**: Countering concerns about greenwashing and sustainability fatigue, regeneration reframes organizational purpose and fosters trust by uniting stakeholders around shared values.

VI. **Long-Term Thinking**: Extractive business models can degrade the very environments they depend upon, whereas regenerative thinking promotes robust ecosystems and secures long-term business viability.

Regenerative Hospitality

Our Benchmark

In order to generate a Benchmark of Regenerative Hospitality, we developed an index that we tested on Swisstainable level III properties across Switzerland.

Swisstainable is Switzerland's national sustainability program for tourism, launched in 2021 by Switzerland Tourism in collaboration with the Lucerne University of Applied Sciences and Arts and other tourism organizations. This program aims to provide guidance for guests seeking sustainable travel options while creating a movement for the entire tourism industry to commit to more sustainable practices. The program addresses the challenge that visitors looking for sustainable offers are often lost in a jungle of labels. Rather than creating another certification system, Swisstainable is designed to provide guidance for guests using existing standards. Companies achieving Swisstainable Level III status are considered the champions and beacons of sustainable tourism in Switzerland[9].

9. https://www.stv-fst.ch/fr/durabilite/centre-de-competences/swisstainable

The Three Swisstainable Levels:

- **Level I - Committed:** Businesses commit to sustainable business management and to further developing their business continuously towards sustainability. These are companies without existing certifications but willing to start their sustainability journey.

- **Level II - Engaged:** Businesses are committed to sustainable business management and ongoing further development in sustainability. In addition, these businesses have a recognised credential in at least one sustainability dimension.

- **Level III - Leading:** Level III businesses have a comprehensive, recognized sustainability credential that covers all dimensions of sustainability and are regularly audited by third parties. Level 3 partners already have official certifications covering all three pillars of sustainability: environment, economy and society.

The Regenerative Hospitality Index allowed us to investigate and comprehend the perception of regeneration within these hospitality businesses. Considering there are different categories of businesses at the Level III Swisstainable, we focused our survey on Gastronomy, Hotels and Non-hotel accommodations.

Together we had over 42 respondents who fully completed the survey and were used in generating the index. Although self-reported surveys are frequently used for data collection, they have certain limitations that may affect the reliability and validity of the results. To address some of these limitations, open-ended questions were included to gain a better understanding of the responses provided to the closed questions.
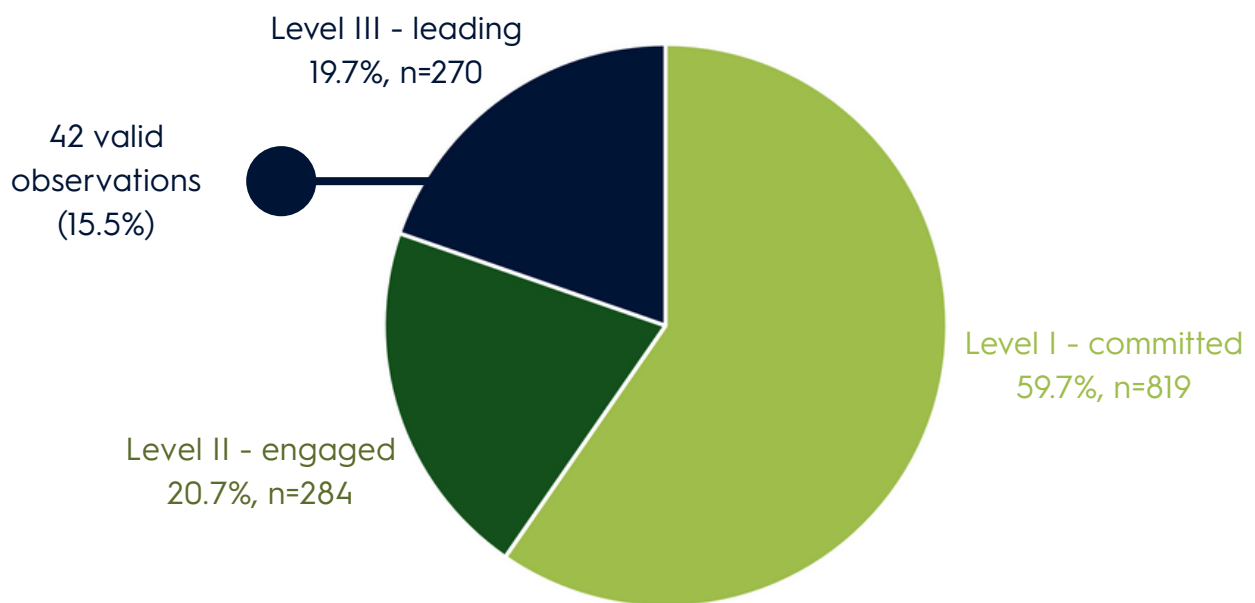
Using a 5-point Likert Scale, Regenerative Mindset, Place and People intelligence were measured using 24 questions with Regenerative Mindset constituting 20% of the total regenerative score while Place and People Intelligence accounted for 40% of the total score each.

