Set of "Inspire" Portfolio of Resources and Services

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Introduction

This report is part of Work Package 3, *Development of the "Inspire Component" within the Establishment of the CATALYST CoVEs*, and specifically, it relates to Task 3.3, *Development of the Inspire Portfolio of Resources and Services.*

The development of the "Inspire" Portfolio of Resources and Services is a central element of the "Inspire" component of the CATALYST project. The "Inspire" elements focus on the practical application of new skills in real-life scenarios, working closely with SMEs. It provides mentorship and guidance to SMEs in implementing new and sustainable concepts within their organisations. Therefore, in addition to the courses developed within the project, more than 25 resources and services have been defined and developed to complement the course content and enhance understanding and application of the course elements.

When referring to *Resources*, this describes 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 may vary depending on the specific needs of the learners and the subject matter. Resources offer rather 'passive' support that doesn't involve direct interaction with service providers or instructors. They should be self-explanatory and accessible at any time.

When referring to *Services*, this covers a range of interactive and supportive offerings that enhance the learning experience by providing learners with guidance, assistance, and personalised support. Services offer more 'active' support, requiring direct interaction and assistance from instructors or platform staff. Due to the additional effort required, access to services should be limited.

The following report will first present the development process of the Portfolio of Resources and Services, highlighting the various steps undertaken to elaborate the CATALYST offer. Secondly, it will define the different course-related resources and services, as well as the cross-course offerings. Section 3 will provide an overview of the envisaged resources and services, and Section 4 will delve deeper into the conceptual framework for each individual resource and service. Section 5 will showcase good practices for the developed resources, with at least one example for each defined resource category, along with a brief outlook on the services. Finally, the last section of this report will elaborate on the cross-course offerings.

Disclaimer: While defining and developing the specific CATALYST offer on the set of instruments and services, all partners agreed to change the term 'instruments and services' to 'resources and services.' This change was made because 'resources and services' is more commonly used from a user perspective. Therefore, this report uses the term 'resources and services.'

Development Process of Resources and Services

Development Process

The 'Inspire' Portfolio of Resources and Services was developed in collaboration with all project partners through various online and onsite workshops, complemented by each partner's individual efforts. This section will describe the process and the consortium's steps to create the CATALYST offer on resources and services.

KICK-OFF ONLINE WORKSHOP

In March 2023, an initial online workshop kicked off this process. During this workshop, the different national coordinators engaged in an open brainstorming session about their understanding of resources and services. The term 'resources and services' can have various meanings, so this step was necessary to ensure everyone was on the same page before delving into the details. Ideas for potential resources and services were collected on post-its using the Miro platform, as illustrated in Figure 1.
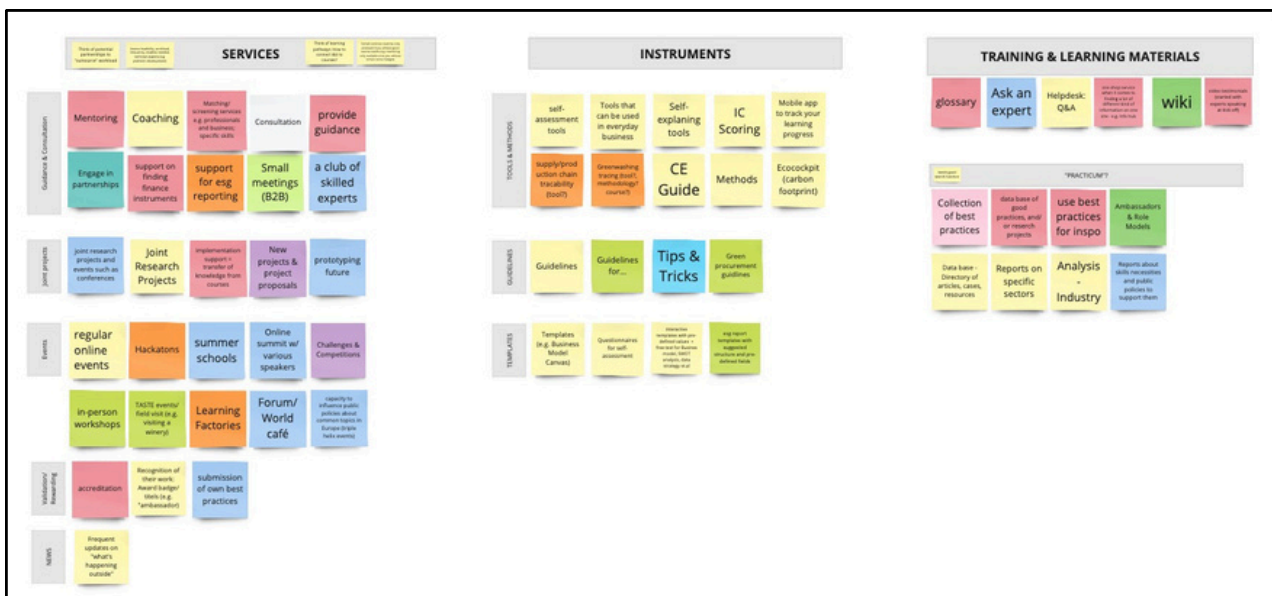
Figure 1 Initial Brainstorming on Potential Resources and Services

In the next step, the task leader (CSCP) further developed these inputs by sorting and clustering the different post-its to create a clearer overview and logic. This involved removing duplicates and combining certain aspects into comprehensive terms. The results were then presented to the national coordinators in the second part of the online workshop in April 2023, allowing them to review the sorting and provide final comments.

PROJECT MEETING LISBON

During the project meeting in Lisbon in May 2023, an in-person workshop was held to discuss resources and services. In this workshop, all the ideas collected and clustered during the previous meetings were presented to all partners to create a common understanding. Figure 2 shows the clustering of the resources (formerly instruments), and Figure 3 shows the clustering of the services.
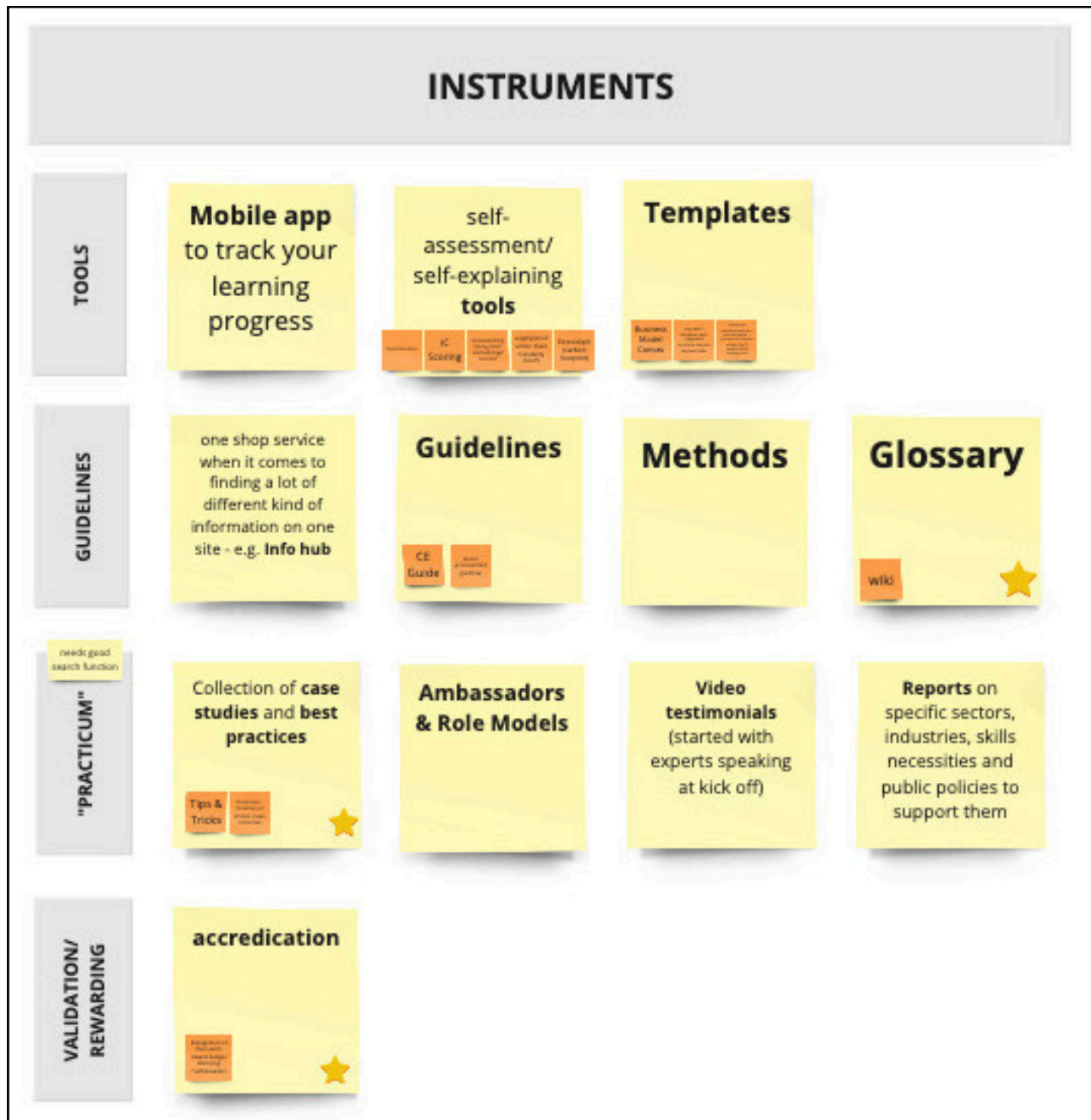
Figure 2 Overview of Initial Potential Resources Offer

Figure 3 Overview of Initial Potential Services Offer

Additionally, a central focus of this workshop was to determine where to concentrate efforts. To achieve this, partners specified and prioritised the resources and services based on their expected impact and estimated effort. The aim of the exercise was to focus on those resources and services that deliver the greatest impact with relatively little development effort.

The attending partners were divided into four groups to separate individuals from the same organisation and maintain gender balance where possible. Each group was tasked with arranging the different resources and services in a matrix, considering the **effort**—understood as the estimated workload and feasibility for each resource or service—and the **impact**, which encompassed the number of participants it could reach, the frequency of its application, accessibility, enhancement of sustainability knowledge, and potential behaviour change.

The impact-effort matrix, shown in Figure 4, is modelled on the Eisenhower matrix. The x-axis represents effort, and the y-axis represents impact, resulting in four quadrants:

- low effort and low impact (fill-ins),
- low effort and high impact (quick wins),
- high effort and low impact (thankless tasks), and
- high effort and high impact (major projects).
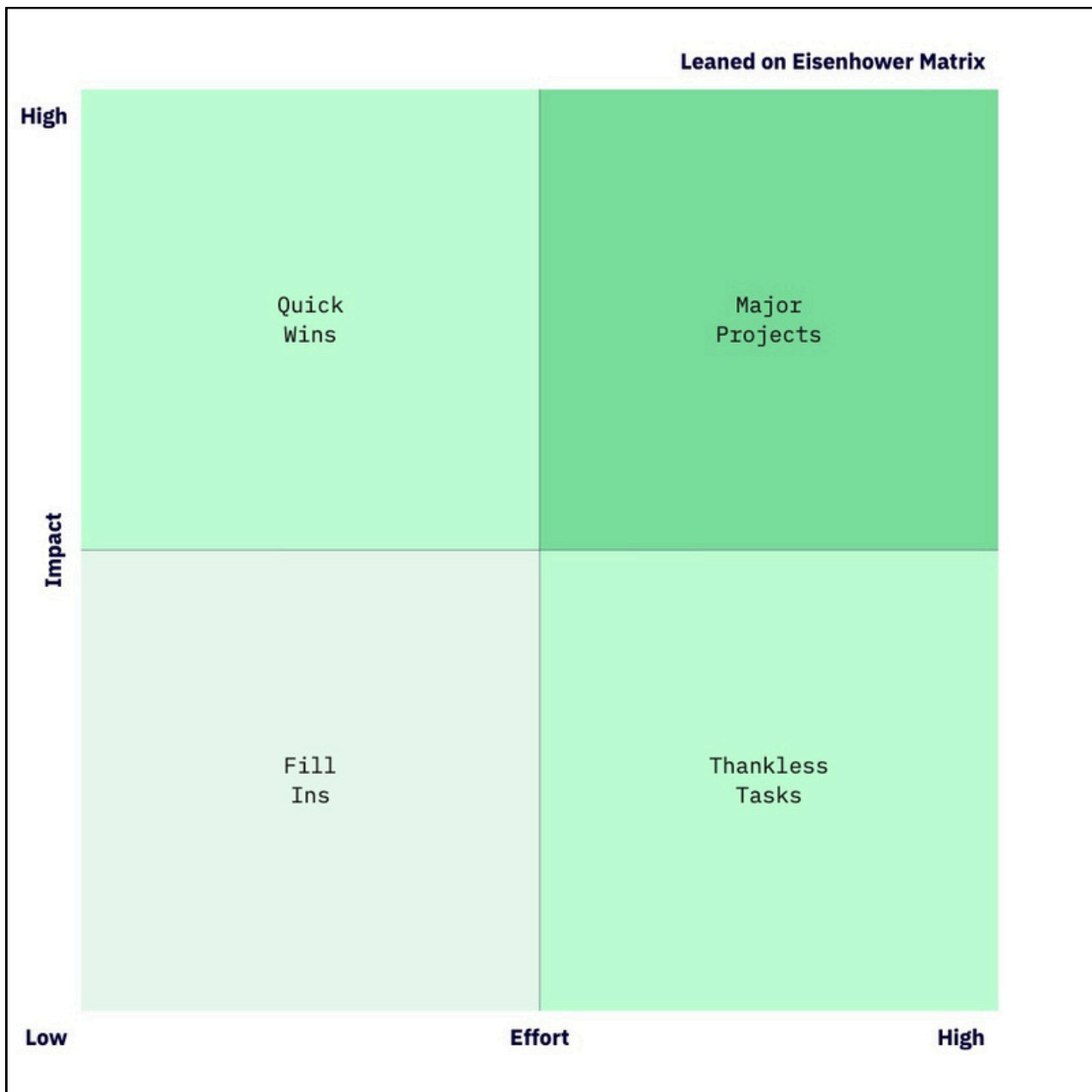
Figure 4 Impact-effort Matrix

While organising the resources and services in the matrix, the partners were also asked to specify details, such as the type of method envisioned. Additionally, they indicated whether technical support or an enabler was required for each specific resource or service. Finally, partners could express their interest in working on specific resources and services by placing their organisation's name next to the corresponding post-it. Figures 5-8 show the results of this group work session.
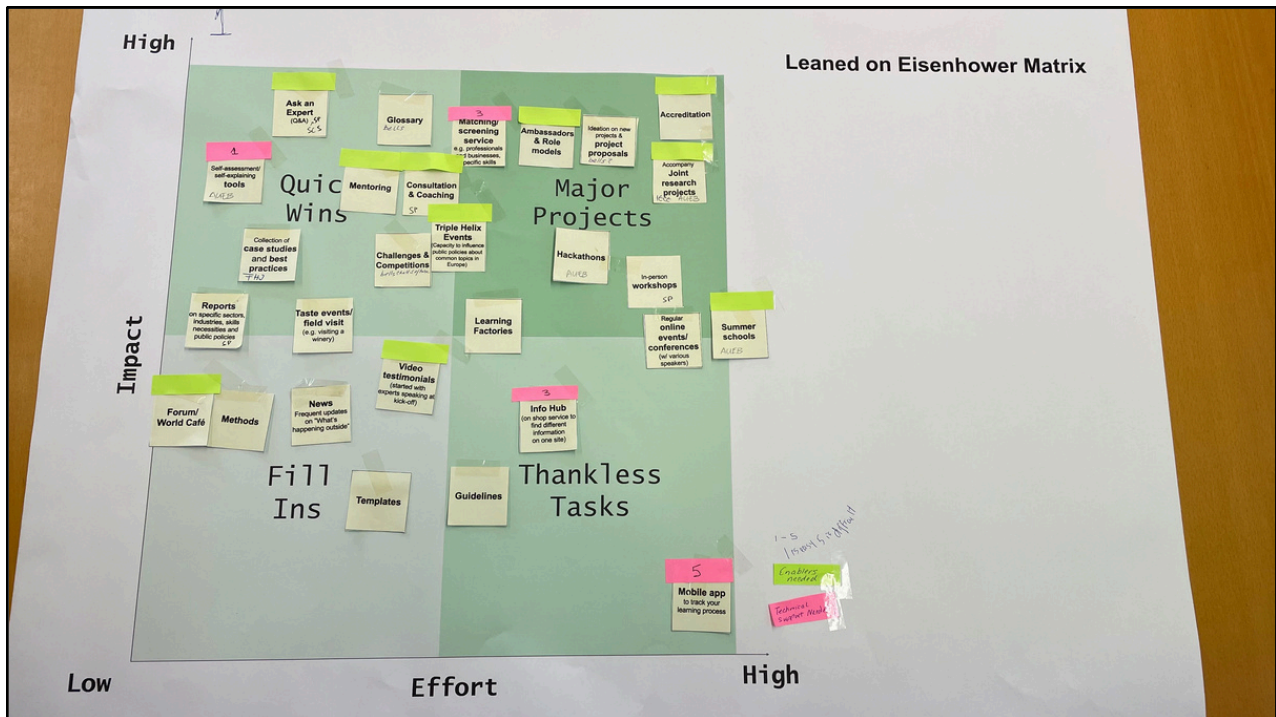
Figure 5 Group 1
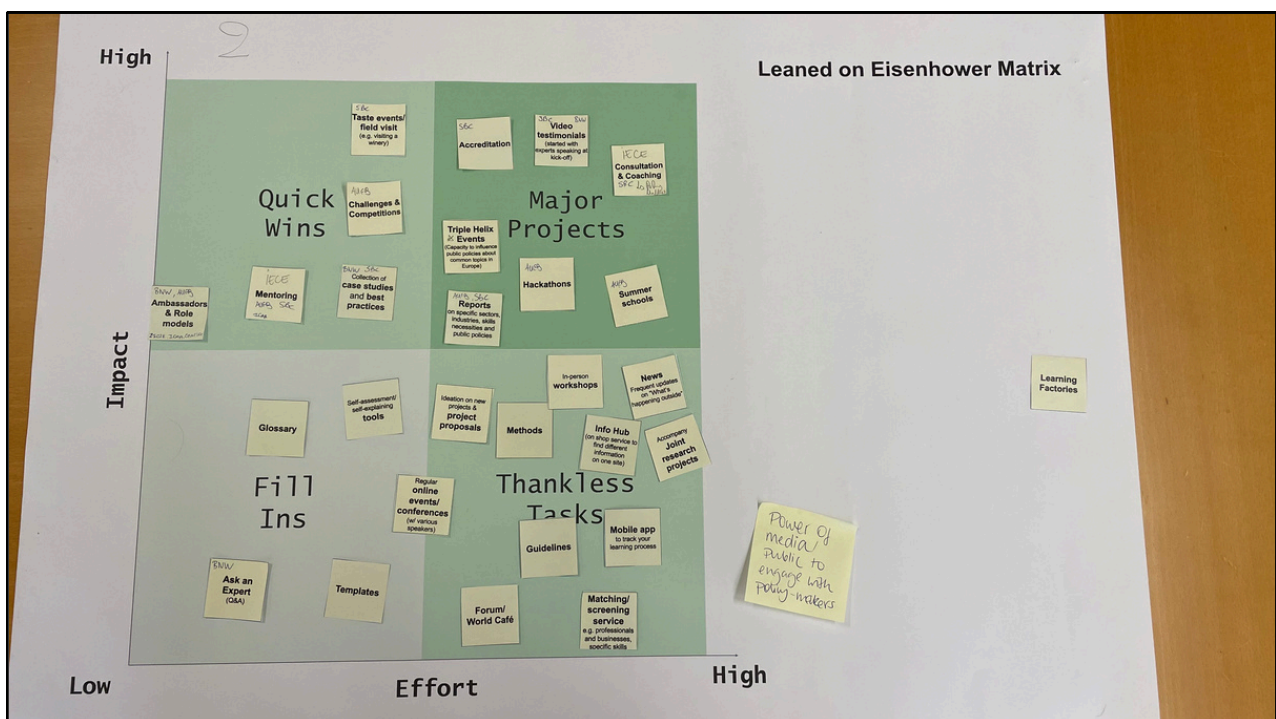
Figure 6 Group 2
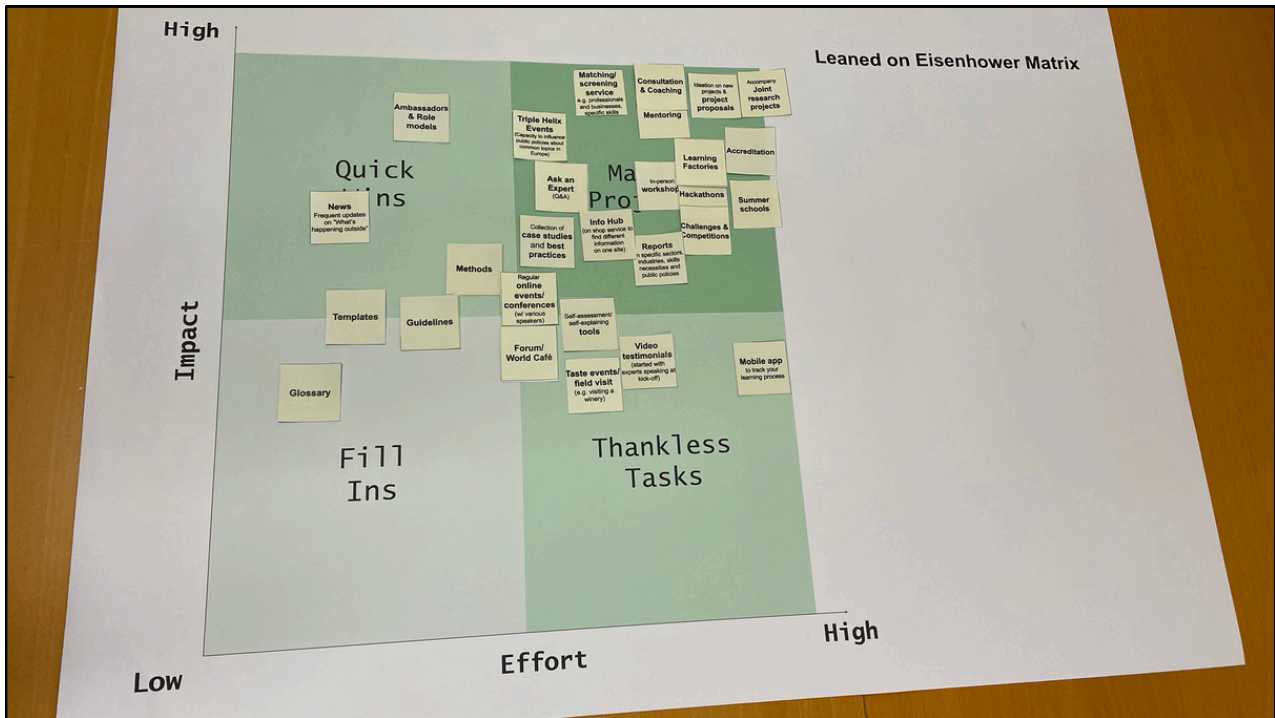
Figure 7 Group 3
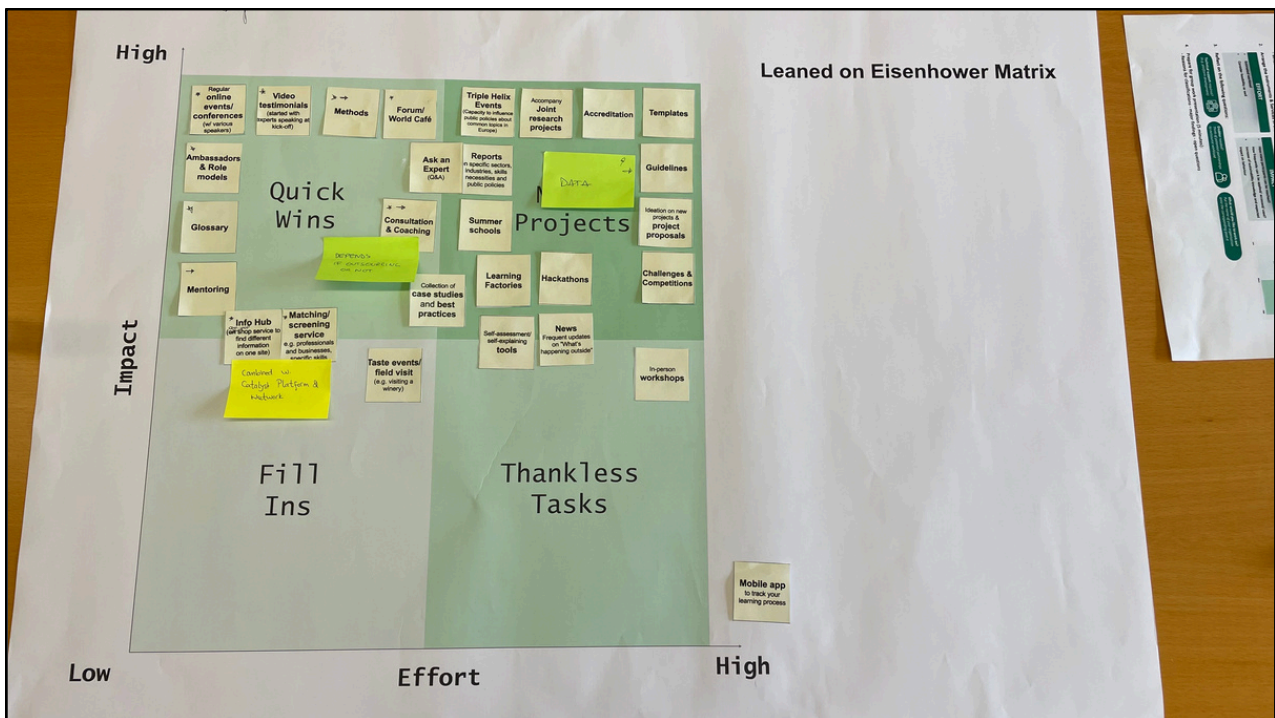
Figure 8 Group 4

