

The Regenerative
Hospitality Moonshot

Transforming Territories through Place-Based Regeneration and Hospitality



Executive summary

Around the world, the tourism and travel sector faces an historic crossroads. A business-as-usual approach is no longer viable owing to mounting external and internal pressures from accelerating climate disruption and biodiversity loss to overtourism, strained infrastructure, and growing community pushback. These converging stresses are exposing the limits of conventional sustainability and incremental “do less harm” strategies. What is required now is a decisive shift in mindset and practice toward tourism and travel that emphasizes the restoration of ecosystem vitality, strengthening of community resilience, and redesign of hospitality models to deliver net-positive benefits for people and places.



The travel and tourism sector is a key driver of economic growth. It accounts for 10 percent of global GDP and over 330 million jobs. Global travel spending alone exceeded \$7 trillion in 2024 and could contribute \$16 trillion by 2034 involving as many as 12 percent of the global workforce.¹ Every day, tourism shapes how millions of people experience new landscapes, cultures, and ways of life. At its best, hospitality can help restore degraded environments, revitalize local economies, and foster meaningful relationships between guests and host communities. At its worst, it can accelerate the extraction and overuse of resources, erode local cultures, and leave little economic benefit behind.

Regenerative hospitality is a paradigm that positions tourism as a catalyst for environmental and social transformation and renewal. Regenerative hospitality is not a product, a style, or a certification. It is a way of thinking and operating that honors the logic of place, contributes to the health of living systems, and fosters business models that create shared value for future generations.

A trailblazing example of regenerative hospitality is the Ibiti Project in Minas Gerais, Brazil. Since 1982, Ibiti has regenerated over 6,000 hectares of land, restored native biodiversity, reconnected with neighboring communities, and reimagined hospitality as a powerful driver of local and territorial transformation. It shows what is possible when long-term stewardship, ecological awareness, cultural respect, community ownership as well as business innovation come together. It fuses nature, art, culture, well-being, and community coexistence as part of a single, evolving ecosystem of care and renewal.

The paper is informed by a new initiative launched in November 2025 in partnership between Regenopolis, The Regen Studio and Ibiti Projeto, the Regenerative Hospitality Lab Immersion, to support leaders from hospitality, finance, bioeconomy, and civil society to explore what regenerative hospitality looks like in practice and draw lessons to strengthen and design a blueprint on regenerative hospitality to serve the replication of the model. Through immersive experiences, solution labs, co-creation workshops, and on-the-ground observation and sensing, a diverse group of participants was invited to explore the unique value proposition of a specific site and collectively reflect on how its tested model could both be strengthened and adapted to other contexts.



¹See, for example, <https://wtcc.org/news/travel-and-tourism-set-to-break-all-records-in-2024-reveals-wtcc> and https://reports.weforum.org/docs/WEF_Travel_and_Tourism_at_a_Turning_Point_2025.pdf.



Building from these insights, the white paper advances and operationalizes the Lausanne Manifesto for Regenerative Hospitality. The Manifesto forms an intellectual foundation for the field of regenerative hospitality. It demonstrates how core principles – shifting mindsets, living systems thinking, place-based wisdom, and co-creation through ecosystems of collaboration – can be embodied in practice, adapted to local contexts, and scaled across diverse territories.

Taken together, the white paper sets out a forward looking vision for the regenerative hospitality field. Drawing on a growing compendium of promising practices, it finds that regenerative hospitality represents an unprecedented opportunity to align climate and nature goals, revitalize local economies, and enhance destinations grounded in community and ecological vitality. It identifies the enabling conditions needed for replication, from governance and business models to community partnerships and learning ecosystems, pointing toward the emergence of a global constellation of regenerative territories. The message is simple: regeneration is already underway. Ibiti demonstrates what is possible. The challenge and the opportunity lie in scaling this shift through co-learning, collaboration, and grounded practice.

Introduction

We live in an era defined by planetary overshoot² and social turmoil, both of which have serious implications for travel and tourism (T&T). While the industry relies on the health of both ecosystems and local communities, it frequently contributes to their decline through greenhouse gas emissions (8% of the global total), water usage (6% of the global total), and the commodification of culture.



At the same time, the sector is a vital force for cross-cultural connection and employment. T&T currently accounts for 10% of global GDP and employs more than 348 million people,³ with spending exceeding \$7 trillion in 2024. By 2034, the sector is projected to contribute \$16 trillion to global GDP, supporting 30 billion visits and \$14 trillion in total spending.

However, this potential is threatened by up to \$3-6 trillion in potential losses from climate disruption by 2030. Business as usual is no longer a safe bet, and the industry must adapt by moving beyond incremental sustainability measures (e.g., compliance, efficiency, isolated actions, risk mitigation, net-zero ambitions) and toward regenerative approaches that ensure long-term viability, boost ecological resilience, and enhance guest experiences through authentic connection and respect for the dignity and rights of local communities.

² See <https://www.pik-potsdam.de/en/news/latest-news/seven-of-nine-planetary-boundaries-now-breached-2013-ocean-acidification-joins-the-danger-zone>

³ <https://ilostat.ilo.org/tracking-the-rebound-in-tourism-employment/>

The Lausanne Manifesto,⁴ published in May 2025 by the Regenerative Hospitality Collective,⁵ outlines the core principles of this paradigm shift:

- > Shifting mindsets toward one rooted in authenticity and mutual flourishing.
- > Living systems thinking that recognizes the interconnectedness of all actors and ecosystems to restore nature's full potential.
- > Place-based and people wisdom rooted in the unique identity and vocation of each place, honoring local heritage, environmental stewardship, indigenous wisdom and shared purpose.
- > Ecosystems of collaboration that mobilize philanthropic, public, and private funding to empower communities as independent co-creators and catalyze long-term, self-sustaining impact.

⁴ See https://regenerativehospitality.net/wp-content/uploads/2025/05/RegenerativeHospitalityManifesto_May2025.pdf

⁵ The [Regenerative Hospitality Collective](#) was founded by Diane Binder, Niels de Fraguier, Nicola Gryczka Kirsch, Alessandro Inversini, Amelie Keller.



While the Manifesto offers a valuable conceptual framework, practitioners need concrete examples to understand how to translate its principles into everyday decision-making and business strategy. This paper examines the Ibiti Project as a key case study for integrating these principles through long-term stewardship, ecological restoration, cultural respect, and business innovation into T&T.

1. Context

From sustainability to regeneration



1.1 A TRANSFORMATIVE OPPORTUNITY FOR TRAVEL AND HOSPITALITY

Few industries have as much untapped potential to drive systemic renewal as tourism and travel. The sector currently accounts for 10% of global GDP and supports approximately 1 in 10 jobs.⁶ The hospitality industry profoundly shapes visitor and community behavior, and influences land-use decisions across both rural and urban landscapes. It is a true nexus industry, tightly embedded in food systems, energy systems, waste and water management, mobility, culture, education, health, and conservation.

By embracing regenerative principles, hospitality can revive ecosystems; strengthen local economies through circular and inclusive value chains; preserve cultural heritage and support community agency; reduce pressure on destinations by distributing benefits equitably; inspire behavioural shifts in guests, communities, policymakers, and investors.

⁶ See <https://ilostat.ilo.org/tracking-the-rebound-in-tourism-employment/>



1.2 THE LAUSANNE MANIFESTO: SYSTEMS PRINCIPLES FOR A REGENERATIVE FUTURE

The Lausanne Manifesto⁷ forms an intellectual foundation for regenerative hospitality, synthesizing decades of systems-thinking, ecological design, and leadership research. It articulates a set of principles that reposition hospitality as a participant in living systems rather than an external actor exerting pressure on them. The Manifesto was launched at the EHL Hospitality Business School in May 2025 by the Regenerative Hospitality Collective, a strategic alliance of researchers and entrepreneurs with the common goal of transforming the hospitality industry into a driver of territorial restoration.

> CORE PRINCIPLES INCLUDE

SHIFTING MINDSETS

Regenerative hospitality begins with a mindset rooted in authenticity and mutual flourishing, transforming travel and business into a net-positive force for people, places and planet.

LIVING SYSTEMS THINKING

It embraces the interconnectedness of all actors and ecosystems, designing strategies that consider ripple effects and foster ecosystem vitality, restoring nature's full potential.

PLACE-BASED AND PEOPLE WISDOM

Rooted in the unique identity and vocation of each place, regenerative hospitality honors local heritage, environmental stewardship, indigenous wisdom and community purpose.

CO-CREATION THROUGH ECOSYSTEMS OF COLLABORATION

It thrives through cross-sector partnerships and shared-value creation, elevating communities as co-creators and catalyzing long-term, self-sustaining impact. It seeks to mobilize philanthropic, public, and private funding around a shared vision of catalysing autonomy and self-sufficiency.



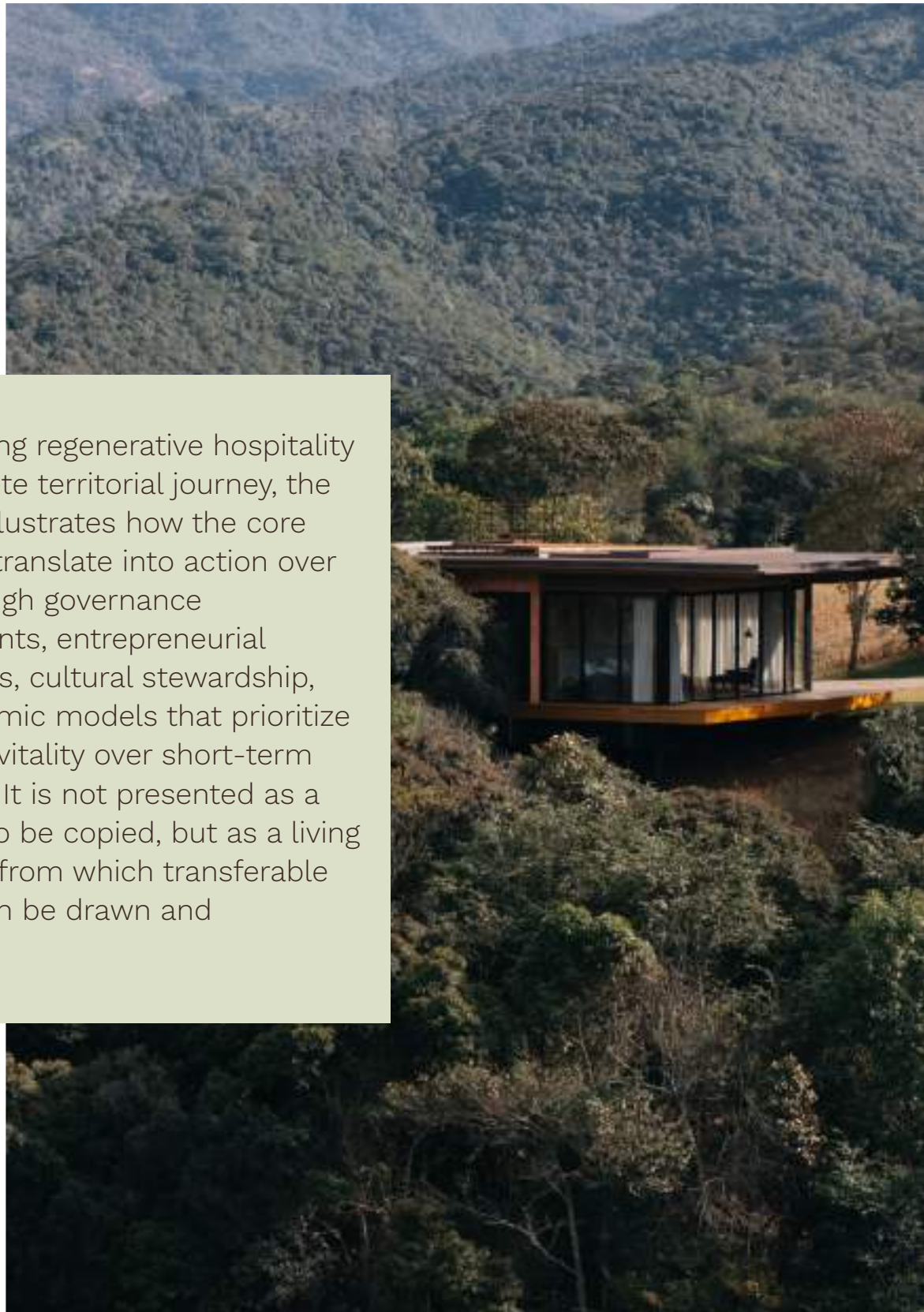
These principles offer a philosophical north star for the hospitality sector and were distilled from a broader set of sub-principles. While offering a valuable conceptual framework, practitioners still need a way to translate them into daily decisions, operational models, and strategic paths.

This is where the Ibiti Project comes in: one of the most advanced experiments of regenerative hospitality in practice. At Ibiti, regeneration is not a layer added to hospitality operations, but the organizing logic of the territory itself, shaping how land is stewarded, how enterprises emerge, how culture is expressed, and how guests are invited to become stewards of the place.

By grounding regenerative hospitality in a concrete territorial journey, the Ibiti case illustrates how the core principles translate into action over time: through governance arrangements, entrepreneurial ecosystems, cultural stewardship, and economic models that prioritize long-term vitality over short-term extraction. It is not presented as a blueprint to be copied, but as a living laboratory from which transferable insights can be drawn and replicated.



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2. Case Study Ibiti Project

The Ibiti Project is located in the Ibitipoca region of Minas Gerais, Brazil. Since its founding in 1982, the project has sought to restore and regenerate over 6,000 hectares damaged by deforestation and overgrazing.

