# CATALYST training resources

CATALYST Centre

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CATALYST

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| Document information | |
|---|---|
| Work Package<br>Work Package leader | WP4<br>P1 - IECE |
| Task leader<br>Due date<br>Revision<br>Authors<br>Contributors | P10 – ISCTE<br>30.09.24<br>Version 1.0<br>P10 – ISCTE, P1 - IECE<br>All partners |

| Version | Name, Partner | Status | Date | Summary of changes |
|---|---|---|---|---|
| 1.0 | P10 – ISCTE, P1 - IECE, P11 - ICAA | First Version | 06.09.2024 | First Draft of Report |
| 2.0 | P1 - IECE, P4 - CSCP, P5 - BELLS | Quality Control | 20.09.2024 | Quality Check of Report |
| 3.0 | P8 - FHJ | Technical Control | 27.09.2024 | Technical Check of Report |
| 4.0 | P1 - IECE | Final Version | 27.09.2024 | Final Version of Report |

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# Introduction

This document outlines Deliverable 4.2, which focuses on the development of comprehensive training and learning materials for the program "Leading Sustainable, Systems, and Business Transformation". It showcases how these materials are seamlessly integrated into the CATALYST Platform, providing learners with direct access to resources designed to support both individual and organisational transformation toward sustainability.

The primary objective of the CATALYST project is to assist small and medium-sized enterprises (SMEs) in rethinking and redesigning their business models through the development of educational programs that address both personal and organisational growth. This fosters collaboration and knowledge exchange between educational and business entities, empowering them to lead sustainable transformations.
The Enable component of the CATALYST project is essential to this goal, culminating in the creation of the CATALYST VET Program. Additionally, through the Inspire component, the project assists SMEs in establishing sustainable business models.

The CATALYST Centre of Vocational Excellence (CoVE) for Leading Sustainable Systems and Business Transformation offers tailor-made courses, resources, services, and research initiatives. It serves as a key network for sustainable business transformation, equipping organisations and individuals with the knowledge and skills necessary to drive lasting change towards a more sustainable society. The vision of CATALYST is to build a collaborative business community to drive the transformation toward a more sustainable, resilient, and equitable future, summarised as "Inspire and Enable Businesses Sustainably."

The CATALYST VET Program “Leading Sustainable, Systems, and Business Transformation” plays a central role in the project, offering 70 courses at EQF levels 4–8. The courses are organised into three levels:

1. Beginner Level Courses - Focus on foundational understanding and knowledge acquisition, helping learners build a basic comprehension of concepts and recall key facts.
2. Intermediate Level Course - Provide deeper insights, encouraging learners to analyse, apply, and synthesise information. These courses emphasise critical thinking, problem-solving, and connection-making.
3. Advanced Level Courses - Challenge learners to innovate, evaluate, and create. These courses focus on higher-order thinking, pushing learners to synthesise complex ideas, evaluate theories, and generate novel solutions.

The CATALYST platform offers an engaging and dynamic learning environment that adapts to the evolving needs of learners, allowing users to learn at their own pace. As an open-access platform, it provides easy access to:

- Educational offerings,
- A portfolio of resources and services,
- The CATALYST Magazine,
- Access to the CATALYST Network and related activities.

The first section of the document offers a detailed overview of each course, including course content and a preview of the Introduction and Module 1. For ease of navigation, hyperlinks are embedded within the document, allowing participants to directly access each course on the platform.

The second section introduces the Practicum, a key supporting tool that features case studies and best practices. These real-world examples address specific challenges faced by companies, exploring how they were resolved, the outcomes achieved, and lessons learned. Trainers can incorporate the Practicum into course materials, while participants may use it independently. Available online, the Practicum encourages exploration of real cases, offering practical strategies that can be applied within participants' own organisations.

The third section presents the Glossary, an interactive learning tool containing over 200 terms, translated into Greek, German, Macedonian, and Portuguese. The Glossary, also accessible on the platform, will be included in each course as a vital resource for research and as a support tool throughout the learning journey.

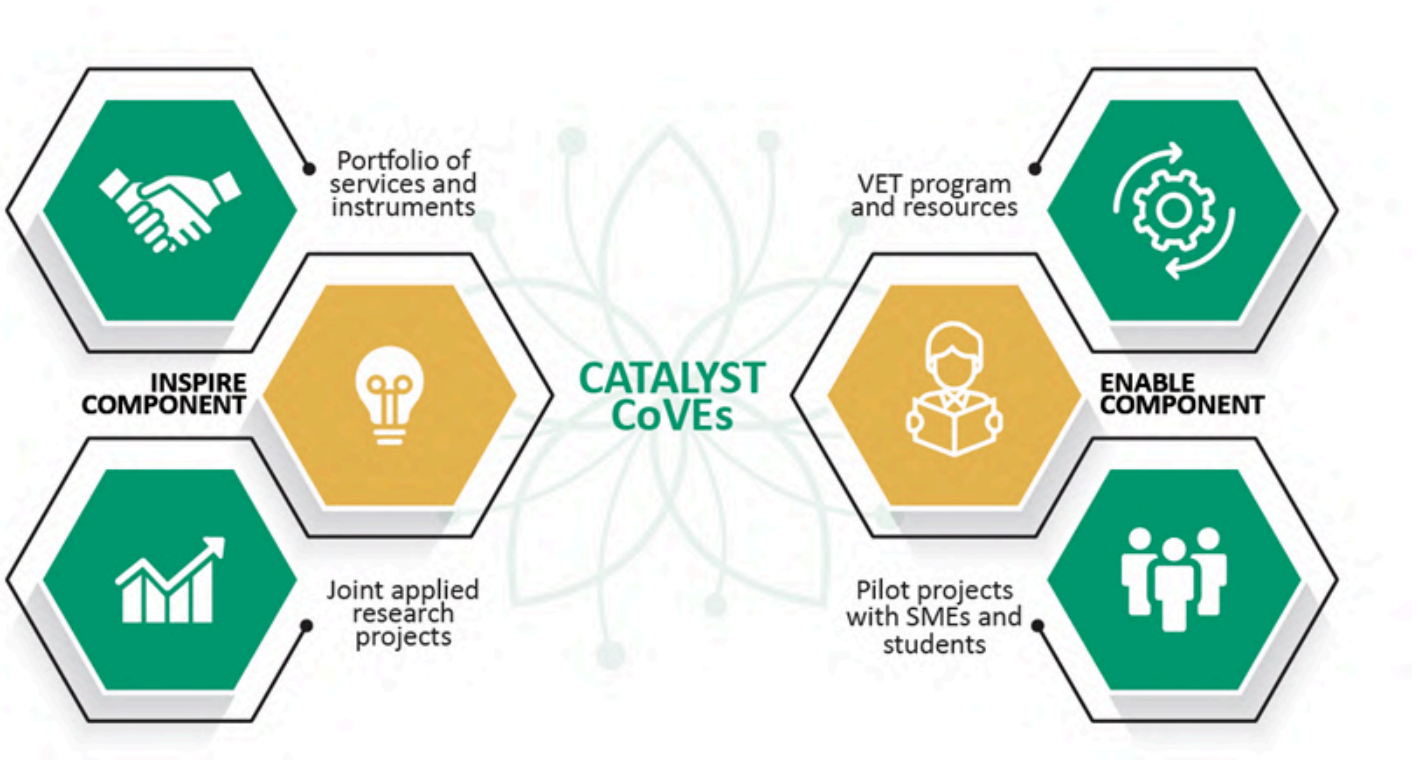
The fourth section introduces the self-guided learning material, Ask an Expert. This tool compiles 30 questions gathered from business professionals, tackling real-life scenarios and challenges, with comprehensive answers provided. Available via the CATALYST platform, it serves as an interactive learning tool. In the future, participants will have the option to submit new questions, enhancing the learning process for VET learners. This feature will evolve into a service titled Ask an Expert, accompanied by "Ask Me Anything" webinars where participants can exchange ideas, learn, and reflect on specific topics.

The document concludes with an Annex containing the Course Guide, an essential resource for trainers. Developed through Train-the-Trainer workshops, peer reviews, and one-on-one sessions, the guide aligns the input of trainers, improving the quality and consistency of the training materials.

# About the Project

The swift transition towards a carbon-neutral Europe and the process of digitization are altering our job methods, educational approaches, social engagement, and daily routines. Acquiring new vocational education and training (VET) skills is crucial for achieving the goal of making European economies and societies more sustainable, resilient, and well-equipped to handle the challenges and possibilities presented by green and digital transitions.

The **CATALYST project, titled "European VET Excellence Centre for Leading Sustainable Systems and Business Transformation**" has been specifically developed with a clear vision and strong determination to actively support the implementation of the European Green Deal and the new Industrial and SME Strategies. The CATALYST project focuses on sustainability, including the organisational, social, and economic aspects.




The **primary objective of CATALYST** is to provide assistance, develop an educational programme to address personal and organisational growth, and facilitate the transformation of SMEs. This will empower and motivate them to reconsider and redesign their business models, fostering collaboration and knowledge exchange between educational and business entities.

The **“Enable” component** is essential in the CATALYST project, and its activities will result in a CATALYST VET Program. The project also assists small and medium-sized enterprises in establishing sustainable businesses through the **"Inspire component"**.

# European Centre of Vocational Excellence CATALYST

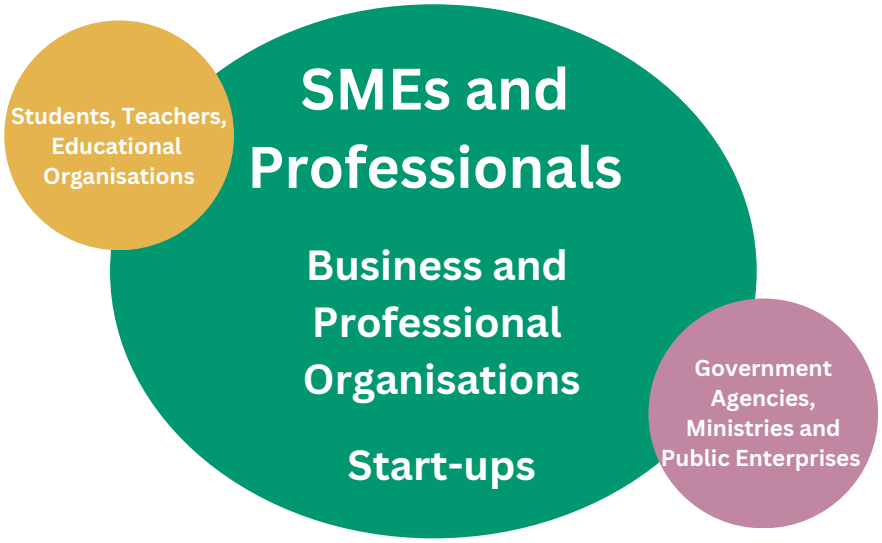
The CATALYST Centre of Vocational Excellence for Leading Sustainable Systems and Business Transformation provides tailor-made courses, resources, services, and research initiatives that are put into practical use, as well as a leading network supporting sustainable business transformation to equip organisations and individuals with the knowledge and skills necessary to create lasting change towards a more sustainable society.

The vision is to build a collaborative business community to drive the transformation towards a more sustainable, resilient and equitable future for all, summarised as **"Inspire and enable businesses sustainably"**.

CATALYST aims to encourage and assist small and medium-sized enterprises (SMEs) in rethinking and redesigning their business models through the collaborative efforts of educational and business institutions in five countries: **North Macedonia, Greece, Austria, Germany, and Portugal** through the establishment of a unified CATALYST Centre of Vocational Excellence.

The CATALYST Centre of Vocational Excellence (CoVE) has set forth three long-term goals to drive sustainable transformation in the business world:

- providing support for professionals and students in personal and organisational development,
- encouraging SMEs to embrace sustainability in their business models, and
- playing an advisory role in policy creation.



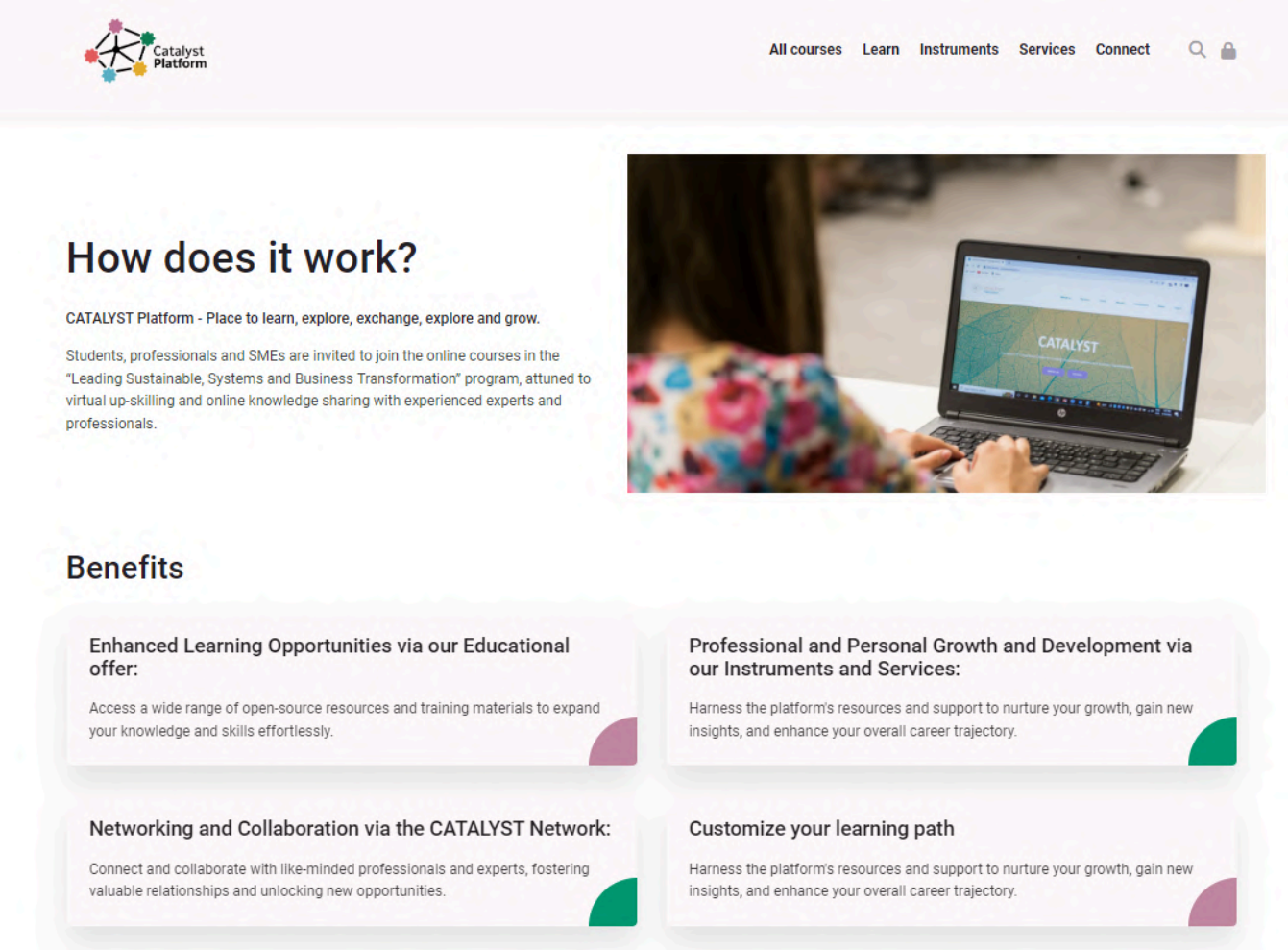

In the short term, the CATALYST CoVE aims to offer high-quality knowledge and skills, relevant and applicable for professionals, SMEs, and students, as well as to facilitate collaboration between key stakeholders through the CATALYST Network to enhance the visibility of upskilling best practices.

# CATALYST Platform

The CATALYST platform offers an engaging and dynamic learning environment that aptly addresses the evolving needs of learners. It is highly adaptable, allowing users to learn at their own pace and in a manner that best suits them.

The CATALYST platform is an open-access platform that enables easy access to the CATALYST results:

- educational offer,
- portfolio of resources and services,
- CATALYST Journal,
- access to the CATALYST Network and activities.




Knowledge transfer, training for both students and working professionals, practice sharing, and community building are all possible thanks to the CATALYST platform. By facilitating participation in the Platform and forums for its members, we hope to facilitate communication, collaboration, and networking among the relevant stakeholders.

# CATALYST Program

Through in-depth mapping and analysis using surveys, interviews, round tables, and focus groups, we gleaned essential recommendations that served as the compass for developing the CATALYST programme. From the investigation, several difficulties were found from the key stakeholders: high costs, resistance to change, shortage of skilled people and demand for new skills, rigid structures, digitalisation, lack of understanding about options for financing, return on investment (ROI) and greenwashing.
Some of the proposed potential solutions to support professionals and organisations in the green transformation: create a new narrative within the organisation, educate for sustainable development, collaborate, invest in training, adopt green energy sources, effectively manage intellectual capital, increase dialogue between the academic and business communities, raise public awareness about sustainable practices, and implement digital transformation to support the organisation's green transition. The results of this analysis were used to determine which CATALYST courses to design.

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

There are 3 level of courses:

- **Beginner Level Courses**

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

- **Intermediate Level Courses**

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

- **Advanced Level Courses**

These courses challenge learners to evaluate, create, and innovate within the domain. At this level, learners demonstrate higher-order thinking skills such as synthesising complex ideas, evaluating theories, and generating novel concepts and solutions.

# CATALYST Program

The CATALYST Program has 3 fields:

### Leading Sustainable Systems - Systemic Level

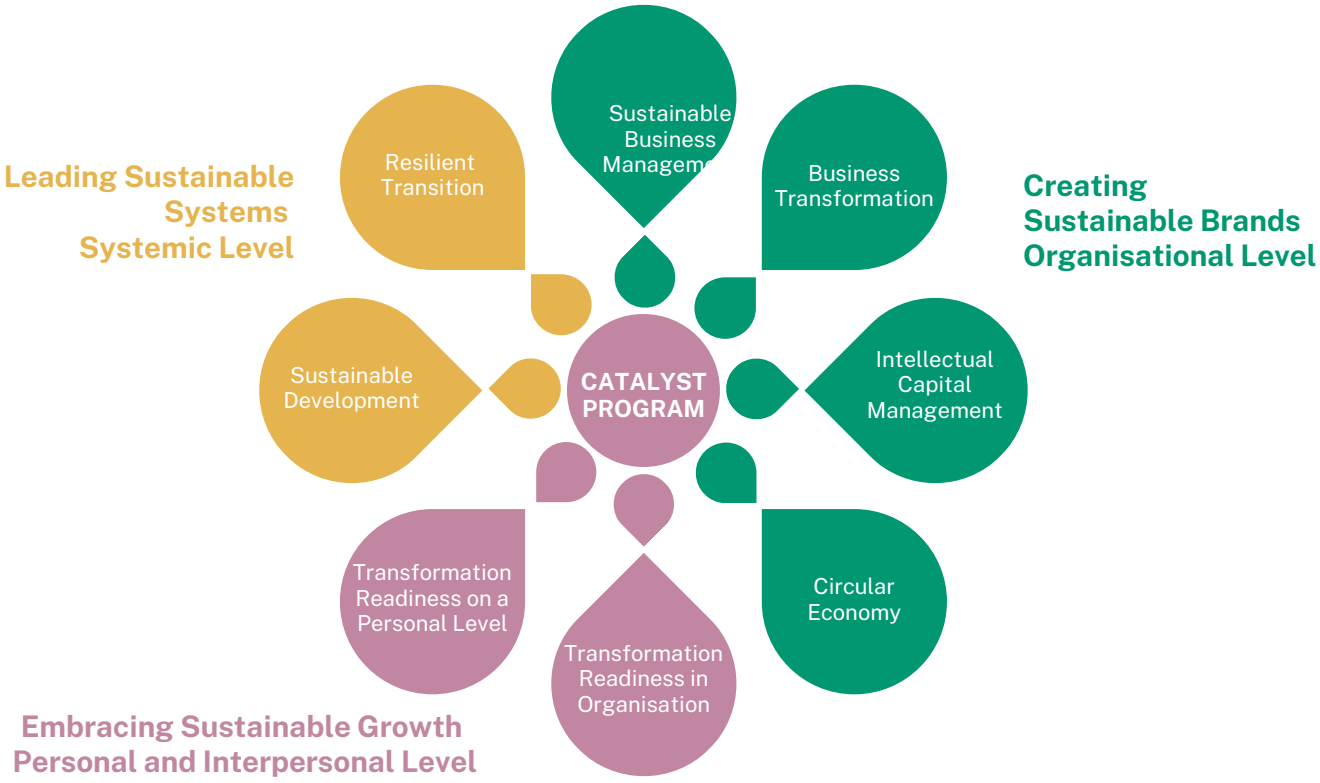
This fields encompass two categories: Sustainable Development and Resilient Transition. A range of courses introducing the concept of sustainable development, sustainable development policies and their implications for companies, as well as courses focused on personal and professional development in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

### Creating Sustainable Brands - Organisational Level

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

### Embracing Sustainable Growth - Personal and Interpersonal Level

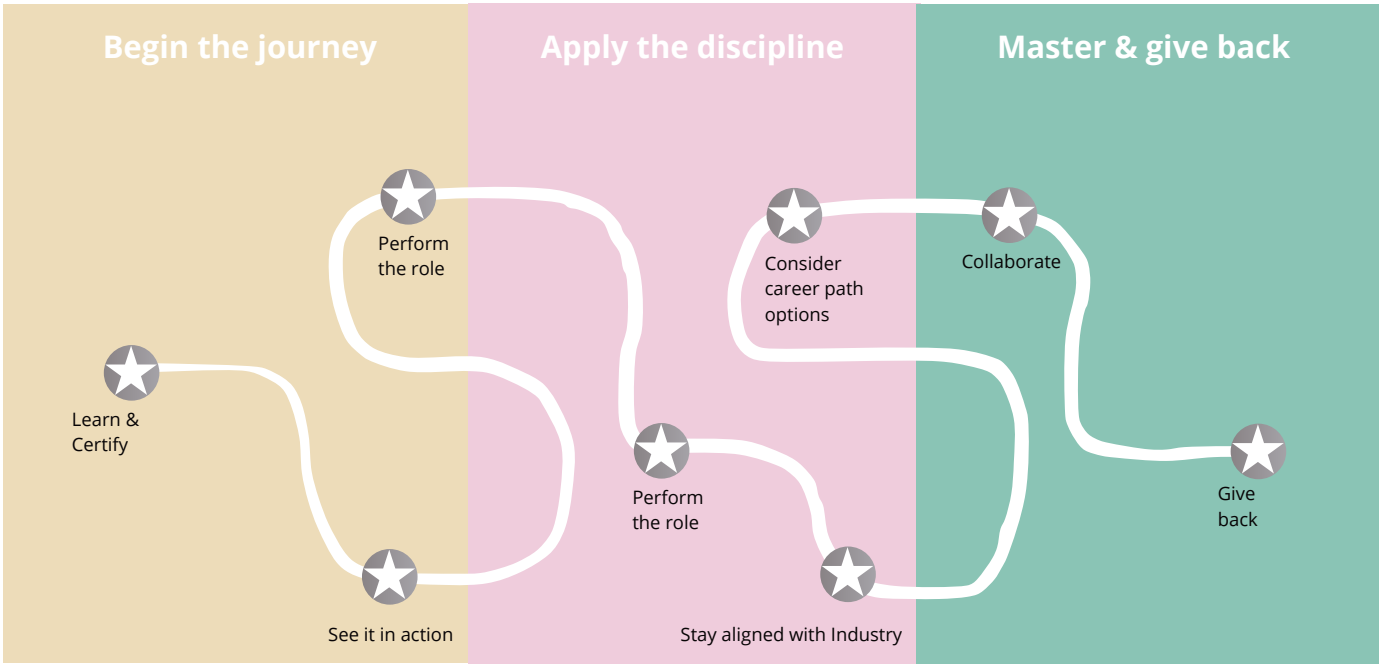
In order to support individuals and organisations in the transformation processes, this fields offers courses on personal level, for individuals who want to acquire new habits and upgrade their behavior, as well as courses which tackles the preparation process on interpersonal level in the frame of one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



# Specifics of the CATALYST Program

- **Learning pathways**

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




- **Specialisation Programs**

Learners can select from a variety of specialisation programs finely attuned to specific skills and career progression goals in sustainability and management. These specialisation programs are comprehensive educational offerings designed to equip learners with a specialisation in a particular topic. Furthermore, the platform offers invaluable insights into career prospects, guiding learners on potential professional paths and how to navigate them effectively.

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

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

SECTION 1

# Training materials prepared in the CATALYST CoVE

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# Leading Sustainable Systems - Systemic Level

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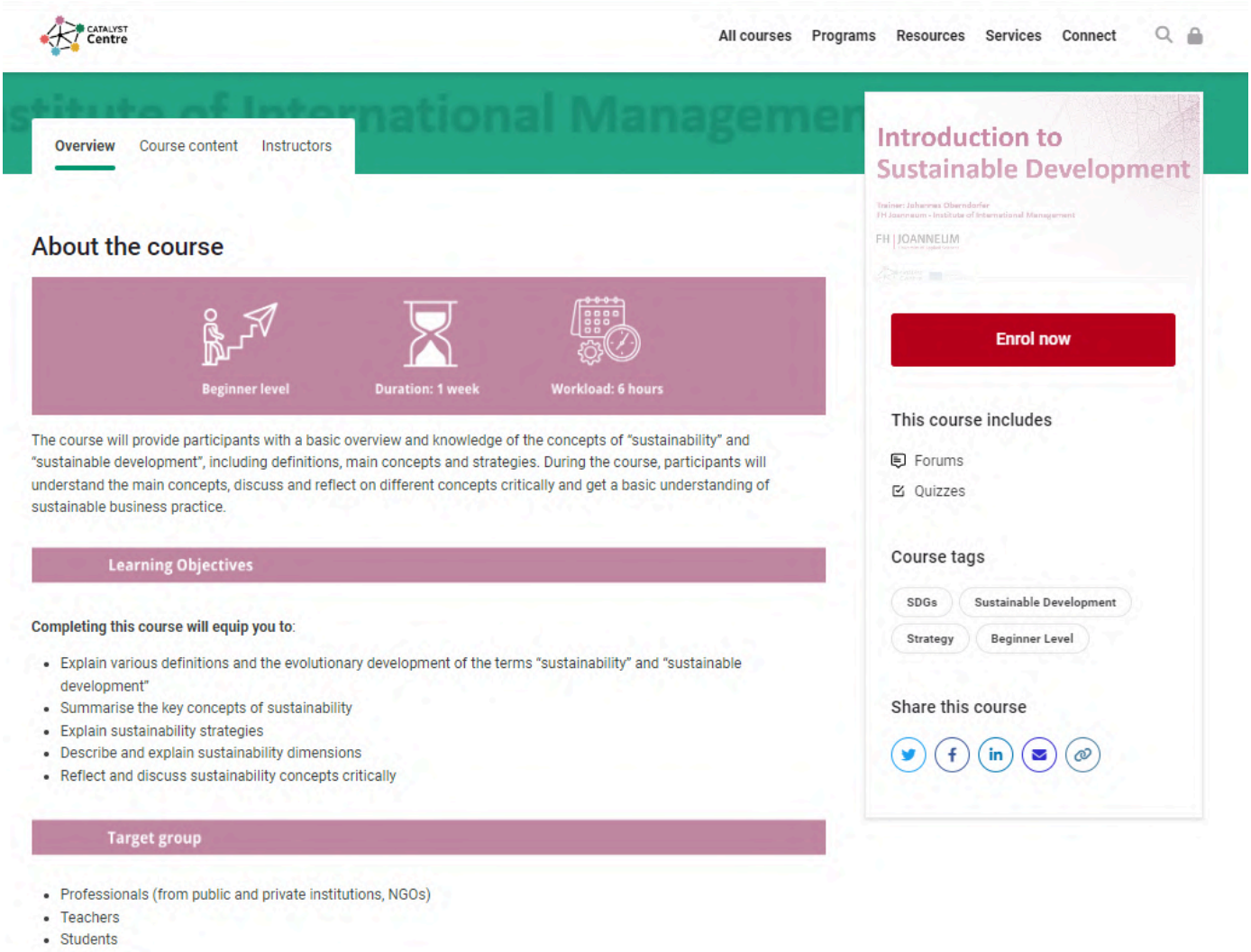
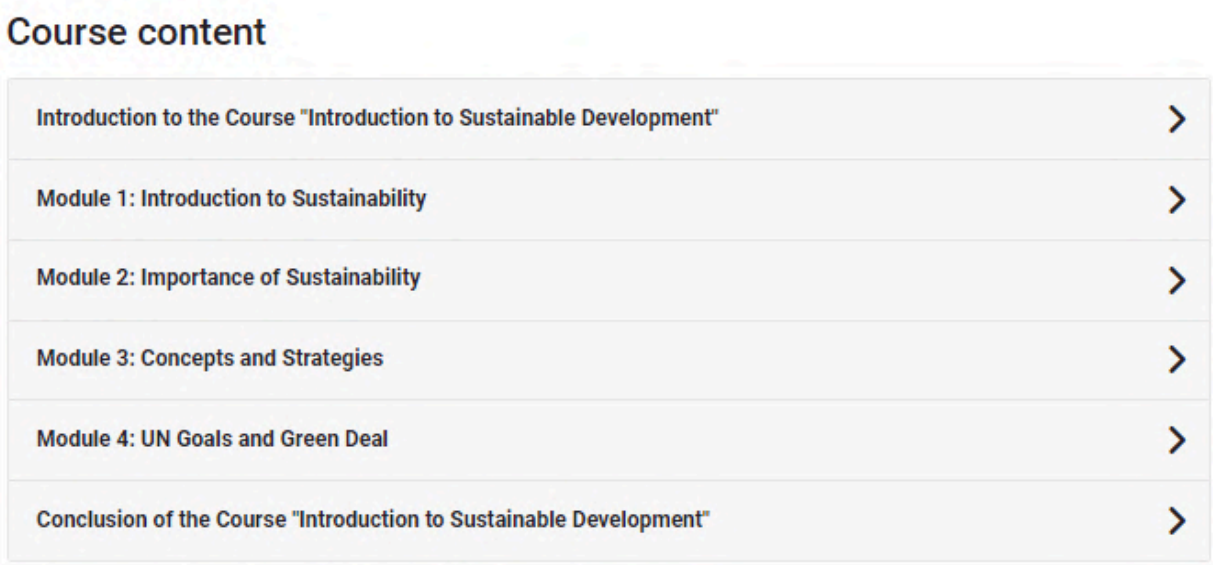
# Introduction to Sustainable Development

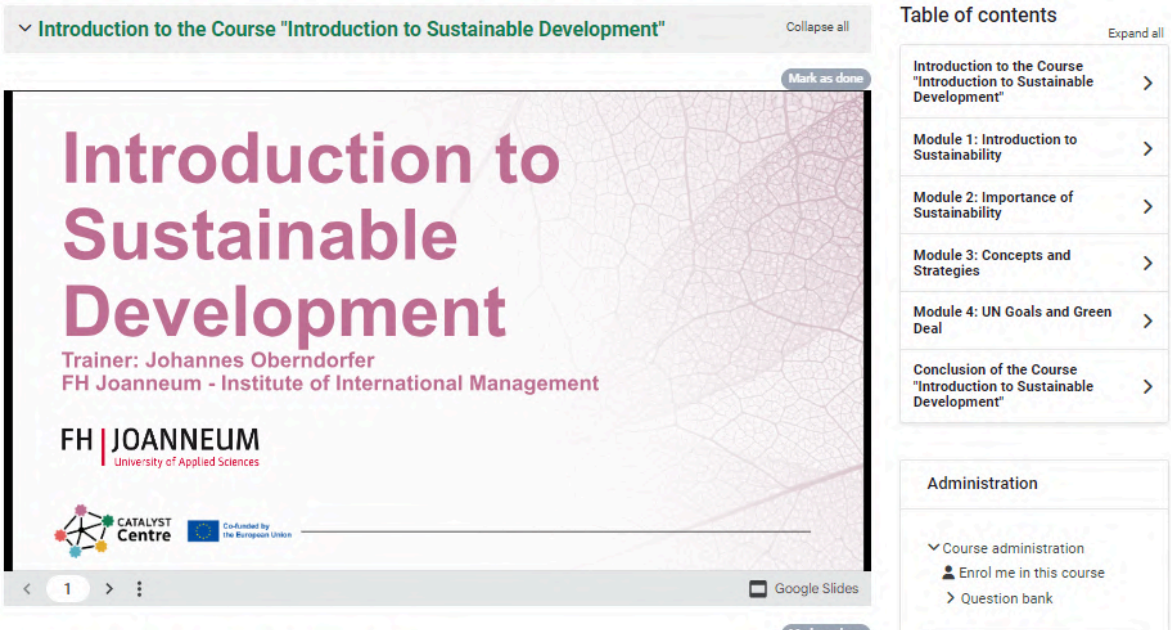



## Institution

FH Joanneum University of Applied Sciences

# Introduction to Sustainable Development




## Institution

FH Joanneum University of Applied Sciences

FH JOANNEUM University of Applied Sciences

# Introduction to Sustainable Development

## Module 1: Introduction to Sustainability

Mark as done

Summary: This module introduces the topic of sustainability by defining it, explaining its principles of equity, and distinguishing it from sustainable development. It covers the historical development of sustainability concepts, from forestry practices to global initiatives such as the UN Sustainable Development Goals, and critically examines the application and occasional misuse of 'sustainability' in contemporary discourse.

Mark as done

Task 1: What is your understanding of sustainability? Mark as done

Quiz for Module 1 Mark as done

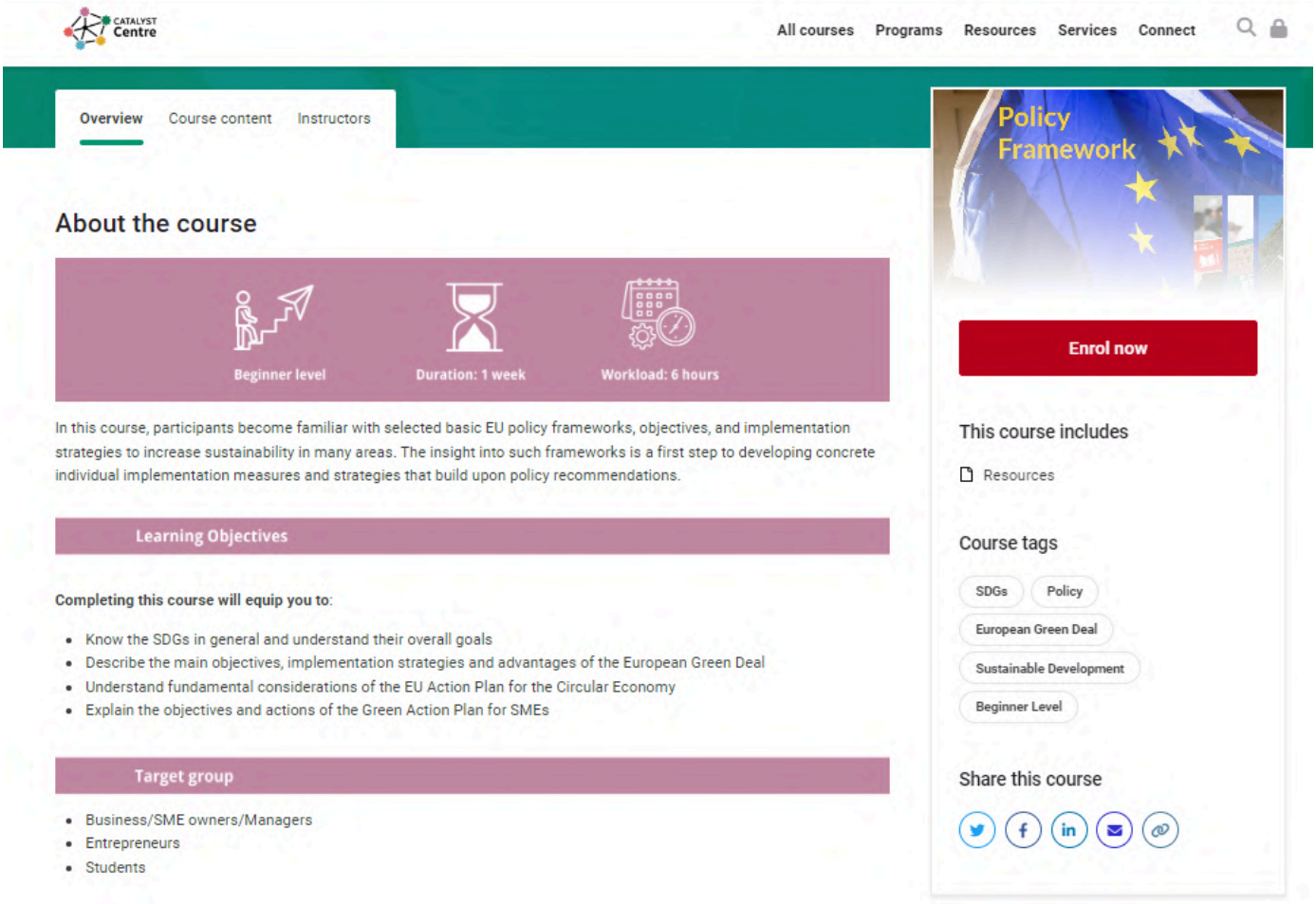
Please read the questions carefully and answer the questions with the knowledge you have gained from the course. There is only one correct answer (single choice).

**Institution**

FH Joanneum University of Applied Sciences

# Policy Framework for the Transition to Sustainability

SUSTAINABLE DEVELOPMENT

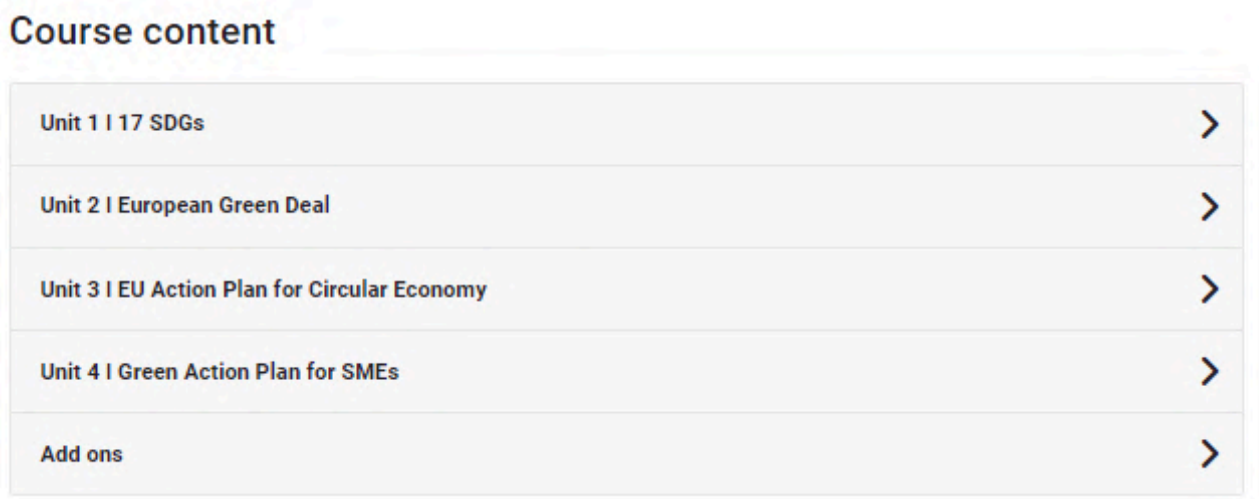


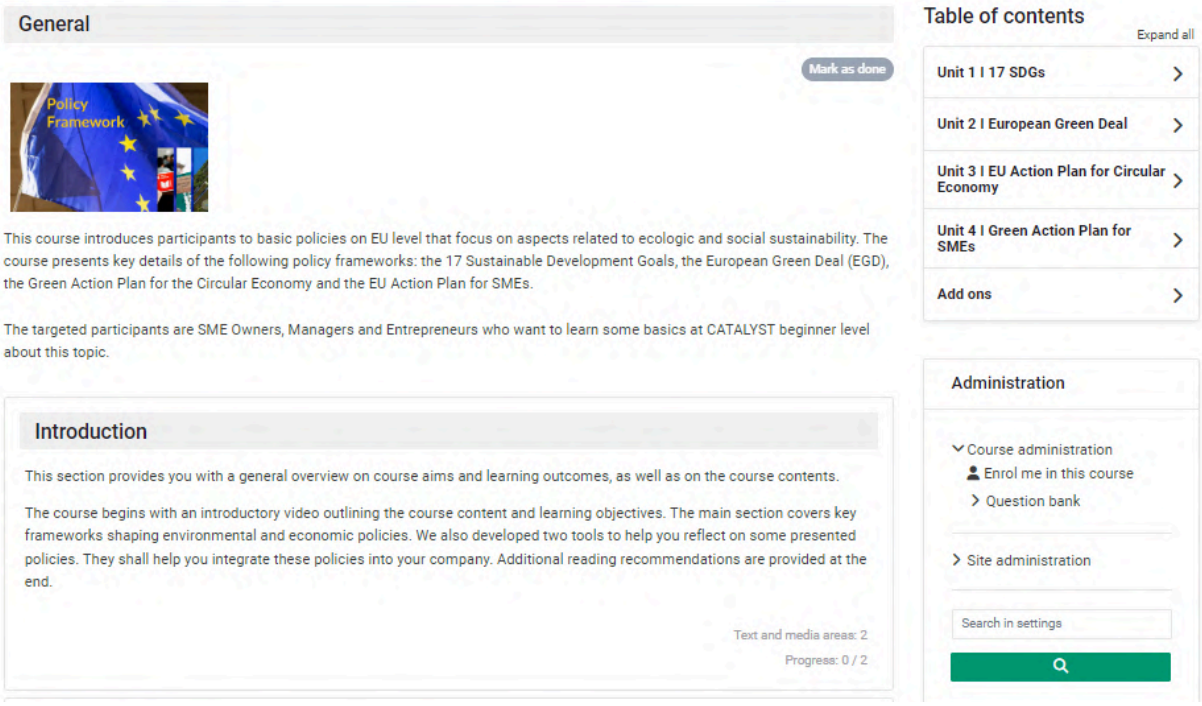

## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Policy Framework for the Transition to Sustainability

SUSTAINABLE DEVELOPMENT



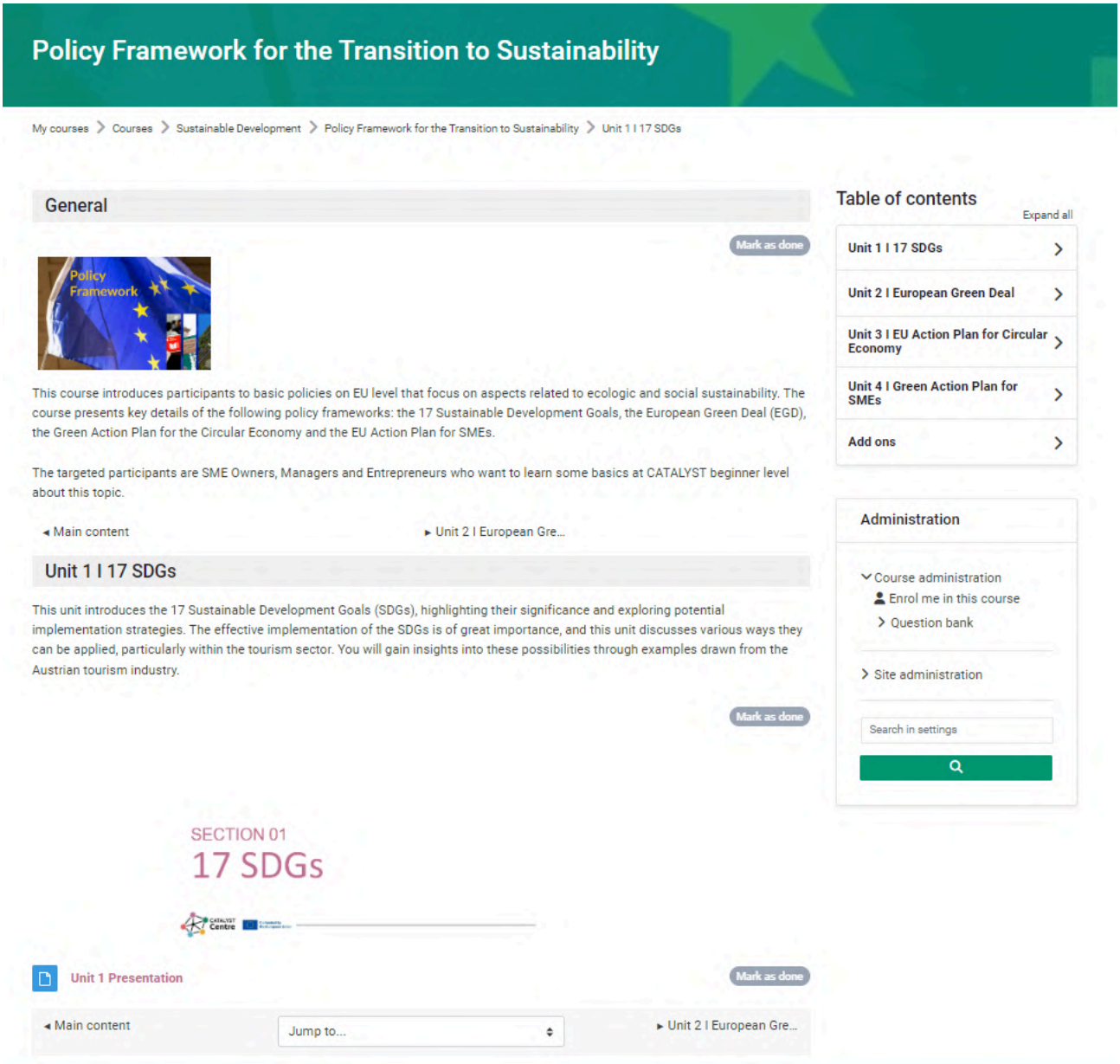




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Policy Framework for the Transition to Sustainability

SUSTAINABLE DEVELOPMENT




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Understanding the Relations Between Climate Change, Sustainable Development and Biodiversity

SUSTAINABLE DEVELOPMENT

## About the course

Intermediate level | Duration: 4 weeks | Workload: 20 hours

This course examines essential issues pertaining to sustainable development, climate change, and biodiversity conservation. It offers an interdisciplinary perspective on the difficulties and opportunities associated with addressing these crucial global issues.

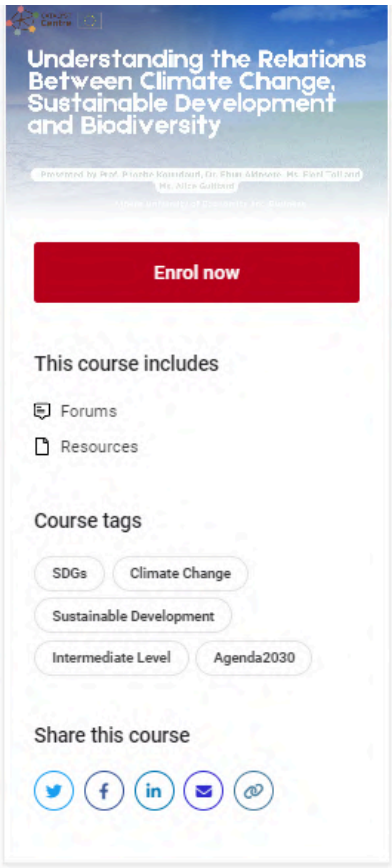
### Learning Objectives

**Completing this course will equip you to:**

- Understand the basics of sustainable development, climate change, and biodiversity protection and how they are connected
- Examine global, national, and local sustainable development, climate change, and biodiversity policies
- Learn to critically assess complex environmental concerns from scientific, ethical, and social perspectives
- Use critical thinking to develop climate change and biodiversity mitigation options

### Target group

- Professionals (from public and private institutions, NGOs)
- Teachers
- Students




## Course content

- General
- Module 1 - Introduction to Sustainable Development
- Module 2 - Policy Frameworks for the transition to sustainability
- Module 3 - Climate Change Challenges, Adaptation and Mitigation
- Module 4 - Water Energy Food Nexus
- Module 5 - Biodiversity and Ecosystem Services
- Module 6 - Examples of Pathways co-development

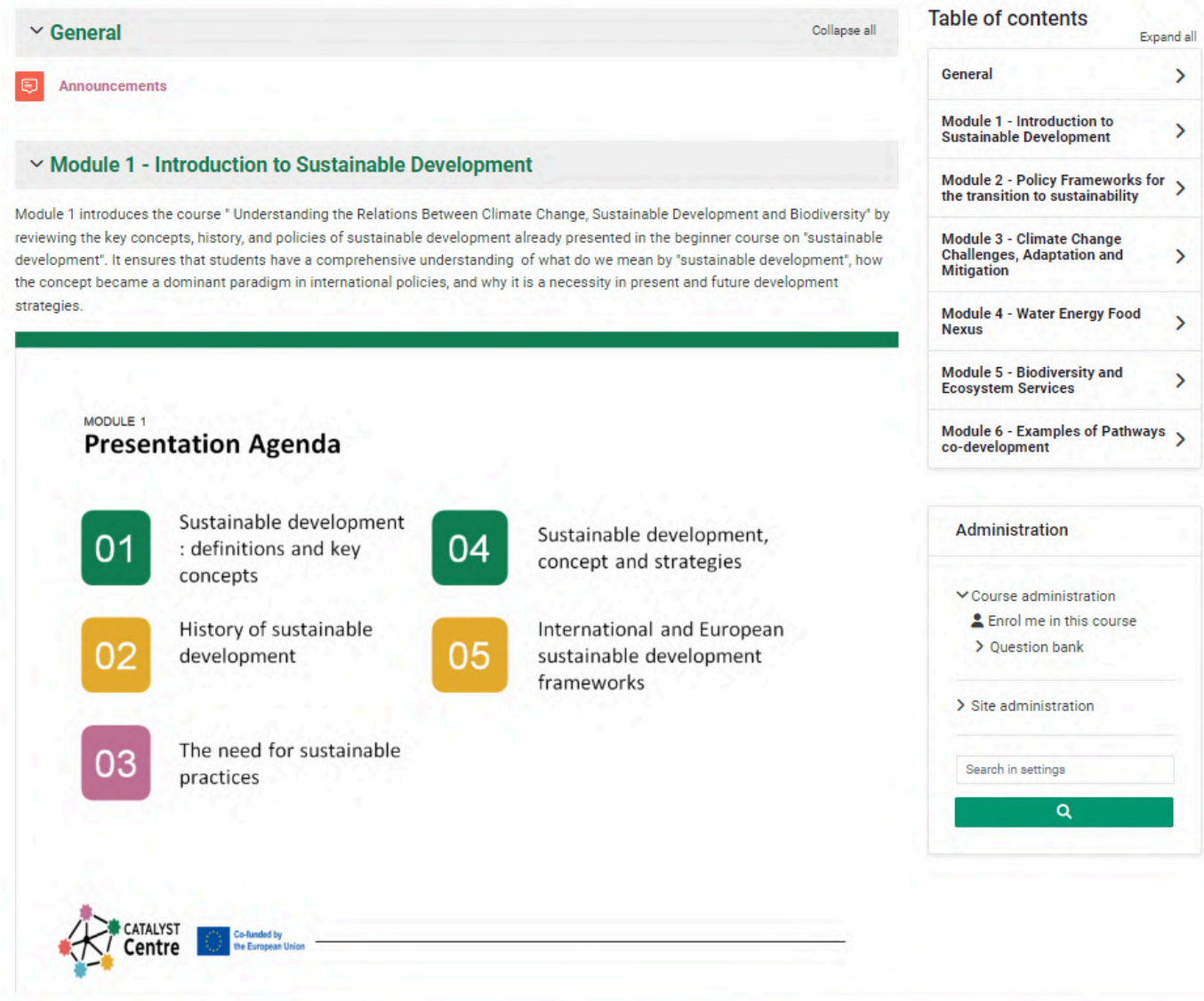
## Institution

Athens University of Economics and Business

ΟΙΚΟΝΟΜΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΑΘΗΝΩΝ
ATHENS UNIVERSITY OF ECONOMICS AND BUSINESS

# Understanding the Relations Between Climate Change, Sustainable Development and Biodiversity

SUSTAINABLE DEVELOPMENT

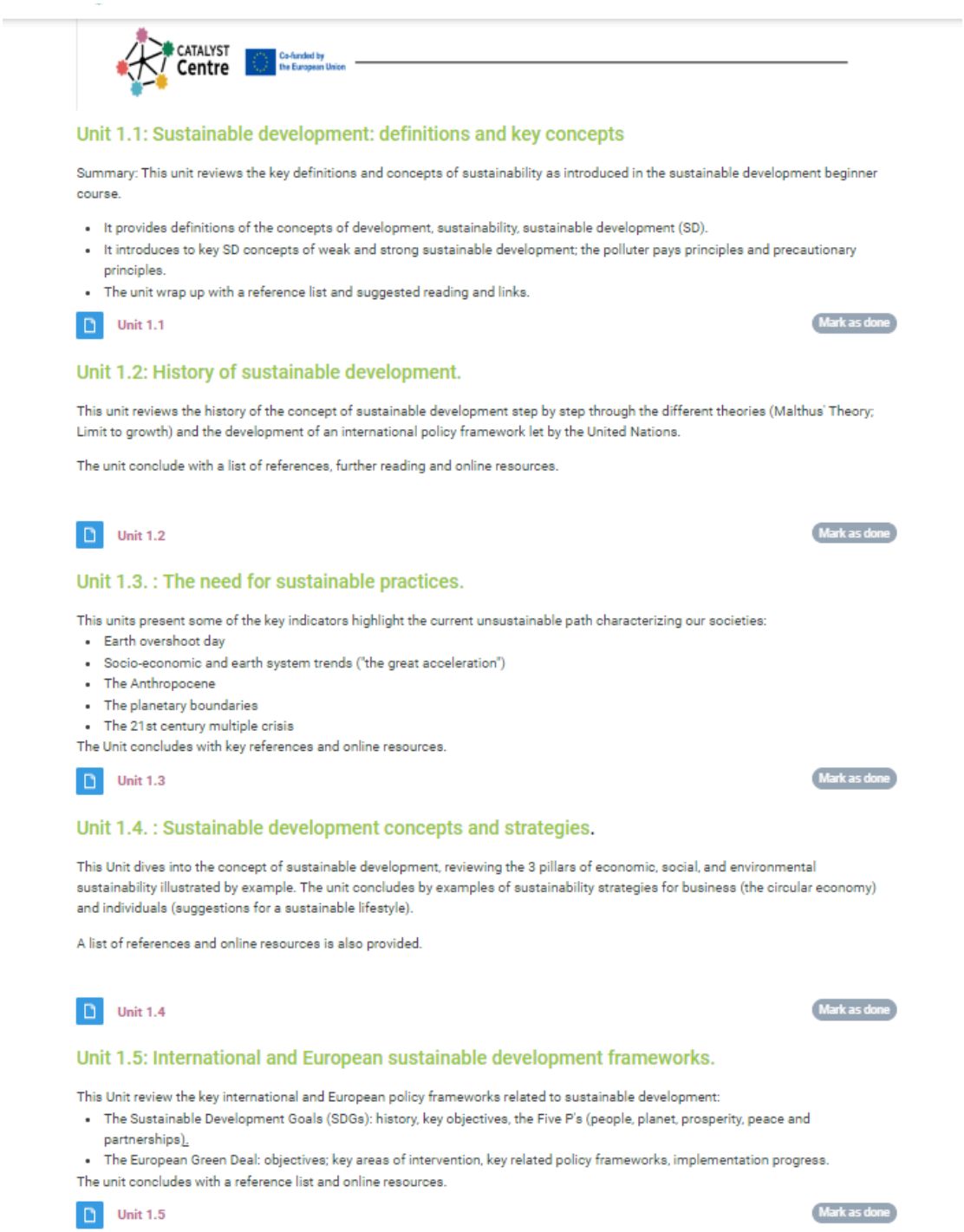



## Institution

Athens University of Economics and Business

# Understanding the Relations Between Climate Change, Sustainable Development and Biodiversity





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## Unit 1.1: Sustainable development: definitions and key concepts

Summary: This unit reviews the key definitions and concepts of sustainability as introduced in the sustainable development beginner course.

- It provides definitions of the concepts of development, sustainability, sustainable development (SD).
- It introduces to key SD concepts of weak and strong sustainable development; the polluter pays principles and precautionary principles.
- The unit wrap up with a reference list and suggested reading and links.

Unit 1.1 — Mark as done

## Unit 1.2: History of sustainable development.

This unit reviews the history of the concept of sustainable development step by step through the different theories (Malthus' Theory; Limit to growth) and the development of an international policy framework let by the United Nations.

The unit conclude with a list of references, further reading and online resources.

Unit 1.2 — Mark as done

## Unit 1.3. : The need for sustainable practices.

This units present some of the key indicators highlight the current unsustainable path characterizing our societies:

- Earth overshoot day
- Socio-economic and earth system trends ("the great acceleration")
- The Anthropocene
- The planetary boundaries
- The 21st century multiple crisis

The Unit concludes with key references and online resources.

Unit 1.3 — Mark as done

## Unit 1.4. : Sustainable development concepts and strategies.

This Unit dives into the concept of sustainable development, reviewing the 3 pillars of economic, social, and environmental sustainability illustrated by example. The unit concludes by examples of sustainability strategies for business (the circular economy) and individuals (suggestions for a sustainable lifestyle).

A list of references and online resources is also provided.

Unit 1.4 — Mark as done

## Unit 1.5: International and European sustainable development frameworks.

This Unit review the key international and European policy frameworks related to sustainable development:

- The Sustainable Development Goals (SDGs): history, key objectives, the Five P's (people, planet, prosperity, peace and partnerships).
- The European Green Deal: objectives; key areas of intervention, key related policy frameworks, implementation progress.

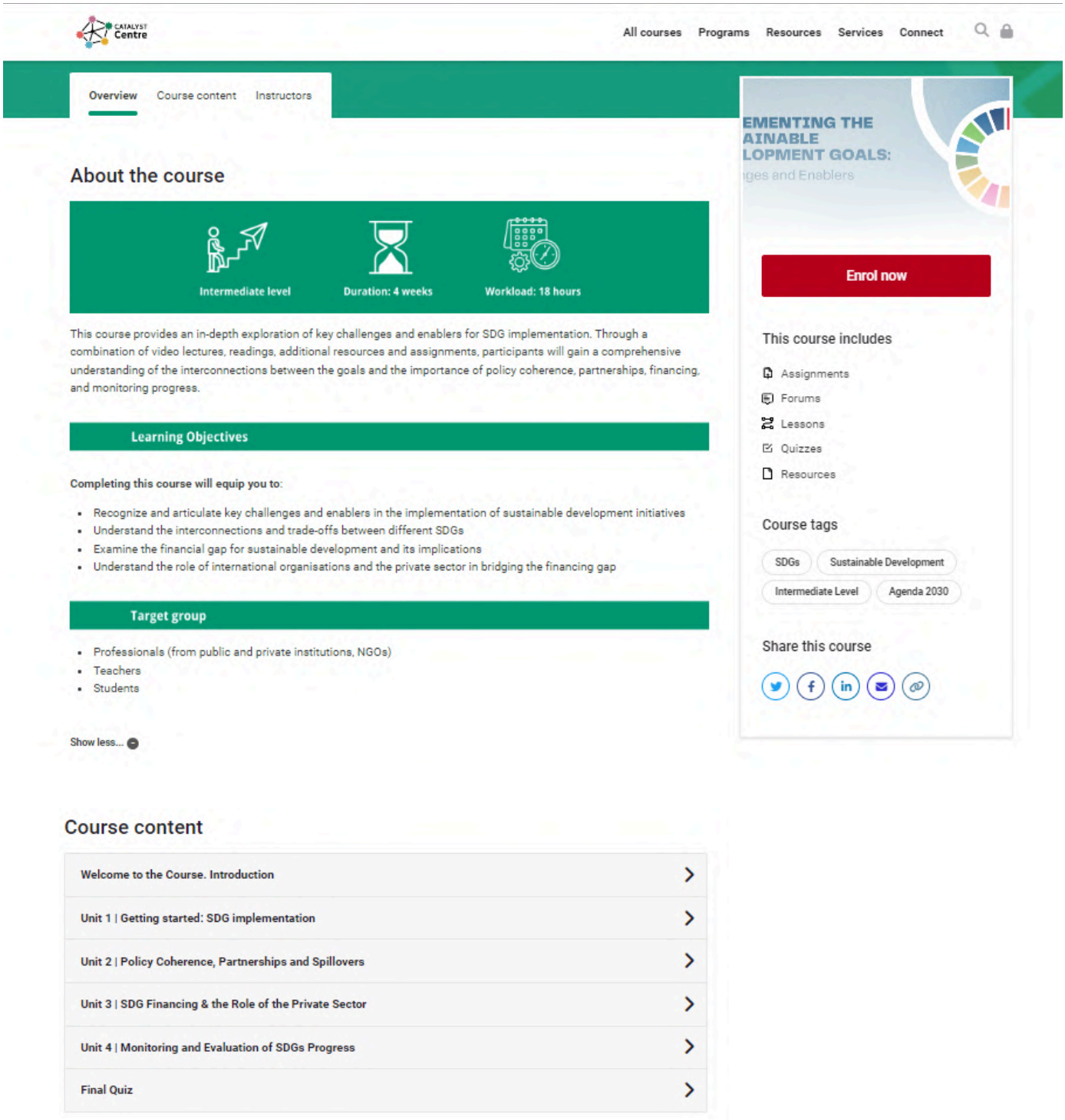
The unit concludes with a reference list and online resources.

Unit 1.5 — Mark as done

## Institution

Athens University of Economics and Business

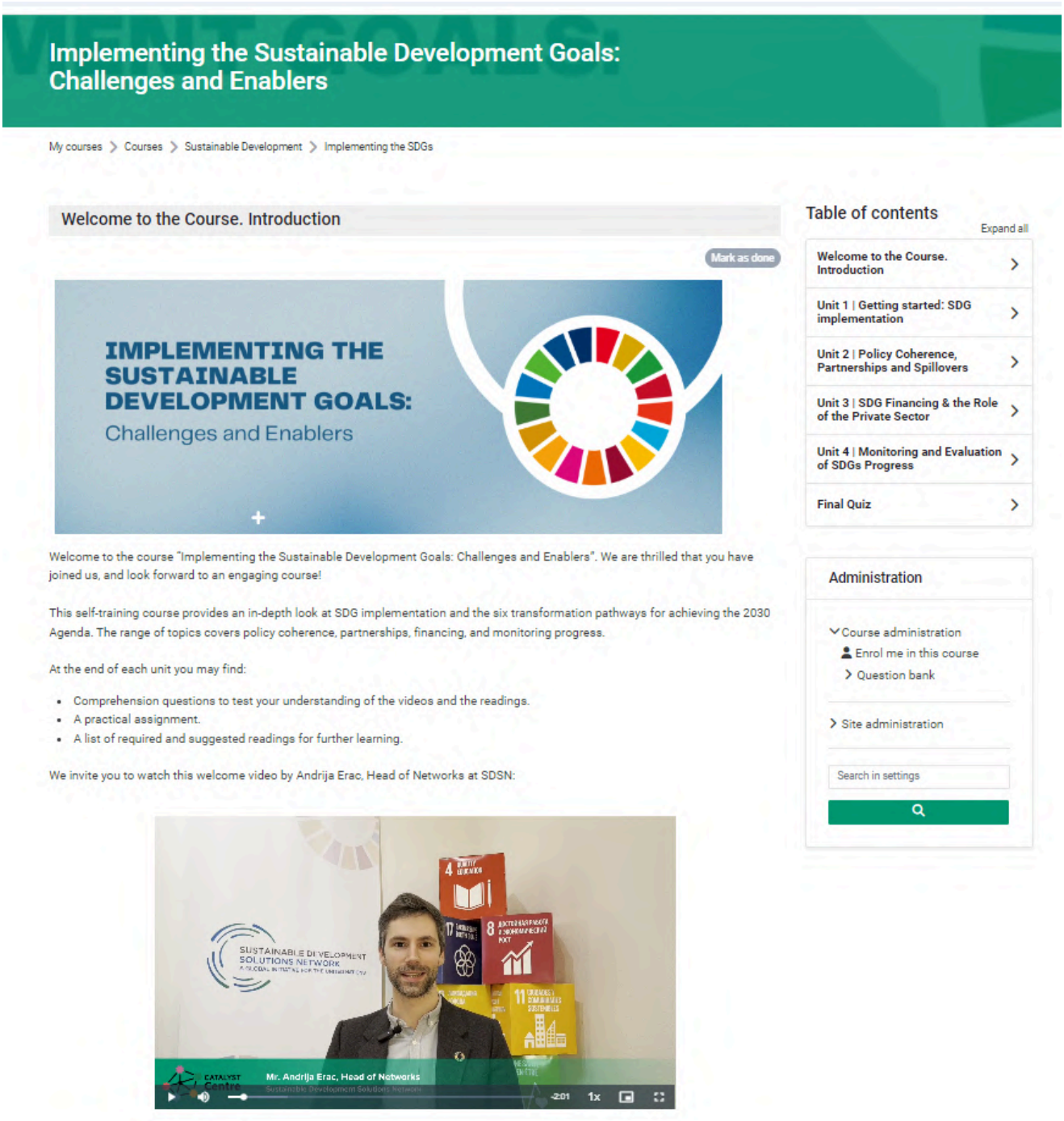
# Implementing the Sustainable Development Goals: Challenges and Enablers




## Institution

UN Sustainable Development Solutions Network

# Implementing the Sustainable Development Goals: Challenges and Enablers




## Institution

UN Sustainable Development Solutions Network

# Implementing the Sustainable Development Goals: Challenges and Enablers

Get an overview of the course syllabus — Mark as done

| Unit 1. Getting started: SDG implementation | Unit 2. Policy Coherence, Partnerships and Spillovers | Unit 3. SDG Financing & the Role of the Private Sector | Unit 4. Monitoring and Evaluation of SDGs Progress |
|---|---|---|---|
| Introduction to key challenges and enablers to implement sustainable development | Policy coherence for sustainable development | The financing gap for achieving the SDGs and its implications | The importance of monitoring and evaluating progress towards the SDGs |
| Linkages and tradeoffs between different SDGs | The spillover effects of sustainable development policies and initiatives | The role of international organisations in mobilising resources for sustainable development | Data collection, indicators, and tools for tracking sustainable development outcomes |
| The Six Transformations framework to achieve sustainable development | The role of global and regional partnerships in achieving the SDGs | Bridging the financing gap: the role of the private sector in SDG implementation | Data availability |

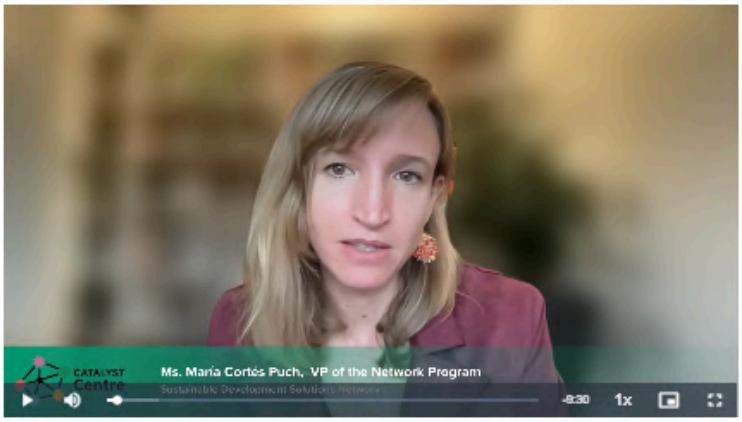
Introducing yourself. — Mark as done

## Unit 1 | Getting started: SDG implementation

**Lecturer:** María Cortés-Puch, Vice President of Networks, SDSN

Welcome to Unit 1! In this chapter, we will provide you with an introduction to the key challenges and enablers to implement sustainable development initiatives. You will also learn about the linkages and tradeoffs between different goals, and about the Six Transformations framework to achieve sustainable development.

Listen to María Cortés-Puch in this video:

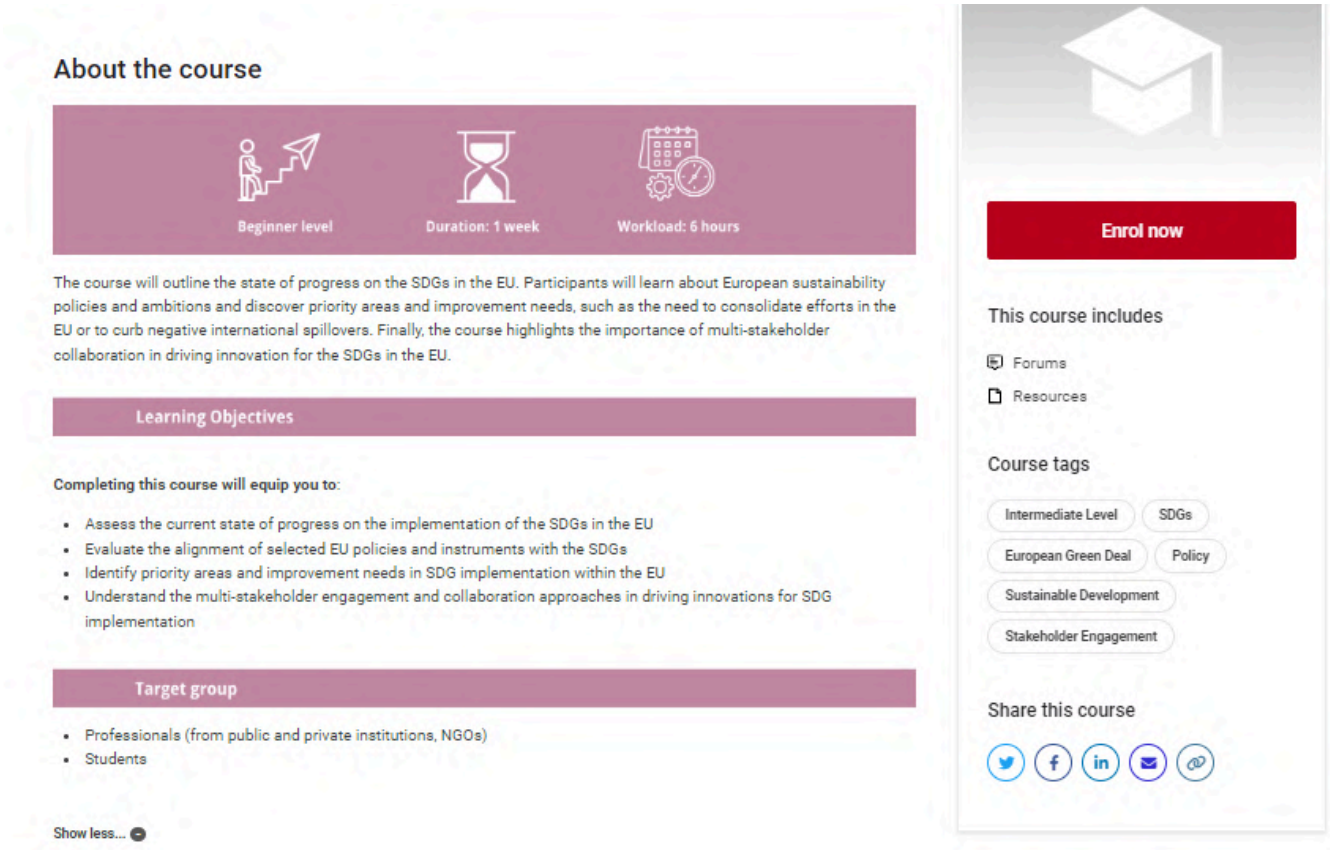


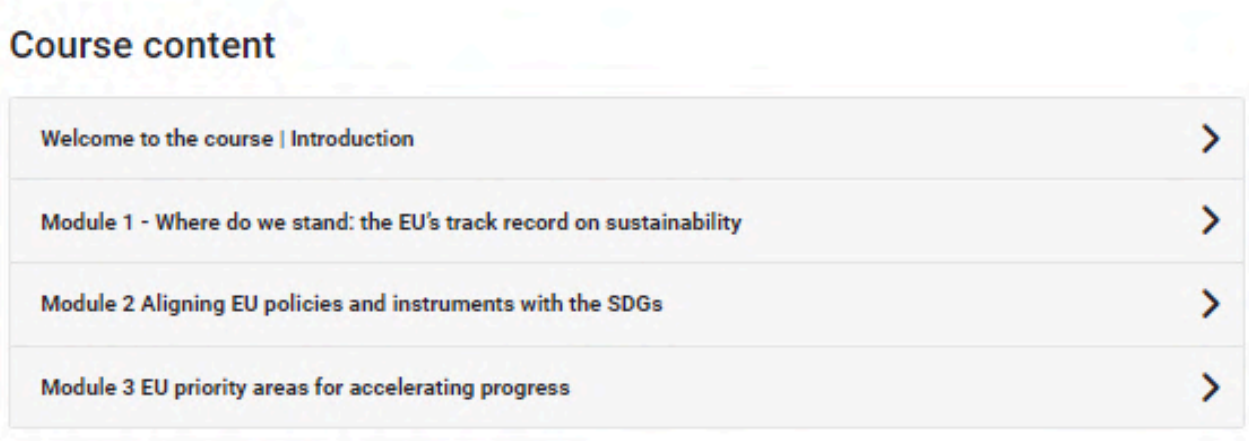

You can download the Powerpoint presentation with the slides used by María Cortés-Puch here.

## Institution

UN Sustainable Development Solutions Network

# Implementation of the SDGs in the EU: measurement, planning and collaboration

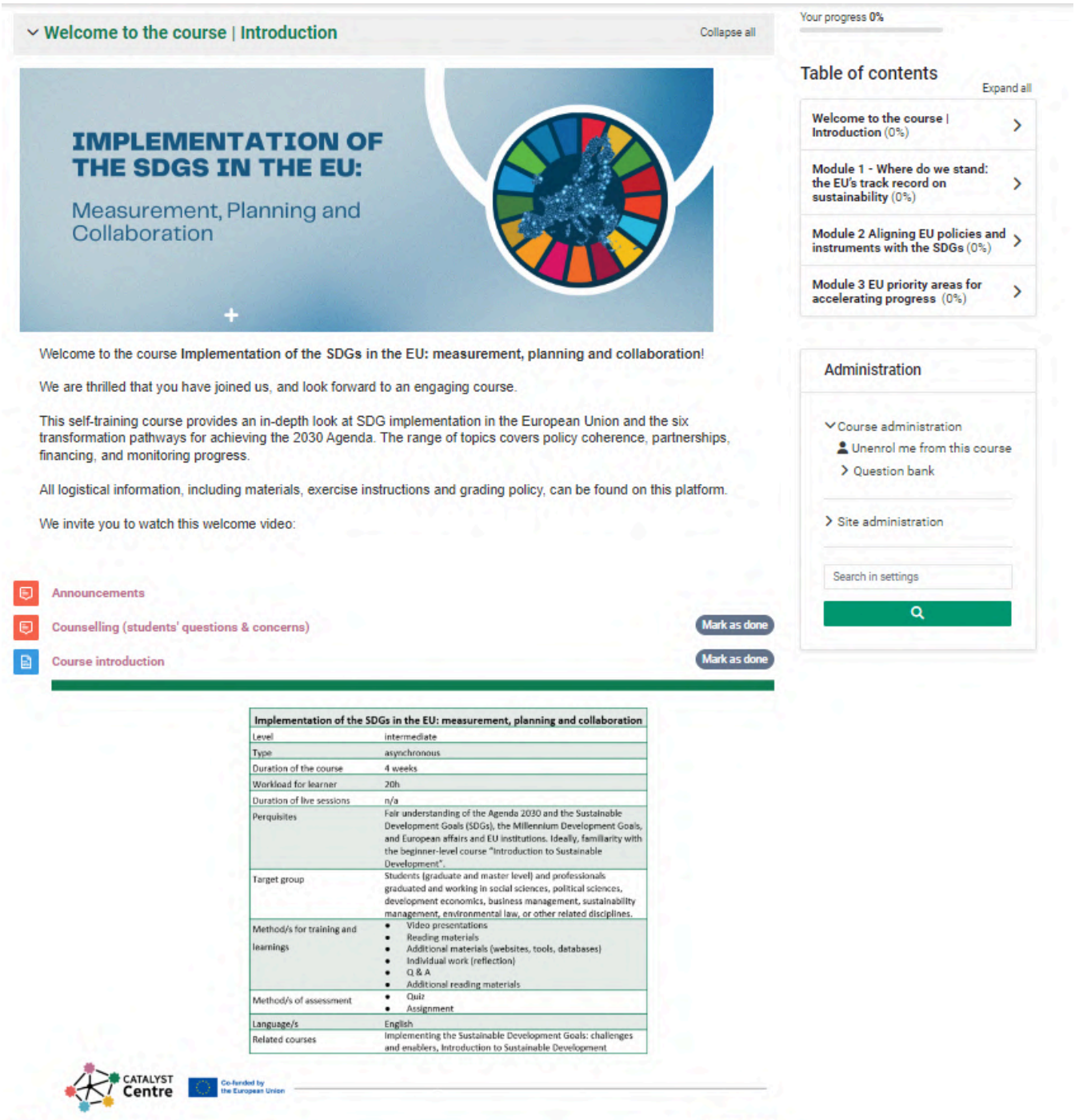



## Institution

UN Sustainable Development Solutions Network

# Implementation of the SDGs in the EU: measurement, planning and collaboration



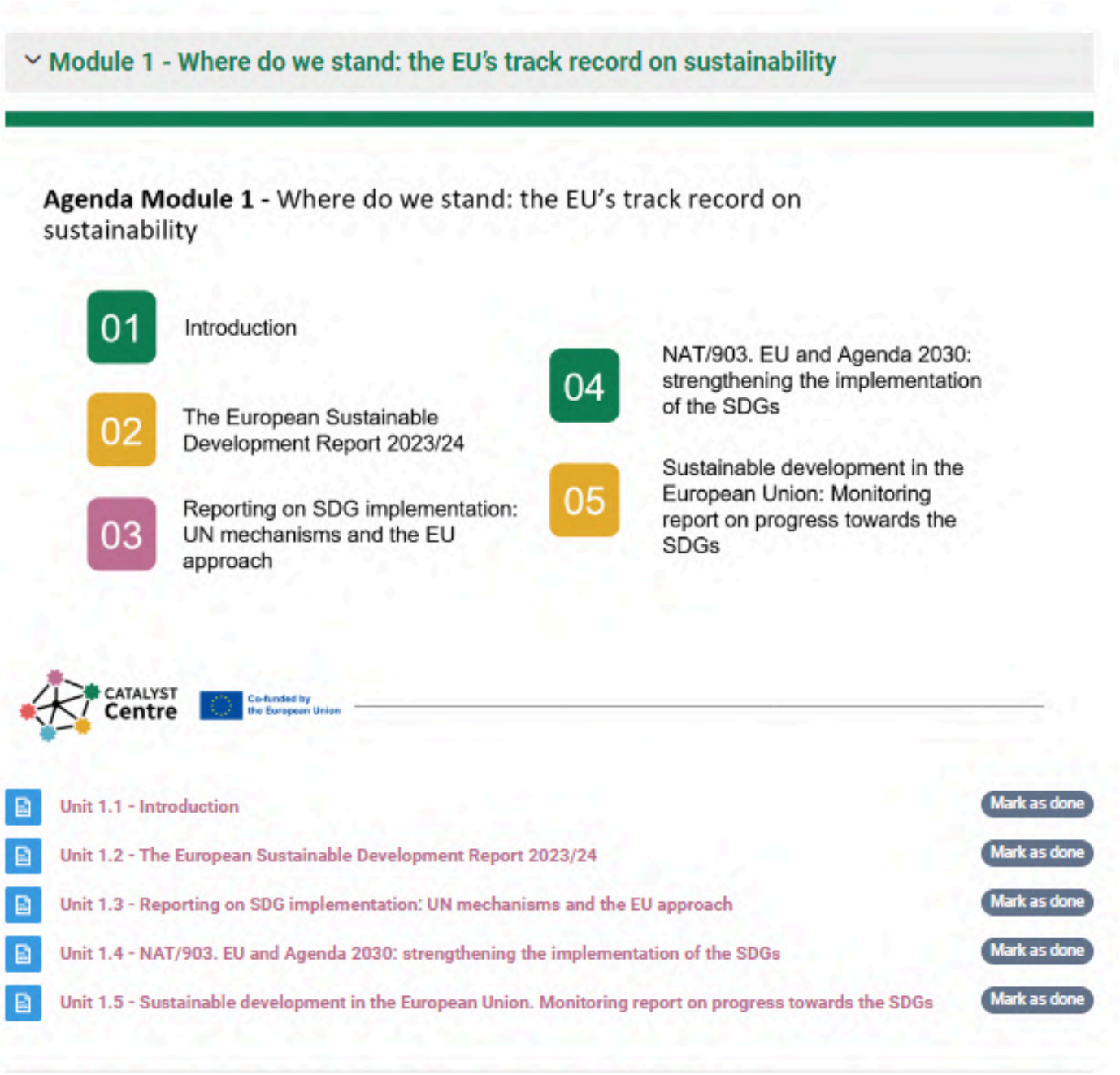

| Implementation of the SDGs in the EU: measurement, planning and collaboration | |
|---|---|
| Level | intermediate |
| Type | asynchronous |
| Duration of the course | 4 weeks |
| Workload for learner | 20h |
| Duration of live sessions | n/a |
| Perquisites | Fair understanding of the Agenda 2030 and the Sustainable Development Goals (SDGs), the Millennium Development Goals, and European affairs and EU institutions. Ideally, familiarity with the beginner-level course "Introduction to Sustainable Development". |
| Target group | Students (graduate and master level) and professionals graduated and working in social sciences, political sciences, development economics, business management, sustainability management, environmental law, or other related disciplines. |
| Method/s for training and learnings | • Video presentations<br>• Reading materials<br>• Additional materials (websites, tools, databases)<br>• Individual work (reflection)<br>• Q & A<br>• Additional reading materials |
| Method/s of assessment | • Quiz<br>• Assignment |
| Language/s | English |
| Related courses | Implementing the Sustainable Development Goals: challenges and enablers, Introduction to Sustainable Development |

## Institution

UN Sustainable Development Solutions Network

SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK
A GLOBAL INITIATIVE FOR THE UNITED NATIONS

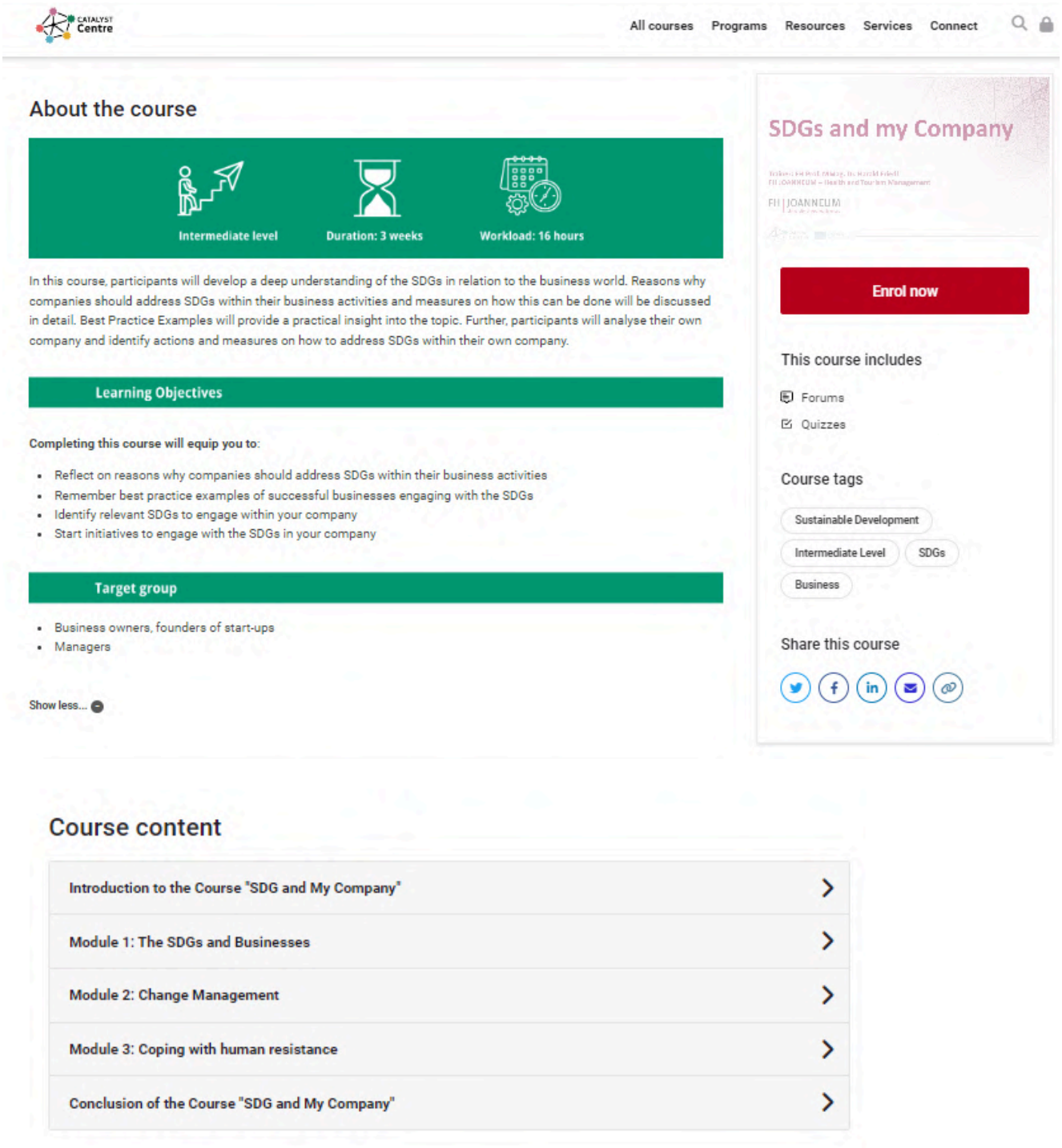
# Implementation of the SDGs in the EU: measurement, planning and collaboration




## Institution

UN Sustainable Development Solutions Network

# SDGs and My Company



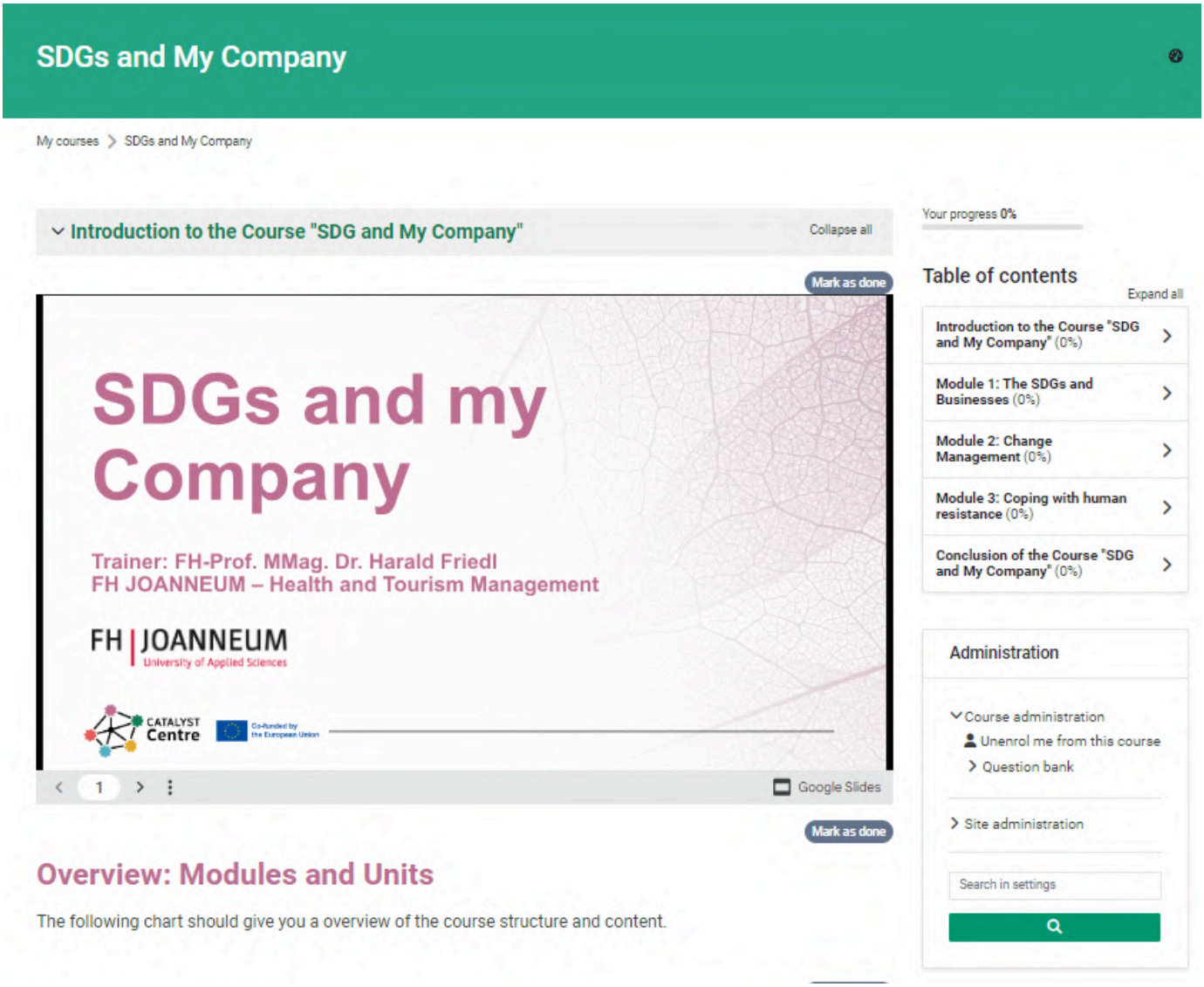




## Institution

FH Joanneum University of Applied Sciences

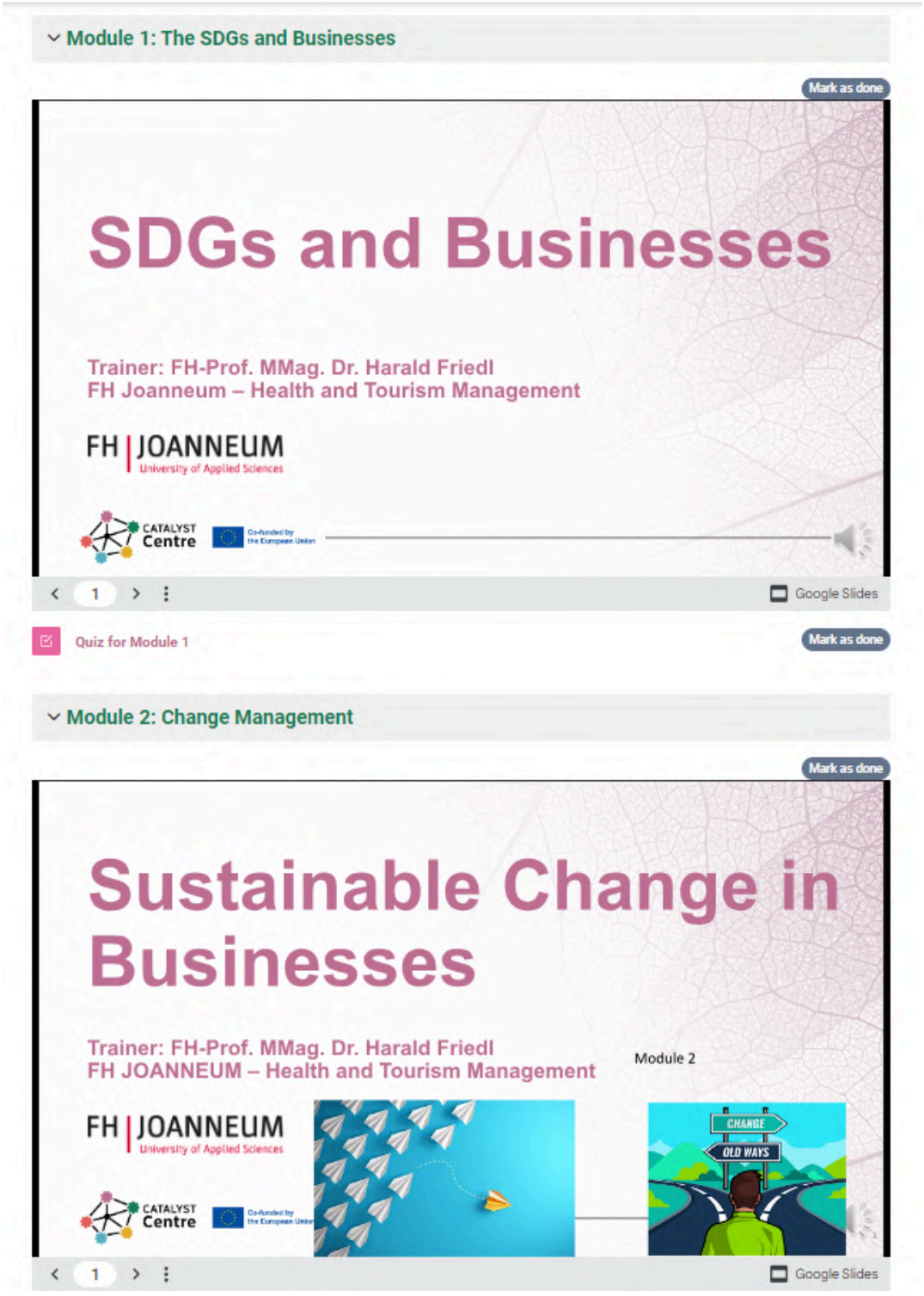
# SDGs and My Company




## Institution

FH Joanneum University of Applied Sciences

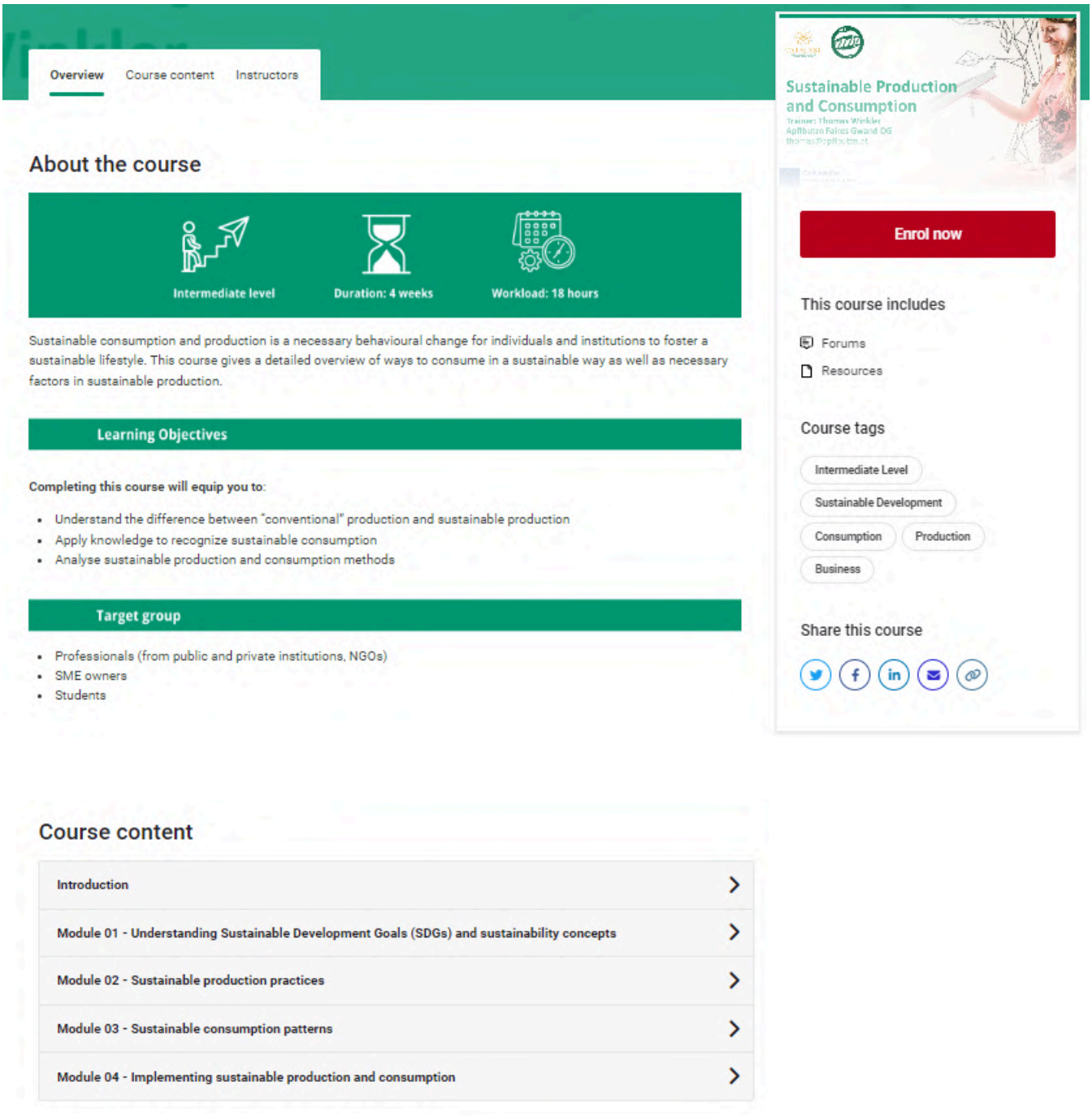
# SDGs and My Company




## Institution

FH Joanneum University of Applied Sciences

# Sustainable Consumption and Production



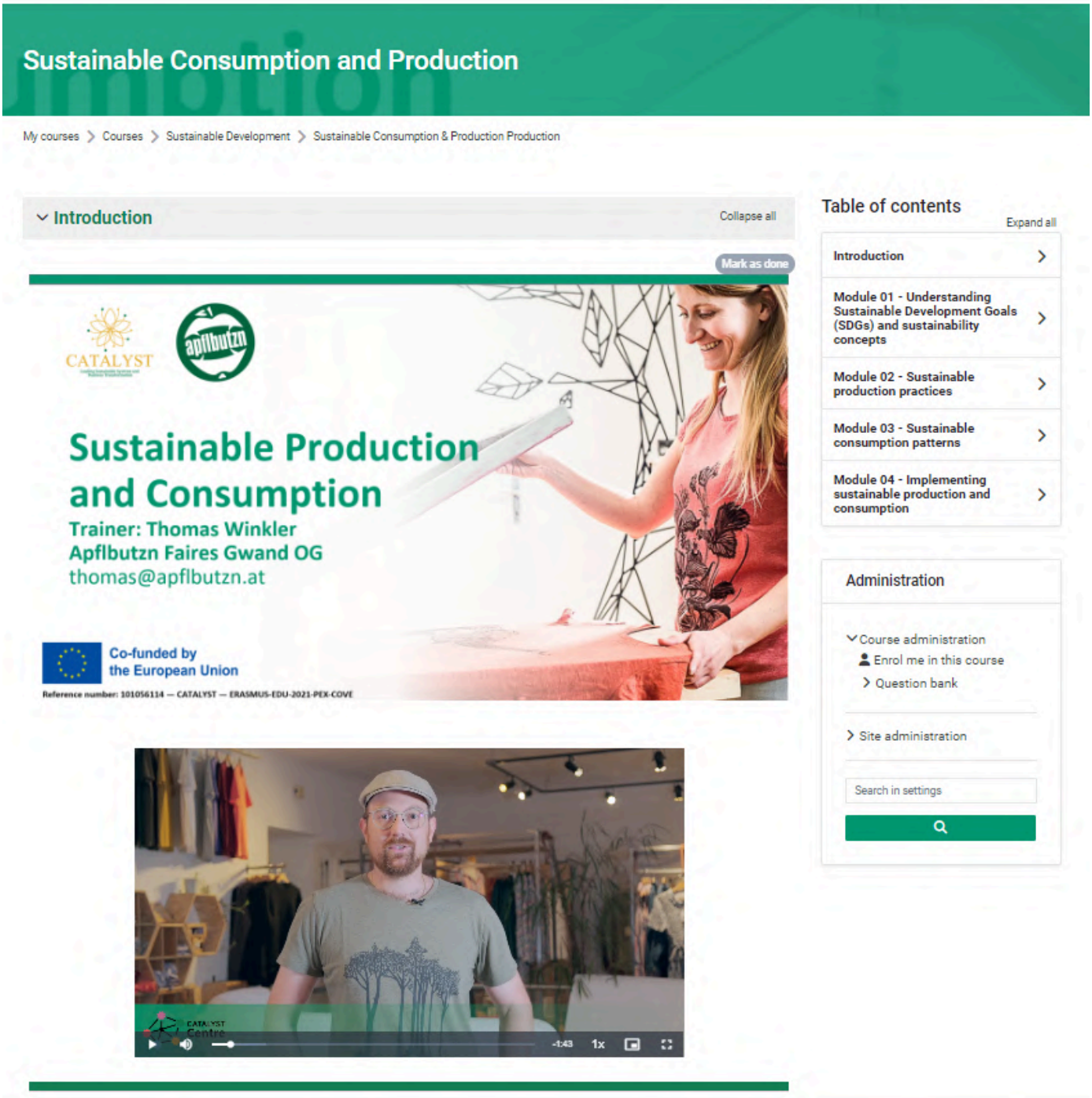




## Institution

Apflbutzn Faires Gwand

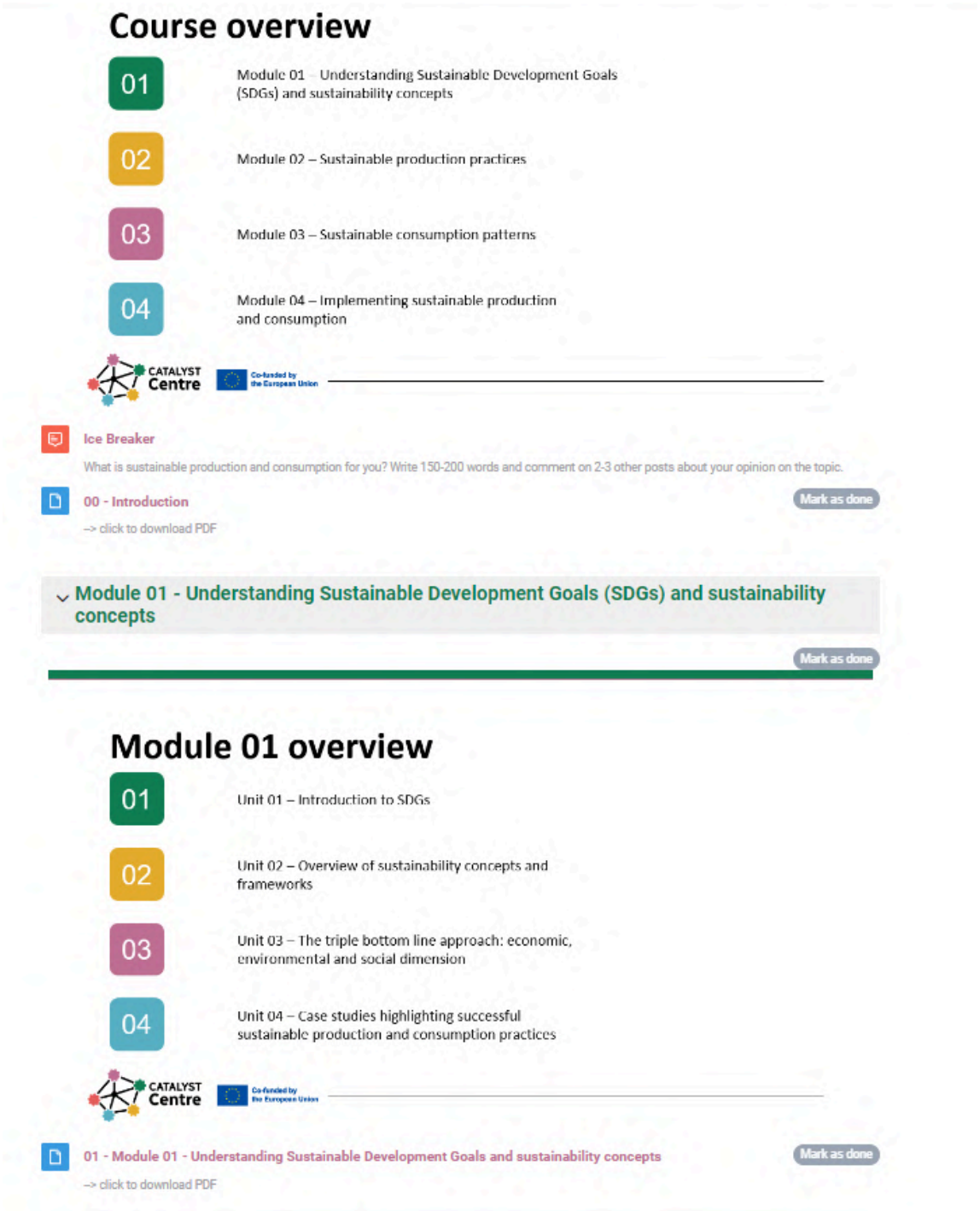
# Sustainable Consumption and Production




## Institution

Apflbutzn Faires Gwand

# Sustainable Consumption and Production




## Institution

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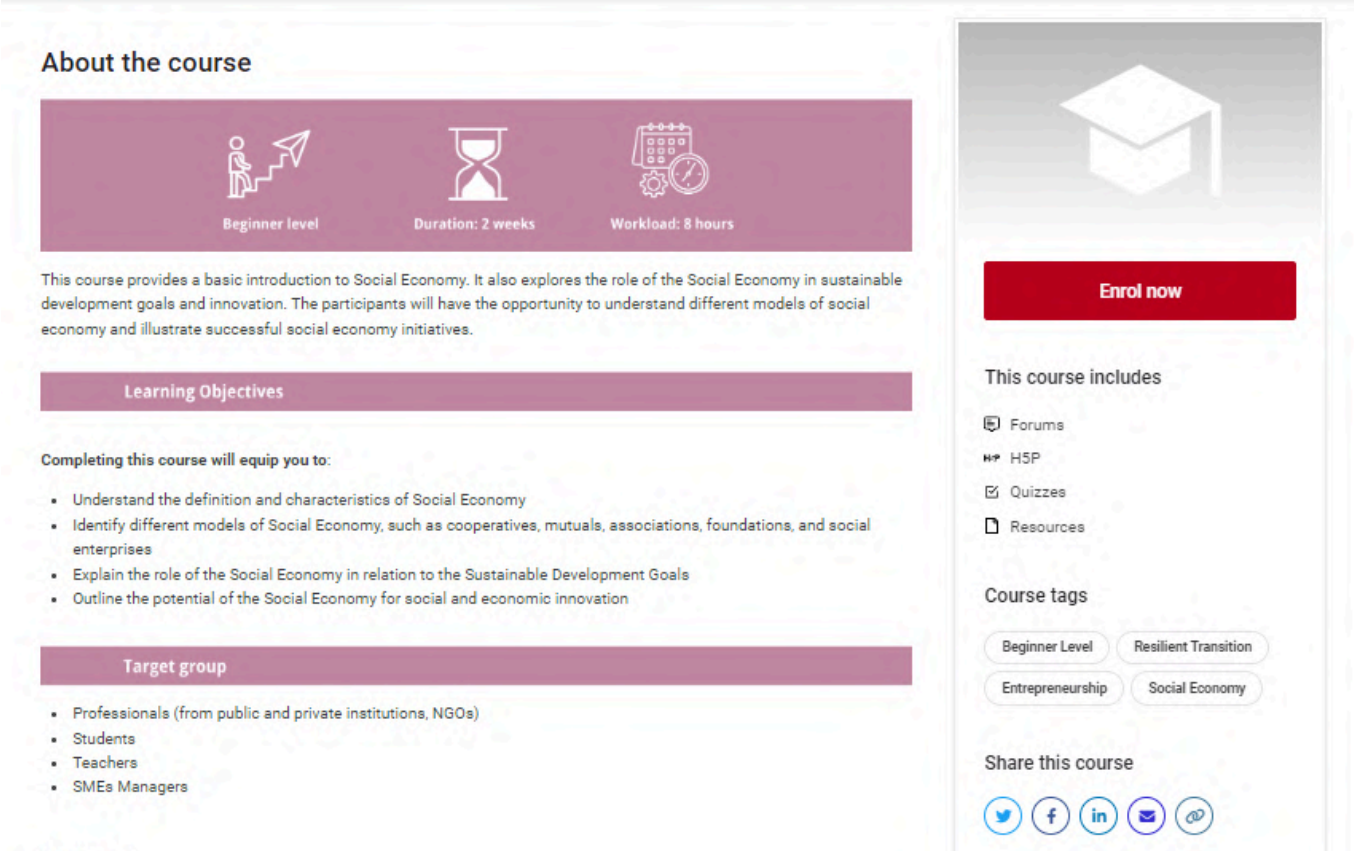
# Introduction to Social Economy



## About the course

Beginner level | Duration: 2 weeks | Workload: 8 hours

This course provides a basic introduction to Social Economy. It also explores the role of the Social Economy in sustainable development goals and innovation. The participants will have the opportunity to understand different models of social economy and illustrate successful social economy initiatives.

