



# CATALYST

European VET Excellence Centre for Leading  
Sustainable Systems and Business Transformation

# CATALYST

## Centres of Vocational Excellence Strategic Document

November, 2023



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## Executive Summary

The CATALYST project aims to establish united Centres of Vocational Excellence (CoVEs) in five European countries to support and inspire SMEs in re-thinking and re-designing their business models for sustainability. The project focuses on up-skilling professionals and students and implementing VET trainings and joint research projects in selected sectors.

CATALYST partners utilized a combination of online and offline workshops, along with the use of the MIRO Board for collaboration, to develop a comprehensive strategy for the CATALYST CoVEs initiative. These workshops addressed various aspects such as defining vision and goals, evaluating partners' expertise, outlining service offerings, and discussing operational procedures.

The European CATALYST CoVE is envisioned as a central hub and catalyst for sustainable business transformation in Europe. It serves as the foundation for a collaborative business community focused on driving sustainable, resilient, and equitable outcomes. National CoVEs, tailored to local contexts, extend this vision, adapting offerings to meet specific regional needs and target groups. The initiative is guided by four core values: competence, collaboration, caring, and commitment, which underpin its mission to equip organisations and individuals with the knowledge and skills for lasting sustainable change.

The CATALYST CoVEs have set forth three long-term goals to drive sustainable transformation in the business world. These goals include providing support for professionals and students in personal and organisational development, encouraging SMEs to embrace sustainability in their business models, and playing an advisory role in policy creation. In the short term, the CoVEs aim to offer high-quality knowledge and skills, relevant and applicable for professionals, SMEs, and students, as well as to facilitate collaboration between key stakeholders through the CATALYST Network to enhance the visibility of upskilling best practices.

The CATALYST CoVEs aim to impact three main sectors: business (with a focus on SMEs, professionals, and startups), teachers, students and educational institutions, and government agencies and public authorities. By providing sustainability knowledge and skills, CATALYST CoVEs seek to catalyse positive change in business, empower future leaders through education, and equip government officials with a deeper understanding of environmental and social issues. This inclusive strategy is further refined on a national level within specialised Centres of Vocational Excellence to address specific industry needs on national level.

The National CATALYST CoVE in **Austria** puts its focus on sustainability in tourism, emphasizing the sector's growth and the need for eco-friendly practices. Additionally, the CoVE aims to target entrepreneurs and founders, addressing the low entrepreneurial activity and the need for concise training in sustainability practices.

In **Germany**, the CATALYST CoVE focuses primarily on SMEs, particularly in the food, textile and ICT sectors. The aim is to facilitate sustainable change, particularly for traditional operating companies.

The selected industry in **Greece**, manufacturing, contributes significantly to the economy but faces challenges such as global competitiveness, innovation, and investment and is therefore put into the focus for the National CATALYST CoVE in Greece.

CATALYST CoVE in **North Macedonia** addresses the national need for sustainability and business education. The selected industry, construction, is initially targeted due to legislative requirements and its significant role in the economy.

The selected industry in **Portugal** is the Moulds and Plastic sector, where the CoVE focuses on SMEs within this industry. Portugal's Moulds Cluster is a significant global player, ranking third in Europe and eighth worldwide for plastic injection mould production.

The CATALYST CoVE's Unique Selling Proposition (USP) lies in offering a comprehensive platform for sustainable business transformation at a European level. This includes a wide range of educational courses, essential services, resources, and a network of like-minded individuals, all seamlessly integrated into one platform. The CoVE goes beyond traditional learning, aiming to guide, connect, and empower individuals to lead sustainable change in all aspects of their lives and careers.

The CATALYST CoVEs offer a comprehensive range of courses, resources and services aimed at fostering sustainable business transformation in Europe. This includes the CATALYST Program, a set of over 70 online courses, at least 25 thematic services and resources, and a network to engage stakeholders and create synergies among project partners, professionals, students and teachers. These offerings are designed to empower individuals at personal, organisational, and systemic levels, equipping them with the skills and knowledge needed to address complex sustainability challenges.

The CATALYST Program is a tailor-made educational offer designed based on comprehensive mapping and analysis. It addresses challenges identified by stakeholders by providing a wide range of courses and competencies focused on sustainability and relevant future skills. The program consists of 70 courses at different levels, offering a personalised learning experience through interactive platforms, learning pathways, specialisation programs, resources, and support services, all co-created with business and educational professionals to meet the diverse needs of various target groups.

Resources are supplementary materials or assets provided to learners to enhance their educational experience and help them achieve their learning objectives. These resources are typically available alongside the core course content and can vary based on learners' specific needs and the subject matter. Additionally, services are offered, which are interactive and supportive offerings that provide guidance, assistance, and personalized support to learners. They require direct interaction and support from instructors or platform staff, and access may be limited due to the additional work involved. Both resources and services are categorized into primary (developed by CATALYST partners) and external (referred to by CATALYST).

The operational procedures for the CATALYST CoVEs are outlined in an organisational chart. It's divided into 6 divisions for overall European CoVE operation and 5 divisions for managing operational procedures for CATALYST CoVEs on the National level. Each division has lead partners overseeing specific responsibilities. The CoVE Management Board, chaired by P1-IECE, is responsible for comprehensive coordination and management. Education, led by P1-IECE and P10-ISCTE, focuses on developing educational offers. Applied Resources and Services, managed by P4-CSCP and P2-CEIM, is responsible for defining resources and services. Implementation, led by P7-BEST and P10-ISCTE, handles piloting and implementation. Network Management,

primarily overseen by P19-SDSN, establishes the CATALYST Network. Technical Platform Management, managed by P14-CTD and P13-AUEB, handles platform development. Lastly, Marketing, Communication, and Dissemination, led by P6-BNW and P15-Sporos, manages visual identity, PR activities, and dissemination events.

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## List of Abbreviations

AMA	Ask me anything
AUEB	Athens University of Economics and Business
BNW	Bundesverband Nachhaltige Wirtschaft e.V.
CE	Circular Economy
CEIM	Civil Engineering Institute Macedonia
CENTIMFE	Technological Centre for the Mouldmaking, Special Tooling and Plastic Industries
CO – IN © Model	Collaborative Innovative Model
CoVE	Centre of Vocational Excellence
CRETHIDEV	Creative Thinking Development
CSRD	Corporate Sustainability Reporting Directive
CSCP	Collaborating Centre on Sustainable Consumption and Production
EC	European Commission
ECTS	European Credit Transfer and Accumulation System
EFSI	European fund for strategic investments
EQF	European Qualifications Framework
EU	European Union
FHJ	Fachhochschule Joanneum
GDP	Gross Domestic Product

HR	Human Resources
ICAA	Intellectual Capital Association
IECE	Institute for research in environment, civil engineering and energy
ISCTE	Instituto Universitario de Lisboa
IC	Intellectual Capital
ICT	Information and Communication Technology
KPI	Key Performance Indicator
LCA	Lifecycle Assessment
NGO	Non-Governmental Organisation
R&D	Research and Development
RIS3	Research and Innovation Strategies for Smart Specialisation
ROI	Return on Investment
SBC	Small Business Chamber
SDGs	Sustainable Development Goals
SDSN	Sustainable Development Solutions Network
SME	Small and Medium Sized Enterprise
STEM	Science, Technology, Engineering and Mathematics
TBD	To be determined
USP	Unique Selling Proposition
VET	Vocational Education and Training
WP	Work Package

## 1. Introduction

**The CATALYST project “European VET Excellence Centre for Leading Sustainable Systems and Business Transformation”** is designed with strong vision and motivation to contribute to realisation of the European Green Deal and the new Industrial and SME Strategies.

The **main goal** is with the **establishment of united CATALYST Centres of Vocational Excellence in 5 countries** (North Macedonia, Greece, Austria, Germany and Portugal) to give support, create an educational offer to tackle personal and organisational development, and to embrace transformation in SMEs, enabling and inspiring them to re-think and re-design their business models, co-creating and sharing between educational and business organisations.

### **The main project outputs are:**

1. 5 CoVEs and CATALYST Network anchored the European VET ecosystem;
2. 70 VET courses for up-skilling professionals and students (Enable component);
3. Co-create and disseminate applied knowledge inspiring business-education partnerships involving students, professionals and SMEs (Inspire component);
4. Create CATALYST Platform which will unite all CoVEs on European level;
5. Implement VET trainings, pilot-project with SMEs and applied joint research projects in selected sectors according to the national S3;
6. Raise awareness of the potential CATALYST CoVEs have and increase the demand and attractiveness of VET.



The project fosters innovation and applied knowledge in approaches of learning and tailor-made VET program via the “Enable component”, as well as support of SMEs to create sustainable businesses via the “Inspire component”.

The main focus will be addressing sustainability from an organisational, social and economic perspective. There are a lot of new technologies constantly developed, but what is lacking in Europe is the strong support provided in the business sector to bravely accept the proposed changes and sustainability leadership to lead these processes. We will build the CoVEs on our mutual experience and vision of how professionals and industry can perform in a more sustainable way.

The main goal of the establishment of the CoVE is to give support, create an educational offer to tackle personal and organisation development, and to embrace transformation in SMEs, enabling and inspiring them to re-think and re-design their business models, co-creating and sharing between educational and business organisations.

This document at hand aims to provide the strategy for the development and the implementation of the CATALYST Centre of Vocational Excellence in 5 countries (North Macedonia, Greece, Austria, Germany and Portugal).

## 1.1. CoVE Strategy CANVAS

To streamline the development of the CATALYST CoVE (Centre of Vocational Excellence) strategy, FH JOANNEUM introduced the CoVE Strategy Canvas, a comprehensive framework that addresses essential aspects of a CoVE. The Canvas was developed by FH JOANNEUM and encompasses the following key elements:

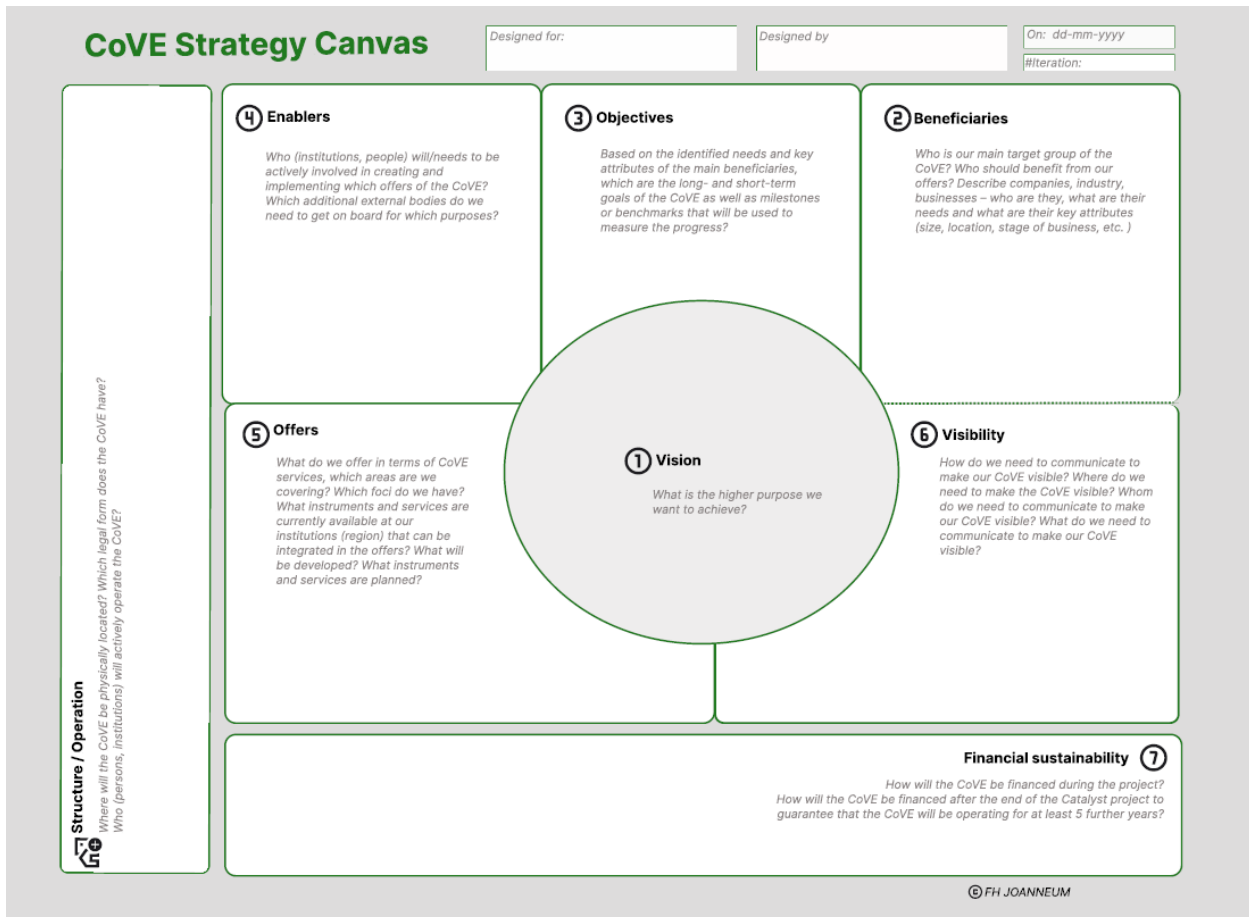


Figure 1: CoVE Strategy Canvas

**Vision:** The first component of the CoVE Strategy Canvas centres around defining the higher purpose to be achieved. Participants engage in articulating a compelling and aspirational vision that encapsulates the ultimate goal of the CoVE initiative. Besides that, a mission statement and the overall values of the CATALYST CoVE are defined.

**Beneficiaries:** In this section, the main target group of the CoVE and the intended beneficiaries of its offerings are identified. This involves a thorough description of companies, industries, and businesses, taking into account their specific needs and key attributes such as size, location, and stage of business.

**Objectives:** Building upon the needs and attributes of the main beneficiaries, the long- and short-term objectives of the CoVE are established. Additionally, participants outline milestones and benchmarks that serve as metrics for measuring progress towards these objectives.

**Enablers:** The Enablers aspect of the CoVE Strategy Canvas focuses on determining the individuals and institutions that actively participate in creating and implementing the CoVE's offerings. Further, external bodies that need to be engaged for specific purposes are also identified in this section.

**Offers:** The Offers segment deals with the CoVE's service offerings and the thematic areas it aims to cover. It includes partners' existing skills, instruments and services available in their

institutions or regions that can be integrated into the CoVE's offerings. Additionally, outline plans for developing new instruments and services to enhance the CoVE's value proposition should be included in this section.

**Visibility:** This part of the Canvas addresses the communication strategy for making the COVE visible to the relevant stakeholders. Participants identify key communication channels, target audiences, and essential messaging to effectively promote the CoVE and its services.

**Structure / Operation:** The Structure / Operation section entails decisions regarding the physical location and legal form of the European CoVE and the National CoVEs. It also specifies the responsible parties, including individuals and institutions, who actively operate and manage the CoVEs.

**Financial Sustainability:** In this aspect, the financial aspects of the CoVE are addressed. Participants discuss how the CoVE is financed during the project's duration, as well as post-project, to ensure its continued operation for at least five more years. Note: In the frame of this CATALYST CoVE Strategy, the financial sustainability for the years 2026 onwards (after official project runtime) will be part of the Sustainability Strategy to be developed as a separate deliverable (WP7) at a later stage in the project and is therefore neglected in this strategy.

By utilising the CoVE Strategy Canvas, FH JOANNEUM provided a clear and structured approach to the development of the CoVE strategy. This framework fostered collaboration, facilitated decision-making, and ensured that all critical elements were meticulously addressed, thereby increasing the likelihood of the CATALYST CoVE's success and long-term sustainability.

## 1.2. The Work Process

In pursuit of fostering a unified vision and framework for the CATALYST CoVE on European level, a series of online workshops with National Coordinators and an offline workshop in the frame of the CATALYST Partner Meeting in Lisbon with all project partners were conducted. These workshops served as critical platforms for collaborative discussions, strategic planning, and the establishment of a robust structure for the CATALYST CoVE on European level. Each workshop was meticulously designed to address specific aspects of the CATALYST CoVE strategy, culminating in a comprehensive and inclusive framework. To facilitate seamless collaboration and ensure transparency throughout the online workshops, all details and results were meticulously documented in a MIRO Board. MIRO, an online whiteboard for visual collaboration, provided the ideal platform for National Coordinators to engage in dynamic discussions, brainstorming sessions, and strategic planning. This digital workspace allowed participants to work together in real-time, irrespective of geographical constraints, promoting inclusivity and active involvement of all stakeholders, also in-between the single workshops.

The MIRO Board served as a centralised collaboration place, capturing the outcomes of each workshop. It acted as a living document that could be accessed and updated by all partners, ensuring everyone stayed informed and aligned with the progress of the CATALYST CoVE development.

Flexibility was a key principle embraced throughout the process. By utilising MIRO, the workshops embraced an agile approach, adapting to evolving requirements and accommodating diverse perspectives. Participants had the freedom to contribute their ideas, comments, and

suggestions at their convenience, fostering a collaborative and iterative process that yielded well-rounded and refined results, also during the time between of the workshops on their National levels.

In conclusion, the combination of strategic workshops and the utilisation of the MIRO Board underscored the dedication to open collaboration and adaptability. Through this collaborative approach and with the MIRO Board as a central hub, the CATALYST CoVE strategy was able to take shape comprehensively.

### **1<sup>st</sup> Online Workshop - March 27<sup>th</sup>, 2023 – Vision, Goals, Target Groups:**

The inaugural online workshop, held on the 27<sup>th</sup> of March, centred around setting a clear vision and defining concrete goals for the European CoVE initiative. National Coordinators engaged in thought-provoking discussions to identify key challenges faced by vocational education and training in their national settings and proposed innovative solutions. They collectively shaped a vision that emphasised fostering excellence, innovation, and sustainability in vocational education, thus paving the way for enhanced employability and competitiveness on a global scale. Additionally, the workshop aimed at identifying target groups for the initiative, ensuring a wide range of beneficiaries and maximum societal impact.

### **2<sup>nd</sup> Online Workshop – April 12<sup>th</sup>, 2023 – Expertise & Skills of Partners, Offers, USP:**

Continuing the momentum, the second workshop, held on April 12<sup>th</sup>, focused on evaluating the expertise and skills of CATALYST project partners. The aim was to establish an overview of skills and expertise within the CATALYST partnership and the network of capable and dedicated collaborators who could contribute significantly to the CoVE initiative. Through interactive discussions, National Coordinators outlined the core strengths and expertise of their respective institutions, highlighting unique selling propositions (USPs) that could add value to the European CoVE ecosystem. This collaborative effort served to fortify the network of partners, creating a diverse and potent alliance to support the realisation of CoVE's overarching objectives.

### **3<sup>rd</sup> Online Workshop – May 12<sup>th</sup>, 2023 – Offers: Thematic Areas, Services & Instruments:**

The third online workshop, convened on May 12<sup>th</sup>, delved into the development of comprehensive offers within distinct thematic areas. National Coordinators engaged in identifying the range of offers (courses, services, resources) that CoVEs could provide to their respective target groups and specifically the themes and topics these offers will evolve around. The discussions aimed to create an enticing array of offerings that catered to the evolving needs of learners, industries, and society at large. By focusing on service diversification and customization, the CoVEs aimed to be responsive to the dynamic demands of the job market.

### **4<sup>th</sup> Workshop (offline) – May 31<sup>st</sup>, 2023 Lisbon – National Specifics**

The primary objective of the 4<sup>th</sup> Workshop was to present and share the meticulously elaborated aspects and outcomes from the preceding online workshops with all the partners involved. During the offline session, the participants were grouped into their respective national cohorts,

enabling focused and in-depth discussions on the National Specifics of each National CATALYST CoVE. With a spirit of collaboration and a commitment to excellence, partners engaged in thorough discussions and analysis of the unique needs, attributes, and characteristics of their respective national beneficiaries. By delving into the National Specifics, they gained deeper insights into the intricacies of vocational education and training within their specific contexts. Furthermore, during the workshop, a first draft of the resources and services that would be offered by the CATALYST CoVE were defined in granular detail. By doing so, partners were able to shape a comprehensive and tailored range of services that catered precisely to the requirements of their beneficiaries.

### 5<sup>th</sup> Workshop (online) – September 28<sup>th</sup>, 2023 - Operational Procedures

In the frame of the 5<sup>th</sup> Workshop an organigram was presented and discussed by all National coordinators under the lead of WP3 leader FHJ. The organigram shall reflect the distribution of operational procedures and tasks among the partners relating to all operational procedures of the future CATALYST CoVE. Partners were asked to discuss the draft also on their National levels, suggesting adjustments for a final version.

### Conclusion:

The series of online and offline workshops with National Coordinators was an instrumental step in shaping the European CoVE strategy and establishing a robust framework. The collaborative effort resulted in a cohesive vision, well-defined goals, and a network of partners capable of contributing their unique expertise. By offering a diverse range of services and resources, the CoVE initiative aspires to create a transformative impact on vocational education, equipping learners and professionals with the skills and knowledge needed to thrive in an ever-changing world. With a strong foundation laid during these workshops, the European CoVE initiative embarked on a journey of empowering individuals, fostering innovation, and driving economic growth across the continent.

## 2. Main Focus and Idea of CATALYST CoVE

The European CATALYST CoVE stands as the central and pioneering hub, serving as both the centre and starting point for the transformative movement. It represents the foundation upon which the sustainable business revolution will unfold. Building upon this strong foundation, National CoVEs will be developed and established in the partner countries, tailored to address the unique local requirements and contexts.

National CoVEs serve as localised versions of the European CoVE, adapting its offers to suit the specific needs of each nation. While unified by a shared vision and purpose, these National CoVEs will possess the flexibility to cater to the diverse economic, social, and environmental landscapes of their respective regions and address very specific and relevant target groups.

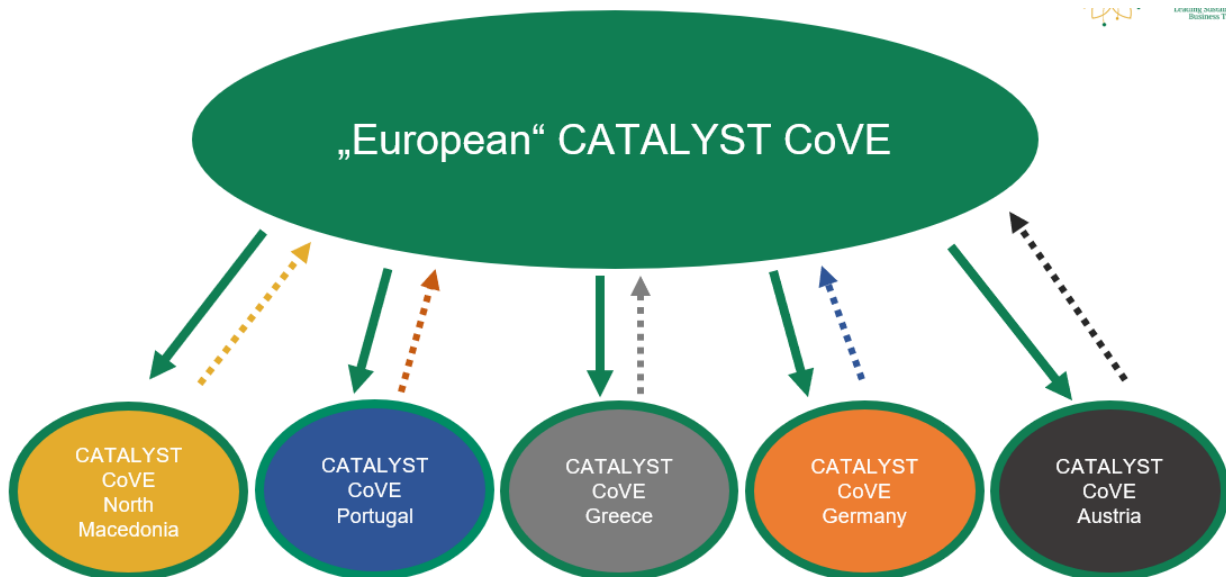


Figure 2: Visualisation of CATALYST CoVE main idea

## 2.1. CATALYST CoVE Vision

Our CoVE’s vision slogan is

*“Inspire and enable business sustainably”*

Our vision is to build a collaborative business community that can drive the transformation towards a more sustainable, resilient and equitable future for all.

## 2.2. CATALYST CoVE Mission

We, the CATALYST Centre of Vocational Excellence for Leading Sustainable Systems and Business Transformation, equip organisations and individuals with the knowledge and skills necessary to create lasting change towards a more sustainable society, by providing targeted courses, services and resources, as well as a leading network supporting sustainable business transformation.

## 2.3. CATALYST CoVE Values

CATALYST CoVE is built upon a strong foundation of four core values that underpin its vision and guide its actions. These values serve as the bedrock upon which the CoVE thrives, fostering a dynamic and inclusive environment for growth and transformation.

### Competence

At the heart of CATALYST CoVE lies a deep commitment to excellence and proficiency. The CoVE shall be driven by a relentless pursuit of knowledge, skill development, and innovation. By

nurturing and celebrating competence, CATALYST CoVE empowers individuals and institutions to reach their fullest potential.

### Collaboration

Central to the CATALYST CoVE is the spirit of collaboration. True progress is best achieved when diverse perspectives and expertise come together harmoniously. By fostering an environment of open dialogue and cooperation, CATALYST CoVE cultivates strong partnerships and networks that transcend boundaries. Collaboration enables the pooling of resources, ideas, and energies, propelling the initiative towards greater collective achievements.

### Caring

A key pillar of CATALYST CoVE is its unwavering commitment to compassion and care. The initiative is driven by a genuine concern for the well-being of the environment and the society as such. Whether supporting professionals, learners, educators, or industry partners, CATALYST CoVE ensures that empathy and support remain at the forefront of its endeavours. By fostering a caring and nurturing environment, CATALYST CoVE creates a sense of belonging and inspires individuals to embrace their full potential.

### Commitment

The final value that defines CATALYST CoVE is unwavering commitment. The initiative is resolute in its dedication to the pursuit of its goals and objectives. With determination and perseverance, CATALYST CoVE surmounts challenges and stays the course, guided by its enduring vision. This commitment extends not only to the present but also to the long-term sustainability of its impact, ensuring that its efforts continue to bear fruit well into the future.

## 2.4. CATALYST CoVE Goals

Our vision is far-reaching, driven by a commitment to long-term impact and positive change. Our ultimate goals are centred around three long-term goals, each aimed at fostering sustainable transformation within the business world.

- **Help to tackle professionals' and students' personal and organisational development and to embrace sustainable transformation in SMEs**  
First and foremost, we strive to provide comprehensive support in tackling the personal and organisational development of professionals and students alike. Recognizing that individuals are the driving force behind every successful venture, we prioritise empowering them with the knowledge, skills, and mindset necessary to embrace sustainability in all its dimensions. Through tailored offers and resources and services, like e.g. mentoring and applied research projects we aim to nurture a generation of change-makers who are equipped to drive sustainable transformation within their organisations and beyond.
- **Enable and inspire SMEs to rethink and redesign their business model addressing sustainability from an organisational, social and economic perspective**

We firmly believe that sustainability should be at the core of every thriving enterprise. As such, we champion the integration of sustainable practices from an organisational, social, environmental and economic perspective. By encouraging SMEs to rethink and redesign their business models, we pave the way for a future where businesses operate responsibly, prioritise social and environmental well-being, and contribute positively to the communities they serve.

- **Having an advisory role in policy creation and adaptation**

We recognize that true transformative change requires collaboration with policymakers and stakeholders at a systemic level. By actively engaging with policymakers, advocating for sustainable practices, and sharing our expertise, we aim to influence policy decisions that encourage and incentivize responsible business practices. Through this advocacy, we seek to create an enabling environment that fosters a culture of sustainability and rewards businesses for their commitment to the greater good.

In pursuit of our ambitious yet attainable long-term goals, we recognize the significance of setting clear and actionable short-term goals. These objectives serve as stepping stones, guiding our path towards the realisation of our broader vision. The following are the short-term goals that must be achieved to pave the way for transformative impact:

- **Providing high quality knowledge and skills which are relevant and applicable for professionals, SMEs and students**

One of our primary short-term goals is to ensure the delivery of high-quality knowledge and skills that are not only relevant but also readily applicable for professionals, Small and Medium Enterprises (SMEs), and students alike. We aim to offer a comprehensive selection of over 70 courses, complemented by a set of at least 25 diverse services and resources. These offerings are created to address the specific needs and challenges faced by our stakeholders, empowering them with the tools and expertise necessary to embrace sustainability in their respective domains.

- **Facilitate the cooperation between key stakeholders to enhance the ecosystem and improve the visibility of upskilling best-practices via CATALYST Network**

Collaboration lies at the heart of our work. To achieve our short-term goals, we emphasise the importance of fostering cooperation between key stakeholders. By creating a thriving ecosystem of businesses, educators, policymakers, and other relevant actors via a unique CATALYST network, we aim to amplify the impact of upskilling best-practices. This collaborative approach not only enhances the effectiveness of our initiatives but also elevates the visibility of successful upskilling endeavours on National as well as on European level, inspiring others to follow suit.

## 2.5. CATALYST CoVE Target Group and Beneficiaries

Based on the vision and the goals, our target groups represent the following 3 sectors:





Figure 3: Overview of Main Target Groups

1. **Business:** CATALYST CoVE will mainly concentrate its offers on businesses of all sizes from all industries, with a particular focus on
  - **Small and Medium Enterprises (SMEs)** as they collectively form a significant portion of the business landscape in Europe. According to the European Commission, SMEs account for 99% of all businesses in the EU and upwards of 70% of total employment. In Europe, the business sector, particularly small businesses, with human resources, in general, shows low levels of training and has outdated forms of management without bold strategies. This scenario is similar in many of the EU countries, particularly the poorest ones.<sup>1</sup> By empowering SMEs with sustainability knowledge and skills, we can catalyse a widespread positive change across diverse industries and communities.
  - **Professionals of any kind and all industries,** as they play a critical role in shaping practices and decisions of organisations and industries. CATALYST CoVE offers will increase professionals' understanding of environmental and social challenges and will empower them to make informed decisions that integrate sustainability principles into their work, contributing to a more sustainable society.
  - **start-ups** and **entrepreneurs** who have the unique opportunity to embed sustainability principles into their core strategies from the outset. As the Global Entrepreneurship Monitor Report 2022/2023 states the awareness of the SDGs among those starting a business or running a newly established business is very low, however, in general the consideration of social and environmental issues of

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<sup>1</sup> European Commission (2023). Single Market Economy. Available from [https://single-market-economy.ec.europa.eu/smes\\_en](https://single-market-economy.ec.europa.eu/smes_en)

start-ups and entrepreneurs when making decisions about the future of the business is on the rise.<sup>2</sup>By receiving training and other resources and services in sustainable practices, entrepreneurs can design business models that prioritise environmental and social responsibility and foster the SDGs, leading to a more sustainable society.

2. **Students and Educational Organisations:** Recognising the significance of knowledge dissemination and skills development, CATALYST will cater to **students, teachers** and **educational institutions**. Empowering the next generation with the necessary expertise and understanding of sustainability issues will be pivotal in ensuring a brighter, greener future. CATALYST CoVE offers equip them with the knowledge, skills, and ethical values needed to become responsible future leaders who prioritise environmental stewardship and social responsibility. Furthermore, through the CATALYST Network, students and companies will be brought together, which aims to ease the shortage of skilled workers and better integrate young talents into the labour market.
3. **Government Agencies, Ministries, and Public Enterprises:** These play a crucial role in shaping policies, regulations, and public services that impact society and the environment. CATALYST CoVE offers shall equip government officials, especially the administration staff with a deeper understanding of environmental and social issues. This knowledge enables them to formulate robust and effective policies and regulations that promote sustainability and contribute to a greener society. Public enterprises often provide essential services to citizens. Sustainability training helps these organisations integrate green practices into their operations, reducing their environmental impact and enhancing public well-being.