Below are some of the results of the survey.

Graph 1

Level III - leading
19.7%, n=270

42 valid observations (15.5%)

Level I - committed
59.7%, n=819

Level II - engaged
20.7%, n=284

Graph 2

Graph 3

Accommodation Stars

	3 stars	4 stars	5 stars	Not applicable	(blank)
Count	12	14	12	2	2

Overall Regenerative Score*

79.6/100

Average Mindset Score

4.00/5.00

Average Place Intelligence

4.06/5.00
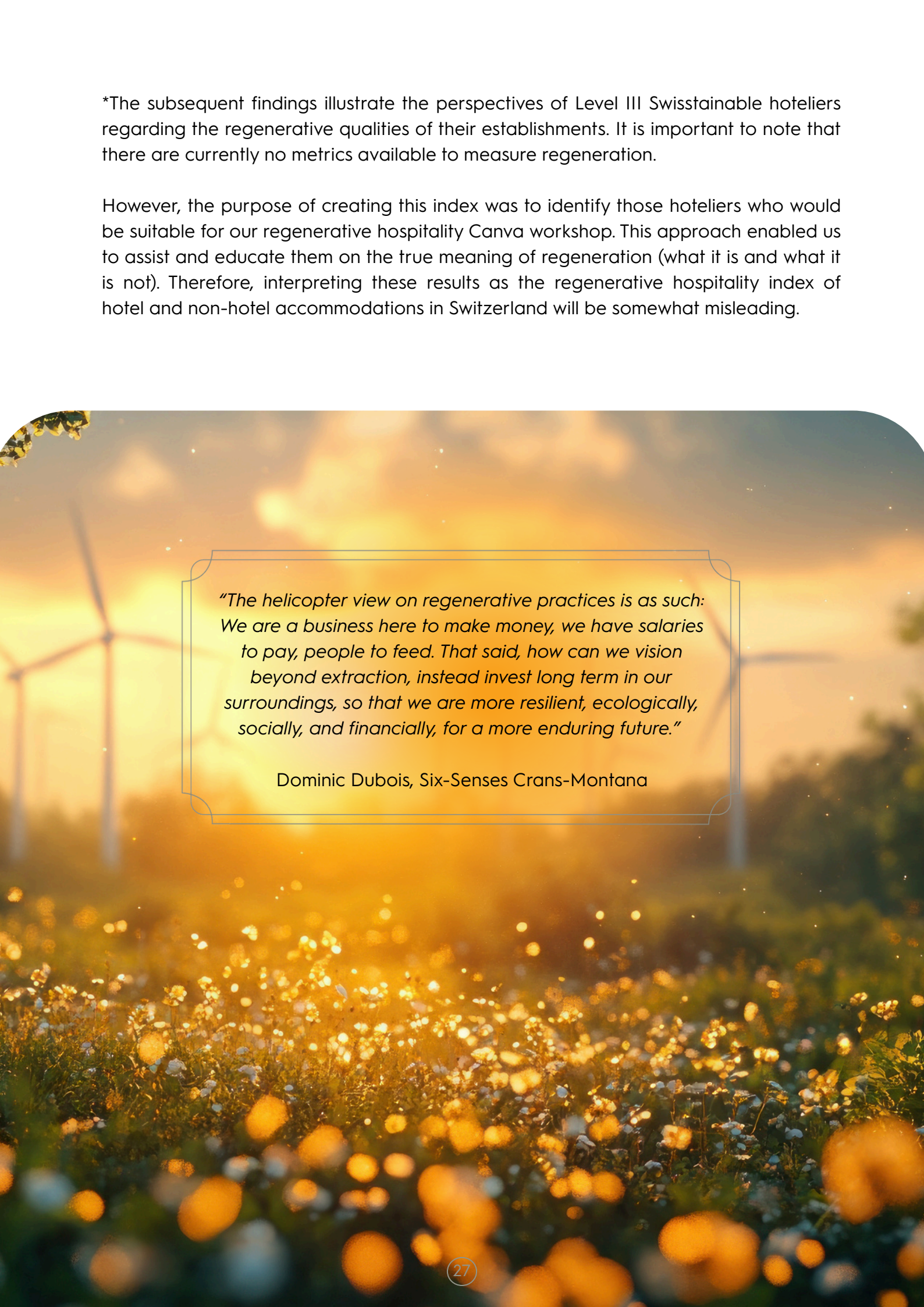
Average People Intelligence

4.06/5.00

*The subsequent findings illustrate the perspectives of Level III Swisstainable hoteliers regarding the regenerative qualities of their establishments. It is important to note that there are currently no metrics available to measure regeneration.