Ibiti's diversified economic model has essentially made it a laboratory for nature-based solutions (NbS). Gaia Ecological Products⁸ use agroecology to grow most of the food served in the restaurants, the rest of which is sourced from local partners who use sustainable practices. A portfolio of another 15+ socioenvironmental projects includes work on a wide range of topics such as education, arts and culture, and wildlife conservation.⁹

Together, these elements make Ibiti a platform for systemic change and a pioneer in holistic regeneration that leaves guests with a renewed sense of connection, clarity, and responsibility. For hospitality leaders, Ibiti demonstrates that regeneration can be economically viable while also upholding the principles of the Lausanne Manifesto.



⁸ See <https://staging.ibiti.com/en/gaia-ecological-products-en/>

⁹ See <https://ibiti.com/ibiti-regenera/#:~:text=+15>

2.1 THE IBITI STORY

The Ibiti Project began with a vision to heal a degraded territory and restore its ecological and cultural vitality. The site is located in the Ibitipoca region of Minas Gerais, Brazil, an area that has suffered from cycles of deforestation, overgrazing, and extractive land use. What exists today is the result of long-term and values-aligned investment in regeneration and a philosophy rooted in reciprocity with place.

The founders of Ibiti understood from the inception of the project that regeneration must begin with land and people. Their work focused initially on restoring native vegetation, protecting water sources, reintroducing local fauna, and reviving the Atlantic Forest biome. Over time, they engaged local communities as partners (not beneficiaries), fostering employment, cultural revival, and shared purpose.



Architecture was an early expression of this vision. Existing infrastructure and buildings were revitalized, while new physical structures were purposefully designed to integrate with the landscape, honoring regional aesthetic traditions. Spaces were built to invite contemplation and connection, reinforcing the idea that hospitality can be a gateway to a deeper relationship with nature and self.

The original goal of Ibiti Project was never about creating a high-end resort. It was about creating a regenerative territory, a living system where ecological restoration, social inclusion, cultural identity, and economic innovation support one another. The result is a place that demonstrates what becomes possible when stewardship, co-creation, imagination, and respect for the land and local traditions converge.



2.2 IBITI TODAY



Today, Ibiti is one of the world's most compelling demonstrations of regenerative hospitality in action. Its uniqueness is not defined by amenities or design, but by the stated intention of the founders and the integration of multiple regenerative functions within a single territory. The mission of Ibiti's founders is to continue serving as a socio-environmental experiment for a new way of living together, and to steward this landscape for the next two thousand years.

> ECOLOGICAL REGENERATION

What began as degraded pasture and coffee plantations is now a biodiversity refuge in active recovery. More than 6,000 hectares are under regeneration, with around 96% of the territory dedicated to restoring native Atlantic Forest vegetation and habitat. Ibiti forms a green belt around the Ibitipoca State Park, protecting over 130 springs that are critical to the hydrological health of the wider region.

A structured rewilding program is reintroducing native fauna and reversing biodiversity loss, supported by several organizations. These include Project ASAS, a wild animal rescue, rehabilitation, and release initiative delivered in partnership with environmental authorities and the Brazilian Institute for Nature Protection (PROAM).¹⁰ It uses large, semi-natural enclosures to help rescued animals recover and regain survival skills before returning to the wild. The programme is reinforced by a dedicated Wild Animal Release Area authorized since 2016, positioning the territory as one of Brazil's recognized bases for fauna reintroduction.¹¹

¹⁰ See <https://ibiti.com/projetos-socioambientais/#:~:text=Area%20de%20Soltura%20de%20Animais%20Silvestres>

¹¹ See <https://ibiti.com/en/socio-environmental-projects/#:~:text=In%202016%2C%20the%20Ibiti%20Project%20received%20authorization%20to%20be%20one%20of%20the%20bases%20in%20the%20country>



> COMMUNITY INTEGRATION AND LOCAL AGENCY

Ibiti's model explicitly links conservation to local prosperity and dignity. The project generates more than 300 jobs, with a majority-local workforce employed across hospitality, conservation, agriculture, logistics, and cultural programming.

These benefits are extended through a deliberate strategy of local entrepreneurship, where internal economic activities (restaurants, tours, production of goods, services) are transformed into businesses owned and managed by individuals

from the region or embedded within the community. This entrepreneurship ecosystem approach adopts a 10% profit-based royalty model. As such, entrepreneurs are granted access to land and space within the territory to develop for-profit activities, without paying rent. Once a business reaches break-even and becomes profitable, 10% of its profits are reinvested back into Ibiti to support the overall system and collective infrastructure. This model lowers entry barriers for community inspired ownership while embedding long-term reciprocity into the economic architecture of the territory.



This entrepreneurship program serves as a platform and an incubator, as it not only provides access to land and infrastructure, but also tailored financial arrangements, early-stage operational support, and aligns facilitation amongst other entrepreneurs, while setting shared standards linked to the regenerative purpose. Entrepreneurs retain operational autonomy and responsibility for their businesses, and strengthen the commons as they succeed.



Ibity combines ecological recovery with rural revitalization and cultural pride. This is anchored around the transformation of **Mogol**¹², a once-depopulated rural village, into a model community with sustainable buildings, vegetarian cuisine, and guest accommodations. Ibity's non-hierarchical, shared spaces foster organic encounters between guests, staff, and the local community.

The **Comuniversidade**¹³, a purpose-built center, serves as a meeting point for people and ideas. It offers courses, training, seminars, and cultural activities that strengthen dialogue with neighboring communities and connect them to themes like biodiversity, vegetarianism, spirituality, and regenerative livelihoods. Programs such as **Ibity Day**¹⁴ welcome public-school students for environmental education and immersive experiences in nature, while private schools finance their participation, embedding redistribution and access into the education model. These initiatives create an ecosystem in which community members are not passive beneficiaries, but co-creators and stewards of the territory's future.

¹² See <https://ibity.com/ibity-village/>

¹³ See <https://www.instagram.com/comuniversidade/?hl=en>

¹⁴ See <https://ibity.com/en/ibity-day-program-opens-its-doors-to-surrounding-schools/>



CULTURAL AND SPIRITUAL STEWARDSHIP

The Ibiti team recognizes culture as a living force driving regeneration. The territory hosts a rich calendar of festivals and immersions from stoicism and veganism gatherings to music (Muriquisounds)¹⁵ and comedy festivals that blend celebration and learning. Stories, crafts, rituals, as well as local heritage are actively preserved and reimagined, affirming that regeneration is not only ecological but also spiritual and emotional, supporting inner transformation alongside landscape healing.

> **REGENERATIVE
ARCHITECTURE
AND DESIGN**

The project's physical setting itself is an expression of this vision. Structures are adapted to the landscape, following the natural topography and avoiding intrusive interventions. Reclaimed materials, natural textures, and traditional construction techniques are used whenever possible, reducing impacts while honoring local aesthetics. The spaces encourage reflection, connection, and a sense of humility.





INNOVATIVE VALUE STREAMS BEYOND HOSPITALITY

Ibiti's diversified economic model has turned the territory into a living laboratory for nature-based solutions (NbS).

A growing portfolio of more than **15 socio-environmental projects** includes education programs, arts and culture, wildlife conservation and community-based enterprises.¹⁶ Artistic residencies, wellness programs, corporate immersions, as well as regenerative leadership retreats extend Ibiti's impact beyond traditional tourism, positioning hospitality as a platform for innovation and systemic change.

In parallel, Ibiti is developing **Ibiti Regenera**, a dedicated arm focused on high-integrity carbon solutions. The initiative proposes an exclusive carbon credit model based on reforestation, soil regeneration, and carbon capture by native forests. Ibiti Regenera is building a proprietary, transparent framework designed to enable investors and companies to support not only carbon compensation, but real, measurable planetary regeneration.



In November 2025, in the context of the UN Climate Change Conference in Belém, Brazil, Ibiti, together with Regenopolis and The Regen Studio, hosted the Regenerative Hospitality Lab, grounding global conversations in real-world case solutions and showcasing regenerative hospitality as a true catalyst for change. It brought together a diverse group of global leaders from hospitality, academia, regenerative design, finance, conservation, food systems and community development. The immersion allowed participants to experience regenerative hospitality firsthand while exploring how to thoughtfully apply these practices in other contexts. Amid rapid but uneven growth in the regenerative movement, Ibiti Regen Lab provided what the field urgently needs: a shared language, experience, and sense of possibility. In this way, Ibiti served as both classroom and teacher: a place where the land itself offered lessons on cycles, limits, regeneration, and reciprocity.

Over several days, participants immersed themselves in the land, the community, the business ecosystem, the governance model, and the cultural fabric that together make Ibiti a living laboratory for regenerative hospitality.

Rather than convening in a conventional conference setting, Ibiti Regen Lab invited participants to step into a landscape where ecological restoration, community partnerships, spiritual connection, and regenerative business models are already intertwined. This immersive environment created conditions for deep reflection and experiential learning. The objective was not to produce a consensus or a set of prescriptions. Instead, it aimed to create a temporary learning ecosystem where participants could prototype what the future of hospitality might look like if rooted in living systems and the regenerative hospitality principles.



3.1 THE IBITI REGEN LAB: PROCESS, EXPERIENCES AND LESSONS

The Ibiti Regen Lab was designed as a collective journey. Over several days, the diverse group gathered to engage the project and the cultural fabric that makes Ibiti a living laboratory of regenerative hospitality. The focus of the Lab was to identify opportunities to strengthen and accelerate the model and its resilience, amplify its lessons on the global stage while distilling takeaways for replication.



3.1.1 TENSION POINTS

The Ibiti Regen Lab surfaced a set of productive tensions that sit at the heart of regenerative hospitality. They are not problems to “solve” or a choice to make, but paradoxes that invite us to lean in, set boundaries, and make continuous adjustments as the system evolves. Managing tensions through meaningful exchanges and a long-term vision can foster regeneration and challenge organizations to rethink definitions, operations, and narratives. What makes them valuable for practitioners is that they reveal where regeneration becomes operational and experience enhancers for guests: at the intersection of purpose, economics, governance, learning, and measurement.



FINANCING

On the financing side, the central dilemma is time. An ever returning question is how a project can plan for centuries (“the next 2000 years”) while remaining financially viable today. This tension shows up in everyday decisions: whether to increase occupancy to improve cash flow or cap bookings to honor ecological and social limits; how to structure pricing to welcome both international and local guests across seasons; and how to distinguish what belongs inside the revenue model or guest experience, from what should remain a gift back to the community. The Lab discussions also pointed to the unfinished work of turning nature into a durable financial asset without reducing it to a commodity. Possibilities ranged from endowments and permanent funds to carbon and biodiversity credits, green bonds, and other financial mechanisms that could channel capital toward conservation and restoration often not so familiar to traditional hospitality players. Alongside these questions, practical issues emerged: what constitutes a fair and sustainable revenue-share with local entrepreneurs; how much should be reinvested into the ecosystem; and whether the model could eventually support forms of replication through licensing or franchising without creating pressure for exponential growth. Underneath all of it sits a shared recognition that diversified funding (combining earned revenue with philanthropy, grants, sponsorship, and impact investment) will remain essential, especially while new nature-based revenue streams mature.





GOVERNANCE



The leadership question for such endeavours is an essential layer to consider: what qualities are needed at different stages of a regenerative project, and how do roles shift from explorer to guardian to orchestrator without losing the soul of the place? This connects directly to the practical challenge of building capacity and retaining staff: regeneration demands long-term commitment, yet hospitality systems often struggle with turnover. Governance, therefore, must also be a talent strategy, clarifying on what basis new people enter, how values are transmitted, and how responsibility is progressively transferred.

Governance tensions were equally defining. Ibiti's evolution has been shaped by a founder-led vision with strong coherence and emotional force; the challenge now is transition, especially with the vision of remaining a gift for 2000 years ahead. How can the project protect its principles and legacy while opening to new partners, professionalized management, and next-generation leadership? The Lab wrestled with what kind of governance can hold an "organic field" of experimentation while still creating accountability, transparency, equity, and operational efficiency. The difficulty of "giving up power" and the need for a small number of principles that are exceptionally clear and well-communicated became apparent. Freedom to experiment only works when boundaries are trustworthy.



> AWARENESS AND EDUCATION

A third set of tensions were identified around awareness and education. Ibiti's ethos is experienced viscerally, through stories, place, and relationships. Yet it must be consistently shared among guests, staff, entrepreneurs, and community partners. The Lab asked how to capture and transmit the project's "why" without flattening it into messaging or compliance. Participants explored tools such as gamification, learning journeys, and digital supports that could help guests and staff understand the ecosystem they are entering, what they are contributing to, and how their choices connect to regeneration. The underlying tension is between preserving the mystery of discovery and providing enough structure that the experience becomes teachable, repeatable, and scalable in its ripple effects.



MEASURING IMPACT

Measuring impact emerged as a fourth tension point, closely linked to all the others. Basic hospitality definitions of success such as financial sustainability (revenues, profitability, and cash flow) or guest satisfaction matter, but regeneration also aims at outcomes that are harder to quantify: biodiversity recovery, cultural vitality, social cohesion, and human wellbeing. It was emphasized that measurement should follow purpose, not replace it; once goals become metrics, the system risks forgetting why it is measuring. The Lab explored the need for a coherent impact model capable of holding nested systems: outcomes for employees and communities, the bioregion and wildlife, guests' inner transformation and ripple effects beyond the experience. Frameworks related to wellbeing¹⁷, social progress¹⁸, transformational experiences, and planetary boundaries can be useful starting points. The REAL framework¹⁹, for example, outlines key components of a regenerative guest experience, demonstrating how regenerative approaches can both resonate with guests and catalyze personal transformation – evoking regeneration beyond the boundaries of place. It also highlights the role of paradoxes in regeneration and how narratives can turn tension points into experience enhancers. It must be recognized though that different funders and partners will require different reporting demands. The practical implication is that Ibiti, and projects inspired by it, need a small, intentional set of indicators that track both pressures on the system (baseline/carrying capacity) and progress toward desired outcomes, without collapsing everything into what is easiest to count.