The list of target groups outlined above is not exhaustive, reflecting the inclusive nature of our strategy. On a national level, specialised focus areas will be identified and honed within the framework of the National Centres of Vocational Excellence (CoVEs). These centres will serve as dedicated hubs for specific industries or sectors, tailoring our offerings to meet the precise needs of those individuals involved. This strategic approach ensures that our courses, resources and services are finely tuned to address the unique challenges and opportunities present in each specialisation, fostering a more impactful and comprehensive approach to sustainability education and empowerment on National level.

### 3. CATALYST CoVE Unique Selling Proposition

Our Unique Selling Proposition (USP) lies in providing a comprehensive, all-encompassing platform for sustainable business transformation on a European level.

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<sup>2</sup> GEM – Global Entrepreneurship Monitor Report (2023). Available from <https://www.gemconsortium.org/reports/latest-global-report>

With CATALYST CoVE we are creating a one-stop shop for individuals' sustainability vocational education needs. We seamlessly integrate our comprehensive educational offering of at least 70 courses with essential services, resources and the creation of a thriving network of like-minded individuals on one platform, which is unique on a European level. CATALYST CoVE creates a transformative journey that goes beyond just simple learning; it will guide, connect and empower individuals to lead sustainable change in every facet of their lives and careers.

As Center of Vocational Excellence for Sustainable Business Transformation, we take pride in preparing businesses and individuals alike to thrive in a world that demands sustainability.

### 3.1. Collaborative Innovative Model (CO-IN© Model)

The CATALYST Centre was established on the basis of the **Collaborative-Innovative (CO-IN)© Model**. The CO-IN© Model directly fosters knowledge triangles, and enables collaboration between educational and business organisations. The model was developed and tested by two project partners P1 IECE and P2 CEIM.

The Collaborative-Innovative (CO-IN)© Model is a unique model, designed to establish and enhance collaborative and innovative partnerships and enable achieving sustainable growth of all participating organisations. It supports the **knowledge-based economy** and increases the competitiveness and innovation of organisations that invest in research and development, co-create and share new knowledge and strengthen the capacities of the human capital according to their needs. This effective model enables communication and **long-term cooperation among** different relevant stakeholders (industry, government, educational institutions, professional associations and NGOs). The aim of the CO-IN© Model is to build sustainable systems and develop sustainable business models, contributing to the triple helix, strengthening the eco-innovation system and supporting the establishment of learning organisations and entrepreneurial universities.

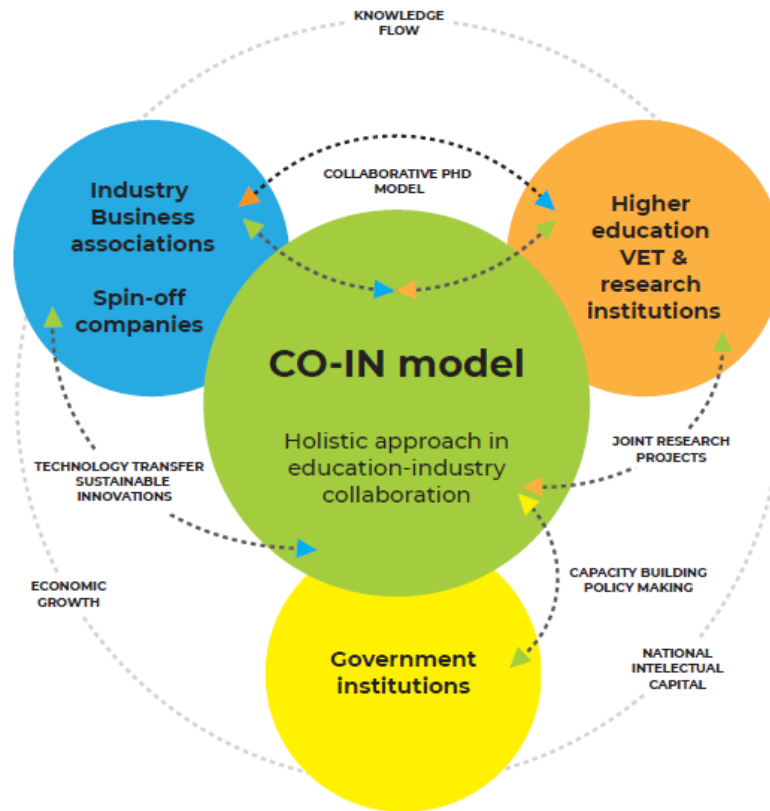


Figure 4: Collaborative Innovative Model (CO-IN© Model)

The **effects and benefits of the CO-IN© Model** are:

- Building an innovation eco-system supporting the **knowledge triangle** through collaboration and strategic partnerships;
- **Closing the gap between demand and offering** the labour market and bridging the valley of death;
- Supporting the development of sustainable businesses companies, from traditional companies to **learning organisations**;
- Added value from education and research by creating **useful knowledge**;
- Adopting a **holistic approach** to solving complex, open and connected problems, providing guidance via frame innovation methodology;
- Effective tool in addressing **complex social, economic, and environmental problems**.

## 4. CATALYST CoVE offers: Courses, Services and Resources, Network

The European CATALYST CoVE offers will encompass:

- **CATALYST educational offer** – a set of at least 70 online open-access courses in different difficulty levels accessible via the CATALYST platform
- **CATALYST portfolio of resources and services** – at least 25 different services and resources thematically connected to the educational offer
- **CATALYST Network** – a bonding medium to engage stakeholders and create synergies between all project partners, associate partners, interested students, teachers and professionals enhancing the knowledge triangle

Based on the results of the “Mapping and skills forecast report of Entrepreneurship and Sustainability” delivered in WP2 and in relation to the skills and expertise of staff of the CATALYST partners, a catalogue of **relevant and feasible thematic categories** has been developed. This catalogue lays the foundation for the development of the 70 courses as well as the 25 services and resources.

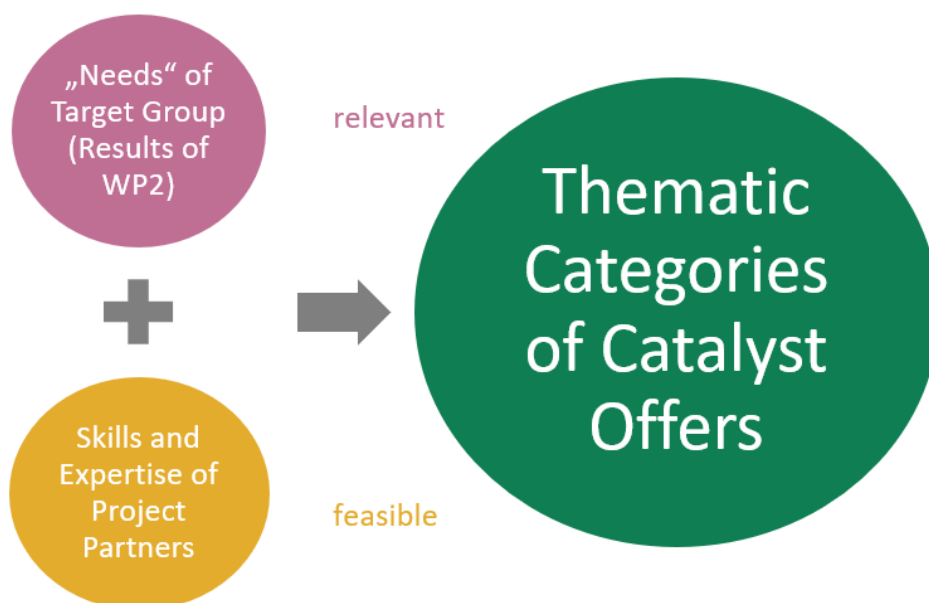


Figure 5: Visualisation of the Process of Identifying Thematic Categories of CATALYST offers

In order to create the highest possible impact, CATALYST CoVE offers will foster the development of skills and knowledge for our target groups on 3 different levels:

- a) **Personal level** - empowering professionals and students with the skills they need to tackle multidimensional and complex problems
- b) **Organisational level** – offers that support the development of more open, collaborative and explorative organisational cultures and the transformation of business, start-ups in a sustainable manner towards a more sustainable economy

- c) **Systemic Level** – offers that support the transformation towards more sustainable systems and networks as well as the society as such

An overview of the identified thematic categories based on the mentioned multi-level approach is provided here:

<b>Systemic Level</b>	
<b>Sustainable Development – Introduction</b> <ul style="list-style-type: none"> <li>• Introduction to Sustainable Development (concepts, strategies, basics)</li> <li>• Selected Topics in Sustainable Development, Climate Change and Biodiversity, Circular Economy</li> <li>• Sustainable Consumption and Production</li> <li>• Policy Framework for the transition to sustainability (SDGs, Green Deal, EU Taxonomy, etc.)</li> </ul>	<b>Leading Sustainable Systems</b> <ul style="list-style-type: none"> <li>• Social Economy, Green Economy</li> <li>• Circular Economy</li> <li>• Socio-Economic Pathways</li> <li>• Collaboration, networking, partnerships</li> <li>• Critical and system thinking</li> <li>• Eco-innovation System</li> <li>• Quintuple Helix</li> </ul>
<b>Organisational Level</b>	
<b>Business Transformation</b> <ul style="list-style-type: none"> <li>• Introduction to Business Transformation / Transformation towards sustainability</li> <li>• Sustainability Strategy</li> <li>• Sustainable business models</li> <li>• Sustainable Innovation</li> <li>• Sustainable Digitalisation</li> <li>• Social &amp; green entrepreneurship</li> <li>• Sustainable finance</li> </ul>	<b>Sustainable Business Management</b> <ul style="list-style-type: none"> <li>• EU Policy and Strategies</li> <li>• Sustainability / ESG reporting</li> <li>• Data analysis / Data management</li> <li>• CSR / social impact / social sustainability</li> <li>• Compliance</li> <li>• Cleaner Production</li> <li>• Sustainable Production</li> <li>• Assessment Tools (LCA, Hot and Sweet Spot Analysis,...)</li> <li>• Supply Chain, International Trade</li> </ul>
<b>Creating Sustainable Brands</b> <ul style="list-style-type: none"> <li>• Introduction to Sustainable brands</li> <li>• Intercultural intelligence</li> <li>• Green marketing / Greenwashing</li> <li>• Sustainable communication</li> <li>• Creating a new narrative (internal communication - Value Proposition, Purpose Def., Storytelling)</li> <li>• Creativity</li> <li>• Eco-Company</li> <li>• Eco-Label</li> </ul>	<b>Intellectual Capital</b> <ul style="list-style-type: none"> <li>• Intellectual Capital</li> <li>• Introduction to IC</li> <li>• How to measure IC</li> <li>• Relational capital</li> <li>• Human capital</li> <li>• Organisational capital</li> <li>• Innovational capital</li> <li>• Sustainable performance</li> <li>• Knowledge management</li> <li>• Learning organisation</li> </ul>

	<ul style="list-style-type: none"> <li>• IC management for digital transformation and sustainability</li> </ul>
<b>Circular Economy</b> <ul style="list-style-type: none"> <li>• Introduction to CE</li> <li>• CE Regulations and Policy</li> <li>• CE KPIs</li> <li>• Energy waste water</li> <li>• Recycling/downcycling/upcycling</li> <li>• Circular production</li> <li>• Finance/investments/funds</li> <li>• Cradle to cradle</li> <li>• Supply chain</li> <li>• Circular Design &amp; Eco-Design</li> <li>• Circular Business Models</li> </ul>	
<b>Personal Level</b>	
<b>Behaviour Change</b> <ul style="list-style-type: none"> <li>• Sustainable Behaviour</li> <li>• Behaviour Change Models</li> <li>• Responsible decision making</li> <li>• Sustainable lifestyle</li> <li>• personal growth (ICQ, etc.)</li> <li>• Green skills personal level</li> <li>• Valuing sustainability</li> <li>• Values</li> <li>• Mindfulness</li> <li>• Stress Management (Techno-Stress)</li> </ul>	<b>Transformation Readiness</b> <ul style="list-style-type: none"> <li>• Learning organisation</li> <li>• Agile management</li> <li>• System and Design Thinking</li> <li>• Systems Innovation Approach for Sustainable Transformations</li> <li>• Transformational Leadership</li> </ul>
<b>Sustainable Leadership</b> <ul style="list-style-type: none"> <li>• Change leadership</li> <li>• Sustainable communication</li> <li>• Emotional and spiritual intelligence (Resilience)</li> <li>• Leadership skills</li> <li>• People management (wellness at work, expectations management)</li> <li>• Team Management (e.g. ICQ, growth zone, etc.)</li> </ul>	

## 4.1. CATALYST Program

### 4.1.1. Development Process of the CATALYST Program

The CATALYST program is tailor-made, based on insights garnered from detailed mapping and analysis carried out in WP2. This thorough process encompasses a comprehensive needs analysis

through surveys, interviews and round tables/focus groups, allowing us to receive invaluable recommendations that serve as the compass guiding our development of the program.

From the analysis a number of challenges were detected from the relevant stakeholders: high costs, resistance to change, lack of skilled workers and need for new competencies, rigid structures, digitalisation, lack of knowledge about financing options, return on investment (ROI) and greenwashing.

Proposed potential solutions to support the organisation in the green transformation: creating a new narrative within organisations, education for sustainable development, utilising core competencies for greatest benefits, cooperation, investment in training, use of green energy, managing intellectual capital, improved communication between education and business sectors, awareness of sustainable practices, and digital transformation for organisations.



Figure 6: Brainstorming Results for the Development of Thematic Categories for CATALYST Educational Program

A wide range of courses and competencies to support the transition towards sustainability were recommended. Some of the future skills addressed were:

Sustainability	People Management
Circular Economy	Behavioural Skills
Creativity	Collaboration
Digital Competencies	Critical Thinking
Design Thinking	Systemic Thinking
Knowledge Management	Green Skills
Environmental Regulations	Cultural Intelligence



The selection of courses within the CATALYST program was made by the results obtained through this analysis. These results played a pivotal role in shaping the course offerings, ensuring they are aligned with the identified needs and recommendations.

#### 4.1.2. Organisation of the CATALYST Program

The CATALYST VET Program “Leading Sustainable, Systems and Business Transformation” plays an essential role in the CATALYST project. The CATALYST Program consists of 70 courses EQF levels 4 – 8. There are 3 levels of courses:

##### **Beginner Level Courses**

At this level, courses focus on foundational understanding and knowledge acquisition. Learners engage in basic comprehension, recall of facts, and fundamental concepts associated with the subject matter.

##### **Intermediate Level Courses**

Intermediate level courses delve into a deeper understanding of the subject matter. Learners are encouraged to analyse, apply, and synthesise information, fostering critical thinking, problem-solving, and the ability to draw connections.

##### **Advanced Level Courses**

These courses challenge learners to evaluate, create, and innovate within the domain. At this level, learners demonstrate higher-order thinking skills such as synthesis of complex ideas, evaluation of theories, and the ability to generate novel concepts and solutions.

The CATALYST Program has 3 fields:

##### **Leading Sustainable Systems - Systemic Level**

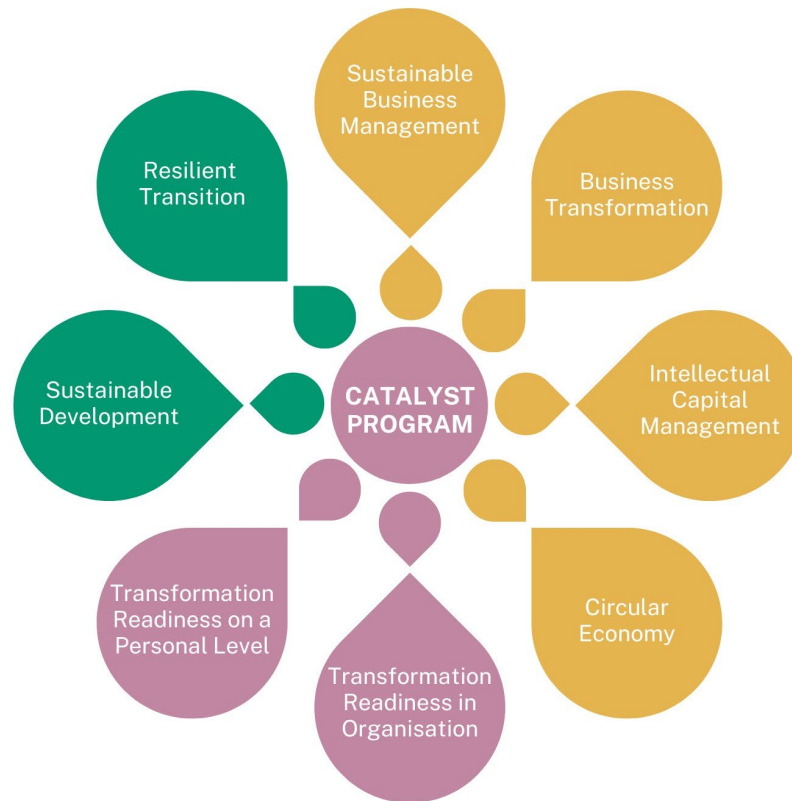
This field encompasses two categories: Sustainable Development and Resilient Transition. There is a range of courses introducing the concept of sustainable development, sustainable development policies and their implications for companies, as well as courses focused on personal and professional development in the context of sustainability, strategic planning and different economies.

##### **Establishing Sustainable Business - Organisational Level**

In this field there are four categories with a number of courses tackling the aspects of business transformation, sustainable business management, strategic and operational side of managing intellectual capital and the key aspects of circular economy.

##### **Embracing Sustainable Growth - Personal and Interpersonal Level**

In order to support individuals and organisations in the transformation processes, this field offers courses on personal level, for individuals who want to acquire new habits and upgrade their behaviour, as well as courses which tackles the preparation process on an interpersonal level in the frame of one organisation.



Leading Sustainable Systems - Systemic Level  
Establishing Sustainable Business - Organisational Level  
Embracing Sustainable Growth - Personal and Interpersonal Level

Figure 7: Overview of CATALYST Program

### 4.1.3. Specifics of the CATALYST Program

#### The CATALYST Learning Platform

Our platform embodies interactive flexibility, allowing participants to engage with the learning process in a way that suits their pace and style. This process involves leveraging digital tools and incorporating gamification, which have demonstrated their effectiveness in enhancing learning experiences. By integrating these contemporary pedagogical approaches, CATALYST can offer an engaging and dynamic learning environment that aptly addresses the evolving needs of learners.

#### Learning pathways

The heart of this personalised approach lies in the learning pathways, strategically designed to provide learners with tailored suggestions regarding suitable courses and programs based on their self-assessment. This dynamic guidance facilitates informed decisions and a more enriching learning experience. Participants who will enrol on the CATALYST program are empowered with a personalised learning approach, tailoring their educational journey to their unique needs and

aspirations. This customisation is guided by a self-assessment test, illuminating individual learning needs and preferences.

### Specialisation Programs

Learners can select from a variety of specialisation programs finely attuned to specific skills and career progression goals in sustainability and management. These specialisation programs are comprehensive educational offerings designed to equip learners with a specialisation in a particular topic.

### Enable Component – set of resources and services

In addition to the courses and programs, 25 resources and support services are available to support the learning journey. These resources are carefully curated to enhance understanding and application of the course content. Furthermore, the platform offers invaluable insights into career prospects, guiding learners on potential professional paths and how to navigate them effectively.

### Co-creation of the Program with business and educational professionals

To ensure a holistic and effective learning experience, the contents, duration, methodological approach, and learning objectives are meticulously crafted in collaboration with experienced business and educational professionals. This collaborative effort guarantees a well-rounded educational approach that aligns seamlessly with industry needs, thereby nurturing learners' growth and ensuring their success.

### Target group

The CATALYST Program is comprehensive, tailored to meet the diverse needs of various target groups, including professionals, students, managers, business owners, NGO representatives, government officials, and teachers.

## 4.2. Resources and Services

**Resources** will be supplementary materials or assets provided to learners to enhance their educational experience and help them achieve their learning objectives.

These resources are typically made available alongside the core course content and may vary depending on the specific needs of the learners and the subject matter. Resources provide a rather **“passive” support** that doesn't involve direct interaction with service providers or instructors.

They should be **self-explaining** and **openly accessible** at any time.

Through the CATALYST platform, two types of resources will be offered:

- a) **Primary resources** – offers developed by the CATALYST partners themselves
- b) **External resources** – further external offers created by others which CATALYST only refers to

**Services** will be a range of interactive and supportive offerings that enhance the learning experience by providing guidance, assistance, and personalised support to learners. Services

provide a rather **“active” support**, since they **require direct interaction and support** from instructors or platform staff.

Due to the additional work required, **access to services should be limited**.

Through the CATALYST platform, two types of services will be offered:

- a) **Primary services** – offers provided by the CATALYST partners themselves
- b) **External services** – further external offers which CATALYST only refers to (e.g. external events)

## Definition and Scope of Resources:

	Resources	Description	Examples	Scope
<b>TOOLS</b>	<b>Self-assessment/ self-explaining tools</b>	Digital implements, instruments or software apps that assist in performing specific tasks or achieving particular objectives.	<ul style="list-style-type: none"> <li>• Checklist</li> <li>• Questionnaire</li> <li>• IC scoring</li> </ul>	Always accessible
	<b>Templates</b>	Pre-designed formats, layouts or frameworks that are filled in with content/information.	<ul style="list-style-type: none"> <li>• Business model canvas</li> <li>• SWOT analysis</li> </ul>	Always accessible
<b>GUIDELINES</b>	<b>Guidelines</b>	Comprehensive, systematic and descriptive set of instructions, principles or recommendations that provide guidance in a detailed way.	<ul style="list-style-type: none"> <li>• Various methods</li> <li>• CE guide</li> <li>• Green procurement guideline</li> </ul>	Always accessible
	<b>Tips &amp; Tricks</b>	Compact, informal, practical and often unconventional pieces of advice that provide applicable insights, shortcuts, or creative solutions to common challenges or problems.	<ul style="list-style-type: none"> <li>• Applied checklist</li> <li>• One Pager</li> <li>• Life Hacks</li> </ul>	Always accessible
	<b>Glossary</b>	Collection of at least 100 sustainability terms incl. their definitions.		Always accessible
	<b>Ask an Expert</b>	Self-guided learning-material that provides answers to at least 30 questions from business professionals, real life scenarios and challenges. Has the option for anyone to ask a new question for supporting the learning process of VET learners.		Always accessible
<b>“PRACTICUM” FEATURES</b>	<b>Case studies &amp; best practices</b>	Supporting training instruments with at least 30 cases and real-life scenarios to serve as learning experiences and inspiration.		Always accessible
	<b>Reports</b>	An account given of a particular matter, especially in the form of an official document. Only openly accessible reports will be considered as external resources. No development of own reports.	Reports on <ul style="list-style-type: none"> <li>• Specific sectors</li> <li>• Industries</li> <li>• Skills necessities</li> <li>• Public policies</li> </ul>	Always accessible

## Definition and Scope of Services:

	Service	Description	Examples	Scope
GUIDANCE AND CONSULTATION	<b>Consultation</b>	Involves an expert providing targeted advice, guidance, and solutions to individual clients based on their expertise. Takes a directive approach, offering recommendations and action plans. Focuses on problem-solving and addressing specific challenges or tasks. Often provides an external perspective and fresh insights.	Consultation on <ul style="list-style-type: none"> <li>• ESG reporting</li> <li>• finding funding instruments</li> <li>• Implementing knowledge into action</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency: following a completed course</li> <li>• Access: Limited depending on learning achievements.</li> </ul>
	<b>Coaching</b>	Facilitates self-discovery and empowers individuals or teams to achieve their goals. Takes a non-directive approach, guiding clients to explore their own ideas and perspectives. Focuses on personal or professional development. Builds a supportive relationship, offering encouragement, accountability, and a safe space for exploration.	Coaching on <ul style="list-style-type: none"> <li>• Mindfulness</li> <li>• Sustainable Lifestyle</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency: following a completed course</li> <li>• Access: Limited depending on learning achievements.</li> </ul>
	<b>Mastermind</b>	Small group of like-minded professionals and a facilitator that meet regularly to get peer support, brainstorm ideas as well as set and achieve goals. These groups offer a structured and collaborative approach to learning, accountability and mutual development.	Mastermind group to “Co-Create Your Sustainable Business”	<ul style="list-style-type: none"> <li>• Frequency: usually 1-year programs</li> <li>• Access: closed group</li> </ul>
	<b>Ask me Anything</b>	Two potential options have been discussed: <ol style="list-style-type: none"> <li>1. <b>“Ask me anything” (AMA) event:</b> Online Q&amp;A session where a person opens themselves up to questions from an audience. Format for knowledge-sharing, networking, and engaging with a broader audience.</li> <li>2. <b>“Ask me anything” (AMA) form:</b> Feature that allows learners to submit questions directly within the platform.</li> </ol>	Potential options: <ul style="list-style-type: none"> <li>• Ask me anything event</li> <li>• Ask me anything form</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency: events could offered several times a year, new questions submitted via the “Ask me anything” form should be reviewed once a month</li> <li>• Access: Limited depending on learning achievements.</li> </ul>

	Service	Description	Examples	Scope
<b>EVENTS</b>	<b>Online Event</b>	Virtual gathering through online platforms. Participants can engage in live or pre-recorded presentations, discussions, networking, and interactive activities.	<ul style="list-style-type: none"> <li>• Webinar</li> <li>• Workshop</li> <li>• Keynote</li> <li>• Panel discussion</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency: every calendar quarter on a regular basis</li> <li>• Open access (if recorded it can be always accessed)</li> </ul>
	<b>Competition</b>	Structured activity or event that invites participants to showcase their skills, expertise, or ideas in response to a specific call or challenge given to the participants.	<ul style="list-style-type: none"> <li>• submission of own best practice story -&gt; community votes for the most inspiring one</li> </ul>	TBD
	<b>Hackathon</b>	Collaborative and intensive event where participants, often including programmers, designers, and other professionals, come together to work on solving problems and developing innovative solutions within a limited timeframe.	<ul style="list-style-type: none"> <li>• Soft- or hardware development</li> </ul>	<ul style="list-style-type: none"> <li>• 1-2 days</li> <li>• Frequency: need/ topic based</li> <li>• Limited access according to level of expertise</li> </ul>
	<b>Summer School</b>	Voluntary series of lectures or conferences held during school and university summer vacations.		<ul style="list-style-type: none"> <li>• Frequency: once a year</li> <li>• Limited access</li> </ul>
	<b>Field visit</b>	Excursion or trip to a specific location outside of a regular workplace or educational setting. Educational procedure to gain or learn information by observing objects, places.	<ul style="list-style-type: none"> <li>• Taste event</li> <li>• virtual tour</li> <li>• Factory visit</li> </ul>	<ul style="list-style-type: none"> <li>• Frequency: twice per year</li> <li>• Limited access according to learning achievements.</li> </ul>

## 5. CATALYST CoVE - National Strategies

In each partner country National CATALYST Centres of Vocational Excellence are being established, each specialising the developed offers according to specific national circumstances, target groups, sectors and expected impacts. The National Specifics are derived from the following.

### 5.1. CATALYST CoVE Austria

#### 5.1.1. Uniqueness of Austrian CATALYST CoVE

What makes the CATALYST CoVE in Austria different from other competitors (details can be found in the competitor analysis 7.1) are delivery, monetary aspects, potential access to international clients and peers, as well as to a wider catalogue and service offer. While some competitors are offering similar educational courses, in many of them the monetary aspect is the core distinguishing aspect. Further a unique online or offline platform does not currently exist that offers a comprehensive, easily accessible offer of sustainability education in one place (one-stop-shop). In detail, the main differences to other competitors:

- The Austrian CATALYST CoVE presents its services online.
- The Austrian CATALYST CoVE offer is offered free of charge in the form of all course contents developed during the project's funding time as self-directed training via the virtual CATALYST learning environment ("platform").
- The Austrian CATALYST CoVE is strongly interwoven with the European CATALYST CoVE and can offer a wider training and service programme online in English to other industries via the other national CoVEs (Basic courses provided should also be of interest to the specific Austrian target audience.), and also, online networking with other interested individuals and organisations, as well as an online exchange of ideas and practices via the virtual CATALYST platform, and services provided through this platform specifically (e.g. journal, access to other experts etc.).
- The Austrian CATALYST CoVE is represented by renowned organisations (BEST Institut für berufsbezogene Weiterbildung und Personaltraining GmbH, [www.best.at](http://www.best.at), a large private vocational training organisation based in the Vienna region who is the national CoVE coordinator; FH JOANNEUM Gesellschaft mbH an University of Applied Sciences [www.fh-joanneum.at](http://www.fh-joanneum.at) widely engaged in vocational education and Apflbutzn Faires Gwand OG ([www.apflbutzn.at](http://www.apflbutzn.at)) a local provider of sustainable fashion in the City of Graz, Styria.

#### 5.1.2. Selected Industries in Austria

In Austria we see the necessity to offer our CATALYST offer to all industries, as the current laws and regulations (e.g. CSRD) are forcing businesses from all sectors to recognize, adhere and report sustainability topics within their business activities. Further, also educational providers



(teachers as multipliers) as well as public institutions have the imperative to address sustainability topics within their course of activities. However, through the pilot phase of the CATALYST project, we want specifically (but not exclusively) to address to the following two specific sectors:

### *Tourism*

Austria's economy has shown its resilience despite challenging conditions, including the impact of the pandemic. While growth has flattened out in most economic sectors, the tourism industry has recovered strongly, with a 17.1% increase in the first quarter of 2023 compared to the same period in 2022. The domestic tourism sector has been supported by Austria's reputation as a holiday destination and the gradual lifting of restrictions in 2022. The tourism industry is a significant contributor to Austria's GDP, providing added value and creating secure jobs for over 230,000 employees in the high season. However, the sector's future success will depend on the development of quality tourism and good cooperation between guests, businesses, employees, and local communities, potentially in line with the ESG goals.

Despite the challenging economic conditions, the demand for labour in the tourism industry remains high, with a higher-than-average number of vacancies and apprentice positions. Efforts are being made to balance out the imbalances in supply and demand between different regions, such as offering internships in tourism regions and setting up support structures for trans-regional workers. The quotas for the temporary employment of seasonal workers from third countries also play an important role in meeting additional temporary labour needs in the tourism industry.

Up- and reskilling people is one of the strategies to address lack in workforce, so training programmes are designed to provide businesses with the knowledge and tools necessary to implement sustainable practices, and to promote eco-friendly and socially responsible tourism. The Austrian Sustainable Tourism Network offers training and education opportunities for businesses in all areas of tourism. The Austrian federal government also provides training and education opportunities for tourism providers and staff in sustainable tourism practices. Among several private training providers (see 8.1.), there is, for instance, the Sustainable Tourism Association that offers a range of courses covering topics such as environmental sustainability, social sustainability, and sustainable destination management. The Austrian Ecolabel provides certification and training programmes to help tourism businesses become more sustainable and environmentally responsible.

Overall, the tourism industry remains an important contributor to Austria's economy and continued growth and investment in quality tourism will be vital for its future success.