However, the purpose of creating this index was to identify those hoteliers who would be suitable for our regenerative hospitality Canva workshop. This approach enabled us to assist and educate them on the true meaning of regeneration (what it is and what it is not). Therefore, interpreting these results as the regenerative hospitality index of hotel and non-hotel accommodations in Switzerland will be somewhat misleading.

"The helicopter view on regenerative practices is as such: We are a business here to make money, we have salaries to pay, people to feed. That said, how can we vision beyond extraction, instead invest long term in our surroundings, so that we are more resilient, ecologically, socially, and financially, for a more enduring future."

Dominic Dubois, Six-Senses Crans-Montana
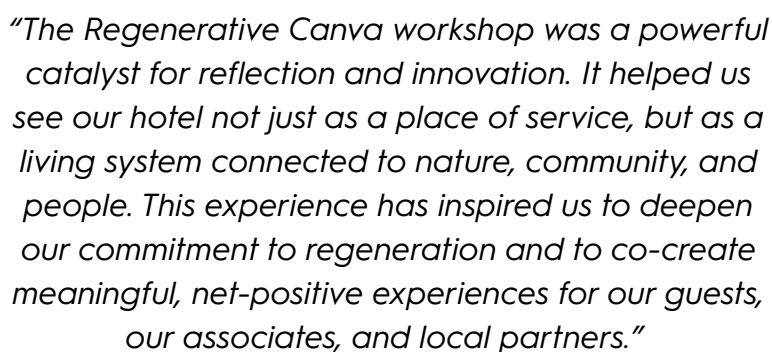
Regenerative Hospitality Tools

The Regenerative Canva

A Collaborative Tool To Get You Started with Regeneration

The Regenerative Canva has been designed as a collaborative tool to foster reflection on shared responsibility towards the natural and social ecosystem while encouraging meaningful and potentially transformative experiences. Serving as a compass, the Canva helps hospitality businesses elevate their relationship with the ecosystem they are part of. It guides users through a process of observation, reflection, planning and action, all geared toward net-positive outcomes. By using the Canva, teams are invited to pause, ask deeper questions, and co-create strategies that go beyond sustainability to actively contribute to the vitality of their place.

Importantly, the Canva is not a one-size-fits-all solution. It is intentionally adaptable and can be modified multiple times to meet the evolving needs of the business and the living systems it interacts with. As ecosystems change at an unpredictable and often fast pace, so too should our strategies and reflections.

> *"The Regenerative Canva workshop was a powerful catalyst for reflection and innovation. It helped us see our hotel not just as a place of service, but as a living system connected to nature, community, and people. This experience has inspired us to deepen our commitment to regeneration and to co-create meaningful, net-positive experiences for our guests, our associates, and local partners."*
>
> Pierre-Henri Perrin, Geneva Marriott Hotel

To maximize its impact, we recommend printing the Canva in large format and displaying it in a shared space. This encourages team engagement, sparks dialogue and supports collaborative thinking. When used regularly, the Canva becomes more than a tool—it becomes a shared language and a catalyst for a regenerative transformation.

The Regenerative Canva is composed of 4 macro areas:

1.

Your Business

2.

The Intelligence

3.

The Stakeholders

4.

The Impact

Mission	Vision	Customers	Regenerative Commitment

Nature Ecosystem

Social Ecosystem

People Involvement

Stakeholders

Net Positive Action & Impact

1. Your Business

Take a snapshot of your business. This foundational reflection will help you understand whether your organization is ready and willing to shift toward a regenerative orientation. After observing your Business as of Today, take some time to reflect on your regenerative commitment. What does regeneration inspire in you? Where do you want your organization to go from here? What kind of impact do you want to have on your place and people?

This step is about articulating your intention, and your "why" for embracing a regenerative approach.

Mission / Vision / Customers / Regenerative Commitment

2. The Intelligence

PLACE INTELLIGENCE refers to the unique characteristics, needs, and assets of the natural and social ecosystems in which your business is embedded. Ex: What does the land have to offer? What stories does the community carry? What is surrounding your business?

PEOPLE INTELLIGENCE looks at the human interactions within your property. Ex: how is the social and natural ecosystem impacting the way staff and guests interact? Are there any experiences to be designed around this interaction on the basis of the place intelligence?

Nature Ecosystem

Social Ecosystem

People Involvement

3. The Stakeholders

Stakeholders are not just participants—they are co-creators of value across ecosystems. Each initiative and ecosystem involves a unique constellation of stakeholders, from internal teams to local communities, suppliers, guests, and even natural systems.
Understanding who they are, what they contribute, and how they interact is essential to designing meaningful, net-positive strategies.

Stakeholders

4. The Impact

Net-positive actions and impacts should be intentionally designed based on the unique insights drawn from both Place Intelligence and People Intelligence.