¹⁷ See <https://weall.org>

¹⁸ See <https://www.socialprogress.org>

¹⁹ Pillon, V., Pyle, R., Schneider, I., Zhang, X., & Zilli, A. (2025). Simple luxuries, regenerative mindsets: Shaping REAL guest experiences [Unpublished Master in Hospitality Management (MiHM) Final Student Report]. EHL Hospitality Business School, Lausanne.

ACROSS THESE DISCUSSIONS, THREE INNOVATION DIRECTIONS CRYSTALLIZED AS PARTICULARLY RELEVANT.

1 First, **an emerging impact model oriented around the regenerative journey**, one that tracks ripple effects across nested systems rather than relying only on conventional OKRs or other linear performance metrics.

2 Second, **a governance pathway toward stewardship** (potentially including steward-ownership structures) that protects purpose beyond founders while enabling distributed autonomy and self-correction.

3 Third, **a financing model built on diversified capital**: public-private-philanthropic partnerships, nature treated as a long-term asset through endowments and high-integrity nature finance, and revenue streams that extend beyond hospitality such as Ibiti's entrepreneurship ecosystem.

Replication was present throughout the Lab as a framing question rather than a near-term deliverable. Participants stressed that Ibiti does not need a single blueprint to be copied. It needs a way to systematize learning (documenting what has worked and what has not) and translating the approach into forms others can adapt faster: guidelines, modular blueprints, communities of practice, learning journeys, and potentially digital twins that allow people to explore the system without standardizing it. The aim is the diffusion of a philosophy and approach, anchored in place, boundaries, and nature-first priorities, rather than replication of a specific model. In this sense, Ibiti's most scalable contribution may be its capacity to host and teach a new way of valuing: one that makes regeneration economically viable, just, and emotionally compelling.

3.1.2 EMERGING LESSONS



PLACE IS THE TEACHER (AND CONTEXT IS NON-NEGOTIABLE).

Ibity's 6,000 hectares of rewilded land, including its springs, forests, houses, trails, and community spaces, reveals regenerative principles more powerfully than any report or checklist. Land itself offers guidance on natural cycles, limits, regeneration, and reciprocity. The visit showed that models cannot be “copy-pasted”: regeneration emerges from respecting the specific history, opportunities, and constraints of each territory. Forced trade-offs – fewer guests, slower expansion, higher upfront costs, and design compromises – make it unmistakably clear that place is not a backdrop for regeneration. It is the guiding principle.



**REGENERATION
AND SYSTEMS
CHANGE IS
INHERENTLY
RELATIONAL.**

Transformation at territorial scale depends on trust, long-term partnership, and shared stewardship. Encounters with Ibiti's majority-local workforce, farmers, and cultural custodians highlight how regeneration emerges from relationships, not transactions. It is co-built with people who are seen, valued, and given agency. Many team members working across hospitality, land management, maintenance, guiding, and cultural programming are from surrounding communities and were trained over time rather than hired "ready-made." Several have never worked in hospitality before. The choice to invest in long-term capacity building, instead of importing expertise, shows that regeneration depends on growing people alongside ecosystems.

HOSPITALITY IS A CATALYST AND ACCELERATOR TO DEEPER CHANGE.

At Ibiti Project, hospitality is intentionally positioned as an enabling infrastructure rather than an end product. The experience of Engenho Lodge and Ibiti Village (Mogol) shows how hospitality can accelerate territorial change by creating sustained, embodied engagement with a living regenerative system.

Engenho Lodge, the original nucleus of the project and the first hospitality unit to reach financial sustainability, anchors visitors within the historical and ecological realities of the territory. Its scale and pace expose guests to long-term stewardship in practice, with restored watersheds, biodiversity recovery, and daily land management decisions unfolding alongside hospitality operations. Revenue generated at the Lodge provides financial patience, enabling regeneration to proceed without being subordinated to short-term growth pressures.

Ibiti Village, located in Mogol, a small rural community with just over 20 residents and 11 houses available for hospitality, deepens this exposure by embedding guests directly within everyday village life. Visitors stay in carefully restored local homes, share common spaces, and move through the village as temporary residents rather than spectators. Regeneration here is not curated as an experience, but lived through daily serendipitous encounters and coexistence with the community.

This prolonged proximity is what turns hospitality into a catalyst and an acceleration of change. Rather than offering a discrete or isolated “stay,” Ibiti’s hospitality models create the conditions for trust, learning, and identification with the territory. Guests observe firsthand the trade-offs regeneration requires and many return over time with deeper forms of engagement. Some become long-term allies, collaborators, informal ambassadors, or supporters of the broader territorial vision. In this way, hospitality functions as a gateway mechanism: converting attention into understanding, understanding into trust, and trust into sustained commitment that extends well beyond tourism.



REGENERATION RELIES ON ENTREPRENEURSHIP, GOVERNANCE, AND CULTURE, NOT ONLY ENVIRONMENTAL PRESERVATION.

Regeneration is sustained through an integrated ecosystem of enterprises, governance mechanisms, and shared values, rather than isolated actions.

A core mechanism is Ibiti's entrepreneurship ecosystem model (see Section 2.2). This system not only breathes economic benefits into the region, but enables collaboration across sectors – hospitality, food systems, mobility, conservation, culture, education,

and emerging nature-based economies – without collapsing them into a single organization. Monthly coordination and learning spaces as well as transparent rules help prevent conflict and reinforce alignment.

This integration becomes particularly tangible through Café Gaia, the regenerative coffee served at Ibiti Village which is part of the entrepreneurship ecosystem model. Produced within Ibiti's lands by agronomists Gabriel Barbosa and Janice Ventrorm,

Café Gaia is not treated as a commodity input, but as a long-term partnership embedded in the territory.

Cultivated organically in a transition zone between the Atlantic Forest, Cerrado, and Rupestrian Grasslands, the coffee is harvested manually, processed artisanally, and grown within a landscape where most surrounding vegetation is under regeneration. Two Arabica varieties are cultivated, including Geisha, planted in 2025 with first harvest expected only in 2029, reflecting a shared willingness to accept delayed returns in exchange for soil recovery and product integrity.



For Ibiti, this has meant accepting lower volumes, higher costs, and variability in quality as features of regeneration rather than inefficiencies to be eliminated. For farmers, it has meant stability and the confidence to experiment. By serving Café Gaia within the hospitality experience, Ibiti turns consumption into connection, making visible how regeneration is built through time and shared stewardship.

Another concrete illustration is the assisted bicycle rental business operated by Miguel Giovannini. The enterprise provides electric mountain bikes adapted to the terrain, offering rentals and guided experiences for guests. It is already financially viable, generates local income, reduces reliance on motorized transport, and enhances guests' connection with the landscape, demonstrating how place-based, low-impact businesses can deliver economic returns while reinforcing regenerative values.



THE SECTOR NEEDS SHARED TOOLS TO MOVE FROM INTENTION TO IMPLEMENTATION.

The Lausanne principles and the practical frameworks explored during the Lab gain new meaning when applied to a real territory. Participants stressed the value of tools that translate regenerative ideals into actionable pathways, metrics, and governance structures

that others can adapt to their own contexts.

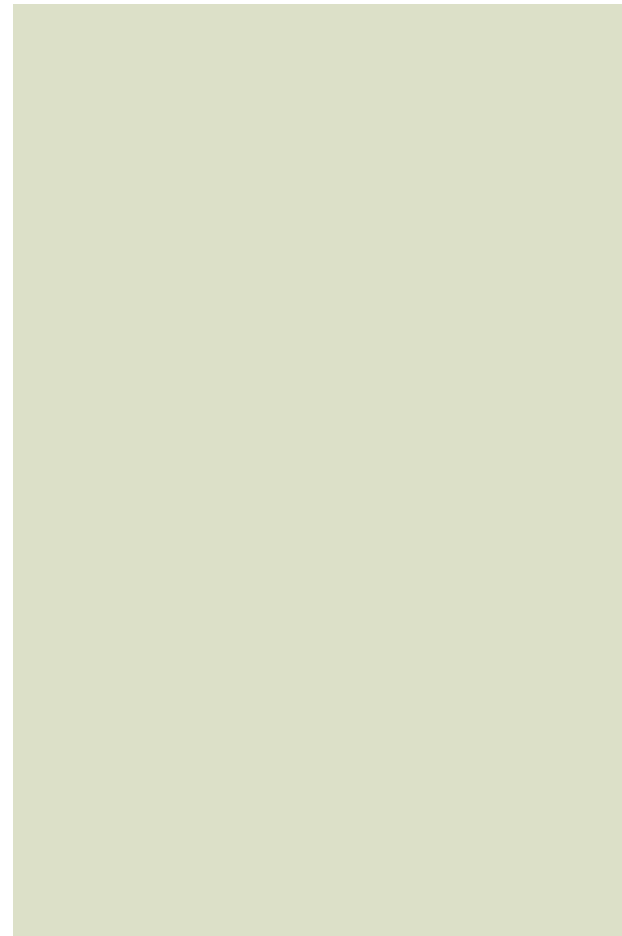
The Ibiti Regen Lab showed that when learning is embodied, place-based, and relational, it unlocks imagination and grounds global principles in tangible practice. Ibiti became a “living textbook”, demonstrating what is already possible and inspiring participants to envision regenerative futures in their own contexts.



FROM INSIGHTS TO ACTION

The Ibiti Regen Lab showed that regeneration becomes real not through theory alone, but through relationships and practices rooted in the realities of each place. But how can one apply these insights and the Lausanne Manifesto Principles in other contexts, across diverse territories and business models?

4. Pathways for collaboration across the ecosystem



Regenerative hospitality is a systemic work. To scale, the sector must move from isolated actions to coordinated, ecosystem-level strategies.

Ibiti Project illustrates this shift clearly. Rather than positioning hospitality as a standalone business committed to sustainability targets, Ibiti treats hospitality as one function within a broader territorial system, intentionally designed to align land stewardship, enterprise development, culture, research, and governance. The pathways below describe how different stakeholders can contribute to that system, and how Ibiti either already operates, or is intentionally evolving, along each pathway.

> ACADEMIA

Academia can play a foundational role in making regenerative hospitality credible, measurable, and continuously improving. Local and foreign technical colleges and universities as well as research centers can help validate the underlying theories of change by testing the assumptions behind regenerative practices (for example, whether specific interventions genuinely improve ecosystem function, community wellbeing, or destination resilience) and by translating complex ecological and social dynamics into clear, testable pathways from action to outcome. Through long-term, independent monitoring – such as biodiversity inventories, watershed and soil assessments, and analysis of climate and risk patterns – researchers can distinguish signal from noise and help destinations avoid “good intentions” that do not deliver measurable benefit.

Beyond validation, academic partners help formalize regenerative frameworks: translating lived practice into conceptual models, indicators, and learning architectures that can be scrutinized, taught, and adapted elsewhere. At Ibiti, this logic underpins the idea of the Living Lab: the territory becomes a real-world research environment where hypotheses about regeneration can be tested iteratively, not abstractly.



Academia can also support implementation by establishing baselines and track progress over time. Working with operators and communities, researchers can co-design indicators for each dimension, set reference points, and create practical measurement protocols that local teams can sustain. This includes building local monitoring and evaluation systems (training staff and community partners, setting data standards, and creating feedback loops for decision-making) so that learning is embedded on the ground, not outsourced.

Finally, academic partners can strengthen evidence-led innovation by evaluating pilots, synthesizing results across sites, and turning lessons into tools, curricula, and field-based learning – helping to grow the next generation of regenerative practitioners while ensuring new models are grounded in what works.

> INDUSTRY AND SUPPLY CHAIN

Hospitality operators, from hotels and lodges to tour companies and destination managers, sit at the frontline of regenerative change because they shape what guests experience every day. They can turn principles into practice through how they design spaces, train teams, curate guest journeys, and partner with communities. In practical terms, this means setting clear regeneration goals, building staff capability in cultural and ecological literacy, and inviting guests into experiences that deepen connection and stewardship. Hospitality managers also play a market-shaping role: by sharing what works, adopting common measurement approaches, and coordinating with peers, they can demonstrate that regenerative hospitality is not a niche experiment, but a viable operating model at scale.

In addition, Destination Management Organizations (DMOs), and travel agents play a critical role in educating guests about the regenerative dimension of hospitality. Managing expectations is essential, ensuring that what guests anticipate aligns with the experience delivered, and that regenerative initiatives are given the visibility they deserve. Guests are not simply visiting a hotel; they are engaging with a holistic vision of territorial transformation and a way of life rooted in care for place, people and planet.



Supply-chain actors are equally decisive because they determine the “hidden footprint” of hospitality – how food is grown and purchased, how water is sourced and treated, how energy is generated, and how materials move through the system. Regenerative outcomes depend on shifting these inputs toward local, circular, low-impact solutions that strengthen livelihoods and reduce pressure on ecosystems.

This is also where industry networks such as the Long Run matter. The Long Run is a global membership community of nature-based tourism businesses that work to balance the “4Cs” of Conservation, Community, Culture, and Commerce, providing a shared framework, peer learning, and credibility for operators committed to holistic sustainability.²⁰

At Ibiti, regeneration depends less on optimizing procurement from afar and more on rebuilding territorial supply systems so that hospitality demand actively supports ecological recovery and local livelihoods. Food systems are a clear example. The project prioritizes local sourcing and maintains its own greenhouses and gardens. This reduces reliance on external suppliers, lowers transport emissions, and reconnects hospitality to local ecological cycles. Supply chains are also designed to strengthen the local economy. By integrating local producers, artisans, and service providers, Ibiti creates employment and incentivizes entrepreneurship in a region previously affected by rural migration. Gastronomy reflects this approach: menus are based on seasonal, organic ingredients and emphasize plant-forward options, making food a practical expression of how regenerative supply systems translate into everyday hospitality operations.