After this exercise, the groups reconvened in a plenary session to present their classifications, discuss major findings, and address open questions.

Following this workshop, the task leader (CSCP) assessed the group work results to determine which resources and services were within scope and which were not. This assessment involved examining the quadrants of the matrix. Resources and services classified as high effort but low impact were deemed potentially out of scope. The potential responsibilities and other relevant comments (e.g., technical support needed) were summarised in a table for the resources and services within scope. Additionally, each resource and service was defined, and the definitions are provided in the related section of this report (Section 2). The summarised results were then shared with all partners.

Following this workshop, each partner engaged in individual work, focusing on developing a concrete offer of resources and services. This effort was coordinated through a shared Excel sheet, where partners contributed by outlining and elaborating the course syllabus and defining the related resources and services.

WORKSHOP VIENNA

In September 2023, another workshop focused on resources and services was conducted during the project meeting in Vienna. This in-person session involved presenting the outcomes of the previous workshop to all partners and discussing the initial concrete offer derived from individual contributions by each partner. The workshop facilitated alignment among partners on overarching categories for resources and services and included a review of the existing resources and services to identify any gaps that needed to be addressed. During this workshop, new resource categories were added, others were defined more concretely or integrated into other existing ones, and a clear distinction was made between course-related and cross-course offerings. In contrast to resources and services that are dedicated to individual courses, the cross-course offerings are available to all learners across all courses. The final agreed resources and services categories can be seen in table 1 and together with the cross-course offer they create the inspire portfolio of the CATALYST project.

During the Vienna workshop, the partners agreed to differentiate between **primary resources and services** and **external resources and services** offered through the CATALYST platform. Primary resources refer to the offer developed by the CATALYST partners themselves, whereas external resources refer to further external offers created by others to which CATALYST only refers. Similarly, primary services refer to the offer provided by the CATALYST partners themselves, whereas external services refer to further external offers provided by others to which CATALYST only refers .

Course-related Resources	Course-related Services	Cross-course Offer
Case Studies & Best Practices	Ask me Anything (AMA)	Applied Research Projects (including Specialisation Programmes)
Guidelines	Coaching	Ask an Expert
Templates	Consultation	Glossary
Tips & Tricks	Events	Mastermind
Self-assessment Tools		Mentoring
		Practicum

Table 1 Categories for Course-related Resources and Services and Cross-course Offer

Following this workshop, each partner undertook individual efforts to refine the concrete offering of resources and services. This process involved reviewing the categories of resources and services, specifying their titles and types (whether primary or external), and elaborating on a comprehensive preliminary overview. This individual work was continued on the Excel sheet used before.

PROJECT MEETING GRAZ

In November 2023 another workshop on resources and services was held during the Graz project meeting. In this in-person workshop the CSCP provided a status update and overview on the resources and services offer. Moreover, the focus of this workshop was on raising awareness on considering sector and industry references when developing the resources and services and fostering interlinkages between available resources, services, and courses.

ONLINE WORKSHOP ON "PORTFOLIO DEVELOPMENT METHODS AND TECHNIQUES"

In January 2024, the task leader CSCP organised and facilitated an online workshop on "Portfolio Development Methods and Techniques." Before this workshop, various templates for each category of resource and service were prepared to ensure consistency in the information provided by the partners. Figure 9 on the following page shows an example of one of the templates that were prepared. These templates were presented during the workshop, along with updates on the status of the resource and service offer.

Guideline

Description: Comprehensive, systematic and descriptive set of instructions, principles or recommendations that provide guidance in a detailed way.
Scope: 2-3 pages (excl. visualisations)
Format: PDF for primary resource, for external PDF or web-based
Style: structured format, comprehensive coverage, descriptive, neutral voice
Example: https://drive.google.com/drive/folders/1sloJCfeUz0cinZTCMsRbPAkPTFCffXdF (only as inspiration, length not appropriate in case of primary resource)

If you develop a primary resource yourself, please refer to our official learning material templates when preparing the resources:
https://drive.google.com/drive/u/0/folders/1x5DTb0AfOvpXlIBKRs4e7vXNTdmfXWHr

Type of Resource	**Guideline**
Responsible Organisation	[Select your organisation]
Linked Course Category	[Select a course category]
Linked Course Title	
Other Linked Courses (max 3)	1. 2. 3.
Title of Resource	
Purpose of the guideline's intended function	
Short Description (max 200 words)	
Language/s	
Format	[Select the format]
Licensing Model	[Select the licensing model]
Last update (indicate the year of the guideline version)	
Primary/External Primary: you develop the guideline yourself. External: the guideline is developed by others	[Select the type]
Focus Sector/Industry	[Select a focus sector/industry]
Link for external guideline if needed	

Attach Guideline file

Figure 9 Example of Template for Resources and Services

After the workshop, each partner worked individually on filling in the first templates related to their specific resources and services. CSCP provided written bilateral feedback on each template and collected key findings to be discussed in the subsequent meeting.

OPEN CONSULTATION HOUR

In March and May 2024, CSCP organised two open consultation hour meetings to assist and support the partners in completing the templates for different resources and services and to discuss potential designs for the developed resources.

PROJECT MEETING ATHENS

The last resource and services workshop was held in April 2024 during the project meeting in Athens. In this in-person workshop, the progress on the resources and services was presented and discussed with the partners based on the information provided in the templates.

Following these meetings, each partner worked individually on designing the resources, and CSCP provided general design guidelines to support the partners and ensure consistency across the portfolio.
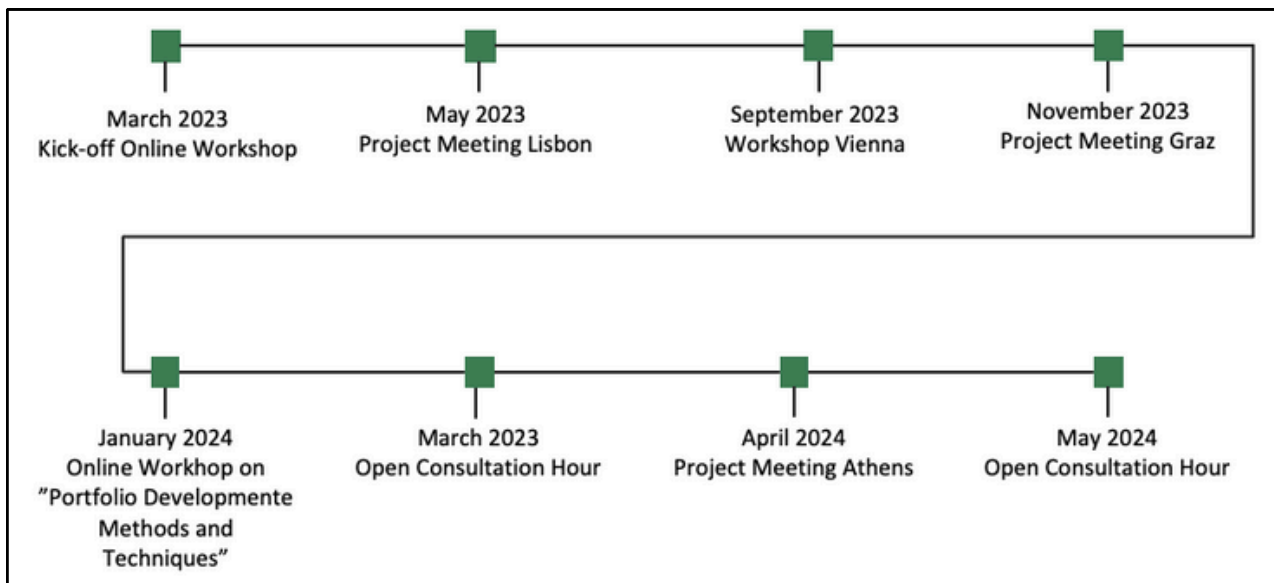
Figure 10 Timeline of Development Process of Resources and Services

Definitions
of Resources and Services

Definitions

This section presents the definitions for the different course-related resources and course-related services, and the definitions for the different categories of the cross- course offer. Table 2 presents the overview of the course-related and cross-offer categories and numbers.

Course-related Resources	Course-related Services	Cross-course Offer
10x Case Studies & Best Practices	2x Ask me Anything (AMA)	1x Applied Research Projects (including Specialisation Programmes)
10x Guidelines	2x Coaching	1x Ask an Expert
1x Self-assessment Tools	6x Consultation	1x Glossary
4x Templates	1x Events	1x Mastermind
2x Tips & Tricks		1x Mentoring
		1x Practicum

Table 2 Categories and Numbers for Course-related Resources and Services and Cross-course Offer

COURSE-RELATED RESOURCES

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 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.

Case Studies & Best Practices

Detailed, in-depth analyses of specific instances within real-world contexts used to illustrate and explore the complexities of particular situations, challenges, or phenomena. They provide insights into how theories or concepts are applied in practice, showcasing outcomes, processes, and lessons learned.

Guideline

Comprehensive, systematic and descriptive set of instructions, principles or recommendations that guide in a detailed way.

Self-assessment/Self-explaining Tools

Digital implements, instruments or software apps that assist in performing specific tasks or achieving particular objectives.

Template

Pre-designed formats, layouts or frameworks filled with content/information.

Tips & Tricks

Compact, informal, practical and often unconventional pieces of advice that provide applicable insights, shortcuts, or creative solutions to common challenges or problems.

COURSE-RELATED SERVICES

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

Ask me Anything (AMA)

AMA form: Feature that allows learners to submit questions directly within the platform.
AMA event: An online Q&A session in which a person opens themselves up to questions from an audience. This format is for knowledge-sharing, networking, and engaging with a broader audience.

Coaching

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.

Consultation

This involves an expert providing targeted advice, guidance, and solutions to individual clients based on their expertise. The expert takes a directive approach, offering recommendations and action plans. The expert focuses on problem-solving and addressing specific challenges or tasks. The expert often provides an external perspective and fresh insights.

Events

Events are services that will be managed and organised as part of the Member-only Network Activities, which will be discussed in greater detail in Section 5 under the subsection on the outlook for services. Below, different types of potential events are presented. The events are still being planned at the time of the deliverable and are only a list of possible event formats that were developed as part of a joint brainstorming session.

Webinar: An online seminar or presentation conducted over the web, typically involving a speaker or a panel addressing a specific topic and interacting with virtual participants.

Workshop: A hands-on, interactive session where participants engage in practical activities to learn new skills or gain knowledge on a specific subject.

Keynote: A main address or speech at an event, often delivered by a prominent speaker, intended to set the tone, highlight key themes, or inspire the audience.

Panel Discussion: A structured conversation among a group of experts or individuals sharing their insights and perspectives on a particular topic, often with audience participation through Q&A.

Networking: An event focused on creating connections and building professional relationships, allowing participants to interact and exchange information in a social or business context.

Seminar: A small-scale conference or academic meeting where experts discuss and share insights on specific subjects, often with opportunities for audience interaction.

Conference: A larger gathering of professionals, experts, and stakeholders in a particular field or industry, featuring different formats, e.g., presentations, workshops, keynote, panel discussions, and networking opportunities.

Hackathon: 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.

Field Visit: An excursion or trip to a specific location outside of a regular workplace or educational setting. It is an educational procedure to gain or learn information by observing objects or places (practical insights).

CROSS-COURSE OFFER

The Cross-Course Offer refers to the resources and services available to all learners across all courses, as opposed to the course-related resources and services tailored to individual courses. The cross-course offer Mastermind was developed during the development process described in the previous section. All the other cross-course offers are part of the work packages 3 and 4 and therefore individual partners manage and drive the development of these offerings centrally. The following section briefly outlines the various elements of the Cross-course Offer, which will be discussed in greater detail in Section 6.

Applied Research Projects

Developing joint-research projects for co-creating knowledge implementing the CO-IN model between VET providers and SMEs.

Ask an Expert

Self-guided learning material that answers at least 30 questions from business professionals, as well as real-life scenarios and challenges. It has the option for anyone to ask a new question to support the learning process of VET learners.

Glossary

Collection of at least 100 management and sustainability terms, including their definitions.

Mastermind

Small group of like-minded professionals and a facilitator that meets regularly to get peer support, brainstorm ideas, and set and achieve goals. These groups offer a structured and collaborative approach to learning, accountability and mutual development.

Mentoring

Dual-mentoring programs to establish business-education partnerships (VET learner + academic and corporate mentor) in which mentors share specific knowledge, experiences, and skills to help the mentee gain insights, achieve development goals, and overcome barriers to their professional and personal development. Focus on learning from the experience of others as well as on skill and knowledge transfer.

Practicum

Supporting training instrument with at least 30 cases and real-life scenarios to serve as learning experiences and inspiration.

