Identifying starting points for a circular transition within the operations of coworking spaces

Bachelor Thesis / Graduation Project
Mara Neldner

June 2020

Identifying starting points for a circular transition within the Operations of Coworking Spaces

A client report for Evert-Jan Velzing written by Mara Neldner (1711199)

Examiners: Karlijn Scholten and Luana Gomes Sousa e Sousa.

In Partial Fulfillment of the Requirements of the Bachelor of Arts in 'Creative Business'

HOGESCHOOL UTRECHT

Table of Contents

Summary

This paper investigates how coworking spaces (CWS) in the Netherlands can identify COs within their operations in 2020. Transitioning towards a circular economy (CE) becomes inevitable for any business, however, due to the booming development of the coworking (CW) industry, CWS carry a massive environmental responsibility. Simultaneously, they have the opportunity to create wide-spread impact through their large number of members, anchored in the products and services offered to consumers. Due to the lack of understanding for circularity measures for specific industries, there is a knowledge gap on what circular operations imply specifically for CWS.

This research aims to fill this gap and create an effortless tool for CWS to assess their own circular opportunities (CO). The knowledge generation using a mixed-methods approach led to the prototype providing tangible starting points for an operational circular transition (CT).

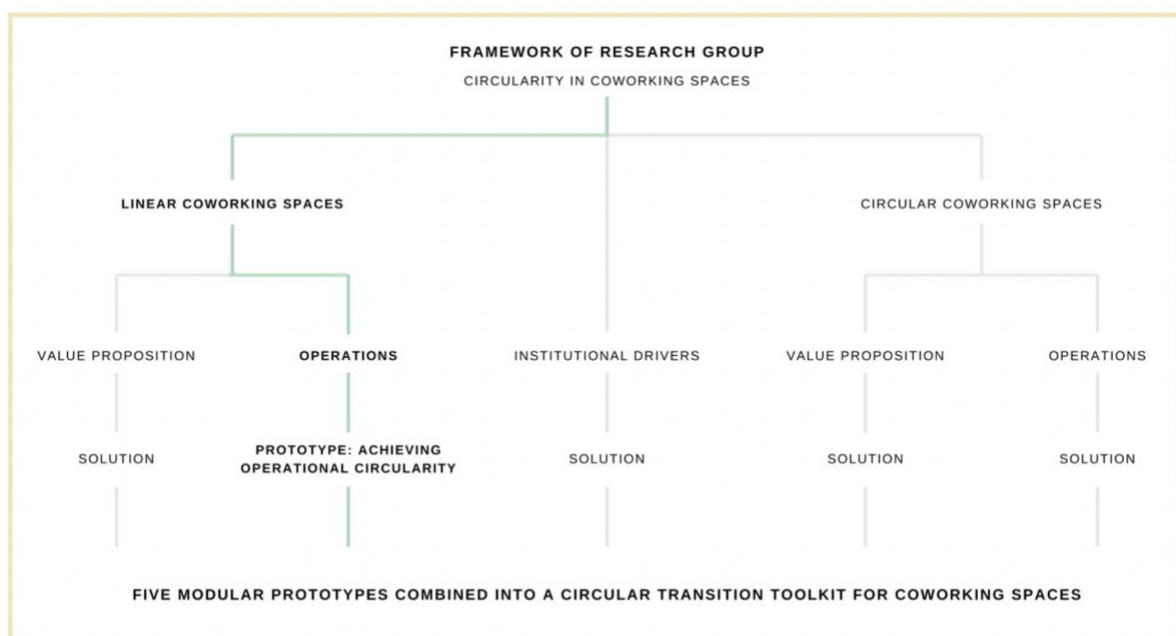*Keywords: Circular Transition, Coworking, Circular Opportunities, Operations*

Figure 1. Framework of research group and relation to joint efforts for toolkit

Introduction

Evert-Jan Velzing is a CE researcher and lecturer at the HU Utrecht. Currently, he is consulting the Werkspoorkwartier in Utrecht - an area striving to become the city's creative and circular hotspot. This paper and [prototype](#) will support his consultation of CWSs residing in the area.

The **CE** is based on natural ecosystems, promoting resilience and longevity (Circle Economy, 2019). In contrast to the current take-make-waste approach, it is regenerative by design and decouples economic growth from the consumption of finite resources (Ellen MacArthur Foundation, 2017). Around the globe, population growth and the depletion of finite resources make the transition towards a CE inevitable (EU Commission, 2014). The Netherlands currently extract six times more natural resources than their ecosystems can renew, affecting the environment beyond national borders (Circle Economy, 2020) Simultaneously, the government plans to attain a complete CE by 2050 (Government of the Netherlands, 2019). In the expectation to combat climate change, it is vital to shift our linear production and consumption patterns.

According to the Ellen MacArthur Foundation, a thought leader in CE, the production of consumer goods and buildings together account for 45% of global emissions and have seen only little transformation over the past years. These heavily contribute to often overlooked emissions and should turn into focus points to accomplish climate targets (Ellen MacArthur Foundation, 2017). As claimed by the Utrecht Sustainability Institute, we necessitate a circular rearrangement in construction: of buildings, interiors, and the companies within them (Bastein, Rietveld; 2016).

CW is a business model based on providing business services within a shared office space, referred to as CWS (Gandini, 2015). In 2020 the number of CWS worldwide is anticipated to exceed 26.000 (Deskmag, 2019). The number of members will hit 3.8 million this year (GCUC, 2017). Growing more than 1000% in a decade, the industry carries large responsibilities, but few CWS have a sustainability team. Worldwide, only a handful apply circular approaches. Despite their power to trigger wide-spread repercussions circularity has yet to become a priority for the sector. With increasing environmental pressure and a continuously rising

Figure 2. Number of coworking spaces worldwide from 2005 to 2020, Deskmag (2019)

market, CWS face both: huge responsibility to improve their own emissions, and a massive opportunity to influence the footprint of their members through their integrated products and services.

The CE gained momentum over the past years, but there is barely any research on the intersection of circularity and CW and is unclear what circularity implies for specific industries (Hogeschool Utrecht, 2020). There is no single path towards circularity, more so, it is an individual set of steps. which still need to be addressed from an operational perspective. The resulting **knowledge gap on operational CTs** needs to be filled with tailored tools, CW-related insights and actionable starting points.

Current Knowledge

Circular Transitions

Achieving circularity requires a redesign of how an organisation functions - from product/service design to operations management and business strategy (Early, 2019).

Based on a systematic approach, the transition requires stakeholder action at each stage of the value chain (Reflow, 2019). CTs include actions which are aligned with planetary boundaries, create economic value, and take social factors into account (Circular Transition, 2020). The journey of a CT includes multiple steps which need to be executed on each layer of a company, and there is no single solution to it (O'Neill et al, 2018). Every stakeholder requires multi-layered strategies to introduce structured change to create systems for effective resource utilization to cater to societal needs (Circle Economy, 2020).

Operations

Operations ensure effective resource utilization to meet customer needs by delivering good or services. The goal of operations is to optimize the infrastructure in which products move and create value (Lambert, 2010).

The **Input-Process-Output model** by Walley (2017), is often used to visualize operations.
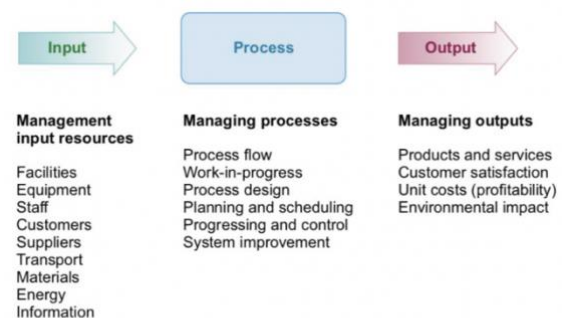
Input involves all resources entering a company (Open Learn, 2020). Operations decide which materials get to flow into their systems - including the quantity and quality of them. Possible restrictions are budgets, infrastructure and business objectives (Walley, 2017).

Process determines how products are changed. It describes the steps through which materials are converted into products. This transformation is often measured against KPIs and quality assurance (Boundless, 2020).

Input	Process	Output
Management input resources	**Managing processes**	**Managing outputs**
Facilities	Process flow	Products and services
Equipment	Work-in-progress	Customer satisfaction
Staff	Process design	Unit costs (profitability)
Customers	Planning and scheduling	Environmental impact
Suppliers	Progressing and control	
Transport	System improvement	
Materials		
Energy		
Information		

Figure 3. Input-Process-Output model by Paul Walley (2017)

Managing Outputs relates to delivering the right goods/services and is dependent on market requirements and organisational standards (Walley, 2017). Organisations create both desirable outputs (products/services) and undesirable outputs (e.g. waste). For the purpose of eliminating resource inefficiencies, CWS must realise their powerful position within the supply chain and alter operations to fit the new economic model of CE (Kazancoglu, 2018). Capturing the value of resources to deliver a beneficial output is a joint characteristic of both circularity and operations.

Transitioning towards **circular operations** leads to complications within planning and resource allocation (Boer, 2018). Operators must adjust their inputs to regeneration rates of resources, allowing renewable resources to recover and non-renewable resources to cycle indefinitely (Suarez-Eiroa et al, 2019). Technological outputs have to be minimized as much as possible and biological outputs must be aligned with natural absorption rates.
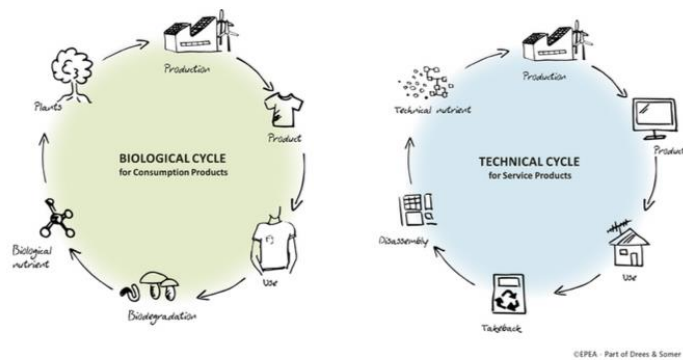

Figure 4. Biological Cycles vs. Technical Cycles, by EPEA (2020)

To achieve **operational circularity**, businesses must close loops and return outputs while maintaining unit value (Suárez-Eiroa et al, 2019). Overall system size needs to be reduced by lowering the number of products needed to prevent waste in the first place (EU, 2010). Sustainable products must be chosen over others (Jacobi et al, 2018).

Companies which manage to overcome the challenges of the transition will see monetary benefits, decreased supplier and material dependency, and a competitive advantage Boer (2018).

Assessment and Circular Opportunity Identification

The **Circular Design Guide** is a toolkit created by IDEO and the Ellen MacArthur Foundation (Circular Design Guide, 2018). Its worksheets support solutions for a circular world based on design thinking. Particularly applicable is the CO Worksheet. It offers simple questions and follows an IPO approach, reassuring the relevance of operations within the discussion of CT. However, it doesn't identify leverage points or impacts. It is only partially applicable to CWS as some questions are manufacturer-oriented as opposed to distributor-oriented.

Figure 5. Circular Opportunities Worksheet by IDEO & the Ellen MacArthur Foundation (2018)

Another instrument is the **Circular Economy Toolkit** (CE Toolkit, n.d.), created by the IfM Cambridge. It offers assessment tools, opportunity areas, and CE information and presentations empowering companies to facilitate their own workshops. Despite taking into account the different perspectives of different company types, the assessment tool could confuse users unfamiliar with CE terms.
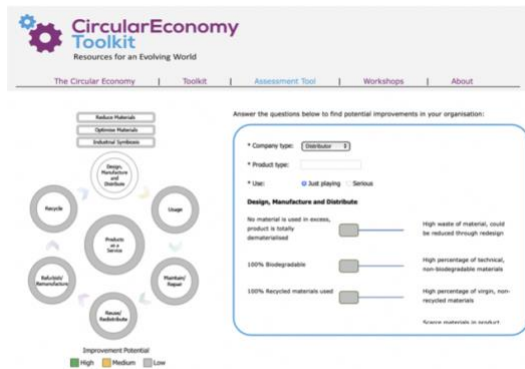
Figure 6. Circular Economy Toolkit by IfM Cambridge

Material Flow Analysis (MFA) emerged as a useful tool to capture materials in sustainable development. The quantification of inputs and outputs within a specific system and time frame allows for identification of critical flows. It enables goal setting based on the visualizations in Sankey diagrams (SSWM, 2019). MFA gained popularity within the CE (Bao et al, 2010), and adopted by agenda leaders like Metabolic.

Though one of the main purposes of MFA is to provide simple and reliable visualizations to picture reality (Brunner and Rechberger, 2004), MFA requires a sufficient amount of data.

Figure 7. Material Flow Analysis, DGTL (2017)

A local example utilizing MFA is the circular festival DGTL. MFA helped to challenge their linear constructs, out-design waste and identify resource flaws (DGTL, 2018).

The above-mentioned resources serve as the foundation of the tool for CWS but need to be modified to CW-specific needs.

Research Questions

Based on the current knowledge and the niche identified above, the research questions were chosen as followed.

How might coworking spaces in the Netherlands identify starting points for a circular transition within their operations in 2020?

SQ1: Which patterns can be identified concerning operational products within inputs, processes, and outputs?

SQ2: What operational challenges are coworking spaces facing regarding a circular transition?

SQ3: How do coworking spaces self-assess their circular performance?

SQ4: How can tools aid the current self-assessment in order to identify circular opportunities?

Research Procedure

To ensure synergy of both quantitative and qualitative data, this exploratory research follows a **mixed-methods approach** (Wisdom; Creswell, 2013). Given the rare coverage of this topic, the research design was chosen to explore a broader range of topics contributing to the research body.

	PARTICIPANT	ELIGIBILITY	INSTRUMENTS	TIME FRAME	LOCATION	DATA ANALYSIS	APPENDICES
E1 (CWS1)	Expert 1 Anonymous, representing anonymous CWS 1	CW professional, Community Manager & Sustainability Lead	• Semi-structured interview • Interview guide • Record-Keeping	• 12.3.2020 • 25.5.2020 • 10.6.2020 • E-mails/ LinkedIn	Rotterdam & virtual	Coding in ATLAS.ti	• Interview Guide • Transcript & Recording • Coding • Order list
E2 (CWS2)	Expert 2 Anonymous, representing anonymous CWS 2	CW professional, Concept Designer & Housekeeping Lead	• Semi-structured interview • Interview guide • Record-Keeping	• 24.4.2020 • 30.4.2020 • 12.5.2020 • E-mails/ LinkedIn	Eindhoven & virtual	Coding in ATLAS.ti	• Interview Guide • Transcript & Recording • Coding • Order list
E3 (CWS3)	Expert 3 Anonymous, representing anonymous CWS3	CW professional, Owner	• Semi-structured interview • Interview guide	• 27.5.2020 • E-mails/ LinkedIn	Utrecht & virtual	Coding in ATLAS.ti	• Interview Guide • Transcript & Recording • Coding
E4	Expert 4 Andrea Heredia	CW professional, Facilities Operations Manager at WeWork	• Discovery Interview	• 5.3.2020 • E-mails/ LinkedIn	Amsterdam	Color Coding	• Preferred not to be recorded • Notes & Observations
E5	Expert 5 Nadinè Galle	PhD at MIT, CEO at Green City Watch, Research expert at Metabolic	• Epistolary Interview	• 5.6.2020 - 8.5.2020	Online	Color Coding	• Interview Transcript

Figure 8. Overview of Participants, Data Collection and Data Analysis

The application of different methods allowed for **triangulation** in an attempt to confirm relevant findings among multiple independent participants (Heale; Forbes, 2020). Across all methods, participants have been sourced through judgmental sampling, and recruited through messages on LinkedIn or via email.

First, a **discovery interview** without an immediate agenda has been interviewed with E4 to gather primary insights into the topic (Lubic, 2014). using a discovery initiative approach to circularity in CWS. The most valuable insights have been filtered using the color coding method (Iqbal, 2015).

To explore the intersection of circularity and CWS as well as to gain holistic insights into the operations of linear CWS, in-depth semi-structured **expert interviews** have been conducted.
The interviews investigated the current state of circularity within the operations of each CWS, focusing on one department.

The CWS within the sampling frame have been chosen based on similar size. None of the participating CWS promoted itself as circular. They were purposefully located in different, major cities to examine different ecosystems. The sample size was kept at a small scale to gather in-depth insights into CT approaches. The final cases were chosen based on availability.

The interview guide (p.104) was built on the foundation of current knowledge, and includes a mix of direct, indirect, and probing questions (John; Wood, 2019) to allow for exploration of themes and perceptions relevant to the participant.

The interviews were conducted face-to-face or virtually. They were recorded, transcribed and coded using Atlas.ti. In order to categorize the qualitative findings, different labels have been assigned, intending to establish thematic ideas appearing within the participants' answers (CESSDA, 2020). Due to diverse emerging categories, a data-driven coding approach was implemented (Sagepub, 2008). After assigning preliminary codes, similar categories were merged into code categories (p.24)) The interrelationships were hyperlinked to identify correlations between sub-topics and perceptions (Gordon, 1992).

Quantitative data about inputs and outputs was collected through **Record-Keeping**. Participants provided data about orders numbers in the form of a vendor list, tracking their order history over a specific amount of time. Those are used on a daily basis, and provide a reliable source (Iqbal, 2015).

Additional **epistolary interviews** were conducted with a circularity expert, discussing which tools and resources can help CWS embark on a CT. This asynchronous method is well-suited for research conducted during a pandemic by eliminating time and location constraints (Ferguson, 2009). The size of the sample was influenced by availability of suitable experts. Colour coding served as an effective data analysis method (Debenham, 2007).

Finally, the insights were combined into a **prototype** guiding CWS through CT within their operations using tailored tools applicable by any CWS. The research helped investigate the feasibility and desirability of the tool tailored to the needs of CW. Finally, the tool bridges the existing knowledge gap, identifies critical material aspects, and provide CWS with tangible starting points.

A tool for operational circularity self-assessment and circular opportunity identification tailored specifically to coworking spaces

COWORKING

OPERATIONS

CIRCULAR TRANSITION
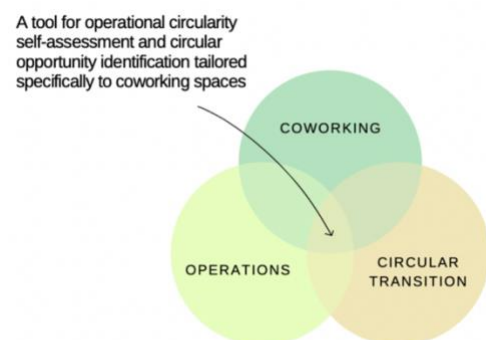
Figure 9. Identified research gap and niche for prototype

Results [1]

Operational Product Patterns
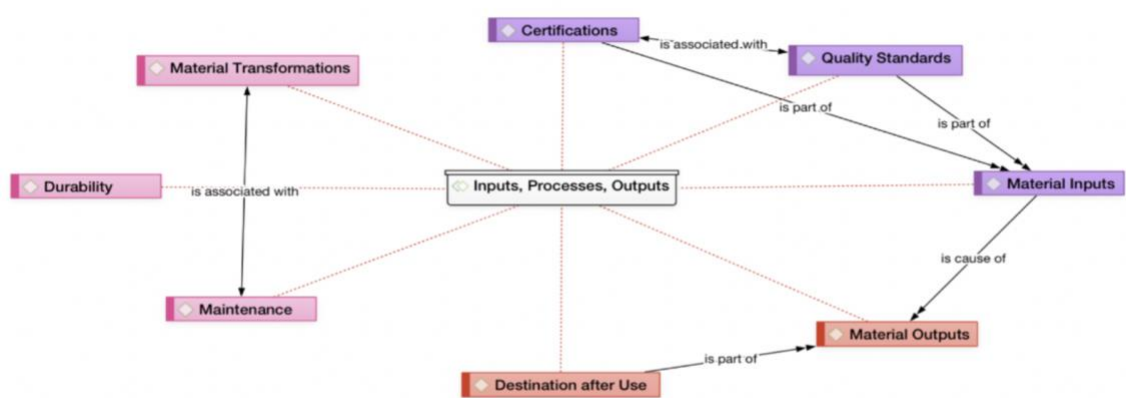
Figure 10. Inputs, Processes, Outputs - Code Network and Correlations

When investigating the CWSs' **inputs**, no profound differences in the materials were found. IF asked about existing quality standards determining material inputs, E1 and E2 stated how they prefer to follow HACCP quality norms or order C2C certified products. All experts preferred local vendors.

"We think it's pretty important and goes further than sustainability. It's also just representing the city that we're in." (E1)

Figure 11. Overview of operations areas identified through primary research & expert interviews

[1] See Appendix "Relevant Quotations"

None of the CWSs undertake transformational **processes** with the majority of their products other than unpacking and placing it in the right spot. The only transformation happens within F&B at CWS 3.

E1 stated that, where possible, CWS1 aims to repair broken things instead of replacing them. If repairing is impossible, by either the CWS or the manufacturer, the item will be forwarded to staff or members in an attempt to use products for as long as possible. Moreover, E1 stated concerns about products with short life spans, like for instance iPads.
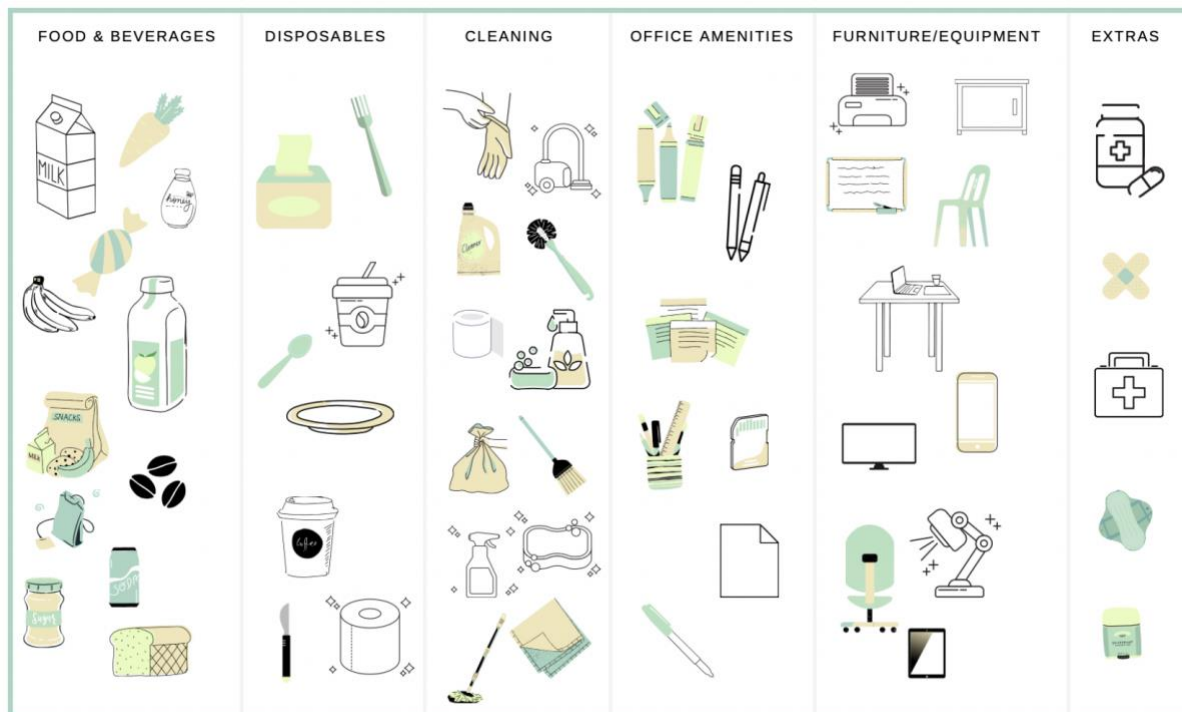
Figure 12. Most common inputs among CWSs

However, one expert stated the importance of the way products are used in the example of disposable cups, underlining the importance of the variable of behaviour. Members' behaviours should be taken into account when looking into processes.

"Everything that is being changed or adapted is outsourced." (E1)

Outputs depend on material inputs. When asked about waste, all participants linked it to their perception of circularity, partly influenced by the destination after use of their products. Both CWS1 and CWS2 stated large concerns about waste management.

"We use disposable plates and things like that as well. So, I think we can improve a lot." (E2)

In the majority of CWSs the waste of employees and members gets mixed up. The experts said that their internal team is handling waste well but wish for more cooperation from their members. While CWS1 and CWS3 separate organic waste, paper, glass, printing ink cartridges, and some other streams,

CWS2 is having struggles involving members into waste separation, and only collects glass, paper, and general waste. The most prominent waste stream stems from product packaging, and disposables.
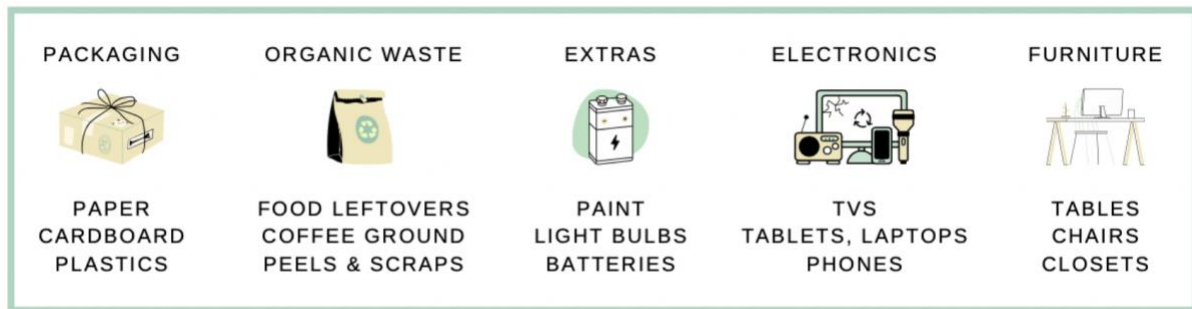
Figure 13. Most common outputs among CWSs

CWS1 was involved in finding parties where their unwanted outputs could serve as input in an attempt to ensure a second life.

Operational Challenges of Circular Transition

The participants showed a **lack of understanding** how circularity applies to their operations. The complexity and relevance of circularity reveals an abundance of needed improvements, which poses an overwhelming task for CWSs, as it challenges all their linear systems and procedures.

Figure 14. Code Network for Operational Challenges

All participants vocalized that money is a challenge. E1 specifically pointed out that **finances** are the biggest challenge.

> *"We use green energy, but for now it's just a statement to show willingness to help. There's no money to be gained from it." (E1)*

Another pattern was the challenge of **nudging** members in an attempt to trigger sustainable behaviour. The experts complained about getting members to separate waste, for instance. All CWSs applied some nudging practices, from encouraging members to recycle to reusing cups. Equally, all CWS stated frustrations about the failure of nudging through e.g. posters. Both CWS1 and CWS2 described human behaviour as a big challenge.

Unequal motivations among employees and/or owners can be a challenge and lead to frustrations among players who are willing to overcome any possible challenges. This along with a **time pressure** to keep everything running is hindering possible solutions.

"We always say that we don't have time for this kind of stuff.
That we're busy with the most important things within the company.
But I think we need to improve right now." (E2)

From a perspective of **infrastructure**, **storage** capacities pose a challenge, and limit the option of streamlining orders for the sake of decreasing emissions caused by transport. At the same time, all CWS tried to keep the number of suppliers down to coordinate **delivery times**. Ordering from multiple suppliers due to sustainability concerns can complicate dispatching schedules.

"The more dials you have in a chain the more complexity you add to something. So here for
example, we have clients, we're located in a building that's owned by someone else, and we
ourselves are a company – so you have three layers already. All have to line up to make a
process work. That truly makes things more difficult." (E1)

Unavailability of circular players within reach was seen as a disadvantage, however, the network was also described as a promising solution.

"A company's circularity is partly dependant on the circular players
within their network and geographical reach". (E4)

E1 described how researching products can't always open up the whole value chain, so it becomes unclear which product is the best. Another issue is **mixed opinions** about products such as disposable cups, and whether they should be replaced by e.g. ceramics, leading to insecurities when making orders. Sustainable choices compete with **other operational goals**, such as quality, cleanliness or competitive products, which lead to trade-off of COs.
Self-Assessing Circular Performance

Self-Assessing Circular Performance

CWS reach out to **labels or certifications** in an attempt to be assessed by external parties or reassure their product choices. E3 tries to form local activities and partnerships. **Reaching out to external players** like suppliers, stakeholders, or local projects, was used to justify CWS3's engagement. Reflecting on **current environmental activities** was used as a pattern to assess circular performance. Hence, examples of for instance ordering in bulk, selecting local vendors, or rethinking product choices, were mentioned right before a self-assessment statement was taken.
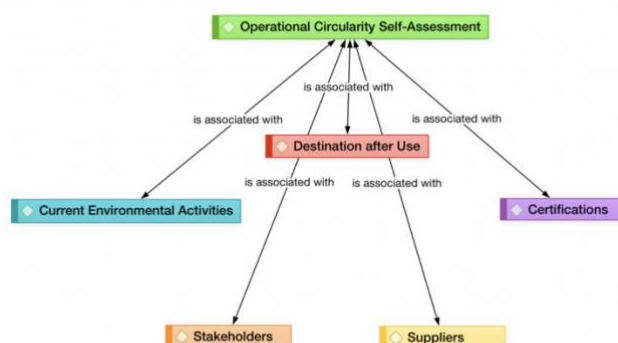
Figure 15. Code Network of Operational Circularity Self-Assessment

When asked about the products used to cater to members, only E1, who doubles as Community Manager and Sustainability Lead, had a specific idea of the products used within the CWS, a rough idea about their origin, and environmental impact. In the other CWSs, the lack of a designated team results in **inexperienced employees** trying to tackle CT next to their main job.
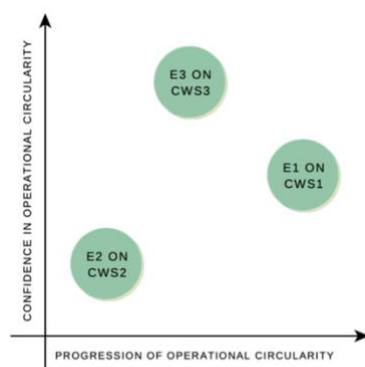
Figure 16. Progression of vs. confidence in operational circularity

E1 was most invested in systemic changes but doesn't feel close to reaching circularity yet. E2 just started looking into the issue and feels like many improvements need to be made. E3 was most involved in sustainability-related projects, started adapting new product choices, and felt most confident about the environmental performance. Both CWS1 and CWS3 call sustainability one of their values.