²⁰The organization also vets members and supports progress toward its Global Ecosphere Retreat standard, and its recent reporting highlights collective impact, including protecting over 23 million acres of land and sea and investing more than \$17 million in conservation, community, and culture. See <https://www.thelongrun.org/>.



> INVESTORS AND FINANCE

A core insight from Ibiti is that regenerative hospitality cannot be financed through a single balance sheet or a single class of capital. It requires distinct but coordinated financing strategies for (1) core hospitality operations and (2) the wider territorial systems on which hospitality ultimately depends. Together, these layers form a philanthropic-public-private partnership model, where different forms of capital serve different purposes across time horizons and risk profiles.

Financing core hospitality operations remains essential. Investors and financial institutions that back core hospitality such as hotels, lodges, tour operators, destination companies shape what can be built, upgraded, and operated at scale. Their role is to finance the assets and systems that sit inside the business model including resilient buildings, water and energy infrastructure, circular waste systems, workforce capability, and the measurement needed to manage performance. In practice, this is increasingly done through instruments such as green loans and sustainability-linked loans that price capital against verified targets; for example, IFC has provided a blue and green sustainability-linked loan of up to €200 million to Croatia's Maistra Hospitality Group to support lower-emission development and improved marine protection outcomes.²¹

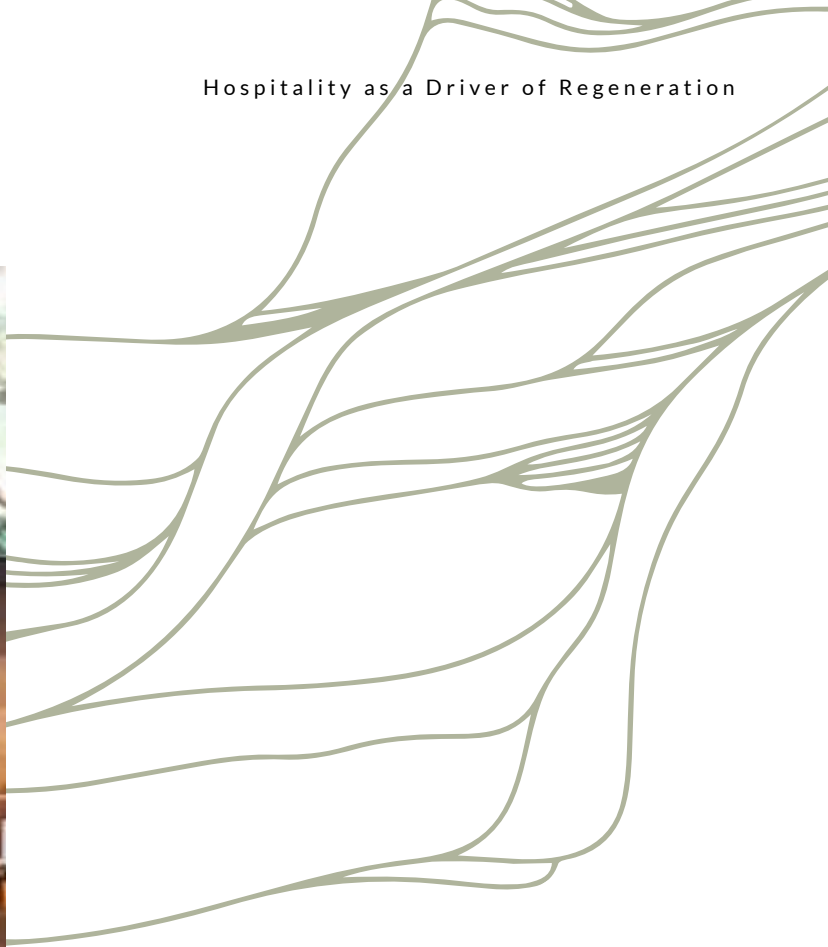


²¹ See <https://www.ifc.org/en/pressroom/2024/ifc-commits-landmark-blue-and-green-loan-to-boost-sustainability>.

But regenerative hospitality also depends on mobilizing aligned capital for adjacent operations that are essential to destination health yet often sit outside the P&L of accommodation and tours. This includes watershed restoration, biodiversity recovery, community enterprises, waste and plastics solutions for the wider territory for example. These activities typically require different financing tools such as grants and technical assistance for design and community capacity, concessional and blended finance to de-risk early investment, and results-based mechanisms (including payments for ecosystem services or credible nature outcomes) to sustain long-term management. Global platforms already exist to support this shift, including the Global Environment

Facility (GEF) – a family of funds dedicated to confronting biodiversity loss, climate change, pollution, and strains on land and ocean health. Its grants, blended financing, and policy support helps developing countries address their biggest environmental priorities and adhere to international environmental conventions. Additional international private foundations are also engaged in funding systemic regeneration, such as the Nature Conservancy (biodiversity and community engagement), Rockefeller Foundation (systemic climate and training tools), Oak Foundation (livelihoods and social justice), Gordon and Betty Moore Foundation (biodiversity, ocean conservation and climate resilience), etc.





What is emerging, in other words, is a public-private-philanthropy partnership model where different types of capital do different jobs: philanthropy funds design, experimentation and capability; public and multilateral finance lowers risk through concessional terms and enabling policy; and private capital scales solutions once returns and safeguards are clearer.

At the global level, investable structures include the Global Fund for Coral Reefs, a blended finance vehicle whose Equity Fund includes a junior anchor investment from the Green Climate Fund and backs “reef-positive” business models, including tourism-linked opportunities.²² For large, landscape-scale outcomes, the Project Finance for Permanence model provides a way to lock in long-term conservation funding through binding agreements that align governments and public and philanthropic funders around shared goals, an approach supported and documented by groups such as Enduring Earth and the World Bank.²³

²² See <https://globalfundcoralreefs.org/about>.

²³ See <https://enduringearth.org/pfpmmodel/> and <https://documents1.worldbank.org/curated/en/438031638766355288/pdf/Securing-Sustainable-Financing-for-Conservation-Areas-A-Guide-to-Project-Finance-for-Permanence.pdf>.

At Ibiti, regeneration is supported by a diversified capital structure. Hospitality revenue from lodging, experiences, and gastronomy sustains daily operations and anchors demand for regenerative activities across the territory. Long-term private investment, led by the founder Renato Machado and new partners aligned with Ibiti's vision, finances land stewardship, infrastructure, and ecosystem development, operating with extended time horizons. Ibiti also enables territorial enterprises through the royalty-based model aforementioned. In parallel, Ibiti is developing Ibiti Regenera, a dedicated arm focused on high-integrity carbon credits generated through reforestation, soil regeneration, and carbon capture by native forests. This initiative is designed to finance large-scale restoration and further diversify revenue as Ibiti advances toward its ambition of becoming a publicly listed company. Together, hospitality income, private investment, entrepreneurial royalties, and nature-based finance form a coherent capital architecture that supports long-term ecological and economic resilience.

> DESTINATIONS AND PUBLIC SECTOR

Governments and destination authorities set the “rules of the game” that determine whether regenerative hospitality can move from isolated pilots to place-wide practice. They do this by protecting ecological integrity through land-use planning and zoning, investing in parks, watersheds, and basic services, and introducing visitor management where crowding threatens community wellbeing. A practical example is Venice’s day-tripper access fee, which requires registration and a QR code on peak days and uses pricing and data collection to better manage pressure on the historic center.²⁴ In Hawai‘i, the Tourism Authority’s Destination Management Action Plans formalize a shift toward managing tourism with community and environmental priorities, creating a clearer mandate for stewardship rather than volume growth.²⁵

²⁴ See <https://apnews.com/article/venice-day-tripper-tax-ef31062e7a6b9e3c831d6a8b746eae1a>.

²⁵ See <https://www.hawaiiitourismauthority.org/what-we-do/destination-management/>.





Public actors also create enabling conditions through incentives and reinvestment, using policy and funding tools to back restoration, agroecology, cultural preservation, and local enterprise development that the private sector cannot finance alone. Bhutan’s government uses its Sustainable Development Fee as part of a “high value, low impact” tourism strategy designed to safeguard culture and environment.²⁶ The Balearic Islands’ Sustainable Tourism Tax channels visitor revenue into projects that protect the environment, preserve heritage, and promote more sustainable tourism.²⁷ Destination authorities can also shape norms and behaviour at scale through public-facing stewardship initiatives such as New Zealand’s Tiaki Promise (created with public and private partners) and Palau’s legally required Palau Pledge, which make visitor responsibility part of the destination’s operating model.²⁸

²⁶ See <https://www.visitbhutan.com/page.php> and <https://www.weforum.org/stories/2023/09/bhutan-sustainable-tourist-destination/>.

²⁷ See <https://socialnewsroom.spain.info/the-balearic-islands-provide-sustainable-tourism-tax-projects-update/> and <https://www.illesbalears.travel/en/illes-balears/your-islands-your-holidays-your-contribution>.

²⁸ See <https://www.tourismnewzealand.com/partner-with-us/tiaki/>.

> CIVIL SOCIETY AND COMMUNITIES

Civil society and local communities animate regenerative hospitality. They are the people who carry the place including its memory, language, rituals, and everyday stewardship of land and water. In practice, this shows up through benefit-sharing and co-designed experiences that reflect local priorities and agency. Namibia's communal conservancies illustrate this clearly: community institutions elect committees that decide how tourism revenues are shared and used for local development, and the government notes dozens of joint-venture lodges and campsites that operate in collaboration with host communities.²⁹ Iceland's Icelandic Pledge invites visitors to commit online to responsible travel, reinforcing norms around respecting nature and safe behaviour and providing a shareable certificate that helps make these expectations mainstream.³⁰ Green Fins, led by The Reef-World Foundation, sets a practical code of conduct and certification for dive and snorkel operators.³¹

²⁹ See <https://conservationnamibia.com/blog/communities-and-tourism.php>.

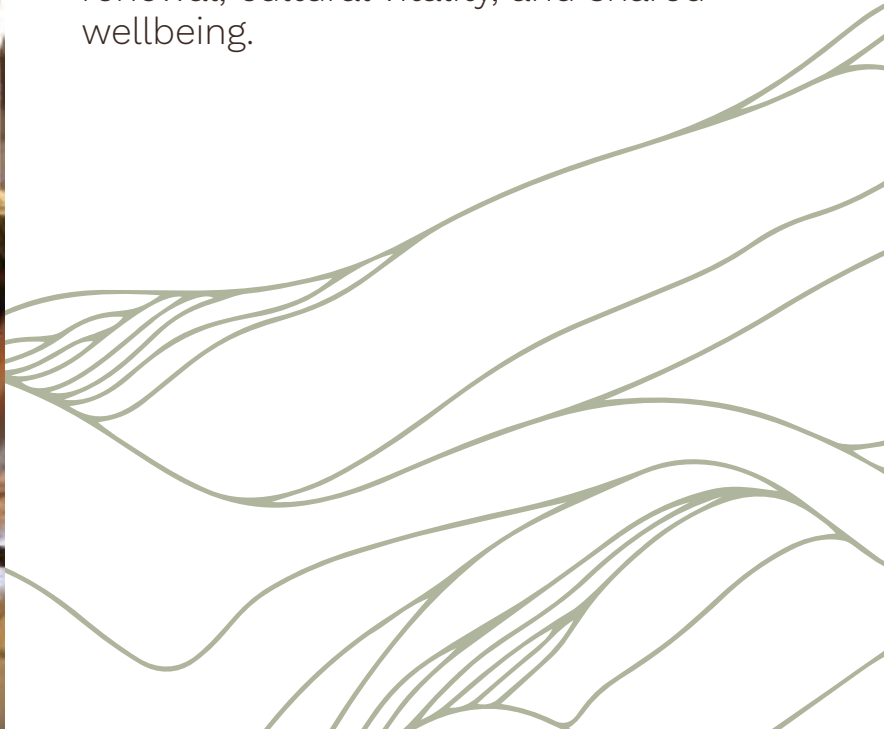
³⁰ See <https://pledge.visiticeland.com/>.

³¹ It requires concrete steps such as briefings, waste controls, and wildlife interaction rules so reef stewardship becomes an operational standard rather than a marketing claim. See <https://greenfins.net/about-green-fins>.

When these community-led roles are connected to the wider ecosystem - researchers generating insight, operators translating commitments into daily practice, financiers backing long-term outcomes, and government protecting the enabling conditions - regenerative hospitality becomes measurable and scalable rather than aspirational. Civil society organizations often provide the connective tissue by convening partners, building local capability, safeguarding equity, and keeping decisions grounded in place-based legitimacy.



At Ibiti, for example, the Ibiti Living Lab frames hospitality as an open-innovation platform that brings together diverse stakeholders to co-create, test, and replicate regenerative models in a real territory. In that kind of coherent system, hospitality does more than host visitors; it helps mobilize collective action for ecological renewal, cultural vitality, and shared wellbeing.



4. TOWARDS REPLICATION: WHAT IS NEEDED



As regenerative destinations begin to emerge around the world, a clear pattern is becoming visible. While each territory is unique, the conditions that allow regeneration to take root and endure are remarkably consistent. Replicating regenerative hospitality is not a matter of copying a model; it is about cultivating the foundations that enable living systems and economic innovation to flourish together over time. When those enabling conditions are present, rural regions can develop their own pathways grounded in regenerative principles, while improving the quality of the visitor experience at the same time.