Overview of Envisaged Resources & Services

Course-related Primary Resources

Resource Type	Course Category	Course Title	Resource Title
CASE STUDIES & BEST PRACTICES	Sustainable Development	Sustainable Production and Consumption	Best Practice Examples of Sustainable Production & Consumption
	Resilient Transition	Introduction to Green Economy	Green Business Ideas
	Resilient Transition	Introduction to Green Economy	Green Energy Self Sufficiency Community
	Resilient Transition	Socio-Economic Pathways - Benefits and Application	Co-creation of Innovation Pathways for Adaptation and Resilience of the European Region
	Resilient Transition	System and Design Thinking for Sustainable Transformations	Water Scarcity in the Transboundary Ohrid and Prespa Lakes
	Circular Economy	Recycling, Down-cycling and Upcycling - Differences and Practice Examples	Circular Economy Business Model for Sustainable Urban Construction
	Circular Economy	Impact Investing: Creating Value through Circular Transformation	Case Study
	Intellectual Capital Management	Knowledge Management and Organisational Innovation	Learning with case studies
	Intellectual Capital Management	Organisational Capital	IC Sources
	Intellectual Capital Management	Relational Capital	IC Sources

Resource Type	Course Category	Course Title	Resource Title
GUIDELINES	Resilient Transition	Introduction to Green Economy	Green Transition
	Sustainable Business Management	Strategic Corporate Social Responsibility	Maximising Impact through Strategic CSR Initiatives
	Sustainable Business Management	Quantitative Data Analysis with SPSS	Quantitative Analysis for SPSS Usage Guide
	Circular Economy	Circular Design & Eco-Design Basic Concepts	Circular Design and Eco-design Strategies for Moulds and Plastics Industry
	Circular Economy	Sustainable Materials Management – -Recycling, Downcycling and Upcycling	Sustainable Materials Management in the Mould and Plastics Industry
	Circular Economy	Recycling, Down-cycling and Upcycling – Differences and Practice Examples	Checklist Assessing Current Waste Management Practices in your SMEs
	Circular Economy	Recycling, Down-cycling and Upcycling – Differences and Practice Examples	Developing an Upcycling Action Plan for your SME
	Circular Economy	Circular Production	Managing Circular Production
	Intellectual Capital Management	Introduction to Intellectual Capital	Understanding the Elements of Intellectual Capital
	Transformation Readiness within the Organisation	Green up your (Work) Life: An Introduction to Sustainable Behaviour	7-Day CO2 Saving Challenge
SELF-ASSESSMENT TOOLS	Intellectual Capital Management	How to Audit and Measure IC	Online IC Scoring

Resource Type	Course Category	Course Title	Resource Title
TEMPLATES	Sustainable Development	Implementation of the SDGs in the EU: Measurements, Planning and Collaboration	Template for an Op-ed Article on Implementing SDGs
	Business Transformation	Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Materiality	SWOT/PESTLE Analysis
	Transformation Readiness within the Organisation	Creating a New Narrative	The Storytelling Canvas
	Transformation Readiness within the Organisation	Green Nudges - Bridging the Intention-Action-Gap and Shaping Sustainable Future	COM-B Model Template
TIPS & TRICKS	Business Transformation	Introduction to Business Transformation Towards Sustainability	Simple Tips and Tricks for Climate Protection in SMEs
	Transformation Readiness on a Personal Level	Practising Mindfulness for Personal Energy Efficiency	Tips & Tricks to Manage Your Personal Energy

Course-related Primary Services

Service Type	Course Category	Course Title	Service Title
ASK ME ANYTHING FORM	Sustainable Development	Introduction to Sustainable Development	AMA - Ask me Anything
ASK ME ANYTHING EVENT	Intellectual Capital Management	Intellectual Capital and Change Management for Digital Transformation and Sustainability	Discussing Intangibles (TBD)

Service Type	Course Category	Course Title	Service Title
COACHING	Resilient Transition	Socioeconomic Pathways - Benefits and Applications	Coaching on Developing Socioeconomic Pathways
	Transformation Readiness on a Personal Level	Practising Mindfulness for Personal Energy Efficiency	Coaching to Improve your Well-being
CONSULTATION	Sustainable Business Management	Strategic Corporate Social Responsibility	Business Support: How to Embed CSR in Your Strategy
	Circular Economy	Circular Economy KPIs	Consultation on How to Measure Circular Economy KPIs
	Circular Economy	Circular Design & Eco-Design Basic Concepts	Consultancy for Managers and Specialists
	Circular Economy	Sustainable Materials Management – Recycling, Downcycling and Upcycling	Consultancy for Technicians and Engineers
	Circular Economy	Circular Business Models: Steps from Linear to Circular	Consultation on How to Develop a Circular Business Model
	Intellectual Capital Management	Driving Sustainable Growth with Innovation Capital	Optimisation of the Production Process by Sustainable Management and Use of Resources
EVENTS	Resilient Transition	Introduction to Green Economy	Hackathon: Green Social Entrepreneurship Network

Course-related External Resources

Resource Type	Course Category	Course Title	Resource Title
CASE STUDIES & BEST PRACTICES	Business Transformation	Sustainable Finance: Apply Sustainable Investment Strategies and Green Finance in Your Company	ESG & SDG Acceleration and Quantification
GUIDELINES	Business Transformation	Sustainable Innovation: How an Organisation Can Create Sustainable Innovation Projects	Guideline for Green Start-ups
	Circular Economy	Circular Economy KPIs	Circular Economy KPIs Definitions
SELF-ASSESSMENT TOOLS	Sustainable Development	SDGs and My Company	Green Transformation Cards/Canvas
	Sustainable Business Management	The Basics of Corporate Social Responsibility	Digital Sustainability Audit Tool
	Circular Economy	Recycling, Down-cycling and Upcycling – Differences and Practice Examples	Footprint Calculators
	Transformation Readiness within the Organisation	Beyond Boundaries: Navigating Team Dynamics and Development	Team Effectiveness Questionnaire
	Transformation Readiness on Personal Level	Sustainable Professional Growth	Design your own Self-experiment
	Transformation Readiness on Personal Level	Personal and Organisational Values	Personal Values Resource

Resource Type	Course Category	Course Title	Resource Title
TEMPLATES	Circular Economy	Closing the Loop: An Introduction to the Circular Economy	Circular Economy Business Model Canvas (CEBMC) (1)
	Circular Economy	Circular Business Models: Steps from Linear to Circular	Circular Business Model Canvas
TIPS & TRICKS	Transformation Readiness on Personal Level	How to Achieve a Sustainable Lifestyle	Your Way to Achieve a Sustainable Lifestyle

Course-related External Services

Service Type	Course Category	Course Title	Service Title
CONSULTATION	Intellectual Capital Management	Advanced Intellectual Capital and Change Management for Digital Transformation and Sustainability	Exploring IC Scoring
EVENTS	Resilient Transition	Introduction to Green Economy	Field Visit: Guessing & Freiburg Green Community Models

Conceptual Framework of Individual Resources and Services

The colours of the filled-in templates for the envisaged resources and services that are presented in this section reflect the course-level of the related course. Pink represents beginner courses, green intermediate courses and yellow advanced courses.

Case Studies & Best Practices

This section presents the filled-in templates for the envisaged case studies & best practices of the CATALYST Portfolio of Resources and Services.

BEST PRACTICE EXAMPLES OF SUSTAINABLE PRODUCTION & CONSUMPTION

RESPONSIBLE ORGANISATION	P9 - AB
LINKED COURSE CATEGORY	Sustainable Development
LINKED COURSE TITLE	Sustainable Production and Consumption
OTHER LINKED COURSES	1. Green Economy 2. Introduction to sustainable brands
PURPOSE OF THE CASES STUDY'S INTENDED FUNCTION	The case study focuses on one company dealing with sustainable consumption by empowering local labels and designers
SHORT DESCRIPTION	The case study focuses on "Die nachhaltige Kreisslerei" in Graz, Austria. This company was established in early 2024 and is trying to not only sell sustainable products, but also empower small and local (sustainable) brands as well as fostering professional cooperation in the region. Best practice examples will highlight cases from the industry such as Patagonia, Umweltdruckerei, Toyota, etc.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODE	proprietary
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

GREEN BUSINESS IDEAS

RESPONSIBLE ORGANISATION	P3 - SBC
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Introduction to Green Economy
OTHER LINKED COURSES	1. Social & Green Entrepreneurship 2. Circular Business Models: Steps from Linear to Circular 3. Sustainable Innovation: How Organisations can Create Sustainable Innovation Projects
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	Stimulating and encouraging the transformation of socio-economic innovations with environmental impact into business ideas and concepts
SHORT DESCRIPTION	Green business ideas generated by communities refer to the use of local resources and the revitalization of the disappearance of traditional production chains and community markets. The case study promotes green ideas at the national level but also reaches rural areas and marginalised communities - will inspire green innovation in European regions facing different environmental challenges. The examples will show how local businesses and citizens can jointly establish collaborative pathways of climate adaptation innovation that respond to the needs and challenges faced by local communities. The case study will highlight the benefits, best practices and lessons learned for establishing stakeholder engagement models for analysing and addressing climate risks.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

GREEN ENERGY SELF SUFFICIENCY COMMUNITY

RESPONSIBLE ORGANISATION	P3 - SBC
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Introduction to Green Economy
OTHER LINKED COURSES	1. Social & Green Entrepreneurship 2. Circular Production 3. Sustainable Consumption and Production
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	Sharing of successful practices, sustainable business models and financing models, problems and solutions in partnerships and cooperation with stakeholders to create green energy sustainable communities
SHORT DESCRIPTION	Green energy communities are networking key sustainable partners who support business models for optimising business performance, product design, manufacturing/recycling/repairs. The case study promotes: • Energy production for the community's own needs • Reinvestment of revenues with the ESCO model in infrastructure and projects for green social socially responsible services to the community • Commercialised support for networking and logistics of green/circular projects and business initiatives in the local community The green communities case studies will contribute to the transfer and adaptation of experiences in local environments for the creation and support of sustainable: • energy independent community services for utility infrastructure • IT infrastructure open for business and research activities • infrastructure support for health care and insurance • cultural events and local artists, • reinvestment in renewable sources and infrastructure, etc.
LANGUAGE/S	English
FORMAT	PDF

LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

CO-CREATION OF INNOVATION PATHWAYS FOR ADAPTATION AND RESILIENCE OF EUROPEAN REGION

RESPONSIBLE ORGANISATION	P13 - AUEB
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Socio-Economic Pathways - Benefits and Application
OTHER LINKED COURSES	1. System and Design Thinking for Sustainable Transformations 2. Understanding the Relations Between Climate Change, Sustainable Development and Biodiversity 3. Sustainable Innovation: How Organisations can Create Sustainable Innovation Projects
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	Showcase how to co-create socio-economic pathways with local stakeholders in a sustainability living lab setting
SHORT DESCRIPTION	This case study illustrates how an SIA can be implemented in a real-life setting, showcasing potentially diverse European regions facing various challenges at a diversified scale. The example(s) will demonstrate how to co-develop concrete innovation pathways for climate adaptation, ensuring they are answering the needs and challenges faced by the local communities. The case study will highlight the benefits, common pitfalls, best practices and lessons learned when engaging stakeholders in pathway development and the role of innovation in climate adaptation.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source

PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

WATER SCARCITY IN THE TRANSBOUNDARY OHRID AND PRESPA LAKES

RESPONSIBLE ORGANISATION	P2 - CEIM
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	System and Design Thinking for Sustainable Transformations
OTHER LINKED COURSES	1. Socio-economic Pathways: Benefits and Applications 2. Social Economy 3. Introduction to Sustainable Development 4. Green Economy
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	The purpose of the case study is to support stakeholders in understanding the importance and relevance of the system design thinking for resilient transition and sustainable transformation of their municipalities. The case study will give them a better overview of all the different elements of this holistic approach used in creating a frame for solving complex challenges, highlighting the main aspect of each sector.
SHORT DESCRIPTION	The case study through the frame innovation approach will present the importance and relevance of system design thinking. Frame innovation is a tool to enhance innovative partnerships for sustainable growth in solving and reframing complex problems. It delves deeply into many aspects of system and design thinking, participatory research, system innovation, transformation change and resilient transition of one region with complex problems. Traditional approaches based on isolated sectoral and national analytics and planning, along with conventional management approaches are no longer sustainable and cannot provide sustainable water sources, especially in the transboundary regions.

SHORT DESCRIPTION	There is a need to develop and implement multidisciplinary and complex innovative approaches, enabling stakeholder and decision maker engagement, including all affected sectors in solving solutions. This is particularly of importance in the case of water scarcity, under conditions of transboundary share of the same water resources. The case study will emphasise the methodology of Frame Design Innovation Thinking. Participatory research tools are used in the communication, collaboration and tracing the problem statements, pathways of the future narratives and possible solutions of the region. The tools used in the process, are to interface analysis, research, planning, product design and citizen innovation which together will bring a key to better solving the stakeholders' needs in the Ohrid and Prespa region.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	proprietary
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

CIRCULAR ECONOMY BUSINESS MODEL FOR SUSTAINABLE URBAN CONSTRUCTION

RESPONSIBLE ORGANISATION	P2 - CEIM
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Recycling, Down-cycling and Upcycling - Differences and Practice Examples
OTHER LINKED COURSES	1. Circular production 2. Sustainable Materials Management - Recycling, Downcycling and Upcycling
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	CE in the construction sector case study demonstrates the implementation of circular economy principles by utilising secondary raw materials as a sustainable building material.

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PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	By doing so, the case study aims to demonstrate the efficacy of this approach in reducing the volume of waste destined for landfills while simultaneously conserving primary resources. Moreover, using secondary raw materials offers a cost-effective and practical solution for construction projects, emphasising the potential for economic viability within the framework of sustainable practices. This case study aims to showcase an actual model for promoting environmental stewardship, resource efficiency, and economic efficiency in construction industries.
SHORT DESCRIPTION	CE in the construction sector spearheads the exploration of industrial waste as a pivotal resource for the construction sector, addressing the critical need for sustainable materials. Through meticulous evaluation and experimentation, the project endeavours to uncover avenues for extracting secondary raw materials (SRM) from industrial waste streams, notably focusing on slag. These SRMs undergo meticulous mechanical processing, yielding top-tier aggregates tailored for diverse construction applications, ranging from road surfacing to wall construction. The primary source of these secondary raw materials (SRM) is non-hazardous industrial waste, specifically black and white slag generated from the furnaces at the Makstil factory during the smelting of scrap iron. Black slag undergoes thorough testing to ascertain its suitability as a lower bearing layer (aggregate for tampon—sub base) and as an aggregate for asphalt mixtures. Similarly, white slag undergoes testing to evaluate its potential use as an additive or substitute for cement in concrete mixtures. These products can be used for revitalization of degraded areas, for asphalting roads, for production of partition blocks for walls construction, etc.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Construction

CASE STUDY (TBD)

RESPONSIBLE ORGANISATION	P15 - SP
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Impact Investing: Creating Value through Circular Transformation
OTHER LINKED COURSES	1. Sustainable Materials Management - Recycling, Downcycling and Upcycling 2. Circular Business Models: Steps from Linear to Circular 3. Circular Design & Eco-Design Basic Concepts
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	Provide a detailed examination and analysis of a specific subject
SHORT DESCRIPTION	The main target group are investors, financial institutions and business leaders, interested in exploring the intersection of impact investing and circular economy principles. The study will focus on showcasing successful examples of companies or projects that have implemented circular transformations strategies and have created significant value through their sustainable practices
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	proprietary
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Manufacturing

LEARNING WITH CASE STUDIES (TBD)

RESPONSIBLE ORGANISATION	P10 - ISCTE
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Knowledge Management and Organizational Innovation
OTHER LINKED COURSES	1. Intellectual Capital and Change Management for Digital Transformation and Sustainability
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	Use of case studies to encourage participants to learn from best practices.
SHORT DESCRIPTION	To be filled in later.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

IC SOURCES

RESPONSIBLE ORGANISATION	P11 - ICAA
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Organisational Capital
OTHER LINKED COURSES	1. Relational Capital 2. Human Capital 3. How to audit and measure IC
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	The purpose of this case study is to make participants reflect on the importance of organisational capital.
SHORT DESCRIPTION	Use case studies to learn about the components of intellectual capital.
LANGUAGE/S	English/Portuguese
FORMAT	web-based
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

IC SOURCES

RESPONSIBLE ORGANISATION	P11 - ICAA
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Relational Capital
OTHER LINKED COURSES	1. Organisational Capital 2. Human Capital 3. How to audit and measure IC
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	The purpose of this case study is to make participants reflect on the importance of relational capital.
SHORT DESCRIPTION	Use case studies to learn about the components of intellectual capital.
LANGUAGE/S	English/Portuguese
FORMAT	web-based
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Guidelines

This section presents the filled-in templates for the envisaged Guidelines of the CATALYST Portfolio of Resources and Services.

GREEN TRANSITION

RESPONSIBLE ORGANISATION	P3 - SBC
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Introduction to Green Economy
OTHER LINKED COURSES	1. Social & Green Entrepreneurship 2. Sustainable Innovation: How Organisations can Create Sustainable Innovation Projects 3. Sustainable Communication
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	Support for Green transformation of companies practices in management of their business and relations with the environment and community.
SHORT DESCRIPTION	A challenge to sustainable business models is the increasing and inefficient use of resources that has negative effects, including climate change, biodiversity loss, pollution, ill health and poverty. The importance of environmental management, social practices and responsible governance (ESG) is increasing, businesses are challenged to rethink their strategies and use innovative business models to embed responsible and sustainable practices in their organisations – to ensure green sustainable development. The guideline presents development models toward green and circular economy, social enterprise, sustainability standards and partnerships between business and social actors in sustainability.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source

PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

MAXIMISING IMPACT THROUGH STRATEGIC CSR INITIATIVES

RESPONSIBLE ORGANISATION	P1 - IECE
LINKED COURSE CATEGORY	Sustainable Business Management
LINKED COURSE TITLE	Strategic Corporate Social Responsibility
OTHER LINKED COURSES	1. The Basics of Corporate Social Responsibility 2. Corporate Social Responsibility in Companies - a Course for Business Owners
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	The purpose of the "Maximising Impact through Strategic CSR Initiatives" guideline is to empower managers to create CSR programs that transcend compliance, aligning carefully with organisational values to make a meaningful and lasting positive impact on the world.
SHORT DESCRIPTION	The guideline serves as a compass for managers, equipping them with the tools to create CSR programs that transcend mere compliance. This guideline is a call to action, urging leaders to carefully align initiatives with the organisation's values, ensuring a profound and enduring impact on the world. Comprehensive Insight: The initial focus of the guideline underscores the significance of gaining a comprehensive understanding of stakeholder interactions. By delving into the needs, hopes, and concerns of stakeholders, leaders can ensure that CSR projects resonate with the diverse spectrum of people connected to the organisation. Systematic Approach: A systematic approach is advocated, with regular stakeholder sessions fostering discussions and feedback loops to drive continuous improvement. This systematic methodology enables companies to adapt to evolving community needs, making adaptability a crucial aspect of CSR strategies.

SHORT DESCRIPTION	Descriptive Instruction: Managers are instructed to initiate personalised surveys, interviews, and focus groups, transforming stakeholder insights into a structured tool. These recorded thoughts become invaluable for tailoring CSR projects, fostering genuine and enduring relationships with stakeholders.By adhering to these guidelines, businesses elevate their CSR efforts beyond mere compliance, ensuring a positive impact on the world. It is a call for managers to adopt a comprehensive and compassionate approach, leaving a lasting effect that aligns seamlessly with the organisation's core values.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

QUANTITATIVE ANALYSIS FOR SPSS USAGE GUIDE

RESPONSIBLE ORGANISATION	P10 - ISCTE
LINKED COURSE CATEGORY	Sustainable Business Management
LINKED COURSE TITLE	Quantitative Data Analysis with SPSS
OTHER LINKED COURSES	tbd
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	To help participants use SPSS software.
SHORT DESCRIPTION	We will provide a hands-on and step-by-step guidance document on how to navigate the program efficiently. Additionally, we will offer troubleshooting tips and resources for any technical issues that may arise during the training.

LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	tbd
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

CIRCULAR DESIGN AND ECO-DESIGN STRATEGIES FOR MOULDS AND PLASTICS INDUSTRY

RESPONSIBLE ORGANISATION	P12 - CENTIMFE
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Design & Eco-Design Basic Concepts
OTHER LINKED COURSES	1. Circular Business Models: Steps from Linear to Circular 2. Circular Business Strategies and Innovation 3. Sustainable Materials Management - Recycling, Downcycling and Upcycling
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	Provide a clear set of guidelines and directions to facilitate the understanding and implementation of circular design and eco-design in the moulds and plastics sector.
SHORT DESCRIPTION	This guideline covers the fundamental principles of the circular economy and Circular Design and Eco-design practices, highlighting their importance in promoting sustainability in the mould and plastics industry. It explores different circular business models and design strategies aimed at optimising resource usage and reducing environmental impact. Additionally, it presents case studies that illustrate the successful implementation of these practices. The guide also provides practical guidelines for enhancing energy efficiency, selecting sustainable materials, minimizing packaging, managing waste, and implementing closed-loop systems in the mold and plastics industry.

LANGUAGE/S	EN
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Moulds & Plastics

SUSTAINABLE MATERIALS MANAGEMENT IN THE MOULD AND PLASTICS INDUSTRY

RESPONSIBLE ORGANISATION	P12 - CENTIMFE
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Sustainable Materials Management - Recycling, Downcycling and Upcycling
OTHER LINKED COURSES	1. Circular Design & Eco-Design Basic Concepts 2. Recycling, Down-cycling and Upcycling - Differences and Practice Examples 3. Closing the Loop: An Introduction to the Circular Economy
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	Provide a clear set of guidelines and directions to facilitate the understanding and implementation of sustainable materials management practices in the moulds and plastics sector.
SHORT DESCRIPTION	The guideline on sustainable materials management in the mould and plastics industry is a concise document that aims to provide comprehensive information on fundamental concepts, techniques, technologies and practices related to sustainable materials management in the moulds and plastics sector. It enables users to identify opportunities to reduce environmental impacts, conserve resources and lower costs throughout the life cycle of materials used in mould and plastics manufacturing. It also highlights the importance of compliance with relevant standards and regulations relating to waste management and the use of recycled materials.