Tools for CO Identification

None of the experts used specific tools to self-assess their circular performance. Exclusively E1 started to measure material inputs and outputs.

"It helped me to think of ways to start." (E1, 4:65)

According to expert Nadinè Galle, tracking is crucial. It is recommended to gather as much data as possible to get a comprehensive overview of the operational footprint. She recommends every business to use **Material Flow Analysis** to understand leverage points and identify which changes to a specific flow can create the biggest environmental impact.

"You can't improve what you don't measure." (E5)

Conclusion

Based on the results discussed above, the following conclusions can be drawn.

The basic material necessities for CWS are very similar, representing the needs of a normal office day. Differences appear in specific product choice, the criteria thereof, and the approach to sourcing them. Transformation processes turned out to be rather irrelevant, as most of them are outsourced.

CWSs are genuinely overwhelmed with the complexity of circular operations, and unsure about how to facilitate a CT. A lack of infrastructure, network, and budget can further hinder the process. There was a lack of awareness about the type of products used. All participants struggle with making the right product choices. Additionally, nudging members was a big challenge. This and operational goals can stand in the way of a CT.

The participants invented their own patterns of self-assessment to make sense of what circularity means for them. They utilize commonly known labels and certifications, tend to have an external approach to CT, and measure their own circularity based on those of their stakeholders rather than per product. While CE relies on collaboration and closed loops, it is important to keep loops as small

as possible and focus on one's one ecosystem first. Hence, a CT needs to start internally, then involve suppliers, and then extend to customers (Early, 2019).

Missing to track operational materials makes an effective CT impossible, especially among CW employees who are unfamiliar with CT. Given the time pressure they have, as well as the abundance of changes they need to implement, it is crucial to first identify leverage points which could have the biggest impact. MFA does not only introduce CTs in other industries but can also be a powerful tool for the CW sector.

However, as a means to host an entire transition, from data collection to MFA to identifying and approaching starting points, the transition must be broken down into straightforward steps to be applicable by CWSs. The prototype has been designed for a rather inexperienced target audience, uses a simple tone of voice and includes explanations of the concept of CE and circular operations. It builds on MFA templates built from the data gathered throughout this research to speed up the application from other CWS. It was tailored to consider the common challenges CWS are facing and aims to challenge common misconceptions. The tool helps CWS generate knowledge and introduce their CT, so the client can build onto that. It further links to existing resources to support the transition. Hence, it combines all steps CWSs need to take in anticipation to plan and kick-start a successful transition towards circularity in 2020.
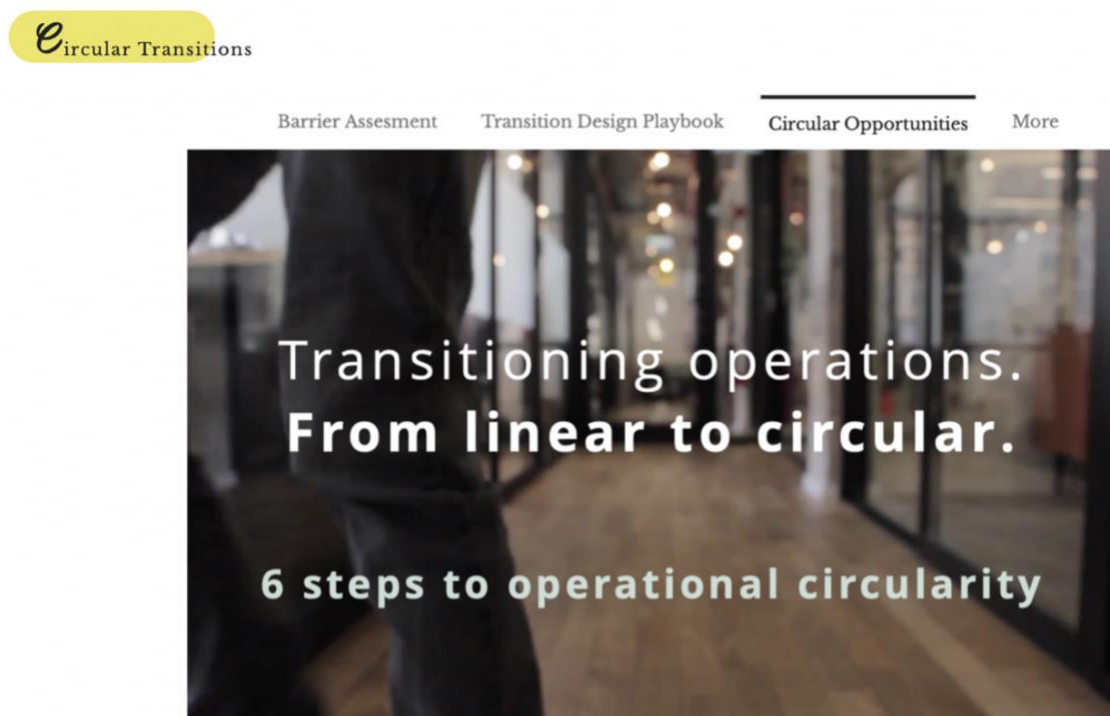
Figure 17. Landing Page of Prototype, https://appelmalou.wixsite.com/circulartransitions/circular-opportunities

Limitations

As a result of the COVID-19 pandemic, this research faced methodological challenges related to producing and gathering the data needed to answer the research question. Due to the shutdown, sample access was limited, which restricted observations. These would have provided more insights into material use. Collecting accurate measurements of outputs and processes was impossible. Instead, estimates have been validated. Experts had very limited availability due to the pandemic, which resulted in gaps in data collection. Due to the time constraints of this paper, no further research could be conducted after the shutdown expired.

Recommendations

The participating CWSs recognized the relevance of this topic, proving the issue needs further research to provide the needed support.

According to E1, behaviour plays a big role. Further research is needed to investigate the implications of nudging members to ensure an effective transition including all players within the CWS. The SHIFT framework (White; Habib, 2018) is encouraging sustainable consumer behaviour and could elevate the impact of the proposed tool.

The researcher also recommends further investigation of regionally available products,

- create an index of circular suppliers relevant to CW, circular alternatives of most popular CWS inputs, and circular stakeholders for waste management
- investigate the role of nudging further (e.g. using the SHIFT framework), provide tips on what works and what doesn't
- expand the tool for water & energy
- document and share identified circular opportunities, which might be helpful for many CWS
- improving the tool's usability, eventually by providing a plug-in of a Sankey diagram generator

Figure 18. List of Tasks for Client

suppliers, and waste companies relevant to the sector. Sharing those in the prototype will simplifying orders.

Water and energy usage too are crucial factors of a company's circularity. The prototype should extend to these flows as well to capture the entire operational circularity.
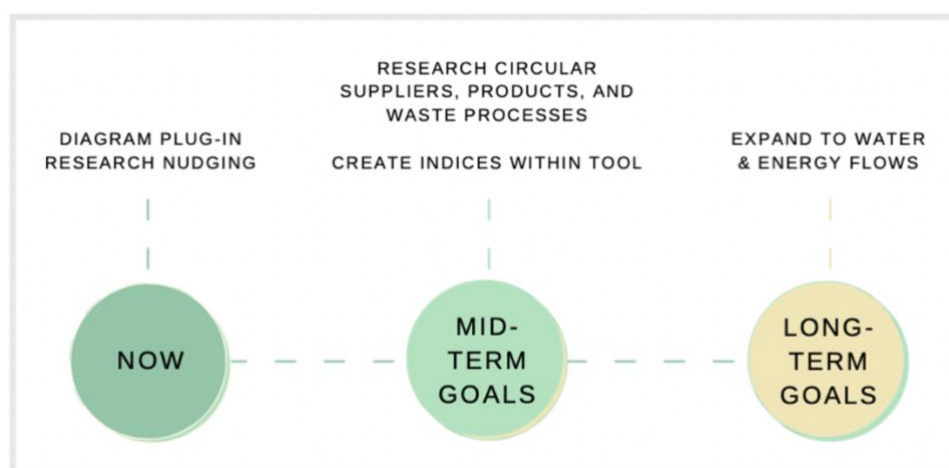
Figure 19. Mid-term and long-term recommendations

References

(n.d.). Retrieved from http://circulareconomytoolkit.org/Assessmenttool.html

(n.d.). Retrieved from http://circulareconomytoolkit.org/Toolkit.html

(PDF) A Review of Material Flow Analysis. (n.d.). Retrieved from
https://www.researchgate.net/publication/251955087_A_Review_of_Material_Flow_Analysis

Author/Compiled by Lydie S.A. Yiougo (International Institute for Water and Environmental
Engineering. (2019, June 14). Material Flow Analysis (MFA): SSWM - Find tools for sustainable
sanitation and water management! Retrieved from https://sswm.info/sswm-university-
course/module-4-sustainable-water-supply/further-resources-water-sources-software/material-
flow-analysis-(mfa)

Authors, A., & Bressanelli, G. (n.d.). Challenges in supply chain redesign for the Circular Economy: A
literature review and a multiple case study. Retrieved from
https://www.tandfonline.com/doi/full/10.1080/00207543.2018.1542176

Bastein, T.; Rietveld, E.(2016). Circulaire potentie voor Utrecht. Retrieved from
https://www.usi.nl/uploads/media/578e2c06d4238/20160714-tno-rapport-def.pdf

Boundless. (n.d.). Boundless Business. Retrieved from
https://courses.lumenlearning.com/boundless-business/chapter/introduction-to-operations-
management/

Brooks, A. W., & John, L. K. (2019, November 19). How to Ask Great Questions. Retrieved from
https://hbr.org/2018/05/the-surprising-power-of-questions

Cessda. (n.d.). Retrieved from https://www.cessda.eu/Training/Training-Resources/Library/Data-
Management-Expert-Guide/3.-Process/Qualitative-coding

Circle Economy (2019). The Circularity Gap Report 2019. Retrieved from
https://circulareconomy.europa.eu/platform/sites/default/files/circularity_gap_report_2019.pdf

Circle Economy (2020). The Circularity Gap Report the Netherlands. Retrieved from
https://assets.websitefiles.com/5e185aa4d27bcf348400ed82/5ec3aab2ac775b1a04ce305c_202005
12%20-%20CGR%20NL%20%20report%20web%20single%20page%20%20297x210mm.pdf

The Circular Design Guide. (n.d.). Retrieved from https://www.circulardesignguide.com/

Circular Economy. (n.d.). Retrieved from https://circulartransition.com/circulareconomy

Climate change. (n.d.). Retrieved from https://www.ellenmacarthurfoundation.org/our-work/activities/climate-change

Debenham, M. (2007). Epistolary Interviews online: A novel addition to the researcher's palate. Retrieved from https://www.researchgate.net/publication/294718847_Epistolary_Interviews_On-line_A_Novel_Addition_to_the_Researcher%27s_Palate

Driekwart Nederlanders is niet bekend met de 'circulaire economie'. (n.d.). Retrieved from https://www.duurzaam-ondernemen.nl/driekwart-nederlanders-is-niet-bekend-met-de-circulaire-economie/

Early, C. (2019). SDG12 Top Tips: How to embrace circular business models. Retrieved from https://www.businessgreen.com/feature/3083480/sdg12-top-tips-how-to-make-your-business-circular

EcoAP_technopolis. (2014, June 24). Circular economy model "inevitable". Retrieved from https://ec.europa.eu/environment/ecoap/news/circular-economy-model-inevitable_en

Elia, V. et al (2017). Measuring circular economy strategies through index methods: A critical

analysis. Retrieved from https://www.sciencedirect.com/science/article/pii/S0959652616318273

European Union (2010). Being wise with waste: the EU's approach to Waste Management. Retrieved from https://ec.europa.eu/environment/waste/pdf/WASTE%20BROCHURE.pdf

Feldman, S., & Richter, F. (2019, August 15). Infographic: Coworking Spaces Grew More Than 1,000% In A Decade. Retrieved from https://www.statista.com/chart/19028/coworking-spaces-worldwide/

Ferguson, & M., R. (1970, January 01). The Construction of Shared Knowledge through Asynchronous Dialogue. Retrieved from http://oro.open.ac.uk/19908/

Gandini (2015). The rise of coworking spaces: A literature review. Retrieved from http://ephemerajournal.org/sites/default/files/pdfs/contribution/15-1gandini.pdf

GCUC (2017). Number of U.S. and Global Coworking Spaces and Members 2017-2022. Retrieved from https://www.kellerstreetcowork.com/wp-content/uploads/2019/07/GCUC-Global-Coworking-Stats-2017-2022.pdf

Gordon, R. (1992) . Coding Interview Responses. Retrieved from http://www.damiantgordon.com/Courses/ResearchMethods/Lectures/Week4/5-CodingInterviewResponses.pdf

Heale, R.; Forbes, D. (2020). Understanding triangulation in research. Retrieved from https://ebn.bmj.com/content/16/4/98

Introduction to operations management. (n.d.). Retrieved from
https://www.open.edu/openlearn/money-business/business-strategy-studies/introduction-
operations-management/content-section-2

Introduction to operations management. (n.d.). Retrieved from
https://www.open.edu/openlearn/money-business/business-strategy-studies/introduction-
operations-management/content-section-2

Iqbal, W. (2015, June 18). Analyzing observational data during qualitative research. Retrieved from
https://www.slideshare.net/wafaiqbal374/analysing-observational-data

Jacobi, N., Haas, W., Wiedenhofer, D., & Mayer, A. (2018, June 14). Providing an economy-wide
monitoring framework for the circular economy in Austria: Status quo and challenges. Retrieved
from https://www.sciencedirect.com/science/article/pii/S0921344918301976

Kazancoglu, Y., Kazancoglu, I., & Sagnak, M. (2018, June 04). A new holistic conceptual framework
for green supply chain management performance assessment based on circular economy. Retrieved
from https://www.sciencedirect.com/science/article/pii/S0959652618316640?via=ihub

Kraker, Sommer, H., Wolkewitz, M., Wolkewitz, M., Schumacher, M., Wolkewitz, M., . . . Ap. (1970,
January 01). Methodological challenges of analysing COVID-19 data during the pandemic. Retrieved
from https://bmcmedresmethodol.biomedcentral.com/articles/10.1186/s12874-020-00972-6

Lambert, D. M. (2010). Supply Chain Management – Processes, Partnerships, Performance.
Dimensionen Der Logistik, 553-572. doi:10.1007/978-3-8349-6515-8_29

Lubic, B. (2014). Discovery Interviews: a strategy for organizational and individual career success.
Retrieved from
https://www.ncda.org/aws/NCDA/page_template/show_detail/89945?model_name=news_article

MATERIAL FLOW INDEX - DGTL Amsterdam 2020 – 11-12 April. (n.d.). Retrieved from
https://dgtl.nl/material-flow-index

Media, E. (n.d.). Circularity in value chains for building materials. Retrieved from
https://www.hu.nl/onderzoek/publicaties/circularity-in-value-chains-for-building-materials

Media, E. (n.d.). Evert-Jan Velzing: Researcher: Hogeschool Utrecht. Retrieved from
https://www.internationalhu.com/research/researchers/evert-jan-velzing

Merel BoerFollowAgile Enthusiast | Circular Economy
MBALike28Comment3ShareLinkedInFacebookTwitter0, & Follow. (n.d.). Operations Management in
the Circular Economy. Retrieved from https://www.linkedin.com/pulse/operations-management-
circular-economy-merel-boer/

Mixed Methods: Integrating Quantitative and Qualitative Data Collection and Analysis While
Studying Patient-Centered Medical Home Models. (n.d.). Retrieved from
https://pcmh.ahrq.gov/page/mixed-methods-integrating-quantitative-and-qualitative-data-
collection-and-analysis-while

O'Neill, D. W., Fanning, A. L., Lamb, W. F., & Steinberger, J. K. (2018, February 05). A good life for all within planetary boundaries. Retrieved from https://www.nature.com/articles/s41893-018-0021-4

Practical Handbook of Material Flow Analysis. (n.d.). Retrieved from https://books.google.nl/books?hl=en&lr=&id=LSiVFMTgvLgC&oi=fnd&pg=PP1&dq=material+flow+a nalysis&ots=LFJUdklKq4&sig=2u0gvsCeZKaPejuEVag7OiE3PJg#v=onepage&q=material flow analysis&f=false

Reflow (2019). Co-creating circular & regenerative flows in cities. Retrieved from https://reflowproject.eu/wp-content/uploads/2019/10/Reflow_Whitepaper.pdf

Sagepub (2008). An introduction to Codes and Coding. Retrieved from https://www.sagepub.com/sites/default/files/upm-binaries/24614_01_Saldana_Ch_01.pdf

Secondary Research- Definition, Methods and Examples. (2020, April 23). Retrieved from https://www.questionpro.com/blog/secondary-research/

Suárez-Eiroa, B., Fernández, E., Méndez-Martínez, G., & Soto-Oñate, D. (2019). Operational principles of circular economy for sustainable development: Linking theory and practice. Journal of Cleaner Production, 214, 952-961. doi:10.1016/j.jclepro.2018.12.271

The Sustainability of Coworking Spaces. (2016, May 12). Retrieved fromhttps://www.thecubelondon.com/portfolio/the-sustainability-of-coworking-spaces/

The Ministry of Infrastructure and the Environment and the Ministry of Economic Affairs, (2016). A Circular Economy in the Netherlands by 2050. Retrieved from https://www.government.nl/documents/policy-notes/2016/09/14/a-circular-economy-in-the-netherlands-by-2050

Walley, P. (2017). Introduction to Operations Management. Retrieved from https://www.open.edu/openlearn/ocw/pluginfile.php/973112/mod_resource/content/9/Reading% 20Introduction%20to%20operations%20management.pdf

Waterstaat. (2019, November 06). Circular Dutch economy by 2050. Retrieved from https://www.government.nl/topics/circular-economy/circular-dutch-economy-by-2050

What is a Circular Economy? (n.d.). Retrieved from https://www.ellenmacarthurfoundation.org/circular-economy/concept

White, K.; Habib, R. (2018): SHIFT, a review and framework for encouraging ecologically sustainable consumer behavior. Retrieved from https://media.sitra.fi/2018/05/23161207/sitrashiftraporttiwww.pdf

Appendix

Relevant Quotations

Operational Product Patterns

Inputs

Quality standards - 3:63, 4:95

Processes

No transformational processes undertaken - 4:104, 4:102
Repair - 4:143, 4:132
Concern about life spans - 4:84
Importance of usage behaviour - 4:158

Outputs

Concerns about waste management - 4:127, 4:122
Frustrations about members' waste behavior - 4:66, 4:117, 2:24, 4:127
Waste separation - 2:37
Prominent waste streams - 4:118, 4:119, 4:125
Attempting second life cycle - 4:114

Operational Challenges of Circular Transition

Lack of understanding - 2:35
Overwhelmingness - 4:34, 4:60
Financial challenges - 4:50, 4:58
Nudging - 2:37, 4:105
Human behavior - 4:52, 4:53, 2:37, 2:21
Unequal motivation - 2:27, 2:28
Time pressure - 2:31
Infrastructure - 3:57
Delivery time - 3:56
Unavailability of circular players - 4:59, 4:60
Product value chains - 4:36, 4:63
Mixed opinions - 4:35
Other operational goals - 4:109, 3:76

Self-Assessing Circular Performance

Local Activities - 3:13, 3:16

Ordering in bulk - 4:28
Local vendors - 4:91
Rethinking product choices - 4:28, 3:17
CWS1 assessment - 4:32
CWS2 assessment - 2:16
CWS3 assessment - 3:13, 3:23, 3:22
Sustainability as value - 3:28

Atlas.ti

Code Overview

	Name	😊	◇	Groups	◇	Creator
◇	**Activities (4)**					
◇ ●	Current Environmental Activities	36	1	Activities	1	Mara Neldner
◇ ●	Nudging	19	2	Activities	1	Mara Neldner
◇ ●	Operational Changes due to Environmental Impact	13	1	Activities	1	Mara Neldner
◇ ●	Planned Environmental Activities	8	2	Activities	1	Mara Neldner
◇	**Circularity (5)**					
◇ ●	Challenges	37	3	Circularity	1	Mara Neldner
◇ ●	Circularity Self-Assessment	18	4	Circularity	1	Mara Neldner
◇ ●	Lack of Awareness	9	1	Circularity	1	Mara Neldner
◇ ●	Motivation for Circular Transformation	28	1	Circularity	1	Mara Neldner
◇ ●	Perception of Circularity	38	2	Circularity	1	Mara Neldner
◇	**Ecosystem (2)**					
◇ ●	Stakeholders	13	2	Ecosystem	1	Mara Neldner
◇ ●	Suppliers	19	2	Ecosystem	1	Mara Neldner
◇	**General (5)**					
◇ ●	About the CWS	6	0	General	1	Mara Neldner
◇ ●	COVID-19 Implications	4	0	General	1	Mara Neldner
◇ ●	Facilities	16	0	General	1	Mara Neldner
◇ ●	Member/Client Relationship	13	1	General	1	Mara Neldner
◇ ●	Operational Focus	7	1	General	1	Mara Neldner
◇	**Inputs, Processes, Outputs (8)**					
◇ ●	Certifications	5	3	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Destination after Use	20	2	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Durability	4	0	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Maintenance	8	1	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Material Inputs	51	6	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Material Outputs	40	3	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Material Transformations	5	1	Inputs, Processes, Outputs	1	Mara Neldner
◇ ●	Quality Standards	5	3	Inputs, Processes, Outputs	1	Mara Neldner

Result: 24 of 24 Code(s)

Codes Word Cloud

Coding Network
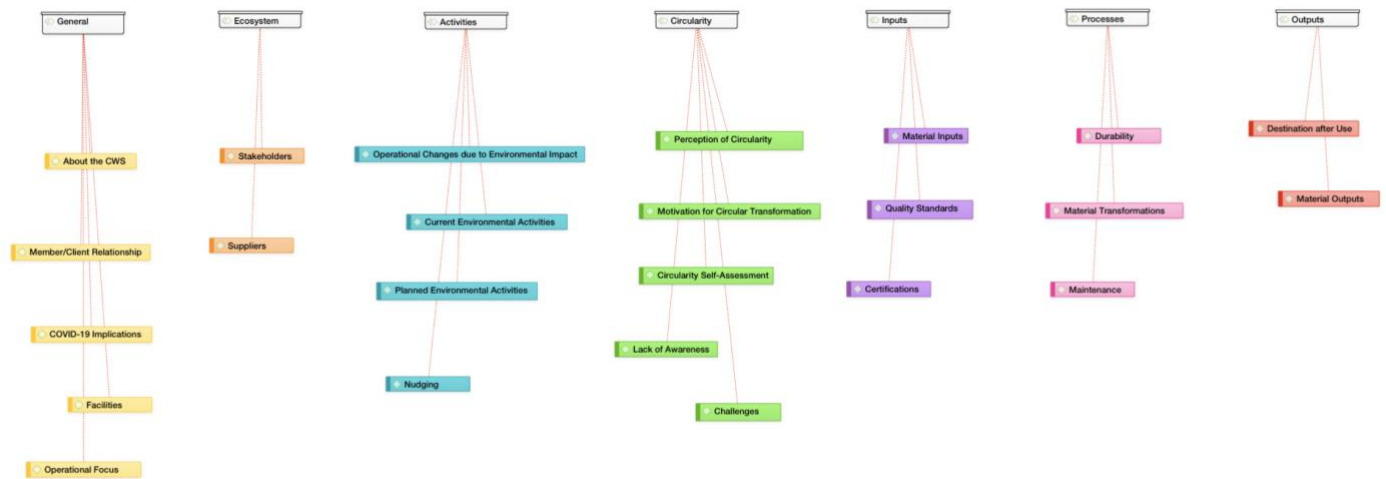
Coding Network with Correlations
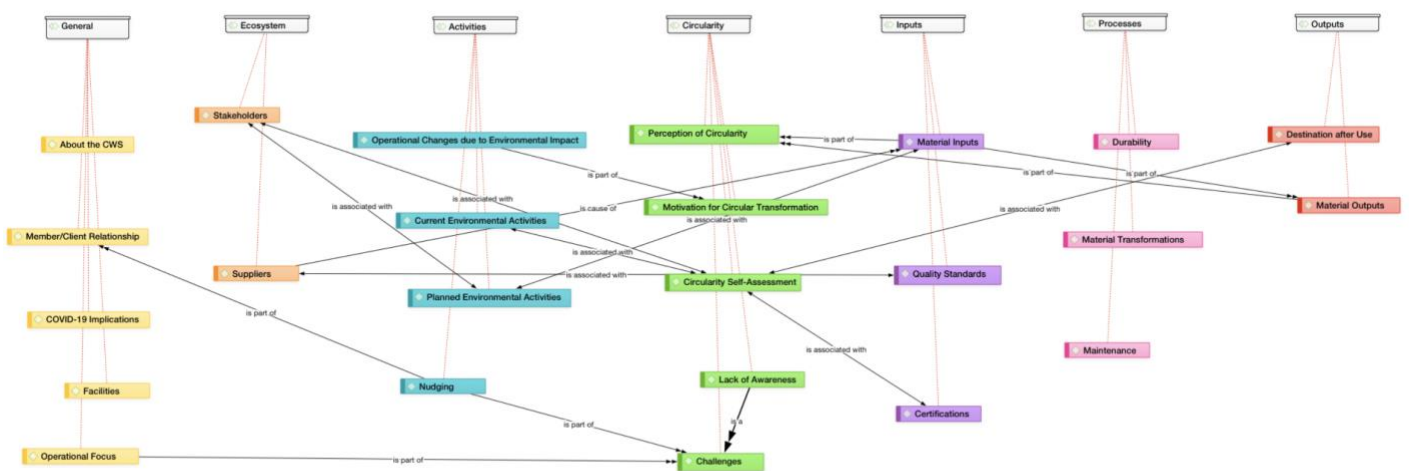
Document Table

		2 Interview E2 39	3 Interview E3 74	4 Interview E1 158	Totals
About the CWS	6		2	4	6
Certifications	5		3	2	5
Challenges	37	5	3	29	37
Circularity Self-Asse...	18		8	10	18
COVID-19 Implicatio...	4	1	2	1	4
Current Environment...	36		20	16	36
Destination after Use	20			20	20
Durability	4			4	4
Facilities	16	4	2	10	16
Lack of Awareness	9	6	2	1	9
Maintenance	8			8	8
Material Inputs	51		15	36	51
Material Outputs	40	3		37	40
Material Transforma...	5			5	5
Member/Client Relat...	13	7	1	5	13
Motivation for Circul...	28	8	6	14	28
Nudging	19	5	7	7	19
Operational Change...	13	1		12	13
Operational Focus	7			7	7
Perception of Circul...	38	2	14	22	38
Planned Environmen...	8		4	4	8
Quality Standards	5		2	3	5
Stakeholders	13	1	4	8	13
Suppliers	19		7	12	19
Activities	4 / 66	6	28	32	66
Circularity	5 / 114	20	33	61	114
Ecosystem	2 / 29	1	11	17	29
General	5 / 46	12	7	27	46
Inputs	3 / 54		17	37	54
Outputs	2 / 41	3		38	41
Processes	3 / 13			13	13
Totals		**85**	**198**	**502**	**785**

Code Report

ATLAS.ti Report

Qualitative Research Circular Opportunities

Codes grouped by Code groups

Report created by Mara Neldner

Activities

4 Codes:

● *Current Environmental Activities*

> **Linked Codes:**
> − is associated with → ● Circularity Self-Assessment

36 Quotations:

3:12 We're constantly busy with things to change, and we change things along the way continuously.

Coding:
● Current Environmental Activities

Content:
We're constantly busy with things to change, and we change things along the way continuously.

3:13 A nice project we are doing now is called 'Eetbare Landschapen'.

Coding:
● Current Environmental Activities

Content:
A nice project we are doing now is called 'Eetbare Landschapen'.

3:14 We are cutting and dry the herbs and things like that and then we are trying to do add it in our lun…

Coding:
● Current Environmental Activities

Content:
We are cutting and dry the herbs and things like that and then we are trying to do add it in our lunches or in little cups to sell.

3:15 And we also are producing products to sell outside the door. And if we are making money with it, we…

Coding:
● Current Environmental Activities

Content:
And we also are producing products to sell outside the door. And if we are making money with it, we are collecting it together as a chain.

3:16 We are sponsoring an upcoming school

Coding:
● Current Environmental Activities

Content:
We are sponsoring an upcoming school

3:17 we are looking to all our kitchen products to make it more sustainable

Coding:
● Current Environmental Activities

Content:
we are looking to all our kitchen products to make it more sustainable

3:20 I bought some plants. You can see them outside.

Coding:
● Current Environmental Activities

Content:
I bought some plants. You can see them outside.

3:22 So we do a lot of things. I think.

Coding:
● Current Environmental Activities

Content:
So we do a lot of things. I think.

3:23 Now we're trying to look at our... completely... toilet paper. Things like that.

Coding:
● Current Environmental Activities

Content:
Now we're trying to look at our... completely... toilet paper. Things like that.

3:24 And another thing is the wall behind you. It's made from old clothes.

Coding:
● Current Environmental Activities

Content:
And another thing is the wall behind you. It's made from old clothes.

3:26 Another thing where I'm I'm busy with.. and in the afternoon we have an interview on the trend, on T…

Coding:
● Current Environmental Activities

Content:

Another thing where I'm I'm busy with.. and in the afternoon we have an interview on the trend, on TV and we will tell about our mission to Taiwan. But then digitally. So we are planning to host a trade mission to Taiwan with the with local entrepreneurs from Utrecht. And that's also another thing which we are doing instead of physically flying to Taiwan.

3:27 And actually we want to show it more to to people who are working here and ours newest action in tha…

Coding:
● Current Environmental Activities
● Member/Client Relationship
● Nudging

Content:
And actually we want to show it more to to people who are working here and ours newest action in that is to make it visible in our location. So we renamed all the the meeting spaces and areas.

3:28 And one of our identity marks is sustainability.

Coding:
● Current Environmental Activities
● Perception of Circularity

Content:
And one of our identity marks is sustainability.

3:29 And so, for example, nature, you can see we are caring about the nature and names in 40 meeting spac…

Coding:
● Current Environmental Activities

Content:
And so, for example, nature, you can see we are caring about the nature and names in 40 meeting spaces. We are using our roots. Ocean, Jungle, Greenhousem Global. So there are our names we are going to use.

3:35 Actually, we don't use a lot of meat, but we're not vegetarian.

Coding:
● Current Environmental Activities

Content:
Actually, we don't use a lot of meat, but we're not vegetarian.