The same philosophy applies in cities, even when “nature” looks different and pressures are more concentrated. Regenerative urban hospitality can restore vitality by investing in local supply chains, reducing resource footprints, supporting cultural ecosystems, and contributing to healthier public realms – as seen in initiatives by Far East Hospitality in Sentosa (Singapore), the Marriott Hotel Geneva, and the Kanalhuse Copenhagen (Copenhagen). It can do this for example by promoting green infrastructure, resource efficient design, neighbourhood-embedded hospitality, guest and community integration spaces, or partnerships that address mobility and urban community wellbeing. In this sense, hotels, restaurants, and tour operators become active stewards of place: nudging visitor behaviour, creating net-positive social and environmental outcomes, and helping urban neighborhoods thrive alongside tourism. The principles remain consistent; what changes is the expression tailored to the city’s uniqueness.

Five fundamental conditions consistently determine whether regeneration becomes viable and replicable.



1

A SHARED FRAMEWORK OF PURPOSE AND PLACE

Regeneration becomes viable when a territory aligns around a clear and shared purpose that guides decisions over time. At Ibiti, regeneration itself functions as this north star – restoring bioregions and reshaping how people relate to place and one another through lived experience. Practically, replication begins by defining a collective “why” rooted in the logic of the place: mapping ecological rhythms, history, community identity, and territorial risks; distinguishing what elements of the approach can travel (principles, governance logic, financial architecture) from what must remain local (expressions, narratives, uses of land). A coherent framework of purpose creates alignment without prescribing form, allowing each territory to develop its own regenerative pathway.



2

GOVERNANCE ROOTED IN PURPOSE AND STEWARDSHIP

Replicable regeneration requires governance that protects purpose across time and change. Ibiti is transitioning from a founder-led structure toward a stewardship-oriented model still in formation, designed to preserve non-negotiable principles while enabling distributed decision-making. In practice, a stewardship model combines a small set of clear rules (purpose, land-use principles, reinvestment logic) with transparency, accountability, as well as autonomy for entrepreneurs and partners. It allows experimentation within boundaries, accepts failure as part of learning, and ensures that new investors or collaborators cannot redirect the core mission.

For replication, governance should be designed early as an enabling infrastructure, separating control from ownership, clarifying decision rights, and safeguarding purpose beyond individuals. The Ibiti Regen Lab Immersion highlighted that governance is the central lever for the project's next phase. As Ibiti evolves from a founder-led vision into a shared system, the challenge is to protect the regenerative purpose while enabling participation and adaptation over time. Governance is understood not as a control mechanism, but as the structure that allows the project to remain coherent as it grows in complexity.

A recurring theme was the transition from personal passion to shared responsibility. Ibiti's vision was materialized through individual leadership and long-term commitment to the land. The next step is to embed that vision into legal, financial, and institutional arrangements so that it is collectively held and protected. Stewardship emerged as a promising pathway to anchor values in governance, ensuring that control remains aligned with purpose even as capital structures evolve.



Participants emphasized that stewardship does not imply rigidity. On the contrary, it enables freedom within boundaries. A small number of non-negotiable principles (related to land use, regeneration, community relationships, and reinvestment) can coexist with high operational autonomy for entrepreneurs and teams. This balance allows experimentation and preserves the “mystery of discovery” that has been central to Ibiti’s emergence.

The discussion also surfaced the importance of separating scale from growth. Governance should not optimize for exponential expansion or replication at any cost. Instead, it should define what “enough” means: financial sufficiency, ecological recovery, social fairness, and cultural vitality. From this perspective, Ibiti’s future is framed less as a single expanding enterprise and more as a reference system, capable of inspiring and selectively enabling similar initiatives in other territories, including protected areas and parks.

Another key insight concerned legibility without standardization. For Ibiti’s learnings to travel, governance must help translate lived experience into shared language: guidelines, good practices, and frameworks that clarify what has worked, what has not, and under which conditions. This does not require others to replicate Ibiti exactly, but to adapt its underlying logic. Stewardship structures help by defining what must be preserved and what can be reinterpreted.

Finally, participants stressed that governance must enable cross-sector collaboration and open participation. Regeneration cannot remain the domain of experts alone. Entrepreneurs, researchers, artists, community members, investors, and “friends of the project” all have roles to play. Scientific partnerships, documentation efforts, and tools such as digital representations of the territory can help make complex systems accessible and accelerate collective learning.



3

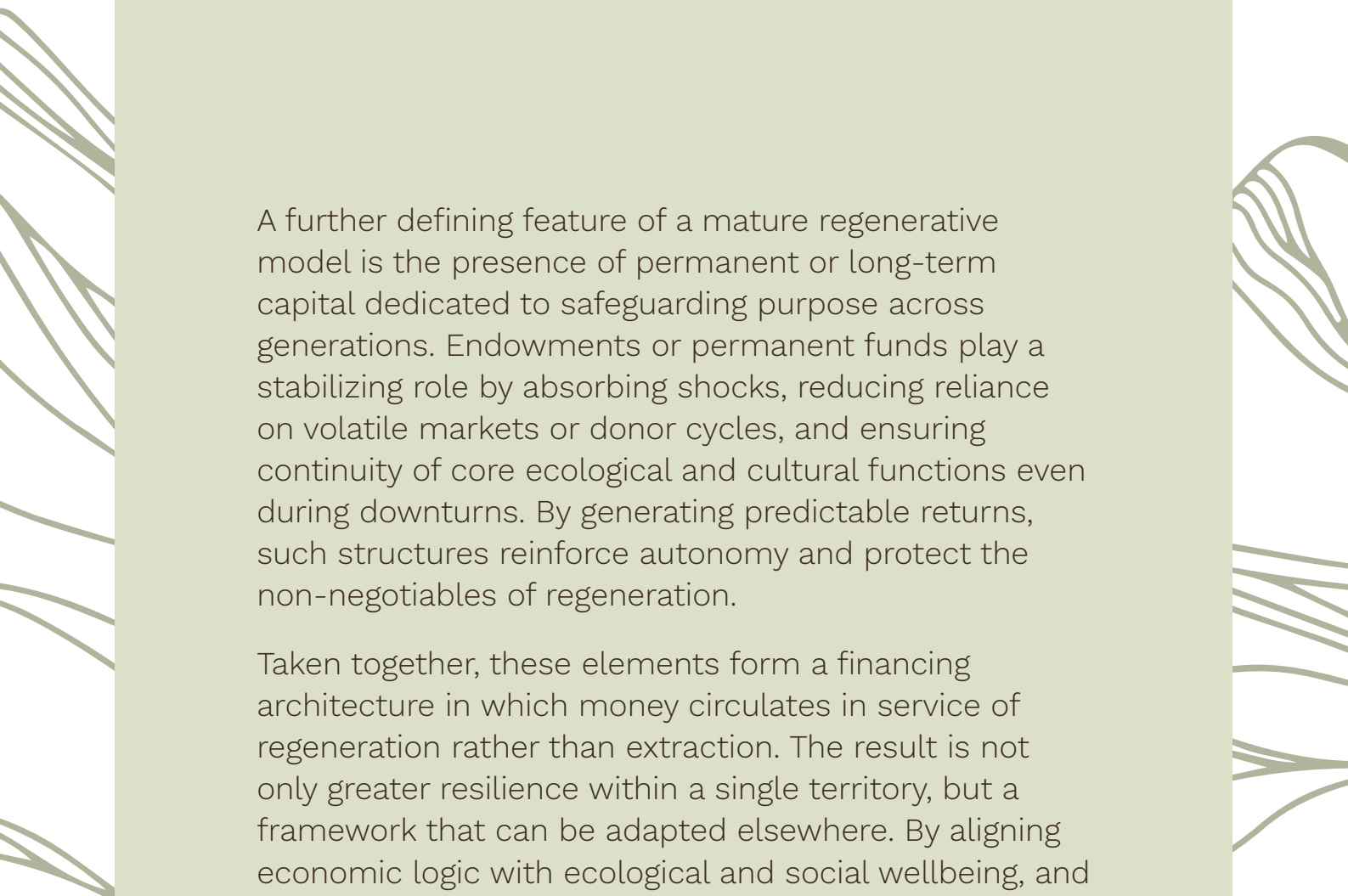
FINANCING ARCHITECTURE ALIGNED WITH REGENERATION (SEE ANNEX 2 FOR DEFINITIONS, INSTRUMENTS, AND EXAMPLES)

Regeneration unfolds over long time horizons. It requires an economic logic capable of supporting ecological recovery and community development without slipping into extractive behavior. Ibiti illustrates how this alignment can be achieved when finance is treated as enabling infrastructure for regeneration, not as an end in itself.

In practice, this means structuring the economy of a territory as an interconnected system of activities with different functions and financial profiles. Revenue-generating enterprises, such as hospitality and visitor services, provide cash flow and operational stability. These “structuring” activities support purpose-driven base projects that are essential to regeneration (e.g. Comuniversidade, and [Life School](#)). Value circulates across the ecosystem through mechanisms such as revenue-sharing, cross-subsidization, and reinvestment, allowing the whole system to strengthen over time rather than forcing each activity to meet the same short-term financial expectations.

As regenerative territories mature, additional layers of financial resilience emerge. Nature-based economies (such as carbon and biodiversity credits, payments for ecosystem services, and bioeconomy ventures) can complement hospitality revenues and reduce dependence on a single sector. When grounded in robust ecological data and long-term stewardship, these mechanisms help translate ecological restoration into sustained financial support for the territory. Comparable approaches are already being deployed in diverse contexts, from landscape-scale conservation finance to blended vehicles supporting nature-positive enterprises, as detailed in Annex 2.





A further defining feature of a mature regenerative model is the presence of permanent or long-term capital dedicated to safeguarding purpose across generations. Endowments or permanent funds play a stabilizing role by absorbing shocks, reducing reliance on volatile markets or donor cycles, and ensuring continuity of core ecological and cultural functions even during downturns. By generating predictable returns, such structures reinforce autonomy and protect the non-negotiables of regeneration.

Taken together, these elements form a financing architecture in which money circulates in service of regeneration rather than extraction. The result is not only greater resilience within a single territory, but a framework that can be adapted elsewhere. By aligning economic logic with ecological and social wellbeing, and by clearly differentiating the roles of revenue, investment, and permanent capital, this approach offers a practical pathway for other destinations seeking to make regeneration viable.



4

LOCAL CAPACITIES, COMMUNITY AGENCY, AND DISTRIBUTED LEADERSHIP

Regeneration becomes durable only when people who live and work in the territory are the protagonists of the process rather than recipients of benefits. In practice, this requires intentional investment in participatory practices, local capacities, regenerative skills, cultural mediation, entrepreneurship, and basic governance competencies – so that regeneration is embedded in everyday decision-making. At Ibity, this has meant treating learning as a continuous process on the ground: staff, community members, and entrepreneurs are trained through lived experience, mentorship, and responsibility, gradually assuming leadership roles within their domains. Over time, leadership shifts from being concentrated in a founder or central institution to being carried collectively by all.

This transition is supported through practical pathways such as apprenticeships within hospitality and conservation activities, learning journeys tied to real responsibilities, and incubation processes for local ventures. Leadership is understood as situational and distributed: individuals lead where they have competence and legitimacy, while the shared purpose provides coherence. For replication, the key lesson is to design explicit pathways for people to grow into leadership, linking training to real roles, progressively transferring responsibility, and embedding learning into operations rather than treating it as an external program.

Beyond direct employment, Ibiti's entrepreneurship ecosystem depicts how cross sector collaboration and territorial entrepreneurship can be fostered. For practitioners seeking replication, the recommendation is to treat entrepreneurship as a core regenerative function: design mechanisms that lower barriers to entry, allow diverse business models to coexist, and connect individual success to collective outcomes. When agency is distributed in this way, regeneration becomes locally owned and capable of renewal, qualities that are essential for endurance and meaningful replication elsewhere.





5

CULTURAL VITALITY AND THE TRANSFORMATIVE GUEST EXPERIENCE

Culture is the fertile soil in which regeneration grows. Without cultural vitality (food traditions, craftsmanship, rituals, stories, artistic expression, and intergenerational knowledge) even the best ecological or financial models remain incomplete. Regeneration depends on a living cultural fabric that nurtures identity and a shared sense of meaning.

In regenerative destinations, cultural life is not an accessory to the territory but a generative force. It fosters unity and authenticity, while shifting mindsets from one of “me” to one of “we”. Regenerative entities like Ibiti allows time to stretch or disappear, truly immersing a guest within such atmospheres, the surrounding environment, and with the people around them, creating space for personal reflection, and even transformation. Furthermore, holding a guest in care while providing a degree of psychological safety allows for exploration beyond one's comfort zone, where opportunities for further transformation exist. It's these elements of regeneration that invite guests into a way of living and connecting that reverberates long after a stay.

This is the very power of regenerative hospitality: regenerating communities, environments, and even guests – who can extend regenerative mindsets well beyond the bounds of a regenerative entity. This human transformation demonstrates that the sector is not just an economic activity, but a catalyst for deeper connection to land, to community, and to oneself. Every territory can reinterpret this approach, breathing the depth and beauty of its own cultural landscape into its guest experiences, while strengthening the cultural foundations that allow regeneration to thrive in doing so.

When these five enabling conditions converge, regeneration becomes a replicable pathway. Not because it prescribes what others should build, but because it offers a method for how to build in dialogue with the land. Territories do not replicate Ibiti, they replicate the approach. They read their own land and people, define their own non-negotiables, and design their own hospitality experiences and pathways. This is what makes Ibiti a living laboratory: it demonstrates that regeneration is not a destination but a way of organizing life, one that other territories can adopt, adapt, and make their own.





5. Outlook

The road ahead

The shift from sustainable to regenerative hospitality is not only desirable, it is achievable, measurable, and already underway. The path ahead now lies in transforming isolated initiatives into a global movement, grounded in place-based practice and aligned through shared principles. This requires coordinated action, continuous experimentation, and deep collaboration across sectors. Organizations such as Regenopolis, the Regenerative Hospitality Collective, and the field more broadly, can advance this agenda through three strategic pathways.