SHORT DESCRIPTION	In short, the aim of the guideline is to promote a comprehensive and practical understanding of sustainable materials management in the mould and plastics industry, enabling users to effectively implement these principles in their daily activities and industrial practices.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Moulds Plastics

CHECKLIST ASSESSING CURRENT WASTE MANAGEMENT PRACTICES IN YOUR SME

RESPONSIBLE ORGANISATION	P7 - BEST
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Recycling, Down-cycling and Upcycling – Differences and Practice Examples
OTHER LINKED COURSES	1. Sustainable Consumption & Production 2. Green economy
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	The checklist assessing current waste management practices in your SME is designed to support SMEs in assessing and enhancing waste management practices. By systematically evaluating existing processes, SMEs may be able to improve sustainability, and reduce costs.
SHORT DESCRIPTION	1. Assessment Framework: The checklist provides a clear framework for evaluating existing waste management processes. It can guide SMEs through questions related to auditing, waste quantification, and cost analysis.

SHORT DESCRIPTION	2. Actionable Insights: By answering the checklist questions, SMEs gain insights into their waste streams, resource utilisation, and financial impact. The questions are appropriate for a discussion around specific areas for improvement. 3. Customisation: The checklist can be fitted to the unique context of an individual SME. Whether in the tourism industry or any other sector, the tool remains flexible and relevant. 4. Collaboration: The checklist fosters a holistic approach to waste management. 5. Continuous Improvement: Regularly revisiting the checklist allows SMEs to track progress, celebrate achievements, and refine strategies. In summary, the checklist assessing current waste management practices in your SMEs equips participants with a practical roadmap to guide you toward responsible waste management practices.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	proprietary
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Tourism

DEVELOPING AN UPCYCLING ACTION PLAN FOR YOUR SME

RESPONSIBLE ORGANISATION	P7 - BEST
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Recycling, Down-cycling and Upcycling – Differences and Practice Examples
OTHER LINKED COURSES	1. Sustainable Consumption & Production 2. Green economy
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	This tool serves as a comprehensive guide for participants aiming at integrating upcycling practices within an SME. By following the structured steps outlined in the plan, participants can be empowered to strategically implement upcycling initiatives.The tool facilitates particularly collaboration, and decision-making.
SHORT DESCRIPTION	The guideline "Developing an Upcycling Action Plan" is a valuable resource designed to empower SMEs in their sustainability efforts. This tool provides practical guidance for SME owners and managers, helping them integrate upcycling practices into their business operations. Key features are: 1. Understanding and Identification of Resources: SMEs gain insights into available resources by carefully reviewing the "Prep-for-Re-Use End-of-Waste Guide." The tool emphasises sections related to upcycling, creative reuse, and waste reduction. By identifying materials that can be repurposed (such as furniture, textiles, and packaging for instance), SMEs can optimise existing resources and reduce waste costs. 2. Strategic Planning and Prioritisation: The Upcycling Action Plan assists SMEs in evaluating upcycling ideas based on feasibility, impact, and available resources. SMEs can create action plans that outline project details, materials needed, and responsible team members. Prioritising projects aligned with business goals is a key element for an effective implementation.

SHORT DESCRIPTION	3. Environmental Impact and Reputation Building: Embracing upcycling practices can be one element aimed at reducing the ecological footprint of an SME.
LANGUAGE/S	English
FORMAT	web-based
LICENSING MODEL	proprietary
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Tourism

MANAGING CIRCULAR PRODUCTION

RESPONSIBLE ORGANISATION	P14 - CTD
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Production
OTHER LINKED COURSES	1. Closing the Loop: An Introduction to the Circular Economy 2. Sustainability / ESG Reporting 3. Circular Design & Eco-Design Basic Concepts
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	To guide participants through the key steps necessary for circular production in the form of guidelines for completing a checklist
SHORT DESCRIPTION	Guidelines aiming to minimise waste and maximise the operational life of products, according to the circular economy taxonomy. Guiding principles for circular production include: 1. Circular Design 2. Material Selection, including secondary material, traceability, renewable and recyclable 3. Resource Efficiency and Effluents: Energy, Water, Biodiversity, GHG 4. Closed-loop Systems 5. Collaboration and Partnerships: Foster collaboration across the supply chain 6. Innovation and Technology

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SHORT DESCRIPTION	7. Education and Awareness: Upskilling and raising awareness among employees
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

UNDERSTANDING THE ELEMENTS OF INTELLECTUAL CAPITAL

RESPONSIBLE ORGANISATION	P1 - IECE
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Introduction to Intellectual Capital
OTHER LINKED COURSES	1. Building Human Capital toward Sustainability 2. Relational capital 3. Organisational capital 4. Driving Sustainable Growth with Innovation Capital
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	The purpose of the "Understanding the Elements of Intellectual Capital" guideline is to support managers in understanding the importance and relevance of intellectual capital in their organisations. The guidelines will give them better overview of all the different elements of intellectual capital, highlighting the main aspect of each capital and indicators which are most frequently used.

SHORT DESCRIPTION

Managers can find a structured framework to understand the importance and relevance of intellectual capital in their organisations in the "Understanding the Elements of Intellectual Capital" guideline. It delves deeply into the many aspects of intellectual capital, including human, relational, innovation, organisational, process, and structural capital, illuminating their individual significance and offering management indications.

Indicators of human capital management include staff training levels and retention rates, which highlight the significance of individuals' knowledge, skills, and competencies. Customer happiness and partner engagement are indicators of relational capital, which highlights the importance of external relationships and networks.

Indicators of innovation capital include patent applications, investments in science and new product launches, which aim to enhance inventiveness and flexibility.

Indicators like organisational agility and employee turnover rate highlight the importance of systems and structures that facilitate knowledge exchange and collaboration, which is a key component of organisational capital.

The effectiveness and efficiency of operational processes are emphasised by process capital, which uses metrics such as process cycle time and mistake rates to guide management.

The worth of a company's patents and trademarks is one indicator of its structural capital, which also includes its proprietary systems and intellectual property.

In order to help managers achieve long-term success and competitive advantage, this guideline lays out all the necessary components, including indications for each. Managers may then use this guideline to tap into and maximise their organisation's intellectual capital.

LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

7-DAY CO2 SAVING CHALLENGE

RESPONSIBLE ORGANISATION	P4 - CSCP
LINKED COURSE CATEGORY	Transformation Readiness within the Organisation
LINKED COURSE TITLE	Green up your (Work) Life: An Introduction to Sustainable Behaviour
OTHER LINKED COURSES	1. Green Nudges - Bridging the Intention-Action-Gap and Shaping Sustainable Futures 2. Sustainable Consumption and Production 3. How to Achieve a Sustainable Lifestyle
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	Providing individuals with a practical framework for greening up their work life through 16 challenges aimed at reducing environmental impact and promoting sustainability in the workplace.
SHORT DESCRIPTION	This guideline helps you greening up your work life with 16 engaging challenges for you and your colleagues. It starts with reducing commute emissions and minimising digital waste, followed by conserving energy and adopting sustainable habits. Set specific goals for reducing your environmental impact at work and regularly track your progress. Challenge yourself to continuously improve by identifying areas where further greening efforts can be made and implementing new strategies accordingly.

SHORT DESCRIPTION	By taking on these challenges, individuals can make a meaningful contribution to reducing their environmental impact and promoting a culture of sustainability in the workplace.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2024
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Self-assessment/Self-explaining Tools

This section presents the filled-in templates for the envisaged Self-assessment/Self-explaining Tools of the CATALYST Portfolio of Resources and Services

ONLINE IC SCORING

RESPONSIBLE ORGANISATION	P11 - ICAA
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	How to audit and measure IC
OTHER LINKED COURSES	1. Relational Capital 2. Organisational Capital 3. Intellectual Capital and Change Management for Digital Transformation and Sustainability
PURPOSE OF THE TOOL'S INTENDED FUNCTION	The tool enables to audit the self-diagnosis of the Intellectual Capital Management.
SHORT DESCRIPTION	The Intellectual Capital Management Scoring is a tool that allows companies to carry out their own self-diagnosis of intellectual capital management, i.e. it allows a company to position itself in the market by using good intellectual capital management practices.
LANGUAGE/S	Initially in Portuguese; Later in English
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODEL	Proprietary
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK	To be filled in later.

Templates

This section presents the filled-in templates for the envisaged Templates of the CATALYST Portfolio of Resources and Services.

TEMPLATE FOR AN OP-ED ARTICLE ON IMPLEMENTING SDGS

RESPONSIBLE ORGANISATION	P16 - SDSN
LINKED COURSE CATEGORY	Sustainable Development
LINKED COURSE TITLE	Implementation of the SDGs in the EU: measurement, planning and collaboration
OTHER LINKED COURSES	1. Implementing the Sustainable Development Goals: Challenges and Enablers
PURPOSE OF THE TEMPLATE'S INTENDED FUNCTION	Help users to prepare op-eds about SDG implementation.
SHORT DESCRIPTION	The template document presents generic wording, similar to a press release or blog post, about SDG Implementation in Europe and the European Sustainable Development Report published every year. This can provide support and guidance to users as part of the "Inspire" Portfolio, to communicate on the topic.
FORMAT	Word
LANGUAGE/S	English
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

SWOT/PESTLE ANALYSIS

RESPONSIBLE ORGANISATION	P4 - CSCP
LINKED COURSE CATEGORY	Business Transformation
LINKED COURSE TITLE	Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Materiality
OTHER LINKED COURSES	1. Integrating Sustainability into the Strategy and Business Model 2. Creating a New Narrative 3. ESG, Sustainability and Sustainable Development - Reporting and Auditing
PURPOSE OF THE TEMPLATE'S INTENDED FUNCTION	Helping the learner to understand the company's sustainability context/baseline.
SHORT DESCRIPTION	This template combines a SWOT (strengths, weaknesses, opportunities, threats) and a PESTLE (political, economic, social, technology, legal, environmental) analysis on the company's sustainability performance/baseline. The template provides a structure for the analysis as well as guiding questions to help the user to fill the template.
FORMAT	interactive/fillable PDF
LANGUAGE/S	English
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

THE STORYTELLING CANVAS

RESPONSIBLE ORGANISATION	P4 - CSCP
LINKED COURSE CATEGORY	Transformation Readiness within the Organisation
LINKED COURSE TITLE	Creating a New Narrative
OTHER LINKED COURSES	1. Transformation & Change Leadership 2. Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Materiality 3. Unlock your potential as a sustainability leader
PURPOSE OF THE TEMPLATE'S INTENDED FUNCTION	Collectively design an engaging impact story to create a transformational movement.
SHORT DESCRIPTION	The storytelling canvas allows you to collectively design engaging stories by harnessing inspiring, insightful and impactful elements. By getting visual with the storyboard canvas you add an important layer to create truly engaging and innovative stories.
FORMAT	interactive/fillable PDF
LANGUAGE/S	English
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

COM-B MODEL TEMPLATE

RESPONSIBLE ORGANISATION	P4 - CSCP
LINKED COURSE CATEGORY	Transformation Readiness within the Organisation
LINKED COURSE TITLE	Green Nudges - Bridging the Intention-Action-Gap and Shaping Sustainable Futures
OTHER LINKED COURSES	1. Green up your (Work) Life - An Introduction to Sustainable Behaviour 2. Sustainable Consumption and Production 3. How to Achieve a Sustainable Lifestyle

COM-B MODEL TEMPLATE

SHORT DESCRIPTION	The COM-B model is a widely-used framework in behavioural science that highlights three key components: Capability, Opportunity, and Motivation. It provides a structured approach for understanding behaviour change by examining the interplay between these factors. Capability refers to an individual's psychological and physical capacity to perform a behaviour, including knowledge, skills, and physical abilities. Opportunity encompasses external factors such as environmental and social cues that enable or hinder behaviour. Motivation involves the psychological processes that energise and direct behaviour towards achieving goals, including desires, intentions, and beliefs. By analysing these components, the COM-B model helps researchers and practitioners identify the specific barriers and facilitators to behaviour change in a given context. This understanding then informs the development of tailored interventions aimed at promoting sustainable behaviour change.
FORMAT	interactive/fillable PDF
LANGUAGE/S	English
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Tips & Tricks

This section presents the filled-in templates for the envisaged Tips & Tricks of the CATALYST Portfolio of Resources and Services.

SIMPLE TIPS AND TRICKS FOR CLIMATE PROTECTION IN SMES

RESPONSIBLE ORGANISATION	P6 - BNW
LINKED COURSE CATEGORY	Business Transformation
LINKED COURSE TITLE	Introduction to Business Transformation Towards Sustainability
OTHER LINKED COURSES	1. SDG's and my Company 2. Sustainability Strategy 3. Sustainable Business Models
PURPOSE OF THE TIPS & TRICKS' INTENDED FUNCTION	Outline easy to implement/ hands-on tips and tricks for SMEs to become more sustainable
SHORT DESCRIPTION	Our economy is changing. The more society becomes aware of climate protection, the more consumers will base their purchasing decisions on it. For companies, the concept of sustainability should not end with product manufacturing. These tips and tricks for climate protection will provide SMEs with simple ways that are easy to implement and can function as starting points to become more sustainable be it with regard to mobility, electricity, event management or food.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

TIPS & TRICKS TO MANAGE YOUR PERSONAL ENERGY

RESPONSIBLE ORGANISATION	P1 - IECE
LINKED COURSE CATEGORY	Transformation Readiness on Personal Level
LINKED COURSE TITLE	Practising Mindfulness for Personal Energy Efficiency
OTHER LINKED COURSES	1. Happiness at Work 2. Personal and Organisational Values 3. Boost Your Resilience Mitigating Techno Stress
PURPOSE OF THE TIPS & TRICKS' INTENDED FUNCTION	Raise awareness and give insight to most common ways to manage personal energy.
SHORT DESCRIPTION	In our demanding lives, managing personal energy is crucial for optimal well-being and productivity. This document provides practical tips and tricks to help you recognise, conserve, and generate your personal energy.Recognizing the often-overlooked importance of personal energy, it addresses the prevalent issues of fatigue, sluggishness, and emotional drainage that individuals commonly experience. The document delves into the identification of energy-wasting patterns, focusing on emotional, thought, and reactive behaviours. Practical strategies are provided to better manage emotions, thoughts, and reactions, facilitating a more emotionally, balanced, healthy lifestyle. The readers are guided to personalise their energy efficiency approach, developing unique plans and making lifestyle adjustments that align with their goals. By incorporating healthy habits, balancing physical activities, and recognizing the mind-body connection, individuals can unlock their full energy potential. Ultimately, this document empowers individuals to unleash boundless productivity through the mastery of personal energy management.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Ask me Anything

This section presents the filled-in templates for the envisaged Ask me Anything of the CATALYST Portfolio of Resources and Services.

ASK ME ANYTHING FORM

RESPONSIBLE ORGANISATION	P8 - FHJ
NAME/S OF RESPONSIBLE FOR ANSWERING QUESTIONS	MMag. Dr. Harald Friedl
LINKED COURSE CATEGORY	Sustainable Development
LINKED COURSE TITLE	Introduction to Sustainable Development
OTHER LINKED COURSES	1. SDGs and My Company 2. Creating Sustainable Business Models 3. Green and Social Entrepreneurship Business Modelling
PURPOSE OF SERVICE	Get answers to specific questions in the context of tourism.
SHORT DESCRIPTION	Training participants who have always wanted to know something specific about sustainable development but never got the right answer will find the right answer here. Questions can be asked anonymously via a forum platform, which will be answered by Mr. Harald Friedl at regular intervals. Both the questions and the answers are posted in an FAQ section so that the expertise is available to all people entering the AMA service.The process is as simple as it can be: ask a question and get an answer. It is particularly important to make the questions asked available to everyone. People often think they are alone with their question, but many others have the same or similar questions. Share your questions and share your knowledge - because sharing is caring.
ACCESS	open
PREREQUISITES	There are no prerequisites for taking part at the AMA service. It doesn't matter which level of course participants attend. The only thing required is a question - preferably a difficult one that can also challenge the expert.
LANGUAGE/S	English

FORMAT	Online individual
PLATFORM	MS teams
FREQUENCY	recurring, once every two weeks, the open questions will be answered by the expert.
END OF SERVICE	tbd
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Tourism
LINK IF NEEDED	Link to MS teams to be defined

ASK ME ANYTHING EVENT: DISCUSSING INTANGIBLES (TBD)

RESPONSIBLE ORGANISATION	P10 - ISCTE
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Intellectual Capital and Change Management for Digital Transformation and Sustainability
OTHER LINKED COURSES	1. Knowledge management and Organisational Innovation
PURPOSE OF EVENT	To clarify participant's doubts and questions.
SHORT DESCRIPTION	This event will last 1 hour and will be held online with the presence of an expert on the topic whom the audience will interview. This specialist can answer questions posed live by course participants.
ACCESS	limited
REGISTRATION LINK	tbc
REGISTRATION DEADLINE	tbc
PREREQUISITES	Frequency of this advanced level of course previously to the event.
APPLICATION PROCESS REQUIRED (Y/N)	tbc

APPLICATION PROCESS REQUIRED (Y/N)	tbc
LANGUAGE/S	Portuguese and English
FORMAT	online group
PLATFORM	Zoom
GROUP SIZE	10
DATE	tbc
FREQUENCY	recurringevery 2/3 months
IF EVENT SERIES, NR. OF SESSIONS IN TOTAL	at least 2 sessions
DURATION OF EVENT UNIT	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Coaching

This section presents the filled-in templates for the envisaged Coaching of the CATALYST Portfolio of Resources and Services.

COACHING ON DEVELOPING SOCIOECONOMIC PATHWAYS

RESPONSIBLE ORGANISATION	P13 - AUEB
NAME OF COACH	Phoebe Koundouri Ebun Akinsete Eleni Toli Alice Guitard
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Socioeconomic pathways - Benefits and Applications
OTHER LINKED COURSES	1. Understanding the Relations Between Climate Change, Sustainable Development and Biodiversity 2. System and Design Thinking for Sustainable Transformations 3. Sustainable Innovation: How Organisations Can Create Sustainable Innovation Projects
PURPOSE OF THE COACHING	To provide knowledge to participants to create socioeconomic pathways and to facilitate self-discovery and empower individuals or teams to achieve their goals.
SHORT DESCRIPTION	The coaching will guide participants towards careers and lifestyles that prioritise environmental and social responsibility alongside economic prosperity. It entails exploring ways to integrate sustainability principles into professional endeavours, personal choices, and community engagement. Participants will develop a deeper understanding of sustainability issues and explore how their skills and passions can address them.
PREREQUISITES	to have completed the online course
LANGUAGE/S	English
FORMAT	online individual and group possible (based on participants needs)
PLATFORM	MS Teams

GROUP SIZE	up to 15 participants
FREQUENCY	one time per year
NR. OF SESSIONS IN TOTAL	1
DURATION OF EACH SESSION	2 hours
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

COACHING TO IMPROVE YOUR WELL-BEING

RESPONSIBLE ORGANISATION	P1 - IECE
NAME OF COACH	Angelina Taneva-Veshoska
LINKED COURSE CATEGORY	Transformation Readiness on Personal Level
LINKED COURSE TITLE	Practising Mindfulness for Personal Energy Efficiency
OTHER LINKED COURSES	1. Happiness at Work 2. Personal and Organisational Values 3. Efficient Stress Management with Special Regard to the Competent Handling of Techno-Stress 4. Boost Your Resilience Mitigating Techno Stress
PURPOSE OF THE COACHING	Because of its critical role in improving focus, productivity, and contentment, this coaching aims to lead individuals towards holistic well-being. Participants take on a personal journey to thrive in all parts of their lives through individualised sessions that incorporate mindfulness practices, value inquiry, and energy management skills. The goal of this coaching is to help clients live more intentionally and joyfully by teaching them to become more self-aware on all levels (mental, emotional, physical, and spiritual).