3:37 If you're seeing our buffet - normally - and you can only see a few, we only have a little plate wit…

Coding:
● Current Environmental Activities

Content:
If you're seeing our buffet - normally - and you can only see a few, we only have a little plate with, with, with meat and it's biological meat.

3:48 We are using and we are using in some locations filtered or unfiltered or whatever. So we are not bu…

Coding:
● Current Environmental Activities
● Planned Environmental Activities

Content:

We are using and we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles. Only if we have very large groups and we have two rooms where occasionally we have plastic bottles. And I'm trying to add the next steps also there to having another sort of tapping system for water, filling up water.

3:64 So for example our soups are vegan.

Coding:
● Current Environmental Activities

Content:
So for example our soups are vegan.

3:68 So now we have this system with three options, where two options are, vegan or vegetarian.

Coding:
● Circularity Self-Assessment
● Current Environmental Activities
● Nudging

Content:
So now we have this system with three options, where two options are, vegan or vegetarian.

3:76 We are trying to use sustainable cleaning products, not always for everything. Because it's not good…

Coding:
● Challenges
● Current Environmental Activities

Content:
We are trying to use sustainable cleaning products, not always for everything. Because it's not good enough, yet.

4:26 For example we change vendors, the way we order we changed, we order more in bulk, instead of indivi…

Coding:
● Current Environmental Activities
● Suppliers

Content:
For example we change vendors, the way we order we changed, we order more in bulk, instead of individual products.

4:28 So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy t…

Coding:
● Current Environmental Activities
● Material Inputs
● Operational Changes due to Environmental Impact

Content:
So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy triple A electricity products - which one would be smart to invest in? And then you say for example a fridge: because a fridge is always on right? So in that sense the selection of products.

4:30 We requested form one of our main vendors - so our main outsourced party that does the bigger mainte…

Coding:
● Current Environmental Activities
● Operational Changes due to Environmental Impact

- Stakeholders
- Suppliers

Content:
We requested form one of our main vendors - so our main outsourced party that does the bigger maintenance things, they just switched to bio paint.

4:37 The products that you buy you cannot always open up the whole value chain of it and thus you're not…

Coding:
- Current Environmental Activities

Content:
The products that you buy you cannot always open up the whole value chain of it and thus you're not always sure whether the product you select is the best product. Although, we are conscious about it.

4:40 You know we use green energy and for a company that uses this much energy but is still in such a you…

Coding:
- Circularity Self-Assessment
- Current Environmental Activities

Content:
You know we use green energy and for a company that uses this much energy but is still in such a young phase, I think it shows a lot of willingness to actually help. For now it's mostly.. It's really eh.. It's just a statement. There's no money to be gained from that. Aside maybe from the fact that people would maybe like the fact that you have green energy of course.

4:65 I wrote this down for myself because it helped me think of waste to identify places where to start,…

Coding:
- Current Environmental Activities
- Material Inputs
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Planned Environmental Activities

Content:
I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

4:91 I always select local vendors. Yeah. We try to.

Coding:
- Current Environmental Activities
- Quality Standards
- Suppliers

Content:
I always select local vendors. Yeah. We try to.

4:95 So a lot of our actual office construction materials are C2C certified, this chair, for example, was…

Coding:
- Certifications
- Current Environmental Activities
- Material Inputs
- Quality Standards

Content:
So a lot of our actual office construction materials are C2C certified, this chair, for example, was CTC Silver, which is pretty light. The handle you're looking at is C2C silver or something like that.

4:96 If you've been in Absolom, we use recycled garments for our walls. We use cork which grows back inst…

Coding:
● Current Environmental Activities
● Material Inputs

Content:
If you've been in Absolom, we use recycled garments for our walls. We use cork which grows back instead of wood.

4:97 It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that s…

Coding:
● Certifications
● Circularity Self-Assessment
● Current Environmental Activities
● Material Inputs

Content:
It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that some are higher certified than others stuff. So they have bronze certification, some silver,

4:105 We try to - people never read this - but we try to, for example, promote reusing disposable cups, al…

Coding:
● Current Environmental Activities
● Nudging

Content:
We try to - people never read this - but we try to, for example, promote reusing disposable cups, although they are still disposable. We try to promote that and making it maybe even more clear as well.

4:106 We have water taps everywhere filled with water, also sparkling. Instead of buying bottles. So, yes,…

Coding:
● Current Environmental Activities

Content:
We have water taps everywhere filled with water, also sparkling. Instead of buying bottles. So, yes, sparkling water from the tap.

4:108 We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but…

Coding:
● Current Environmental Activities
● Material Outputs

Content:
We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but that's something I'm working on. So they buy old electrical equipment. It's being reused.

4:109 We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our…

Coding:

- Challenges
- Current Environmental Activities
- Nudging

Content:
We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our kitchen. That's where also quality maybe outweighs.

4:141 We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our elec…

Coding:
- Current Environmental Activities
- Destination after Use
- Material Outputs
- Planned Environmental Activities

Content:
We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our electrical equipment can every second life.

4:143 We tried to fix personal repair instead of trying it out and replacing it.

Coding:
- Current Environmental Activities
- Durability
- Maintenance
- Material Outputs

Content:
We tried to fix personal repair instead of trying it out and replacing it.

- *Nudging*

  Linked Codes:
  – is part of → ● Challenges

  – is part of → ● Member/Client Relationship

  19 Quotations:

2:19 We have like a poster at the sink with a funny lyrics on it. Yeah. "No one ever died doing the dishe…

Coding:
- Nudging

Content:
We have like a poster at the sink with a funny lyrics on it. Yeah. "No one ever died doing the dishes".

2:23 I don't think posters work anymore

Coding:
- Nudging

Content:
I don't think posters work anymore

2:25 I think we need to tell him why we're doing the things we do and and why it's important and ... yeah…

Coding:
● Nudging

Content:
I think we need to tell him why we're doing the things we do and and why it's important and ... yeah still figuring out how to communicate that part.

2:26 And even if they have bins in their own office, they also just throw everything at the same one. So....

Coding:
● Member/Client Relationship
● Nudging

Content:
And even if they have bins in their own office, they also just throw everything at the same one. So. Yeah. Difficult.

2:37 I did some research on finding how do you... how can you communicate with members to make sure that…

Coding:
● Material Outputs
● Nudging

Content:
I did some research on finding how do you... how can you communicate with members to make sure that they help you But yet somehow that was so difficult. And so we decided to go back to just one bin. And that's a very bad decision, I think.

3:27 And actually we want to show it more to to people who are working here and ours newest action in tha…

Coding:
● Current Environmental Activities
● Member/Client Relationship
● Nudging

Content:
And actually we want to show it more to to people who are working here and ours newest action in that is to make it visible in our location. So we renamed all the the meeting spaces and areas.

3:36 So so we're not vegetarians, but we, we nudge people to eat more lettuce.

Coding:
● Nudging

Content:
So so we're not vegetarians, but we, we nudge people to eat more lettuce.

3:38 And I think if the awareness for people is, is better and we can nudge people into things which are…

Coding:
● Motivation for Circular Transformation
● Nudging

Content:
And I think if the awareness for people is, is better and we can nudge people into things which are not difficult for them but okay, then we are using circularity.

3:68 So now we have this system with three options, where two options are, vegan or vegetarian.

Coding:

- Circularity Self-Assessment
- Current Environmental Activities
- Nudging

Content:
So now we have this system with three options, where two options are, vegan or vegetarian.

3:73 If you're seeing our buffet - normally - and you can only see a few, we only have a little plate wit…

Coding:
- Nudging

Content:
If you're seeing our buffet - normally - and you can only see a few, we only have a little plate with, with, with meat and it's biological meat.

3:74 Someone asked me lately if a sort of a company which are are political... not your type of political…

Coding:
- Nudging

Content:
Someone asked me lately if a sort of a company which are are political... not your type of political... or is not having your political ideas, or a company who is destroying the world with oil or things like: Are they welcome in your location? And then your mind you are saying, no, no, they're not welcome because it's too far from my opinion. But on the other side let them come in and see what's happening here and let them be inspired by how the world can be. And I'm on that side.

3:75 you can inspire a lot of people here and potentially have a large impact. I: I think so too.

Coding:
- Nudging

Content:
you can inspire a lot of people here and potentially have a large impact.

I: I think so too.

4:54 And I think if you want people to change, you have to approach them. Instead of asking them to come…

Coding:
- Nudging
- Perception of Circularity

Content:
And I think if you want people to change, you have to approach them. Instead of asking them to come to you. And I think that works for me.

4:56 Because they have these different visions doesn't mean you can treat them as less. Of course you can…

Coding:
- Member/Client Relationship
- Nudging

Content:
Because they have these different visions doesn't mean you can treat them as less. Of course you can try to change their mindsets

4:57 So that's really a big one - human behavior. People really function by default in a lot of cases. Wh…

Coding:
- Challenges
- Nudging

Content:
So that's really a big one - human behavior. People really function by default in a lot of cases. While they don't think they do, but that's what they do.

4:105 We try to - people never read this - but we try to, for example, promote reusing disposable cups, al…

Coding:
- Current Environmental Activities
- Nudging

Content:
We try to - people never read this - but we try to, for example, promote reusing disposable cups, although they are still disposable. We try to promote that and making it maybe even more clear as well.

4:109 We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our…

Coding:
- Challenges
- Current Environmental Activities
- Nudging

Content:
We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our kitchen. That's where also quality maybe outweighs.

4:149 it's just something I think you should believe is the right thing to, I would say. It creates shared…

Coding:
- Motivation for Circular Transformation
- Nudging

Content:
it's just something I think you should believe is the right thing to, I would say. It creates shared value.. that's the new way of saying those things, right? It's something that is good for not only us as a business, but also for the people we provide products to and for environment itself.

4:155 I'd say that when and how people separate. But it's not the type of waste. Yeah. Again, to the the w…

Coding:
- Challenges
- Nudging

Content:
I'd say that when and how people separate. But it's not the type of waste. Yeah. Again, to the the way people are automatically doing stuff by default. You have a cup here, you have a reusable here. Grab the cup, put water in, drink it up and then in five seconds throw it out again.

- *Operational Changes due to Environmental Impact*

  Linked Codes:
  - – is part of → ● Motivation for Circular Transformation

2:13 Not yet.

Coding:
● Operational Changes due to Environmental Impact

Content:
Not yet.

4:22 For example we change vendors, the way we order we changed

Coding:
● Operational Changes due to Environmental Impact

Content:
For example we change vendors, the way we order we changed

4:23 Quite some I would say.

Coding:
● Operational Changes due to Environmental Impact

Content:
Quite some I would say.

4:24 we order more in bulk, instead of individual products.

Coding:
● Operational Changes due to Environmental Impact

Content:
we order more in bulk, instead of individual products.

4:25 follow me printing is one where we force the client or the person to walk to the printer to be able…

Coding:
● Operational Changes due to Environmental Impact

Content:
follow me printing is one where we force the client or the person to walk to the printer to be able to print.

4:27 Eem yeah a simple change of products.

Coding:
● Material Inputs
● Operational Changes due to Environmental Impact

Content:
Eem yeah a simple change of products.

4:28 So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy t…

Coding:
● Current Environmental Activities
● Material Inputs
● Operational Changes due to Environmental Impact

Content:

So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy triple A electricity products - which one would be smart to invest in? And then you say for example a fridge: because a fridge is always on right? So in that sense the selection of products.

4:29 And also the maintenance of products itself, so cleaning products: we look for the least environment…

Coding:
● Durability
● Maintenance
● Material Inputs
● Operational Changes due to Environmental Impact

Content:
And also the maintenance of products itself, so cleaning products: we look for the least environmentally harming ones.

4:30 We requested form one of our main vendors - so our main outsourced party that does the bigger mainte…

Coding:
● Current Environmental Activities
● Operational Changes due to Environmental Impact
● Stakeholders
● Suppliers

Content:
We requested form one of our main vendors - so our main outsourced party that does the bigger maintenance things, they just switched to bio paint.

4:65 I wrote this down for myself because it helped me think of waste to identify places where to start,…

Coding:
● Current Environmental Activities
● Material Inputs
● Motivation for Circular Transformation
● Operational Changes due to Environmental Impact
● Planned Environmental Activities

Content:
I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

4:99 One objective is while upholding the same quality is always part of that sentence, trying to find a…

Coding:
● Motivation for Circular Transformation
● Operational Changes due to Environmental Impact
● Perception of Circularity
● Suppliers

Content:
One objective is while upholding the same quality is always part of that sentence, trying to find a more sustainable party for this while upholding to maintain the same quality.

4:100 I would say maybe the iPads are an example. Yeah. Or the phones we use. Apple phones are known for h…

Coding:
● Challenges

● Operational Changes due to Environmental Impact

Content:
I would say maybe the iPads are an example. Yeah. Or the phones we use. Apple phones are known for having pretty good security, but they're not the most sustainable phone.

4:101 But I'm not going to argue with the tech persons where they say like, yeah, this is just the safest…

Coding:
● Challenges
● Operational Changes due to Environmental Impact

Content:
But I'm not going to argue with the tech persons where they say like, yeah, this is just the safest phone for, for us as a company to have for it saved from the outside. So I'm like, yea, this where you choose quality over maybe sustainability.

● *Planned Environmental Activities*

Linked Codes:
– is associated with → ● Material Inputs
– is associated with → ● Stakeholders

8 Quotations:

3:48 We are using and we are using in some locations filtered or unfiltered or whatever. So we are not bu…

Coding:
● Current Environmental Activities
● Planned Environmental Activities

Content:
We are using and we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles. Only if we have very large groups and we have two rooms where occasionally we have plastic bottles. And I'm trying to add the next steps also there to having another sort of tapping system for water, filling up water.

3:50 In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all t…

Coding:
● Circularity Self-Assessment
● Material Inputs
● Planned Environmental Activities

Content:
In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all the products are biological or sustainable. But we are trying to make steps to doing it better in that site.

3:54 And now we have one big supplier for the main streams and little suppliers, which we are trying to d…

Coding:
● Planned Environmental Activities
● Suppliers

Content:
And now we have one big supplier for the main streams and little suppliers, which we are trying to do locally.

3:55 And the local suppliers, we want to we want to grow with the local suppliers. And we are looking now…

Coding:
● Planned Environmental Activities
● Suppliers

Content:
And the local suppliers, we want to we want to grow with the local suppliers. And we are looking now into things we can do, how we can organize it.

4:38 Waste management is still a big issue. I think the most improvement can be made there.

Coding:
● Circularity Self-Assessment
● Planned Environmental Activities

Content:
Waste management is still a big issue. I think the most improvement can be made there.

4:65 I wrote this down for myself because it helped me think of waste to identify places where to start,…

Coding:
● Current Environmental Activities
● Material Inputs
● Motivation for Circular Transformation
● Operational Changes due to Environmental Impact
● Planned Environmental Activities

Content:
I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

4:141 We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our elec…

Coding:
● Current Environmental Activities
● Destination after Use
● Material Outputs
● Planned Environmental Activities

Content:
We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our electrical equipment can every second life.

4:147 So one of the things I would like to do is contact the ones that we have bigger orders, especially w…

Coding:
● Challenges
● Material Inputs
● Planned Environmental Activities
● Suppliers

Content:
So one of the things I would like to do is contact the ones that we have bigger orders, especially with whiteboards. They are still individually packed. I don't know what it couldn't be like packed in one big box, for example, desks. So vendors that provide our products also have an impact on that I would say.

Circularity

5 Codes:

- *Challenges*

  Linked Codes:
  - ← is a − ● Lack of Awareness
  - ← is part of − ● Nudging
  - ← is part of − ● Operational Focus

  37 Quotations:

2:27 Actually, I think everything is possible. Maybe that's the most important thing to say.

Coding:
● Challenges

Content:
Actually, I think everything is possible. Maybe that's the most important thing to say.

2:28 If there's an obstacle we've got to improve it out. That's how I think about it.

Coding:
● Challenges

Content:
If there's an obstacle we've got to improve it out. That's how I think about it.

2:29 I have a feeling that not everyone is so interested in investing as much as I might do, but that's s…

Coding:
● Challenges

Content:
I have a feeling that not everyone is so interested in investing as much as I might do, but that's something. So if it's very expense, then I know it's something that we may never push forward and may never perceed.

2:31 It's something I think it's very important. But we also we almost say every time like, oh, we don't…

Coding:
● Challenges

Content:
It's something I think it's very important. But we also we almost say every time like, oh, we don't have any time for this kind of stuff. We're busy with the most important things within the company.

2:35 I think it's something that's very difficult to put in housekeeping.

Coding:
● Challenges
● Lack of Awareness

Content:
I think it's something that's very difficult to put in housekeeping.

3:56 And that's that's the main problem. Different delivery times, because we need it once or twice a wee…

Coding:
● Challenges
● Material Inputs

● Suppliers

Content:
And that's that's the main problem. Different delivery times, because we need it once or twice a week. Depends on the how busy it is and how fresh the products are. That's. Yeah. Challenging.

3:57 We are also having a small capacity for storage. So. It's difficult in the logistics for having your…

Coding:
● Challenges
● Material Inputs
● Suppliers

Content:
We are also having a small capacity for storage. So. It's difficult in the logistics for having your stuff at one time in one stop

3:76 We are trying to use sustainable cleaning products, not always for everything. Because it's not good…

Coding:
● Challenges
● Current Environmental Activities

Content:
We are trying to use sustainable cleaning products, not always for everything. Because it's not good enough, yet.

4:34 But it's mainly the complexity of what is circularity, like how do you define circular, that's what…

Coding:
● Challenges
● Circularity Self-Assessment
● Motivation for Circular Transformation
● Perception of Circularity

Content:
But it's mainly the complexity of what is circularity, like how do you define circular, that's what makes me feel like there's a lot of things that can be improved.

4:35 Do you use ceramics? Do you use disposables? One says ceramics are worse, another one says disposabl…

Coding:
● Challenges

Content:
Do you use ceramics? Do you use disposables? One says ceramics are worse, another one says disposables are worse.

4:36 The products that you buy you cannot always open up the whole value chain of it and thus you're not…

Coding:
● Challenges
● Material Inputs
● Perception of Circularity

Content:
The products that you buy you cannot always open up the whole value chain of it and thus you're not always sure whether the product you select is the best product.

4:50 I think money is the biggest issue - always!

Coding:
● Challenges

Content:
I think money is the biggest issue - always!

4:51 It's just in general pretty expensive to become greener.

Coding:
● Challenges

Content:
It's just in general pretty expensive to become greener.

4:52 I would say the second biggest challenge is human behavior.

Coding:
● Challenges

Content:
I would say the second biggest challenge is human behavior.

4:57 So that's really a big one - human behavior. People really function by default in a lot of cases. Wh…

Coding:
● Challenges
● Nudging

Content:
So that's really a big one - human behavior. People really function by default in a lot of cases. While they don't think they do, but that's what they do.

4:58 And then money is the second biggest challenge.

Coding:
● Challenges

Content:
And then money is the second biggest challenge.

4:59 with the whole limited network thing, I think a lot comes from that network thing.

Coding:
● Challenges

Content:
with the whole limited network thing, I think a lot comes from that network thing.

4:60 When you talk about infrastructure: the more dials you have in a chain the more complexity you add t…

Coding:
● Challenges

Content:
When you talk about infrastructure: the more dials you have in a chain the more complexity you add to something. So here for example, we have clients, we're located in a building that's owned by someone else, and

we ourselves are a company - so you have three layers already. And you all have to line that up to make a process work. So that truly makes thing more difficult. Just compare a city to a village and - you know.

4:61 I also get the partner thing, but I also see the solution in that actually.

Coding:
● Challenges
● Perception of Circularity

Content:
I also get the partner thing, but I also see the solution in that actually.

4:62 There's a lot of willingness. I really noticed this - I think I told you this last time - when I org…

Coding:
● Challenges
● Motivation for Circular Transformation
● Perception of Circularity

Content:
There's a lot of willingness. I really noticed this - I think I told you this last time - when I organised a session about sustainability, you see that, because people don't have the answers themselves they really like to find answers with other parties as well. Nobody has all the answers. We're just trying.

4:63 If you look for the best way to buy a phone case .. there's so many opinions, and better yet, everyo…

Coding:
● Challenges
● Perception of Circularity

Content:
If you look for the best way to buy a phone case .. there's so many opinions, and better yet, everyone having their own idea on how to make the best phone case. And then they will not share, because they feel like they truly have the answer themselves, and other people should not have that same answer.

4:64 collaboration is very necessary - and if you can't have it that's a really big obstacle. I actually…

Coding:
● Challenges
● Perception of Circularity

Content:
collaboration is very necessary - and if you can't have it that's a really big obstacle. I actually think the whole solution lies within collaboration.

4:66 If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk about the waste from our clients while they're working in our coworking space, there's still an overload.

4:85 Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you…

Coding:
● Challenges
● Durability
● Maintenance
● Material Inputs

Content:
Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you say that, eligible anymore.

4:86 Although iPads actually those are pretty. Those are not the largest life span, more like three to fo…

Coding:
● Challenges

Content:
Although iPads actually those are pretty. Those are not the largest life span, more like three to four years. And so those are not really used sustainably.

4:100 I would say maybe the iPads are an example. Yeah. Or the phones we use. Apple phones are known for h…

Coding:
● Challenges
● Operational Changes due to Environmental Impact

Content:
I would say maybe the iPads are an example. Yeah. Or the phones we use. Apple phones are known for having pretty good security, but they're not the most sustainable phone.

4:101 But I'm not going to argue with the tech persons where they say like, yeah, this is just the safest…

Coding:
● Challenges
● Operational Changes due to Environmental Impact

Content:
But I'm not going to argue with the tech persons where they say like, yeah, this is just the safest phone for, for us as a company to have for it saved from the outside. So I'm like, yea, this where you choose quality over maybe sustainability.

4:109 We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our…

Coding:
● Challenges
● Current Environmental Activities
● Nudging

Content:
We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our kitchen. That's where also quality maybe outweighs.

4:117 waste is our bigger biggest thing from clients itself.

Coding:
● Challenges
● Material Outputs

Content:

waste is our bigger biggest thing from clients itself.

4:127 It's the stuff that you see in the bins here and it's still really... that could be improved a lot.

Coding:
- Challenges
- Material Outputs

Content:
It's the stuff that you see in the bins here and it's still really... that could be improved a lot.

4:128 And to correctly separate is pretty difficult.

Coding:
- Challenges

Content:
And to correctly separate is pretty difficult.

4:146 And then if you look at the other side of the chain, of course, I would say our vendors and how much…

Coding:
- Challenges
- Perception of Circularity
- Suppliers

Content:
And then if you look at the other side of the chain, of course, I would say our vendors and how much packaging they use for the products they provide to us is also impacting how much waste we create.

4:147 So one of the things I would like to do is contact the ones that we have bigger orders, especially w…

Coding:
- Challenges
- Material Inputs
- Planned Environmental Activities
- Suppliers

Content:
So one of the things I would like to do is contact the ones that we have bigger orders, especially with whiteboards. They are still individually packed. I don't know what it couldn't be like packed in one big box, for example, desks. So vendors that provide our products also have an impact on that I would say.

4:151 I think if the system will be made for it, I think it is a more efficient and money-saving way of do…

Coding:
- Challenges
- Motivation for Circular Transformation

Content:
I think if the system will be made for it, I think it is a more efficient and money-saving way of doing things. But the system is not there yet. So now, it's costly. It's sort of called a long term investment.

4:154 I hate food waste. I feel like 'just eat your stuff'.

Coding:
- Challenges

Content:

I hate food waste. I feel like 'just eat your stuff'.

4:155 I'd say that when and how people separate. But it's not the type of waste. Yeah. Again, to the the w…

Coding:
● Challenges
● Nudging

Content:
I'd say that when and how people separate. But it's not the type of waste. Yeah. Again, to the the way people are automatically doing stuff by default. You have a cup here, you have a reusable here. Grab the cup, put water in, drink it up and then in five seconds throw it out again.

4:156 And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pret…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pretty easy. It doesn't take a lot more effort. And I'm like 'just do it'.

● *Circularity Self-Assessment*

Linked Codes:

← is associated with − ● Certifications

← is associated with − ● Current Environmental Activities

← is associated with − ● Destination after Use

← is associated with − ● Stakeholders

18 Quotations:

3:44 I don't know at this moment if the company who is supplying us the beans if they're the most sustain…

Coding:
● Circularity Self-Assessment
● Suppliers

Content:
I don't know at this moment if the company who is supplying us the beans if they're the most sustainable in Holland.

3:45 We are using cups. You've seen them. They're biodegradable

Coding:
● Circularity Self-Assessment
● Material Inputs

Content:
We are using cups. You've seen them. They're biodegradable

3:47 we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles.

Coding:
● Circularity Self-Assessment
● Material Inputs

Content:
we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles.

3:49 It's uh we have biological drinks for um... sodas and things like that that. But we also still have…

Coding:
● Circularity Self-Assessment
● Material Inputs

Content:
It's uh we have biological drinks for um... sodas and things like that that. But we also still have Coca-Cola and Spa Rood and another thing.

3:50 In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all t…

Coding:
● Circularity Self-Assessment
● Material Inputs
● Planned Environmental Activities

Content:
In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all the products are biological or sustainable. But we are trying to make steps to doing it better in that site.

3:51 Biological meat. We have always biological milk, eggs and juices.

Coding:
● Circularity Self-Assessment
● Material Inputs

Content:
Biological meat. We have always biological milk, eggs and juices.

3:52 We are hanging LED lights in the kitchen. We don't use gas only induction. And a combi steamer. We a…

Coding:
● Circularity Self-Assessment

Content:
We are hanging LED lights in the kitchen. We don't use gas only induction. And a combi steamer. We are trying to use sustainable cleaning products, not always for everything.

3:68 So now we have this system with three options, where two options are, vegan or vegetarian.

Coding:
● Circularity Self-Assessment
● Current Environmental Activities
● Nudging

Content:
So now we have this system with three options, where two options are, vegan or vegetarian.

4:31 I wouldn't say I feel very close yet.

Coding:
● Circularity Self-Assessment

Content:
I wouldn't say I feel very close yet.

4:32 I do feel like we're raising the bar for ourselves in a good way every time and our hearts are in th…

Coding:
● Circularity Self-Assessment

Content:
I do feel like we're raising the bar for ourselves in a good way every time and our hearts are in the right place as a team.

4:33 The whole mind state is really there.

Coding:
● Circularity Self-Assessment

Content:
The whole mind state is really there.

4:34 But it's mainly the complexity of what is circularity, like how do you define circular, that's what…

Coding:
● Challenges
● Circularity Self-Assessment
● Motivation for Circular Transformation
● Perception of Circularity

Content:
But it's mainly the complexity of what is circularity, like how do you define circular, that's what makes me feel like there's a lot of things that can be improved.

4:38 Waste management is still a big issue. I think the most improvement can be made there.

Coding:
● Circularity Self-Assessment
● Planned Environmental Activities

Content:
Waste management is still a big issue. I think the most improvement can be made there.

4:39 But yeah, I do think, we do ok..

Coding:
● Circularity Self-Assessment

Content:
But yeah, I do think, we do ok..

4:40 You know we use green energy and for a company that uses this much energy but is still in such a you…

Coding:
● Circularity Self-Assessment
● Current Environmental Activities

Content:

You know we use green energy and for a company that uses this much energy but is still in such a young phase, I think it shows a lot of willingness to actually help. For now it's mostly.. It's really eh.. It's just a statement. There's no money to be gained from that. Aside maybe from the fact that people would maybe like the fact that you have green energy of course.

4:97 It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that s…

Coding:
● Certifications
● Circularity Self-Assessment
● Current Environmental Activities
● Material Inputs

Content:
It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that some are higher certified than others stuff. So they have bronze certification, some silver,

4:126 Then of course, all those printer cartridges stuff, that's really our waste. And I'd say we handle o…

Coding:
● Circularity Self-Assessment
● Material Outputs

Content:
Then of course, all those printer cartridges stuff, that's really our waste. And I'd say we handle our own waste pretty well.

4:130 We separate cardboard as paper, then glass we separate. We separate batteries. Our own waste we do q…

Coding:
● Circularity Self-Assessment
● Material Outputs

Content:
We separate cardboard as paper, then glass we separate. We separate batteries. Our own waste we do quite well.

● *Lack of Awareness*

Linked Codes:
− is a → ● Challenges

9 Quotations:

2:30 So I don't have all the information

Coding:
● Lack of Awareness

Content:
So I don't have all the information

2:32 I can't even tell you everything. It's such a large building and maybe I say some things maybe that…

Coding:
● Lack of Awareness

Content:

I can't even tell you everything. It's such a large building and maybe I say some things maybe that that are useful. But yeah.

2:34 I think it's the some kind of thing so difficult. It's difficult to explain it to others because I p…

Coding:
- Lack of Awareness

Content:

I think it's the some kind of thing so difficult. It's difficult to explain it to others because I pitched your idea to my colleagues and they were like, well, OK, what does she mean? So I tried to explain it, but I found it a bit difficult to grasp.

2:35 I think it's something that's very difficult to put in housekeeping.

Coding:
- Challenges
- Lack of Awareness

Content:

I think it's something that's very difficult to put in housekeeping.

2:36 So that's a little bit of struggle for me to find the right way to explain it in that way.

Coding:
- Lack of Awareness

Content:

So that's a little bit of struggle for me to find the right way to explain it in that way.

2:39 Somehow, mostly because we're talking about something I'm not familiar with. With the circularity. I…

Coding:
- Lack of Awareness

Content:

Somehow, mostly because we're talking about something I'm not familiar with. With the circularity. I know what it is, but how do you explain it?

3:65 In kilos or things like that?

Coding:
- Lack of Awareness

Content:

In kilos or things like that?

3:72 And and it's all about awareness.

Coding:
- Lack of Awareness

Content:

And and it's all about awareness.

4:159 Do you use ceramics? Do you use disposables? One says ceramics are worse, another one says disposabl…

Coding:
- Lack of Awareness

Content:
Do you use ceramics? Do you use disposables? One says ceramics are worse, another one says disposables are worse.

- *Motivation for Circular Transformation*

Linked Codes:
← is part of − ● Operational Changes due to Environmental Impact

28 Quotations:

2:3 I think we can improve a lot, because we, we used to try separating the trash. So we have plastic, p…

Coding:
- Motivation for Circular Transformation

Content:
I think we can improve a lot, because we, we used to try separating the trash. So we have plastic, paper, and rest. But somehow everything came in the same bin.

2:4 I think there are a lot of different things that can be improved. So before we start growing, as we…

Coding:
- Motivation for Circular Transformation

Content:
I think there are a lot of different things that can be improved. So before we start growing, as we hope we do, I think we need to make sure we have everything settled.