Austria's tourism industry is experiencing growth and expects to continue growing due to strong travel demand, improved transportation, and strategic marketing. The country offers a diverse range of activities, including sustainable, outdoor, cultural, culinary, and technological experiences that appeal to both domestic and international travellers. The tourism industry is also committed to environmental protection, implementing initiatives such as sustainable accommodation and transportation, nature conservation, Green Certification, and awareness and education programmes to minimise the industry's impact on the environment. When it comes to digitisation, digital apps for travel information, online booking platforms, virtual tours, and smart tourism initiatives are common tools in use albeit with regionally different services.

Overall, Austria has started with a strong emphasis on sustainable tourism and environmental protection to attract tourists and guests from inside and outside its borders. The country actively implements measures to minimise the industry's impact on the environment and promote responsible tourism practices.<sup>3</sup>

### *Start-ups, Entrepreneurs, and future founders*

The Austrian population is highly considering entrepreneurial opportunities, but they rarely translate this into concrete plans for starting businesses. The overall entrepreneurial activity is in the middle range in international comparisons. Overall, in Austria, businesses are founded based on opportunities rather than necessity. While sustainable aspects are considered, the Sustainable Development Goals (SDGs) are not as widely embraced as elsewhere. Compared to other European countries, entrepreneurship in Austria now holds a higher status, and starting a business is seen as a desirable career option. Experts perceive sociocultural norms in Austria as not very conducive to entrepreneurship, but the working population is increasingly viewing them as more business friendly. In terms of motives for starting a business, the primary goal of ensuring a livelihood has decreased in 2022/23 compared to 2020. 69% of young companies consider social or environmental aspects in their business decisions. However, only 30% of young companies actively engage with the SDGs. To stimulate future business ventures focusing on social, environmental issues, or the SDGs, there is a need for concise and targeted training programs that do not require a significant time commitment.<sup>4</sup>

### 5.1.3. Target Groups in Austria

As for many industries, many companies also in our selected industries have access to some training and knowledge exchange as listed earlier. It is mainly the individuals who are in the process of opening up a business, the newly founded organisations who rather find basic counselling and support to become entrepreneurs, to run their newly established companies, but no specific forms of training (such as online, short-term practices) in the topics the Austrian CoVE aims to address. Also, both catering establishments and manufacturing companies in Austria face a range of regulatory requirements and must comply with various regulations which puts them under additional pressure to be compliant. The need for specialised workers in the tourism industry has been elaborated earlier.

What describes the target group for the Tourism industry best is:

The target group for sustainable tourism and gastronomy practices in Austria is primarily comprised of company founders, with around 1000 new companies being founded in the catering sector and 600 in the hotel industry in 2022. The majority of company founders are

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<sup>3</sup> Bundesministerium Arbeit und Wirtschaft (2023). Tourismus in Österreich 2022. Available from: [https://www.statistik.at/fileadmin/user\\_upload/Projektbericht-Tourismusbericht\\_2022\\_barrierefrei.pdf](https://www.statistik.at/fileadmin/user_upload/Projektbericht-Tourismusbericht_2022_barrierefrei.pdf)  
Statistik Austria (2023). Wirtschaft wächst im 1. Quartal 2023 weiter. Austrian Economic Barometer: Tourismus stützt  
Wirtschaftsentwicklung. Available from: <https://www.statistik.at/fileadmin/announcement/2023/06/20230602AustrianEconomicBarometer.pdf>

<sup>4</sup> GEM Austria (2023). Bericht zur Lage des Unternehmertums in Österreich. Available from: <https://gem.fh-joanneum.at/2023/04/21/global-entrepreneurship-monitor-austria-2022-23-veroeffentlicht/>

between the ages of 20 and 50, and over half of them are women. Our analysis of this target group shows that 51.5% of company founders are female, the largest share of company founders (31.4%) is between 30 and 40 years old, followed by the 20-30 year olds (25.8%), 21.3% of company founders are 40 to 50 years old. The fewest companies are founded by people under 20 years (2%), over 60 years (5.2%) and between 50 and 60 years (14.4%).<sup>5</sup>

More than any other employer, they have to cope with long working hours, possible seasonal high peaks, as well as high competition and large investments. Most of them cannot manage a long training programme, traditional course hours and high course fees.

Target Group	Practices
SME Owners	Primarily company founders in the tourism sector, most of them aged between 20 and 50, with long working hours and seasonal high peaks need to fight high competition, investments and gaps in HR
Professionals	HR mainly in the tourism sector to build new sustainability and related management competencies.
Managers	Managers in the tourism sector to build new sustainability and related management competencies.
Founders & Entrepreneurs	Learn about sustainability and related management competencies as well as green and social business models and activities.
Teachers	Necessity for continuing education and professional development, introducing sustainability topics and new methodologies in their programs.
Students (high school and university)	Upskilling, potential to boost entrepreneurial potential and start social and green businesses.

However, as elaborated earlier, the target group in Austria is meant to be not restricted to specific industries, it is more our aim to make the offer available to as many people as possible, which involves professionals (from all industries and all business sizes), teachers, students, public authorities, etc.

#### 5.1.4. Expected Impact in Austria

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<sup>5</sup> AMS Wien (2023). UGP Unternehmergründungsprogramm des AMS Wien. Available from: <https://unternehmensgruendungsprogramm.at/wien>  
Wirtschaftskammer Österreich (2023). Neugründung. Praxistipps für den Weg in die Selbstständigkeit. Available from: <https://www.wko.at/service/gruendung-uebergabe/neugruendung.html>  
Wirtschaftskammer Österreich (2023). WKO Statistik Österreich. Unternehmensgründungen 1993 – 2022. Available from: [https://wko.at/statistik/ng/ng2022e-gesamt.pdf?\\_gl=1\\*1ju7eog\\*\\_ga\\*MjA2NTE1NjQ3MC4xNTI3MjUzNzI4\\*\\_ga\\_4YHGVSNS4\\*MTY4OTkyMzI3Ni4yOC4wLjE2ODk5MjMyNzYuMC4wLjA.&\\_ga=2.108114306.185304706.1689923276-2065156470.1527253728](https://wko.at/statistik/ng/ng2022e-gesamt.pdf?_gl=1*1ju7eog*_ga*MjA2NTE1NjQ3MC4xNTI3MjUzNzI4*_ga_4YHGVSNS4*MTY4OTkyMzI3Ni4yOC4wLjE2ODk5MjMyNzYuMC4wLjA.&_ga=2.108114306.185304706.1689923276-2065156470.1527253728)

What we see as potential positive impacts on the national level are on a long-term basis, especially related to tourism providers:

- Improved training coverage for people and organisations in the sector: As aforementioned, the target group is not well covered. The training offer and services provided may better address them than the present programmes show. This is for one the online presence, the free-of-fees intention during the project duration, and the potential wider services provided by the other CoVEs, enriching the Austrian offer when it comes to topics and (networking/ exchange among members) contacts.
- Improved environmental performance: Tourism providers may be better equipped to implement sustainable practices that help reduce their environmental impact. This could lead to a reduction in waste, carbon emissions, and other harmful environmental impacts.
- Enhanced reputation: Tourism providers that are seen as eco-friendly and socially responsible may be more likely to attract environmentally conscious and socially responsible tourists, as well be attractive to experts/ staff. This could enhance Austria's reputation as a destination that prioritises sustainability.
- Increased competitiveness: Tourism providers that have a comprehensive sustainability plan and implement sustainable practices may be more competitive in the marketplace. This could lead to increased revenues for the providers and for the Austrian tourism industry as a whole.
- Job creation: As the tourism sector grows and becomes more sustainable, there may be opportunities for job creation in areas such as eco-tourism, sustainable transportation, and sustainable food and beverage service.
- Overall economic growth: If the Austrian tourism industry becomes more sustainable, it may be more resilient in the face of global economic challenges. Additionally, as Austria becomes known as a leader in sustainable tourism, it may attract more tourists overall, leading to increased economic growth across the country.

On a short-term basis, the main impact can be seen in improved training coverage for people and organisations in the sector.

## 5.2. CATALYST CoVE GERMANY

### 5.2.1. Uniqueness of German CATALYST CoVE

The German CATALYST CoVE is comprehensively represented by well-connected organisations from science, business and consulting in order to effectively respond to the needs of the national target group. The national coordination of the German CoVE is carried out by CSCP Collaborating Centre of Sustainable Consumption and Production, <https://www.cscp.org>, an internationally renowned non-profit think and do tank located in Wuppertal, BNW Bundesverband Nachhaltige Wirtschaft, <https://www.bnw-bundesverband.de>, a well-connected business association that promotes sustainable business practices among and through its members as well as bells, <https://bells.solutions>, a global communication consultancy focused on personal and professional growth.

Based on the conducted competitor analysis, it can be clearly stated that the CATALYST CoVE in Germany provides by far the most comprehensive range of topics in the sustainability context.

- While some of the analysed competitors consider sustainability only as one issue among many others, the German CATALYST CoVE puts sustainability at the centre of all learning offers. Some other competitors might also focus exclusively on sustainability, but in a much leaner way, without taking into account accompanying aspects of sustainable transformation such as communication, ways of working, knowledge and people management.
- In addition, the German CATALYST CoVE excels in the interlinking of its offer. Not only are the courses coherent and in many cases they even build on each other through the offer of different course levels. Moreover, they are also complemented by supporting resources and services directly linked to the courses.
- By proposing individual learning pathways, the user is clearly guided and keeps track of the comprehensive educational offer. With most competitors, however, users have to compile the learning activities themselves and select from stand-alone courses.
- Another outstanding aspect is the CATALYST Network as part of the platform to engage various stakeholders from business and education at even international level.
- Last but not least, the user experience of the German CATALYST CoVE stands out from its competitors with a strong focus on interactive elements and gamification aspects such as badges.

### 5.2.2. Selected Industries in Germany

#### *Food*

In Germany, the first **nutrition strategy** is in the making, tackling topics like healthy and sustainable food for everyone, accelerating plant-based food, less sugar and salt in processed food and promoting sports, exercising and nutritional education. Furthermore, Germany is the leading global market for new **plant-based launches** in food and beverages. 15% of food and

drink launches in Germany between July 2017 and June 2018 were labelled vegan (five years earlier, it was only 4%). In line with this, **meat and milk consumption** from animal sources in Germany has slowly but steadily declined in recent years. Besides plant-based protein sources, **lab-grown meat** is gaining in importance. After lab-grown meat was permitted in Singapore in 2020, the USA has also allowed two manufacturers to market laboratory meat since June 2023. The Netherlands is the first European country to allow at least tastings of meat and seafood products cultured from animal cells. Universities and companies in Germany are also researching the topic, but no products are yet ready for the market.

Germany has set itself the goal of expanding the share of **organic farmland** to 30 percent of the total agricultural area by 2030. More and more farmers are converting to organic farming, but this is associated with challenges (financing, regulations, ...). For this reason, farms that want to convert to organic farming are supported by the government. **Digitalisation** also plays a major role in the food industry: food made by 3D printers, intelligent packaging to check shelf life and the digital tracking of products - these are just a few examples of the comprehensive changes that digitalisation is also bringing to this industry.

A major challenge in the German food sector are the significant **price increases**. Between June 2022 and June 2023, food prices increased by 13.7% on average, especially in basic foods. Several factors play into the price increase, including higher energy costs, hidden price increases and the difficult international political situation and labour shortages. Food inflation has been higher than the general inflation rate since April 2022.

In summary, this means that **current needs** are technologies and product development for sustainable, plant-based and cell-based products, organic farming, digitalisation and price efficiency.<sup>6</sup>

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<sup>6</sup> Bitkom (2019). Ernährung 4.0 – Digitalisierung bringt Transparenz für Industrie und Verbraucher. Available from: <https://www.bitkom.org/Presse/Presseinformation/Ernaehrung-40-Digitalisierung-bringt-Transparenz-fuer-Industrie-und-Verbraucher>

Bundesanstalt für Landwirtschaft und Ernährung (2023). Bilanz 2022: Produktion und Pro-Kopf-Verbrauch von Milch, Käse und Butter nehmen ab. Available from: [https://www.ble.de/SharedDocs/Downloads/DE/Pressemitteilungen/2023/230414\\_Milchbilanz.pdf;jsessionid=49794F4FA2D4F82298DB21A6028BE7E8.internet972?\\_\\_blob=publicationFile&v=2](https://www.ble.de/SharedDocs/Downloads/DE/Pressemitteilungen/2023/230414_Milchbilanz.pdf;jsessionid=49794F4FA2D4F82298DB21A6028BE7E8.internet972?__blob=publicationFile&v=2)

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### Textile

The German textile industry is mainly shaped by SMEs, many of them family-owned businesses for clothing, soft furnishings as well as technical textiles. The latter is a central contributor to growth as technical textiles are needed in the health sector, for lightweight construction and the automotive industry. Yet the clothing sector suffered from the lockdown of the stationary retail sector during the Covid pandemic. As a consequence, many SMEs had to switch and strengthen the online market. Also the increasing costs of production and the inflation rate, appear as a challenge for this industry.

The clothing industry comprises a third of the actual sales in this sector and shows an export quota of 40%. As this industry depends very much on international supply chains (e.g. a shirt has 140 steps in its production and supply process), there is a great potential for sustainability as well as the circular economy. In this regard, the national as well as the EU supply chain act plays a crucial role, requiring more transparency and data management, especially in the case of widely ramified, global supply chains.

Badges like “[Grüner Knopf](#)” that certify responsible businesses after a systematic process, that care for human rights and high environmental standards, can serve as an orientation and become increasingly important for consumers and businesses. As a consequence, more and more businesses that put forward the claim for fair, slow and sustainable fashion are founded (ie. [Fashion Changers](#)).<sup>7</sup>

### ICT

The German Information and Communication Technology (ICT) sector encompasses diverse elements such as the internet, telecommunication, AI, and robotics. Predicted to generate 199.3 billion euros in 2023, the sector faces competition as consumers opt for smaller telecom providers offering better customer service and pricing options. In 2021, the services segment drove the telecommunications industry, yielding 48.4 billion euros. The global ICT market in Germany, valued at US\$169.92 billion in 2022, is expected to grow at a CAGR of 12.58%, reaching US\$306.77 billion by 2027. Its overall growth potential is also reflected in its innovative role in the sustainability context. The telecommunication industry is considered one of the leading forces in creating a sustainable transformation. Thereby, AI can be beneficial in reaching the national sustainability goals, e.g. by using sustainable data sources and infrastructures. However, not only AI can contribute to achieving the sustainability targets, but also energy-efficient data centres, generating electricity through waste heat, can represent the foundation of the national sustainable digitalization. The integral connection between the ICT sector and sustainability is also shown on a European level in the TANGO project, which searches for environmentally sustainable, but also secure and innovative data management.

In general, it can be said that ICT is the sector with the highest innovation potential in Germany of more than 80%. This is also the case for start-ups, as ICT displays the sector with the highest

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<sup>7</sup> Bundesministerium für Wirtschaft und Klimaschutz (2023). Textil- und Bekleidungsindustrie. Available from: <https://www.bmwk.de/Redaktion/DE/Artikel/Branchenfokus/Industrie/branchenfokus-textil.html>

number of business launches (about 8250 within the last 3 years). As pointed out in a survey by the BITMi, digital trends are home office, cloud systems, as well as process automation and IT-security. Additionally, open data sources not only entail high innovation potential, but also face high risk in terms of data security. This is also highlighted in the Data Privacy Framework published by the European Commission, which provides new legal mechanisms for personal data transfer.

Challenges, however, remain. STEM skill shortages, particularly among female graduates, persist. Vocational graduates often choose non-STEM or ICT roles, while the supply of STEM graduates entering the job market trails behind other OECD countries. Upskilling of the adult population in STEM and ICT fields is crucial to fill this gap. Apart from shortages in skilled employees, there were various challenges, such as supply bottlenecks, insufficient infrastructure and restrictions due to Covid-19 that companies faced within 2022. Another challenge is the high need for sovereignty in ICT in the European Union concerning its regulation authority. Whereas, on the one hand, data security and further regulations are essential for the sector's development, the BITMi on the other hand highlights an overall openness towards different technologies in order to keep competitive in this innovative ICT sector.

In conclusion, Germany's ICT sector is primed for substantial and innovative growth, being confronted with challenges, such as skill gaps and data security, but also investing in its potential as a sustainability driver. Hence, analysing its growth potential, and opportunities in sustainable business practices, Germany should invest in its “foundation stone for the future viability of Germany as an economic power”.<sup>8</sup>

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<sup>8</sup> Bitkom (2023). European Commission publishes Data Privacy Framework. Available from: <https://www.bitkom.org/EN/List-and-detailpages/Press/European-Commission-publishes-Data-Privacy-Framework>

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### 5.2.3. Target Groups in Germany

The main target group of the German CoVE will be **SMEs**. As 99% of German companies are SMEs, they are decisive for the sustainable transformation of the German economy, but at the same time they have far fewer resources available compared to large companies. Since sustainable transformation often requires a comprehensive organisational development, the German CoVE aims to address the **grassroots level specifically** to raise awareness, encourage a mindset change for sustainability and ideally stimulate action at a broader scale.

The results of the Sustainability Transformation Monitor, a comprehensive survey of business experts supported by central organisations of the sustainability field, show that in the last year sustainability has gained more and more importance in German companies. At the same time, it is still only partially embedded in all the areas of the organisations, often remaining an issue at board level. Furthermore, the lack of resources, competencies and the complexity of regulations and data make the transfer into practice and concrete processes challenging for SMEs. To enhance the shift in levels of responsibility to younger populations in the workforce, the German CoVE will provide opportunities for less formal education options which should align better with the day-to-day business activities of younger employees and managers and provide them a way to partake of continuing education in a style that reflects their preferences for acquiring and sharing knowledge and making collaborative plans for the future of themselves and their companies.

As a consequence, the German CoVE would like to create transparency and guidance for SMEs with the aim of reaching all the different levels within a company. The focus will be on classical operating SMEs that haven't yet implemented "sustainability" into their core business and those in transition, targeting manufacturing companies as well as service providers.

The aim is to make sustainability education easily accessible and understandable and show the interdependencies of sustainable regulations for professionals. By establishing practical reference and fostering the exchange and collaboration of sustainability pioneers as best practices, the German CoVE is targeting a concurrent development at both personal (mindset, attitude, company culture) and substantive level (strategy, targets, organisational structure, processes, etc.).

Target Group	Practices
SME Owners	Strategic guidance, Business transformation advise, clarity about expected changes and requirements, identifying new business opportunities, system thinking, ways of collaboration and partnerships
Managers	Possibilities for reorganising business operations, ensure transformation readiness within the organisation with a focus on Transformation and Change leadership, fulfilment of sustainability requirements and stakeholder expectations

Professionals	Upskilling, building new sustainability and management competencies, personal growth and mindset change towards sustainability practices
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Other target groups such as students, professional bodies, associations, and chambers are also entitled to take advantage of the German CoVE's services. However, the programme will be specifically tailored to the needs of the main target group listed above.<sup>9</sup>

#### 5.2.4. Expected Impact in Germany

The establishment of the CATALYST CoVE in Germany promises a notable impact on SMEs in particular, by providing them with a comprehensive yet guided offer, tailored to their current needs in order to face the sustainable transformation responsibly.

- Increased sustainability awareness among SMEs by providing an attractive, comprehensive but systematic programme: Unlike overwhelming course offerings provided by competitors, the CATALYST CoVE prioritises guidance through its interconnected offer and addresses sustainability at its core instead of perceiving sustainability matters as just one topic among many others.
- Improved behaviour changes on sustainability issues: The German CoVE aims to have an impact beyond pure dedicated knowledge building. By targeting the broad SME workforce, it strives for awareness rising throughout the organisation with an ultimate goal to drive behaviour change through a series of practical exercises, networking opportunities and application-oriented projects.
- Accelerated intra-organisational future-oriented transformation: With this, the German CoVE empowers SMEs to embrace sustainability at all organisational levels, nurturing a culture of sustainability awareness and action while drawing on existing resources by closing skill gaps. This approach not only contributes to Germany's economic sustainability but also positions it as a global leader in sustainable business practices.
- Widespread use of sustainable food practices: the German COVE will empower SMEs with the knowledge and skills to embrace sustainable practices, particularly in the food industry. This aligns with Germany's emphasis on healthy and sustainable food production, encouraging the adoption of sustainable food practices and supporting the expansion of organic farming to meet national goals.

<sup>9</sup> Bertelsmann Stiftung (2023). Sustainability Transformation Monitor 2023. Available from: [https://www.bertelsmann-stiftung.de/fileadmin/files/BSt/Publikationen/GrauePublikationen/Sustainability-Transformation-Monitor\\_2023.pdf](https://www.bertelsmann-stiftung.de/fileadmin/files/BSt/Publikationen/GrauePublikationen/Sustainability-Transformation-Monitor_2023.pdf)

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Haufe (2021). Nachhaltigkeit in Unternehmen: oben Top, darunter Flop. Available from: [https://www.haufe.de/personal/hr-management/studie-zu-nachhaltigkeit-und-fuehrung\\_80\\_546714.html](https://www.haufe.de/personal/hr-management/studie-zu-nachhaltigkeit-und-fuehrung_80_546714.html)

- Strengthened sustainability and transparency in the textile industry supply chain: German COVE in the textile industry is expected to drive positive changes, promoting sustainability, supply chain transparency, and responsible as well as resilient business practices. This will enable SMEs to navigate market challenges, comply with national and EU supply chain regulations and align with evolving consumer preferences for environmentally responsible products.
- Increased future viability and competitiveness of the ICT sector: The COVE's focus on sustainability and skills development is poised to empower the ICT sector, positioning it as a pivotal driver of both economic growth and sustainability. By nurturing a workforce equipped with expertise in sustainable business practices and simultaneously addressing skill gaps, the sector can enhance its competitive edge and play a significant role in securing Germany's future as an economic powerhouse, characterised by sustainability and prosperity.

## 5.3. CATALYST CoVE Greece

### 5.3.1. Uniqueness of Greek CATALYST CoVE

The Greek CoVE covers a wide range of areas for the transition to sustainability. Based on the competitor analysis (see chapter 7.3), while some competitors are offering similar educational courses, CATALYST CoVE in Greece is unique compared to the competitors.

- It provides knowledge in areas that are either underrepresented or not represented at all in the existing curricula, for example as regards to Sustainable Brands, Intellectual Capital, Behaviour Change, Transformation Readiness and Sustainable Leadership.
- The competition offers the training at a cost, irrespective of level or duration, whereas the Greek CoVE will offer its courses free of charge.
- Compared to other offered courses in Greece, the Greek CoVE offers by far the broadest, most diverse and multidisciplinary set of topics on the area of sustainability.
- The media, tools, instruments, of offered courses by the Greek CoVE are also in much greater variety compared to any of the competitors' courses.
- The CATALYST CoVE in Greece is represented by the Athens University of Economics and Business (AUEB) who have an impressive track record of research, and an overarching goal through theoretical and empirical research to support the understanding and implementation of Sustainable Development, Creative Thinking Development (CRETHIDEV), who is a non-profit organisation actively facilitate the exchange of knowledge, good practices and expertise, for the promotion of life-long learning, technology, innovation and entrepreneurship, environmental support and sustainable development. AUEB and CRETHIDEV are the national CoVE co-coordinators. SPOROS Circular Solutions (SP), which is an innovative Circular Economy Consultancy targeting enhancing climate resilience, fostering long-term growth, creating job opportunities, and aligning high economic returns with positive social and environmental impact, is the third member of the Greek CoVE.

In short, the Greek CoVE, even though there might be some overlaps with some of the competitors' offered courses, eventually offers a much more complete framework of knowledge, with a rich variety of learning outcomes, target groups, durations and knowledge topics compared to all of the competitive training providers' offers cumulatively.

### 5.3.2. Selected Industry in Greece

#### *Manufacturing*

Greek manufacturing is a crucial sector in the country's economy, contributing over one-third of national employment and €56 billion to the Gross Domestic Product (GDP). The sector has shown resilience despite major financial events, including the 2008-2013 debt crisis and the

2020-2022 pandemic. Greek manufacturing enterprises outperform other categories in terms of product and process innovation, research activity, and research infrastructures. However, they fall short of the nation's businesses' overall productivity and profitability compared to other sectors like services and industry.

The Greek manufacturing industry still faces challenges such as the effects of the 2008-2013 debt crisis and the pandemic crisis. Between 2007 and 2013, the manufacturing production index fell sharply, but it began to grow after 2013. Manufacturing is the only sector that has significantly approached, in 2023, pre-crisis debt levels of 2007 in terms of real gross value added.

Global competitiveness is another challenge for Greek manufacturers, with low technological content, and relatively low added value being the key obstacles. The fragmentation of the Greek productive base, unpredictable tax laws, bureaucracy, high labor and energy expenses, and an ambiguous geographical structure continue to impede the sector's ability to fully utilize its human resources and take advantage of its prospects for dynamic development. Inadequate infrastructure, transportation, and spatial planning also affect industrial efficiency.

Greek companies also face challenges regarding innovation and technology. Although Greece has made significant strides in innovation since 2015, it still falls below the European average in areas such as attractiveness of research systems, state funding for business R&D, exports of high- and medium-tech products, and the use of information technologies by businesses to improve employee skills.

Investment in manufacturing in Greece is also a challenge, with the loss of state investment and inefficient private sector investment decreasing by 58.7% between 2009 and 2018, and a low level of fixed capital formation. There is a lot of room and need to increase investment to overcome these challenges and improve the Greek manufacturing industry.

Greece's geographical location in Europe offers businesses easy access to European markets, creating export potential. Export-oriented manufacturing has shown resilience, overcoming global transport issues during the pandemic. Tourism is a backbone of the Greek economy, affecting manufacturing indirectly through demand for tourism-related goods and services. The European Union supports Greece through infrastructure and R&D, with total financing under the European Fund for Strategic Investments (EFSI) in Greece amounting to €2.9 billion in March 2022. Renewable energy is expected to be a key driver for Greek manufacturing in the coming years, with the share of renewable energy sources in the energy mix reaching an all-time high of 48% in May 2023. Finally, the food and beverage industry in Greece continues to provide local and export prospects, driving the nation's economic growth.<sup>10</sup>

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<sup>10</sup> The manufacturing sector in Greece Trends and prospects

[http://iobe.gr/docs/research/res\\_05\\_f\\_06062017\\_rep\\_gr.pdf](http://iobe.gr/docs/research/res_05_f_06062017_rep_gr.pdf)

Challenges and prospects of the manufacturing sector in Greece: Strategic interventions for

[http://iobe.gr/docs/research/RES\\_05\\_F\\_10122018\\_REP.pdf](http://iobe.gr/docs/research/RES_05_F_10122018_REP.pdf) development

Research and Innovation in Greece 2021, Dianeosis <https://www.dianeosis.org/2021/02/erevna-kai-kainotomia-stin-ellada/> .

The Contribution of the Manufacturing Sector to Exports and Employment - Sector Analysis - 2017- Panhellenic Exporters Association & ACCI – Center for Export Studies & Research - <https://acci.gr/wp-content/uploads/2022/01/THE-GREEK-INDUSTRY.pdf>

Industry, Commerce, Services, Transport – ELSTAT -<https://www.statistics.gr/el/statistics/ind>

### 5.3.3. Target Groups in Greece

The target group consists of managers and professionals, representatives from public institutions (policymakers), and representatives from chambers and business associations.

Target Group	Practices
Professionals	Re-skilling & upskilling, capacity building in new sustainability competencies, provision of knowledge for sustainable business transformation, awareness-building and understanding of EU-level policies
Managers & SME Owners	Upskilling, capacity building in new sustainability and management competencies, practical solutions for sustainable business transformation, awareness-building and understanding of EU-level policies
Representatives of public institutions, Policymakers	Upskilling and changing mindset, introduction/engagement to new trends
Municipalities, local authorities	Upskilling and re-skilling to new sustainability-oriented practices driven by policy makers
Professional bodies, associations, and chambers	Embracing the new trends and capacity building.
NGOs	Upskilling and capacity building.
Teachers	Continuing education and professional development, introducing sustainability topics and new methodologies in their programs.
Students (high school and university)	Support entrepreneurial potential to start social and green businesses.

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MONTHLY PUBLICATION OF INE/GSEE PERIODICAL EDITION OF INE/GSEE, Issue 248, October 2019 Issue 219, September 2014, Structural and technological changes of the Greek economy during the crisis  
[https://www.inegsee.gr/wp-content/uploads/2019/11/OKTOBRIOS\\_2019.pdf](https://www.inegsee.gr/wp-content/uploads/2019/11/OKTOBRIOS_2019.pdf)

IOBE Foundation for Economic and Industrial Research THE HELLENIC ECONOMY | ISSUE 1/23

[http://iobe.gr/docs/economy/ECO\\_Q1\\_2023\\_REP\\_GR.pdf](http://iobe.gr/docs/economy/ECO_Q1_2023_REP_GR.pdf)

Investment Plan: Greece - Latest results from the Investment Plan [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/economy-works-people/investment-plan-results/investment-plan-greece\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/economy-works-people/investment-plan-results/investment-plan-greece_en)

#### 5.3.4. Expected Impact in Greece

The expected Impact of the CATALYST CoVE on Greece can be summarised in the following points:

- **Reskilled and Upskilled Employees:** Manufacturing initiatives that prioritise reskilling and upskilling employees have multiple positive effects. They result in a workforce that is more competent and adaptable, able to handle sophisticated technologies and changing industry trends. Benefits:
  - Increased employee efficiency and productivity.
  - Enhanced employee retention and employment satisfaction.
  - Increased workforce adaptability to shifting market demands.
  - Ability to implement and maintain sophisticated technologies with greater proficiency.
  - The industry has a larger talent population, which can attract investment and talent.
- **Potential Cost Reduction (Long-Term):** Impact Cost reduction initiatives in the manufacturing sector can result in substantial long-term benefits for both companies and the industry as a whole. Benefits:
  - Increased global market competitiveness is a benefit.
  - Profitability and financial stability have increased.
  - The possibility of reduced prices for consumers.
  - Attraction of capital and investment owing to efficient operations.
  - Strengthening the position of the manufacturing sector in the national economy.
- Through **carbon credits**, initiatives in the manufacturing industry geared at reducing carbon emissions can have a positive environmental impact and financial benefits. Benefits:
  - Reduction of carbon footprint and contribution to global climate objectives.
  - Carbon certificates that can be sold on carbon markets are generated.
  - Additional revenue streams derived from sustainability initiatives.
  - Improved corporate image and reputation as an environmentally conscious and responsible industry.
- **Survival After 2030** (Communication Message): Importance: For the manufacturing industry's long-term viability, it is essential to communicate a distinct message of survival and growth beyond 2030. Benefits:
  - Added investor confidence in the industry's future prospects.
  - Attraction of long-term partnerships and investments.
  - Innovation and research and development are encouraged.
  - Retaining qualified workers who see a future in the industry.

- Enhanced collaboration with government and regulatory bodies to ensure the sustainability of the industry.

Overall, these effects demonstrate the significance of a proactive and forward-looking approach in the manufacturing sector. By reskilling and upskilling employees, pursuing cost-reduction strategies, embracing sustainability through carbon credits, and communicating a strong message of survival and growth, the industry can position itself for success well beyond 2030 while positively impacting the economy, environment, and society.



## 5.4. CATALYST CoVE North-Macedonia

### 5.4.1. Uniqueness of North Macedonian CATALYST CoVE

In the Macedonian national context there is a need for new and applicable knowledge in the area of sustainability, and this should be incorporated into education to ensure that new practices are put into action. The CATALYST CoVE aims to answer this necessity for green transition and fill the existing gap.