### Learning Objectives

**Completing this course will equip you to:**

- Understand the definition and characteristics of Social Economy
- Identify different models of Social Economy, such as cooperatives, mutuals, associations, foundations, and social enterprises
- Explain the role of the Social Economy in relation to the Sustainable Development Goals
- Outline the potential of the Social Economy for social and economic innovation

### Target group

- Professionals (from public and private institutions, NGOs)
- Students
- Teachers
- SMEs Managers

Enrol now

This course includes

- Forums
- H5P
- Quizzes
- Resources

Course tags

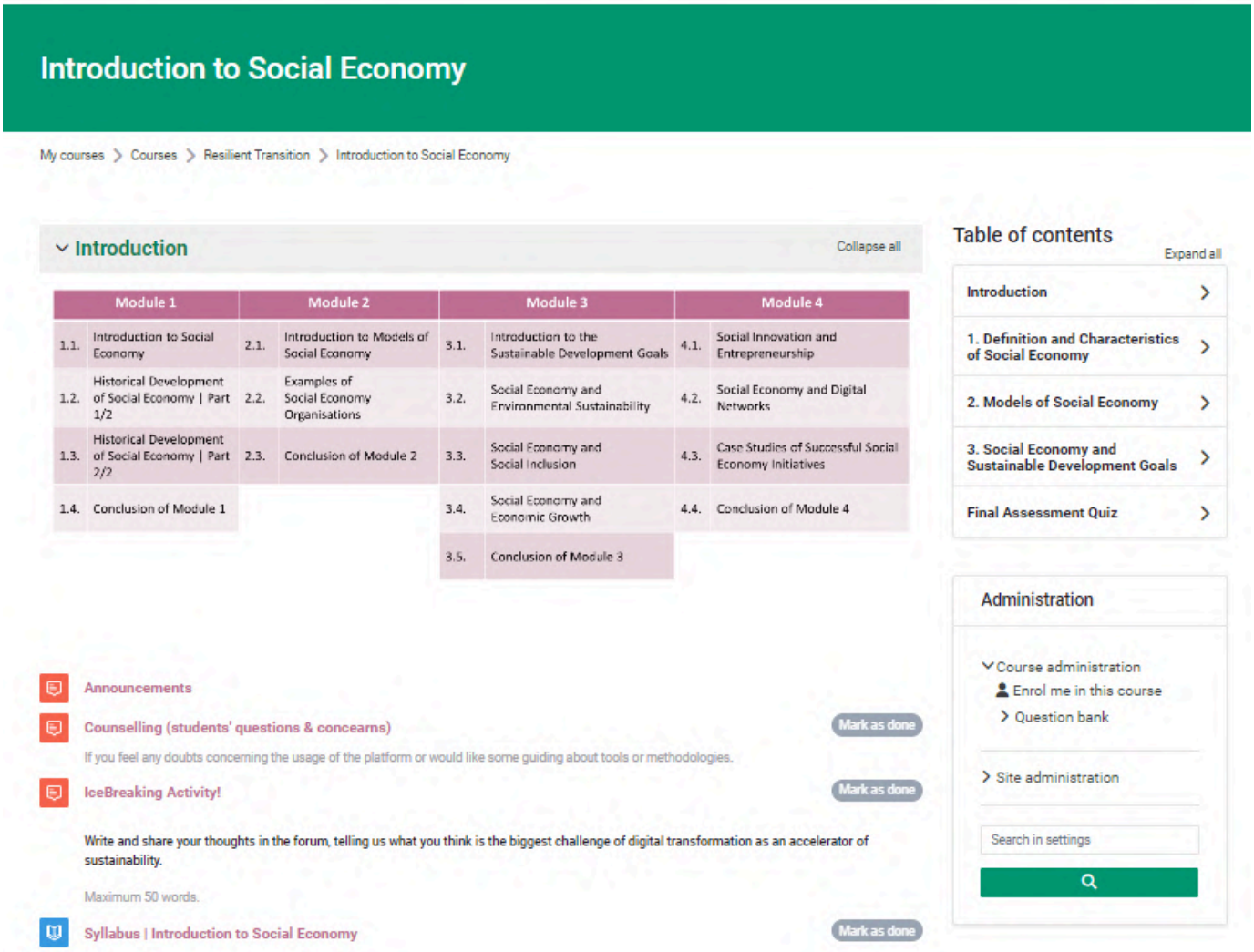
Beginner Level | Resilient Transition | Entrepreneurship | Social Economy

Share this course

## Course content

- Introduction
- 1. Definition and Characteristics of Social Economy
- 2. Models of Social Economy
- 3. Social Economy and Sustainable Development Goals
- Final Assessment Quiz

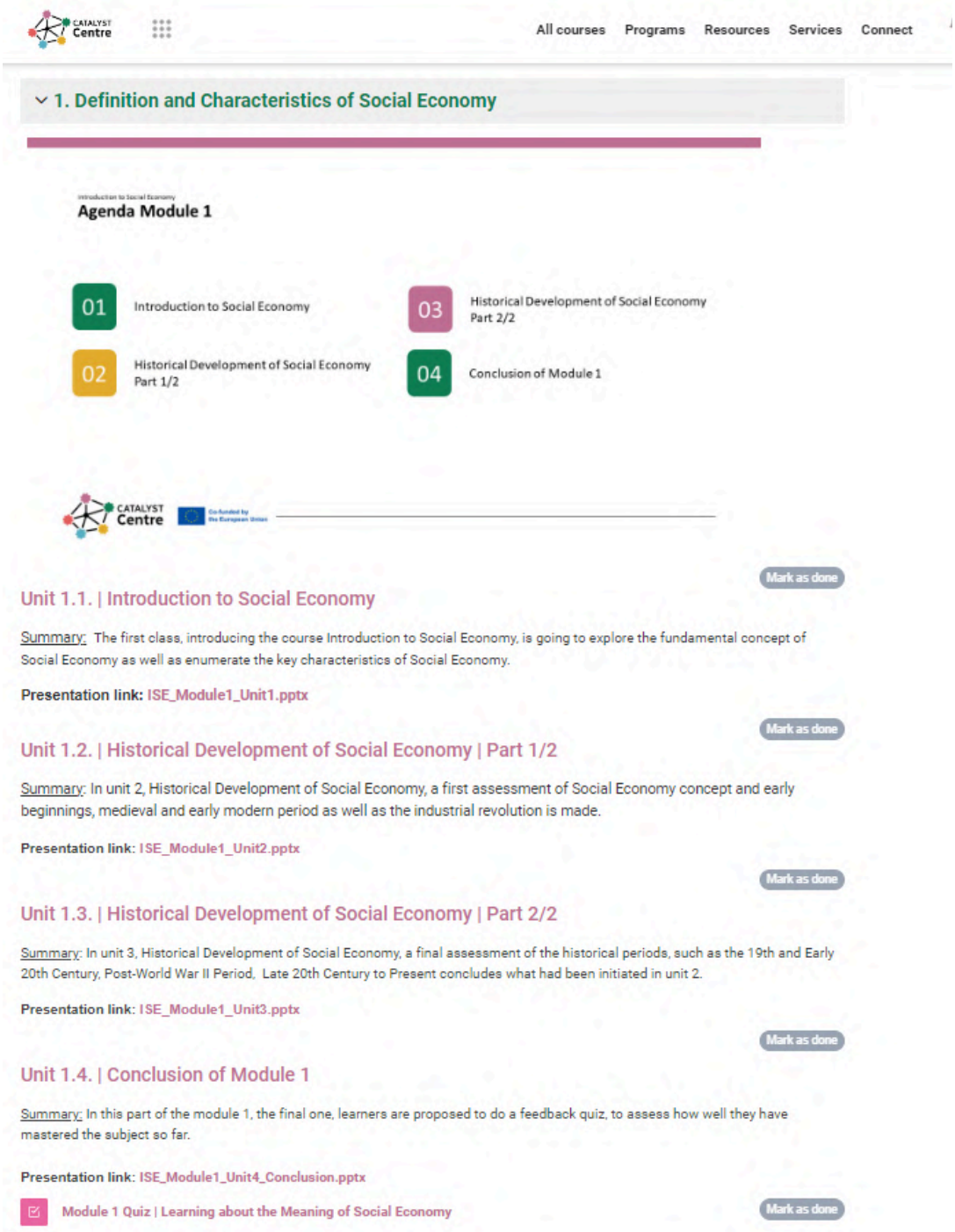
# Introduction to Social Economy



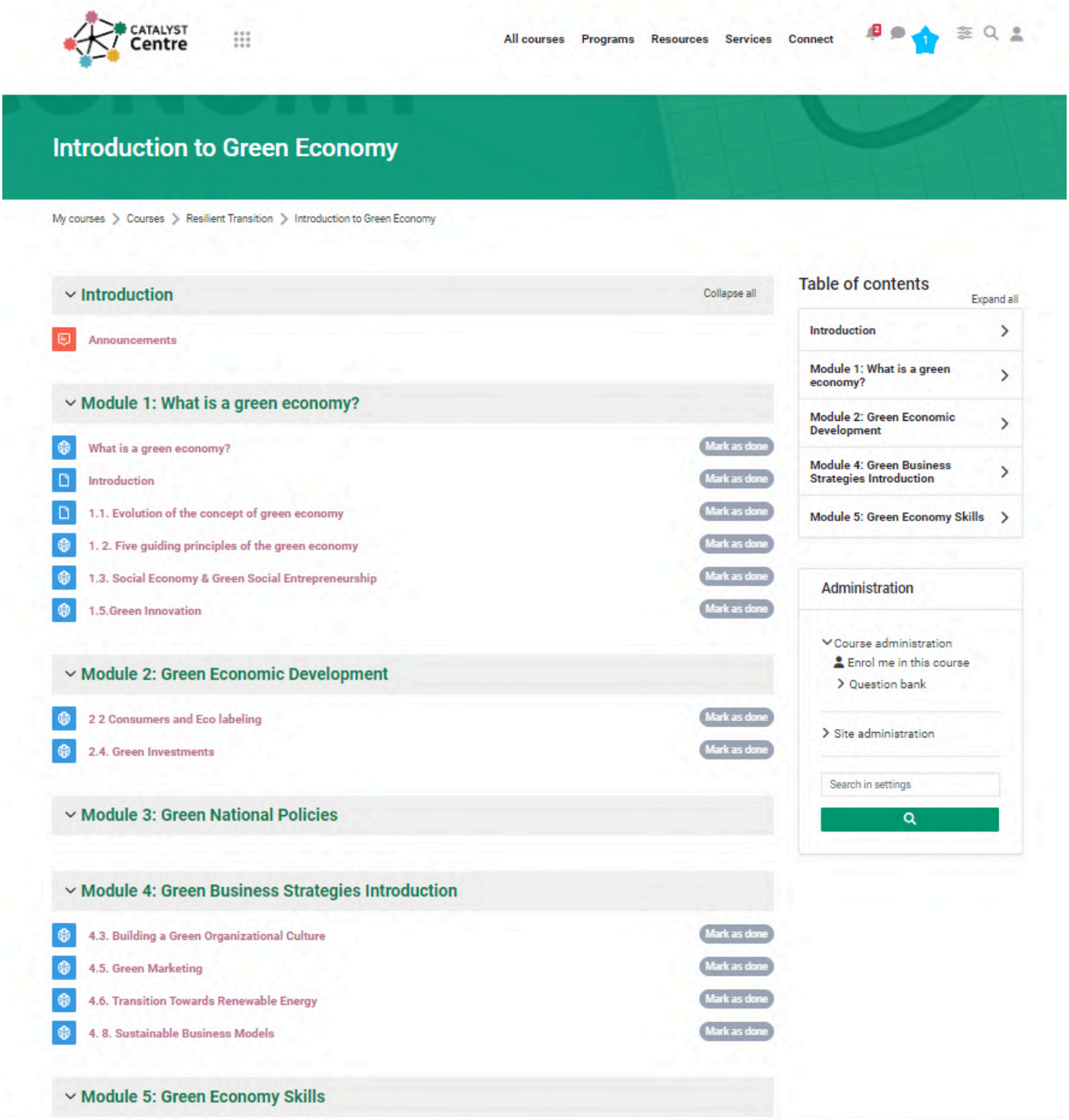

## Institution

University Institute of Lisbon

# Introduction to Social Economy



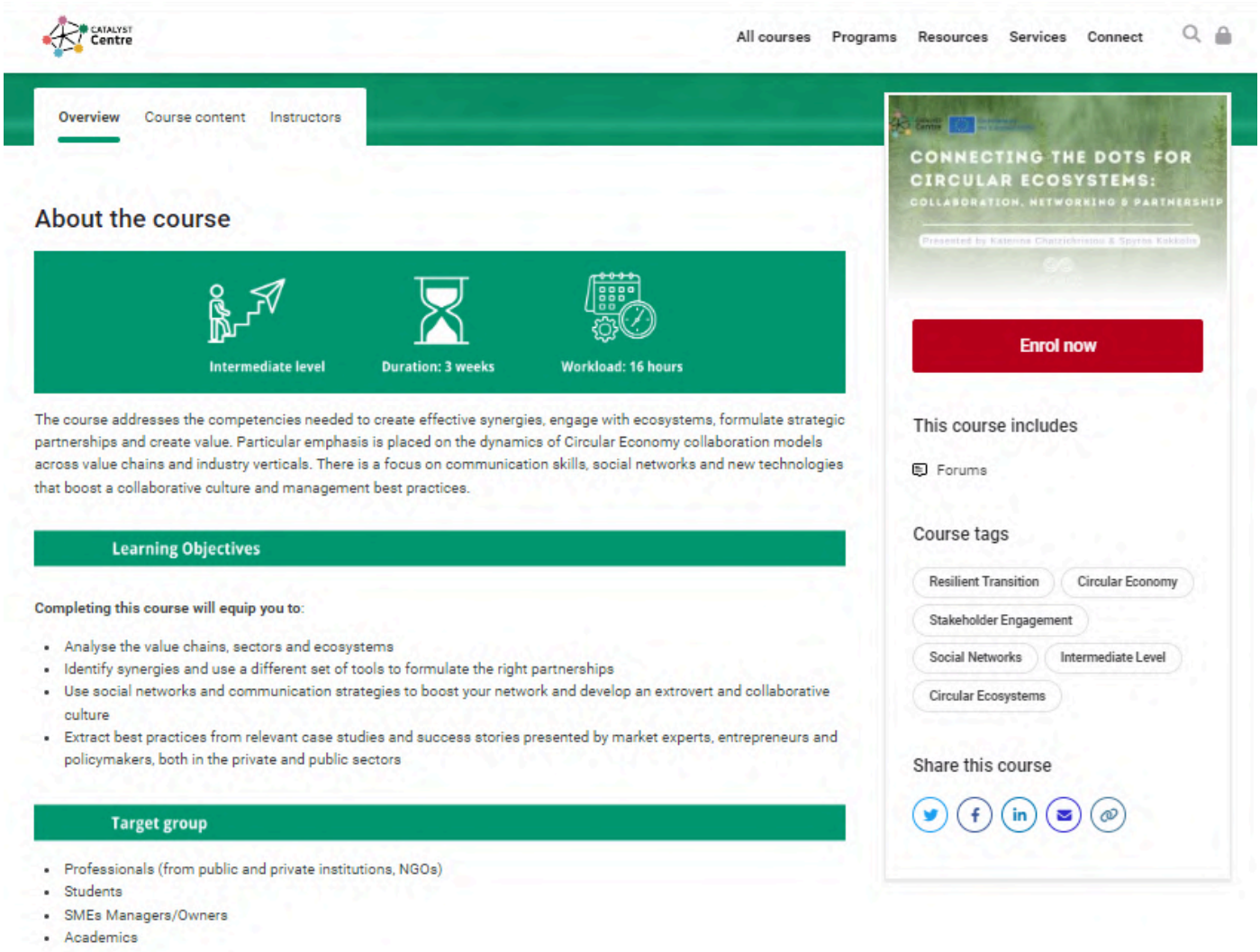
# Introduction to Green Economy




## Institution

Small Business Chamber

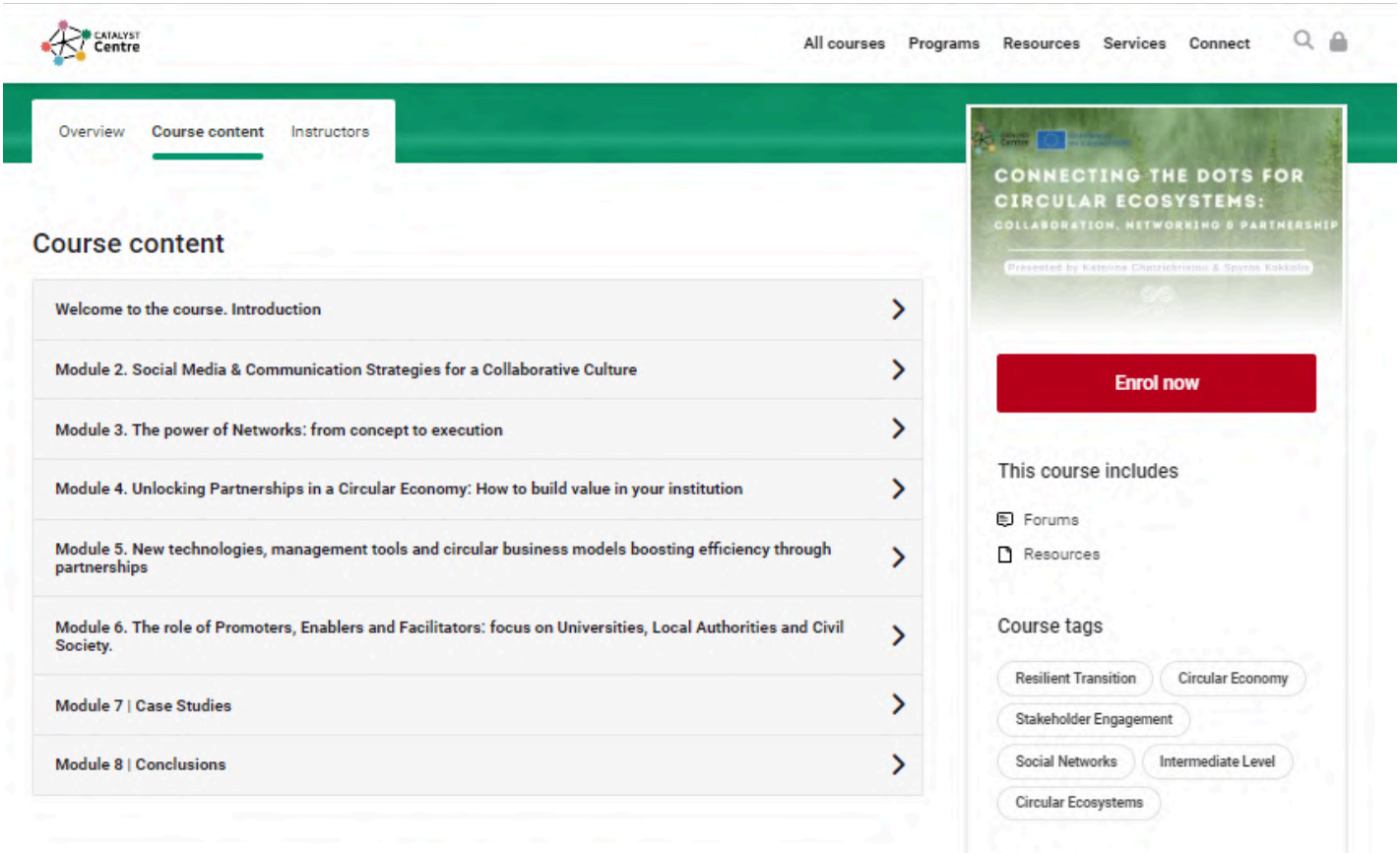
# Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships




## Institution

SPOROS Circular Solutions

# Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships




## Institution

SPOROS Circular Solutions

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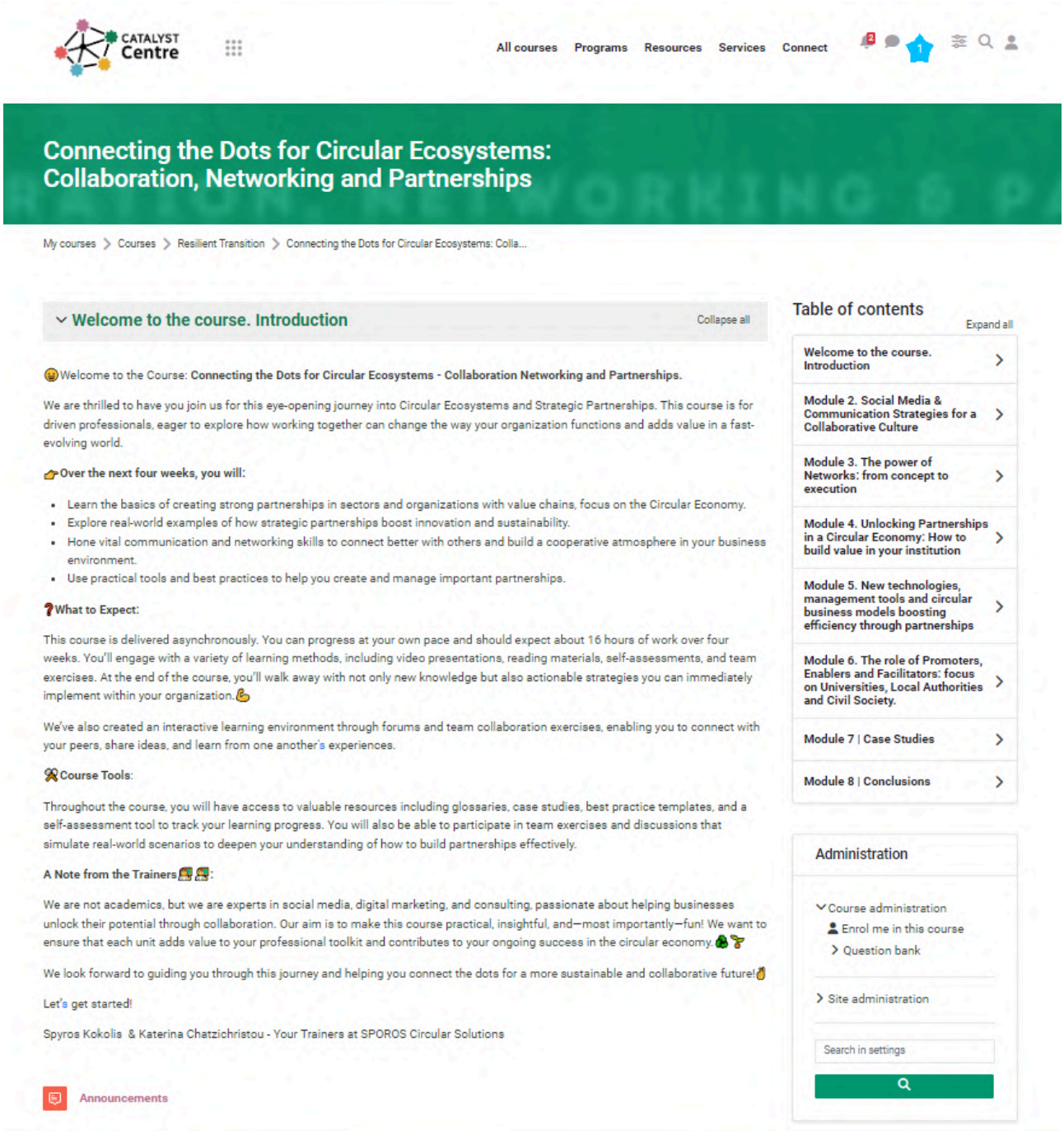



## Institution

SPOROS Circular Solutions

# Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships

## Module 1. Introduction to the value of Collaboration and Partnerships

**Unit 1.1: Undestranding Collaboration in Circular Ecosystems**

**Summary**:
This unit explores the fundamental concepts of collaboration within circular ecosystems. Participants will be introduced to the different types of collaboration models (e.g., inter-business, public-private partnerships) and the role of collaboration in driving sustainability and innovation. The importance of ecosystem thinking, where different stakeholders work together to achieve common goals, will be emphasized.

- Video presentation
- Reading material
- Quiz

**Unit 1.2: Building Strategic Partnerships for Circular Innovation**

**Summary**:
This unit focuses on how to identify and develop strategic partnerships that drive circular innovation. Participants will learn to map stakeholders and analyze their potential for collaboration, based on shared goals and resources. Case studies will be provided to illustrate successful partnership strategies in circular economy projects.

- Case Study
- Interactive Exercise
- Assessment

**Unit 1.3: Communiation Strategies for Effective Collaboration**

**Summary**:
This unit dives into the communication strategies that enable effective collaboration. Participants will learn how to use both formal and informal communication channels to build trust and facilitate ongoing dialogue between partners. Additionally, they will explore the role of social media in maintaining collaborative relationships.

- Video
- Reading Material
- Sels assessment tool

# System and Design Thinking for Sustainable Transformations

## About the course

Advanced level | Duration: 5 weeks | Workload: 26 hours

The course will introduce the methodology of CO-IN ® Model, Frame Innovation and System Innovation approach as tools for enhancing innovative partnerships for sustainable growth in solving and reframing complex problems. By identifying and reframing wicked problems, the participants will reframe the solution directions and implement the tools and methodologies in a real case study.

### Learning Objectives

**Completing this course will equip you to:**

- Describe CO-IN ® Model and Frame Innovation approach
- Understand the deeper factors that underlie the needs of the stakeholders
- Define a system innovation approach with tools and methodologies for stakeholders' participation
- Apply system and design thinking to solve wicked problems
- Implement the frame creation process and solution on real case studies

### Target group

- Managers and professionals from SMEs and large companies
- Policymakers, representatives from public institutions and municipalities

Show less...

Enrol now

This course includes

Forums
Quizzes
Resources

Course tags

Collaboration | System Approach | Advanced Course | Resilient Transition | Stakeholder Engagement

Share this course

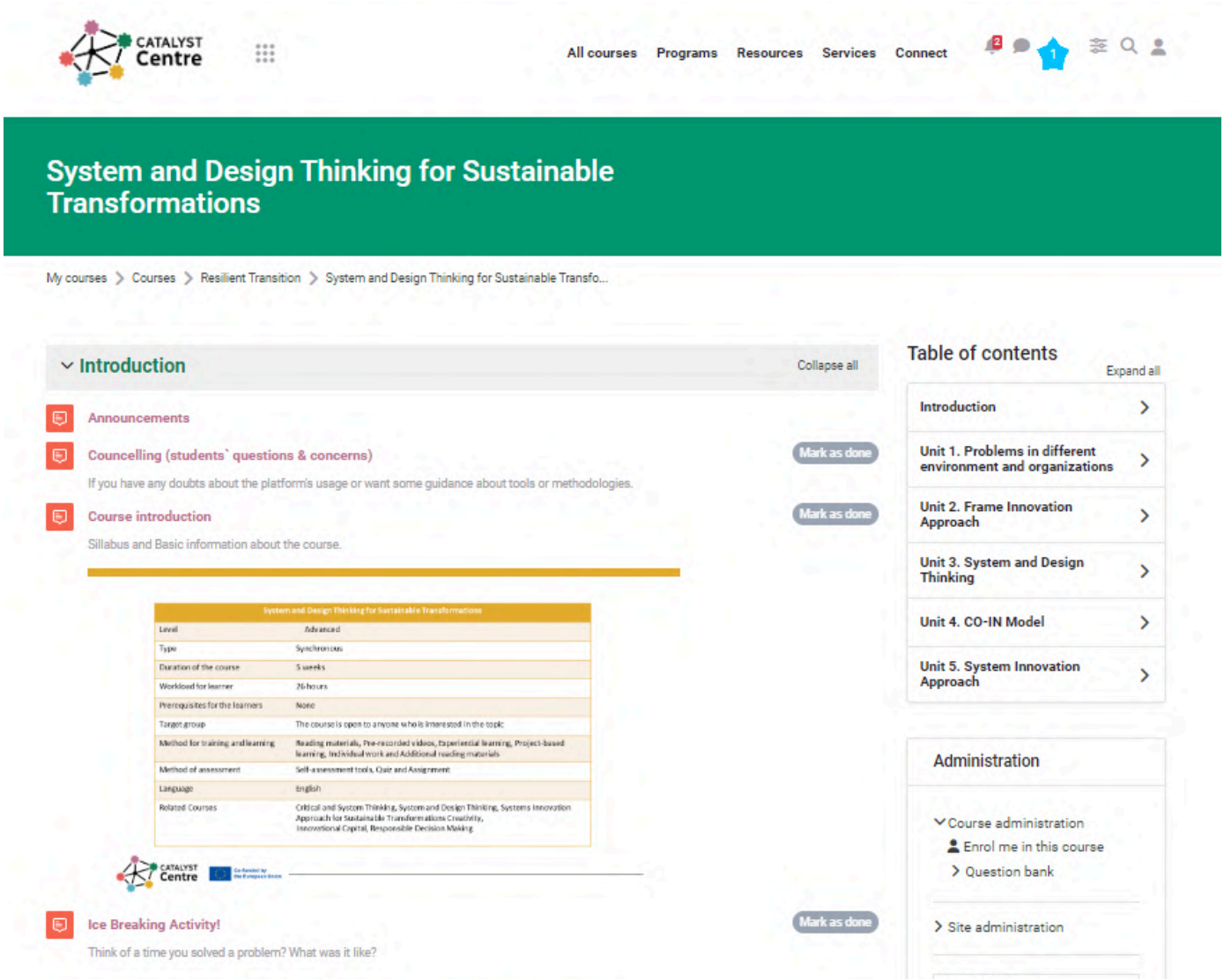
## Course content

- Introduction
- Unit 1. Problems in different environment and organizations
- Unit 2. Frame Innovation Approach
- Unit 3. System and Design Thinking
- Unit 4. CO-IN Model
- Unit 5. System Innovation Approach

## Institution

Institute for Research in Environment, Civil Engineering and Energy
Civil Engineering Institute MACEDONIA

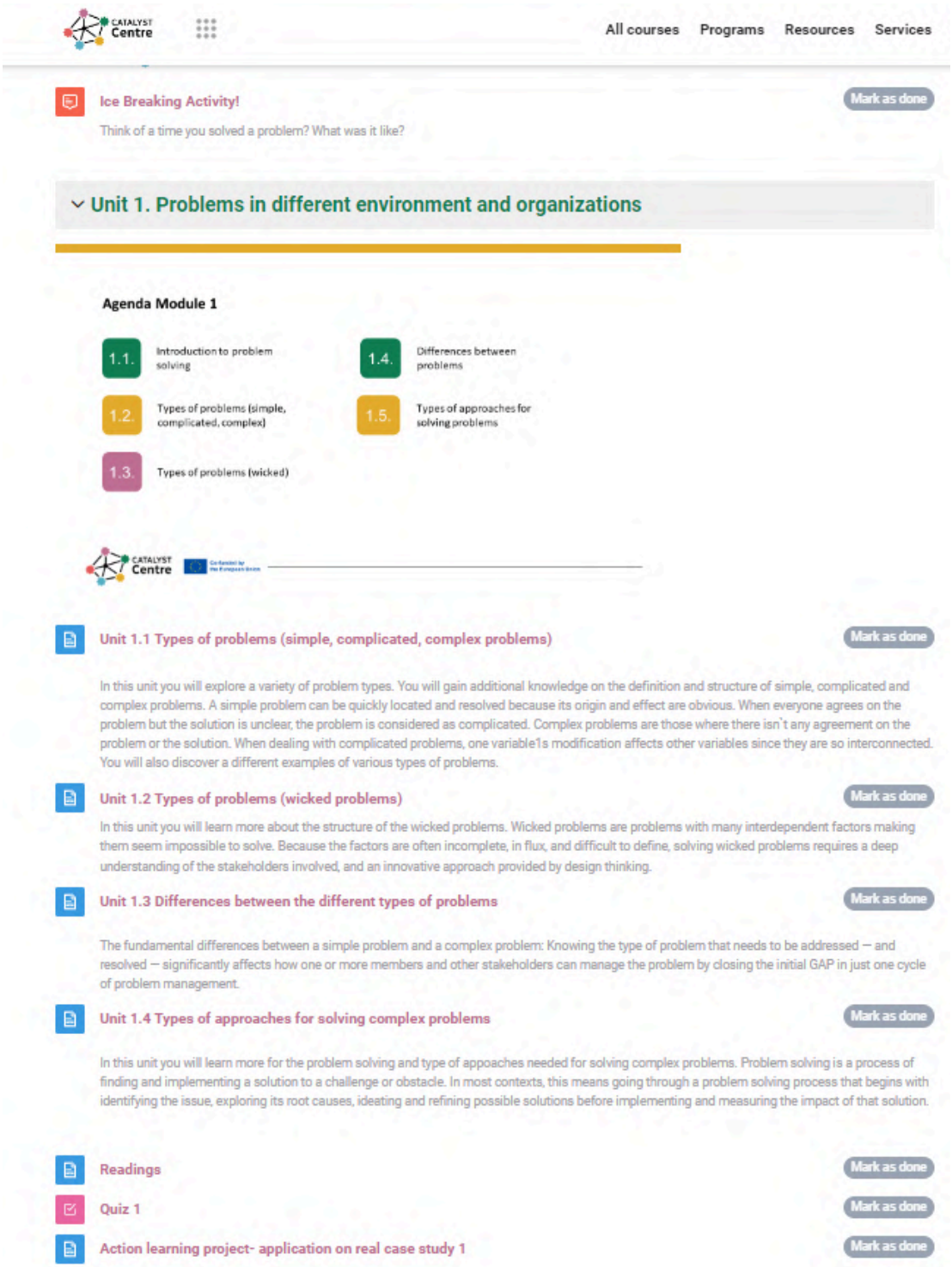
# System and Design Thinking for Sustainable Transformations




## Institution

Institute for Research in Environment, Civil Engineering and Energy
Civil Engineering Institute MACEDONIA

# System and Design Thinking for Sustainable Transformations




## Institution

Institute for Research in Environment, Civil Engineering and Energy
Civil Engineering Institute MACEDONIA

# Socio-Economic Pathways - Benefits and Application

## About the course

Intermediate level | Duration: 4 weeks | Workload: 20 hours

This course examines the numerous mechanisms by which socioeconomic systems evolve and influence society, the environment, and global development. Participants will investigate various scenarios, models, and approaches for comprehending and influencing socioeconomic trajectories in the context of global challenges.

### Learning Objectives

**Completing this course will equip you to:**

- Discuss the importance and benefits of socio-economic pathways
- Demonstrate how to create futures and scenario analysis
- Identify areas for improvement by engaging with stakeholders and receiving their feedback and recommendation
- Develop economic, social and technological innovation pathways

### Target group

- Professionals (from public and private institutions, NGOs)
- Students
- SMEs Managers/Owners
- Teachers

Show less...

Enrol now

This course includes

Forums

Resources

Course tags

Intermediate Level

Resilient Transition

Stakeholder Engagement

Systems Innovation

Policy

Share this course

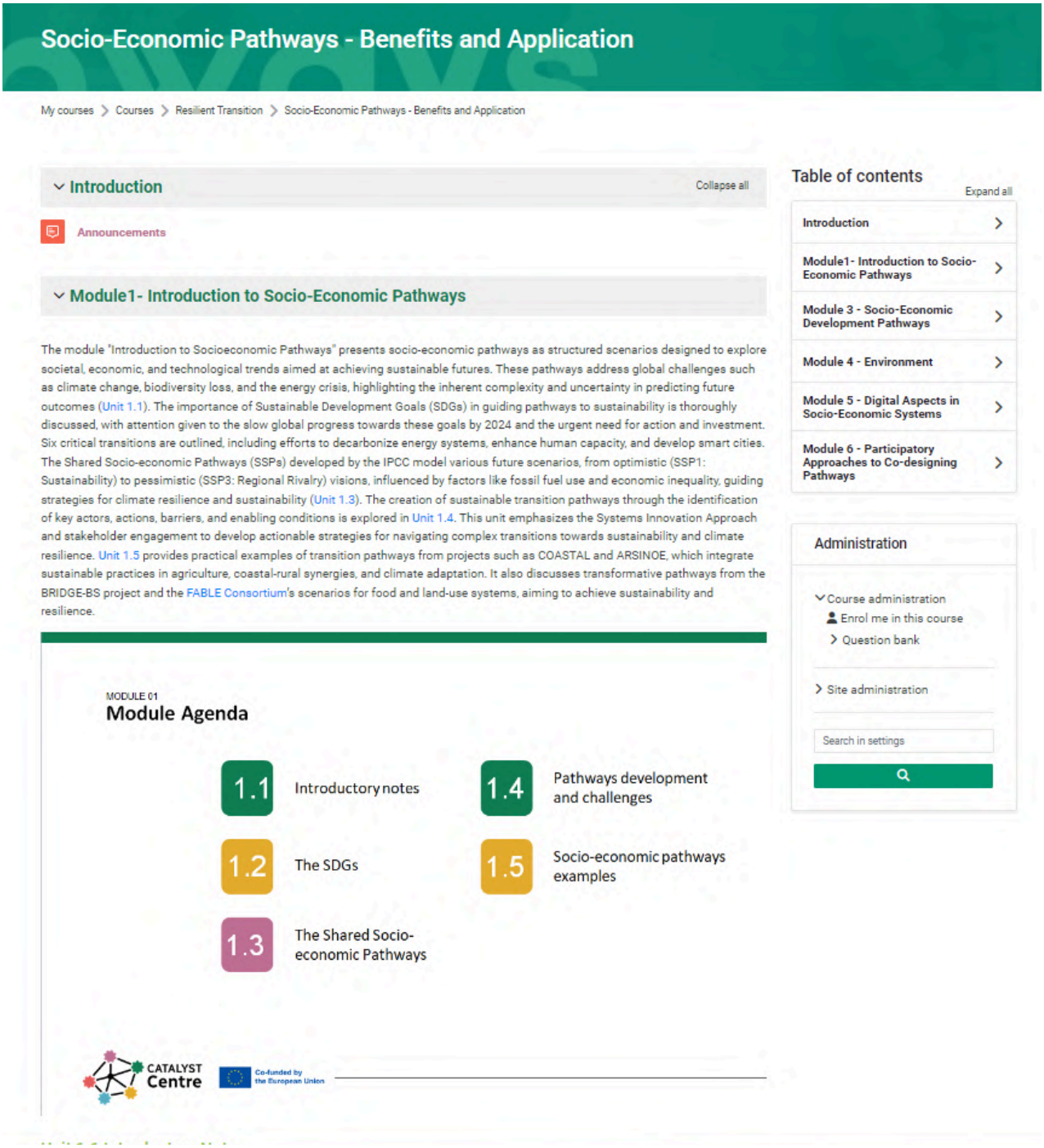
## Course content

- Introduction
- Module1- Introduction to Socio-Economic Pathways
- Module 3 - Socio-Economic Development Pathways
- Module 4 - Environment
- Module 5 - Digital Aspects in Socio-Economic Systems
- Module 6 - Participatory Approaches to Co-designing Pathways

## Institution

Athens University of Economics and Business

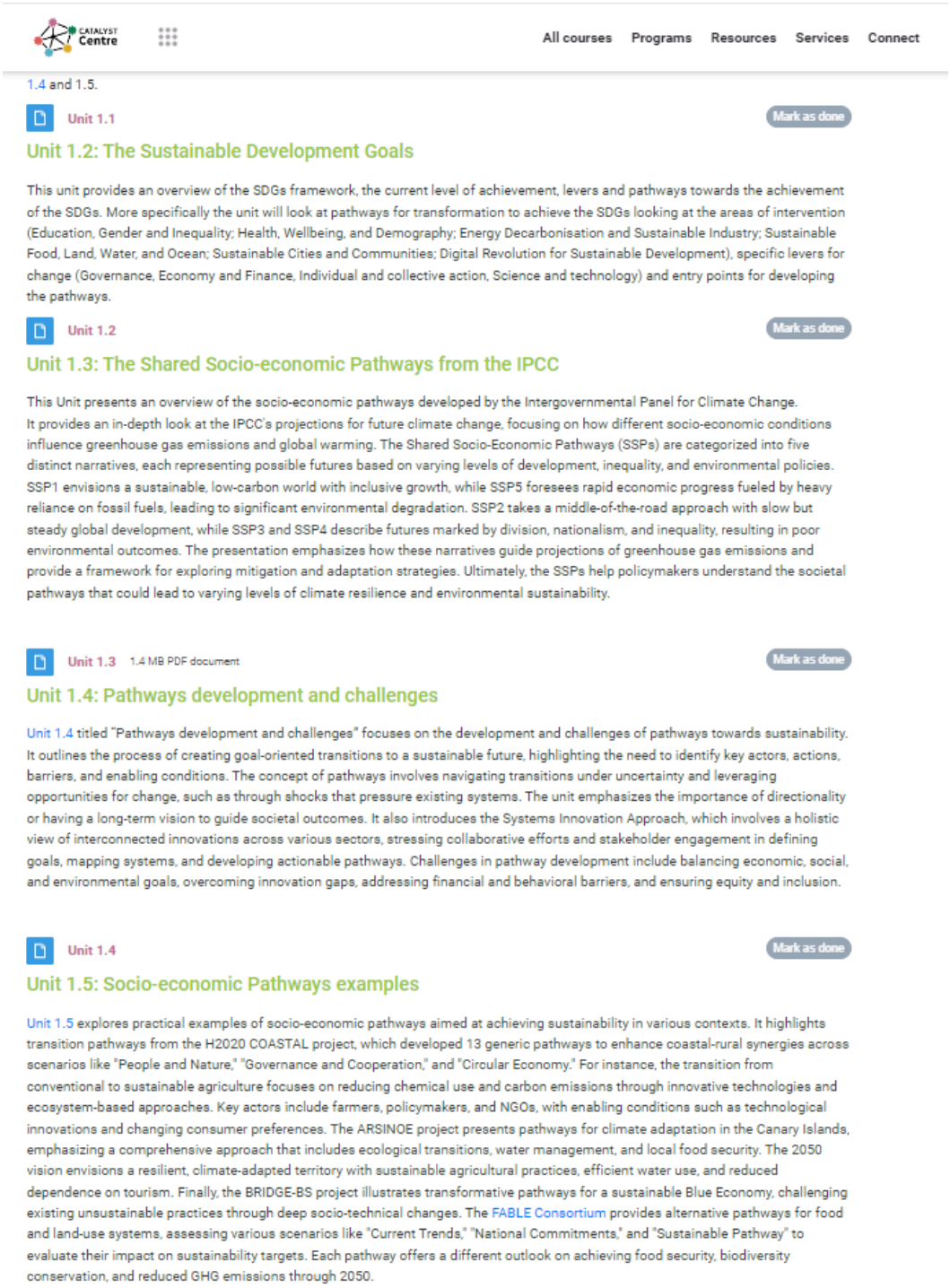
# Socio-Economic Pathways - Benefits and Application




## Institution

Athens University of Economics and Business

# Socio-Economic Pathways - Benefits and Application



CATALYST Centre

All courses Programs Resources Services Connect

1.4 and 1.5.

Unit 1.1 Mark as done

## Unit 1.2: The Sustainable Development Goals

This unit provides an overview of the SDGs framework, the current level of achievement, levers and pathways towards the achievement of the SDGs. More specifically the unit will look at pathways for transformation to achieve the SDGs looking at the areas of intervention (Education, Gender and Inequality; Health, Wellbeing, and Demography; Energy Decarbonisation and Sustainable Industry; Sustainable Food, Land, Water, and Ocean; Sustainable Cities and Communities; Digital Revolution for Sustainable Development), specific levers for change (Governance, Economy and Finance, Individual and collective action, Science and technology) and entry points for developing the pathways.

Unit 1.2 Mark as done

## Unit 1.3: The Shared Socio-economic Pathways from the IPCC

This Unit presents an overview of the socio-economic pathways developed by the Intergovernmental Panel for Climate Change. It provides an in-depth look at the IPCC's projections for future climate change, focusing on how different socio-economic conditions influence greenhouse gas emissions and global warming. The Shared Socio-Economic Pathways (SSPs) are categorized into five distinct narratives, each representing possible futures based on varying levels of development, inequality, and environmental policies. SSP1 envisions a sustainable, low-carbon world with inclusive growth, while SSP5 foresees rapid economic progress fueled by heavy reliance on fossil fuels, leading to significant environmental degradation. SSP2 takes a middle-of-the-road approach with slow but steady global development, while SSP3 and SSP4 describe futures marked by division, nationalism, and inequality, resulting in poor environmental outcomes. The presentation emphasizes how these narratives guide projections of greenhouse gas emissions and provide a framework for exploring mitigation and adaptation strategies. Ultimately, the SSPs help policymakers understand the societal pathways that could lead to varying levels of climate resilience and environmental sustainability.

Unit 1.3 1.4 MB PDF document Mark as done

## Unit 1.4: Pathways development and challenges

Unit 1.4 titled "Pathways development and challenges" focuses on the development and challenges of pathways towards sustainability. It outlines the process of creating goal-oriented transitions to a sustainable future, highlighting the need to identify key actors, actions, barriers, and enabling conditions. The concept of pathways involves navigating transitions under uncertainty and leveraging opportunities for change, such as through shocks that pressure existing systems. The unit emphasizes the importance of directionality or having a long-term vision to guide societal outcomes. It also introduces the Systems Innovation Approach, which involves a holistic view of interconnected innovations across various sectors, stressing collaborative efforts and stakeholder engagement in defining goals, mapping systems, and developing actionable pathways. Challenges in pathway development include balancing economic, social, and environmental goals, overcoming innovation gaps, addressing financial and behavioral barriers, and ensuring equity and inclusion.

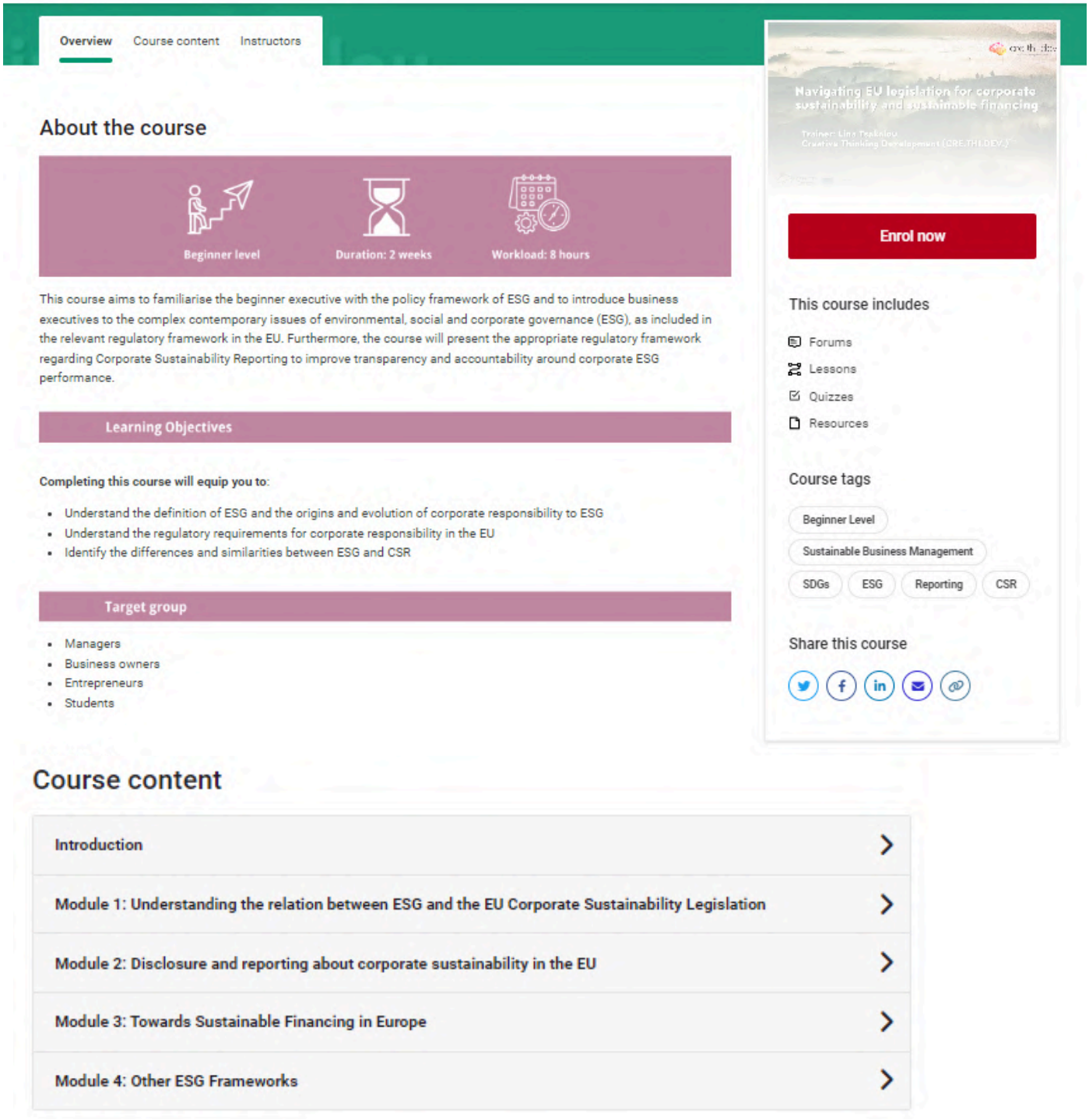
Unit 1.4 Mark as done

## Unit 1.5: Socio-economic Pathways examples

Unit 1.5 explores practical examples of socio-economic pathways aimed at achieving sustainability in various contexts. It highlights transition pathways from the H2020 COASTAL project, which developed 13 generic pathways to enhance coastal-rural synergies across scenarios like "People and Nature," "Governance and Cooperation," and "Circular Economy." For instance, the transition from conventional to sustainable agriculture focuses on reducing chemical use and carbon emissions through innovative technologies and ecosystem-based approaches. Key actors include farmers, policymakers, and NGOs, with enabling conditions such as technological innovations and changing consumer preferences. The ARSINOE project presents pathways for climate adaptation in the Canary Islands, emphasizing a comprehensive approach that includes ecological transitions, water management, and local food security. The 2050 vision envisions a resilient, climate-adapted territory with sustainable agricultural practices, efficient water use, and reduced dependence on tourism. Finally, the BRIDGE-BS project illustrates transformative pathways for a sustainable Blue Economy, challenging existing unsustainable practices through deep socio-technical changes. The FABLE Consortium provides alternative pathways for food and land-use systems, assessing various scenarios like "Current Trends," "National Commitments," and "Sustainable Pathway" to evaluate their impact on sustainability targets. Each pathway offers a different outlook on achieving food security, biodiversity conservation, and reduced GHG emissions through 2050.

# Creating Sustainable Brands - Organisational Level

# Navigating EU legislation for corporate sustainability and sustainable financing



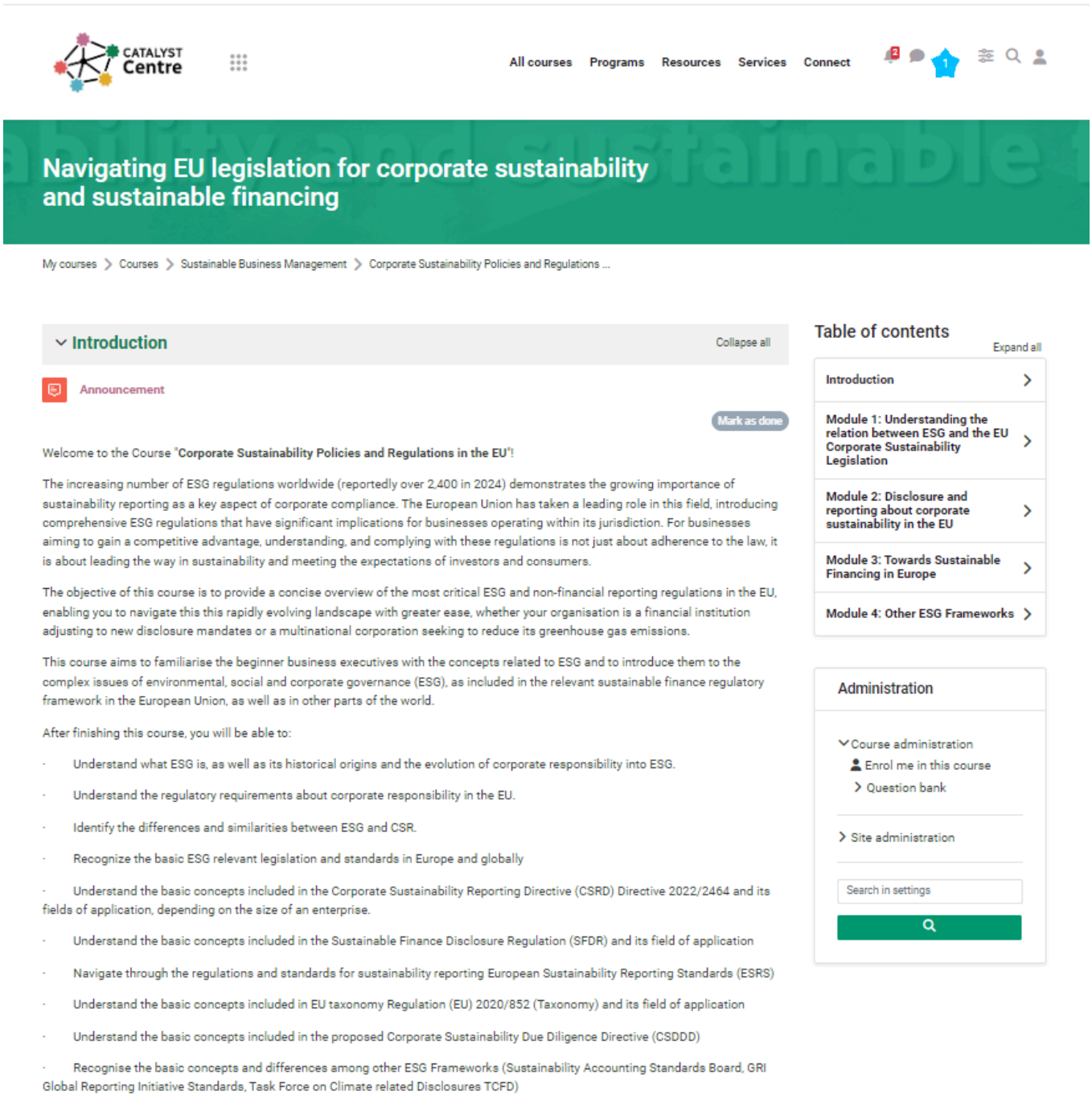




## Institution

Creative Thinking Development

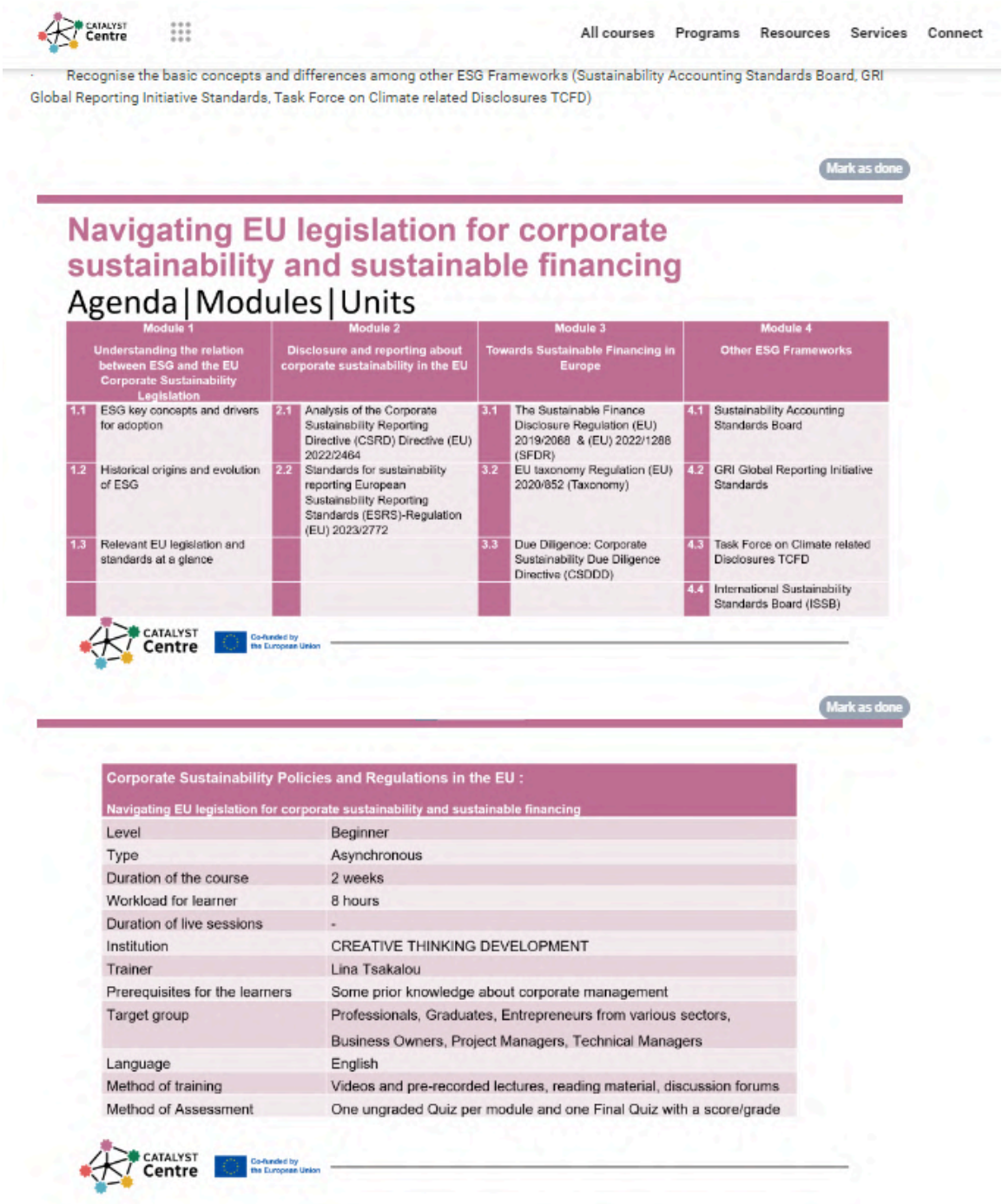
# Navigating EU legislation for corporate sustainability and sustainable financing




## Institution

Creative Thinking Development

# Navigating EU legislation for corporate sustainability and sustainable financing



CATALYST Centre

All courses Programs Resources Services Connect

Recognise the basic concepts and differences among other ESG Frameworks (Sustainability Accounting Standards Board, GRI Global Reporting Initiative Standards, Task Force on Climate related Disclosures TCFD)

Mark as done

## Navigating EU legislation for corporate sustainability and sustainable financing

Agenda | Modules | Units

| Module 1<br>Understanding the relation between ESG and the EU Corporate Sustainability Legislation | | Module 2<br>Disclosure and reporting about corporate sustainability in the EU | | Module 3<br>Towards Sustainable Financing in Europe | | Module 4<br>Other ESG Frameworks | |
|---|---|---|---|---|---|---|---|
| 1.1 | ESG key concepts and drivers for adoption | 2.1 | Analysis of the Corporate Sustainability Reporting Directive (CSRD) Directive (EU) 2022/2464 | 3.1 | The Sustainable Finance Disclosure Regulation (EU) 2019/2088 & (EU) 2022/1288 (SFDR) | 4.1 | Sustainability Accounting Standards Board |
| 1.2 | Historical origins and evolution of ESG | 2.2 | Standards for sustainability reporting European Sustainability Reporting Standards (ESRS)-Regulation (EU) 2023/2772 | 3.2 | EU taxonomy Regulation (EU) 2020/852 (Taxonomy) | 4.2 | GRI Global Reporting Initiative Standards |
| 1.3 | Relevant EU legislation and standards at a glance | | | 3.3 | Due Diligence: Corporate Sustainability Due Diligence Directive (CSDDD) | 4.3 | Task Force on Climate related Disclosures TCFD |
| | | | | | | 4.4 | International Sustainability Standards Board (ISSB) |

CATALYST Centre

Co-funded by the European Union

Mark as done

| Corporate Sustainability Policies and Regulations in the EU :<br>Navigating EU legislation for corporate sustainability and sustainable financing | |
|---|---|
| Level | Beginner |
| Type | Asynchronous |
| Duration of the course | 2 weeks |
| Workload for learner | 8 hours |
| Duration of live sessions | - |
| Institution | CREATIVE THINKING DEVELOPMENT |
| Trainer | Lina Tsakalou |
| Prerequisites for the learners | Some prior knowledge about corporate management |
| Target group | Professionals, Graduates, Entrepreneurs from various sectors, Business Owners, Project Managers, Technical Managers |
| Language | English |
| Method of training | Videos and pre-recorded lectures, reading material, discussion forums |
| Method of Assessment | One ungraded Quiz per module and one Final Quiz with a score/grade |

CATALYST Centre

Co-funded by the European Union

## Institution

Creative Thinking Development

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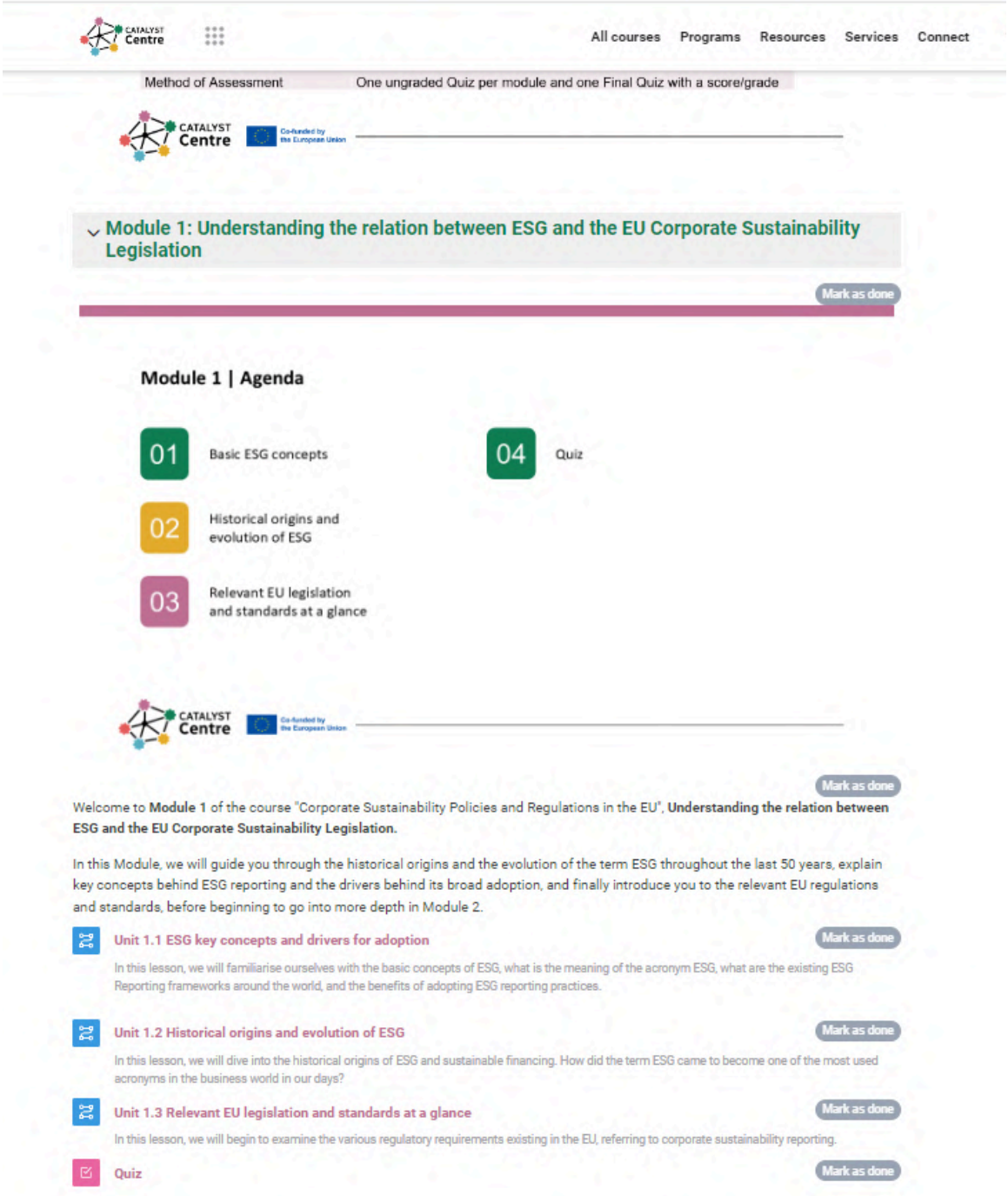
creative thinking development

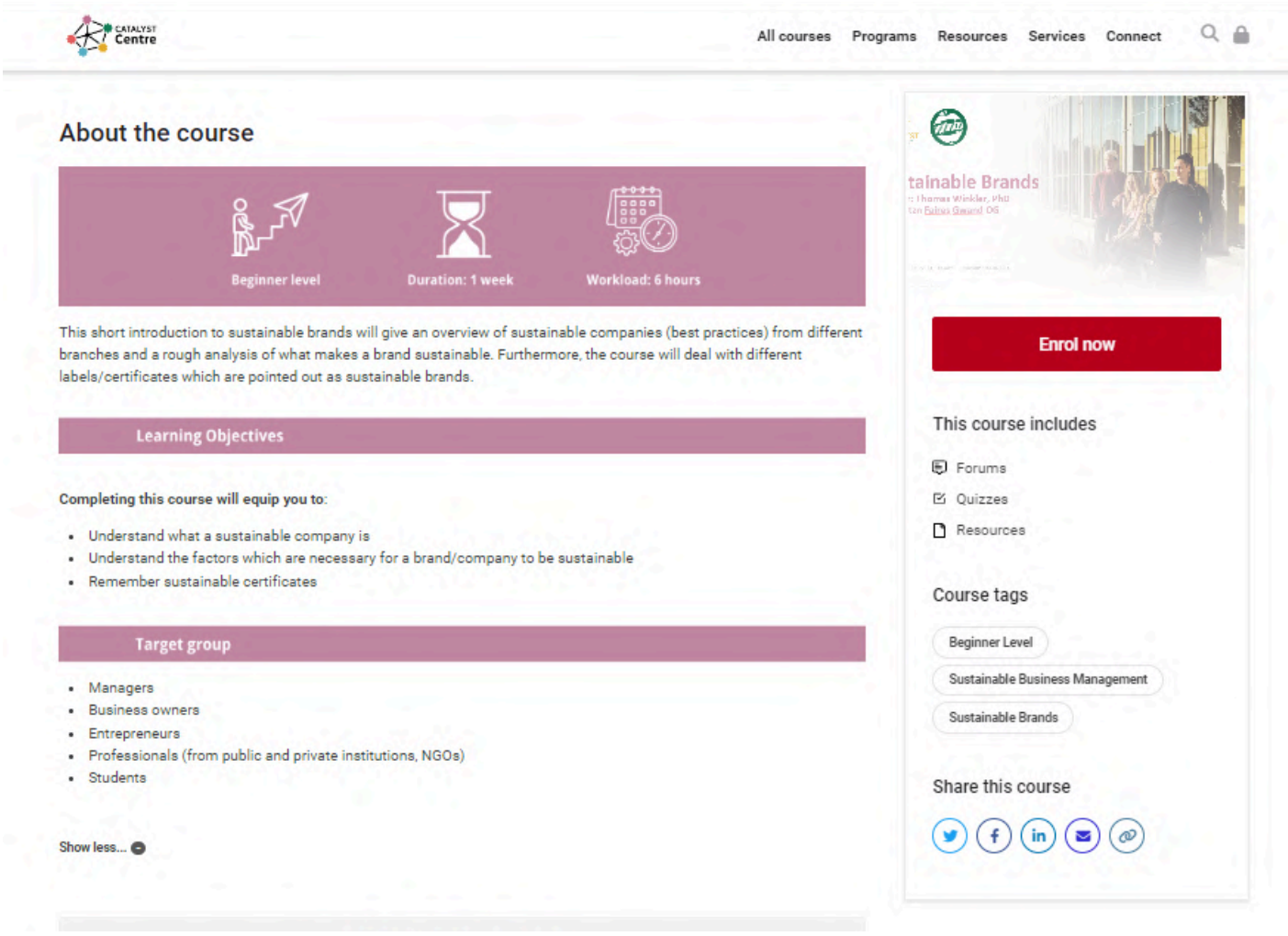
# Navigating EU legislation for corporate sustainability and sustainable financing




## Institution

Creative Thinking Development

# Introduction to Sustainable Brands




## Institution

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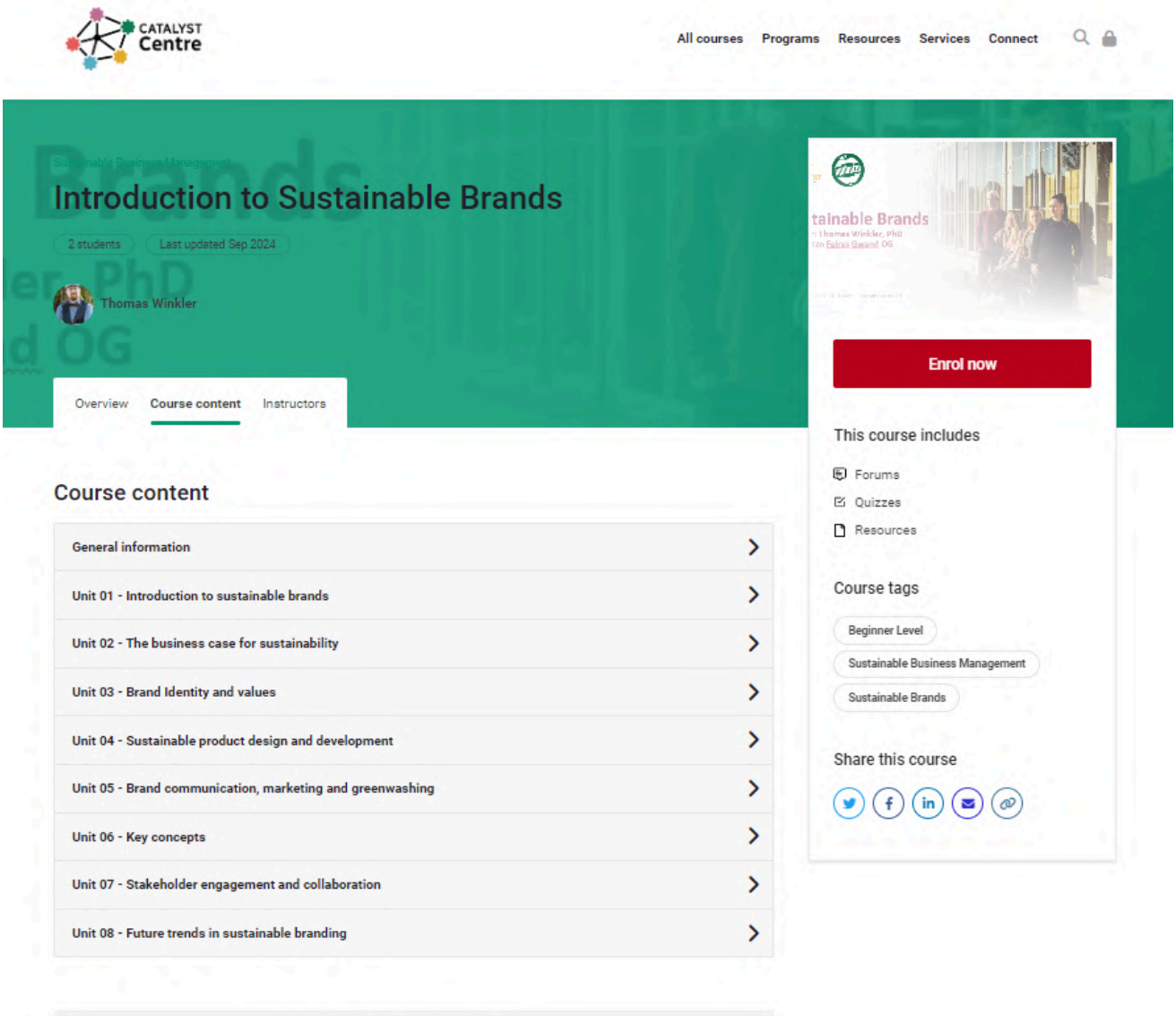
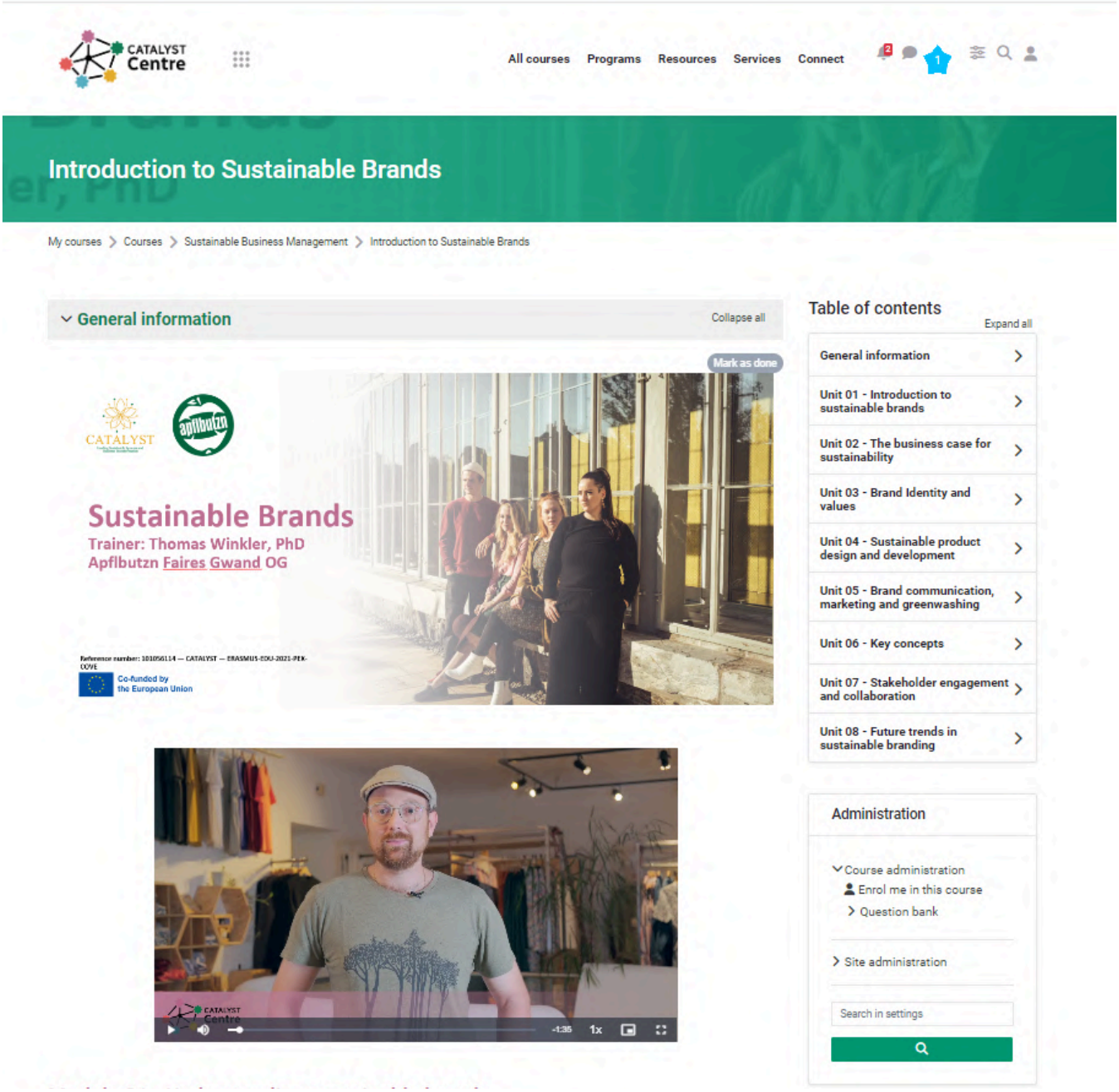
# Introduction to Sustainable Brands




## Institution

Apflbutzn Faires Gwand

# Introduction to Sustainable Brands




## Institution

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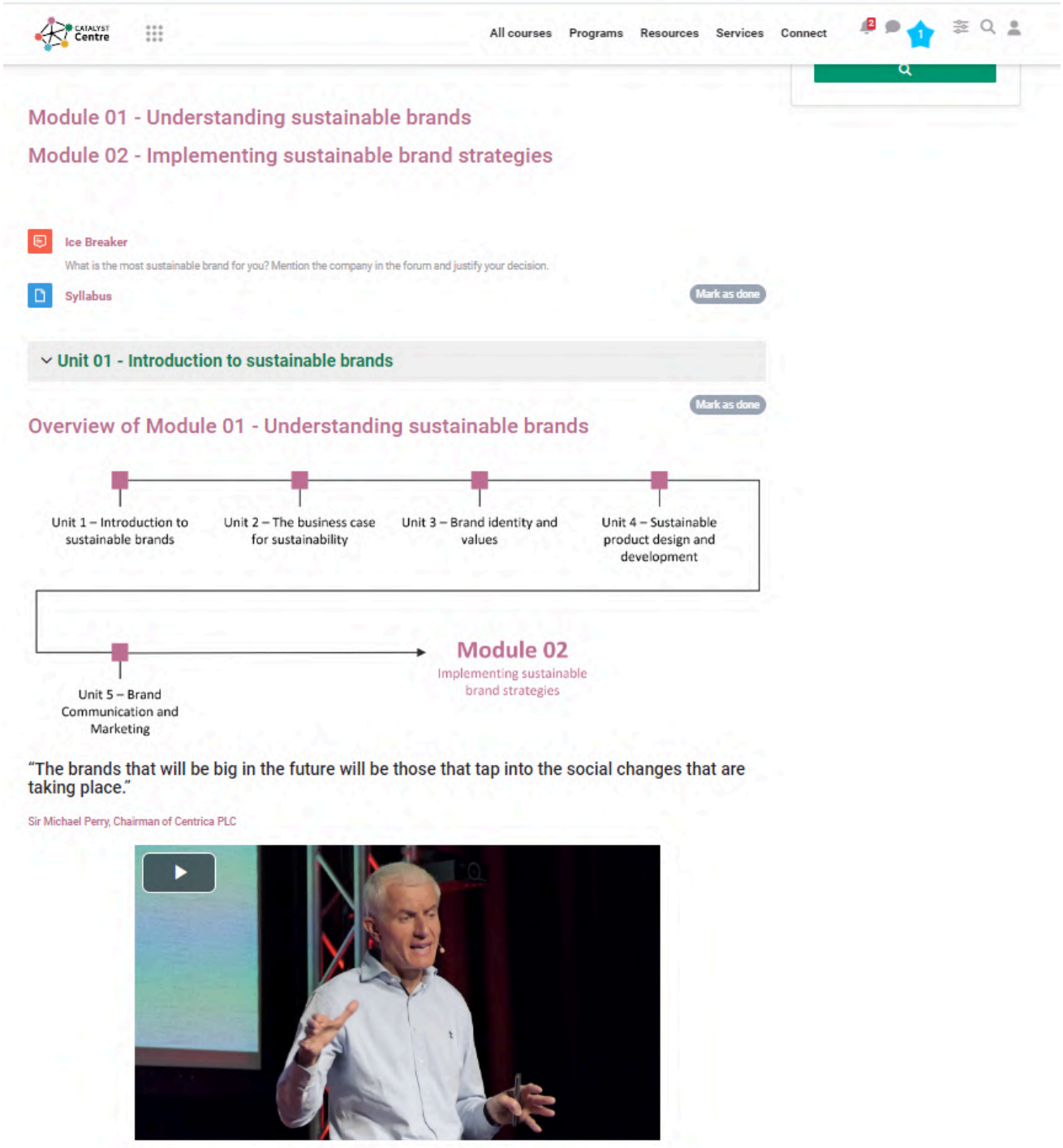
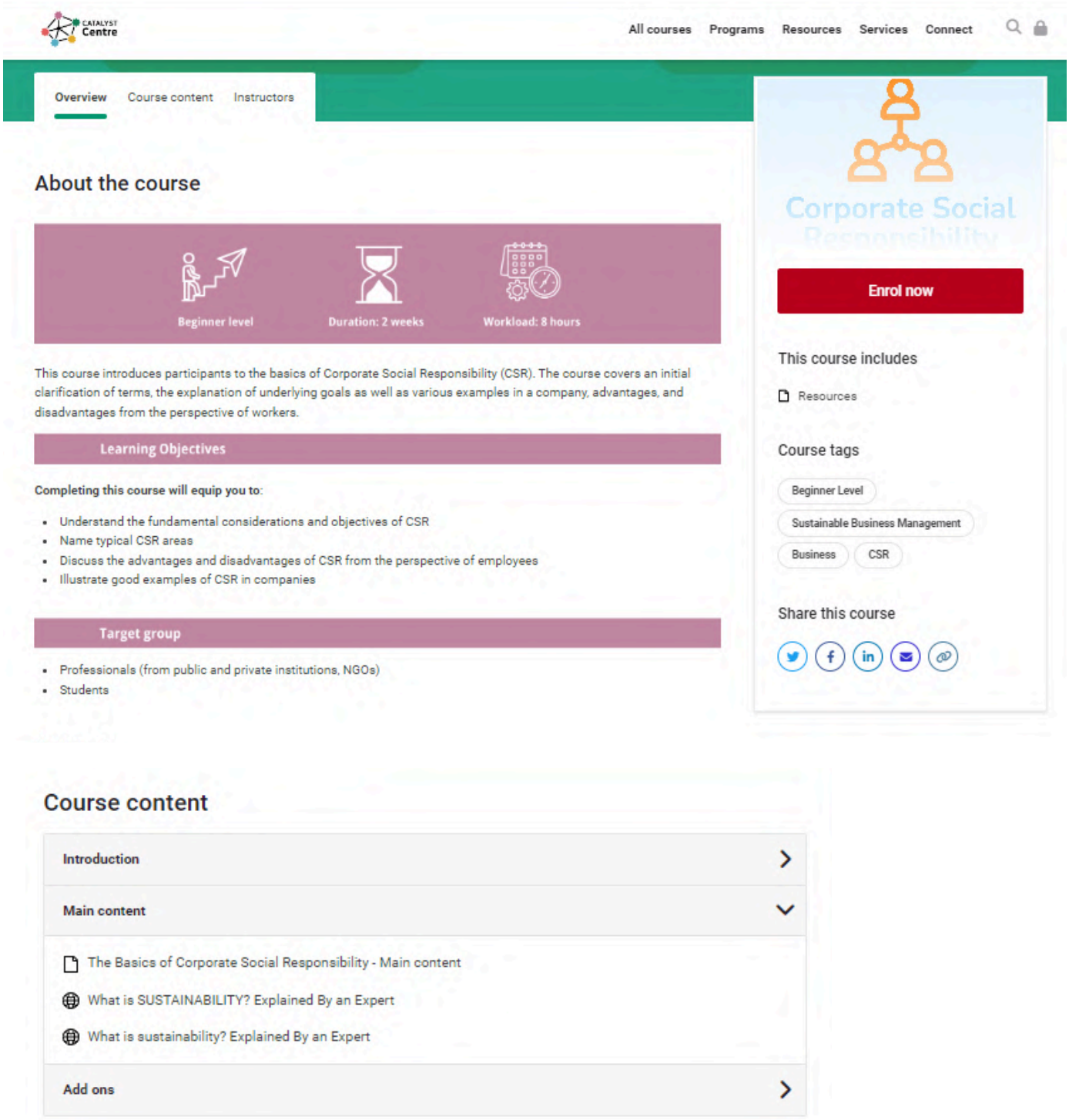
# Introduction to Sustainable Brands




## Institution

Apflbutzn Faires Gwand

# The Basics of Corporate Social Responsibility - a Course for VET Learners



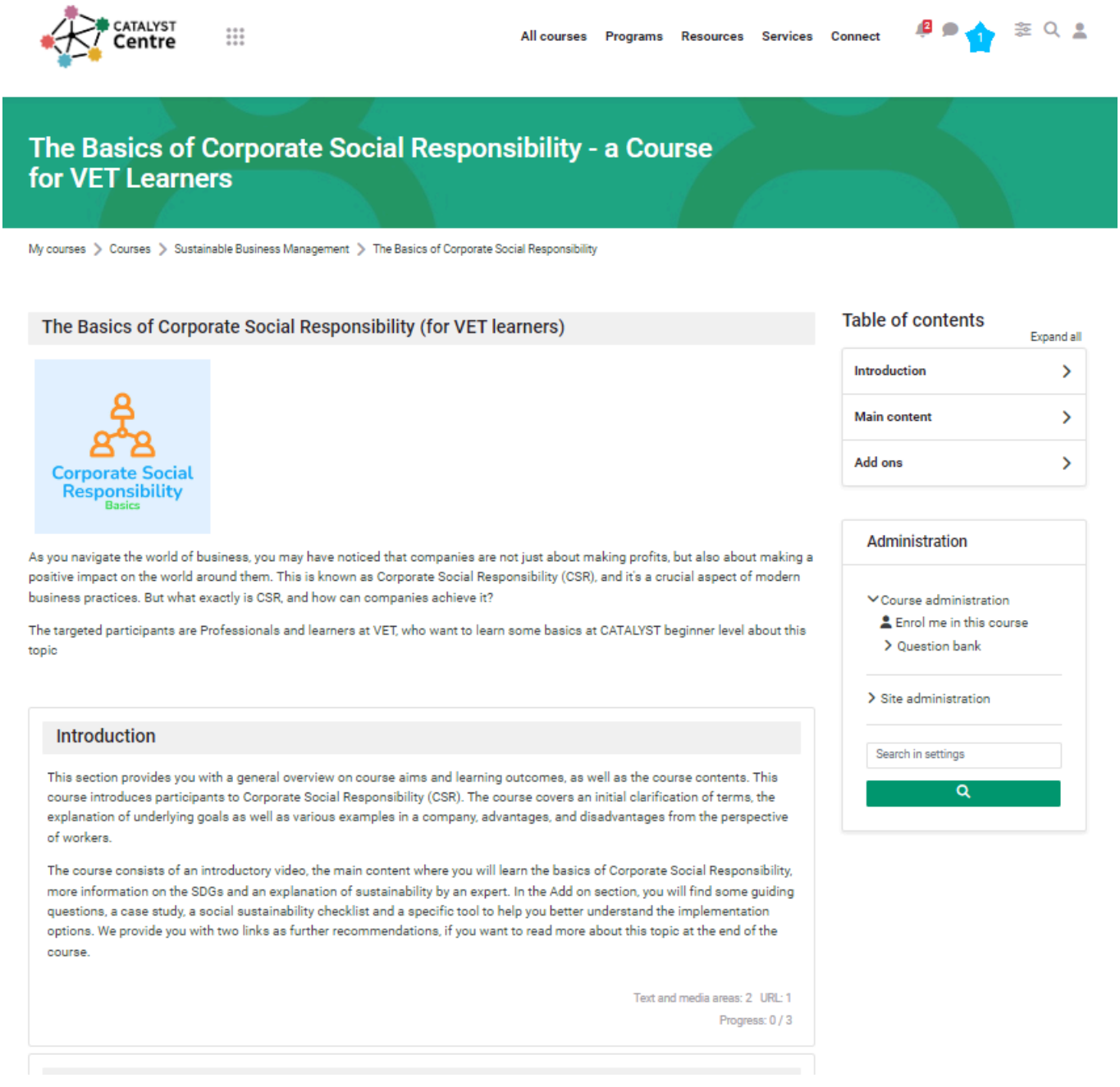




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# The Basics of Corporate Social Responsibility - a Course for VET Learners




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# The Basics of Corporate Social Responsibility - a Course for VET Learners

## Main content

In this course, you will explore social sustainability and social responsibility and gain a fundamental understanding of their meanings. You will examine best practices for implementation, focusing on issues relevant to small and medium-sized enterprises (SMEs) such as fair and safe working conditions, respect for labour rights, ethical practices, and employee health and safety.

Text and media areas: 4 File: 1 URLs: 2
Progress: 0 / 6

## Add ons

Find here guiding questions, a case study, some specific tools that shall help you better understand any implementation in your situation. The details focus on the topics presented in the main content. It makes sense to first go through the main content.

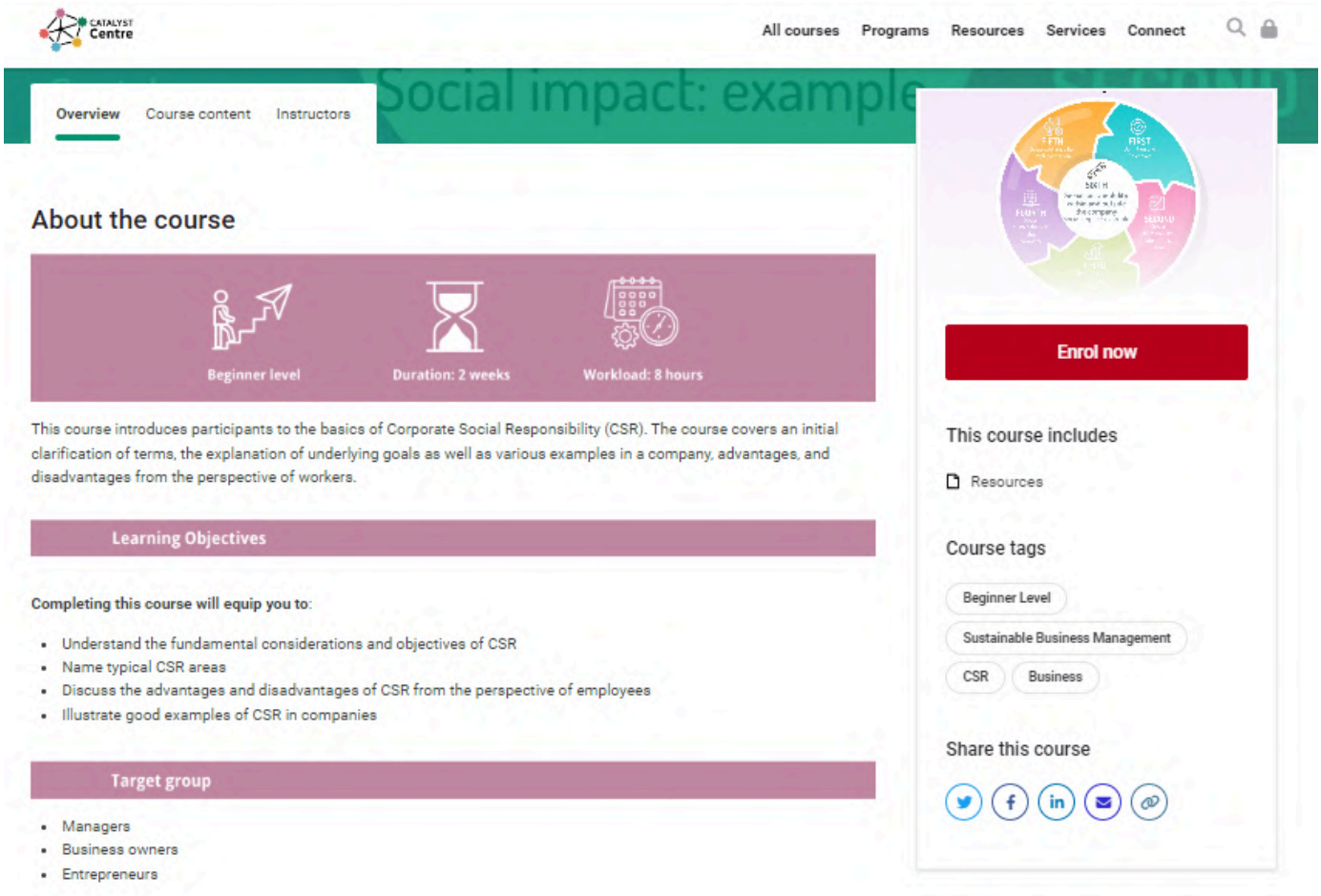
Examples like case studies are tried to be set into the tourism sector where our focus is. Nevertheless, the add on tools suggested here are not limited to any industry. You can also find further descriptions on how to implement them under the CATALYST Service & Resources.

Text and media areas: 5 Files: 4
Progress: 0 / 8

## Course assesment

We elaborated a quiz for you to check your learning progress yourself.

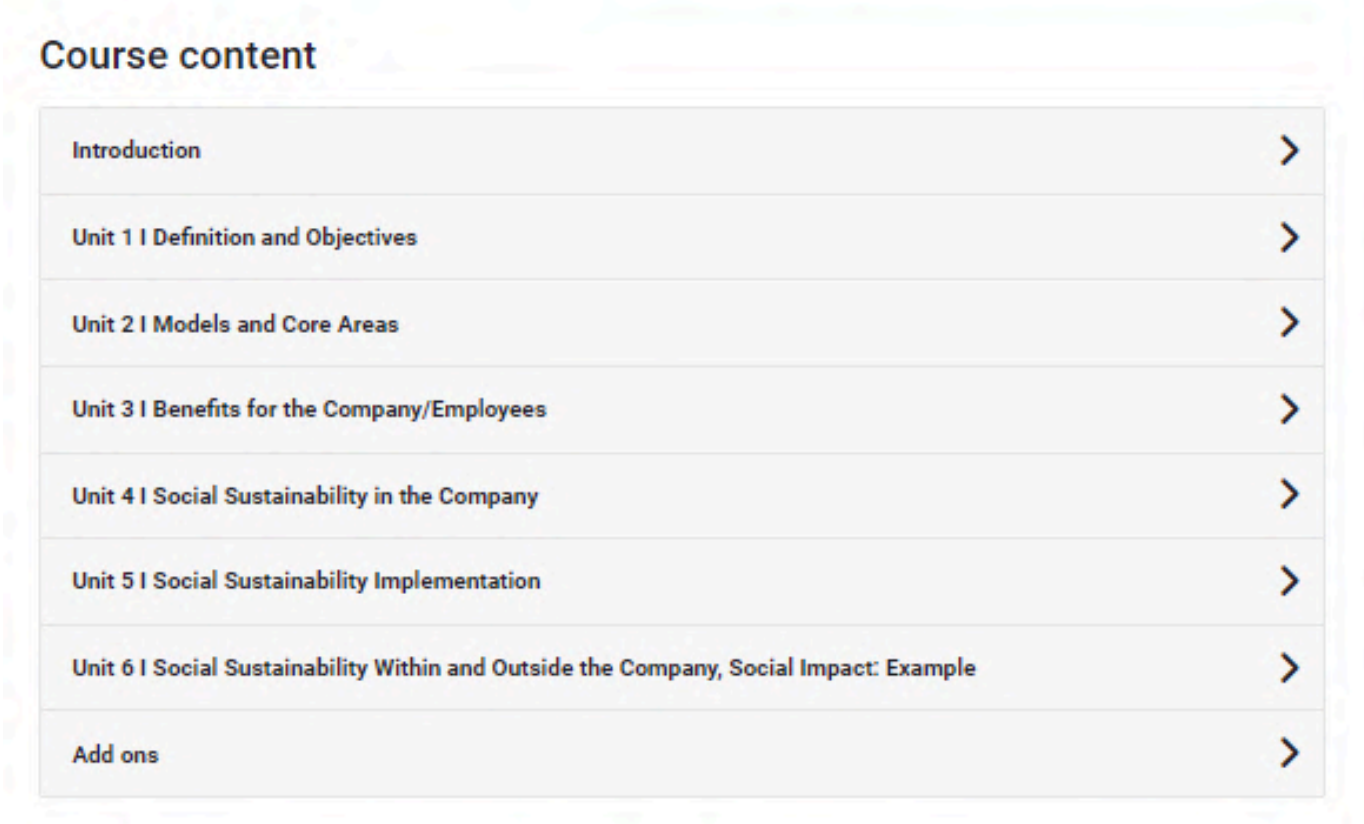
# Corporate Social Responsibility in Companies - a Course for Business Owners




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

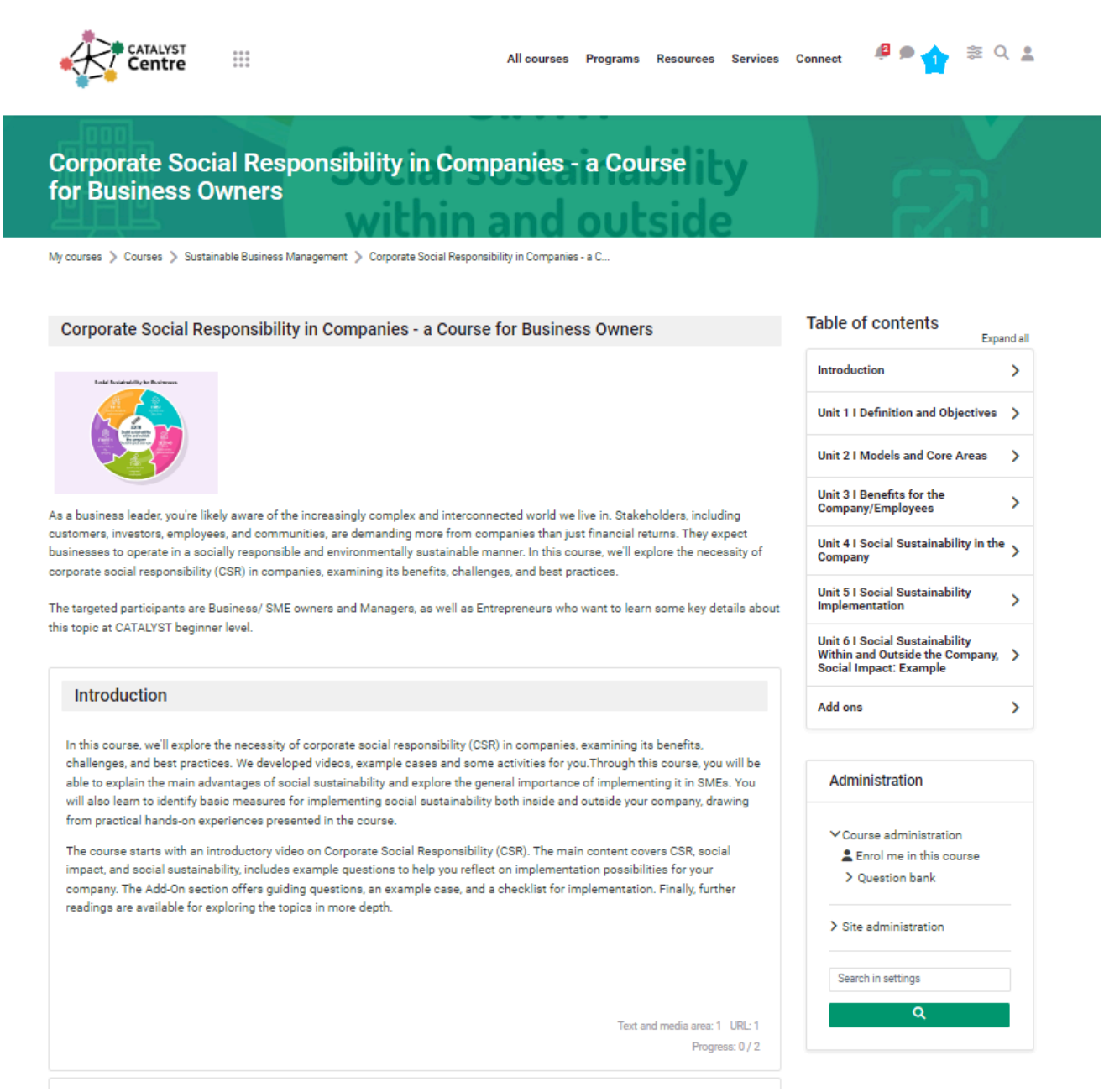
# Corporate Social Responsibility in Companies - a Course for Business Owners




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Corporate Social Responsibility in Companies - a Course for Business Owners




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Corporate Social Responsibility in Companies - a Course for Business Owners

## Main content

As a leader in company, you are probably aware of how connected and complicated our world is becoming. Customers, employees, investors, and communities are just a few of the stakeholders that are putting more demands on businesses than just financial gains. They expect businesses to operate in a socially responsible and environmentally sustainable manner.

Text and media areas: 2
Progress: 0 / 2

## Unit 1 I Definition and Objectives

In this unit, you will explore the definition and objectives of social sustainability and social responsibility, along with an introduction to the United Nations' Sustainable Development Goals (SDGs). You will also learn about the Triple Bottom Line concept and its implications for businesses in balancing social, environmental, and economic performance.

Text and media area: 1 File: 1
Progress: 0 / 2

## Unit 2 I Models and Core Areas

Social sustainability models are frameworks that help companies incorporate social responsibility and sustainability into their operations and decision-making processes. In this unit, you will explore various models, their key aspects, and real-world examples, gaining insight into how businesses can foster positive social impact while maintaining sustainable practices.

Text and media area: 1 File: 1
Progress: 0 / 2

## Unit 3 I Benefits for the Company/Employees

In this unit, the focus is on optimising workplace stress management and strengthening employees' personal resources. You will learn how good working conditions and a high quality of life at work can sustainably promote health and motivation, boost productivity, improve product and service quality, and enhance the innovative capacity of SMEs. Additionally, you will explore the internal and external effects of social sustainability, along with its key benefits.