2:5 We also think every person on the housekeeping team uses different products... that is very crazy he…

Coding:
- Motivation for Circular Transformation

Content:
We also think every person on the housekeeping team uses different products... that is very crazy here and we don't even if it's green or sustainable or whatever. So I think also just the product itself is something that can be improved.

2:6 And it's also something we want to, we think about the sustainable development goals... Maybe not ci…

Coding:

  ● Motivation for Circular Transformation

Content:

  And it's also something we want to, we think about the sustainable development goals... Maybe not circularity, but it's something we find important also to communicate to the rest of the world. Yeah. So if we start with being more circular .. it's a good step, I think.

2:7 I think it's more like a personal thing. I think, I think, I'm the one who finds it very interesting…

Coding:

  ● Motivation for Circular Transformation

Content:

  I think it's more like a personal thing. I think, I think, I'm the one who finds it very interesting and important. I'd like a business value somehow. Yeah. We want to share that with other people.

2:14 It's something I think it's very important. But we also we almost say every time like, oh, we don't…

Coding:

  ● Motivation for Circular Transformation

Content:

  It's something I think it's very important. But we also we almost say every time like, oh, we don't have any time for this kind of stuff. We're busy with the most important things within the company. So I think we need to improve it right now.

2:15 I also have a goal for me to improve, to recycle more. Just within a few months, I want to make a pl…

Coding:

  ● Motivation for Circular Transformation

Content:

  I also have a goal for me to improve, to recycle more. Just within a few months, I want to make a plan and design for it, so we could start with that.

2:16 We use disposable plates and things like that as well. So I think we can improve a lot.

Coding:

  ● Motivation for Circular Transformation

Content:

  We use disposable plates and things like that as well. So I think we can improve a lot.

3:4 I'm not saying I'm completely circular but I'm, I'm trying to be aware where we can make steps in it…

Coding:

  ● Motivation for Circular Transformation

Content:

  I'm not saying I'm completely circular but I'm, I'm trying to be aware where we can make steps in it. So if people see things which are not circular, they see that and saw "wow perhaps we can do something with it"

3:7 So I'm not trying to lay my opinion to people, but we can be an example for them.

Coding:

● Motivation for Circular Transformation

Content:
  So I'm not trying to lay my opinion to people, but we can be an example for them.

3:38 And I think if the awareness for people is, is better and we can nudge people into things which are…

Coding:
  ● Motivation for Circular Transformation
  ● Nudging

Content:
  And I think if the awareness for people is, is better and we can nudge people into things which are not difficult for them but okay, then we are using circularity.

3:40 It's personal, but it also fits with our culture and with our identity because we are saying we are…

Coding:
  ● Motivation for Circular Transformation

Content:
  It's personal, but it also fits with our culture and with our identity because we are saying we are an ecosystem.

3:41 And if you're saying that you are an ecosystem from people, why are you not an ecosystem for the mat…

Coding:
  ● Motivation for Circular Transformation

Content:
  And if you're saying that you are an ecosystem from people, why are you not an ecosystem for the materials you use or the relations you are having together?

3:42 You want to be stronger together and stronger together is also stronger earth or stronger planet. So…

Coding:
  ● Motivation for Circular Transformation

Content:
  You want to be stronger together and stronger together is also stronger earth or stronger planet. So that is why it's important. Yes. So our purpose is not to making money, but to make a better world for everyone.

4:34 But it's mainly the complexity of what is circularity, like how do you define circular, that's what…

Coding:
  ● Challenges
  ● Circularity Self-Assessment
  ● Motivation for Circular Transformation
  ● Perception of Circularity

Content:
  But it's mainly the complexity of what is circularity, like how do you define circular, that's what makes me feel like there's a lot of things that can be improved.

4:45 Of course you're concerned with the planet. That's a really important thing. It's the universal hope…

Coding:
- Motivation for Circular Transformation

Content:
Of course you're concerned with the planet. That's a really important thing. It's the universal hope of this time.

4:46 I don't think humans are as central as we believe to me and also to think that - just from a logical…

Coding:
- Motivation for Circular Transformation
- Perception of Circularity

Content:
I don't think humans are as central as we believe to me and also to think that - just from a logical perspective: if you look around you everything that you consume needs time to recover and I think just establishing the mindset in modern humans is something good for the world.

4:53 And I mean … what I like about me being the sustainability lead of this company is that I see my own…

Coding:
- Motivation for Circular Transformation
- Perception of Circularity

Content:
And I mean … what I like about me being the sustainability lead of this company is that I see my own flaws. I have people here that are even more green-hearted than I am, but I feel that because of that I can have a better understanding for those people that are not there yet.

4:62 There's a lot of willingness. I really noticed this - I think I told you this last time - when I org…

Coding:
- Challenges
- Motivation for Circular Transformation
- Perception of Circularity

Content:
There's a lot of willingness. I really noticed this - I think I told you this last time - when I organised a session about sustainability, you see that, because people don't have the answers themselves they really like to find answers with other parties as well. Nobody has all the answers. We're just trying.

4:65 I wrote this down for myself because it helped me think of waste to identify places where to start,…

Coding:
- Current Environmental Activities
- Material Inputs
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Planned Environmental Activities

Content:

I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

4:99 One objective is while upholding the same quality is always part of that sentence, trying to find a…

Coding:
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Perception of Circularity
- Suppliers

Content:
One objective is while upholding the same quality is always part of that sentence, trying to find a more sustainable party for this while upholding to maintain the same quality.

4:136 Construction materials break very little. But if possible, we would like to see if we could send it…

Coding:
- Destination after Use
- Material Outputs
- Motivation for Circular Transformation
- Stakeholders
- Suppliers

Content:
Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

4:148 So, I think you can look at it from different angles. I think it's going to be an expectation. It's…

Coding:
- Motivation for Circular Transformation
- Perception of Circularity

Content:
So, I think you can look at it from different angles. I think it's going to be an expectation. It's becoming more of an expectation from, from, uh, especially the younger entrepreneurs. And there's so many clients here working on some type of sustainable solutions. And they would like they expect, they expect that from their coworking space as well, I'd say.

4:149 it's just something I think you should believe is the right thing to, I would say. It creates shared…

Coding:
- Motivation for Circular Transformation
- Nudging

Content:
it's just something I think you should believe is the right thing to, I would say. It creates shared value.. that's the new way of saying those things, right? It's something that is good for not only us as a business, but also for the people we provide products to and for environment itself.

4:150 I think also in some situationa, not everything, but in some situations that it could actually save…

Coding:

● Motivation for Circular Transformation

Content:
I think also in some situationa, not everything, but in some situations that it could actually save you money.

4:151 I think if the system will be made for it, I think it is a more efficient and money-saving way of do…

Coding:
● Challenges
● Motivation for Circular Transformation

Content:
I think if the system will be made for it, I think it is a more efficient and money-saving way of doing things. But the system is not there yet. So now, it's costly. It's sort of called a long term investment.

4:152 it's like morals.

Coding:
● Motivation for Circular Transformation

Content:
it's like morals.

4:153 It's creating customer value. Yeah. Maybe even financial.

Coding:
● Motivation for Circular Transformation

Content:
It's creating customer value. Yeah. Maybe even financial.

● *Perception of Circularity*

Linked Codes:
← is part of − ● Material Inputs

← is part of − ● Material Outputs

38 Quotations:

2:1 I think it's the some kind of thing so difficult. It's difficult to explain it to others

Coding:
● Perception of Circularity

Content:
I think it's the some kind of thing so difficult. It's difficult to explain it to others

2:2 To me it mainly means having no waste. So everything you do can be used again or somehow... or in in…

Coding:

● Perception of Circularity

Content:
To me it mainly means having no waste. So everything you do can be used again or somehow... or in in the same place or another. Yeah. Or another way. Yeah. I think it's something that's very difficult to put in housekeeping.

 3:2 And I think if the awareness for people is, is better and we can nudge people into things which are…

Coding:
● Perception of Circularity

Content:
And I think if the awareness for people is, is better and we can nudge people into things which are not difficult for them but okay, then we are using circularity. Yeah. But the main thing I think is, is awareness, sustainability and reusing things. And not in all cases buy new stuff.

 3:5 But it's not possible in this moment for every single thing or every single product we have. Yeah. S…

Coding:
● Perception of Circularity

Content:
But it's not possible in this moment for every single thing or every single product we have. Yeah. So it's a process which we can improve.

 3:6 I'm not frustrating about people who are not sustainable or they're in another phase or they have an…

Coding:
● Perception of Circularity

Content:
I'm not frustrating about people who are not sustainable or they're in another phase or they have another opinion or ... and that's also OK. Yeah. But you can nudge them to do other things. And that's a possibility you have.

 3:11 And then we can keep this whole system circular because people are coming in, sitting in the meeting…

Coding:
● Perception of Circularity

Content:
And then we can keep this whole system circular because people are coming in, sitting in the meeting rooms, paying money for it, and then we can pay rent. So it's a system where we are all depending from each other.

 3:25 I heard about a company who are making toilet paper from old tax forms and that's a good thing.

Coding:
● Perception of Circularity

Content:
I heard about a company who are making toilet paper from old tax forms and that's a good thing.

 3:28 And one of our identity marks is sustainability.

Coding:
● Current Environmental Activities
● Perception of Circularity

Content:

And one of our identity marks is sustainability.

3:30 I think if if you have circularity, you are really thinking about reusing things.

Coding:
● Perception of Circularity

Content:
I think if if you have circularity, you are really thinking about reusing things.

3:31 But I think if you are going to look to the global goals and it's a lot about behavior.

Coding:
● Perception of Circularity

Content:
But I think if you are going to look to the global goals and it's a lot about behavior.

3:32 I was thinking that the last years about sustainability, but also about sustainable relations. And i…

Coding:
● Perception of Circularity

Content:
I was thinking that the last years about sustainability, but also about sustainable relations. And it's very much fitting into each other.

3:33 So I believe in global goals where the greater responsibility is, is laying down to the people. And…

Coding:
● Perception of Circularity

Content:
So I believe in global goals where the greater responsibility is, is laying down to the people. And everyone can do their share.

3:34 and it's all about awareness.

Coding:
● Perception of Circularity

Content:
and it's all about awareness.

3:39 But the main thing I think is, is awareness, sustainability and reusing things. And not in all cases…

Coding:
● Perception of Circularity

Content:
But the main thing I think is, is awareness, sustainability and reusing things. And not in all cases buy new stuff

3:59 I prefer sustainable over biological.

Coding:
● Perception of Circularity

Content:
I prefer sustainable over biological.

3:60 sometimes you you just have to look to the process from the farmer here in the neighborhood because…

Coding:
● Material Inputs
● Perception of Circularity
● Suppliers

Content:
sometimes you you just have to look to the process from the farmer here in the neighborhood because there's not always a stamp on it with biological or sustainable. Although it's very good products

4:2 I think that if you try as a collective … I think if you can change people's mind that maybe we can…

Coding:
● Perception of Circularity

Content:
I think that if you try as a collective … I think if you can change people's mind that maybe we can still recover.

4:34 But it's mainly the complexity of what is circularity, like how do you define circular, that's what…

Coding:
● Challenges
● Circularity Self-Assessment
● Motivation for Circular Transformation
● Perception of Circularity

Content:
But it's mainly the complexity of what is circularity, like how do you define circular, that's what makes me feel like there's a lot of things that can be improved.

4:36 The products that you buy you cannot always open up the whole value chain of it and thus you're not…

Coding:
● Challenges
● Material Inputs
● Perception of Circularity

Content:
The products that you buy you cannot always open up the whole value chain of it and thus you're not always sure whether the product you select is the best product.

4:41 I think it's a good take. I think it starts with the mind, the willingness.

Coding:
● Perception of Circularity

Content:
I think it's a good take. I think it starts with the mind, the willingness.

4:42 I wonder if a perfect circular economy is achievable, but I think the planet in itself knows how to…

Coding:
● Perception of Circularity

Content:
I wonder if a perfect circular economy is achievable, but I think the planet in itself knows how to restore. The planet is a perfect circular economy, but we don't give it the time to be circular.

4:43 I think that we could set processes in place that will allow the planet time to recover and maintain…

Coding:
● Perception of Circularity

Content:
I think that we could set processes in place that will allow the planet time to recover and maintain it's circular but slow process. I would say that's how you achieve circularity.

4:44 And I think this starts with consciousness and actually trying.

Coding:
● Perception of Circularity

Content:
And I think this starts with consciousness and actually trying.

4:46 I don't think humans are as central as we believe to me and also to think that - just from a logical…

Coding:
● Motivation for Circular Transformation
● Perception of Circularity

Content:
I don't think humans are as central as we believe to me and also to think that - just from a logical perspective: if you look around you everything that you consume needs time to recover and I think just establishing the mindset in modern humans is something good for the world.

4:47 Learning that we don't always have to go,go,go.

Coding:
● Perception of Circularity

Content:
Learning that we don't always have to go,go,go.

4:48 Sometimes we have to take it easy. And slower is okay.

Coding:
● Perception of Circularity

Content:
Sometimes we have to take it easy. And slower is okay.

4:49 Use what you have to its fullest extent and allow it to recover. So you can use it again at one poin…

Coding:
● Perception of Circularity

Content:
Use what you have to its fullest extent and allow it to recover. So you can use it again at one point.

4:53 And I mean … what I like about me being the sustainability lead of this company is that I see my own…

Coding:
● Motivation for Circular Transformation
● Perception of Circularity

Content:

And I mean … what I like about me being the sustainability lead of this company is that I see my own flaws. I have people here that are even more green-hearted than I am, but I feel that because of that I can have a better understanding for those people that are not there yet.

4:54 And I think if you want people to change, you have to approach them. Instead of asking them to come…

Coding:
● Nudging
● Perception of Circularity

Content:
And I think if you want people to change, you have to approach them. Instead of asking them to come to you. And I think that works for me.

4:61 I also get the partner thing, but I also see the solution in that actually.

Coding:
● Challenges
● Perception of Circularity

Content:
I also get the partner thing, but I also see the solution in that actually.

4:62 There's a lot of willingness. I really noticed this - I think I told you this last time - when I org…

Coding:
● Challenges
● Motivation for Circular Transformation
● Perception of Circularity

Content:
There's a lot of willingness. I really noticed this - I think I told you this last time - when I organised a session about sustainability, you see that, because people don't have the answers themselves they really like to find answers with other parties as well. Nobody has all the answers. We're just trying.

4:63 If you look for the best way to buy a phone case .. there's so many opinions, and better yet, everyo…

Coding:
● Challenges
● Perception of Circularity

Content:
If you look for the best way to buy a phone case .. there's so many opinions, and better yet, everyone having their own idea on how to make the best phone case. And then they will not share, because they feel like they truly have the answer themselves, and other people should not have that same answer.

4:64 collaboration is very necessary - and if you can't have it that's a really big obstacle. I actually…

Coding:
● Challenges
● Perception of Circularity

Content:
collaboration is very necessary - and if you can't have it that's a really big obstacle. I actually think the whole solution lies within collaboration.

4:99 One objective is while upholding the same quality is always part of that sentence, trying to find a…

Coding:
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Perception of Circularity
- Suppliers

Content:
One objective is while upholding the same quality is always part of that sentence, trying to find a more sustainable party for this while upholding to maintain the same quality.

4:131 I've tried to find a separate bin. Those things are really expensive and they don't have to be. Like…

Coding:
- Material Outputs
- Perception of Circularity

Content:
I've tried to find a separate bin. Those things are really expensive and they don't have to be. Like, why don't you like provide maybe only an organic bin to families, a small one or something. They have all the green ones in smaller municipalities. Right. So why not here use one that you can use in your kitchen.

4:146 And then if you look at the other side of the chain, of course, I would say our vendors and how much…

Coding:
- Challenges
- Perception of Circularity
- Suppliers

Content:
And then if you look at the other side of the chain, of course, I would say our vendors and how much packaging they use for the products they provide to us is also impacting how much waste we create.

4:148 So, I think you can look at it from different angles. I think it's going to be an expectation. It's…

Coding:
- Motivation for Circular Transformation
- Perception of Circularity

Content:
So, I think you can look at it from different angles. I think it's going to be an expectation. It's becoming more of an expectation from, from, uh, especially the younger entrepreneurs. And there's so many clients here working on some type of sustainable solutions. And they would like they expect, they expect that from their coworking space as well, I'd say.

4:158 The whole story about the the disposable or reusable for example. There were on-going discussions an…

Coding:
- Material Inputs
- Material Transformations
- Perception of Circularity

Content:
The whole story about the the disposable or reusable for example. There were on-going discussions and there's actually a university saying that disposables are better. I'd actually say not. But the biggest variable is how people use them. Yeah, if you use your disposable three times, then the impact is already three times less right away for using something cheap, you know what I mean.Then you're like put that impact is two times less right away for using something cheap and you know what I mean. That's pretty crazy.

Ecosystem

2 Codes:

- *Stakeholders*

    Linked Codes:
    - − is associated with → ● Circularity Self-Assessment
    - ← is associated with − ● Planned Environmental Activities

    13 Quotations:

2:12 For instance, we we have some coffee specialists in Eindhvoen and we want to work with him because w…

Coding:
● Stakeholders

Content:
For instance, we we have some coffee specialists in Eindhvoen and we want to work with him because we want to help him with his company.

3:10 housekeeping is another company. Let's see… minor administration, part of my administration. The ins…

Coding:
● Stakeholders

Content:
housekeeping is another company. Let's see… minor administration, part of my administration. The insurances, the suppliers from our food chain. We have a lot of stakeholders.

3:18 We have a partner and it's school Zinnige Zaken

Coding:
● Stakeholders

Content:
We have a partner and it's school Zinnige Zaken

3:19 A lot of things. For example, two weeks ago, I bought some plants. You can see them outside. And it…

Coding:
● Stakeholders

Content:
A lot of things. For example, two weeks ago, I bought some plants. You can see them outside. And it was about. It's from the company Wout. Wout saves plants

3:63 But if if someone has a new product product and if you have the HACCP quality norms or that sort of…

Coding:
● Material Inputs
● Quality Standards
● Stakeholders

Content:
But if if someone has a new product product and if you have the HACCP quality norms or that sort of things, it's reasonably common. So we don't accept that someone here says I have a a jar of this product and you have to give it to all your coworkers. And if we not know what is in it then we can't use it.

4:30 We requested form one of our main vendors - so our main outsourced party that does the bigger mainte…

Coding:
- Current Environmental Activities
- Operational Changes due to Environmental Impact
- Stakeholders
- Suppliers

Content:
We requested form one of our main vendors - so our main outsourced party that does the bigger maintenance things, they just switched to bio paint.

4:94 we think it's pretty important. That goes further than sustainability. I would say that's also just…

Coding:
- Material Inputs
- Quality Standards
- Stakeholders
- Suppliers

Content:
we think it's pretty important. That goes further than sustainability. I would say that's also just representing the city that we're in. I think we find that important as well. So, I mean, because, for example, our coffee, the coffee itself doesn't come from the Netherlands yet, but the company is from Rotterdam. So we also support that. Yeah. You know, our local companies. Besides that, we also really try to find products that are produced from someone nearby somewhere.

4:124 We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that c…

Coding:
- Destination after Use
- Material Outputs
- Stakeholders

Content:
We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that can pick it up for acceptable price, yet. But we do already separate it.

4:136 Construction materials break very little. But if possible, we would like to see if we could send it…

Coding:
- Destination after Use
- Material Outputs
- Motivation for Circular Transformation
- Stakeholders
- Suppliers

Content:
Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

4:138 maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

Coding:
- Destination after Use
- Material Outputs

● Stakeholders

Content:
maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

4:139 Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blu…

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blue balls being made of that. So new products. Soft plastic products can be made.

4:140 With paper, we separate our own and then it goes down, and Suez also works with that.

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
With paper, we separate our own and then it goes down, and Suez also works with that.

4:145 Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separati…

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separation option. And they do pretty well on that basis because with their 'milieustraat' we would say in Dutch.

● *Suppliers*

Linked Codes:

− is cause of → ● Material Inputs

← is associated with − ● Quality Standards

19 Quotations:

3:44 I don't know at this moment if the company who is supplying us the beans if they're the most sustain…

Coding:
● Circularity Self-Assessment
● Suppliers

Content:
I don't know at this moment if the company who is supplying us the beans if they're the most sustainable in Holland.

3:54 And now we have one big supplier for the main streams and little suppliers, which we are trying to d…

Coding:
- Planned Environmental Activities
- Suppliers

Content:

And now we have one big supplier for the main streams and little suppliers, which we are trying to do locally.

3:55 And the local suppliers, we want to we want to grow with the local suppliers. And we are looking now…

Coding:
- Planned Environmental Activities
- Suppliers

Content:

And the local suppliers, we want to we want to grow with the local suppliers. And we are looking now into things we can do, how we can organize it.

3:56 And that's that's the main problem. Different delivery times, because we need it once or twice a wee…

Coding:
- Challenges
- Material Inputs
- Suppliers

Content:

And that's that's the main problem. Different delivery times, because we need it once or twice a week. Depends on the how busy it is and how fresh the products are. That's. Yeah. Challenging.

3:57 We are also having a small capacity for storage. So. It's difficult in the logistics for having your…

Coding:
- Challenges
- Material Inputs
- Suppliers

Content:

We are also having a small capacity for storage. So. It's difficult in the logistics for having your stuff at one time in one stop

3:58 So we're depending on the one supplier and then little suppliers for coffee for, for small groceries…

Coding:
- Material Inputs
- Suppliers

Content:

So we're depending on the one supplier and then little suppliers for coffee for, for small groceries.

3:60 sometimes you you just have to look to the process from the farmer here in the neighborhood because…

Coding:

- Material Inputs
- Perception of Circularity
- Suppliers

Content:
sometimes you you just have to look to the process from the farmer here in the neighborhood because there's not always a stamp on it with biological or sustainable. Although it's very good products

4:26 For example we change vendors, the way we order we changed, we order more in bulk, instead of indivi…

Coding:
- Current Environmental Activities
- Suppliers

Content:
For example we change vendors, the way we order we changed, we order more in bulk, instead of individual products.

4:30 We requested form one of our main vendors - so our main outsourced party that does the bigger mainte…

Coding:
- Current Environmental Activities
- Operational Changes due to Environmental Impact
- Stakeholders
- Suppliers

Content:
We requested form one of our main vendors - so our main outsourced party that does the bigger maintenance things, they just switched to bio paint.

4:88 I think Albert Heijn comes once a week, for food.

Coding:
- Material Inputs
- Suppliers

Content:
I think Albert Heijn comes once a week, for food.

4:91 I always select local vendors. Yeah. We try to.

Coding:
- Current Environmental Activities
- Quality Standards
- Suppliers

Content:
I always select local vendors. Yeah. We try to.

4:93 And we have yogurt from floating farm, it's a Rotterdam farm. Those also come once a week.

Coding:
- Material Inputs
- Suppliers

Content:

And we have yogurt from floating farm, it's a Rotterdam farm. Those also come once a week.

4:94 we think it's pretty important. That goes further than sustainability. I would say that's also just…

Coding:
- Material Inputs
- Quality Standards
- Stakeholders
- Suppliers

Content:
we think it's pretty important. That goes further than sustainability. I would say that's also just representing the city that we're in. I think we find that important as well. So, I mean, because, for example, our coffee, the coffee itself doesn't come from the Netherlands yet, but the company is from Rotterdam. So we also support that. Yeah. You know, our local companies. Besides that, we also really try to find products that are produced from someone nearby somewhere.

4:99 One objective is while upholding the same quality is always part of that sentence, trying to find a…

Coding:
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Perception of Circularity
- Suppliers

Content:
One objective is while upholding the same quality is always part of that sentence, trying to find a more sustainable party for this while upholding to maintain the same quality.

4:107 Logical is the brand.

Coding:
- Suppliers

Content:
Logical is the brand.

4:132 So when it comes to our construction materials, again, we see if it's fixable and we see if we can c…

Coding:
- Destination after Use
- Maintenance
- Material Outputs
- Suppliers

Content:
So when it comes to our construction materials, again, we see if it's fixable and we see if we can contact the production, the manufacturer directly. If so, yeah then we will ask for a fix. If not, then it might be disposed. It might even, there might even be asked if people want to take it.

4:136 Construction materials break very little. But if possible, we would like to see if we could send it…

Coding:
- Destination after Use
- Material Outputs
- Motivation for Circular Transformation

- Stakeholders
- Suppliers

Content:

Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

4:146 And then if you look at the other side of the chain, of course, I would say our vendors and how much…

Coding:
- Challenges
- Perception of Circularity
- Suppliers

Content:

And then if you look at the other side of the chain, of course, I would say our vendors and how much packaging they use for the products they provide to us is also impacting how much waste we create.

4:147 So one of the things I would like to do is contact the ones that we have bigger orders, especially w…

Coding:
- Challenges
- Material Inputs
- Planned Environmental Activities
- Suppliers

Content:

So one of the things I would like to do is contact the ones that we have bigger orders, especially with whiteboards. They are still individually packed. I don't know what it couldn't be like packed in one big box, for example, desks. So vendors that provide our products also have an impact on that I would say.

General

5 Codes:

- *About the CWS*

  6 Quotations:

  3:70 it's a place to meet people and we're doing it by offering coworking spaces and meeting spaces.

  Coding:
  - About the CWS

  Content:

  it's a place to meet people and we're doing it by offering coworking spaces and meeting spaces.

  3:71 And for the coworking spaces we're asking people to open up and share their knowledge and while doin…

Coding:
● About the CWS

Content:
And for the coworking spaces we're asking people to open up and share their knowledge and while doing that they're paying their place to sit here. So our coworking space are being paid by social currency and our meeting spaces where you're not sharing your knowledge openly, then you're paying with monetary capital, currency.

4:3 we provide working space to entrepreneurs and scale ups.

Coding:
● About the CWS

Content:
we provide working space to entrepreneurs and scale ups.

4:4 in an essence you would say we're a real estate company that hires space - building space - but we d…

Coding:
● About the CWS

Content:
in an essence you would say we're a real estate company that hires space - building space - but we don't like to say it like that. We like to say we're building communities, innovative communities.

4:5 through setting up the space, setting it up in a certain, particular way, we enable interactions, en…

Coding:
● About the CWS

Content:
through setting up the space, setting it up in a certain, particular way, we enable interactions, enable relationship-building and allow people to focus more on their core work without being distracted

4:15 So if you look at it from a client-perspective - so then you look at it from one company = one custo…

Coding:
● About the CWS

Content:
So if you look at it from a client-perspective - so then you look at it from one company = one customer - we're here with over 250 I think now.

● *COVID-19 Implications*

4 Quotations:

2:38 It's a lot less now because of the coronavirus, but yeah.

Coding:
● COVID-19 Implications

Content:
It's a lot less now because of the coronavirus, but yeah.

3:67 So now we're working with preordering system because our buffet...It's not Corona compliant, it's un…

Coding:
● COVID-19 Implications

Content:
So now we're working with preordering system because our buffet...It's not Corona compliant, it's unproven. With a buffet you can't control which hands are on which product.

3:69 So there are our names we are going to use. And because of the Corona crisis, I have to stop my inve…

Coding:
● COVID-19 Implications

Content:
So there are our names we are going to use. And because of the Corona crisis, I have to stop my investments in it.

4:111 But then mostly we eat, which we are not allowed to do in this period of time, but normally we do.

Coding:
● COVID-19 Implications
● Material Outputs

Content:
But then mostly we eat, which we are not allowed to do in this period of time, but normally we do.

● *Facilities*

16 Quotations:

2:8 housekeeping, a renting & community team

Coding:
● Facilities

Content:
housekeeping, a renting & community team

2:9 And we have one design team as well. That's me as well. So I'm also busy with how the building looks…

Coding:
● Facilities

Content:
And we have one design team as well. That's me as well. So I'm also busy with how the building looks and improving it conceptually, but also furniture and stuff like that.

2:10 On the ground floor we have makers spaces. So it's more like the creative side of the building.

Coding:
● Facilities

Content:

On the ground floor we have makers spaces. So it's more like the creative side of the building.

2:11 And I think when you have like thirty nine offices each floor and we have four floors.

Coding:
● Facilities

Content:

And I think when you have like thirty nine offices each floor and we have four floors.

3:8 meeting rooms, reception, the flex desks

Coding:
● Facilities

Content:

meeting rooms, reception, the flex desks

3:9 Yeah the kitchen, the terrace

Coding:
● Facilities

Content:

Yeah the kitchen, the terrace

4:6 We provide food

Coding:
● Facilities

Content:

We provide food

4:7 coffee is very important - coffee & food, breakfast is a thing.

Coding:
● Facilities

Content:

coffee is very important - coffee & food, breakfast is a thing.

4:8 We provide conference rooms for people

Coding:
● Facilities

Content:

We provide conference rooms for people

4:9 We provide office space of course

Coding:
● Facilities

Content:

We provide office space of course

4:10 We also provide office materials, which is white boards, desks, chairs, shelves

Coding:
● Facilities

Content:
We also provide office materials, which is white boards, desks, chairs, shelves

4:11 We provide the internet - very important one.

Coding:
● Facilities

Content:
We provide the internet - very important one.

4:12 Phones. We provide phone booths.

Coding:
● Facilities

Content:
Phones. We provide phone booths.

4:13 I don't know if it's an important one - but we provide amenities in the space that allow entrepreneu…

Coding:
● Facilities

Content:
I don't know if it's an important one - but we provide amenities in the space that allow entrepreneurs and scale-ups to be competitive from the things that they can offer to their employees. When you compare it to bigger companies that have more funding as an individual, instead of… We offer them in a shared way.

4:14 I would say events.

Coding:
● Facilities

Content:
I would say events.

4:89 So the thing is, the most things we offer our clients that are... we don't have a kitchen or anythin…

Coding:
● Facilities
● Material Inputs
● Material Transformations

Content:
So the thing is, the most things we offer our clients that are... we don't have a kitchen or anything like cooking kitchen. So most food is already made. It's like breakfast type stuff

● *Member/Client Relationship*

Linked Codes:

← is part of − ● Nudging

13 Quotations:

2:17 I don't know why, but our members, they are not that tidy or clean.

Coding:
● Member/Client Relationship

Content:
I don't know why, but our members, they are not that tidy or clean.

2:18 Also for the cleaning ladies because they get the message of doing the dish wash every day. Well, it…

Coding:
● Member/Client Relationship

Content:
Also for the cleaning ladies because they get the message of doing the dish wash every day. Well, it's very easy to do it yourself, I think. But somehow we cannot find the right way to improve it. So Yes. That's a struggle.