These insights form the foundation for meaningful, context-specific strategies that go beyond generic sustainability efforts.

Net Positive Action & Impact

"The Canva has given us a much-needed structure to translate the concept of regeneration into tangible action. It helped us align departments, from housekeeping to F&B and events, around a shared vision of hospitality that restores and reconnects. It also sparked new ideas, like rethinking guest experiences through the lens of well-being and local culture."

Anaïs Pierron, Hilton Geneva

Design Your Workshop

A 3-Step Approach

There are three main steps to get started with the Regenerative Canva:

STEP 1
OBSERVE

Identify your organization's most successful sustainability initiatives and assess their impact on the environment and the local community but also on staff and guests.

STEP 2
REFLECT & PLAN

Use the Place and People Intelligence framework to analyze your connections with the environment, community, staff, and guests. Identify areas for improvement and collaborate with stakeholders to design actions that generate a net-positive impact.

STEP 3
ACT

Prioritize actionable interventions that align with regenerative principles. Implement these strategies using the Regenerative Canva as your compass.
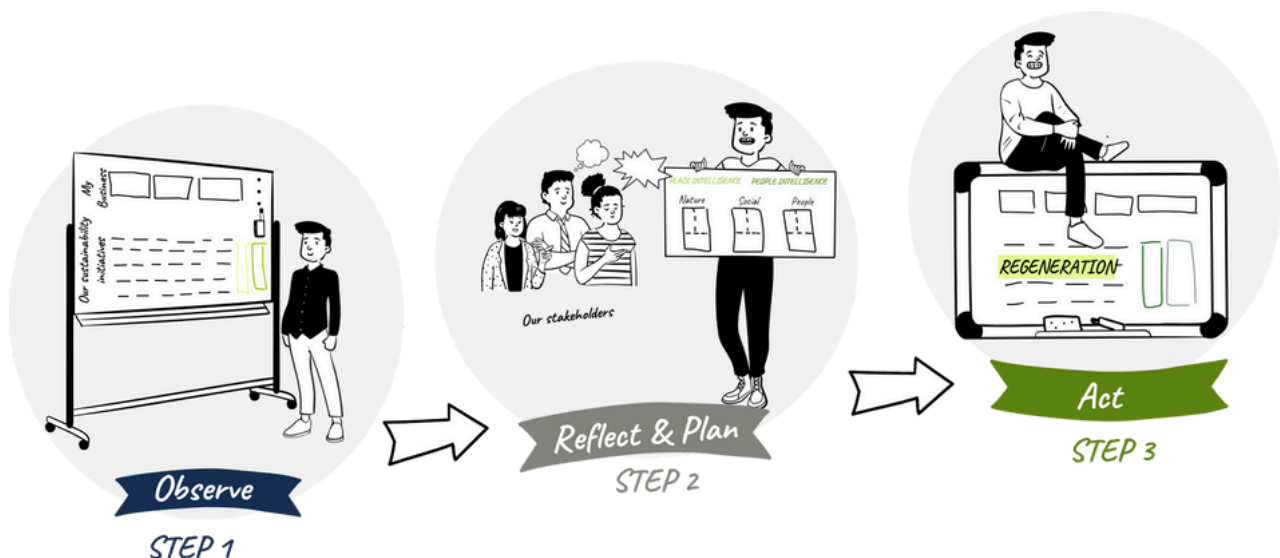
Step 1: Observe

The Regenerative Canva

The first step is to identify your organization's most successful sustainability initiatives and assess their real impact not only on the environment, but also on the local community, your staff and guests.

My Business

Mission	Vision	Customers
What is the core purpose of your organization? Describe what drives your organization.	How does your business envision its future? What are your long-term aspirations?	Describe the customers of your business.

Five sustainability initiatives we are proud of

	AREA OF IMPACT			TYPE OF IMPACT	
	Nature	Social	People	Net Zero	Net Postitive

Step 1: Observe

The Regenerative Canva

1. My Business

	Mission	Vision	Customers
	What is the core purpose of your organization? Describe what drives your organization.	How does your business envision its future? What are your long-term aspirations?	Describe the customers of your business.

2. Five sustainability initiatives we are proud of

3.

AREA OF IMPACT			TYPE OF IMPACT	
Nature	Social	People	Net Zero	Net Postitive

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1. We recommend beginning with a comprehensive analysis of your Business as of Today. What is your mission? What is your vision? Who are your customers? This foundational reflection will help you understand whether your organization is ready – and willing – to shift toward regenerative orientation.

2. Next, think about your sustainability initiatives. List at least five of them (print several copies of this table if necessary).

3. It is time to take a critical look at your current sustainability measures. Are they creating net-zero or net-positive outcomes for the ecosystems you interact with? Are they embedded in your core operations, or are they peripheral efforts? Where do you currently stand on the spectrum between harm reduction and active regeneration?