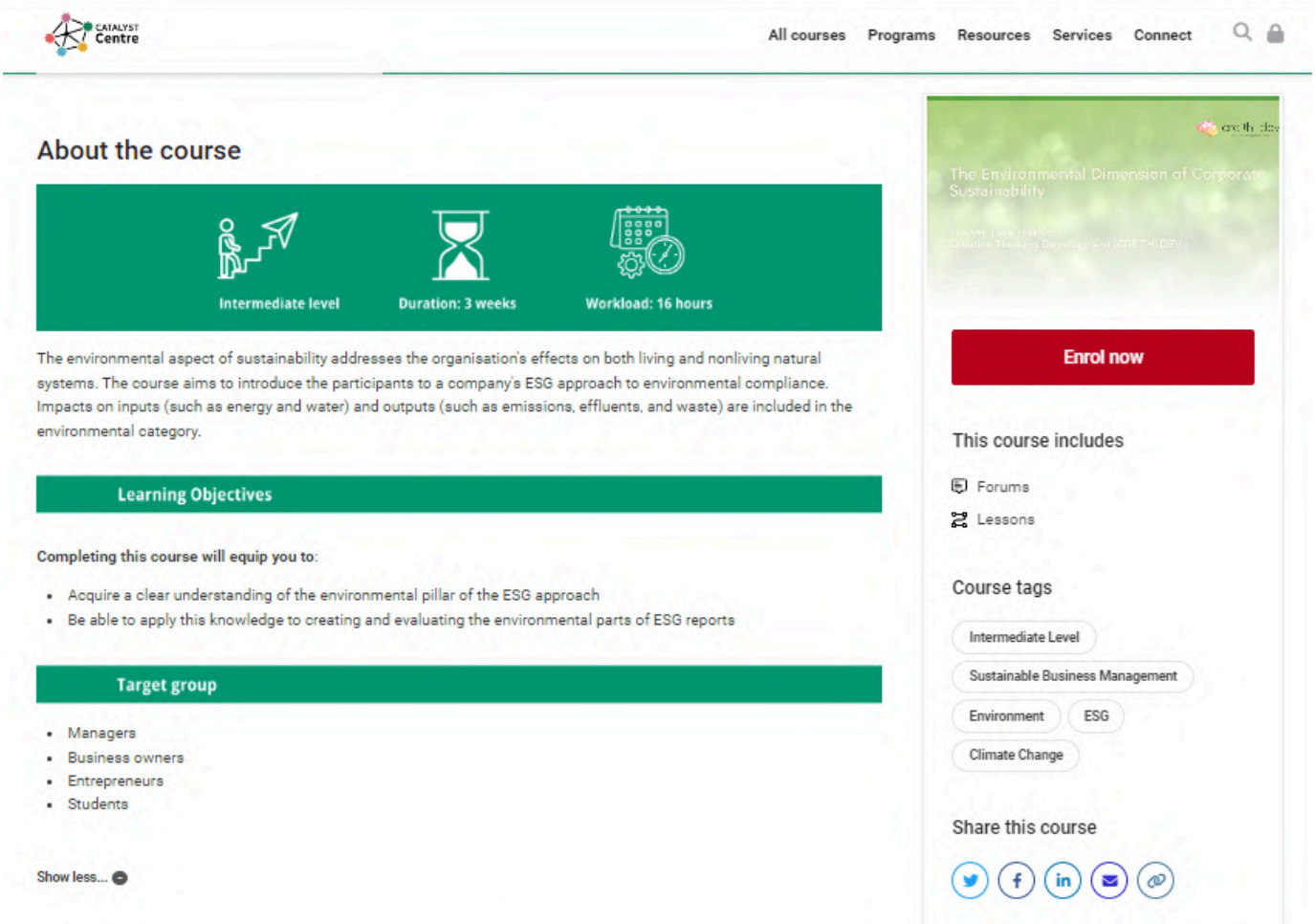
Text and media area: 1 File: 1
Progress: 0 / 2

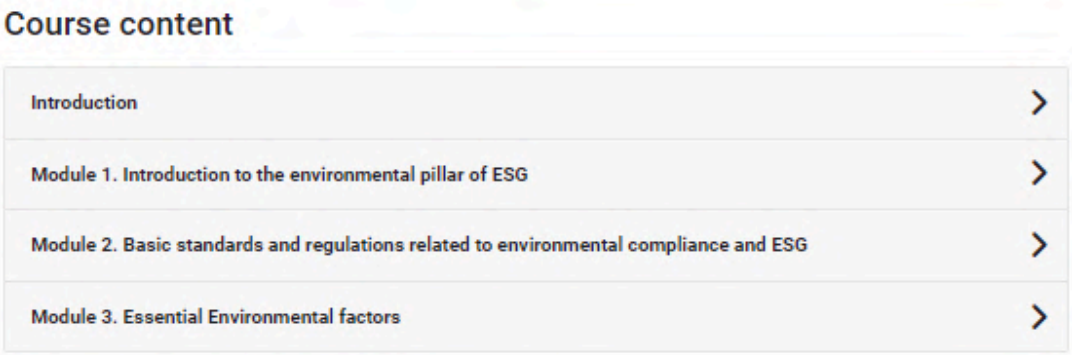
## Unit 4 I Social Sustainability in the Company

In this unit, you will explore how companies use labels and sustainable management systems to highlight their commitment to social responsibility. Labels issued by interest groups or public stakeholders play a key role in demonstrating a company's dedication to employees and clients, promoting social sustainability, ethical practices, and fair working conditions. You will also learn about various sustainability labels, with real-world examples, and conclude with a reflection on the material covered.

Text and media area: 1 File: 1
Progress: 0 / 2

# The Environmental Dimension of Corporate Sustainability

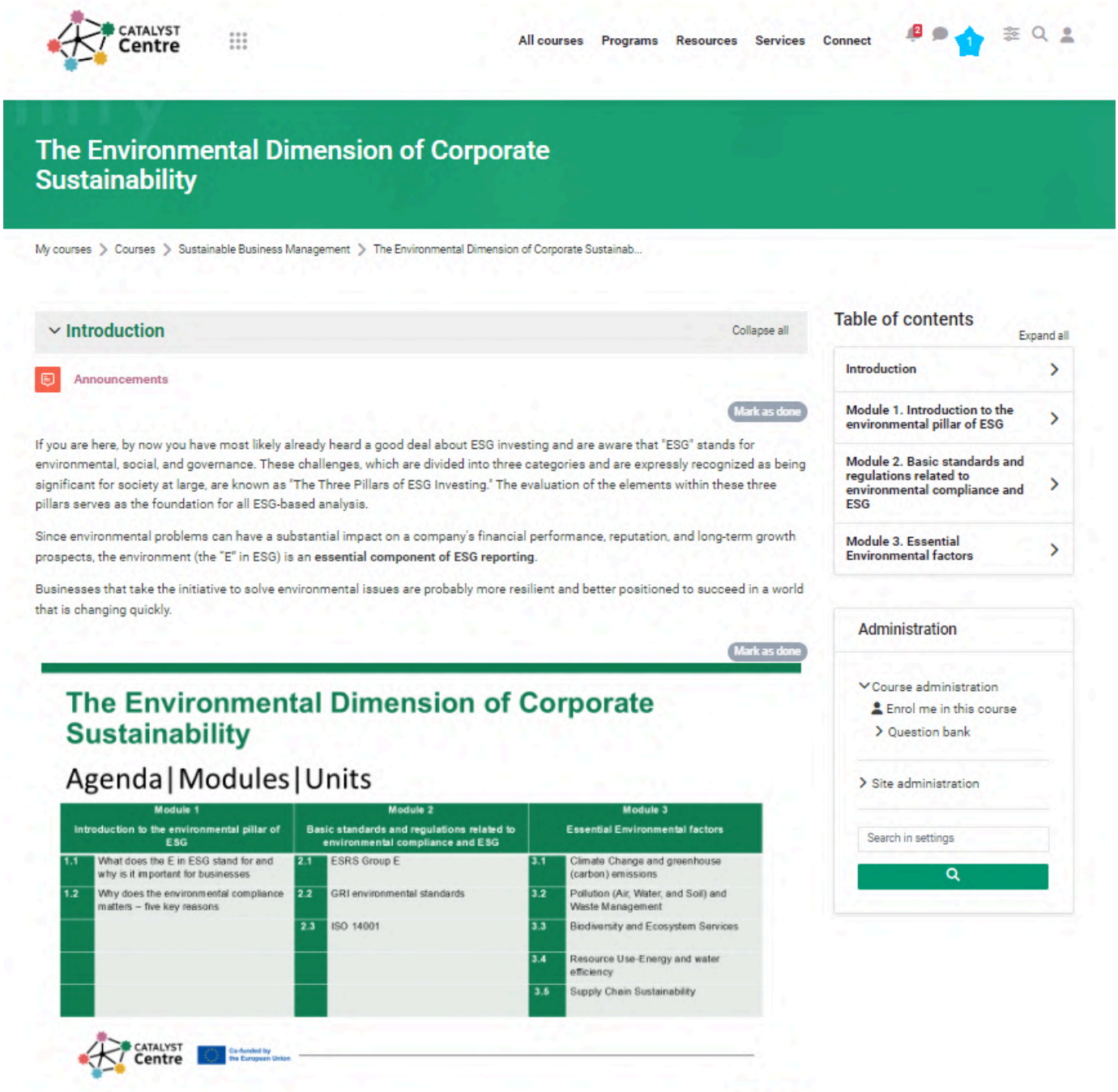



## Institution

Creative Thinking Development

# The Environmental Dimension of Corporate Sustainability




## Institution

Creative Thinking Development

# The Environmental Dimension of Corporate Sustainability

## Module 1. Introduction to the environmental pillar of ESG

### Unit 1.1 What is the E in ESG and why should we care about it?

Mark as done

In this lesson, we will examine the main environmental factors that affect the overall ESG score of a company.

Mark as done

Due to increasing pressure from investors, customers, and regulators for companies to show their commitment to sustainability and social responsibility, ESG reporting has increased dramatically over the past few years. Through the disclosure of non-financial data on their environmental, social, and governance performance, firms may help investors and other stakeholders make informed decisions regarding a company's long-term sustainability and value. This is made possible by ESG reporting.

Since environmental problems can have a substantial impact on a company's financial performance, reputation, and long-term growth prospects, the environment is an essential component of ESG reporting. Businesses that take the initiative to solve environmental issues are probably more resilient and better positioned to succeed in a world that is changing quickly.

Important environmental aspects to take into account for ESG reporting are as follows:

1. Climate Change and greenhouse (carbon) emissions: Companies should disclose their greenhouse gas emissions and outline their strategies for mitigating climate change risks and adapting to the physical impacts of a changing climate.
2. Pollution (Air, Water, and Soil) and Waste Management: Companies should disclose information about their waste generation, disposal, and recycling practices, as well as their efforts to minimize air, water, and soil pollution.
3. Biodiversity and Ecosystem Services: Businesses should report on their contribution on biodiversity[1] loss, their impact on biodiversity and ecosystem services and outline any measures they are taking to conserve and restore natural habitats and species. Deforestation is a large part of the biodiversity parameter.
4. Resource Use-Energy and water efficiency: Businesses should report on their consumption of natural resources, such as water, energy, and raw materials, and demonstrate their efforts to improve efficiency and reduce waste.
5. Supply Chain Sustainability: Companies should assess the environmental performance of their suppliers and disclose information about their efforts to promote sustainable practices throughout their supply chain.

[1] Biodiversity is defined by the UN as "the variety of living components of nature," and many human actions have led to a loss of biodiversity in ecosystems

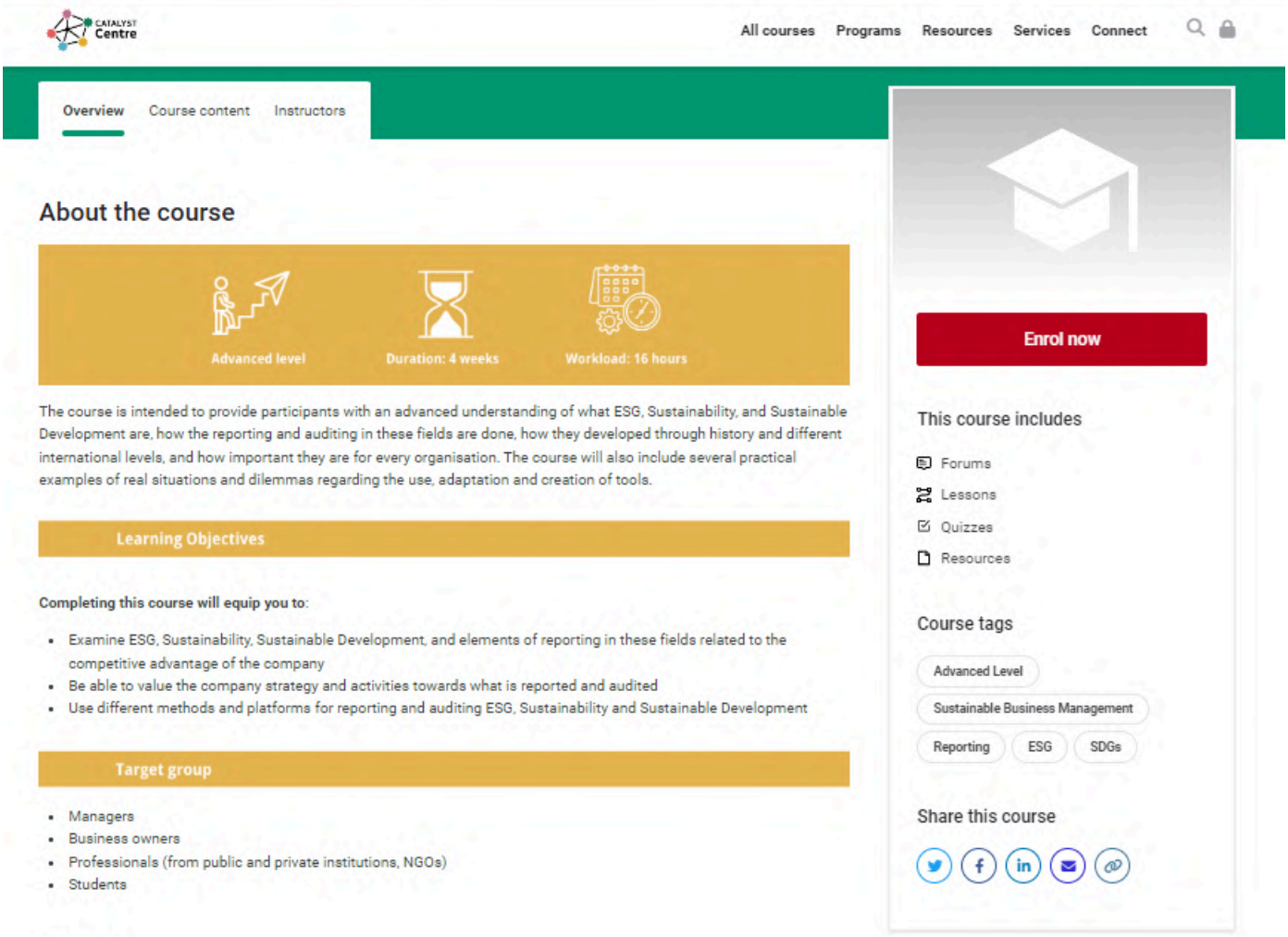
### Unit 1.2 Why does the environmental compliance matters – five key reasons

Mark as done

Mark as done

1. Financial risks
2. Corporate reputation
3. Transparency in the age of social media
4. Corporate values and employee engagement
5. Long term returns of sustainability

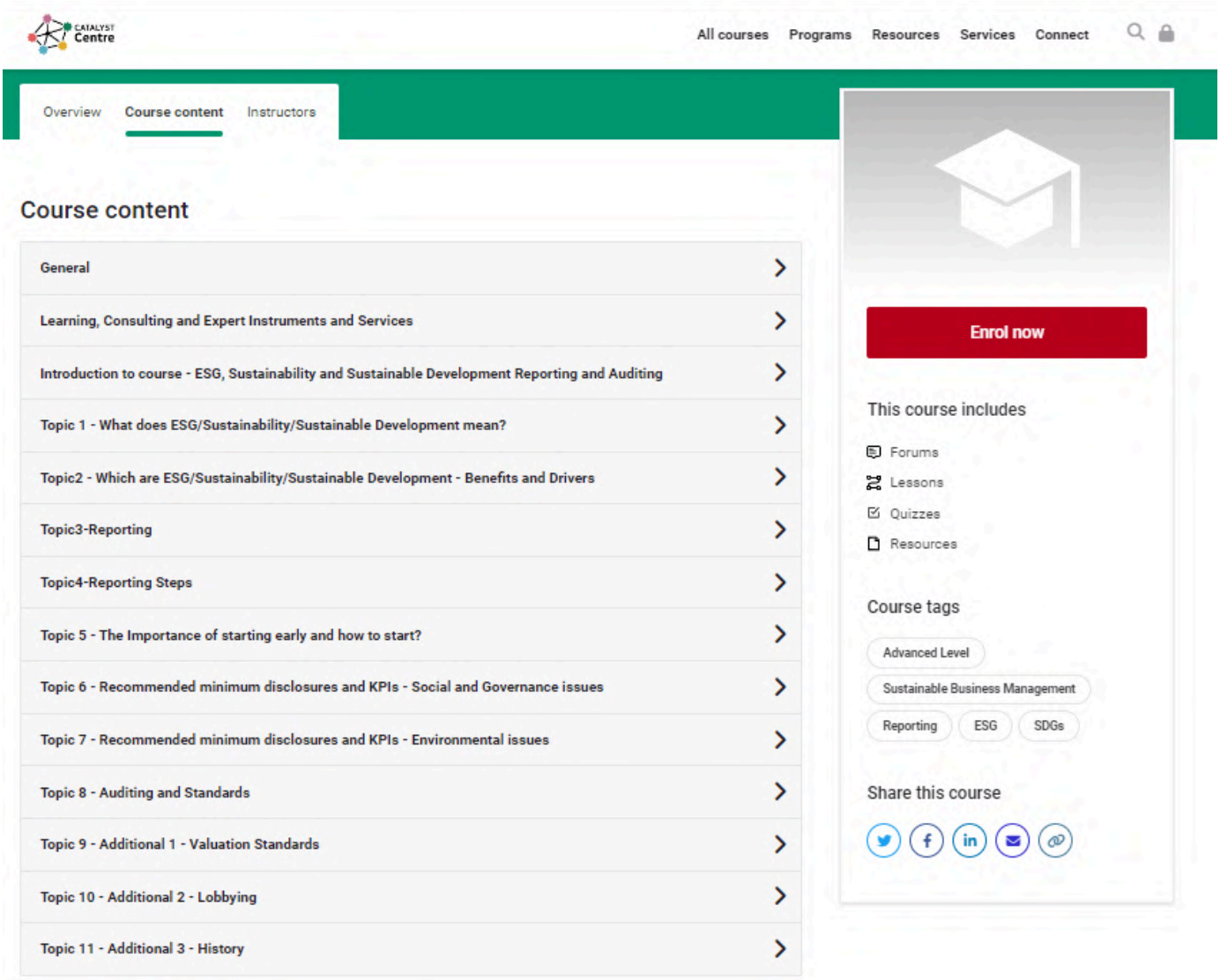
# ESG, Sustainability and Sustainable Development - Reporting and Auditing




## Institution

Small Business Chamber

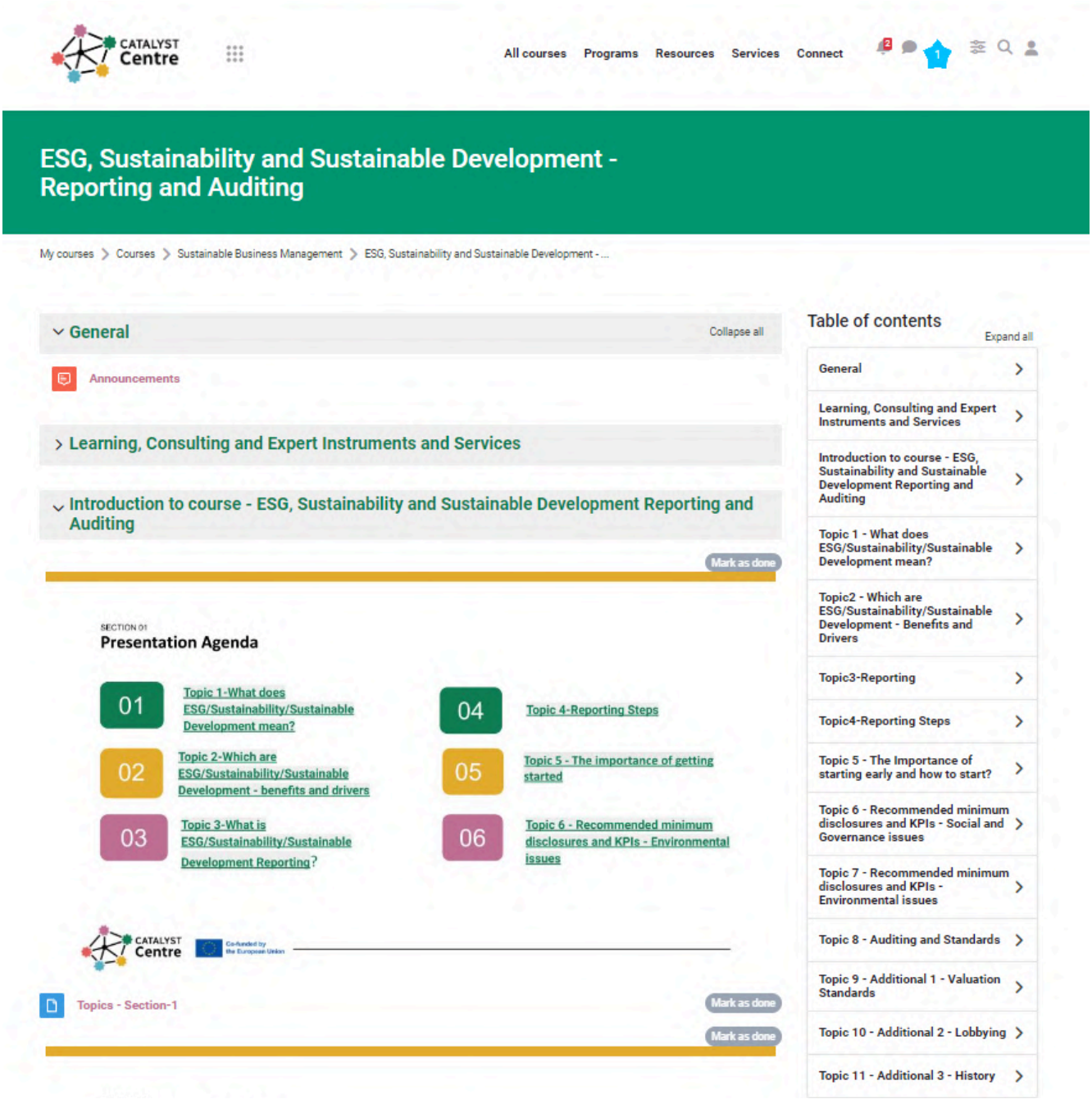
# ESG, Sustainability and Sustainable Development - Reporting and Auditing




## Institution

Small Business Chamber

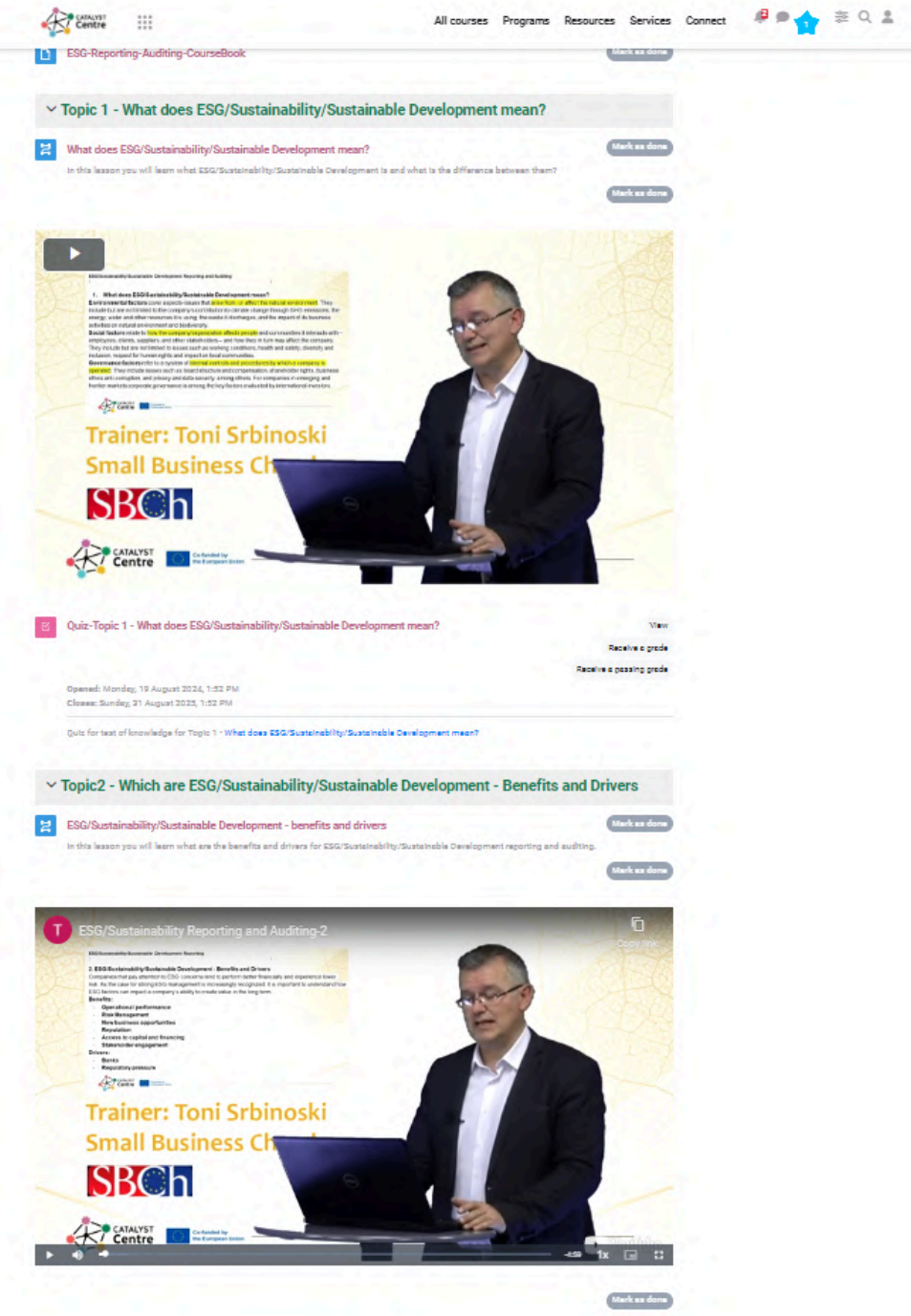
# ESG, Sustainability and Sustainable Development - Reporting and Auditing




## Institution

Small Business Chamber

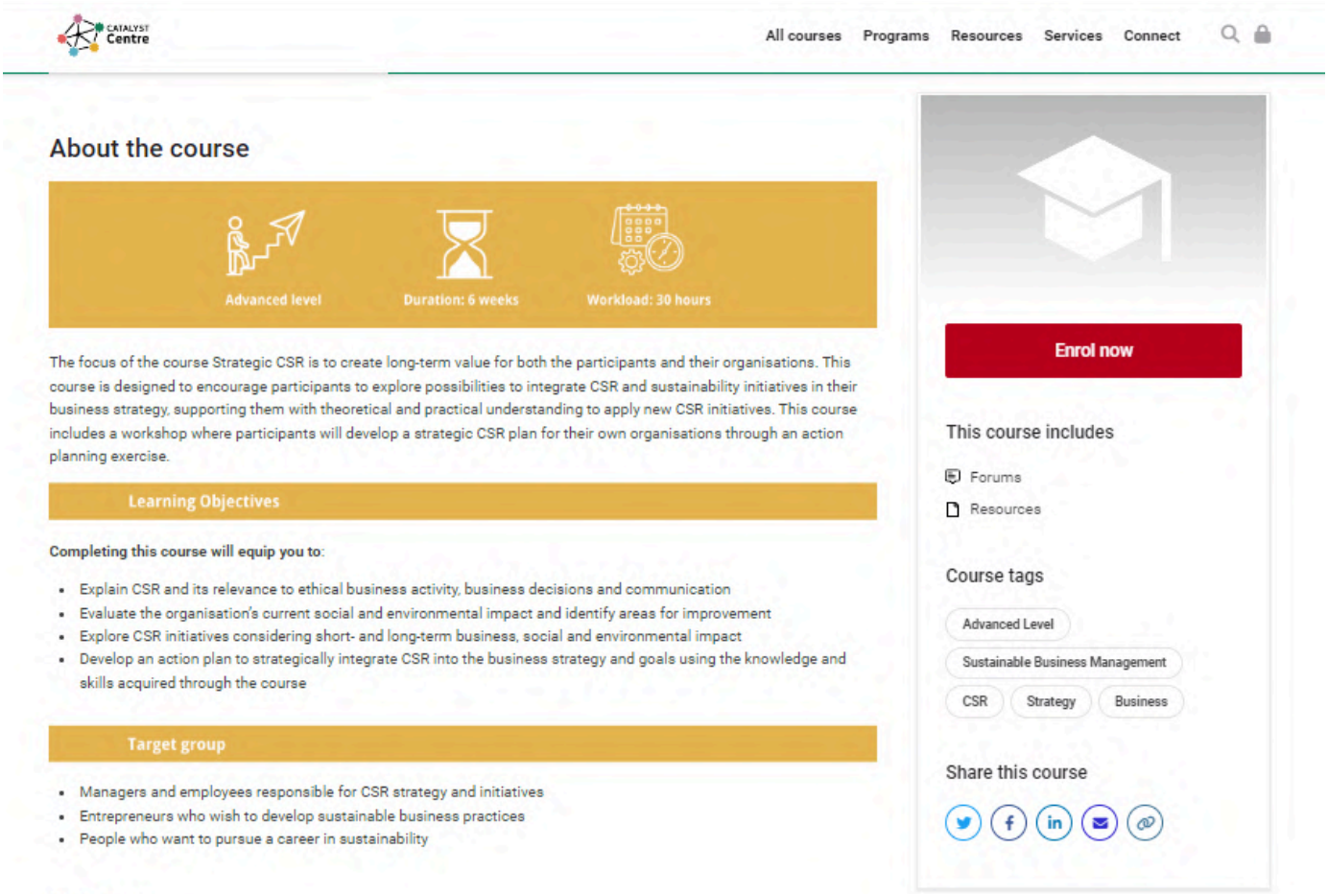
# ESG, Sustainability and Sustainable Development - Reporting and Auditing

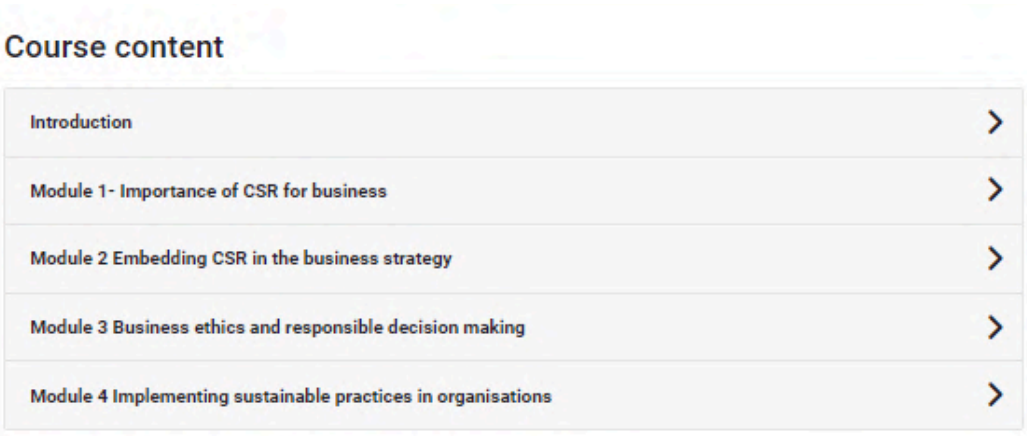



## Institution

Small Business Chamber

# Strategic Corporate Social Responsibility

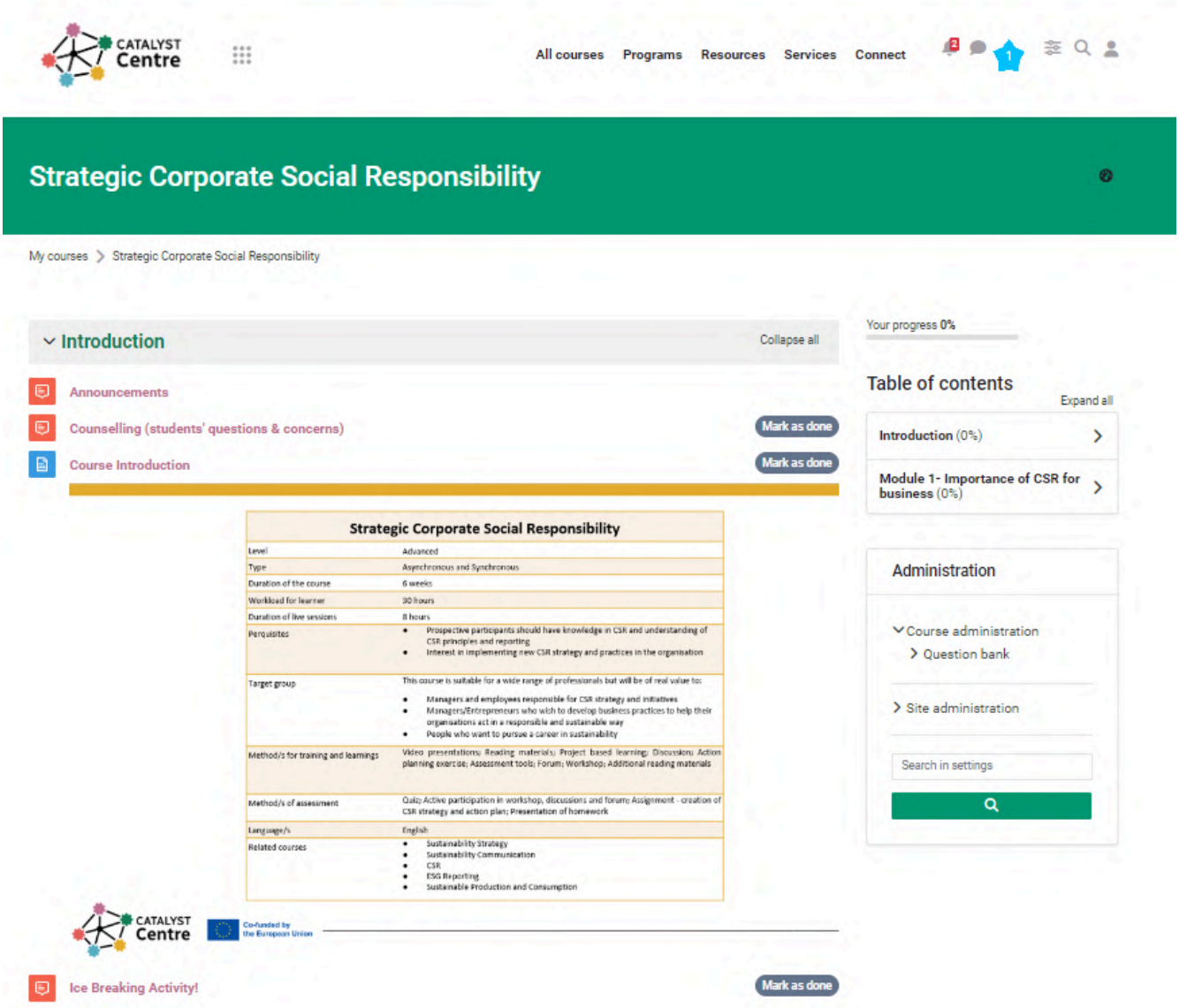



## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Strategic Corporate Social Responsibility

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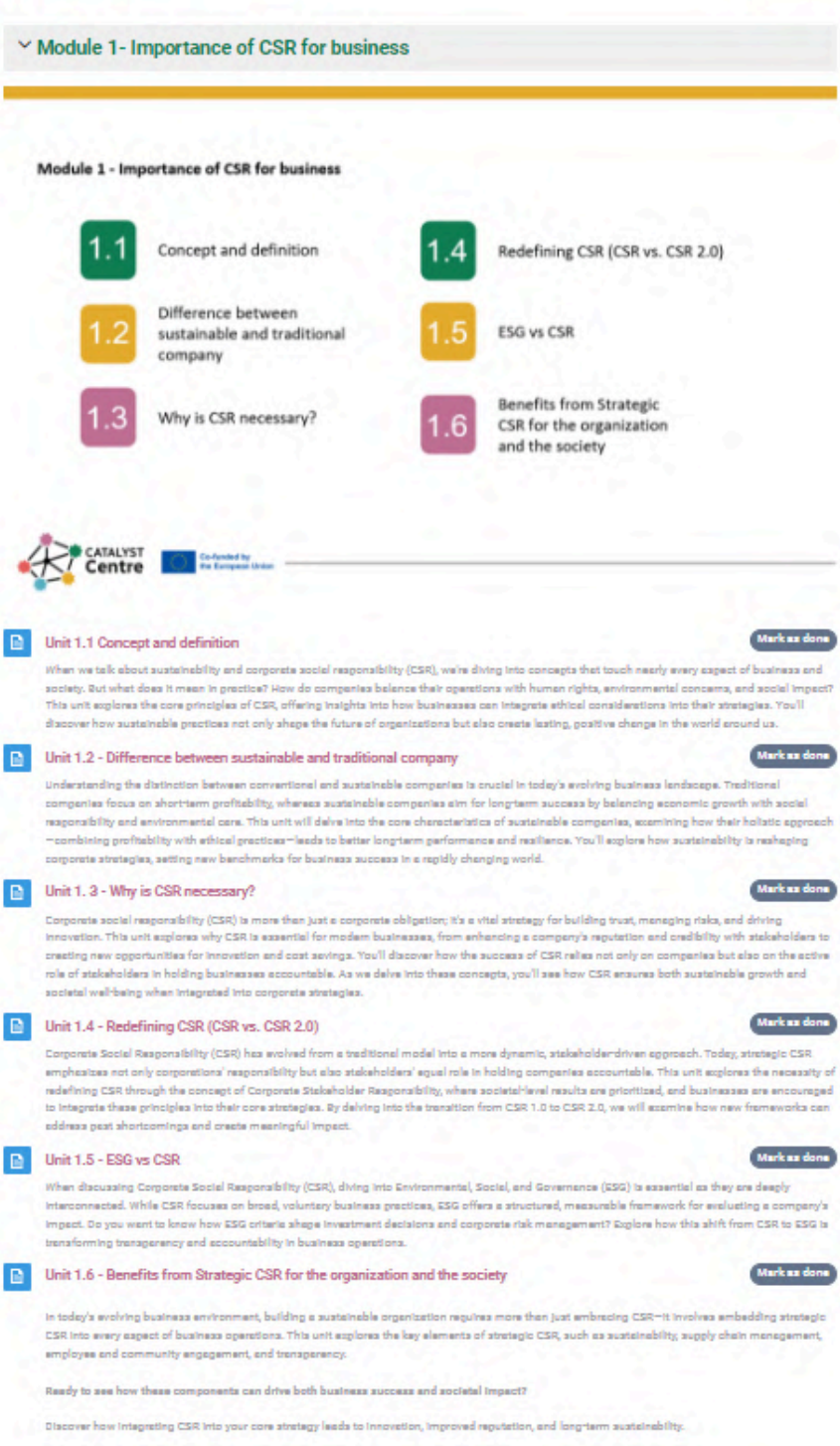
Institute for Research in Environment, Civil Engineering and Energy

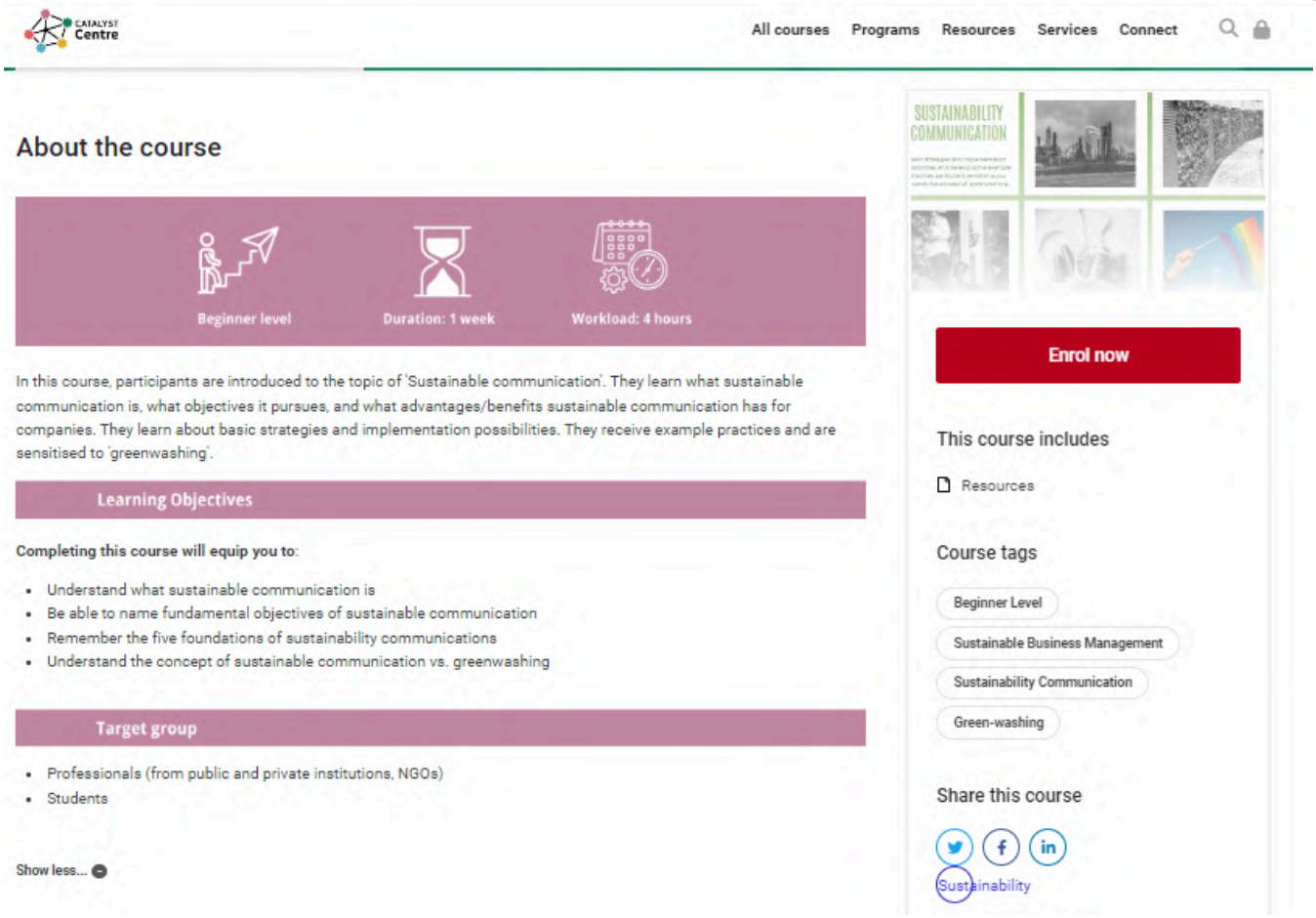
# Strategic Corporate Social Responsibility

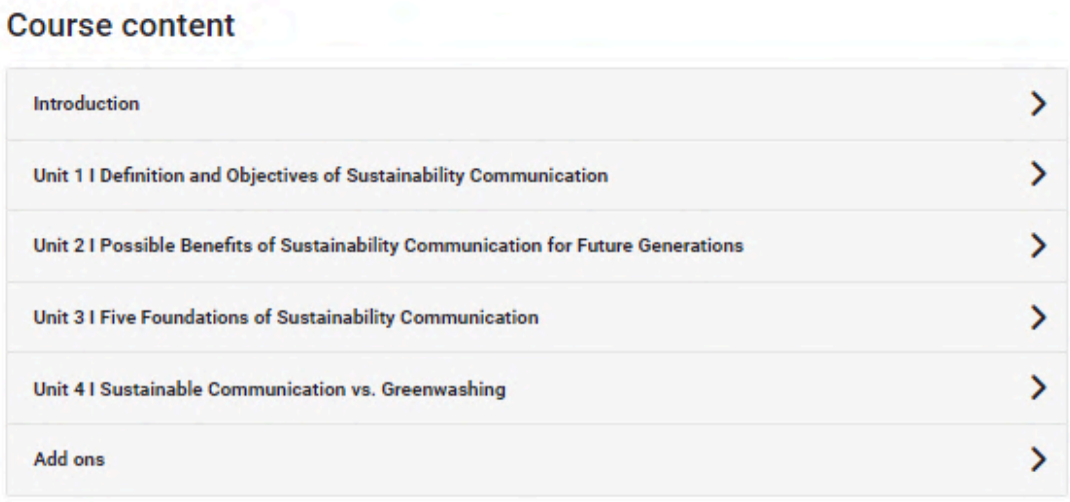



## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Introduction to Sustainability Communication

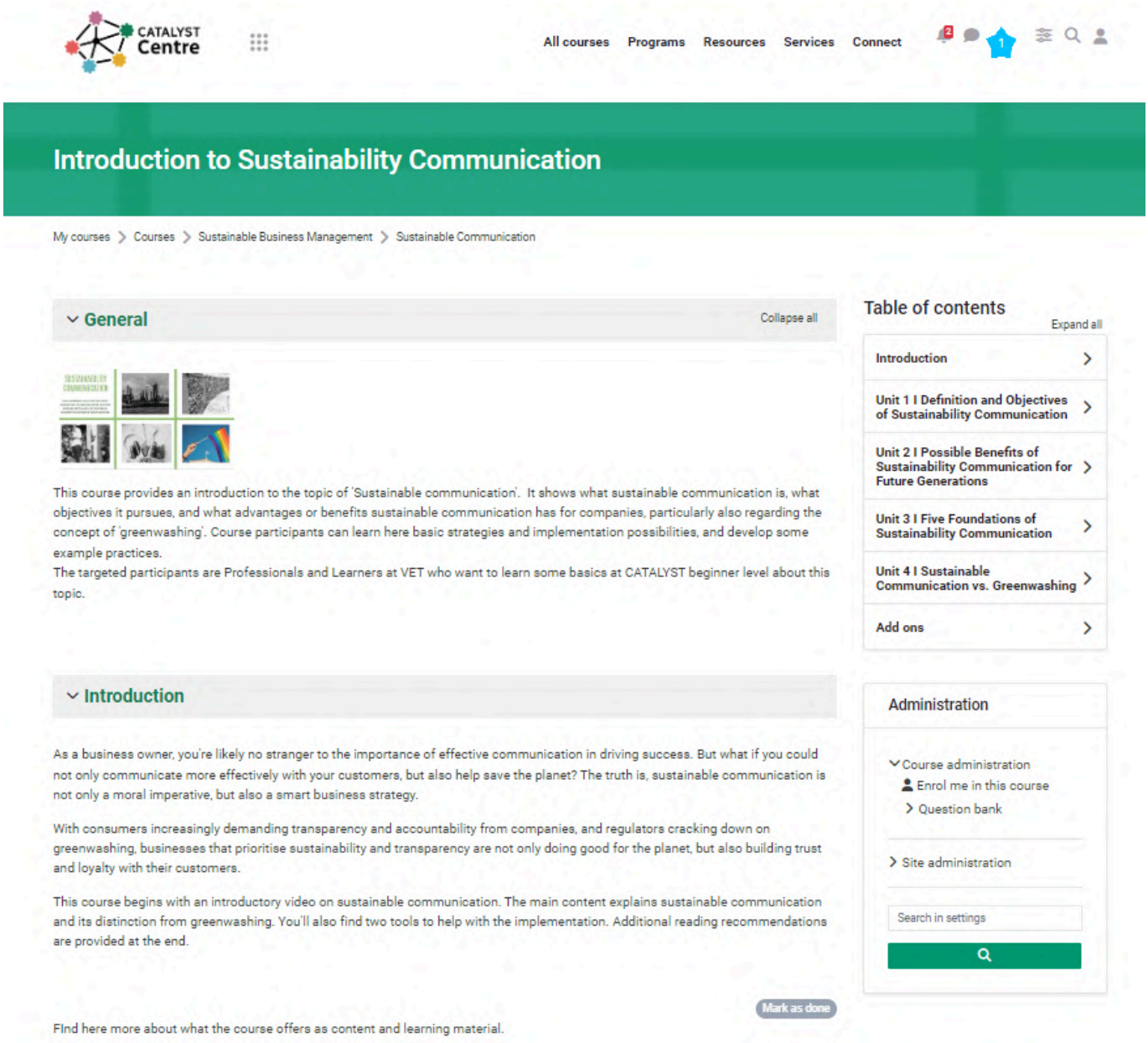



## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

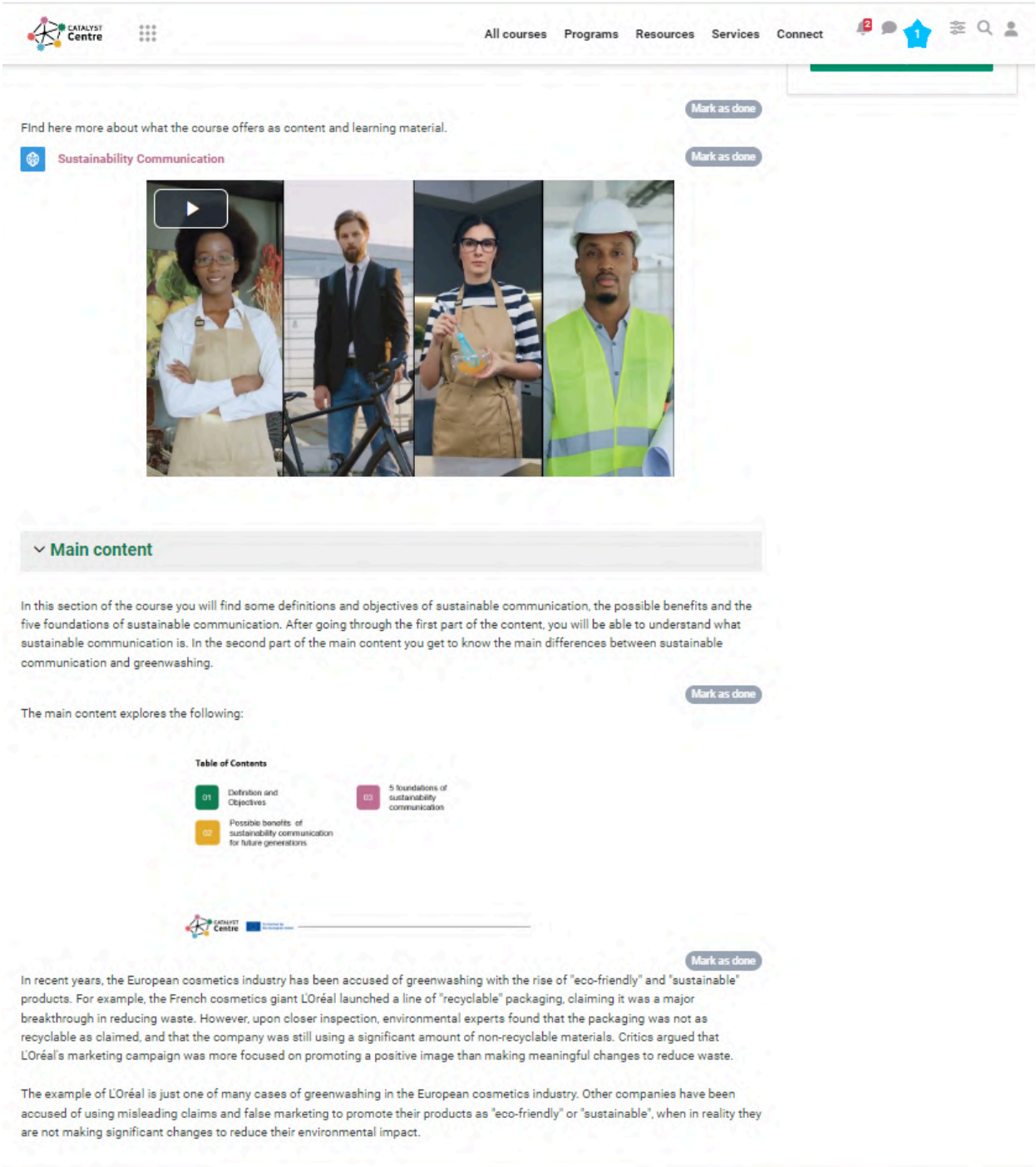
# Introduction to Sustainability Communication




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Introduction to Sustainability Communication

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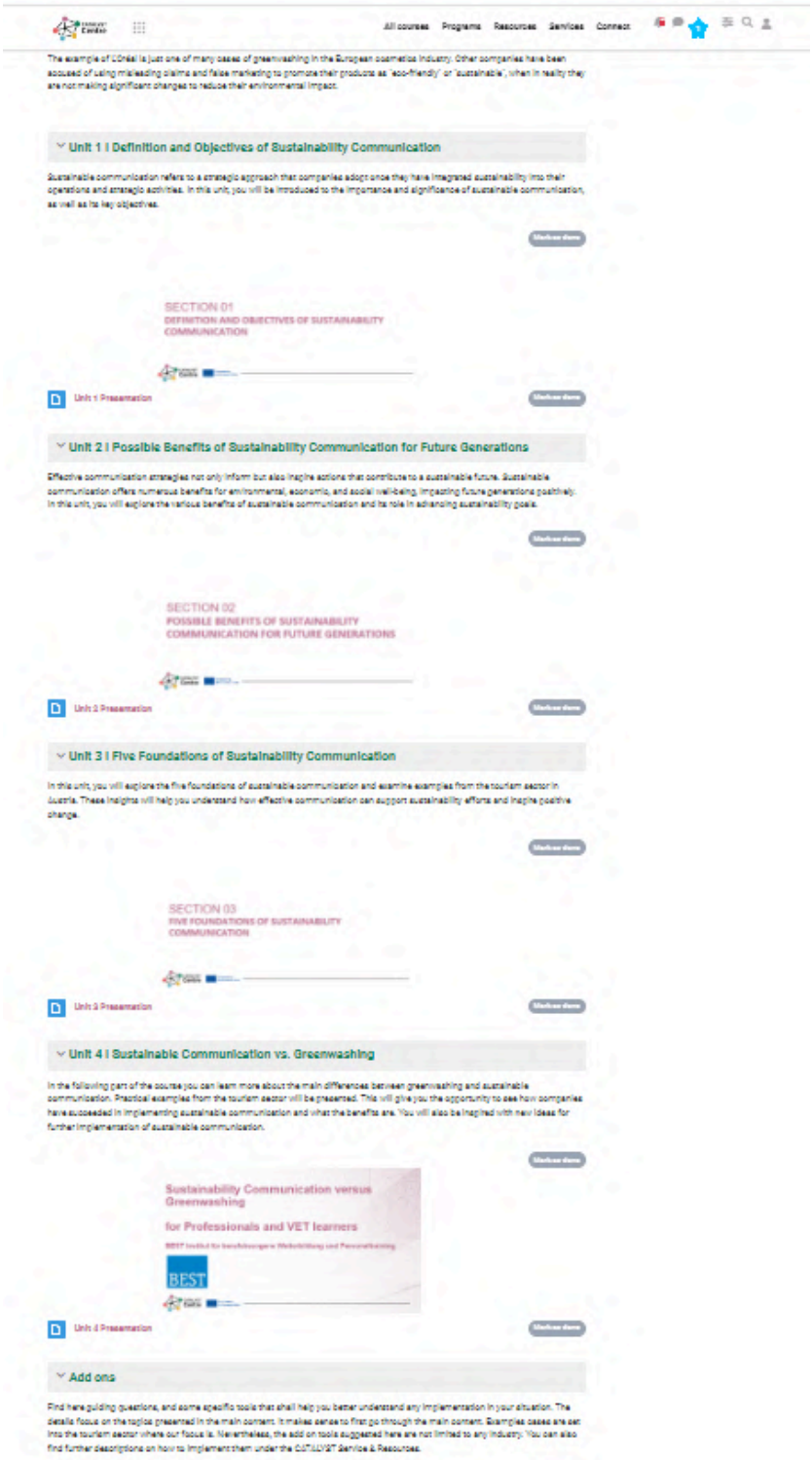
BEST Institut für berufsbezogene Weiterbildung und Personaltraining

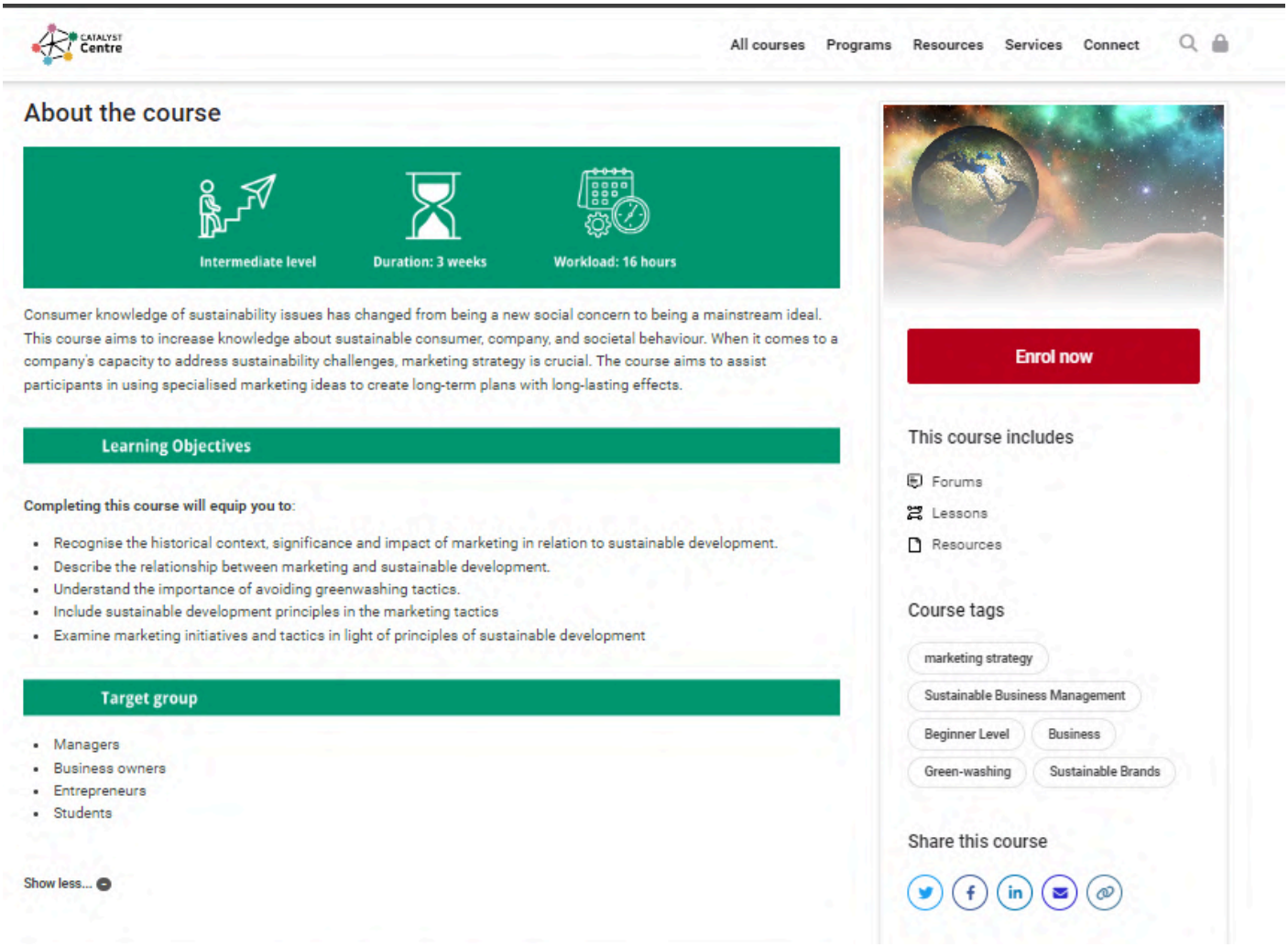
# Introduction to Sustainability Communication




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

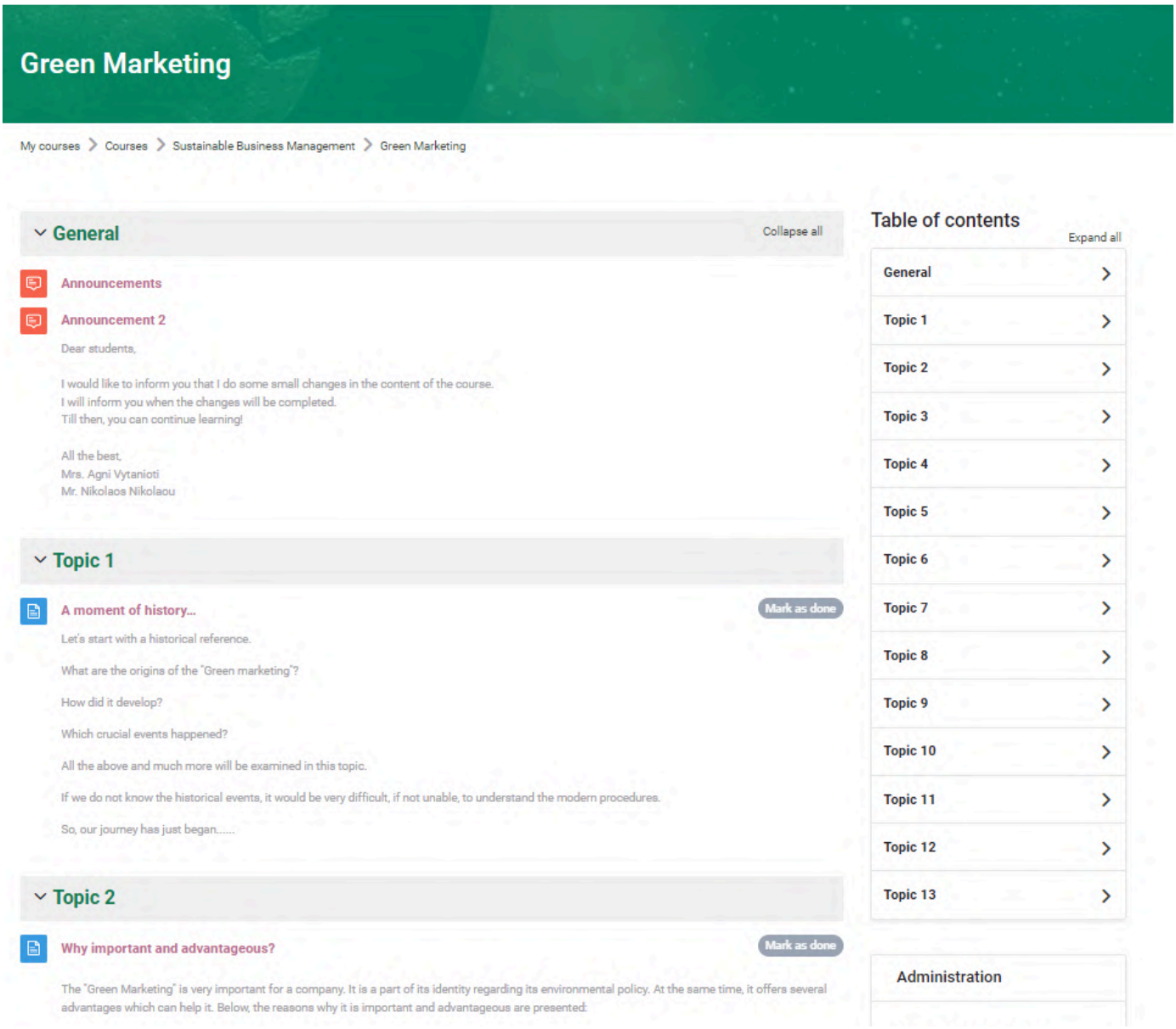
# Green Marketing



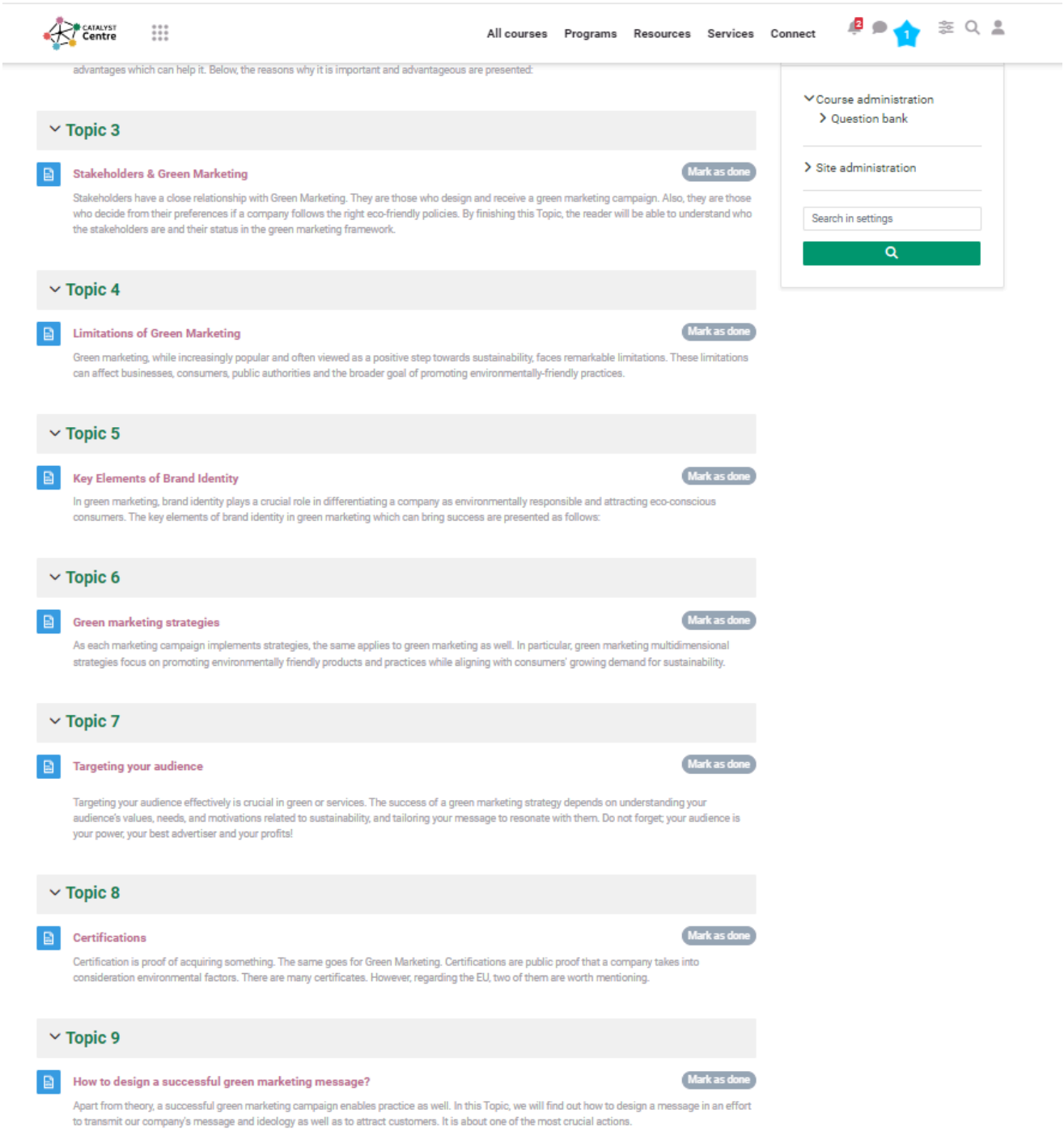

## Institution

Creative Thinking Development

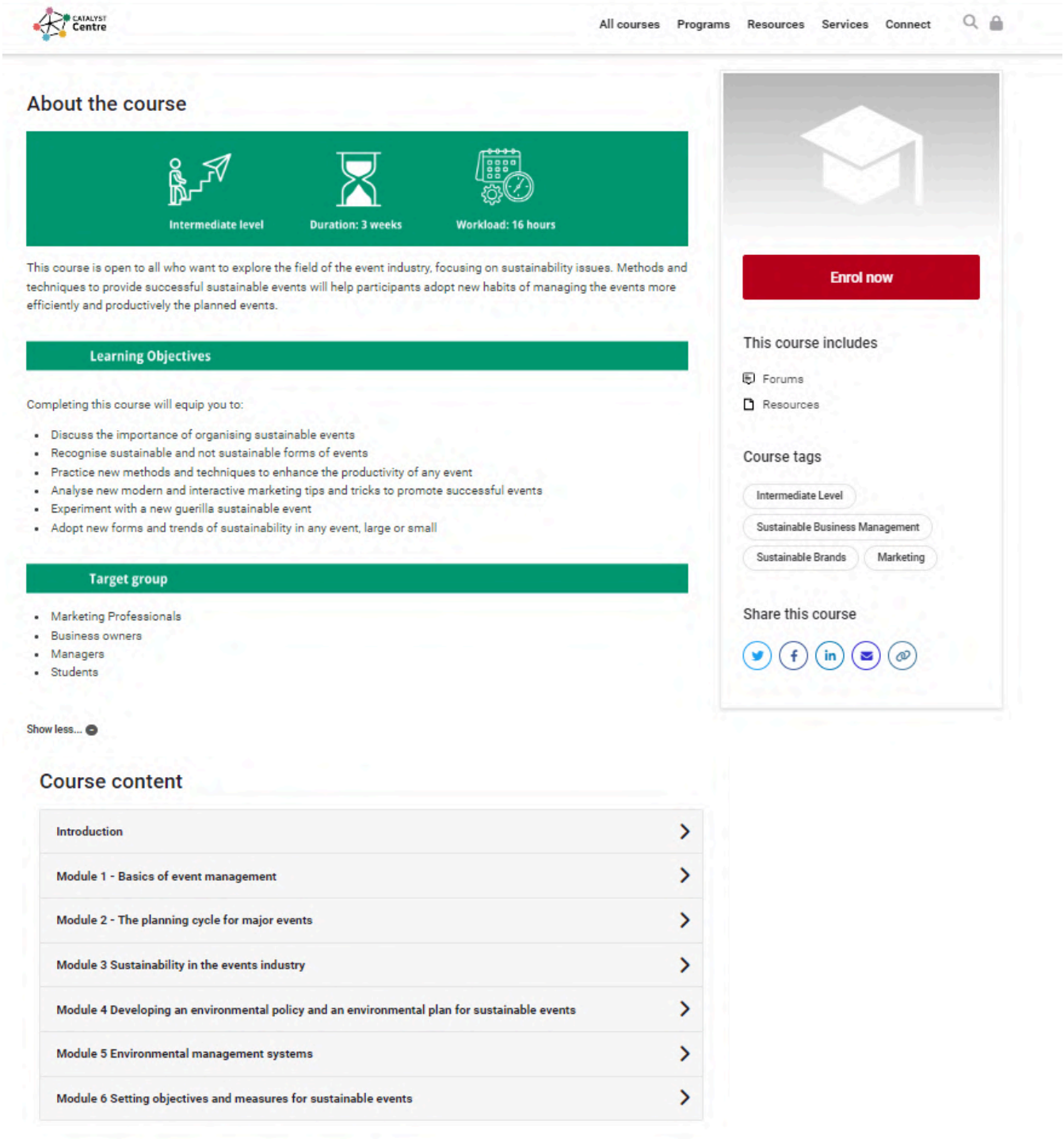
# Green Marketing



# Green Marketing



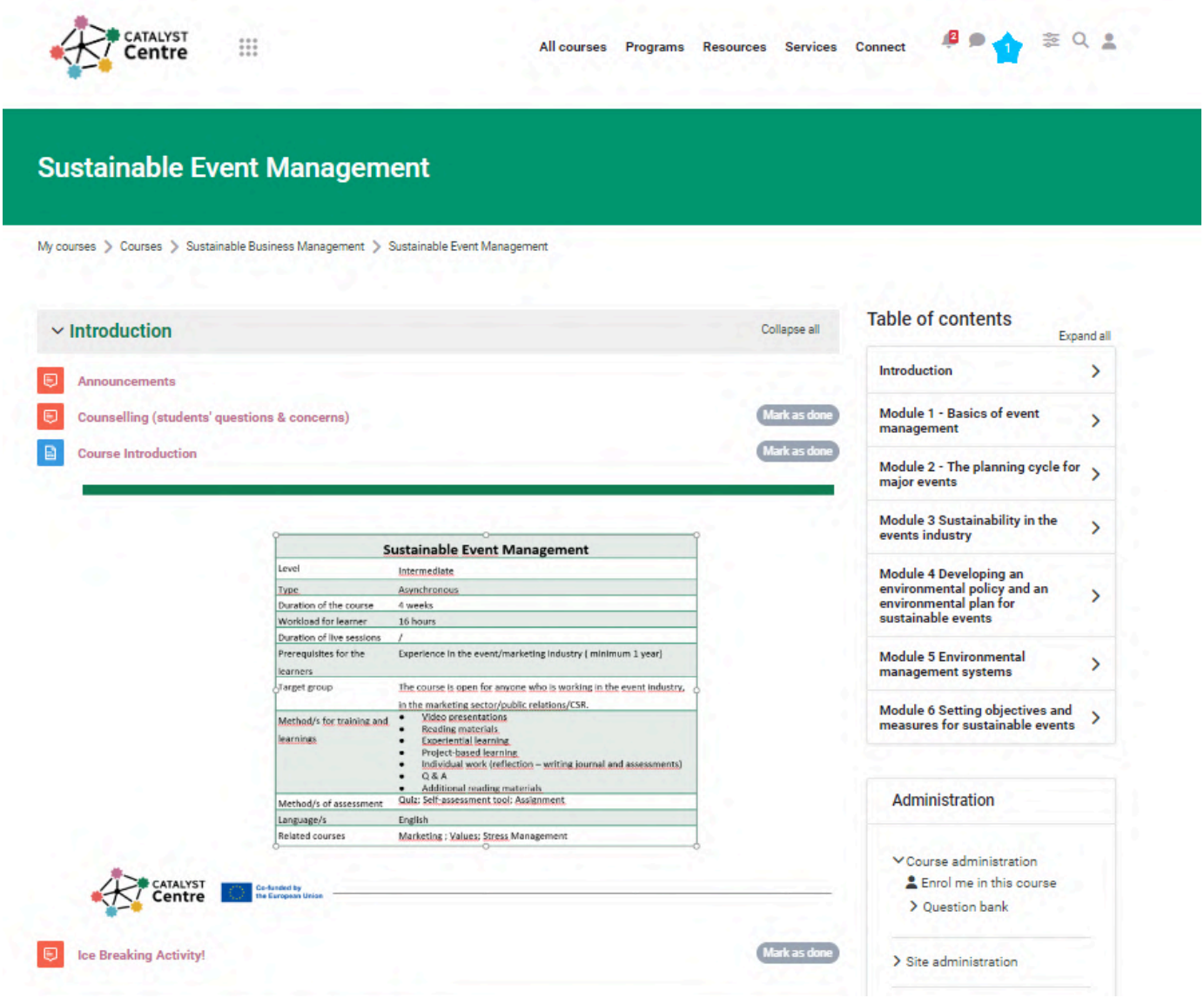
# Sustainable Event Management




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Sustainable Event Management

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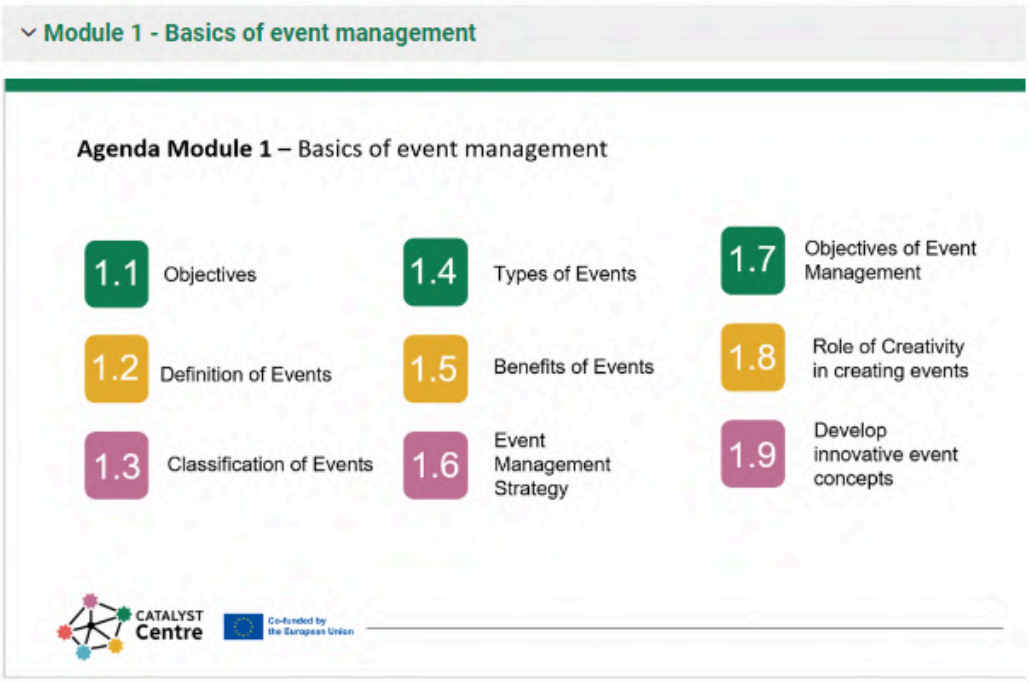
Institute for Research in Environment, Civil Engineering and Energy

# Sustainable Event Management




**Unit 1.1 Objectives** Mark as done

Event management is an intricate process that revolves around clear objectives. This unit delves into the importance of defining and understanding event objectives, as they serve as the bedrock of successful event planning. Learn how strategic, tactical, operational, and financial objectives shape the event's overall direction, while attendee experience objectives ensure lasting impressions. Ready to set your event up for success? This exploration offers insights into setting SMART goals—Specific, Measurable, Achievable, Relevant, and Time-bound—to ensure your event delivers value at every level.

**Unit 1.2 Definition of Events** Mark as done

Events are diverse and multifaceted, encompassing various activities from small gatherings to international conferences. Understanding the definition and categorization of events is essential in event management, where planning and organization are key to success. This unit explores the concept of events, examining their size, purpose, audience, and structure. Key characteristics such as temporality, uniqueness, and the gathering of people define events and guide the planning process, whether a corporate event, cultural festival, or charity gala; understanding these aspects ensures the effective execution and success of any event. Ready to explore the world of event management? Dive into this comprehensive unit to learn more!

**Unit 1.3 Classification of Events** Mark as done

In the dynamic world of event management, understanding the diverse landscape of events is crucial for success. This unit delves into the art of event classification, revealing how categorizing events by size, purpose, audience, and format can transform planning and execution strategies. Discover how tailoring your approach to different event types—from mega spectacles to intimate gatherings—can enhance efficiency and impact. Prepare to unlock the secrets of effective event management through insightful classification techniques and practical examples.

**Unit 1.4 Types of Events** Mark as done

Events encompass various gatherings designed to fulfil distinct purposes and achieve specific goals. This unit explores various events, from corporate meetings and product launches to social celebrations and cultural festivals. By understanding the unique characteristics and requirements of different event types, you'll be better equipped to tailor your planning and execution strategies effectively. Dive into the world of event management and uncover how each event type—from intimate private gatherings to large-scale public spectacles—plays a crucial role in our lives and society.

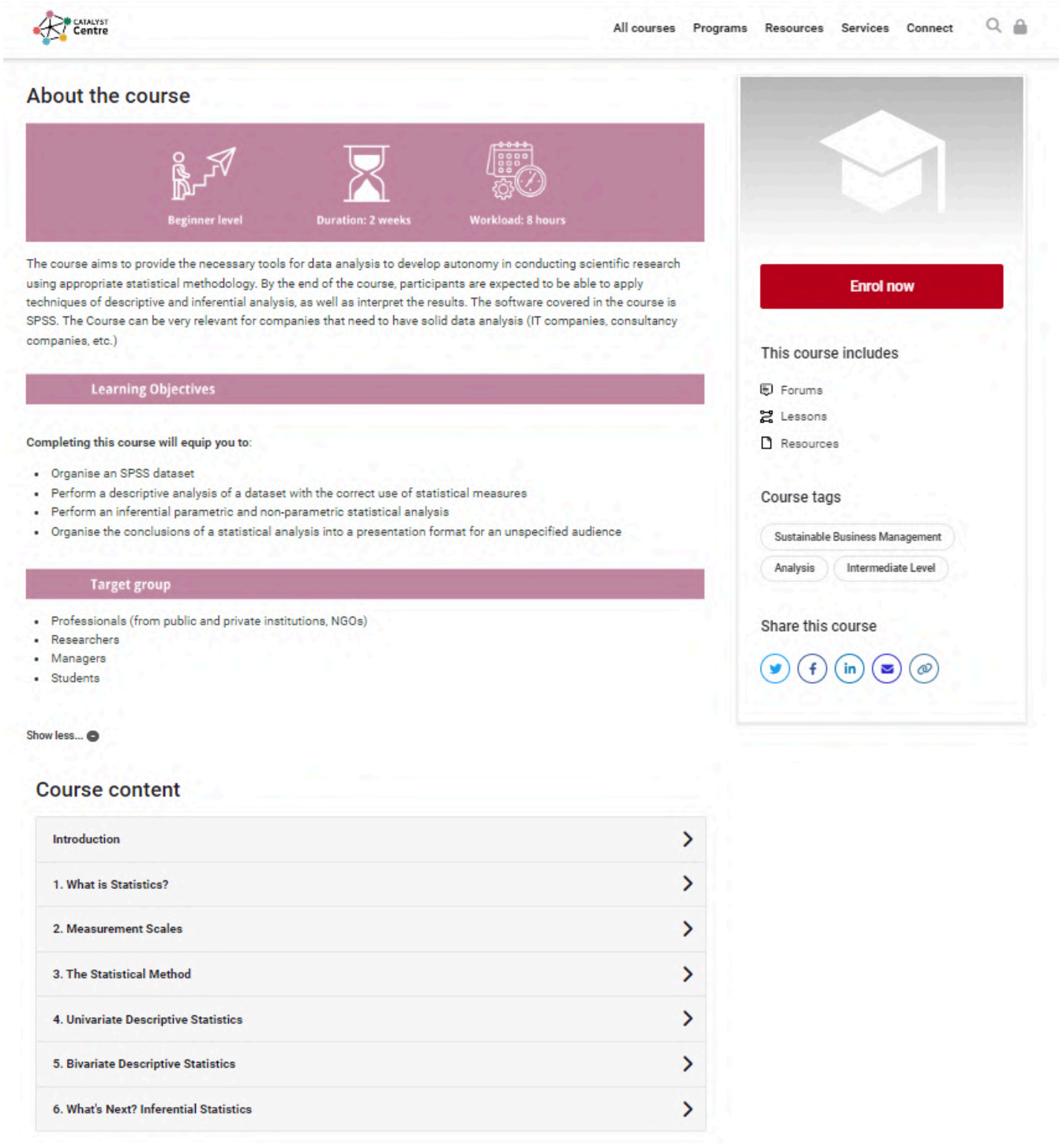
**Unit 1.5 Benefits of Events** Mark as done

Events play a pivotal role in shaping society, offering a range of benefits that extend across social, cultural, economic, and educational spheres. From fostering community bonds and preserving cultural heritage to driving economic growth and enhancing professional development, events impact various facets of life. This unit delves into how events contribute to societal progress by examining their diverse benefits. Explore how events not only bring people together but also bolster local economies, celebrate cultural diversity, and provide valuable learning opportunities.

## Institution

Institute for Research in Environment, Civil Engineering and Energy

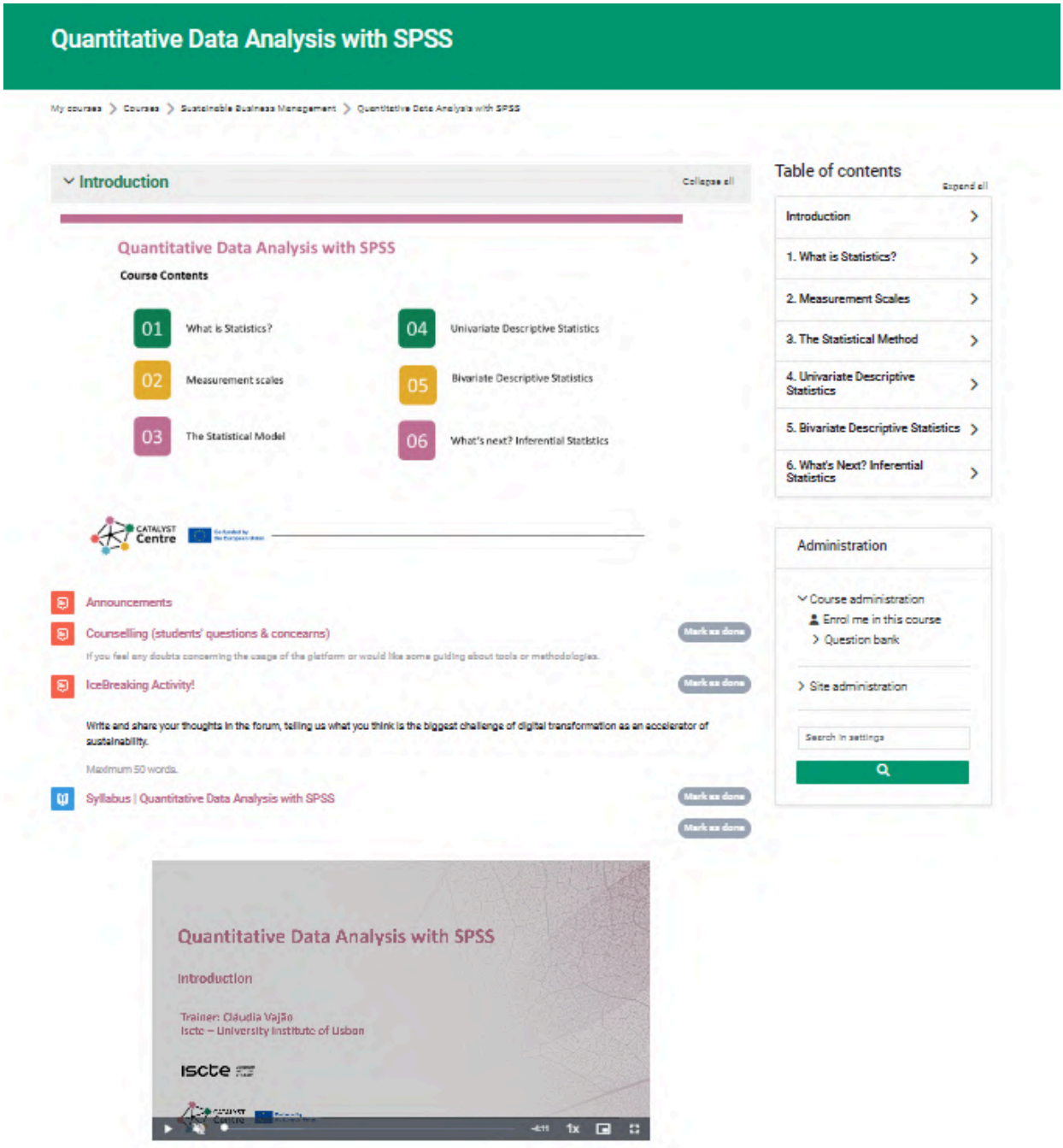
# Quantitative Data Analysis with SPSS




## Institution

University Institute of Lisbon

# Quantitative Data Analysis with SPSS




## Institution

University Institute of Lisbon

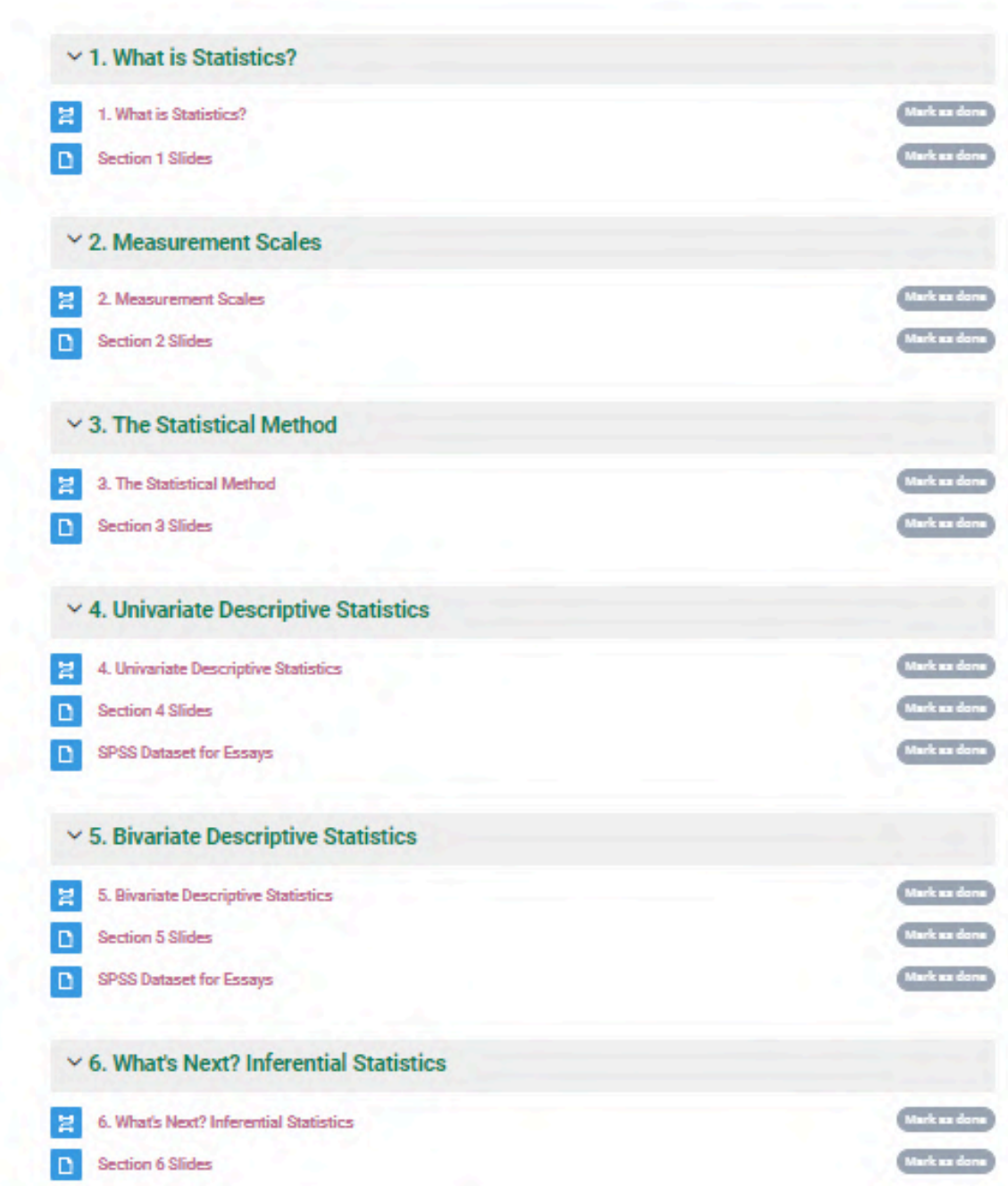
INSTITUTO UNIVERSITÁRIO DE LISBOA

CATALYST Centre

Co-funded by the European Union

CATALYST

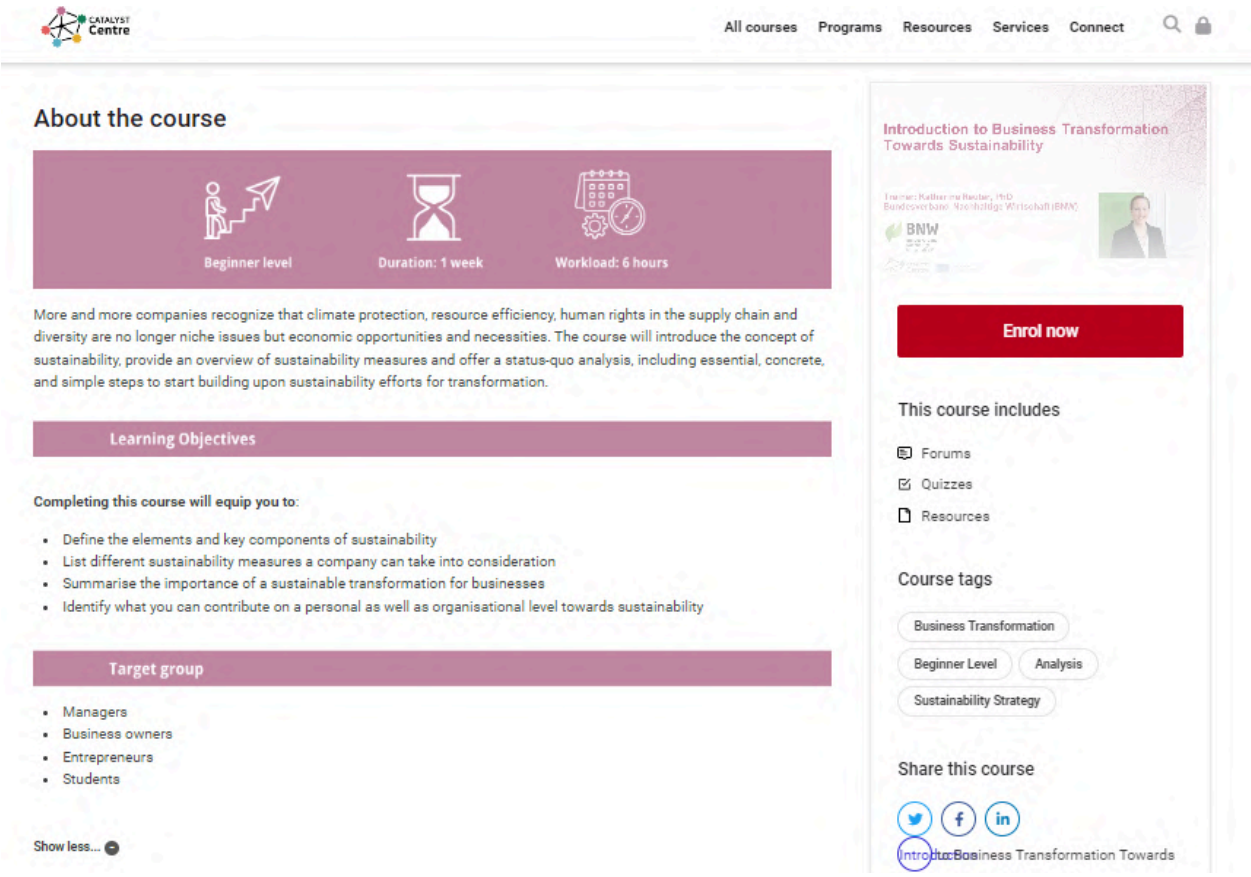
# Quantitative Data Analysis with SPSS

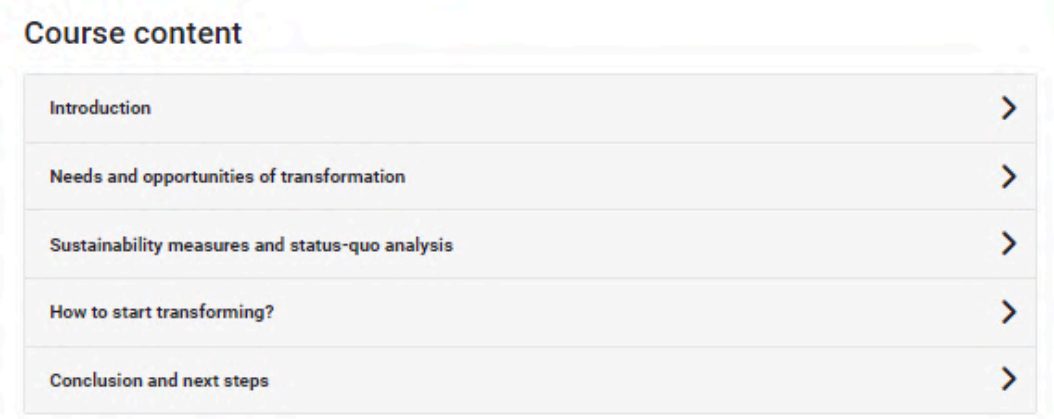



## Institution

University Institute of Lisbon

# Introduction to Business Transformation Towards Sustainability



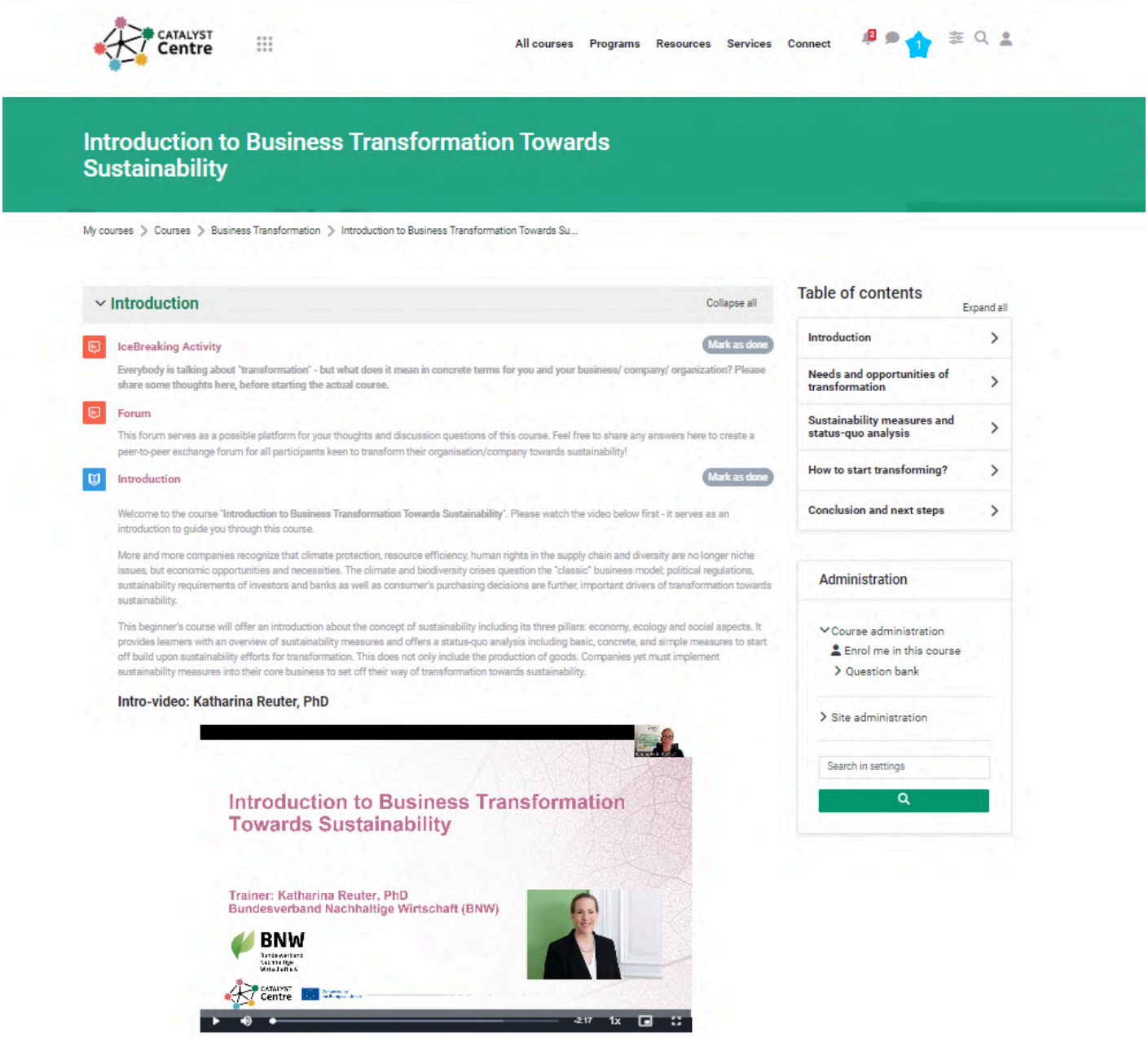




## Institution

Bundesverband Nachhaltige Wirtschaft

BNW Bundesverband Nachhaltige Wirtschaft e.V.

# Introduction to Business Transformation Towards Sustainability

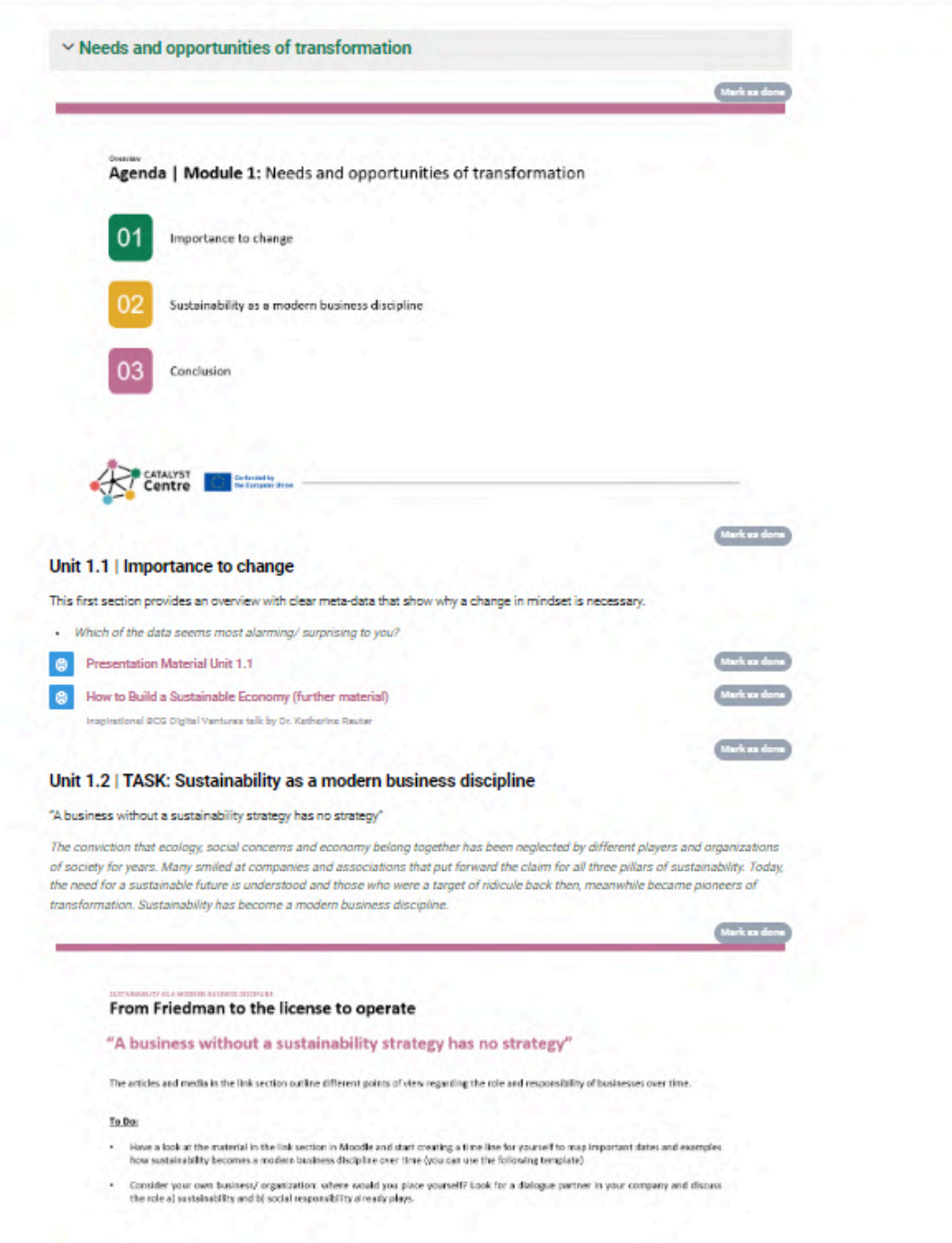



## Institution

Bundesverband Nachhaltige Wirtschaft

BNW
Bundesverband
Nachhaltige
Wirtschaft e.V.

# Introduction to Business Transformation Towards Sustainability



Needs and opportunities of transformation

Mark as done

Overview

**Agenda | Module 1:** Needs and opportunities of transformation

01 Importance to change

02 Sustainability as a modern business discipline

03 Conclusion

CATALYST Centre

Mark as done

**Unit 1.1 | Importance to change**

This first section provides an overview with clear meta-data that show why a change in mindset is necessary.

- *Which of the data seems most alarming/ surprising to you?*

Presentation Material Unit 1.1 Mark as done

How to Build a Sustainable Economy (further material) Mark as done

Inspirational BCG Digital Ventures talk by Dr. Katherine Reuter

Mark as done

**Unit 1.2 | TASK: Sustainability as a modern business discipline**

"A business without a sustainability strategy has no strategy"

*The conviction that ecology, social concerns and economy belong together has been neglected by different players and organizations of society for years. Many smiled at companies and associations that put forward the claim for all three pillars of sustainability. Today, the need for a sustainable future is understood and those who were a target of ridicule back then, meanwhile became pioneers of transformation. Sustainability has become a modern business discipline.*

Mark as done

SUSTAINABILITY AS A MODERN BUSINESS DISCIPLINE

**From Friedman to the license to operate**

**"A business without a sustainability strategy has no strategy"**

The articles and media in the link section outline different points of view regarding the role and responsibility of businesses over time.