2:20 They are kinda dirty.

Coding:
● Member/Client Relationship

Content:
They are kinda dirty.

2:21 if they have a package or something, they can just bring it there. They also don't do that and just…

Coding:
● Member/Client Relationship

Content:
if they have a package or something, they can just bring it there. They also don't do that and just keep it in the hallway or next to the trash can. Like, OK, that's something housekeeping can do.

2:24 I think a lot of people are lazy. So yeah, for reasons some people can't even separate the trash, fo…

Coding:
● Material Outputs
● Member/Client Relationship

Content:
I think a lot of people are lazy. So yeah, for reasons some people can't even separate the trash, for example.

2:26 And even if they have bins in their own office, they also just throw everything at the same one. So.…

Coding:
● Member/Client Relationship
● Nudging

Content:
And even if they have bins in their own office, they also just throw everything at the same one. So. Yeah. Difficult.

2:33 Yeah, it's annoying. So because it's like a small job, it's super easy to do yourself. So it's kind…

Coding:
● Member/Client Relationship

Content:
Yeah, it's annoying. So because it's like a small job, it's super easy to do yourself. So it's kind of annoying. And yeah. Well they do. They do pay for it. I understand.

3:27 And actually we want to show it more to to people who are working here and ours newest action in tha…

Coding:
● Current Environmental Activities
● Member/Client Relationship
● Nudging

Content:
And actually we want to show it more to to people who are working here and ours newest action in that is to make it visible in our location. So we renamed all the the meeting spaces and areas.

4:55 There's people here that really like what we're doing or they would like even more, especially when…

Coding:
● Member/Client Relationship

Content:
There's people here that really like what we're doing or they would like even more, especially when it comes to the waste separation thing. And then there's people who really, really still don't care. And that just happens. But they're all clients and we have to treat them all the same.

4:56 Because they have these different visions doesn't mean you can treat them as less. Of course you can…

Coding:
● Member/Client Relationship
● Nudging

Content:
Because they have these different visions doesn't mean you can treat them as less. Of course you can try to change their mindsets

4:66 If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk about the waste from our clients while they're working in our coworking space, there's still an overload.

4:156 And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pret…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pretty easy. It doesn't take a lot more effort. And I'm like 'just do it'.

4:157 You're so dependant on them.

Coding:
● Member/Client Relationship

Content:
You're so dependant on them.

   ● *Operational Focus*

     Linked Codes:
      − is part of → ● Challenges

     7 Quotations:

     4:16 I would say on a day-to-day basis it's just to keep the space running. So there's a request, there's…

      Coding:
       ● Operational Focus

      Content:
      I would say on a day-to-day basis it's just to keep the space running. So there's a request, there's a need from a client or an employee of a client.

     4:17 And yeah you just make sure that everything functions.

      Coding:
       ● Operational Focus

      Content:
      And yeah you just make sure that everything functions.

     4:18 The food has to be there, the coffee has to be there. That's really the basic core task.

      Coding:
       ● Operational Focus

      Content:
      The food has to be there, the coffee has to be there. That's really the basic core task.

     4:19 You bring them desks. You exchange desks - they're too small or too big or too high. Em.. you help t…

      Coding:
       ● Operational Focus

      Content:
      You bring them desks. You exchange desks - they're too small or too big or too high. Em.. you help them move in, you help them move out.

     4:20 And making sure the printers are running.

      Coding:
       ● Operational Focus

      Content:
      And making sure the printers are running.

4:21 When something of the basic needs of a daily office day is not functioning we have to fix it.

Coding:
- Operational Focus

Content:
When something of the basic needs of a daily office day is not functioning we have to fix it.

4:87 We have a project management system. And then we always write down the vendor that sells that produc…

Coding:
- Material Inputs
- Operational Focus

Content:
We have a project management system. And then we always write down the vendor that sells that product and an ordering list. And then we have some order point persons. So they see, oh, there's four different things that need to be ordered from this place. We grab it all together and then we organize unless there's like urgency behind it, then we just order it.

Inputs

3 Codes:

- *Certifications*

    Linked Codes:
    − is associated with → ● Circularity Self-Assessment

    5 Quotations:

3:21 we are a B Corp corporation

Coding:
● Certifications

Content:
we are a B Corp corporation

3:61 you just have to look to the process from the farmer here in the neighborhood because there's not al…

Coding:
● Certifications

Content:
you just have to look to the process from the farmer here in the neighborhood because there's not always a stamp on it with biological or sustainable. Although it's very good products

3:62 For example, the coffee must be, the suppliers must be approved.

Coding:
● Certifications
● Material Inputs
● Quality Standards

Content:

For example, the coffee must be, the suppliers must be approved.

4:95 So a lot of our actual office construction materials are C2C certified, this chair, for example, was…

Coding:
● Certifications
● Current Environmental Activities
● Material Inputs
● Quality Standards

Content:
So a lot of our actual office construction materials are C2C certified, this chair, for example, was CTC Silver, which is pretty light. The handle you're looking at is C2C silver or something like that.

4:97 It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that s…

Coding:
● Certifications
● Circularity Self-Assessment
● Current Environmental Activities
● Material Inputs

Content:
It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that some are higher certified than others stuff. So they have bronze certification, some silver,

● *Material Inputs*

Linked Codes:

− is part of → ● Material Outputs

− is part of → ● Perception of Circularity

← is associated with − ● Planned Environmental Activities

← is cause of − ● Suppliers

51 Quotations:

3:43 what we are ordering... Is the coffee is beans, sustainable beans.

Coding:
● Material Inputs

Content:
what we are ordering... Is the coffee is beans, sustainable beans.

3:45 We are using cups. You've seen them. They're biodegradable

Coding:
● Circularity Self-Assessment
● Material Inputs

Content:

We are using cups. You've seen them. They're biodegradable

3:46 The drinks we're having.

Coding:
- Material Inputs

Content:
The drinks we're having.

3:47 we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles.

Coding:
- Circularity Self-Assessment
- Material Inputs

Content:
we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles.

3:49 It's uh we have biological drinks for um... sodas and things like that that. But we also still have…

Coding:
- Circularity Self-Assessment
- Material Inputs

Content:
It's uh we have biological drinks for um... sodas and things like that that. But we also still have Coca-Cola and Spa Rood and another thing.

3:50 In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all t…

Coding:
- Circularity Self-Assessment
- Material Inputs
- Planned Environmental Activities

Content:
In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all the products are biological or sustainable. But we are trying to make steps to doing it better in that site.

3:51 Biological meat. We have always biological milk, eggs and juices.

Coding:
- Circularity Self-Assessment
- Material Inputs

Content:
Biological meat. We have always biological milk, eggs and juices.

3:53 We are hanging LED lights in the kitchen. We don't use gas only induction. And a combi steamer. We a…

Coding:
- Material Inputs

Content:

We are hanging LED lights in the kitchen. We don't use gas only induction. And a combi steamer. We are trying to use sustainable cleaning products, not always for everything

3:56 And that's that's the main problem. Different delivery times, because we need it once or twice a wee…

Coding:
- Challenges
- Material Inputs
- Suppliers

Content:

And that's that's the main problem. Different delivery times, because we need it once or twice a week. Depends on the how busy it is and how fresh the products are. That's. Yeah. Challenging.

3:57 We are also having a small capacity for storage. So. It's difficult in the logistics for having your…

Coding:
- Challenges
- Material Inputs
- Suppliers

Content:

We are also having a small capacity for storage. So. It's difficult in the logistics for having your stuff at one time in one stop

3:58 So we're depending on the one supplier and then little suppliers for coffee for, for small groceries…

Coding:
- Material Inputs
- Suppliers

Content:

So we're depending on the one supplier and then little suppliers for coffee for, for small groceries.

3:60 sometimes you you just have to look to the process from the farmer here in the neighborhood because…

Coding:
- Material Inputs
- Perception of Circularity
- Suppliers

Content:

sometimes you you just have to look to the process from the farmer here in the neighborhood because there's not always a stamp on it with biological or sustainable. Although it's very good products

3:62 For example, the coffee must be, the suppliers must be approved.

Coding:
- Certifications
- Material Inputs
- Quality Standards

Content:

For example, the coffee must be, the suppliers must be approved.

3:63 But if if someone has a new product product and if you have the HACCP quality norms or that sort of…

Coding:
- Material Inputs
- Quality Standards
- Stakeholders

Content:
But if if someone has a new product product and if you have the HACCP quality norms or that sort of things, it's reasonably common. So we don't accept that someone here says I have a a jar of this product and you have to give it to all your coworkers. And if we not know what is in it then we can't use it.

3:66 And we also at the same time we have sandwiches in the meeting spaces for - it can be 100 or 150, to…

Coding:
- Material Inputs

Content:
And we also at the same time we have sandwiches in the meeting spaces for - it can be 100 or 150, too.

4:27 Eem yeah a simple change of products.

Coding:
- Material Inputs
- Operational Changes due to Environmental Impact

Content:
Eem yeah a simple change of products.

4:28 So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy t…

Coding:
- Current Environmental Activities
- Material Inputs
- Operational Changes due to Environmental Impact

Content:
So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy triple A electricity products - which one would be smart to invest in? And then you say for example a fridge: because a fridge is always on right? So in that sense the selection of products.

4:29 And also the maintenance of products itself, so cleaning products: we look for the least environment…

Coding:
- Durability
- Maintenance
- Material Inputs
- Operational Changes due to Environmental Impact

Content:
And also the maintenance of products itself, so cleaning products: we look for the least environmentally harming ones.

4:36 The products that you buy you cannot always open up the whole value chain of it and thus you're not…

Coding:
- Challenges
- Material Inputs
- Perception of Circularity

Content:
The products that you buy you cannot always open up the whole value chain of it and thus you're not always sure whether the product you select is the best product.

4:65 I wrote this down for myself because it helped me think of waste to identify places where to start,…

Coding:
- Current Environmental Activities
- Material Inputs
- Motivation for Circular Transformation
- Operational Changes due to Environmental Impact
- Planned Environmental Activities

Content:
I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

4:67 Food and Beverages

Coding:
- Material Inputs

Content:
Food and Beverages

4:68 Office space and shared areas

Coding:
- Material Inputs

Content:
Office space and shared areas

4:69 office necessities

Coding:
- Material Inputs

Content:
office necessities

4:70 extra amenities in shared space

Coding:
- Material Inputs

Content:
extra amenities in shared space

4:71 For Food & Beverages I have snacks, drinks, coffee I separated - I don't know why, cups & plates.

Coding:
- Material Inputs

Content:
For Food & Beverages I have snacks, drinks, coffee I separated - I don't know why, cups & plates.

4:72 Office space & shared areas: construction materials, maintenance when something breaks down, lights,…

Coding:
- Material Inputs

Content:
Office space & shared areas: construction materials, maintenance when something breaks down, lights, paint, toilets, cleaning supplies.

4:73 Office necessities: desks, chairs, whiteboards, whiteboard markers, printing paper, printing ink.

Coding:
- Material Inputs

Content:
Office necessities: desks, chairs, whiteboards, whiteboard markers, printing paper, printing ink.

4:74 And then extra amenities in shared spaces: Fridges, dishwashers, TVs, heating, HVAC systems, Apple T…

Coding:
- Material Inputs

Content:
And then extra amenities in shared spaces: Fridges, dishwashers, TVs, heating, HVAC systems, Apple TVs.

4:75 Cups and plates goes into tens of thousands a year.

Coding:
- Material Inputs

Content:
Cups and plates goes into tens of thousands a year.

4:76 Snacks, drinks, and yeah coffee - also a lot of those!

Coding:
- Material Inputs

Content:
Snacks, drinks, and yeah coffee - also a lot of those!

4:77 Desks, chairs, whiteboards - those things are starting to saturate. At one point we just have them.…

Coding:
- Material Inputs

Content:
 Desks, chairs, whiteboards - those things are starting to saturate. At one point we just have them. And then every now and then they need a replacement. Yeah, but not a lot. Also they sometimes get fixed.

4:79 Markers - they last long, but they get lost quite a lot.

Coding:
 ● Material Inputs

Content:
 Markers - they last long, but they get lost quite a lot.

4:80 Printer ink is a shit ton.

Coding:
 ● Material Inputs

Content:
 Printer ink is a shit ton.

4:81 Print paper is also a lot.

Coding:
 ● Material Inputs

Content:
 Print paper is also a lot.

4:82 Fridges, TVs, dishwashers .. not that much. HVAC systems - you have to replace filters quite some ti…

Coding:
 ● Material Inputs

Content:
 Fridges, TVs, dishwashers .. not that much. HVAC systems - you have to replace filters quite some times. But that's like a year or two per exit points.

4:83 HVAC systems, you have to replace filters. Quite sometimes. But that's like for a year or two, one p…

Coding:
 ● Maintenance
 ● Material Inputs

Content:
 HVAC systems, you have to replace filters. Quite sometimes. But that's like for a year or two, one per exit point.

4:84 Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life s…

Coding:
 ● Durability
 ● Maintenance
 ● Material Inputs

Content:

Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life span, more like three to four years.

4:85 Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you…

Coding:
- Challenges
- Durability
- Maintenance
- Material Inputs

Content:
Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you say that, eligible anymore.

4:87 We have a project management system. And then we always write down the vendor that sells that produc…

Coding:
- Material Inputs
- Operational Focus

Content:
We have a project management system. And then we always write down the vendor that sells that product and an ordering list. And then we have some order point persons. So they see, oh, there's four different things that need to be ordered from this place. We grab it all together and then we organize unless there's like urgency behind it, then we just order it.

4:88 I think Albert Heijn comes once a week, for food.

Coding:
- Material Inputs
- Suppliers

Content:
I think Albert Heijn comes once a week, for food.

4:89 So the thing is, the most things we offer our clients that are... we don't have a kitchen or anythin…

Coding:
- Facilities
- Material Inputs
- Material Transformations

Content:
So the thing is, the most things we offer our clients that are... we don't have a kitchen or anything like cooking kitchen. So most food is already made. It's like breakfast type stuff

4:90 You see, it's like like cookies. And then like yogurts that have been made and crusty and stuff like…

Coding:
- Material Inputs

Content:
You see, it's like like cookies. And then like yogurts that have been made and crusty and stuff like that.

4:92 We have coffee that comes once a week I would say.

Coding:
- Material Inputs

Content:
We have coffee that comes once a week I would say.

4:93 And we have yogurt from floating farm, it's a Rotterdam farm. Those also come once a week.

Coding:
- Material Inputs
- Suppliers

Content:
And we have yogurt from floating farm, it's a Rotterdam farm. Those also come once a week.

4:94 we think it's pretty important. That goes further than sustainability. I would say that's also just…

Coding:
- Material Inputs
- Quality Standards
- Stakeholders
- Suppliers

Content:
we think it's pretty important. That goes further than sustainability. I would say that's also just representing the city that we're in. I think we find that important as well. So, I mean, because, for example, our coffee, the coffee itself doesn't come from the Netherlands yet, but the company is from Rotterdam. So we also support that. Yeah. You know, our local companies. Besides that, we also really try to find products that are produced from someone nearby somewhere.

4:95 So a lot of our actual office construction materials are C2C certified, this chair, for example, was…

Coding:
- Certifications
- Current Environmental Activities
- Material Inputs
- Quality Standards

Content:
So a lot of our actual office construction materials are C2C certified, this chair, for example, was CTC Silver, which is pretty light. The handle you're looking at is C2C silver or something like that.

4:96 If you've been in Absolom, we use recycled garments for our walls. We use cork which grows back inst…

Coding:
- Current Environmental Activities
- Material Inputs

Content:
If you've been in Absolom, we use recycled garments for our walls. We use cork which grows back instead of wood.

4:97 It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that s…

Coding:

- Certifications
- Circularity Self-Assessment
- Current Environmental Activities
- Material Inputs

Content:

It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that some are higher certified than others stuff. So they have bronze certification, some silver,

4:98 the floors are 30 percent recycled, but only part of the floors.

Coding:
- Material Inputs

Content:

the floors are 30 percent recycled, but only part of the floors.

4:147 So one of the things I would like to do is contact the ones that we have bigger orders, especially w…

Coding:
- Challenges
- Material Inputs
- Planned Environmental Activities
- Suppliers

Content:

So one of the things I would like to do is contact the ones that we have bigger orders, especially with whiteboards. They are still individually packed. I don't know what it couldn't be like packed in one big box, for example, desks. So vendors that provide our products also have an impact on that I would say.

4:158 The whole story about the the disposable or reusable for example. There were on-going discussions an…

Coding:
- Material Inputs
- Material Transformations
- Perception of Circularity

Content:

The whole story about the the disposable or reusable for example. There were on-going discussions and there's actually a university saying that disposables are better. I'd actually say not. But the biggest variable is how people use them. Yeah, if you use your disposable three times, then the impact is already three times less right away for using something cheap, you know what I mean.Then you're like put that impact is two times less right away for using something cheap and you know what I mean. That's pretty crazy.

- *Quality Standards*

Linked Codes:

− is associated with → ● Suppliers

5 Quotations:

3:62 For example, the coffee must be, the suppliers must be approved.

Coding:
● Certifications
● Material Inputs
● Quality Standards

Content:
For example, the coffee must be, the suppliers must be approved.

3:63 But if if someone has a new product product and if you have the HACCP quality norms or that sort of…

Coding:
● Material Inputs
● Quality Standards
● Stakeholders

Content:
But if if someone has a new product product and if you have the HACCP quality norms or that sort of things, it's reasonably common. So we don't accept that someone here says I have a a jar of this product and you have to give it to all your coworkers. And if we not know what is in it then we can't use it.

4:91 I always select local vendors. Yeah. We try to.

Coding:
● Current Environmental Activities
● Quality Standards
● Suppliers

Content:
I always select local vendors. Yeah. We try to.

4:94 we think it's pretty important. That goes further than sustainability. I would say that's also just…

Coding:
● Material Inputs
● Quality Standards
● Stakeholders
● Suppliers

Content:
we think it's pretty important. That goes further than sustainability. I would say that's also just representing the city that we're in. I think we find that important as well. So, I mean, because, for example, our coffee, the coffee itself doesn't come from the Netherlands yet, but the company is from Rotterdam. So we also support that. Yeah. You know, our local companies. Besides that, we also really try to find products that are produced from someone nearby somewhere.

4:95 So a lot of our actual office construction materials are C2C certified, this chair, for example, was…

Coding:
● Certifications
● Current Environmental Activities
● Material Inputs
● Quality Standards

Content:
So a lot of our actual office construction materials are C2C certified, this chair, for example, was CTC Silver, which is pretty light. The handle you're looking at is C2C silver or something like that.

Outputs

2 Codes:

- *Destination after Use*

    Linked Codes:
    − is associated with → ● Circularity Self-Assessment

    20 Quotations:

4:114 We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but…

Coding:
● Destination after Use

Content:
We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but that's something I'm working on. So they buy old electrical equipment. It's being reused.

4:115 us ourselves, the biggest thing is package waste and then printing ink cartridges. But those we recy…

Coding:
● Destination after Use
● Material Outputs

Content:
us ourselves, the biggest thing is package waste and then printing ink cartridges. But those we recycle.

4:116 And batteries, but mostly like the smaller ones. Only AA batteries. We collect them as well. As ours…

Coding:
● Destination after Use
● Material Outputs

Content:
And batteries, but mostly like the smaller ones. Only AA batteries. We collect them as well. As ourselves, we don't have a lot of battery waste, but we get them from our clients.

4:118 separate those in organic waste, paper waste, also their packages and stuff like that that comes in

Coding:
● Destination after Use
● Material Outputs

Content:
separate those in organic waste, paper waste, also their packages and stuff like that that comes in

4:120 I've very rarely seen something like this break (points at chair). When it breaks, these pieces of f…

Coding:
● Destination after Use
● Maintenance

● Material Outputs

Content:
I've very rarely seen something like this break (points at chair). When it breaks, these pieces of furniture, we either hand it out among the team where we - if someone overplays breaking them we ask them to prove it. So try to keep those things in use for as long as possible.

4:121 When it comes to stuff like paint, I don't know what they do with the leftovers, to be honest, and I…

Coding:
● Destination after Use
● Material Outputs

Content:
When it comes to stuff like paint, I don't know what they do with the leftovers, to be honest, and light bulbs.

4:123 All the foils and stuff we collect - soft foil, soft plastic foil. You know, we bring it down or aim…

Coding:
● Destination after Use
● Material Outputs

Content:
All the foils and stuff we collect - soft foil, soft plastic foil. You know, we bring it down or aim to bring it down. Same thing with cardboard. They bring it down and separate.

4:124 We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that c…

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that can pick it up for acceptable price, yet. But we do already separate it.

4:132 So when it comes to our construction materials, again, we see if it's fixable and we see if we can c…

Coding:
● Destination after Use
● Maintenance
● Material Outputs
● Suppliers

Content:
So when it comes to our construction materials, again, we see if it's fixable and we see if we can contact the production, the manufacturer directly. If so, yeah then we will ask for a fix. If not, then it might be disposed. It might even, there might even be asked if people want to take it.

4:133 When it comes to food for catering's we, we, you know, we give it to the team and it mostly gets fin…

Coding:
● Destination after Use
● Material Outputs

Content:
When it comes to food for catering's we, we, you know, we give it to the team and it mostly gets finished or we even put it in the coworking and people can just grab it.

4:134 Food is a pretty easy one, haha.

Coding:
- Destination after Use
- Material Outputs

Content:
Food is a pretty easy one, haha.

4:135 electric equipment we found we just identified a party that maybe would be able to buy stuff up. But…

Coding:
- Destination after Use
- Material Outputs

Content:
electric equipment we found we just identified a party that maybe would be able to buy stuff up. But depending on whether that's possible or not, we otherwise threw it away.

4:136 Construction materials break very little. But if possible, we would like to see if we could send it…

Coding:
- Destination after Use
- Material Outputs
- Motivation for Circular Transformation
- Stakeholders
- Suppliers

Content:
Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

4:138 maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

Coding:
- Destination after Use
- Material Outputs
- Stakeholders

Content:
maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

4:139 Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blu…

Coding:
- Destination after Use
- Material Outputs
- Stakeholders

Content:
Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blue balls being made of that. So new products. Soft plastic products can be made.

4:140 With paper, we separate our own and then it goes down, and Suez also works with that.

Coding:

- Destination after Use
- Material Outputs
- Stakeholders

Content:
With paper, we separate our own and then it goes down, and Suez also works with that.

4:141 We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our elec…

Coding:
- Current Environmental Activities
- Destination after Use
- Material Outputs
- Planned Environmental Activities

Content:
We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our electrical equipment can every second life.

4:142 A lot of the, yeah, amenities, it's I guess it's still recycled.

Coding:
- Destination after Use
- Material Outputs

Content:
A lot of the, yeah, amenities, it's I guess it's still recycled.

4:144 How much of your waste do you think ends up in the landfill? I: Yeah, that's a hard one. From our cl…

Coding:
- Destination after Use
- Material Outputs

Content:
How much of your waste do you think ends up in the landfill?
I: Yeah, that's a hard one. From our clients waste probably a lot. Most of it would be from clients.

4:145 Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separati…

Coding:
- Destination after Use
- Material Outputs
- Stakeholders

Content:
Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separation option. And they do pretty well on that basis because with their 'milieustraat' we would say in Dutch.

- *Material Outputs*

    Linked Codes:
    ← is part of − ● Material Inputs

– is part of → ● Perception of Circularity

40 Quotations:

2:22 Well, we separate paper for now.
Coding:
● Material Outputs
Content:
Well, we separate paper for now.

2:24 I think a lot of people are lazy. So yeah, for reasons some people can't even separate the trash, fo…

Coding:
● Material Outputs
● Member/Client Relationship

Content:
I think a lot of people are lazy. So yeah, for reasons some people can't even separate the trash, for example.

2:37 I did some research on finding how do you... how can you communicate with members to make sure that…

Coding:
● Material Outputs
● Nudging

Content:
I did some research on finding how do you... how can you communicate with members to make sure that they help you But yet somehow that was so difficult. And so we decided to go back to just one bin. And that's a very bad decision, I think.

4:66 If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk about the waste from our clients while they're working in our coworking space, there's still an overload.

4:108 We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but…

Coding:
● Current Environmental Activities
● Material Outputs

Content:
We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but that's something I'm working on. So they buy old electrical equipment. It's being reused.

4:110 So we have for food & beverage waste, package waste and maybe leftover food.

Coding:
● Material Outputs

Content:
So we have for food & beverage waste, package waste and maybe leftover food.

4:111 But then mostly we eat, which we are not allowed to do in this period of time, but normally we do.

Coding:
● COVID-19 Implications
● Material Outputs

Content:
But then mostly we eat, which we are not allowed to do in this period of time, but normally we do.

4:112 So package waste in food waste I would say

Coding:
● Material Outputs

Content:
So package waste in food waste I would say

4:113 Again for other products, electrical equipment, same thing - package waste mostly I think.

Coding:
● Material Outputs

Content:
Again for other products, electrical equipment, same thing - package waste mostly I think.

4:115 us ourselves, the biggest thing is package waste and then printing ink cartridges. But those we recy…

Coding:
● Destination after Use
● Material Outputs

Content:
us ourselves, the biggest thing is package waste and then printing ink cartridges. But those we recycle.

4:116 And batteries, but mostly like the smaller ones. Only AA batteries. We collect them as well. As ours…

Coding:
● Destination after Use
● Material Outputs

Content:
And batteries, but mostly like the smaller ones. Only AA batteries. We collect them as well. As ourselves, we don't have a lot of battery waste, but we get them from our clients.

4:117 waste is our bigger biggest thing from clients itself.

Coding:
● Challenges
● Material Outputs

Content:
waste is our bigger biggest thing from clients itself.

4:118 separate those in organic waste, paper waste, also their packages and stuff like that that comes in

Coding:
● Destination after Use
● Material Outputs

Content:
separate those in organic waste, paper waste, also their packages and stuff like that that comes in

4:119 PMD. The packes from the from the foods and metal cans and drink boxes and disposable cups and stuff…

Coding:
● Material Outputs

Content:
PMD. The packes from the from the foods and metal cans and drink boxes and disposable cups and stuff like that.

4:120 I've very rarely seen something like this break (points at chair). When it breaks, these pieces of f…

Coding:
● Destination after Use
● Maintenance
● Material Outputs

Content:
I've very rarely seen something like this break (points at chair). When it breaks, these pieces of furniture, we either hand it out among the team where we - if someone overplays breaking them we ask them to prove it. So try to keep those things in use for as long as possible.

4:121 When it comes to stuff like paint, I don't know what they do with the leftovers, to be honest, and I…

Coding:
● Destination after Use
● Material Outputs

Content:
When it comes to stuff like paint, I don't know what they do with the leftovers, to be honest, and light bulbs.

4:122 So let's say our consumer waste gets mixed up in the sense that: when we eat, when we drink and we t…

Coding:
● Material Outputs

Content:
So let's say our consumer waste gets mixed up in the sense that: when we eat, when we drink and we throw that in the same bins as they do.

4:123 All the foils and stuff we collect - soft foil, soft plastic foil. You know, we bring it down or aim…

Coding:
● Destination after Use
● Material Outputs

Content:
All the foils and stuff we collect - soft foil, soft plastic foil. You know, we bring it down or aim to bring it down. Same thing with cardboard. They bring it down and separate.

4:124 We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that c…

Coding:
● Destination after Use
● Material Outputs

● Stakeholders

Content:
We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that can pick it up for acceptable price, yet. But we do already separate it.

4:125 Package waste.

Coding:
● Material Outputs

Content:
Package waste.

4:126 Then of course, all those printer cartridges stuff, that's really our waste. And I'd say we handle o…

Coding:
● Circularity Self-Assessment
● Material Outputs

Content:
Then of course, all those printer cartridges stuff, that's really our waste. And I'd say we handle our own waste pretty well.

4:127 It's the stuff that you see in the bins here and it's still really... that could be improved a lot.

Coding:
● Challenges
● Material Outputs

Content:
It's the stuff that you see in the bins here and it's still really... that could be improved a lot.

4:129 Paper, glass, organic, and the rest is general waste.

Coding:
● Material Outputs

Content:
Paper, glass, organic, and the rest is general waste.

4:130 We separate cardboard as paper, then glass we separate. We separate batteries. Our own waste we do q…

Coding:
● Circularity Self-Assessment
● Material Outputs

Content:
We separate cardboard as paper, then glass we separate. We separate batteries. Our own waste we do quite well.

4:131 I've tried to find a separate bin. Those things are really expensive and they don't have to be. Like…

Coding:
● Material Outputs
● Perception of Circularity

Content:

I've tried to find a separate bin. Those things are really expensive and they don't have to be. Like, why don't you like provide maybe only an organic bin to families, a small one or something. They have all the green ones in smaller municipalities. Right. So why not here use one that you can use in your kitchen.

4:132 So when it comes to our construction materials, again, we see if it's fixable and we see if we can c…

Coding:
● Destination after Use
● Maintenance
● Material Outputs
● Suppliers

Content:
So when it comes to our construction materials, again, we see if it's fixable and we see if we can contact the production, the manufacturer directly. If so, yeah then we will ask for a fix. If not, then it might be disposed. It might even, there might even be asked if people want to take it.

4:133 When it comes to food for catering's we, we, you know, we give it to the team and it mostly gets fin…

Coding:
● Destination after Use
● Material Outputs

Content:
When it comes to food for catering's we, we, you know, we give it to the team and it mostly gets finished or we even put it in the coworking and people can just grab it.

4:134 Food is a pretty easy one, haha.

Coding:
● Destination after Use
● Material Outputs

Content:
Food is a pretty easy one, haha.

4:135 electric equipment we found we just identified a party that maybe would be able to buy stuff up. But…

Coding:
● Destination after Use
● Material Outputs

Content:
electric equipment we found we just identified a party that maybe would be able to buy stuff up. But depending on whether that's possible or not, we otherwise threw it away.

4:136 Construction materials break very little. But if possible, we would like to see if we could send it…

Coding:
● Destination after Use
● Material Outputs
● Motivation for Circular Transformation
● Stakeholders
● Suppliers

Content:
Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try

to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

4:137 We don't have a compost, no. We thought about it.

Coding:
● Material Outputs

Content:
We don't have a compost, no. We thought about it.

4:138 maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

4:139 Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blu…

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blue balls being made of that. So new products. Soft plastic products can be made.

4:140 With paper, we separate our own and then it goes down, and Suez also works with that.

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
With paper, we separate our own and then it goes down, and Suez also works with that.