5.1 DEEPENING THE COMMUNITY OF PRACTICE

The relationships and insights formed at Ibiti set the foundation for an emerging ecosystem of entrepreneurs, practitioners, investors, policy makers and community leaders dedicated to regenerating places through hospitality.

NEXT STEPS FOR THE IBITI REGEN LAB COMMUNITY INCLUDE:

- > **Regular convenings and thematic labs** on regenerative design, territorial diagnostics, business model innovation, community-centered governance, and land regeneration.
- > **Digital learning platforms** where operators can exchange tools, metrics, data, and case studies.
- > **Field-based immersions** enabling new cohorts of practitioners to learn directly from regenerative territories like Ibiti.
- > **Open-source resources**, including through the Regenerative Hospitality Collective, to support global adoption.

The goal is to strengthen the connective tissue between existent networks and novel stakeholders, enabling aligned experimentation while respecting the uniqueness of place.



5.2 INTEGRATING INTO GLOBAL DIALOGUE

Regenerative hospitality is gaining visibility across global climate, nature, and economic platforms. The outcomes of the Ibiti Regen Lab can inform and enhance these dialogues, ensuring the field is represented with both rigor and authenticity.

POSSIBLE GLOBAL ENTRY POINTS INCLUDE:

- > **International Convening Platforms** (e.g. Conferences of the Parties (COPs), World Economic Forum (WEF), ChangeNOW) – positioning regenerative hospitality as a pillar of nature-positive, inclusive development, and integrating territorial regeneration into global travel and tourism agendas.
- > **Hospitality Business School Ecosystems** (e.g. EHL Group, Cornell, ESSEC)³⁵ – advancing the human transformation dimensions of regenerative hospitality and systems thinking, while strengthening the academic and applied foundations of the field and preparing the next generation.
- > **Existent Alliances and Councils** (e.g. World Sustainable Hospitality Alliance (WSHA) and World Travel and Tourism Council) – influencing standards, industry commitments, and pathways from ESG to net-positive value creation.
- > **Hospitality Summits** (e.g. ITB, EHL HumanX Summit, Future of Hospitality Summit (FHS)) – serving as global platforms to elevate regenerative hospitality from niche experimentation to mainstream innovation, connecting pioneers, investors, policymakers, and operators.
- > **Action Networks** (e.g. Regenopolis, Long Run, Regenerative Hospitality Collective) – accelerating prototyping of territorial regeneration models with cities, destinations, and communities.

By contributing evidence, frameworks, and real-world cases, the Ibiti Regen Lab community can help shape the global narrative of what the future of hospitality looks like.

³⁵ See <https://innovationhub.ehl.edu/ehl-humanx-summit-2026>



5.3 A CONSTELLATION OF REGENERATIVE TERRITORIES

One of the most significant insights emerging from the Ibiti Regen Lab is that regeneration does not occur in isolation and not in one place alone. Its true potential lies in the emergence of a **global constellation of regenerative territories**: interconnected places that function as living laboratories for co-learning, experimentation, and long-term stewardship. Within this constellation, hospitality evolves from a standalone industry into a powerful catalyst for systemic transformation across land, culture, and community.

Ibiti stands as a pioneer and first node within this constellation, offering a living proof of concept. As additional regenerative destinations emerge or get unveiled across regions and cultures, they can exchange insights, adapt practices, and co-create a shared body of knowledge - strengthening the field through collective learning rather than replication of a single model.

BUILDING THIS CONSTELLATION REQUIRES:

- > **Invest in the design and stewardship of the collective:** coordinated action to shape regenerative strategies, develop shared tools, and engage in advocacy is the essential foundation for achieving lasting system change.
- > **Identifying new territories** around the world that are ready to embark on a collective regenerative transformation.
- > **Supporting local leaders** with the tools, frameworks, and capacity needed to design and steward place-based regenerative strategies.
- > **Developing cross-border partnerships** between regenerative destinations to exchange innovations, operational models, and governance approaches.
- > **Engaging investors and philanthropies** to resource long-term regenerative journeys, recognizing that territorial regeneration unfolds over decades rather than funding cycles.

Ibiti illustrates what becomes possible when these conditions align. The opportunity ahead is not to scale a single model, but to **replicate the enabling conditions** that made Ibiti possible, supporting territories globally in discovering and activating their own pathways toward vitality and long-term regeneration.



5.4 AN INVITATION TO COLLABORATE

Regenerative hospitality is a call to reimagine the role of travel businesses in a world that requires healing and renewal. It demands a shift from extractive models to life-centered design; from fragmentation to ecosystems of collaboration; from minimizing harm to actively contributing to the flourishing of places and people.

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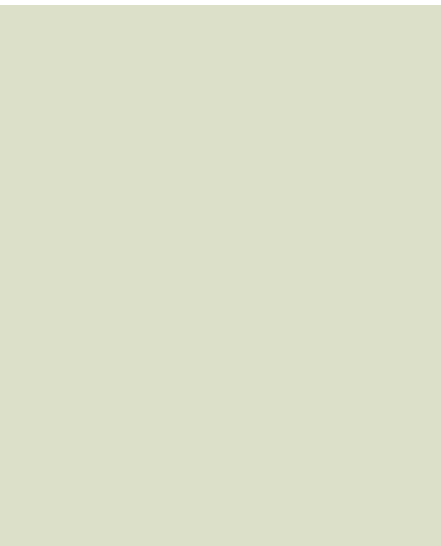
- > hospitality operators seeking to transition their practices;
- > destinations looking to regenerate landscapes and livelihoods;
- > investors interested in long-term, place-based value creation;
- > policymakers designing supportive frameworks;
- > scholars and educators building the intellectual foundations; and
- > communities seeking agency and regenerative futures, to join a global movement grounded in practice, aligned through shared principles, and inspired by living examples like Ibiti. Regeneration is possible and it is already happening. The task now is to expand it, connect it, amplify it and embed it into the heart of hospitality worldwide.

ANNEX 1

A REGENERATIVE HOSPITALITY COMPASS

Regeneration is not a model you adopt, it is a path you walk. For most practitioners, the challenge is not understanding why regeneration matters, but how to move toward it in a grounded, practical, contextual way. This Compass proposes a different kind of strategic tool: a compass to guide direction. Rather than assessing performance, it helps organizations see:

- where they are today,
- what their landscape looks like,
- which direction they are moving, and
- what capacities will deepen their contribution to the places they host.



The Compass helps practitioners locate themselves on a regenerative journey and clarify what deeper alignment entails. Built around **four dimensions** and **five levels of maturity**, it focuses less on “scores” and more on progress - how practices evolve and what they ultimately contribute to the long-term wellbeing of a place. It structures regenerative hospitality through the core forces shaping how hospitality interacts with life, territory, and community, each marking a shift from extractive approaches toward genuinely generative outcomes, and together outlining a new paradigm for tourism and travel.



FOUR DIMENSIONS OF REGENERATIVE HOSPITALITY

1

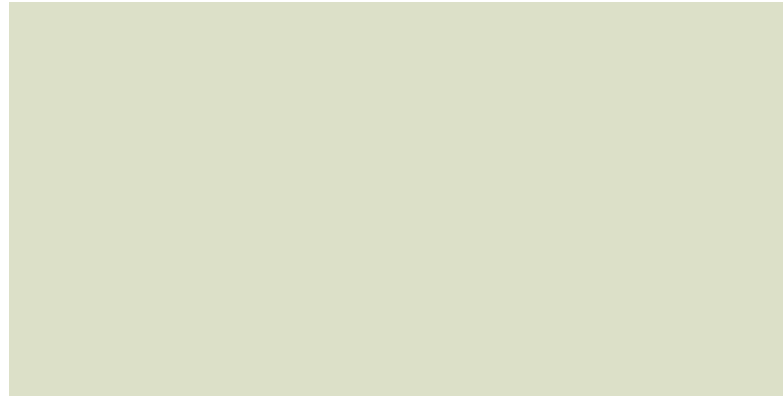
SHIFTING MINDSETS: FROM EXTRACTION TO CONTRIBUTION



Regenerative hospitality begins with a simple shift: the business exists to give back more than it takes. As such, leaders, teams, and guests treat the destination as a long-term responsibility, not a short-term resource. Core metrics include whether purpose is built into governance and incentives (KPIs tied to nature and community outcomes), how much budget is invested in restoration and local benefit, staff training and retention, and guest participation in the mission. In Ibitipoca, decisions are anchored in ecological stewardship over short-term market cycles, enabling long-term commitments that protect and restore the wider landscape.

2 LIVING SYSTEMS THINKING: WORKING WITH THE LOGIC OF NATURE

Hospitality is part of a living web involving water, soils, forests, wildlife, food, mobility, and livelihoods. As such, progress must be measured in ecosystem health, not just operational efficiency. Core metrics include biodiversity and habitat recovery (species return, corridor connectivity), land and water outcomes (hectares restored, water quality), resource intensity (emissions/energy/waste per guest-night), and risk readiness (especially fire). Ibitipoca ensures that restoration and guest experiences are designed as one system, with conservation that benefits 200+ species and forest-bird reintroductions (e.g. piping guans and tinamous) that help forests regenerate through seed dispersal.



3

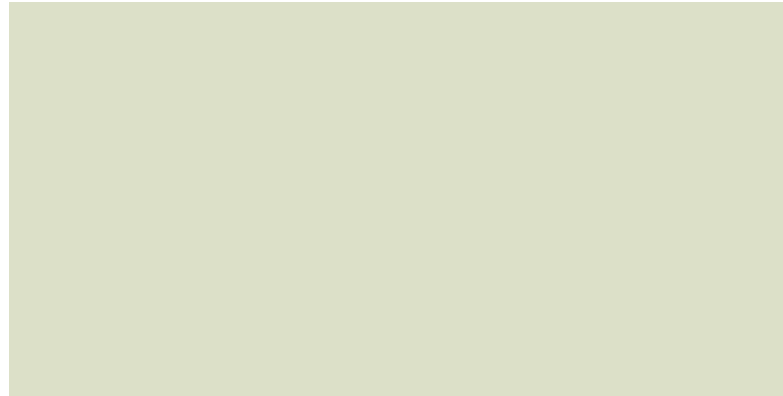
PLACE-BASED AND PEOPLE WISDOM: LETTING PLACE LEAD



Regeneration looks different in every territory. The work starts by listening to local communities and understanding the culture and ecology that make a place unique, then designing hospitality that strengthens identity and opportunity. Core metrics include local jobs and career pathways, local purchasing and SME inclusion, community satisfaction and grievance resolution, and support for cultural heritage and education. Ibitipoca ensures that experiences, design, cuisine, and partnerships reflect the spirit of the site, while community programs help ensure tourism deepens belonging rather than diluting it.