To Do:

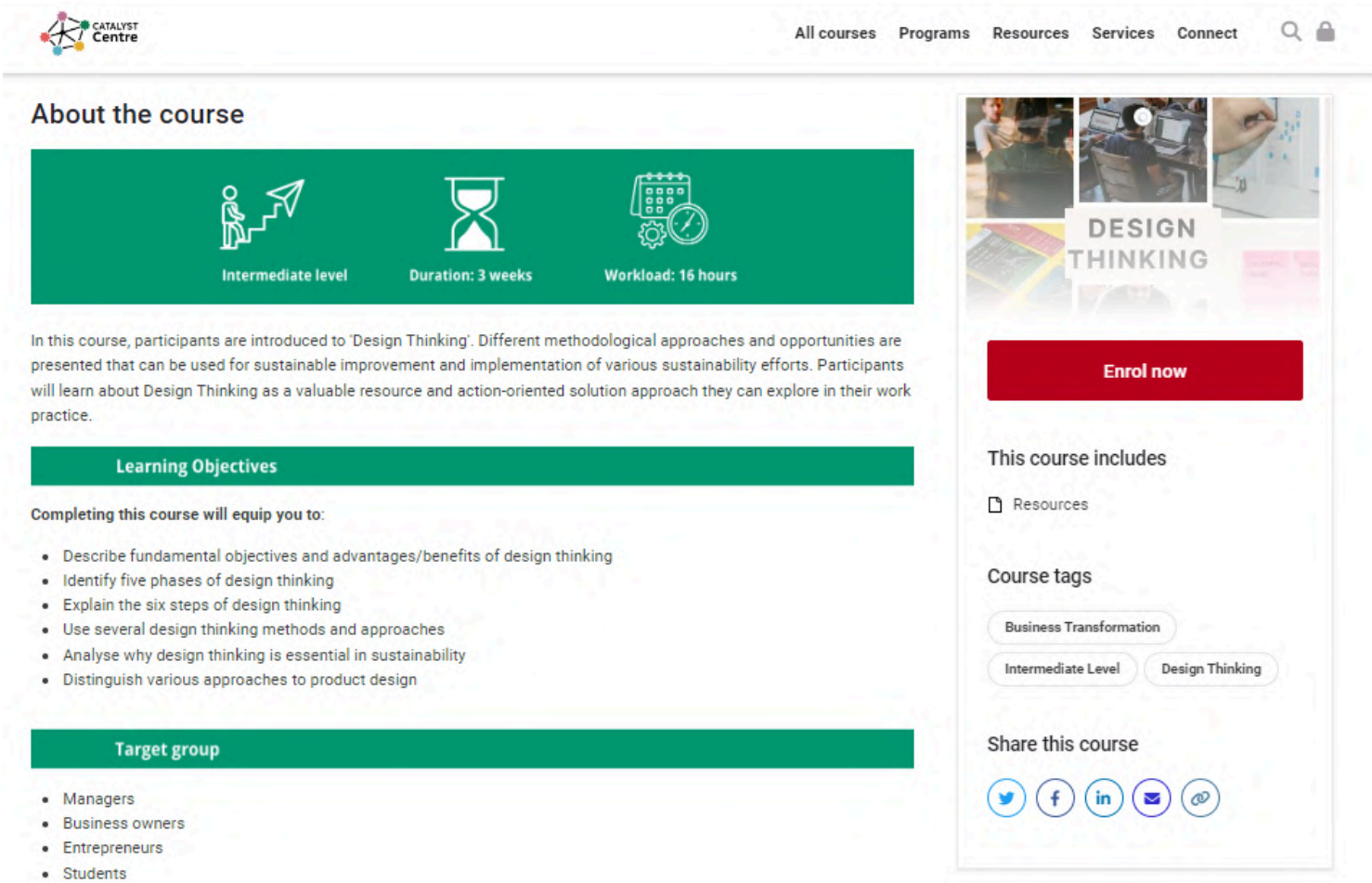
- Have a look at the material in the link section in Moodle and start creating a time line for yourself to map important dates and examples how sustainability becomes a modern business discipline over time (you can use the following template)
- Consider your own business/ organization: where would you place yourself? Look for a dialogue partner in your company and discuss the role a) sustainability and b) social responsibility already plays.

## Institution

Bundesverband Nachhaltige Wirtschaft

BNW Bundesverband Nachhaltige Wirtschaft e.V.

# Design Thinking and Experience to Approach for Sustainability Challenge




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Design Thinking and Experience to Approach for Sustainability Challenge

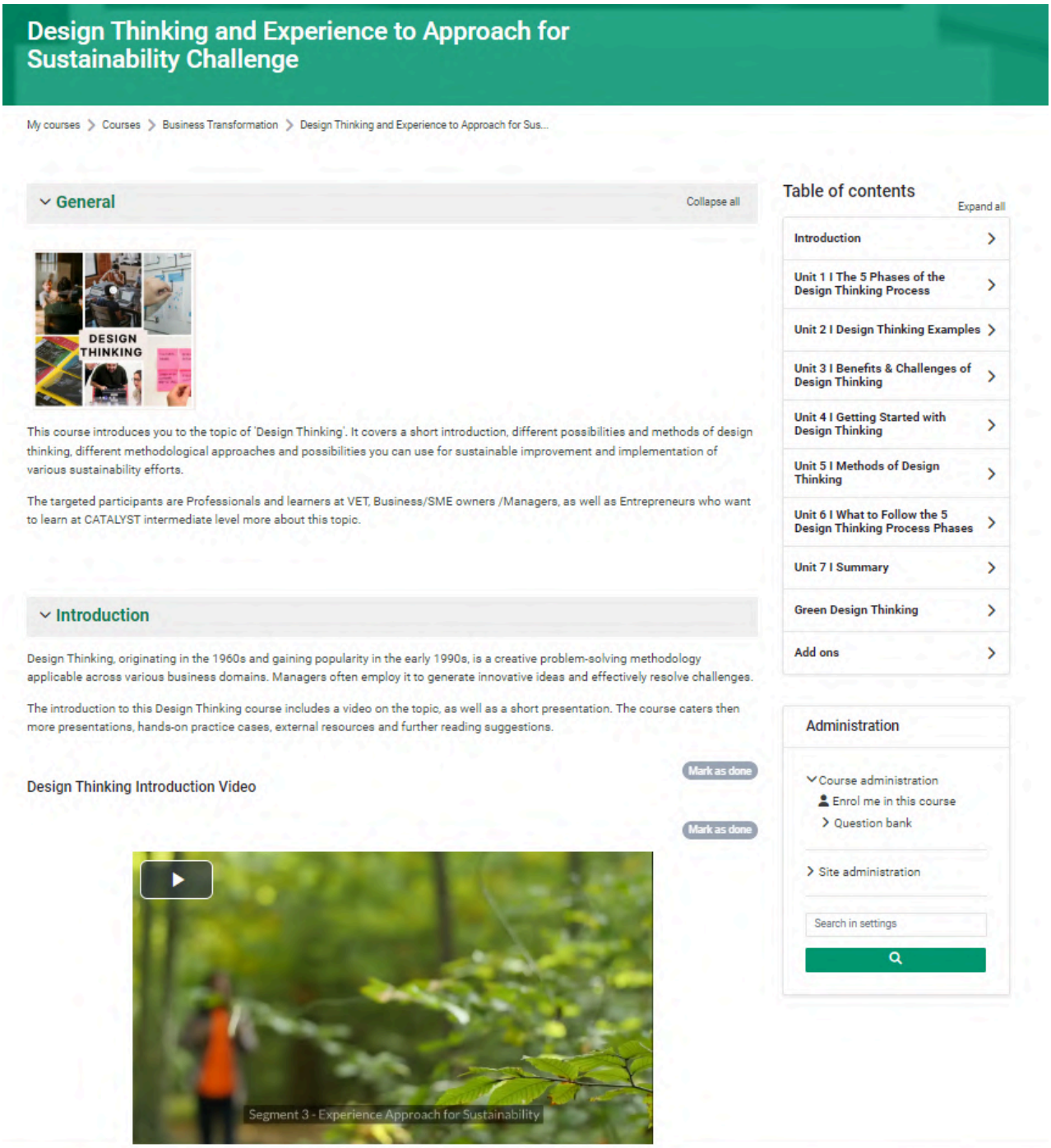
## Course content

- Introduction
- Unit 1 I The 5 Phases of the Design Thinking Process
- Unit 2 I Design Thinking Examples
- Unit 3 I Benefits & Challenges of Design Thinking
- Unit 4 I Getting Started with Design Thinking
- Unit 5 I Methods of Design Thinking
- Unit 6 I What to Follow the 5 Design Thinking Process Phases
- Unit 7 I Summary
- Green Design Thinking
- Add ons

**Institution**

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Design Thinking and Experience to Approach for Sustainability Challenge

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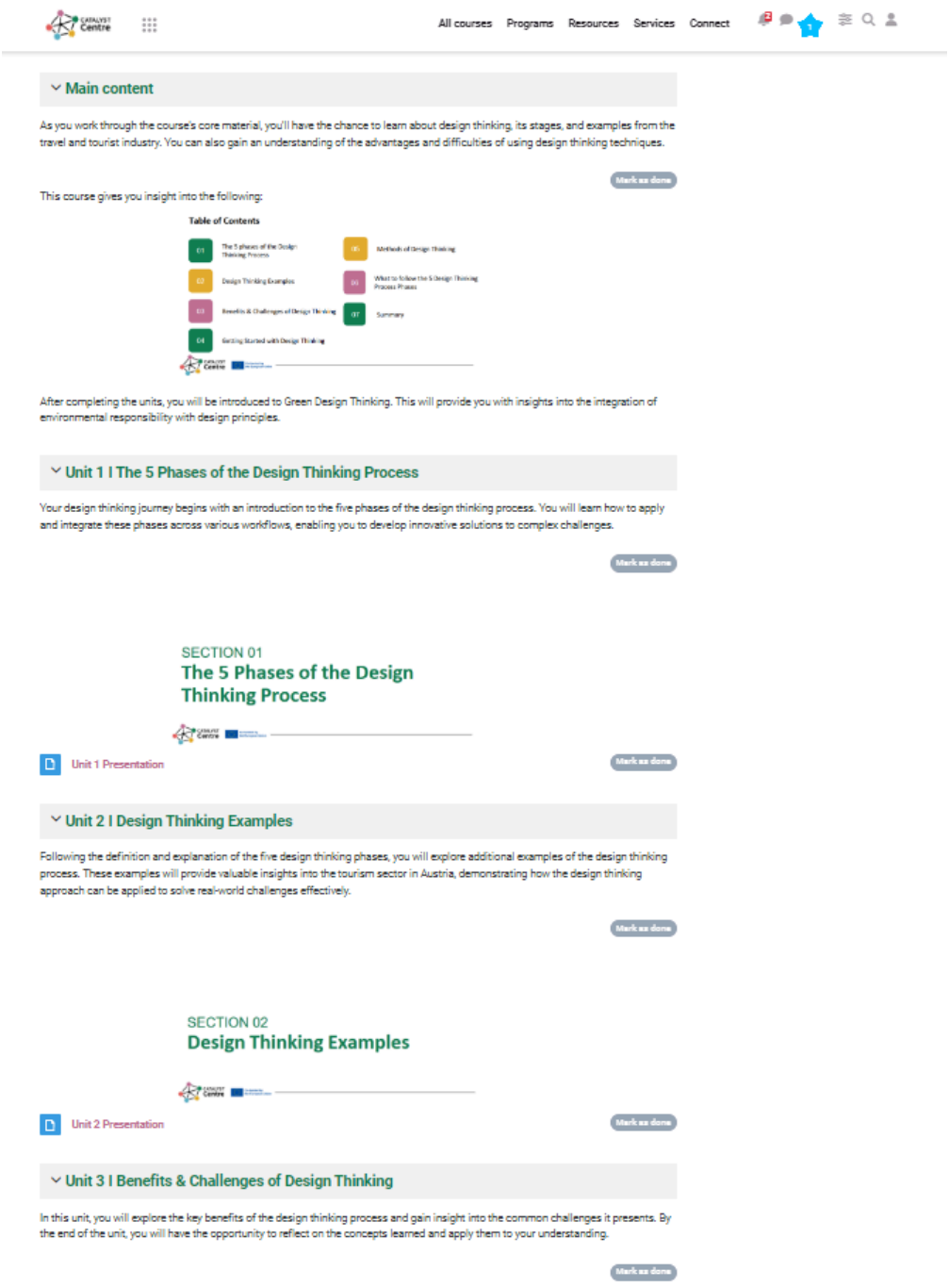
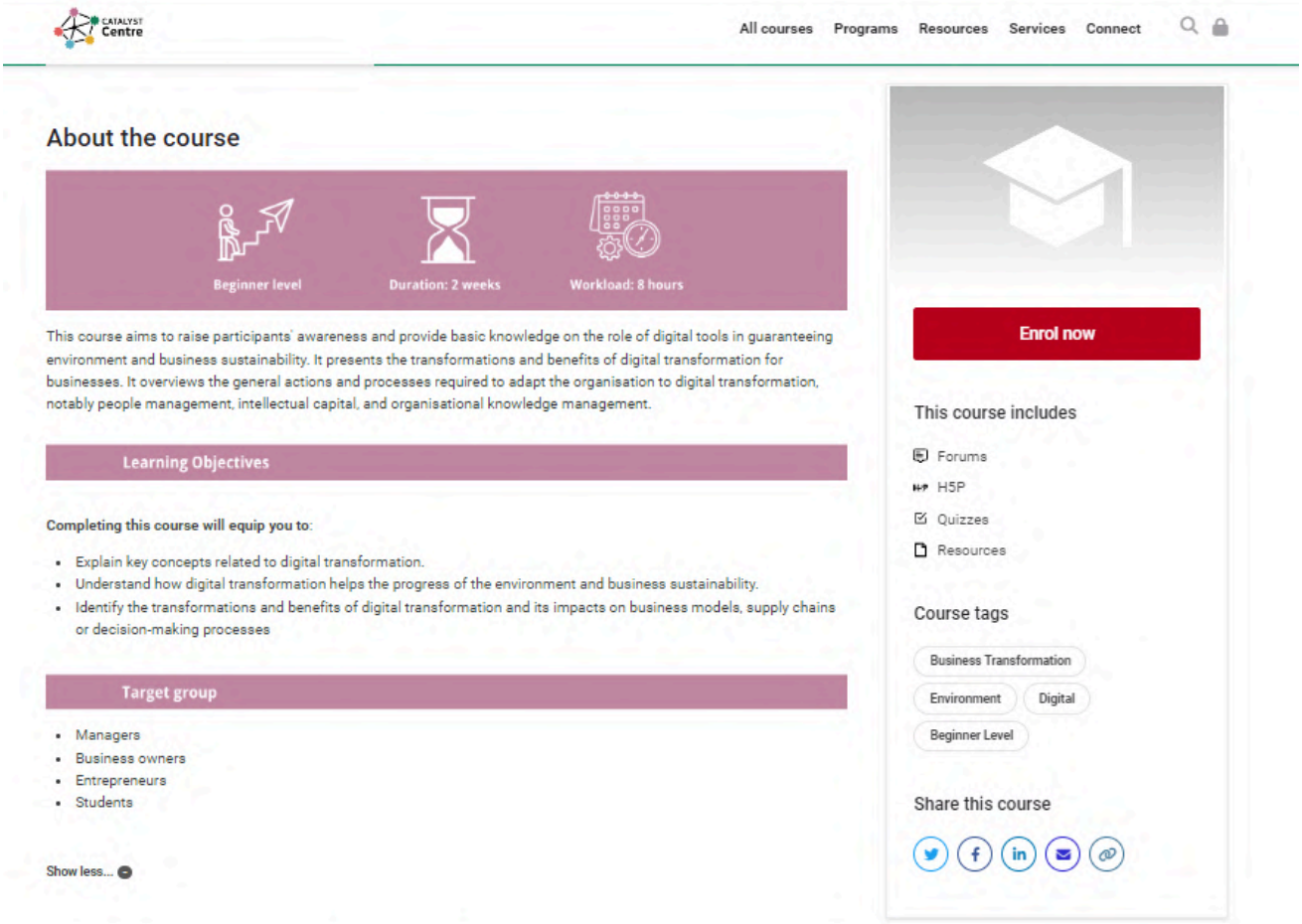
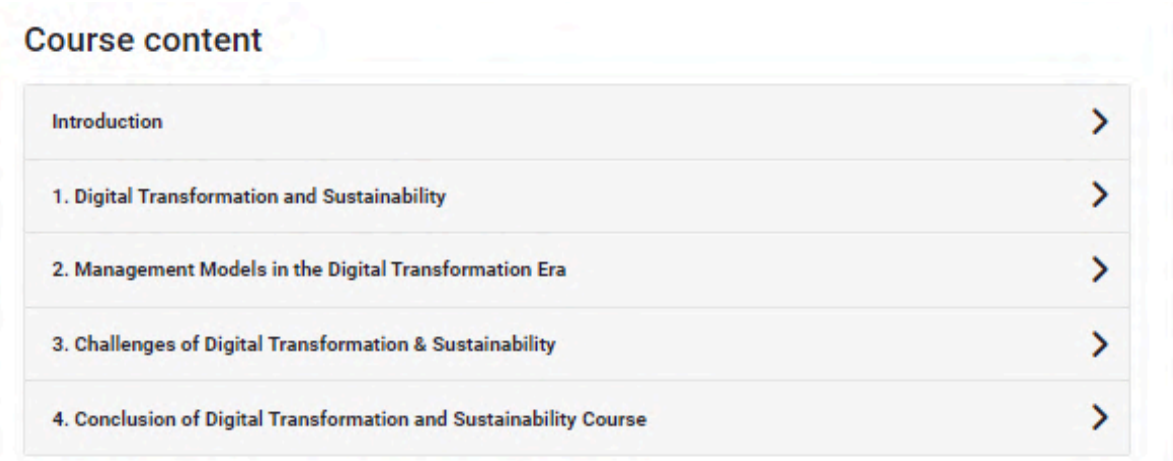



## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Digital Transformation and Sustainability



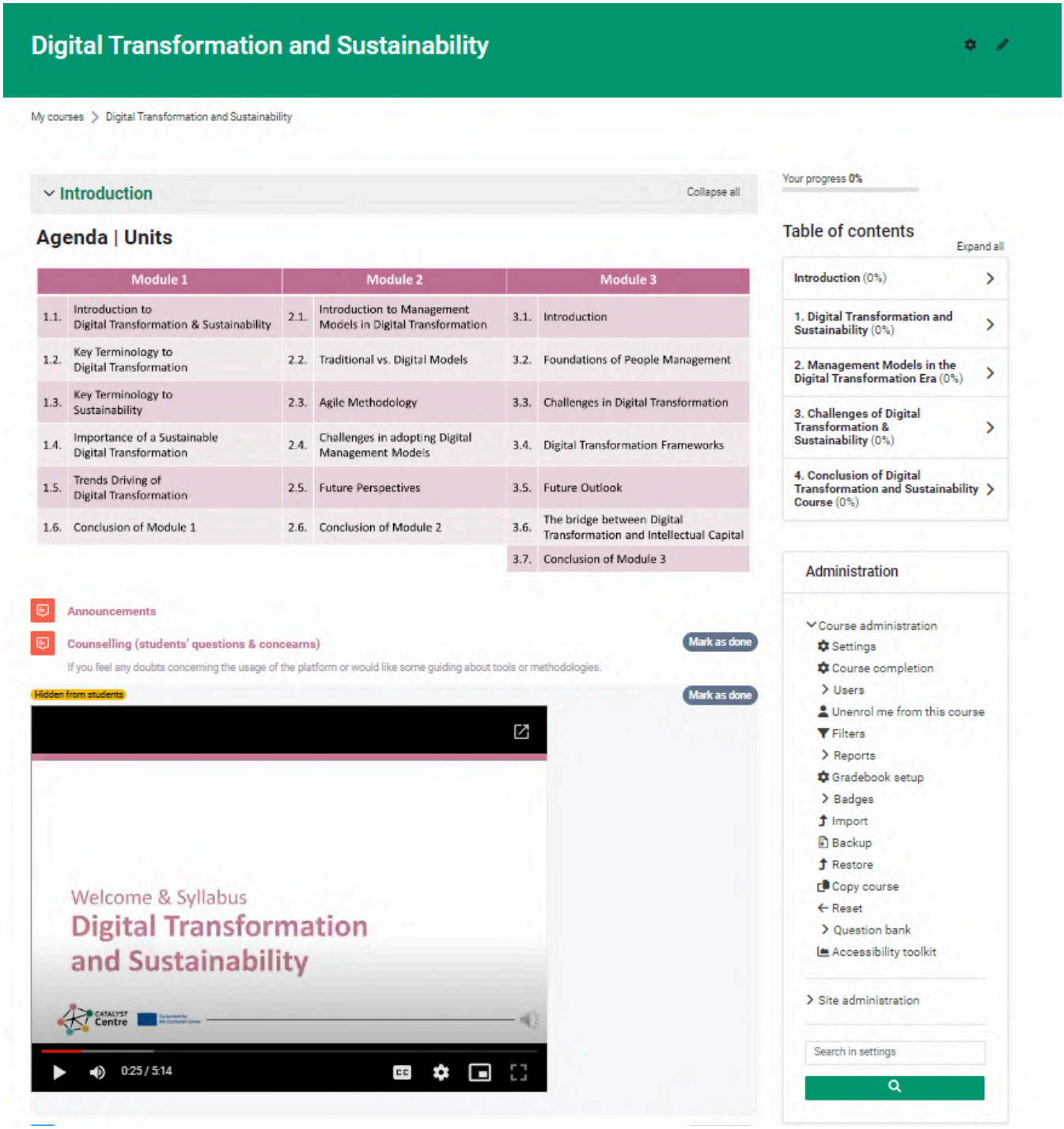




## Institution

University Institute of Lisbon

INSTITUTO UNIVERSITÁRIO DE LISBOA

# Digital Transformation and Sustainability




## Institution

University Institute of Lisbon

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# Digital Transformation and Sustainability

Mark as done

## Unit 1.1. | Introduction to Digital Transformation & Sustainability

Summary: The first class, introducing the course Digital Transformation & Sustainability, is going to enable learners to explore the fundamental concepts influencing the incorporation of digital technologies into organizational structures. A thorough explanation of digital transformation is going to be given at the start of the session, emphasizing how it may change customer experiences, business processes, and organizational culture as a whole.

**Presentation link:** DT&S_Module1_Unit1.pptx

Mark as done

## Unit 1.2. | Key Terminology to Digital Transformation

Summary: In unit 2 Digital transformation entails using technology, creating a digital culture, digitizing operations, and having capable leadership.Organizations integrate digital technologies into all aspects of their operations in order to adapt to the digital world while keeping a focus on the customer experience. AI may cause this quick transition to result in employment displacement, widening the gap between developed and poor countries.

**Presentation link:** DT&S_Module1_Unit2.pptx

Mark as done

## Unit 1.3. | Key Terminology to Sustainability

Summary: The present unit explores global challenges through the lens of UN SDGs, addressing the pillars of social, economic, and environmental sustainability. Students delve into ESG principles, examining responsible business practices.

**Presentation link:** DT&S_Module1_Unit3.pptx

Mark as done

## Unit 1.4. | Importance of a Sustainable Digital Transformation

Summary: The objective of unit 4 is identifying what drives organizations to go through digital transformation, such as the need for better customer satisfaction, increased efficiency, and the ability to remain competitive in a rapidly changing digital landscape while ensuring sustainable ways throughout the process. This will help learners understand the importance of a sustainable digital transformation nowadays.

**Presentation link:** DT&S_Module1_Unit4.pptx

Mark as done

## Unit 1.5. | Trends driving of Digital Transformation

Summary: Unit 5 is centered on the exploration of key technologies as focal point, with an emphasis on artificial intelligence, data analytics, cloud computing, IoT, and automation as transformative tools.

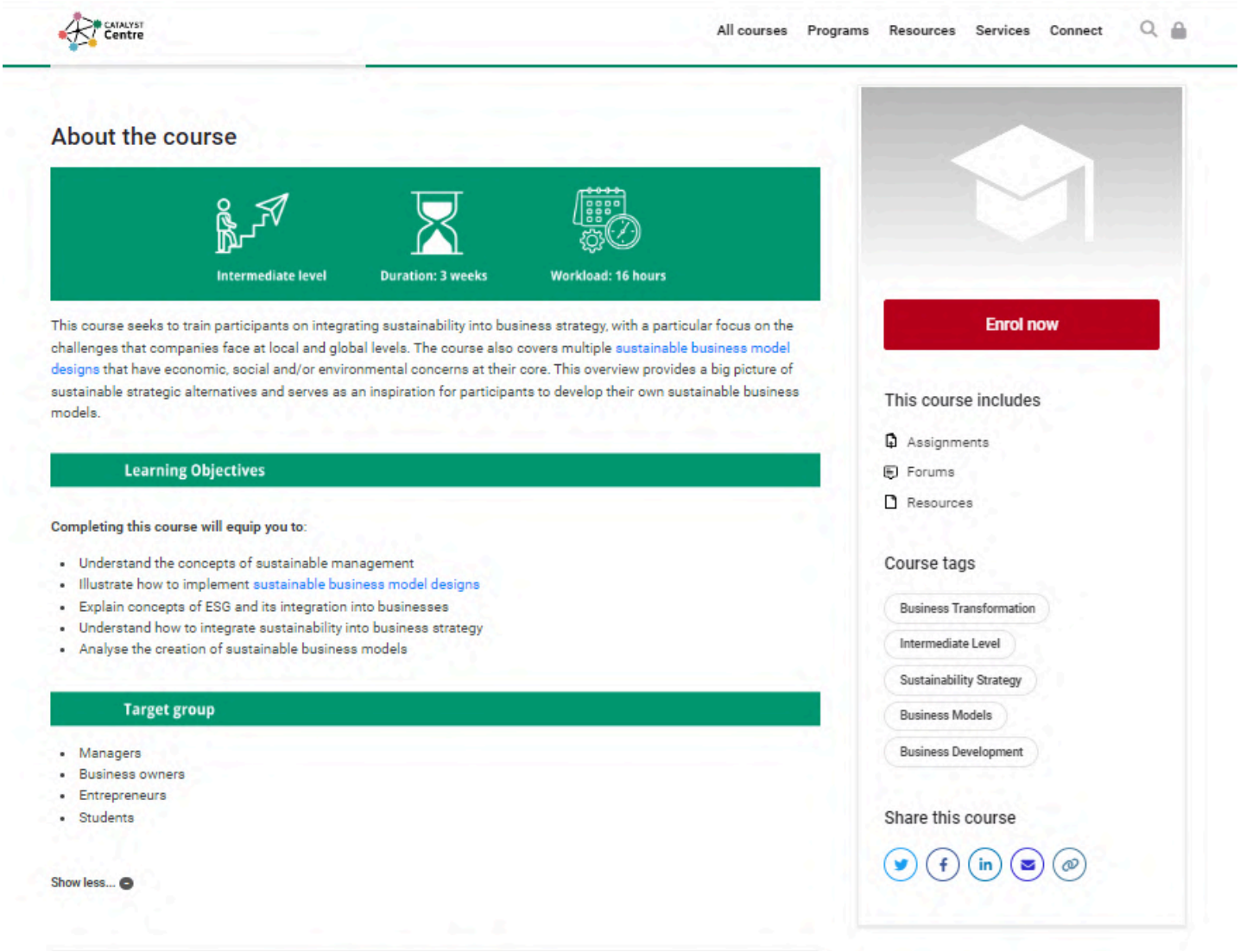
**Presentation link:** DT&S_Module1_Unit5.pptx

Mark as done

## Unit 1.6. | Conclusion of Module 1

Summary: In this part of the module 1, the final one, learners are proposed to do a feedback quiz, to assess how well they have mastered the subject so far.

# Integrating Sustainability into the Strategy and Business Model



# Integrating Sustainability into the Strategy and Business Model

## Course content

- Syllabus
- Welcome!
- 1. Sustainable management: an integrated approach
- 2. Evolution of the sustainability approach in business
- 3. Integrating sustainability into business strategy
- 4. Sustainability as a differentiating factor and its impact on business
- 5. Incorporating the SDGs into business processes and reports
- 6. Developing sustainable business models

**Institution**

University Institute of Lisbon

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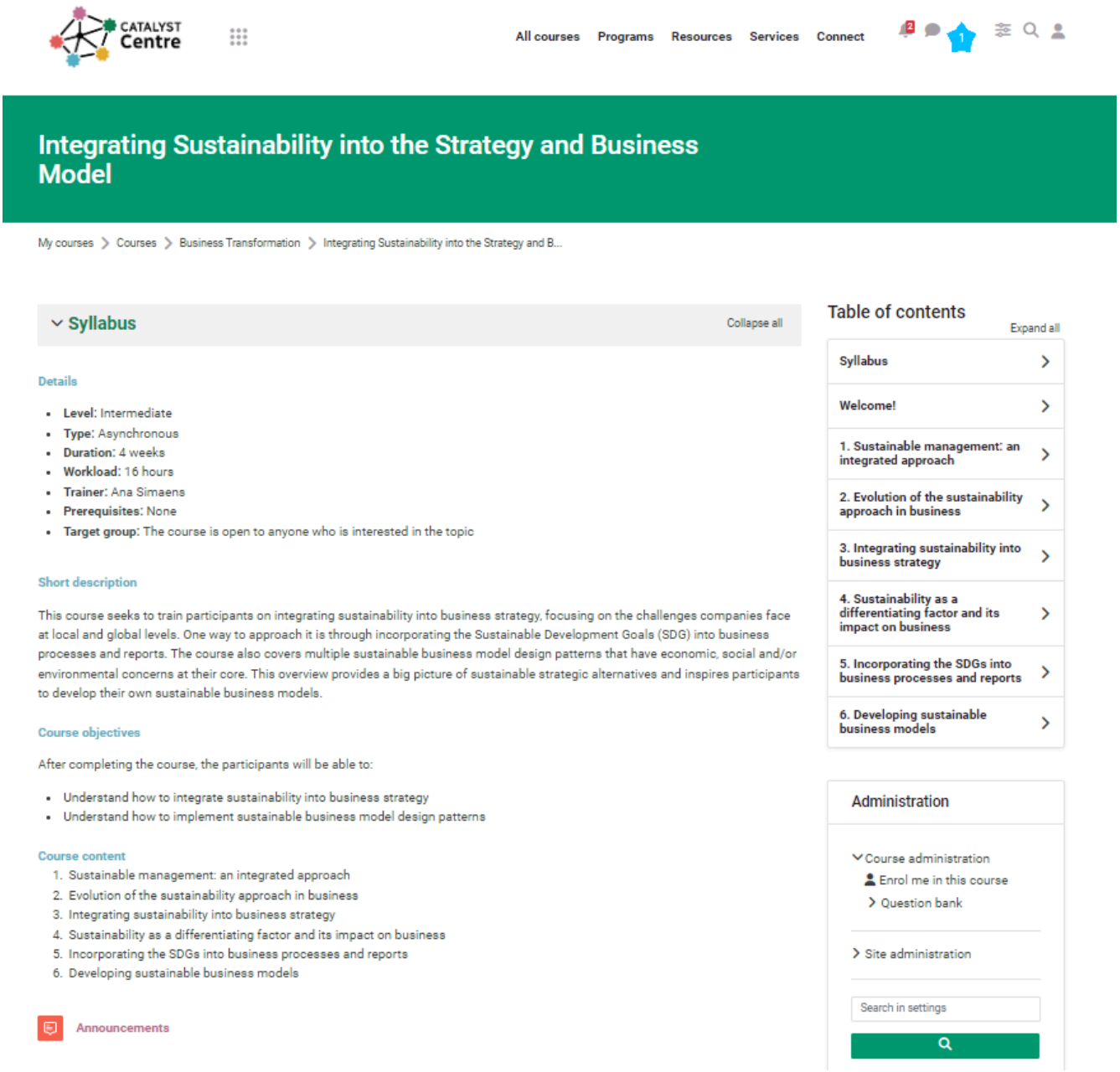
CATALYST Centre

Co-funded by the European Union

CATALYST

# Integrating Sustainability into the Strategy and Business Model




**Institution**

University Institute of Lisbon

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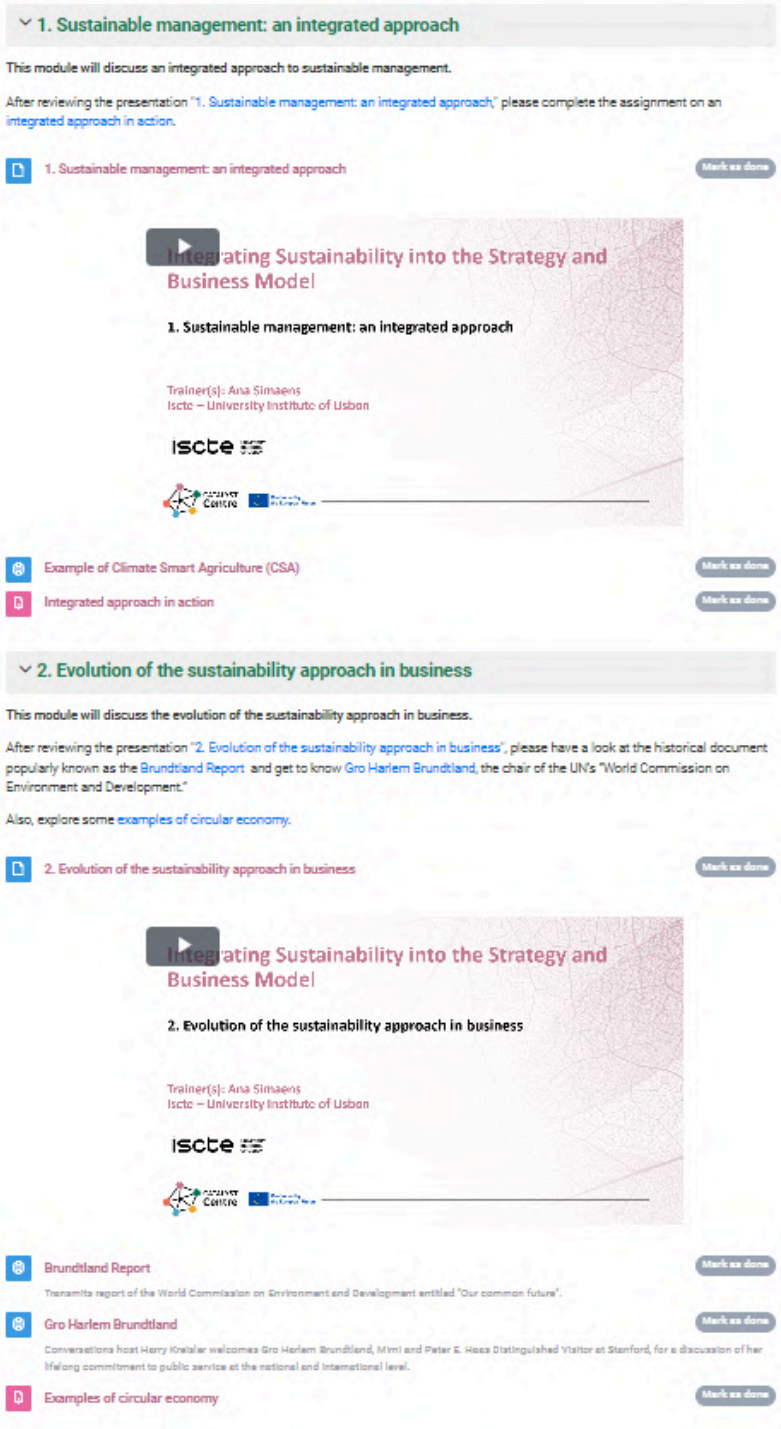
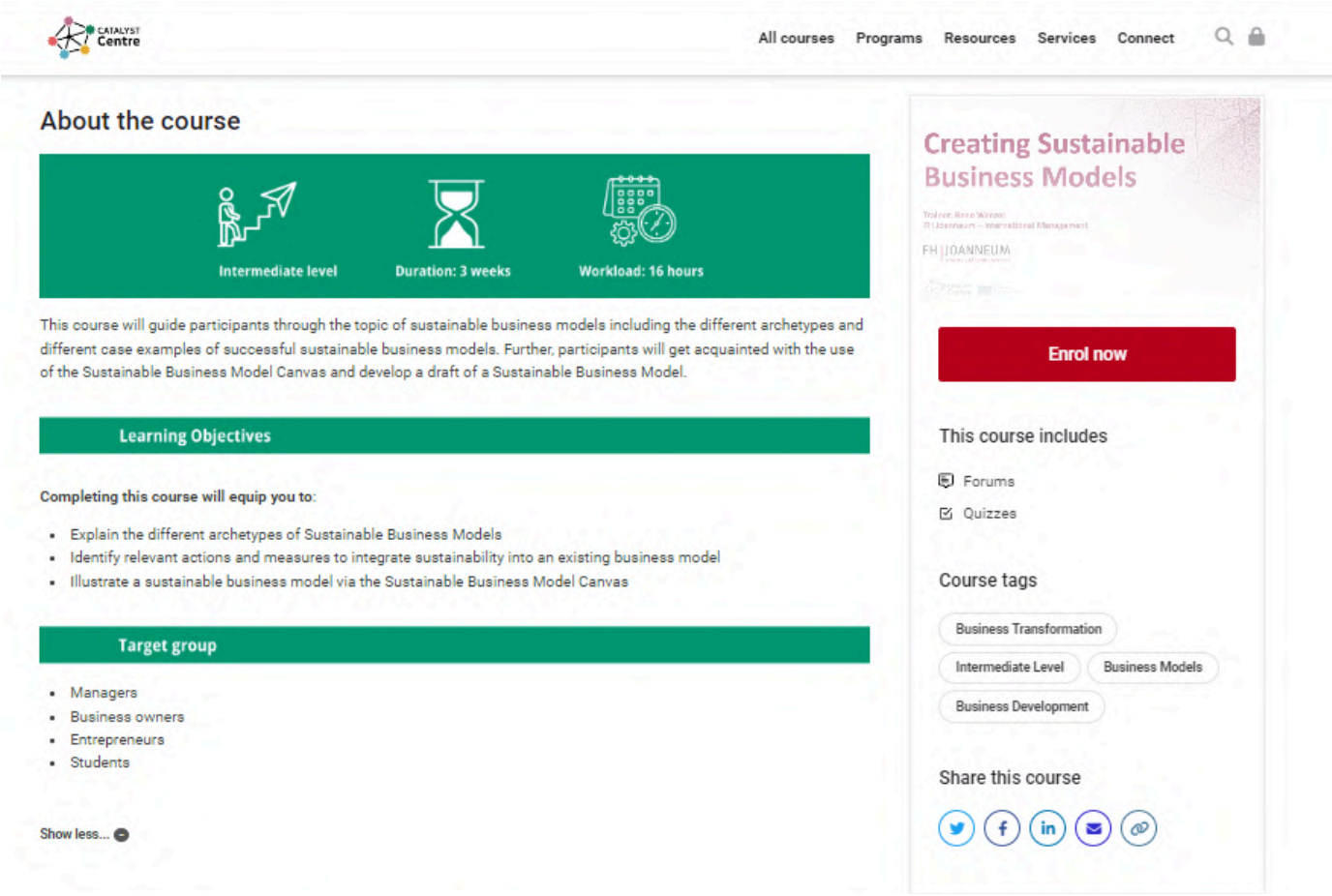
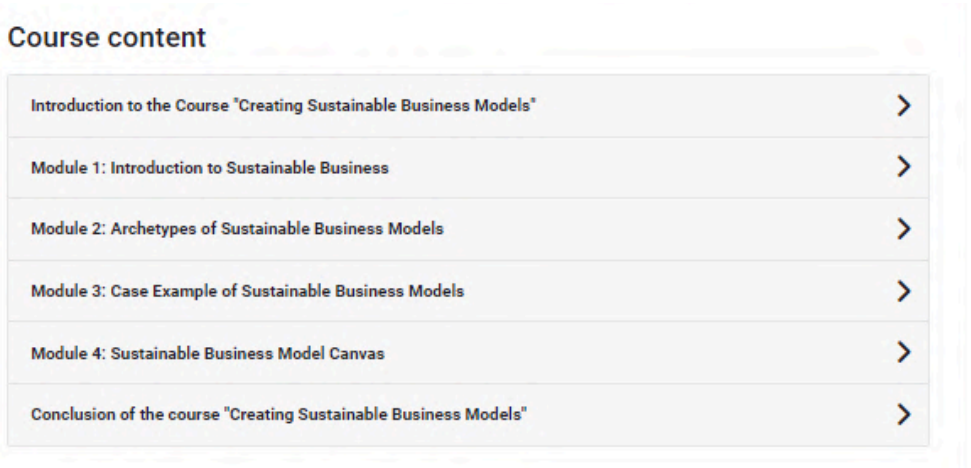
# Integrating Sustainability into the Strategy and Business Model



# Creating Sustainable Business Models

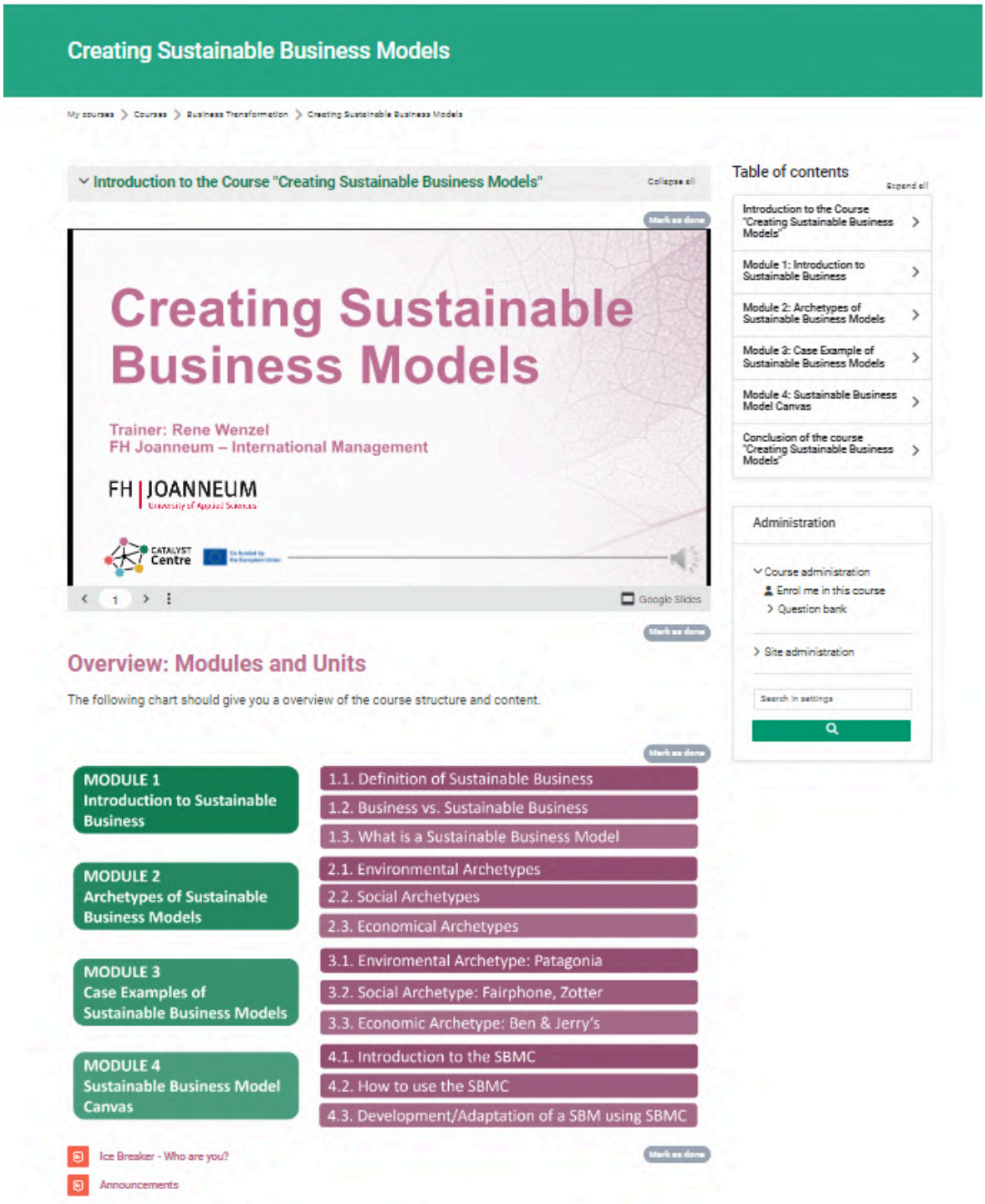



## Institution

FH Joanneum University of Applied Sciences

# Creating Sustainable Business Models

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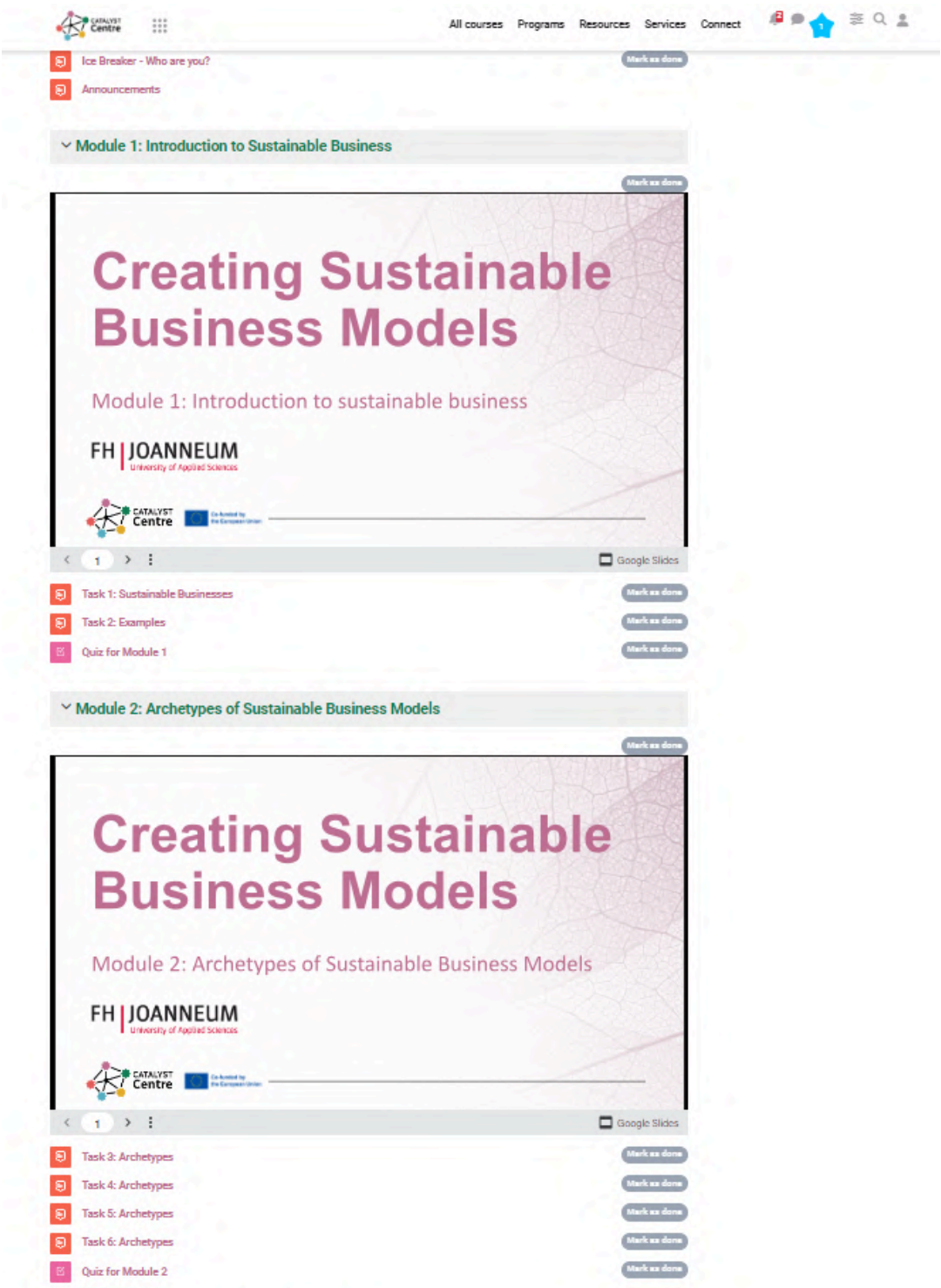
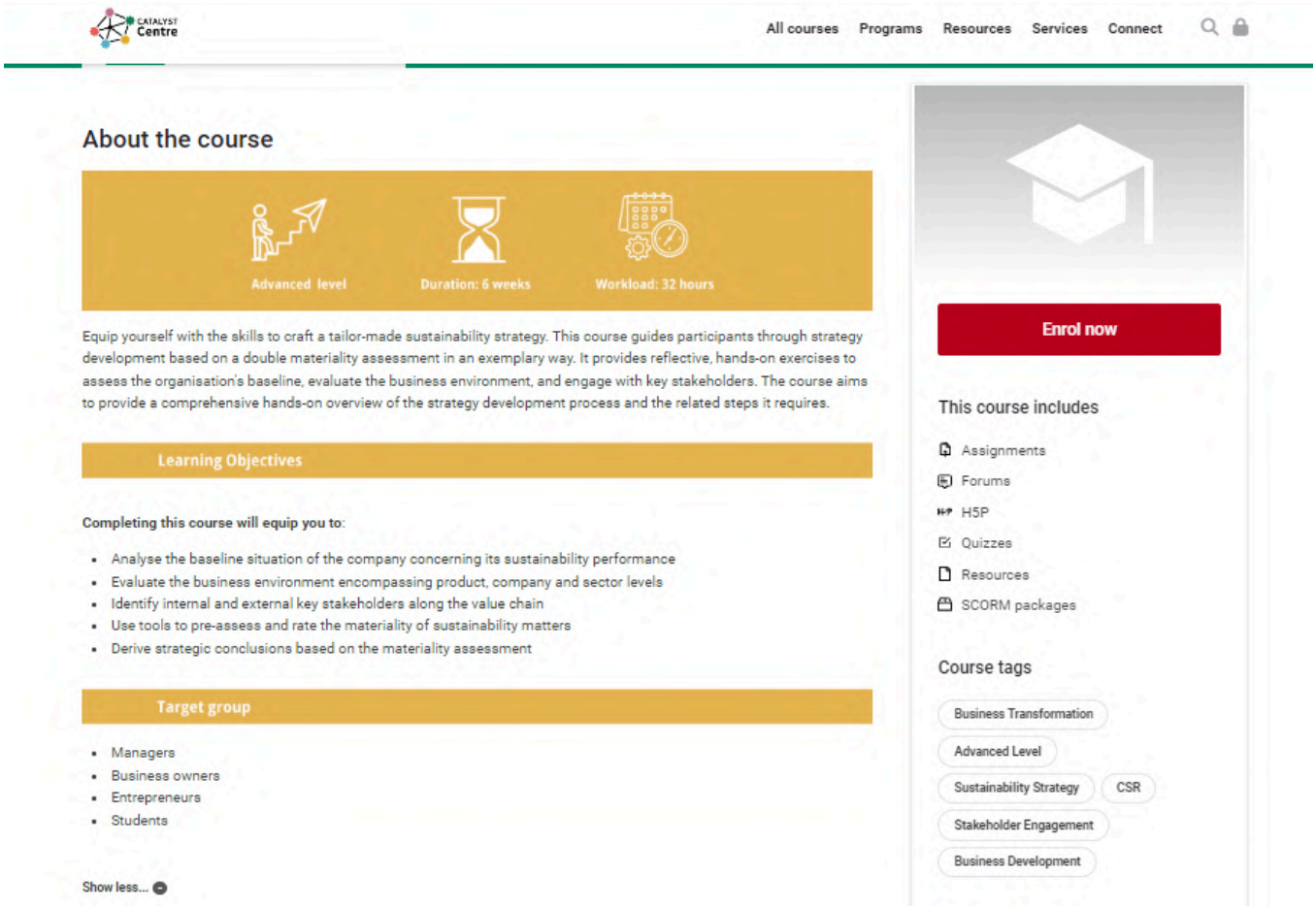
# Creating Sustainable Business Models

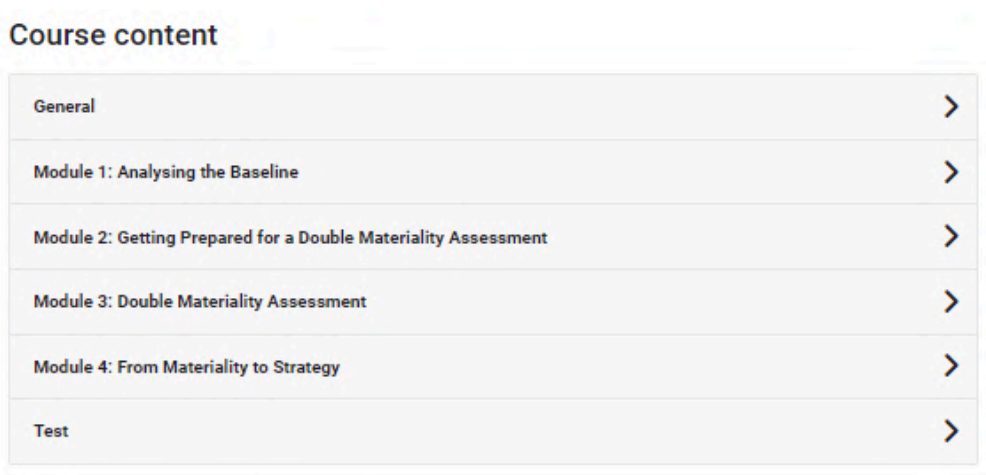



## Institution

FH Joanneum University of Applied Sciences

# Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Double Materiality

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Collaborating Centre on Sustainable Consumption and Production

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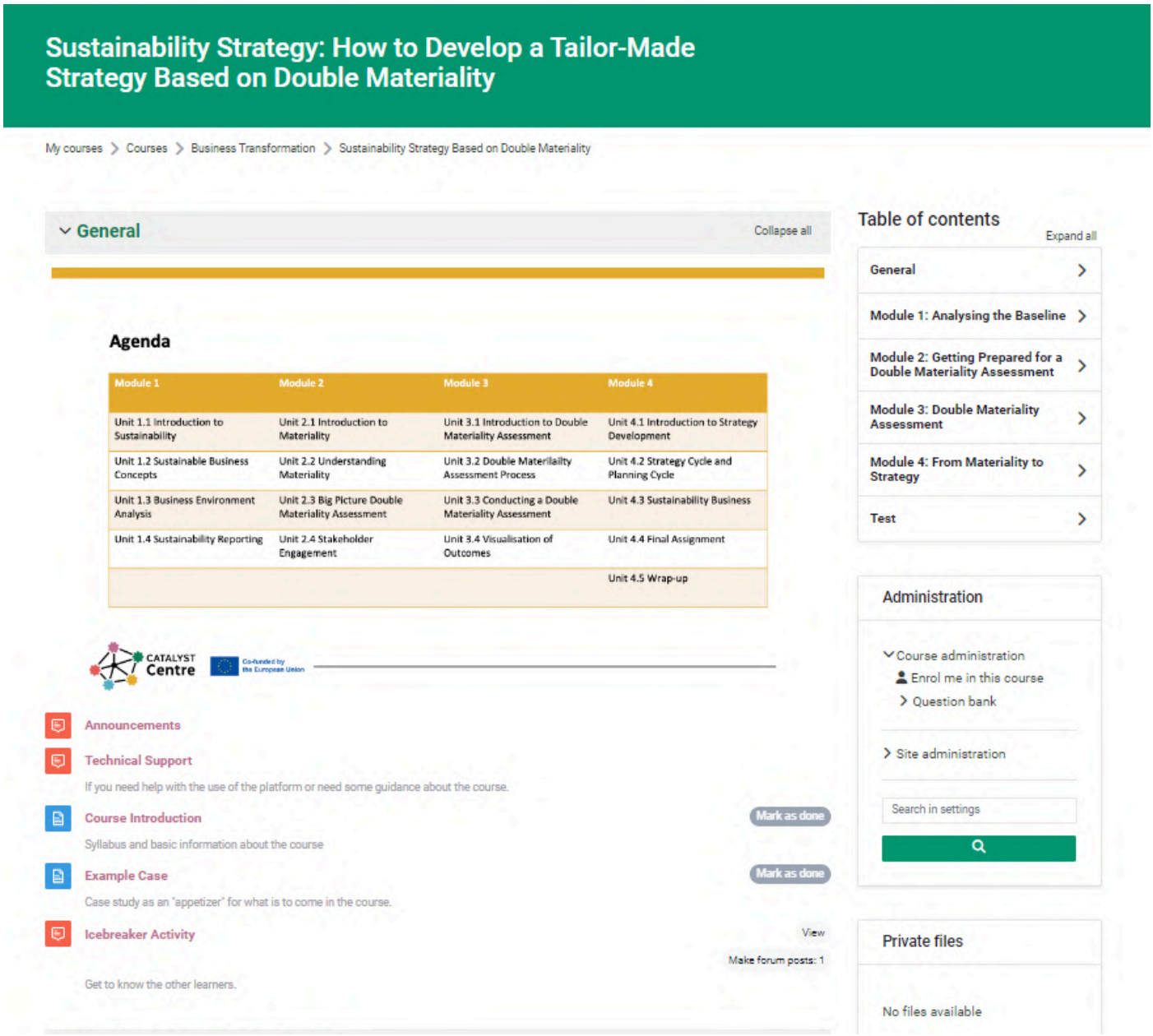


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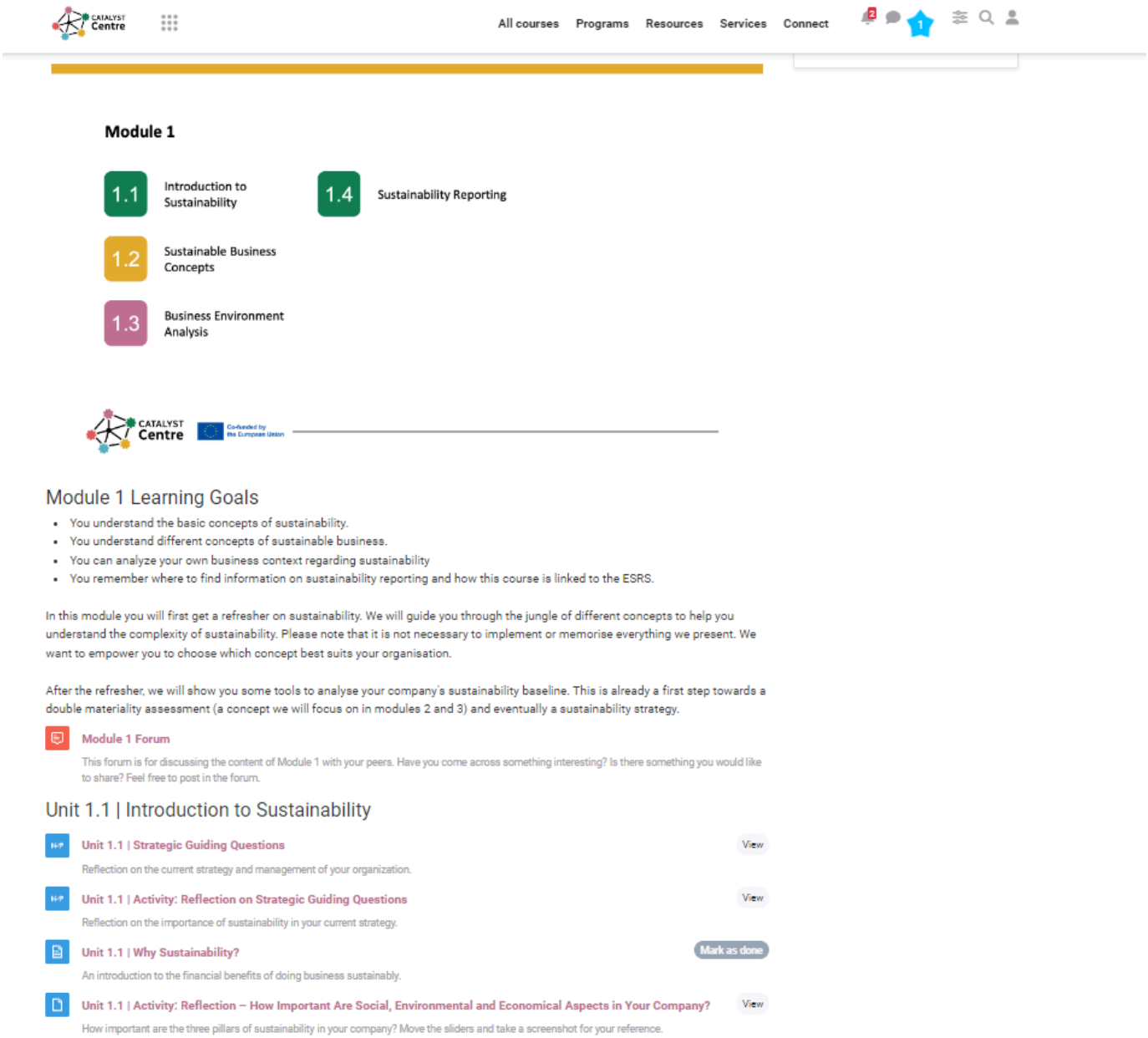


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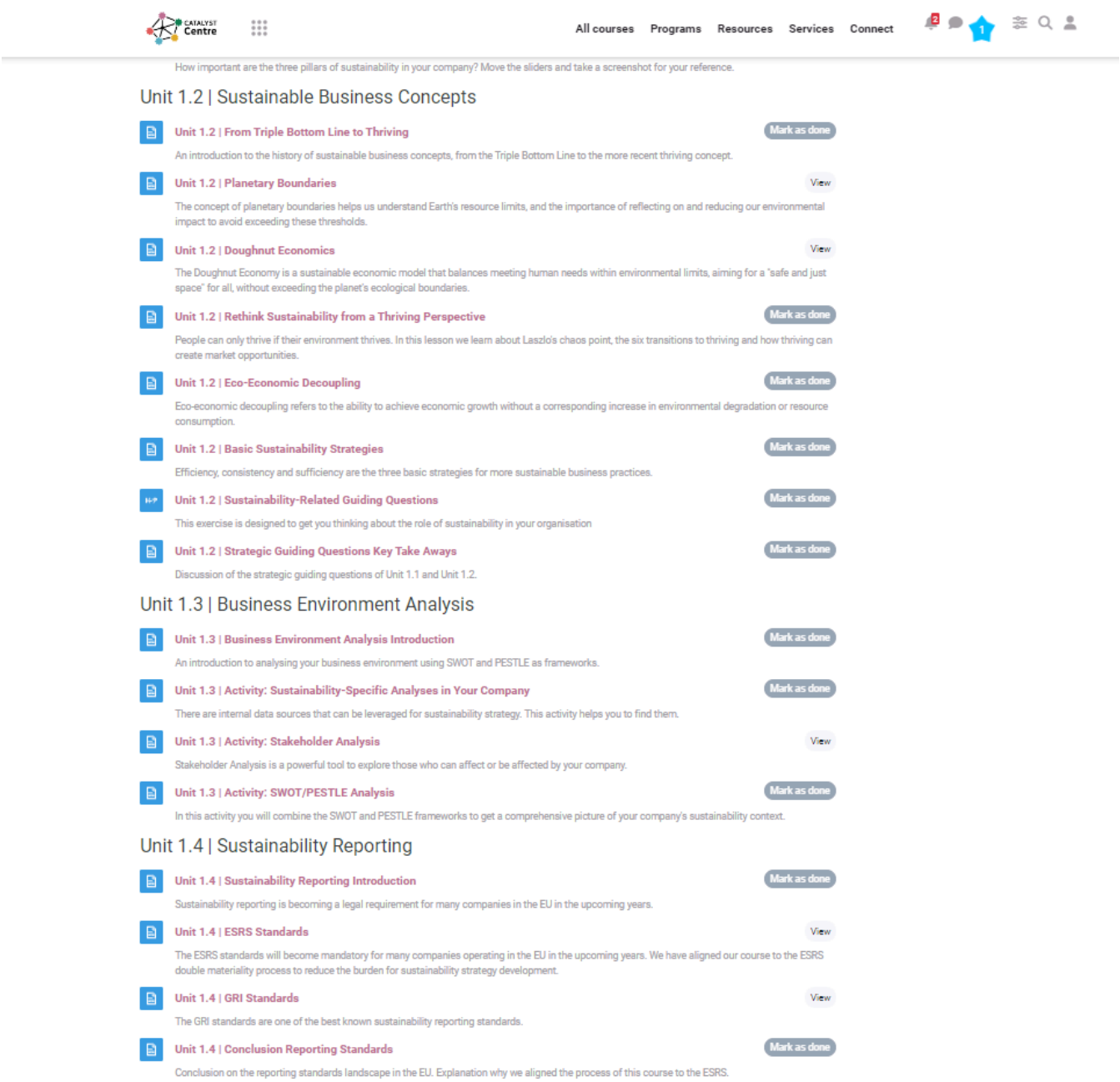
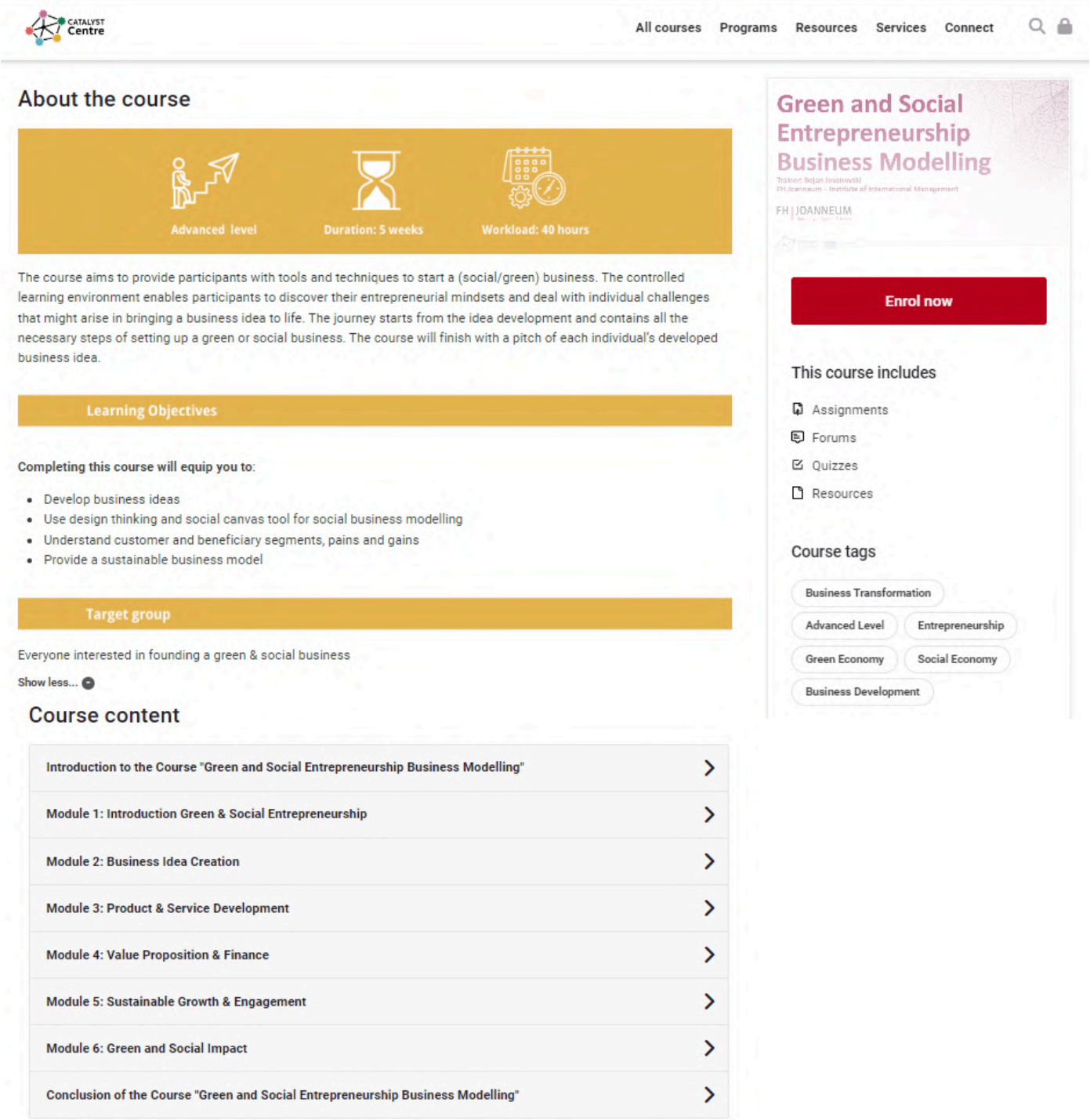



## Institution

Collaborating Centre on Sustainable Consumption and Production

# Green and Social Entrepreneurship Business Modeling

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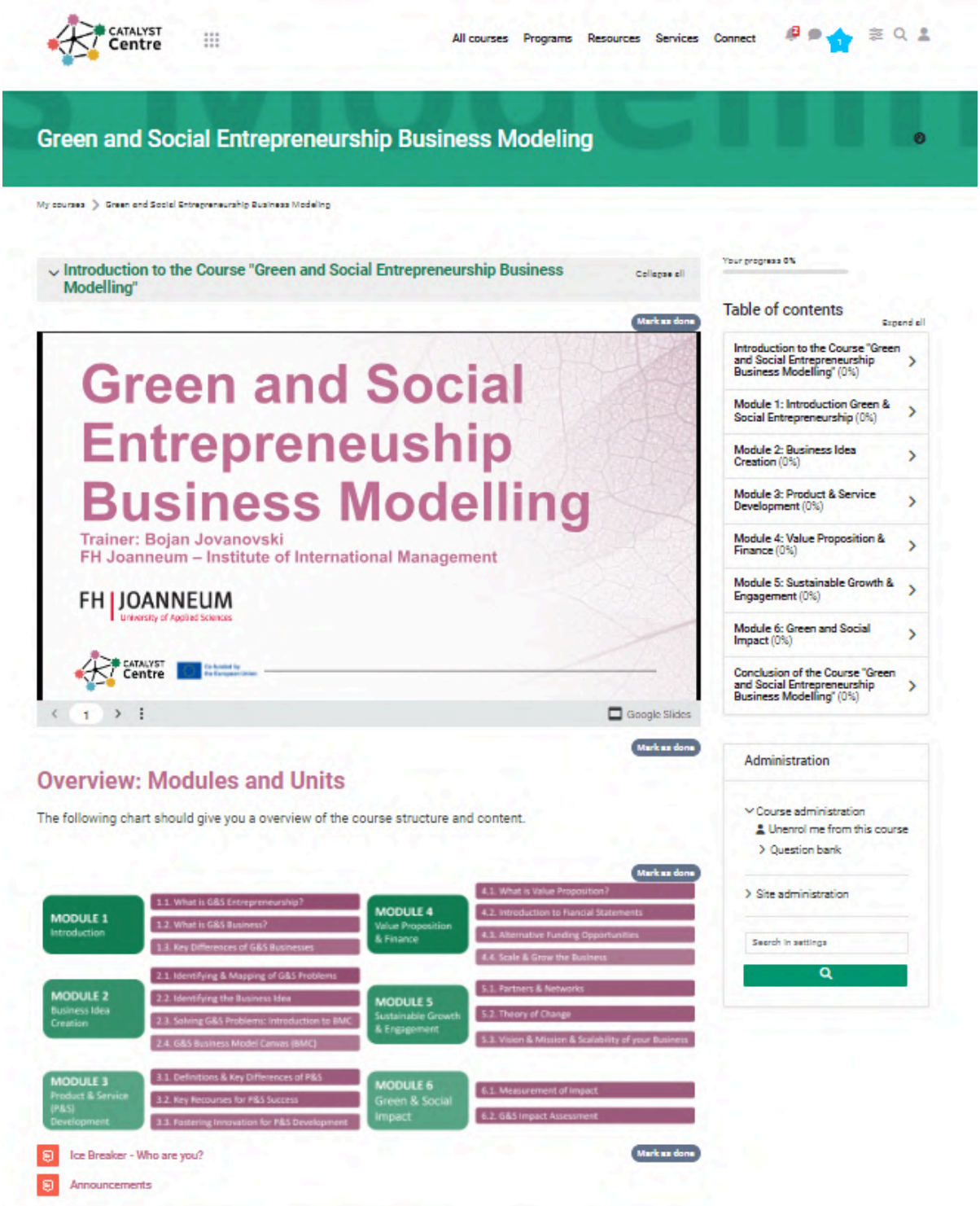


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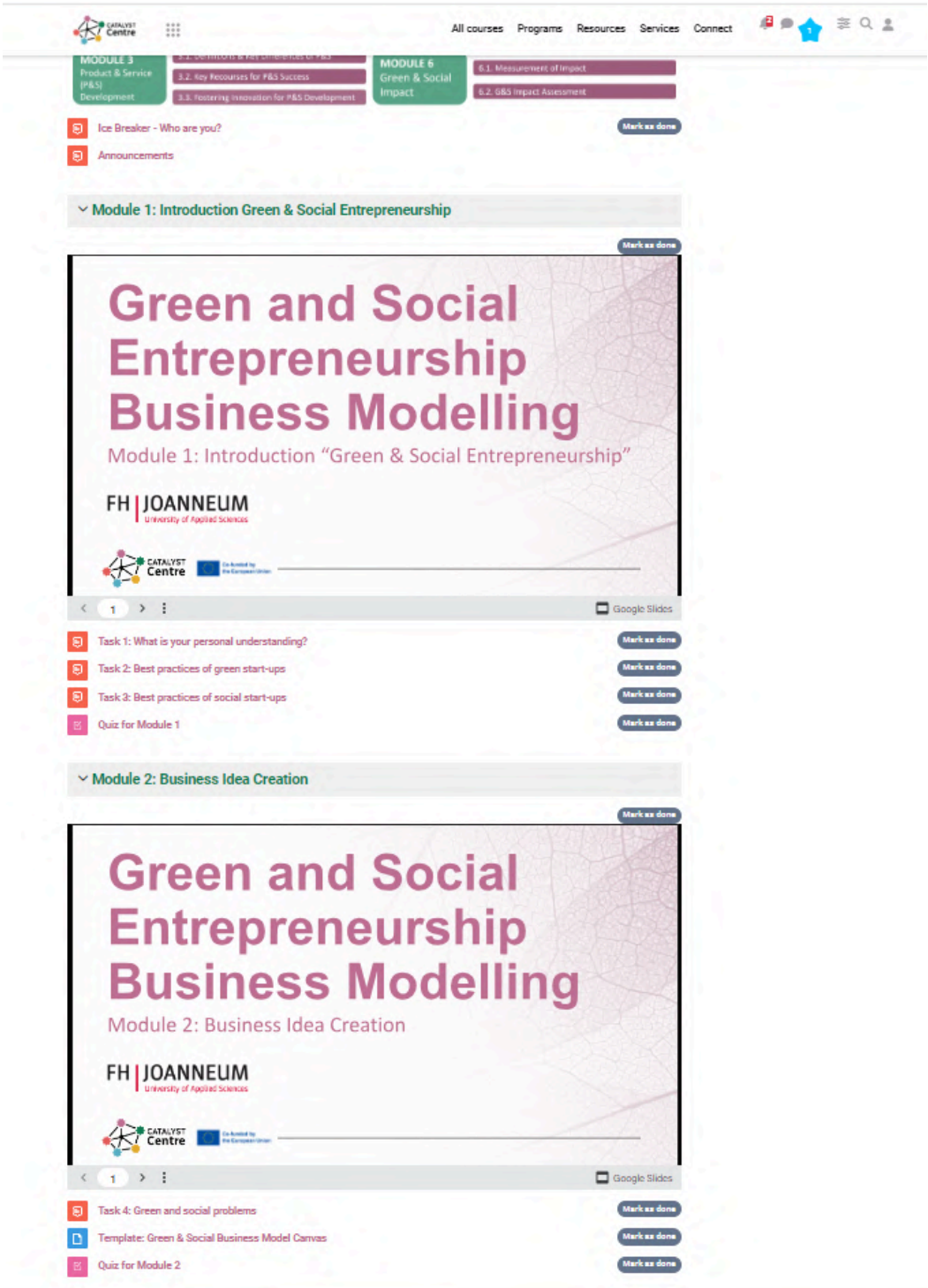
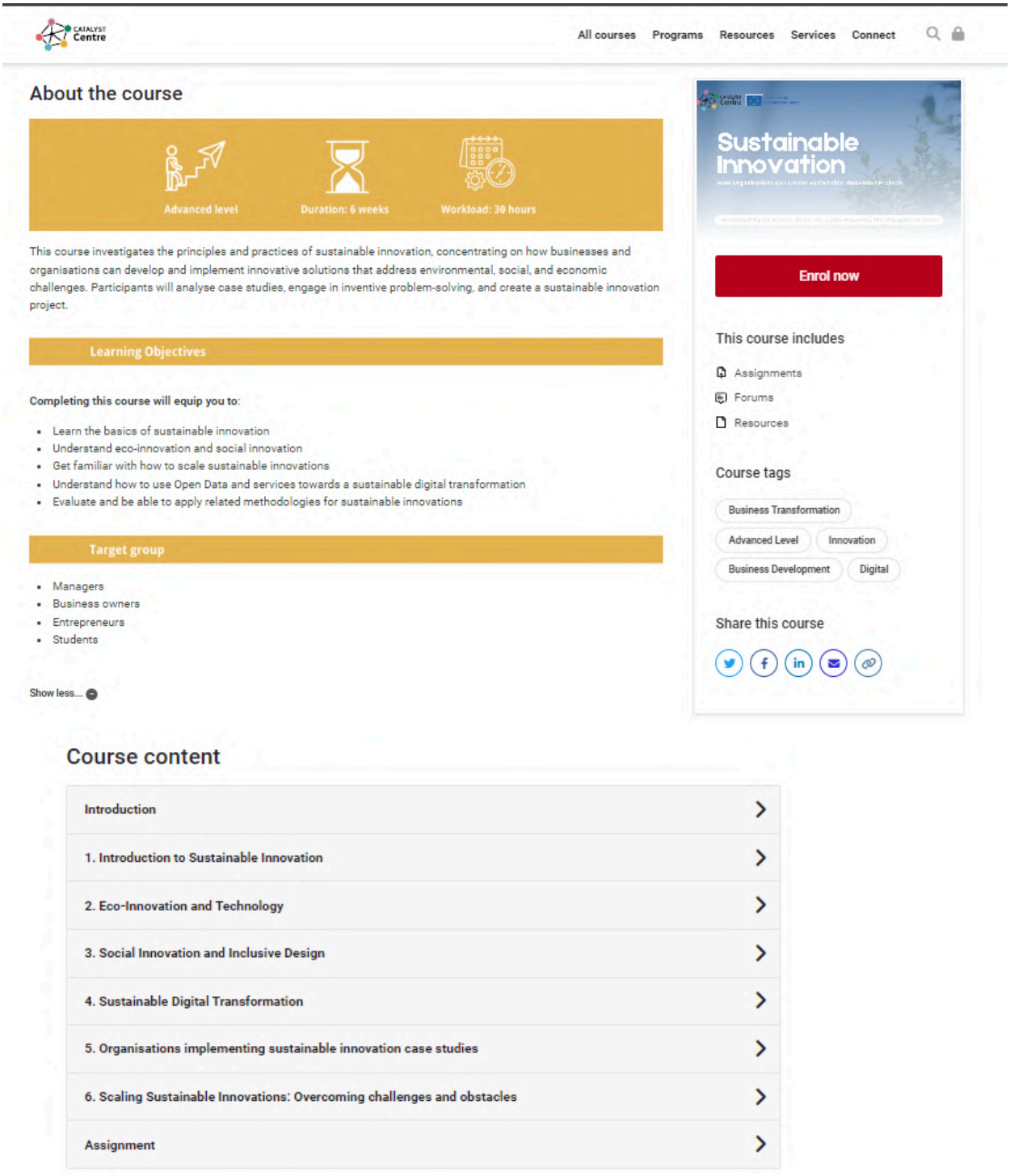



## Institution

FH Joanneum University of Applied Sciences

# Sustainable Innovation: How Organisations Can Create Sustainable Innovation Projects




## Institution

Athens University of Economics and Business

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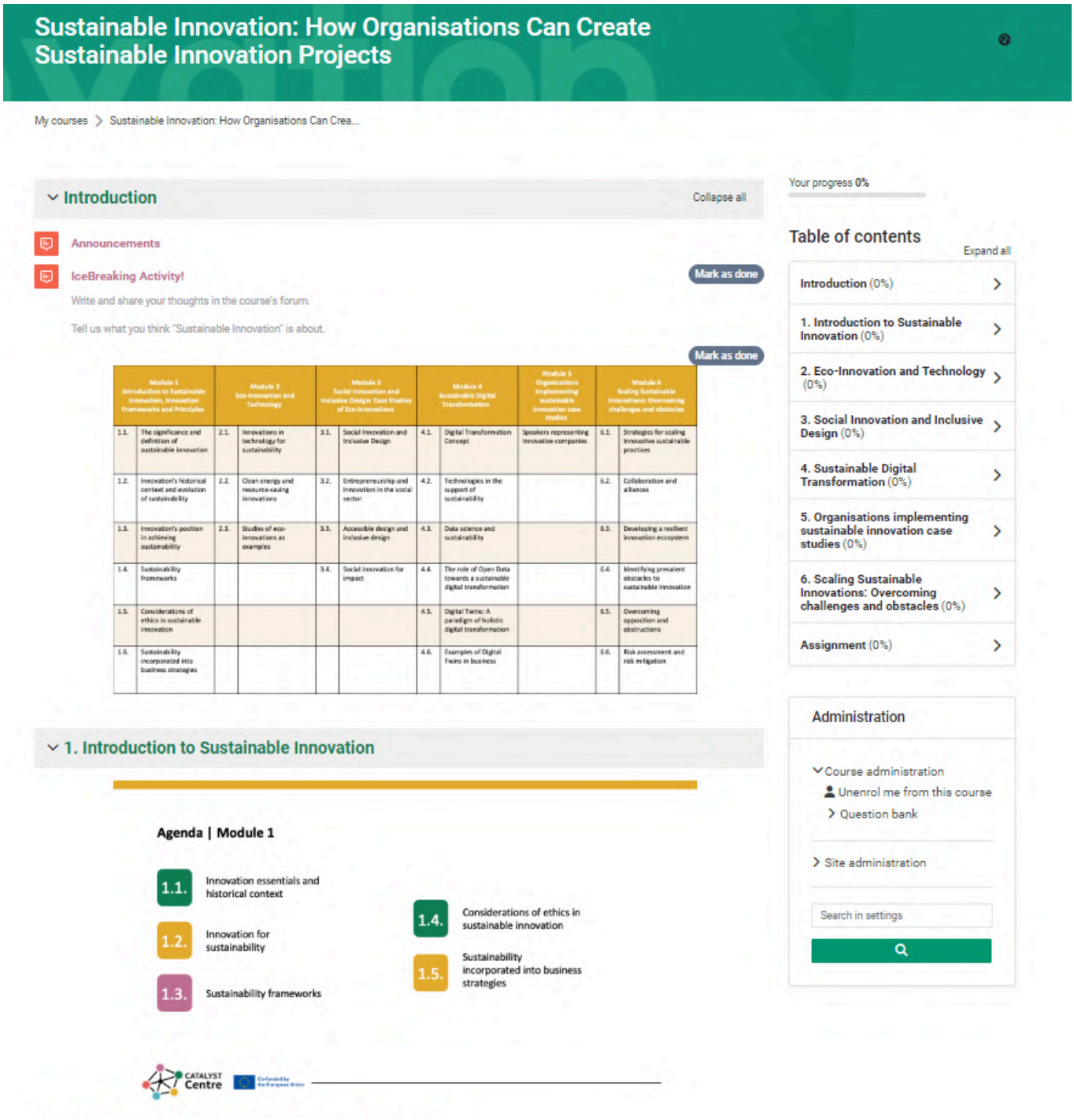


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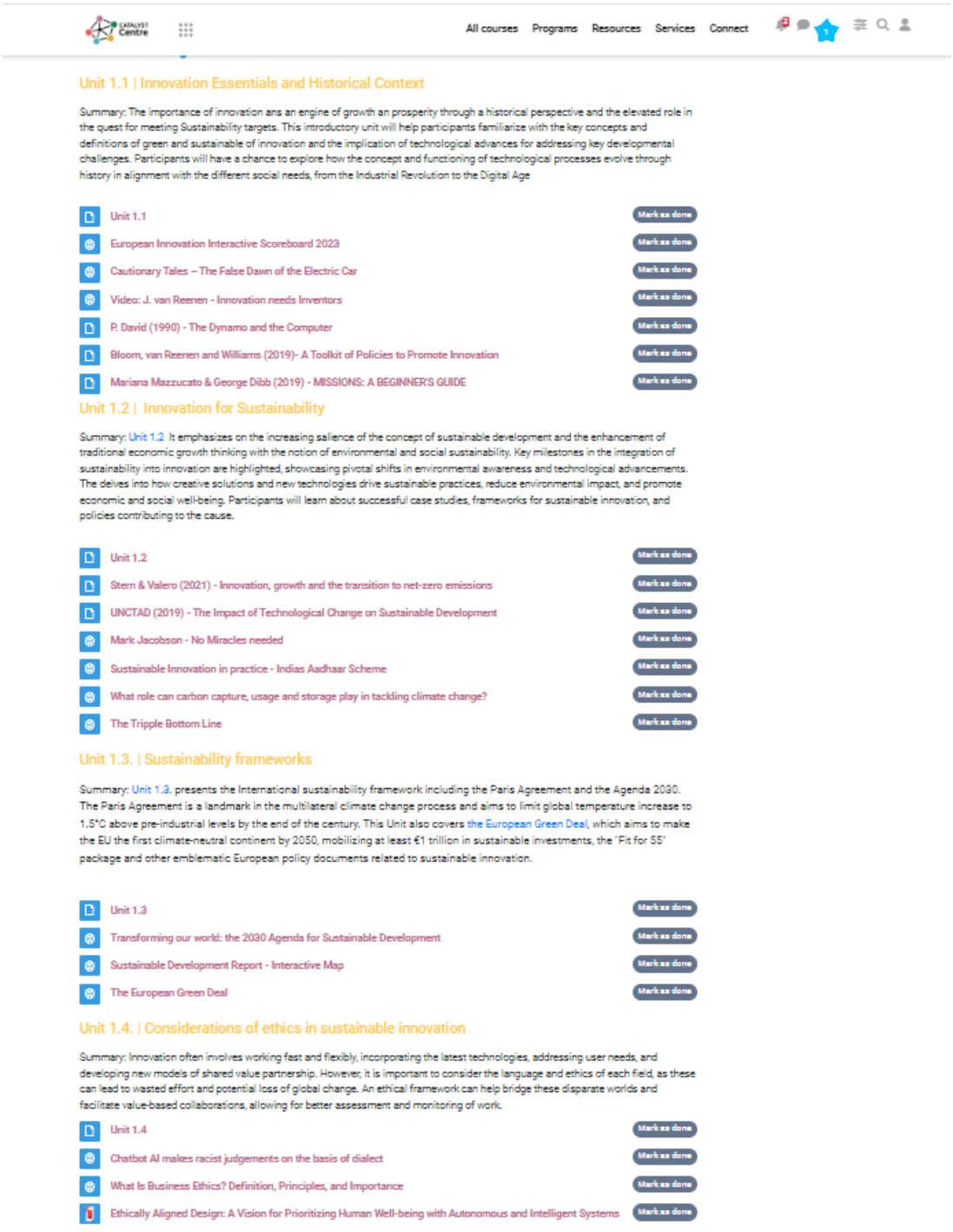


All courses Programs Resources Services Connect

## Unit 1.1 | Innovation Essentials and Historical Context

Summary: The importance of innovation ans an engine of growth an prosperity through a historical perspective and the elevated role in the quest for meeting Sustainability targets. This introductory unit will help participants familiarize with the key concepts and definitions of green and sustainable of innovation and the implication of technological advances for addressing key developmental challenges. Participants will have a chance to explore how the concept and functioning of technological processes evolve through history in alignment with the different social needs, from the Industrial Revolution to the Digital Age

- Unit 1.1 — Mark as done
- European Innovation Interactive Scoreboard 2023 — Mark as done
- Cautionary Tales – The False Dawn of the Electric Car — Mark as done
- Video: J. van Reenen - Innovation needs Inventors — Mark as done
- P. David (1990) - The Dynamo and the Computer — Mark as done
- Bloom, van Reenen and Williams (2019)- A Toolkit of Policies to Promote Innovation — Mark as done
- Mariana Mazzucato & George Dibb (2019) - MISSIONS: A BEGINNER'S GUIDE — Mark as done

## Unit 1.2 | Innovation for Sustainability

Summary: Unit 1.2 It emphasizes on the increasing salience of the concept of sustainable development and the enhancement of traditional economic growth thinking with the notion of environmental and social sustainability. Key milestones in the integration of sustainability into innovation are highlighted, showcasing pivotal shifts in environmental awareness and technological advancements. The delves into how creative solutions and new technologies drive sustainable practices, reduce environmental impact, and promote economic and social well-being. Participants will learn about successful case studies, frameworks for sustainable innovation, and policies contributing to the cause.

- Unit 1.2 — Mark as done
- Stern & Valero (2021) - Innovation, growth and the transition to net-zero emissions — Mark as done
- UNCTAD (2019) - The Impact of Technological Change on Sustainable Development — Mark as done
- Mark Jacobson - No Miracles needed — Mark as done
- Sustainable Innovation in practice - Indias Aadhaar Scheme — Mark as done
- What role can carbon capture, usage and storage play in tackling climate change? — Mark as done
- The Tripple Bottom Line — Mark as done

## Unit 1.3. | Sustainability frameworks

Summary: Unit 1.3. presents the International sustainability framework including the Paris Agreement and the Agenda 2030. The Paris Agreement is a landmark in the multilateral climate change process and aims to limit global temperature increase to 1.5°C above pre-industrial levels by the end of the century. This Unit also covers the European Green Deal, which aims to make the EU the first climate-neutral continent by 2050, mobilizing at least €1 trillion in sustainable investments, the 'Fit for 55' package and other emblematic European policy documents related to sustainable innovation.

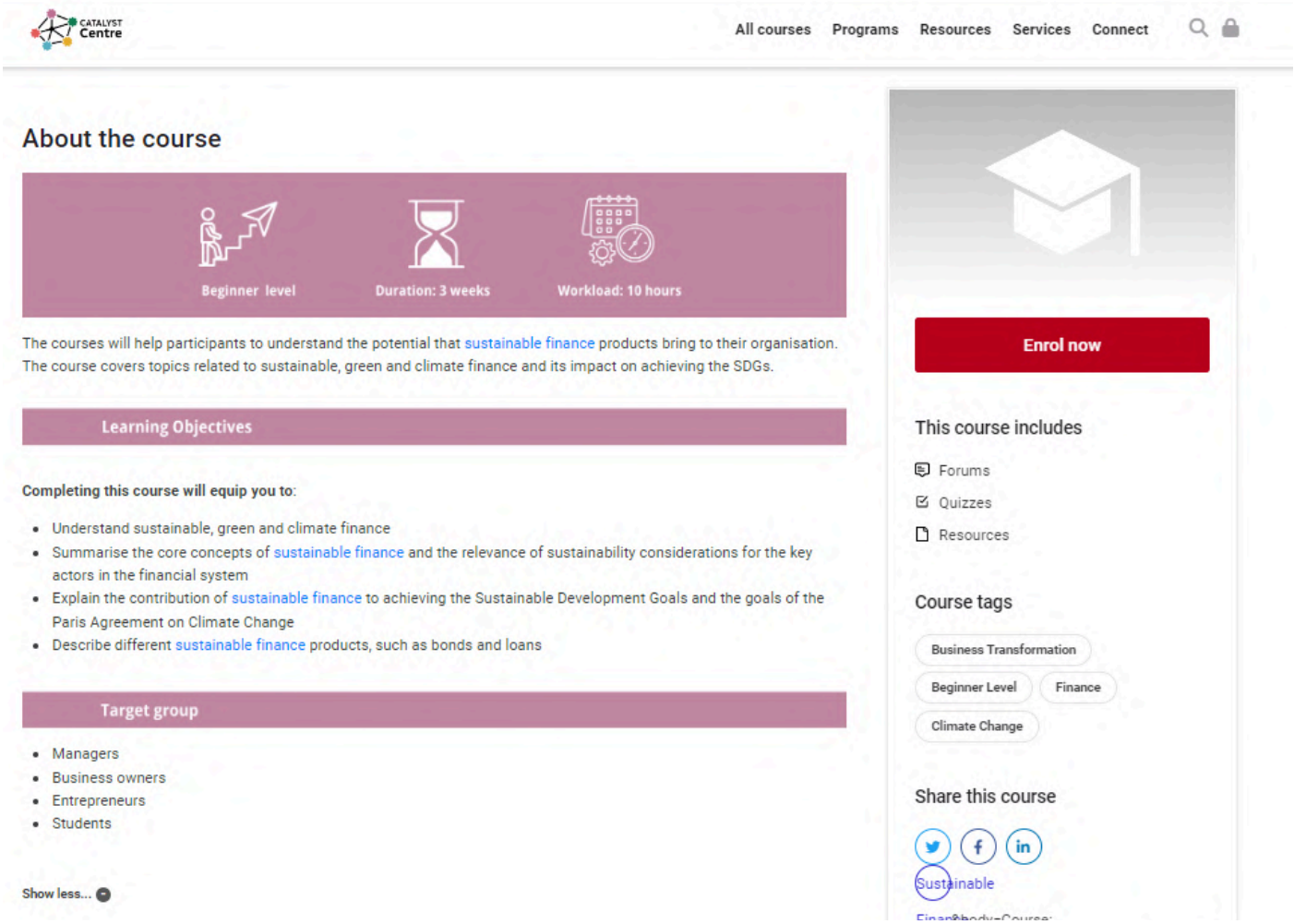
- Unit 1.3 — Mark as done
- Transforming our world: the 2030 Agenda for Sustainable Development — Mark as done
- Sustainable Development Report - Interactive Map — Mark as done
- The European Green Deal — Mark as done

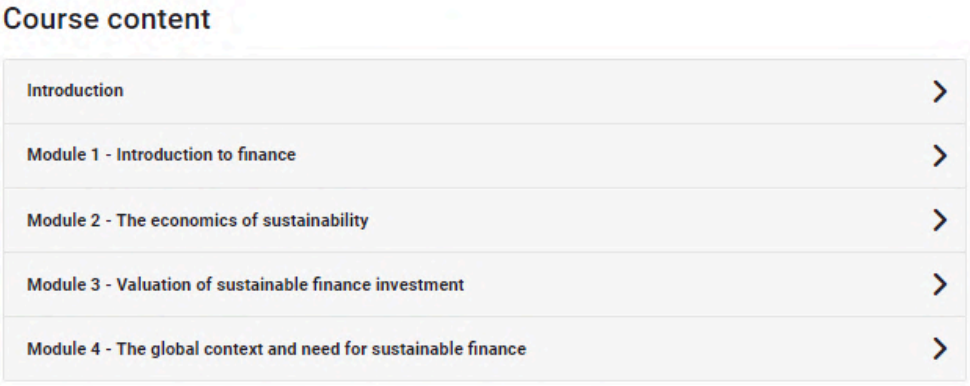
## Unit 1.4. | Considerations of ethics in sustainable innovation

Summary: Innovation often involves working fast and flexibly, incorporating the latest technologies, addressing user needs, and developing new models of shared value partnership. However, it is important to consider the language and ethics of each field, as these can lead to wasted effort and potential loss of global change. An ethical framework can help bridge these disparate worlds and facilitate value-based collaborations, allowing for better assessment and monitoring of work.

- Unit 1.4 — Mark as done
- Chatbot AI makes racist judgements on the basis of dialect — Mark as done
- What Is Business Ethics? Definition, Principles, and Importance — Mark as done
- Ethically Aligned Design: A Vision for Prioritizing Human Well-being with Autonomous and Intelligent Systems — Mark as done

# Introduction to Sustainable Finance

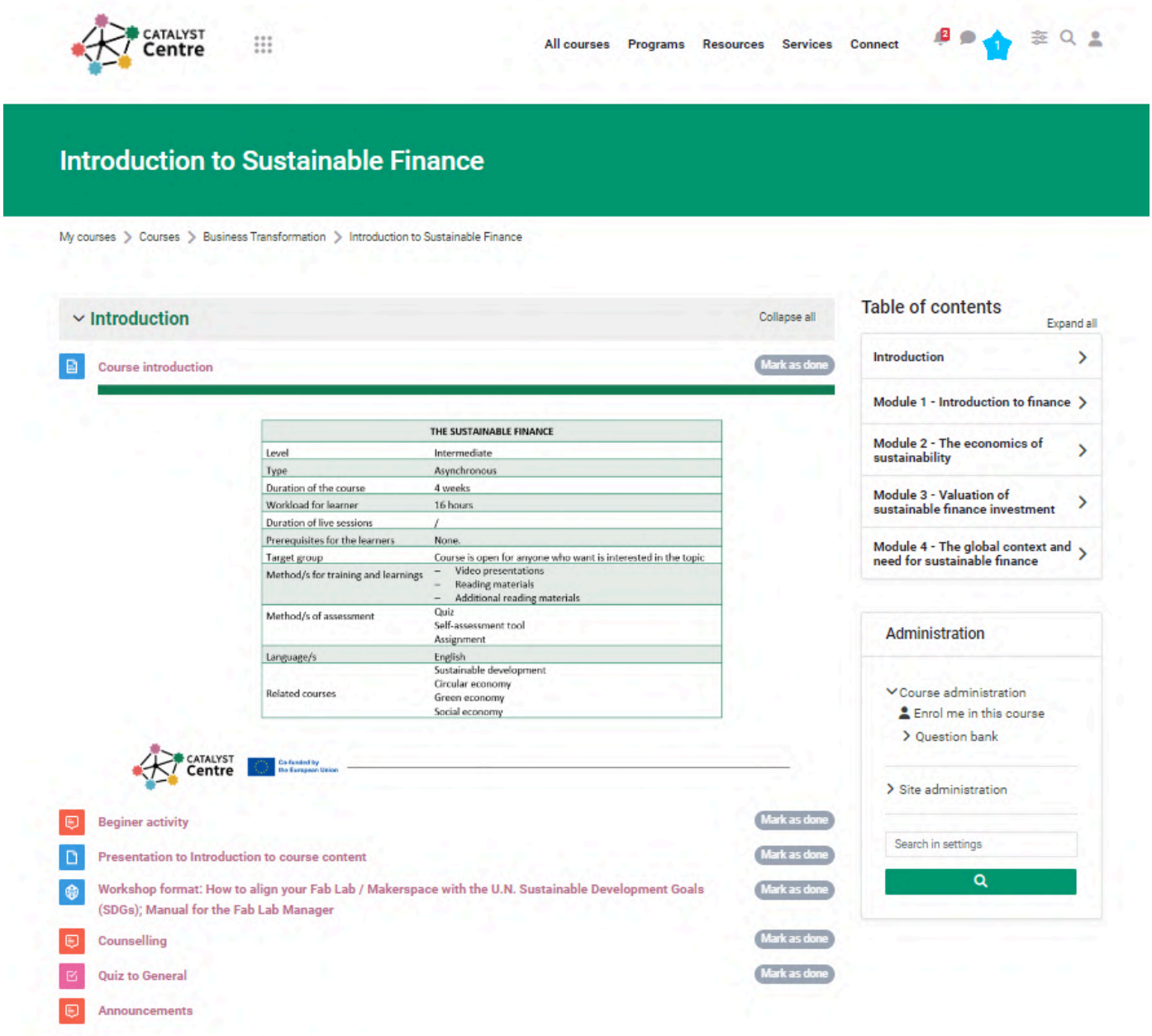



## Institution

Civil Engineering Instiute MACEDONIA

# Introduction to Sustainable Finance




## Institution

Civil Engineering Instiute MACEDONIA

# Introduction to Sustainable Finance

1.1 Basic Areas Of Finance

*Summary:* The first class, Basic Areas of Finance, will enable learners to explore the fundamental concepts of finance. Finance is a term for matters regarding the management, creation, and study of money and investments. It involves corporate finance, public finance, personal finance and international finance. For our goals,, we mainly present corporate/business finance. Than investments, financial institutions, and crucial financial issues. Because of this temporal aspect, finance is closely linked to the time value of money, interest rates, and other related topics.

1.2 Investments

Summary: An investment is an asset or item acquired to generate income or gain appreciation. Appreciation is the increase in the value of an asset over time. It requires the outlay of a resource today, like time, effort, and money, for a greater payoff in the future, generating a profit. Unit 2 entail crucial terms of investments: Financial assets, Value of financial assets, risk versus return, and asset allocation. That are needed for job opportunities, stockbroker or financial adviser, portfolio manager, security analyst.....

1.3 . Financial Institutions

Summary: Companies that specialise in financial matters are elaborate in unit 3. The big one are banks – commercial and investment, credit unions, savings and loans, insurance companies, brokerage firms, and e.c.t.

1.4 Why study finance

Summary: Learning how to communicate the overall health of an organisation, explain how an individual's actions impact the company's success, create guidelines for future goals and initiatives, and set meaningful metrics to determine performance across departments entails unit 4. Usually activities are marketing, accountant, management and personnel finance.

1.5 Business Finance

Summary: Unit 5 explore some important questions that are answered using finance in long-term investments and how will we manage the everyday financial activities of the firm.

1.6 Financial Management Decisions

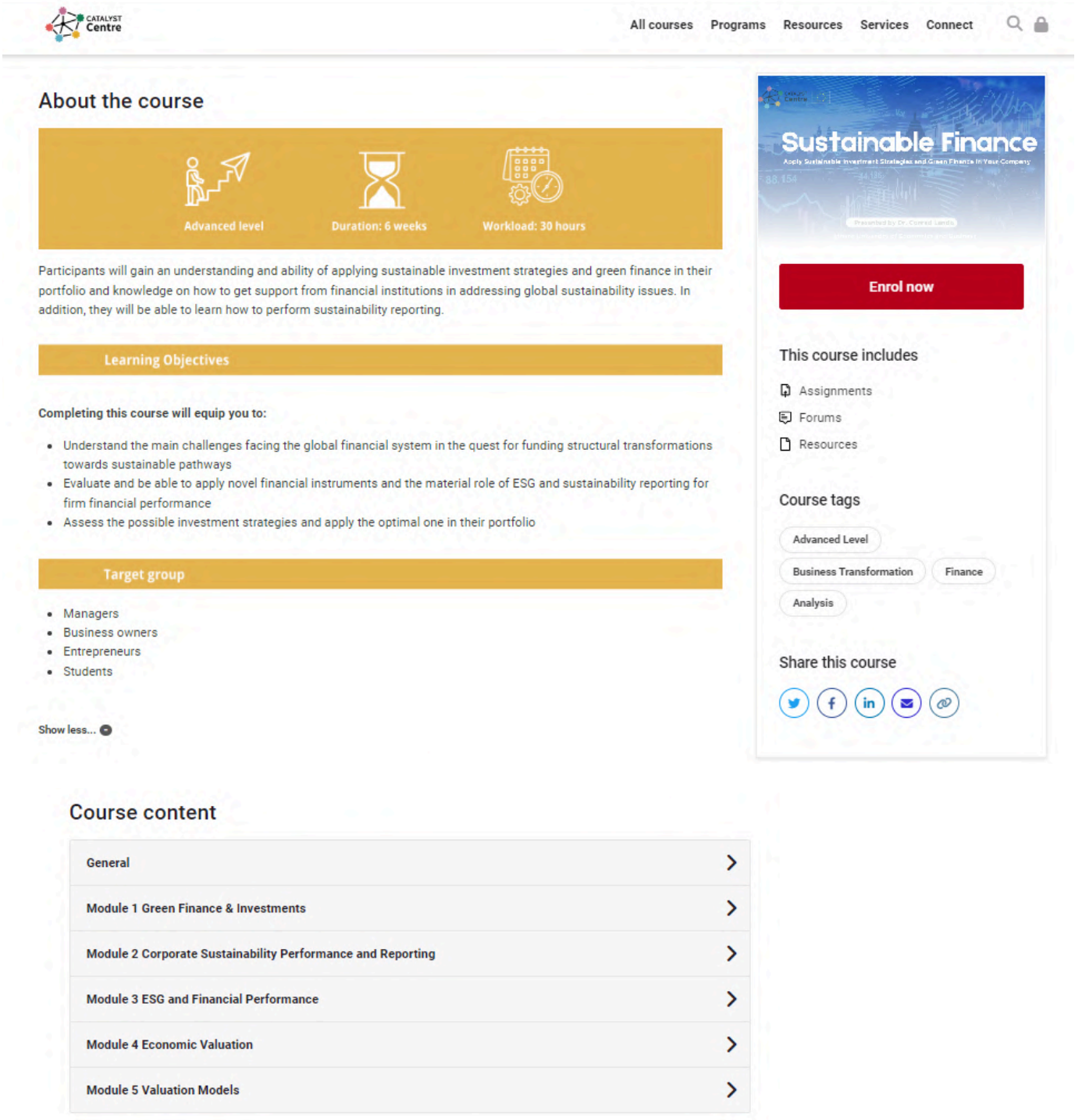
Summary: this part explain the crucial roles of manager/Chief Financial Officer (CFO) in terms of capital budgeting, capital structure and working capital management for the main financial goal to maximise profits and the current value of the company's stock.

1.7 Measurement issues in economic decision making

Summary: A cost-benefit analysis (CBA) entails in unit 7. CBA Cost-benefit analysis is at the core of every economic decisionis. She is a process of comparing the projected costs and benefits of a decision to determine its feasibility.