This first reflection is not about judgment. Sustainability measures are needed and reflect your commitment.

However, by understanding where you are today, you can begin to identify meaningful ways forward. You may already be taking regenerative steps without naming them as such. Or you may already discover untapped opportunities to drive your practices and mindset forward.

The objective of this first exercise is to observe and take a snapshot of your business. The real work will start in the next step.

My Business

Mission
What is the core purpose of your organization? Describe what drives your organization.

Vision
How does your business envision its future? What are your long-term aspirations?

Customers
Describe the customers of your business.

Five sustainability initiatives we are proud of

	AREA OF IMPACT			TYPE OF IMPACT	
	Nature	Social	People	Net Zero	Net Postitive

Step 2: Reflect & Plan

The Regenerative Canva

The second step is to use the Regenerative Canva to explore your organization's relationships with its surrounding environment, community, staff, and guests. This is where you begin to uncover the interdependencies that shape your business with the living systems, and its potential for regeneration.

Identify the offerings, challenges and opportunities that emerge from what we call Place and People Intelligences.

This means looking beyond your own perspective and imagining your business as part of a larger, interconnected ecosystem. Try to visualize the relationships, dynamics, and potential that exist around you often beyond your immediate boundaries or assumptions.

Note that you can use the Sustainable Development Goals (SDGs) to guide you as a helpful reference framework, however, don't stop there. Regeneration invites you to listen, observe, and engage with the living systems in a more holistic way.

Nature Ecosystem

Offerings	**Challenges**
What does the natural environment around your business have to offer?	What are the natural challenges around the business?

Opportunities
What opportunities arise from these offerings and challenges?

Social Ecosystem

Offerings	**Challenges**
What does the community around your business have to offer?	What are the challenges in the community?

Opportunities
What opportunities arise from these offerings and challenges?

People Involvement

Offerings	**Challenges**
What experiences or relations can be offered?	What are the challenges of these experiences or relations?

Opportunities
What opportunities arise from these offerings and challenges?

PLACE INTELLIGENCE

PLACE INTELLIGENCE

There's no set order for completing this framework—let your collective inspiration and reflection lead the way. However, here are a few prompts to help you get started:

Offerings - Map your assets
- What makes this place unique? (e.g., biodiversity, landscapes, traditions)
- What knowledge, skills, or values do your staff and community hold? Who could you empower or collaborate with?
- What are your guests seeking that aligns with the spirit of the place?

Challenges – Identify the risks, tensions, gaps
- Are there environmental pressures (e.g., pollution, overuse of resources)?
- Are there social issues (e.g., inequality, lack of inclusion, staff burnout)?
- Are your current practices unintentionally extractive or disconnected?

Opportunities - How can you contribute to positive change
- How can you support local livelihoods or restore ecosystems?
- What partnerships could amplify your impact?
- What regenerative experiences could you offer to guests?

Offerings
What does the natural environment around your business have to offer?

Challenges
What are the natural challenges around the business?

Opportunities
What opportunities arise from these offerings and challenges?

Change cannot happen without allies. Understanding who your stakeholders are, what they contribute, and how they interact is essential in designing meaningful, net-positive strategies.

We propose this map to list relevant stakeholders, which may trigger partnerships and collaboration. By doing so, hospitality businesses can move from isolated efforts to integrated, systemic change creating ripple effects of regeneration across the ecosystems they touch.

	Staff	Customers	Suppliers	Authorities	Community	Finances	Special Groups
INTERNATIONAL							
NATIONAL							
REGIONAL							
LOCAL							

Step 3: Act

The Regenerative Canva

The third step is to prioritize actionable interventions that align with regenerative principles and are grounded in the insights you've gathered from your business, your ecosystem, and your stakeholders.

Start by reviewing the opportunities identified in your Place and People Intelligences chart. Ask yourself:

- Which actions can generate the greatest positive impact for both the environment and the community?
- Which initiatives are most aligned with your team's values, capabilities, and long-term vision?
- Where can you create synergies with stakeholders to amplify outcomes?

Mission

What is the core purpose of your organization? Describe what drives your organization.

Vision

How does your business envision its future? What are your long-term aspirations?

Customers

Describe the customers of your business.

Regenerative Commitment

Describe your regenerative commitment to nature, community and guests

Our Net Positive Actions

	AREA OF IMPACT			CONSTRAINTS/ OPPORTUNITIES	
	Nature	Social	People	Laws/ Regulations	Costs/ Revenues

1.

My Business

Mission	**Vision**	**Customers**	**Regenerative Commitment**
What is the core purpose of your organization? Describe what drives your organization.	How does your business envision its future? What are your long-term aspirations?	Describe the customers of your business.	Describe your regenerative commitment to nature, community and guests

3.

4.

2.