SHORT DESCRIPTION	"Coaching to Improve Your Well-being" provides a life-altering path to well-being by acknowledging the critical role it plays in concentration, efficiency at work, and happiness. Mindfulness practices, value discovery, and energy management skills are all part of the individualised service that helps people thrive in all aspects of their lives. Individuals can enhance their vitality and resilience by exploring topics such as mindfulness for personal energy efficiency and the various types of energy that impact well-being. Clients are empowered to liberate themselves from autopilot life and embrace mindfulness, fulfilled lives through the coaching process, which cultivates a profound awareness of the mind, emotions, body, and soul. This coaching service offers realistic resources and continuous encouragement to improve all parts of everyday life in recognition of the impact of wellness on concentration, productivity at work, and overall happiness. Through practising mindfulness and self-control, participants not only improve their quality of life but also their ability to concentrate, get more done at work, and enjoy life more fully. People are able to reach their maximum potential in all areas of life, including work and personal relationships, when they receive individualised tactics and direction.
PREREQUISITES	After completing minimum 3 courses in the Category: Transformation Readiness on Personal Level
LANGUAGE/S	English
FORMAT	online individual and group possible (based on participants needs)
PLATFORM	Zoom
GROUP SIZE	up to 5 participants
FREQUENCY	one time
NR. OF SESSIONS IN TOTAL	3
DURATION OF EACH SESSION	1,5 hours
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Consultation

This section presents the filled-in templates for the envisaged Consultation of the CATALYST Portfolio of Resources and Services.

BUSINESS SUPPORT: HOW TO EMBED CSR IN YOUR STRATEGY

RESPONSIBLE ORGANISATION	P1 - IECE
NAME OF CONSULTANT	Angelina Taneva-Veshoska
LINKED COURSE CATEGORY	Sustainable Business Management
LINKED COURSE TITLE	Strategic Corporate Social Responsibility
OTHER LINKED COURSES	1. Corporate Sustainability Policies and Regulations in the EU 2. Corporate Social Responsibility in Companies - a Course for Business Owners 3. The Basics of Corporate Social Responsibility
PURPOSE OF THE CONSULTATION	This consultation is designed to provide organisations with personalised advice on how to effectively include CSR into their plans. The ultimate goal of the consultation is to improve a company's standing in the community, its connections with key stakeholders, and its chances of future success by ensuring that its corporate social responsibility (CSR) efforts are in line with its fundamental values and strategic goals.
SHORT DESCRIPTION	"Business Support: Embedding CSR in Your Strategy" provides individualised advisory services to help organisations incorporate CSR into their strategies without any difficulties. This service helps firms identify key areas, such as community participation and environmental sustainability, where CSR programmes can be effectively integrated through in-depth talks and practical support. The consultation process is in keeping with the guideline's focus on comprehending the significance and advantages of CSR integration, and it employs approaches including strategic planning, stakeholder involvement, and impact assessment. A company's reputation, stakeholder relationships, and growth prospects can all be improved by aligning its CSR initiatives with its fundamental principles and long-term goals.

SHORT DESCRIPTION	This service helps managers understand how corporate social responsibility (CSR) may improve their brand's image, morale, and competitiveness in the market. In keeping with the all-encompassing and caring attitude, organisations can reduce risks and increase chances for growth and innovation by actively addressing social and environmental concerns. This will provide lasting value for society and shareholders.
PREREQUISITES	After completing minimum 3 courses of the Category: Sustainable Business Management.
LANGUAGE/S	English
FORMAT	online individual and group both possible (based on participants needs)
PLATFORM	Zoom
GROUP SIZE	up to 5 participants
FREQUENCY	one time
NR. OF SESSIONS IN TOTAL	2
DURATION OF EACH SESSION	1,5 hours
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

CONSULTATION ON HOW TO MEASURE CIRCULAR ECONOMY KPIS

RESPONSIBLE ORGANISATION	P13 - AUEB
NAME OF CONSULTANT	Lydia Papadaki
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Economy KPIs
OTHER LINKED COURSES	1. Closing the Loop: An Introduction to the Circular Economy 2. Circular Business Strategies and Innovation 3. Circular Business Models: Steps from Linear to Circular

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PURPOSE OF THE CONSULTATION	To help participants identify the most suitable KPIs for their case study and measure them.
SHORT DESCRIPTION	Through this consultation session, we will: • Assess existing operations in order to identify potential areas for the implementation of circular practices. This may encompass aspects such as end-of-life considerations, product design, manufacturing processes, and supply chain management. • Assign measurable objectives (KPIs) to assess the efficacy of your circular business model, including but not limited to customer satisfaction, waste minimization, and resource efficiency. Identify areas for enhancement by monitoring and assessing your progress against these KPIs on a consistent basis. • Address any questions regarding the measurement of these KPIs and integration in your business/case study business model.
PREREQUISITES	After completing the course: "Circular Business Models: Steps from Linear to Circular" and "Circular Economy KPIs"
LANGUAGE/S	English
FORMAT	online individual and group possible (based on participants needs)
LOCATION	AUEB
PLATFORM	Zoom
GROUP SIZE	3-6
FREQUENCY	recurring
NR. OF SESSIONS IN TOTAL	2 sessions/group
DURATION OF EACH SESSION	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

CONSULTANCY, FOR MANAGERS AND SPECIALISTS

RESPONSIBLE ORGANISATION	P12 - CENTIMFE
NAME OF CONSULTANT	Ana Pires
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Design & Eco-Design Basic Concepts
OTHER LINKED COURSES	1. Circular Business Models: Steps from Linear to Circular 2. Circular Business Strategies and Innovation 3. Sustainable Materials Management – Recycling, Downcycling and Upcycling
PURPOSE OF THE CONSULTATION	Expert advice
SHORT DESCRIPTION	Managers benefit from personalised consultations focused on implementing circular design principles seamlessly into their operations. Topics for managers encompass circular economy strategy development, stakeholder engagement, and risk assessment in the context of circularity.Specialists, on the other hand, gain valuable insights through our tailored training programs. Topics for specialists include life cycle assessment, eco-design principles, circular product design, and innovative technologies driving circular solutions.
PREREQUISITES	On demand
LANGUAGE/S	Portuguese
FORMAT	Online
LOCATION	Marinha Grande, Portugal
PLATFORM	MS Teams
GROUP SIZE	1
FREQUENCY	Once a month
NR. OF SESSIONS IN TOTAL	6 sections of 1 hour
DURATION OF EACH SESSION	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Molds and plastic industry

CONSULTANCY, FOR TECHNICIANS AND ENGINEERS

RESPONSIBLE ORGANISATION	P12 - CENTIMFE
NAME OF CONSULTANT	Ana Pires
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Sustainable Materials Management - Recycling, Downcycling and Upcycling
OTHER LINKED COURSES	1. Circular Design & Eco-Design Basic Concepts 2. Recycling, down-cycling and upcycling - differences and practice examples 3. Closing the Loop: An Introduction to the Circular Economy
PURPOSE OF THE CONSULTATION	Expert advice
SHORT DESCRIPTION	For managers, the consultation covers strategic aspects such as developing sustainable materials management plans, integrating circular economy principles, and optimising supply chain processes. Topics include life cycle assessments, responsible sourcing, and waste reduction strategies, ensuring a holistic approach to material usage within the organisation.Specialists benefit from tailored sessions that delve into detailed topics essential for sustainable materials management. These encompass eco-design principles, material innovation, green procurement strategies, and the implementation of circular product life cycles.
PREREQUISITES	On demand, after completing the course
LANGUAGE/S	Portuguese
FORMAT	online individual
LOCATION	Marinha Grande, Portugal
PLATFORM	Ms Teams
GROUP SIZE	1
FREQUENCY	recurring, once a month
NR. OF SESSIONS IN TOTAL	6 sessions

DURATION OF EACH SESSION	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Molds Plastics

CONSULTATION ON HOW TO DEVELOP A CIRCULAR BUSINESS MODEL

RESPONSIBLE ORGANISATION	P13 - AUEB
NAME OF CONSULTANT	Lydia Papadaki
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Business Models: Steps from Linear to Circular
OTHER LINKED COURSES	1. Closing the Loop: An Introduction to the Circular Economy 2. Circular Business Strategies and Innovation3.
PURPOSE OF THE CONSULTATION	To help participants develop a Circular Business Model for their assignment/business
SHORT DESCRIPTION	Through this consultation session, we will: - Assess Existing Operations: identify potential areas for the implementation of circular practices. This may encompass aspects such as end-of-life considerations, product design, manufacturing processes, and supply chain management. - Distinguish Opportunities: Identify and pursue opportunities to optimise resource utilisation and minimise waste throughout the entire lifecycle of product. This may encompass strategies such as incorporating waste reduction measures into manufacturing processes, developing products with enhanced durability and recyclability, or investigating potential avenues for product longevity via repair and refurbishment. - Identify in Stakeholder Engagement practices: Collaboration is essential for the successful development of a circular business model. Involve stakeholders, including suppliers, customers, and others, in the co-creation process in order to gain an understanding of their perspectives and requirements.

SHORT DESCRIPTION	• Communicate and Educate: Disseminate information to customers, employees, and other relevant parties regarding the advantages of the circular economy and the measures your business/case study is undertaking to adopt circular operations. Effective and open communication fosters confidence and promotes support from all parties involved. • Iterate and Enhance your Circular Business Model: respond to emergent technologies, feedback, and shifting market conditions. Adopt an innovative and flexible culture in order to maintain a competitive edge in the circular economy.
PREREQUISITES	After completing the course: "Circular Business Models: Steps from Linear to Circular"
LANGUAGE/S	English
FORMAT	online individual and group are both possible (based on participants needs)
LOCATION	AUEB
PLATFORM	Zoom
GROUP SIZE	3-6
FREQUENCY	one time
NR. OF SESSIONS IN TOTAL	depends on the number of the groups
DURATION OF EACH SESSION	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

OPTIMISATION OF THE PRODUCTION PROCESS BY SUSTAINABLE MANAGEMENT AND USE OF RESOURCES

RESPONSIBLE ORGANISATION	P2 - CEIM
NAME OF CONSULTANT	Team of experts, tbc
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	Driving Sustainable Growth with Innovation Capital
OTHER LINKED COURSES	1. Creating Sustainable Business Models 2. Integrating Sustainability into the Strategy and Business Model 3. Sustainable Business Management
TITLE OF SERVICE	Optimisation of the Production Process by Sustainable Management and Use of Resources
PURPOSE OF THE CONSULTATION	To leverage sustainable business transformation of industrial organisations, guiding them towards the most effective direction of organisational transformance, through a comprehensive analysis that results in an interconnected technological, business and intellectual capital advancement, providing improved financial and environmental sustainability of processes, products and services.
SHORT DESCRIPTION	Specification of resources used in the production processSelection of options for more effective useListing new or improved technologies that can be applied for reduced (optimised) consumption of water, energy and materialsIdentification of technical feasibility of alternatives Assessment of financial feasibility of alternativesSelection of optimal option for sustainable management and use of resourcesHR development for the new technological, production and management schemeProduction waste management
PREREQUISITES	On demand
LANGUAGE/S	English

FORMAT	online individual or group both possible (based on participants needs)
PLATFORM	Zoom
GROUP SIZE	5-8
FREQUENCY	recurring, quarterly
NR. OF SESSIONS IN TOTAL	2
DURATION OF EACH SESSION	1 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Construction

Events

This section presents the filled-in templates for the envisaged Events of the CATALYST Portfolio of Resources and Services.

HACKATHON: GREEN SOCIAL ENTREPRENEURSHIP NETWORK

RESPONSIBLE ORGANISATION	P3 - SBC
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Introduction to Green Economy
OTHER LINKED COURSES	1. Social & Green Entrepreneurship 2. Circular Business Models: Steps from Linear to Circular 3. Sustainable Innovation: How Organisations Can Create Sustainable Innovation Projects
TITLE OF SERVICE	Green Social Entrepreneurship Network
PURPOSE OF THE HACKATHON	Stimulating and encouraging the transformation of socio-economic innovations with environmental impact into prototype or proof of concept.
SHORT DESCRIPTION	Green business ideas generated by communities refer to the use of local resources and the revitalization of the disappearance of traditional production chains and community markets. Green Social Entrepreneurship Network hackathon stimulates the development of your socio-economic idea to a prototype or proof of concept in a short period of time, where in the meantime you advance your skills, networking, and innovative solutions while working. The hackathon provides a platform for creativity, innovation and teamwork. Green Social Entrepreneurship Network is an informal network that supports projects and the implementation of best practices for the sustainable development of the green economy and social entrepreneurship.

SHORT DESCRIPTION	Hackathon participants will network with each other and support Green Social Entrepreneurship Network mission to support CSOs, entrepreneurs, institutions and communities for establishing "green" criteria and practical implementation of social entrepreneurship in project management, business processes of enterprises, structures of organisations and institutions and contributing to increasing the social and "green" social responsibility of all citizens
GUIDELINE FOR HACKATHON	https://www.sbch.org.mk/sites/default/files/ Guideline%20for%20Hackathon.docx
ACCESS	Each team must first register at the Hackathon call itself.
REGISTRATION LINK	tbd
REGISTRATION DEADLINE	tbd
PREREQUISITES	On demand, after completing the course
APPLICATION PROCESS REQUIRED	Yes
LANGUAGE/S	English
FORMAT	Group, physical presence
LOCATION (IF ON-SITE)	North Macedonia
DATE (IF ALREADY DEFINED)	rbd
GROUP SIZE	10-15
FREQUENCY	recurring, once a year
NUMBER OF CONSULTATION SESSIONS IN TOTAL	2 sessions
DURATION OF EACH SESSION	8 hour
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Green Social Entrepreneurship

Good Practices of Developed Resources

Good Practices

This section showcases good practices for the developed resources, providing one example for each resource category. These resources are currently being developed and will be finalised together with the development of the courses themselves. Only the resources are pre-developed, as they are tangible support materials that will be available to learners. Services, on the other hand, are interactive and supportive offerings that require direct interaction and assistance from instructors or platform staff. Therefore, developing them in advance is only useful and necessary to a limited extent. However, this section also provides an outlook perspective on the services.

Example of a Case Study: Water Scarcity in the Transboundary Ohrid and Prespa Lakes

This case study supports stakeholders in understanding the importance and relevance of the system design thinking for resilient transition and sustainable transformation of their municipalities.

CASE STUDY

Water Scarcity in the Transboundary Ohrid and Prespa Lakes

CATALYST Centre

IDENTIFICATION OF PROBLEM

Ohrid and Prespa Lakes are transboundary lakes, shared between three countries: Albania, Greece and North Macedonia. The **watershed of the lakes is shared** between these countries.

All socio - economic sectors in three countries are **highly dependent of the water regime** of the greater Ohrid and Prespa region and therefore **highly sensitive to water scarcity induced by climate change**.

There is a **need for adaptation** to climate change impacts and foreseen urgent actions for improvement of quality and quantity of surface and sub - surface water, based on sustainable and efficient use of water, supported by the appropriate water government solutions.

AT A GLANCE

MAIN SECTOR
CROSS SECTOR

SPECIFIC SECTORS

Agriculture, biodiversity, forestry, fishery, water supply, economy, energy, tourism

WEBSITE
WWW.ARSINOE-PROJECT.EU

RELATED SGDS

OVERVIEW

The "Case study of Ohrid - Prespa Lakes" is to support stakeholders in understanding the importance and relevance of the **system design thinking for resilient transition and sustainable transformation** of the transboundary region of the Ohrid and Prespa Lakes.

The **stakeholders from three transboundary countries** Albania, Greece and North Macedonia analysed the question regarding the water scarcity of the transboundary lakes.

The case study is part of the H2020 project Arsinoe. The case study with many different tools and methodology of **Frame Design Innovation Thinking** enables the stakeholders to solve this complex problem in the region.

IECE

1

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CASE STUDY
Water Scarcity in the Transboundary Ohrid and Prespa Lakes

CHALLENGE

The major challenge of the case study was to **harmonize the approaches and practices** of different stakeholders in the three countries towards climate adaptive and integrated water management in the Prespa and Ohrid Lakes areas.

The **main barriers** are seen in possible conflicts in priority of water consumers and users including water policy priorities among the involved countries, due to discrepancies between economic sectors, variety of ecosystems and differences in the economic and living conditions and standards, therefore, social attitudes toward water climate vulnerability.
The barriers that were identified by all stakeholders were overcome by developing a strategy based on a common firm framework.

APPROACH

Traditional approaches based on isolated sectoral and national analytics and planning and conventional management approaches are no longer sustainable. They cannot provide sustainable water sources, especially in the transboundary regions.
There is a **need to develop and implement multidisciplinary and complex innovative approaches**, enabling stakeholders and decision-makers, including all affected sectors, to engage in solving solutions. This is particularly important in the case of water scarcity under conditions of transboundary share of the same water resources.
The case study emphasised the **participatory research methodology** of Frame Design Innovation Thinking. Participatory research tools are used to communicate, collaborate, and trace problem statements, pathways of future narratives, and possible solutions for the region. The methodology process included nine steps: archaeology, paradox, context, field, subject, frame, future, transformation, and integration.
The methodology uses interfaces of analysis, research, planning, product design, and citizen innovation, which provide the key to better solving the stakeholders' needs in the Ohrid and Prespa region. The stakeholders received a better overview of this holistic approach to creating a frame for solving complex challenges, highlighting the main aspects of each sector.

2

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All involved stakeholders joined the forces to set the specific actions to overcome all barriers, by identifying them at early stage and developing a strategy based on a firm common framework, appreciating the specifics of countries and allowing specific conditions to fit in. This will ensure wide regional adequacy, and **acceptance of a new transboundary model for climate resilient water management involving all relevant stakeholders in three countries.**

The final results of the process were **providing intelligent comprehensive innovation** set of long-term planning solutions, allocation and use of sufficient quantity and of adequate quality water for all users. The social innovation raised the awareness of the stakeholders through different sectors, therefore contributing to transformation of the region of the Ohrid - Prespa Lakes.

BENEFITS

The main benefits of the case study is **significant increase of the region's resilience and improved capacities to adapt to the climate change**. The case study methodology raise awareness of the stakeholders for the water scarcity in the region, and therefore create a model that will respect the priority of the users as well as water fit for use concept.
This model will contribute to the **transition towards improved sustainability and climate adaptiveness** of multiplier sectors highly depending on water quality and quantity of the transboundary lakes.
The methodology Frame Design Innovation Thinking used in the study of Ohrid and Prespa Lakes is **replicable and can be used on many other case studies in different sectors and fields.**

3

Example of a Guideline: 7-Day CO2 Saving Challenge

This guideline helps you greening up your work life with 16 engaging challenges for you and your colleagues. By taking on these challenges, individuals can make a meaningful contribution to reducing their environmental impact and promoting a culture of sustainability in the workplace.