1.8 Financial Markets

# Sustainable Finance: Apply Sustainable Investment Strategies and Green Finance in Your Company




## Institution

Athens University of Economics and Business

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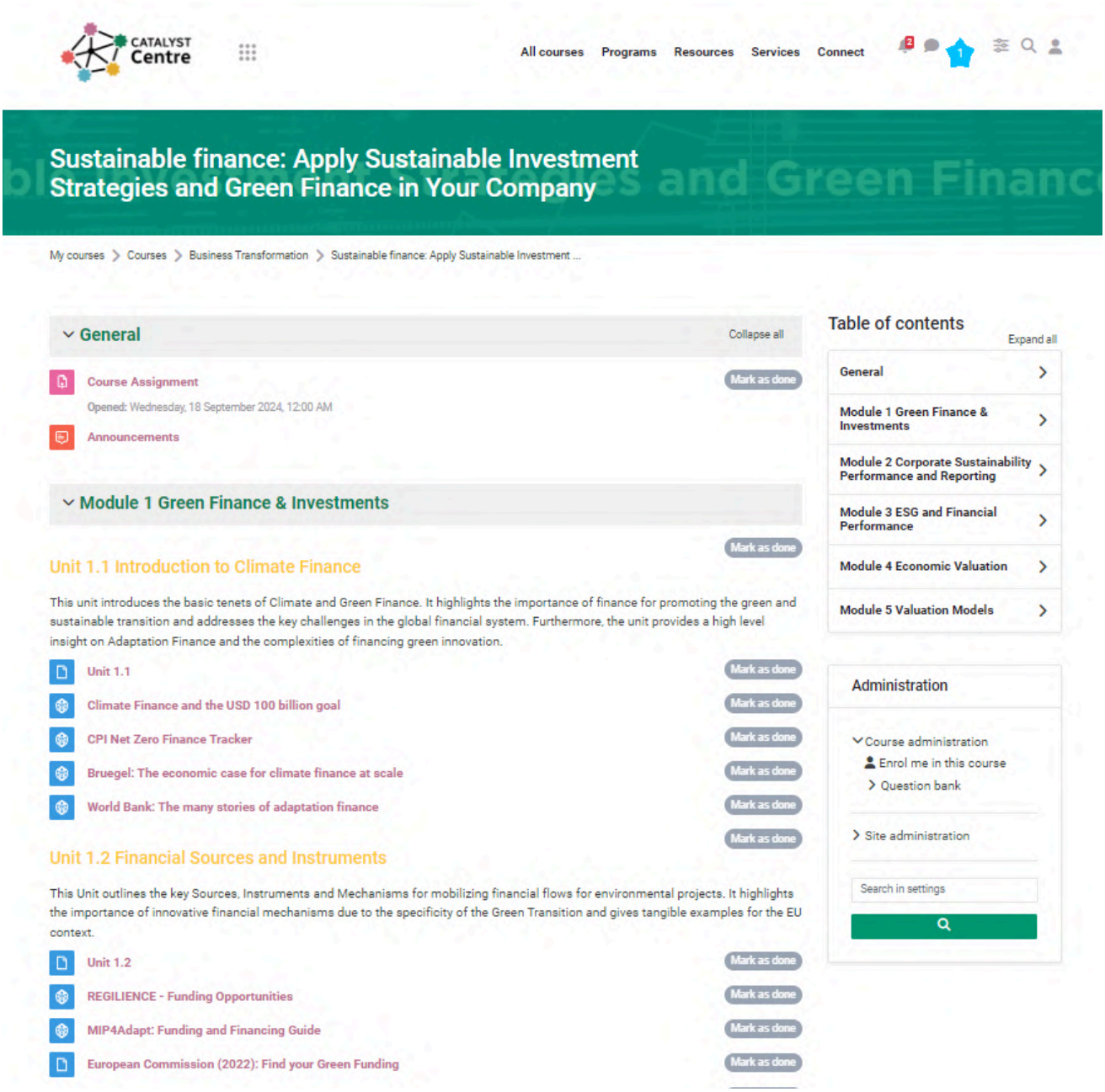


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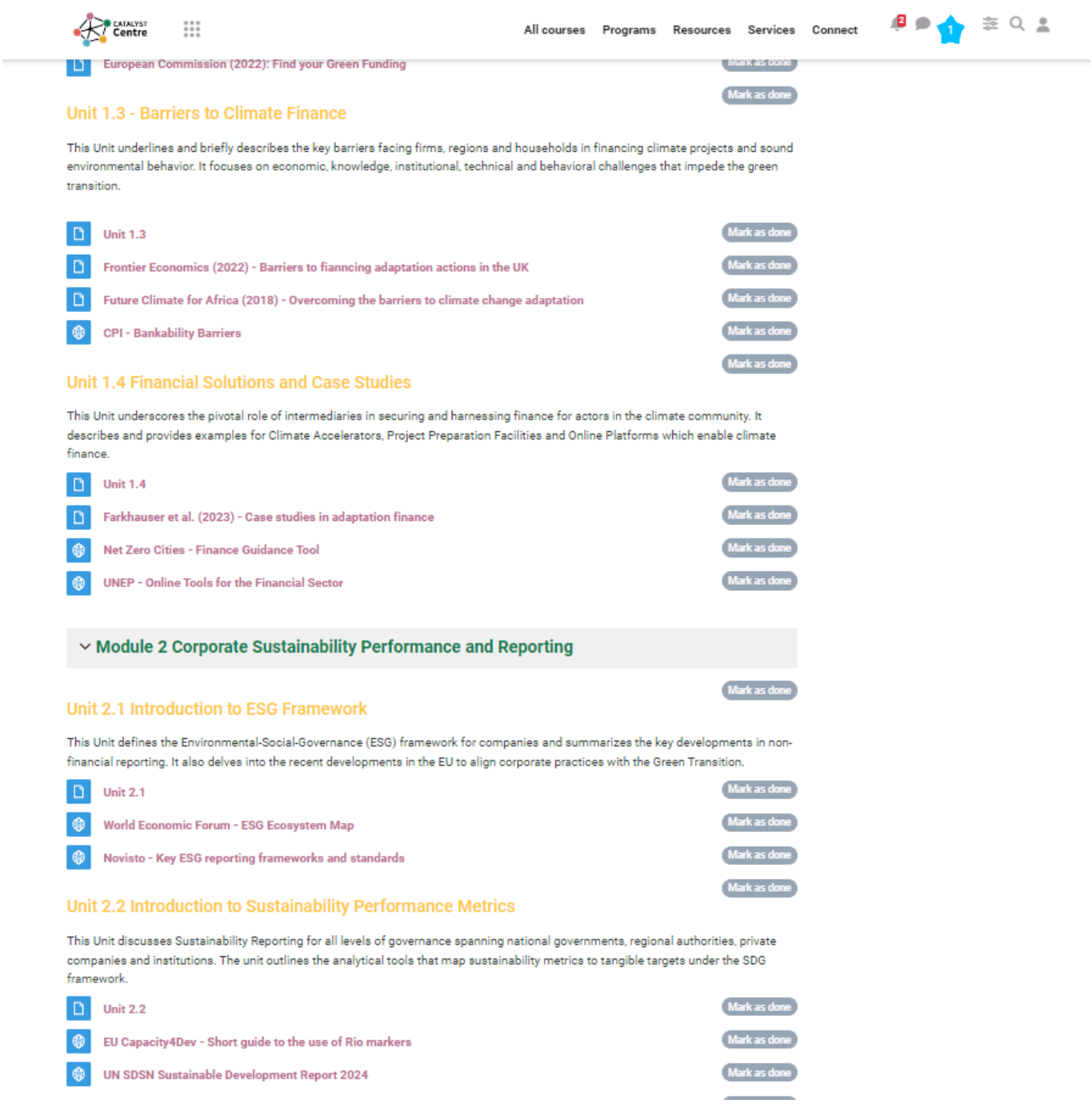
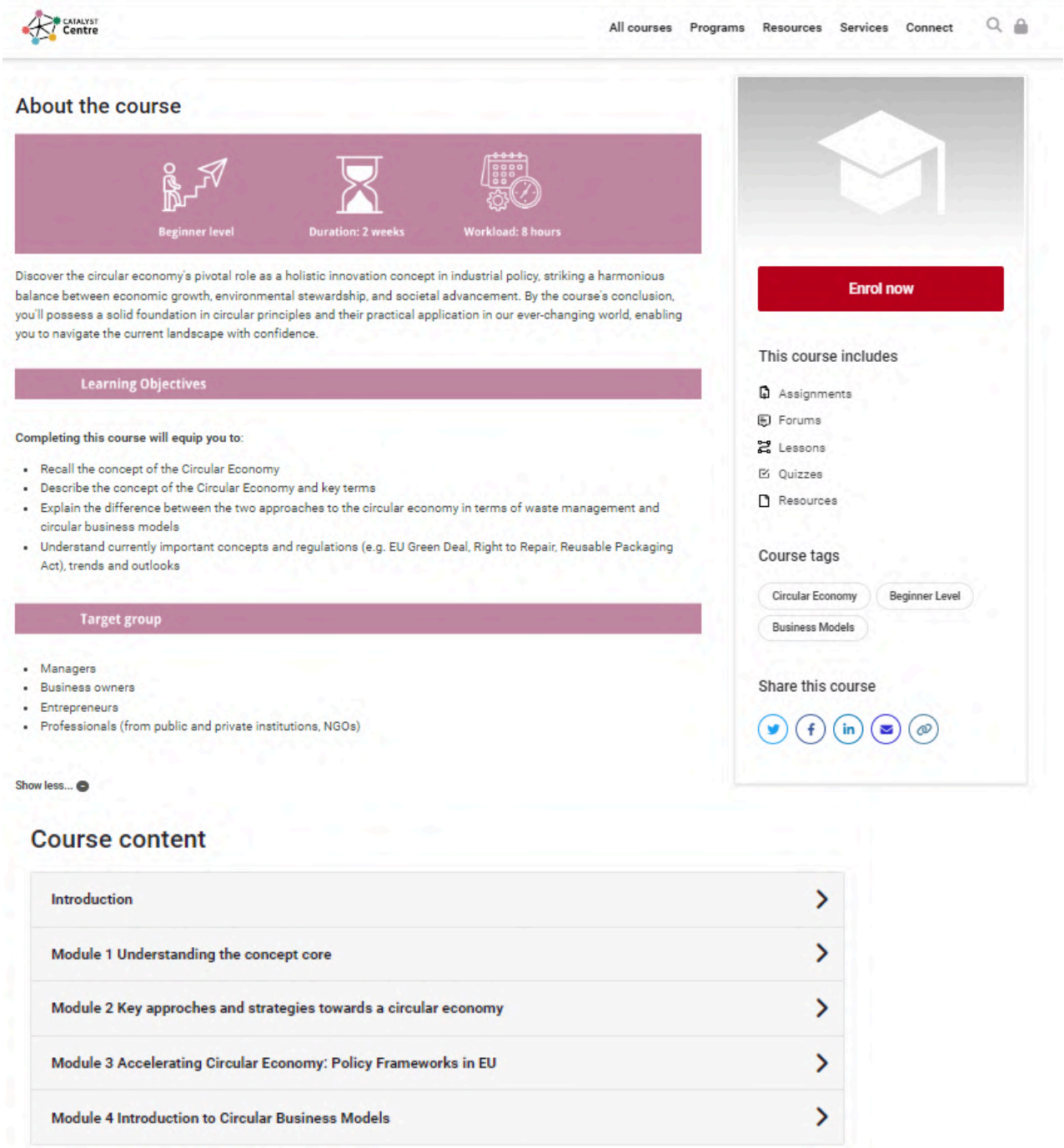



## Institution

Athens University of Economics and Business

# Closing the Loop: An Introduction to the Circular Economy




## Institution

Collaborating Centre on Sustainable Consumption and Production

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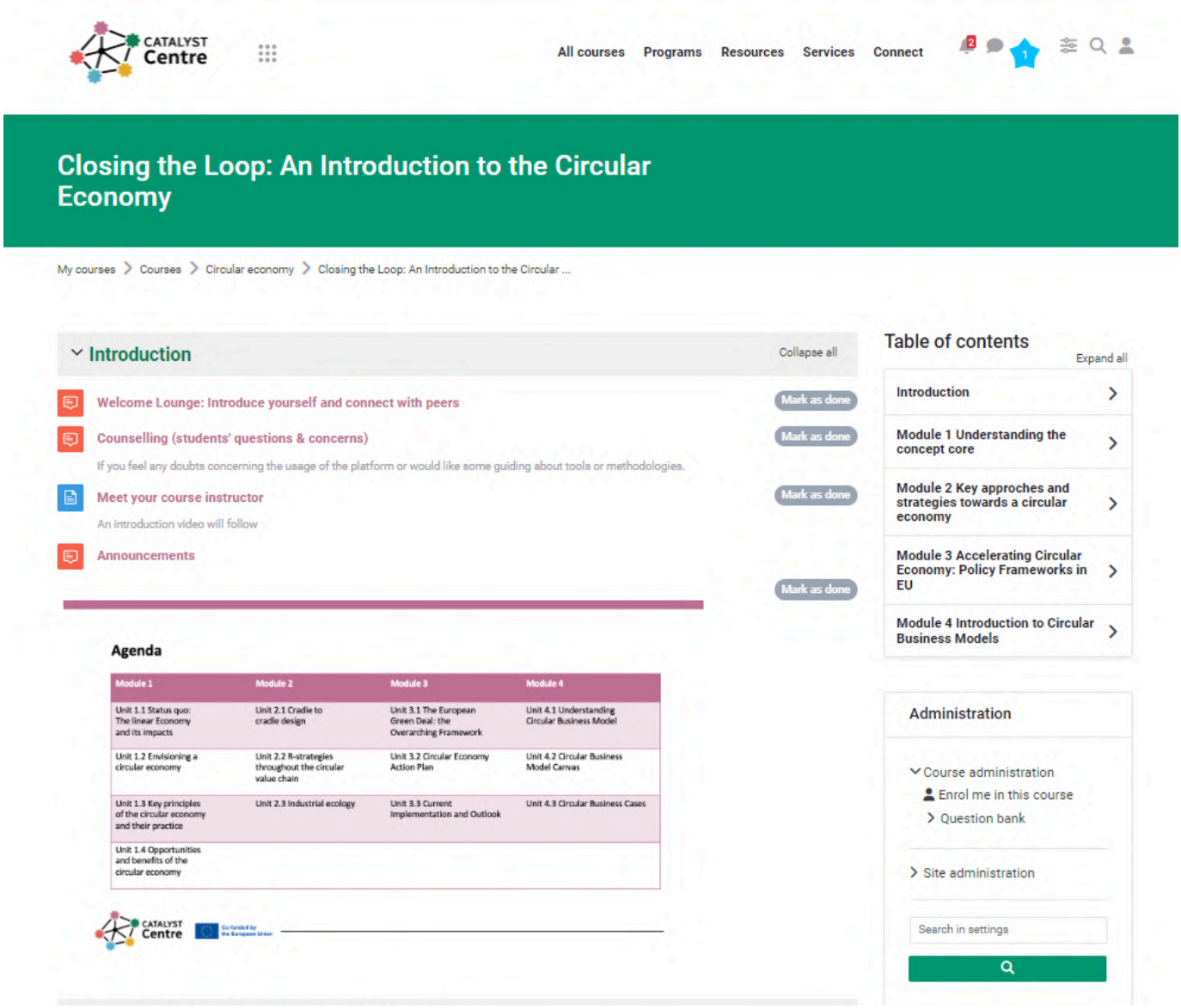


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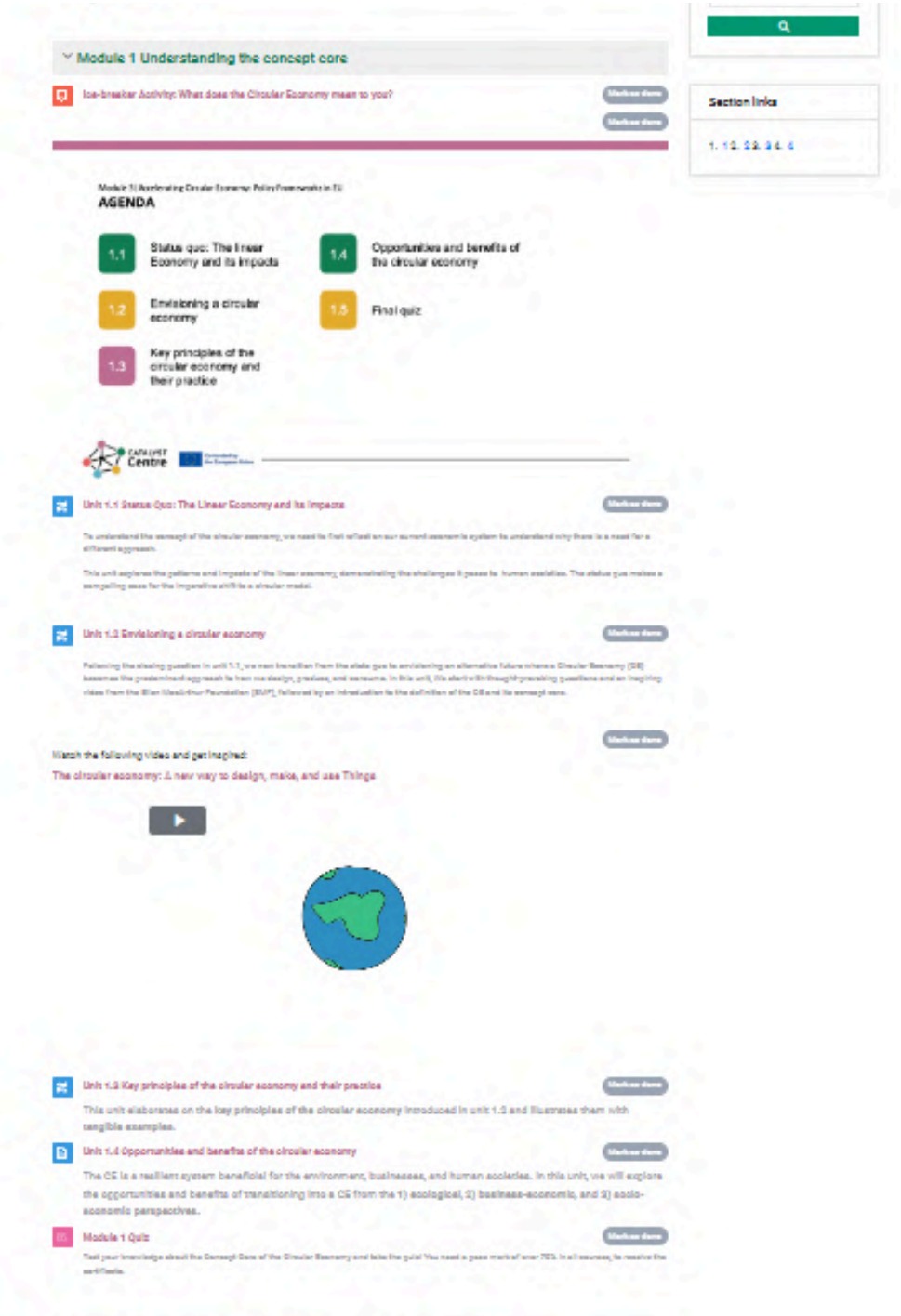
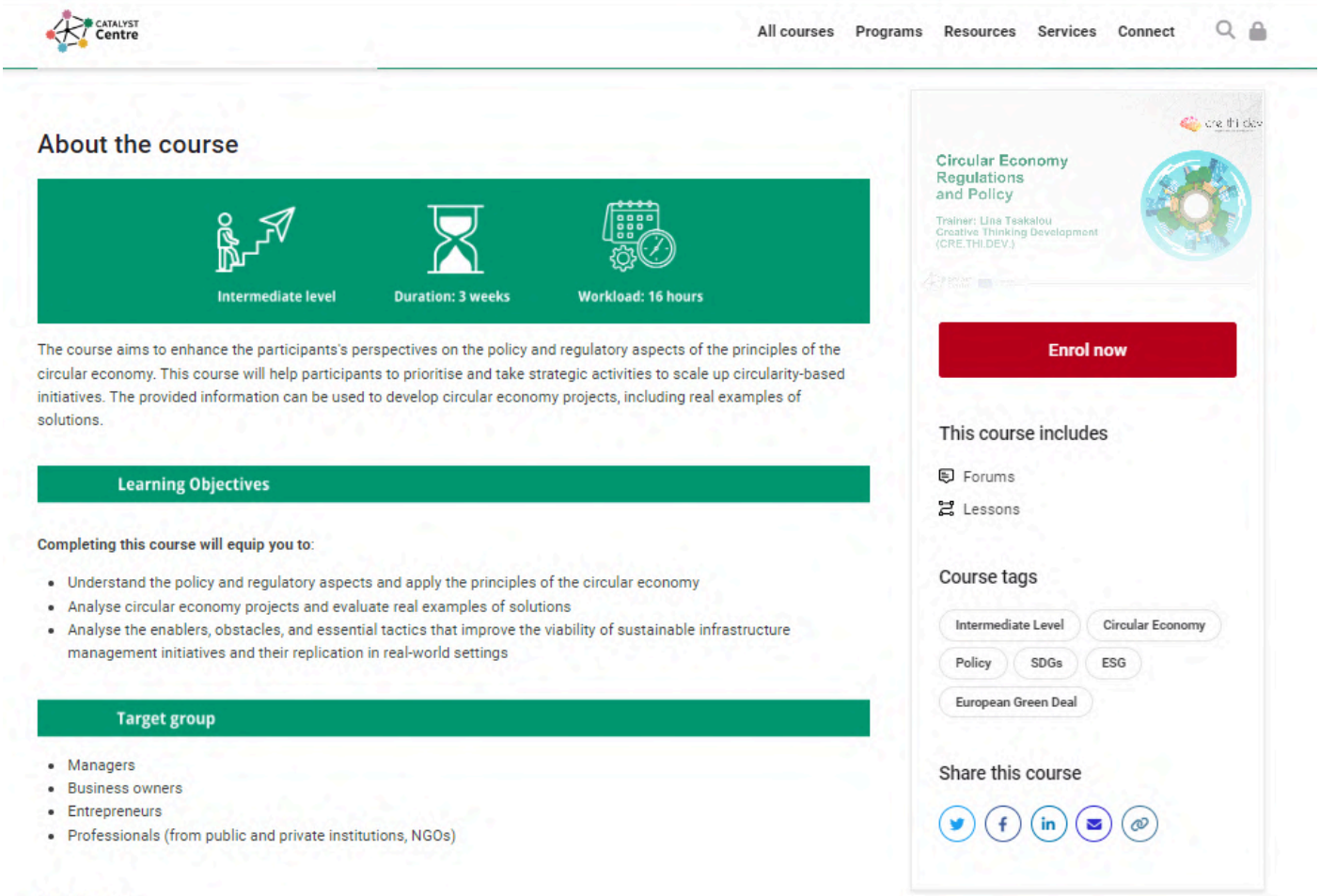
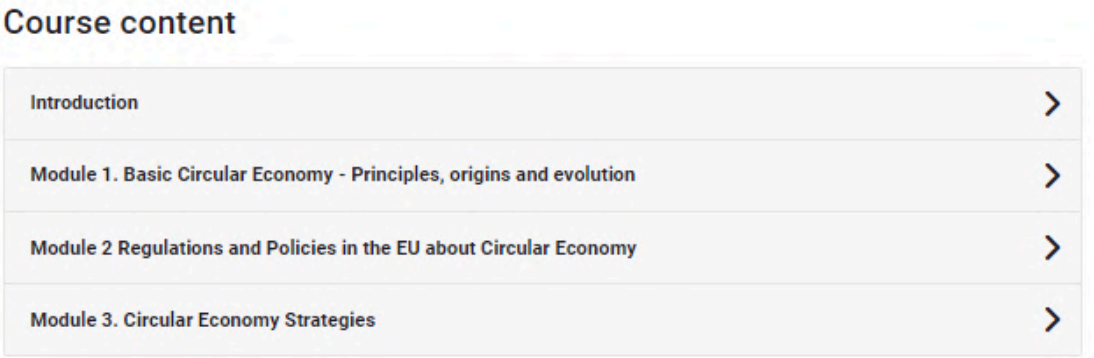



## Institution

Collaborating Centre on Sustainable Consumption and Production

# Circular Economy Regulations and Policy

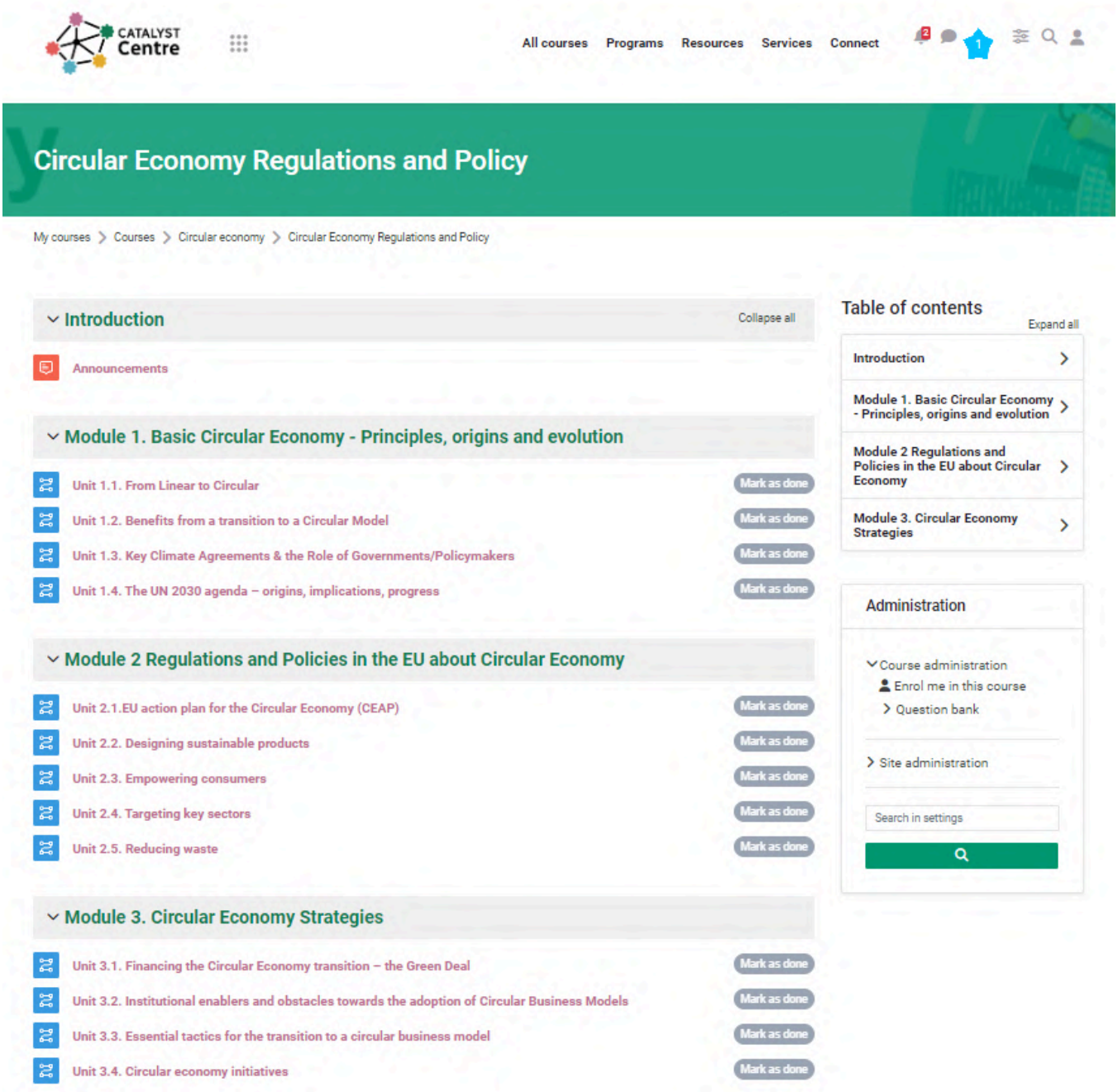



## Institution

Creative Thinking Development

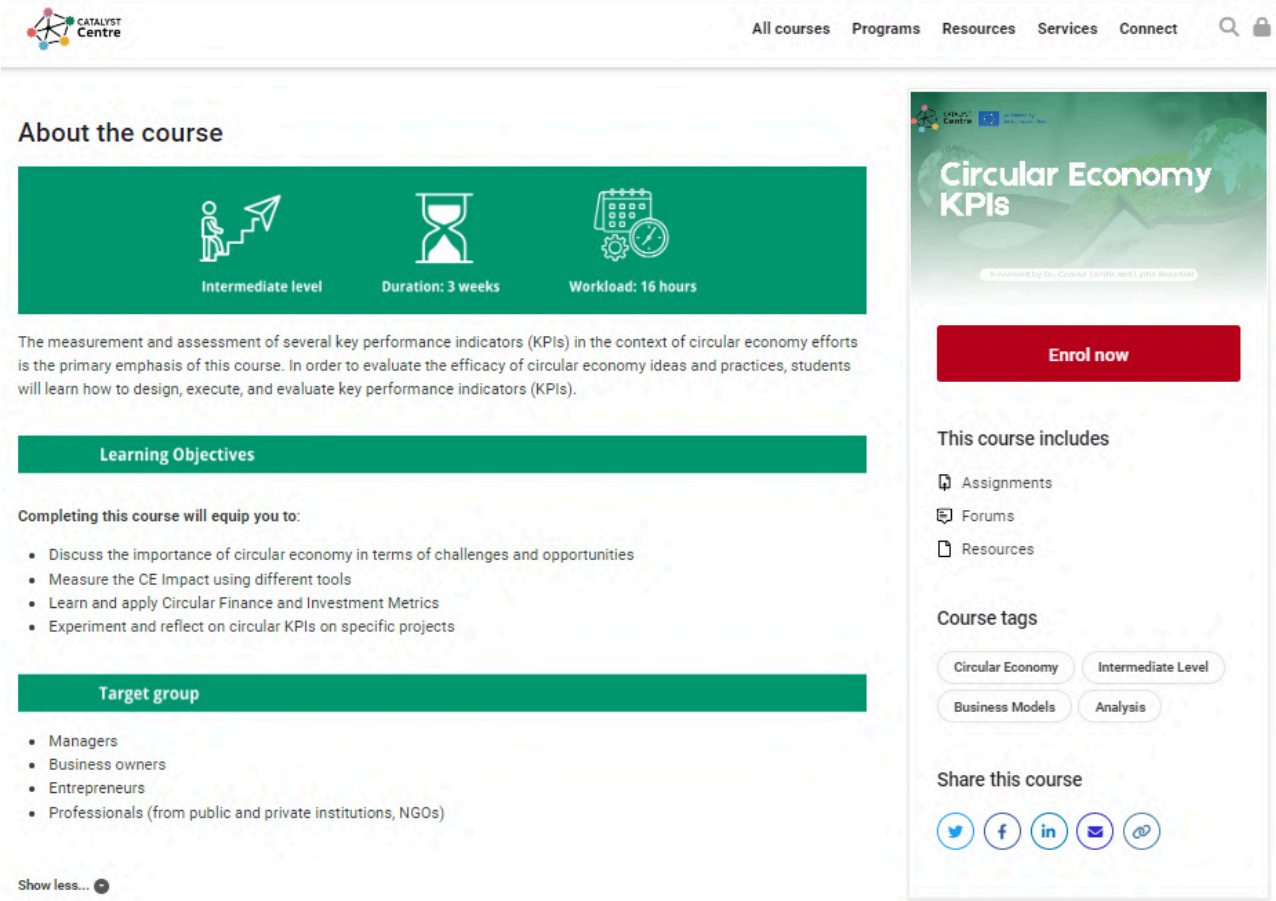
# Circular Economy Regulations and Policy

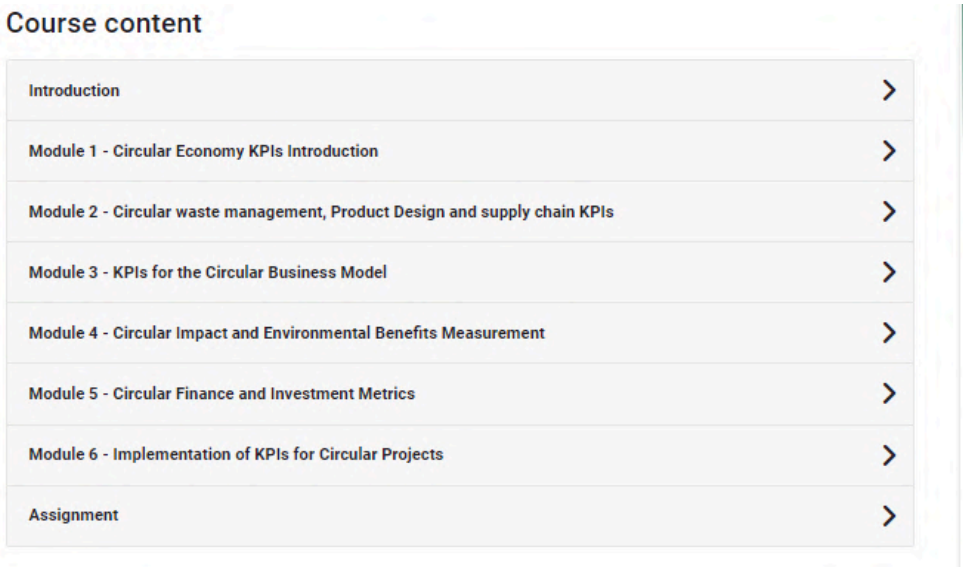



## Institution

Creative Thinking Development

# Circular Economy KPIs




## Institution

Athens University of Economics and Business

# Circular Economy KPIs

## Circular Economy KPIs

My courses > Courses > Circular economy > Circular Economy KPIs

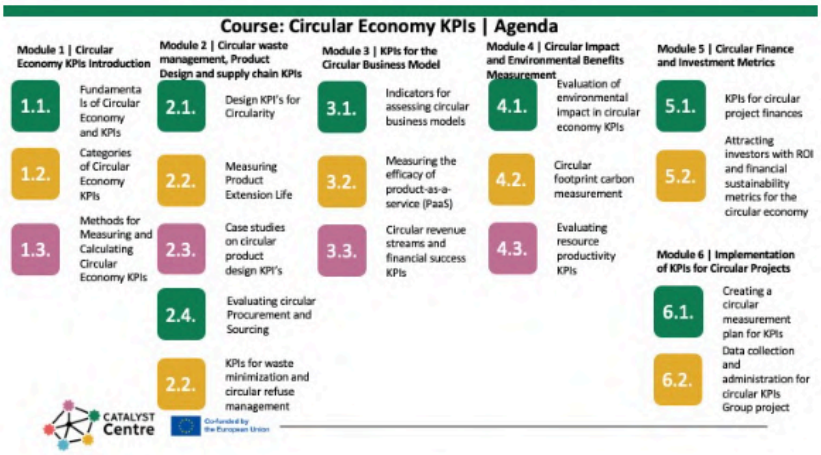
### Introduction

Collapse all

Announcements

#### Introduction

The circular economy is a concept that involves reducing waste, promoting circularity, and reducing waste. Key KPIs include circular waste management, product design, and supply chain efficiency. These KPIs are used to assess the success of circular business models, measure the impact of circularity on the environment, and evaluate resource productivity. Additionally, they are used to measure the financial sustainability of circular projects. The goal is to create a comprehensive KPI framework for the circular economy.

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- Module 1 - Circular Economy KPIs Introduction
- Module 2 - Circular waste management, Product Design and supply chain KPIs
- Module 3 - KPIs for the Circular Business Model
- Module 4 - Circular Impact and Environmental Benefits Measurement
- Module 5 - Circular Finance and Investment Metrics
- Module 6 - Implementation of KPIs for Circular Projects
- Assignment

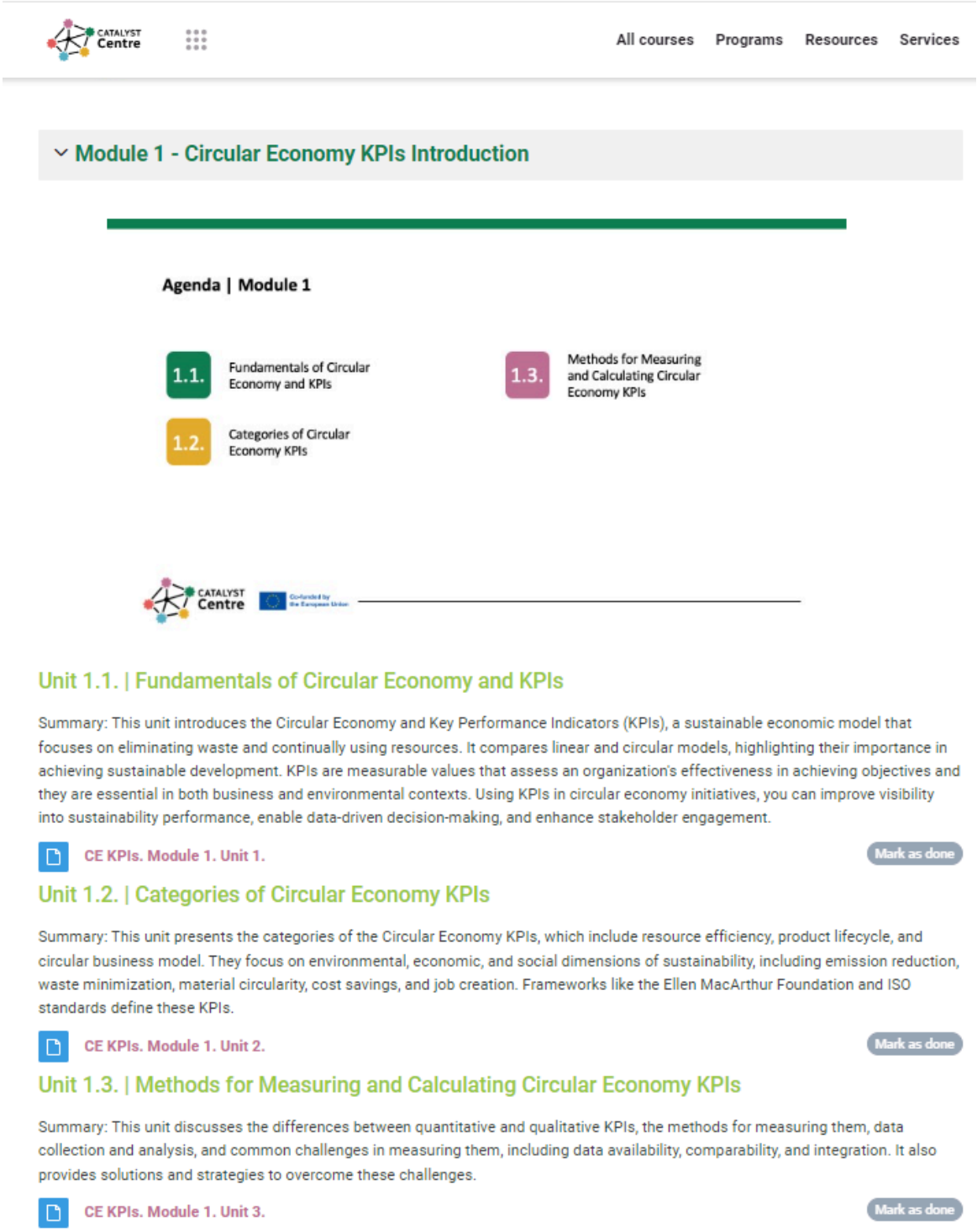
Administration

Course administration

## Institution

Athens University of Economics and Business

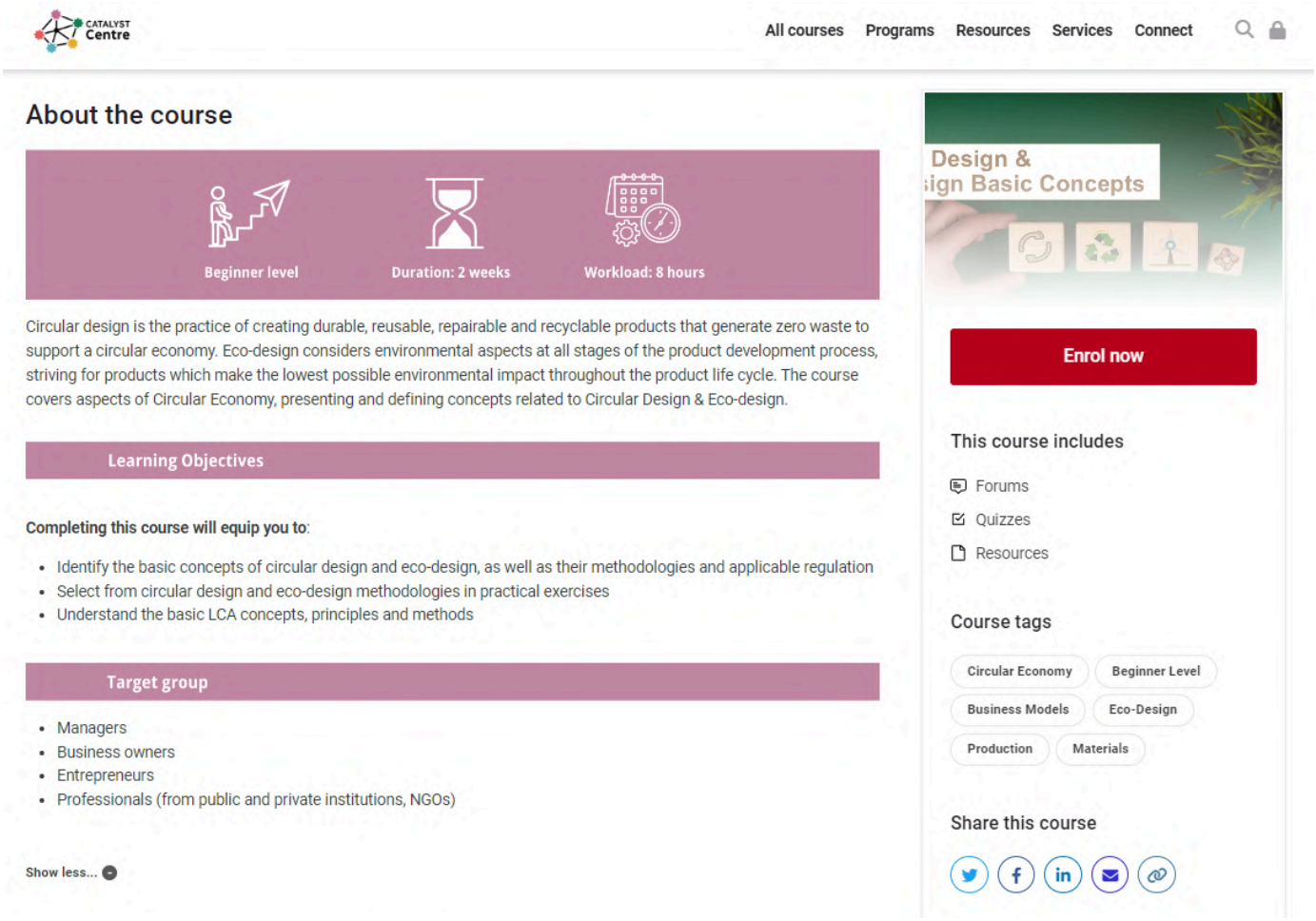
# Circular Economy KPIs

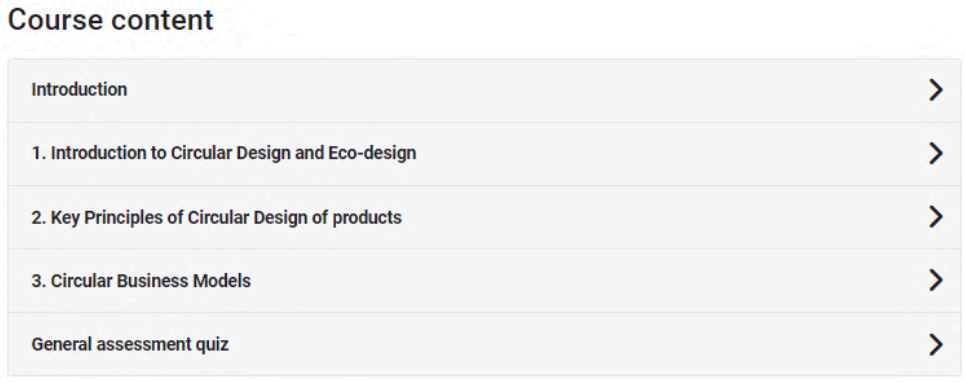



## Institution

Athens University of Economics and Business

# Circular Design & Eco-Design Basic Concepts



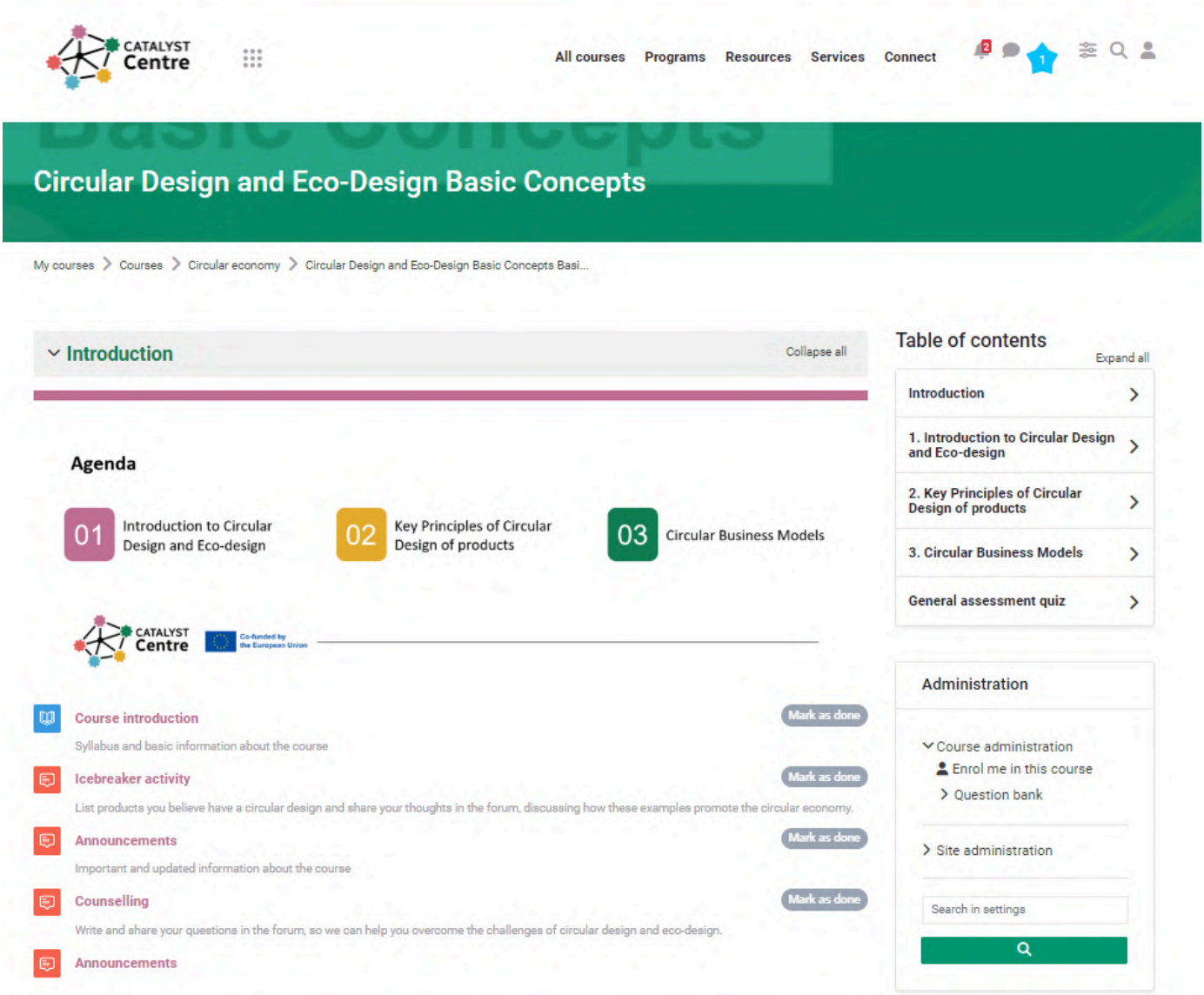




## Institution

Technological Center for Mouldmaking, Special Tooling and Plastic Industries

Centimfe
Technological Center for the Mouldmaking, Special Tooling and Plastic Industries

# Circular Design & Eco-Design Basic Concepts




## Institution

Technological Center for Mouldmaking, Special Tooling and Plastic Industries

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Technological Center for the Mouldmaking, Special Tooling and Plastic Industries

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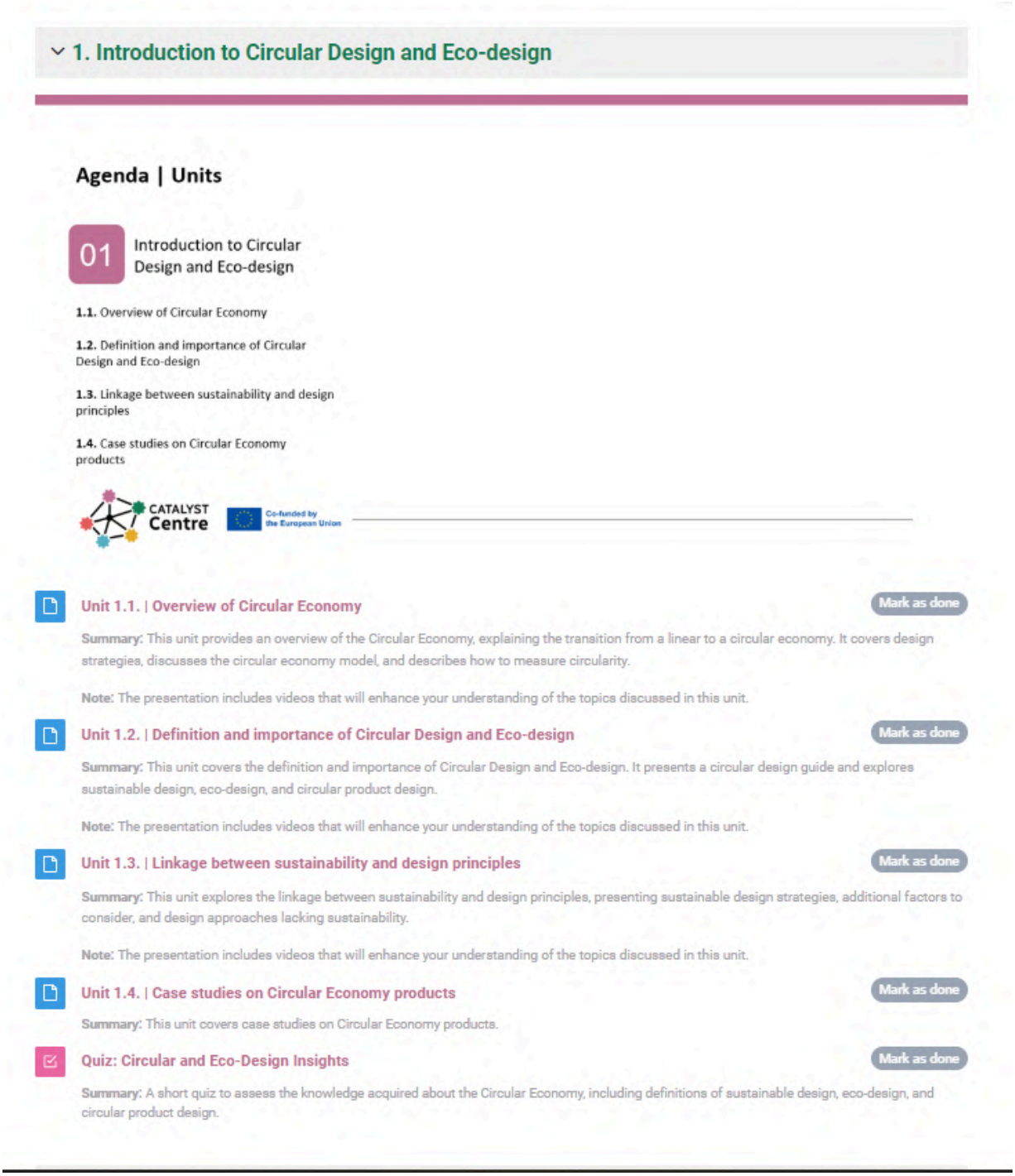

1. Introduction to Circular Design and Eco-design

Agenda | Units

01 Introduction to Circular Design and Eco-design

**1.1.** Overview of Circular Economy

**1.2.** Definition and importance of Circular Design and Eco-design

**1.3.** Linkage between sustainability and design principles

**1.4.** Case studies on Circular Economy products

CATALYST Centre — Co-funded by the European Union

Unit 1.1. | Overview of Circular Economy — Mark as done

**Summary:** This unit provides an overview of the Circular Economy, explaining the transition from a linear to a circular economy. It covers design strategies, discusses the circular economy model, and describes how to measure circularity.

**Note:** The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Unit 1.2. | Definition and importance of Circular Design and Eco-design — Mark as done

**Summary:** This unit covers the definition and importance of Circular Design and Eco-design. It presents a circular design guide and explores sustainable design, eco-design, and circular product design.

**Note:** The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Unit 1.3. | Linkage between sustainability and design principles — Mark as done

**Summary:** This unit explores the linkage between sustainability and design principles, presenting sustainable design strategies, additional factors to consider, and design approaches lacking sustainability.

**Note:** The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Unit 1.4. | Case studies on Circular Economy products — Mark as done

**Summary:** This unit covers case studies on Circular Economy products.

Quiz: Circular and Eco-Design Insights — Mark as done

**Summary:** A short quiz to assess the knowledge acquired about the Circular Economy, including definitions of sustainable design, eco-design, and circular product design.

## Institution

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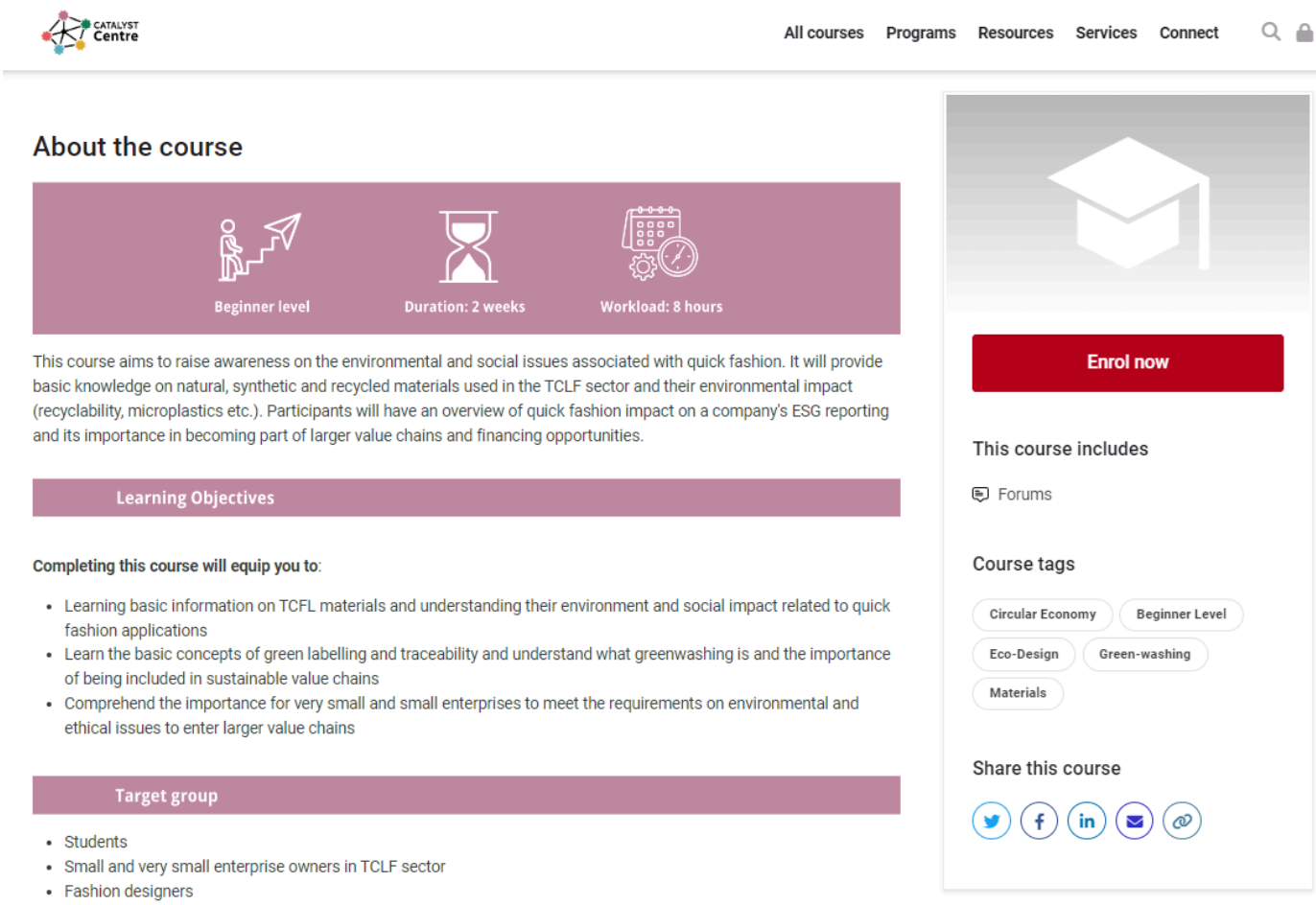
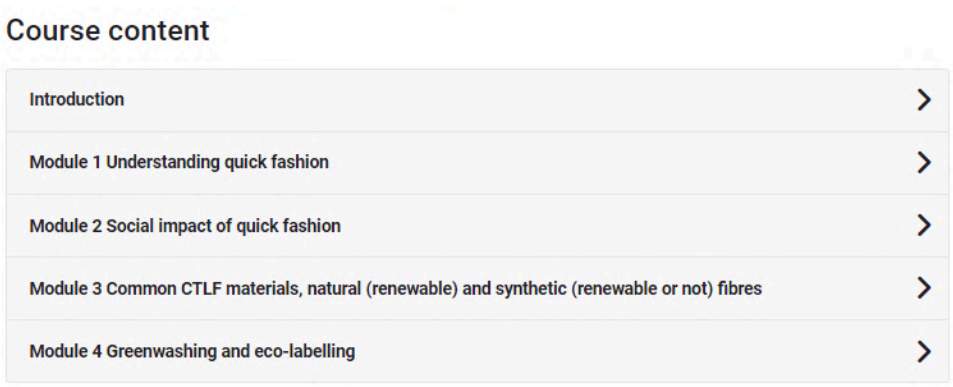
# Slow Fashion: Eco-Design and Circular Design in TCLF Industries

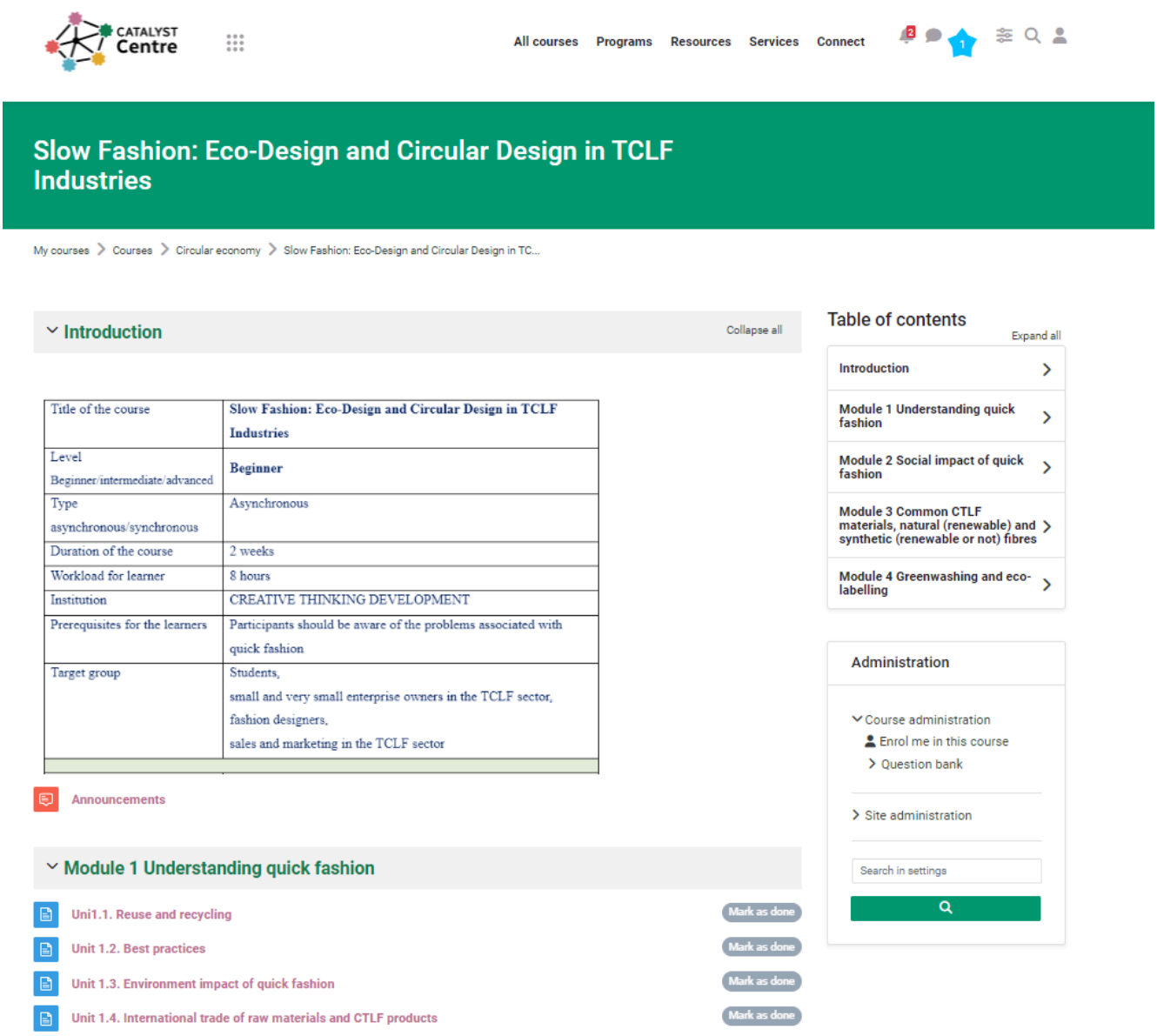



## Institution

Creative Thinking Development

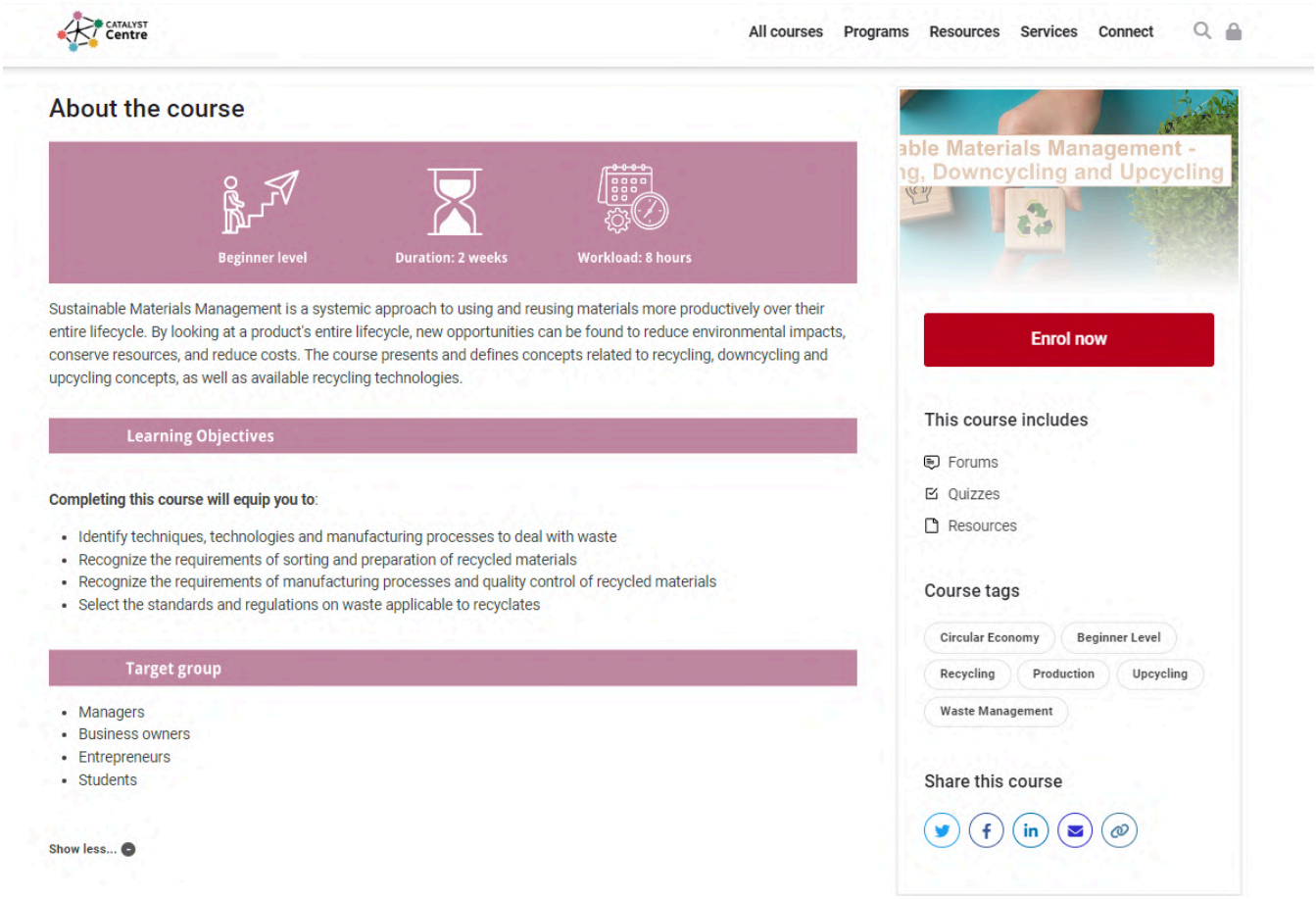
# Slow Fashion: Eco-Design and Circular Design in TCLF Industries

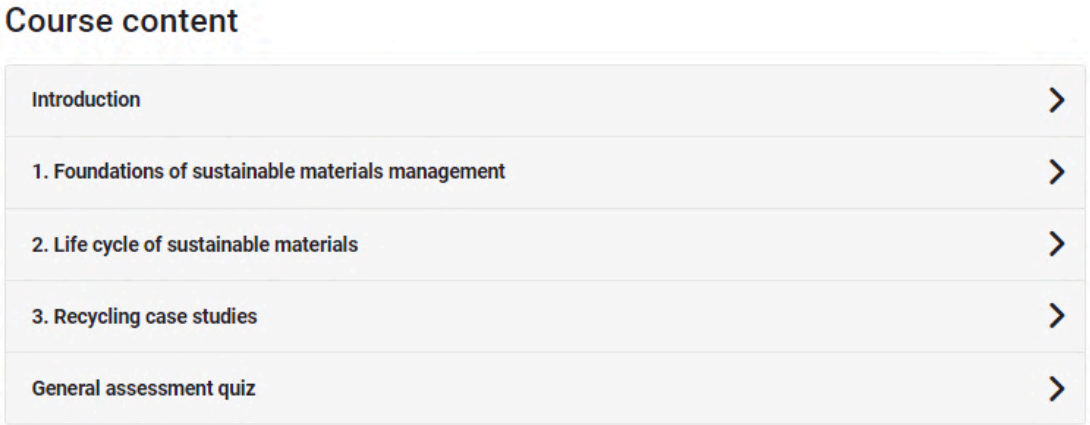



## Institution

Creative Thinking Development

# Sustainable Materials Management - Recycling, Downcycling and Upcycling

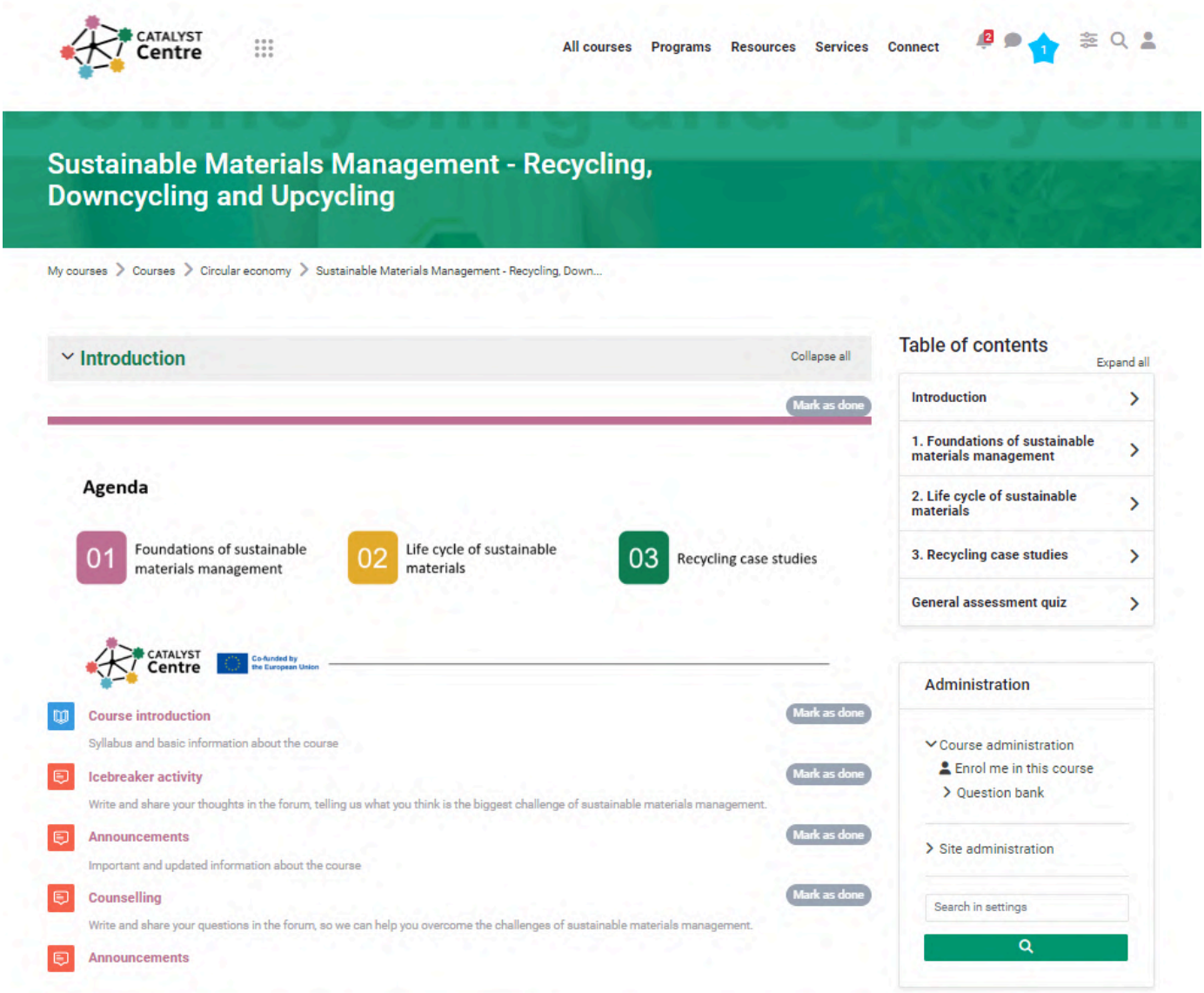



## Institution

Technological Center for Mouldmaking, Special Tooling and Plastic Industries

# Sustainable Materials Management - Recycling, Downcycling and Upcycling




## Institution

Technological Center for Mouldmaking, Special Tooling and Plastic Industries

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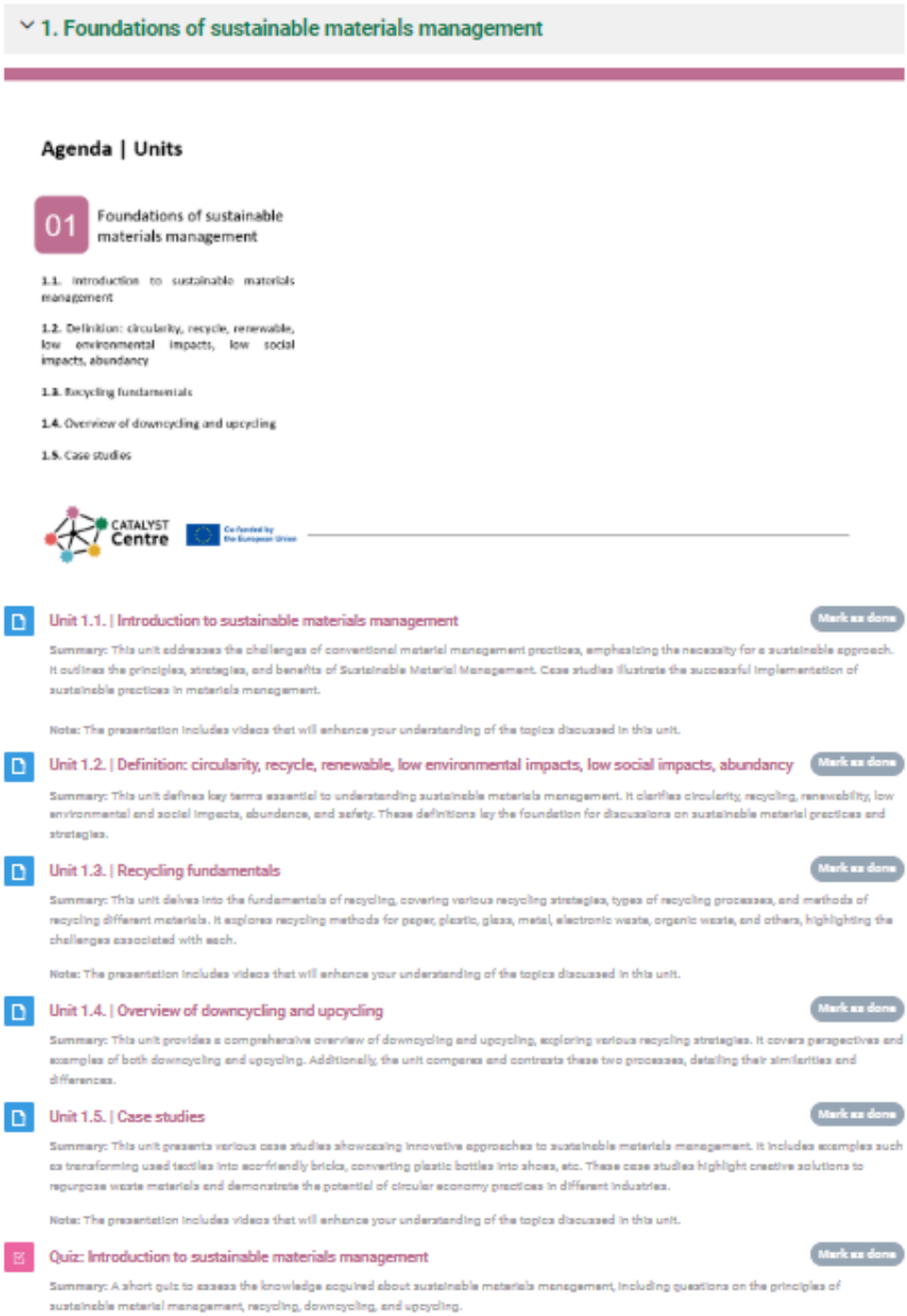
Technological Center for the Mouldmaking, Special Tooling and Plastic Industries

# Sustainable Materials Management - Recycling, Downcycling and Upcycling



1. Foundations of sustainable materials management

Agenda | Units

01 Foundations of sustainable materials management

1.1. Introduction to sustainable materials management

1.2. Definition: circularity, recycle, renewable, low environmental impacts, low social impacts, abundancy

1.3. Recycling fundamentals

1.4. Overview of downcycling and upcycling

1.5. Case studies

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Unit 1.1. | Introduction to sustainable materials management — Mark as done

Summary: This unit addresses the challenges of conventional material management practices, emphasizing the necessity for a sustainable approach. It outlines the principles, strategies, and benefits of Sustainable Material Management. Case studies illustrate the successful implementation of sustainable practices in materials management.

Note: The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Unit 1.2. | Definition: circularity, recycle, renewable, low environmental impacts, low social impacts, abundancy — Mark as done

Summary: This unit defines key terms essential to understanding sustainable materials management. It clarifies circularity, recycling, renewability, low environmental and social impacts, abundance, and safety. These definitions lay the foundation for discussions on sustainable material practices and strategies.

Unit 1.3. | Recycling fundamentals — Mark as done

Summary: This unit delves into the fundamentals of recycling, covering various recycling strategies, types of recycling processes, and methods of recycling different materials. It explores recycling methods for paper, plastic, glass, metal, electronic waste, organic waste, and others, highlighting the challenges associated with each.

Note: The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Unit 1.4. | Overview of downcycling and upcycling — Mark as done

Summary: This unit provides a comprehensive overview of downcycling and upcycling, exploring various recycling strategies. It covers perspectives and examples of both downcycling and upcycling. Additionally, the unit compares and contrasts these two processes, detailing their similarities and differences.

Unit 1.5. | Case studies — Mark as done

Summary: This unit presents various case studies showcasing innovative approaches to sustainable materials management. It includes examples such as transforming used textiles into eco-friendly bricks, converting plastic bottles into shoes, etc. These case studies highlight creative solutions to repurpose waste materials and demonstrate the potential of circular economy practices in different industries.

Note: The presentation includes videos that will enhance your understanding of the topics discussed in this unit.

Quiz: Introduction to sustainable materials management — Mark as done

Summary: A short quiz to assess the knowledge acquired about sustainable materials management, including questions on the principles of sustainable material management, recycling, downcycling, and upcycling.

## Institution

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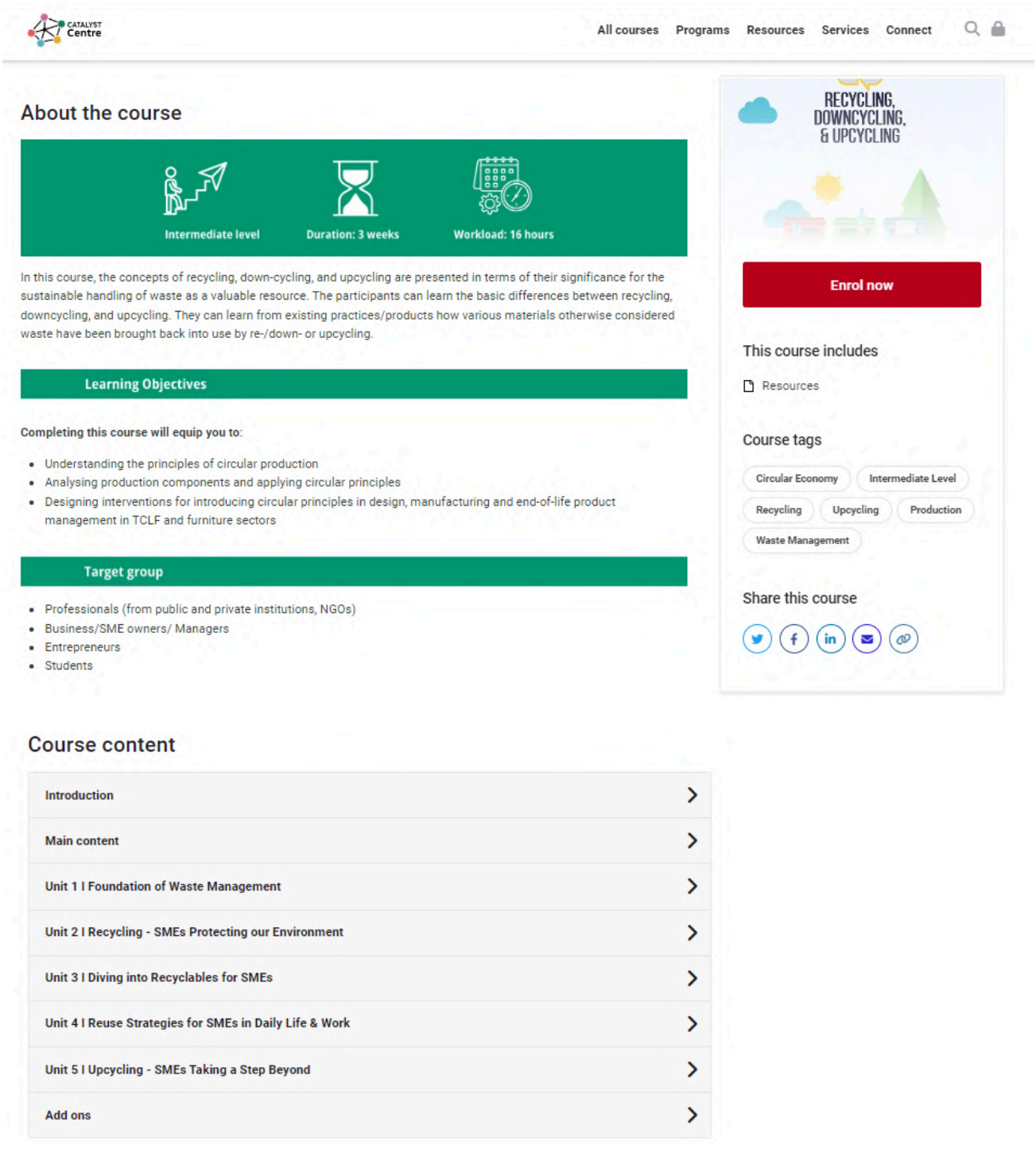
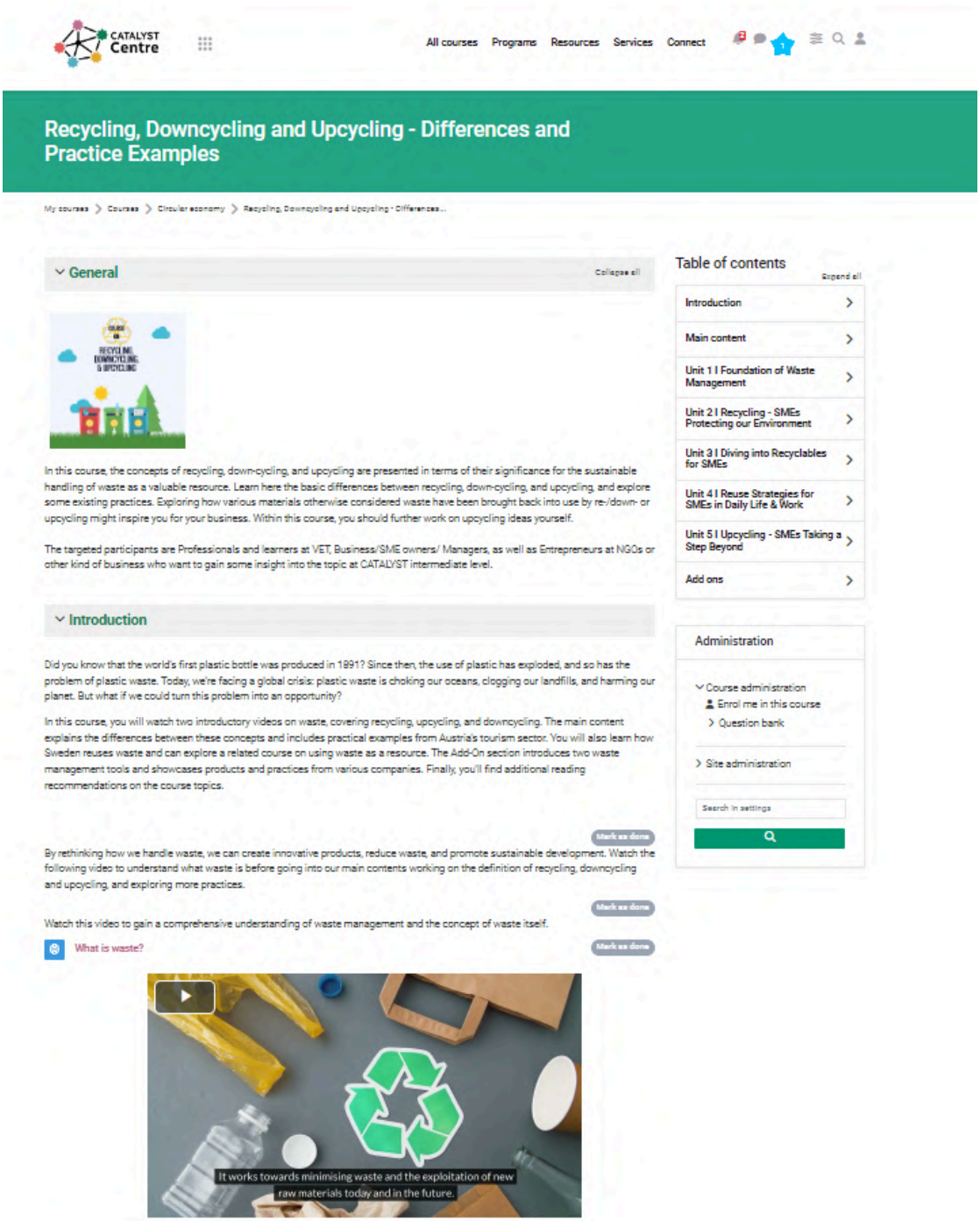
# Recycling, Downcycling and Upcycling - Differences and Practice Examples




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

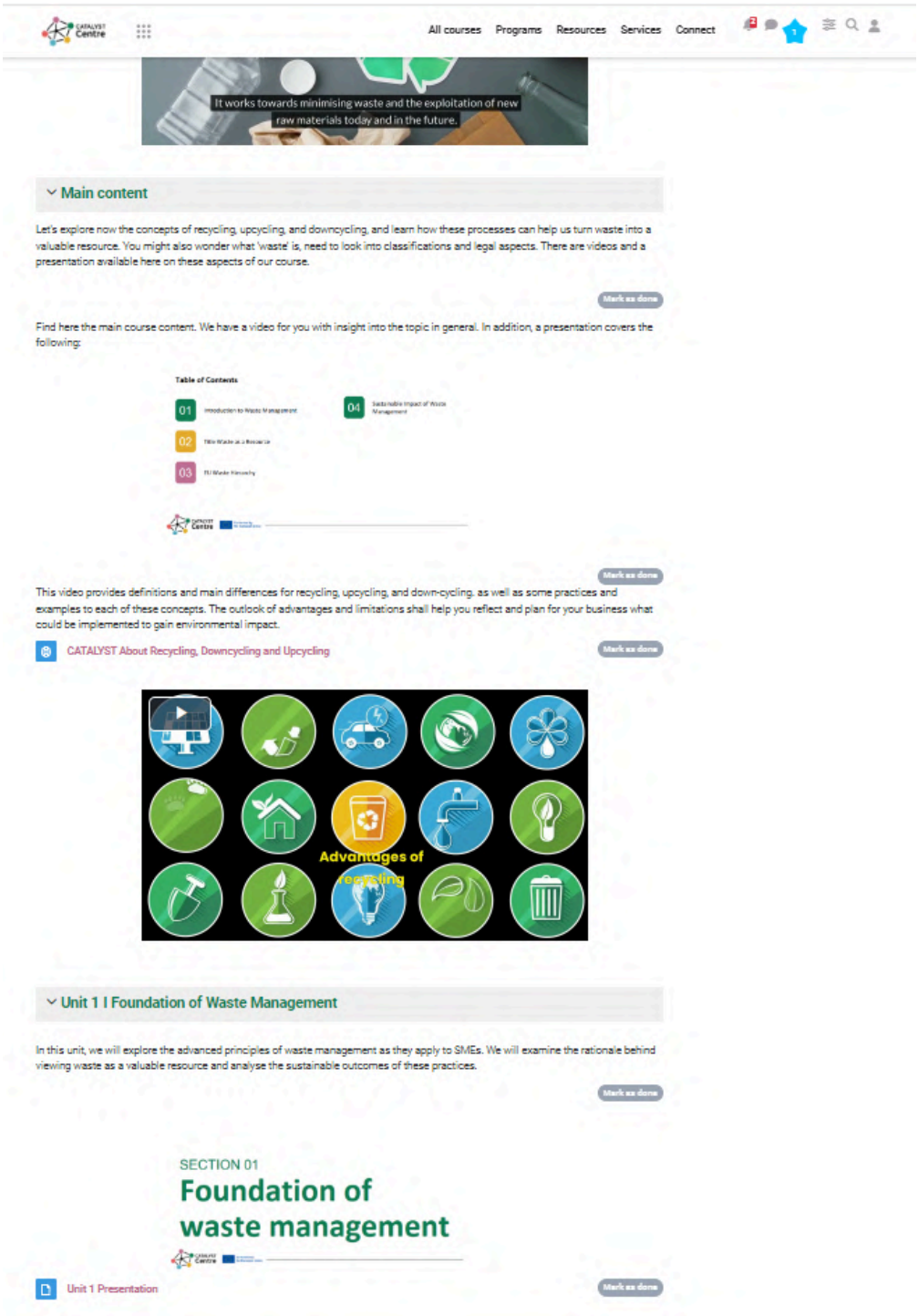
# Recycling, Downcycling and Upcycling - Differences and Practice Examples




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

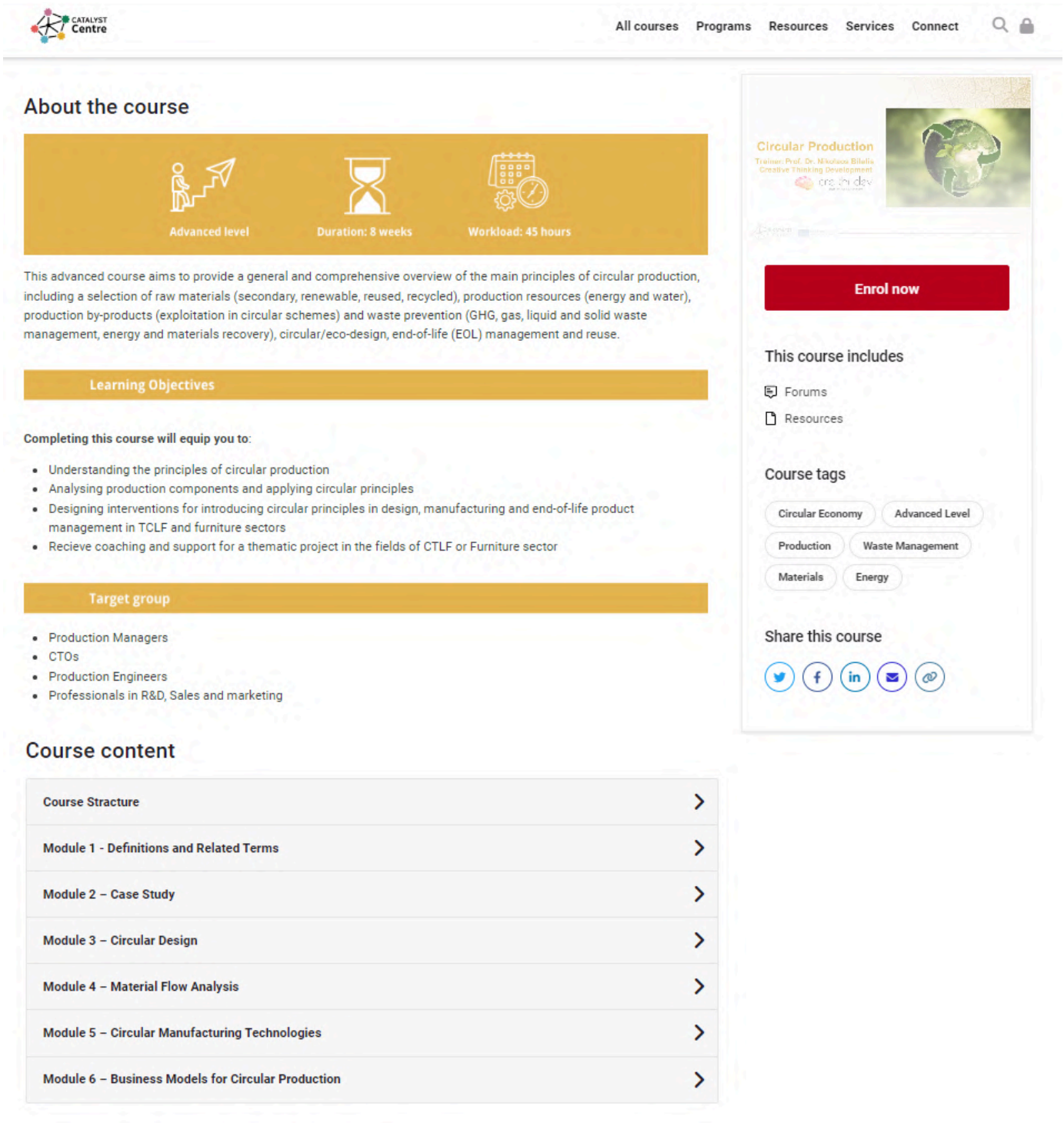
# Recycling, Downcycling and Upcycling - Differences and Practice Examples




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

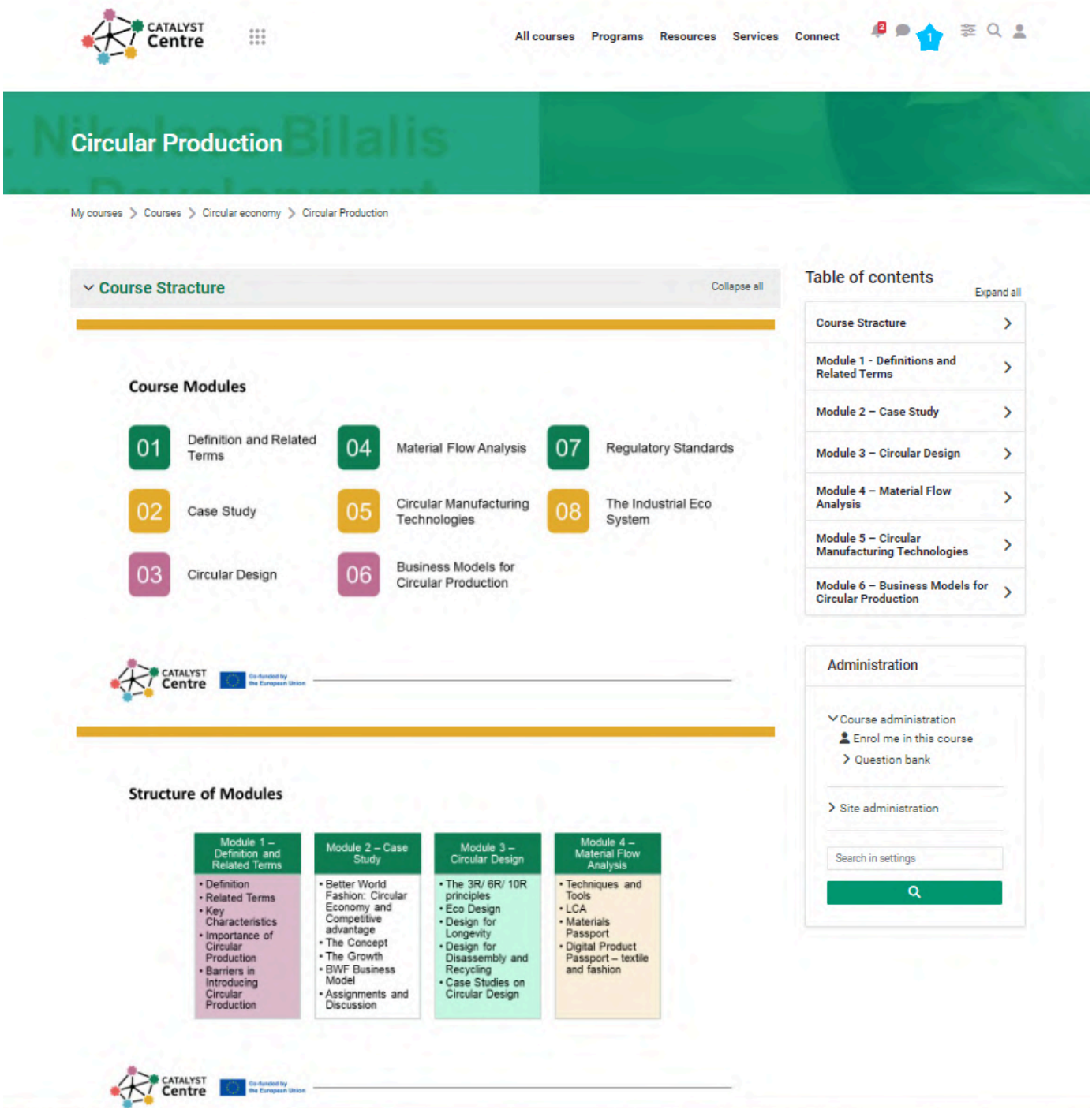
# Circular Production




## Institution

Creative Thinking Development

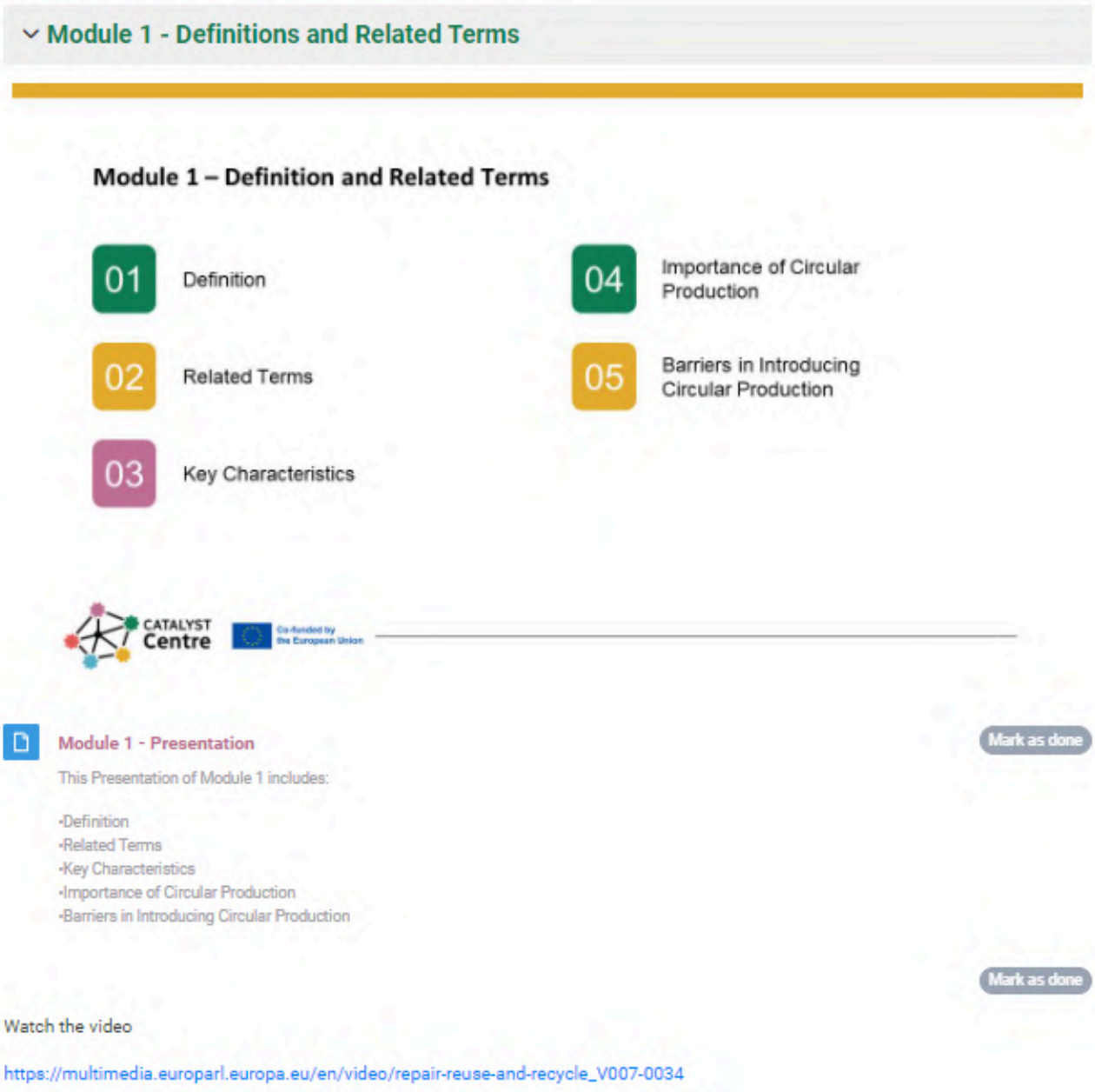
# Circular Production



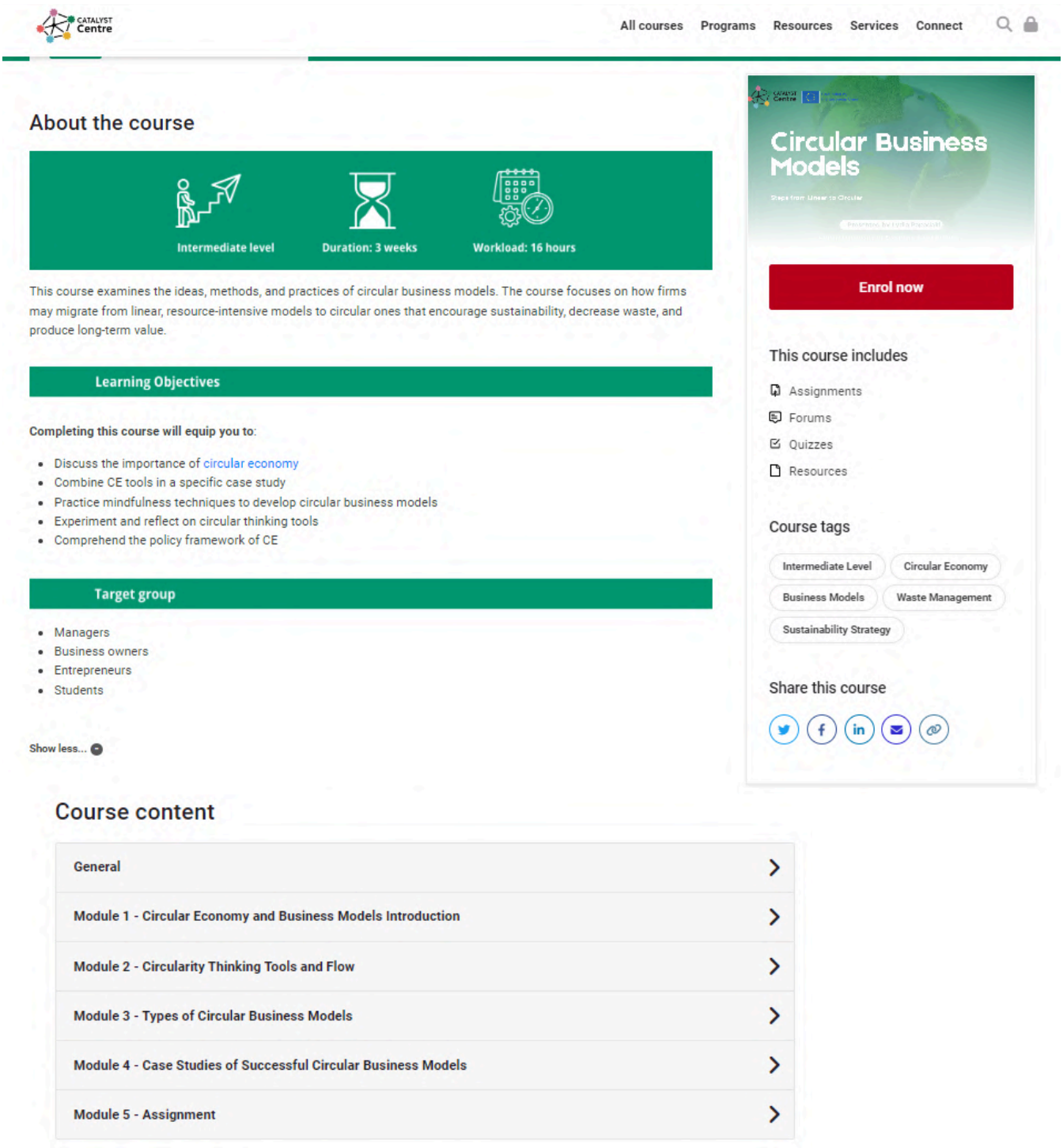

## Institution

Creative Thinking Development

# Circular Production



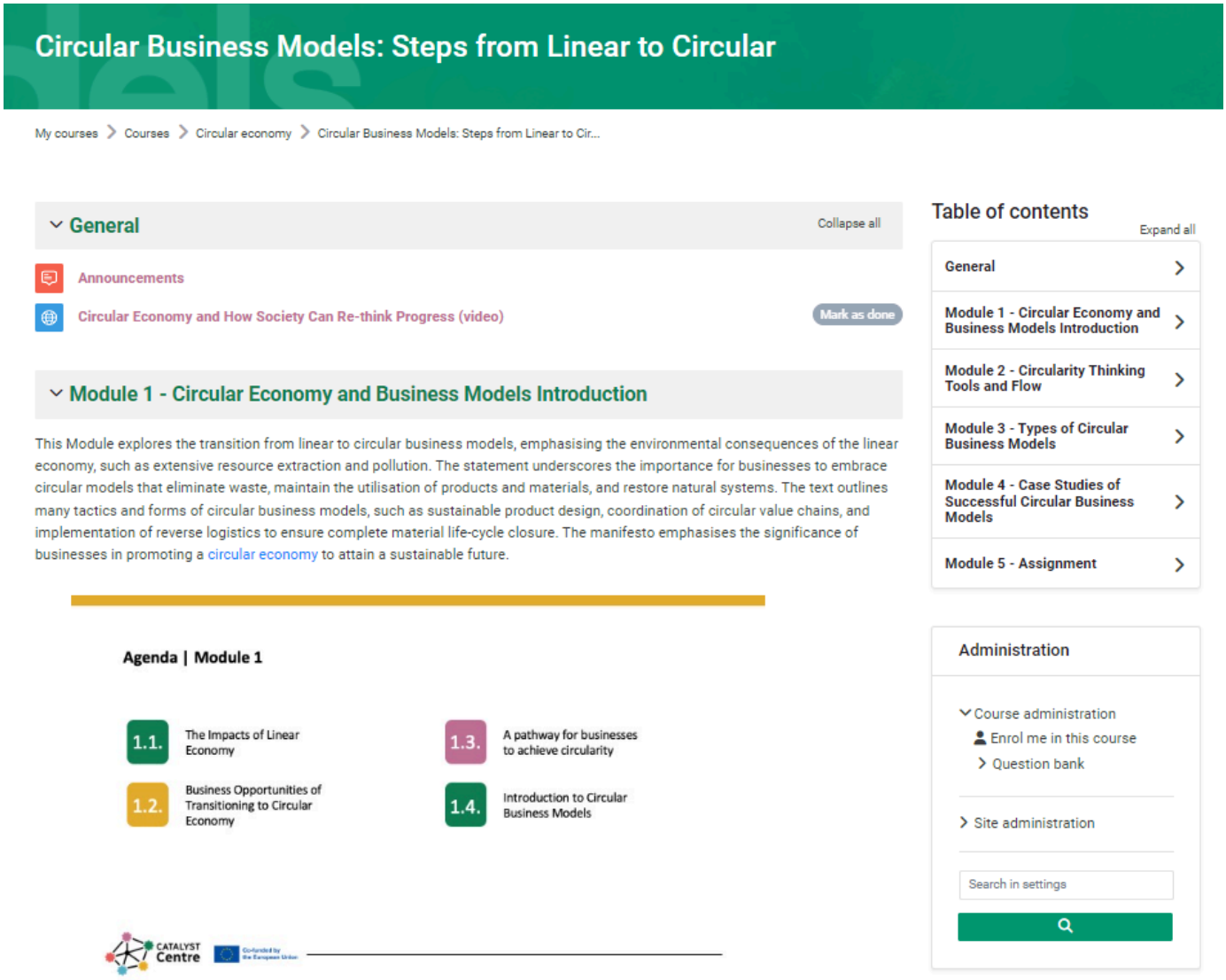
# Circular Business Models: Steps from Linear to Circular




## Institution

Athens University of Economics and Business

# Circular Business Models: Steps from Linear to Circular




## Institution

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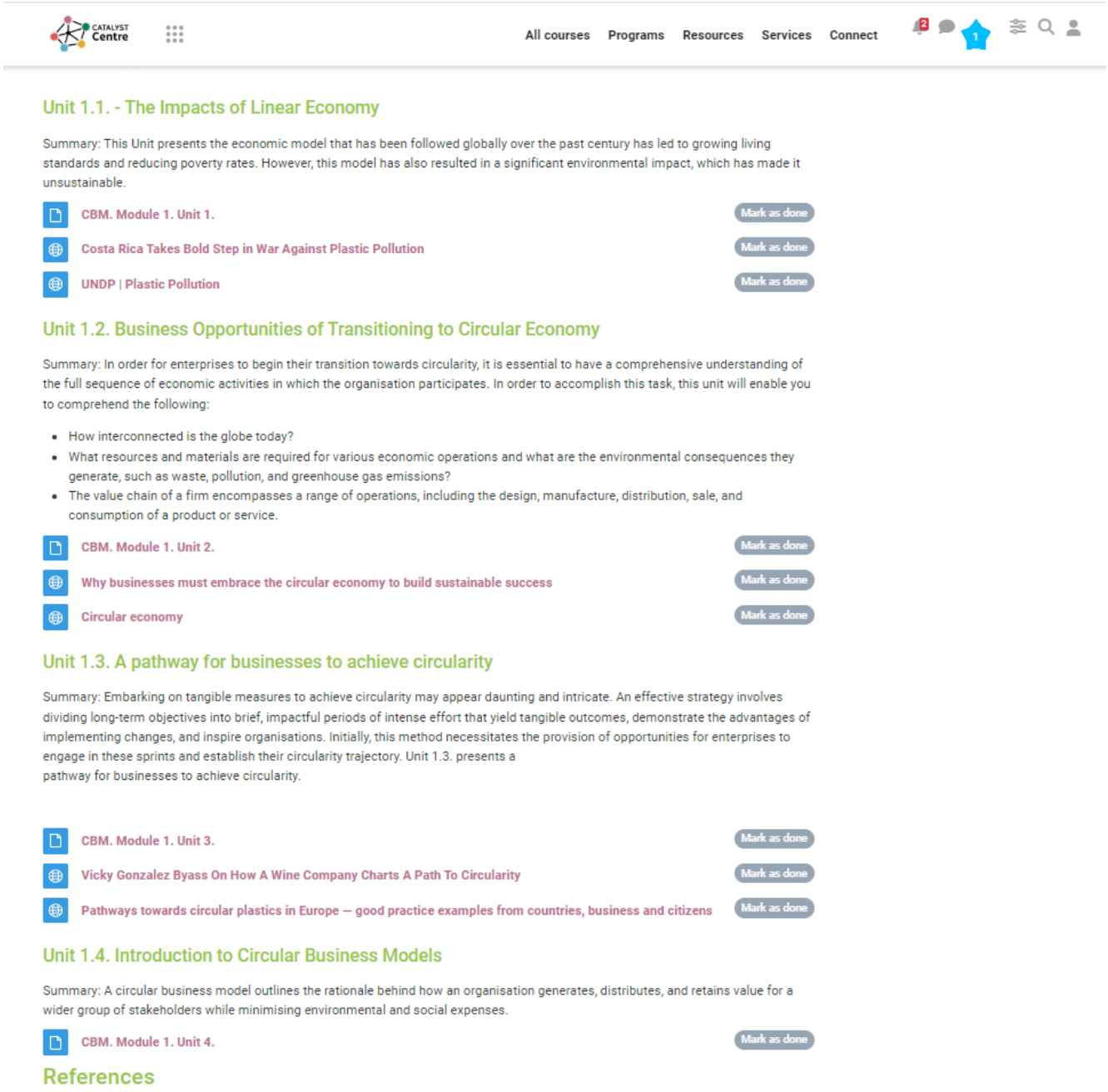
# Circular Business Models: Steps from Linear to Circular



CATALYST Centre

All courses Programs Resources Services Connect

## Unit 1.1. - The Impacts of Linear Economy

Summary: This Unit presents the economic model that has been followed globally over the past century has led to growing living standards and reducing poverty rates. However, this model has also resulted in a significant environmental impact, which has made it unsustainable.