The differentiating factors that set CATALYST CoVE in North Macedonia apart from its competitors, as outlined in the competitor analysis (see chapter 7.4), encompass distinctive elements such as the learning methods, international component, wide range of education on sustainability and management and extensive catalog of services. Notably, there is currently a scarcity of a unified online platform that provides a comprehensive and easily accessible array of sustainability education in a consolidated one-stop-shop format.

The CATALYST CoVE is unique and one of a kind on national level, due to multiple reasons:

- The overall topic of sustainability focusing on three levels: systemic, organisational and personal;
- The aim of the CoVE to influence the ecosystem and support green business transformation;
- The comprehensive offer of 70 courses and more than 10 specialisation programs;
- Providing career paths, and new job opportunities for the users;
- Broad scope of the target group;
- Engaging different types of stakeholders, creating synergies, and enabling collaboration to deal with complex sustainability challenges;
- Key player in the VET ecosystem;
- Innovative and interactive way of reskilling and upskilling through the CATALYST platform;
- Enabling support to individuals and organisations for business development and growth through unique set of instruments and services created by CATALYST project;
- Collaboration and partnership opportunities on national and international level for the CATALYST members;
- Advisory role in the society related to the topics of green, sustainable, and circular economy;
- Contribution and active role in policy creation, adaptation and implementation;
- Impact in different industries (piloting will start in the construction industry).

The national coordinator of the CoVE is the Institute for Research in Environment, Civil Engineering and Energy (IECE). IECE is a private non-profit research institute strategically oriented towards sustainability. IECE is positioned as an interface between academia and industry, to provide a mutual and beneficial exchange of knowledge, ideas and expertise, and to create platforms for knowledge exchange and networking.

Civil Engineering Institute Macedonia CEIM is a unique brand that offers a wide range of services and provides complex solutions for the most complex projects in the field of civil engineering: consulting in all project phases. What is unique about CEIM is that in the last 7 years they have grown from medium to large company, and transforming their business model, from a traditional company into a learning organisation, testing the CO-IN model in practice. This experience is of essential value to be transferred to other companies, serving as a role model, and being inspiration for SMEs, encouraging them to invest in education.

Small Business Chamber Macedonia is an open association for all companies, primarily for companies from the construction, metal and electrical industries that are compatible in providing construction and maintenance services for residential and other buildings. The small business chamber has more than 50 companies as their members, mostly micro, small and medium-sized companies.

## 5.4.2. Selected Industry in North Macedonia

### Construction

In North Macedonia, we see the necessity of expanding our CATALYST service to encompass all sectors. Existing and future legislation and regulations require firms in all industries to recognise, comply with, and disclose information on sustainability issues in their activities. Furthermore, there is a significant delay among educational providers, as well as governmental institutions in integrating sustainability concerns into their work. However, in the initial stage of the CATALYST project, our primary attention is aimed at solving the unique requirements of the construction sector.

The construction industry is crucial for the domestic economy due to its direct impact on economic development and its involvement with around twenty-five other industries. The construction sector's contribution to GDP has declined from 7.1% in 2015 to 5% in 2021 over the past six years. The growth of the construction sector and its contribution to the GDP depend on investments in major capital projects, particularly in road, railway, and energy infrastructure, as well as high-rise building.

Residential buildings account for the largest proportion of all construction activities. It is crucial to note that while they continue to hold a prominent position in the industry and the nominal value has remained steady, their market share has declined over time. Specifically, in 2007, residential buildings accounted for 69.43% of the total value of finished construction works, however in 2020, this figure has decreased to 31.14%.

In 2019, the construction industry in North Macedonia had significant growth, with a total of 5,270 registered construction enterprises. This represents a 6.72% increase compared to the previous year, 2018.

The majority of construction companies are characterized as small enterprises, with a workforce ranging from 1 to 9 employees, accounting for 83.5% in 2020. Merely 1.1% of the organizations have a workforce ranging from 5 to 249 employees, while a mere 0.2% of the companies own more than 250 employees. This is why the main focus of the centre are SMEs.

As an EU candidate country, North Macedonia adheres to EU policies and strategies, and is actively formulating and implementing its own strategies and national plans in alignment with them.

A significant portion of the Industry sector lacks awareness and understanding of sustainability, which hinders their capacity to develop effective sustainable strategies and align their business with the goals of Sustainable Development Strategy.

The Smart Specialization Strategy of North Macedonia is currently under development and will be released in the near future. The list comprises the following priority areas:

- 1) Sustainable food and beverage production and value chains**
- 2) Information and communication technology**
- 3) Smart/sustainable buildings and materials**
- 4) Electrical equipment and mechanical parts.**

The presence of weak state institutions, diminishing productivity of local firms, and deficiencies in investment, competition, and business regulation regulations continue to pose substantial barriers to economic progress. The absence of a robust and competitive legal framework for corporations exposes the private sector to risks and prevents them from fully exploiting the advantages of the country's geographical position. Furthermore, there are apprehensions regarding the long-term financial viability, and the government has limited capacity for fiscal expansion. Limited and uneven educational attainment hinders the labor market's capacity to equip workers with the requisite skills to meet the evolving needs of the contemporary economy, while also perpetuating disparities in access to economic opportunities. Immediate measures are necessary to tackle climate and environmental issues, including air pollution, which could impede economic growth and undo progress in poverty reduction.

Through preliminary analysis conducted during the development of the North Macedonian Smart Specialization Strategy, it has been observed that the focus on Smart, Green (Sustainable), and Circular solutions has led to increased recognition of the potential economic growth that can be achieved through synergies between the SSBM domain and other vertical and horizontal domains. The subsequent domains of intelligent and environmentally friendly construction were recognized as having potential for advancement:

- Applying the concept of circular economy in all domains towards sustainability, market potential and creation of additional value
- Synergetic approach of Smart and sustainable solutions for the actual construction found to increase the potential of energy efficiency and use of renewable energy sources in industrial and commercial facilities (in line with actual energetic crises);
- Develop new products or improve the properties of the actual ones by using advanced materials (composites, polymers, nanomaterials, ceramics...);
- Needs for multidisciplinary entrepreneurial education (ICT, energy efficiency, materials, circular economy) for potentialities of market-oriented to Smart, Green and Circular solutions; Needs for use of advanced, green (sustainable) and circular materials;
- Enhance off-site prefabrication and automatic installation of construction elements (slabs, walls. Pillars) and MEP equipment and conduits.

### 5.4.3. Target Groups in North Macedonia

Target Group	Practices
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Professionals	Re-skilling, building new sustainability and management competencies.
Managers	Lack of knowledge and practical solutions for green business transformation.
Teachers	Necessity for continuing education and professional development, introducing sustainability topics and new methodologies in their programs.
Students (high school and university)	Upskilling, potential to boost entrepreneurial potential and start social and green businesses.
SME Owners	Need to respond to external pressure and expectations to run the company in a sustainable manner.
Representatives of public institutions	Upskilling and changing mindset.
Professional bodies, associations, and chambers	Embracing the new trends and capacity building.
NGOs	Upskilling and capacity building.

#### 5.4.4. Expected Impact in North Macedonia

CATALYST CoVE on a National level will contribute to several short and long term outcomes:

- Providing education and consultation to the target group;
- Recognition of sustainability practices and setting up systems with suitable indicators;
- Support the business transformation of companies towards green and digital transition;
- Provide a platform for collaboration and communication of different stakeholders (academia, industry, NGOs, government);
- Influence on systemic changes and policy implementation;
- Impact on participants through new career prospects, and new job opportunities;
- Prominent role in the VET sector and role models for VET excellence programs;
- Enabling support to individuals and organisations for business development and growth through unique set of instruments and services created by CATALYST project;
- Collaboration and partnership opportunities on national and international level for the CATALYST members;
- Advisory role in the society related to the topics of green, sustainable, and circular economy;
- Contribution and active role in policy creation, adaptation and implementation;
- Impact in different industries.

## 5.5. CATALYST CoVE PORTUGAL

### 5.5.1. Uniqueness of Portuguese CATALYST CoVE

CATALYST CoVE on a National Level, specifically Portugal offers:

- Opportunities for initial training of young people as well as the continuing up-skilling and reskilling of adults, through a flexible and timely offer of training that meets the needs of a dynamic labour market, in the context of the green and digital transitions. They act as CATALYSTs for local business innovation, by working closely with companies, SMEs in particular.
- Support to identify skill needs (namely upskilling), to enable workers to cope with challenges related to digitalization.
- Opportunities to combine courses on varying subjects that address issues associated with sustainability, digital transformation, people management, and innovation.
- A configuration that allows connecting with other CoVEs and, consequently, promotes sharing of knowledge and sharing of development of the national structures.
- A link to the European Green Deal and the new Industrial and SME strategies.
- New courses designed to respond to company's needs. It is basically an asynchronous format training, free of charge and permanently accessible to the interested parties.

The CoVE Iscte with the name F4FS - Factory for Future Skills comprises partners with different roles. A set of institutions are associated with the national coordinator and provide training and qualification to different publics:

- *LIA-Iscte - Laboratory for Innovation in the Academy*, a unit that attempts organize the training for updating the knowledge and skills of the teaching and research staff. It gathers skills needs of the staff and interact with specific providers to guarantee training in pedagogical methods, including online courses; societal challenges faced by higher education in the context of massification, namely multiculturalism, artificial intelligence, ethics; scientific research skills and dissemination skills, among others.
- *IPPS-Iscte – Better Public Policies* ( <https://ipps.iscte-iul.pt/index.php/pt/>) is a non-profit institution dedicated to promoting training to foster the quality of public and social policies at local, regional, national and international level. It is mostly directed to public administration. IPPS was created with several public and third sector institutions.
- *Iscte-Executive Education* (<https://execed.iscte-iul.pt/>) - with more than 30 years of existence, ISCTE Executive Education is at the forefront of Executive Training in short and medium-term programs, with or without ECTS, when it comes to real and applied solutions.
- *Audax-Iscte - Center for Research and Support for Entrepreneurship and Family Businesses* (<https://audax.iscte-iul.pt/>), is a non-profit institution dedicated to the Innovation & Entrepreneurship of ISCTE-IUL, established in July of 2005, with the mission of promoting an innovative and entrepreneurial attitude and transforming ideas into businesses on a local and global scale and to promote sustainable economic growth and competitiveness by reinforcing the innovation capacity of entrepreneurs. Since its establishment, Audax has

already inspired 23,491 people, trained 15,715 entrepreneurs (from several national and international universities).

- *Iscte-Sintra - School of Applied Technologies* - Iscte-Sintra is Iscte's new faculty, dedicated to teaching and research in Digital Technologies, Economy, and Society, located in the town of Sintra. Iscte-Sintra began operating in September 2022 with an offer of ten undergraduate courses – eight in applied digital technologies, one in Mathematics Applied to Digital Technologies and another in Politics, Economy and Society.
- *ICAA – Intellectual Capital Association* (<https://icaa.pt/>) is an international, nonprofit association, created in 2010 with the objective to promote and encourage the management of organizations' intellectual capital to contribute to sustainability goals. The main focus of ICAA is the companies.
- *CENTIMFE - Technological Center for the Mouldmaking, Special Tooling and Plastic Industries*(<https://www.centimfe.com/>) is a Portuguese non-profit public utility institution, created in 1991, with more than 230 members, recognized as a Technology and Innovation Center (CTI), integrating the Portuguese Science and Technology System. CENTIMFE develop activities like technical assistance, R&D, technology transfer and specialized training, to reinforce Industrial competitiveness. CENTIMFE is close to the moulds industry Moulds.
- *IAPMEI - Institute for the Support of Small and Medium-sized Enterprises and Innovation* (<https://www.iapmei.pt/>): is a public agency for competitiveness and innovation of small and medium sized firms. The Institute provides business assistance, business financing and qualification and certification.

There is a set of education and training institutions that is expected to collaborate with PT CoVe, the F4FS, which must be confirmed. This

- *Santarém Polytechnic University* (<https://www.ipsantarem.pt/>) - is a polytechnic public higher education institution, at the service of society, committed to the high-level qualification of the citizens, destined to the production and diffusion of the knowledge, creation, transmission, and diffusion of the knowledge of professional nature, science, technology, the arts, guided research, and experimental development, emphasizing centrality in the student and the surrounding community.
- *ANPME - National Association of Small and Medium Enterprises* (<https://www.anpme.pt/>) is a non-profit association of employers under private law that aims to contribute to the economic development of the country, stimulating private initiative, acting as a facilitator of business activity, and promoting favorable conditions for the foundation of micro, small, and medium enterprises.
- *IEFP - Institute for Employment and Vocational Training (IEFP) Services* (<https://www.iefp.pt/>) – IEFP is the national public employment service. Its mission is to promote the creation and quality of employment and combat unemployment, through the implementation of active employment policies, particularly professional training.

## 5.5.2. Selected Industry in Portugal

### *Moulds and Plastic*

The moulds industry established in Portugal several decades ago, with a strong regional concentration. The Portuguese mould industry is concentrated in 2 regions, in the district of Leiria, with around 329 companies (especially the municipality of Marinha Grande) and in the district of Aveiro, with around 166 companies (especially the Municipality of Oliveira de Azeméis). It is technologically advanced industry fully prepared for the 4.0 technology.

the Portuguese Moulds Cluster is the 3<sup>rd</sup> largest plastic injection mould producer in Europe and the 8<sup>th</sup> worldwide, aligned with the RIS3 priority “Materials, Production Systems and Technologies”. The automotive sector accounts for 80% of the production of the moulds sector, revealing a great dependence towards this sector, and some market, notably Spain, Germany, the Czech Republic, and Poland. However, some other industries resort to this industry, namely packaging, medical devices, household appliances, electrical and electronic equipment, furniture, and aeronautics industries, among others.

There is a prevalence of micro and small firms, which employ 9900 workers and account for two-third of the country's GDP. The technically advanced skills of the workforce is a distinctive feature of the industry. This is supported by regionally located education and training institutions, which provide initial and continuous training to prepare young people and update the skills of others.

Furthermore, plastic injection mould cluster ranks eighth globally and third in Europe, with 83.5% of the production being exported worldwide, i.e., Eu and non-EU countries. According to research done in 2021 using data from 2019, the GDP related to the moulds sector was 0.34% of the overall GDP. Many firms work through subcontracting agreement and are dependent on the demands of other industries/firms. Those firms focus, in consequence, on a specific set of products, with highly specialised skill sets. This model raises issues on the bargaining power of the subcontracted firms, its survival in the context of potential conflicts or breach of confidence and impacts on the employment level of the region.

Therefore, the industry cluster faces important challenges related to the context of automotive sector changes, specialisation of the productive system, uncertain economic conditions, which involves not only the search of new markets, but also investments in marketing and communication, as well as continuous innovation activity to create new products. In summing up, market diversification is essential for the industry competitiveness and resilience. This involves exploring new international markets and new sectors and cope with the pressures from emergent markets. It also calls for a combination of sustainable business models and economic efficiency.<sup>11</sup>

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<sup>11</sup> Association for the Mould Industry. (2023). Report 2023. <https://www.cefamol.pt/index.php?id=30>.  
<https://www.moldeonline.pt/index.php?id=5&idn=1216>

### 5.5.3. Target Group in Portugal

Target Group	Practices
Professionals	Re and upskilling to foster ability to promote sustainable management and production; and to implement new sustainable business
Managers	Raise awareness for different sustainability issues; training to foster ability to promote sustainable management and production; and to implement new sustainable business
Teachers	Introduce sustainability core skills, including green and circular economy in all syllabuses; pedagogical methods to guide students on their social responsibility towards the environment and sustainable world.
Students (high school and university)	Training to engage students in the green economy and practical exercise to protect the environment. Training in sustainable business skills.
SME Owners	Foster the ability to cope with global market pressures and expectations of returns; develop the skills to organize the company in a sustainable manner and take advantage of available material and human resources.
Representatives of public institutions related to SMEs and qualifications policies	Engage them in the overall discussion on sustainability and the need for target public policies. Formal and informal training joining different stakeholders.
Employers' associations	Engage them in the overall discussion on sustainability and the need for target public policies. Formal and informal training joining different stakeholders.

### 5.5.4. Expected Impact in Portugal

CATALYST CoVE on Portuguese National level will contribute on several short and long term, and also structural outcomes:

- Mindset change through raising awareness on sustainability in business and forms of taking care of available resources;
- Providing direct consultation to companies towards green and digital transition; Granting education, training and consultation to the different groups of stakeholders;
- Monitoring sustainability implementation through the collection of specific sustainability practices and setting up system with suitable indicators;
- Support partnership among for collaboration and communication of different stakeholders (academia, industry, NGOs, government);
- Engage policy makers in changes and support policy design;
- Promote VET sector attractiveness and direct them for business needs;
- Promote the links with the Catalyst members;
- Identify common needs and implementation issues among Catalyst members.



## 6. Organisational Structure of the CATALYST CoVE

The organizational structure of the CATALYST CoVE are outlined in the organisational chart on the next page, covering operations until the end of the official runtime, which concludes in May 2026. It is important to emphasise that a modified version of the organisational chart for the operational procedures from June 2026 onwards will be created and integrated into the Sustainability Plan, which will be commonly developed by the project partners and provided in the frame of WP7 by M48 of this project.

The Overall European CoVE Operation will be divided into 6 divisions plus 5 divisions for the management of operational procedures on National level. Structuring the operational activities in different divisions will ensure a reasonable and smooth division of tasks among the project partners. The overall CATALYST CoVE will be managed by a CoVE Management Board. The divisions “Education” and “Applied Resources and Services” are divisions for the development of all CATALYST educational offers, whereas the division of “Implementation” shall coordinate the implementation and evaluation of all developed offers. For the Management of the Network as well as for the Technical Platform Management separate divisions are installed. A separate division is taking care of the Marketing and the Promotion of the whole CATALYST CoVE and the offers as such. For each division one or two lead partners are assigned, which will take care of overall management / steering. However, it is the duty of all partners to contribute to various activities in the defined divisions.

The National CoVEs will be installed as subdivisions of the European CATALYST CoVE all led and managed by dedicated National coordinators. However, all other partners on the National level will be fully involved and engaged in the operation and management of National CoVEs as well. It is up to all National partners to decide on the distribution of tasks, roles and responsibilities regarding their National CoVEs. This process of defining responsibilities and tasks among the different National partners, especially for the operation of the National CoVE after the end of the official project runtime, will be coordinated and led by the actual assigned National Coordinators.

The currently defined National Coordinators coordinate and manage the activities of the Centres during the establishment, development of resources and implementation of training and services of the Centres on their national level during the project runtime. The National Coordinators will coordinate the smooth operation of the CoVE on National level and the process of establishing and nurturing relations with relevant stakeholders as well as the promotion of the CoVE and its offers on the National level. Further, it lies within the responsibilities of the National coordinators to prepare a business plan and sustainability strategy for the continuation of the CoVE after the project finishes on the National level, involving all partners on National level.

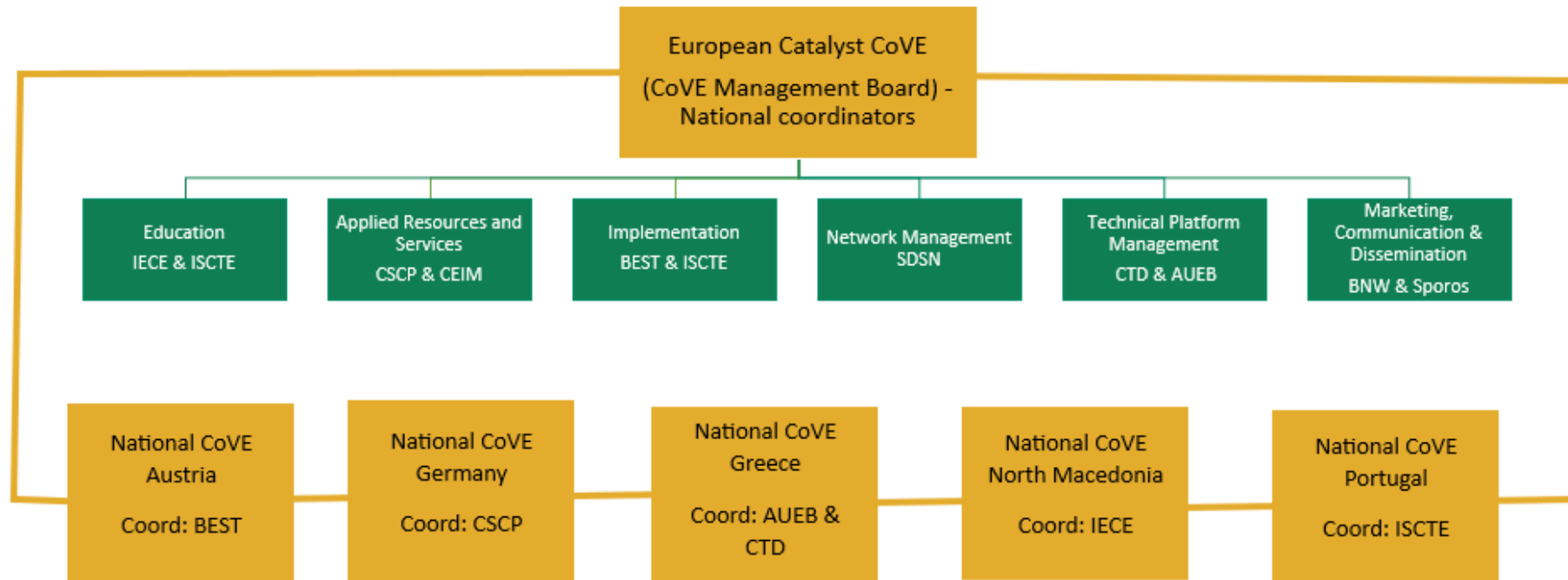


Figure 8: Organisational Chart of CATALYST CoVE

The separate divisions in detail:

The **CoVE Management Board**, chaired by IECE, includes all national coordinators as integral members. The board holds responsibility for the comprehensive coordination and management of all CoVE processes and activities. This encompasses technical, financial, and content-related aspects. Moreover, it serves as the primary decision-making entity for establishing operational procedures, formulating and/or adapting strategy, and crafting the sustainability plan for the CoVE.

The Division of **Education**, led and managed by IECE and ISCTE, is dedicated to developing all educational offers within the CATALYST CoVE. While IECE and ISCTE take the lead, it's important to note that all other partners will actively contribute to the following initiatives:

- Development of the CATALYST Program and syllabi, encompassing a minimum of 70 online open-access courses.
- Production of training and learning materials to support the educational endeavours.
- Development of a range of resources tailored for educational use, including the Practicum, Glossary, and "Ask an Expert" platform.

The division of **Applied Resources and Services**, under the joint management and leadership of CSCP and CEIM, but together with the collective efforts of all partners, will be responsible for:

- Definition and Development of the Portfolio of Resources and Services
- Development of pilot joint-research projects for co-creation of knowledge
- Establishment of business-education partnerships through dual-mentoring programs and internships

The division **Implementation** is primarily led and managed by BEST and ISCTE. The following activities will be delivered within this division:

- Piloting and implementation of the CATALYST program
- Piloting and implementation of joint research projects
- Piloting of tools and resources for educational purposes: Practicum, Glossary & "Ask an Expert"
- Evaluation and Impact Assessment (training modules, learners' satisfaction, etc.)

The division **Network Management**, mainly overseen and managed by SDSN, encompasses the following key responsibilities:

- conceptualising & establishing a CATALYST Network
- setting up and managing a multinational database of relevant stakeholders
- anchoring the CATALYST CoVE in the European VET ecosystem
- establishing synergies and partnerships with European VET and business organisations

The division **Technical Platform Management**, managed and coordinated by CTD and AUEB, has the responsibility to

- conceive, design & develop the platform for learning, innovation and networking
- provide technical support and management of the platform
- develop of gamification elements with digital badges and block chain technology

The division **Marketing, Communication and Dissemination**, under the lead of BNW and Sporos will coordinate and manage:

- development and alignment of CoVE visual identity
- PR and social media activities (creating of PR materials, press releases, press events, newsletters, etc. )
- Organisation of national and international dissemination and networking events

## 7. Annex

### 7.1. Competitors Analysis Austria

<b>Name of competitor:</b>	<b>AMC Wirtschaftsakademie GmbH</b>
<b>Website:</b>	www.mba-studium.at
<b>Short Description of competitor:</b>	AMC Wirtschaftsakademie GmbH offers in-service training in various disciplines for adults. They apply digital teaching and learning methods.
<b>Short Description of Offers:</b>	Certified course: Experte_in Nachhaltigkeitsmanagement [“Expert in sustainability management”] (target group: Sustainability and CSR officers, HR managers, executives; 5 courses, equivalent to 30 ECTS)
<b>Things they do that we (CATALYST CoVE) don’t:</b>	<b>course fees;</b> official recognised certification
<b>Things we (CATALYST CoVE) do that they don’t:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	<b>ARS Seminar und Kongreß VeranstaltungsgmbH</b>
<b>Website:</b>	www.ars.at
<b>Short Description of competitor:</b>	ARS Academy in Austria is a private provider of vocation-oriented seminars in 13 main topics focused on law, taxes & human resources. ARS organises more than 1,200 courses per year.
<b>Short Description of Offers:</b>	Training to become a certified ESG Manager (Target group: company managers, Sustainability officer in companies, 5 Modules)
<b>Things they do that we (CATALYST COVE) don’t:</b>	<b>course fees;</b> official recognised certification
<b>Things we (CATALYST COVE) do that they don’t:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	<b>Berufsförderungsinstitut (BFI) Österreich</b>
<b>Website:</b>	<a href="http://www.bfi.at">www.bfi.at</a>
<b>Short Description of competitor:</b>	BFI is one of the large educational institutions in Austria that offers a wide range of education and training opportunities. The services offered by BFI Vienna include more than 4,000 courses and training programmes, more than 40,000 consultations per year. <i>N.B: BFI is present in all the Federal States individually. It is only listed once in this list.</i>
<b>Short Description of Offers:</b>	Sustainability Management Diploma Course (target group: company managers, HSE experts, 400 units) Certified course: Green Finance (target group: company managers, 50 units) Certified course: Social, societal and ecological responsibility (target group company managers, 50 units)
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>course fees</b> , face-to-face courses only; German language only; official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	<b>Bildungszentrum (Education centre) Eisenstadt</b>
<b>Website:</b>	<a href="http://www.bfi-burgenland.at">www.bfi-burgenland.at</a>
<b>Short Description of competitor:</b>	The Bildungszentrum Eisenstadt offers a comprehensive mix of job-related education and training seminars ranging from targeted language courses to management training
<b>Short Description of Offers:</b>	Diploma course in sustainability management (target group: QM officers, persons working in the field of sustainability (This course is structured in 8 modules and comprises a total of approx. 400 hours.) Diploma Course - Business Ethics and Sustainable Corporate Management (This course comprises a total of approx. 400 hours)
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>course fees</b> ; official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics CoVEred, English language

<b>Name of competitor:</b>	<b>bit management GmbH</b>
<b>Website:</b>	<a href="https://www.bitmanagement.at/unternehmensberatung/">https://www.bitmanagement.at/unternehmensberatung/</a>
<b>Short Description of competitor:</b>	Private training organisation that offers inter alia counselling to founders and future entrepreneurs. <i>N.B: bit is present in several Federal States. It is only listed once in this list.</i>
<b>Short Description of Offers:</b>	start-ups and SMEs support in the implementation of their business ideas through advisory services and seminars Funded consulting programmes like the Unternehmensgründerprogramm (UGP) that includes professional start-up counselling by 'ÖSB Consulting' and 'bit Management Beratung'.
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>Fees;</b> in the UGP finance support funded by the Labour Market Service (AMS) which is limited to participants that are approved by the AMS
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, access without dependencies on public approval

<b>Name of competitor:</b>	<b>denkstatt</b>
<b>Website:</b>	<a href="https://denkstatt.eu/">https://denkstatt.eu/</a>
<b>Short Description of competitor:</b>	Private entity bringing experts on sustainability matters together from Austria, Bulgaria, Hungary, Romania, Slovakia
<b>Short Description of Offers:</b>	Online services in sustainability covering consulting, news, journals and other publications, webinars and other events.
<b>Things they do that we (CATALYST COVE) don't:</b>	two brands and offices located in 5 European countries (see list above), covering also manufacturing and retail industry; not clear if fees are charged for webinars
<b>Things we (CATALYST COVE) do that they don't:</b>	-

<b>Name of competitor:</b>	<b>Deutsche Akademie für Management</b>
<b>Website:</b>	<a href="https://www.akademie-management.de/weiterbildung-fernstudium/nachhaltigkeit/gepruefter-nachhaltigkeitsmanager-certified-sustainability-manager-csr-esg-circular-economy/">https://www.akademie-management.de/weiterbildung-fernstudium/nachhaltigkeit/gepruefter-nachhaltigkeitsmanager-certified-sustainability-manager-csr-esg-circular-economy/</a>

<b>Short Description of competitor:</b>	German provider that offers accredited certified courses online also in Austria.
<b>Short Description of Offers:</b>	Certified Sustainability Manager (DAM) (12 month(s)-part-time distance learning course) holds three thematic clusters with a total of twelve modules to choose from; for people with a Bachelor's degree or completed vocational training and at least 3 years of professional experience
<b>Things they do that we (CATALYST COVE) don't:</b>	fees
<b>Things we (CATALYST COVE) do that they don't:</b>	Not so strict limitations on the target group

<b>Name of competitor:</b>	<b>ELC E-Learning-Consulting GmbH</b>
<b>Website:</b>	<a href="https://fernstudium.study/">https://fernstudium.study/</a>
<b>Short Description of competitor:</b>	Private organisation that offers online training, is certified CertNÖ
<b>Short Description of Offers:</b>	Diplomlehrgang Nachhaltigkeit (Sustainability management - 4 months-online course includes 8 modules like Climate Change and Decarbonisation, Responsible Leadership and Decision Making, Sustainability Reporting, Green Finance) 16 ECTS General Management – Nachhaltigkeitsmanagement (Sustainable management - 90 ECTS) -
<b>Things they do that we (CATALYST COVE) don't:</b>	Fees
<b>Things we (CATALYST COVE) do that they don't:</b>	

<b>Name of competitor:</b>	<b>Gründerservice portal</b>
<b>Website:</b>	<a href="https://www.gruenderservice.at">https://www.gruenderservice.at</a>
<b>Short Description of competitor:</b>	Belongs to the Wirtschaftskammer (Chamber of Commerce)



<b>Short Description of Offers:</b>	Provider of typical information and services for setting up a business, experts at the chamber work on e.g. social insurance, taxes, business plan, financing and subsidies
<b>Things they do that we (CATALYST COVE) don't:</b>	Support in founding a business
<b>Things we (CATALYST COVE) do that they don't:</b>	Provide general sustainability training

<b>Name of competitor:</b>	<b>Imh GmbH</b>
<b>Website:</b>	<a href="https://www.imh.at">https://www.imh.at</a>
<b>Short Description of competitor:</b>	Former as I.I.R. Institute for International Research GmbH is a private conference and seminar provider
<b>Short Description of Offers:</b>	Sustainability Manager:in for companies (Certificate course 4 modules - sustainability, overview of regulations like EU Green Deal, EU taxonomy, CSRD and ESG, SDGs and UNGC, management of sustainability opportunities and risks, sustainable finance, sustainability communication incl. greenwashing)
<b>Things they do that we (CATALYST COVE) don't:</b>	-
<b>Things we (CATALYST COVE) do that they don't:</b>	-