Our Net Positive Actions

AREA OF IMPACT

Nature   Social   People

CONSTRAINTS/ OPPORTUNITIES

Laws/ Regulations   Costs/ Revenues

1. Add your Business as of Today section and reflect on your regenerative commitment. What does regeneration inspire in you? Where do you want your organization to go from here? What kind of impact do you want to have on your place and people?

2. Prioritize the actions using a structured methodology (i.e. action matrix) to identify the most feasible and impactful initiatives.

3. Indicate the area(s) of impact (based on the Place & People Intelligence framework). Note that some initiatives may influence multiple areas.

4. Assess potential constraints and opportunities that could affect the feasibility of each action. This may include legal, financial or contextual factors that support or hinder implementation.

Step 3: Act

Prioritizing actions

Which initiatives to undertake

It is evident that after applying the Canva three-step methodology, numerous initiatives will be proposed and their impact on both the people and place intelligence will be analyzed. However, hoteliers have limited resources to implement all these initiatives. To address this, we employed an impact, cost, and feasibility matrix, where various initiatives are evaluated and ranked within a four-quadrant matrix based on their impact, cost and feasibility. It is apparent that individual perceptions lead to variations in prioritizing initiatives. Consequently, team cooperation, collaboration, and awareness are of utmost importance.

> *"For us at Tariche, regeneration is an opportunity for long-term reflection and improvement. Having reached our first goal of attaining net-zero, the Canva will allow us to set new concrete goals for the evolution of the company"*
>
> Perrine Gigandet, Tariche Tourisme

Collaborative brainstorming on potential initiatives fosters a sense of ownership and commitment among team members, thereby enhancing their motivation and investment in the success of the project. The open communication accompanying this process ensures that all members are aligned with their roles and responsibilities, thus preventing misunderstandings and improving efficiency in executing the initiatives.

"Regeneration is embedded in our hotel's DNA. Just like the watchmakers in the region, we do more than we say"

André Cheminade, Hôtel des Horlogers

Step 3: Act

Prioritizing actions

How to read the matrix?

- Prioritize initiatives in Quadrant 1 to achieve significant results with minimal cost.

- Develop and Allocate a budget for initiatives in Quadrant 2 to ensure they are implemented efficiently.

- Consider initiatives in Quadrant 3 if resources permit, although they should not be prioritized over projects with greater impact.

- Reevaluate or cut Quadrant 4 initiatives to avoid extra costs.