CBM. Module 1. Unit 1. Mark as done

Costa Rica Takes Bold Step in War Against Plastic Pollution Mark as done

UNDP | Plastic Pollution Mark as done

## Unit 1.2. Business Opportunities of Transitioning to Circular Economy

Summary: In order for enterprises to begin their transition towards circularity, it is essential to have a comprehensive understanding of the full sequence of economic activities in which the organisation participates. In order to accomplish this task, this unit will enable you to comprehend the following:

- How interconnected is the globe today?
- What resources and materials are required for various economic operations and what are the environmental consequences they generate, such as waste, pollution, and greenhouse gas emissions?
- The value chain of a firm encompasses a range of operations, including the design, manufacture, distribution, sale, and consumption of a product or service.

CBM. Module 1. Unit 2. Mark as done

Why businesses must embrace the circular economy to build sustainable success Mark as done

Circular economy Mark as done

## Unit 1.3. A pathway for businesses to achieve circularity

Summary: Embarking on tangible measures to achieve circularity may appear daunting and intricate. An effective strategy involves dividing long-term objectives into brief, impactful periods of intense effort that yield tangible outcomes, demonstrate the advantages of implementing changes, and inspire organisations. Initially, this method necessitates the provision of opportunities for enterprises to engage in these sprints and establish their circularity trajectory. Unit 1.3. presents a pathway for businesses to achieve circularity.

CBM. Module 1. Unit 3. Mark as done

Vicky Gonzalez Byass On How A Wine Company Charts A Path To Circularity Mark as done

Pathways towards circular plastics in Europe — good practice examples from countries, business and citizens Mark as done

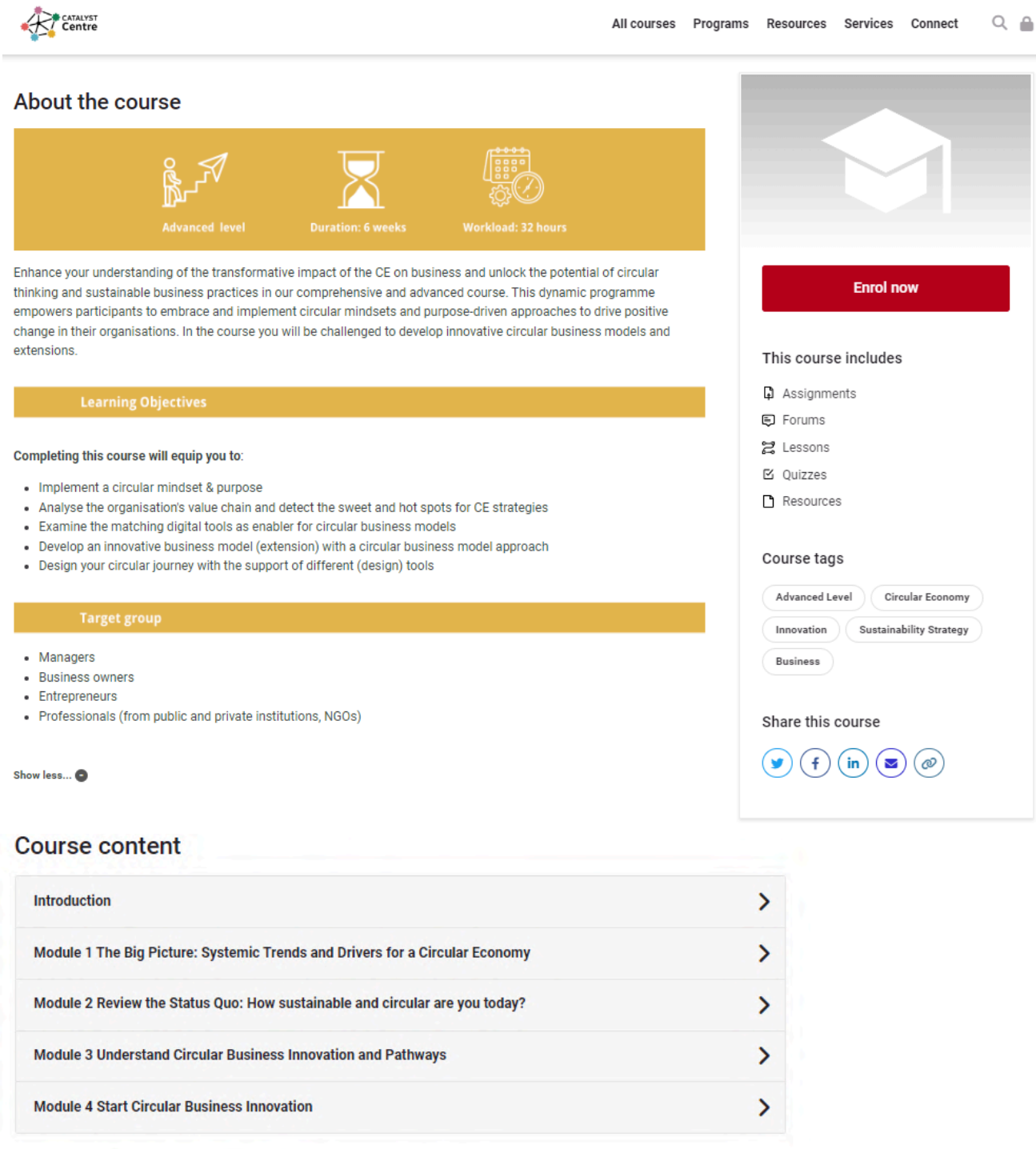
## Unit 1.4. Introduction to Circular Business Models

Summary: A circular business model outlines the rationale behind how an organisation generates, distributes, and retains value for a wider group of stakeholders while minimising environmental and social expenses.

CBM. Module 1. Unit 4. Mark as done

## References

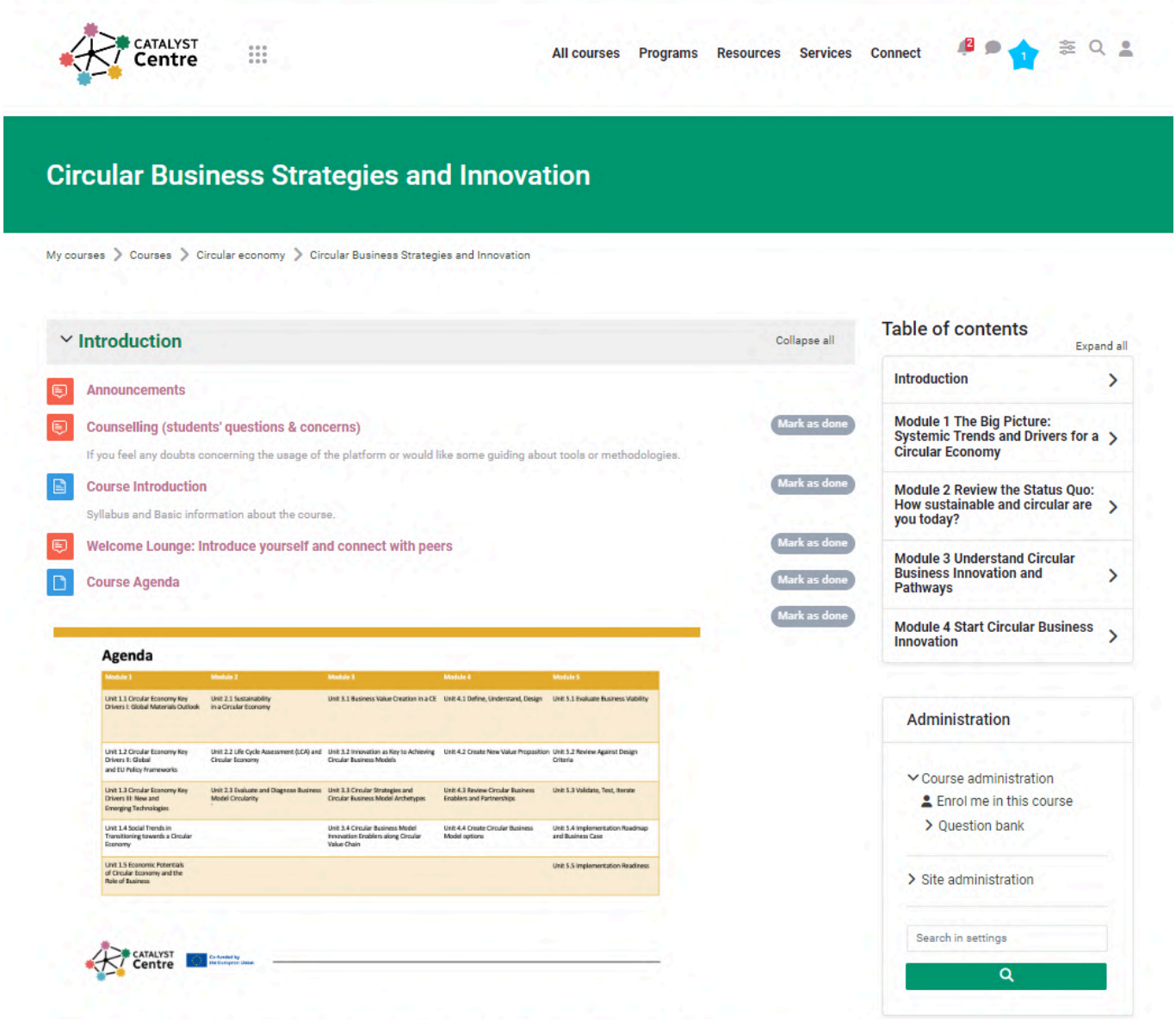
# Circular Business Strategies and Innovation




## Institution

Collaborating Centre on Sustainable Consumption and Production

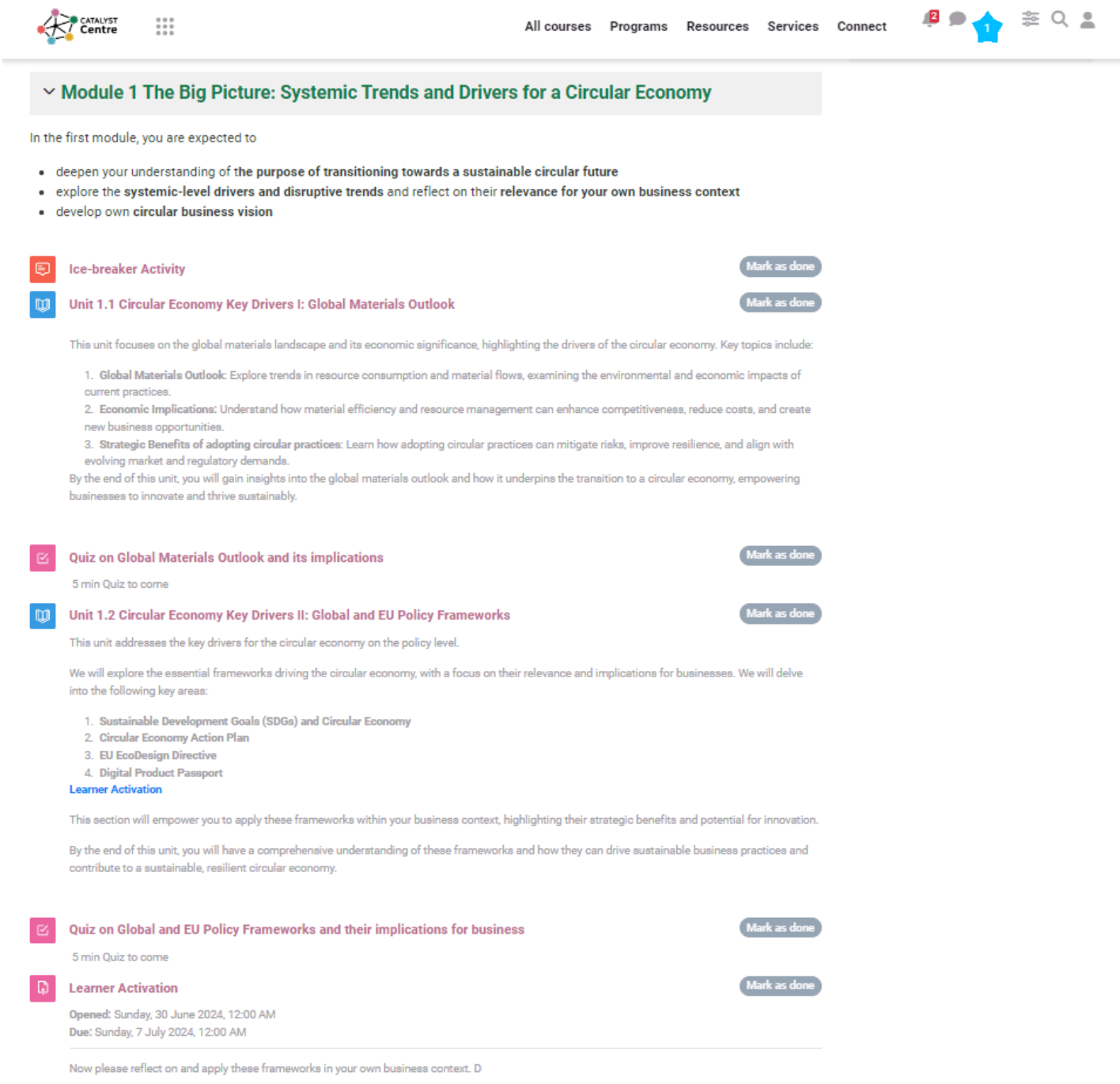
# Circular Business Strategies and Innovation




## Institution

Collaborating Centre on Sustainable Consumption and Production

# Circular Business Strategies and Innovation



CATALYST Centre

All courses Programs Resources Services Connect

## Module 1 The Big Picture: Systemic Trends and Drivers for a Circular Economy

In the first module, you are expected to

- deepen your understanding of **the purpose of transitioning towards a sustainable circular future**
- explore the **systemic-level drivers and disruptive trends** and reflect on their **relevance for your own business context**
- develop own **circular business vision**

**Ice-breaker Activity** Mark as done

**Unit 1.1 Circular Economy Key Drivers I: Global Materials Outlook** Mark as done

This unit focuses on the global materials landscape and its economic significance, highlighting the drivers of the circular economy. Key topics include:

1. **Global Materials Outlook**: Explore trends in resource consumption and material flows, examining the environmental and economic impacts of current practices.
2. **Economic Implications**: Understand how material efficiency and resource management can enhance competitiveness, reduce costs, and create new business opportunities.
3. **Strategic Benefits of adopting circular practices**: Learn how adopting circular practices can mitigate risks, improve resilience, and align with evolving market and regulatory demands.

By the end of this unit, you will gain insights into the global materials outlook and how it underpins the transition to a circular economy, empowering businesses to innovate and thrive sustainably.

**Quiz on Global Materials Outlook and its implications** Mark as done

5 min Quiz to come

**Unit 1.2 Circular Economy Key Drivers II: Global and EU Policy Frameworks** Mark as done

This unit addresses the key drivers for the circular economy on the policy level.

We will explore the essential frameworks driving the circular economy, with a focus on their relevance and implications for businesses. We will delve into the following key areas:

1. **Sustainable Development Goals (SDGs) and Circular Economy**
2. **Circular Economy Action Plan**
3. **EU EcoDesign Directive**
4. **Digital Product Passport**

Learner Activation

This section will empower you to apply these frameworks within your business context, highlighting their strategic benefits and potential for innovation.

By the end of this unit, you will have a comprehensive understanding of these frameworks and how they can drive sustainable business practices and contribute to a sustainable, resilient circular economy.

**Quiz on Global and EU Policy Frameworks and their implications for business** Mark as done

5 min Quiz to come

**Learner Activation** Mark as done

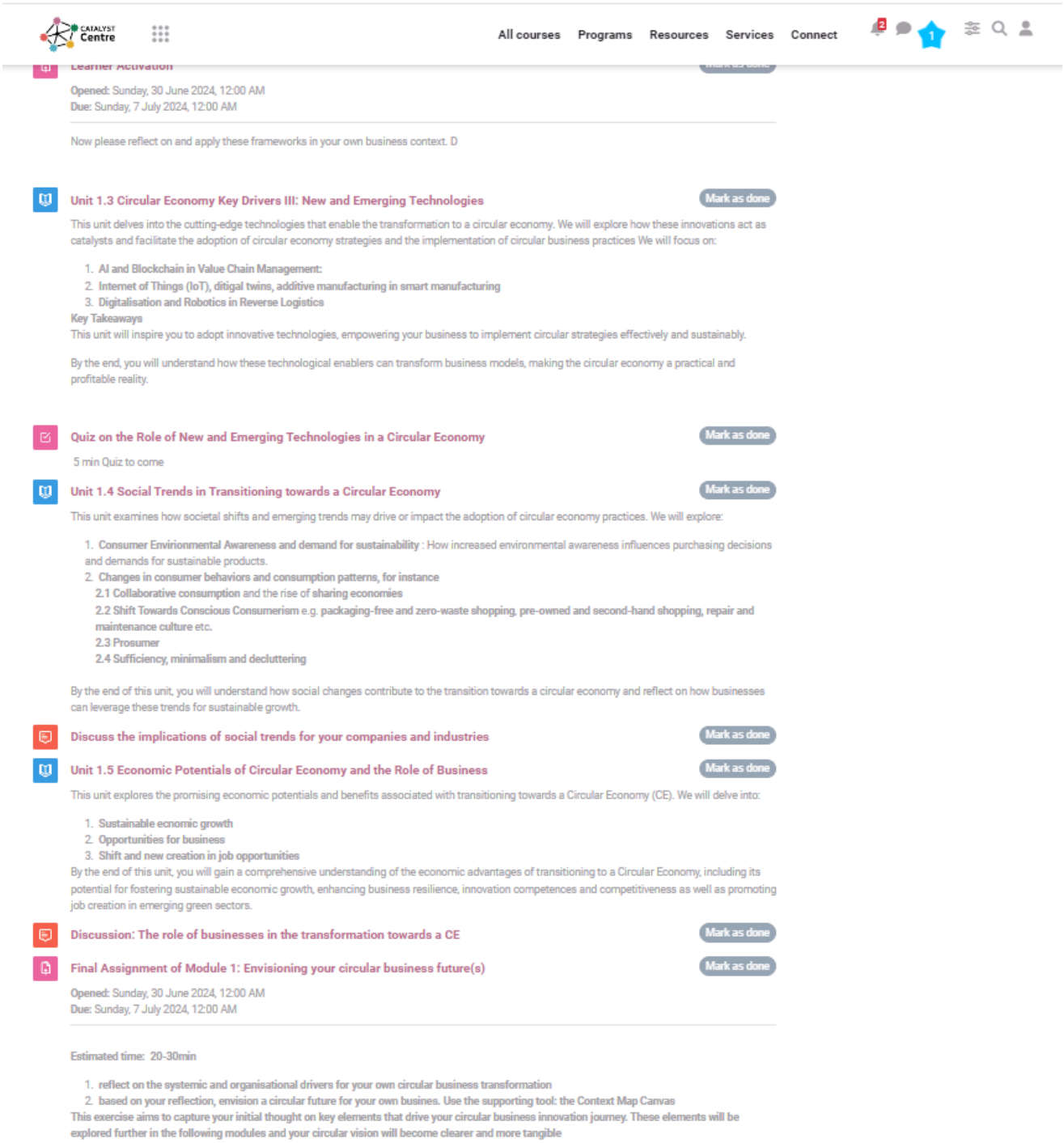
**Opened:** Sunday, 30 June 2024, 12:00 AM
**Due:** Sunday, 7 July 2024, 12:00 AM

Now please reflect on and apply these frameworks in your own business context. D

## Institution

Collaborating Centre on Sustainable Consumption and Production

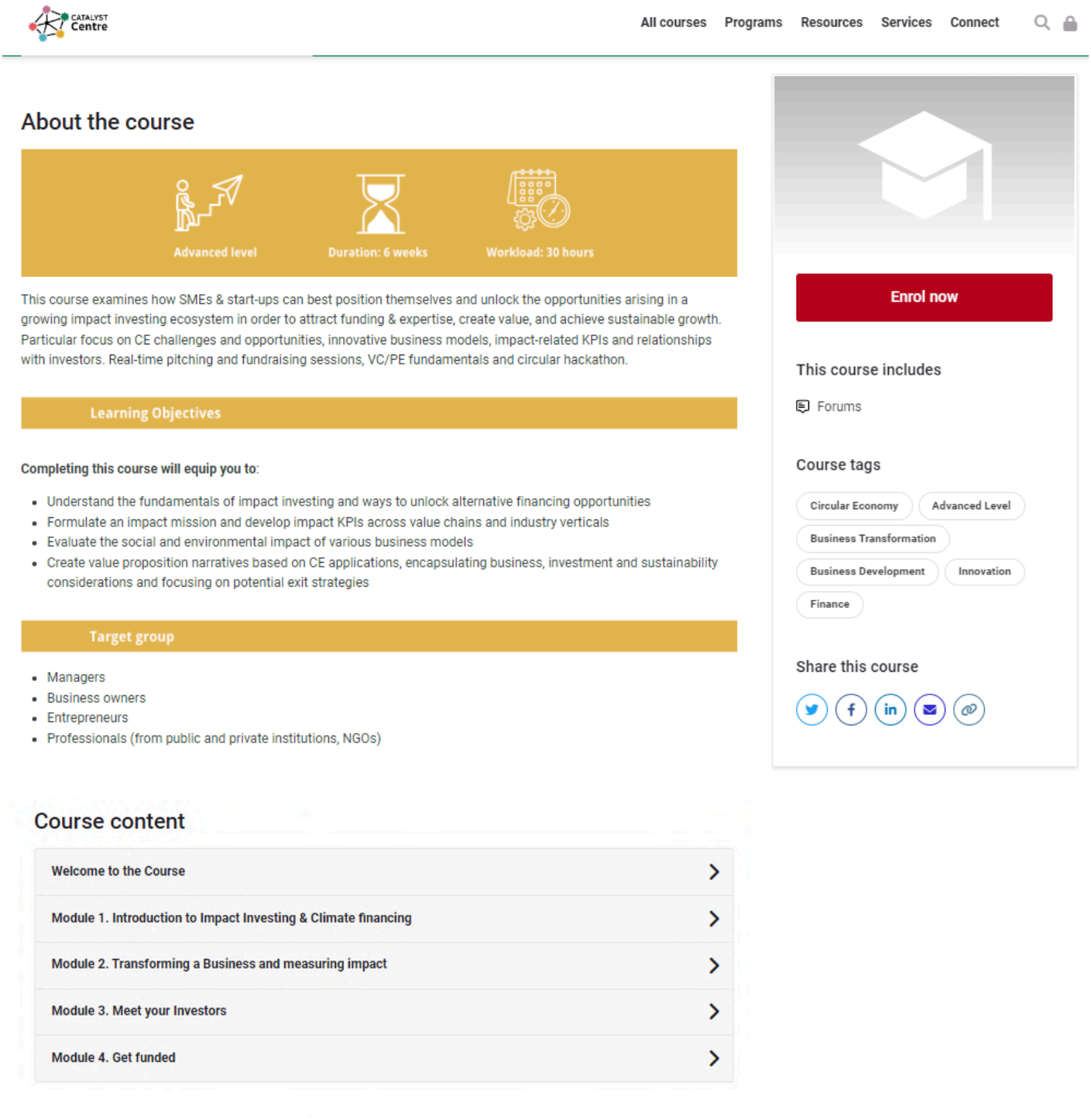
# Circular Business Strategies and Innovation




## Institution

Collaborating Centre on Sustainable Consumption and Production

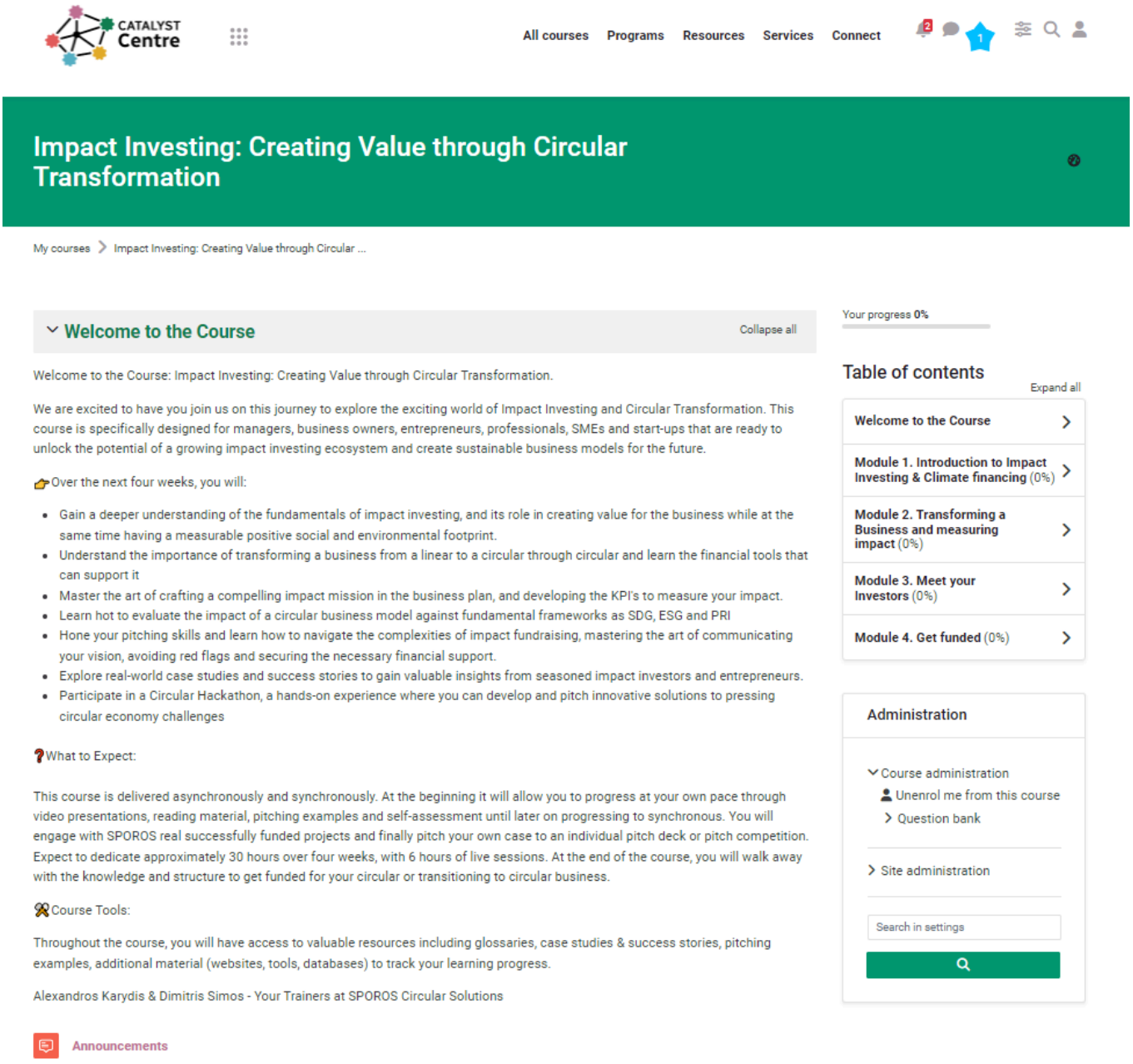
# Impact Investing: Creating Value through Circular Transformation




## Institution

SPOROS Circular Solutions

# Impact Investing: Creating Value through Circular Transformation




## Institution

SPOROS Circular Solutions

# Impact Investing: Creating Value through Circular Transformation

## Module 1. Introduction to Impact Investing & Climate financing

**Unit 1.1: Introduction to Impact Investing**

Summary: This unit provides a foundational understanding of impact investing. It explores its core principles (climate intentionality, financial returns), how it differs from traditional investing and why it matters. Introduces its trends, players and achievements and the current investment appetite.

Training & Reflection methods: Video presentation, Reading materials, Quiz

**Unit 1.2: Introduction to Climate Financing**

Summary: This unit explores the global landscape of Climate Finance and its key sources (Public, Private, international). Describes its types (mitigation, adaptation, Loss & Damage), policy instruments and frameworks. Lastly it elaborates on available Financial Instruments as Green Bonds, Transition bonds, Mezzanine and Carbon Credits.

Training & Reflection methods: Video presentation, Reading materials, Quiz

**Unit 1.3: Impact Investing for Climate resilience**

Summary: The unit explains the significance of SME's and startups for climate resilience

Training & Reflection methods: Reading materials, Quiz

**Unit 1.4: Recognizing impact**

Summary: The unit helps the learner bring up his business core values and vision and how it aligns to circularity. Guides to identify the current environmental and social impacts and how the methods one's deploy have or will have a positive footprint

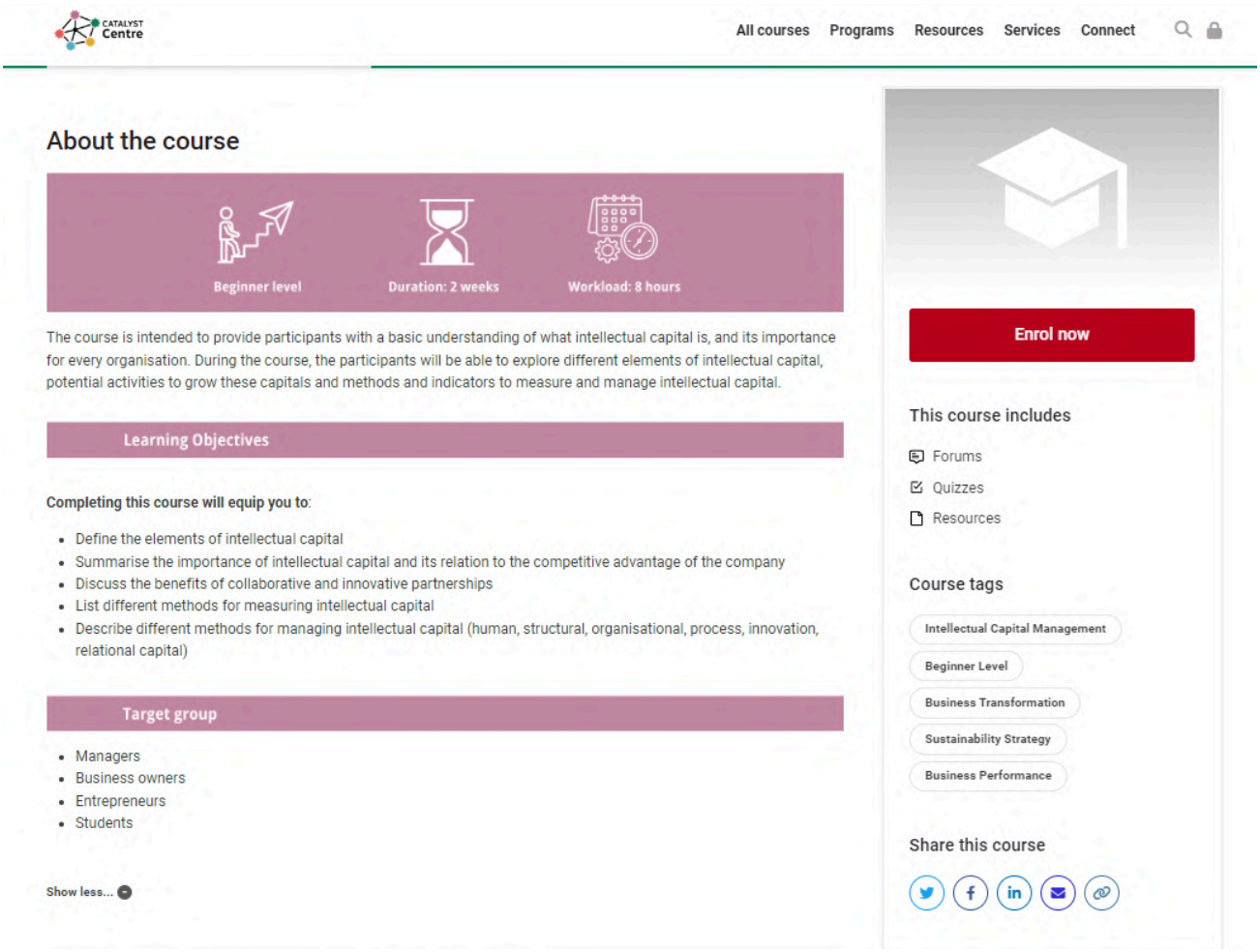
Training & Reflection methods: Video presentation, Reading materials, Quiz

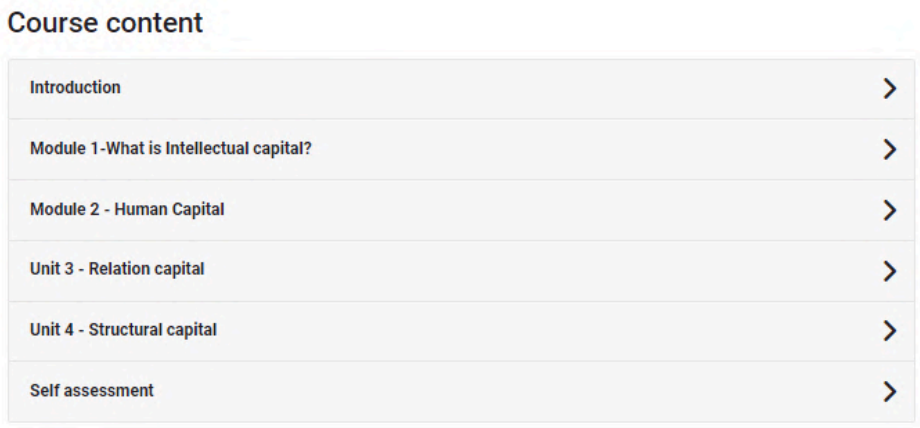
**Unit 1.5: Impact investment case studies**

Summary: Unit presents real-world initiatives and undertakings focusing on the business case and the impact element

Training & Reflection methods: Reading materials, Quiz

# Introduction to Intellectual Capital

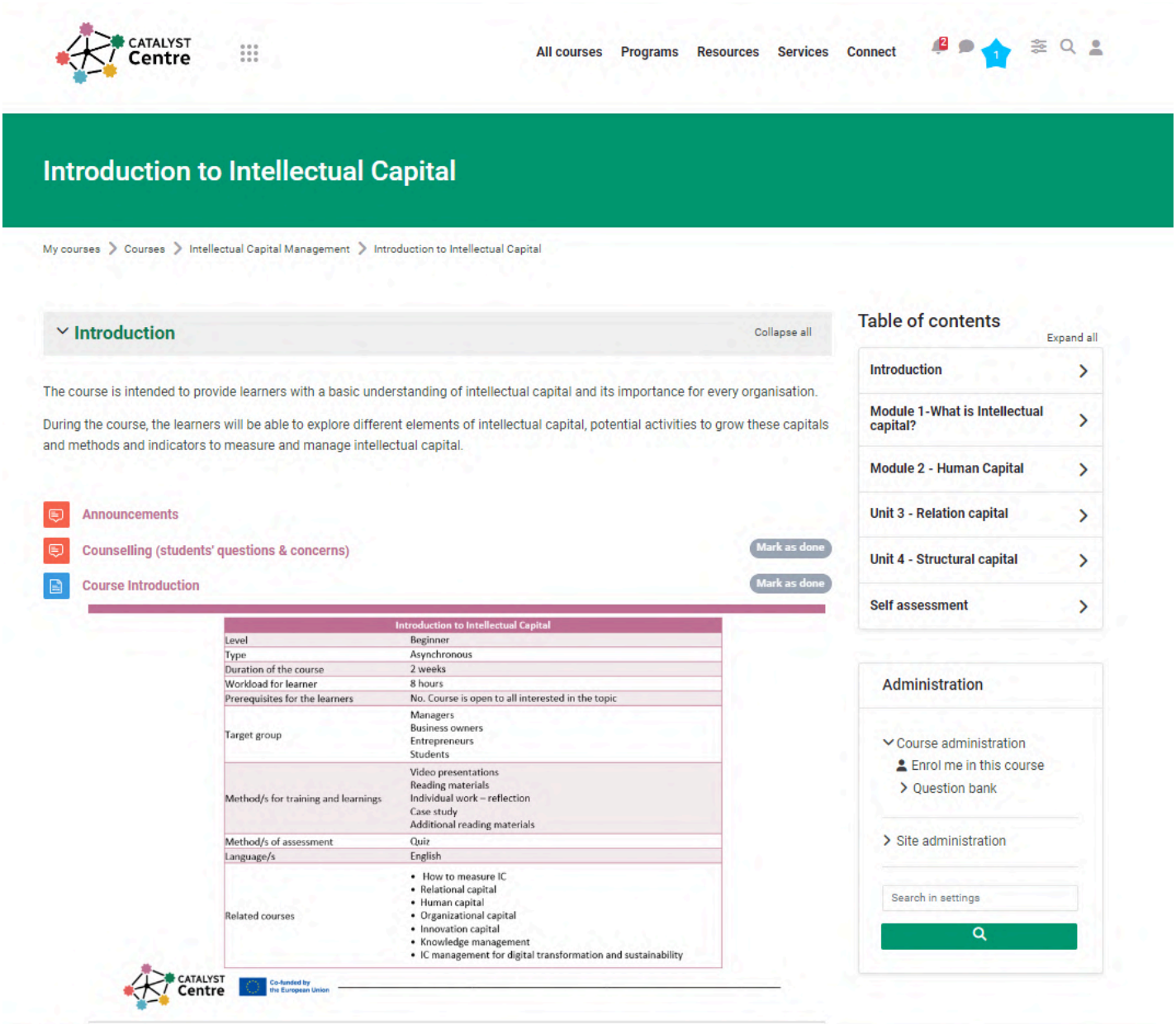



## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Introduction to Intellectual Capital




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Introduction to Intellectual Capital

Module 1-What is Intellectual capital?

**Unit 1.1 - Understanding Intellectual Capital: The Invisible Driver of Corporate Success** Mark as done

This unit explores intellectual capital (IC), which encompasses the intangible assets—such as knowledge, skills, and organizational culture—that organizations use to generate value and maintain competitiveness. Unlike traditional capital, which includes physical assets like machinery and buildings, IC is critical for success in today's economy.

The concept, initially highlighted by economist Fritz Machlup in the 1960s, emphasized the role of knowledge in economic growth. Key figures in the 1980s and 1990s, including Karl-Erik Sveiby, Leif Edvinsson, Thomas A. Stewart, and Baruch Lev, further developed the concept by focusing on knowledge organizations, management frameworks, and the financial implications of intangible assets.

Managing IC effectively involves leveraging these assets to achieve organizational goals and sustain a competitive advantage. Understanding and applying IC is essential for thriving in a competitive business environment.

**Unit 1.2 - Components of Intellectual Capital** Mark as done

This unit will discuss the three main components of intellectual capital: human capital, structural capital, and relational capital. In today's dynamic business environment, strategic understanding and management of these components are crucial for fostering growth and maintaining a sustainable competitive advantage.

**Unit 1.3 - Intellectual Capital and Its Significance to Businesses** Mark as done

In this unit, you will explore the significance of intellectual capital in driving innovation, enhancing competitive advantage, and contributing to overall business success. Unlike tangible assets, intellectual capital includes intangible resources such as knowledge, skills, relationships, and organizational processes, which foster creativity, improve efficiency, and support growth. Key aspects include leveraging human, structural, and relational capital for innovation, financial performance, and adaptability. The unit also covers the shift towards value creation, investment in human capital, building relational capital, and measuring value generation, highlighting the strategic importance of intellectual capital for long-term success.

**Unit 1.4 -The Skandia Model: Revolutionizing Intellectual Capital Management** Mark as done

In this unit, you will learn the Skandia Model, pioneered by Skandia in the 1980s and further developed in collaboration with Leif Edvinsson, represents a groundbreaking approach to measuring and managing intellectual capital (IC). This model emerged as a response to the limitations of traditional financial reporting, which often overlooked the intangible assets that contribute significantly to a company's value and competitive advantage. Central to the Skandia Model is the Navigator, a comprehensive framework focusing on financial capital, customer capital, process capital, renewal and development capital, and human capital. The Navigator Model is metaphorically described as a house, emphasizing the holistic integration of these components to achieve sustainable value creation. Despite its revolutionary impact, the model faces challenges, particularly in the subjective measurement and integration of IC metrics. Nonetheless, the Skandia Model has significantly influenced global practices in intellectual capital management, underscoring the importance of intangible assets in organizational strategy and reporting.

**Quiz - What is Intellectual capital?** Mark as done

The quiz is structured with 25 questions for participants to answer, with each question allowing two attempts. The scoring system includes 25 questions worth 2 points each.

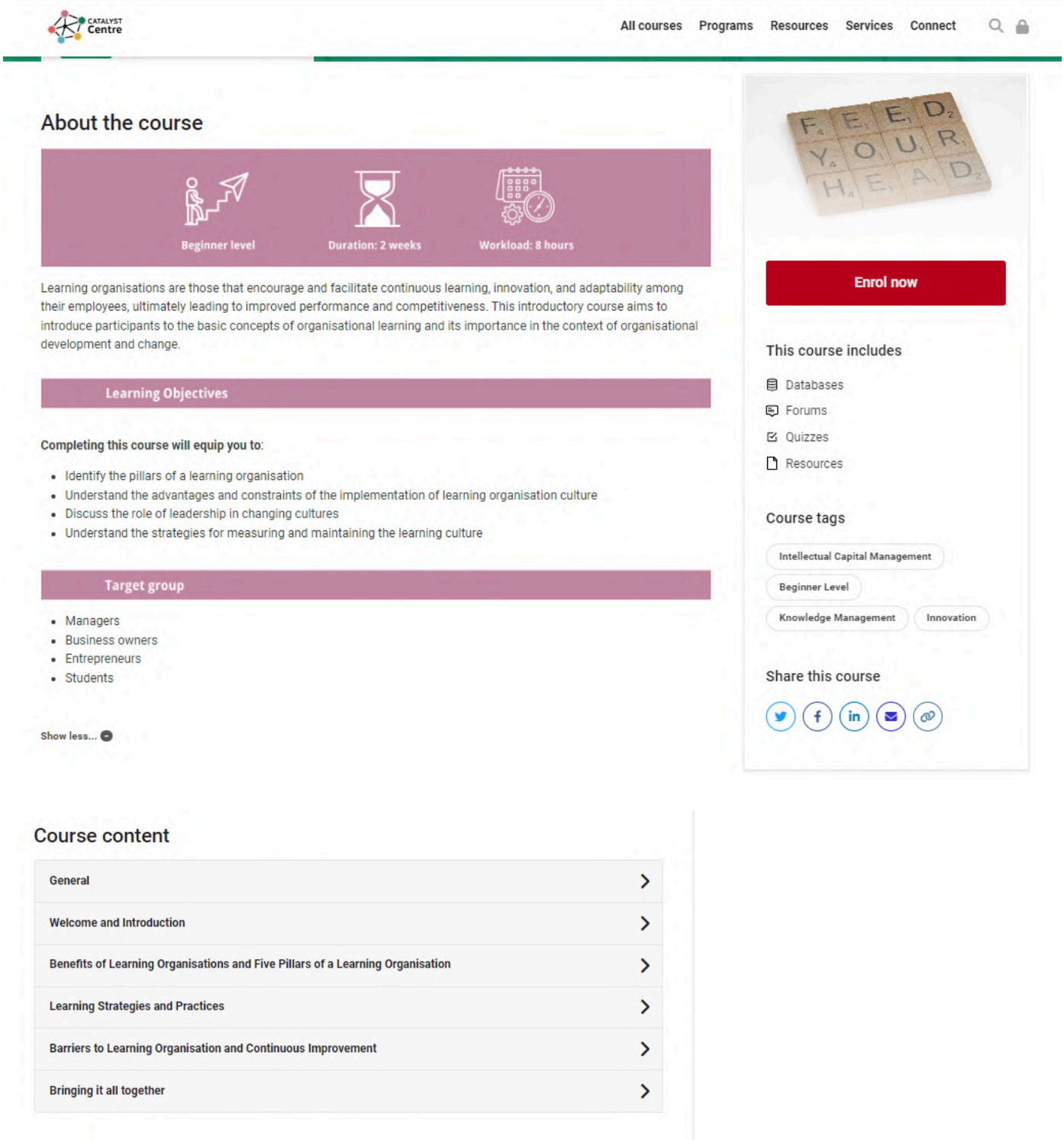
To pass the quiz, participants need to achieve a threshold of 60% or accumulate 30 points.

The quiz assesses understanding across various topics, encouraging careful consideration of each question before responding. Feedback is provided after each attempt to aid learning and improvement, and successful completion demonstrates proficiency in the covered units. Participants can also refer to additional resources for further preparation.

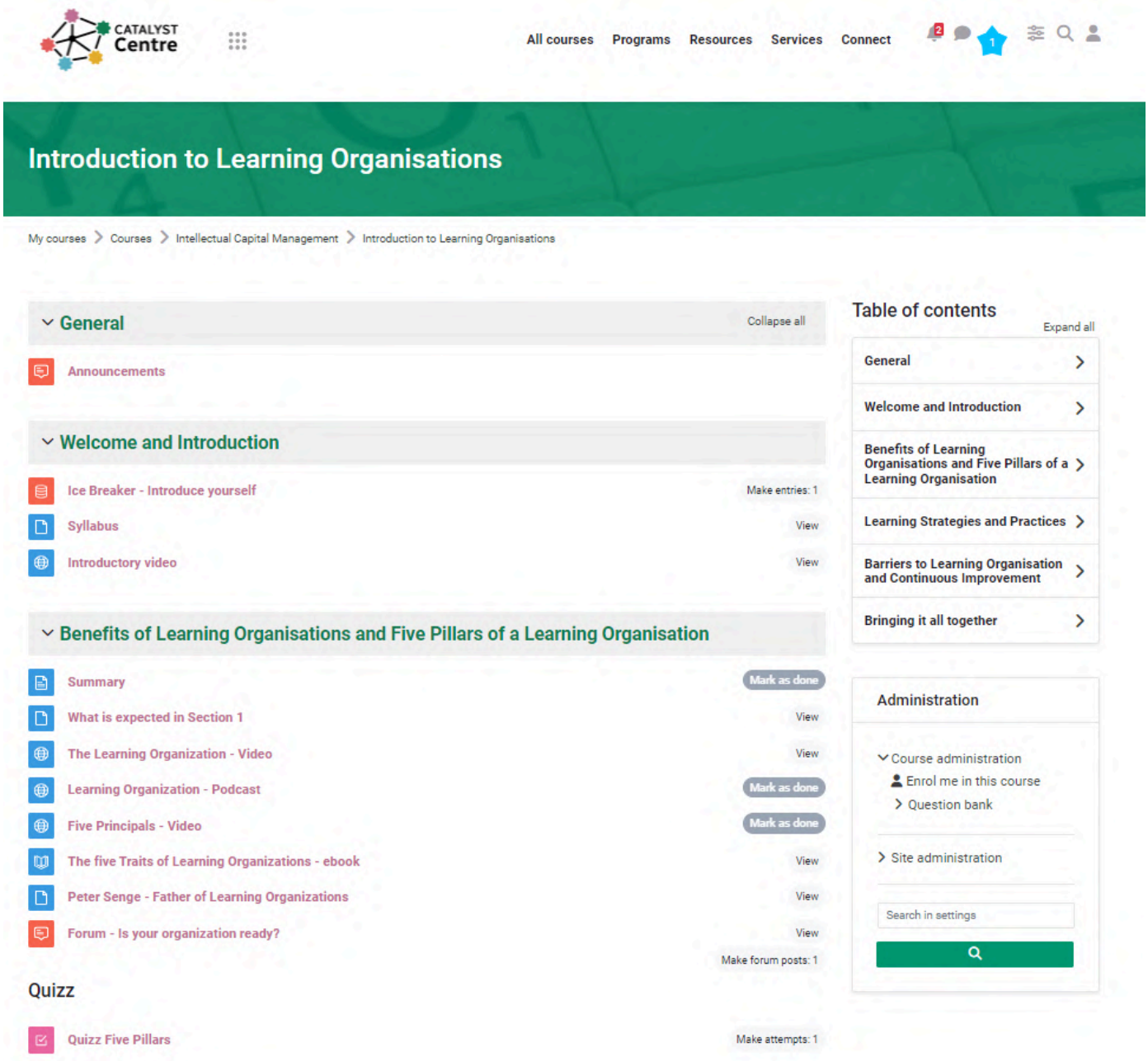
**Institution**

Institute for Research in Environment, Civil Engineering and Energy

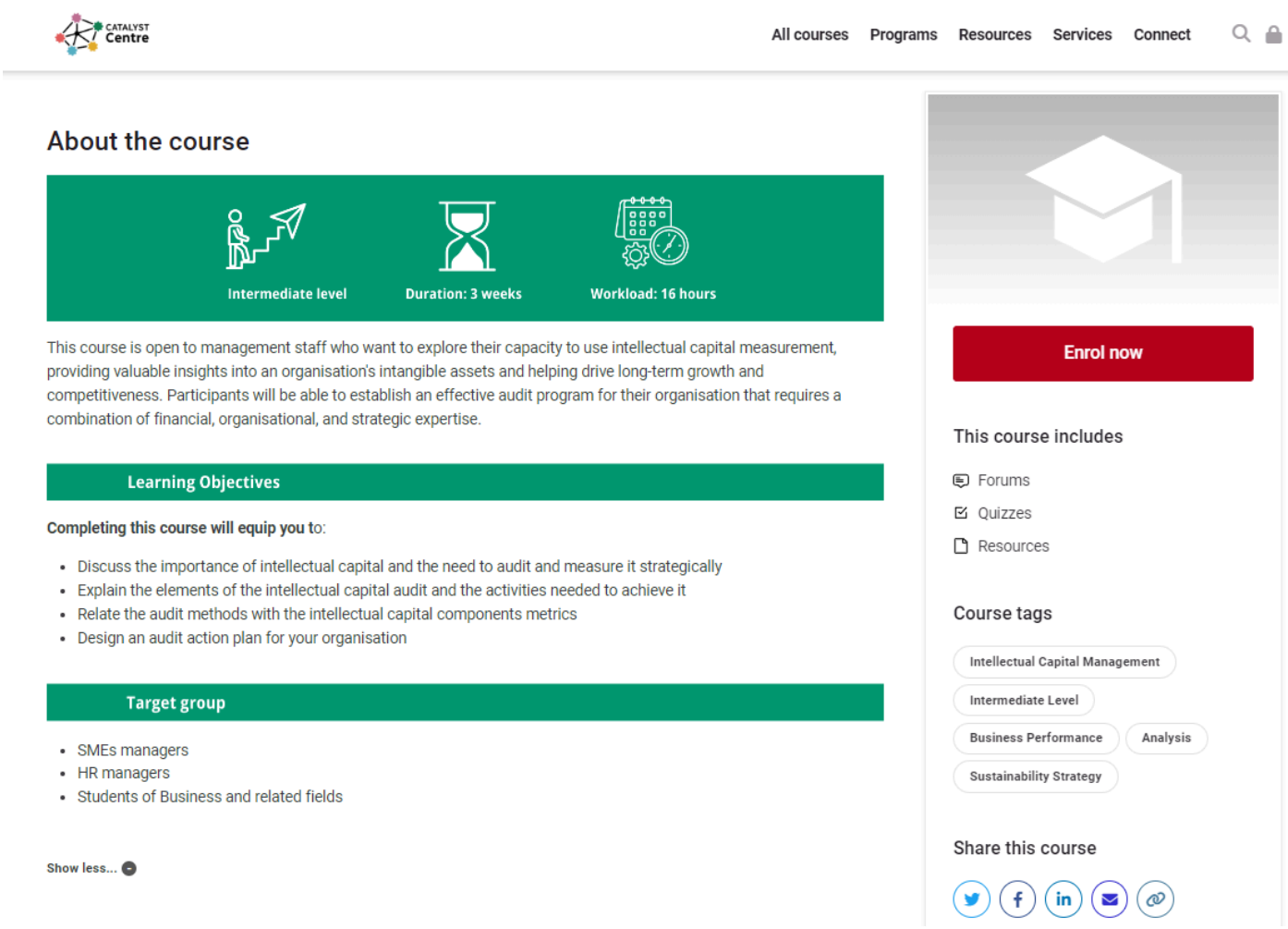
# Introduction to Learning Organisations

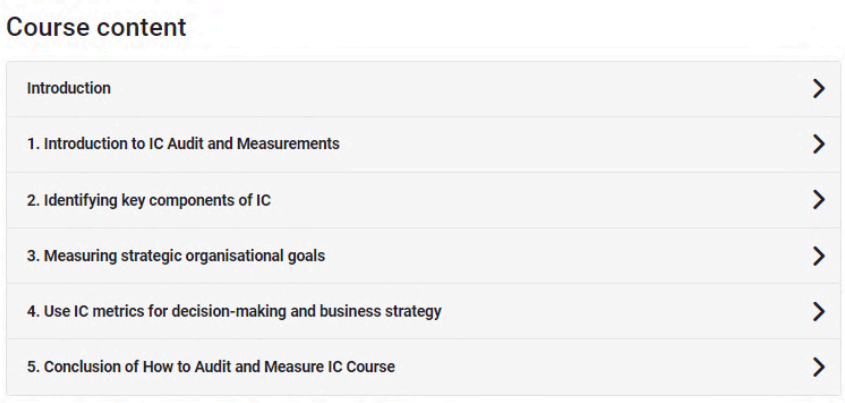


# Introduction to Learning Organisations



# How to Audit and Measure Intellectual Capital

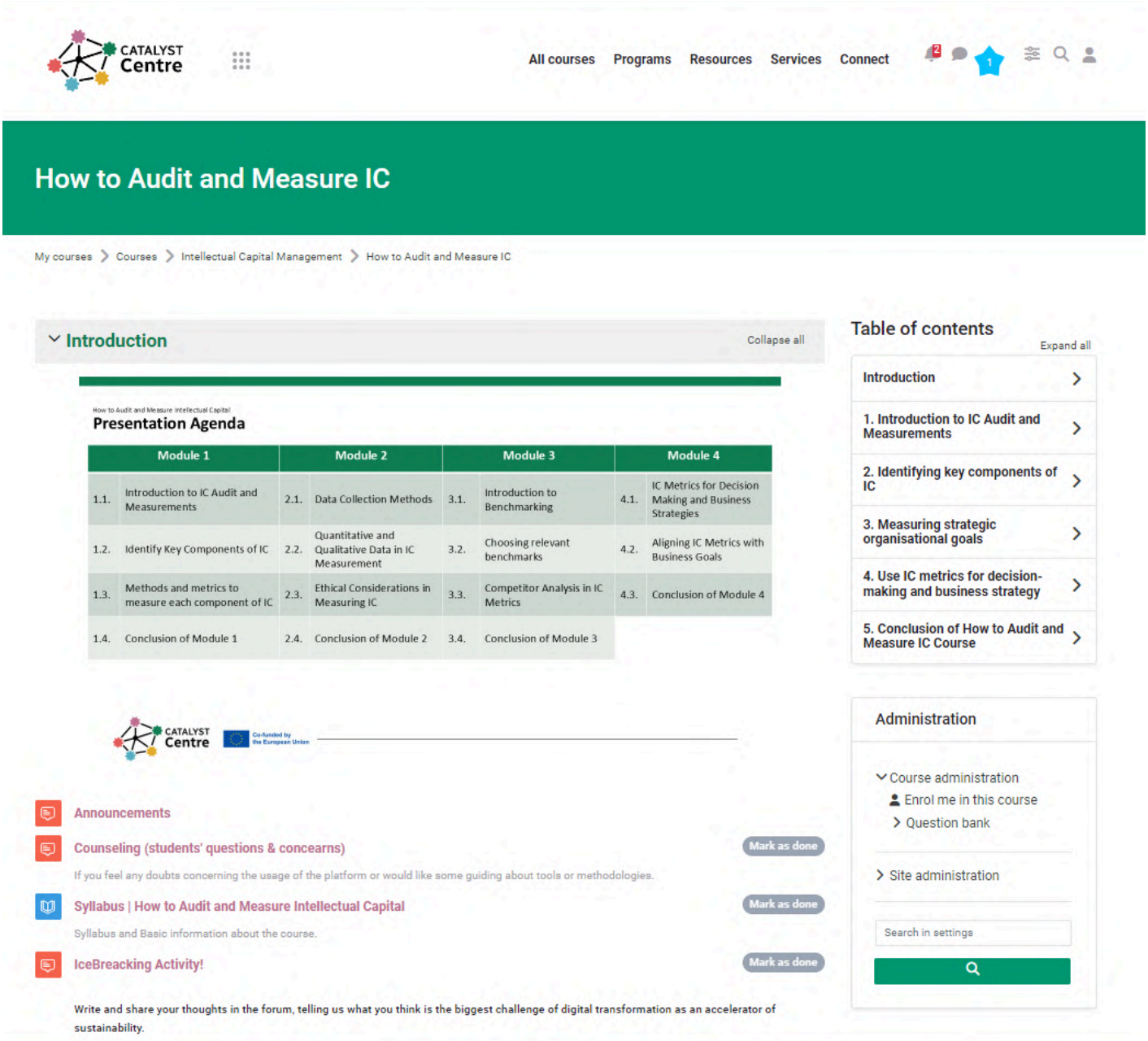



## Institution

Intellectual Capital Association

# How to Audit and Measure Intellectual Capital

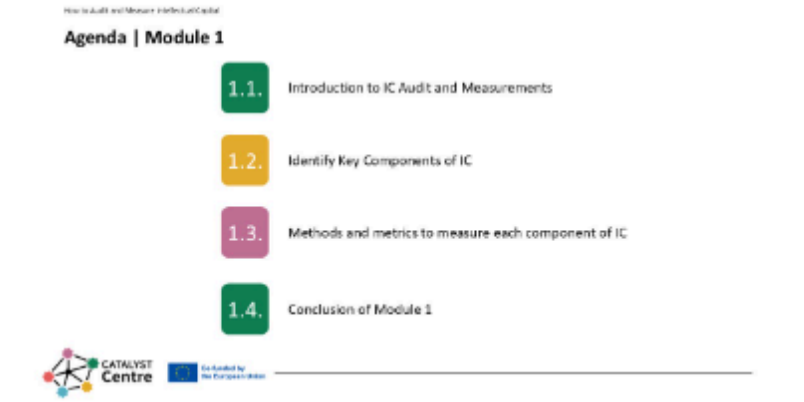



## Institution

Intellectual Capital Association

# How to Audit and Measure Intellectual Capital

## 1. Introduction to IC Audit and Measurements




Mark as done

### Unit 1.1. | Definition of IC Audit objectives and its measurements

Welcome to the "How to Audit and Measure Intellectual Capital" Course, Unit 1 of Module 1!

Summary: Unit 1 introduces the concept of Intellectual Capital (IC) and its importance to businesses. The objective is to understand the role of IC audits, which aim to assess intangible assets such as human capital, structural capital, and relational capital. It emphasizes the need for a clear understanding of what aspects of intellectual capital should be measured to enhance business performance.

**Presentation link:** HTAMIC_Module1_Unit1.pptx

Mark as done

### Unit 1.2. | Identify Key Components of IC

Summary: In Unit 1.2. we're diving into breaking down the three key components of IC: Human, Structural and Relational Capital.

**Presentation link:** HTAMIC_Module1_Unit2.pptx

Mark as done

### Unit 1.3. | Methods and metrics to measure each component of IC

Summary: In unit 3, it is going to be point out how to select the right metrics and evaluation methods for each IC component. Human capital might be measured through employee turnover, training programs, and skill levels; structural capital via efficiency and innovation metrics; and relational capital through customer satisfaction and loyalty metrics.

**Presentation link:** HTAMIC_Module1_Unit3.pptx

Mark as done

### Unit 1.4. | Conclusion of Module 1

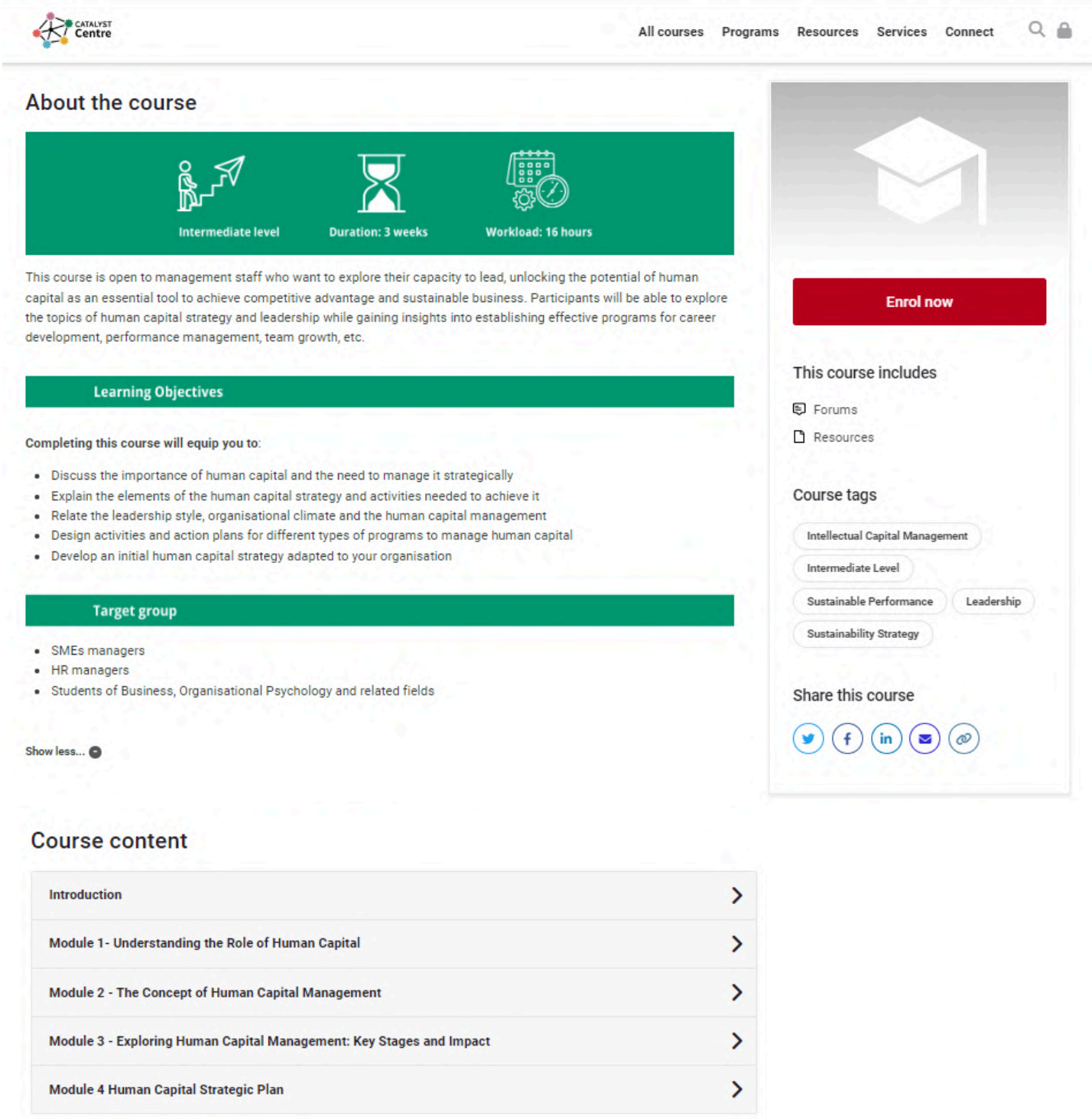
Summary: In this part of the module 1, the final one, learners are proposed to do a feedback quiz, to assess how well they have mastered the subject so far.

**Presentation link:** HTAMIC_Module1_Unit4_Conclusion.pptx

Module 1 | Final Quiz

Mark as done

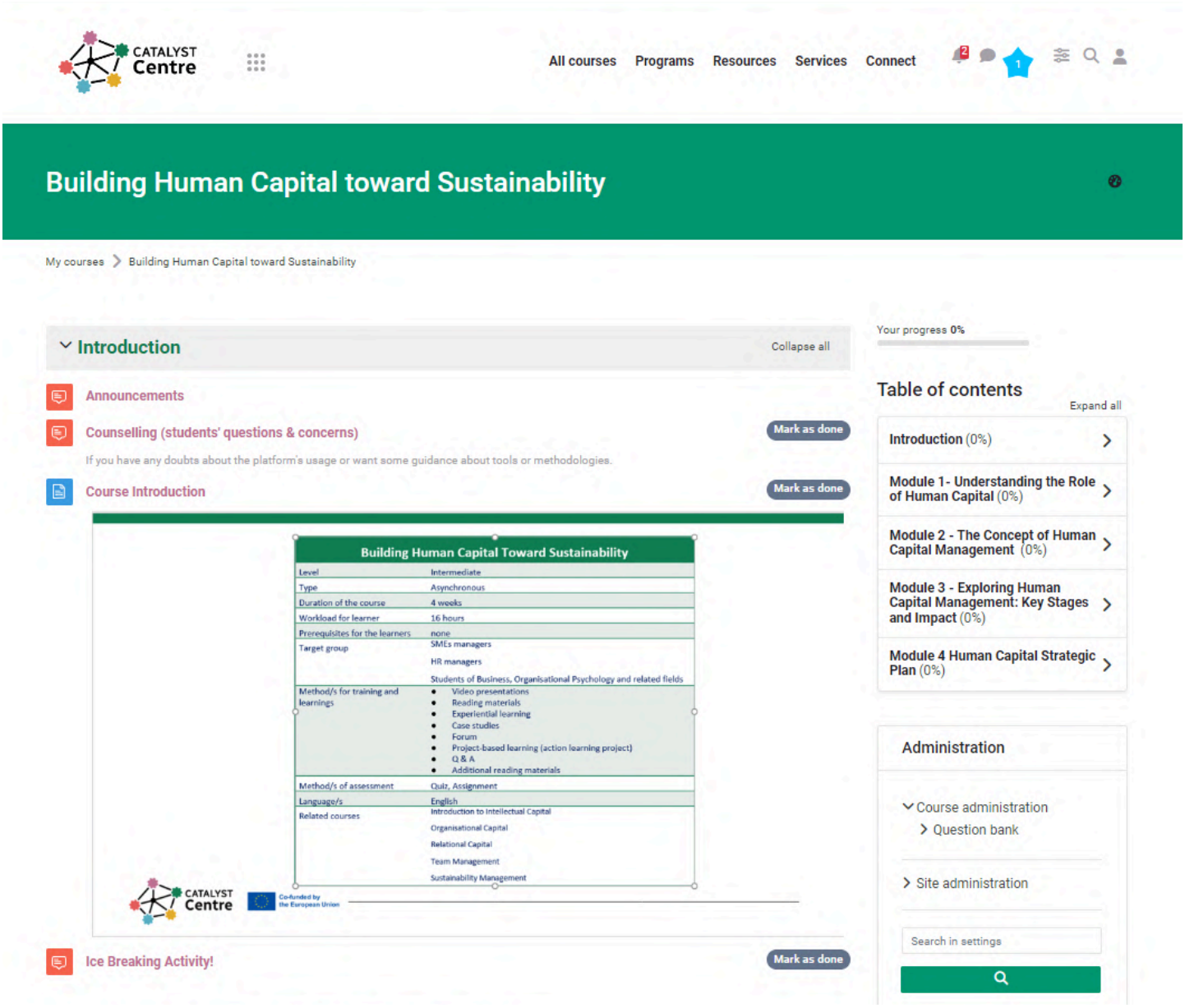
# Building Human Capital Toward Sustainability




## Institution

Institute for Research in Environment, Civil Engineering and Energy

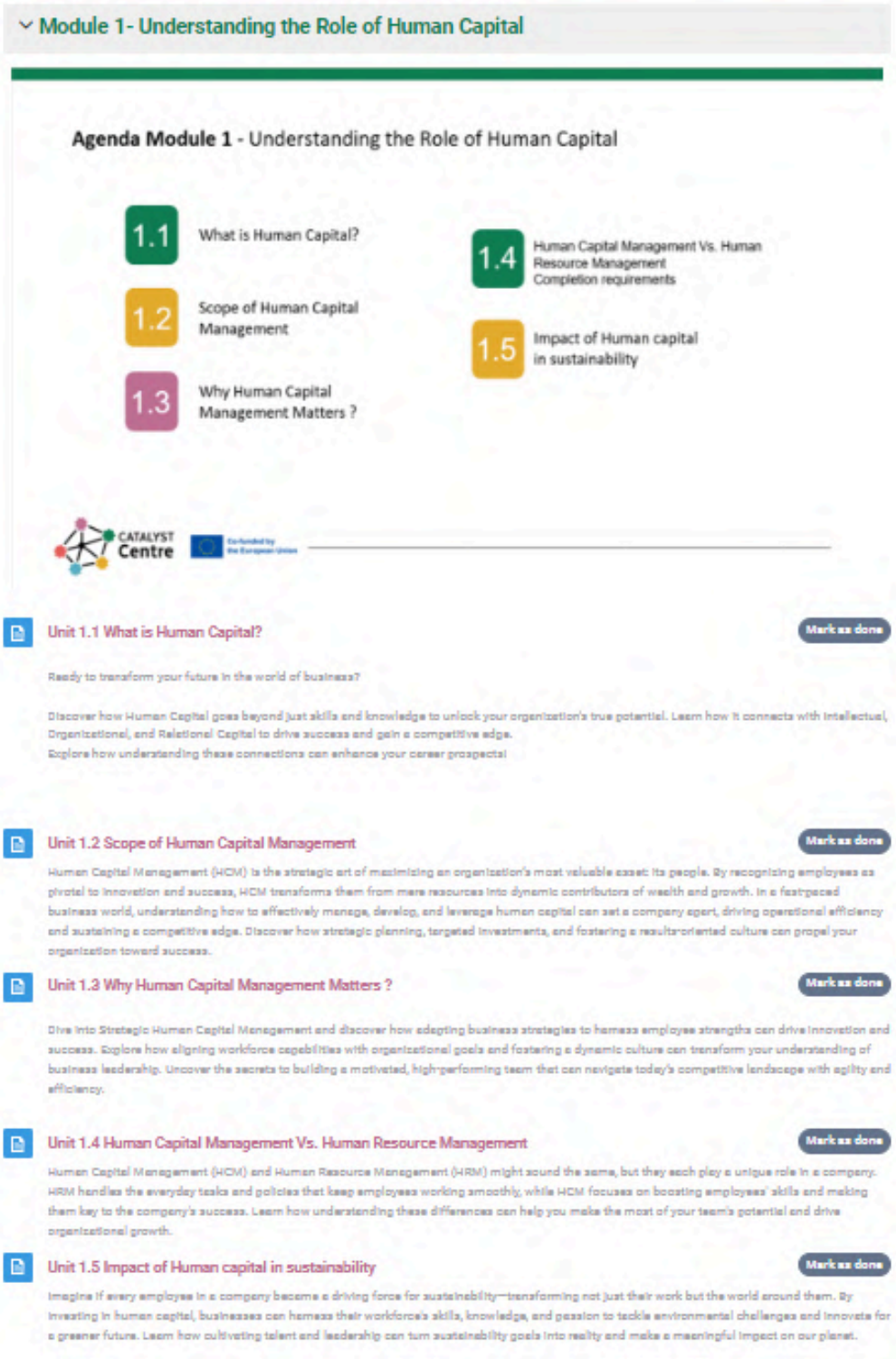
# Building Human Capital Toward Sustainability




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Building Human Capital Toward Sustainability



Module 1- Understanding the Role of Human Capital

**Agenda Module 1** - Understanding the Role of Human Capital

1.1 What is Human Capital?

1.2 Scope of Human Capital Management

1.3 Why Human Capital Management Matters ?

1.4 Human Capital Management Vs. Human Resource Management
Completion requirements

1.5 Impact of Human capital in sustainability

CATALYST Centre

Unit 1.1 What is Human Capital? Mark as done

Ready to transform your future in the world of business?

Discover how Human Capital goes beyond just skills and knowledge to unlock your organization's true potential. Learn how it connects with Intellectual, Organizational, and Relational Capital to drive success and gain a competitive edge.
Explore how understanding these connections can enhance your career prospects!

Unit 1.2 Scope of Human Capital Management Mark as done

Human Capital Management (HCM) is the strategic art of maximizing an organization's most valuable asset: its people. By recognizing employees as pivotal to innovation and success, HCM transforms them from mere resources into dynamic contributors of wealth and growth. In a fast-paced business world, understanding how to effectively manage, develop, and leverage human capital can set a company apart, driving operational efficiency and sustaining a competitive edge. Discover how strategic planning, targeted investments, and fostering a results-oriented culture can propel your organization toward success.

Unit 1.3 Why Human Capital Management Matters ? Mark as done

Dive into Strategic Human Capital Management and discover how adopting business strategies to harness employee strengths can drive innovation and success. Explore how aligning workforce capabilities with organizational goals and fostering a dynamic culture can transform your understanding of business leadership. Uncover the secrets to building a motivated, high-performing team that can navigate today's competitive landscape with agility and efficiency.

Unit 1.4 Human Capital Management Vs. Human Resource Management Mark as done

Human Capital Management (HCM) and Human Resource Management (HRM) might sound the same, but they each play a unique role in a company. HRM handles the everyday tasks and policies that keep employees working smoothly, while HCM focuses on boosting employees' skills and making them key to the company's success. Learn how understanding these differences can help you make the most of your team's potential and drive organizational growth.

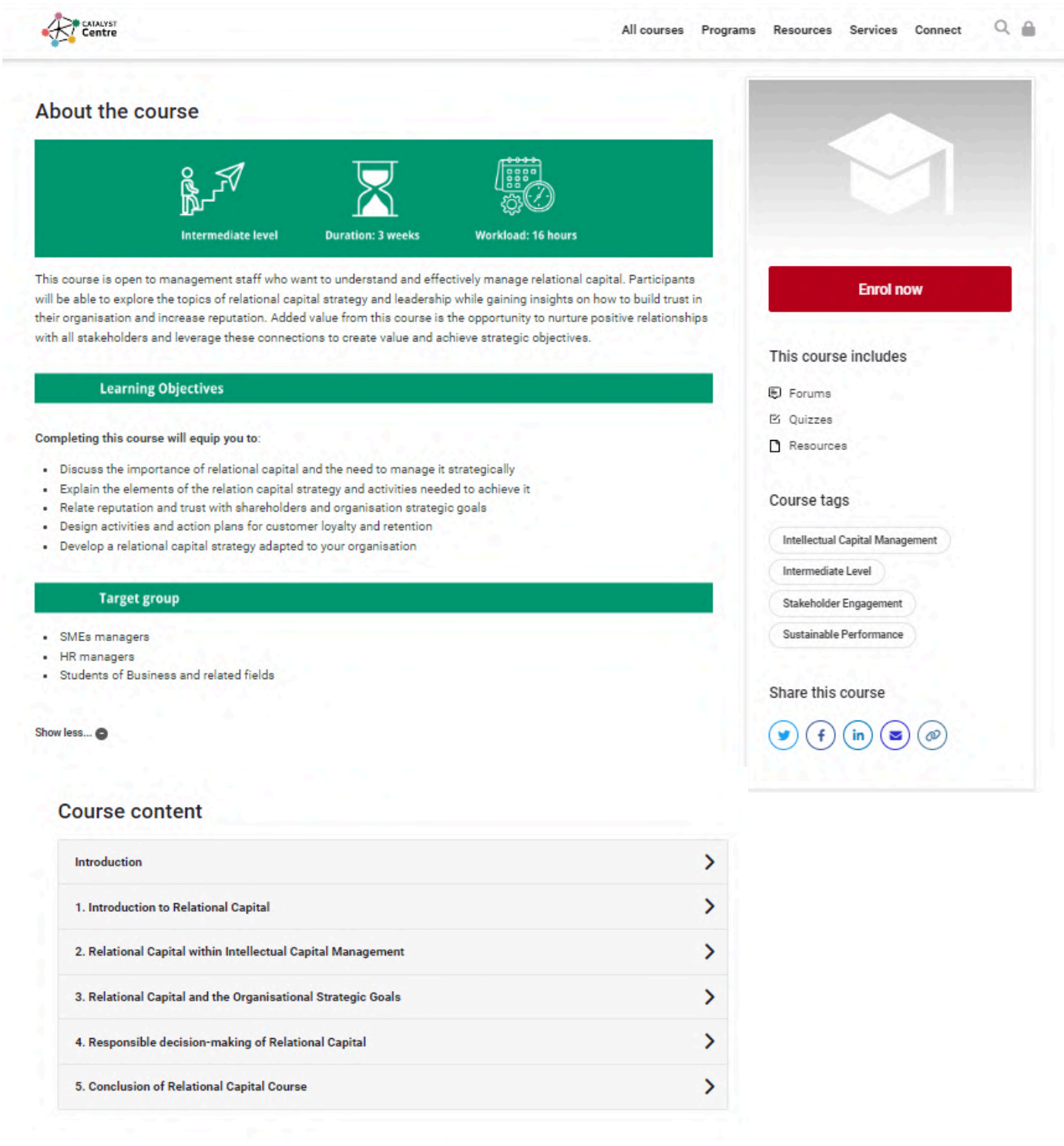
Unit 1.5 Impact of Human capital in sustainability Mark as done

Imagine if every employee in a company became a driving force for sustainability—transforming not just their work but the world around them. By investing in human capital, businesses can harness their workforce's skills, knowledge, and passion to tackle environmental challenges and innovate for a greener future. Learn how cultivating talent and leadership can turn sustainability goals into reality and make a meaningful impact on our planet.

## Institution

Institute for Research in Environment, Civil Engineering and Energy

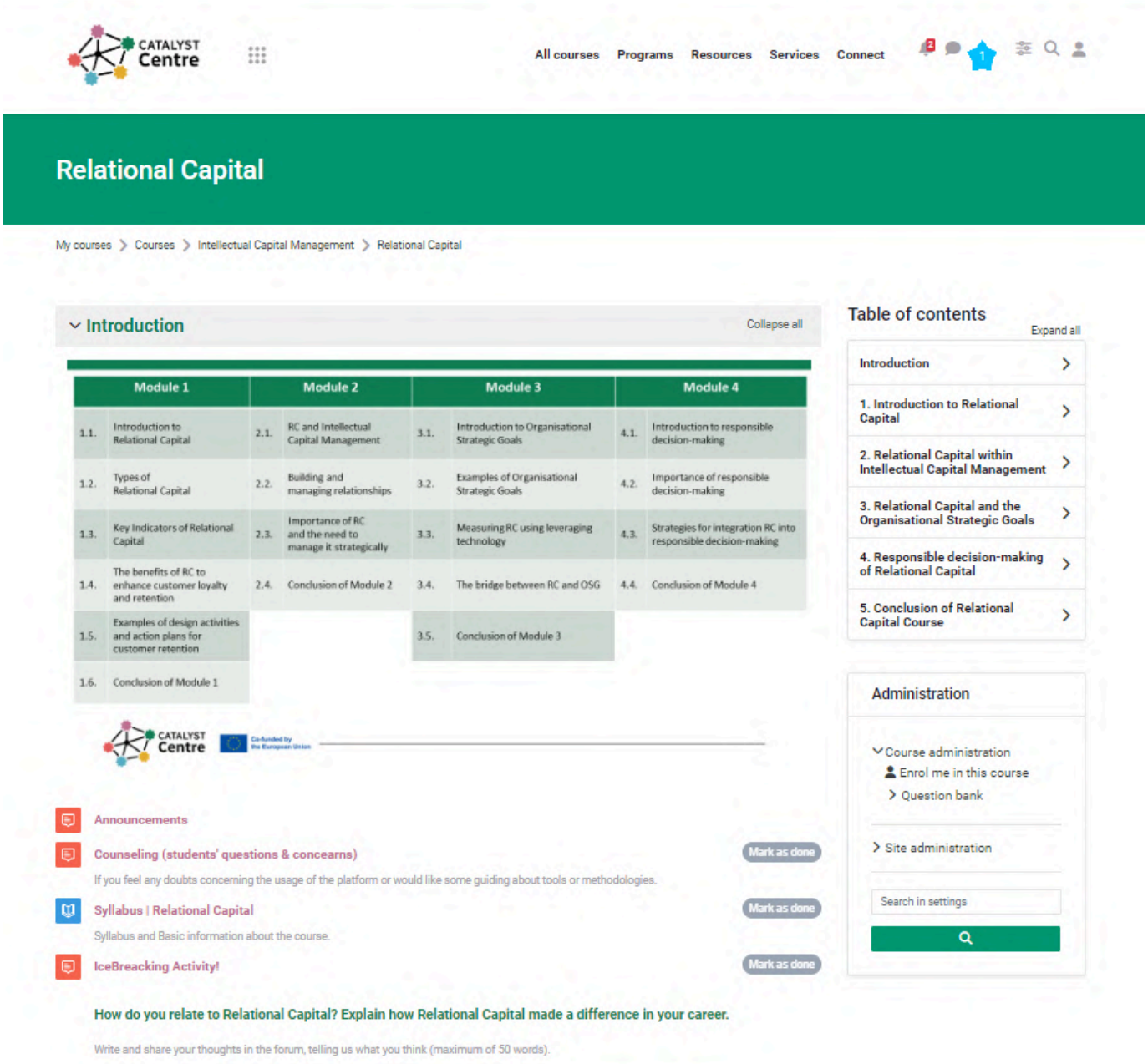
# Relational Capital




## Institution

Intellectual Capital Association

# Relational Capital

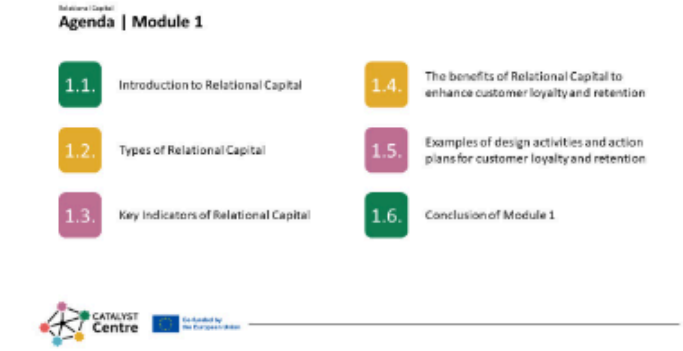



## Institution

Intellectual Capital Association

# Relational Capital

## 1. Introduction to Relational Capital




### Unit 1.1. | Introduction to Relational Capital

Summary: The first unit, introducing the course Relational Capital, is going to enable learners to explore the concept of Relational Capital and how it takes part in nowadays's globalized and digitalised world.

**Presentation link:** RC_Module1_Unit1.pptx

### Unit 1.2. | Types of Relational Capital

Summary: The present unit explores the principal types of Relational Capital (RC) strategy and how taking care of these forms of RC fosters innovation, competitiveness, and long-term value creation for organisations.

**Presentation link:** RC_Module1_Unit2.pptx

### Unit 1.3. | Key Indicators of Relational Capital

Summary: In unit 3, it is going to be point out the main key performance indicators of Relational Capital, addressing its usage in present day organisations.

**Presentation link:** RC_Module1_Unit3.pptx

### Unit 1.4. | The benefits of Relational Capital to enhance customer loyalty and Retention

Summary: The objective of unit 4 is identifying what drives customer loyalty and retention in Relational Capital to stick and work out. By examining its benefits, it is assessed how investing in relational capital cultivates customer trust, loyalty, and long-term satisfaction, driving business success.

**Presentation link:** RC_Module1_Unit4.pptx

### Unit 1.5. | Examples of design activities and action plans for customer loyalty and retention

Summary: Unit 5 is centred on pointing out some of the examples of design activities and action plans for customer loyalty and retention.

**Presentation link:** RC_Module1_Unit5.pptx

### Unit 1.6. | Conclusion of Module 1

Summary: In this part of the module 1, the final one, learners are proposed to do a feedback quiz, to assess how well they have mastered the subject so far.

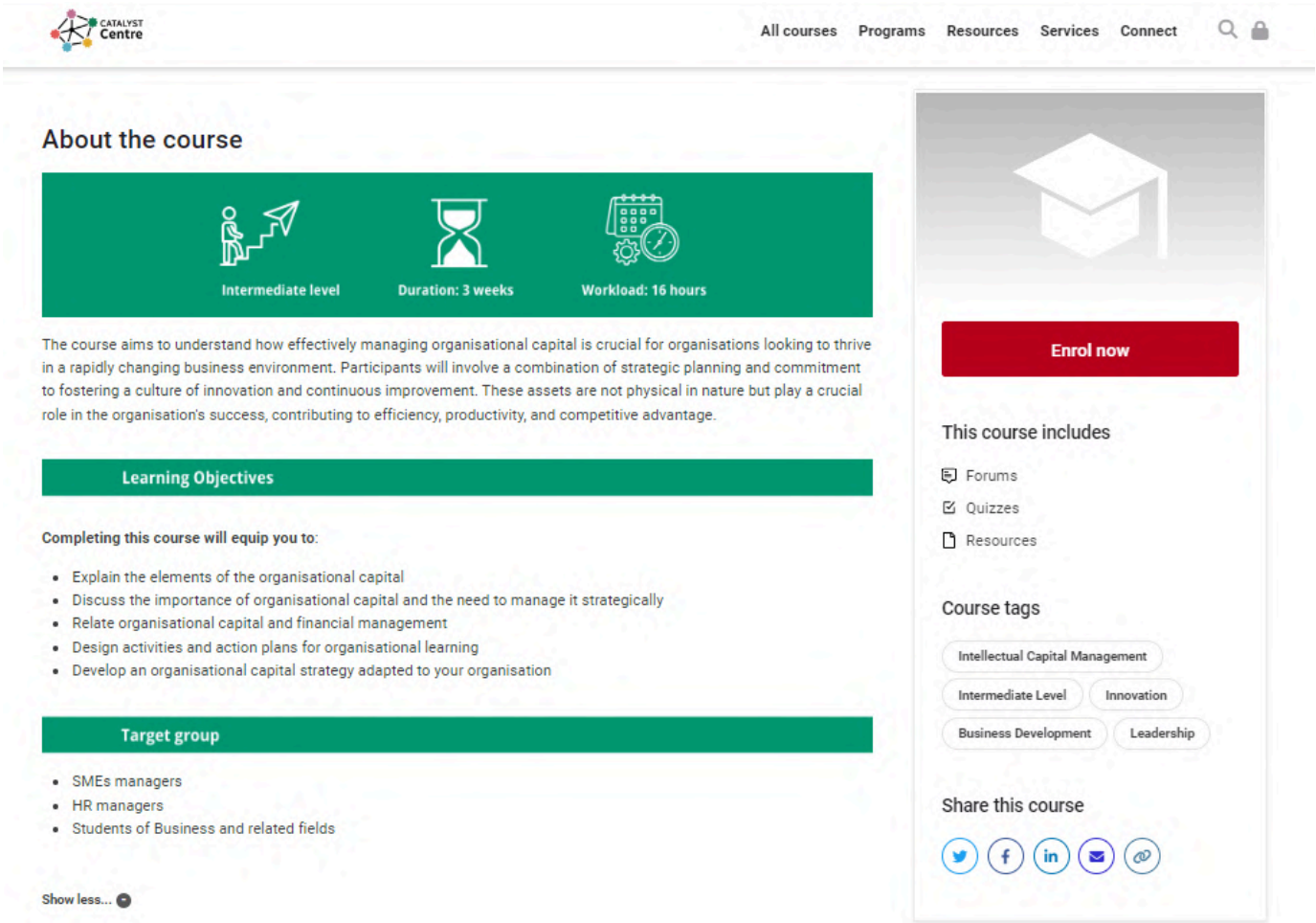
**Presentation link:** RC_Module1_Unit6_Conclusion.pptx

Module 1 Quiz

**Institution**

Intellectual Capital Association

# Organisational Capital



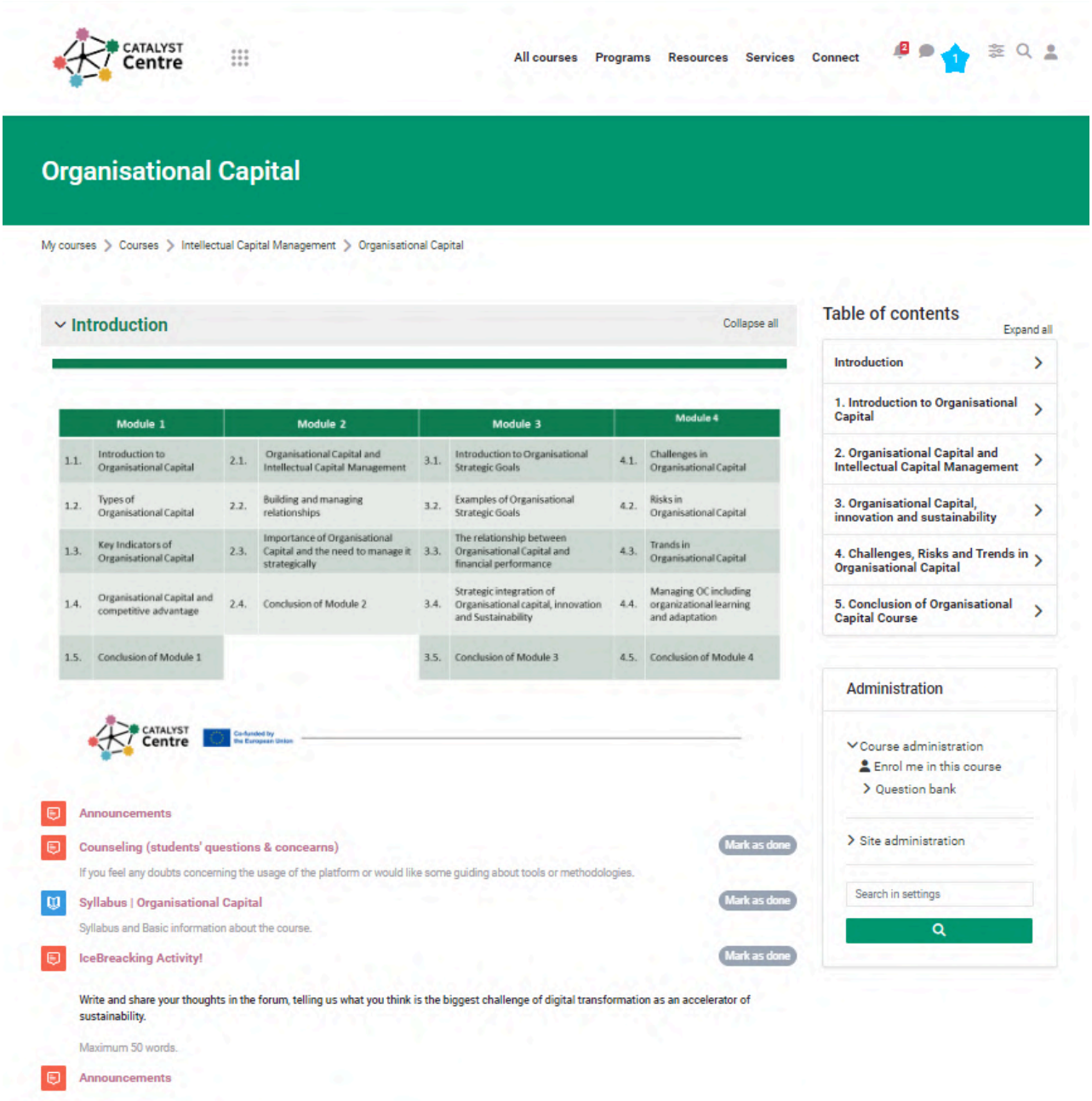

## Course content

- Introduction
- 1. Introduction to Organisational Capital
- 2. Organisational Capital and Intellectual Capital Management
- 3. Organisational Capital, innovation and sustainability
- 4. Challenges, Risks and Trends in Organisational Capital
- 5. Conclusion of Organisational Capital Course

## Institution

Intellectual Capital Association

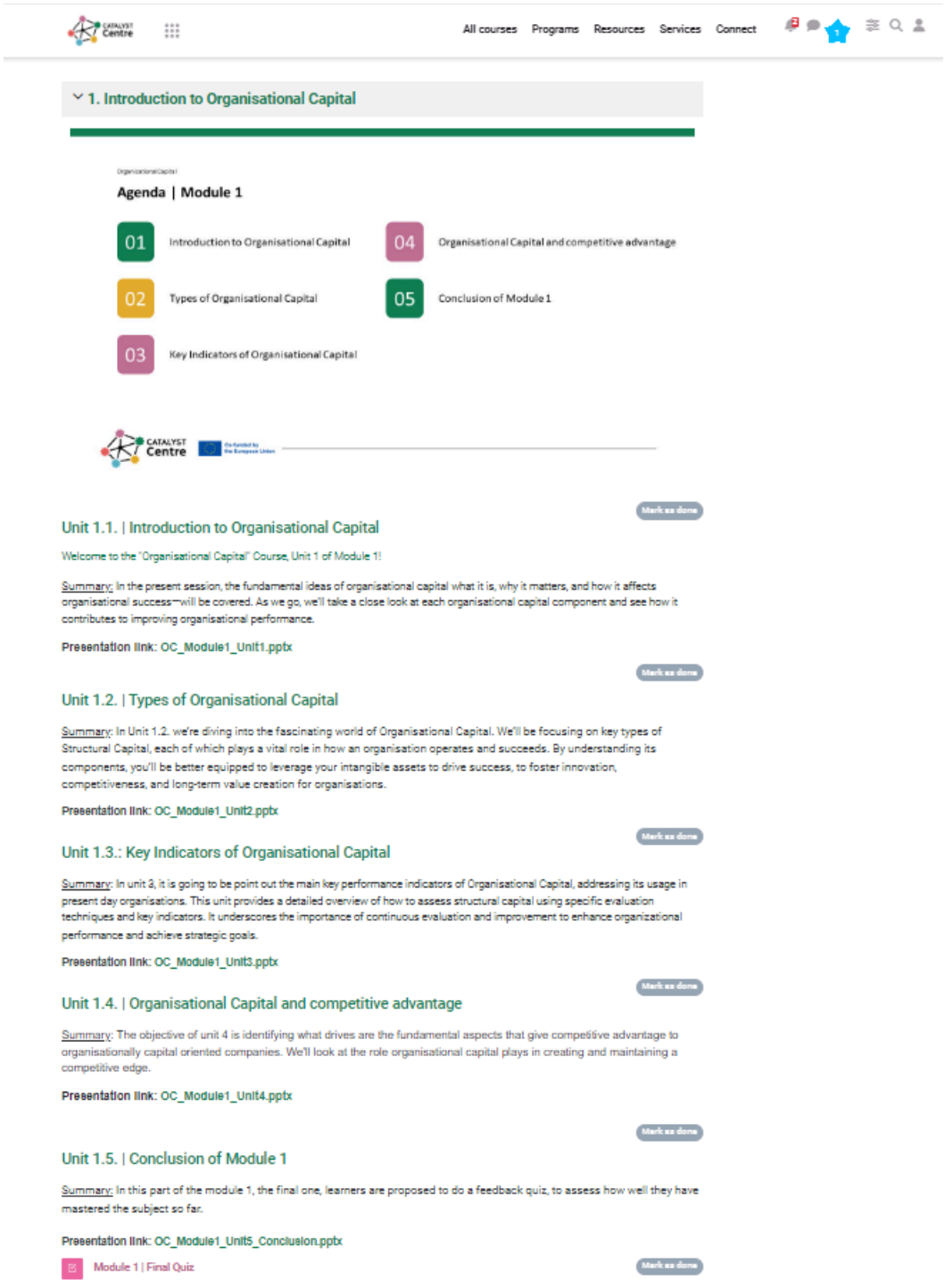
# Organisational Capital




## Institution

Intellectual Capital Association

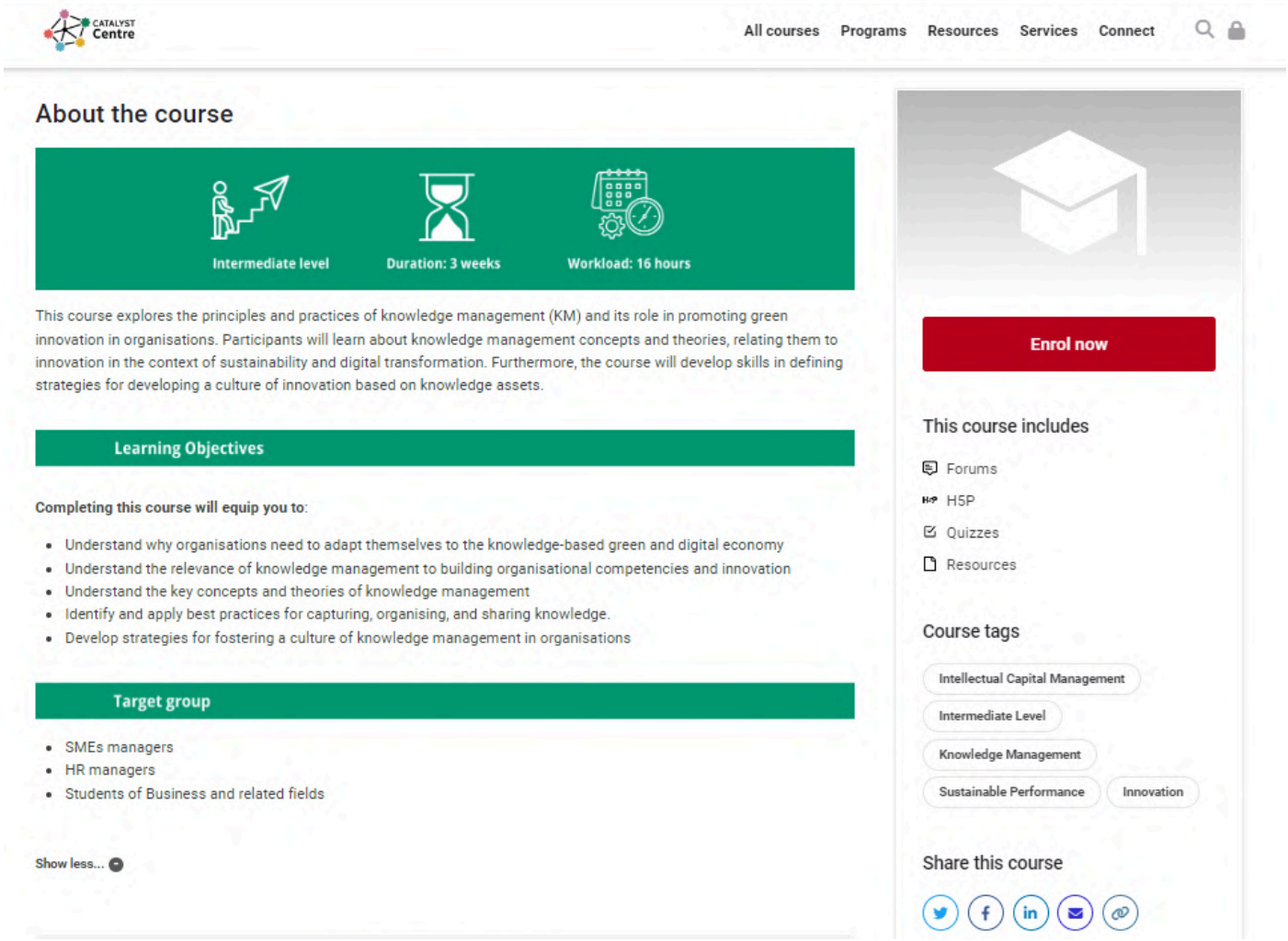
# Organisational Capital

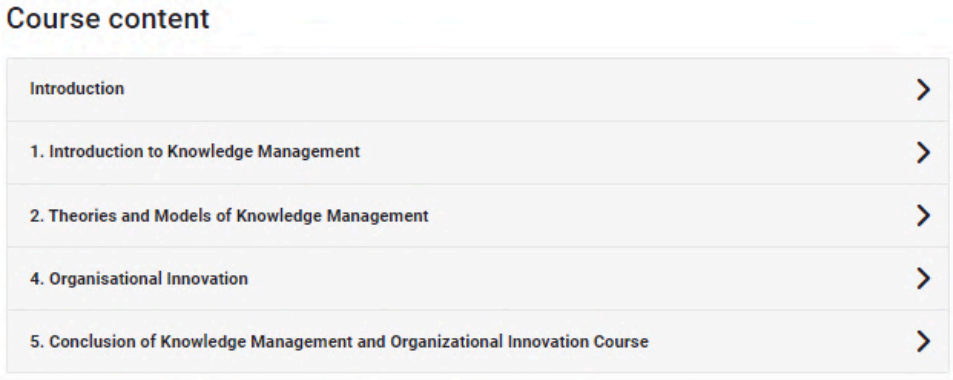



## Institution

Intellectual Capital Association

# Knowledge Management and Organisational Innovation

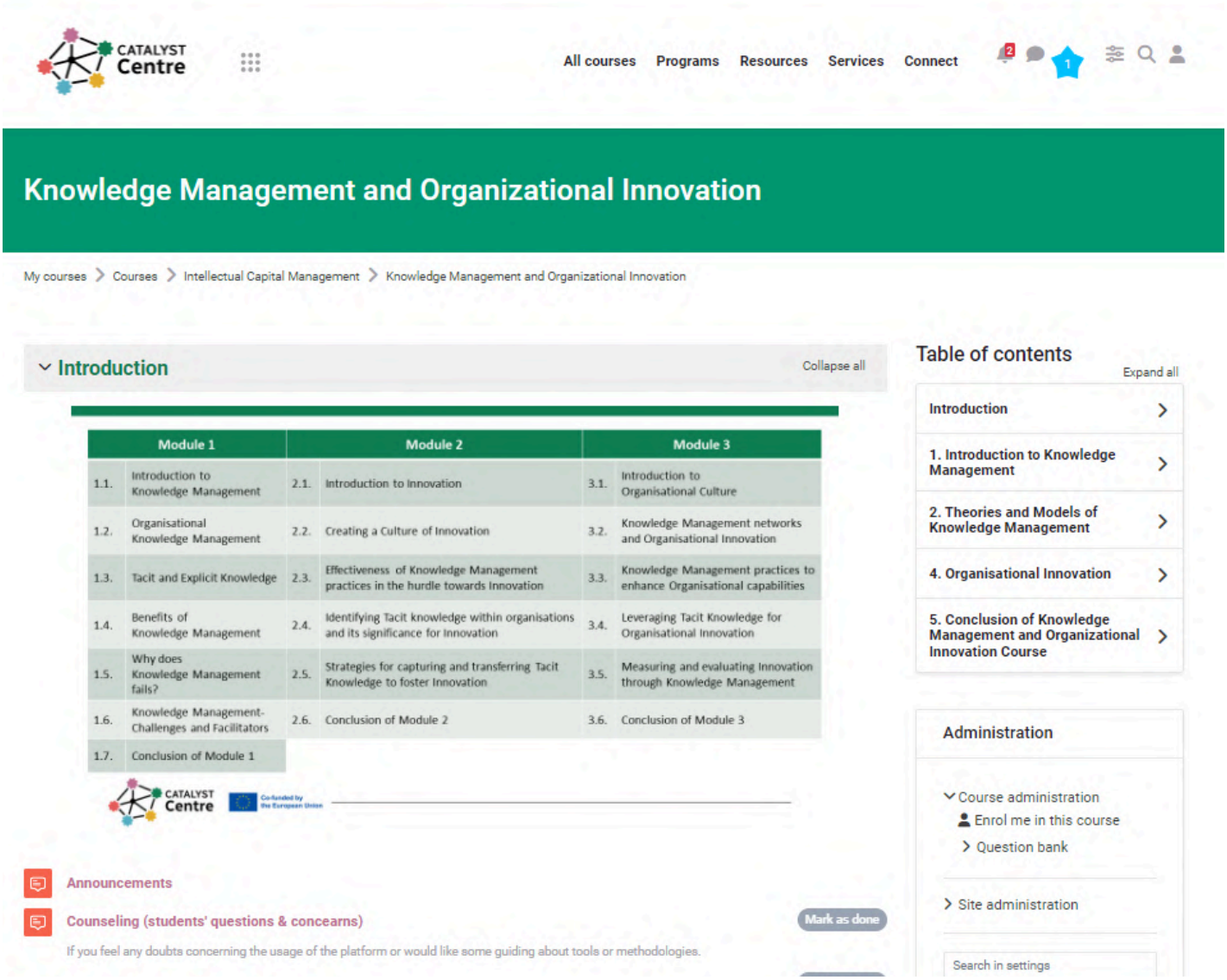



## Institution

University Institute of Lisbon

# Knowledge Management and Organisational Innovation

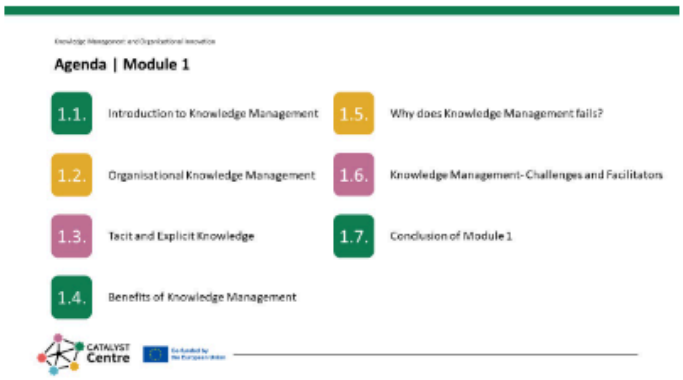



## Institution

University Institute of Lisbon

# Knowledge Management and Organisational Innovation

## 1. Introduction to Knowledge Management




Mark as done

### Unit 1.1. | Introduction to Knowledge Management

Summary: The first unit, introducing the course Knowledge Management and Organizational Innovation, is going to enable learners to explore the fundamental concepts .