4:141 We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our elec…

Coding:
● Current Environmental Activities
● Destination after Use
● Material Outputs
● Planned Environmental Activities

Content:
We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our electrical equipment can every second life.

4:142 A lot of the, yeah, amenities, it's I guess it's still recycled.

Coding:
● Destination after Use

● Material Outputs

Content:
A lot of the, yeah, amenities, it's I guess it's still recycled.

4:143 We tried to fix personal repair instead of trying it out and replacing it.

Coding:
● Current Environmental Activities
● Durability
● Maintenance
● Material Outputs

Content:
We tried to fix personal repair instead of trying it out and replacing it.

4:144 How much of your waste do you think ends up in the landfill? I: Yeah, that's a hard one. From our cl…

Coding:
● Destination after Use
● Material Outputs

Content:
How much of your waste do you think ends up in the landfill?
I: Yeah, that's a hard one. From our clients waste probably a lot. Most of it would be from clients.

4:145 Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separati…

Coding:
● Destination after Use
● Material Outputs
● Stakeholders

Content:
Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separation option. And they do pretty well on that basis because with their 'milieustraat' we would say in Dutch.

4:156 And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pret…

Coding:
● Challenges
● Material Outputs
● Member/Client Relationship

Content:
And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pretty easy. It doesn't take a lot more effort. And I'm like 'just do it'.

Processes

3 Codes:

- *Durability*

  4 Quotations:

4:29 And also the maintenance of products itself, so cleaning products: we look for the least environment…

Coding:
- Durability
- Maintenance
- Material Inputs
- Operational Changes due to Environmental Impact

Content:
And also the maintenance of products itself, so cleaning products: we look for the least environmentally harming ones.

4:84 Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life s…

Coding:
- Durability
- Maintenance
- Material Inputs

Content:
Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life span, more like three to four years.

4:85 Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you…

Coding:
- Challenges
- Durability
- Maintenance
- Material Inputs

Content:
Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you say that, eligible anymore.

4:143 We tried to fix personal repair instead of trying it out and replacing it.

Coding:
- Current Environmental Activities
- Durability
- Maintenance
- Material Outputs

Content:
We tried to fix personal repair instead of trying it out and replacing it.

- *Maintenance*

  8 Quotations:

4:29 And also the maintenance of products itself, so cleaning products: we look for the least environment…

Coding:
- Durability

- Maintenance
- Material Inputs
- Operational Changes due to Environmental Impact

Content:
And also the maintenance of products itself, so cleaning products: we look for the least environmentally harming ones.

4:78 Desks, chairs, whiteboards - those things are starting to saturate. At one point we just have them.…

Coding:
- Maintenance

Content:
Desks, chairs, whiteboards - those things are starting to saturate. At one point we just have them. And then every now and then they need a replacement. Yeah, but not a lot. Also they sometimes get fixed. Like when a chair breaks they just bring a new piece and replace the full chair.

4:83 HVAC systems, you have to replace filters. Quite sometimes. But that's like for a year or two, one p…

Coding:
- Maintenance
- Material Inputs

Content:
HVAC systems, you have to replace filters. Quite sometimes. But that's like for a year or two, one per exit point.

4:84 Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life s…

Coding:
- Durability
- Maintenance
- Material Inputs

Content:
Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life span, more like three to four years.

4:85 Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you…

Coding:
- Challenges
- Durability
- Maintenance
- Material Inputs

Content:
Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you say that, eligible anymore.

4:120 I've very rarely seen something like this break (points at chair). When it breaks, these pieces of f…

Coding:
- Destination after Use
- Maintenance
- Material Outputs

Content:

I've very rarely seen something like this break (points at chair). When it breaks, these pieces of furniture, we either hand it out among the team where we - if someone overplays breaking them we ask them to prove it. So try to keep those things in use for as long as possible.

4:132 So when it comes to our construction materials, again, we see if it's fixable and we see if we can c…

Coding:
● Destination after Use
● Maintenance
● Material Outputs
● Suppliers

Content:
So when it comes to our construction materials, again, we see if it's fixable and we see if we can contact the production, the manufacturer directly. If so, yeah then we will ask for a fix. If not, then it might be disposed. It might even, there might even be asked if people want to take it.

4:143 We tried to fix personal repair instead of trying it out and replacing it.

Coding:
● Current Environmental Activities
● Durability
● Maintenance
● Material Outputs

Content:
We tried to fix personal repair instead of trying it out and replacing it.

● *Material Transformations*

5 Quotations:

4:89 So the thing is, the most things we offer our clients that are... we don't have a kitchen or anythin…

Coding:
● Facilities
● Material Inputs
● Material Transformations

Content:
So the thing is, the most things we offer our clients that are... we don't have a kitchen or anything like cooking kitchen. So most food is already made. It's like breakfast type stuff

4:102 I would say everything that indeed is being changed or adapted or whatever is being outsourced.

Coding:
● Material Transformations

Content:
I would say everything that indeed is being changed or adapted or whatever is being outsourced.

4:103 So I can't think of something.

Coding:
● Material Transformations

Content:

So I can't think of something.

4:104 No, we don't really transform products into anything, no.

Coding:
- Material Transformations

Content:
No, we don't really transform products into anything, no.

4:158 The whole story about the the disposable or reusable for example. There were on-going discussions an…

Coding:
- Material Inputs
- Material Transformations
- Perception of Circularity

Content:
The whole story about the the disposable or reusable for example. There were on-going discussions and there's actually a university saying that disposables are better. I'd actually say not. But the biggest variable is how people use them. Yeah, if you use your disposable three times, then the impact is already three times less right away for using something cheap, you know what I mean.Then you're like put that impact is two times less right away for using something cheap and you know what I mean. That's pretty crazy.

Interview Guide (semi-structured)

As a quick introduction about myself, I am a Creative Business Student from the Hogeschool Utrecht. For my graduation project, I am currently doing research in regards to circular transition within the operations of coworking spaces in the Netherlands.

The research question I'm trying to answer is:
How might coworking spaces in the Netherlands identify starting points for a circular transition within their operations in 2020?

This is a semi-structured interview and for the purposes of transcribing, I will be recording this session. Do you have any objections to this?

Please also note that for the reasons of anonymity your name and the name of the company will not be stated in the thesis. Interviewees will be mentioned and quoted with assigned numbers.

About the CWS
1. Could you give me an overview of the facilities you have?
2. Are there any facilities you don't manage yourself?
3. What is your main focus when managing operational processes?
4. Have you ever changed an operational process due to its environmental impact? (If yes, how?)

Perception of Circularity

5. To start off: there are many different takes on what the concept of the CE means: what's your take on it? Which elements, goals and components are important?
6. Why do you (or the coworking space) think circularity is important?
7. What are the issues you face when undertaking circularity-related changes within the company?

Material Flow of Inputs, Processes, and Outputs

In order to identify circular opportunities for your CWS, I'd like to first look at the Status Quo. The goal of the next section is to create an inventory - like a snapshot of the metabolism of your CWS - of what you take from the environment and what you give back.

Inputs (Equipment, Customer Products, Facilities etc.)

1. What external resources are currently entering the ecosystem of your coworking space? (let's go step by step here, starting with one facility)
2. In what quantities do these materials enter your company?
3. How often do you get material inputs/deliveries?
4. How important is the source of the product to you?
5. How much of your inputs come from local manufacturers/providers?
6. How much of these inputs come from virgin, recycled or reused materials?
7. How do your quality standards affect material inputs?
8. How do restrictions (like budgets, infrastructure, business objectives) affect your inputs?

Processes (how resources are used and transformed into products/services)

1. When you receive a delivery for your coworking spaces, what do you do with it?
2. How does your coworking space generally handle process design?
3. Why did you decide to design these processes the way they are?
4. In the past, if an operational process was supposed to change, how did you approach that?
5. How do your KPIs or quality assurance affect how you process materials?
6. Do you have any maintenance, recycling, repairing or reusing schemes in place?

Outputs (desirable outputs like high-quality products and undesirable outputs like waste)

1. Could you provide me with an overview of the products and services you offer?
2. Can you walk me through the types of waste you produce in each facility/operational sector?
3. Is there a difference between your customer's waste and your internal team's waste?
4. What happens to the majority of your products after consumption?
5. What are the undesired outputs your CWS creates?
6. Only for products: can you walk me through the life cycle of some of your products?
7. Which is the main material you see ending up as waste?
8. Do you release any biologically-based materials (like food waste) back into natural systems? (e.g. compost)
9. How does your waste get recycled?
10. Are any components of your outputs being reused?

11. Do you know how much of your outputs end up in landfills?
12. Where do you believe the most waste is produced (which operational sector)?
13. What waste separation measures are in place?
14. What stakeholders are involved in the waste management?

Moving forward
1. What is your motivation to turn circular?
2. How do you think turning circular will help your coworking space in the future?
3. Just from your gut feeling: Which operational area has the highest potential for circular change?
4. Do you have any operational changes in mind that could create customer or business value?
5. Can you imagine any problems that might arise when changing these operational processes? (lack of support, need for collaborators, limiting external factors like laws and subsidies, limited network of circular partners, change of infrastructure etc.)

Interview Recordings

https://we.tl/t-72vXdDbA6p

CWS1 & E1

Interview Transcript 1 (E1)

M = Mara Neldner (researcher)
I = Interviewee, anonymous

Location: Rotterdam
Date: 12.3.2020
Position: Community Manager & Sustainability Lead

M: Basically, I noticed after our last session that I should maybe explain a bit more to you what my methods are to give you a little bit of context. And, it's a quite complicated topic I choose - I am realising haha

I: Yeah haha.

M: I'm also realising I'm running out of time but that's okay haha. I'll figure it out somehow.

I: Yeah!

M: So basically I'm part of a group and we look at different angles of circularity in the context of coworking.

I: Yeah!

M: So, two of us are looking at operations - one in regular coworking spaces, that would be me, and my friend at circular coworking spaces. We also look at value propositions and external factors. So together our results will be kind of like a toolkit to help coworking spaces become more circular.

I: That's cool!

M: Yeah so that's the very short version I can give. And then for the methods which I'm gonna use - which is quite important for today - I'm gonna do a Material Flow Analysis. There's a nice example from DGTL. I don't know if you've ever been there..

I: The festival, yeah

M: Yeah! This is a company that is called Metabolic, they do very cool stuff concerned with circularity and they made this festival circular. So this is the first step they do, they see these are the inputs - which goes along with operational processes. I'm using the Input-Process-Output model - a very simple one actually. So I'm basically looking at where your products come from, and - while they didn't do it (in the example), I might look at what do you do to your products: do you just unpack and place them or is there something else that I need to look at? But that's gonna be a tiny part I think. And then: what are your outputs? Which of these outputs do you want as products and which ones do you know want? So that's basically the data I need and then I'll come back to you with like some solutions after I do an impact analysis etc.

I: Yeah haha!

M: So that's the quickest version that I hope I can realise haha! So if you don't mind - just to have it on the record - if you could give me a little bit of a general introduction of the coworking space, just so I don't look like I faked this haha - even though we talked about this already haha.

I: Yeah no problem haha! So we're a coworking space.. emm … and well we provide working space to entrepreneurs and scale ups. We are .. like in an essence you would say we're a real estate company that hires space - building space - but we don't like to say it like that. We like to say we're building communities, innovative communities. And em .. through setting up the space, setting it up in a certain, particular way, we enable interactions, enable relationship-building and allow people to focus more on their core work without being distracted by other factors that are necessary when you're an entrepreneur, but not.. Emm.. focused on the actual problem the entrepreneur is fixing. So I think that's the description of this coworking space.

M: Okay, perfect! And could you quickly describe the facilities you have here?

I: We have .. would you like the hard facilities or also like … haha?

M: Ehmm maybe just the most important ones

I: Okay so em.. We provide food - I think that's important, coffee is very important - coffee & food, breakfast is a thing. We provide conference rooms for people. We provide office space of course. We also provide office materials, which is white boards, desks, chairs, shelves.. We provide the internet - very important one. Phones. We provide phone booths.

M: Very cool phone booths!

I: Yeah very cool ones haha. We provide .. em I would say - I don't know if it's an important one - but we provide amenities in the space that allow entrepreneurs and scale-ups to be competitive from the things that they can offer to their employees. When you compare it to bigger companies that have more funding as an individual, instead of… We offer them in a shared way.

M: Nice!

I: I would say events. Not sure if that counts… ?

M: Yeah events is fine!

I: Okay.

M: Yeah you do a lot actually.

I: Yeah haha.

M: And how many members do you have here at the moment?

I: How would you describe members?

M: Like as in customers.

I: Customers okay. So if you look at it from a client-perspective - so then you look at it from one company = one customer - we're here with over 250 I think now. And that's only the Dutch version of it, because if you go to the other locations then I have no idea haha.
M: That's quite a lot actually.

I: Yeah.

M: Emm okay let's go more into operational processes. What is your main focus when you operate this coworking space?

I: I would say on a day-to-day basis it's just to keep the space running. So there's a request, there's a need from a client or an employee of a client. (Stomach rumbles) I'm a bit hungry, I didn't have breakfast I'm sorry haha.

M: No problem hahaha.

I: And yeah you just make sure that everything functions. The food has to be there, the coffee has to be there. That's really the basic core task. You bring them desks. You exchange desks - they're too small or too big or too high. Em.. you help them move in, you help them move out. And what else, what else, what else? Yeah I would say these are the core things. And making sure the printers are running. When something of the basic needs of a daily office day is not functioning we have to fix it.

M: Okay so it's basically making sure everything runs smoothly, and is there at the right time. Cool! Have you ever changed an operational process due to it's environmental impact?

I: Yes! Quite some I would say. For example we change vendors, the way we order we changed, we order more in bulk, instead of individual products. I'm not sure if that's an operational process but..

M: Yes sure!

I: Ok! Em follow me printing is one where we force the client or the person to walk to the printer to be able to print.

M: Haha I love the name!

I: Yeah haha!

M: Did you come up with that?

I: No it's an actual name for that haha!

M: Really??

I: Yeah the service in the printer is called "follow me printing".

M: Love it.

I: Yeah haha. What else, what else? Eem yeah a simple change of products. So I've assessed: ok if you have an x amount of money to spend on certain products and you can buy triple A electricity products - which one would be smart to invest in? And then you say for example a fridge: because a fridge is always on right? So in that sense the selection of products. And also the maintenance of products itself, so cleaning products: we look for the least environmentally harming ones. We requested form one of our main vendors - so our main outsourced party that does the bigger maintenance things, they just switched to bio paint.

M: Very nice!

I: Yeah! That's cool. Those are some examples.

M: Perfect. I already said it last time: I think you're actually far along in becoming circular..

I: Yeah.

M: So what's your view - how close or far away does it feel?

I: Huhhh.. I wouldn't say I feel very close yet. I do feel like we're raising the bar for ourselves in a good way every time and our hearts are in the right place as a team. The whole mind state is really there. But it's mainly the complexity of what is circularity, like how do you define circular, that's what makes me feel like there's a lot of things that can be improved.

M: Yeah

I: Do you use ceramics? Do you use disposables? One says ceramics are worse, another one says disposables are worse. The products that you buy you cannot always open up the whole value chain of it and thus you're not always sure whether the product you select is the best product. Although, we are conscious about it. Waste management is still a big issue. I think the most improvement can be made there. But yeah, I do think, we do ok.. You know we use green energy and for a company that uses this much energy but is still in such a young phase, I think it shows a lot of willingness to actually help. For now it's mostly.. It's really eh.. It's just a statement. There's no money to be gained from that. Aside maybe from the fact that people would maybe like the fact that you have green energy of course.

M: That's actually a perfect flow into my next question: as you already said there's many different takes on what the concept of the circular economy actually means, what components, elements and what goals are important. So if you just look at the Circular Economy as a concept: what's your take on it?

I: I think it's a good take. I think it starts with the mind, the willingness. I wonder if a perfect circular economy is achievable, but I think the planet in itself knows how to restore. The planet is a perfect circular economy, but we don't give it the time to be circular. I think that we could set processes in place that will allow the planet time to recover and maintain it's circular but slow process. I would say that's how you achieve circularity. And I think this starts with consciousness and actually trying. Because you might somewhere along the way miss something. I don't know if you ever watched "the good place"?

M: No I don't think so haha

I: Well at one point everybody ends up somewhere. The good place is heaven, the bad place is hell. But everybody ends up in hell because due to the complexity of this planet you cannot be a good person anymore. You always do something wrong. I really like that statement, it's true, but I think that if you try as a collective … I think if you can change people's mind that maybe we can still recover.. yeah. Maybe a very philosophical answer hahaha.

M: Haha no beautiful! I think to be honest, there has to be some philosophy in there. It's so complex, sometimes it seems really hard to break it down. And - more on a personal note - why do you think turning circular is important?

I: Well I.. emm.. Of course you're concerned with the planet. That's a really important thing. It's the universal hope of this time. But again from a more philosophical point of view: I don't think humans are as central as we believe to me and also to think that - just from a logical perspective: if you look around you everything that you consume needs time to recover and I think just establishing the mindset in modern humans is something good for the world. Even if you leave the whole "the apocalypse is coming" thing outside of it, I think it's a good mind state to have. Learning that we don't always have to go,go,go.

M: Yeah exactly.

I: Sometimes we have to take it easy. And slower is okay. Use what you have to its fullest extent and allow it to recover. So you can use it again at one point.

M: You should make a podcast out of this, haha!

I: Hahaha, maybe yeah.

M: And your team - you mentioned last time - largely agrees with you on that right?

I: Yeah. That helps.

M: I can imagine. So you already said that you did some circularity-related changes in your operations. Did you face any issues when you did that?

I: Yes, of course. I think money is the biggest issue - always! It's just in general pretty expensive to become greener. I would say the second biggest challenge is human behavior. And I mean … what I like about me being the sustainability lead of this company is that I see my own flaws. I have people here that are even more green-hearted than I am, but I feel that because of that I can have a better understanding for those people that are not there yet.

M: Yeah hahaha.

I: And I think if you want people to change, you have to approach them. Instead of asking them to come to you. And I think that works for me. Therefore, I also say that you just.. There's people here that really like what we're doing or they would like even more, especially when it comes to the waste separation thing. And then there's people who really, really still don't care. And that just happens. But they're all clients and we have to treat them all the same. They're all using our product and they're paying. It's also a bit like …next to a business eh…. How do you call it… Gentlemen's agreement. Because they have these different visions doesn't mean you can treat them as less. Of course you can try to change their mindsets…

M: Looking at them madly when they print?

I: Yeah hahaha. So that's really a big one - human behavior. People really function by default in a lot of cases. While they don't think they do, but that's what they do. And then money is the second biggest challenge.

M: Great answer thanks! I've been to another coworking space in Amsterdam last week and the women I talked to said something also very interesting. She lived in London before, working for the same coworking space, and she said that "here in Amsterdam, or in the Netherlands, she also feels a little limited by the circular partners she can have. Apparently in the example of London, they had an old school milk man. That kind of took some work off their shoulders. And she said you're kind of limited by the partners in your network.

I: Yes!

M: And then I wrote down some other factors that I just could imagine that could be a boundary. For example: a lack of support, the need for collaborators, limiting external factors like laws and subsidies.

I: Yeah!

M: Limited network of circular partners, and a general change of infrastructure. How do you feel about those?

I: Ehm… with the whole limited network thing, I think a lot comes from that network thing. When you talk about infrastructure: the more dials you have in a chain the more complexity you add to something. So here for example, we have clients, we're located in a building that's owned by someone else, and we ourselves are a company - so you have three layers already. And you all have to line that up to make a process work. So that truly makes thing more difficult. Just compare a city to a village and - you know.

M: Yeah this place already feels like a village, haha! What a good comparison.

I: Haha yeah! I also get the partner thing, but I also see the solution in that actually. There's a lot of willingness. I really noticed this - I think I told you this last time - when I organised a session about sustainability, you see that, because people don't have the answers themselves they really like to find answers with other parties as well. Nobody has all the answers. We're just trying. If you look for the best way to buy a phone case .. there's so many opinions, and better yet, everyone having their own idea on how to make the best phone case. And then they will not share, because they feel like they truly have the answer themselves, and other people should not have that same answer. So I think, yes - collaboration is very necessary - and if you can't have it that's a really big obstacle. I actually think the whole solution lies within collaboration.

M: Yeah I agree. Back to philosophy.

I: Yeah hahaha!

M: Alright great. So the next part is kind of about the material flow. As we said last time we're focusing on waste management - which will largely be about undesired outputs but we'll get to that later.

I: Yeah.

M: Let's start with the inputs. Inputs describe kind of the equipment, the customer products, the facilities - like this table. Just for a general overview. What are the external resources that are entering this coworking space? I know that's a big question but..

I: Yeah but I actually wrote that down. I can find it for you. I forgot my laptop today but luckily we have phones.

M: Thank god for phones haha!

I: Yeah haha. I wrote this down for myself because it helped me think of waste to identify places where to start, do you know what I mean?

M: Nice! We're on the same mission then, haha!

I: Yeah! I'll find it soon sorry …

M: No worries! It's funny how different the perceptions are. I got an answer from another coworking space this week and the answer was "yeah.. Sounds interesting, but actually, a coworking space doesn't produce any physical waste, so there's no potential for a circular system, right?"

I: That's very untrue!

M: Haha yeah, but I was so insecure, like did he just destroy my whole research?

I: Hahaha. Of course I get what he's saying. If we talk our own waste that we produce as a team, then we're handling it very well. But if we talk about the waste from our clients while they're working in our coworking space, there's still an overload. However that was, here's the list. I split it up in 4 categories: Food and Beverages, Office space and shared areas, office necessities, extra amenities in shared space. For Food & Beverages I have snacks, drinks, coffee I separated - I don't know why, cups & plates. Office space & shared areas: construction materials, maintenance when something breaks down, lights, paint, toilets, cleaning supplies. Office necessities: desks, chairs, whiteboards, whiteboard markers, printing paper, printing ink. And then extra amenities in shared spaces: Fridges, dishwashers, TVs, heating, HVAC systems, Apple TVs. And that was it, for now.

M: Perfect haha! Thank you for that.

I: Haha!

M: And in what quantities do these materials come here?

I: Uff that differs a lot! Let's start at the beginning: snacks, drinks, coffee, cups and plates - those are the largest quantities. Cups and plates goes into tens of thousands a year. Snacks, drinks, and yeah coffee - also a lot of those! Haha! Man, I need my laptop to look it up.

M: No worries, no worries. I don't necessarily need it now.

I: Yeah. Desks, chairs, whiteboards - those things are starting to saturate. At one point we just have them. And then every now and then they need a replacement. Yeah, but not a lot. Also they sometimes get fixed. Like when a chair breaks they just bring a new piece and replace the full chair. Markers - they last long, but they get lost quite a lot.

M: And then people take them home haha.

I: Yeah! Printer ink is a shit ton. I can find that online as well, but that's a lot. Print paper is also a lot. Fridges, TVs, dishwashers .. not that much. HVAC systems - you have to replace filters quite some times. But that's like a year or two per exit points.

I: HVAC systems, you have to replace filters. Quite sometimes. But that's like for a year or two, one per exit point. Apple TVs also not a lot. Although iPads actually those are pretty. Those are not the largest life span, more like three to four years. And so those are not really used sustainably. Apple TVs is a thing. You know, they upgrade, they upgrade, and then some things are not, how do you say that, eligible anymore.

M: You mean they change the cables and stuff?

I: No. The software updates, for example. Now we have this new app that allows also Microsoft or P.C. computers to connect to the screen in that app is only suitable with Newsday Apple TV.

M: They're always making it so difficult for us.

I: Yeah haha. So yeah. Doesn't really answer your ...

M: No no no, it's fine. It's most important that I have an overview. If you can eventually provide me with some data on it.

I: I probably can.

M: That would be perfect. I'm kind of forced to get some quantitative data. Yeah. And then how often do you get deliveries for these type of materials.

I: I would say two things. We, we, we have a system where we try to do both things. We have a project management system. And then we always write down the vendor that sells that product and an ordering list. And then we have some order point persons. So they see, oh, there's four different things that need to be ordered from this place. We grab it all together and then we organize unless there's like urgency behind it, then we just order it.

M: Yeah.

I: But for the standard things, I think Albert Heijn comes once a week, for food.

M: And then you prep the food here?

I: Yeah. So the thing is, the most things we offer our clients that are... we don't have a kitchen or anything like cooking kitchen. So most food is already made. It's like breakfast type stuff or...

M: More like catering?

I: You see, it's like like cookies. And then like yogurts that have been made and crusty and stuff like that. And then for actual lunch we have vendors and they come over here and they're here between eleven thirty and one. I always select local vendors. Yeah. We try to. We have coffee that comes once a week I would say. Yeah. Those are the actual standard things. And we have yogurt from <mark>floating farm</mark>, it's a Rotterdam farm. Those also come once a week.

M: Floating farm haha, I love it! OK. And you already said that you tried to get local vendors on board. And my next question will be how important is the source of the product to you?

I: Yeah, we think it's pretty important. That goes further than sustainability. I would say that's also just representing the city that we're in. I think we find that important as well. So, I mean, because, for example, our coffee, the coffee itself doesn't come from the Netherlands yet, but the company is from Rotterdam. So we also support that. Yeah. You know, our local companies. Besides that, we also really try to find products that are produced from someone nearby somewhere. Yeah. Yeah.

M: Yeah. That also answers my next question. Do you have any inputs that come from virgin or recycled or reused materials?

I: Yeah. So a lot of our actual office construction materials are C2C certified, this chair, for example, was CTC Silver, which is pretty light. The handle you're looking at is C2C silver or something like that. If you've been in Absolom, we use recycled garments for our walls. We use cork which grows back instead of wood.

M: What?

I: Yeah. Yeah.

M: That's cool!

I: Yeah it's pretty cool stuff. So yeah we, we, use stuff that's been made that way.

M: Do you have kind of like a percentage of how much of the materials are made like this?

I: Scared to say, it's just a guess but maybe about half. It's quite a lot but it's not all the same quality. So a lot of things that are C2C certified that some are higher certified than others stuff. So they have bronze certification, some silver, the floors are 30 percent recycled, but only part of the floors.

M: You know, the facts by heart. Hahaha. Who needs a laptop? It's amazing. Really! And do you have any, any quality standards that affect your material inputs?

I: So this is also how so we've wrote down our objective. One objective is while upholding the same quality is always part of that sentence, trying to find a more sustainable party for this while upholding to maintain the same quality. But that is a thing. So yeah, that could be a bit like this. Let me think of an example. I don't know. I would say maybe the iPads are an example. Yeah. Or the phones we use. Apple phones are known for having pretty good security, but they're not the most sustainable phone.

M: Yeah. Yet we all have them, haha!

I: Yeah haha, exactly. But I'm not going to argue with the tech persons where they say like, yeah, this is just the safest phone for, for us as a company to have for it saved from the outside. So I'm like, yea, this where you choose quality over maybe sustainability.

M: Yeah. Yeah. OK. Cool. That will be kind of it for the inputs and now processes. I don't know, my feeling is that this is not going to be a big thing in most coworking spaces. Well, obviously you're not a manufacturer. And I'm just looking at, for example, do you outsource most of your kitchen all the time for example to the vendors, or...? But, for example, food could be one. So let's just quickly go through that. It's not gonna take long. Well, basically, when you receive a delivery of your materials, whether it's white boards, chairs, food, whatever. What are the next steps you do with it? Is it just unpacking and placing it in the right place? Or are there any products you do more to?

I: Very little. I would say everything that indeed is being changed or adapted or whatever is being outsourced. Yeah. So I can't think of something. No, we don't really transform products into anything, no.

M: Yeah. I thought so already. Okay. Ehm.. So if you if you have products here, you already said you have some cradle 2 cradle or repair measures. Do you have some more examples for any maintenance, recycling, repairing or reusing schemes that you use here?

I: Yes, I would say. We try to - people never read this - but we try to, for example, promote reusing disposable cups, although they are still disposable. We try to promote that and making it maybe even more clear as well. We have water taps everywhere filled with water, also sparkling. Instead of buying bottles. So, yes, sparkling water from the tap.

M: Nice! How do you do that?

I: Haha, it is. Logical is the brand.

M: I'm going to look into it.

I: So, was a question again?

M: Ehm do you have any other reusing schemes or like what do you share?

I: Oh Yeah. So I also wrote something about that. We identify a party that takes electrical equipment. Well, it didn't really work with them yet, but that's something I'm working on. So they buy old electrical equipment. It's being reused. Uh, let me think. And it was really about reusing, you said, right?

M: Yeah, reusing or if you have any, for example, the other coworking space changed from disposable cups to reusable mugs. Stuff like that.

I: Yeah. Yeah. We have reusable. But we also have disposables. So we do that 50/50, also for the cleanliness of our kitchen. That's where also quality maybe outweighs. Yeah...

M: Yeah. It's fine if you don't have another example right now.

I: Okay.

M: All right. Now onto the pretty much most important part of this - the outputs. So, people usually separate into desirable outputs - your products, which we just clarified you don't really produce - and the undesirable outputs like waste. So could you walk me through the types of waste you produce in each facility or operational sector, however you want to separate it, maybe like the way you did with food and beverage for instance.

I: So we have for food & beverage waste, package waste and maybe leftover food. When people to finish it. This could also be the case of the events with caterers, for example. But then mostly we eat, which we are not allowed to do in this period of time, but normally we do. So package waste in food waste I would say. Again for other products, electrical equipment, same thing - package waste mostly I think. As, as, yeah, us ourselves, the biggest thing is package waste and then printing ink cartridges. But those we recycle. So we, we send them to this service thing and then we have something called... can't come up with the word... oh batteries! And batteries, but mostly like the smaller ones. Only AA batteries. We collect them as well. As ourselves, we don't have a lot of battery waste, but we get them from our clients. And then I would say, if you can call this consumer, waste is our bigger biggest thing from clients itself. And those are I think maybe used to be many separate those in organic waste, paper waste, also their packages and stuff like that that comes in. And... what else. Yeah. PMD. The packes from the from the foods and metal cans and drink boxes and disposable cups and stuff like that. So those things are the main trash that comes from our clients. I would say I think you have it like I've very rarely seen something like this break (points at chair). When it breaks, these pieces of furniture, we either hand it out among the team where we - if someone overplays breaking them we ask them to prove it. So try to keep those things in use for as long as possible. But yeah again, I've rarely seen something break. When it comes to stuff like paint, I don't know what they do with the leftovers, to be honest, and light bulbs.

M: Okay. That's also an interesting thing, I think if you can differentiate your own internal team waste from the client's waste?

I: Definitely no.

M: Do you separate it or does it get mixed up?