<b>Name of competitor:</b>	<b>Quality Austria Trainings, Zertifizierungs und Begutachtungs GmbH</b>
<b>Website:</b>	<b><a href="http://www.qualityaustria.com">www.qualityaustria.com</a></b>
<b>Short Description of competitor:</b>	<p>Private provider who offers a variety of courses and certifications for participants and organisations, including on sustainability topics.</p> <p>Works towards the "Quality Seal" issued by ÖQA Zertifizierungs-GmbH that belongs to ÖQA "Österreichische Arbeitsgemeinschaft zur Förderung der Qualität" and is involved in European and international standardisation bodies (e.g. EOQ), accredited by Akkreditierung Austria acc. EN ISO/IEC 17024:2012.</p>
<b>Short Description of Offers:</b>	<p>Course: Environmental Management System, 3-day course about specific requirements of ISO 14001 and the EMAS Regulation for setting up an environmental management system, formulating and pursuing environmental goals, identifying and evaluating environmental aspects and impacts, applying necessary tools independently. Prerequisite: Qualified, relevant professional practice</p> <p>Course: Environmental management in practice, 3-day course about basics of environmental technology, ecological interrelationships, evaluating environmental trends, creating material and energy balances and deriving energy efficiency potentials and possible savings from them, evaluating environmental performance and presenting it by means of specific key figures). Prerequisite: Mastery of the subject matter of some courses they offer</p> <p>Course: Energy management, 2-day course about the specific requirements of ISO 50001 for setting up an energy management system, energy policy, definition of strategic and operational goals, introducing, implementing and evaluating action plans in day-to-day business, including counselling / consulting. Embedded in course series Energy Management with certification at the end of it.</p> <p>Course: Energy Technology, 2-day course, builds on the course "Energy Management" about the most important technologies, their operational use and economic framework conditions.</p> <p>Course: Waste management officer, 1x 3-day course and 1 x 2-day course, about the relevant waste management regulations and how to act as a waste management officer in this field.</p>

	Exam preparation seminars for e.g. the examination System Manager*in Environment, or System Manager*in Environment Certifications in this area: Systembeauftragte*r Umwelt/ EOQ Environmental Management Representative (*Junior), Systemmanager*in Umwelt/ EOQ Environmental Manager (*Junior), CSR und Nachhaltigkeitsmanager*in/ EOQ Social Responsibility Manager, Auditor*in CSR und Nachhaltigkeitsmanagement/ EOQ Social Responsibility Auditor, Auditor*in Umweltmanagementsysteme/ EOQ Environmental Auditor (*Junior), Lead Auditor*in Umweltmanagementsysteme/ EOQ Environmental Lead Auditor
<b>Things they do that we (CATALYST COVE) don't:</b>	Course fees, face to face and online course delivery, certification, audits, works towards Güteszeichen ("quality seals") and offers as accredited auditor Umweltzeichen (Eco label) und Blauer Engel
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses

<b>Name of competitor:</b>	<b>Umweltstiftung</b>
<b>Website:</b>	<a href="https://www.aufleb.at/umweltstiftung/">https://www.aufleb.at/umweltstiftung/</a>
<b>Short Description of competitor:</b>	The Environmental Foundation is a joint project of the Ministry of Labour, the Ministry of Climate Protection and the social partners in close cooperation with the AMS. The aim of the foundation is to intensify qualification for professional activities in the environmental and climate protection sector; operational work started on 1 April 2022. The goal: 1,000 new "green jobs". The training courses last from several weeks to three years. Among other things, scholarships are financed.
<b>Short Description of Offers:</b>	Selected offers in line with the CATALYST area that address up to three levels – people without experience and qualification in the subject to continuous personal development in the profession: Waste, resource management, with a focus on prevention, reuse, recycling as well as recovery and disposal. Education and lifestyle, with a focus on research and development, as well as consumption and behaviour, green care, social affairs Energy production and distribution, with a focus on increasing efficiency in energy supply, renewable energies, and security of supply

	Mobility, with a focus on e-mobility and all other forms of mobility that do not require fossil fuels. Economy and innovation, with a focus on non-residential buildings and production processes Digitalisation, insofar as a contribution is made to CO2 reduction
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>Limited to specific target groups (unemployed) fulfilling several other criteria to receive funded training;</b> official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	<b>TÜV AUSTRIA Akademie</b>
<b>Website:</b>	<a href="http://www.tuv-akademie.at">www.tuv-akademie.at</a>
<b>Short Description of competitor:</b>	The TÜV AUSTRIA Academy is the educational institute of the TÜV AUSTRIA Group. The focus is on the organisation of qualified courses and seminars as well as the publishing of specialist publications in the areas of safety, technology, environment, quality and leadership.
<b>Short Description of Offers:</b>	Training to become a certified CSR & Sustainability Officer TÜV® (target group: environmental officers, quality officers, managers, HR managers; 24 units) Course: Sustainability Business (target group: managers, executives, organisational developers, CSR and sustainability managers; 16 units)
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>course fees;</b> official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	<b>WIFI Österreich</b>
<b>Website:</b>	<a href="http://www.wifi.at">www.wifi.at</a>
<b>Short Description of competitor:</b>	WIFI is the business development institute of the economic chamber of commerce in Austria and is one of the main VET providers in Austria, offering more than 30,000 courses and seminars per year in many different topics.  <i>N.B: WIFI is present in all the Federal States. It is only listed once in this list.</i>

<b>Short Description of relevant Offers:</b>	Certified course: Sustainability Management (target group: Company Managers, 64 units; <i>NB: target group might be slightly different in individual WIFIs; in Burgenland for instance also listed for energy efficiency officers, QM officers, persons working in the field of sustainability</i> ) Certified course: Environmental Management (target group: HSE Experts, 64 units)
<b>Things they do that we (CATALYST COVE) don't:</b>	<b>course fees</b> , face-to-face courses only; German language only; official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered, (English language), the holistic experience

Tourism focused non-formal vocational education training or other services similar to the CATALYST COVE portfolio:

<b>Name of competitor:</b>	<b>Austrian Ecolabel</b> (Österreichisches Umweltzeichen für Tourismus)
<b>Website:</b>	<a href="https://www.umweltzeichen.at/en/home/start">https://www.umweltzeichen.at/en/home/start</a>
<b>Short Description of competitor:</b>	Provider of one of the first national eco-labels for tourism worldwide. It has been awarded to accommodation businesses, restaurants and travel packages, green meetings-events, conference centres and event locations. It provides the general public with information on the environmental impact of consumer goods that arises from their production, usage and disposal and attracts the attention of consumers to alternative environmentally friendly products
<b>Short Description of Offers:</b>	Certification and training programmes to help tourism businesses become more sustainable and environmentally responsible Eco-label Awareness raising activities
<b>Things they do that we (CATALYST COVE) don't:</b>	Issuer of the eco label
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

Other than non-formal vocational education providers:

The Austrian CATALYST COVE offers non-formal training but where ECTS are considered, the Higher Education offers already provide a large programme offer in sustainability matters as the following pages show.

<b>Name of competitor:</b>	<b>Digital Campus Vorarlberg</b>
<b>Website:</b>	www.digitalcampusvorarlberg.at
<b>Short Description of competitor:</b>	The Digital Campus Vorarlberg combines digital education fields with sustainability in practical teaching of future-oriented skills paired with new content.
<b>Short Description of Offers:</b>	Certified Course: Sustainability Manager (target group: company managers, prospective sustainability experts, 100 units)
<b>Things they do that we (CATALYST COVE) don't:</b>	official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, broader variety of topics covered

<b>Name of competitor:</b>	FH Burgenland Weiterbildung GmbH
<b>Website:</b>	www.fh-burgenland-weiterbildung.a
<b>Short Description of competitor:</b>	FH Burgenland Weiterbildung GmbH, is a company of Fachhochschule Burgenland.
<b>Short Description of Offers:</b>	Certified Course: MBA Sustainability Management (Target group: company managers, HSE experts, 60 ECTS)
<b>Things they do that we (CATALYST COVE) don't:</b>	course fees; official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, shorter course delivery offers, courses outside a full study programme

<b>Name of competitor:</b>	<b>Fachhochschule (University of Applied Science) des BFI Wien</b>
<b>Website:</b>	www.fh-vie.ac.at
<b>Short Description of competitor:</b>	University of Applied Sciences BFI Vienna is a subsidiary of the above mentioned BFI Vienna.

<b>Short Description of Offers:</b>	Certified Programme – Sustainable Finance (target group: company managers, part-time additional education)
<b>Things they do that we (CATALYST COVE) don't:</b>	official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, shorter course delivery offers, courses outside a full study programme

<b>Name of competitor:</b>	<b>Fachhochschule Wiener Neustadt GmbH – Campus Wieselburg</b>
<b>Website:</b>	<a href="http://www.wieselburg.fhwn.ac.at/">www.wieselburg.fhwn.ac.at/</a>
<b>Short Description of competitor:</b>	Fachhochschule Wiener Neustadt is an educational institution that offers a consistent practical orientation of teaching, research and networks, as well as a broad range of studies
<b>Short Description of Offers:</b>	Study programme - Sustainable Production & Circular Economy (target group: production and process engineers, energy and resource managers, environmental officers and CSR managers, waste officers)
<b>Things they do that we (CATALYST COVE) don't:</b>	course fees; official recognised certification
<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees for the developed CATALYST courses, shorter course delivery offers, courses outside a full study programme
<b>Name of competitor:</b>	<b>MOT</b>
<b>Website:</b>	<a href="https://mot.ac.at/">https://mot.ac.at/</a>
<b>Short Description of competitor:</b>	University of Klagenfurt offers this course particularly to people in the tourism sector as Microcredentials-programme but limited to people in relevant professional position, or People who have completed vocational or educational training and have professional experience
<b>Short Description of Offers:</b>	Nachhaltigkeitsmanager in Tourismus – 2 semester course (15 ECTS) in 12 days face to face incl. excursion, 2 project presentations and final presentation
<b>Things they do that we (CATALYST COVE) don't:</b>	Course fees

<b>Things we (CATALYST COVE) do that they don't:</b>	No course fees, not so strict limitation in target group
<b>Name of competitor:</b>	<b>Tomorrow university of applied science Wirtschaftsakademie Wien + WU Executive Academy</b>
<b>Website:</b>	www.wirtschaftsakademie-wien.at
<b>Short Description of competitor:</b>	WU Executive Academy is accredited by AACSB (Association to Advance Collegiate Schools of Business), EQUIS (European Quality Improvement System), and AMBA (Association of MBAs) and provides undergraduate and graduate programmes in online learning sessions
<b>Short Description of Offers:</b>	Nachhaltigkeitsmanagement - Sustainability, Entrepreneurship, and Technology (Master course, online) Responsible Entrepreneurship (Bachelor course, online, 180 ECTS) Impact MBA in Sustainability, Innovation, and Leadership (Master course, online, 60 or 90 ECTS - on sustainable business practices and making of a positive impact on society)
<b>Things they do that we (CATALYST COVE) don't:</b>	Fees, accreditation
<b>Things we (CATALYST COVE) do that they don't:</b>	-

<b>Name of competitor:</b>	<b>Other Austrian Higher Education Institutes offering sustainability training</b>
<b>Website:</b>	
<b>Short Description of competitor:</b>	Public and private HE institutes in Austria offer specific qualification training modules and focused courses in their university degree programmes that deal with sustainability. They all follow the EQF and ECTS regulations.
<b>Short Description of Offers:</b>	Charlotte Fresenius Privatuniversität: Nachhaltigkeitsmanagement (Sustainability management - Master course in German about Sustainable Management, Marketing, Sustainable Corporate Governance and Corporate Social Responsibility) and Sustainability Marketing & Leadership (Master course about economic business models)



	<p>Fachhochschule Kufstein Tirol Bildungs GmbH: Energie- und Nachhaltigkeitsmanagement (Energy and sustainability management - Bachelor &amp; Master courses, partly in English; it is about the resource-optimised generation and transmission as well as the efficient use of energy. Market mechanisms in the trade of renewable energies, executing environmental and sustainability certifications, regional energy concepts as well as innovative mobility concepts)</p> <p>Fachhochschule OÖ Studienbetriebs GmbH: Sustainable Energy Systems (Master course in English about energy technology and energy project management)</p> <p>Fachhochschule Vorarlberg GmbH: Nachhaltige Energiesysteme (Sustainable energy systems - Master course in German about an integrative view of energy technology and energy management of decentralised and digitalised energy systems), Umwelt und Technik (Environment and technology- Bachelor course with the focus on the resource efficiency of products and processes in companies)</p> <p>Fachhochschule Wien der WKW: International Sustainability Communication (Master course in German)</p> <p>Fachhochschule Wiener Neustadt GmbH: Green Marketing &amp; Nachhaltigkeitskommunikation (Green Marketing &amp; Sustainability communication - Master course about marketing and managing green products, brands and businesses, designing products and assessing the environmental impact of a product for instance)</p> <p>Fachhochschule Wels: Sustainable Solutions (Bachelor course in German about product and process design and redesign, sustainability management, digitalisation and social systems design, plus possible specialisations in Agriculture &amp; Urban Farming, Food Technology, Wastewater and Exhaust Gas Treatment, Green Design Management)</p> <p>IMC Fachhochschule Krems GmbH: Umwelt- und Nachhaltigkeitsmanagement (Environmental and sustainability management - Master course about technological and ecological basics, interrelationship between sustainable development, economy and politics, management systems and standards relevant in environmental and sustainability management)</p> <p>Modul University Vienna: Sustainable Development, Management and Policy (Master course in English for alumni in social sciences, business, natural sciences and engineering, they maintain and develop the concepts, techniques, skills and problem-solving abilities)</p>
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	<p>Montanuniversität Leoben: Umwelt- und Klimaschutztechnik (Environment and climate protection technology - Bachelor course Engineering knowledge for sustainable industrial production and circular economy operational management systems in the field of environmental, sustainability and quality management on the pillars of natural science, technical and legal perspectives)</p> <p>Technische Universität: Nachhaltige Energiesysteme (Sustainable energy systems – Master course in German about energy technology and energy management, alternative energies, economics, environmental economics, law, politics and management)</p> <p>Universität für Bodenkultur Wien: Natural Resources Management and Ecological Engineering (Master course in English about Cultural Engineering and Water Management, Mountain Risk Engineering, Forestry, Environment and (Bio-) Resource Management. In addition, social science, law and economics aspects are also covered), Transitions to Sustainability (PhD programme)</p> <p>University Graz: Umweltsystemwissenschaften – Betriebswirtschaft (Environmental Systems Science - Business Administration - Bachelor course, in German), JIMP in Sustainable Development (Master course in English about sustainable development and specialisations of student’s choice in Corporate Sustainability Management, Climate Change, Environmental Economics, Environmental Change and Ecosystems or Global Development Policy) and Int. Master’s Programme on Circular Economy (Master course in English about natural, technical, social and economic processes in terms of sustainability and environmental impact)</p> <p>Universität Wien: Green Finance – training for students of law</p> <p>More e.g. in engineering can be found at <a href="https://www.studienwahl.at/studien/">https://www.studienwahl.at/studien/</a> or <a href="http://www.studium.at">www.studium.at</a></p>
<b>Things they do that we (CATALYST COVE) don’t:</b>	Partly fees, partly offered in English in addition to classes in German/ some institutes offer their courses only in German or only in English, some of the courses are offered in face-to-face sessions only, some as blended or online learning, degrees
<b>Things we (CATALYST COVE) do that they don’t:</b>	Less restricted target group, part-time learning

## 7.2. Competitor Analysis Germany

<b>Competitor:</b>	<b>IHK (Chamber of Industry and Commerce)</b>
<b>Website:</b>	<a href="https://ihk-weiterbildung.de/bildungsangebote/seminare-und-zertifikatslehrgaenge/nachhaltigkeits-und-klimaschutzmanagement/">https://ihk-weiterbildung.de/bildungsangebote/seminare-und-zertifikatslehrgaenge/nachhaltigkeits-und-klimaschutzmanagement/</a>
<b>Short Description of Competitor:</b>	IHKs are regionally organised, cross-industry bodies for the (self-) representation of the commercial and industrial interests of entrepreneurs and commercial enterprises. There are a total of 79 IHKs responsible for regions of different sizes in Germany and they support the German commercial economy with a wide range of offers and know-how.
<b>Short Description of Offers:</b>	<p><b>Certified courses</b> (own certification with open badge) related to sustainability:                      Target groups: professionals, managers, SMEs owners.                      Course duration: different durations are offered varying from 5 weeks until 23 weeks.                      Workload for learner: varies from 64h-84h.                      Duration of live sessions: online and varies from 38h-78h.                      Topics:</p> <ul style="list-style-type: none"> <li>- Sustainable Leadership - Sustainability communication, marketing &amp; reporting</li> <li>- Sustainable Leadership - Sustainable human resources management</li> <li>- Sustainable Leadership - Sustainability in logistics, procurement and supply chains</li> <li>- Circular Economy</li> <li>- Corporate Climate Manager</li> <li>- Energy Officer</li> <li>- Sustainable Supply Chain Management</li> <li>- Specialist for hydrogen applications</li> </ul> <p><b>Seminars</b> on different sustainability topics:</p> <ul style="list-style-type: none"> <li>- Sustainability Officer</li> <li>- Sustainability strategy - clear, implementable and convincing</li> <li>- Successful CSR/Sustainability Communication - Credible and Target Group-Oriented</li> </ul>

	<ul style="list-style-type: none"> <li>- Carbon footprint for companies and products</li> <li>- Basics of energy management</li> <li>- EU taxonomy</li> <li>- Environmental management in the company - from theory to practice</li> <li>- Sustainability in the supply chain - successfully implementing the Due Diligence Act</li> <li>- Sustainability reporting according to CSRD/ ESRS</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Course offer is not limited to sustainability related topics. Course offer varies according to regional IHK. Highly acknowledged in Germany. Target group only from business. Long live-online-sessions. German language only. Course fee from €289 to €2490.
<b>Things we (CATALYST COVE) do that they don't:</b>	Course offer on sustainability topics is broader. Entire offer will be available on a single platform. Interconnected educational offer through learning pathways and <u>related</u> instruments and services. Networking platform planned. Personal gamified user account. Different course levels.

<b>Competitor:</b>	<b>Haufe Academy</b>
<b>Website:</b>	<a href="https://www.haufe-akademie.de/">https://www.haufe-akademie.de/</a>
<b>Short Description of Competitor:</b>	German academy that provides a vast range of offers for individuals and companies focusing on the development of people and organisations. Individuals can choose from +2100 topics in digital, on-site or blended learning formats to expand professional knowledge or go through qualification programs. For companies, Haufe offers comprehensive corporate learning solutions incl. learning content, platform solutions as well as employee development programs.
<b>Short Description of Offers:</b>	<p>Range of topics under "Sustainability Management" which are provided in different educational formats.</p> <p><b>E-learning:</b></p> <ul style="list-style-type: none"> <li>- Supply Chain Act (1h, 1 day)</li> <li>- Sustainable Management (5h, 1 day)</li> </ul> <p><b>Webinar:</b></p> <ul style="list-style-type: none"> <li>- Short and concise: Sustainability in controlling (1,5h/1 day/1 online meeting on demand)</li> <li>- Digitalisation and Sustainability (4h/1 day/1 online meeting on demand)</li> <li>- Circular Economy: Basics and tools for project managers (16h over 1 month/4 online meetings of 4h each + preparation videos)</li> </ul> <p><b>Seminar:</b></p>

	<ul style="list-style-type: none"> <li>- The Supply Chain Act: Act now for a sustainable SC! (4h/1 day/1 online meeting)</li> <li>- Sustainability reporting in a nutshell (8h/1 day/1 online meeting)</li> <li>- Circular Economy - Understanding the Circular Economy (16h over 2 days/2 in-person meetings)</li> <li>- Corporate Social Responsibility (16h over 2 days online or in-person/2 meetings of 8h each)</li> </ul> <p><b>Workshop:</b></p> <ul style="list-style-type: none"> <li>- Establishing Sustainability in Business (16h over 2 days in-person)</li> </ul> <p><b>Blended Learning:</b></p> <ul style="list-style-type: none"> <li>- Business Cases for Sustainability Projects (8h/1 day online or in-person)</li> <li>- Sustainability as a corporate strategy (18h over 2 weeks: 2h webinar + 2x 8h in-person seminar)</li> </ul> <p><b>Distance learning course:</b></p> <ul style="list-style-type: none"> <li>- Sustainability Manager: successful sustainability management: communication, regulations and transformation (100h over max. 24 months: 10 self-learning modules + 4 optional online seminars). Possibility to absolve additional E-Test with graded certificate.</li> </ul> <p><b>Qualification programme</b> with certificate:</p> <ul style="list-style-type: none"> <li>- Sustainability in Controlling and Risk Management. ESG transformation (48h over 1 month: 40h training online/in-person + 8h self-learning).</li> <li>- Manager Sustainable Corporate Transformation (47h over 12 weeks: 13 modules between 1,4h-4h).</li> </ul> <p>For corporate clients, Haufe provides the following additional offer:</p> <p><b>Digital Suite:</b></p> <p>Offer for companies for digital learning, including following <b>products</b>:</p> <ul style="list-style-type: none"> <li>- Learning experience platform</li> <li>- Learning management system for organising learning processes</li> <li>- Content collection with more than 115 E-learning courses</li> <li>- Content kit with more than 2,800 high-quality micro content modules</li> <li>- Digital complete solution for compliance training</li> <li>- Sparks - The smart guide for future skills: <b>App</b> that provides valuable impulses for action in small modules</li> </ul> <p>Including following <b>resources</b>:</p> <ul style="list-style-type: none"> <li>- Blog, Videos, Whitepaper, Webinars, References, Brochures</li> </ul> <p><b>Sustainability Academy:</b></p>
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	Offer in which companies can create their own continuing education portfolio, e.g. including: Orientation, Toolbox, Basics courses, Advanced courses, optional course extensions
<b>Things they do that we (CATALYST COVE) don't:</b>	Course offer is not limited to sustainability related topics, but addresses a much broader range of themes such as controlling, HR, sales and many more (provided by +400 permanent employees). Offer encompasses a larger variety of course types with different durations varying from 1h to 24 months. Special offer for corporate clients besides individual learning offers (e.g. Digital suite, employee development program). Tailor-made offer/learning pathway with the sustainability academy. App available (sparks). Some courses are only accessible in-person. There is a limited offer of courses in English. All others are in German. Course fee varies from €58,31 to €3558,10.
<b>Things we (CATALYST COVE) do that they don't:</b>	Course offer on sustainability topics is broader. Networking platform planned. Different course levels. Personal gamified user account. Clearer overview and orientation for individual users due to a more coherent offer.

<b>Competitor:</b>	<b>CircuCulture</b>
<b>Website:</b>	<a href="https://circuculture.com/s/circuculture">https://circuculture.com/s/circuculture</a>
<b>Short Description of Competitor:</b>	Online platform offering educational and consulting services with a focus on circular economy. The vision of the platform is to increase the knowledge on circular economy for individuals and businesses.
<b>Short Description of Offers:</b>	<p><b>Interactive courses</b> (workshop + self-study):</p> <ul style="list-style-type: none"> <li>- Introduction to the circular economy and operational waste and recyclables management (30h of which 9h workshop over 8-12 weeks online or in-person)</li> <li>- The plastic cycle - processes and potentials (12h of which 6h workshop over 4 weeks online or in-person)</li> <li>- ERP: Extended producer responsibility in a practical context (12h of which 6h workshop over 4 weeks online or in-person)</li> </ul> <p><b>Team building</b> (interactive games to learn about the circular economy in a playful way):</p> <ul style="list-style-type: none"> <li>- Circular Future Prototyping (4h online or in-person)</li> <li>- Is this art or can it go? (2h online or in-person)</li> <li>- Waste caching (3h online)</li> </ul> <p><b>Seminars</b></p>

	<ul style="list-style-type: none"> <li>- Circular Economy and Waste Management - Introduction to Concepts and Processes (16h over 2 days in-person)</li> </ul> <p><b>"Circu:Competition" idea competitions:</b> Companies and educational institutions have the opportunity to enter into an exchange with young talents and other actors from the public beyond their own organisational boundaries with the aim to generate ideas for operational questions and problems, and also provide a platform for external communication and representation.</p> <p><b>Tailor-made workshops:</b> Online and face-to-face workshops for all ages and group sizes, enabling participants to gain a deep understanding of the circular economy and related principles through case studies and interactive sessions.</p> <p><b>3 consulting services</b> to further develop competencies of employees and foster visibility on the job market:</p> <ul style="list-style-type: none"> <li>- Competence diagnosis and development</li> <li>- HR Marketing</li> <li>- Talent Relationship Management</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Focus exclusively on the circular economy. Some offers are in-person only or the participant can choose between online or in-person. Interactive game-based learning. Strong focus on HR marketing and talent recruiting. Tailor-made workshops. Platform podcast. German language only.
<b>Things we (CATALYST COVE) do that they don't:</b>	Course offer on sustainability topics is much broader. Learning pathways and related instruments and services. Networking platform planned. Personal gamified user account. Different course levels. Certificates planned which CircuCulture doesn't offer.

<b>Competitor:</b>	<b>VAUDE Academy</b>
<b>Website:</b>	<a href="https://academy.vaude.com/">https://academy.vaude.com/</a>
<b>Short Description of Competitor:</b>	VAUDE is an outdoor sustainable supplier brand and has an academy on sustainable business to advise and accompany other companies and organisations in the transformation to sustainable management.
<b>Short Description of Offers:</b>	<p>Various educational formats targeting corporate, schools, universities as well as associations:</p> <p><b>Linkedin</b> <span style="float: right;"><b>Learning:</b></span> Online asynchronous course "Sustainability in the company: Implementing strategies in practice". In German. Course fee. LinkedIn certificate.</p>

	<p><b>ANAKO:</b> In collaboration with the Federal Association for Sustainability, training and workshops for employees for sustainability in the company: different modules on strategy, process management, environment, society. In German. Course fee. Networking.</p> <p><b>MOOC</b> in cooperation with the University of Mannheim: "On the Path of Sustainability" to learn the basics of sustainable business through examples. In English, free of charge and digital.</p> <p><b>Tools and documents</b> for young people on the topics:</p> <ul style="list-style-type: none"> <li>- Introduction and basics on sustainability</li> <li>- Care, repair, upcycling of outdoor equipment</li> <li>- Environmentally friendly behaviour</li> <li>- Economy of the common good and sustainable business</li> </ul> <p>Besides the courses, VAUDE academy offers consultancy, keynote speaker, a collection of methods (free of charge) as well as a virtual campus tour.</p>
<p><b>Things they do that we (CATALYST COVE) don't:</b></p>	<p>Virtual campus tour. Offer of keynote speaker and panellists for corporate impulse sessions. Some courses are only available in German. Offers both with and without fee.</p>
<p><b>Things we (CATALYST COVE) do that they don't:</b></p>	<p>Entire offer will be available on <u>one</u> platform (VAUDE offer is distributed across various platforms like LinkedIn, ANAKO, etc.). Course offer on sustainability topics is broader. Interconnected educational offer through learning pathways and <u>related</u> instruments and services. Different course levels. Certificates planned which VAUDE doesn't offer. Networking platform planned. Personal gamified user account.</p>

<p><b>Competitor:</b></p>	<p><b>nRole</b></p>
<p><b>Website:</b></p>	<p><a href="https://nrole.de/">https://nrole.de/</a></p>
<p><b>Short Description of Competitor:</b></p>	<p>nRole is an online educational and consulting platform to close the gap between knowledge and action for the sustainable transformation of organisations.</p>
<p><b>Short Description of Offers:</b></p>	<p>Mix of interactive online training, consulting and open-access resources for participants.</p> <p><b>Trainings:</b></p> <ul style="list-style-type: none"> <li>- Circular Economy for companies - The know-how and practice of strategy development (14h training + 5h feedback)</li> </ul>



	<ul style="list-style-type: none"> <li>- Sustainability for energy suppliers - How municipal utilities are now focusing on sustainability and effectively changing course (3h interactive online training + 30min consulting)</li> <li>- Sustainability as a future strategy - How SMEs are now focusing on sustainability and effectively changing course (3h interactive online training + 30min consulting)</li> </ul> <p><b>Thematic “learning nuggets”:</b> provided through different formats like manuals, podcasts, blog articles. Topics:</p> <ul style="list-style-type: none"> <li>- With change management towards sustainability</li> <li>- Sustainable business models</li> <li>- Sustainable communication</li> <li>- Sustainable management</li> </ul>
<b>Things they do that we (CATALYST COVE) don’t:</b>	All courses are offered in two versions and are therefore available in two price categories: Learners can choose between a cheaper “deep dive” version for 450€ or a more expensive “practical course” for 2.250€ (some courses are only available on demand). German language only.
<b>Things we (CATALYST COVE) do that they don’t:</b>	Course offer on sustainability topics is much broader. Learning pathways and <u>related</u> instruments and services. Different course levels. Personal gamified user account. Networking platform planned. Certificates planned which nRole doesn’t offer.

<b>Competitor:</b>	<b>WBS Training</b>
<b>Website:</b>	<a href="https://www.wbstraining.de/wbs-learnspace-3d/">https://www.wbstraining.de/wbs-learnspace-3d/</a>
<b>Short Description of Competitor:</b>	VET provider for continuing professional development in a broad range of topics (not limited to sustainability) in online learning formats. The educational offer includes among others continuing education, retraining, vocational training, coaching, study programmes, degrees and certificates.
<b>Short Description of Offers:</b>	<p>Currently, 26 training courses are offered under the overarching theme “Energy, Environment and Sustainability”.</p> <p>A selection of the courses:</p> <ul style="list-style-type: none"> <li>- CSR and sustainability manager with DEKRA certification</li> <li>- Environmental and energy management officer with auditor</li> <li>- Human rights representative for supply chains with DEKRA certification</li> </ul>

	- Expert qualification hydrogen systems
<b>Things they do that we (CATALYST COVE) don't:</b>	<p>Training offer is not limited to sustainability topics.</p> <p>Offer goes beyond continuing education as it contains among others retraining, study programmes.</p> <p>Online training via "3D LearnSpace" (virtual learning environment).</p> <p>On-site training possible through +200 locations throughout Germany. WBS provides users with hardware if needed. Different certifications available (e.g. WBS, DEKRA, IHK). Up to 100% funding is possible through funding sources such as Deutsche Rentenversicherung, Berufsgenossenschaften and Bundesagentur für Arbeit.</p> <p>Long duration of trainings – always around 4-6 months. German language only.</p>
<b>Things we (CATALYST COVE) do that they don't:</b>	<p>Course offer on sustainability topics is broader. Interconnected educational offer through learning pathways and related instruments and services. Personal gamified user account. Networking platform planned.</p> <p>Different course levels.</p>

<b>Competitor:</b>	<b>XU Sustainable</b>
<b>Website:</b>	<a href="https://xu.de/">https://xu.de/</a>
<b>Short Description of Competitor:</b>	<p>XU is a company offering sustainability training programs and tailor-made solutions for companies and professionals to provide them with the expertise needed for a sustainability transformation. XU sustainable offers a package of online certified learning content including a learning experience platform and services (200 hours of learning content and 350 hours of accompanying learning material) around the themes of sustainability and its drivers digitalisation and mobility. The learning content is based on academic principles of the IU (International University of Applied Science).</p>
<b>Short Description of Offers:</b>	<p>For all the below mentioned offer prices are not displayed on the website.</p> <p><b>Offer for companies:</b> (everything online)</p> <ul style="list-style-type: none"> <li>• 290 courses (30-240 minutes)</li> <li>• 10 masterclasses (7 to 9 hours)</li> <li>• 4 certificate programs (approx. 19h over 5-6 months)                         <ul style="list-style-type: none"> <li>○ Certified sustainability manager</li> <li>○ Certified climate action manager</li> </ul> </li> </ul>

- Certified social supply chain manager
- Sustainability compliance manager
- 1 nano degree (approx. 150h over max. 12 months. Can be accepted as part of subsequently master's degree program at IU to an extent of 5 ECTS credits)

**Individual learning on demand:**

After determining the participant's level of knowledge, a suitable qualification from 90 hours of course content is recommended. The participant has the freedom to choose learning content according to personal time and interests.