GUIDELINE
7-Day CO2 Saving Challenge

CATALYST Centre

MOBILITY

ACTIVITY	POTENTIAL SAVING	CO2E REDUCTION
VC MEETINGS INSTEAD OF FLIGHTS	Organizing a virtual meeting instead of flying to an appointment could hardly be better. You save an enormous amount of CO2 and you can definitely enjoy a coffee or two or tea in the time you save.	321 gr/km
COMMUTE OR TRAVEL BY BUS INSTEAD OF CAR	If you want to make your journey to work climate-neutral, it's best to walk. Or else: stay at home! Every distance not travelled saves CO2 and therefore benefits the environment.	271 gr/km

DAILY LIFE AND WORK

ACTIVITY	POTENTIAL SAVING	CO2E REDUCTION
SWITCH OFF STANDBY DEVICES	Many electrical appliances consume energy even when they are not in use: in standby mode. To avoid unnecessary power consumption, it is best to unplug them from the mains or use a multiple socket strip with a switch.	690 gr/day
COMMUTE OR TRAVEL BY BUS INSTEAD OF CAR	If you want to make your journey to work climate-neutral, it's best to walk. Or else: stay at home! Every distance not travelled saves CO2 and therefore benefits the environment.	271 gr/km

cscp

2

CATALYST

GUIDELINE
7-Day CO2 Saving Challenge

CATALYST Centre

DAILY LIFE AND WORK

ACTIVITY	POTENTIAL SAVING	CO2E REDUCTION
DELETE EMAILS	Every e-mail causes greenhouse gas emissions. This is because e-mails are transmitted via servers and stored there. These servers require electricity. So clear out your inbox and consider whether you really need to before sending emails – especially emails with attachments. On average, an average business user causes 150 kg of CO2 emissions per year through emails.	4 gr/email
USE DISHWASHER EFFICIENTLY	Dishwashers are efficient and can save water when fully loaded compared to washing by hand. With eco wash cycles, your dishes are usually clean and you reduce your electricity consumption.	32 gr/rinsing cycle
WASH AT 30 DEGREES INSTEAD OF 40	Clothes that we use and wash every day are generally hardly dirty. Nevertheless, most people wash their clothes at 40 degrees. With modern washing machines and detergents, a 30 degree wash produces the same result.	100 gr/wash
DRY LAUNDRY ON THE LINE INSTEAD OF IN THE DRYER	Tumble dryers may be convenient, but they produce a lot of CO2. A very simple way to save CO2 is to dry your laundry on a clothes horse or line.	1,700 gr/wash

cscp

3

GUIDELINE
7-Day CO2 Saving Challenge

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FOOD

ACTIVITY	POTENTIAL SAVING	CO2E REDUCTION
LEAVE OUT ANIMAL PRODUCTS	Leaving out animal products significantly reduces greenhouse gas emissions associated with animal agriculture, which is a leading cause of climate change. Additionally, it helps conserve vital resources like water and land, which are heavily used in livestock production.	1,070 gr/day
EAT PLANTBASED INSTEAD OF MEAT BURGERS	If you find it difficult to give up burgers and fast food, you can at least avoid beef patties and replace them with plant-based patties.	2,000 gr/burger
BUY ORGANIC VEGETABLES	Organically grown fruit and vegetables are more sustainable in terms of land use, use of chemicals and water. This means that organic products do not necessarily cause less CO2 in the production process, but there is potential for savings with vegetables.	50 gr/kg
DRINK TAP WATER	Did you know that tap water is of excellent quality in many countries? If you drink tap water, you also don't have to carry anything, save money and produce no waste. Perfect for travelling: refillable drinking bottles.	100 gr/liter

GUIDELINE
7-Day CO2 Saving Challenge

CATALYST Centre

SHOPPING

ACTIVITY	POTENTIAL SAVING	CO2E REDUCTION
BUY SECONDHAND	We regularly buy new clothes for our office work or our leisure time, but we often hardly wear them. However, there are now many online platforms and markets where you can buy clothes that are in very good condition and rarely worn. This is not only good for our wallets, but also for the environment.	1,070 gr/day
BUY USED/ REFURBISHED ELECTRONICS	The production of a computer or cell phone not only consumes a lot of energy, but is also extremely resource- and energy-intensive due to the complex production processes. Buying used or refurbished hardware therefore offers a significant reduction in CO2 emissions.	30,000 gr/laptop 7,800 gr/phone

GUIDELINE
7-Day CO2 Saving Challenge

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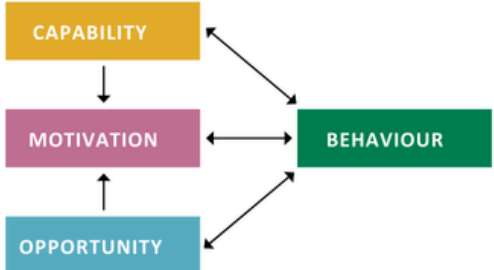
CO2 SAVING CALENDAR

	ACTIVITY	CO2E EMISSIONS SAVED
DAY 1		
DAY 2		
DAY 3		
DAY 4		
DAY 5		
DAY 6		
DAY 7		
CO2 EMISSIONS SAVED IN TOTAL		

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Example of a Template: COM-B Model

The COM-B model is a widely-used framework in behavioural science that highlights three key components: Capability, Opportunity, and Motivation. It provides a structured approach for understanding behaviour change by examining the interplay between these factors.

TEMPLATE
COM-B Model

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CAPABILITY

MOTIVATION

OPPORTUNITY

BEHAVIOUR

BEHAVIOUR = CAPABILITY, OPPORTUNITY, MOTIVATION The COM-B concept is a framework consisting of three essential conditions that can be used to understand behaviour. It recognizes that behaviour is part of an interdependent system consisting of capability, motivation and opportunity.

WHAT DO WE INVESTIGATE WITHIN THE COM-B MODEL?

CAPABILITY The individual's ability to perform an activity	**Physical:** strength, skill, endurance **Psychological:** knowledge, mental processes such as reasoning, psychological strength.
MOTIVATION Those mental processes that activate or prevent behaviour	**Reflective:** conscious mental processes, considerations, plans **Automatic:** automatic processes, emotions, desires, impulses
OPPORTUNITY Those factors outside the individual that influence behaviour	**Infrastructural:** time, place and resources **Social:** cultures, norms and social stimuli

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TEMPLATE

COM-B Model

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APPLYING THE COM-B MODEL TO YOUR PROJECT Answer the following questions in order to see what hinders (-) and what supports (+) the target behaviour. This will help you to chose effective tools and measures to successfully implement the new behaviour.

CAPABILITY
The individual's ability to perform an activity

- Are there physical barriers to the new behaviour? (-)

- What are the psychological barriers to the behaviour? (-)

- What would your target audience need to know or learn in order to perform the target behaviour? (+)

- What knowledge, skills and/or abilities does the new behaviour require? (+)

TEMPLATE
COM-B Model

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MOTIVATION
Those mental processes that activate or prevent behaviour

- Which conscious mental processes take place and negatively influence motivation? (-)

- Which emotions and impulses do this? (-)

• What would your target audience need to know or learn in order to perform the target behaviour? (+)

• What knowledge, skills and/or abilities does the new behaviour require? (+)

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TEMPLATE
COM-B Model

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OPPORTUNITY
Those factors outside the individual that influence behaviour

- Are there infrastructural barriers to the target behaviour? (-)

- What are the social barriers to the behaviour? (-)

- What environment might enable, encourage or support the new behaviour? (+)

- What infrastructure, what incentives, what norms, what mindsets, what social environment...? (+)

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Example of Tips & Tricks: Climate Protection in SMEs

These tips and tricks for climate protection will provide SMEs with simple ways that are easy to implement and can function as starting points to become more sustainable be it with regard to mobility, electricity, event management or food.

TIPS AND TRICKS

Climate Protection in SMEs

CATALYST Centre

Our economy is changing. The more society becomes aware of climate protection, the more consumers will base their purchasing decisions on it. For companies, the concept of sustainability should not end with product manufacturing. These tips and tricks for climate protection will provide SMEs with simple ways that are easy to implement and can function as starting points of a transformation towards sustainability – including in daily life.

1. RAISING AWARENESS

In order to successfully implement climate protection measures in the company, all employees should be involved and motivated to participate. It is important to provide employees with key information on the individual measures, for example via internal company workshops. This provides them the opportunity to form their own opinions and transfer the new knowledge to new areas.

In order to involve employees and increase their motivation to participate, they could be actively asked for suggestions. After all, many employees already have their own ideas that they would like to implement in the company.

2. CREATING A CARBON FOOTPRINT

Carbon footprints are used to identify potential emissions savings within the company. Data is collected and evaluated along the value chain (scope 1-3). Strategies for reducing emissions are developed based on the calculated values. In the process of achieving the goal of "climate neutrality", the following hierarchy should always apply: Avoid - Reduce - Compensate!

There are different institutions that support in creating a carbon footprint like planA, myclimate or the Global Footprint Network.

3. FOCUSING ON SUSTAINABLE MOBILITY

In EU Greenhouse gas emissions in the transport sector have even increased by 7 % compared to 1990 (EEA Eurostat, 2023). Other sectors have made far greater contribution to climate protection (energy: -46%). What does operational mobility involve? In addition to employee travel - including company cars - and business trips, it also includes logistics and customer traffic. When it comes to operational mobility, there are several adjustments that a company can make to reduce its own emissions.

These can include, for example company bikes instead of company cars, a rail card instead of domestic flights, a job ticket for employees or the support of carpooling among employees.

4. FOCUSING ON GREEN POWER

There are many energy companies that offer "green power". Unfortunately, however, this term is not legally protected - most of the green electricity offers therefore simply use surplus foreign certificates to greenwash grey electricity from the exchange, for example from coal-fired power plants.

Such tariffs therefore neither avoid CO2 emissions nor favour the energy transition. Yet energy consumption has the greatest impact on our carbon footprint, and switching electricity contracts is very easy.

5. CHECKING CORPORATE FINANCES

There are several ways to make a company more climate-friendly in the area of sustainable finance. One example is opening an account with a sustainable bank. Sustainable banks have strict guidelines and consistently refrain from investing in certain business areas, e.g. coal, genetic engineering or food speculation. In return, they invest in renewable energies, regenerative agriculture and sustainable mobility, among other things.

Investments in eco-funds, environmentally friendly shares and green can also be used to actively promote a more sustainable economy.

6. THINKING OF A SUSTAINABLE NUTRITION

Agriculture accounts for 10.3% of total greenhouse gas emissions in the EU (EEA Eurostat, 2020). This primarily includes emissions from livestock farming, fertilization and energy production. In particular, a plant-based diet and the prevention of food waste can significantly reduce greenhouse gas emissions.

Buying local and seasonal products plays an important role, as the transportation, storage and refrigeration of food that comes from tropical regions, for example, is much more energy-intensive than food that can be grown and processed locally. In addition, local food does not need to be packaged in plastic. Think of it when looking for the next catering.

7. TECHNOLOGY AND DIGITALIZATION IN THE OFFICE

Outdated heating systems and outdated laptops can quickly become energy-intensive. The same applies to most technical devices. By using programmable thermostats and investing in more efficient coffee machines or dishwashers, unnecessary waste of electricity can be avoided. The office can also be made more climate-friendly by replacing old light bulbs with energy-saving bulbs and using switchable power strips that can be set to standby mode. Furthermore, offices can reduce the use of paper by focussing on digital processes, e.g. invoicing.

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Outlook Perspective on Services

OVERVIEW OF CATALYST NETWORK MEMBERS-ONLY ACTIVITIES

Selected resources and services will be provided exclusively to CATALYST Network members as part of Members-Only Activities. The mapping of these activities was undertaken by project partners during the CATALYST workshop in Athens (April 2024), following the initial listing of member activities detailed in Deliverable 2.2 (February 2023).

Beginning in October 2024, CATALYST network members will have access to a variety of events and interactive activities, such as consultation, coaching, and events aimed at enhancing their knowledge and skills in sustainability and business transformation. These member-only activities are designed to provide comprehensive support and practical advice for professionals and students.

Please note that while October marks the beginning of these offerings, the rollout of services will occur at different times throughout the time-frame of the project.

PRELIMINARY OVERVIEW SERVICES

Consultation & Coaching:
- '**Talk to an Expert**': Personalised consultations with sustainability experts.
- **Coaching on Developing Socio-Economic Pathways**: Guidance on creating socio-economic strategies.
- **Consultation on Circular Business Models**: Assistance in developing and implementing circular business models.
- **Consultation on Measuring Circular Economy KPIs**: Support in quantifying circular economy initiatives.
- '**Get me IC Mastermind**'?

Events & Interactive Activities:
- **Circular Hackathon**: A competitive event to pitch innovative circular economy ideas.
- **Online Events with Experts**: Interactive sessions such as 'Talk to a Mastermind' and 'Get me IC Mastermind'.

By participating in the CATALYST Network, members will benefit from additional tailored resources, expert guidance, and collaborative events that foster continuous learning and professional growth. These activities are designed to foster collaboration, continuous learning, and the sharing of best practices among professionals, students, SMEs, and other stakeholders involved in vocational education and training (VET).

Cross-course Offer

Specialisation Programmes

Based on a range of 70 courses and their course-related resources and services, CATALYST offers a variety of so-called Specialisation Programmes, finely attuned to specific needs and career progression goals in sustainability and management.

True sustainable transformation requires capacity and skill development in almost all areas of a company. For this reason, these comprehensive educational offerings are designed to equip learners with expertise in their respective fields. From managers in established companies and start-up owners to specialists from marketing, human resources or production, these programmes cater to a wide range of learning needs. Therefore, each programme comprises a different combination of courses selected from the CATALYST course offerings. They are designed to provide a dynamic and immersive learning experience, blending self-paced online learning with interactive live sessions and practical engagement in applied research projects.

In the following subsection, an extract of the Specialisation Programme 'Innovative Leadership for Sustainable Growth' is presented. Please note that the content presented is still under development and may therefore still undergo changes.

Innovative Leadership for Sustainable Growth
A Leadership Specialisation Program

Program Overview:

This programme is compiled to support organisational leaders to inspire and empower people for a shared vision.

In contrast to the Management Specialisation Program, this program focuses on leadership qualities such as creating the right framework for individuals to reach their full potential by fostering purpose orientation, self-organisation, creativity, and experimentation. It also emphasises emotional intelligence, communication skills, and complex problem solving.

This programme therefore primarily addresses personal development aspects, focusing on the transformation readiness within the organisation as well as at an individual level.

Sign up now to equip yourself to become an inspiring change leader empowered to create an impactful movement in the organisation.

Target Audience:

Executives, but also influential employees across all hierarchical levels who actively want to shape the organisation's future and pave its way.

This programme is designed to engage intrinsically motivated professionals who want to take on an inspiring pioneering role and therefore wish to enhance their leadership skills.

More specifically:

1. **Entrepreneurs and Business Owners**: Especially those who want to initiate a comprehensive organisational transformation towards greater sustainability and need to realign their company in an inspiring way, uniting their entire workforce.
2. **Executives at all levels:** Those who want to expand their leadership skills going beyond the conventional management of teams and their daily operations in order to navigate teams in an inspiring and motivating way through times of constant change.
3. **Lateral Leaders**: Individuals in a lateral leadership position such as project managers of strategic key initiatives, CSR or business development managers who drive transformative initiatives across departmental and organisational boundaries and therefore need to encourage and promote the personal responsibility of everyone in the organisation.

Program Objectives:

- Equip participants with practical methods and tools to navigate the sustainable transformation journey of an organisation or individual projects effectively.
- Gain in-depth knowledge of how transformation processes take place, identify essential success factors to effectively steer both organisational and individual transformation journeys.

- Enhance leadership abilities such as emotional intelligence, empowerment strategies and the ability to effectively lead challenging conversations in change processes.
- Craft and communicate a compelling narrative that engages stakeholders effectively.
- Develop skills to foster a culture of innovation based on agile ways of working, knowledge assets, and including assessing the intellectual capital management needs of the own organisation.
- Get familiar with the system innovation approach including various tools and methodologies for complex problem solving.
- Engage in self-reflection and coaching to deepen self-awareness, recognise personal strengths and weaknesses, and apply responsible reactivity techniques to enhance team interactions and communication.
- Apply the acquired knowledge in daily practice through a personal action learning project, developing an own ethical and purpose-driven leadership style.

Program Structure:

The program offers participants the opportunity to choose a minimum number of courses in a specific stream. This gives participants the flexibility to customise and select the courses that are most relevant to them, based on their interests and background knowledge. Therefore, the programme is structured into two streams as follows:

A.   **Change Management for Sustainable Innovation and Systems Thinking:**
This stream focuses on fostering innovative and sustainable practices within organisational structures through systemic approaches, stakeholder engagement, and capacity building.

System and Design Thinking for Sustainable Transformations	P2 - CEIM	Advanced
Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships	P15 - SP	Intermediate
Knowledge Management and Organisational Innovation	P10 - ISCTE	Intermediate
SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business	P6 - BNW	Intermediate
Driving Sustainable Growth with Innovation Capital	P1 - IECE	Advanced
Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures	P4 - CSCP	Intermediate

Stream A has a scope of 6 courses, from which the participants should choose at least 2 courses.

B. **Change Leadership for Inspiring Organisational Growth:**
This stream is dedicated to interpersonal aspects such as enhancing leadership skills, team dynamics, and internal communication to guide and inspire people through change.

Personal and Organisational Values	P5 - BELLS	Intermediate
Relational Capital	P11 - ICAA	Intermediate
Unlock Your Potential as a Sustainability Leader	P1 - IECE	Intermediate
Beyond Boundaries: Navigating Team Dynamics and Development	P5 - BELLS	Advanced
Transformation & Change Leadership - How to Navigate through the Transition successfully and Inspiringly	P4 - CSCP	Intermediate
Creating a New Narrative – How to Boost Your Internal Communication Effectively	P4 - CSCP	Intermediate

Stream B has a scope of 6 courses, from which the participants should choose at least 3 courses.

To receive the certificate, we will require the participants to have completed 5 courses. They are free to choose more.

Applied Joint Research Projects

An essential aspect of the 'Inspire' component is co-creating new knowledge by applying the CO–IN© Model. For this reason, applied research projects will be developed based on the needs of SME and carried out in collaboration between educational and business organisations. They become an integral part of the above-mentioned specialisation programmes. Participants can be professionals, students, trainers, and researchers.

What is Applied Research?
Applied research is a targeted approach to problem-solving, aiming to find solutions to specific issues. It utilises scientific methodologies to address practical problems directly. In contrast to basic research, it delves deeper into practical applications of knowledge.
In Vocational Education and Training (VET), applied research is crucial for bridging the gap between academic knowledge and practical application.

TYPES OF APPLIED RESEARCH

Evaluation Research	**Research and Development**	**Action Research**
Surveys, interviews, observational studies, and analysis of existing data	Experimental research, prototype testing, market analysis, and customer feedback.	Participatory action research, focus groups, workshops, and collaborative problem-solving approaches.

Evaluation Research:
- Focuses on gathering information to assess and improve processes or outcomes.
- Commonly employed in business settings to optimise operations and reduce costs.
- Research Methods: Evaluation research commonly uses surveys, interviews, observational studies, and analysis of existing data.
- Example: A manufacturing company conducts evaluation research to analyse its production processes and identify inefficiencies. By gathering data on resource utilisation, workflow patterns, and production outputs, the company aims to streamline operations and reduce manufacturing costs. Through this research, the company can pinpoint areas for improvement, such as optimising machinery usage or refining supply chain logistics, ultimately enhancing overall productivity and profitability.

Research and Development (R&D):

- Aims to innovate and develop new products, services, or processes tailored to market needs.
- Identifies market gaps and drives product improvement strategies.
- Research Methods: Experimental research, prototype testing, market analysis, and customer feedback are essential in R&D efforts.
- Example: A technology company engages in R&D to develop a new smartphone model tailored to market needs. The company conducts market research to identify consumer preferences and assess competitors' offerings. Based on the findings, engineers design prototypes and conduct usability testing to refine the product features. Through iterative development and feedback cycles, the company iteratively improves the smartphone's design and functionality, ultimately launching a competitive product that meets market demands and drives revenue growth.

Action Research:

- Investigate real-world problems and collaboratively implement solutions.
- Provides actionable insights to guide business decisions and initiatives.
- Research Methods: Participatory action research, focus groups, workshops, and collaborative problem-solving approaches are commonly used in action research.
- Example: A consulting firm conducts action research to address knowledge management challenges within a multinational corporation. Researchers collaborate with employees across departments to identify real-world problems related to knowledge sharing, retention, and utilisation. Through iterative data collection, analysis, and implementation cycles, actionable insights are generated to guide business decisions and initiatives. For example, the research may reveal communication barriers hindering team knowledge transfer. Based on these findings, the company implements cross-functional training programs and knowledge-sharing platforms to enhance collaboration and maximise the utilisation of intellectual capital across the organisation.

Applied Research in Business

Applied research plays a pivotal role in modern businesses. It facilitates strategic decision-making and enhances operational efficiency, enabling businesses to stay competitive in a dynamic market. Besides that applied research enables businesses to align their products and services with consumer demands. It fosters innovation, efficiency, and strategic agility and by addressing practical challenges, it enhances organisational performance and customer satisfaction.

When it comes to business strategy, applied research provides critical insights that guide strategic planning and resource allocation. It informs product development, marketing strategies, and operational improvements by offering valuable data on consumer behaviour, market trends, and competitive landscapes. By leveraging these insights, businesses can effectively navigate market dynamics, optimise their offerings, and maintain a competitive edge.

Conclusion

Applied research is vital for businesses seeking to thrive in dynamic environments. By harnessing scientific methodologies, businesses can drive innovation, optimise processes, and achieve sustainable growth. Embracing applied research fosters a culture of continuous improvement and adaptability in business operations.

APPLICATION FORM FOR JOINT RESEARCH PROJECTS

Application Form for Joint Research Project

Project Title

Type of project: a) national   b) international

Scientific area:

Specific field:

Leading partner:

Partners participating in the project:

Responsible person:

Research team:

Project duration:

Project Summary

- **IMPORTANCE OF THE TOPIC**
- **RESEARCH SUBJECT**
- **RESEARCH OBJECTIVES**

With this research, the following tasks should be accomplished, as well give answers to the following questions:

Main hypothesis

Special hypothesis

- **EXPECTED SCIENTIFIC CONTRIBUTION**
- **APPLICATION OF THE RESEARCH RESULTS**

KEY WORDS

Literature

EXAMPLE OF POTENTIAL JOINT RESEARCH PROJECT

The following example is merely intended to make the concept of applied research projects in the Catalyst context more tangible, but does not claim to be implemented precisely in this form.