I: No. Well, some of it. So let's say our consumer waste gets mixed up in the sense that: when we eat, when we drink and we throw that in the same bins as they do. But the rest of our waste, we do separate. All the foils and stuff we collect - soft foil, soft plastic foil. You know, we bring it down or aim to bring it down. Same thing with cardboard. They bring it down and separate. We do separate our coffee waste as well. So there's coffee grounds, but we don't have a party that can pick it up for acceptable price, yet. But we do already

separate it. Yeah. Package waste. Then of course, all those printer cartridges stuff, that's really our waste. And I'd say we handle our own waste pretty well.

M: Yeah. It sounds like it!

I: It's the stuff that you see in the bins here and it's still really... that could be improved a lot.

M: It's also harder to convince the client. Yeah.

I: It's a lot harder, yeah. And to correctly separate is pretty difficult.

M: Yeah, it's true, actually. It's a very confusing field, I find. So, you now separate paper, glass, ...

I: Paper, glass, organic, and the rest is general waste.

M: Okay. For both the team and the clients?

I: So for us, it's like soft plastics. We separate cardboard as paper, then glass we separate. We separate batteries. Our own waste we do quite well.

M: Like in Switzerland. You know this meme where like there's three trash cans for every country and then it's Switzerland. And then there's like 13. Yeah.

I: I heard from my colleagues, the Swedish. I think they have too much they like they separate so well. Yeah.

M: They're, they're quite good with it. And also I was living in Copenhagen for half a year and every house has a mandatory organic waste bin. Then they say you just need to get used to putting it in there.

I: I was talking to guy from the municipality and we're talking about this thing. I'm asking him why we don't start with it. I think, if you look at my my neighborhood is not one of the richer neighborhoods in Rotterdam. And I also notice that things just get dumped in the street more. But I also know that... I've tried to find a separate bin. Those things are really expensive and they don't have to be. Like, why don't you like provide maybe only an organic bin to families, a small one or something. They have all the green ones in smaller municipalities. Right. So why not here use one that you can use in your kitchen.

M: I mean actually in Copenhagen you would get the biodegradable trash bags with it for free. So from your housing, it was just mandatory. You use them and do it actually get in trouble if you wouldn't separate your waste, like they would actually fine you.

I: At the end of the chain, I think it saves up a lot of money.

M: I think so, too. And it's it it's just a matter of changing habits.

I: Yeah. Yeah.

M: And what happens to the majority of products you use after consumption? Just as a quick round up. I know you mentioned a lot of this already.

I: Yeah. So when it comes to our construction materials, again, we see if it's fixable and we see if we can contact the production, the manufacturer directly. If so, yeah then we will ask for a fix. If not, then it might be disposed. It might even, there might even be asked if people want to take it. When it comes to food for catering's we, we, you know, we give it to the team and it mostly gets finished or we even put it in the coworking and people can just grab it.

M: You can always get rid of food.

I: Exactly. Food is a pretty easy one, haha. Yeah, other stuff, electric equipment we found we just identified a party that maybe would be able to buy stuff up. But depending on whether that's possible or not, we otherwise threw it away. Construction materials break very little. But if possible, we would like to see if we could send it to someone. I've contacted some of those parties yet. Some are ready to pick it up, some are not. Some tell you very decently how and where to dispose it and where it should end up in the right way. So we're back to the proper producer. We try to find relief per case, what we can do with it... If we can do something nice, we would mostly do it. We try to get a cost benefit in there.

M: Yeah, yeah, ... And let me see. Let me see. So you don't have any biologically based materials that you release back into the natural systems? You don't have a compost for example?

I: We don't have a compost, no. We thought about it. No.

M: It's not feasible?

I: No. Well maybe in another time, but not right now.

M: Yeah. OK. You mentioned some recycling measures. Can you just count them out for me?

I: Yeah. Where do I start, maybe cartridges. Goes into Clini Clowns. I think this. They do something with it.

I: Clini Clowns haha?

I: Yeah, haha. Apparently these things are worth gold. Soft plastic packaging we bring down to Suez who seperates that. I asked them... there are these blue balls being made of that. So new products. Soft plastic products can be made. With paper, we separate our own and then it goes down, and Suez also works with that. If possible we try to... this is also a nice thing. We also buy refurbished iPads and stuff. And if we can, we would like to give stuff back so our electrical equipment can every second life. A lot of the, yeah, amenities, it's I guess it's still recycled. We tried to fix personal repair instead of trying it out and replacing it. What more, what more... did I miss something according to you?

M: No, I don't think so. And now this is another question that's more from your gut feeling. How much of your waste do you think ends up in the landfill?

I: Yeah, that's a hard one. From our clients waste probably a lot. Most of it would be from clients.

M: Always these clients haha. Just kick them out?

I: Yeah. And not make any money haha. But our own waste... I would say... It's really hard.

M: Well, judging from what you say, you prevent a lot from going there. Are there any other stakeholders, other than Suez involved in the waste management -other than the ones you already mentioned?

I: Well, yes, Suez is a party that is actually used by the G.G. So we're depending on g.g for their waste separation option. And they do pretty well on that basis because with their 'milieustraat' we would say in Dutch. Downstairs. So yes, they are. And then if you look at the other side of the chain, of course, I would say our vendors and how much packaging they use for the products they provide to us is also impacting how much waste we create.

M: Definitely.

I: Yeah. So one of the things I would like to do is contact the ones that we have bigger orders, especially with whiteboards. They are still individually packed. I don't know what it couldn't be like packed in one big box, for example, desks. So vendors that provide our products also have an impact on that I would say.

M: Yeah, definitely. Okay. How do you think that turning circular will help this coworking space in the future?

I: So, I think you can look at it from different angles. I think it's going to be an expectation. It's becoming more of an expectation from, from, uh, especially the younger entrepreneurs. And there's so many clients here working on some type of sustainable solutions. And they would like they expect, they expect that from their coworking space as well, I'd say. Second, it's just something I think you should believe is the right thing to, I would say. It creates shared value.. that's the new way of saying those things, right? It's something that is good for not only us as a business, but also for the people we provide products to and for environment itself. And what more? I think also in some situationa, not everything, but in some situations that it could actually save you money. And I think if the system will be made for it, I think it is a more efficient and money-saving way of doing things. But the system is not there yet. So now, it's costly. It's sort of called a long term investment. So those those three things are the main things.

M: So it's it's like morals. It's creating customer value. Yeah. Maybe even financial.

I: Maybe you can get some fortune.

M: All right. Perfect. I think.

M: Yeah. And maybe as one last question... we talked about it a bit already. Which area... this is again, more of a gut feeling question... which operational area do you think has the highest potential to change for the better in terms of circularity? When you look at your waste, like which which waste kind of annoys you the most?

I: I would say... I hate food waste. I feel like 'just eat your stuff'.

M: Haha. People say it's the world's on this problem.

I: Yeah. Maybe. Yeah. I also don't always do it right myself, especially because when you buy a product, you don't finish it. You know, for two days, it's a bit the way we leave. But I really hate myself for it every time and sometimes it's already out of date, but it just can't get myself to throw it out.

M: It's like a trigger?

I: Yes, it triggers me the most. But also, I'd say that when and how people separate. But it's not the type of waste. Yeah. Again, to the the way people are automatically doing stuff by default. You have a cup here, you have a reusable here. Grab the cup, put water in, drink it up and then in five seconds throw it out again.

M: Sort of this mindlessness, not thinking about it.

I: Yea. Also the like in such a situation, the choice is very close. And also I'm like, you can keep that cup, even by default, for maybe two times, but then that's pretty easy. It doesn't take a lot more effort. And I'm like 'just do it'.

M: Yeah. I can imagine it must be annoying if you try so hard and you see people kind of distroying your efforts.

I: Yeah. You're so dependant on them.

M: And it's it's also hard to watch. It's also hard to evaluate which stuff actually has the biggest impact.

I: Yeah. The whole story about the the disposable or reusable for example. There were on-going discussions and there's actually a university saying that disposables are better. I'd actually say not. But the biggest variable is how people use them. Yeah, if you use your disposable three times, then the impact is already three times less right away for using something cheap, you know what I mean.Then you're like put that impact is two times less right away for using something cheap and you know what I mean. That's pretty crazy. So and then it becomes hard to catch up for ceramic, that just to produce already has an impact.

M: Yeah. There's so many different things to take into account.

I: Exactly. Right.

M: Well, but that's it. Thank you so much. Really appreciate it!

I: No problem. It's an interesting subject.

Additional Insights CWS 1

		CO₂-parameter	CO₂-equivalent
Elektriciteit			
Zelf opgewekte zonnestroom (PV)	0 kWh	0 kg CO2 / kWh	0 ton CO2
Ingekochte elektriciteit	425.451 kWh	0,649 kg CO2 / kWh	276 ton CO2
Waarvan groene stroom uit windkracht	425.451 kWh	-0,649 kg CO2 / kWh	-276 ton CO2
		Subtotaal	*0 ton CO2*
Brandstof & warmte			
Aardgas voor verwarming	0 m3	1,89 kg CO2 / m3	0 ton CO2
Warmte (uit STEG)	0 GJ	36,0 kg CO2 / GJ	0 ton CO2
		Subtotaal	*0 ton CO2*
Water & afvalwater			
Drinkwater	12.675 m3	0,298 kg CO2 / m3	3,78 ton CO2
Afvalwater	0 m3 huishoudelijk	0,678 kg CO2 / m3 huishoudelijk	0 ton CO2
		Subtotaal	*3,78 ton CO2*
Emissies			
Koudemiddel - R134a	0 kg	1.430 kg CO2 / kg	0 ton CO2
		Subtotaal	*0 ton CO2*
Kantoorpapier			
Papier zonder milieukeurmerk	0 kg	1,21 kg CO2 / kg	0 ton CO2
Papier met milieukeurmerk	672.000 vel A4 (80 grams)	0,00604 kg CO2 / vel A4 (80 grams)	4,06 ton CO2
		Subtotaal	*4,06 ton CO2*
		CO₂-uitstoot	**7,84 ton CO2**

Order List CWS1

Vendor	Product	Unit	Price per unit	TO BE ORDERED	Expected spending
	DAIRY				
Bidfood	Melk halfvol - koffiemachine (per 12 pakken)	Box of 12	€8,47	14	€118,58
Bidfood	Melk halfvol - Friesche Vlag [FRANKE]	Box of 12	€12,16	10	€121,60
Bidfood	Arla halfvolle melk	Box of 6	€7,41	3	€22,23
Bidfood	Almonddrink original - pak 1 liter	package	€1,90	10	€19,00
Bidfood	Arla yoghurt fris biologisch 1 liter	Box of 6	€8,22	7	€57,54
Luwia	Yoghurt	per jar	€3,25	10	€32,50
AH	Soy yoghurt		€1,95	15	€29,25
AH	Soy milk [unsweetened]		€1,25	5	€6,24
AH	Soy milk [regular]	pack of 4	€5,29	1	€5,29
AH	Oatly	package	€1,89	12	€22,68
	JUICES				
Bidfood	Appelsap zonder toevoegingen	Box 5 liters	€6,27	8	€50,16
Bidfood	Appel- en aardbeiensap zonder toevoegingen, doos 5 ltr	Box 5 liters	€8,81	7	€61,67
Bidfood	Saptap sinaasappelsap	Box 5 liters	€11,81	0	€0,00
Bidfood	Appelsap [pak]	box of 6	€5,87	4	€23,48
Bidfood	Sinaasappelsap [pak]	box of 6	€8,03	4	€32,12
	FRUIT & VEGETABLES				
Bidfood	Bananen - Chiquita junior	kilo	€18,45	6	€110,70
Rechtstreex	Peren	kilo	€14,70	3	€44,10
Rechtstreex	Appels	Kilo	€11,55	6	€69,30
Rechtstreex	Tomaten (normaal)	Kilo	€12,60	3	€37,80
Rechtstreex	Tomaten (small)	Kilo	€14,83	4	€59,32
Rechtstreex	Radijs (bos)	bos	€1,71	5	€8,55
Rechtstreex	Paprika		€13,80	1	€13,80
Rechtstreex	Komkommer (los)	stuk	€0,84	10	€8,40
Rechtstreex	SPECIALTY FRUIT/VEG		€50,00	1	€50,00
	SAVOURY SNACKS / NUTS / DRIED FRUITS				
IDOrganics	Dried fruit [average per week]	5 kilo	€54,00	2	€81,00
ID Organics	Second Bowl		€25,00	1	€25,00
IDOrganics	Nuts		€50,00	2	€75,00
IDOrganics	Trail mix [dispenser]		€25,00	2	€50,00

Vendor	Product	Unit	Price per unit	TO BE ORDERED	Expected spending
IDOrganics	Bananenchips		€25,84	0	€6,46
AH	Raisins		€1,50	4	€6,00
Bidfood	Peanuts		€4,16	4	€16,64
Bidfood	Bretzels		€7,17	2	€14,34
AH	Salted corn		€1,22	2	€2,44
	CEREAL				
IDOrganics	Havermout (kilo)	Bulk	€16,00	0	€4,00
IDOrganics	Granola [average per week]	8/10 kilo	€25,00	1	€25,00
IDORganics	Granola [Flavoured]		€25,00	0	€0,00
IDOrganics	Mix-in 1 [average per week]	2,5 kilo	€5,00	1	€5,00
IDOrganics	Mix-in 2 [[???]	2,5 kilo	€5,00	1	€5,00
IDOrganics	Mix-in 3		€5,00	1	€5,00
IDOrganics	Cornflakes	4 kilo	€14,60	1	€7,30
AH	Cruesli Chocolade	1 box	€3,99	10	€39,90
AH	Cruesli Nuts	1 box	€4,39	5	€21,95
Bidfood	Muesli [organic]	6 bags per box	€21,92	0	€4,38
	CRACKERS & BREAD				
Bidfood	Crackers - mini - naturel - pak 250 gram (per 12 pakken)	Box of 12	€18,00	2	€36,00
Bidfood	Rijstwafels (12 pakken per doos)	Box of 12	€5,50	1	€6,05
AH	Maiswafels	1	€0,89	5	€4,45
AH	Krentenbollen	bag of 6	€1,43	10	€14,30
AH	Wasa Knackebrod	package	€1,05	12	€12,60
AH	Peijnenburg ontbijtkoek XL	package	€1,69	16	€27,04
	BARS/COOKIES etc				
Bidfood	Rocky Rice	Box of 20	€7,39	2	€14,78
Bidfood	Havermout repen	Box of 25	€9,45	5	€47,25
Bidfood	Havermout koekjes	box of 26	€10,14	5	€50,70
AH	B'tween KLEIN	box of 6 bars	€1,45	45	€65,25
Bidfood	Sandwich roomkaas bieslook per stuk verpakt pak 24x37 gram	Box of 24	€12,53	3	€37,59
Bidfood	Sandwich hummus 32 gr per pak, doos 24 pakken	Box of 24	€13,51	2	€27,02
AH	Sultana (voordeelpak 7 stuks)	Bag of 5 or 7	€2,19	30	€65,70
ID Organics	Cookies	box of 4 kg	€21,60	2	€43,20
Bidfood	Speculoos	300 pieces	€8,68	3	€26,04
Bidfood	Ontbijtkoekjes	1500 gram	€6,33	2	€12,66
AH	Chocolates [mini mix]	350 gram	€3,79	5	€18,95
AH	chips	bag of 15	€3,49	15	€52,35

	SPREADS / CONDIMENTS				
AH	Pindakaas, pot 650 gram	jar	€3,25	10	€32,50
AH	Appelstroop			0	€0,00
AH	Chilisaus sweet hot - fles 1 liter	Bottle 640 ml	€2,56	3	€7,68
AH	Siracha	Bottle 380 ml	€3,07	3	€9,21
Bidfood	Zeezout grof bus 1,1 kilo		€4,27	0	€1,71
AH	Balsamico bertolli	250 ml	€2,66	5	€13,30
AH	Tomato ketchup knijpfles - fles 605 ml		€2,31	5	€11,55
Bidfood	Olijfolie pomace sansa, fles 1 ltr		€5,84	5	€29,20
AH	Peper vierseizoenen bus 400 gram		€14,11	0	€5,64
	COFFEE & TEA				
Giraffe	Koffie	bag [10 per box]	€180,00	8	€1.440,00
Giraffe	Jade Sword per kilo	bag	€47,21	0	€18,88
Giraffe	Earl Grey per kilo	bag	€45,49	0	€18,20
Giraffe	Rooibos per kilo	bag	€31,64	0	€12,66
Giraffe	Lemongrass & Ginger per kilo	bag	€39,48	0	€15,79
Giraffe	Blackcurrant & Hibiscus	bag	€40,34	0	€12,10
Giraffe	English breakfast (per kilo)	bag	€32,10	0	€9,63
Giraffe	Seasonal tea	bag	€50,00	0	€0,00
Toko	Spices etc	Mix	€40,00	0	€6,00
AH	Theezakjes	Box	€2,00	7	€14,00
Drogisterij	T-sac [empty]	Box	€1,88	25	€47,00
	ADDITIONS COFFEE & TEA				
AH	Kristalsuiker BIO	bag	€1,59	14	€22,26
Bidfood	Zoetstoftabletten - tafeldispenser - doosje 400 stuks		€2,85	4	€9,98
Bidfood	Honing Ekoland fles 350 gram (2 weken ordertijd)	bottle	€17,59	3	€52,77
	Siropen [depending on if we go with it]				
AH	Karvan Cevitam 0% aardbei	bottle	€2,99	2	€5,98
AH	Karvan Cevitam 0% bosvrucht	bottle	€2,99	2	€5,98
AH	Karvan Cevitam 0%	bottle	€2,99	2	€5,98
AH	Tesseire Elderflower	bottle	€2,99	2	€5,98
Bidfood	Citroensap, fles 75 cl	bottle	€3,06	8	€24,48
				0	€0,00
	Soup - all vegetarian options				
Bidfood	Cup a Soup [various flavours]		€8,96	4	€35,84

Bidfood	Opkikker [Various flavours]		€25,77	0	€8,50
	Non-food/sanitary items				
AH	Klok afwasmiddel	400 ml	€0,95	6	€5,70
Bidfood	Keukenrol - wit - 2-laags - 23 cm - pak 2 stuks (totaal 16 rollen)		€13,68	3	€37,62
AH	Tampons	box of 32	€4,89	0	€0,00
AH	Sanitary pads			0	€0,00
Disposable-discou	Disposables		€100,00	3	€275,00
AH	Hand sanitizer			0	€0,00
AH	Deodorant			0	€0,00
AH	Misc deodorant, soap, sanitizer etc.		€25,00	2	€52,50
				0	€0,00
				0	€0,00
	MISCELLANNEOUS		€150,00	0	€0,00

CWS2 & E2

Interview Transcript 2 (E2)

M = Mara Neldner (researcher)
I = Interviewee, anonymous

Location: virtual
Date: 24.4.2020
Position: Concept Designer & Head of Housekeeping

M: Hi.

I: Hi, can you hear me?

M: Yes. Do you hear me?

I: Yes, I hear you.

M: Great. How are you?

I: Yes, I'm good. How are you?

M: Good. Not really quarantine boredom that a lot of people have. It's more like it's getting even busier than before.

I: Really? Yeah. We're a little busy right now as well, because I need to improve the building with the one and half meter.

M: Yeah.

I: That's a difficult job for me. Yeah.

M: Yeah. It's weird. Really weird times for everybody I think. Yeah. But anyway, thank you so much for taking time for this.

I: Yeah no problem.

M: I'm gonna try to make this a quick one because I think you're busy too. And it's almost the weekend, so we almost got it. Actually a big part of this is because I can't necessarily use stuff from your website, because obviously I'm going to try to anonymous it. So it's it's more about having the info on on recording. So if it's OK with you, I'm gonna record today's session.

I: Yeah, you told me. That's good. Yeah, it's anonymous. So that's good. I can also send you some some documents with information if it's useful.

M: Oh yeah. That'd be great. That would be perfect. Yeah. Amazing. Okay. So as you said, you're not necessarily the one ordering the cleaning products, right?

I: No, I'm not.

M: You're you're also not the one cleaning?

I: No I'm not cleaning, no.

M: Okay.

I: Just the manager at the moment. But I didn't set it up at the beginning. So I took over for a colleague. So I don't have all the information, but if you know what you want, I can get it for you. Yeah.

M: Yeah. That's perfect. Then I'm going to just make today's chat a bit about (name of coworking space) in general and a bit of your interest in in circularity. So it's more gonna be like general questions.

I: Okay, that's good.

M: All right. And I know we talked about this last time, but for for the recording purpose, could you give me an overview of the facilities, your coworking space has?

I: Okay. At this moment, we have a different department. One is housekeeping, a renting & community team. That's the ones who are making contracts and everything. And we have one design team as well. That's me as well. So I'm also busy with how the building looks and improving it conceptually, but also furniture and stuff like that. So that's very nice. And since this year, we improved the housekeeping team as well. So we have now four team members and they do a morning shift and an afternoon shift. And they also do the... an important thing for the members. They are my part of (name of coworking space). So it's not only cleaning, it's also making a nice chat with anyone.

M: Ah, yeah.

I: It's 50 percent of the job. That's why I think it's also something to improve.

M: No, I like that approach. It's very cute.

I: And I think a personal touch is very important in all departments.

M: So, yeah, definitely. I guess that's what makes it like a comfortable working space.

I: Yeah. And makes it feel like home. It sounds cheesy but that's how it is, haha.

M: I think it's super important actually. I think that would be like the main reason for me to join a coworking space, I think.

I: And I think that's why we have that many members.

M: Yeah. Oh yeah. Yeah. Probably is. Cute. I like it. And how many rooms do you have. Like what's the size of your coworking space approximately?

I: Ehm.. we have thirteen thousand square meters. So that's a lot.

M: That's massive!

I: It is, haha! On the ground floor we have makers spaces. So it's more like the creative side of the building. We have 50, I think 50 different studios. But they are small. Yeah. Yeah. And then the other side of the building it's also a few creative people, but more like graphic design and stuff like that. And we have some floors up. And I think when you have like thirty nine offices each floor and we have four floors.

M: So OK. That's massive. Yeah. It's a shame I can't come by. I would love to see it.

I: Yes you should. When everything is changed you can come by.

M: Oh, I definitely will. I will. Definitely.

I: Well, I'm improving the space, but it needs to be approved. But maybe you can even come by in a month.

M: That would be nice, actually. Also very helpful. So I don't know. I really need to see things to come up with, like solutions, you know.

I: Yeah.

M: And I have a good friend and I told him, which I really want to have a beer with, haha.

I: Haha, good excuse. Yeah. I think it will soon be safe for us to have an appointment. We don't do it a lot. But yeah, I can talk to the team whether it's fine.

M: Yeah. That would actually be amazing. I might come back to that.

I: Good.

M: All right. And for those facilities you have other any that are outsourced that you don't manage yourself?

I: Uh, no. Yeah. Well, for building processes, all of those kind of things. We, we have someone who does those things for us. But we want to do everything inside because then we can manage it better. More on the personal side. Also, the people that walk around (name of coworking space). It's important that it fits within the team. So we try to do everything ourselves. Also buying things more like how we make a floor: we begin with some drawings, but we get the things everywhere. We get to people everywhere. It's not like we put someone on it who's good with those things and just let them go their way. But no.

M: OK. So you you would prefer doing stuff internally because it's... it gives more personal touch and it's easier connections and because it's more effective also?

I: Also! But also we have some different companies we want to collaborate with. For instance, we we have some coffee specialists in Eindhvoen and we want to work with him because we want to help him with his company. And that's why we do it like this.

M: Nice!

I: So yeah, it's a more personal touch. Yeah.

M: Perfect. And when you look at your facilities or your, your management or your processes that you do ... Did you ever change any of those because of their environmental impact?

I: Not yet. But I. Because I just started housekeeping this summer. Last summer. It's something I think it's very important. But we also we almost say every time like, oh, we don't have any time for this kind of stuff. We're busy with the most important things within the company. So I think we need to improve it right now. I also have a goal for me to improve, to recycle more. Just within a few

months, I want to make a plan and design for it, so we could start with that. But we also have some other things. We use disposable plates and things like that as well. So I think we can improve a lot. So I think that's also the thing why it would be nice for you to come by and see it yourself because. Yeah. I don't I can't even tell you everything. It's such a large building and maybe I say some things maybe that that are useful. But yeah.

M: Yeah. No, it's like we're gonna make the best out of it. I'm really trying to do my best. Even in this remote setting and no one says that I can't can take care of the plates or cups after my thesis, haha.

I: I understand.

M: And so you're in charge of housekeeping, right? Right. So what are your exact tasks?

I: They're mostly managing it. We have another. Oh, maybe it's a difficult group actually. We have a lot of people, I can think, if you compare it to other fields. So I'm building... we are having and the program Asana to work with me and we have like a task list that they can work with every day. But it is mostly getting people to do it. It's a difficult job, but the stuff ready and they can use it every day. So actually I don't have to look at it anymore but it's just managing it to make sure they get the right stuff and they know where to find it. And to know who to ask. Things like that.

M: OK. So you mentioned you have a team of about four people taking care of the housekeeping now. And do you also encourage your members to keep things clean? Or is it basically all part of the service that they pay for?

I: We try to. I don't know why, but our members, they are not that tidy or clean. We have like a poster at the sink with a funny lyrics on it. Yeah. "No one ever died doing the dishes".

M: Yeah. haha!

I: And we get a response from some some people like, well, I found an article and someone did die from doing the dishes. Yeah, well, that's funny. But they they don't do it. So ... it's kind of a harsh thing. Also for the cleaning ladies because they get the message of doing the dish wash every day. Well, it's very easy to do it yourself, I think. But somehow we cannot find the right way to improve it. So Yes. That's a struggle.

M: Yeah. I've actually seen that in a lot of coworking spaces or also in the coliving space where I interned last year, that the moment someone pays for a service, they're just kind of like "what? I'm paying for this so I don't need to clean". So if they feel like the responsibility, just totally away from them.

I: Yeah. Yeah, it's annoying. So because it's like a small job, it's super easy to do yourself. So it's kind of annoying. And yeah. Well they do. They do pay for it. I understand.

M: Yeah. And then the dishes the most critical thing you run into? The biggest problem?

I: Yes. But we also have we we have a lot of members also with dogs. So you like it. They can come to the building as well, it is so nice. Good for you to keep some cleaning stuff around as well. Because also then they're not being like, okay, I need to clean it up. Yes. They are kinda dirty. We also clean up their office and take out the trash. So that's something they don't need to do. But we have

something downstairs. Well, we separate paper for now. So if they have a package or something, they can just bring it there. They also don't do that and just keep it in the hallway or next to the trash can. Like, OK, that's something housekeeping can do.

M: Wow.

I: Yeah. Yeah, it's crazy. But it's going like this.

M: Yeah. I can imagine it can be frustrating at times.

I: Yes. I don't think posters work anymore so.

M: Yeah. What once you tell people, like yeah, cleaning included. It's like they don't do anything.

I: Haha yeah. Maybe we need to change that in the future.

M: So I can't imagine that you actually put quite a lot of money and effort into the cleaning of everything then.

I: Yeah, yeah, yeah.

M: I'm gonna see if I can take that into account somehow. Alright. Now, let's let's talk a bit about circularity. So I've noticed over my thesis and over my startup and everything I do lately has kind of to do with circularity. And I noticed more and more people have such different definitions of what it means. They have different takes on it. For some people, it's super complex. For some people it's like, yeah, well, I've been reading into this. I know all the fancy terms, you know. But what's your take on it? What what does it mean to you?

I: Yeah, I think it's the some kind of thing so difficult. It's difficult to explain it to others because I pitched your idea to my colleagues and they were like, well, OK, what does she mean? So I tried to explain it, but I found it a bit difficult to grasp. Now that we're calling it's better! To me it mainly means having no waste. So everything you do can be used again or somehow... or in in the same place or another. Yeah. Or another way. Yeah. I think it's something that's very difficult to put in housekeeping. So that's why I thought, well I love the, the idea of circularity but I don't know how to put it in housekeeping. So that's a little bit of struggle for me to find the right way to explain it in that way. Yeah. That's how I think. Yeah.

M: Yeah. No, I can't imagine with my startup, what we try to do is to make a circularity a bit less fancy and complex and a bit more applicable. So actually often being circular also just means say no to a product you don't need. But no one tells you it like that because you feel like they need to have everything sound fancy. But actually it's not that fancy. Yeah. Technically, it's like turning time back fifty years ago when we just wouldn't waste stuff. So yeah. Yeah I understand. Yeah. I hope I can break it down a bit and apply it to your housekeeping. It's also an interesting challenge for me. Yes. I'm working on a circular challenge with Blue City at the moment from Rotterdam. I don't know if you know them. And so I'm looking at their, like organic waste, for example, at the moment. So I'm getting way more into what that actually means. I'm like, wow, OK. Actually, it's crazy that we're doing this when you can just literally make your own soil from it. And yeah. Just like in nature. Like, why do we why do we not do this from the beginning on. So sometimes it's simpler than people think I guess.

I: Yeah! I think a lot of people are lazy. So yeah, for reasons some people can't even separate the trash, for example.

M: Yeah. So it. Yeah. I guess people are also scared of change, which I understand but doesn't always need to be complicated. So my goal for, for this thesis is actually to make it super simple because I know that involving your members of coworking space... to take part in these changes can be very, very hard. I've seen it in my internships with so many things that I tried that you really need to be convincing and to. Yeah, to kind of trigger their own motivation to help in this. So I'm gonna try to make it as simple and easy as possible to apply.

I: Nice!

M: And why do you think that circularity is something that could be important for (name of coworking space)? Like, why are you interested in this?

I: Well, we're still a small company actually.

M: With one thousand three hundred square meters?

I: Haha yeah. Not so small. Well, we have in mind to go to. So I think we want to grow very fast. And at this moment. Well, we don't have a lot of time to begin with. We have a lot of waste. I also told you about the toilet paper. We still have a half one throwing away because otherwise they need to come back later to fill it up again. So we need to provide for our members that everything is perfect and maybe we don't have the right material for it. I don't know. But yeah, I think we can improve a lot, because we, we used to try separating the trash. So we have plastic, paper, and rest. But somehow everything came in the same bin. And I said, well, OK, I did some research on finding how do you... how can you communicate with members to make sure that they help you But yet somehow that was so difficult. And so we decided to go back to just one bin. And that's a very bad decision, I think. But I'm still well, I'm starting this project at the end of the month. To find out how to improve it and make sure everything can come in the right bin. But I think there are a lot of different things that can be improved. So before we start growing, as we hope we do, I think we need to make sure we have everything settled. So we just have to copy paste on the next project.