- 100 courses (30 to 240 minutes)
- 10 masterclasses (7 to 9 hours)

**A selection of themes for both above mentioned offers:**

- Basic knowledge on sustainability
- Supply chains
- Finances
- Social sustainability

**Partnership**

Among the different offered solutions, it's possible to become a B2B partner and have access to all the available learning content and accompanying learning material that can be offered to the company's own service providers, partners and customers.

**Other specific topics:**

- German supply chain law: interactive online training courses to learn how to implement this law.
- E-mobility: online qualification offer together with PEM Motion, an extension of RWTH Aachen University's renowned Chair of "Production Engineering of E-Mobility Components". 35h of interactive, didactically prepared learning content and 350h of accompanying learning material and news. Topics: Mobility, Electromobility, Market & Strategy, xEV Technology.

	<p><b>Podcast</b> “Beyond tomorrow”: about the future and challenges, opportunities and pitfalls in the topics sustainability, digitalisation and E-mobility. Available only in German. Until now 37 episodes.</p>
<p><b>Things they do that we (CATALYST COVE) don’t:</b></p>	<p>Mandatory personal consultation to decide which solution or learning content is best for participants. Webpage and course offer in German and English. Partnership with other content and tech partners such as BNW, the PEM Institute, RWTH Aachen University, Salesforce, Klett, avesco and Phineo to develop up-to-date learning content. Platform profile: It meets the strictest European and international security requirements, is GDPR-compliant and is regularly and independently audited. Courses have been AZAV-certified by TÜV Nord since 2020. The courses are eligible for funding by the German Federal Employment Agency (Bundesagentur für Arbeit).</p>
<p><b>Things we (CATALYST COVE) do that they don’t:</b></p>	<p>Overview of all themes, topics including course details directly accessible on the webpage. No need to get in contact to sign up for course offer. Networking platform planned. Different course levels.</p>

### 7.3. Competitor Analysis Greece

<b>Name of Competitor:</b>	<b>University of Piraeus (UniPi)</b>
<b>Website:</b>	<a href="https://www.unipi.gr/unipi/en/oik-spoudes-en/metapt-spoudes-en/bioeconomy-and-sustainable-development.html">https://www.unipi.gr/unipi/en/oik-spoudes-en/metapt-spoudes-en/bioeconomy-and-sustainable-development.html</a> <a href="https://www.eduguide.gr/grad/program/panepistimio-peiraios-viooikonomia-bioeconomics,1645/curriculum">https://www.eduguide.gr/grad/program/panepistimio-peiraios-viooikonomia-bioeconomics,1645/curriculum</a>
<b>Short Description of Competitor:</b>	University of Piraeus is a Greek public university located in Piraeus, Athens, Greece with a total of ten academic departments focused mainly on Business Management, Computer science, Economics, Finance and Maritime Studies. This university is the second-oldest business school established in Greece, while the Department of Banking and Financial Management is the country's oldest academic department in the area of finance.
<b>Short Description of Offers:</b>	<b>MSc. in Bioeconomy, Circular Economy and Sustainable Development</b> The aim of the program is to provide cutting-edge specialised knowledge in the emerging field of bioeconomy and sustainable development. To this end, it provides theoretical and applied economic analysis in bioeconomy innovation sectors as well as in sustainable development, according to the 17 Sustainable Development Goals of the United Nations. Master's University Program (In-person) on a continuous basis
<b>Things they do that we (CATALYST COVE) don't:</b>	Risk Management, Natural resources and bioproducts, Industrial Biotechnology, The economics of natural resources, Sustainable Tourism, Sustainable Shipping, CE in Food and Energy sectors
<b>Things we (CATALYST COVE) do that they don't:</b>	Leading Sustainable Systems, Creating Sustainable Brands, Intellectual Capital, Behavior Change, Transformation Readiness, Sustainable Leadership

<b>Name of Competitor:</b>	<b>Athens University of Economics and Business (AUEB)</b>
<b>Website:</b>	<a href="https://www.dept.aueb.gr/en/lawecon">https://www.dept.aueb.gr/en/lawecon</a> <a href="https://www.dept.aueb.gr/en/ReSEES/content/topics">https://www.dept.aueb.gr/en/ReSEES/content/topics</a> <a href="https://www.dept.aueb.gr/en/lawecon/content/courses">https://www.dept.aueb.gr/en/lawecon/content/courses</a> <a href="https://www.dept.aueb.gr/en/ReSEES/content/topics">https://www.dept.aueb.gr/en/ReSEES/content/topics</a>

<b>Short Description of Competitor:</b>	Athens University of Economics and Business (AUEB) was founded in 1920 in Athens, Greece and is the oldest university in Greece in the field of economics. Before 1989, the university was known in Greek as the Supreme School of Economics and Business.
<b>Short Description of Offers:</b>	<p><b>MSc in Law and Economics in Energy Markets</b></p> <p>The MSc in Law and Economics in Energy Markets has as its object the scientific training and the application of students' knowledge and skills in current economic, political, and legal issues that characterize the modern energy markets in the international and European environment.</p> <ul style="list-style-type: none"> <li>• Master's University Program (In-person)</li> <li>• on a continuous basis</li> </ul> <p><b>Professional Seminar on Sustainability Transition</b></p> <p>The seminar focuses on the six pillars of sustainable transition:</p> <ol style="list-style-type: none"> <li>1. Education, gender, inequality</li> <li>2. Health, well-being, and demographics</li> <li>3. Energy degeneration and sustainable industry</li> <li>4. Living on land, living on water, fighting poverty and hunger and sustainable development</li> <li>5. Sustainable cities and communities</li> <li>6. Digital revolution and sustainable development.</li> </ol> <ul style="list-style-type: none"> <li>• Professional seminar (In person or online)</li> <li>• on a continuous basis</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Energy Law, regulatory compliance, international investments, Energy markets, micro-macroeconomics of SD
<b>Things we (CATALYST COVE) do that they don't:</b>	Leading Sustainable Systems, Creating Sustainable Brands, Sustainable Business Management, Business Transformation, Intellectual Capital, Circular Economy, Behavior Change, Transformation Readiness, Sustainable Leadership, Creating Sustainable Brands, Intellectual Capital, Behavior Change, Transformation Readiness, Sustainable Leadership
<b>Competitor:</b>	<b>University of Thessaly</b>
<b>Website:</b>	<a href="http://www.prd.uth.gr/en/m_smece-courses/">http://www.prd.uth.gr/en/m_smece-courses/</a>

<b>Short Description of Competitor:</b>	The University of Thessaly is a public university in Thessaly, Greece, founded in 1984. The university includes the main campus in the city of Volos and regional campuses located in Karditsa, Larissa, Trikala, and the city of Lamia. The university's central administrative and academic building, located on the seaport seafront, is often referred to as the main campus, but actually the university does not have a single main site, as it has multiple sites with buildings being geographically distributed within the wider region of Volos across the city districts. Enrollment for Autumn 2014 consisted of 14,000 undergraduates students, 2,150 master's degree-level students, 1,400 doctoral students, and 710 faculty members.
<b>Short Description of Offers:</b>	<p><b>Master in Sustainable Management of Environmental Change and Cyclical Economy</b></p> <p>The MSc in Sustainable Management of Climate Change and Circular Economy aims at an in-depth diagnosis and understanding of environmental problems, the way they are connected to the human factor and their management utilising science, technology, governance, with the aim of sustainability, with the , what this includes, i.e. the protection of the environment, which will not be at the expense of social and economic development, but will be achieved for the benefit of society and with the minimum financial cost.</p> <ul style="list-style-type: none"> <li>• Master's University Program (In-person)</li> <li>• on a continuous basis</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	climate change management, biodiversity conservation, water resources, pricing, env. hazards analysis, flood protection, env. design of cities
<b>Things we (CATALYST COVE) do that they don't:</b>	Leading Sustainable Systems, Creating Sustainable Brands, Sustainable Business Management, Business Transformation, Intellectual Capital, Behavior Change, Transformation Readiness, Sustainable Leadership

<b>Name of Competitor:</b>	<b>Competitor:</b>
<b>Website:</b>	<a href="http://www.kekiason.gr/">http://www.kekiason.gr/</a> <a href="http://www.kekiason.gr/item/128-πρόγραμμα-αναβάθμισης-δεξιοτήτων-και-επανακατάρτισης-εργαζομένων-σε-κλάδους-υψηλής-ζήτησης-με-έμφαση-στις-ψηφιακές-και-“πράσινες”-δεξιότητες.html">http://www.kekiason.gr/item/128-πρόγραμμα-αναβάθμισης-δεξιοτήτων-και-επανακατάρτισης-εργαζομένων-σε-κλάδους-υψηλής-ζήτησης-με-έμφαση-στις-ψηφιακές-και-“πράσινες”-δεξιότητες.html</a>
<b>Short Description of Competitor:</b>	IASON KEK is a certified Vocational Training Center (KDBM2) with the aim of providing high quality services to executives of companies and organisations of the private and public sector, as well as the implementation of EU-funded educational programs addressed to employees and unemployed as well as community initiatives-actions related to unemployment, human resources, development, etc. It was founded in 1997, has three (3) branches (Training Centers) in Athens - Thessaloniki - Patras and in its long course has trained more than 45000 people

<b>Short Description of Offers:</b>	Upskilling and Retraining Program for Employees in high demand sectors with emphasis on digital and "green" skills <ul style="list-style-type: none"> <li>• Certification according to the international standard ISO/ IEC 17024 or through internationally recognized certifications for digital skills.</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Educational allowance up to 400 € (depending on the hours of training of the program). Training lasting 80 hours, carried out with 12 hours of face-to-face training and with the method of distance learning (with 48 hours synchronous & 20 hours asynchronous).
<b>Things we (CATALYST COVE) do that they don't:</b>	

<b>Name of Competitor:</b>	<b>Academy of Entrepreneurship (AKEP)</b>
<b>Website:</b>	<a href="https://akep.eu">https://akep.eu</a> <a href="https://akep.eu/sosusk-capacity-building-workshops/">https://akep.eu/sosusk-capacity-building-workshops/</a>
<b>Short Description of Competitor:</b>	The Academy of Entrepreneurship (AKEP) is a nonprofit organisation founded in 2007 by the historical Educational Association of Athens "HFAISTOS". It acts in collaboration with the Federation of Hellenic Associations of Young Entrepreneurs (OESYNE) and aims to contribute to the acquisition and development of entrepreneurship and professional competences for its beneficiaries: new and aspiring entrepreneurs, teachers and students in VET and adult education, marginalised groups and low skill adults. AKEP's goal is to foster employability and improve instructional practices in education, so as to respond to the challenges of the labour market, raising also awareness about the importance of entrepreneurship education on national and European level.
<b>Short Description of Offers:</b>	The Academy of Entrepreneurship offers 6 free skills development workshops to young people aged 18-30, especially those who are neither working nor in education or training (NEETs), providing them with skills and competences of social and green entrepreneurship. The aim of education is to facilitate their matching with sustainable employment or self-employment opportunities. During the workshops, participants will have the opportunity to be trained on the "e-learning toolkit for green and social entrepreneurship" that will offer them the opportunity to develop their business knowledge and skills and understand how they can create a positive impact on society, the environment and the economy.



	<ul style="list-style-type: none"> <li>• Certificate with European Digital Credentials. The workshops are organised in the framework of the European project SOSUSK – Social and Sustainable skills for young NEET population (Project code: 2021-1-EL02-KA220-YOU000029015) approved by the Youth and Lifelong Learning Foundation (I.NE.DI.VI.M.).</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Free, but not on an on-going basis
<b>Things we (CATALYST COVE) do that they don't:</b>	

<b>Name of Competitor:</b>	<b>Dynamicvision</b>
<b>Website:</b>	<a href="https://www.dynamicvision.gr/">https://www.dynamicvision.gr/</a> <a href="https://www.dynamicvision.gr/projects">https://www.dynamicvision.gr/projects</a> <a href="https://bluefasma.interreg-med.eu/what-we-do/">https://bluefasma.interreg-med.eu/what-we-do/</a>
<b>Short Description of Competitor:</b>	Dynamic Vision PC. is a consultancy company based in Athens, founded in 2014. They offer solutions to privately held companies, SMEs, Universities and NGOs in a wide spectrum of professional fields, such as Environment, Communication, Information and Technology Services & Health. They create synergies with our clients so that they can offer the optimal support in the best possible way, working as one team, as they venture into the business world.
<b>Short Description of Offers:</b>	<p>BLUEfasma approach aims to change the current thinking of the sector on circularity by</p> <ul style="list-style-type: none"> <li>- Replicating effective CE work</li> <li>- Testing the upgraded circularity self-assessment tool in 11 participating Mediterranean territories</li> <li>- Organising BLUEfasma Living Labs (BLLs) and targeted transferring activities</li> <li>- Shifting policy towards CE</li> <li>- Systematizing funding opportunities for blue CE innovation business investment</li> </ul> <ul style="list-style-type: none"> <li>• European project participant with overlapping activities to CATALYST</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	More targeted to SMEs, some overlapping tools with CATALYST (self-assessment tool, online platform, etc.)
<b>Things we (CATALYST COVE) do that they don't:</b>	Much wider scope

<b>Name of Competitor:</b>	<b>Panhellenic Association of Engineers Contractors of Public Works</b>
<b>Website:</b>	<a href="https://pedmede.gr/">https://pedmede.gr/</a> <a href="https://pedmede.gr/gupp-anavathmisi-dexiotiton-gia-tin-proothisi-ton-prasinon-dimosion-symvaseon-tis-ee-sta-kataskeyastika-erga-2020-2022/">https://pedmede.gr/gupp-anavathmisi-dexiotiton-gia-tin-proothisi-ton-prasinon-dimosion-symvaseon-tis-ee-sta-kataskeyastika-erga-2020-2022/</a> <a href="https://pedmede.gr/bung-developing-nearly-zero-energy-building-skills-through-game-based-learning-2020-2022/">https://pedmede.gr/bung-developing-nearly-zero-energy-building-skills-through-game-based-learning-2020-2022/</a> <a href="https://pedmede.gr/katartisi-kai-pistopoiisi-ton-ergazomenon-ston-klado-ton-kataskeyon-kai-ylikon-2018-2020/">https://pedmede.gr/katartisi-kai-pistopoiisi-ton-ergazomenon-ston-klado-ton-kataskeyon-kai-ylikon-2018-2020/</a> <a href="https://pedmede.gr/building-matters-anaptyxi-ikanotiton-se-viosima-domika-ylika-gia-tin-antimetopisi-ton-prokliseon-toy-kataskeyastikoy-tomea-sti-klimatiki-allagi-kai-to-perivallon-2022-2024/">https://pedmede.gr/building-matters-anaptyxi-ikanotiton-se-viosima-domika-ylika-gia-tin-antimetopisi-ton-prokliseon-toy-kataskeyastikoy-tomea-sti-klimatiki-allagi-kai-to-perivallon-2022-2024/</a>
<b>Short Description of Competitor:</b>	<p>The Panhellenic Association of Qualified Engineers and Public Works Contractors (PEDMEDE) is a Panhellenic Primary Organization of Contractors, which covers the entire range of companies and executives involved in the construction of Public Works. The members of PEDMEDE are individual contractors (Public Works Contractors), members of MEEP but also legal entities – contracting companies, along with their executives, members of MEEP and MEK, from A1 class to 7th class.</p> <p>It is the most numerous and representative Primary Contracting Organization in the country, in which all levels of contractors nationwide are expressed and represented.</p>
<b>Short Description of Offers:</b>	<p>Participates in several European training projects related to the green transition in the construction sector, including through the development of curricula for Vocational Education and Training Centres:</p> <ul style="list-style-type: none"> <li>- GUPP- Upskilling to promote EU Green Public Procurement in Construction Projects</li> <li>- BUNG – Developing nearly zero energy building skills through game-based learning</li> <li>- Training and Certification of employees in the construction and materials sector</li> <li>- Building Matters: Building capacity in sustainable building materials to address the challenges of the construction sector in climate change and the environment (2022-2024)             <ul style="list-style-type: none"> <li>• Certificate</li> </ul> </li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	Project-based curricula go beyond what CATALYST offers, albeit more targeted towards a specific professional category and with activities that go beyond training (development of guides, capacity building, etc.)
<b>Things we (CATALYST COVE) do that they don't:</b>	Programmes are limited in time and have a much narrower scope

<b>Name of Competitor:</b>	<b>institute for Entrepreneurship Development (iED)</b>
<b>Website:</b>	<a href="https://ied.eu/">https://ied.eu/</a> <a href="https://ied.eu/services/academy/">https://ied.eu/services/academy/</a>
<b>Short Description of Competitor:</b>	The Institute of Entrepreneurship Development (IED) is a Greek organisation committed to the promotion of innovation and the enhancing of the entrepreneurial spirit. By recognizing entrepreneurship as a crucial factor for the development and cohesion of societies, they conduct research and are in position to provide innovative solutions that facilitate the growth of healthy entrepreneurship and promote employment.
<b>Short Description of Offers:</b>	<p>IED Academy is an ecosystem for developing skills and expanding knowledge in European Entrepreneurship. It is also an open system welcoming the European creators to spread their ideas and expertise on European entrepreneurship. All the courses are based on the accumulated experience and practice in an effort to unleash innovative multi-disciplinary capabilities to advance entrepreneurship for the business community and beyond. Also, to broaden knowledge with the verified resources and the recurring publications available from the Academy platform.</p> <ul style="list-style-type: none"> <li>• Certificate</li> <li>• on a continuous basis</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	<p><b>Allow external submission of courses.</b> Also, much wider scope of training offering:</p> <p>Entrepreneurship theory and practice          Digital Industry  <b>Space Economy</b>          Society Entrepreneurship and Economy  <b>E- Health</b> and business          Agriculture / Food Entrepreneurship          Environment and Circular Economy and Business          Creativity and Inclusive Societies          Climate and Business Transformation          Energy, Society and Entrepreneurship</p>

	Business Transformation SMEs E-learning Soft skills and employment
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<b>Name of Competitor:</b>	<b>Hellenic Open University - Centre for Continuing Education and Lifelong Learning (KEDIVIM EAP)</b>
<b>Website:</b>	<a href="https://kedivim.eap.gr/">https://kedivim.eap.gr/</a>
<b>Short Description of Competitor:</b>	<p>The Center for Training and Lifelong Learning of the Hellenic Open University is an Independent Unit of the University, based on the national and European institutional framework for Lifelong Learning.</p> <p>K.E.DI.VI.M. can organise and carry out non-formal education curricula, which lead to the award of corresponding certificates, as well as any form of work related to Lifelong Learning.</p>
<b>Short Description of Offers:</b>	<p>Through K.E.DI.VI.M., every action of non-formal education and informal learning is implemented and certified, which includes further education, continuing vocational training, reskilling, upskilling, general adult education, counselling, vocational guidance and lifelong learning in general, based on the national and European institutional framework for lifelong learning.</p> <ul style="list-style-type: none"> <li>• Certificate</li> <li>• Calls once or twice a year</li> </ul>

<b>Name of Competitor:</b>	<b>University of Crete - Centre for Continuing Education and Lifelong Learning (KEDIVIM UOC)</b>
<b>Website:</b>	<a href="https://kedivim.uoc.gr/">https://kedivim.uoc.gr/</a>
<b>Short Description of Competitor:</b>	<p>KEDIVIM can promote lifelong learning, further education and training opportunities and make a substantial investment in the acquisition of knowledge and development of horizontal, transversal and thematic - specialised skills, which can potentially open up new capacity-building perspectives and horizons on a professional and personal level across diverse communities.</p>
<b>Short Description of Offers:</b>	<p>Their programmes are designed and implemented by the academic staff of the University of Crete and external (certified) partners, they are of high quality standards and fully up-to-date with current developments. At the same</p>

	<p>time, through the variety of modes in which the relevant programmes are offered (e.g. face-to-face, distance learning, self-financed, subsidised), the opportunity is given to all those interested - employed or unemployed - to attend them.</p> <ul style="list-style-type: none"> <li>• Certificate</li> <li>• Calls once or twice a year</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	
<b>Things we (CATALYST COVE) do that they don't:</b>	

## 7.4. Competitor Analysis North Macedonia

<b>Name of Competitor:</b>	EU4EGAcademy
<b>Website:</b>	<a href="https://eu4egacademy.sharepoint.com">EU4EGAcademy - Home (sharepoint.com)</a>
<b>Short Description of Competitor:</b>	<p>EU4EG Academy is a digital learning tool, a virtual space to share and develop knowledge, techniques, practices and innovative ideas to increase skills useful for improving Business Support Services for start-ups and MSMEs, in the framework of EU for Economic Growth project - Increasing local economic activity and competitiveness in the North-east, Polog, and Southwest Regions, and Prespa area of North Macedonia.</p> <p>EU4EG Academy discloses a comprehensive catalogue of high-quality business support services (BSS) which Business Support Organizations (BSOs) can offer target organisations (TOs, i.e. start-ups and MSMEs) with a special focus in areas as green and circular economy, innovation, IT, marketing, export, business financing, intellectual property rights, standardisation, environment and climate friendly technologies and processes, etc.</p> <p>The main goal is to implement a comprehensive capacity building program for existing BSOs to enable them to provide new and enhanced services to companies in their territories, which aims to grow and further develop later to cater for newly identified needs during project implementation.</p> <p>Each course in the Academy is developed with a very practical, purpose-oriented approach, following a standard 3-step structure, entailing training; study of best practices, analyses of case studies, practical exercises; complemented by a dedicated remote technical assistance help desk on specific issues.</p>

	<p>The catalogue is updated and upgraded over the years consistently with project activities' deployment and feedback collected from BSOs and TOs. Specific modules will be defined following the above mentioned standard 3-step structure to respond to arising additional needs.</p> <p>All available Courses (with active link) are provided through a dedicated SharePoint / Teams website and are accessible (from the global navigation bar) only to the target groups.</p>
<b>Short Description of relevant Offers:</b>	<p><b>Certified courses for the topics:</b> Innovation &amp; ICT/digitalization, Entrepreneurship culture and management skills, EU Green Deal, IPR, EU funding, Quality and safety, Export and access to external markets, Standardization, Design of new products, Marketing, promotion and communication, Digital marketing, Marketing &amp; branding, Finance for start-ups, Finance for existing companies, Social and inclusive entrepreneurship, Tools to support BSOs' activity, Change Management</p>
<b>Things they do and that we (CATALYST COVE) do:</b>	face-to-face and online courses; English language (parts in Macedonian), no course fees; providing the holistic experience (courses + services + instruments + financial support); including networking and platform; courses on 3 levels; own choice of thematic and courses
<b>Things they do that we (CATALYST COVE) don't:</b>	
<b>Things we (CATALYST COVE) do that they don't:</b>	officially recognized certification (either national or international), licences (either national or international); licence certification; much broader variety of topics covered
<b>Name of Competitor:</b>	<b>Small Business Chamber of Commerce</b>
<b>Website:</b>	<a href="http://www.sbch.org.mk">www.sbch.org.mk</a>
<b>Short Description of Competitor:</b>	EUREM is a standardised European Energy Manager training program consisting of courses, self-study and practical work, combined with access to the European Alumni Network for continuous knowledge exchange. The EUREM Energy Manager concept has already been proven with the staff of companies with significant energy consumption, as well as with energy consultants, enabling them to plan and implement economically and environmentally efficient energy solutions for

	<p>businesses. On average, each Energy Manager develops measures with savings of 750 MWh/a for his company during the program. About 80% of these measures are implemented during the program, and the rest are implemented later. Most of the projects in the companies pay off within two to three years.</p> <p>The international certificate for European Energy Manager for training participants from Macedonia is issued by the Industrial Chamber of Commerce of Nuremberg – Germany (Industrie und Handelskammer Nürnberg für Mittelfranken) , issued in German for use in the Federal Republic of Germany and in English for international use.</p> <p>The Small Business Chamber of Commerce is licenced by the EUREM International <a href="http://www.energymanager.eu/">http://www.energymanager.eu/</a> to organise EUREM training in North Macedonia.</p>
<b>Short Description of Offers:</b>	<p>Training programme:</p> <p><b>Energy technical basics</b></p> <ul style="list-style-type: none"> <li>•scientific basics</li> <li>•structure of energy systems and typical optimization strategies</li> <li>•Measurement and Control (MCR)</li> </ul> <p><b>Project management</b></p> <ul style="list-style-type: none"> <li>•development of a project concept</li> <li>•presentation of the project concept</li> <li>•project controlling</li> </ul> <p><b>Economic calculation</b></p> <ul style="list-style-type: none"> <li>•calculation of the application-specific costs</li> <li>•comparative economic evaluation</li> <li>•calculation of payback periods</li> </ul> <p><b>Energy management   load management</b></p>



	<ul style="list-style-type: none"> <li>• establishing an energy management system (for example, ISO 50001)</li> <li>• basics of internal energy audits</li> <li>• tasks of energy data management</li> <li>• structure of an energy data management system</li> <li>• acquisition and structuring of consumption data and costs</li> <li>• consumption and cost evaluations</li> <li>• comparison of indicators</li> <li>• process management Systems</li> <li>• reduce load peaks</li> <li>• software-based energy controlling</li> </ul> <p><b>Energy and emissions trading</b></p> <ul style="list-style-type: none"> <li>• energy-related laws and regulations</li> <li>• energy purchasing, energy trading</li> <li>• emissions trading</li> <li>• contracting</li> </ul> <p><b>Building energy requirements   energy efficient buildings</b></p> <ul style="list-style-type: none"> <li>• construction physical basics</li> <li>• construction   acquisition of the building envelope</li> <li>• building energy certification</li> <li>• energy-conscious building and renovation</li> </ul> <p><b>Heating technology</b></p> <ul style="list-style-type: none"> <li>• system components</li> <li>• target performance analysis</li> <li>• optimisation (furnace and boiler, distribution, control, power consumption)</li> <li>• geothermal energy</li> </ul> <p><b>Process heat, steam, heat reCoVEry</b></p>
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	<ul style="list-style-type: none"> <li>•system analysis (components, functions, temperature levels, process chains)</li> <li>•process optimisation</li> <li>•operating mode</li> <li>•heat recovery</li> </ul> <p><b>Cogeneration of heat and power</b></p> <ul style="list-style-type: none"> <li>•basic concepts and variants of CHP</li> <li>•investments (turbine types, engine types, fuel cells)</li> <li>•peripheral systems</li> <li>•sizing of CHP plants (technical interpretation, profitability)</li> <li>•cogeneration unit (CHP)</li> </ul> <p><b>Ventilation and air conditioning</b></p> <ul style="list-style-type: none"> <li>•basic physical laws</li> <li>•system components</li> <li>•analysis (flow, temperature difference, energy consumption)</li> <li>•optimisation (user behaviour, Operation)</li> <li>•Invest-measures (refrigerating machine, absorption , adsorption, spring water cooling, adiabatic cooling, distribution, utilisation of waste heat)</li> </ul> <p><b>Refrigeration technology</b></p> <ul style="list-style-type: none"> <li>•basic elements and functions of refrigeration Systems</li> <li>•analysis (COP calculation, losses, efficiency of the process)</li> <li>•optimisation (user behaviour, minimising cooling requirements, process optimization, restructuring cooling network, scheme, waste heat utilisation, absorption refrigerating machine)</li> </ul> <p><b>Electrical engineering, electrical drives</b></p> <ul style="list-style-type: none"> <li>•basic knowledge electrical applications</li> <li>•transformer losses and motor losses</li> <li>•electronic speed regulation</li> </ul>
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- selection of efficient electric motors
- system optimization

**Lighting**

- photometric basic parameters, lighting systems
- dimensioning of lighting systems
- operating time optimisation
- highly efficient lighting systems

**Compressed air**

- compressors, distribution, compressed air consumers, plant control
- analysis (power consumption, distribution losses, leakage, efficiency)
- optimisation (pressure level, control, leakage, maintenance, heat recovery, variable speed controlled compressor)

**Solar technology**

- components and operating principle of solar thermal systems
- applications of solar thermal plants (water, heating, hall heating, drying, solar cooling)
- components and functional principle of photovoltaic (PV) systems
- applications of PV systems (no external power supply, façade integration, shading elements)

**Energy from biomass**

- wood-fired plants (plant components and function, system dimensioning)
- biogas plants (plant components and function, system dimensioning)

**Green IT**

- data centres and server systems
- data centre cooling
- virtualization and consolidation
- energy efficiency at the office

	<ul style="list-style-type: none"> <li>•change of user behaviour</li> </ul>
<b>Things they do that we (CATALYST COVE) don't:</b>	<p>The training is carried out with a network of partner organisations in over 30 countries in the world - including Europe, Asia, Africa, South and Central America. More than 5,000 certificates have been issued worldwide as counted by the Alumni Network. The training is offered under commercial conditions with a unified program consisting of 17 modules. 80% of lectures are in person or live online. The remaining 20% of the working hours are designated for the creation of projects and homework. For the successful implementation of the training and the issuance of a certificate, attendance at 75% of the classes, a successfully solved written test (over 50% correct answers) and a successfully evaluated self-made project concept by an examination committee, including a public presentation, are required.</p>
<b>Things we (CATALYST COVE) do that they don't:</b>	<p>Covering a growing number of topics and areas to support the sustainable development and transformation of companies, a web platform is used to support learning and networking - easily accessible to training participants and a network of collaborators.</p>

<b>Name of Competitor:</b>	<b>Green MiCred Pathways</b>
<b>Website:</b>	<a href="https://green-pathways.eu/">https://green-pathways.eu/</a>
<b>Short Description of Competitor:</b>	<p>'Green MiCred Pathways' combines a mixture of partners that allow interactions and exchange between education providers of different levels and industry representatives. Partnership consists of 16 partners from 7 European countries (Sweden, Bulgaria, Ireland, Latvia, Macedonia, Spain, The Netherlands).</p> <p>'Green MiCred Pathways' provide a micro-credential green skills framework formed by experts from industry, education, and training, which can facilitate adults to reskill/upskill within a lifelong learning paradigm to improve employment opportunities.</p>
<b>Short Description of Offers:</b>	<p>Progressive and flexible pedagogical tools to support teaching and learning approaches for adult education and training which utilise hybrid learning which combines virtual learning environments with work-based experience. Teaching programmes address adults (25-64 years of age) with low education and training attainment who are either unemployed, at risk of becoming unemployed or are working in precarious employment, including economically and socially marginalised</p>

	communities, asylum seekers and refugees. Provides flexible and inclusive learning and teaching approach to support low skilled adult learners acquire work relevant skills to enable active participation in the green economy.
<b>Things they do that we (CATALYST COVE) don't:</b>	Providing assessment tools for adults to map-out their knowledge, skills and competencies and give guidance on validation procedures for recognition and advise of pathways to upskill and reskill using micro-credentials and work based experiential learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	Covering a growing number of topics and areas to support the sustainable development and transformation of companies.