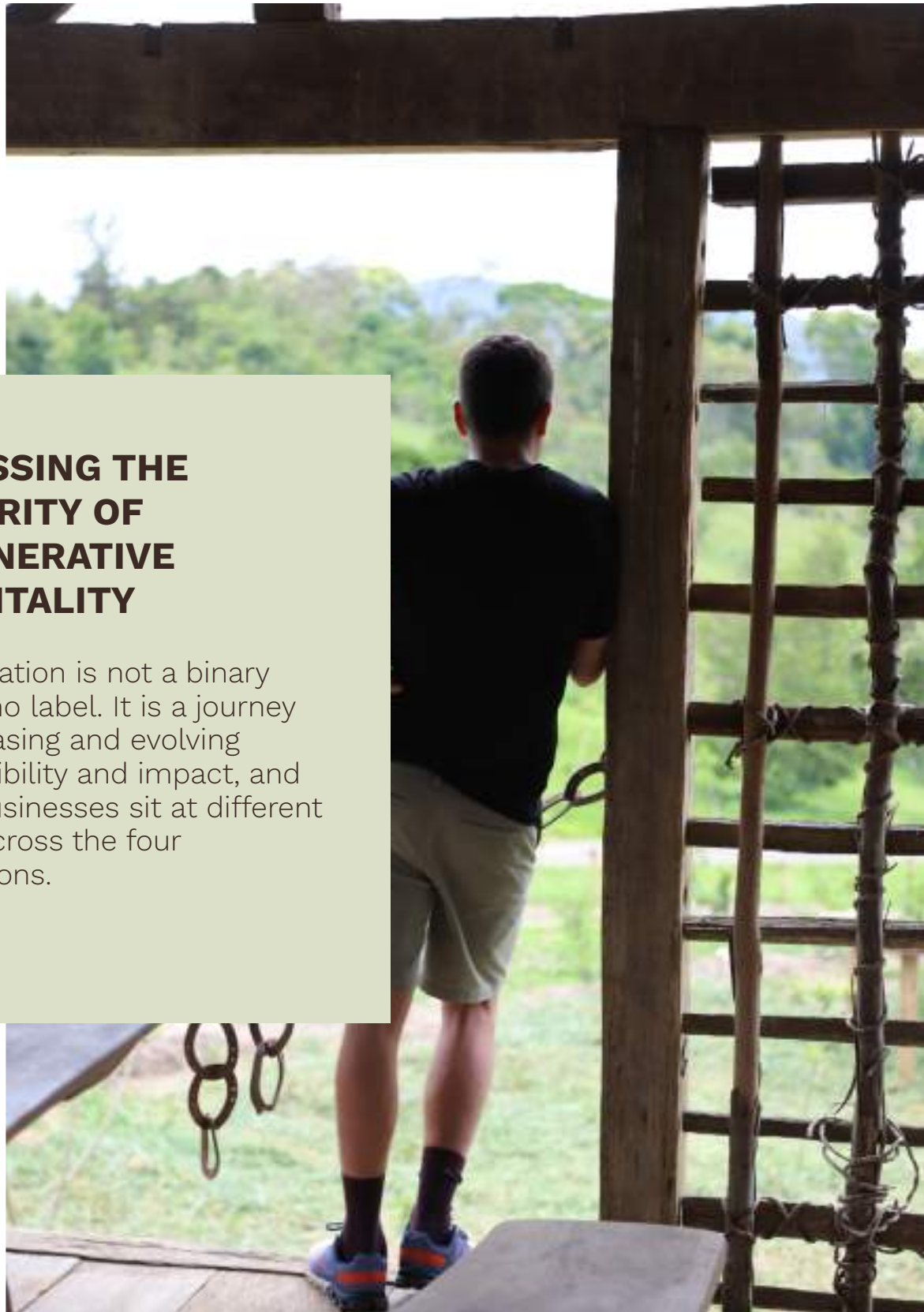
4 **ECOSYSTEMS OF COLLABORATION: REGENERATION IS A TEAM EFFORT**

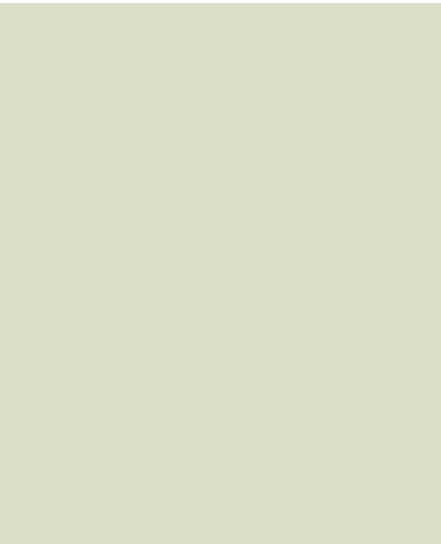
No single lodge, operator, or destination can solve today's challenges alone. Regenerative outcomes require coordinated action across government, science, civil society, business, and philanthropy. Core metrics include the quality of partnerships (shared goals, co-governance), co-funded and co-delivered projects, data and monitoring shared across partners, and measurable benefits beyond the property boundary. Ibitipoca has developed partnerships with authorities and PROAM underpin Project ASAS for rescue, rehabilitation, and release, supported by a Wild Animal Release Area authorized since 2016; fire-prevention belts and rapid-response systems also protect both Ibiti and the neighbouring state park, strengthening resilience at landscape scale.



ASSESSING THE MATURITY OF REGENERATIVE HOSPITALITY

Regeneration is not a binary yes-or-no label. It is a journey of increasing and evolving responsibility and impact, and most businesses sit at different levels across the four dimensions.





LEVEL 1: AWARE

You recognize regeneration matters, but action is not yet begun or have yet to be structured. There is interest and conversation, but without clear direction—or decisions shaped by place, culture, or ecology.

LEVEL 2: INTENTIONAL

Purpose starts to take shape and early initiatives appear. For example, local sourcing, nature and culture experiences are undertaken, but efforts remain uneven. Partnerships are still informal and limited, and ecology-led practices are often isolated or inconsistent.

LEVEL 3: ESTABLISHED

Regenerative practices become consistent across operations. Place, community, and nature inform most choices; staff and community engagement are regular; wellbeing and culture show up in programming; and you can point to tangible results such as restored land, local jobs, and stronger partnerships.

LEVEL 4: INTEGRATED

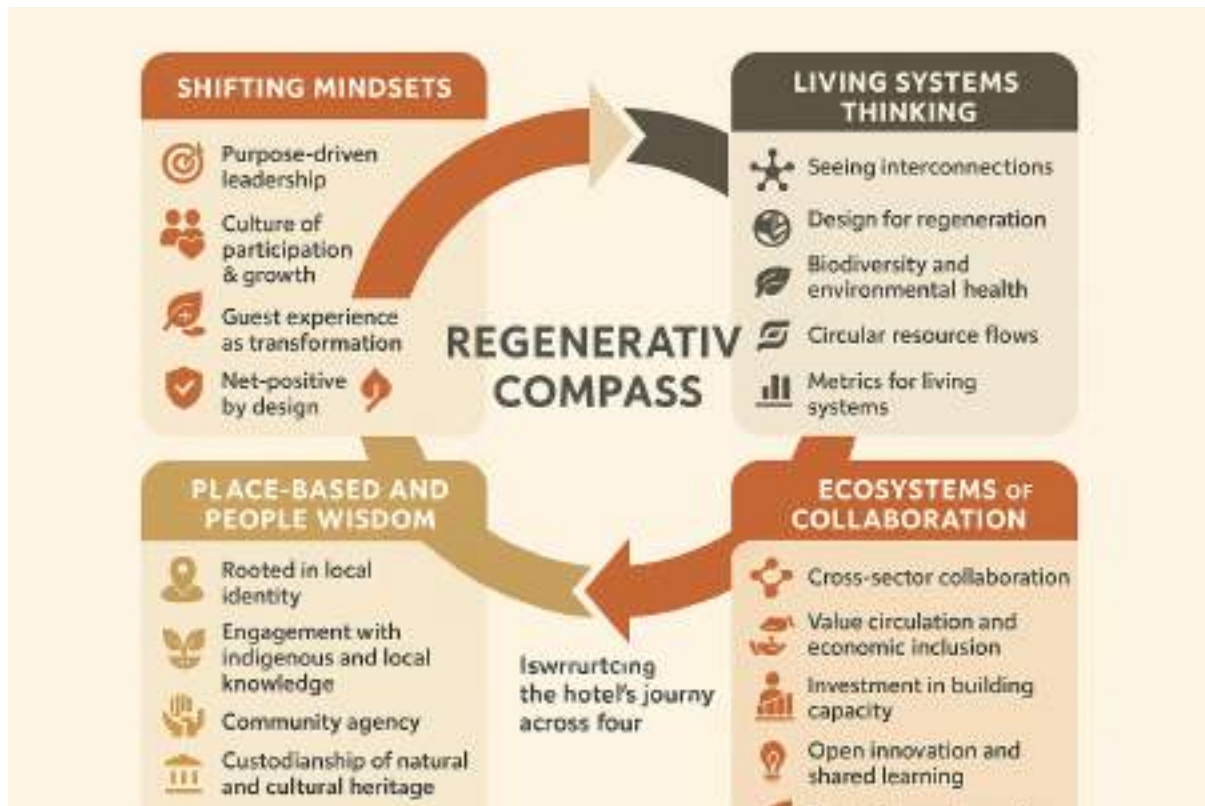
Regeneration becomes the operating model. Specifically, food systems, culture, and conservation reinforce each other; guests engage in meaningful, transformative experiences; living-systems thinking guides design, architecture, and governance; and communities help shape strategy, not just delivery.

LEVEL 5: CATALYTIC

The regenerative mission expands beyond the property line and inspires replication. For example, hospitality becomes a platform for ecosystem- and territory-wide regeneration; you help seed and incubate local enterprises, cultural initiatives, and restoration projects; you influence policy, investment, or regional development; and others use your model as a reference to replicate impact well beyond hospitality.

DEVELOPING A REGENERATIVE HOSPITALITY PROFILE

Stakeholders can map their regenerative hospitality profile through a structured self-assessment or an independent review. Working across the Compass's four dimensions, they assign a maturity level to each, moving from Aware to Intentional, Established, Integrated, and Catalytic, based on evidence from strategy, operations, partnerships, and outcomes. Most organizations will not land at a single level across the board; it is common to be progressing strongly in one dimension while still early-stage in another.



Practitioners apply the Compass by asking, in each dimension, “Where are we today?” They then clarify why they are at that stage, identify what is preventing progress to the next level, and select one concrete action that would move them forward. Because each dimension can be assessed at a different depth, the result is a living profile: a practical snapshot of where the organization stands now, where it is already delivering value, and where change is still needed to achieve truly regenerative outcomes.

ANNEX 2

FINANCING ARCHITECTURE ALIGNED WITH REGENERATION



A PRACTICAL TOOLBOX FOR DESIGN AND REPLICATION

Regeneration requires a financing architecture that matches long ecological timeframes, heterogeneous activities, and multiple forms of value creation. The core principle is alignment: financial flows must reinforce regeneration rather than undermine it. Experience from Ibiti and comparable initiatives points to the following design elements.

1

START BY DISTINGUISHING TYPES OF ACTIVITIES, NOT JUST REVENUE STREAMS

A regenerative territory contains different kinds of economic activity, each requiring distinct financial treatment. At Ibiti, projects can be grouped into three functional clusters:

STRUCTURING ENTERPRISES

Revenue-generating activities that organize the system and provide cash flow (e.g. hospitality, mobility services, real estate use). These are expected to be profitable and often cross-subsidize others.

BASE OR PURPOSE-CRITICAL PROJECTS

Initiatives essential to the regenerative mission (schools, conservation programs, cultural projects, wildlife protection). These may generate revenue over time, but should not be forced into short-term profitability.

INDEPENDENT OR EMERGING VENTURES

Entrepreneurial activities linked to the territory (food, SAFs, bioeconomy, wellness, nature services) that may require incubation before becoming self-sustaining.

Guideline: finance each cluster differently, rather than applying a single return expectation across the system.



2

SEPARATE ASSET OWNERSHIP FROM OPERATIONS

At Ibiti, the primary asset is the land and shared infrastructure. The project assumes most **CAPEX** (land, buildings, ecological restoration, base infrastructure), while entrepreneurs assume most **OPEX** for their businesses. This reduces entry barriers for mission-aligned entrepreneurs and allows Ibiti to curate quality and purpose.

Guideline: treat land and infrastructure as long-term regenerative assets, not short-term profit centers. Operations can be decentralized while assets remain stewarded



3 USE REVENUE-SHARING AND ROYALTIES INSTEAD OF FIXED RENT

Entrepreneurs operating at Ibiti do not pay traditional rent. Instead, they contribute a percentage of top-line revenue or profits once breakeven is reached. Different activities have different rates and timelines, reflecting risk and maturity.

This functions similarly to a shopping-center logic: the platform provides space, services, and demand; businesses share upside once viable.

Guideline: favor revenue-share or royalty models over fixed leases to align incentives and reduce early-stage fragility.





4 COMBINE CROSS-SUBSIDIZATION WITH A PATHWAY TO SELF-SUFFICIENCY

Some activities at Ibiti are intentionally subsidized in early years (typically 3–5), others receive informal credit lines, and some are expected to be self-sustaining from the start. Over time, the goal is operational maturity, not permanent dependence.

Guideline: make subsidies explicit, time-bound, and linked to learning milestones. Design exit paths toward autonomy.



5

**TREAT TERRITORY AS AN INCUBATOR
AND AN ACCELERATOR**

Some activities at Ibiti are intentionally subsidized in early years (typically 3–5), others receive informal credit lines, and some are expected to be self-sustaining from the start. Over time, the goal is operational maturity, not permanent dependence.

Guideline: make subsidies explicit, time-bound, and linked to learning milestones. Design exit paths toward autonomy.

6

DIVERSIFY REVENUE BEYOND HOSPITALITY

Long-term resilience depends on multiple value streams. At Ibiti, emerging and planned sources include:

- Nature-based revenues (carbon, biodiversity, PES)
- Wellness, retreats, and regenerative leadership programs
- R&D, education, and knowledge platforms
- Memberships, long-stay formats, and low-season programming

Guideline: map future revenue layers early, even if they are not immediately monetized.



7 ANCHOR NATURE FINANCE IN DATA AND BASELINES

Credible nature-based finance depends on strong ecological data: carbon biomass, water resources, biodiversity, and land-use dynamics. Partnerships with scientific institutions and geospatial platforms help de-risk investment and enable scale.

Guideline: treat data as enabling infrastructure for regeneration and investment.



8

DESIGN FOR GROWTH WITHIN LIMITS

Financial growth must respect ecological thresholds. At Ibiti, hospitality expansion is constrained by water availability, ecosystem capacity, and guest footprint. Revenue growth can come from diversification, longer stays, and higher value experiences rather than volume.

Guideline: define ecological carrying capacity and tie financial planning to those limits.





9 MEASURE SUCCESS BEYOND PROFIT

Financial viability is necessary, but insufficient.
Regenerative finance tracks:

- Ecological outcomes (restoration, biodiversity, water)
- Social outcomes (employment, skills, local enterprise)
- Economic resilience (cash flow stability, diversification)

Guideline: require impact metrics alongside financial performance for all ventures receiving support.



10

BUILD TOWARD PERMANENT CAPITAL

As systems mature, an endowment or permanent fund can stabilize the ecosystem. Returns support non-negotiable functions such as conservation, monitoring, cultural programs, and governance—across cycles and generations.

Guideline: plan early for permanent capital, even if it is a long-term goal.

WHY THIS MATTERS FOR REPLICATION

This architecture allows regeneration to be financially viable without forcing every activity into the same economic logic. It recognizes difference, protects purpose, and creates pathways for learning and adaptation. Other territories do not need to replicate Ibiti's form, but they can adopt this financial grammar, aligning capital with regeneration rather than extraction.

CAPITAL SOLUTIONS FOR REGENERATIVE HOSPITALITY PROJECTS

This document provides a structured overview of financing instruments relevant to regenerative hospitality projects, spanning philanthropy, blended finance, and private capital. It is designed as a practical reference to help project leaders, investors, and partners identify appropriate funding mechanisms aligned with long-term ecological, social, and economic regeneration.