M: Yeah. Yeah. Well, that makes sense, I think. Yes. It's definitely going to make it easier. If you try one thing, then you try the second thing and then you learn, you see what type of approach you need to get to your members'... heads I guess, and going to be so unique for each coworking space and even each for each office, each member. Actually, like, they're gonna be motivated by different things. But it's worth a try. Definitely. Yeah.

I: I think we need to tell him why we're doing the things we do and and why it's important and ... yeah still figuring out how to communicate that part.

M: Yeah. So would you say that involving your members is the most challenging part about changing these kinds of things?

I: Yeah. If we look at separating the trash. Yes. But that's the community and the housekeeping team. We also think every person on the housekeeping team uses different products... that is very

crazy here and we don't even if it's green or sustainable or whatever. So I think also just the product itself is something that can be improved.

M: Yeah, I'm definitely going to look into that. So you would say your motivation to turn circular also comes from you want to get it right in this (name of coworking space) before you grow (name of coworking space) even bigger, right?

I: Yeah. And it's also something we want to, we think about the sustainable development goals... Maybe not circularity, but it's something we find important also to communicate to the rest of the world. Yeah. So if we start with being more circular .. it's a good step, I think.

M: Yeah. And do you feel like even though it's hard for you or for everyone to convince your members to take part in this, that they could still be some kind of user or business value in this?

I: Ehhm.. I think it's more like a personal thing. I think, I think, I'm the one who finds it very interesting and important. I'd like a business value somehow. Yeah. We want to share that with other people. Yes. I don't know if it's that way, but, yeah...

M: So it mainly comes from your own motivation?

I: Yep. Yeah, personal.

M: Yeah. It's funny. It's the exact same thing with the other coworking space I'm talking to. Like their internal staff is very green minded, but their members just don't seem to care. I don't know what it is. I really don't know.

I: See, it's crazy. And even if they have bins in their own office, they also just throw everything at the same one. So. Yeah. Difficult.

M: Yeah. I just wish everyone would care just a little bit. You know, that would already change a lot. Yeah. And so it's actually already my last question. But um. Can you imagine any problems that may arise when you do some operational changes? For example, like you, you lack the support or you need people to collaborate with or you have external factors, laws, subsidies that are in your way or you need to change the whole infrastructure. These are just a couple examples that came to my mind. But what do you think? If I come up with a circular solution for you now and you put it in place, then what do you think, in your specific coworking space, could be challenging?

I: Besides members you mean, haha. Well, I. I don't know. Actually, I think everything is possible. Maybe that's the most important thing to say. If there's an obstacle we've got to improve it out. That's how I think about it. Other than that... I will think about it and then maybe come back to you later.

M: Oh, sorry, you broke off a little bit there. Can you repeat that?

I: Oh, yes. All right. Now, I don't know, but I can maybe think about it a little longer and then come back to you with this question.

M: Yeah. Perfect. I mean, it's you also don't have to pick one if there's no problems or challenges you can imagine. That's even better.

I: Yeah, well, maybe. I have a feeling that not everyone is so interested in investing as much as I might do, but that's something. So if it's very expense, then I know it's something that we may never push forward and may never perceed. But I think everything is possible.

M: All right. Well, perfect. That sounds good. OK.

I: Sorry my English is not that good, I tried to explain everything the right way. But yeah.

M: Oh, no, it's not. Really, it's perfect. Don't worry about it at all. Oh, I'm sorry. I don't speak Dutch.

I: Yeah, I know. German, right?

M: Yeah. I should be speaking Dutch.

I: I did have it in school but I just forgot about it.

M: Yeah. It's funny. Every Dutch person says that and like, I live literally.. I come from two hours away from here and I could never choose Dutch in school. It wasn't even an option. All the other languages, but never Dutch. So weird to me.

I: Can you still hear me?

M: Now I can again.

I: Somehow, somewhere, I mean, something went wrong with the connection. I don't know. Yeah. OK. But yeah, you can still learn Dutch.

M: I'm still working on it.

I: Are you planning to stay in the Netherlands?

M: I don't know yet. So if everything goes well, I'm hopefully going to graduate this summer. I find it very challenging to do my thesis like this because it's just so much easier if I could see the space, you know, and then I can visualize solutions in my head, like I'm not really a word learner. You know, I'm a very visual person. So this is really challenging me. And the main problem is that I need numbers for my material flow analysis. So I need to know. Yeah. For example, for housekeeping like how much you order and how much you throw away, that's actually one of the most important parts. And yeah, in the other case, for the other coworking space, for example, I would have gone there, I would have measured the waste myself. And yeah... unless I talk to people who are very, very, very willing to help me or I just have the numbers already or have an idea of it, then if I don't get these numbers, I think I'm going to have like a hard time, you know, to convince my supervisors from the University. So, yeah, it's a bit tricky...

I: Maybe you can soon come by. I think, it's I think maybe easier for you as well. Yeah.

M: Yeah. I would actually also really like to come by, you know.

I: I mean maybe you can do a proposal for one day. Just to get together at (name of coworking space) on one and a half meter distance.

M: Actually that would be great. Yeah. Yeah. Whenever it fits you I'm going to push my stuff around.

I: Okay. I'll let you know when I... I'll be at the office once a week so I can let you know when I'm, I'm there.

M: Okay. Perfect. Amazing. Yeah. That's great. Yeah. I would love that. I obviously want to come up with good solutions for you. And that's just so much easier if I see it. Yeah. Yeah. And do you have someone in mind that I could ask about the cleaning products and the cleaning processes?

I: Yeah, well I have someone in mind. I also talked to her. She uh. When I told her you couldn't speak Dutch she was a little bit shy, haha. But she's also managing the money.

M: Okay. But I mean, it's I can also I can also translate my questions into Dutch and then just send them by email. That's also no problem.

I: Yeah. Yeah. Well she preferred that, but I think maybe you could meet her so you know. Yeah. She isn't in our team that long. So she started like a few months ago, but she ordered everything from housekeeping, everything from the laptop so you can know how many products we order.

M: Yeah, we yeah. That would be amazing.

I: It's a lot less now because of the coronavirus, but yeah.

M: Yeah, that would be really great to know the amount of orders and what you order. And then that would already give me a good starting point for, you know, what I need to improve or if there's something to improve.

I: Okay. Yeah, that would be great. Yeah. She would love to help you. She told me already.

M: Oh, nice. Well, yeah, you can tell her that if she wants, it's easy for me to translate the questions and send it. Or maybe I come by and then I'm gonna try to speak my best Dutch and try to make it work.

I: But she can, she can understand English, but for her it's kind of difficult to, to explain everything in a English as well. Yeah. She can explain herself, it's more like a fear she has.

M: Yeah, I feel a lot of people have it here, and I'm just thinking, man. Your English is amazing. So it's your standard of English is so much higher than for Germans, for example.

I: Oh, really? Yeah. Yeah. I think my English is not that good in comparison to my bosses. They lived in America for a few years. So that's why they have a better accent.

M: But I don't find anything wrong with your English. Not at all. Really.

I: That's good to know, good to know. Somehow, mostly because we're talking about something I'm not familiar with. With the circularity. I know what it is, but how do you explain it? But it's also difficult for me in Dutch. Yeah.

M: Yeah. No I get that. I don't think I could. I don't think I could explain it in German. Not at all. No chance. I've been doing this whole topic in English. So switching back to another language. Now this is not an option. I don't even know like it sounds so weird also in German, so I'm sticking to English.

I: Funny!

M: All right. But thank you all so much for taking time for this. And then I really hope I can't come by. That would be so nice. And I have a little city trip.

I: You're living in Utrecht?

M: Yeah. Oh, sorry, my connection is very bad today. Can you hear me OK?

Interviewee: That's no problem. But you live in Utrecht?

M: Yeah.

I: I don't know if you want to go with the, with the train. Maybe because of the...

M: Yeah, it's fine. I'm gonna try to keep my distance.

I: OK. OK, good. I will send you a proposal for a day then.

M: Perfect after. Amazing. Yeah. I would really love that. All right. Okay.

I: Thank you very much.

M: Thank you. Have a very nice weekend and see hopefully soon.

I: Yes. You, too! Bye bye.

Order List CWS 2

Order list was provided by E2, and provides information about inputs related to the Housekeeping department over the course of one quarter. The products have been identified

through additional research on the websites of the specific supplier (see links in right column). In order to display the correct amount of items in the material flow, products in multi-packages have been calculated in the column on the very left. Only the products marked yellow were relevant to the Housekeeping department, and the others were left out of the MFA.

CWS3 & E3

Interview Transcript 3 (E3)

Location: Utrecht
Date: 27.5.2020
Position: Owner

M: Would you mind introducing yourself?
I: My name is (name of interviewee) and I'm the owner of (name of coworking space, location of coworking space). And… what do you want to know about me?

M: Well maybe just also a bit of an intro about the coworking space and the facilities you have.

I: Ok so where we're now in this location… we have… actually it's a place to meet people and we're doing it by offering coworking spaces and meeting spaces. And we're now in a meeting space. And for the coworking spaces we're asking people to open up and share their knowledge and while doing that they're paying their place to sit here. So our coworking space are being paid by social currency and our meeting spaces where you're not sharing your knowledge openly, then you're paying with monetary capital, currency. So that's where we are getting our money from to get this sort of locations happen.

M: Great! So from all the facilities you have here, the meeting rooms, reception, the flex desks…

I: The kitchen.

M: Yeah the kitchen, the terrace.. Are there any facilities you don't manage yourself?

I: Yes, housekeeping is another company. Let's see… minor administration, part of my administration. The insurances, the suppliers from our food chain. We have a lot of stakeholders.

M: Alright. So do you also manage the operational processes in here or is someone else responsible for that?

I: No we're doing that ourselves.

M: Perfect. And now when you look at your… how you're running this place, what's your main focus?

I: The main focus is offering meeting spaces for coworkers and the focus is on making serendipitous moments possible. Because we're doing that, they spread out the word of what is happening here and spread out the word that can value to our system. Our ecosystem. And in a sort of holistic way people are knowing that they can rent rooms here, and they do. So we don't have to do much sales and marketing, because the sales and marketing is done by our coworkers actually.

M: Through word-of-mouth?

I: Yes through word of mouth. Yeah. And then we can keep this whole system circular because people are coming in, sitting in the meeting rooms, paying money for it, and then we can pay rent. So it's a system where we are all depending from each other.

M: So it's very much a social learning focus as well?

I: Yes it's social learning focused. But the focus on having a good coworking space is number one. At the same time having good facilities for meetings. But also to make it possible for the meetings to have serendipitous moments and having good moments and new thoughts and inspiring surroundings and environment.

M: Perfect. Have you ever changed any operational processes due to their environmental impact? So more towards the material side?

I: Emm.. Can you explain what you exactly mean?

M: So for example, I visited WeWork and I talked to a lady there and she said "I just couldn't look at the disposable cups anymore, so I pushed my boss to invest in ceramic cups".

I: Okay. We're constantly busy with things to change, and we change things along the way continuously. A nice project we are doing now is called 'Eetbare Landschapen'. You can eat from the land.

M: Ah for 'edible landscapes'?

I: Yeah! That's it! In this area, it's an area nearby Utrecht, de Kromme Rijn, it is called, and there are a lot of acres and there are a lot of farmers who are having and their, their products. That they're harvesting. And but the bees did the old the it's not biodiversity anymore. So what we are trying to do is to lift up the biodiversity. And what we are we are in a project where, where the farmers with the lands are growing other sort of plants in the edges of their other lands.

M: OK. Nice.

I: And in these edges there, they're eatable plants or they are making honey. And what we are trying to do is to to make these plants. And it is a project we will roll out in July, I think. And we are making from these things through your head. We are cutting and dry the herbs and things like that and then we are trying to do add it in our lunches or in little cups to sell.

M: Okay.

I: And we also are producing products to sell outside the door. And if we are making money with it, we are collecting it together as a chain. And every part in his chain is splitting the money. So we can make it happen for for a bigger area than for the farmers. So this is what we are trying to do. And biodiversity will will be lift up. So the first products are sort of bouillon for your cup of soup in the afternoon and it's made from 10 kind of herbs. And another thing is herb..herbal honey.

M: Okay. Nice!

I: So. Right. Yeah.

M: I think it's really cool one when it comes to coworking spaces and they're invested in these kind of projects because you don't have to but you want to.

I: Yeah. know or we are trying to... We are sponsoring an upcoming school or. And we are, we are looking to all our kitchen products to make it more sustainable. We have a partner and it's school Zinnige Zaken, which we are. And we are going to have... to share a sort of meeting space. It is... we give it a bit for it for their purposes. So they are giving trainings here for, for making making companies better aware from the global goals. So and that's where while why we why we share partnerships. Emm.. yeah.A lot of things. For example, two weeks ago, I bought some plants. You can see them outside. And it was about. It's from the company Wout. Wout saves plants from, eh, from ...

M: Yeah, I know them. I love it.

I: So kind of things like that. A we are a B Corp corporation. So I don't know if you know.

M: That's great!

I: Your corporation is. Yeah. There are only 47 I think in the Netherlands and we are one of them. Right. Also Tony's Chocolonely, where the chocolate's from. Do you want some? Take some.

M: Maybe later. Yeah. It's very tempting. Well perfect.

I: So we do a lot of things. I think. Yeah. Now we're trying to look at our... completely... toilet paper. Things like that. Yeah, I heard of a company and it's very nice. And another thing is the wall behind you. It's made from old clothes.

M: Is it? Oh, yes. What's the name of the company that does itß

I: Um... Digi .. Digit? I can tell you later.

M: Yeah. I think I know the company but I don't know the name. It doesn't look like clothes.

I: No it isn't crazy? Yeah. I heard about a company who are making toilet paper from old tax forms and that's a good thing.

M: Hahaha.

I: So I'm looking forward to have them in our building.

M: What a message. I love it.

I: Haha yeah. So, so you know, all kind of things we are looking for. Another thing where I'm I'm busy with.. and in the afternoon we have an interview on the trend, on TV and we will tell about our mission to Taiwan. But then digitally. So we are planning to host a trade mission to Taiwan with the

with local entrepreneurs from Utrecht. And that's also another thing which we are doing instead of physically flying to Taiwan.

M: You're doing a lot.

M: There are a lot of things which are... and also it's, it'spossible because people in in our playground - we call this space like playground - are inspiring us or there are serendipious moments with these people and... it's all about networking.

M: Yeah it is. I especially like if business doesn't do these kind of things, but like from what I've seen, you don't necessarily promote (name of coworking space) as a circular place. Although like, I think from from what you're doing you're very conscious about your environmental footprint.

I: And actually we want to show it more to to people who are working here and ours newest action in that is to make it visible in our location. So we renamed all the the meeting spaces and areas. Actually, before this before a few months ago, it was only numbers. All the rooms had numbers and names, but people were calling the numbers. So I leave out the numbers in the future. And what we did is we made three zones which are fits with our identity. And one of our identity marks is sustainability. So the alley to the other side of that zone, we have three zones, a zone nature from human nature or nature. This zone is the playground. And so that part of our building is future life. And so, for example, nature, you can see we are caring about the nature and names in 40 meeting spaces. We are using our roots. Ocean, Jungle, Greenhousem Global. So there are our names we are going to use. And because of the Corona crisis, I have to stop my investments in it. But for example, now we are sitting in a room. So this is the zone playground. You're sitting in a room which is gold stories. Stories are going to be told here. And I know that's also about a stage which is in front of this meeting space.

M: I really like it. It's is also very open, but still you can get into a focus zone. Tt's the right amount of open, I would say.

I: Yeah. Yeah. We like transparency. Yeah.

M: Yeah. I think that becomes clear and everything you do. And now on to circularity. You know, I know, like circular economy or circularity is such a complex thing. And I think people like to bend it in different ways. Now, what's what's your personal take on it? What do you think are the goals or components that play a role?

I: Yeah, there are a lot. And I think if if you have circularity, you are really thinking about reusing things. That's my point of view, which is the first thing which is coming up. But I think if you are going to look to the global goals and it's a lot about behavior. And in circularity, I was thinking that the last years about sustainability, but also about sustainable relations. And it's very much fitting into each other. So I believe in global goals where the greater responsibility is, is laying down to the people. And everyone can do their share. So I think that it's the whole package is for me, which is making the circularity possible. Yeah. And and it's all about awareness. So if the awareness is growing then your awareness is growing by eating less meat or or... that's also a thing which we are doing. Actually, we don't use a lot of meat, but we're not vegetarian.

M: We were just having a chat about it with your colleague, haha.

I: Okay. So so we're not vegetarians, but we, we nudge people to eat more lettuce. Yeah. If you're seeing our buffet - normally - and you can only see a few, we only have a little plate with, with, with meat and it's biological meat. Yeah. So we are trying to do things like that. And I think if the awareness for people is, is better and we can nudge people into things which are not difficult for them but okay, then we are using circularity. Yeah. But the main thing I think is, is awareness, sustainability and reusing things. And not in all cases buy new stuff.

M: Yeah. Perfect. Great answer. Why do you think circularity is something that's important for (name of coworking space)?

I: It's personal, but it also fits with our culture and with our identity because we are saying we are an ecosystem. And if you're saying that you are an ecosystem from people, why are you not an ecosystem for the materials you use or the relations you are having together? So we don't want that people that that you... You want to be stronger together and stronger together is also stronger earth or stronger planet. So that is why it's important. Yes. So our purpose is not to making money, but to make a better world for everyone.

M: Yeah, it's very interesting with that question. Opinions and answers really went all different kind of direction.

I: OK. Tell me more about that.

M: Yeah, well, some say "because I clients call us out about it". And some people were like "our internal team is actually very green minded and sometimes we get frustrated about our clients that they don't work with us".

I: I think it's nice when clients... I'm not saying I'm completely circular but I'm, I'm trying to be aware where we can make steps in it. So if people see things which are not circular, they see that and saw "wow perhaps we can do something with it".

M: Yeah.

I: But it's not possible in this moment for every single thing or every single product we have. Yeah. So it's a process which we can improve. And if people are, I'm not frustrating about people who are not sustainable or they're in another phase or they have another opinion or ... and that's also OK. Yeah. But you can nudge them to do other things. And that's a possibility you have. Someone asked me lately if a sort of a company which are are political... not your type of political... or is not having your political ideas, or a company who is destroying the world with oil or things like: Are they welcome in your location? And then your mind you are saying, no, no, they're not welcome because it's too far from my opinion. But on the other side let them come in and see what's happening here and let them be inspired by how the world can be. And I'm on that side. So, yeah. So I'm not trying to lay my opinion to people, but we can be an example for them.

M: Yeah, I agree. And you can inspire a lot of people here and potentially have a large impact.

I: I think so too.

M: With little things.

I: And we are inclusive so everyone can share their things here and from their... Unless it's really... if they're yelling to people or if they are...

M: Disrespectful?

I: Yeah disrespectful behavior, then we don't accept that.

M: And just out of interest, because there's so many (name of coworking space) locations. How is your relationship to the other locations? Do you kind of have a guideline on how to operate?

I: We're making it together. So we have in Holland a few (name of coworking space) locations with actually the actual (name of coworking space) on the walls. And we have weekly meetings with each other. And we call ourself flagships. And then in the Netherlands, because we are all different because we are all own entrepreneurs. But we try to have a sort of same vision about about coworking or meeting space or things like that. So we have meetings and we have the same vision and. Yeah, yeah. For the for the for the big picture and all the small locations, we occasionally have contact.

M: Okay. But still like a lot of autonomy as well.

I: And and the most actually, it's all Dutch related. And we have (name of coworking space) International, who are the owners of the platform and they have contact with the other locations in, for example, Bangladesh or India. And it's I think it's only a virtual relationship.

M: Okay. Yeah. That's great, though. Big support system.

I: And we support all our locations in the in, for example, Bangladesh. We are sponsoring them. So we are trying to keep up the system in other countries, too.

M: Yeah. Like a support network. Great. All right. Now onto the next part. So basically my plan for this research is to make a material flow. And it's kind of like a snapshot of what you're doing right now. And as we discussed last time, this is probably going to focus on food and beverages. That's fine with you.

I: Yeah.

M: And so basically, the rest of my interview is about where do you get, uh, food and drinks and equipment for that from? Is there anything in the processing that I should know? And what is your product and potential waste that you have? So that's kind of the first step. And then after that, I will

go in and see the material flow where I could nudge things. And then come back to you with some possible solutions.

I: Okay. Sounds great.

M: I'm going to try to make it as tangible and easy to implement as I possibly can. And yeah. So basically, it's input, process and output. Process is probably not going to be... from the other coworking space I noticed it's not really that relevant, but input and output surely is. And so if you don't mind, I would continue with that. Focusing on food and beverages?

I: Hm yes.

M: Perfect. Okay. For your kitchen.. And I would say we include coffee as well?

I: Yes.

M: Okay. So can you just walk me through a bit of what you order for food and beverages?

I: Ehm.. what we are ordering... Is the coffee is beans, sustainable beans. And and. I don't know at this moment if the company who is supplying us the beans if they're the most sustainable in Holland.

M: That's fine.

I: Now, this is one of my research areas. We are using cups. You've seen them. They're biodegradable. So the drinks. The drinks we're having. We are using and we are using in some locations filtered or unfiltered or whatever. So we are not buying the bottles. Only if we have very large groups and we have two rooms where occasionally we have plastic bottles. And I'm trying to add the next steps also there to having another sort of tapping system for water, filling up water. Just from, uh. Yeah, you can just governmental water.. kraan water?

M: Ah tap water.

I: Yeah. Tap water. Just because it's good.

M: Especially here.

I: Yes especially here. Yeah. And we have an brand and you don't eat here but in our bottles it's crane water. Then we have our drinks. It's uh we have biological drinks for um... sodas and things like that that. But we also still have Coca-Cola and Spa Rood and another thing. In our kitchen is the food and beverage. We have breakfast. We have lunch and dinners. And not all the products are biological or sustainable. But we are trying to make steps to doing it better in that site. Biological meat. We have always biological milk, eggs and juices. And now I was telling you about the Eetbare Landschapen. So we are trying to make it flow better. We are hanging LED lights in the kitchen. We don't use gas only induction. And a combi steamer. We are trying to use sustainable cleaning products, not always for everything. Because it's not good enough, yet. And now we have one big supplier for the main streams and little suppliers, which we are trying to do locally.

M: OK.

I: And the local suppliers, we want to we want to grow with the local suppliers. And we are looking now into things we can do, how we can organize it.

M: And so what that probably also comes different delivery times, right?

I: And that's that's the main problem. Different delivery times, because we need it once or twice a week. Depends on the how busy it is and how fresh the products are. That's. Yeah. Challenging. So we have one thing now twice a week and you can't organize your kitchen, too... We are also having a small capacity for storage. So. It's difficult in the logistics for having your stuff at one time in one stop, one stop. And that's definitely the most important and difficult thing. So we're depending on the one supplier and then little suppliers for coffee for, for small groceries.

M: Yeah. Okay. Um, you actually answer a lot. Uh, so you would say that when in doubt you always go for a biological product?

I: Not always. I prefer sustainable over biological.

M: OK.

I: And sometimes you you just have to look to the process from the farmer here in the neighborhood because there's not always a stamp on it with biological or sustainable. Although it's very good products and ...

M: It's only labels?

I: Yeah they're unlabeled.

M: Yeah. Do you have any uh, quality standards in place that affect the inputs that come into your kitchen?

I: Uh, what sort of things you are thinking of?

M: Emm let me think of an example for a kitchen...

I: For example, the coffee must be, the suppliers must be approved.

M: Okay.

I: We have contracts. But if if someone has a new product product and if you have the HACCP quality norms or that sort of things, it's reasonably common. So we don't accept that someone here says I have a a jar of this product and you have to give it to all your coworkers. And if we not know what is in it then we can't use it. So for example our soups are vegan. And if someone brings you here a soup for your coworkers - just serve it out - we're not doing it because you don't know what's in it. And if it's vegan or not. That sort of things?

M: Yeah, definitely!

I: It's all common sense, I think.

M: And what kind of quantities you would say you would go through when it comes to food or coffee beans?

I: In kilos or things like that?

M: Yeah. Of course I understand these are not things that you think about your whole day.

I: No, no, haha.

M: But eventually it would be great to have some some numbers on that. If that's possible.

I: Then we have to catch up later.

M: Yeah. Perfect. I mean it's anyway 54.

I: For example, if we have a normal day and we have for lunches, we have lunch here. But we also have lunch in the meeting spaces.

M: Ah OK.

I: And if we have a buffet it's a buffet for, for example, one hundred persons. And we also at the same time we have sandwiches in the meeting spaces for - it can be 100 or 150, too.

M: That's a lot, haha!

I: In normal days it was a lot.

M: Yeah. And now you're working with the pre-ordering system?

I: So now we're working with preordering system because our buffet...It's not Corona compliant, it's unproven. With a buffet you can't control which hands are on which product. So now we have this system with three options, where two options are, vegan or vegetarian. So we have five options a week and then the next week we have another menu.

M: That seems to work well.

I: Yeah it works well.

M: And do you still do breakfast and dinner as well?

I: Only if it's... if meeting spaces are asking about it.

M: OK. So for now, the main thing is lunch.

I: The main thing is lunch. And you can see that at the prices. It's not for earning money. It's just for not giving...

M: It's such a good deal!

I: It's just it's about the cost price.

M: I think it's the cheapest lunch I've ever had in the Netherlands, haha. It's still delicious!

I: And for the meeting spaces, it's more expensive. And that's also the thought of this in this case...it's not abundance because we are sharing our abundance of space. We're sharing our abundance of coffee and what we are having. But the cost price of the food is that expensive that we can't call it abundance anymore. So we decided to... to price it a bit more than for the coworkers because they are sharing they are paying a part with their social currency and they are trading a little

with monetary currency. And for the meeting spaces the same lunch. It's much expensive. It's more expensive.

M: Makes sense.

I: Because they're not sure sharing their knowledge to the others.

M: Smart! All right. And I would say let's leave it at that. Thank you so much. If you ever have time to look into the numbers, I don't know other coworking spaces also just send me there their orders from the last month or something.

I: Okay.

M: The more detailed insights I have then, the more research-based solutions I can, I can make for you.

I: OK.

M: All right. Yeah. And if you are ever available for another chat about processes or Outputs, I would be more than happy to do that. But also, I really understand that you have a lot of other things on your mind these day.

I: All right. Yeah.

M: Thank you so much.

I: And let's check another time.

E4 Discovery Interview Observations

Andrea Heredia is the Facilities Operations Manager for WeWork. She is responsible for managing operational processes. Though WeWork decided against participating in the research as a CWS, Andrea decided to talk to the researcher anyway.

Most valuable insight:

"A business's circularity is partly dependent on the quantity and quality of the circular partners and players within their network or geographical reach."

Before working for WeWork Amsterdam, Andrea lived in London, where she also worked for WeWork. She preferred the network of circular players there. For instance, there is a company which delivers fresh milk in glass bottles every morning, to avoid packaging waste.

Though she misses these types of stakeholders, she is investing a lot of energy into changing operational processes in Amsterdam. Gradually, she turned the kitchens into zero-waste kitchens by implementing reusable cups, plates, cutlery.

E4 Discovery Interview Observations

Nadinè Galle 1st degree connection
· 1st
PhD(c) Eco. Engr • Fulbright MIT Senseable City Lab • Cofounder Green City Watch • TEDx/Keynote Speaker • #ForbesUnder30
JUN 5
Mara Neldner sent the following messages at 1:22 PM
View Mara's profile Mara Neldner
Mara Neldner 1:22 PM

Hey Nadinè, My name is Mara, and I'm currently researching circular opportunities within coworking spaces in the Netherlands. For my research, I plan to include MFA, and was wondering whether I could invite you for a coffee to have a chat about it! Have a great day! Cheers, Mara
JUN 6
View Mara's profile Mara Neldner
Mara Neldner 4:10 PM

Hey Nadinè :) thanks for accepting my connection request. Can I invite you for a coffee sometime next week to have a chat about MFA? :) Would love to hear your opinion on it. Have a nice weekend! Cheers, Mara
Nadinè Galle sent the following message at 5:31 PM
View Nadinè's profile Nadinè Galle
Nadinè Galle 5:31 PM

Hi Mara, I'm in the midst of finishing my PhD—but if you have any specific questions I'm happy to help you over LinkedIn!

JUN 7
Mara Neldner sent the following message at 3:02 PM
View Mara's profile Mara Neldner
Mara Neldner 3:02 PM

Oh wow, that's great! Thank you so much in advance, I really appreciate it! I'd love to hear your opinion on the topics below: - Would MFA be a method you would recommend to a business that tries to become circular? - How can businesses use MFA in order to evaluate their environmental impact? - How can MFA help identify opportunities for circularity and problematic flows? - When tackling problematic material flows: how do you prioritise? Basically what criteria do you look for when evaluating the impact of different materials? (quantity, sources, product longevity…?) - How do you usually visualise material flows? - What tips would you give a business that uses MFA for the first time? - Do you have any related resources that you would recommend?   Again, thank you so much! And all the best for your PhD!
JUN 8
Nadinè Galle sent the following message at 1:15 PM
View Nadinè's profile Nadinè Galle
Nadinè Galle 1:15 PM

- Would MFA be a method you would recommend to a business that tries to become circular? Yes, you can't improve what you don't measure. - How can businesses use MFA in order to evaluate their environmental impact? Understand where an organization's leverage points are to optimize the most impactful changes. - How can MFA help identify opportunities for circularity and problematic flows? Yes, but visualizing problem areas at a glance. - When tackling problematic material flows: how do you prioritise? Basically what criteria do you look for when evaluating the impact of different materials? (quantity, sources, product longevity…?) Based on environmental impact. If you reduce/repurpose/reuse a flow, what will the optimal impact be? - How do you usually visualize material flows? Adobe InDesign - What tips would you give a business that uses MFA for the first time? Be as comprehensive as possible! Include as much information as you can, for optimal impact. - Do you have any related resources that you would recommend? Fantastic resources here: https://metabolismofcities.org/ I hope that's helpful, Mara! Best of luck!
MOOC on urban metabolism for policy makers now available
metabolismofcities.org
This is the first MOOC provided by the GI-REC (Global Initiative for Resource Efficient Cities). The GI-REC is a cooperation platform offered by UN Environment to connect different institutions that are using systems approach (and specifically urban...
Mara Neldner sent the following message at 3:32 PM
View Mara's profile Mara Neldner
Mara Neldner 3:32 PM

Wow Nadiné, thank you so much! This is super helpful!   The coffee invitation still stands if you feel like it after your PhD :) have an amazing day!