<b>Name of Competitor:</b>	Greenovet
<b>Website:</b>	<a href="https://www.greenovet.eu/">https://www.greenovet.eu/</a>
<b>Short Description of Competitor:</b>	GREENOVET brings together regional VET providers at different levels (upper-secondary VET and higher VET), local companies (larger ones and SME), sector and employer representatives, regional governments, as well as regional innovation agencies. However, it also stretches to a national level by involving national ministries and social partners as associated partners, assuring coordination and coherence across governmental levels. GREENOVET fosters the development of Vocational Education and Training (VET) Excellence in Green Innovation across Europe and through the establishment of Centres of Vocational Excellence (CoVEs) that will enable an innovative, inclusive and sustainable economy.
<b>Short Description of Offers:</b>	Four fully functional and interconnected CoVEs (Centres of Vocational Excellence) in Green Innovation, embedded in the local innovation and skills ecosystems, interconnect the industry with VET providers on EQF levels 4-8. They bring the green innovation opportunities closer to a broader public in Europe and adapt the technical, pedagogical and didactic skills of VET teachers to the upcoming environmental, social and economic challenges.
<b>Things they do that we (CATALYST COVE) don't:</b>	Foster the employability and entrepreneurial readiness of VET students, preparing and connecting them to the labour market. Enable Greentech projects, conducted by education providers of secondary and tertiary students, jointly and in interconnected VET scenarios.

<b>Things we (CATALYST COVE) do that they don't:</b>	Covering a growing number of topics and areas to support the sustainable development and transformation of companies, a web platform is used to support learning and networking - easily accessible to training participants and a network of collaborators.
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<b>Name of Competitor:</b>	Institute for research in environment, civil engineering and energy
<b>Website:</b>	<a href="https://iege.edu.mk/">https://iege.edu.mk/</a>
<b>Short Description of Competitor:</b>	<p>Institute for Research in Environment, Civil Engineering and Energy – IECE centres its education, research and consultancy services in the following fields: Environment, Civil Engineering, Energy, Management, Social Sciences and IT.</p> <p>IECE has rich experience in creating educational programs in higher education, VET, adult and youth education, designing platforms for education and networking, by analysing the educational needs, lack of competencies in specific professions, benchmarking the best educational programs and industry and technology trends. This ensures that our educational programs and short courses are providing useful skills and contribute towards closing the gap between demand and offer in the labour market.</p> <p>IECE empowers professionals and students with competencies they need to tackle multi-dimensional complex problems and we enhance their professional progress and careers.</p> <p>IECE's consultancy services are based on in-depth analysis, trying to understand and meet the client's needs as efficiently as possible, with the least negative impact on the environment.</p> <p>In the core of IECE research projects is the CO-IN© Model we have developed, enable applied research and innovation projects, co-creation and sharing technology and knowledge, as well as strengthening the capacities of the human and innovation capital.</p>
<b>Short Description of Offers:</b>	<p>Education programmes:</p> <p><b><u>Eco Skills for a Green Economy</u></b> provides in-depth knowledge on sustainability, cleaner production, waste management and energy management.</p> <p>The courses offered in this programme are:</p> <ul style="list-style-type: none"> <li>Sustainability</li> <li>Waste Management</li> </ul>

	<p>Energy Management</p> <p><b><u>Sustainability Leadership</u></b> provides in-depth knowledge on sustainable management, circular economy, ESG, and sustainability leadership. Participants will develop and enhance their competences in management and leadership in the context of sustainability. The courses offered in this programme are:</p> <ul style="list-style-type: none"> <li>Sustainability Leadership</li> <li>Fundamentals of Sustainability Management and Business Models</li> <li>CRS and Business Ethics</li> <li>Sustainability Finance and Investment</li> <li>Sustainability Communication Process</li> <li>Circular Economy</li> <li>Personal Sustainability Lifestyle</li> <li>Intellectual Capital and Sustainable Performance</li> </ul> <p><b><u>Sustainable Living</u></b> highlights individual actions, however they are influencing the collective, our families, communities and work environments, contributing to a larger, stronger movement aimed to reduce human impact on the environment. Topics covered in the course are:</p> <ul style="list-style-type: none"> <li>Personal values and sustainability;</li> <li>Sources of sustainable actions;</li> <li>You and the environment – enhancing ecological awareness and appreciation of nature;</li> <li>You as a change agent – supporting conscious use of resources;</li> <li>Psychological barriers that limit change mitigation and adaptation;</li> <li>Conscious individuals creating balanced world;</li> <li>Engage in creating and executing a personal real-life sustainability project of your choice and within your own sphere of influence.</li> </ul>
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**Mindfulness for wellbeing** is designed to promote your overall health and wellbeing, and will incorporate mindfulness techniques to deal with managing stress, anxiety, improve focus and concentration, and boost vitality and energy.

Topics covered in the course are:

Pre-assessment and post-assessment on mindfulness;

Understanding mindfulness;

Signs of unbalanced life;

The pleasure and power of being present;

Mindfulness of body;

Mindfulness of mind and thoughts;

Mindfulness of emotions;

Mindfulness of self;

Developing Holistic lifestyle;

Practising mindfulness in everyday life;

The benefits of a work-life balance;

How to practise mindfulness effortlessly throughout workday.

**BIM introduction** is intended to provide learners with advanced knowledge on use of BIM as a digital tool to improve energy efficiency of buildings throughout their life cycle.

Topics CoVERed in the course are:

Key Terms of Energy Use in Buildings

Building design and Energy

Energy Usage During Construction

Energy Usage during Operation of Buildings

Use of BIM Tools for Improved Energy Efficiency

**Introduction to Sustainability in the Construction Sector** will provide fundamental knowledge and hands-on experience for practising sustainability in the construction sector.

Topics Covered in the course are:

Sustainability as a general concept and its importance in the construction sector



	<p>Sustainable Development Goals (SDGs) Building and environmental legislation relevant to sustainability in the construction industry Sustainable waste management in construction Circular Economy for a Sustainably Built Environment</p> <p><b>Managing Intellectual capital</b> is intended to provide you with an insight into what intellectual capital is, and its importance for every organisation. Topics Covered in the course are: Building intelligent enterprises and systems; Measuring intellectual capital; Intellectual capital measurement and reporting: issues and challenges; Managing intellectual capital (human capital, structural, organisational, process, innovation, relational capital); Indicators for monitoring the implementation of activities for managing intellectual capital; Sustainability for competitive advantage; Developing collaborative innovative partnerships toward a knowledge-based economy; Managing intellectual capital toward competitive advantage and greater market value of the organisation.</p>
<p><b>Things they do that we (CATALYST COVE) don't:</b></p>	<p>IECE has worked with more than 200 partners from 30 different countries in the world, developing and maintaining long-term working relationships.</p>
<p><b>Things we (CATALYST COVE) do that they don't:</b></p>	<p>Covering a growing number of topics and areas to support the sustainable development and transformation of companies, a web platform is used to support learning and networking - easily accessible to training participants and a network of collaborators.</p>

## 7.5. Competitor Analysis Portugal

The search was conducted through websites freely available, in an attempt to identify courses provided by higher education and other institutions in Portugal. The keywords used in that search include “higher education”, “university” and “course” to ease the search, both in Portuguese and in English languages. The information gathered indicates that for some courses there is a relevant set of courses, while for others is completely missing. The search was carried out using the words mentioned above, however, given the difficulty in finding relevant information on some courses, there was also a search for the desired title and "Portugal", so that it was possible to find courses not necessarily given by colleges and universities but also by other organisations/entities. Nonetheless the courses were difficult to find and select and were searched using related keywords in Portuguese and from the same semantic field to ease the search. The tables presented below provide details on courses for each theme.

It should be noted that courses for “Learning Organization” and the “IC Management for Digital transformation & Sustainability” are, to the best of our knowledge, lacking in Portugal. There are, however, courses on digital transformation which were included in the “Sustainable Digitalization” tables.

<b>Name of Competitor:</b>	<b>Universidade de Coimbra</b>
<b>Website:</b>	<a href="https://www.uc.pt/">https://www.uc.pt/</a>
<b>Short Description of Competitor:</b>	“The University of Coimbra GCSE (UC) is a public university located in the city of Coimbra, Portugal. It is one of the oldest universities in the world still in operation, being the oldest and one of the largest in the country”.
<b>Short Description of Offers:</b>	Certified Course: “ <u>Social Economy</u> ” (Post-Graduation Course)- 30 ECTS.
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	Broader subjects of analysis, English Language, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Instituto Superior Técnico- Universidade de Lisboa (IST-UL)</b>
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<b>Website:</b>	<a href="https://tecnico.ulisboa.pt/pt/noticias/curso-de-especializacao-analitica-avancada-de-dados-integrada-com-machine-learning/">https://tecnico.ulisboa.pt/pt/noticias/curso-de-especializacao-analitica-avancada-de-dados-integrada-com-machine-learning/</a>
<b>Short Description of Competitor:</b>	IST-UL is the main engineering, architecture, science & technology university of Lisbon.
<b>Short Description of Offers:</b>	Certified Course: “Advanced Data Analytics Integrated with Machine Learning” (Advanced) Certified Course: “Business Intelligence and Advanced Data Analytics” (Advanced) Certified Course: “Data Protection and Security for Non-Technological Professionals” Certified Course: “Artificial Intelligence and Data Science for Executives”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language (English Language not specified), Official recognized certification + mentorship and support hours in the project by the project supervisor, Synchronous & Asynchronous learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	Broader subjects of analysis, English Language.

<b>Name of Competitor:</b>	<b>Escola Superior de Tecnologia- Insituto Politécnico do Cávado e do Ave (IPCA) - Barcelos</b>
<b>Website:</b>	<a href="https://est.ipca.pt/">https://est.ipca.pt/</a>
<b>Short Description of Competitor:</b>	IPCA comprises the School of Management (ESG) and the School of Technology (EST) and began teaching in the 1996/97 academic year.
<b>Short Description of Offers:</b>	Certified Course: “Data Analysis for Business” (Post-Graduation Course - 21 ECTS).
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Instituto Politécnico de Leiria (IPL)</b>
<b>Website:</b>	<a href="https://www.ipleiria.pt/en/">https://www.ipleiria.pt/en/</a>
<b>Short Description of Competitor:</b>	IPL is a public higher education institution founded in 1980 and established across the region of Leiria and Oeste. IPL has five schools: the School of Education and Social Sciences; the School of Technology and Management; the School of Health Sciences; the School of Arts and Design and Peniche (School of Tourism and Maritime Technology).
<b>Short Description of Offers:</b>	Certified Course: “Data Analysis and Market Research”

<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Short cycle programme (duration 2 years with ECTS), Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Tech Of®</b>
<b>Website:</b>	<a href="https://www.techof.pt/pt/">https://www.techof.pt/pt/</a>
<b>Short Description of Competitor:</b>	<p>“TechOf was born in 2022 by a team of management, marketing and IT professionals with over 30 years' experience in educational management.</p> <p>Identifying a gap in education in the area of technology, along with great difficulty on the part of companies in recruiting in this area and others derived from it, we teamed up with a teaching methodology imported from the start-up nation, Israel.” They have reskilling and upskilling programmes for students of professionals who want to transform their careers.</p>
<b>Short Description of Offers:</b>	Certified Course: “Data Analyst”
<b>Things they do that we (CATALYST COVE) don't:</b>	Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Tokio</b>
<b>Website:</b>	<a href="https://tokioschool.pt/">https://tokioschool.pt/</a>
<b>Short Description of Competitor:</b>	<p>“We are the online training school of choice for digital drivers, professionals prepared to take part in the evolution of the digital world. Because the world changes (and changes constantly), we change too: we are the "update" of technology schools.”</p>
<b>Short Description of Offers:</b>	Certified Course: “Data Analysis”

<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Instituto Superior de Economia e Gestão – Universidade de Lisboa (ISEG)</b>
<b>Website:</b>	<a href="https://www.iseg.ulisboa.pt/">https://www.iseg.ulisboa.pt/</a>
<b>Short Description of Competitor:</b>	ISEG is the University of Lisbon's higher education institution for economics, finance and management.
<b>Short Description of Offers:</b>	Certified Course: “Sustainability- A Corporate Journey” (24h- 8h during 3 working days ) Brochure
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Happening once a week, Executive Programme with extremely specialised subjects, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	Broader subjects of analysis, English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Nova de Lisboa</b>
<b>Website:</b>	<a href="https://www.unl.pt/">https://www.unl.pt/</a>
<b>Short Description of Competitor:</b>	“NOVA is a decentralised university, which means that its faculties and institutes enjoy a high degree of autonomy. NOVA University Lisbon was founded on 11 August 1973. As part of a structure for the expansion and diversification of higher education, NOVA adopted a departmental and interdisciplinary model, associated with Technology, simultaneously with Social and Human Sciences and Medical Sciences.”
<b>Short Description of Offers:</b>	Certified Course- “Nova Sustainability Week” (with multiple workshops regarding Sustainability)
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Happening once a week, Executive Programme with extremely specialised subjects, Synchronous learning, Conference type of event where there are multiple workshop/ high-speed courses to learn about the topic presented.

<b>Things we (CATALYST COVE) do that they don't:</b>	Broader subjects of analysis, English Language, Networking and Platform, Asynchronous learning.
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<b>Name of Competitor:</b>	<b>Instituto Politécnico de Leiria (IPL)</b>
<b>Website:</b>	<a href="https://www.ipleiria.pt/">https://www.ipleiria.pt/</a>
<b>Short Description of Competitor:</b>	IPL is a public higher education institution founded in 1980 and established across the region of Leiria and Oeste. IPL has five schools: the School of Education and Social Sciences; the School of Technology and Management; the School of Health Sciences; the School of Arts and Design and Peniche (School of Tourism and Maritime Technology).
<b>Short Description of Offers:</b>	Certified Course: "Sustainable Primary Production"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Short cycle programme (duration 2 years with ECTS), Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	Broader subjects of analysis, English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>BCSD Portugal</b>
<b>Website:</b>	<a href="https://bcsdportugal.org/">https://bcsdportugal.org/</a>
<b>Short Description of Competitor:</b>	"The Business Council for Sustainable Development (BCSD) Portugal is a non-profit association that brings together and represents more than 170 leading companies in Portugal that are actively committed to the transition to sustainability. Our mission is to help member companies on their journey to sustainability, promoting positive impact for stakeholders, society and the environment."
<b>Short Description of Offers:</b>	Certified Course: "Sustainability"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>PwC Portugal</b>
<b>Website:</b>	<a href="https://www.pwc.pt/pt.html">https://www.pwc.pt/pt.html</a>
<b>Short Description of Competitor:</b>	“PwC has been present in Portugal for over 60 years. PwC Portugal has more than 60 partners and more than 2,200 permanent employees spread across offices in Lisbon, Porto, Coimbra, Funchal, Luanda, Cidade da Praia and Maputo. The vast majority of professionals have a degree in business management, finance, economics, accounting, law, engineering or social sciences, and all are offered the chance to complement their academic training, as well as frequently receiving specific professional training.”
<b>Short Description of Offers:</b>	Certified Course: “Sustainability for managers”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.
<b>Name of Competitor:</b>	<b>Escola de Negócios (ENB)</b>
<b>Website:</b>	<a href="https://escoladenegocios.com/">https://escoladenegocios.com/</a>
<b>Short Description of Competitor:</b>	“We are the only business school in Portugal with advanced, executive and intensive training, independent of higher education.”
<b>Short Description of Offers:</b>	Certified Course: “Sustainability Management and SDG factors”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous learning (Online).
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.
<b>Name of Competitor:</b>	<b>Universidade de Coimbra</b>
<b>Website:</b>	<a href="https://www.uc.pt/">https://www.uc.pt/</a>

<b>Short Description of Competitor:</b>	“The University of Coimbra GCSE (UC) is a public university located in the city of Coimbra, Portugal. It is one of the oldest universities in the world still in operation, being the oldest and one of the largest in the country”.
<b>Short Description of Offers:</b>	<b>Certified Course: “Digital Intelligence for Sustainability” (10 ECTS)</b>
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese and English Language, Official recognized certification, Synchronous learning, Training Course (B-learning in English).
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Instituto Português de Administração de Marketing (IPAM)</b>
<b>Website:</b>	<a href="https://www.ipam.pt/">https://www.ipam.pt/</a>
<b>Short Description of Competitor:</b>	“IPAM - Instituto Português de Administração de Marketing is the Marketing Business School dedicated to developing Business Leaders capable of creating successful strategic visions in a constantly evolving environment, through an immersive and innovative learning model with strong links to Companies.”
<b>Short Description of Offers:</b>	Certified Course: “Sustainable Development” (18 ECTS)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese and English Language, Official recognized certification, Synchronous & Asynchronous Learning, Training Course (E-learning in English), Afterwork.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform.

<b>Name of Competitor:</b>	<b>ISEG</b>
<b>Website:</b>	<a href="https://www.iseg.ulisboa.pt/">https://www.iseg.ulisboa.pt/</a>
<b>Short Description of Competitor:</b>	ISEG is the University of Lisbon's higher education institution for economics, finance and management.
<b>Short Description of Offers:</b>	Certified Course “Innovation and Research for Sustainability” (Master Programme)



<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese and English Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Nova de Lisboa</b>
<b>Website:</b>	<a href="https://www.unl.pt/">https://www.unl.pt/</a>
<b>Short Description of Competitor:</b>	“NOVA is a decentralised university, which means that its faculties and institutes enjoy a high degree of autonomy. NOVA University Lisbon was founded on 11 August 1973. As part of a structure for the expansion and diversification of higher education, NOVA adopted a departmental and interdisciplinary model, associated with Technology, simultaneously with Social and Human Sciences and Medical Sciences.”
<b>Short Description of Offers:</b>	Certified Course: “Society, Sustainability and Digital Transformation”
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese and English Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Católica Portuguesa (UCP)</b>
<b>Website:</b>	<a href="https://www.clsbe.lisboa.ucp.pt/pt-pt">https://www.clsbe.lisboa.ucp.pt/pt-pt</a>
<b>Short Description of Competitor:</b>	UCP MHIP founded in 1967, is a non-state public university with headquarters in Lisbon and four locations: Lisbon, Braga, Porto and Viseu.
<b>Short Description of Offers:</b>	Certified Course: “Digital Transformation”
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Instituto Português de Administração de Marketing (IPAM)</b>
<b>Website:</b>	<a href="https://www.ipam.pt/">https://www.ipam.pt/</a>
<b>Short Description of Competitor:</b>	“IPAM - Instituto Português de Administração de Marketing is the Marketing Business School dedicated to developing Business Leaders capable of creating successful strategic visions in a constantly evolving environment, through an immersive and innovative learning model with strong links to Companies.”
<b>Short Description of Offers:</b>	Certified Course: “Digital Transformation” (Post-Graduation Course- 30 ECTS)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade do Porto</b>
<b>Website:</b>	<a href="https://www.up.pt/portal/pt/">https://www.up.pt/portal/pt/</a>
<b>Short Description of Competitor:</b>	“The University of Porto (U. Porto) MHSE is a Portuguese public university located in the city of Porto and founded on 22 March 1911.”
<b>Short Description of Offers:</b>	Certified Course: “Innovation and Digital Transformation- Business Intelligence & Analytics; Business Innovation; IT Management, Digital Business, Digital Transformation; Digital Product Management; Web3 and Blockchain for Executives”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade do Porto</b>
<b>Website:</b>	<a href="https://www.up.pt/portal/pt/">https://www.up.pt/portal/pt/</a>
<b>Short Description of Competitor:</b>	“The University of Porto (U.Porto) MHSE is a Portuguese public university located in the city of Porto and founded on 22 March 1911.”

<b>Short Description of Offers:</b>	Certified Course: “Knowledge Management” (Curricular Unit)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade de Coimbra</b>
<b>Website:</b>	<a href="https://www.uc.pt/">https://www.uc.pt/</a>
<b>Short Description of Competitor:</b>	“The University of Coimbra GCSE (UC) is a public university located in the city of Coimbra, Portugal. It is one of the oldest universities in the world still in operation, being the oldest and one of the largest in the country”.
<b>Short Description of Offers:</b>	Certified Course: “Innovation and Knowledge Management” (Curricular Unit)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Nova de Lisboa</b>
<b>Website:</b>	<a href="https://www.unl.pt/">https://www.unl.pt/</a>
<b>Short Description of Competitor:</b>	“NOVA is a decentralised university, which means that its faculties and institutes enjoy a high degree of autonomy. NOVA University Lisbon was founded on 11 August 1973. As part of a structure for the expansion and diversification of higher education, NOVA adopted a departmental and interdisciplinary model, associated with Technology, simultaneously with Social and Human Sciences and Medical Sciences.”
<b>Short Description of Offers:</b>	Certified Course: “Specialisation in Information Systems” (Master Programme)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.

<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.
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<b>Name of Competitor:</b>	<b>Vantagem+</b>
<b>Website:</b>	<a href="https://www.vantagem.com/">https://www.vantagem.com/</a>
<b>Short Description of Competitor:</b>	"We firmly believe that people are the differentiating element of any company, which is why we act on human capital, strengthening its skills and making it more capable of contributing to the success of each organisation."
<b>Short Description of Offers:</b>	Certified Course: "Knowledge Management- Introduction"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Key Corporate</b>
<b>Website:</b>	<a href="https://www.key.pt/formacao/index.php">https://www.key.pt/formacao/index.php</a>
<b>Short Description of Competitor:</b>	"KEY Corporate - the KEY Training & Consulting brand - is a training and consulting company specialising in business solutions, operating both nationally and internationally."
<b>Short Description of Offers:</b>	Certified Course: " Knowledge Management in Organizations"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade de Coimbra</b>
<b>Website:</b>	<a href="https://www.uc.pt/">https://www.uc.pt/</a>

<b>Short Description of Competitor:</b>	“The University of Coimbra GCSE (UC) is a public university located in the city of Coimbra, Portugal. It is one of the oldest universities in the world still in operation, being the oldest and one of the largest in the country”.
<b>Short Description of Offers:</b>	Certified Course: “Management and People” (Curricular Unit)
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Nova de Lisboa</b>
<b>Website:</b>	<a href="https://www.unl.pt/">https://www.unl.pt/</a>
<b>Short Description of Competitor:</b>	“NOVA is a decentralised university, which means that its faculties and institutes enjoy a high degree of autonomy. NOVA University Lisbon was founded on 11 August 1973. As part of a structure for the expansion and diversification of higher education, NOVA adopted a departmental and interdisciplinary model, associated with Technology, simultaneously with Social and Human Sciences and Medical Sciences.”
<b>Short Description of Offers:</b>	Certified Course: “People Management and Leadership”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language (flexibility towards English taught classes), Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade Católica Portuguesa (UCP)</b>
<b>Website:</b>	<a href="https://www.clsbe.lisboa.ucp.pt/pt-pt">https://www.clsbe.lisboa.ucp.pt/pt-pt</a>
<b>Short Description of Competitor:</b>	UCP MHIP founded in 1967, is a non-state public university with headquarters in Lisbon and four locations: Lisbon, Braga, Porto and Viseu.
<b>Short Description of Offers:</b>	Certified Course: “Graduate Program in Strategic Human Resources Management”

<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Universidade do Porto</b>
<b>Website:</b>	<a href="https://www.up.pt/portal/pt/">https://www.up.pt/portal/pt/</a>
<b>Short Description of Competitor:</b>	"The University of Porto (U.Porto) MHSE is a Portuguese public university located in the city of Porto and founded on 22 March 1911."
<b>Short Description of Offers:</b>	Certified Course: "People Management"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language (flexibility towards English taught classes), Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Escola de Negócios (ENB)</b>
<b>Website:</b>	<a href="https://escoladenegocios.com/">https://escoladenegocios.com/</a>
<b>Short Description of Competitor:</b>	"We are the only business school in Portugal with advanced, executive and intensive training, independent of higher education."
<b>Short Description of Offers:</b>	Certified Course: "Human Resources Management and Labor Legislation"
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning (Online).
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Name of Competitor:</b>	<b>Key School</b>
<b>Website:</b>	<a href="https://www.key.pt/cursos/index.php">https://www.key.pt/cursos/index.php</a>

<b>Short Description of Competitor:</b>	“KEY School - a brand of the KEY Training & Consulting Group - specialises in professional training in a wide range of areas. KEY School Courses are aimed at Private Clients and Corporate Clients based in Portugal who need to develop training courses for a small number of participants at low cost.”
<b>Short Description of Offers:</b>	Certified Course: “Human Resources Management”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

### (Current) Offers of the Portuguese CATALYST Partners

*Iscte*

<b>Short Description of Competitor:</b>	IPPS-Iscte is a non-profit organisation dedicated to promoting the quality of public and social policies at local, regional, national and international levels
<b>Short Description of Offers:</b>	Certified Course: “Social Economy and Solidarity” (Post-Graduation Course   Masters Degree) – 60 ECTS.
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language (English Language not specified), Official recognized certification, Synchronous Learning, Students orientated.
<b>Things we (CATALYST COVE) do that they don’t:</b>	Broader subjects of analysis, English Language, Asynchronous learning.

<b>Short Description of Offers:</b>	Certified Course: “Data Intelligence & Analytics” Certified Course: “Data Analysis in Social Sciences”
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.

<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.
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*Sustainability Strategy Course & Sustainable Digitalization Course*

<b>Short Description of Offers:</b>	<b>Certified Courses:</b> <b>“MBA in Sustainable Management” (Master Programme)</b> <b>“Studies of Environment and Sustainability” (Master Programme)</b> <b>“Boost Program in Sustainable Management” (Master Programme)</b> <b>“Digital transformation as a driver for Sustainability” (Webinar)</b> <b>“Digital Technologies, Buildings and Sustainable Construction” (Course)</b>
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

<b>Short Description of Offers:</b>	<b>Certified Courses:</b> <b>“Executive Master in Strategic People Management and Leadership” (Master Programme)</b> <b>“Human Resources Management and organisation consultancy” (Master Programme)</b>
<b>Things they do that we (CATALYST COVE) don't:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don't:</b>	English Language, Networking and Platform, Asynchronous learning.

**Centimfe**

<b>Short Description of Offers:</b>	<b>Certified Courses:</b> <b>“Product and Process engineering”</b>
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	<ul style="list-style-type: none"> <li>• Hands-on Data Science</li> </ul> “Sustainability and Circular Economy” <ul style="list-style-type: none"> <li>• Cycle of life evaluation and environmental certifications</li> <li>• Cycle of life evaluation and carbon footprint</li> <li>• Circular Economy – How to make your product sustainable and competitive</li> </ul>
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.
<b>Short Description of Offers:</b>	Certified Courses: “Sustainability and Circular Economy” <ul style="list-style-type: none"> <li>• Cycle of life evaluation and environmental certifications</li> <li>• Cycle of life evaluation and carbon footprint</li> <li>• Circular Economy – How to make your product sustainable and competitive</li> </ul>
<b>Things they do that we (CATALYST COVE) don’t:</b>	Portuguese Language, Official recognized certification, Synchronous Learning.
<b>Things we (CATALYST COVE) do that they don’t:</b>	English Language, Networking and Platform, Asynchronous learning.

## 7.6. Executive Summary in National Languages

### CATALYST CoVEs Strategic Document - Executive Summary German

Das CATALYST-Projekt verfolgt das Ziel, in fünf europäischen Ländern Zentren für berufliche Exzellenz (CoVE) zu etablieren. Diese sollen vorrangig KMU dabei unterstützen und inspirieren, ihre Geschäftsmodelle hinsichtlich Nachhaltigkeit zu überdenken und neu zu gestalten. Das soll durch die berufliche Weiter- und Ausbildung von Fachkräften, Studierenden und Lehrpersonen sowie durch die Umsetzung von gemeinsamen Forschungsprojekten gelingen.

Im Zuge von mehreren Online- und Präsenz-Workshops sowie mithilfe eines kollaborativen Whiteboards haben die CATALYST Projektpartner eine umfassende Strategie für die Umsetzung der CATALYST Zentren für berufliche Exzellenz (CoVE) erarbeitet. Gemeinsam wurden u. a. eine Vision, Ziele, das Weiterbildungsangebot und zusätzliche Services entwickelt sowie die Struktur und die operationellen Abläufe der CATALYST Zentren definiert.

Die CATALYST CoVEs werden als eine zentrale Anlaufstelle und Drehscheibe für nachhaltige Transformation von Geschäftsprozessen in Europa fungieren. Durch die Vernetzung und Förderung des nachhaltigen Wandels von Organisationen soll zu einer nachhaltigen, fairen und resilienten Wirtschaft beigetragen werden.

Auf nationaler Ebene werden die Angebote an lokale Gegebenheiten und Bedürfnisse angepasst, um die Zielgruppen bedarfsgerecht bedienen zu können. CATALYST CoVEs werden von vier Leitwerten getragen: durch Kompetenz, Kooperation, Fürsorge und Engagement sollen Organisationen und Einzelpersonen mit den Kenntnissen und Fähigkeiten ausgestattet werden, die nötig sind, um langfristigen, nachhaltigen Wandel zu erreichen.

## 7.7. Executive Summary in National Languages

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Die CATALYST CoVEs verfolgen drei langfristige Ziele: Fachkräfte und Studierende in deren persönlicher und organisatorischer Entwicklung zu unterstützen, Nachhaltigkeit in Geschäftsmodellen von KMU zu fördern sowie einen Beitrag zur politischen Entscheidungsfindung zu leisten. Zeitnah möchte CATALYST ein qualitativ hochwertiges und praxisnahes Bildungsangebot für Fachkräfte, KMU und Studierende schaffen. Zudem soll die Zusammenarbeit zwischen Stakeholdern durch ein CATALYST Netzwerk gefördert und Best Practice Beispiele sichtbar gemacht werden.

Drei wesentliche Zielgruppen sollen durch die Angebote angesprochen werden: Organisationen mit dem Schwerpunkt KMU und Start-ups (Führungskräfte, Mitarbeiter:innen), Bildungseinrichtungen (Lehrende, Studierende, Schüler:innen) sowie öffentliche Institutionen und Behörden. Durch die Vermittlung von Fähigkeiten und Kenntnissen zu Nachhaltigkeitsthemen sollen Veränderungen in Geschäftsprozessen bewirkt werden sowie aktuelle und zukünftige Führungskräfte als auch Mitarbeiter:innen dazu befähigt werden, ein tieferes Verständnis für Themenstellungen im Bereich Umwelt und Soziales zu entwickeln. Um auf branchenspezifische Bedürfnisse einzugehen, wird auf nationaler Ebene eine Fokussierung auf spezielle Sektoren und Zielgruppen stattfinden.

In **Österreich** wird ein Fokus auf den Tourismussektor gelegt, begründet mit dem starken Wachstum dieses Sektors und der Notwendigkeit, auf umweltfreundlichere Praktiken in Tourismusbetrieben zu wechseln. Des Weiteren werden in Österreich speziell Jungunternehmer:innen und Gründer:innen mit den geschaffenen Angeboten von CATALYST adressiert, um speziell die Gründung von Unternehmen mit nachhaltigen Geschäftsmodellen zu fördern.

In **Deutschland** richtet sich das nationale CoVE vorrangig an KMU, insbesondere aus der Lebensmittel-, Textil- und IKT-Branche. Dabei soll gerade klassisch operierenden Unternehmen der nachhaltige Wandel erleichtert werden. Hierfür wird gezielt an der Basis angesetzt: Das nicht-formelle Bildungsangebot orientiert sich an den täglichen Geschäftsaktivitäten und Präferenzen für kollaboratives Lernen der Mitarbeitenden und Führungskräfte. Sowohl die Weiterentwicklung auf betrieblicher als auch auf persönlicher Ebene wird auf drei Ebenen forciert: es gilt das Bewusstsein zu schärfen, eine nachhaltige Denkweise zu fördern und letzten Endes zum Handeln anzuregen.