Presentation link: KMOI_Module1_Unit1.pptx

Mark as done

### Unit 1.2. | Organisational Knowledge Management

Summary: In unit 2, Organisational Knowledge Management is presented as a concept as well as a mechanism within organisations, in which it is enumerated a few activities of knowledge management.

Presentation link: KMOI_Module1_Unit2.pptx

Mark as done

### Unit 1.3. | Tacit and Explicit Knowledge

Summary: The present unit explores tacit and explicit knowledge as concepts. This unit also presents the transition between tacit knowledge and explicit knowledge in order to explain where they fit into the organisational structure.

Presentation link: KMOI_Module1_Unit3.pptx

Mark as done

### Unit 1.4. | Benefits of Knowledge Management

Summary: The objective of unit 4 is to identify what are Knowledge Management's benefits. By implementing robust Knowledge Management practices, organizations enhance efficiency, foster innovation, and accelerate decision-making processes.

Presentation link: KMOI_Module1_Unit4.pptx

Mark as done

### Unit 1.5. | Why does Knowledge Management fails?

Summary: Unit 5 delves into the common hazards and reasons behind the failure of Knowledge Management (KM) initiatives. By examining these challenges, organisations can identify potential barriers to successful KM implementation and develop strategies to mitigate them.
Understanding why KM initiatives fail is crucial for fostering a culture of learning and innovation, ultimately enhancing organizational effectiveness and competitiveness in the long run.

Presentation link: KMOI_Module1_Unit5.pptx

Case Study | Why Knowledge Management Fails

Mark as done

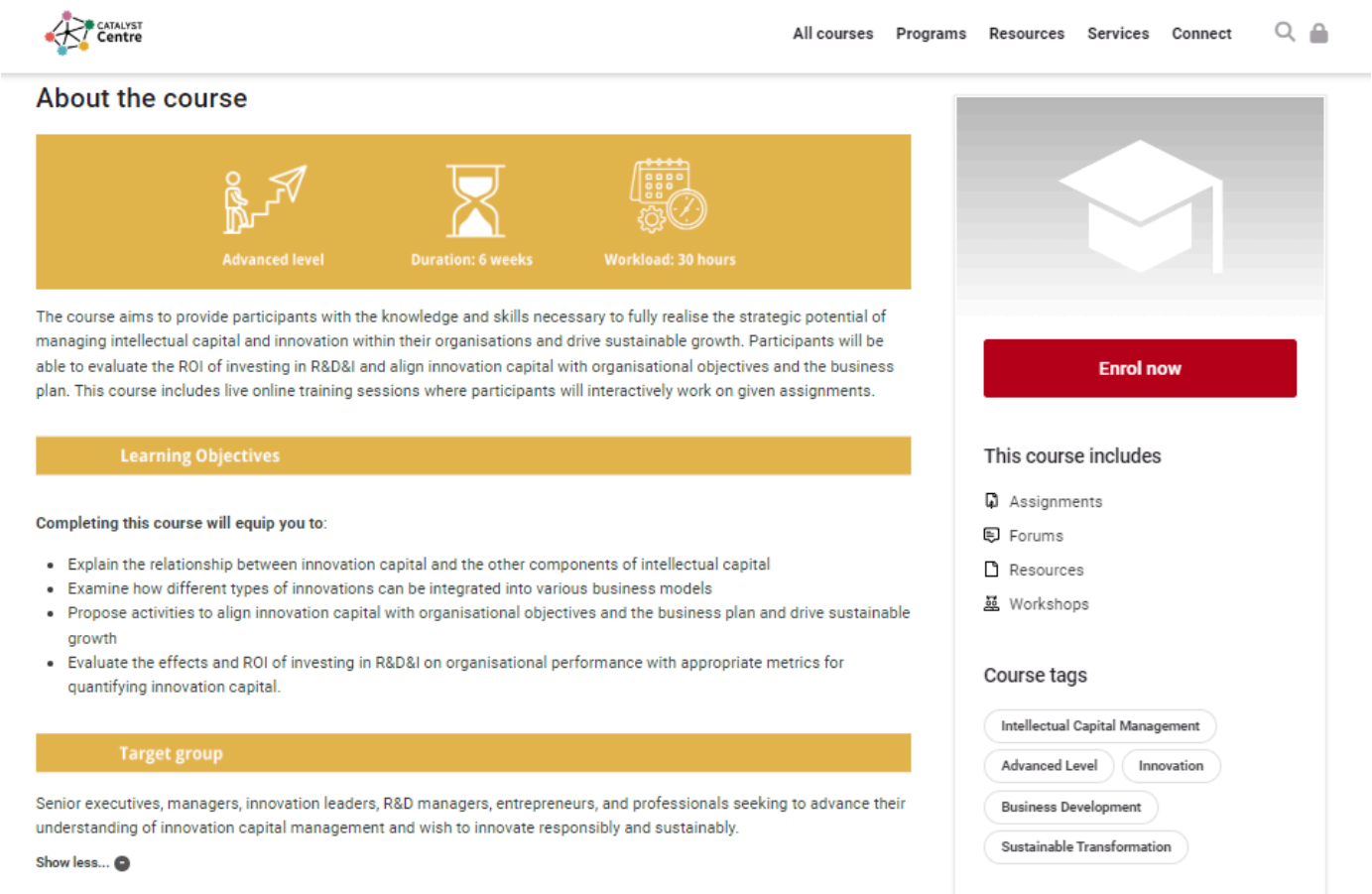
Mark as done

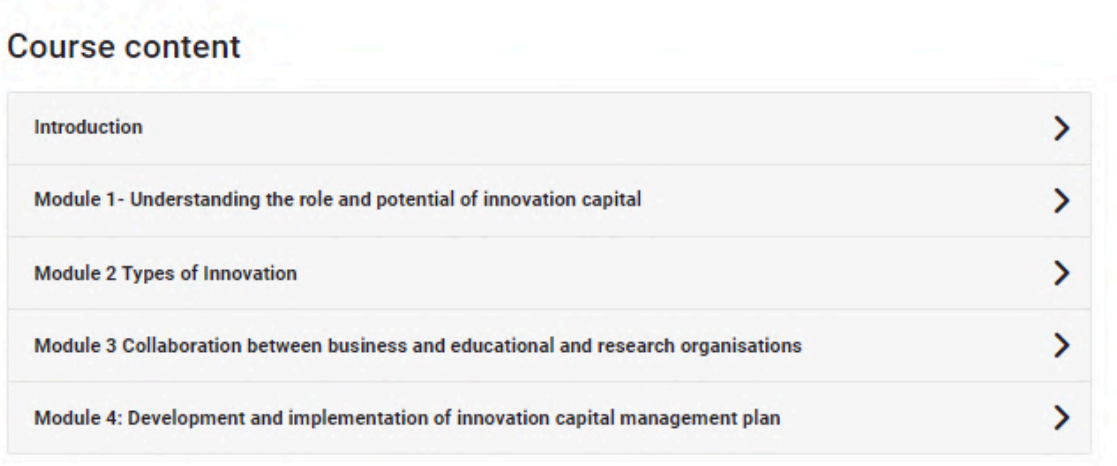
### Unit 1.6. | Knowledge Management Challenges and Facilitators

Summary: The present unit explores knowledge management challenges. Effective communication, facilitation strategies, and encouraging teamwork are some of the topics covered. Challenges are ways to identify potential problems, in which facilitators help acquire the skills necessary to promote information exchange, improve learning environments, and support organisational innovation.

Presentation link: KMOI_Module1_Unit6.pptx

# Driving Sustainable Growth with Innovation Capital

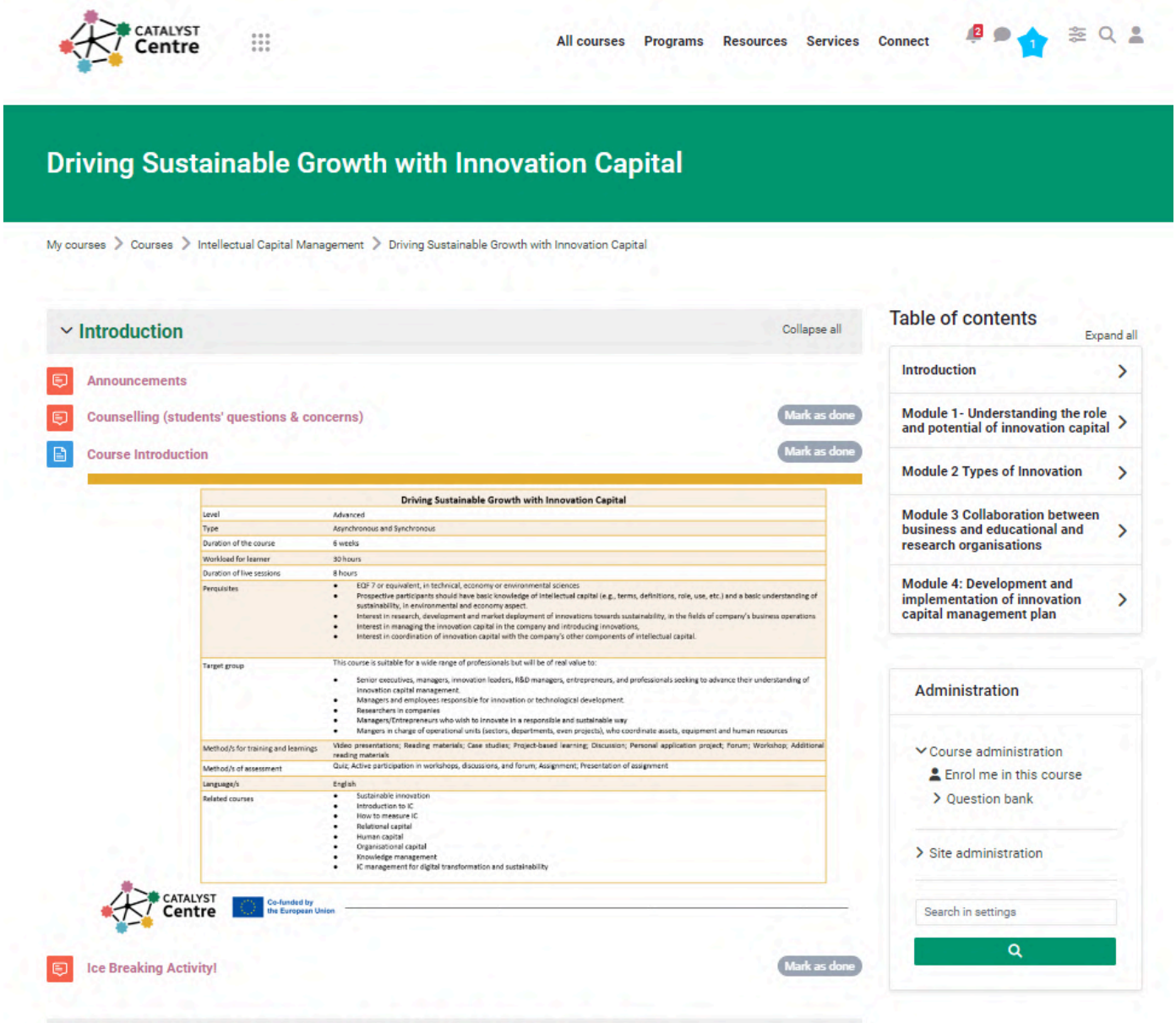



## Institution

Institute for Research in Environment, Civil Engineering and Energy

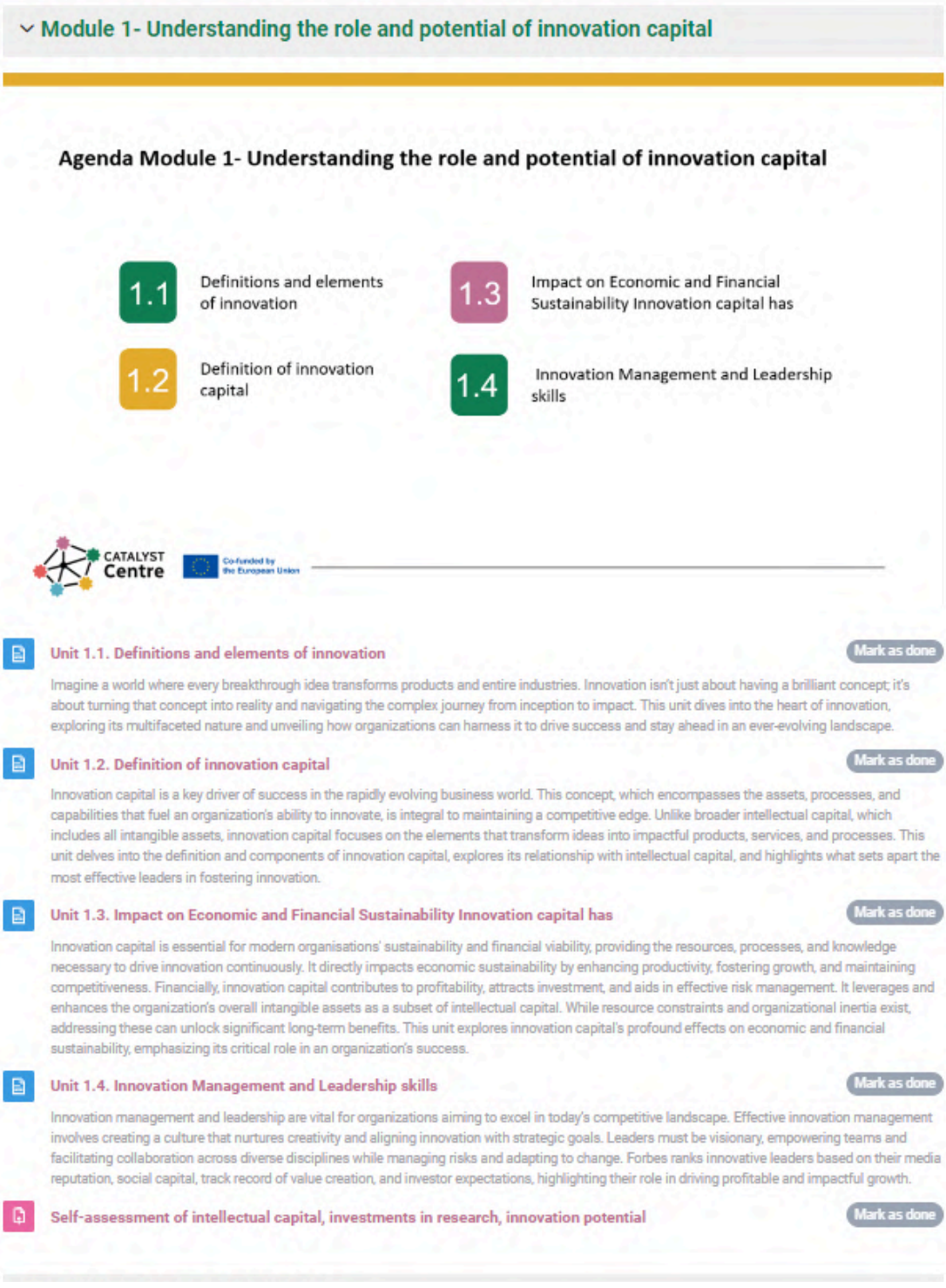
# Driving Sustainable Growth with Innovation Capital




## Institution

Institute for Research in Environment, Civil Engineering and Energy

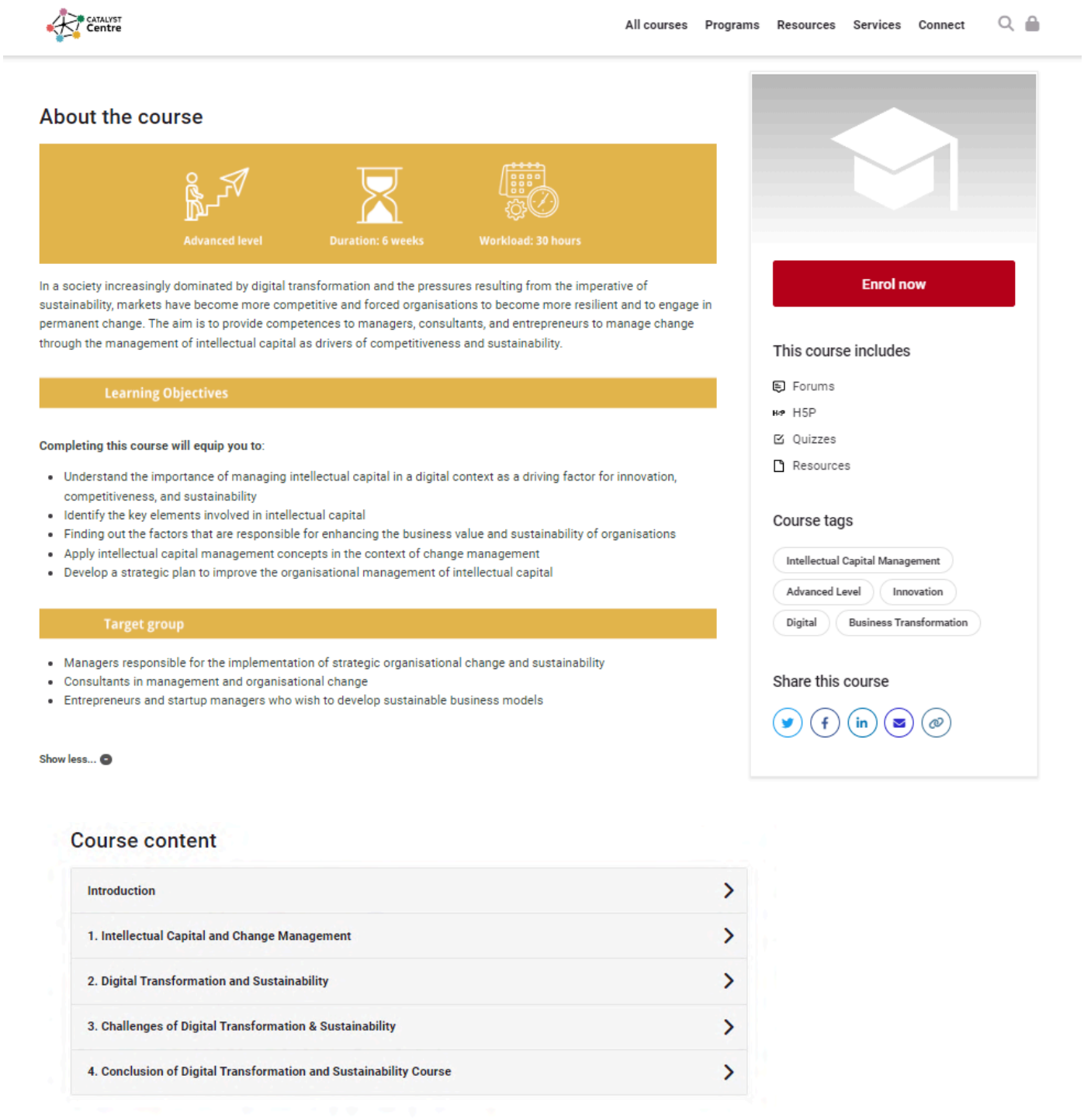
# Driving Sustainable Growth with Innovation Capital




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Intellectual Capital and Change Management for Digital Transformation and Sustainability



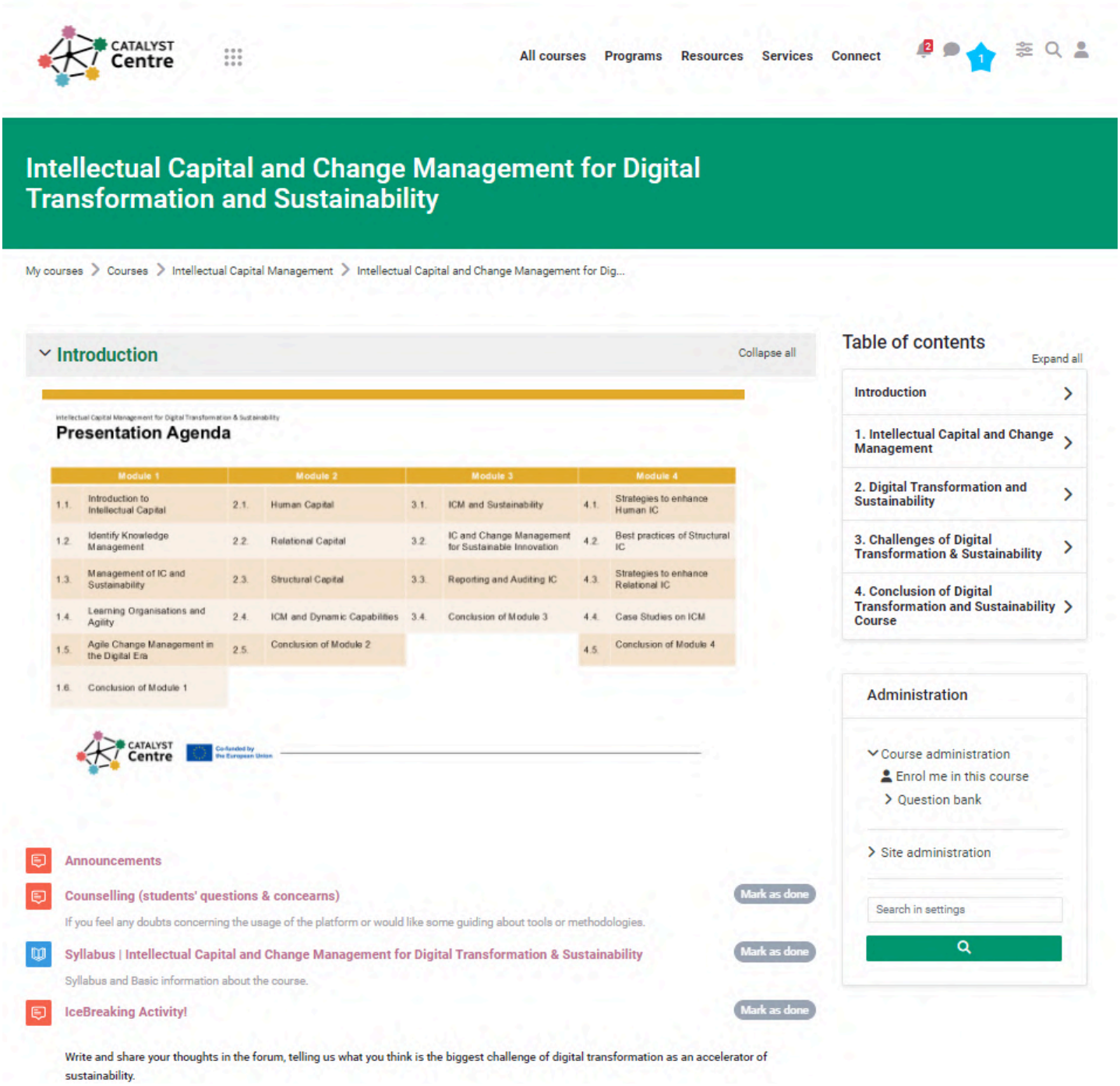




## Institution

University Institute of Lisbon

# Intellectual Capital and Change Management for Digital Transformation and Sustainability




**Institution**

University Institute of Lisbon

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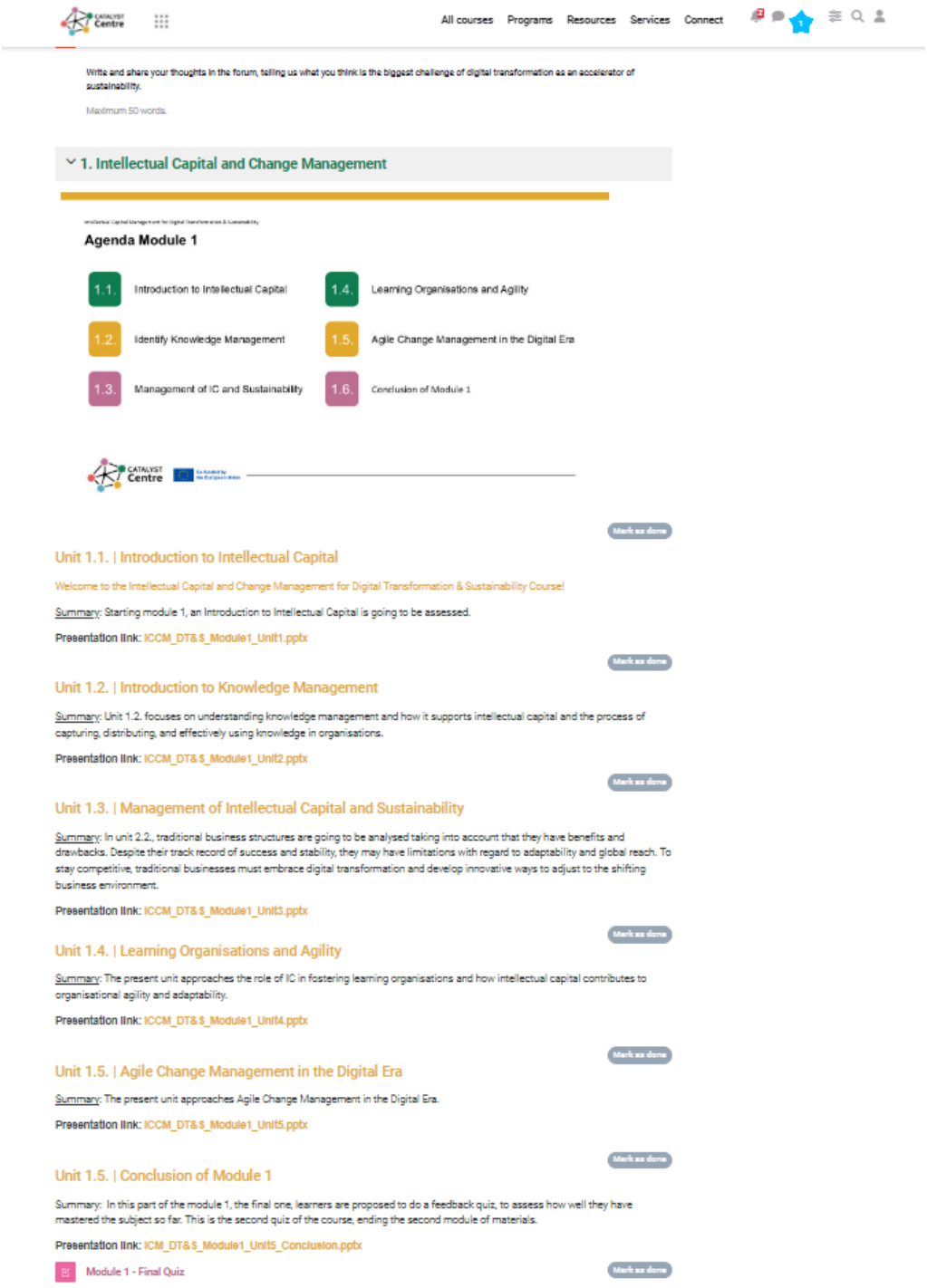
# Intellectual Capital and Change Management for Digital Transformation and Sustainability



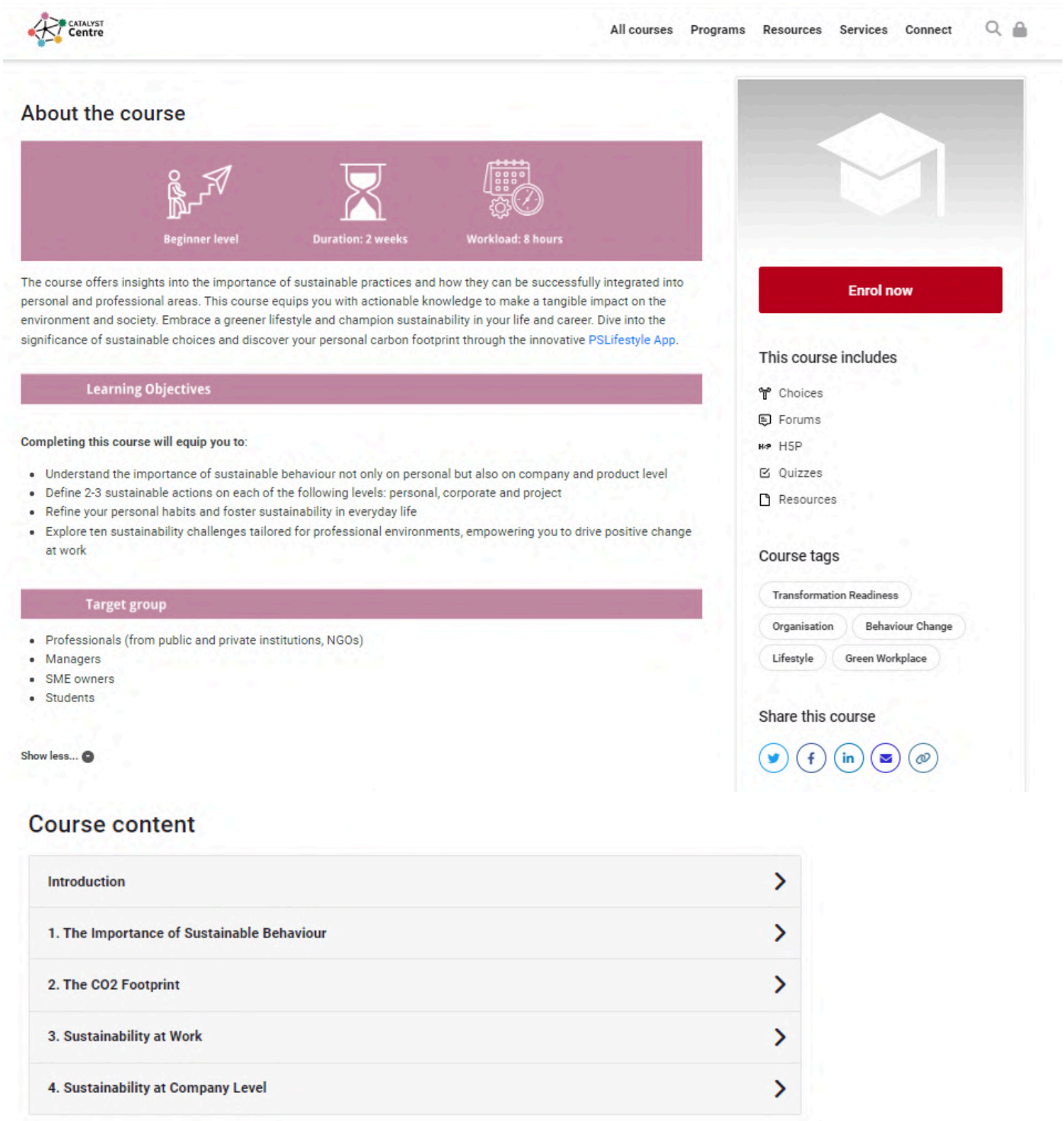

**Institution**

University Institute of Lisbon

INSTITUTO UNIVERSITÁRIO DE LISBOA

# Embracing Sustainable Growth - Personal and Interpersonal Level

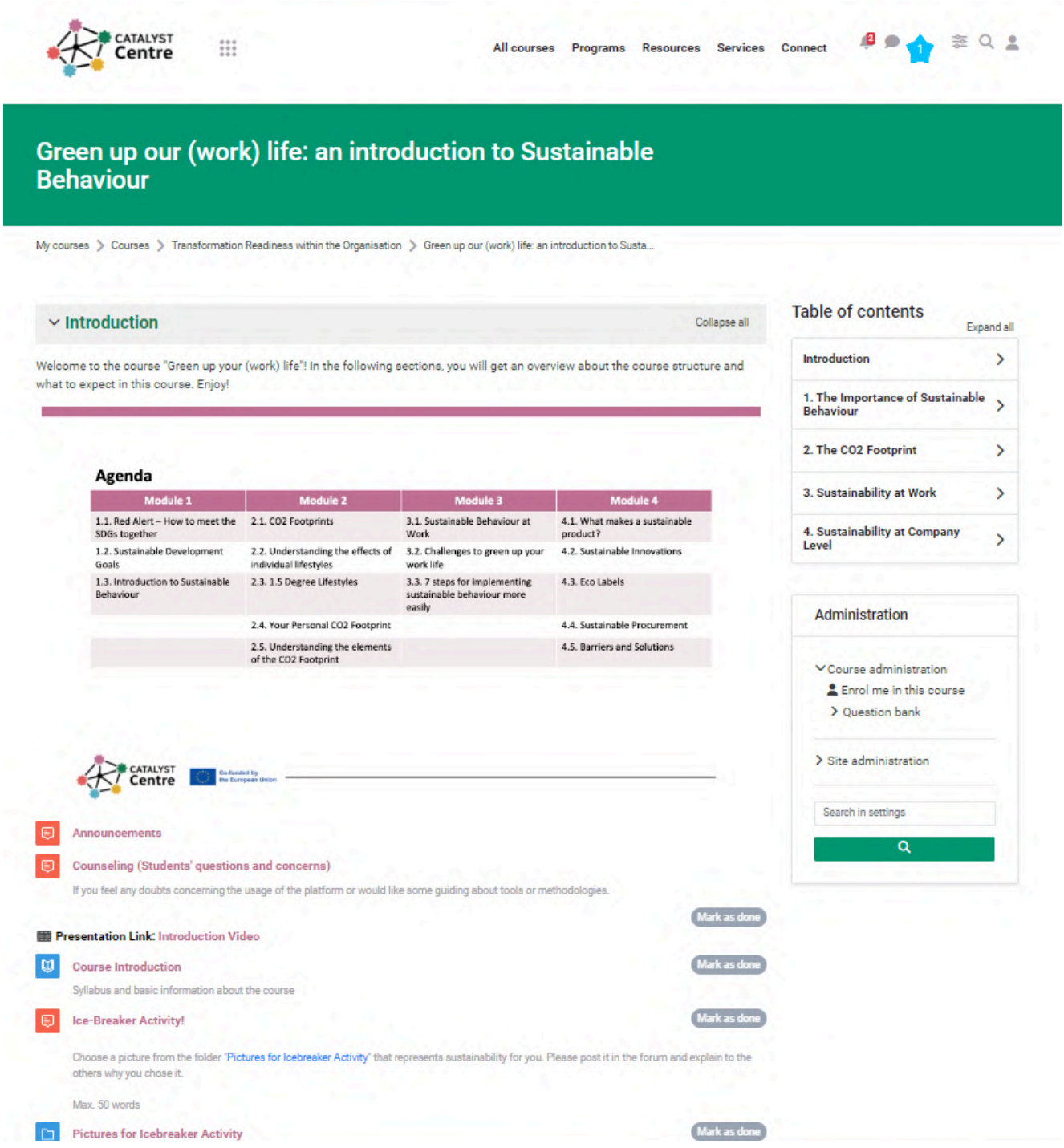
# Green Up Our (Work) Life: An Introduction to Sustainable Behaviour




## Institution

Collaborating Centre on Sustainable Consumption and Production

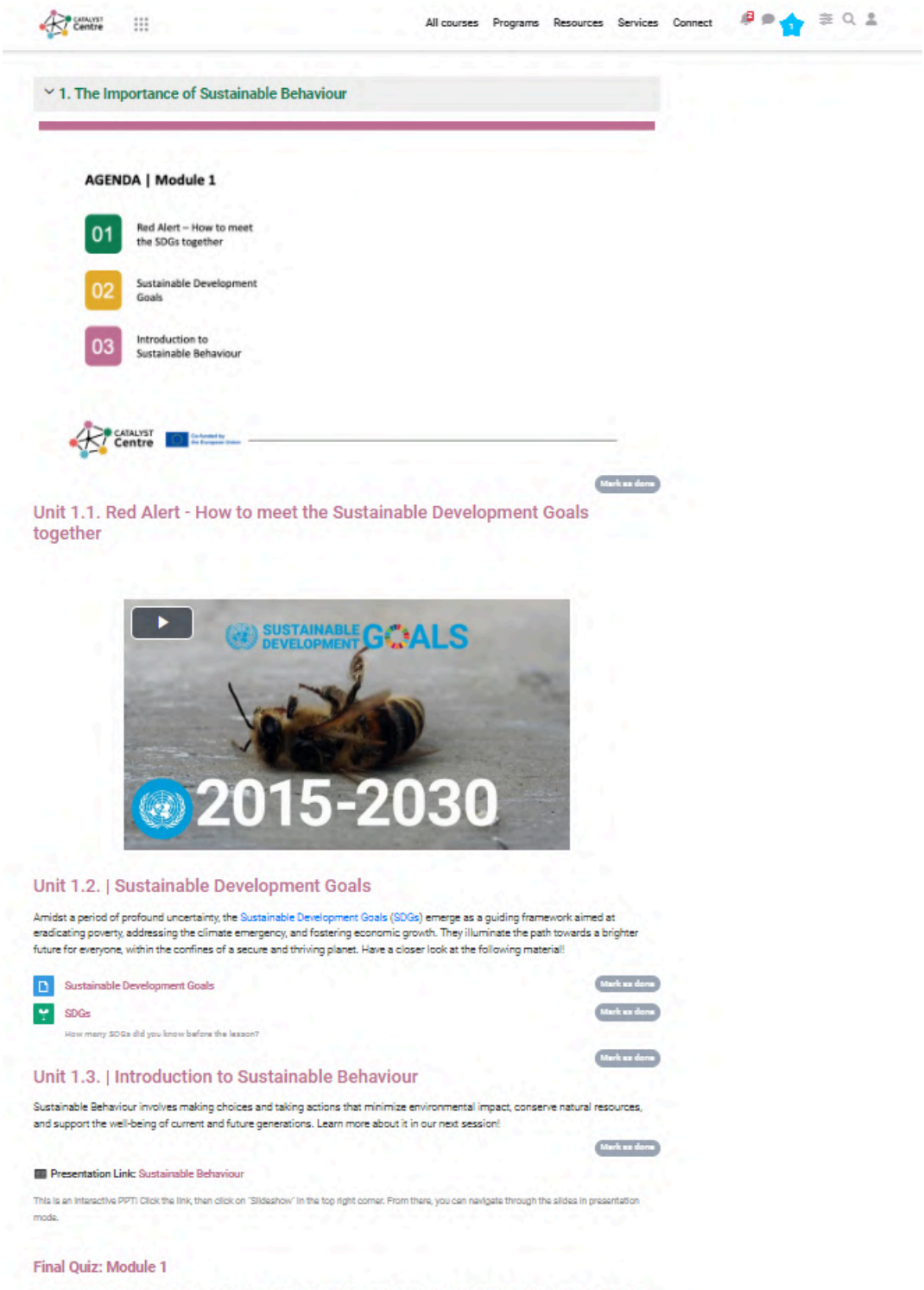
# Green Up Our (Work) Life: An Introduction to Sustainable Behaviour




## Institution

Collaborating Centre on Sustainable Consumption and Production

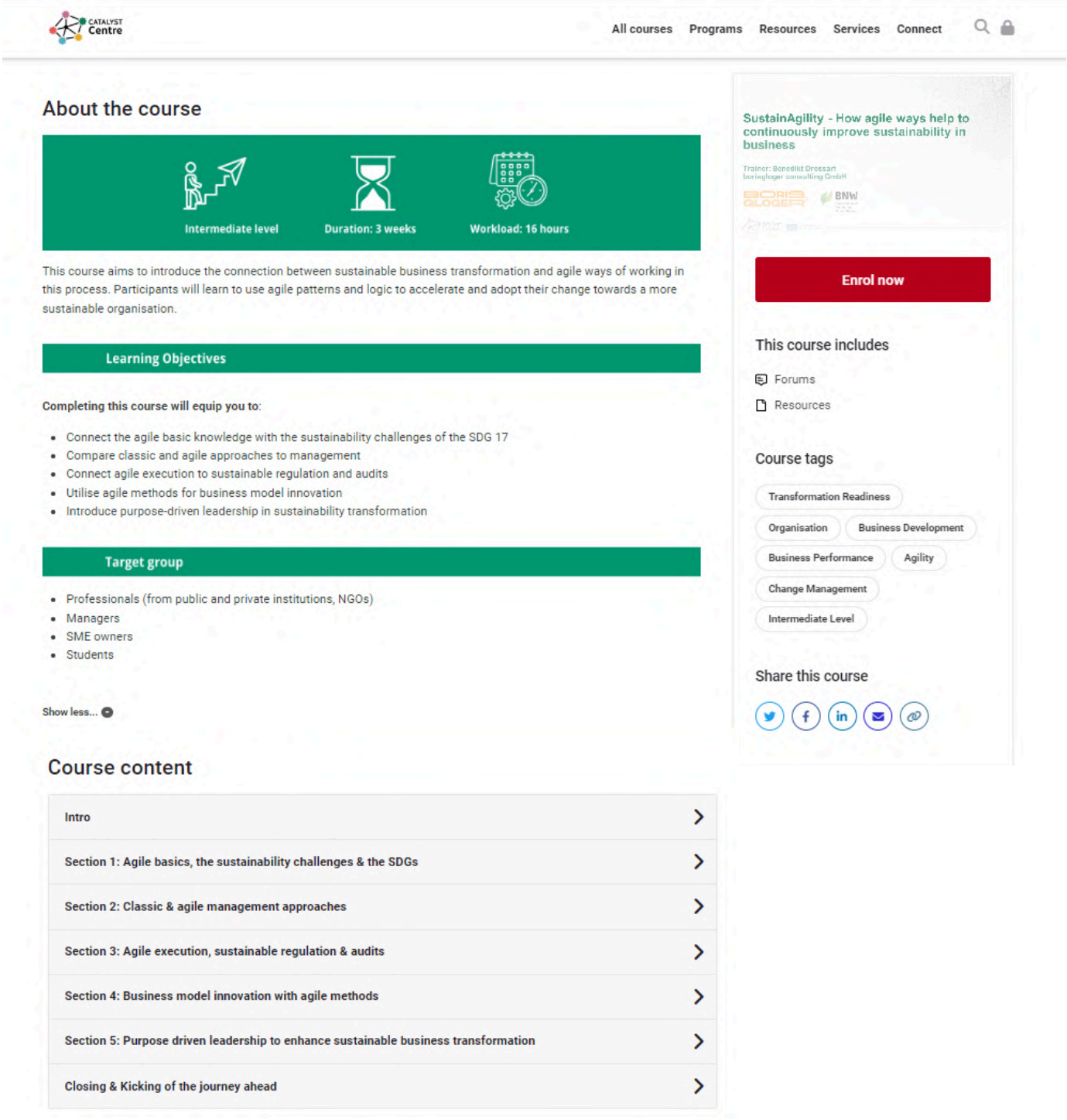
# Green Up Our (Work) Life: An Introduction to Sustainable Behaviour




## Institution

Collaborating Centre on Sustainable Consumption and Production

# SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business

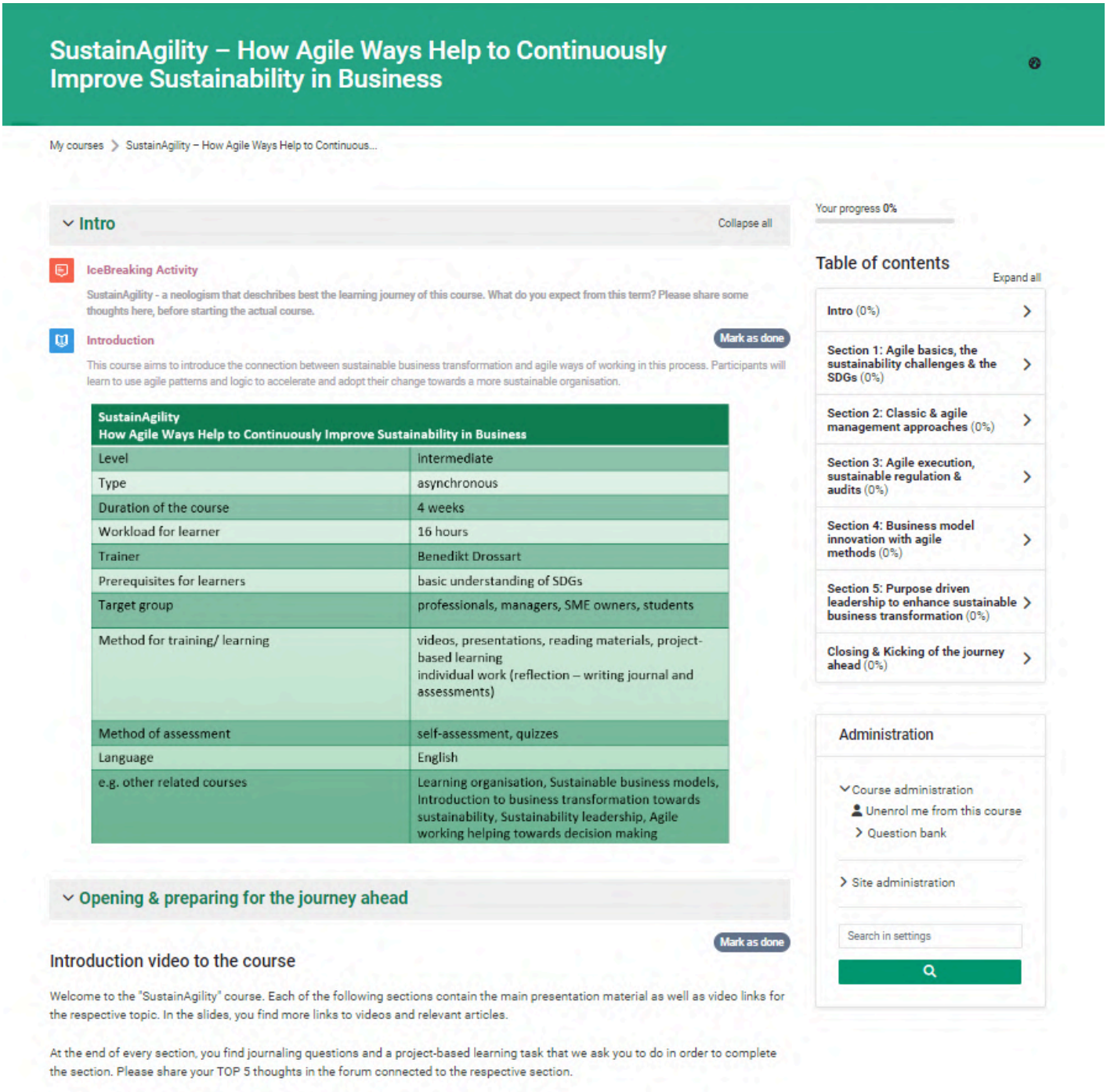



## Institution

Bundesverband Nachhaltige Wirtschaft

BNW Bundesverband Nachhaltige Wirtschaft e.V.

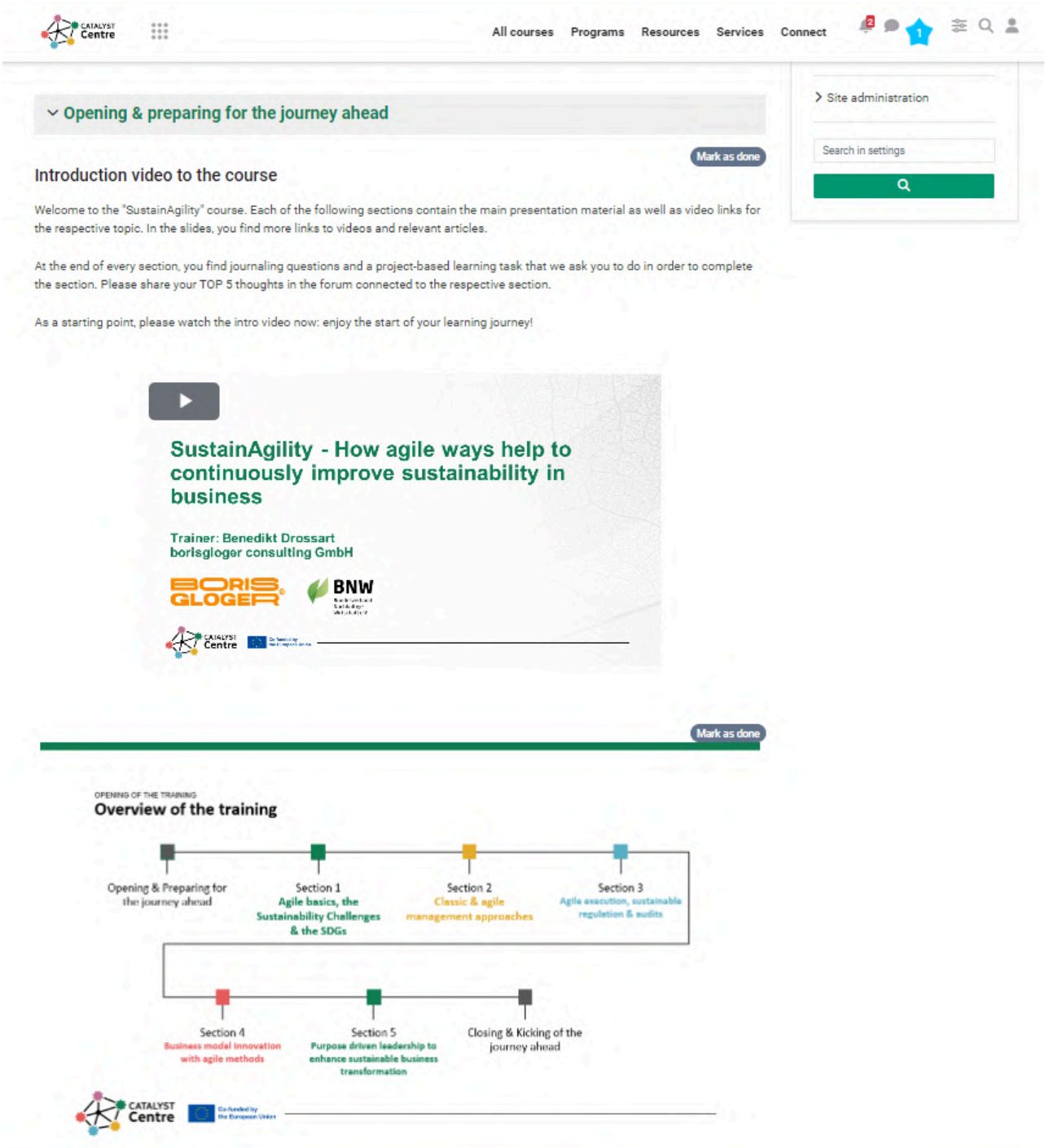
# SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business




## Institution

Bundesverband Nachhaltige Wirtschaft

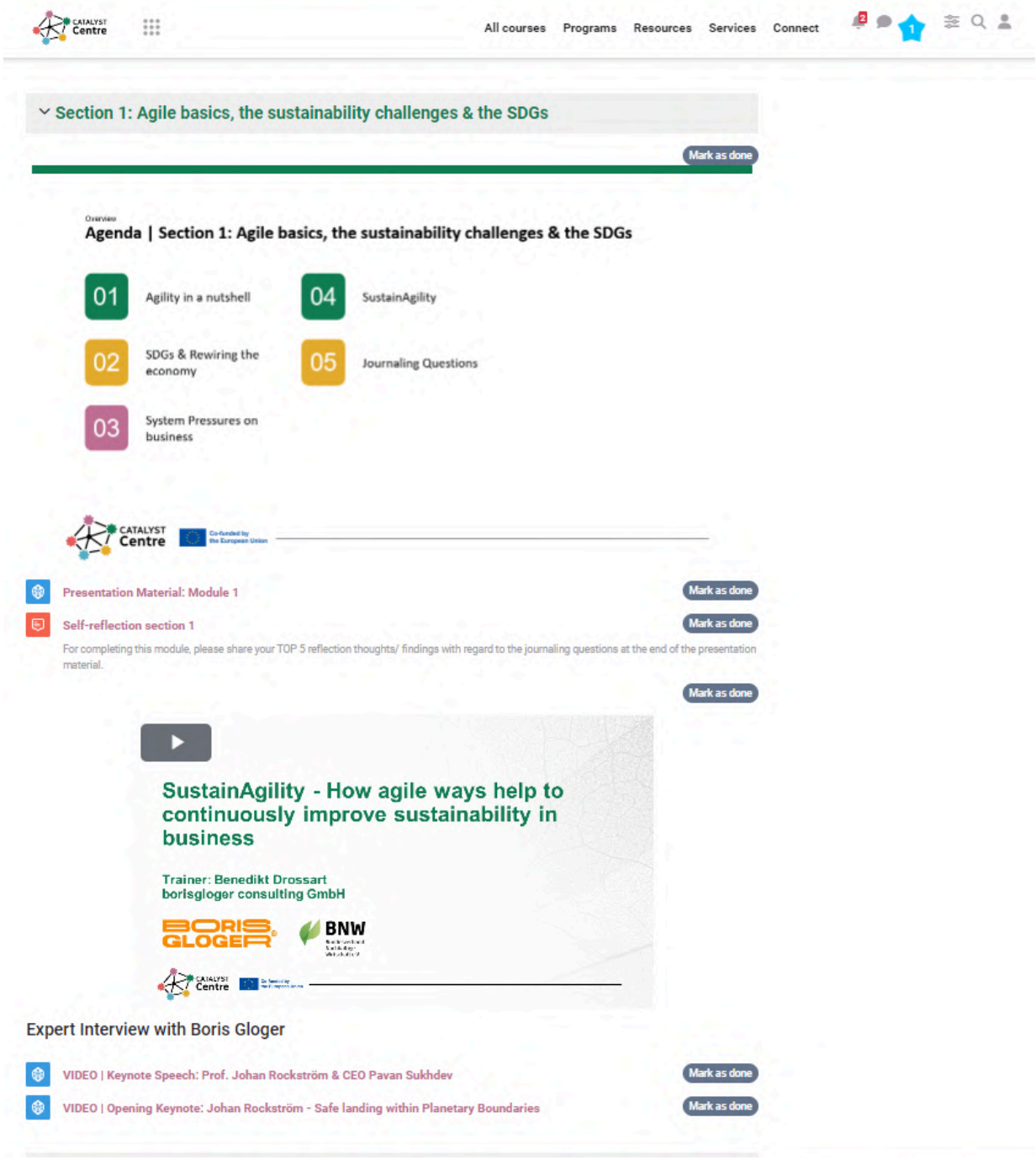
# SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business




## Institution

Bundesverband Nachhaltige Wirtschaft

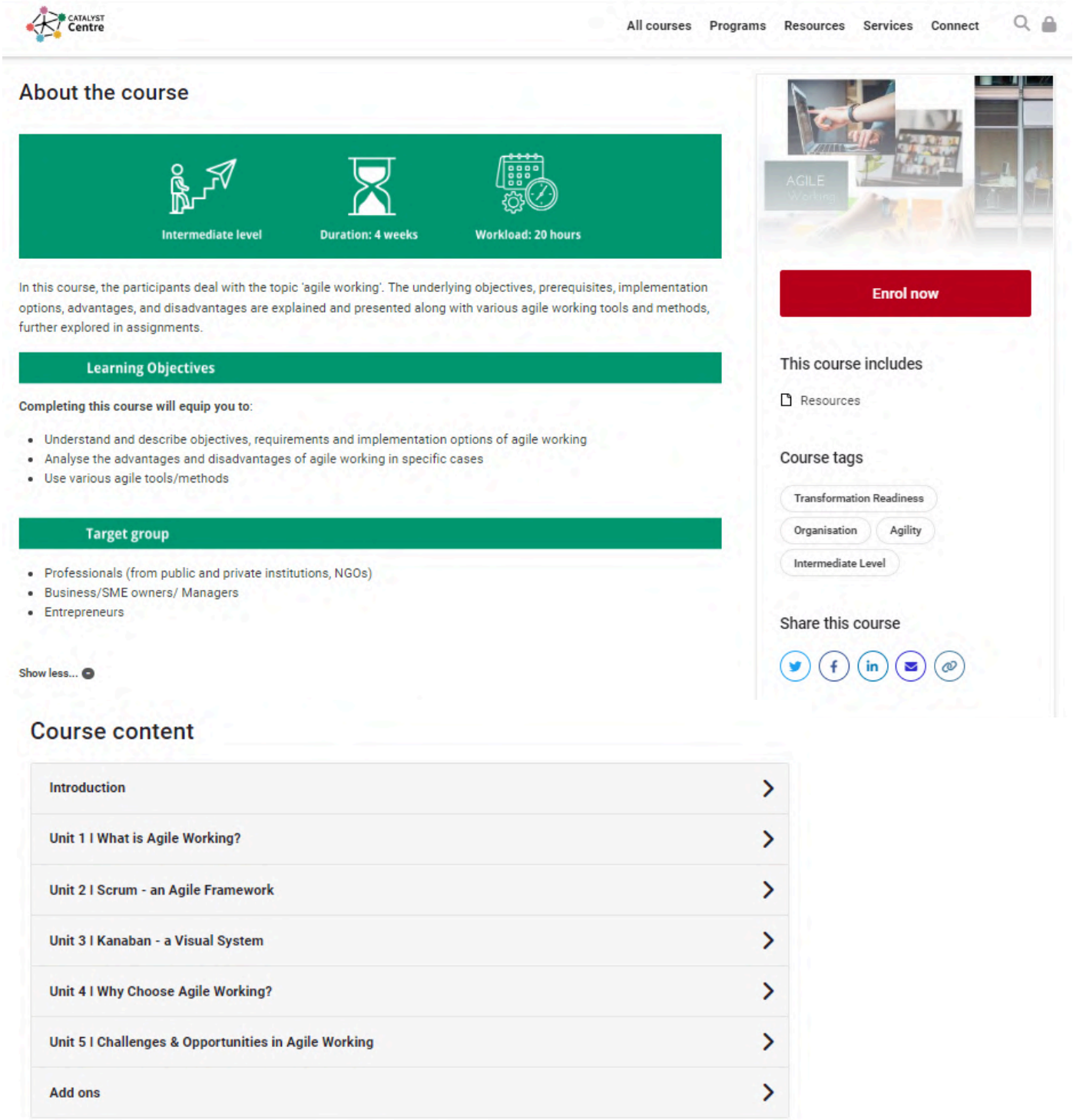
# SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business




## Institution

Bundesverband Nachhaltige Wirtschaft

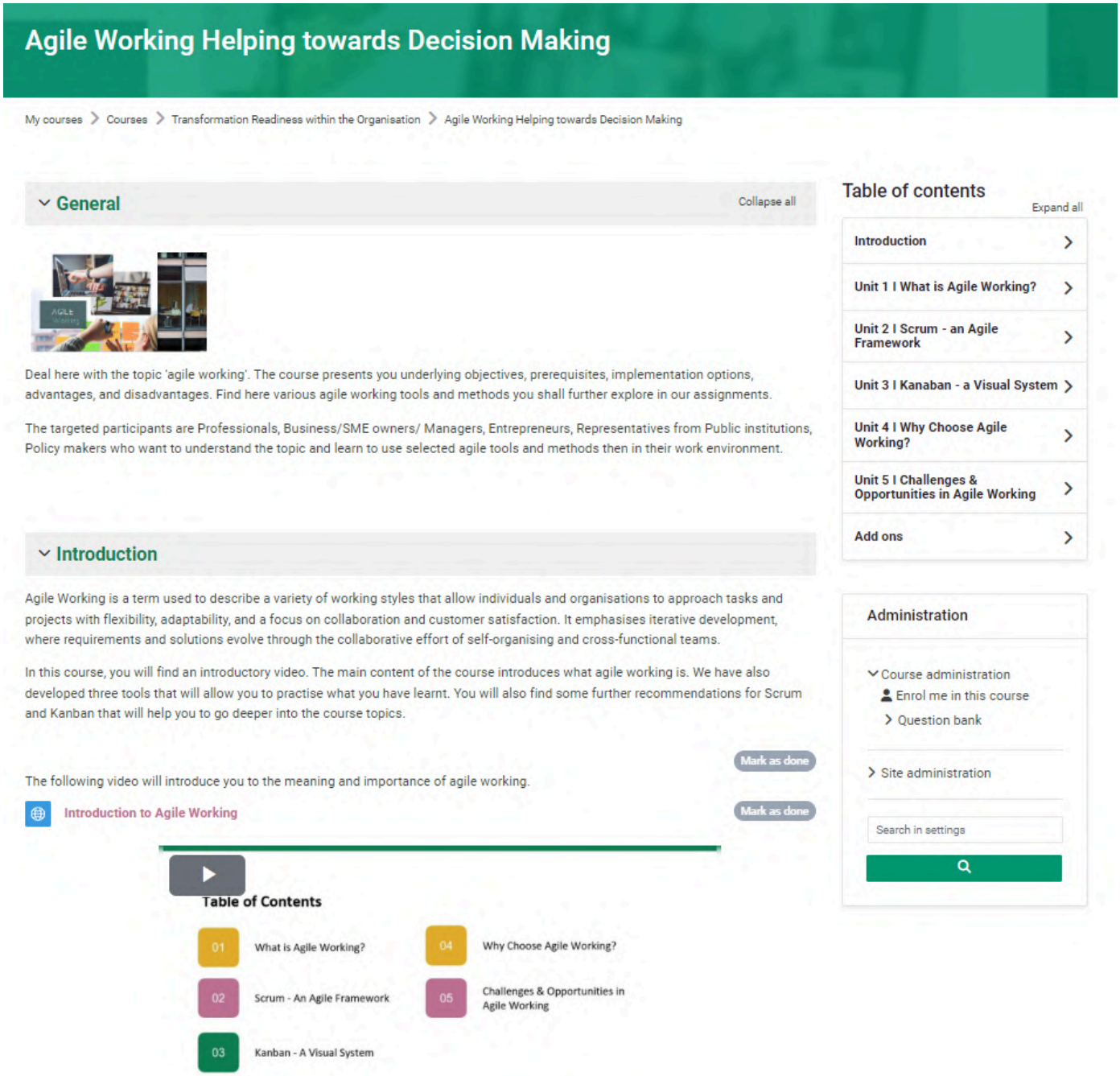
# Agile Working Helping Towards Decision Making




## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Agile Working Helping Towards Decision Making

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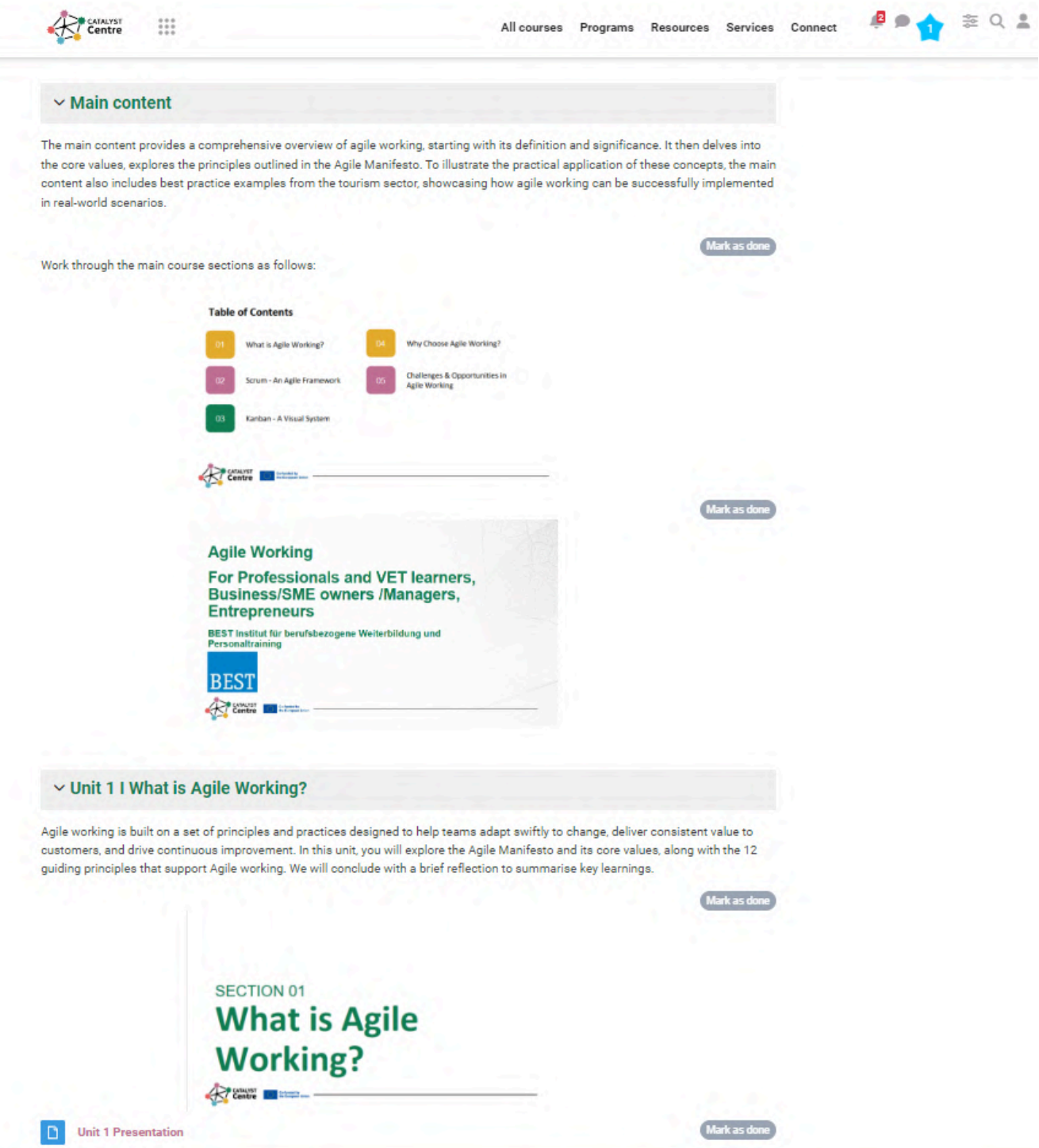
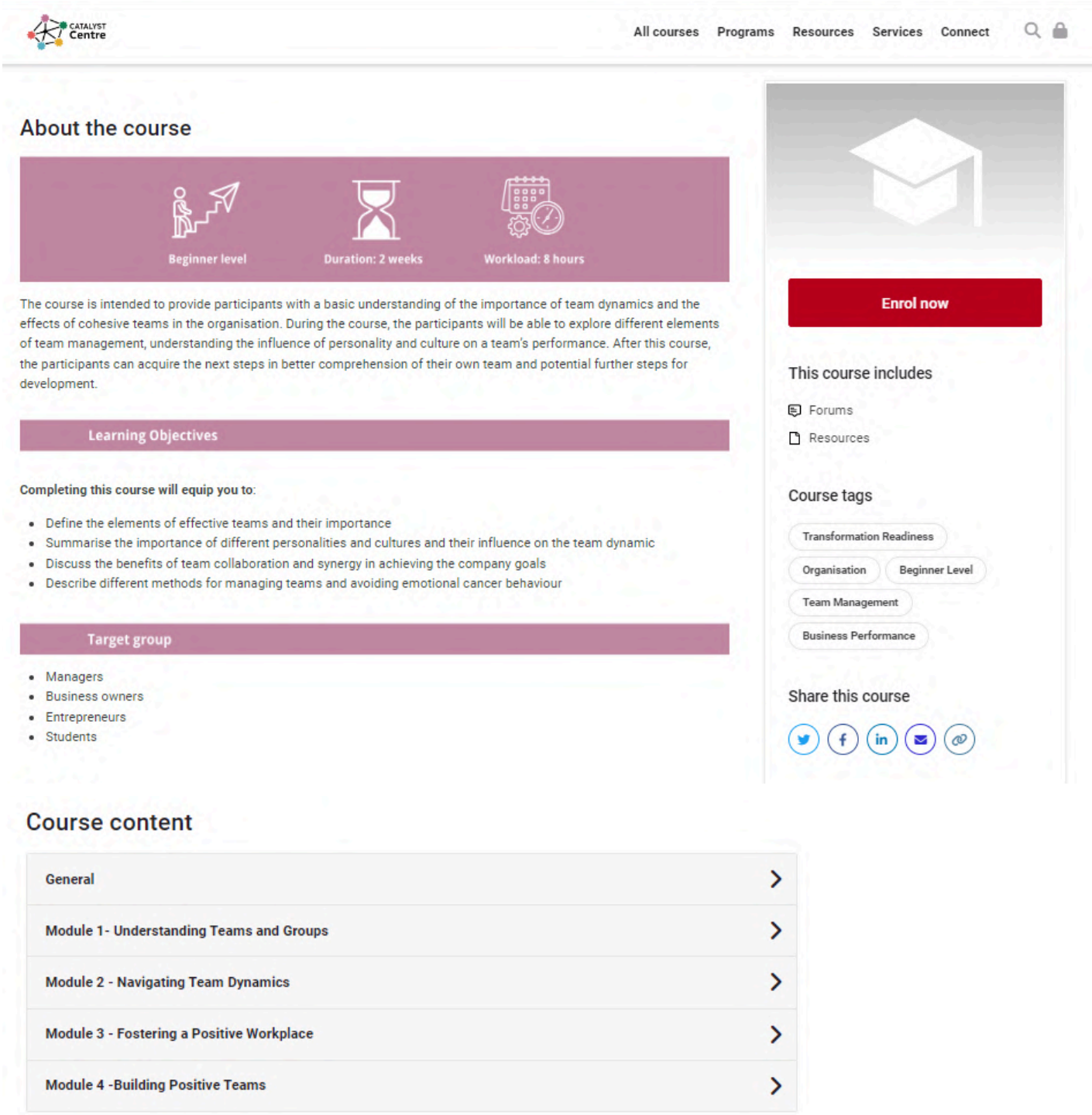



## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining

# Building an Effective Team, Empowering Collaboration and Synergy



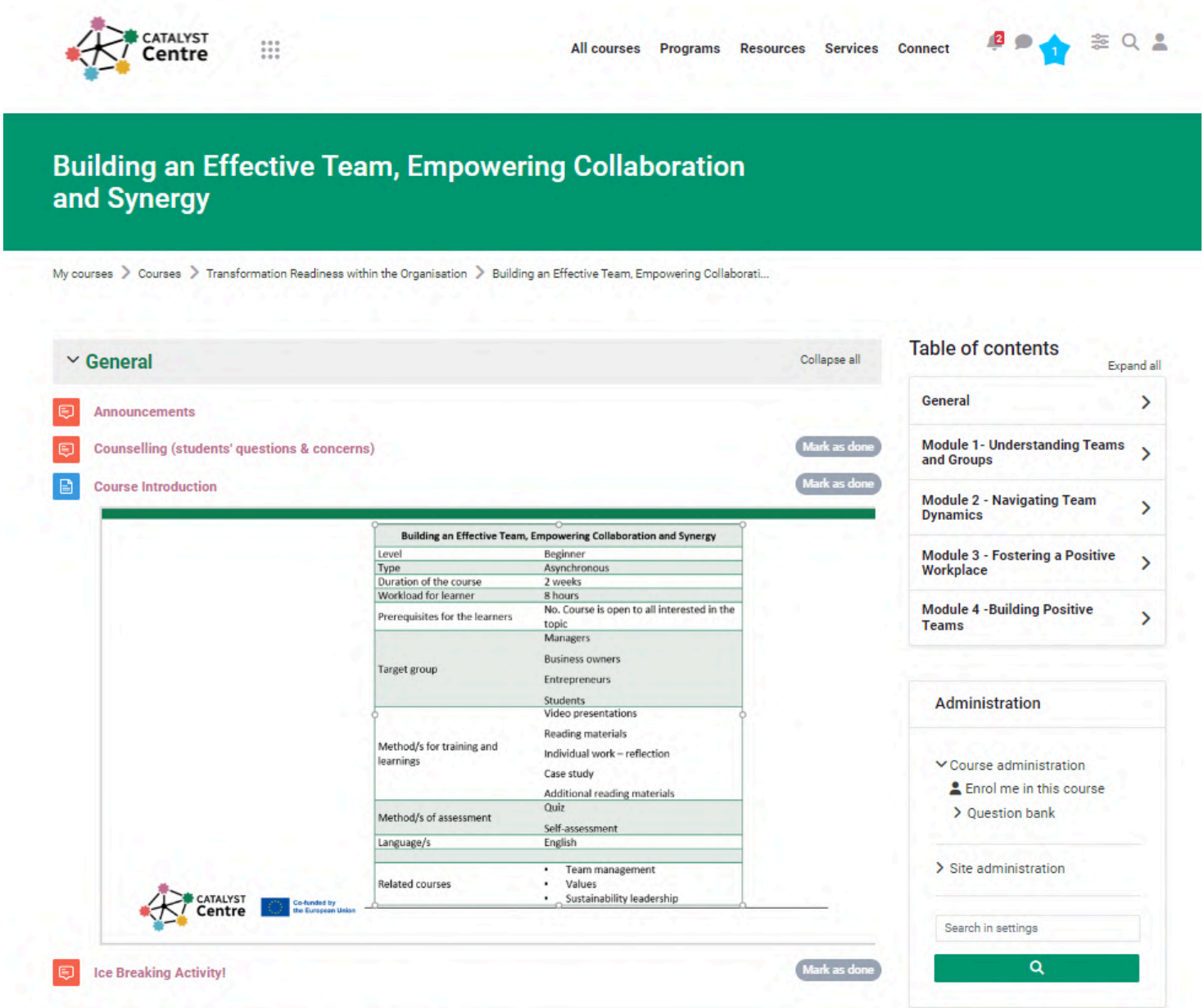

## Course content

- General
- Module 1- Understanding Teams and Groups
- Module 2 - Navigating Team Dynamics
- Module 3 - Fostering a Positive Workplace
- Module 4 -Building Positive Teams

## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Building an Effective Team, Empowering Collaboration and Synergy

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Institute for Research in Environment, Civil Engineering and Energy

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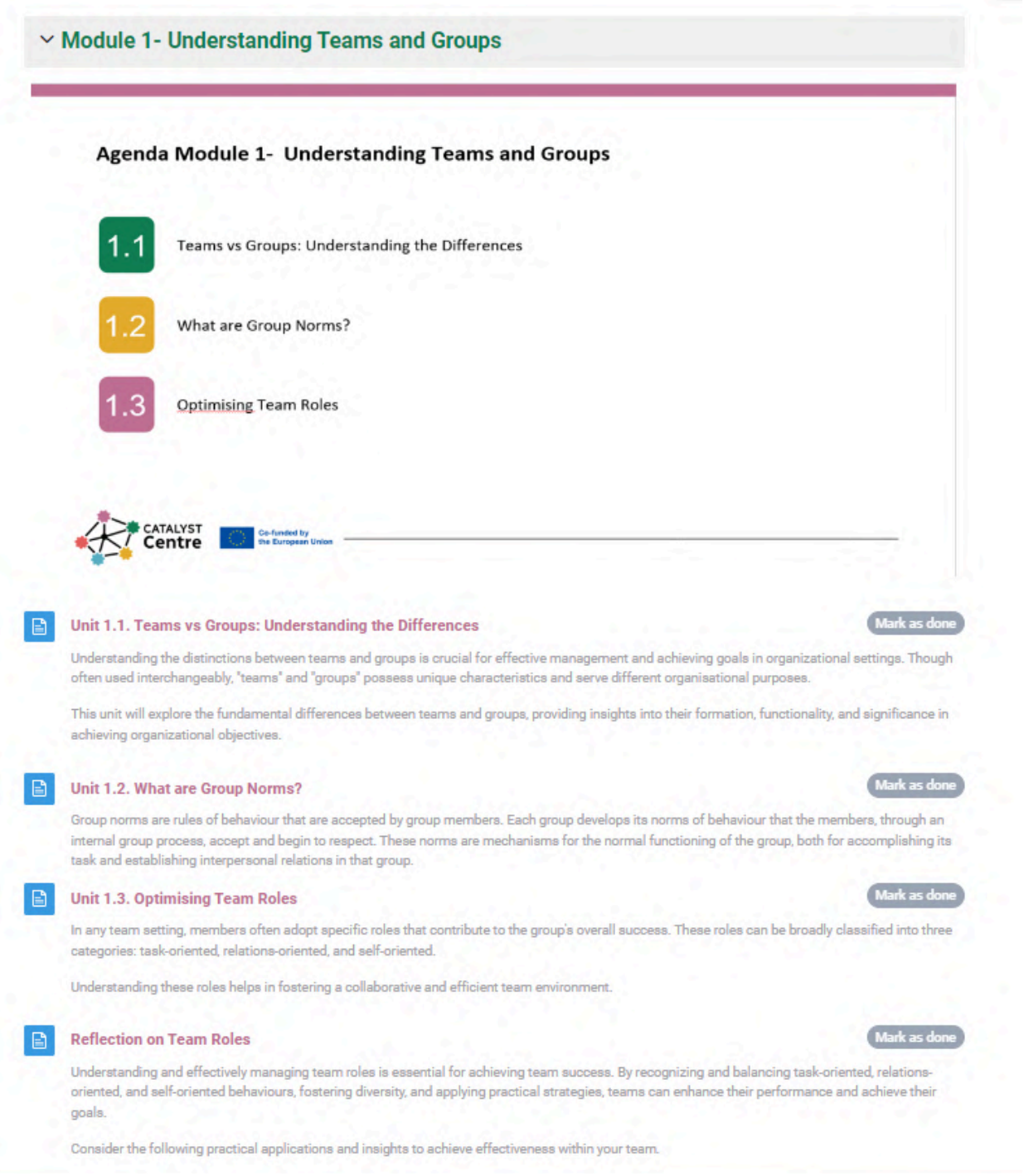
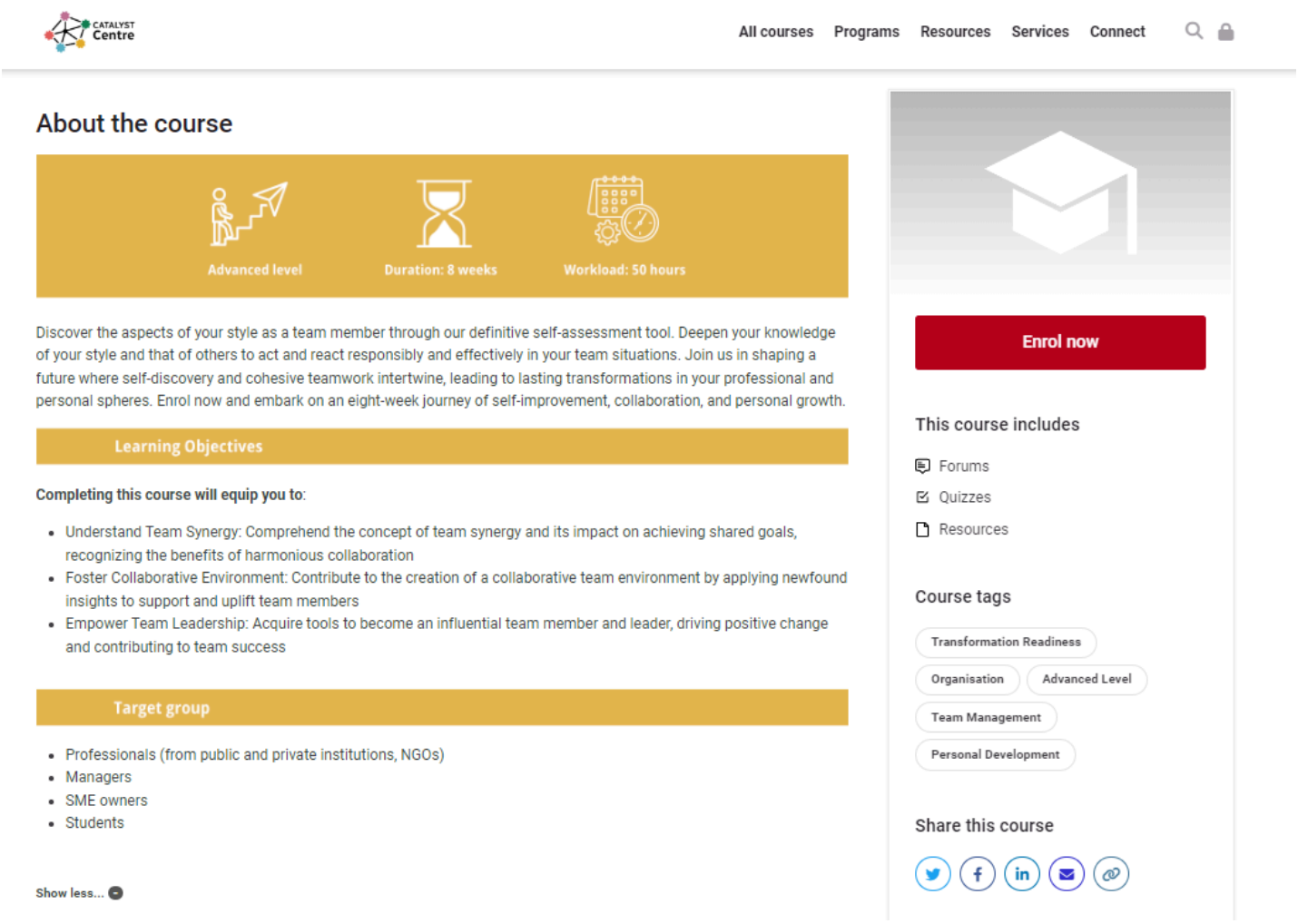



## Institution

Institute for Research in Environment, Civil Engineering and Energy

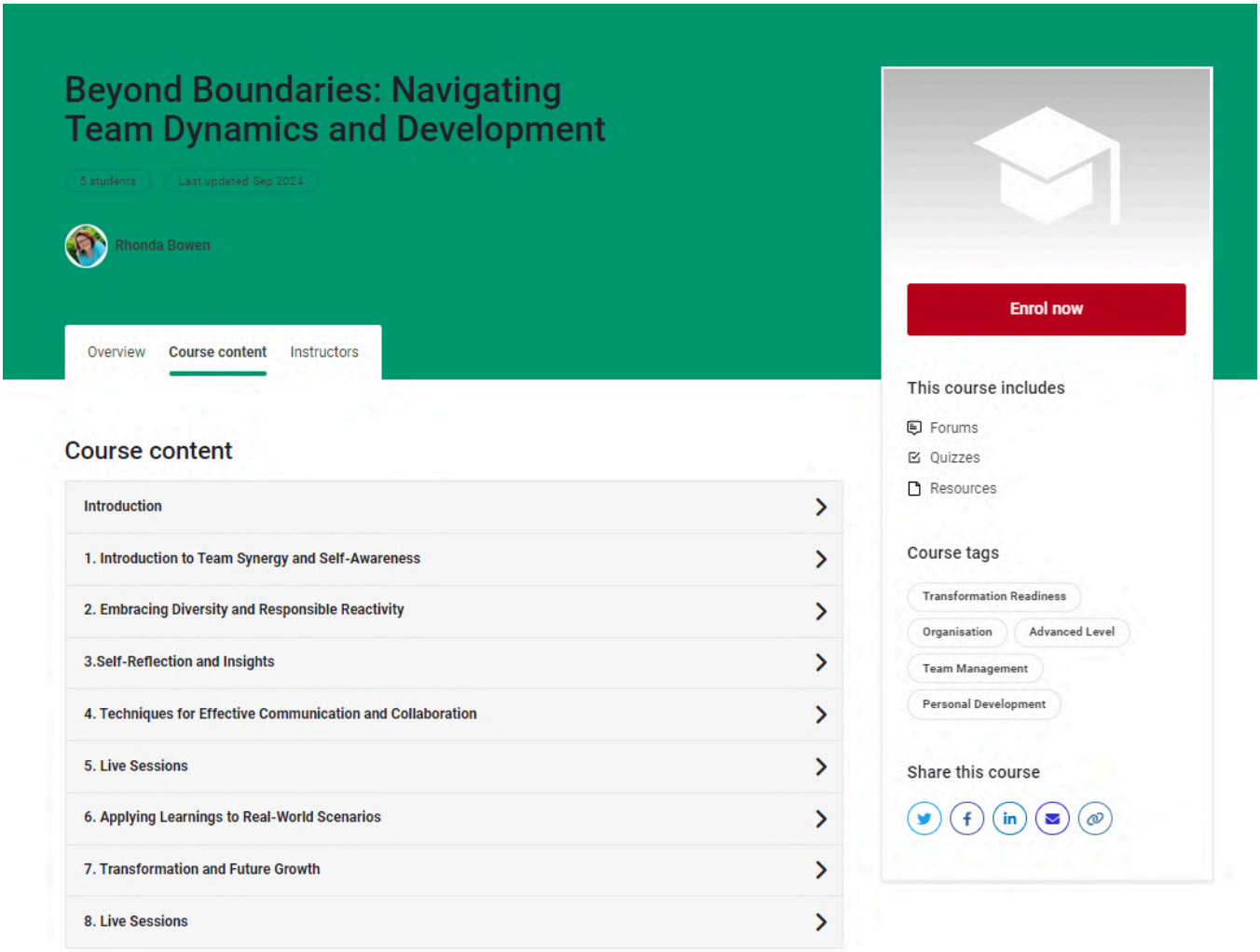
# Beyond Boundaries: Navigating Team Dynamics and Development




## Institution

BELLS

# Beyond Boundaries: Navigating Team Dynamics and Development

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BELLS

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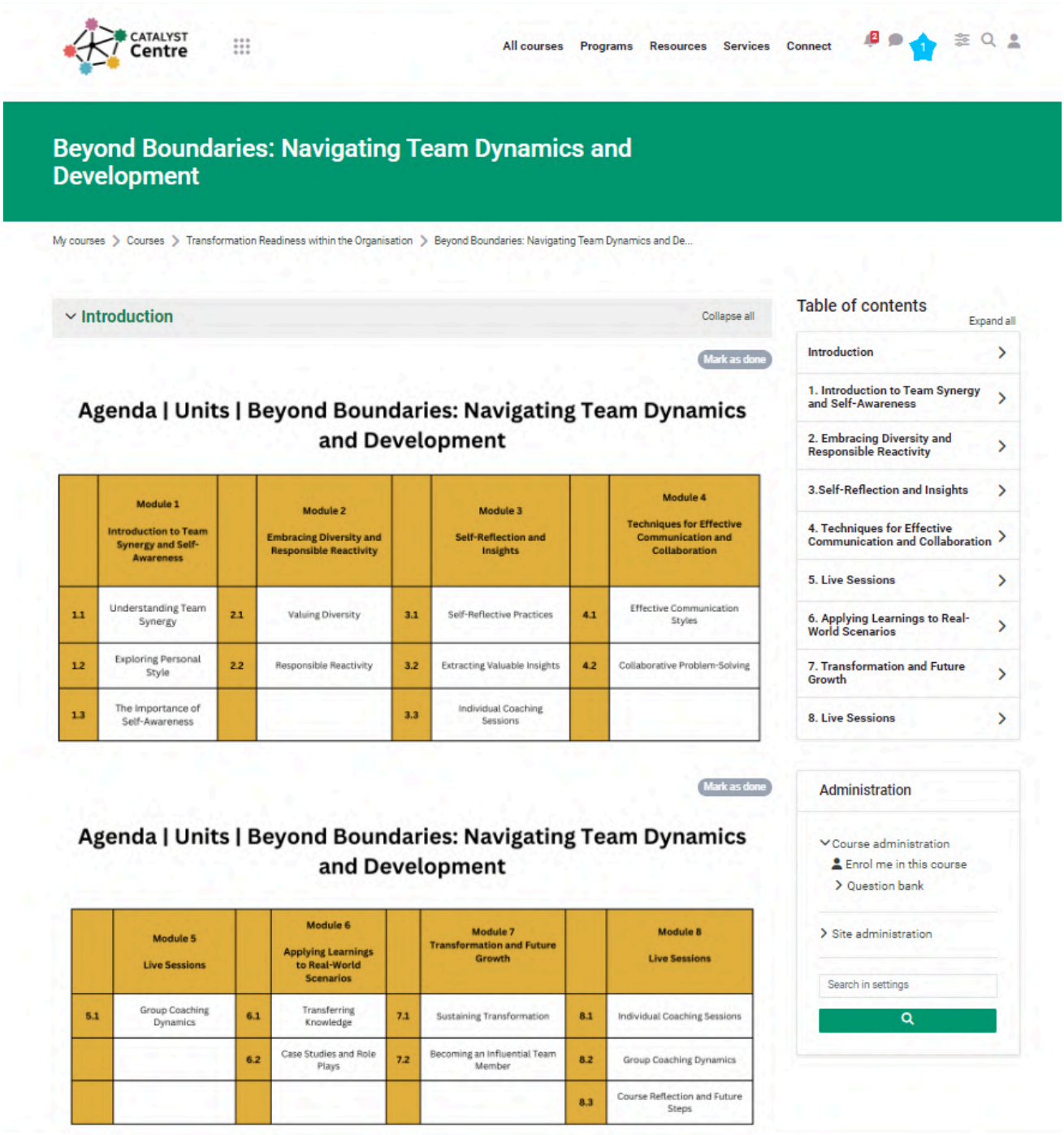


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BELLS

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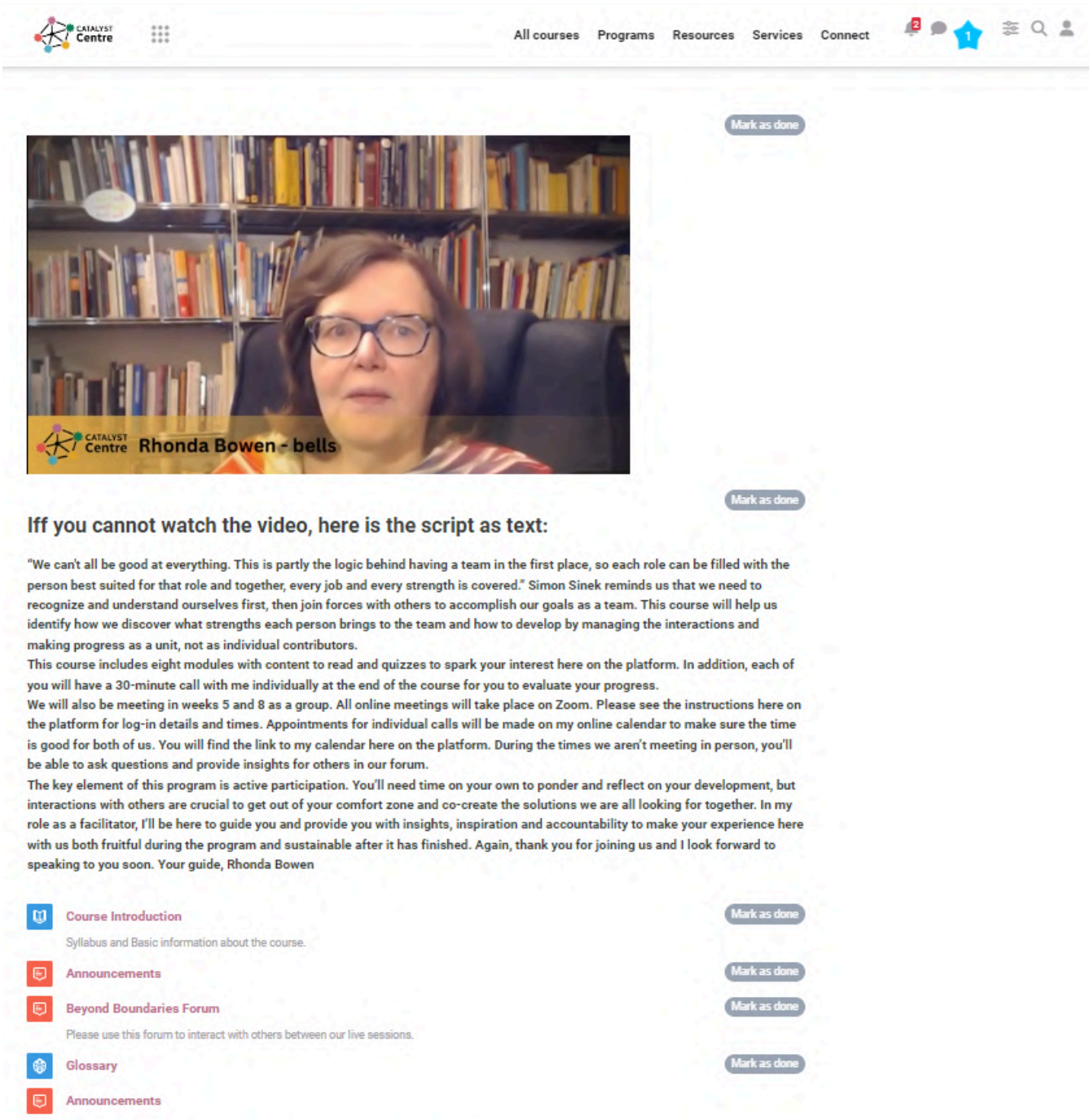


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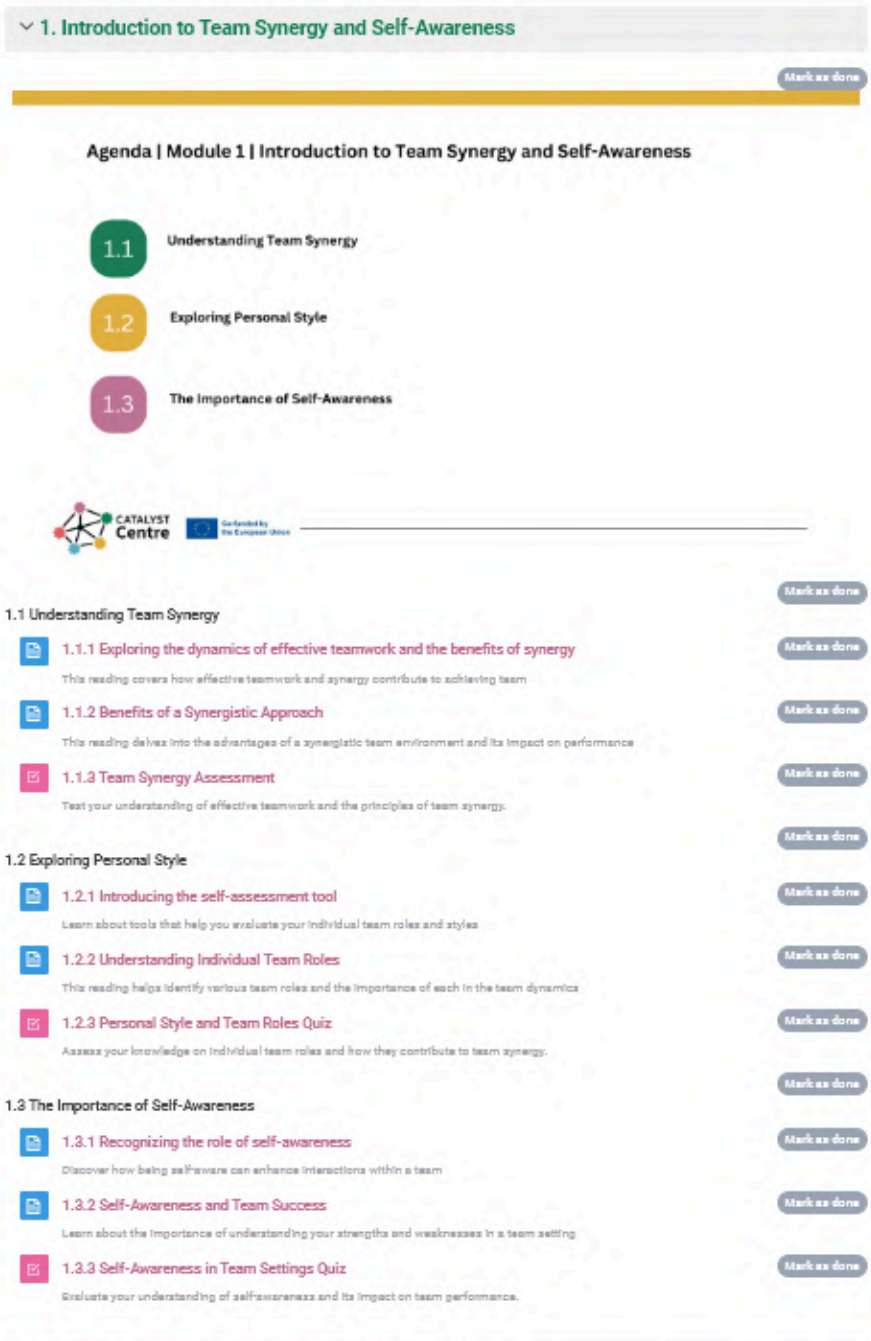
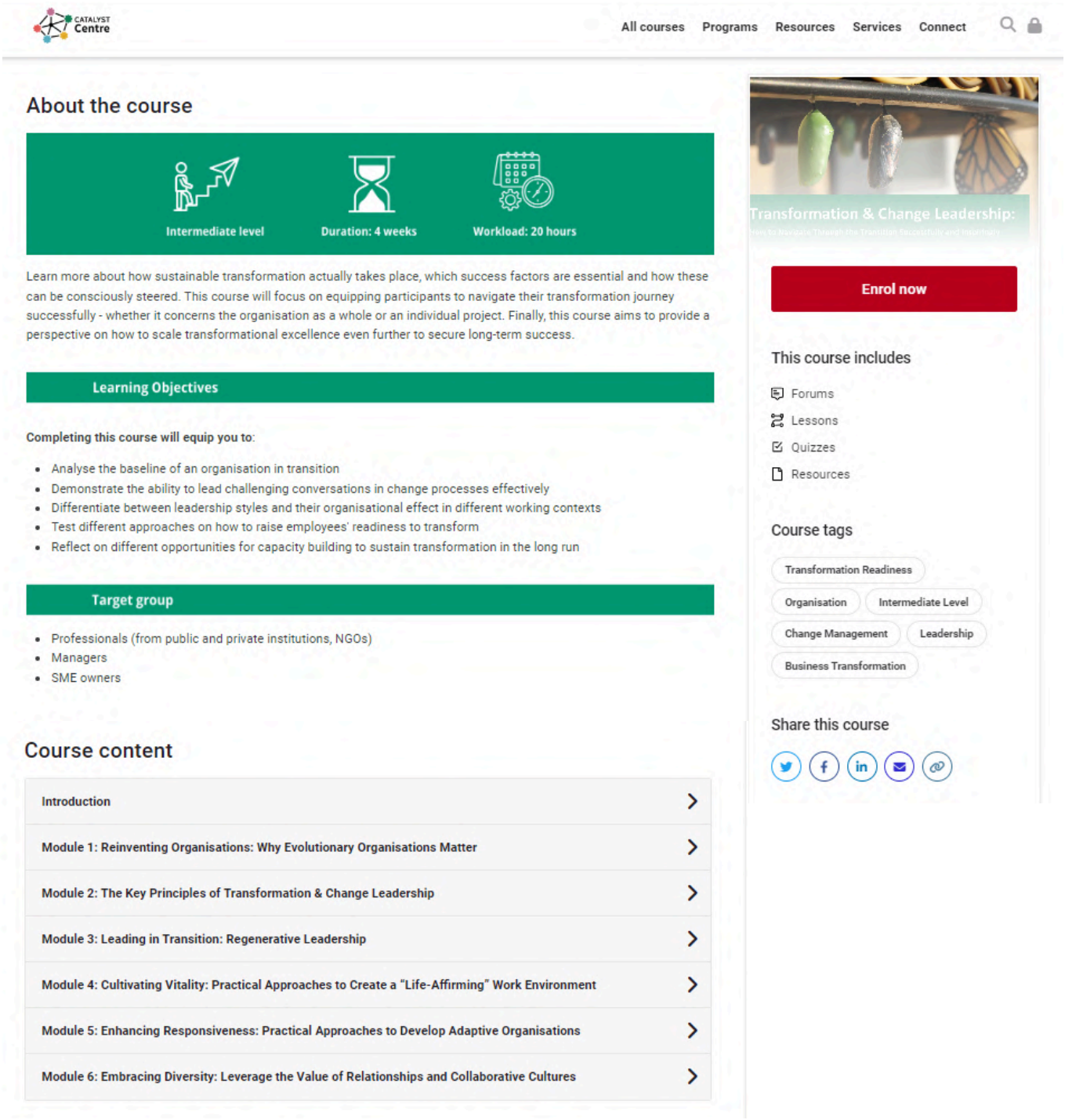



## Institution

BELLS

# Transformation & Change Leadership – How to Navigate Through the Transition Successfully and Inspiringly



CATALYST Centre

All courses Programs Resources Services Connect

## About the course

Intermediate level | Duration: 4 weeks | Workload: 20 hours

Learn more about how sustainable transformation actually takes place, which success factors are essential and how these can be consciously steered. This course will focus on equipping participants to navigate their transformation journey successfully - whether it concerns the organisation as a whole or an individual project. Finally, this course aims to provide a perspective on how to scale transformational excellence even further to secure long-term success.