Impact-Cost Matrix
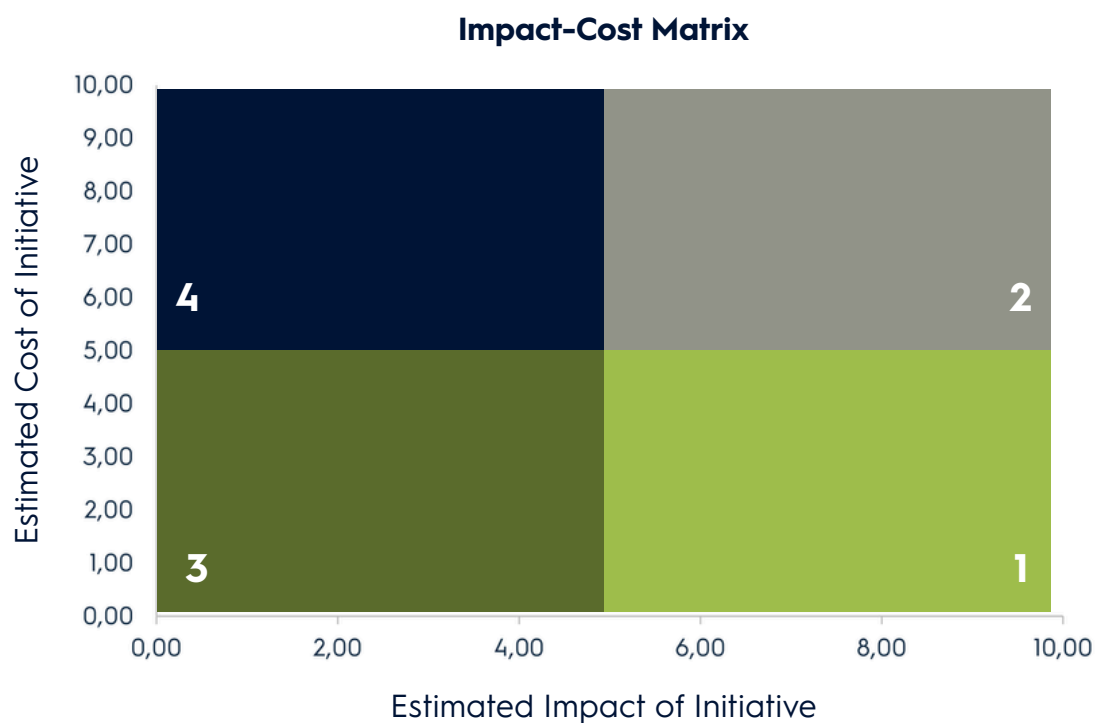
Step 3: Act

One Size Does Not Fit All

From our case studies, we observed creativity emerging during the workshops; even hotels that are located in the same area saw different opportunities and different affordances in similar ecosystems. Those led to different actions to promote net-positive initiatives that resonated only with the organization under investigation.
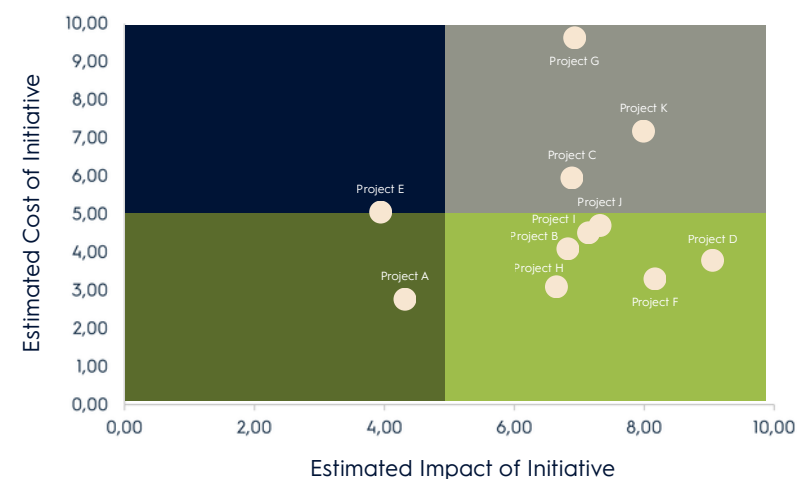
Boutique Hotel
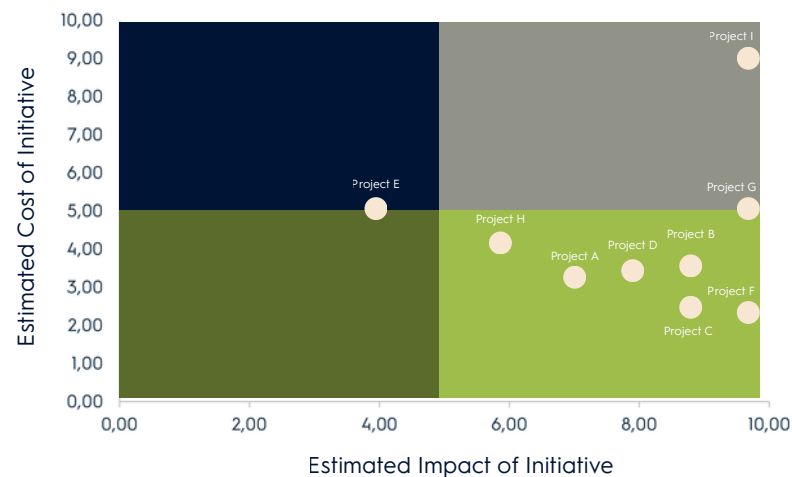
Camping
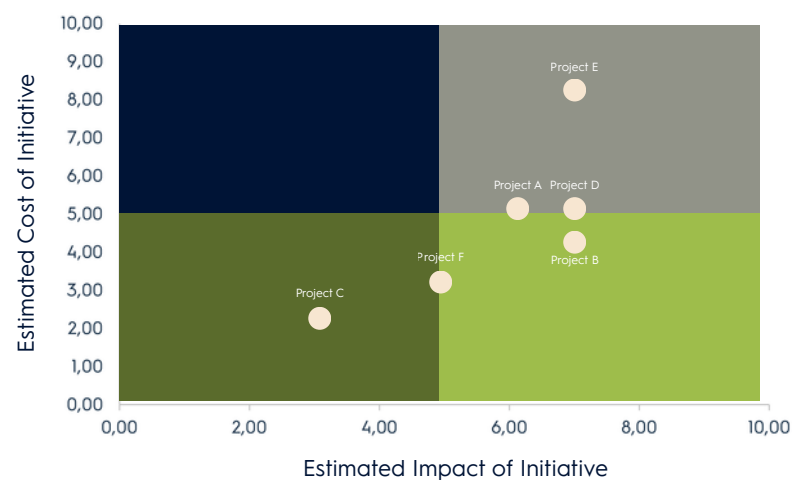
City Hotel

Regenerative Canva

Get the Full Picture

Finally, bring all your findings together in the main table to get a complete view of your workshop. But remember that this is not set in stone.

Feel free to revisit, revise, and reimagine your inputs. It's a living document, so play with it as your ideas evolve.

What's Next

To get the most out of this journey, we highly recommend printing all the tools in A1 format and displaying them in a shared space.