Instrument	Description	Typical Suitability	Capital Category
Grants	Non-repayable funding from foundations, governments, or DFIs to support activities with positive social/environmental impact.	Non-revenue pilots, conservation, capacity-building	Non-repayable / Free money
Donations / Individual Giving	Contributions from individuals, HNWI, or CSR programs without expectation of return.	Small-scale interventions, cultural restoration	Non-repayable / Free money
Prizes & Challenges	Competitive funding awards for innovative solutions from foundations, corporates, or DFIs.	Innovation, R&D, storytelling	Non-repayable / Free money
Output-Based Aid (OBA)	Funds disbursed by donors or DFIs once pre-agreed outcomes are achieved.	Restoration, measurable impact	Non-repayable / Free money
Venture Philanthropy	Philanthropic capital combined with business discipline; offers patient, risk-tolerant funding and capacity-building.	Early pilots, community-led initiatives	Hybrid / Risk-tolerant
Recoverable Grants	Non-interest-bearing loans repaid only if the project succeeds; otherwise treated as grants.	Small-scale ventures with uncertain revenues	Hybrid / Risk-tolerant
Program-Related Investments (PRI)	Foundation investments aligned with mission, usually below-market returns.	Pilots, pre-revenue regenerative models	Hybrid / Below-market
Mission-Related Investments (MRI)	Investments by foundations aligned with mission but aiming for market-level returns.	Scale-up phase for regenerative hospitality brands	Hybrid / Market-aligned
Concessional Debt	Loans at below-market rates or flexible terms, often from DFIs or impact funds.	Infrastructure (e.g., ecolodge retrofits)	Concessional / De-risking
First-Loss Capital	Investors absorb initial losses to de-risk senior investors.	Multi-asset regenerative portfolios	Concessional / De-risking
Guarantees / Risk-Sharing	Third-party backstop of investor risk, improving terms and access to capital.	Hotel retrofits, natural capital restoration	Concessional / De-risking
Subordinated Debt	Junior loans repaid after senior creditors, leveraging additional financing.	Blended hospitality project financing	Concessional / De-risking
Impact Equity	Equity investments prioritizing social/environmental returns alongside moderate financial returns.	Growth-stage eco-resorts or regenerative brands	Impact-driven / Patient
Revenue-Based Financing	Investors repaid as a percentage of revenues, avoiding fixed obligations.	Hospitality ventures with variable income	Impact-driven / Flexible
Patient Equity / Evergreen Funds	Investors accept long-term horizons and lower exit pressures.	Long-term place-based hospitality projects	Impact-driven / Patient
Community Shares / Cooperative Equity	Capital raised from local stakeholders who co-own the project.	Community-led hospitality initiatives	Impact-driven / Inclusive
Commercial Loans	Bank or private loans at market rates; require strong collateral.	Mature hospitality operators	Market-rate / Commercial
Private Equity	Institutional investors seeking high returns, less aligned unless regeneration enhances asset value.	Large-scale asset repositioning	Market-rate / Commercial
Project Finance	Structured financing for large infrastructure-heavy projects, typically non-recourse.	Resorts, concessions, land restoration	Market-rate / Commercial
Green Bonds / Sustainability-Linked Bonds	Debt raised via capital markets tied to sustainability performance targets.	Portfolio-scale upgrades, certified impact	Market-rate / Commercial
Impact Bonds / Pay-for-Success	Investors finance upfront; repaid upon verified success by outcome funders.	Mangrove restoration, regenerative tourism	Innovative / Results-based
Carbon Credits & Nature Certificates	Monetize carbon sequestration or biodiversity outcomes for climate-conscious investors.	Nature-positive hospitality	Innovative / Market-linked
Blended Finance Platforms	Pooling philanthropic, concessional, and commercial capital into layered structures.	Multi-project hospitality clusters	Innovative / Systems-oriented

ANNEX 3

SIMPLE LUXURIES, REGENERATIVE MINDSETS: SHAPING REAL GUEST EXPERIENCES

Regenerative hospitality presents itself as an approach focused on redefining the hospitality industry: Regenerating environments, communities, and even guests. It does so by placing purpose at the forefront: the guest is not “king” in such models but rather the entirety of the living system prevails. However, removing the guest from the top of the pyramid plays to the benefit of regenerative entities – creating an environment for an authentic experience to emerge that is desperately craved in today's over-curated society.

Although guests are not central in regenerative hospitality models, they remain essential for the financial feasibility of such entities. They are also not mere consumers of a regenerative experience, but rather an influential contributor that can deeply influence the living system, and the experience of others. A trend of regenerative hospitality attracting a high net worth individual has been observed, begging the question: how does a model that does not prioritize a guest foster a luxury experience?

Therefore, the REAL framework provides the key components of a luxury regenerative experience, and a structure for practitioners to assess their current guest experience in a holistic manner that welcomes authenticity. It is designed with seven dimensions on the outer band, and two enablers as supporting drivers.



SEVEN DIMENSIONS OF A REGENERATIVE EXPERIENCE

The seven dimensions – Agentic Presence, Holistic Wellness, Inspirational Impact, Multi-Faceted Resonance, Rooted Heritage, Togetherness, and Transformational Moments – are elements critical to a guest experience in a luxury regenerative context. They are deeply interrelated, and cannot be considered as separate entities but rather as equal co-actors in a living system that collectively support one another.

1 ROOTED HERITAGE

The very essence of regenerative hospitality, ***Rooted Heritage***, is integrating indigenous knowledge and local culture, staying true to the place within which the entity operates. This includes tangible and intangible elements, which can engage all 5 senses. To deepen these roots practitioners may ask:

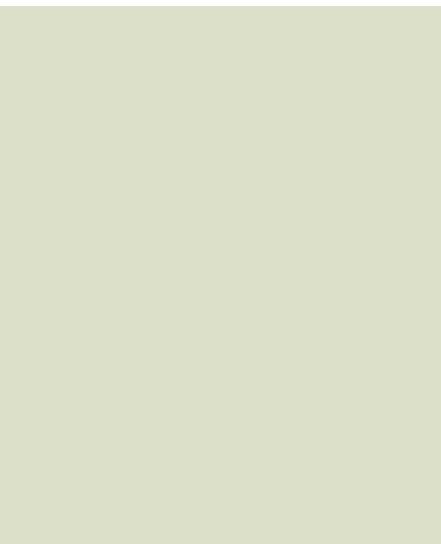


- What multi-sensory aspects of the local surrounding can be intertwined with the guest experience?
- What are the key highlights of your history? How do you share it with your guests?
- Are all options available to your guests locally grounded or culturally aligned? What is the story around these elements?

2 AGENTIC PRESENCE

Agentic Presence is a guests' intentionality and/or active participation in the co-creation of the experience, rather than being a passive consumer of the experience. Practitioners may strengthen this engagement by asking:

- What elements can you remove or add to the guest experience to help them disconnect from outside stressors?
- How can you foster guest experiences that engage the guest as an active participant, rather than a passive receiver?
- Are you creating an environment that fosters participation with the storyline? Are you embedding multi-stakeholder feedback?





3

INSPIRATIONAL IMPACT

Regenerative properties remain highly inspiring, with ***Inspirational Impact*** encompassing the condition in which an individual is not only impacted but also inspired to contribute to a greater good. To continue this impact it's important for practitioners to ask:

- What are the pieces of your story that can serve as an inspirational base? Can these be enhanced through other storytelling methods?
- Who/what are the inspirational touchpoints in your guests' experience? How can this impact be extended?
- Are you creating the space and/or accessibility for the guest to act on their inspiration?
- What is the last interaction a guest has with the entity? How can it solidify inspirational moments?

4

TOGETHERNESS

The atmosphere at regenerative properties foster conviviality, with ***Togetherness*** representing the relationship amongst guests and other stakeholders, creating a sense of familiarity, belonging, and connection amongst all actors. Key to the experience for all actors, one may review this dimension by asking:

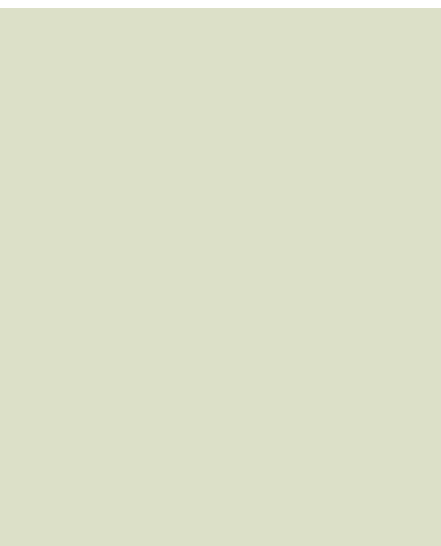


- How do you articulate your values to attract guests that align with your atmosphere, other guests, and community?
- How do you ensure all stakeholders remain on the same level (i.e., social cohesion between staff, guests, community, etc.)?
- How can informal interactions be fostered and encouraged amongst all actors?
- What mediums can be embedded to create moments of exchange (e.g., celebrations and events, communal dining tables)?

5 HOLISTIC WELLNESS

Holistic Wellness represents the embodiment of physical, mental, and social wellbeing that nourishes social connection, rejuvenates mental states, and improves physiological condition. To evaluate its embodiment, one may ask:

- What elements can be embedded that enhance not only physical well-being, but also social and psychological wellness?
- How can you embed wellness that encompasses employee and communal well being, fostering an authentic wellness-centric atmosphere?
- How do you embed wellness into your narratives in a way that aligns with mission, values, and heritage?





6

TRANSFORMATIONAL MOMENTS

Regenerative entities do not curate transformation, but rather authentically create an environment that provides grounds for transformation, personal shifts, or change. To enhance grounds for transformation, practitioners may ask:

- How can you encourage individuals to explore beyond the bounds of their comfort zone?
- How do you embed a transformational catalyst (e.g., peak experiences, time to slow one's pace of life, peace, safety, challenge of comfort zones), to foster transformation and personal growth?
- How can you align your story with your experience elements in a manner that inspires one to change (i.e., showing a vegetarian diet is feasible/enjoyable/beneficial)?

7 MULTI-FACETED RESONANCE

As regeneration essence lies in connection, Multi-Faceted Resonance is the deep connection derived from the alignment between an experience element and an individual's personal sphere, possibly on multiple levels. As a highly personal dimension, practitioners must stay rooted in their values and communicate them clearly, asking:



- Which storytelling touchpoints can enhance resonance with your guests and stakeholders?
- What are the bonding moments between what your company stands for and outside actors?
- How can you perpetuate resonance in the long-term?

TWO ENABLERS OF A REGENERATIVE EXPERIENCE

The two enablers – Authentic Storytelling and Paradoxical Embrace – are held in a notable position as they are embedded within and play an active role in the success of each of the seven dimensions. Furthermore, they embody a reciprocal relationship, with Authentic Storytelling enabling regenerative entities to reframe paradoxes into experience enhancers, and paradoxical embrace benefiting storytelling narratives as paradoxes transform ways of thinking and nurture a growth mindset.

1 PARADOXICAL EMBRACE

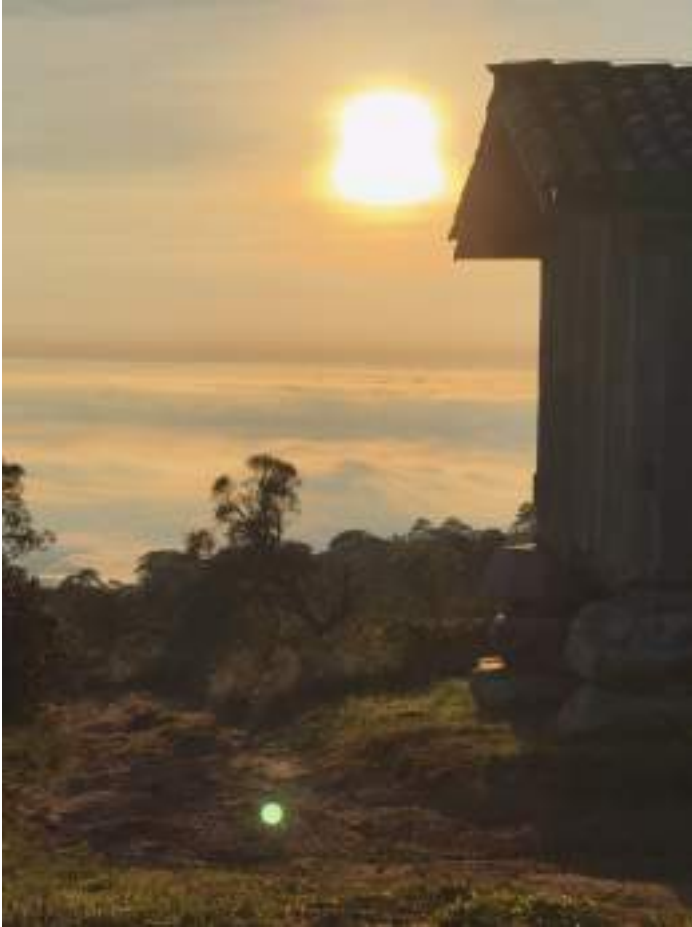
Paradoxes are inevitable, but are not to be shied from but rather embraced, with this enabler representing the action of welcoming aspects that at first glance create tension, but when leveraged properly, can benefit from and feed into each other. To do so, practitioners may ask:

- Have recurring paradoxes been identified? What benefits can they bring to your business reality?
- How could/ are these tension points being harnessed and leveraged?
- How can narratives be encouraged in a manner that is reconciliatory to your service and help you leverage these tension points?

2 AUTHENTIC STORYTELLING

As storytelling is how we share and connect with the world around us, this enabler depicts narratives true to local culture that do not solely rely on common marketing practices or overcommercialization. Rather, practitioners should ask:

- How do you ensure narratives are truly embedded in your culture, transcending authentic elements and encouraging further connection with the story?
- How can you align storytelling touchpoints across the entity and mediums while empowering personal adaptability?
- How can you tailor narrative framing to ensure resonance with the right target audience?



Therefore, by reviewing one's guest experience utilizing the REAL framework, authenticity can be preserved while improving resonance with guests. Not only can this bring financial benefit to regenerative entities, but further feeds the living system, and holds the potential to carry regeneration beyond the bounds of a regenerative property.

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