Project Title: "Sustainable Tourism Innovation: Empowering SMEs to Meet Eco-Conscious Travellers' Demands"

PROJECT SUMMARY:

• IMPORTANCE OF THE TOPIC:
The tourism industry has a growing demand for sustainable services and products as travellers become increasingly environmentally conscious. Small and Medium Enterprises (SMEs) in the tourism sector have the potential to capitalise on this trend by developing innovative and sustainable offerings. Understanding the potential of sustainable tourism services and products is essential for SMEs to remain competitive, attract environmentally conscious travellers, and contribute to sustainable tourism development.

• RESEARCH SUBJECT:
The research subject focuses on exploring the development of new sustainable tourism services and products by SMEs. The study investigates how SMEs in the tourism sector innovate and implement sustainable practices to meet the evolving needs of eco-conscious travellers. By examining various aspects of sustainable tourism development, the research seeks to identify opportunities for SMEs to create value through sustainability-driven innovation.

• RESEARCH OBJECTIVES:
1. To analyse the potential of sustainable tourism services and products for SMEs in attracting eco-conscious travellers and enhancing competitiveness.
2. To identify the motivations driving SMEs in the tourism sector to develop sustainable offerings and their implementation challenges.
3. To evaluate the effectiveness of different sustainable tourism practices and products in meeting traveller preferences and sustainability goals.
4. To propose a model for SMEs to develop and market sustainable tourism services and products based on empirical findings and best practices.

Main Hypothesis:
Developing new sustainable tourism services and products positively impacts SMEs' competitiveness and attractiveness to eco-conscious travellers.

Special Hypotheses:
SMEs that prioritise sustainability initiatives in tourism offerings experience increased demand and customer loyalty compared to those that do not.
Adopting sustainable tourism practices and products enhances brand reputation and differentiation for SMEs in the tourism sector.

• EXPECTED SCIENTIFIC CONTRIBUTION:

This research project aims to contribute to understanding sustainable tourism development by providing empirical insights into its impact on tourism sector SMEs. By conducting thorough analyses and proposing actionable recommendations, the study offers valuable guidance for SMEs, policymakers, and industry stakeholders seeking to promote sustainability-driven innovation in tourism.

• APPLICATION OF THE RESEARCH RESULTS:

This research's findings have practical implications for SMEs in the tourism sector, enabling them to capitalise on the growing demand for sustainable tourism services and products. By identifying effective, sustainable tourism practices and their impact on competitiveness and customer satisfaction, the research enables SMEs to develop and market offerings that align with sustainability goals and meet traveller preferences. Additionally, policymakers can utilise the proposed model to develop support programs and incentives that facilitate SME participation in sustainable tourism development.

KEY WORDS:

Sustainable Tourism, Small and Medium Enterprises (SMEs), Innovation, Eco-conscious Travellers, Competitiveness, Sustainable Practices, Tourism Development.

Mentorship and Internship

Mentorship is a process in which a professional provides guidance and support to a less experienced individual, who is referred to as the protégé. Through the exchange of knowledge, skills, and experiences, this relationship promotes personal and professional development.

Conversely, internships offer students the opportunity to implement their theoretical knowledge in real-world scenarios by providing them with hands-on work experience in their field of study. Within the framework of the project, opportunities for mentoring and internships arise primarily in two ways:

- Via the CATALYST Network
- Via applied research projects

OPPORTUNITIES FOR MENTORSHIP AND INTERNSHIP VIA THE CATALYST NETWORK

Mentorship and Internships are planned to be supported by the members of the CATALYST Network. Through mentorship and internship opportunities, the project aims to equip students with the knowledge and skills needed to drive sustainability initiatives. The CATALYST Network, with the guidance and support of project partners, ensures that students are well-prepared to contribute to this vital cause.

The network is envisioned to facilitate effective matchmaking between professionals and students, offering a plethora of opportunities for collaboration through live events, forums, and networking sessions.

Both mentorship and internships offer numerous benefits for both parties involved:

- Students: These experiences offer valuable insights into the industry, enhance their professional network, and improve their employability by acquiring practical skills and knowledge. Additionally, students are provided with feedback and guidance that are essential for their professional advancement.
- Professionals: Mentors experience a sense of accomplishment by facilitating the development of the next generation. They also improve their communication and leadership abilities by remaining informed about new perspectives from students.

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Within the CATALYST Network, calls for internship opportunities will be actively shared, leveraging the platform's focus on sustainability professions. Members of the network, comprising students and professionals with a shared interest in sustainable business transformation, will have exclusive access to these internship announcements. This network facilitates a streamlined process where students can easily discover and apply for internships that align with their career aspirations in sustainability. Regular notifications and updates will guarantee that all members are apprised of the most recent opportunities, thereby cultivating a collaborative atmosphere in which professionals and students can establish connections based on shared objectives and career trajectories. Members of the CATALYST Network participate in a community that is committed to the advancement of sustainable practices in their respective disciplines, in addition to gaining access to valuable internships.

OPPORTUNITIES FOR MENTORSHIP AND INTERNSHIP VIA THE APPLIED RESEARCH PROJECTS

Applied research equips students with the skills and experiences necessary to meet the demands of modern industries. It offers hands-on experience through practical projects, fosters innovation and problem-solving skills, facilitates collaboration with industry professionals, and ultimately prepares students for career success.

In the context of the previously mentioned applied research projects, open calls will be announced for students to apply, offering them the chance to work directly with professionals and the CATALYST project team, which includes researchers, professors, and trainers. These open calls will be shared widely within the CATALYST Platform and Network, ensuring that all members are informed about the latest opportunities. The application process will be straightforward, allowing students to submit their proposals and demonstrate their interest and aptitude for the projects.

The CATALYST team will evaluate applications based on criteria such as relevance to current sustainability challenges, innovative approach, and the potential for practical impact. Selected students will then be paired with industry professionals who will mentor them throughout the project. This mentorship will provide invaluable guidance and expertise, enabling students to develop their skills and knowledge in a real-world context.

The research projects will be designed to address specific needs of Small and Medium-sized Enterprises (SMEs), with a strong emphasis on sustainable practices. Students will engage in various stages of the research process, from initial problem identification to the development of practical solutions. They will collaborate closely with their mentors and the CATALYST team, ensuring a comprehensive learning experience that bridges the gap between academic theory and industry practice.

Throughout the projects, workshops, seminars, and feedback sessions will be organised to support students' progress and facilitate knowledge exchange. These events will also serve as networking opportunities, allowing students to build relationships with professionals and peers who share their commitment to sustainability.

By participating in these applied research projects, students will not only gain hands-on experience but also contribute to the advancement of sustainable business practices. This collaborative approach ensures that the research is both academically rigorous and practically relevant, driving innovation and fostering a culture of continuous improvement within the participating SMEs.

Ultimately, the process of open calls, paired mentorship, and collaborative research within the CATALYST Network will prepare students for future careers in sustainability, providing them with the skills, knowledge, and professional connections necessary to succeed in this dynamic and impactful field.

Ask an Expert

Ask an Expert is a cross-course service designed to support and enhance learning by allowing learners to get clarification and explanations on frequently asked questions from experts with specialised skills or knowledge in the field. This service is available to all participants.

This service is currently being developed in four phases:

Phase 1: Frequent Common Categories Questions

The aim of this phase is to reflect on and answer the key questions that learners may have on the topics of each CATALYST course category. For this purpose, the task lead partner ICAA has provided template forms to collect contributions from the partners. For each course category in which partners have developed courses, they were asked to provide three questions along with their corresponding answers. Examples of Frequently Common Categories Questions can be found in the following subsection.

Phase 2: Courses Frequent Ask Questions

This stage aims to provide learners with answers to frequently asked questions, based on the preliminary work from phase 1. Trainers must be prepared upon completion of the course and the task lead partner ICAA will provide templates for collecting and addressing these questions.

Phase 3: Ask an Expert Service

This phase aims to offer learners asynchronous responses or scheduled time slots with the trainer where they can receive clarification and support in developing the course. This option will be available only in courses that include this service. ICAA will provide a template form to be completed by trainers participating in this service, including a short biography.

Phase 4: Ask an Expert Categories Promotion

This phase aims to promote individual course categories by offering learners the opportunity to attend brief live webinars with experts. It will commence following the course launches, with an estimated start date of November 2024.

EXAMPLE OF ASK AN EXPERT: FREQUENTLY COMMON CATEGORIES QUESTION

RESPONSIBLE ORGANISATION:	CSCP
COURSE CATEGORY:	Transformation Readiness within the Organisation
LINKED COURSE TITLE:	1. Transformation & Change Leadership - How to Navigate through the Transition Successfully and Inspiringly 2. Creating a New Narrative – How to Boost Your Internal Communication Effectively 3. Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures4. Green up Your (Work) Life: an Introduction to Sustainable Behaviour
COMMON QUESTION 1:	I want to initiate a significant change within my organisation.How do I get others excited about my project and convince them to support this change?
COMMON ANSWER: 1	There is no step-by-step instruction for this.However, there are a few key considerations that can be taken into account: 1. **Identify Intrinsically Motivated People**: Focus on finding volunteers who are genuinely interested in the initiative. Intrinsic motivation drives better engagement and commitment compared to simply nominating individuals. 2. **Form a Cross-Functional Core Team**: Assemble a core team that includes members from various departments affected by the initiative. This ensures a broad range of perspectives and expertise. Diversity is crucial, so integrate colleagues with different skills and backgrounds. This brings in a variety of viewpoints, which is essential for comprehensive problem-solving and innovative thinking. 3. **Expand with an Ambassador Network**: As the initiative grows, establish a cross-functional ambassador network as an extension of the core team. These ambassadors will act as internal change agents, promoting the initiative within their respective teams. This helps in creating a community spirit and facilitates the initiative's spread across the organisation.

COMMON ANSWER: 1	4. **Foster a Community Spirit**: Encourage collaboration and communication among team members and ambassadors to build a strong sense of community and shared purpose.
COMMON QUESTION 2:	How can I communicate effectively throughout a transformative initiative in a way that reaches others?
COMMON ANSWER 2:	Effective communication is vital for the success of any transformative initiative. Here are some key practices: 1. **Communicate Regularly, Repeatedly and Transparently**: Ensure consistent and clear communication at all organisational levels. This can include meetings at board level, large town hall meetings, dedicated executive meetings, regular discussions with your ambassadors as well as cross-functional workshops.Use both in-person and online platforms to reach everyone. 2. **Use Simple Language**: Avoid jargon and overly complex language. Keep your messages clear and straightforward to ensure they are easily understood by all employees. 3. **Inspire and Be Transparent**: Share success stories to motivate and inspire your team. However, also be open about failures. Transparent communication helps manage expectations and builds trust. 4. **Peer-to-Peer Communication**: Encourage peers to communicate with each other (e.g. encourage a design ambassador to talk to other design colleagues). This approach is often more powerful and relatable than only having the project lead communicate with those affected by the initiative. 5. **Value Past Achievements**: Recognise and appreciate past accomplishments. Not everything needs to change, and not everything is bad. Acknowledging past successes helps in maintaining morale and showing respect for the work already done.

COMMON QUESTION 3:	How should opponents of a transformative initiative be handled?
COMMON ANSWER 3:	To manage opponents of a transformative initiative effectively, it's essential to balance inclusion with focused effort. Show opponents that their voices are heard by involving them constructively in process development and decision-making, valuing their expertise. This approach can significantly reduce fear and resistance. However, do not spend too much energy on convincing opponents. If faced with resistance or criticism communicated loudly and openly, refrain from addressing it in front of everyone. Instead, suggest discussing concerns privately in a one-on-one meeting with the critic. This approach respects the individual's perspective while avoiding potential conflicts in a group setting. Additionally, it's important to expect setbacks during a transformation initiative. Transformation is not a linear process, and challenges are a natural part of the journey.
EXPERT RESPONSIBLE:	Victoria Funk
RELATION WITH ORGANISATION:	Member

Glossary

Glossary refers to the Collection of at least 100 sustainability terms, including their definitions. There will be a glossary attached to each of the courses on the CATALYST platform to allow participants to understand terminology within the context of the specific course. There will also be a conglomerated version with terms collected from all courses to give readers a cross-course overview of related concepts in general terms.

Currently, the conglomerated version of the glossary includes 193 terms and definitions in each of the five main languages of the partner organisations: English, German, Greek, Macedonian and Portuguese. These were derived from the list of the terms from each of the 70 glossaries attached to the courses that will be the core of the CATALYST platform.

The original list of terms was generated based on the syllabi that the course creators had already established for each of the courses. These syllabi were examined with the help of artificial intelligence to determine which terms were essential for successfully completing the course. Ten terms for each course were distributed to the corresponding course creators, who then carefully reviewed the AI-based proposal and made appropriate changes where needed. From the list of approximately 700 terms for the individual courses, a conglomerated list was created using AI and then translated into each language. After a thorough review by experts in each of the languages, the composite was created in the form of a PDF document with linked sections to each of the languages for ease of reference.

EXTRACT FROM GLOSSARY

ENGLISH TERM	ENGLISH DEFINITION
3BL	See Triple Bottom Line or Triple-Bottom-Approach
Accountable communication	The practice of communicating in a transparent, honest, and responsible manner, while being willing to take ownership of one's words and actions. It involves conveying information clearly and accurately, acknowledging mistakes or shortcomings when they occur, and being open to feedback and dialogue.
Action plan	A detailed outline of the steps and resources needed to achieve a specific objective.
Adaptability	The ability to adjust and thrive in changing circumstances or environments. Adaptability is the capacity to adapt effectively to new situations, challenges, information, and environments. In psychology, adaptability is a key aspect of resilience: individuals with high adaptability are flexible and open-minded. They possess strong problem-solving skills, can manage uncertain situations adeptly, and actively pursue new knowledge, skills, and experiences to foster personal growth and expand their abilities.
Adoption	The act of accepting and implementing (circular economy) practices and principles.
Agenda 2030	A roadmap for the future that will enable people around the world to live in dignity while preserving the natural foundations of life in the long term.
Agile	Agile often used as a synonym for "Agile working", but technically, "Agile" refers to the philosophy or methodology, while "Agile working" refers to the actual way of working that incorporates Agile principles.
Agile working	Agile working is a way of working that prioritises flexibility and adaptability, often involving flexible work arrangements, iterative planning, and continuous improvement, to help teams respond quickly to changing priorities and deliver high-quality work in a rapidly changing environment.
Alignment	The process of ensuring that various elements, such as CSR initiatives, strategies, or actions, are in harmony or agreement with broader business goals and objectives. It can also refer to the state of agreement or harmony between personal values and organizational values.
Apply	To put into practice or implement.
Archetypes	A standard or original example of something from which others are derived or replicated.
Associations	Associations are non-profit legal entities based on a membership model that can perform economic activities under condition that they do not distribute any profit to their members. Associations are active in all EU Member States and can serve a multitude of purposes including collective, social purposes and public benefit.
Auditing	The examination and evaluation of records, systems, and processes to ensure accuracy and compliance.
Authenticity	The quality of being genuine, true, and trustworthy.
Behaviour	The manner in which an individual or a group responds, acts, or conducts themselves in reaction to internal or external stimuli.
Beliefs	Principles, values, or convictions that guide an individual's thoughts and actions, often arising from personal experiences, cultural influences, or religious teachings. Beliefs shape one's perception, thoughts, feelings, and behaviours, serving as mental representations that influence how individuals perceive themselves and the world around them.
Beneficiary	A public or private body responsible for initiating or both initiating and implementing an operation.

Practicum

The Practicum is another supporting training resource that includes at least 30 cases and real-life scenarios that serve as learning experiences and inspiration. This offer is currently being developed in parallel with the development of the courses and is coordinated by ISCTE. Below a sample of the practicum is presented.

Title: Building a Knowledge-Driven Future: A Case Study at Alfredo Plastics

Authors: Florinda Matos

Affiliation: Iscte - University Institute of Lisbon, Portugal

Summary:

This case study explores the knowledge management transformation at Alfredo Plastics, a company specializing in producing plastic molds for the automotive industry. The story follows the succession of Alfredo's leadership to his son Xavier and the strategic initiatives Xavier implemented to address the company's challenges.

Background:

Knowledge management (KM) involves the systematic handling of an organization's knowledge assets to achieve objectives and maintain a competitive edge. It encompasses strategies for creating, sharing, using, and managing knowledge and information. Effective KM helps organizations improve decision-making, foster innovation, and enhance efficiency by ensuring that critical knowledge is accessible and utilized. As businesses face rapid technological changes and increased competition, managing knowledge becomes vital for sustaining growth and adapting to new challenges.

Case Description:

Alfredo Plastics, a Small and Medium Enterprise (SME) founded by Alfredo, grew into a successful company with 200 employees. The company faced various challenges, including ups and downs, crises, and difficulties, but managed to maintain growth and stability. Over time, automation reduced the workforce to 163 employees, who ensured high production efficiency. Alfredo's management style focused on low salaries and high production bonuses. Due to health issues, Alfredo decided to pass management to his son Xavier, a young graduate working at a consulting firm. Alfredo asked Xavier to take over the management of Alfredo Plastics, and Xavier accepted the responsibility.

As the new CEO, Xavier sought to thoroughly understand the company. Through audits, strategic analyses, and reviews of motivation policies, Xavier identified a range of issues: high turnover rates, low talent retention, lack of systematized processes, scattered knowledge, low morale, and a general lack of initiative.

Outcomes:

- Increased Operational Efficiency: The KMS allowed employees to access information more easily, reducing downtime and errors.
- Improved Morale: Better compensation packages, recognition programs, and a culture of collaboration boosted employee morale.
- Reduced Turnover: Employee turnover rates dropped, and the company saw increased employee engagement and satisfaction.
- Enhanced Talent Retention: Improved working conditions and development opportunities helped retain skilled employees and attract new talent.
- Gained Competitive Edge: Effective knowledge management positioned Alfredo Plastics to innovate and adapt to industry changes, setting a strong foundation for future growth.

Learning Lessons:

- A robust knowledge management system is crucial for operational efficiency and competitiveness.
- Regular knowledge-sharing and recognition programs can significantly improve employee morale and engagement.
- Competitive compensation and structured training programs are vital for talent retention.
- Standardized processes ensure consistency and reduce errors.
- Effective knowledge management positions a company to innovate and adapt to industry changes.

References:

- Matos, F., Vairinhos, V., Salavisa, I., Edvinsson, L., & Massaro, M. (Eds.). (2020). Knowledge, people, and digital transformation: Approaches for a sustainable future. Springer Cham. https://doi.org/10.1007/978-3-030-40390-4

Challenges/Problems Faced:

- High employee turnover and low talent retention.
- Absence of systematized processes.
- Scattered and undocumented knowledge.
- Low employee morale and lack of initiative.
- Loss of important knowledge to competing companies.

Solutions:

Xavier developed a comprehensive strategy to address these issues:

- Implemented a Knowledge Management System (KMS): A centralized digital repository was created to store all procedural documents, best practices, and training materials.
- Introduced Collaboration Tools: Forums and wikis were established to facilitate employee communication and knowledge sharing.
- Established Regular Knowledge-Sharing Sessions and a Recognition Program: These initiatives promoted a culture of knowledge-sharing and rewarded employees who contributed to the knowledge base.
- Revised Compensation Structure: Salaries were adjusted to be more competitive, and the bonus system was restructured to reward both individual and team achievements.
- Revamped Training and Development Programs: Detailed onboarding processes for new hires and continuous learning opportunities for all employees were introduced, including workshops, courses, and mentoring programs.
- Standardized Processes: All operational procedures were documented, and process improvement teams were established to regularly review and enhance processes.