This allows your team to:
- Visualize ideas clearly
- Collaborate more effectively
- Engage physically and creatively with the process

Follow this presentation as your self-guided facilitator—each step is designed to help you reflect, align, and act with purpose.

Download the canva

Template	Action Summary
My Business as of Today	Take a snapshot of your business to understand where you are today. Assess whether your business activities and vision align with the principles of regenerative hospitality. Review your current sustainability initiatives and reflect upon them. Learn to distinguish between a net-zero and a net-positive action.
Place & People Intelligence	Explore your organization's relationships with its surrounding environment, community, staff, and guests. Identify the offerings, challenges and opportunities that emerge.
Stakeholder Map	Understand and list who your stakeholders are and how they contribute/interact with you and your ecosystems.
Net-Positive Actions & Commitment	Prioritize actionable interventions that align with regenerative principles and are grounded in the insights you've gathered from your business, your ecosystem, and your stakeholders.
Regenerative Canva	Bring all your findings together in the main table to get the full picture of your collective reflections.

My Business

Mission

What is the core purpose of your organization? Describe what drives your organization.

Vision

How does your business envision its future? What are your long-term aspirations?

Customers

Describe the customers of your business.

Five sustainability initiatives we are proud of

	AREA OF IMPACT			AREA OF IMPACT	
	Nature	Social	People	Net Zero	Net Postitive

Nature Ecosystem

Social Ecosystem

People Involvement

Offerings
What does the natural environment around your business have to offer?

Challenges
What are the natural challenges around the business?

Opportunities
What opportunities arise from these offerings and challenges?

Offerings
What does the community around your business have to offer?

Challenges
What are the challenges in the community?

Opportunities
What opportunities arise from these offerings and challenges?

Offerings
What experiences or relations can be offered?

Challenges
What are the challenges of these experiences or relations?

Opportunities
What opportunities arise from these offerings and challenges?

	Staff	Customers	Suppliers	Authorities	Community	Finances	Special Groups
INTERNATIONAL							
NATIONAL							
REGIONAL							
LOCAL							

Mission

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Describe your regenerative commitment to nature, community and guests

Our Net Positive Actions

AREA OF IMPACT

CONSTRAINTS/ OPPORTUNITIES

Nature	Social	People	Laws/ Regulations	Costs/ Revenues

Mission
What is the core purpose of your organization? Describe what drives your organization.

Vision
How does your business envision its future? What are your long-term aspirations?

Customers
Describe the customers of your business.

Regenerative commitment
Describe your regenerative commitment to nature, community and guests.

Nature Ecosystem
What does the natural environment around your business have to offer?

Energy | Building & Land | Water | Prod. & Cons.

Offerings

Challenges

Opportunities

Stakeholders, Actors
Who does your business need to tackle the opportunities?

Net Positive Actions
What actions should be put in place?

Laws/Regulations

Impact
What is the expected impact?

Costs/Revenues

Social Ecosystem
What does the community around your business have to offer?

Education & Equality | No Poverty/Hunger

Offerings

Challenges

Opportunities

Stakeholders, Actors
Who does your business need to tackle the opportunities?

Net Positive Actions
What actions should be put in place?

Laws/Regulations

Impact
What is the expected impact?

Costs/Revenues

People Ecosystem
How do you involve staff and customers?

Peace & Well-being | Work conditions

Offerings

Challenges

Opportunities

Stakeholders, Actors
Who does your business need to tackle the opportunities?

Net Positive Actions
What actions should be put in place?

Laws/Regulations

Impact
What is the expected impact?

Costs/Revenues

Download the canva

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"Regenerative hospitality is an ambitious journey, and not a destination"
*"Currently I believe the success of the canva lies in the specialists [...]
who accompanied this project. They prompt at the right times, while still
understanding the nature of a for-profit business."*

Dominic Dubois, Six Senses Crans-Montana

*"The process is complete and holistic. It forces you to think about
aspects that otherwise would not have been considered."*

André Cheminade, Hôtel des Horlogers

*"This project brings clarity to a topic that can feel abstract. For us at
Hilton Geneva, it's been a great experience to reimagine how we
operate, not just sustainably, but regeneratively. It's a powerful shift from
doing less harm to doing more good, and we're proud to be part of
that journey."*

Anaïs Pierron, Hilton Geneva

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Investigating Regenerative Hospitality has been such a meaningful journey so far, one that has connected us with many like-minded individuals who are genuinely committed to understanding their realities and taking action.

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- Anaïs Pierron

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- Dominic Paul Dubois

Hôtel des Horlogers
Vallée de Joux

Hilton
GENEVA HOTEL &
CONFERENCE CENTRE

MARRIOTT
GENEVA

SIX SENSES
CRANS-MONTANA

TARICHE
Centre de vacances

creative commons

www.regenerativehospitality.org

research.edu.ch

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