In **Griechenland** wird vor allem der produzierende Sektor in den Fokus gerückt, welcher derzeit großen Herausforderungen, wie sinkender globaler Wettbewerbsfähigkeit, sowie hohem Innovations- und Investitionsdruck gegenübersteht.

In **Nordmazedonien** steht der große Bedarf an Bildung für nachhaltige Entwicklung im Vordergrund. Der Bausektor spielt eine wesentliche Rolle in der Gesamtwirtschaft und ist mit vielen rechtlichen Herausforderungen konfrontiert.

In **Portugal** wird der Fokus auf die Kunststoffindustrie gelegt, dem größten Produktionssektor des Landes und dem damit verbundenen hohen Potential, Nachhaltigkeit in die Geschäftsprozesse zu bringen.

Die CATALYST CoVEs werden als Plattform für nachhaltige Geschäftstransformation auf europäischer Ebene einzigartig sein. Neben Kursen für Weiterbildungszwecke, wird es auch ein umfassendes Angebot an weiterführenden Materialien und Services für alle Zielgruppen geben, sowie auch ein Netzwerk von Gleichgesinnten etabliert. CATALYST CoVEs gehen über das traditionelle Lernen hinaus und zielen darauf ab, Einzelpersonen und Organisationen dazu zu befähigen und zu vernetzen, den nachhaltigen Wandel auf allen Ebenen vollziehen zu können.

Im Rahmen der CATALYST CoVEs werden eine umfassende Palette an Kursen und weiterführenden Services und Materialien zur Förderung des nachhaltigen Wandels in Unternehmen auf europäischer Ebene angeboten. Dazu gehört das CATALYST-Bildungsprogramm, das eine Reihe von circa 70 Online-Kursen sowie mindestens 25 Zusatzservices umfasst. Des Weiteren soll die Etablierung des CATALYST-Netzwerks Synergien zwischen allen relevanten Stakeholdern (Projektpartner, Expert:innen, Studierenden, Lehrkräften, etc.) schaffen und Kooperationen fördern. Dieses breite Angebot soll Einzelpersonen und Organisationen auf persönlicher, organisatorischer und systemischer Ebene stärken und Fähigkeiten und Kenntnisse vermitteln, die erforderlich sind, um komplexe Nachhaltigkeitsherausforderungen bewältigen zu können.

Das CATALYST-Bildungsprogramm wird basierend auf einer umfassenden Analyse von Qualifikationslücken in den Ländern der CATALYST Projektpartner entwickelt. Die Ausrichtung des Weiterbildungsangebotes orientiert sich an einer Befragung von Stakeholdern bezüglich

ihres Bedarfs an thematisch relevanten Angeboten. Es entsteht ein Bildungsprogramm im Umfang von 70 Weiterbildungskursen in verschiedenen Schwierigkeitsstufen, um den verschiedenen Zielgruppen bestmöglich gerecht zu werden. Zusätzlich werden personalisierte Lernpfade sowie vertiefende Lernprogramme für die interaktive CATALYST Lernplattform entwickelt.

Des Weiteren stehen den Lernenden ergänzende Materialien und Services zur Verfügung, die dabei helfen sollen, ihre Lernziele zu erreichen. Diese variieren je nach Kurs und sollen den Lernenden individuelle Unterstützung und eine vertiefende Lernerfahrung bieten. Teilweise werden diese Materialien und Services durch das CATALYST Projektteam neu entwickelt, teilweise wird hier auf bereits bestehende, externe Angebote zurückgegriffen, um die Lernerfahrung so umfassend wie möglich zu gestalten.

Die Organisation und Steuerung der CATALYST CoVEs sind in einem Organigramm dargelegt. Sechs Abteilungen sind für den Gesamtbetrieb des übergeordneten CATALYST CoVEs auf europäischer Ebene verantwortlich. Zusätzlich gibt es für jedes Partnerland eine eigene Abteilung für die Steuerung der Abläufe auf nationaler Ebene. Für jede Abteilung wurden koordinierende verantwortliche Partner definiert.

## CATALYST CoVEs Strategic Document - Executive Summary Greek

Το έργο CATALYST αποσκοπεί στη δημιουργία ενιαίων Κέντρων Επαγγελματικής Αριστείας (CoVEs) σε πέντε ευρωπαϊκές χώρες για την υποστήριξη και την έμπνευση των Μικρομεσαίων Επιχειρήσεων (ΜΜΕ) στην επανεξέταση και τον επανασχεδιασμό των επιχειρηματικών τους μοντέλων για τη βιωσιμότητα. Το έργο επικεντρώνεται στην αναβάθμιση δεξιοτήτων (upskilling) επαγγελματιών και εκπαιδευόμενων και στην υλοποίηση εκπαιδευτικών προγραμμάτων ΕΕΚ και κοινών ερευνητικών έργων σε επιλεγμένους τομείς.

Οι εταίροι του έργου CATALYST χρησιμοποίησαν ένα συνδυασμό διαδικτυακών και δια ζώσης εργαστηρίων, μαζί με τη χρήση ψηφιακών εργαλείων, για να αναπτύξουν μια ολοκληρωμένη στρατηγική για την πρωτοβουλία CATALYST CoVE. Τα εν λόγω εργαστήρια ασχολήθηκαν με διάφορες πτυχές, όπως ο καθορισμός οράματος και στόχων, η αξιολόγηση της τεχνογνωσίας των εταίρων, η σκιαγράφηση των προσφερόμενων υπηρεσιών και η συζήτηση των επιχειρησιακών διαδικασιών.

Το όραμα για το CATALYST CoVE είναι να αποτελέσει κεντρικό κόμβο και καταλύτη για το βιώσιμο επιχειρηματικό μετασχηματισμό στην Ευρώπη. Λειτουργεί ως θεμέλιο για μια συνεργατική επιχειρηματική κοινότητα που επικεντρώνεται στην επίτευξη βιώσιμων, ανθεκτικών και δίκαιων αποτελεσμάτων. Τα Εθνικά CoVEs, στηρίζονται σε αυτό το όραμα, το επεκτείνουν και το προσαρμόζουν στις τοπικές προκλήσεις, και προτείνουν παροχές που να ανταποκρίνονται στις συγκεκριμένες τοπικές ανάγκες και ομάδες-στόχους.

Το CATALYST CoVE έχει θέσει τρεις μακροπρόθεσμους στόχους για να προωθήσει το βιώσιμο μετασχηματισμό στον επιχειρηματικό κόσμο. Αυτοί οι στόχοι περιλαμβάνουν την παροχή υποστήριξης σε επαγγελματίες και εκπαιδευόμενους για την προσωπική και οργανωτική τους ανάπτυξη, την ενθάρρυνση των μικρομεσαίων επιχειρήσεων (ΜΜΕ) να υιοθετήσουν τη βιωσιμότητα στα επιχειρηματικά τους μοντέλα και την παροχή συμβουλευτικού ρόλου στη χάραξη πολιτικής. Βραχυπρόθεσμα, το CoVE στοχεύει να προσφέρει γνώσεις και δεξιότητες υψηλής ποιότητας, συναφείς και εφαρμόσιμες για επαγγελματίες, ΜΜΕ και φοιτητές, καθώς και να διευκολύνει τη συνεργασία μεταξύ των βασικών ενδιαφερομένων μέσω του δικτύου CATALYST για την ενίσχυση της προβολής των βέλτιστων πρακτικών αναβάθμισης δεξιοτήτων.

Το CATALYST CoVE στοχεύει να επηρεάσει τρεις κύριους τομείς: τις επιχειρήσεις (με έμφαση στις ΜΜΕ, τους επαγγελματίες και τις νεοσύστατες επιχειρήσεις), τους εκπαιδευτικούς, τους φοιτητές, καθώς και τα εκπαιδευτικά ιδρύματα, τους κυβερνητικούς οργανισμούς και τις δημόσιες αρχές. Παρέχοντας γνώσεις και δεξιότητες αναγκαίες για τη βιωσιμότητα, το CATALYST CoVE επιδιώκει να είναι ο καταλύτης θετικής αλλαγής στις επιχειρήσεις, να ενδυναμώσει τους μελλοντικούς ηγέτες μέσω της εκπαίδευσης και να εξοπλίσει τους κυβερνητικούς αξιωματούχους με μια βαθύτερη κατανόηση των περιβαλλοντικών και κοινωνικών ζητημάτων. Αυτή η χωρίς αποκλεισμούς στρατηγική υλοποιείται σε εθνικό επίπεδο μέσω εξειδικευμένων Κέντρων Επαγγελματικής Αριστείας για την αντιμετώπιση συγκεκριμένων αναγκών του κλάδου σε εθνικό επίπεδο.

Το εθνικό CATALYST CoVE στην **Αυστρία** εστιάζει στη βιωσιμότητα στον τουρισμό, δίνοντας έμφαση στην ανάπτυξη του κλάδου και στην ανάγκη για πρακτικές φιλικές προς το περιβάλλον. Επιπλέον, το CoVE στοχεύει να προσεγγίσει επιχειρηματίες και ιδρυτές, αντιμετωπίζοντας τη μειωμένη επιχειρηματική δραστηριότητα και την ανάγκη για περιεκτική εκπαίδευση σε πρακτικές βιωσιμότητας.

Στη **Γερμανία**, το CATALYST CoVE εστιάζει στη βιομηχανία τροφίμων - τονίζοντας την ανάγκη για βιώσιμα, φυτικά και κυτταρικά προϊόντα, βιολογική γεωργία, ψηφιοποίηση και αποδοτικότητα των τιμών, στην κλωστοϋφαντουργία - τονίζοντας τις προκλήσεις στο κόστος παραγωγής, την κυκλική οικονομία και τη σημασία των σημάτων βιωσιμότητας όπως το "Grüner Knopf", και στον τομέα της Τεχνολογίας της Πληροφορίας και της Επικοινωνίας - αναγνωρίζοντας την υψηλή δυναμική καινοτομίας, τις προκλήσεις σχετικά με την έλλειψη δεξιοτήτων και την ανάγκη για ασφάλεια δεδομένων.

Ο επιλεγμένος κλάδος Στην **Ελλάδα** έχει επιλεγεί η μεταποίηση, ένας κλάδος ο οποίος συμβάλλει σημαντικά στην οικονομία, αλλά αντιμετωπίζει προκλήσεις όπως η παγκόσμια ανταγωνιστικότητα, η καινοτομία και οι επενδύσεις και ως εκ τούτου τίθεται στο επίκεντρο του Εθνικού CATALYST CoVE στην Ελλάδα.

Το CATALYST CoVE στη **Βόρεια Μακεδονία** αντιμετωπίζει την εθνική ανάγκη για βιωσιμότητα και επιχειρηματική εκπαίδευση. Ο επιλεγμένος κλάδος, οι κατασκευές, είναι αρχικά έχει επιλεγεί λόγω των νομοθετικών απαιτήσεων και του σημαντικού ρόλου του στην οικονομία.

Η επιλεγμένη βιομηχανία στην **Πορτογαλία** είναι ο τομέας μορφοποίησης και κατεργασίας πλαστικών, όπου το CoVE εστιάζει στις ΜΜΕ αυτού του κλάδου. Το Πορτογαλικό Cluster Καλουπιών Έγχυσης είναι ένας σημαντικός παγκόσμιος παίκτης, καταλαμβάνοντας την τρίτη θέση στην Ευρώπη και την όγδοη παγκοσμίως για την παραγωγή πλαστικών καλουπιών έγχυσης.

Η μοναδική πρόταση πώλησης (USP) του CATALYST CoVE έγκειται στην προσφορά μιας ολοκληρωμένης πλατφόρμας με σκοπό τον βιώσιμο επιχειρηματικό μετασχηματισμό σε Ευρωπαϊκό επίπεδο. Αυτό περιλαμβάνει ένα ευρύ φάσμα εκπαιδευτικών μαθημάτων, υπηρεσιών και πόρων και ένα δίκτυο ομοϊδεατών, όλα άψογα ενσωματωμένα στην ίδια πλατφόρμα. Το CoVE υπερβαίνει την παραδοσιακή μάθηση, με στόχο να καθοδηγήσει, να συνδέσει και να ενδυναμώσει τα άτομα ώστε να ηγηθούν βιώσιμων αλλαγών σε όλες τις πτυχές της ζωής και της σταδιοδρομίας τους.

Το CATALYST CoVE προσφέρει μια ολοκληρωμένη σειρά μαθημάτων, πόρων και υπηρεσιών που στοχεύουν στην προώθηση του βιώσιμου επιχειρηματικού μετασχηματισμού στην Ευρώπη. Αυτό περιλαμβάνει το Πρόγραμμα CATALYST, ένα σύνολο με πάνω από 70 διαδικτυακά μαθήματα, τουλάχιστον 25 θεματικές υπηρεσίες και πόρους, καθώς και ένα δίκτυο για τη συμμετοχή των ενδιαφερομένων και τη δημιουργία συνεργειών μεταξύ των εταίρων του έργου, επαγγελματιών, φοιτητών και εκπαιδευτικών. Αυτές οι παροχές έχουν σχεδιαστεί για να ενδυναμώσουν τα άτομα σε προσωπικό, οργανωτικό και συστημικό επίπεδο, εξοπλίζοντάς τα με τις δεξιότητες και τις γνώσεις που απαιτούνται για την αντιμετώπιση σύνθετων προκλήσεων βιωσιμότητας.

Το Πρόγραμμα CATALYST είναι μια εξατομικευμένη εκπαιδευτική που σχεδιάστηκε με βάση μια ολοκληρωμένη χαρτογράφηση και ανάλυση. Αντιμετωπίζει τις προκλήσεις που εντοπίζονται από τα ενδιαφερόμενα μέρη παρέχοντας ένα ευρύ φάσμα μαθημάτων και ικανοτήτων που εστιάζονται στη βιωσιμότητα και στις σχετικές μελλοντικές δεξιότητες. Το πρόγραμμα αποτελείται από 70 μαθήματα διαφορετικών επιπέδων, προσφέροντας μια εξατομικευμένη μαθησιακή εμπειρία μέσω διαδραστικών πλατφορμών, μαθησιακών μονοπατιών, προγραμμάτων εξειδίκευσης, πόρων και υπηρεσιών υποστήριξης, όλα συνδιαμορφωμένα από επαγγελματίες και εκπαιδευτικούς για την κάλυψη των διαφορετικών αναγκών διαφόρων ομάδων-στόχων.

Παράλληλα με το βασικό περιεχόμενο του μαθήματος και ανάλογα με τις ανάγκες των εκπαιδευόμενων και το αντικείμενο, θα υπάρχουν διαθέσιμοι πόροι, συμπληρωματικό υλικό και εργαλεία, που θα παρέχονται στους εκπαιδευόμενους ώστε να βελτιώσουν την εκπαιδευτική τους εμπειρία και να τους βοηθήσουν να επιτύχουν τους μαθησιακούς τους στόχους. Επιπλέον, προσφέρονται υπηρεσίες, οι οποίες είναι διαδραστικές και υποστηρικτικές παροχές που προσφέρουν καθοδήγηση, και εξατομικευμένη βοήθεια στους εκπαιδευόμενους. Απαιτούν άμεση αλληλεπίδραση και υποστήριξη από τους εκπαιδευτές και το προσωπικό που διαχειρίζεται την πλατφόρμα και η πρόσβαση μπορεί να είναι περιορισμένη λόγω της πρόσθετης εργασίας που απαιτείται. Τόσο οι πόροι όσο και οι υπηρεσίες κατηγοριοποιούνται σε βασικές και σε εξωτερικές.

Οι λειτουργικές διαδικασίες για το CATALYST CoVE περιγράφονται σε ένα οργανόγραμμα. Χωρίζεται σε 6 τμήματα για τη συνολική Ευρωπαϊκή λειτουργία του CoVE και 5 τμήματα για τη διαχείριση των λειτουργικών διαδικασιών για τους CATALYST CoVE σε Εθνικό επίπεδο. Κάθε τμήμα έχει επικεφαλής εταίρους που επιβλέπουν συγκεκριμένες αρμοδιότητες.



## CATALYST CoVEs Strategic Document - Executive Summary Macedonian

Проектот CATALYST има за цел да развие Европски Центар за стручна извонредност со центри во пет европски земји. CATALYST Центарот е создаден за да ги поддржи и инспирира малите и средните претпријатија (МСП) во редизајнирање на нивните бизнис модели во насока на зголемена одржливост. Проектот ќе нуди обуки на различен профил на професионалци и студенти, кои сакаат да ги збогатат своите знаења преку кратки курсеви, да се доусовршат со специјализирани програми или да го применето своето знаење преку применети истражувачки проекти.

При креирање на стратегијата на CATALYST Центарот, партнерите од конзорциумот на проектот CATALYST преку низа од неколку работилници, заедно со употребата дигиталната алатка за соработка MIRO, ја развија сеопфатна стратегија за центарот. Овие работилници се осврнаа на различни аспекти како што се дефинирање на визијата и целите, проценка на експертизата на партнерите, прикажување на понудите на услуги и дискусија за оперативните процедури.

CATALYST Центарот е замислен како Европски центар - катализатор за одржлива бизнис трансформација во Европа. Националните центри во локалниот контекст ја прошируваат оваа визија, приспособувајќи ги понудите за да се задоволат специфичните регионални потреби и целните групи. Иницијативата е водена од четири основни вредности: компетенции, соработка, грижа и посветеност, кои ја поткрепуваат мисија на CATALYST Центарот да ги овозможи нови знаења и вештини за трајни одржливи промени.

CATALYST Центарот постави три долгорочни цели за поттикнување на одржлива трансформација кај организациите. Овие цели вклучуваат обезбедување поддршка за професионалци и студенти во личен и организациски развој, охрабрување на МСП да ја прифатат одржливоста во нивните бизнис модели и советодавна улога во креирањето политики. На краток рок, CATALYST Центарот има за цел да понуди висококвалитетни знаења и вештини, релевантни и применливи за професионалци, МСП и студенти, како и да ја олесни соработката помеѓу клучните чинители преку мрежата CATALYST.

CATALYST Центарот влијае на различни типови на засегнати страни: бизнис (со фокус на малите и средните претпријатија, професионалците и стартапите), наставниците, студенти, образовните институции, владините агенции и јавните власти. Со обезбедување на знаења и вештини за одржливост, CATALYST Центарот се обидува да катализира позитивни промени во бизнисот, да ги зајакне идните лидери преку образование и да ги опреми владините службеници со подлабоко разбирање на еколошките и социјалните прашања. Оваа инклузивна стратегија дополнително се усовршува на национално ниво кај националните центри за да одговори на специфичните потреби на индустријата на национално ниво.

Центарот во Австрија го става својот фокус на одржливоста во туризмот, нагласувајќи го растот на секторот и потребата од еколошки практики. Дополнително, центарот има за

цел да ги таргетира претприемачите и основачите, адресирајќи ја ниската претприемничка активност и потребата за концизна обука за практики за одржливост. Центарот во Германија се фокусира на прехранбената индустрија - нагласувајќи ја потребата за одржливи и растителни производи, органско земјоделство, дигитализација и ефикасност на цените; текстилната индустрија - истакнување на предизвиците во трошоците за производство, циркуларната економија и значењето на стандардите за одржливост како „Grüner Knopf“; и ИКТ секторот - препознавајќи го неговиот висок иновациски потенцијал, предизвиците во недостигот на вештини и потребата за безбедност на податоците.

Избраната индустрија во Грција, преработувачката, значително придонесува за економијата, но се соочува со предизвици како што се глобална конкурентност, иновации и инвестиции и затоа е ставена во фокусот на Националниот CATALYST CoVE во Грција.

Центарот во С. Македонија се однесува на националната потреба за одржливост и доживотно образование. Избраната индустрија е градежништвото, поради новите трендови во технологијата, Европските законски барања и нејзината значајна улога во економијата.

Избраната индустрија во Португалија е секторот за калапи и пластика, каде што Центарот се фокусира на малите и средните претпријатија во оваа индустрија. Португалскиот кластер за изработка на калапи е значаен глобален играч, рангиран на третото место во Европа и на осмото место во светот за производство на калапи за инјектирање на пластика.

Додадената вредност на CATALYST Центарот лежи во понудата на интерактивна платформа за одржлива бизнис трансформација на европско ниво. Платформата вклучува широк спектар на образовни курсеви, услуги, ресурси и мрежа. Центарот оди подалеку од традиционалното учење, со цел да ги води, поврзува и поттикне поединците да водат одржливи промени во сите аспекти од нивните животи и кариери. CATALYST Центарот нуди сеопфатен опсег на курсеви, ресурси и услуги насочени кон поттикнување на одржлива деловна трансформација во Европа. Едукативната програма е составена од 70 онлајн курсеви и 25 услуги и ресурси. Оваа понуда е дизајнирани да ги зајакне поединците на лично, организациско и системско ниво, опремувајќи ги со вештини и знаења потребни за решавање на сложените предизвици за одржливост.

Програмата CATALYST е дизајнирана врз основа на сеопфатно мапирање и анализа на пазарот. Програмата дава одговор на предизвиците идентификувани од засегнатите страни преку обезбедување на широк опсег на курсеви и компетенции фокусирани на одржливост и релевантни идни вештини. Програмата се состои од 70 курсеви на различни нивоа, кои нудат персонализирано искуство за учење преку интерактивната платформа, патеки за учење, специјализирани програми, ресурси и услуги за поддршка, сите создадени согласно различните типови на засегнати страни и намерата да се задоволат нивните различни потреби.

Ресурсите се дополнителни материјали или средства што им се даваат на учесниците за да го подобрат нивниот процес на учење и да им помогнат да ги постигнат своите цели за учење. Овие ресурси обично се достапни заедно со основната содржина на курсот и може да варираат врз основа на специфичните потреби на учесниците и предметот.

Дополнително, се нудат услуги, кои се интерактивни и обезбедуваат насоки, помош и персонализирана поддршка на учесниците. Ресурсите и услугите се категоризираат на примарни (развиени од партнерите на CATALYST) и надворешни.

Оперативните процедури за CATALYST Центарот се наведени во организациона шема. Таа е поделена на 6 одделенија за целиот проект и 5 департмани за управување со оперативните процедури за CATALYST Центрите на национално ниво. Секој департман има водечки партнери кои ги координираат задачите. Управниот одбор на Центарот, го координира Институтот за истражување во животна средина, градежништво и енергетика (ИЕГЕ) кој е одговорен за сеопфатна координација и управување. Образованието, предводено од ИЕГЕ и ISCTE, се фокусира на развивање образовни понуди. Применетите ресурси и услуги се координирани од страна на CSCP и ГИМ и се одговорни за дефинирање на ресурсите и услугите. Имплементацијата и пилотирањето е предводено од BEST и ISCTE. Активностите поврзани со CATALYST мрежата се координирани од страна на SDSN мрежата, додека активностите поврзани со CATALYST платформата се координирани од партнерите CTD и AUEB. Маркетинг, комуникација и дисеминација се предводени од BNW и Spogos.

## CATALYST CoVEs Strategic Document - Executive Summary Portuguese

O projeto CATALYST visa estabelecer Centros de Excelência Profissional (CoVEs) unidos em cinco países europeus para apoiar e inspirar as PME a repensar e redesenhar os seus modelos de negócio para a sustentabilidade. O projeto centra-se na melhoria das competências de profissionais e estudantes e na implementação de formações de VET e projetos de investigação conjuntos em sectores selecionados.

Os parceiros do CATALYST utilizaram uma combinação de workshops online e presenciais, juntamente com a utilização do MIRO Board para colaboração, para desenvolver uma estratégia abrangente para a iniciativa CATALYST CoVE. Estes workshops abordaram vários aspetos, tais como a definição da visão e dos objetivos, a avaliação das competências dos parceiros, a definição das ofertas de serviços e a discussão dos procedimentos operacionais.

O CATALYST CoVE foi concebido como um núcleo central e catalisador da transformação sustentável das empresas na Europa. Serve de base para uma comunidade empresarial colaborativa, centrada na obtenção de resultados sustentáveis, resilientes e equitativos. Os CoVE nacionais, adaptados aos contextos locais, alargam esta visão, adaptando as ofertas para satisfazer necessidades regionais específicas e grupos-alvo. A iniciativa é orientada por quatro valores fundamentais: competência, colaboração, cuidado e empenhamento, que sustentam a sua missão de dotar as organizações e os indivíduos de conhecimentos e aptidões para uma mudança sustentável duradoura.

O CATALYST CoVE estabeleceu três objetivos a longo prazo para impulsionar a transformação sustentável no mundo empresarial. Estes objetivos incluem a prestação de apoio a profissionais e estudantes no desenvolvimento pessoal e organizacional, o incentivo às PME para que adotem a sustentabilidade nos seus modelos de negócio e o desempenho de um papel consultivo na criação de políticas. A curto prazo, o CoVE tem como objetivo oferecer conhecimentos e competências de elevada qualidade, relevantes e aplicáveis a profissionais, PME e estudantes, bem como facilitar a colaboração entre as principais partes interessadas, através da rede CATALYST, a fim de aumentar a visibilidade das melhores práticas de melhoria de competências.

O CATALYST CoVE pretende ter impacto nos seguintes sectores principais: empresas (com enfoque nas PME, profissionais e start-ups), professores, estudantes e instituições de ensino, e agências governamentais e autoridades públicas. Ao fornecer conhecimentos e competências em matéria de sustentabilidade, o CATALYST CoVE procura catalisar mudanças positivas nas empresas, capacitar futuros líderes, através da educação e dotar os funcionários públicos de uma compreensão mais profunda das questões ambientais e sociais. Esta estratégia inclusiva é aperfeiçoada, a nível nacional, no âmbito de Centros de Excelência Profissional especializados para responder a necessidades específicas do sector a nível nacional.

O CATALYST CoVE nacional na Áustria centra-se na sustentabilidade do turismo, salientando o crescimento do sector e a necessidade de práticas respeitadoras do ambiente. Além disso, o CoVE visa os empresários e fundadores, abordando a baixa atividade empresarial e a necessidade de formação concisa em práticas de sustentabilidade.

Na Alemanha, o CATALYST CoVE centra-se na indústria alimentar - sublinhando a necessidade de produtos sustentáveis, à base de plantas e de células, a agricultura biológica, a digitalização e a eficiência dos preços; na indústria têxtil - destacando os desafios dos custos de produção, a economia circular e a importância de distintivos de sustentabilidade como o "Grüner Knopf"; e no sector das TIC - reconhecendo o seu elevado potencial de inovação, os desafios da escassez de competências e a necessidade de segurança dos dados.

A indústria selecionada na Grécia é a indústria transformadora que contribui significativamente para a economia, mas enfrenta desafios como a competitividade global, a inovação e o investimento, pelo que é colocada no centro das atenções do National CATALYST CoVE na Grécia.

O CATALYST CoVE na Macedónia do Norte responde à necessidade nacional de sustentabilidade e educação empresarial. O sector selecionado, a construção civil, é inicialmente visado devido aos requisitos legislativos e ao seu papel significativo na economia. A indústria selecionada em Portugal é o sector dos Moldes e Plásticos, centrando-se o CoVE nas PME desta indústria. A posição competitiva do Cluster de Moldes de Portugal justifica a sua relevância na temática da formação para a sustentabilidade, pois o setor é um ator global significativo, ocupando o terceiro lugar na Europa e o oitavo a nível mundial na produção de moldes de injeção de plástico. Contudo, os conhecimentos e competências são extensíveis a outras PMEs que representam a grande maioria do tecido empresarial em Portugal. Devido à relevância do setor e das PMEs, o CoVE em Portugal visa atores privados, mas igualmente públicos, designadamente para apoiar o desenho de políticas públicas que visam as empresas em Portugal e a qualificação de formandos (trabalhadores, empresários e técnicos), para darem resposta aos novos desafios da sustentabilidade e da transformação digital. O CoVE Portugal assume, desde a sua conceção, que lidar com esses desafios implica uma interação permanente entre os decisores públicos e as empresas, que garanta a melhor formação dos atores envolvidos e a melhor utilização de recursos disponíveis.

A Proposta de Venda Única (PVU) do CATALYST CoVE consiste em oferecer uma plataforma abrangente para a transformação sustentável das empresas a nível europeu. Esta inclui uma vasta gama de cursos de formação, serviços essenciais, recursos e uma rede de pessoas com ideias semelhantes, tudo integrado, de forma articulada, numa única plataforma. O CoVE pretende orientar, ligar e capacitar os indivíduos para liderarem uma mudança sustentável em todos os aspetos das suas vidas e carreiras, bem como das empresas que dirigem e trabalham.

O CATALYST CoVE oferece uma gama abrangente de cursos, recursos e serviços destinados a promover a transformação empresarial sustentável, na Europa. Neste sentido, o CoVE inclui o Programa CATALYST, que representa um conjunto de mais de 70 cursos em linha, pelo menos 25 serviços e recursos temáticos e uma rede para envolver as partes interessadas e criar sinergias entre os parceiros do projeto, profissionais, estudantes e professores. Essas ofertas foram concebidas para capacitar os indivíduos, a nível pessoal, organizacional e sistémico,

dotando-os das competências e conhecimentos necessários para enfrentar os complexos desafios da sustentabilidade.

O Programa CATALYST é uma oferta educativa feita à medida, concebida com base num mapeamento e análise de competências realizados nos diferentes países que integram o Projeto. Aborda os desafios identificados pelas partes interessadas, proporcionando uma vasta gama de cursos e competências, centrados na sustentabilidade e nas competências futuras relevantes. Os 70 cursos que integram o Programa visam diferentes níveis, oferecendo uma experiência de aprendizagem personalizada, através de plataformas interativas, percursos de aprendizagem, programas de especialização, recursos e serviços de apoio, todos cocriados com empresas e profissionais da educação para satisfazer as diversas necessidades de vários grupos-alvo.

Os recursos são materiais suplementares ou ativos fornecidos aos aprendentes para melhorar a sua experiência educativa e ajudá-los a atingir os seus objetivos de aprendizagem. Estes recursos estão normalmente disponíveis, juntamente com o conteúdo principal do curso e podem variar consoante as necessidades específicas dos alunos e o tema em questão. Além disso, são oferecidos serviços, que são ofertas interativas e de apoio que fornecem orientação, assistência e apoio personalizado aos alunos. Requerem interação e apoio diretos dos instrutores ou do pessoal da plataforma, e o acesso pode ser limitado devido ao trabalho adicional envolvido. Tanto os recursos como os serviços são classificados em primários (desenvolvidos pelos parceiros CATALYST) e externos (referidos pelo CATALYST).

Os procedimentos operacionais do CATALYST CoVE são descritos num organograma. Está dividido em 6 divisões para o funcionamento geral do CoVE europeu e 5 divisões para a gestão dos procedimentos operacionais dos CoVE CATALYST a nível nacional. Cada divisão tem parceiros principais que supervisionam responsabilidades específicas. O Conselho de Administração do CoVE, presidido pelo P1-IECE, é responsável pela coordenação e gestão globais. Educação, liderada por P1-IECE e P10-ISCTE, centra-se no desenvolvimento de ofertas educativas. Recursos e Serviços Aplicados, gerido por P4-CSCP e P2-CEIM, é responsável pela definição de recursos e serviços. Implementação, liderada por P7-BEST e P10-ISCTE, trata da pilotagem e da implementação. A gestão da rede, principalmente supervisionada pelo P19-SDSN, estabelece a rede CATALYST. A Gestão da Plataforma Técnica, gerida pelo P14-CTD e pelo P13-AUEB, trata do desenvolvimento da plataforma. Por último, o Marketing, Comunicação e Divulgação, dirigido por P6-BNW e P15-Sporos, gere a identidade visual, as atividades de relações públicas e os eventos de divulgação.



# CATALYST

European VET Excellence Centre for Leading  
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