Mastermind

RESPONSIBLE ORGANISATION	P5 - BELLS
NAME OF FACILITATOR	Rhonda Bowen
LINKED COURSE CATEGORY	☒ Cross -course offer
TITLE OF SERVICE	Sustainable Leadership Mastermind: A Year of Collective Innovation
PURPOSE OF MASTERMIND	The Sustainable Leadership Mastermind aims to bring together a select group of visionary leaders, no more than 12 participants, committed to driving positive change within their organisations. Over the course of one year, participants will collaborate, innovate, and strategize to develop and implement measures for sustainability, paving the way for a more environmentally conscious and socially responsible future.
SHORT DESCRIPTION	Join an exclusive cohort of forward-thinking leaders in the Sustainable Leadership Mastermind, where innovation meets sustainability. Over the span of 12 months, participants will engage in a dynamic exchange of ideas, insights, and best practices, facilitated by an expert in global facilitation. Together, you'll explore cutting-edge strategies, identify opportunities for improvement, and develop actionable plans tailored to your organisation's unique needs. During monthly sessions which foster co-creation of new ideas through innovative methodologies for discovering solutions to the issues you and others face, you'll gain the knowledge, skills, and confidence to drive meaningful change and foster a culture of sustainability within your organisation. Don't miss this opportunity to join forces with like-minded peers and become a catalyst for positive impact in the world.
ACCESS	limited
PREREQUISITES	responsibility in own organization for developing and implementing sustainability measures
LANGUAGE/S	English and/or German
FORMAT	online
PLATFORM	Zoom

PLATFORM	Zoom
GROUP SIZE	Maximum 12
FREQUENCY	once a month
NR. OF SESSIONS IN TOTAL	12
DURATION OF SESSION UNIT	1.5 hours
PRIMARY/EXTERNAL	Primary
FOCUS SECTOR/INDUSTRY	Cross-sector

Annex for Individual External Resources and Services

This section presents all the details of the individual external Resources and Services that the CATALYST project refers to.

Case Studies & Best Practices

ESG & SDG ACCELERATION AND QUANTIFICATION

RESPONSIBLE ORGANISATION	P13 - AUEB
LINKED COURSE CATEGORY	Business Transformation
LINKED COURSE TITLE	Sustainable finance: Apply Sustainable Investment Strategies and Green Finance in Your Company
OTHER LINKED COURSES	1. Introduction to Sustainable Finance 2 .ESG, Sustainability and Sustainable Development - Reporting and Auditing 3. Integrating Sustainability into the Strategy and Business Model
PURPOSE OF THE CASE STUDY'S INTENDED FUNCTION	To help participants understand how the tools and methods presented during the course can be used in real case studies.
SHORT DESCRIPTION	The case study presents the implementation of the topics, models and the approaches covered in class in this real world case study including companies incorporating in the shipping and food sectors.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://wpa.deos.aueb.gr/docs/2023.ICSD2023.Sustainability.Lavrio.Port.pdf

Guidelines

GUIDELINE FOR GREEN START-UPS

RESPONSIBLE ORGANISATION	P6 - BNW
LINKED COURSE CATEGORY	Business Transformation
LINKED COURSE TITLE	Sustainable Innovation: How organisations can create sustainable innovation projects
OTHER LINKED COURSES	1. Green Economy 2. Sustainable Brands
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	The overall aim of this guideline is to facilitate the transition towards a climate-friendly economy, to promote research and innovation and support a sustainable economy able to mitigate and adapt to climate change.
SHORT DESCRIPTION	Green start-ups represent major drivers and change agents in transforming the economy towards sustainability. In the project: "Thinking green: towards an ecological and sustainable economy in Europe" a European network developed guidelines with and for green entrepreneurs.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	proprietary
LAST UPDATE	2016
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://www.bnw-bundesverband.de/sites/default/files/inline-files/P140291_Greening_Europes_Economy_Handout_WEB.pdf

CIRCULAR ECONOMY KPIS DEFINITIONS

RESPONSIBLE ORGANISATION	P13 - AUEB
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Economy KPIs
OTHER LINKED COURSES	1. Circular Design & Eco-Design Basic Concepts 2. Closing the Loop: An Introduction to the Circular Economy 3. Impact Investing: Creating Value through Circular Transformation
PURPOSE OF THE GUIDELINE'S INTENDED FUNCTION	The OECD Inventory of Circular Economy Indicators collects 474 circular-economy-related indicators, between 2018 and 2020. Collected indicators belong to 29 circular economy studies of which 8 are appliedat the national level, 8 at the regional level and 11 at the local level.
SHORT DESCRIPTION	The OECD inventory gathers input, process and output indicators employed by governments at different levels, in particular to monitor and evaluate the progress of existing circular economy strategies. Theinventory provides an overview of circular economy measurement frameworks. It helps identify measurement gaps and can be a source of inspiration for governments wishing to develop or use indicatorsto improve circular-economy-related policies. The inventory is intended to be a dynamic tool to be frequently and regularly updated given the progress made by countries, regions and cities in developing circular economy strategies and related measurement frameworks. The inventory classifies circular economy indicators into five main categories: Environment, Governance, Economic and business, Infrastructure and technology and Social.
LANGUAGE/S	English
FORMAT	PDF
LICENSING MODEL	open-source
LAST UPDATE	2021
PRIMARY/EXTERNAL	External

FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://www.oecd.org/cfe/cities/ InventoryCircularEconomyIndicators.pdf

Self-assessment/Self-explaining Tools

GREEN TRANSFORMATION CARDS/CANVAS

RESPONSIBLE ORGANISATION	P8 - FHJ
LINKED COURSE CATEGORY	Business Transformation
LINKED COURSE TITLE	SDGs and My Company
OTHER LINKED COURSES	1. Creating Sustainable Business Models 2. Green and Social Entrepreneurship Business Modelling 3. Introduction to Sustainable Development
PURPOSE OF THE TOOL'S INTENDED FUNCTION	Support for Transformation of companies
SHORT DESCRIPTION	The Green Transformation Cards provide fast and effective support to companies on the path to climate neutrality. In the Green Transformation Cards, you find 10 categories with around 100 suggested measures for the green transformation of your company. The categories in the Green Transformation Cards are based on core business processes such as: Strategy & Reporting, Cultural Change, R&D & Ecodesign, Purchasing & Supply Chain, Production, Buildings & Infrastructure, Mobility, Marketing & Distribution, Financing and Business Models. The measures are described in an easy-to-understand manner and are suitable for both manufacturing companies and service companies in all sectors. In addition to the action cards, you will find step-by-step instructions on how to readily conduct an internal workshop with colleagues on the topic of a climate-neutral company. Suitable measures are identified and prioritised to create a common big picture for your path to climate neutrality.
LANGUAGE/S	English

FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODELIF OPEN-SOURCE	open-source
CREATOR/OWNER	Greentech Valley Cluster
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://www.greentech.at/en/green-transformation-canvas/

DIGITAL SUSTAINABILITY AUDIT TOOL

RESPONSIBLE ORGANISATION	P7 - BEST
LINKED COURSE CATEGORY	Sustainable Business Management
LINKED COURSE TITLE	The Basics of Corporate Social Responsibility
OTHER LINKED COURSES	1. Introduction to Sustainable Development 2. Sustainability Strategy: How to Develop a Tailor-made Strategy Based on Materiality 3. Green Up our (Work) Life: An Introduction to Sustainable Behaviour
TITLE OF RESOURCE	Digital Sustainability Audit Tool
PURPOSE OF THE TOOL'S INTENDED FUNCTION	Digital Sustainability Audit Tool helps SMEs to measure and monitor the impact on the environment and be more sustainable
SHORT DESCRIPTION	Up-to-date information is essential for SME management to take appropriate corrective action and minimise any potential environmental damage. They need to integrate sustainability into their management tasks. The Digital Sustainability Audit Tool helps SMEs access a control and monitoring tool to see any negative impact on the environment, but also any social and/ or economic impact. The access to this tool is still free of charge and allows tracking the three types of impact over time.

SHORT DESCRIPTION	It suggests typical indicators and measurements, but can be adapted by including own details and data for one or more services/ products you want to consider. It offers different access rights – from managers to individuals in companies (e.g. purchase, technicians or other) who you might need to involve having specific knowledge of specific items/ products you buy and sell, the energy and resources used, their price etc. They could be granted access to enter respective data or get the overall picture. To see how all the data develops over time, there are different analyses reports available in the tool (including typical graphs like bar or spider diagrams). This tool goes beyond known footprint calculators and can help to get a more efficient and reliable monitoring on sustainability aspects based on your individual situation.
LANGUAGE/S	German, English, Dutch, Bulgarian, Spanish, Greek
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODEL	Proprietary
CREATOR/OWNER	SustainSMEs with BEST as a project partner
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://sustain-project.com/

FOOTPRINT CALCULATORS

RESPONSIBLE ORGANISATION	P7 - BEST
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Recycling, Down-cycling and Upcycling - Differences and Practice Examples
OTHER LINKED COURSES	1. Sustainable Consumption & Production 2. Green economy 3.Sustainable lifestyle and valuing sustainability
PURPOSE OF THE TOOL'S INTENDED FUNCTION	Calculation of the ecological footprint and tips about how to reduce it.

SHORT DESCRIPTION	The Carbon Footprint LTD and Ecological Footprint Calculator from GFN aim to calculate the ecological footprint of individuals and provide an overview of how much each individual is spending on the planet. These calculators provide interesting insights and the opportunity to track your individual footprint and try to reduce it.There is also the possibility to repeat the test and see if you have reduced some parts of your footprint.
LANGUAGE/S	English, German, French, Polish, Russian, Spanish, Italian
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODELIF OPEN-SOURCE	Proprietary
CREATOR/OWNER	Carbon Footprint Ltd, Global Footprint Network
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://www.carbonfootprint.com/measure.htmlhttps://www.footprintcalculator.org/home/en

TEAM EFFECTIVENESS QUESTIONNAIRE

RESPONSIBLE ORGANISATION	P5 - BELLS
LINKED COURSE CATEGORY	Transformation Readiness within the Organisation
LINKED COURSE TITLE	Beyond Boundaries: Navigating Team Dynamics and Development
OTHER LINKED COURSES	tbd
PURPOSE OF THE TOOL'S INTENDED FUNCTION	Team effectiveness dimensions This questionnaire examines team effectiveness from the perspective of eight [8] dimensions.

PURPOSE OF THE TOOL'S INTENDED FUNCTION	• Purpose and goals • Roles • Team processes • Team relationships • Intergroup relations • Problem solving • Passion and commitment • Skills and learning
SHORT DESCRIPTION	Introduction: Assessing team effectiveness is crucial for fostering productivity and collaboration. This tool provides a structured approach to evaluating your team's performance and identifying areas for improvement. When to Use: Utilise this tool to contribute to evaluating your team's effectiveness and pinpoint dimensions requiring enhancement to boost overall performance. How to Assess: Individual Assessment: Complete the questionnaire to evaluate your perception of team attributes and behaviours. Team Assessment: Gather assessments from each team member to gauge collective perspectives. Calculate Scores: Aggregate individual assessments and calculate averages for each team effectiveness dimension. Using the Results: Identify Strengths and Weaknesses: Determine dimensions with higher and lower averages, exploring underlying factors and devising strategies for improvement. Compare Perspectives: Compare individual and team assessments, discussing disparities to foster understanding and alignment. Implement Improvement Plans: Collaboratively decide on actionable steps to minimise differences and elevate team effectiveness in the future.

LANGUAGE/S	English
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODEL	open-source GNU General Public License (GPL)
CREATOR/OWNER	University of Colorado
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://www.cu.edu/sites/default/files/ Team_effectiveness_questionnaire.pdf

DESIGN YOUR OWN SELF-EXPERIMENT

RESPONSIBLE ORGANISATION	P5 - BELLS
LINKED COURSE CATEGORY	Transformation Readiness on Personal Level
LINKED COURSE TITLE	Sustainable Professional Growth
OTHER LINKED COURSES	tbd
PURPOSE OF THE TOOL'S INTENDED FUNCTION	"Devise informal experiments for improving your everyday experience and personal routines, with a little help from this handy tool."
SHORT DESCRIPTION	Discover a world of personal improvement with our user-friendly tool, designed to help you craft informal experiments aimed at enhancing your daily experiences and routines. Whether you seek to streamline your morning rituals or optimise your productivity throughout the day, our tool provides the support you need. Experiment, refine, and elevate your life with ease, thanks to our intuitive platform. Embrace the power of small changes and incremental progress as you embark on a journey of self-discovery and growth. Start transforming your everyday life today with the assistance of our handy tool.

LANGUAGE/S	English
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODEL	open-source GNU General Public License (GPL) Link to definitions of license types
CREATOR/OWNER	Clearer Thinking
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://www.clearerthinking.org/tools/design-your-own-self-experiment

PERSONAL VALUES RESOURCE

RESPONSIBLE ORGANISATION	P5 - BELLS
LINKED COURSE CATEGORY	Transformation Readiness on Personal Level
LINKED COURSE TITLE	Personal and Organisational Values
OTHER LINKED COURSES	1. 2. 3.
PURPOSE OF THE TOOL'S INTENDED FUNCTION	"Values are a strong motivation for us to act. We naturally strive to live as much in harmony with our values as possible. The reward for these efforts is a sense of inner consistency, satisfaction and contentment with your life".
SHORT DESCRIPTION	"From the beginning of personalvalu.es, our goal was to create a simple and effective method to find and organise personal values. The developed solution turned out to be so good that today it is used by personal trainers, during classes with students, and even in recruitment processes.

SHORT DESCRIPTION	The compiled list of 62 personal values is the result of the analysis of many different approaches to the value definition. When creating it, we paid special attention to cover the space of personal values as accurately as possible while maintaining clarity and ease of interpretation. All values are well described and provide guidance on strengths and potential threats. The test we have developed will help you to: To find the values that are closest to you, prioritise your values. To help you remember your values, we have prepared: an email with a link to your test result, a quiz supporting the memorising process, phone wallpaper with a list of your values."
LANGUAGE/S	English
FORMAT	web-based: tool operates primarily through a web browser interface
LICENSING MODELIF OPEN-SOURCE	open-sourceGNU General Public License (GPL) Link to definitions of license types
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO WEB-SITE	https://personalvalu.es/

Templates

CIRCULAR ECONOMY BUSINESS MODEL CANVAS

RESPONSIBLE ORGANISATION	P4 - CSCP
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Closing the Loop: An Introduction to the Circular Economy
OTHER LINKED COURSES	1. Circular Business Models: Steps from Linear to Circular 2. Circular Business Strategies and Innovation

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PURPOSE OF THE TEMPLATE'S INTENDED FUNCTION	The Circular Economy Business Model (CEBM) Canvas developed by Circulab is an exended version of the classic Business Model Canvas incorporating circular aspects and is designed to support organisations in developing a circular business model.
SHORT DESCRIPTION	The CEBM is a versatile tool designed to facilitate systems thinking in various projects. It consists of central boxes that represent strategic decisions of the organisation and are to be filled in. The canvas is suitable for a variety of users, such as large organisations looking to transform specific areas, products or activities, SMEs seeking process improvements and value creation, teams or entrepreneurs developing business models or exploring new revenue streams, educational institutions seeking to educate and raise awareness among students, and cities seeking industrial symbiosis or local circular economy initiatives.
	The objectives of the Circular Canvas include understanding a company's value creation process, identifying actionable levers, anticipating the impact of business models, products or activities and facilitating the development of new products, services and activities based on the circular economy.
	This tool can be used to describe different elements such as business models, products/services, customer types, partners and assets, promoting a holistic approach to the circular economy.
FORMAT	static PDF (to be printed)
LANGUAGE/S	English
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://circulab.academy/circular-economy-tools/circular-canvas-business-models/

CIRCULAR BUSINESS MODEL CANVAS (1)

RESPONSIBLE ORGANISATION	P13 - AUEB
LINKED COURSE CATEGORY	Circular Economy
LINKED COURSE TITLE	Circular Business Models: Steps from Linear to Circular
OTHER LINKED COURSES	1. Closing the Loop: An Introduction to the Circular Economy 2. Circular Business Strategies and Innovation 3. Circular Economy KPIs
PURPOSE OF THE TEMPLATE'S INTENDED FUNCTION	To help interested students integrate circularity concepts within their Business Model.
SHORT DESCRIPTION	The Circular Business Model Canvas is a tool used to create and evaluate circular and sustainable business models integrating environmental, social, and economic aspects. This document represents a modified iteration of the conventional Business Model Canvas, with explicit customisation to align with the tenets of the circular economy. A Circular Business Model Canvas often has four main sections: A) Value Creation: Determines the actors, key activities (e.g. waste management, remanufacturing, and product refurbishment), resources (physical, financial, and intellectual) and capabilities. B) Value Proposition: Highlights circularity, such as waste reduction, resource efficiency, or product longevity, to differentiate the business from competitors. C) Value Delivery: Shows the channels through which the company delivers value to customers, and how the company maintains circular customer relationships. D) Value Capture: Lists the revenue sources and implementation and operation costs.
FORMAT	static PDF (to be printed)
LANGUAGE/S	English
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://www.circulardesignguide.com/post/circular-business-model-canvas

Tips & Tricks

YOUR WAY TO ACHIEVE A SUSTAINABLE LIFESTYLE

RESPONSIBLE ORGANISATION	P9 - AB
LINKED COURSE CATEGORY	Transformation Readiness on Personal Level
LINKED COURSE TITLE	How to achieve a sustainable lifestyle
OTHER LINKED COURSES	1. Unlock your potential as a sustainability leader 2. Sustainable Consumption and Production 3. Sustainable Professional Growth
PURPOSE OF THE TIPS & TRICKS' INTENDED FUNCTION	This list of over 100 tips and tricks is helping you to make sustainable living more accessible.
SHORT DESCRIPTION	What does it mean to live a more sustainable life and how can you achieve it? At first, it seems like an overwhelming topic, especially considering the implications of not transforming our societies. If you break the issue into small packages, you will see that you got more power than it seems. This list of 100 tips to life a more sustainable life includes small steps and tips for everyone. The actions are divided into different areas for a better overview.
LANGUAGE/S	English
FORMAT	web-based
LICENSING MODEL	Open-source
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK TO MATERIAL	https://theminimalistvegan.com/live-a-more-sustainable-lifestyle/

Consultation

IC SCORING FOR BUSINESS / PUBLIC SERVICES

RESPONSIBLE ORGANISATION	P11 - ICAA
NAME OF CONSULTANT	To be filled in later.
LINKED COURSE CATEGORY	Intellectual Capital Management
LINKED COURSE TITLE	How to audit and measure IC
OTHER LINKED COURSES	1. Relational Capital 2. Organisational Capital 3. Human Capital
PURPOSE OF THE CONSULTATION	To advise participants on how to audit and measure IC using the ICScoring for Intellectual Capital Management.
SHORT DESCRIPTION	ICScoring is an intangibles management tool focused on the management of intellectual capital that will allow you to monitor your management through self-diagnosis.
PREREQUISITES	Participants must have participated in the related courses, such as Relational Capital, Organisational Capital and Human Capital.
LANGUAGE/S	English/Portuguese
FORMAT	online, group
LOCATION	NA
PLATFORM	Zoom
GROUP SIZE	Between 5 and 10 participants
FREQUENCY	one time
NR. OF SESSIONS IN TOTAL	2
DURATION OF EACH SESSION	2 hours
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Cross-sector
LINK	To be filled in.

Events

FIELD VISIT: GUSSING & FREIBURG GREEN COMMUNITY MODELS

RESPONSIBLE ORGANISATION	P3 - SBC
HOST ORGANISATION (IF EXTERNAL)	tbd
LINKED COURSE CATEGORY	Resilient Transition
LINKED COURSE TITLE	Introduction to Green Economy
OTHER LINKED COURSES	1. Social & Green Entrepreneurship 2. Circular Production 3. Sustainable Consumption and Production
PURPOSE OF THE FIELD VISIT	Sharing of successful practices, sustainable business models and financing models. problems and solutions in partnerships and cooperation with stakeholders to create green energy sustainable communities
SHORT DESCRIPTION	Green energy communities are networking key sustainable partners who support business models for optimising business performance, product design, manufacturing/recycling/repairs. The green city Freiburg, Germany and sustainable rural community center Gussing, Austria have developed models of sustainable, green economy and energy independence at a high level. The installed equipment for the use of renewable energy for the needs of the local population also contributes to additional income and investments in green projects in the local community. Development models and functionality are different, especially when it comes to urban and rural environments, and the visit and insight into practice in both places has a significant impact on initiating ideas, concepts and customised green models in the environments where the visitors come from.
ACCESS	tbd
REGISTRATION LINK	tbd
REGISTRATION DEADLINE	tbd
PREREQUISITES	On demand, after completing the course

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APPLICATION PROCESS REQUIRED (Y/N)	tbd
LANGUAGE/S	English/German
FORMAT	Group, physical presence
LOCATION (IF ON-SITE)	Gussing, Austria. Freiburg, Germany
DATE (IF ALREADY DEFINED)	tbd
GROUP SIZE	7-20
FREQUENCY	recurringonce a year
NUMBER OF CONSULTATION SESSIONS IN TOTAL	2 sessions
DURATION OF EACH SESSION	5 hour
PRIMARY/EXTERNAL	External
FOCUS SECTOR/INDUSTRY	Renewable resources and circular community production