### Learning Objectives

**Completing this course will equip you to:**

- Analyse the baseline of an organisation in transition
- Demonstrate the ability to lead challenging conversations in change processes effectively
- Differentiate between leadership styles and their organisational effect in different working contexts
- Test different approaches on how to raise employees' readiness to transform
- Reflect on different opportunities for capacity building to sustain transformation in the long run

### Target group

- Professionals (from public and private institutions, NGOs)
- Managers
- SME owners

## Course content

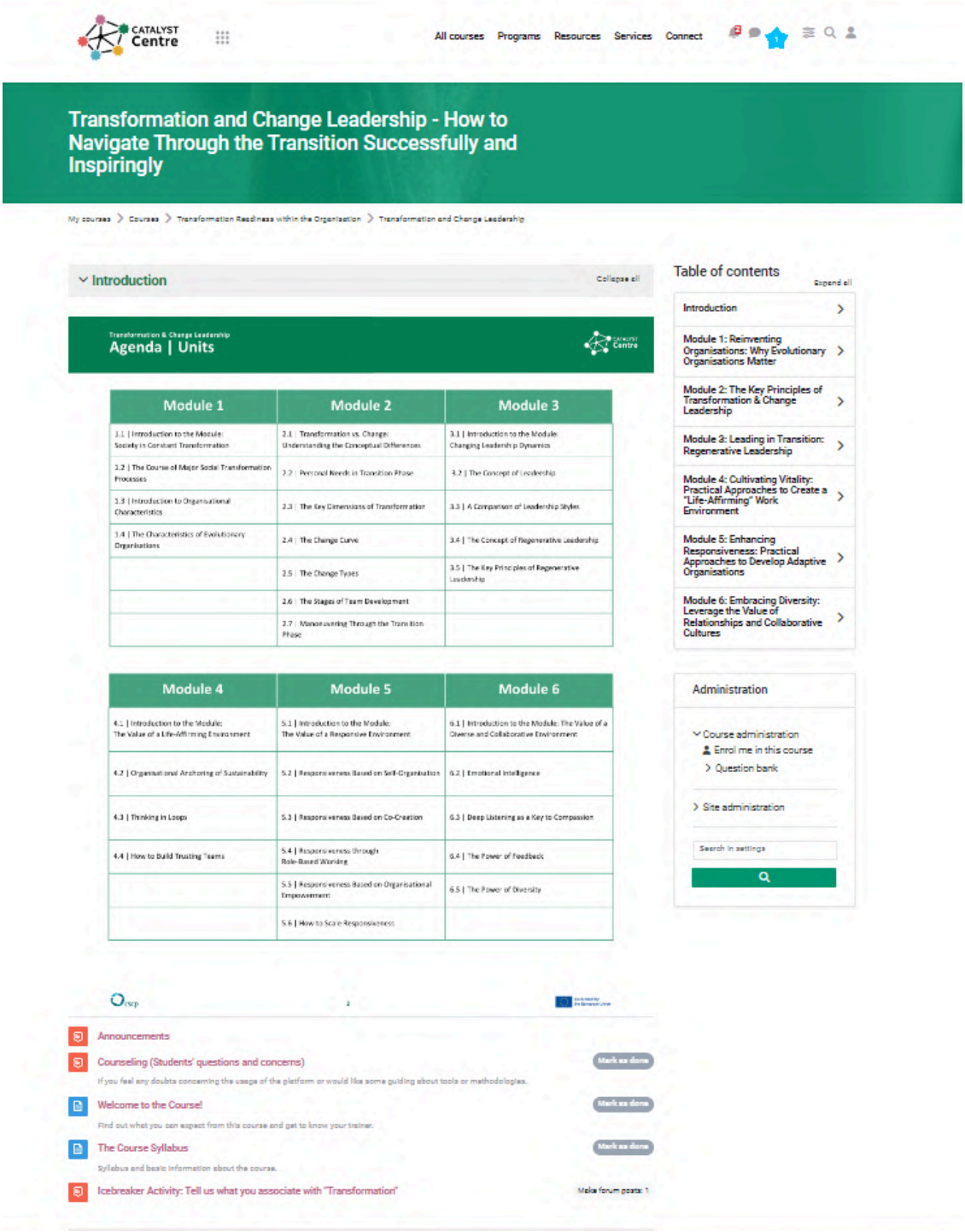
- Introduction
- Module 1: Reinventing Organisations: Why Evolutionary Organisations Matter
- Module 2: The Key Principles of Transformation & Change Leadership
- Module 3: Leading in Transition: Regenerative Leadership
- Module 4: Cultivating Vitality: Practical Approaches to Create a "Life-Affirming" Work Environment
- Module 5: Enhancing Responsiveness: Practical Approaches to Develop Adaptive Organisations
- Module 6: Embracing Diversity: Leverage the Value of Relationships and Collaborative Cultures



## Institution

Collaborating Centre on Sustainable Consumption and Production

# Transformation & Change Leadership – How to Navigate Through the Transition Successfully and Inspiringly




## Institution

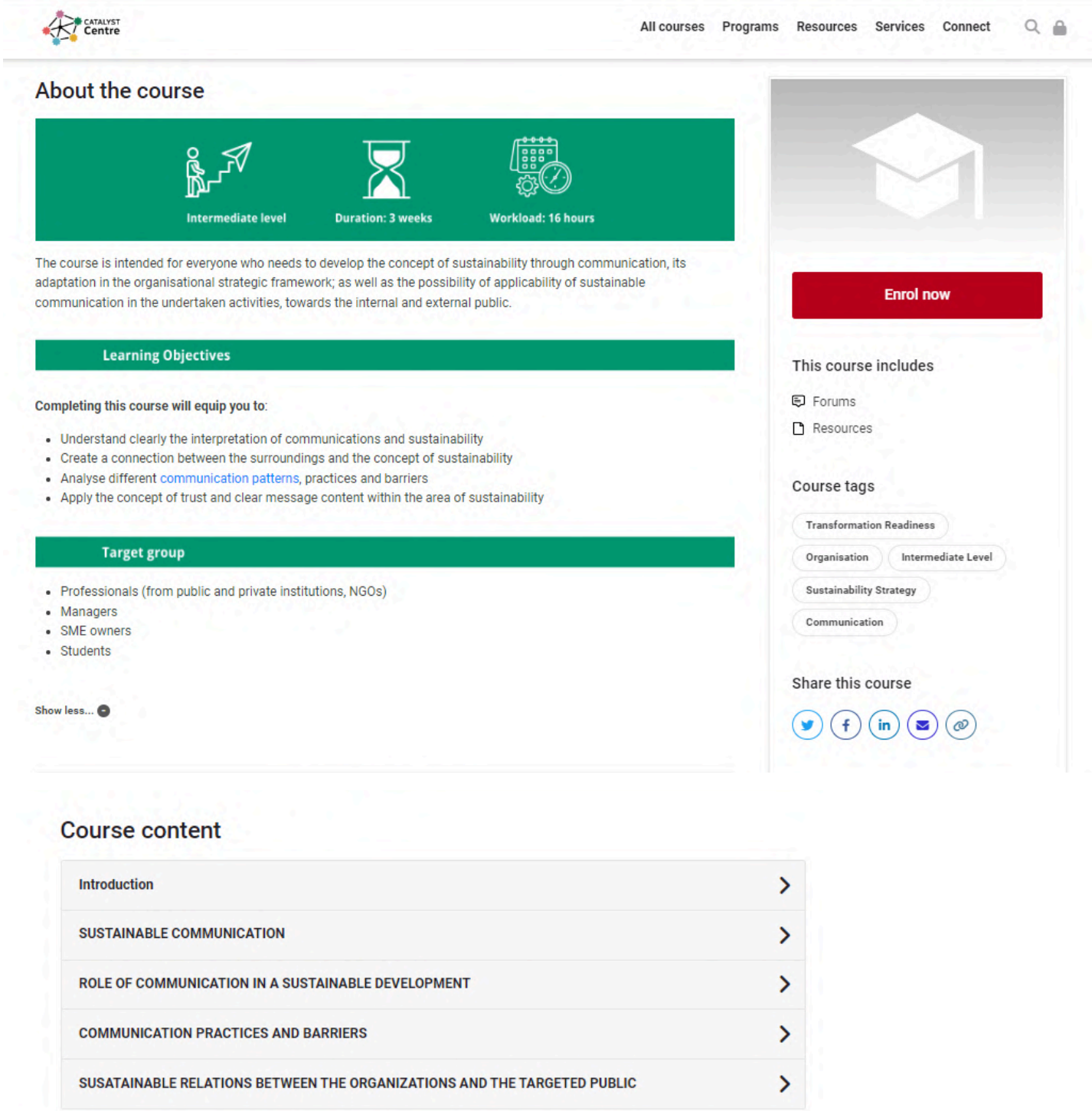
Collaborating Centre on Sustainable Consumption and Production

# Transformation & Change Leadership – How to Navigate Through the Transition Successfully and Inspiringly

## Institution

Collaborating Centre on Sustainable Consumption and Production

# Sustainable Communication - Strengthen Your Relations Though Communication



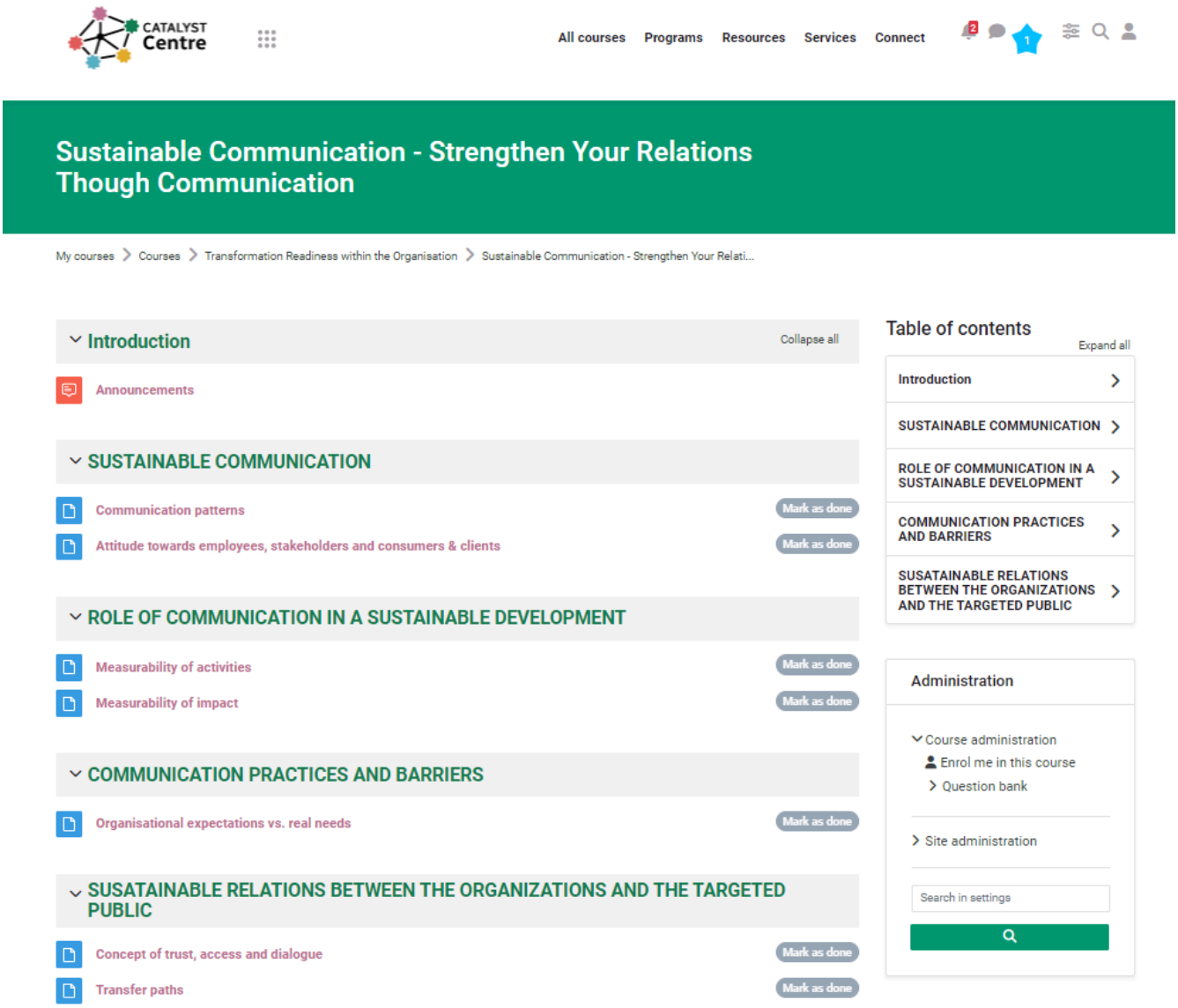




## Institution

Small Business Chamber

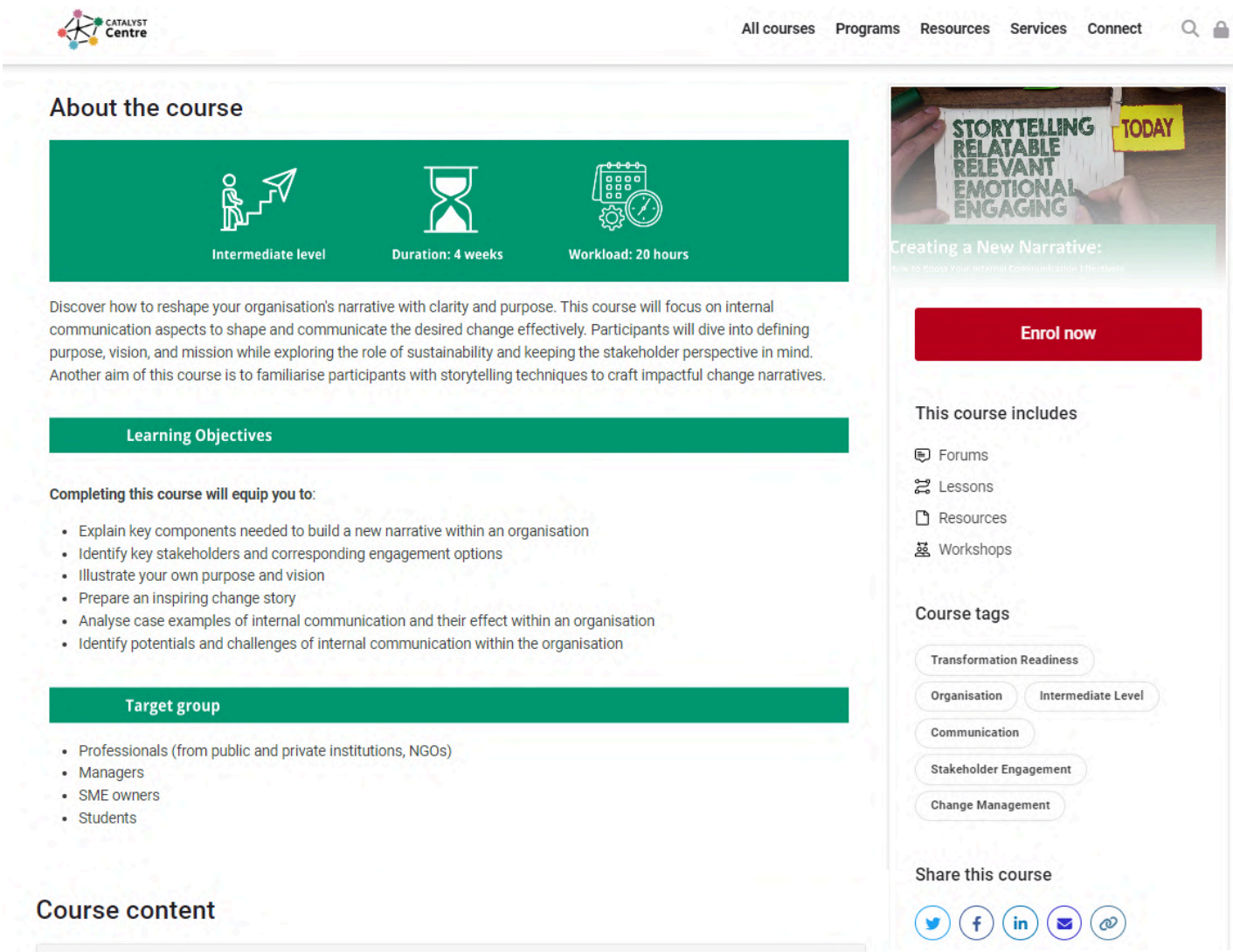
# Sustainable Communication - Strengthen Your Relations Though Communication




## Institution

Small Business Chamber

# Creating a New Narrative – How to Boost Your Internal Communication Effectively



CATALYST Centre

All courses Programs Resources Services Connect

## About the course

Intermediate level | Duration: 4 weeks | Workload: 20 hours

Discover how to reshape your organisation's narrative with clarity and purpose. This course will focus on internal communication aspects to shape and communicate the desired change effectively. Participants will dive into defining purpose, vision, and mission while exploring the role of sustainability and keeping the stakeholder perspective in mind. Another aim of this course is to familiarise participants with storytelling techniques to craft impactful change narratives.

### Learning Objectives

**Completing this course will equip you to**:

- Explain key components needed to build a new narrative within an organisation
- Identify key stakeholders and corresponding engagement options
- Illustrate your own purpose and vision
- Prepare an inspiring change story
- Analyse case examples of internal communication and their effect within an organisation
- Identify potentials and challenges of internal communication within the organisation

### Target group

- Professionals (from public and private institutions, NGOs)
- Managers
- SME owners
- Students

## Course content

- Introduction
- Module 1 | Beyond Strategy: Defining Organisational Purpose and Vision
- Module 2 | Stakeholder Management: Know your Communities of Interest
- Module 3 | Storytelling for Impact: Crafting Meaningful Narratives
- Module 4 | Elevating Everyday Interaction through Effective Communication



Enrol now

This course includes

- Forums
- Lessons
- Resources
- Workshops

Course tags

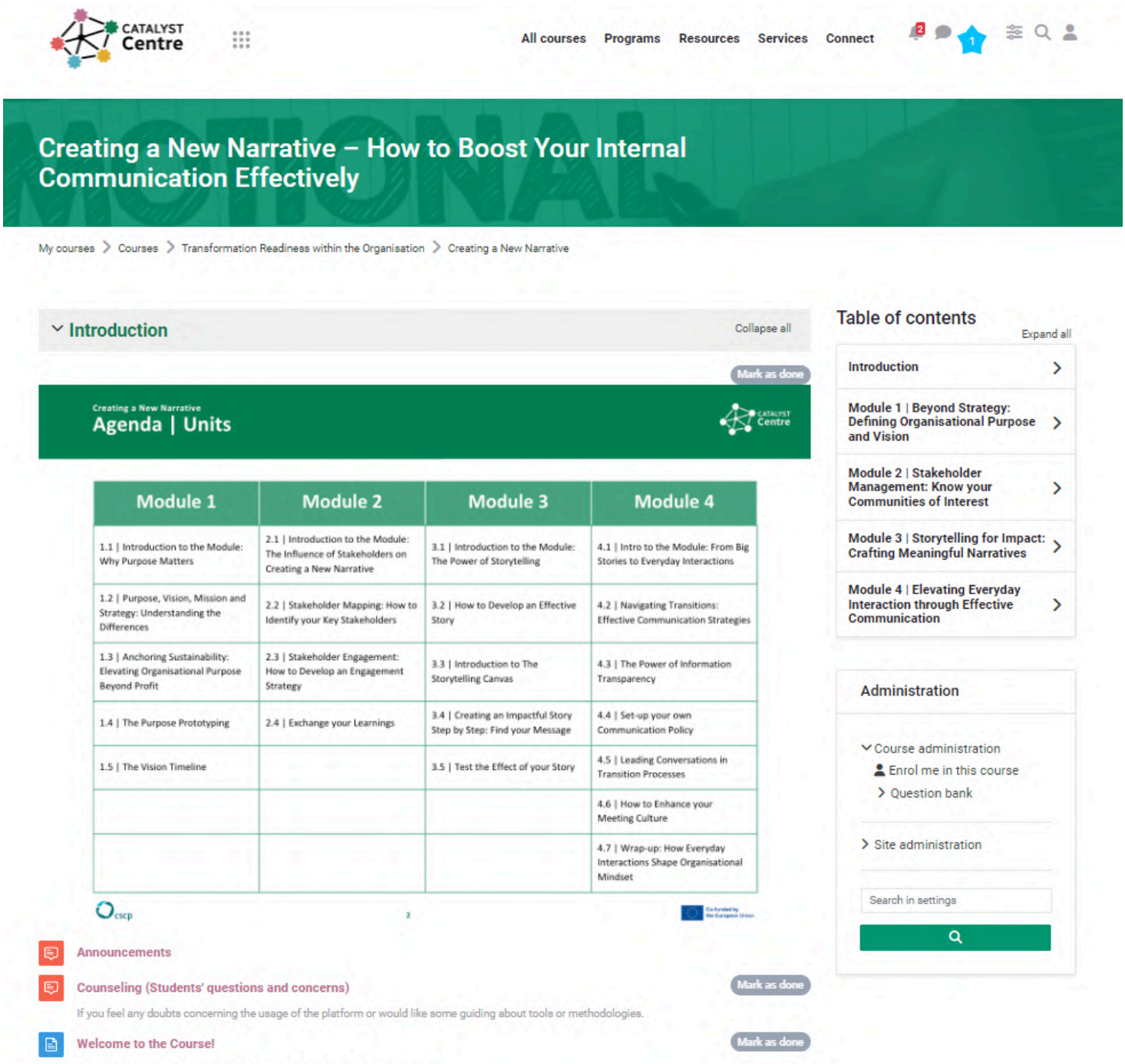
Transformation Readiness | Organisation | Intermediate Level | Communication | Stakeholder Engagement | Change Management

Share this course

## Institution

Collaborating Centre on Sustainable Consumption and Production

# Creating a New Narrative – How to Boost Your Internal Communication Effectively




## Institution

Collaborating Centre on Sustainable Consumption and Production

# Creating a New Narrative – How to Boost Your Internal Communication Effectively

## Module 1 | Beyond Strategy: Defining Organisational Purpose and Vision

**Learning objectives:**

- Understand the delimitation of purpose, vision and mission and their distinction from strategy
- Identify ways in which sustainable or even regenerative business practices can bring a deeper meaning to the organisation
- Illustrate your own purpose and vision

**Unit 1.1 | Introduction to the Module: Why Purpose Matters** — Mark as done

Explore why having **a clear purpose is a key driver for successful sustainability efforts.**
Learn how purpose influences organisational alignment and how it addresses employees increasingly seeking meaningful work.

**Unit 1.2 | Purpose, Vision, Mission and Strategy: Understanding the Differences** — Mark as done

The following unit provides you with a clear **overview of the key components of an organisational compass: purpose, vision, mission, and strategy.**
This will help you understand how these elements differ but also connect with each other to guide the direction of the organisation.

**Unit 1.3 | Anchoring Sustainability: Elevating Organisational Purpose Beyond Profit** — Mark as done

Discover how **embedding sustainability into your organisational purpose can elevate your goals beyond financial success.**
This unit explores various stages of sustainability, from risk mitigation to regeneration, and offers inspiring case studies to help you reflect on the current role of sustainability in your own business.

**Unit 1.4 | The Purpose Prototyping** — Mark as done

The following exercise offers valuable guidance on **how to develop a clear and impactful organisational purpose statement.**
Let's get active and discover your true purpose!

**Unit 1.4 | The Purpose Prototyping** — View

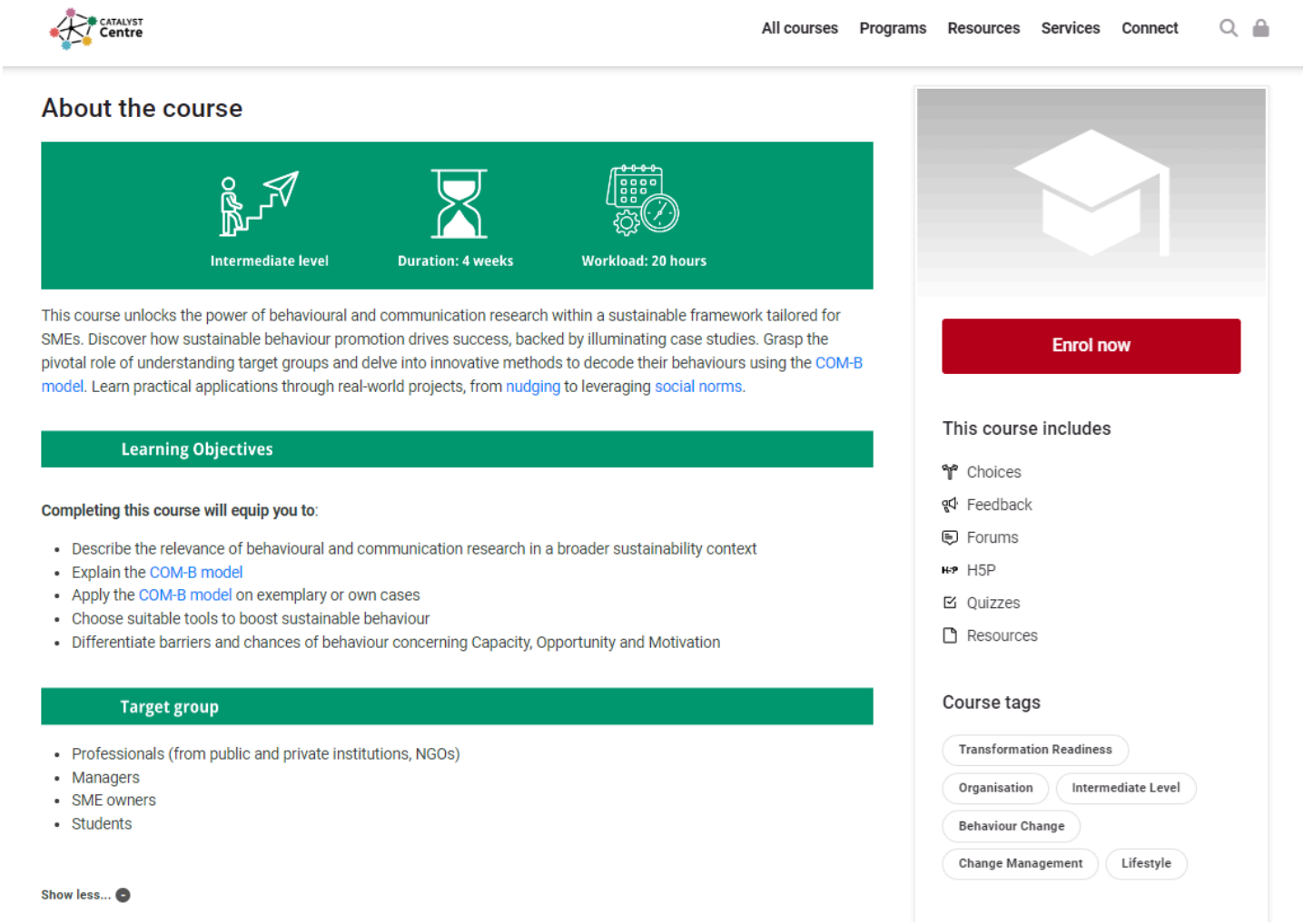
Make forum posts: 1

Share your final purpose statement with your fellows.

**Unit 1.5 | The Vision Timeline** — Mark as done

The following exercise supports you to **identify and prioritise future milestones and KPIs leading to a clear vision timeline** for your organisation's long-term success.

# Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures




## Institution

Collaborating Centre on Sustainable Consumption and Production

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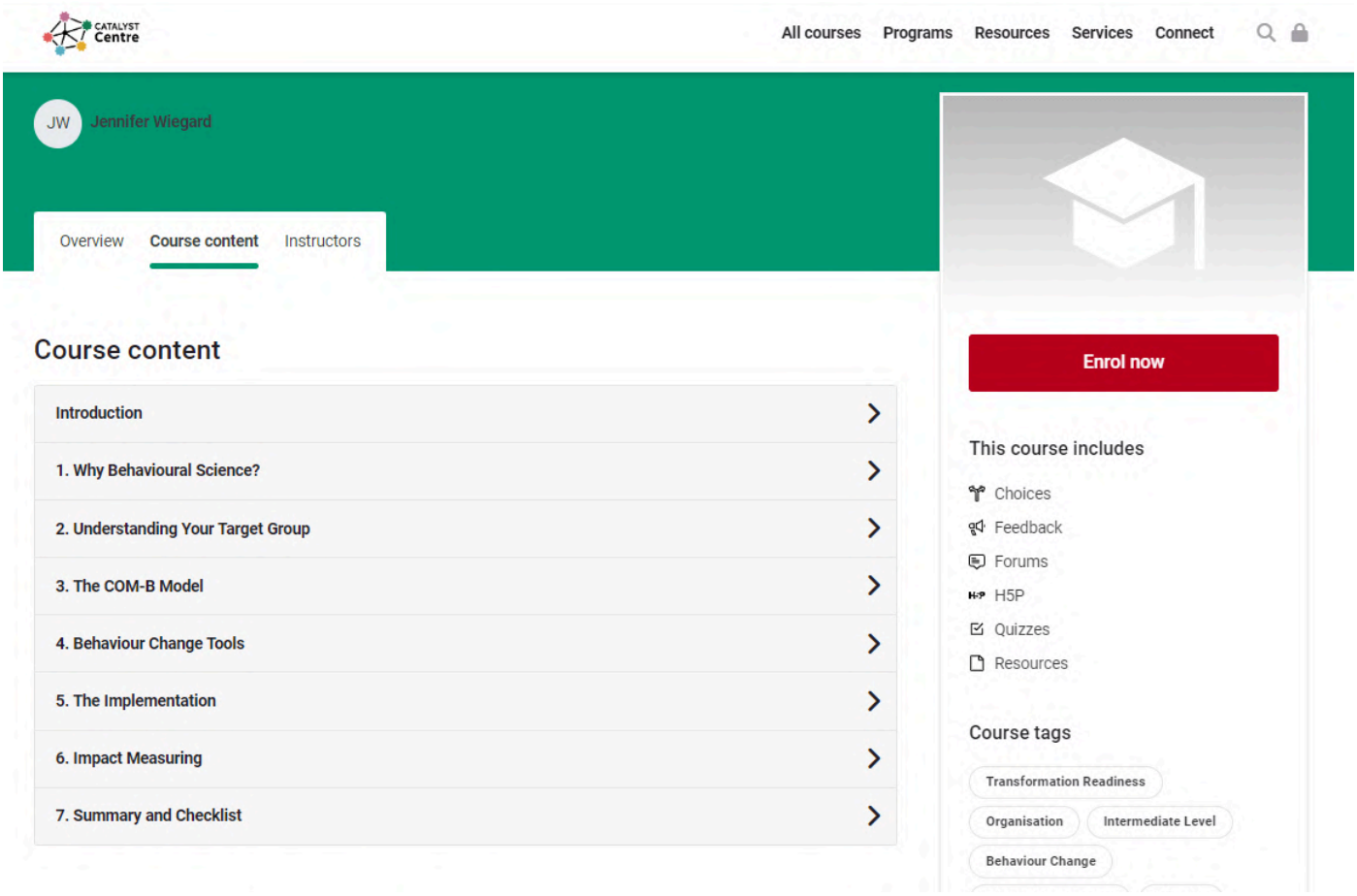


## Institution

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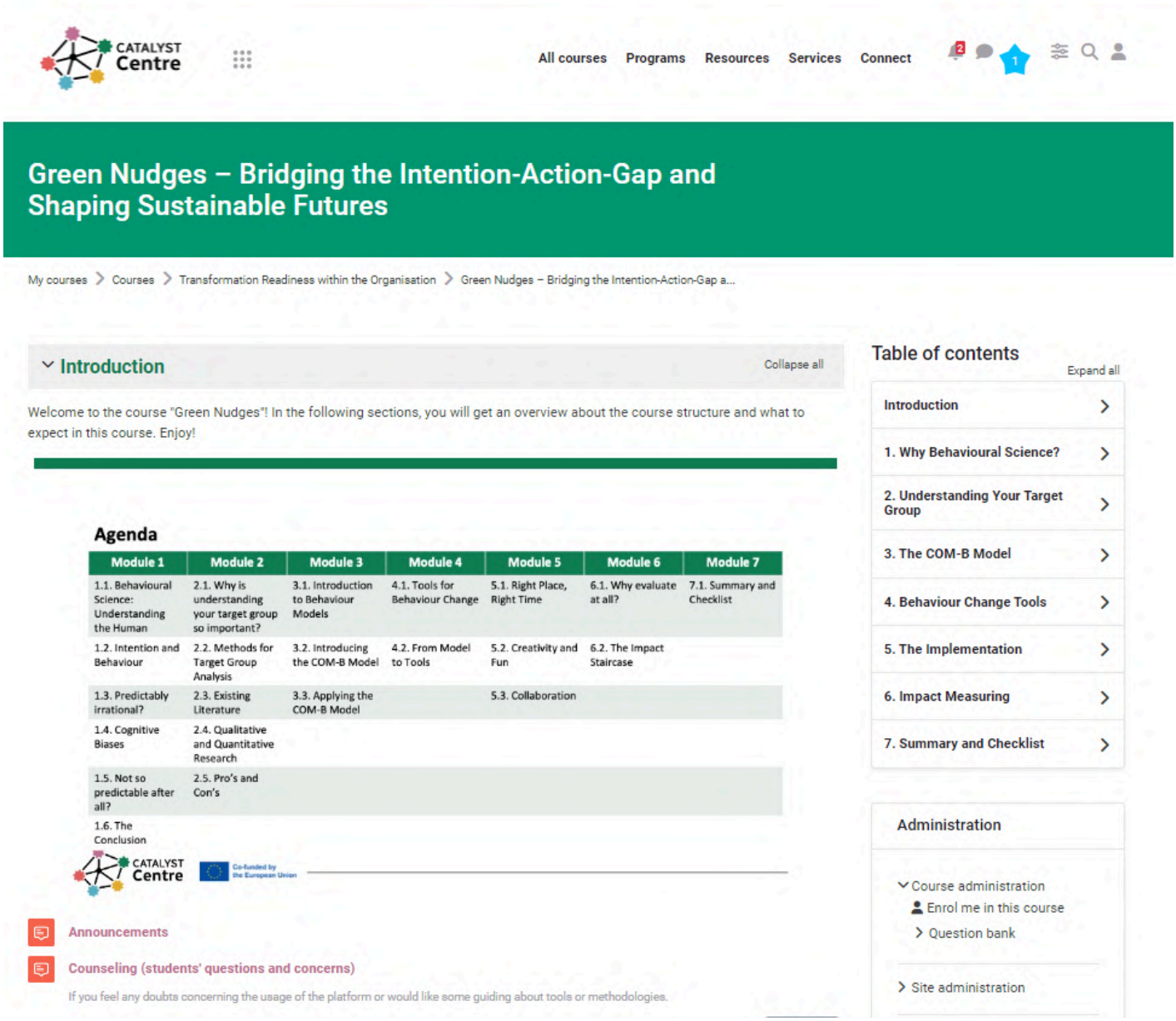


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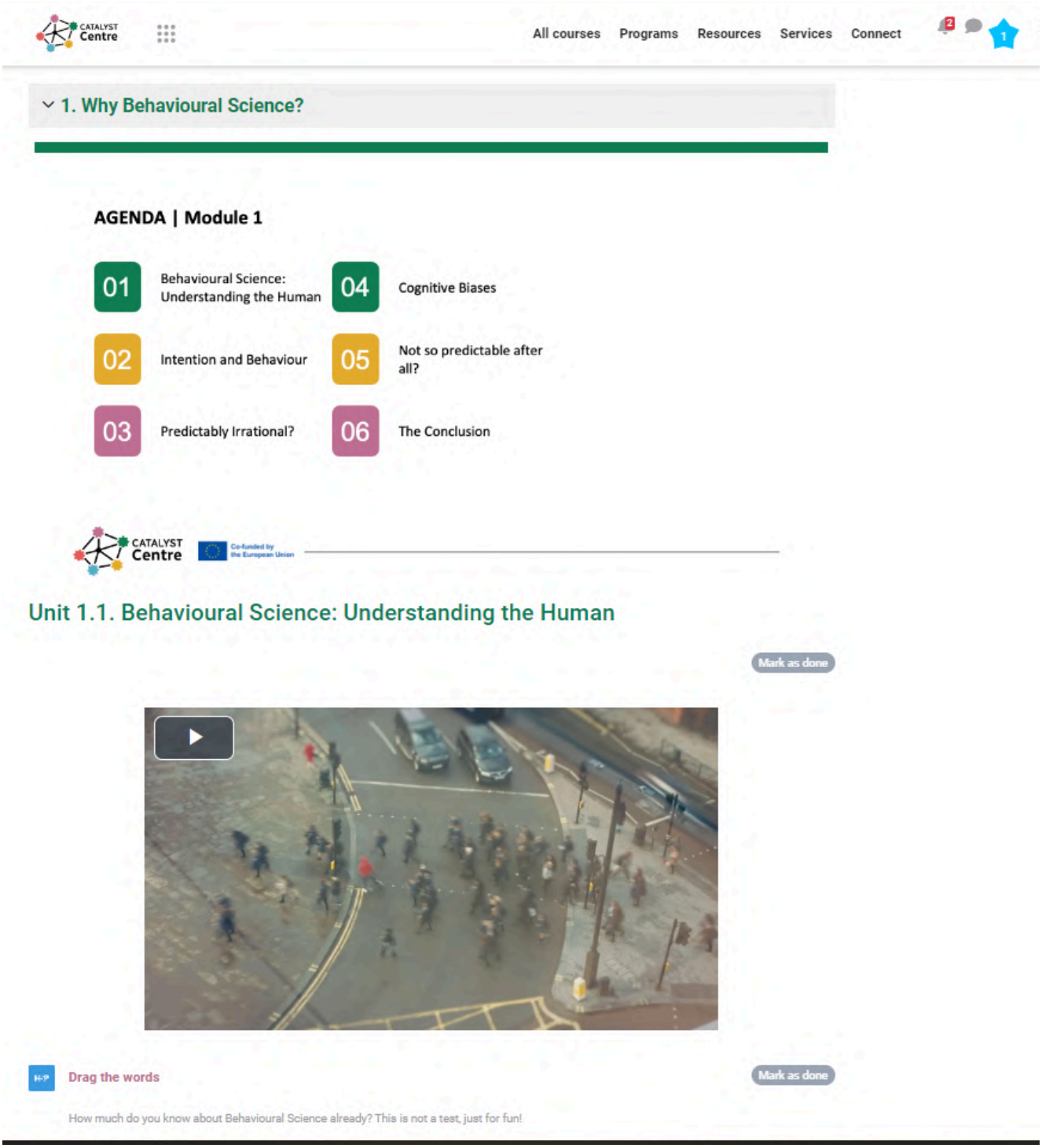
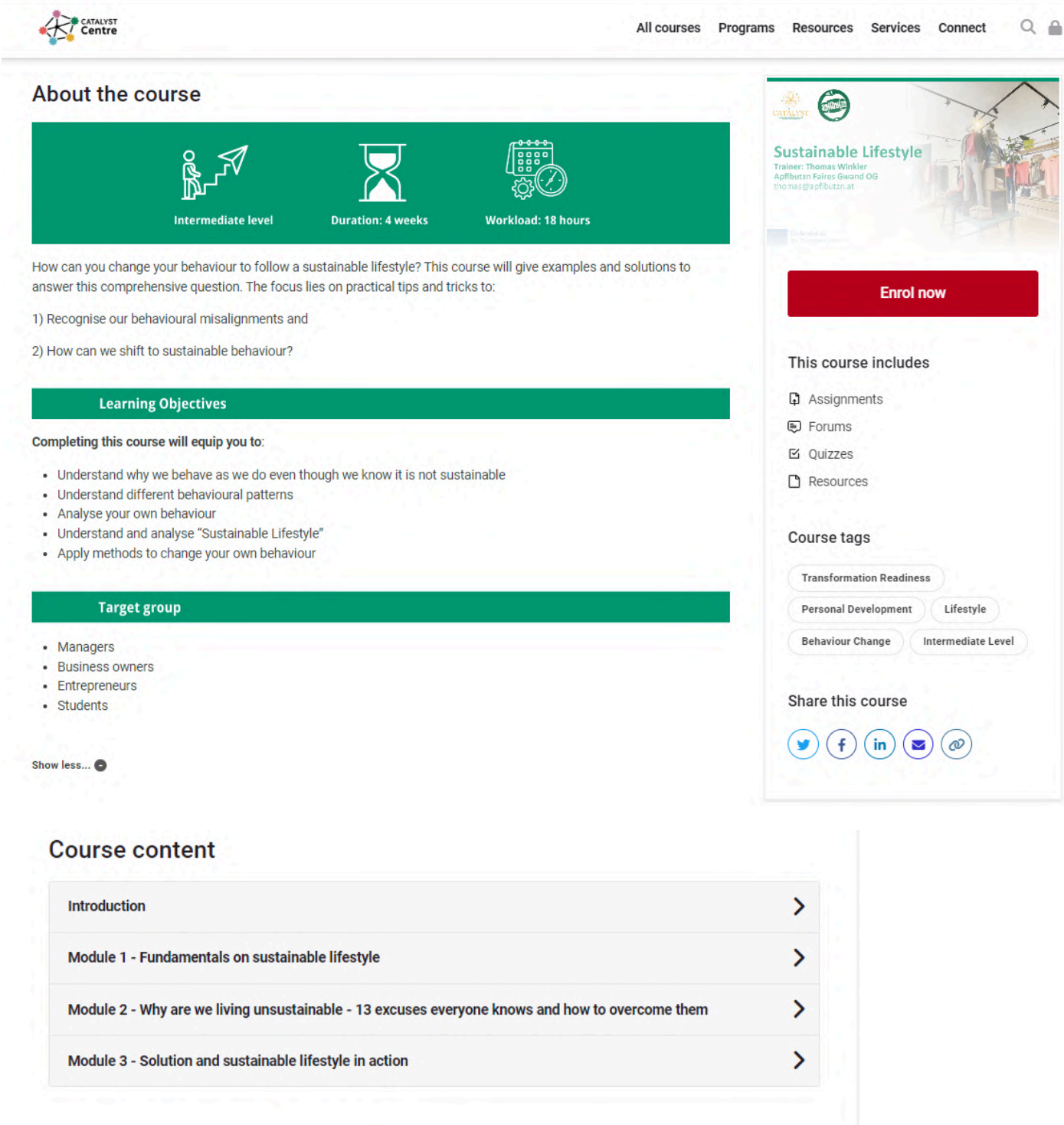



## Institution

Collaborating Centre on Sustainable Consumption and Production

# How to Achieve a Sustainable Lifestyle







## Institution

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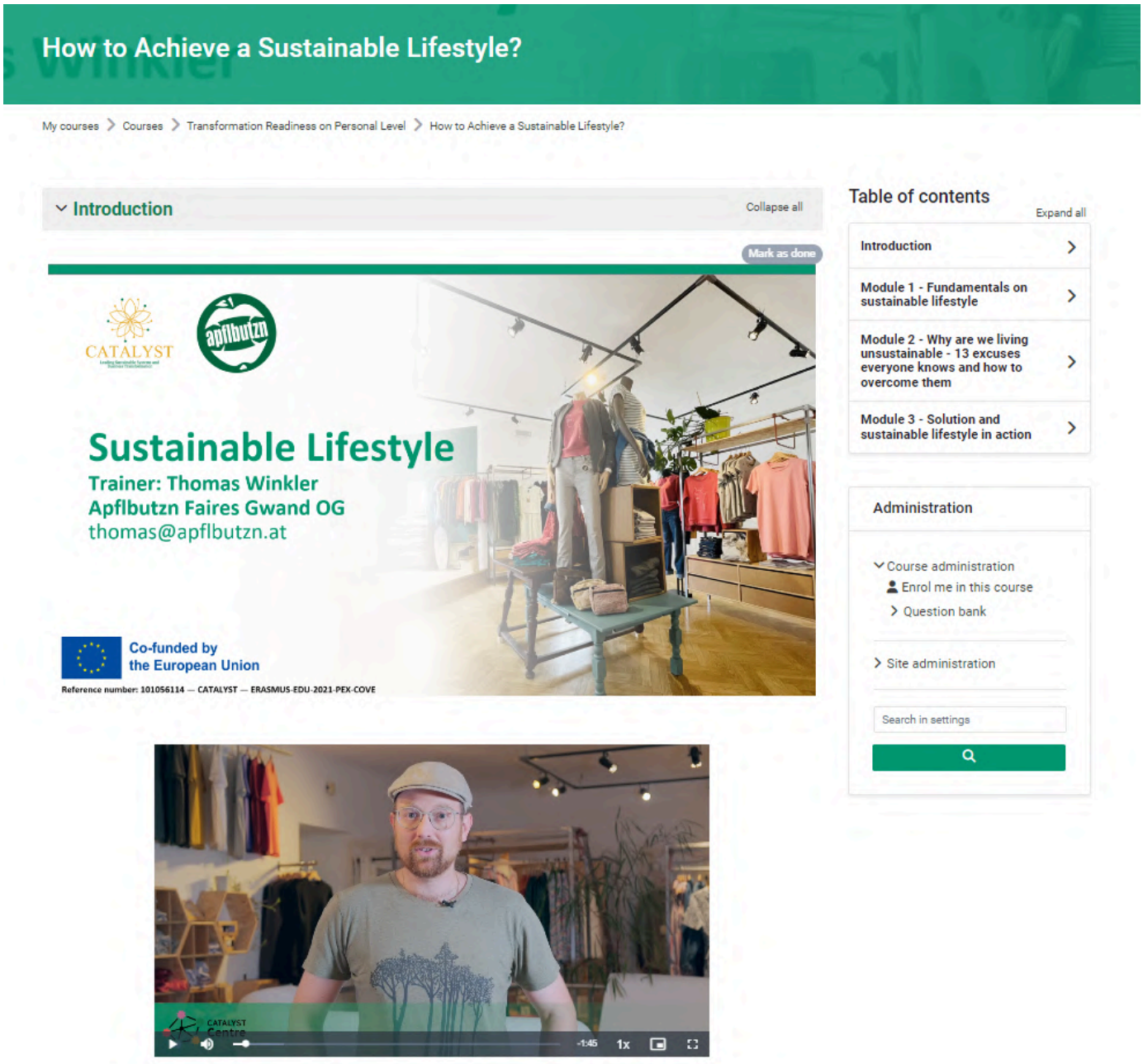
# How to Achieve a Sustainable Lifestyle

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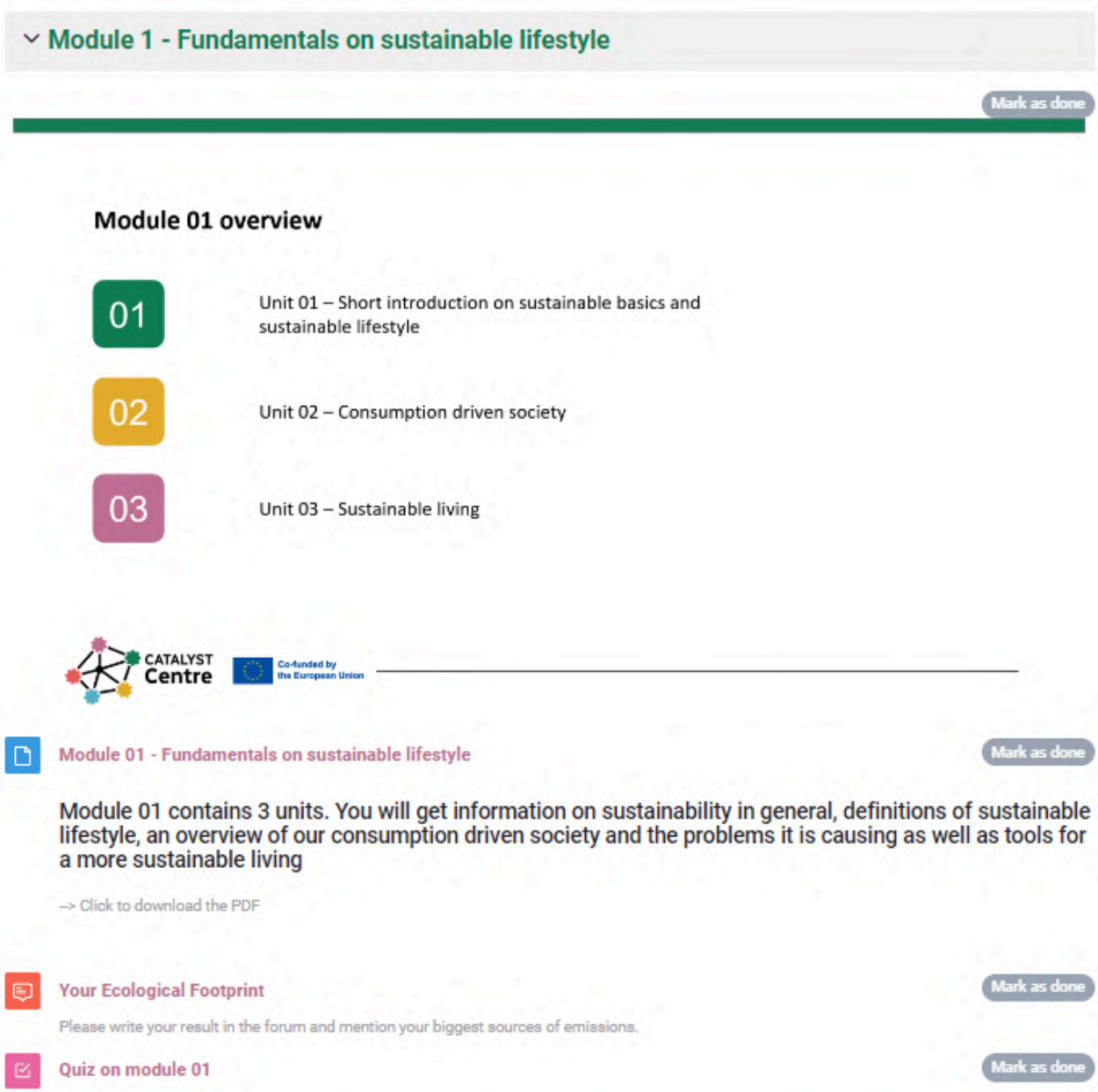


## Institution

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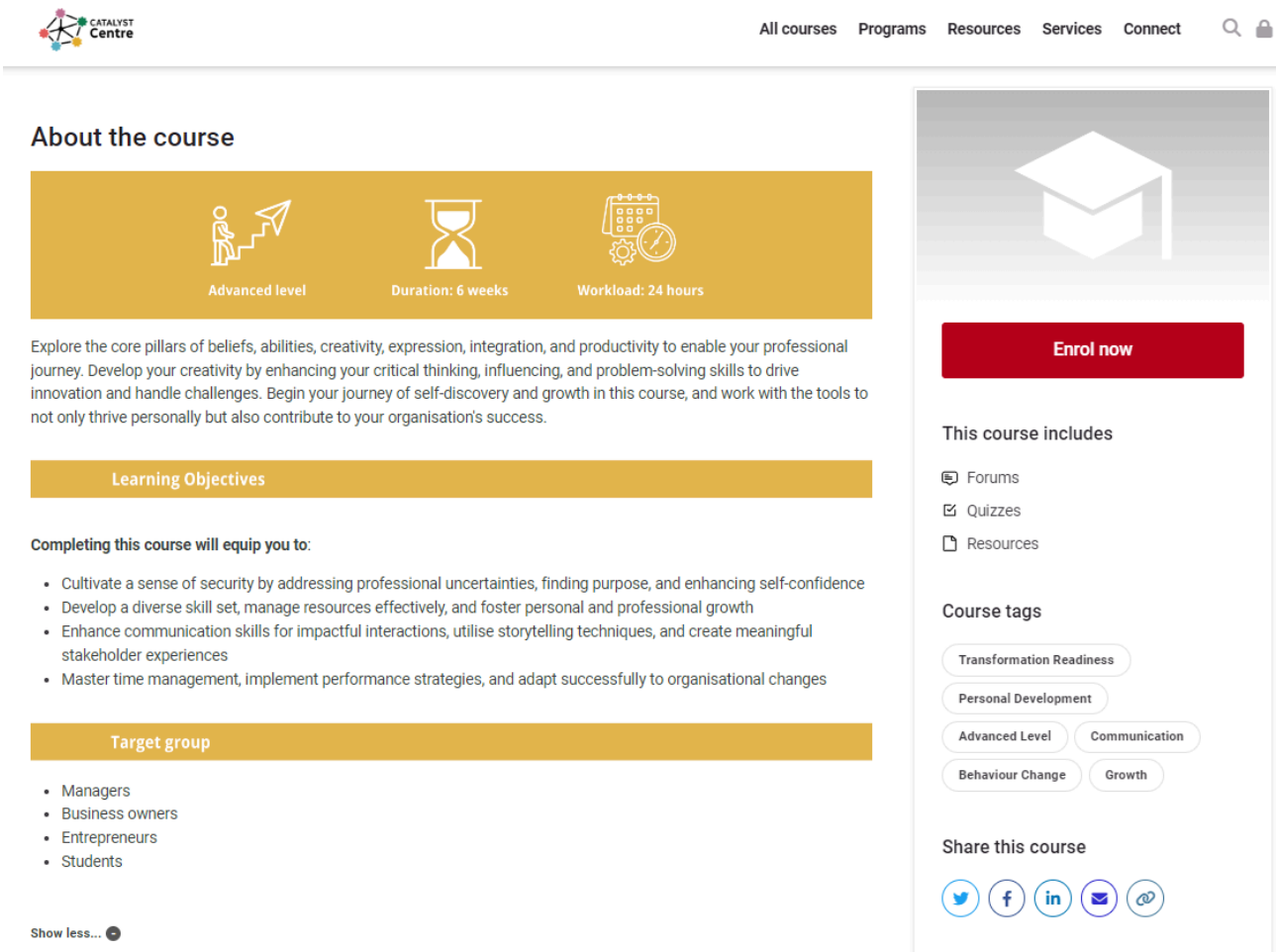
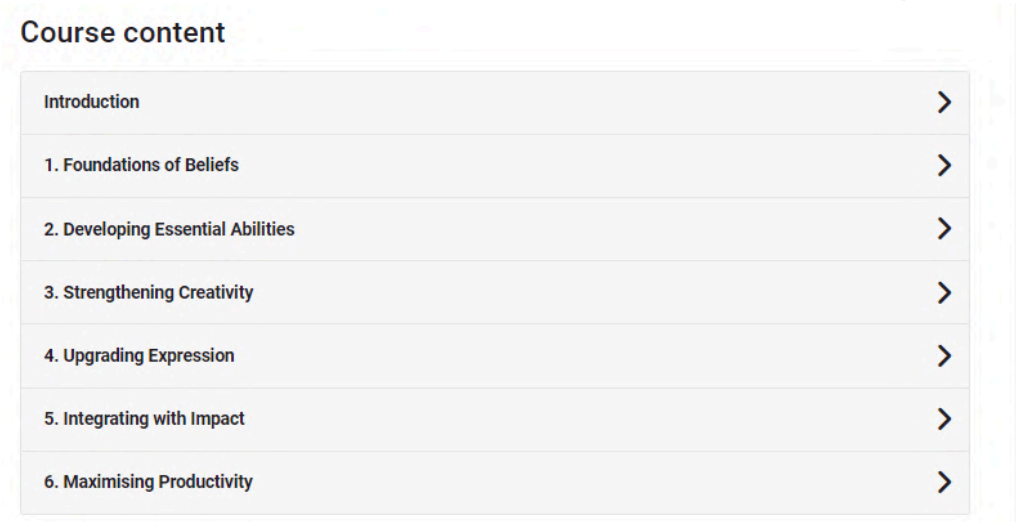
# Sustainable Professional Growth

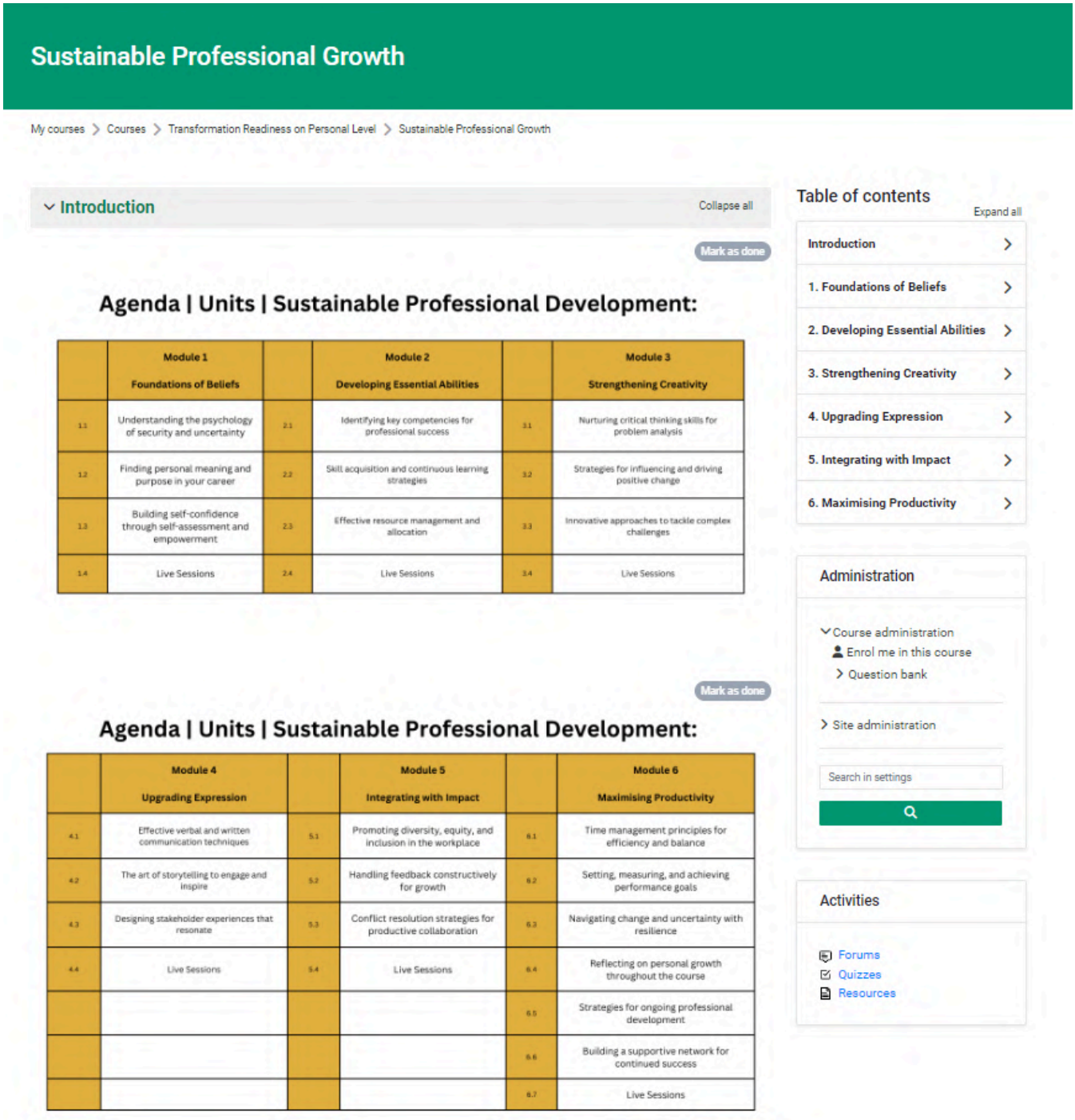



## Institution

BELLS

# Sustainable Professional Growth



Sustainable Professional Growth

My courses > Courses > Transformation Readiness on Personal Level > Sustainable Professional Growth

Introduction — Collapse all

Mark as done

**Agenda | Units | Sustainable Professional Development:**

| | Module 1<br>Foundations of Beliefs | | Module 2<br>Developing Essential Abilities | | Module 3<br>Strengthening Creativity |
|---|---|---|---|---|---|
| 1.1 | Understanding the psychology of security and uncertainty | 2.1 | Identifying key competencies for professional success | 3.1 | Nurturing critical thinking skills for problem analysis |
| 1.2 | Finding personal meaning and purpose in your career | 2.2 | Skill acquisition and continuous learning strategies | 3.2 | Strategies for influencing and driving positive change |
| 1.3 | Building self-confidence through self-assessment and empowerment | 2.3 | Effective resource management and allocation | 3.3 | Innovative approaches to tackle complex challenges |
| 1.4 | Live Sessions | 2.4 | Live Sessions | 3.4 | Live Sessions |

Mark as done

**Agenda | Units | Sustainable Professional Development:**

| | Module 4<br>Upgrading Expression | | Module 5<br>Integrating with Impact | | Module 6<br>Maximising Productivity |
|---|---|---|---|---|---|
| 4.1 | Effective verbal and written communication techniques | 5.1 | Promoting diversity, equity, and inclusion in the workplace | 6.1 | Time management principles for efficiency and balance |
| 4.2 | The art of storytelling to engage and inspire | 5.2 | Handling feedback constructively for growth | 6.2 | Setting, measuring, and achieving performance goals |
| 4.3 | Designing stakeholder experiences that resonate | 5.3 | Conflict resolution strategies for productive collaboration | 6.3 | Navigating change and uncertainty with resilience |
| 4.4 | Live Sessions | 5.4 | Live Sessions | 6.4 | Reflecting on personal growth throughout the course |
| | | | | 6.5 | Strategies for ongoing professional development |
| | | | | 6.6 | Building a supportive network for continued success |
| | | | | 6.7 | Live Sessions |

Table of contents — Expand all

- Introduction
- 1. Foundations of Beliefs
- 2. Developing Essential Abilities
- 3. Strengthening Creativity
- 4. Upgrading Expression
- 5. Integrating with Impact
- 6. Maximising Productivity

Administration

Course administration
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Activities

Forums
Quizzes
Resources

## Institution

BELLS

# Sustainable Professional Growth

Mark as done

Mark as done

## If you cannot watch the video, here is the script as text:

"Freedom is man's capacity to take a hand in his own development. It is our capacity to mold ourselves." The American psychologist Rollo May gives us the inspiration to begin our journey together here to discover new ways to develop ourselves, for each of us as individuals and forming a group of committed people to assure sustainable growth.

This course includes six modules with content to read and quizzes to spark your interest here on the platform. In addition, each of you will have a 30-minute call with me individually at the beginning and another one at the end of the course for you to establish your goals and evaluate your progress.

We will also be meeting weekly as a group. All online meetings will take place on Zoom. Please see the instructions here on the platform for log-in details and times. Appointments for individual calls will be made on my online calendar to make sure the time is good for both of us. You will find the link to my calendar here on the platform. During the times we aren't meeting in person, you'll be able to ask questions and provide insights for others in our forum.

The key element of this program is active participation. You'll need time on your own to ponder and reflect on your development, but interactions with others are crucial to get out of your comfort zone and co-create the solutions we are all looking for together. In my role as a facilitator, I'll be here to guide you and provide you with insights, inspiration and accountability to make your experience here with us both fruitful during the program and sustainable after it has finished. Again, thank you for joining us and I look forward to speaking to you soon. Your guide, Rhonda Bowen

Course Introduction — Mark as done

Announcements

Sustainable Professional Growth Forum — Mark as done

Please use this forum to interact with others between our live sessions

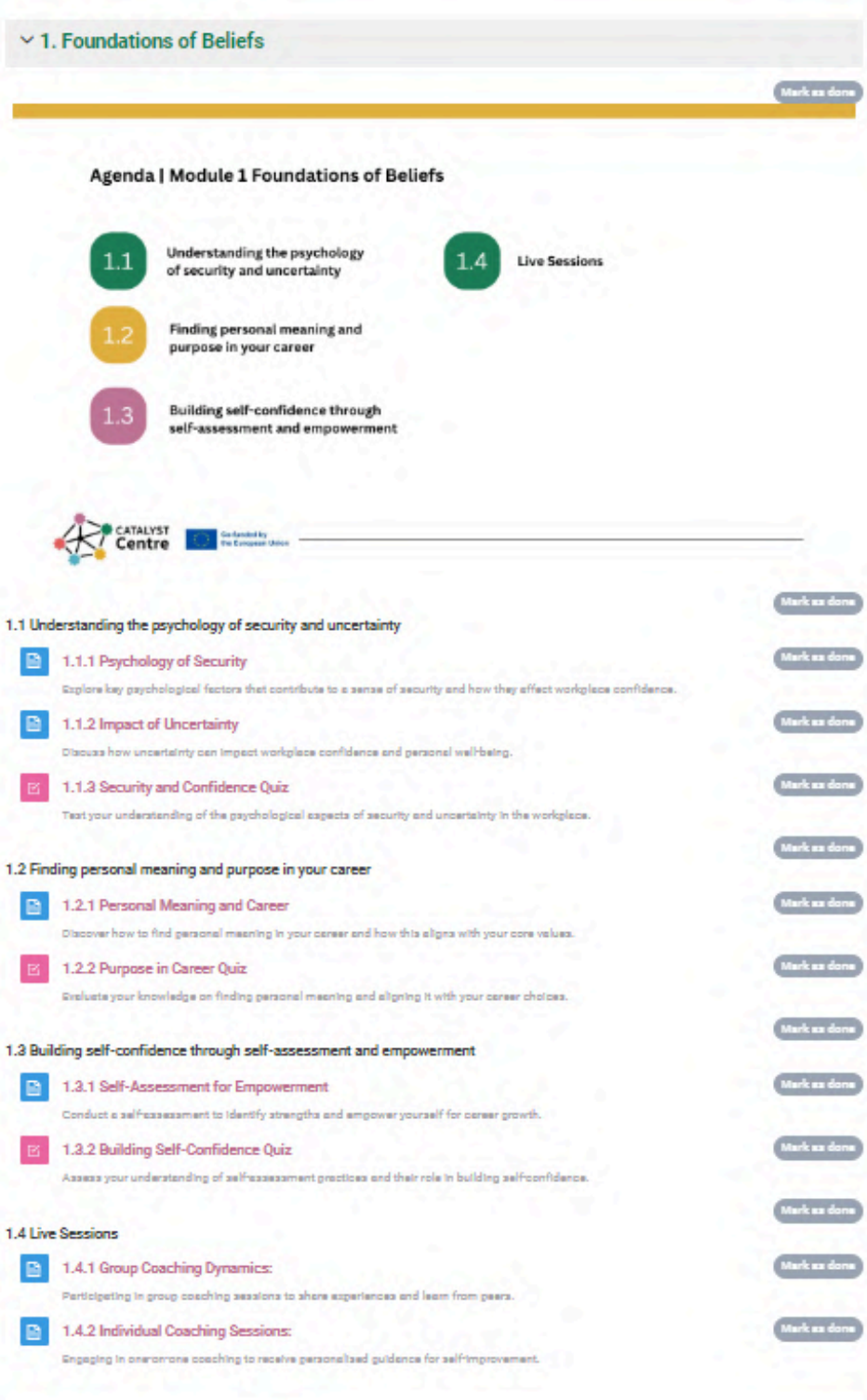
Glossary — Mark as done

Video Script — Mark as done

## Institution

BELLS

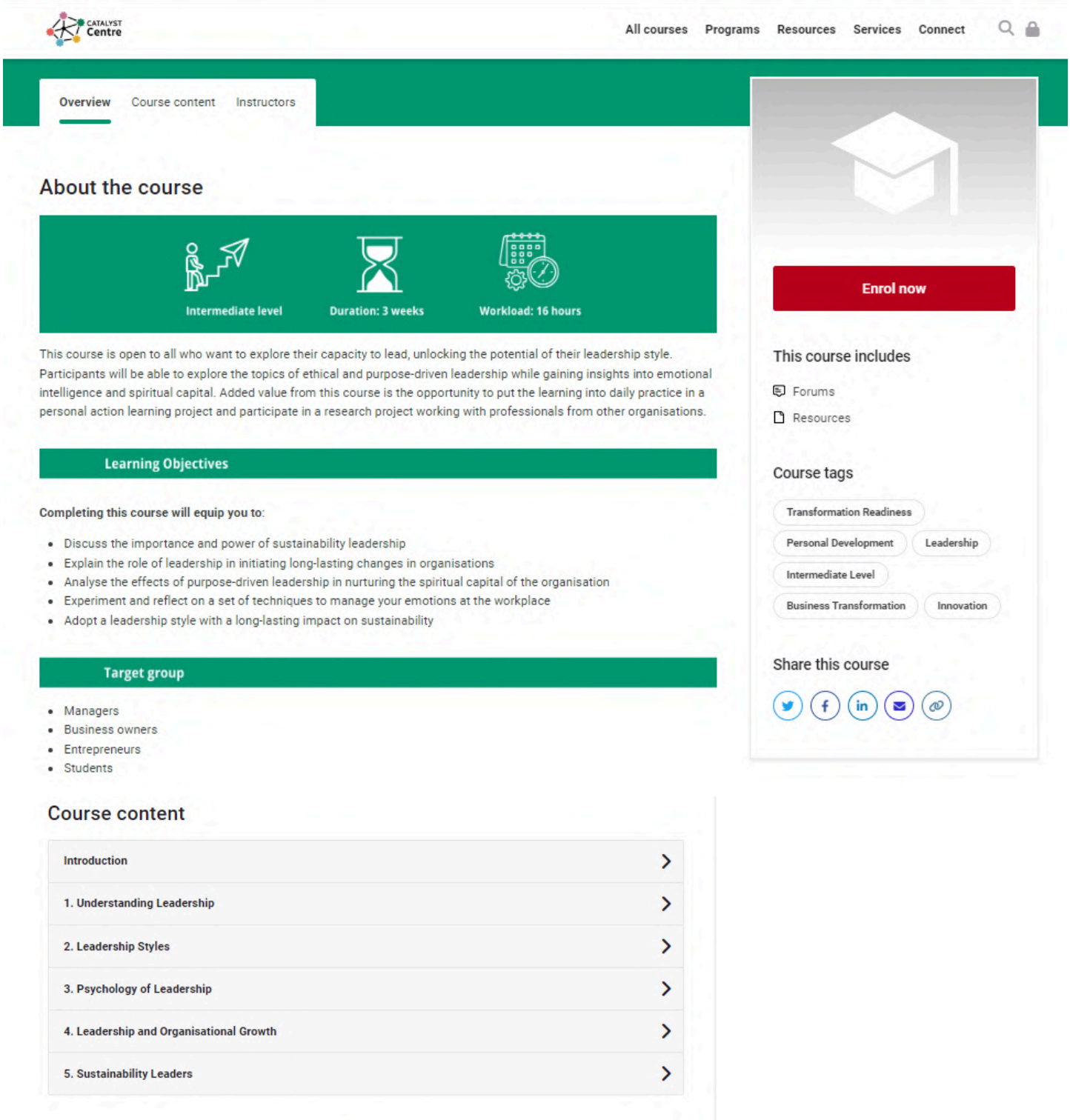
# Sustainable Professional Growth




## Institution

BELLS

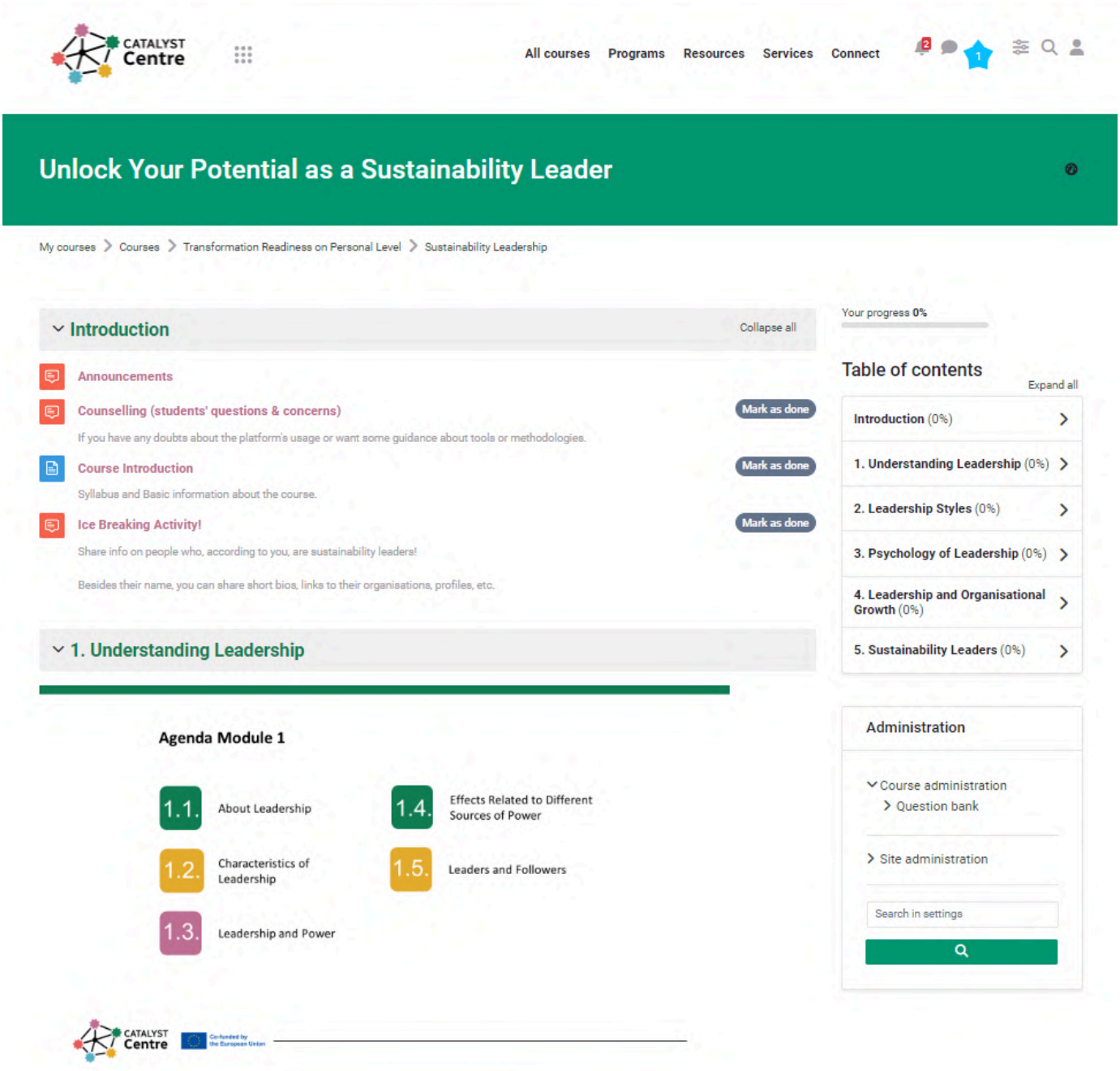
# Unlock Your Potential as a Sustainability Leader




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Unlock Your Potential as a Sustainability Leader




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Unlock Your Potential as a Sustainability Leader

CATALYST Centre | Co-funded by the European Union

## Unit 1.1. About Leadership

Mark as done

Nowadays, effective leadership within organizations is emphasized more than ever.

Leadership aims to foster a sense of belonging to the organization and to share values and ideas, which serve as a foundation for empowering others in their roles. It encompasses vision, trust, consistency, dedication, the ability to train others, dynamism, and enthusiasm.

An individual who leads a group to accomplish a shared objective does so by influence is a leader.

Leadership has the following elements:

- It is a process;
- It includes influence;
- Groups are where leadership happens;
- Shared objectives are a part of leadership.

## Unit 1.2. Characteristics of Leadership

Mark as done

When speaking about leadership, it is important to emphasize that it begins and ends with people: their aspirations, feelings, motivations, and communication. Several skills are essential for understanding why one person advances in life and effectively manages new events, changes, and stress while another with the same level of intellect struggles.

Explore the most important qualities leaders have.

## Unit 1.3. Leadership and Power

Mark as done

In different contexts, a leader's behaviour is influenced by their experience, skills, and personality, each linked to different power sources.

Explore the seven sources of power through which a leader can influence followers within an organization.

## Unit 1.4. Effects Related to Different Sources of Power

Mark as done

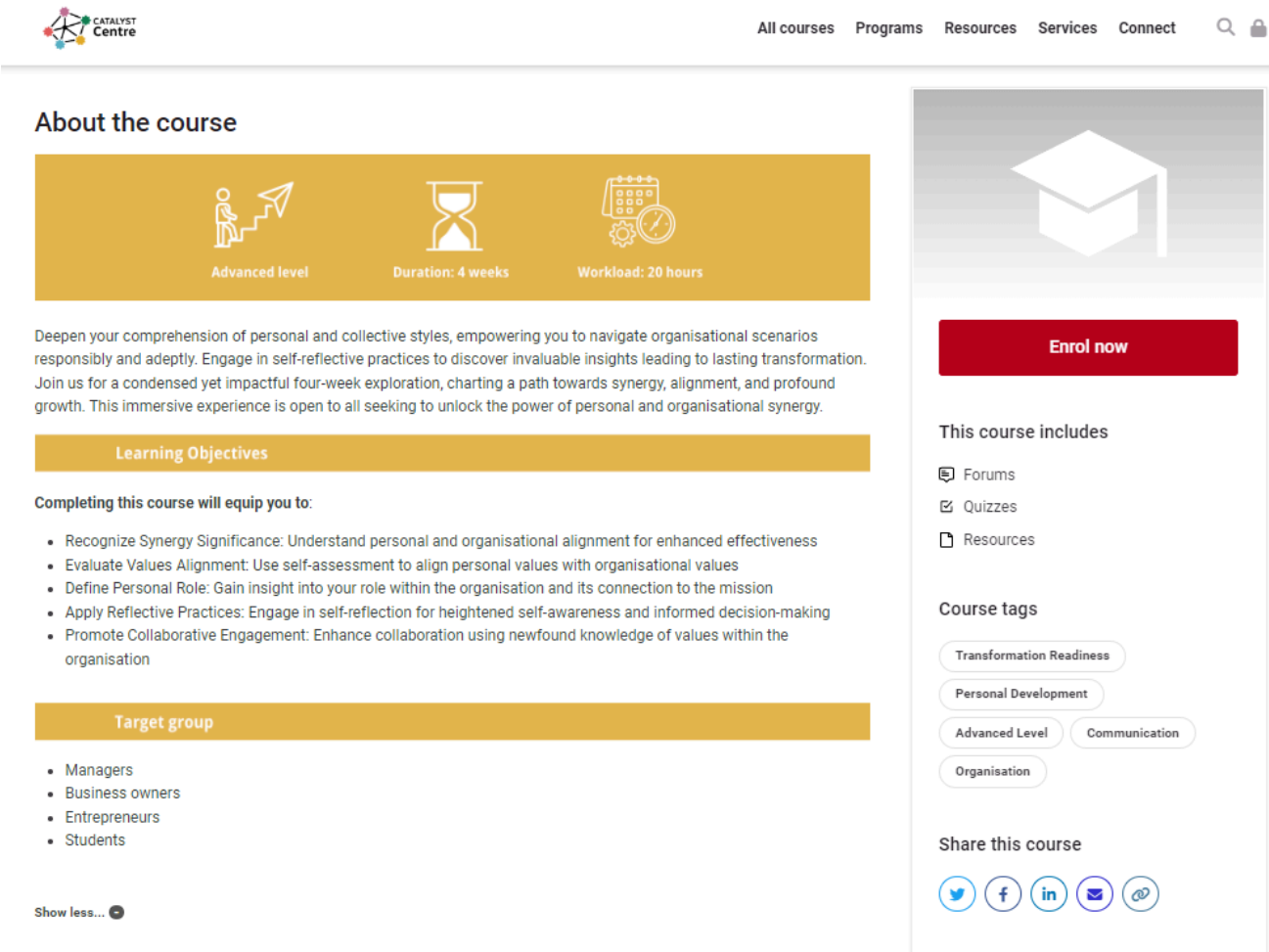
Different circumstances in one organization require practising and utilizing various sources of power. The most commonly used sources of power are the power of position, the power of charisma, the power of relationships, the power of expertise, the power of information, the power to punish others and the power to reward others.

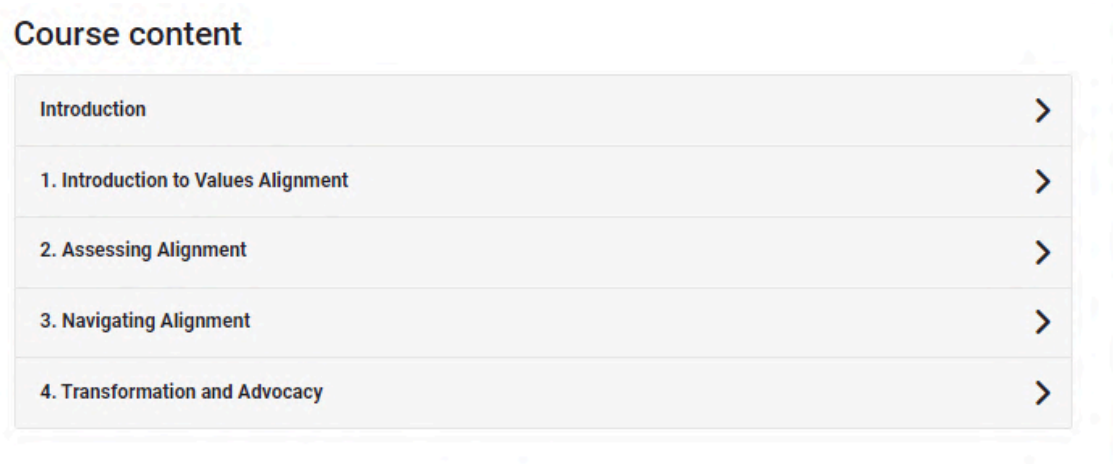
## Unit 1.5. Leaders and Followers

Mark as done

Developing successful leadership and collaborative success inside any organization requires understanding the dynamic interactions between leaders and followers.

# Personal and Organisational Values

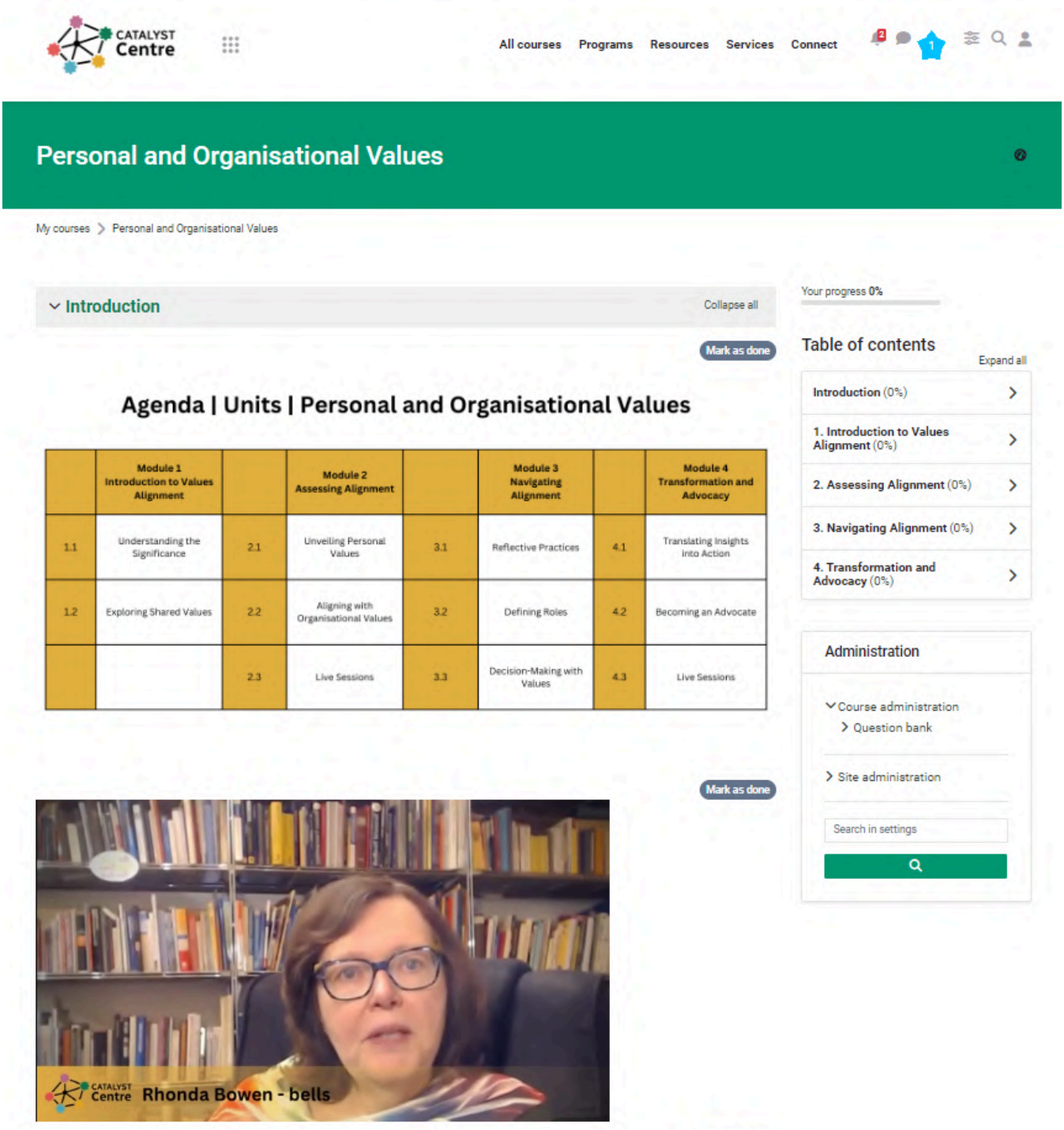



## Institution

BELLS

# Personal and Organisational Values




## Institution

BELLS

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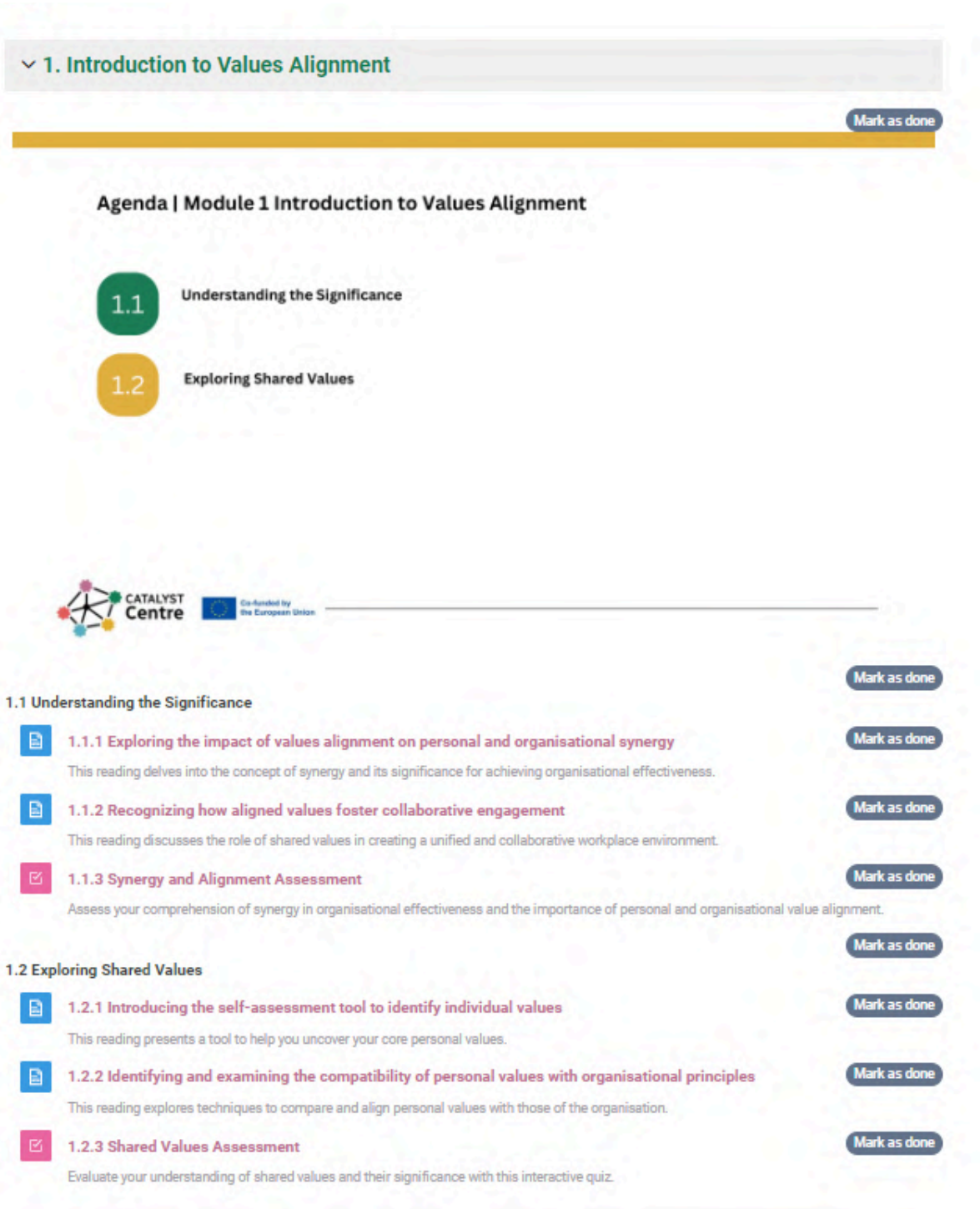
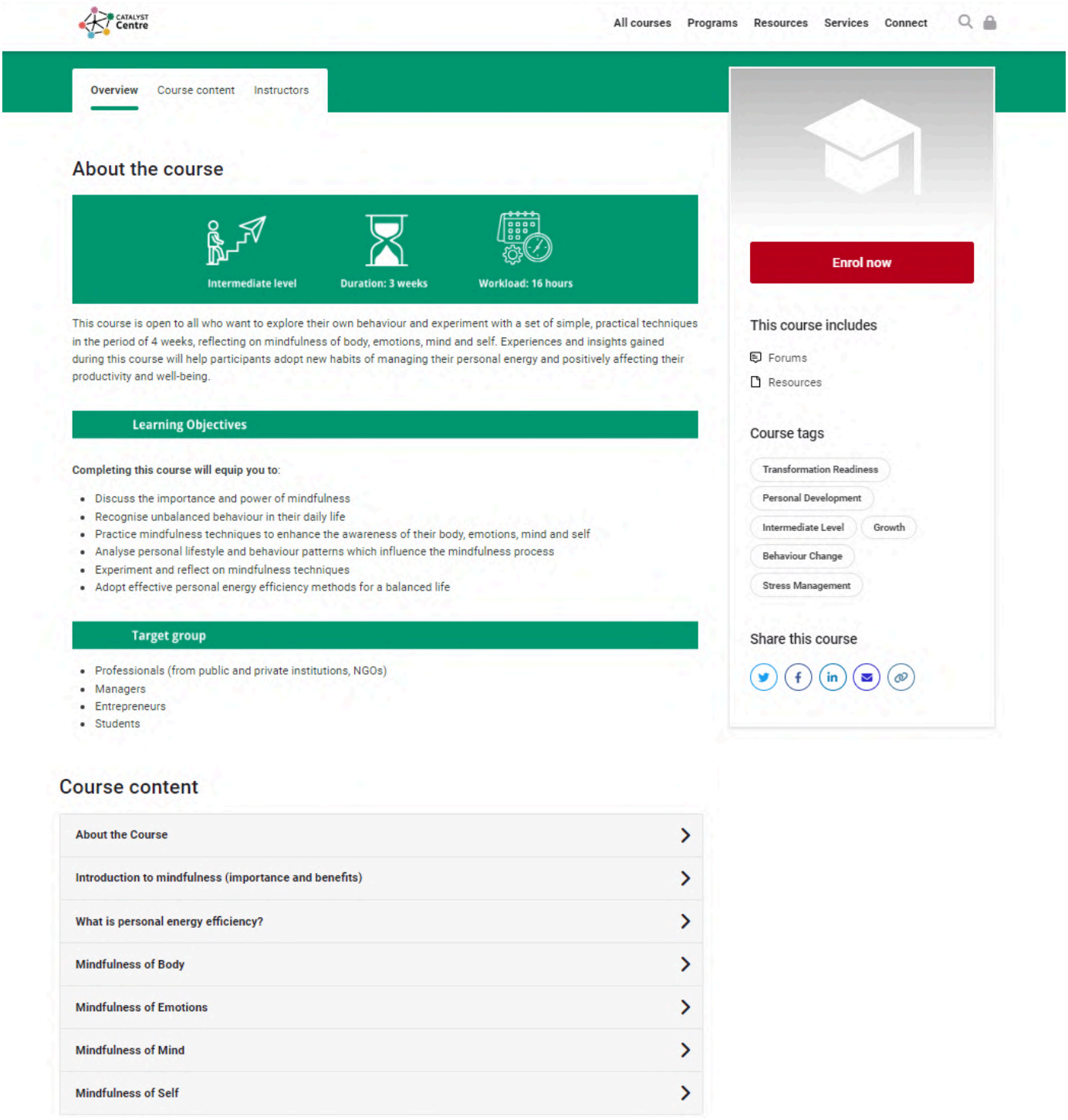



## Institution

BELLS

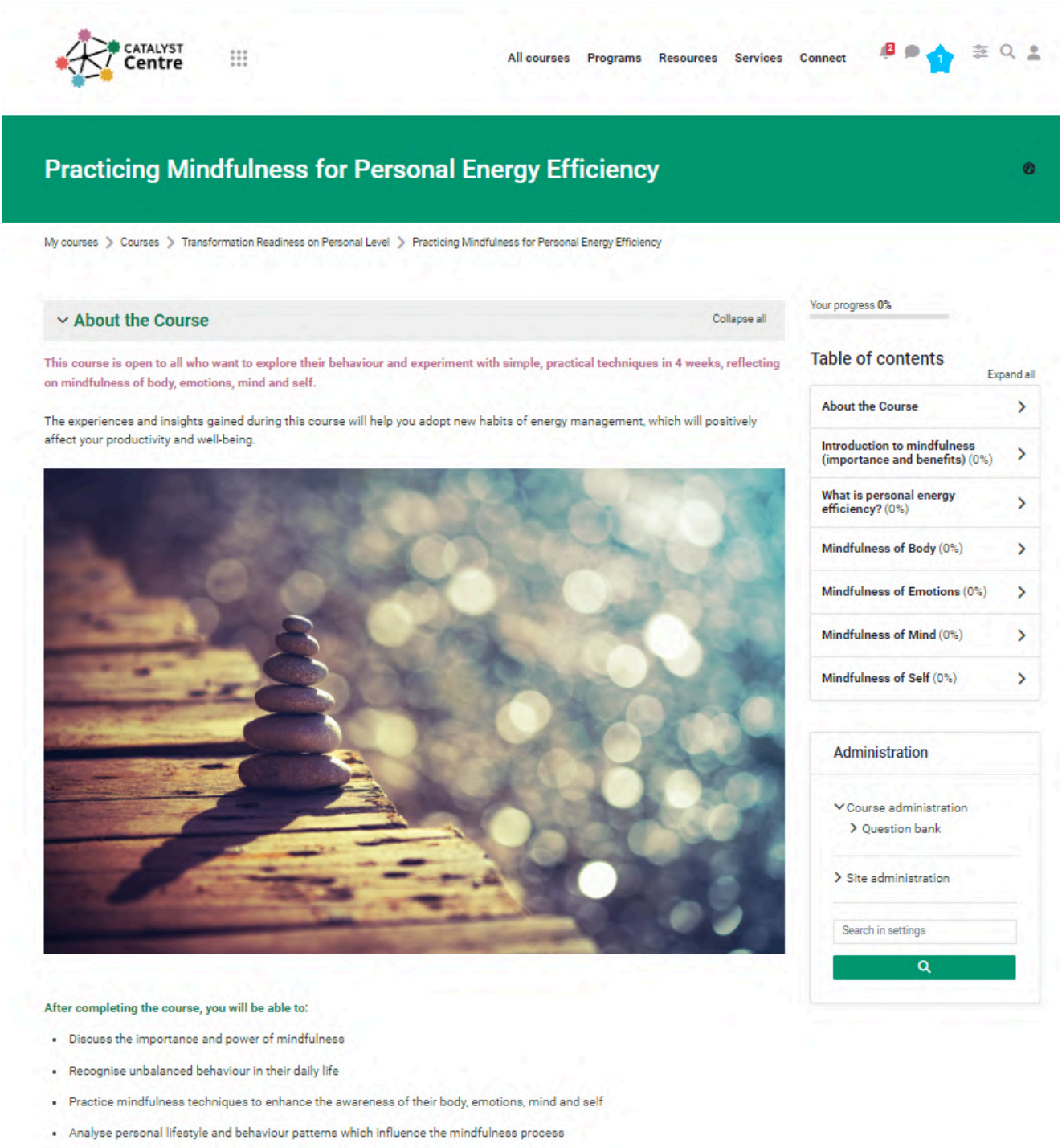
# Practising Mindfulness for Personal Energy Efficiency




## Institution

Institute for Research in Environment, Civil Engineering and Energy

# Practising Mindfulness for Personal Energy Efficiency

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Institute for Research in Environment, Civil Engineering and Energy

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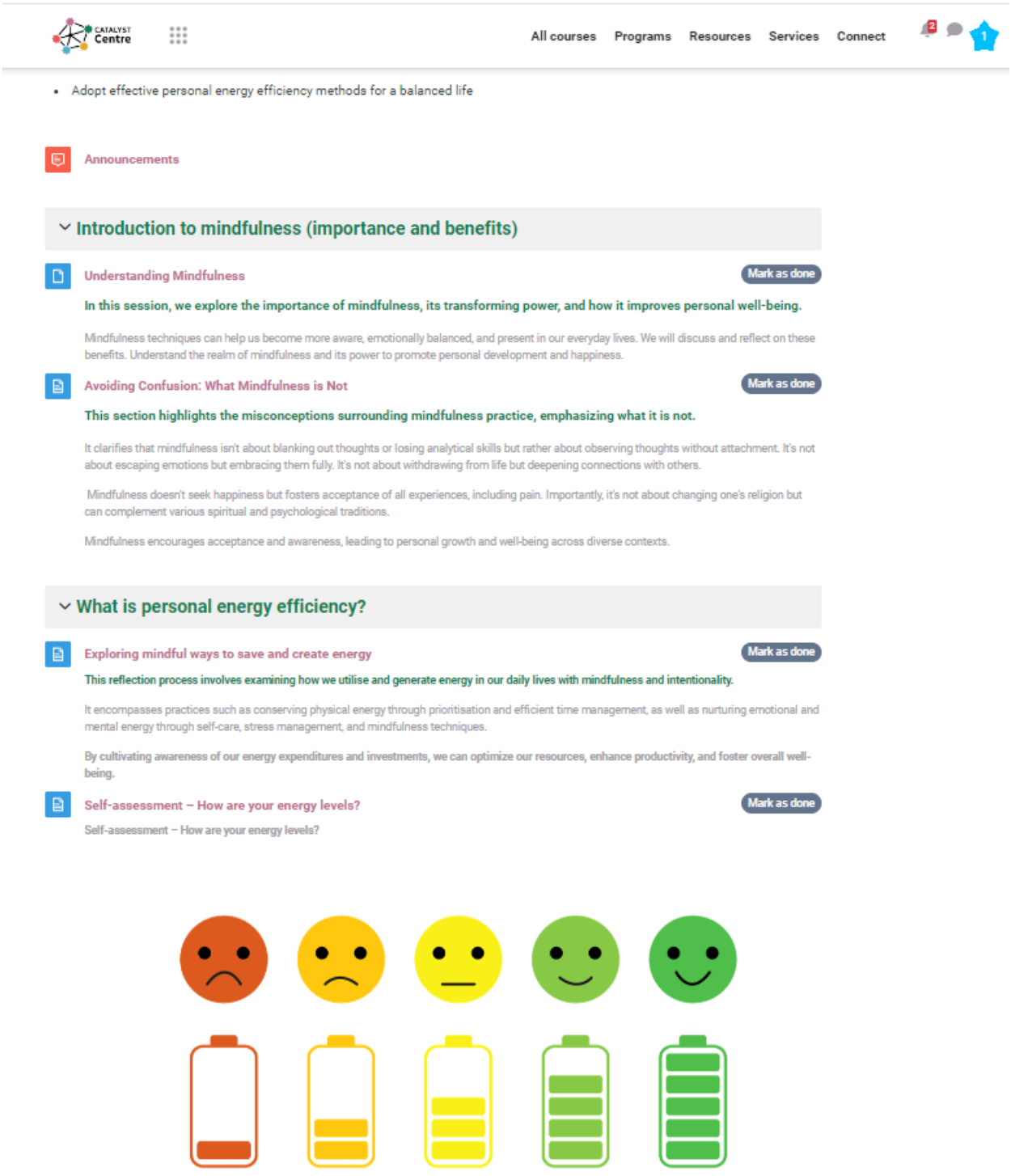
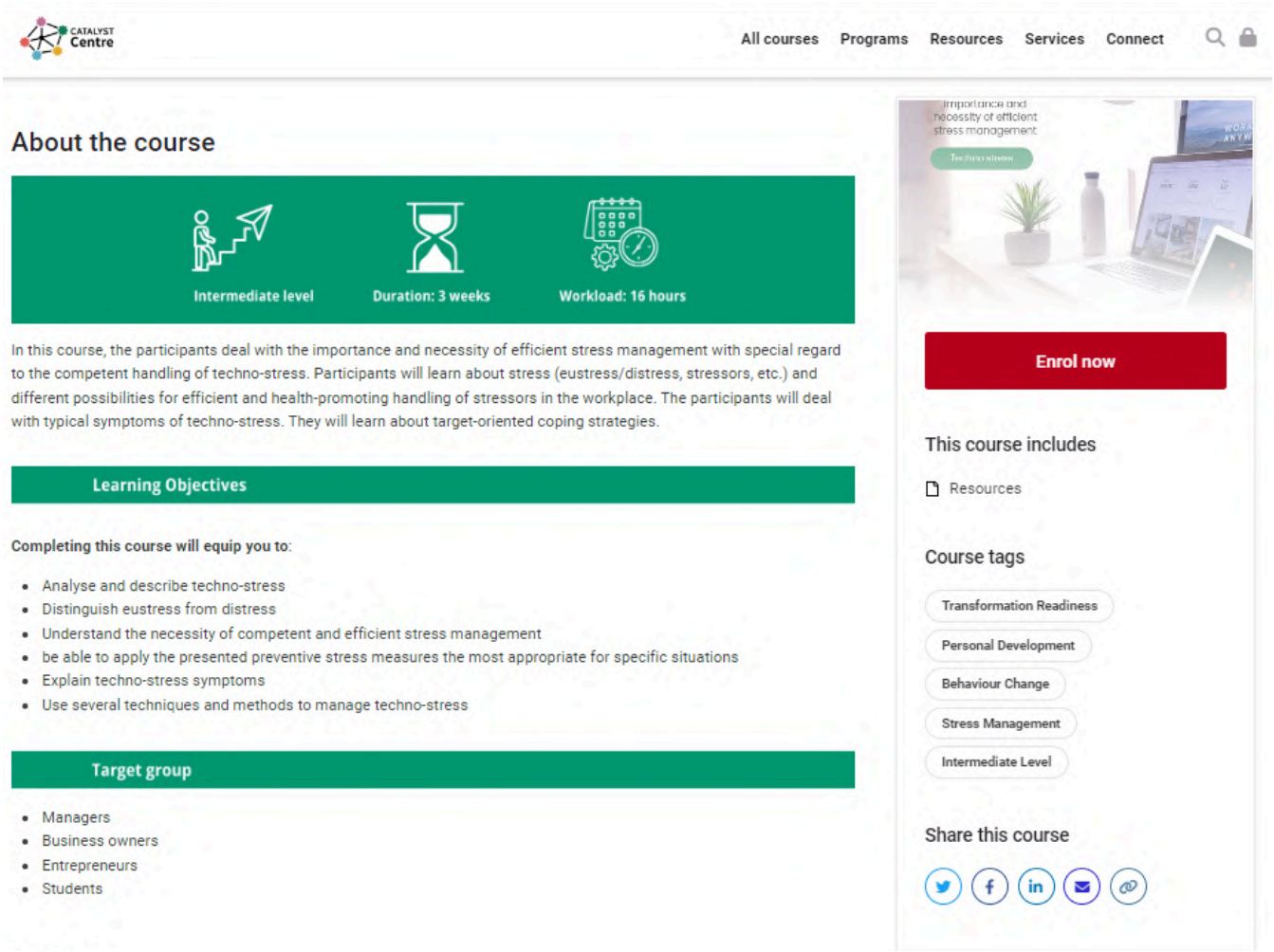





## Institution

Institute for Research in Environment, Civil Engineering and Energy

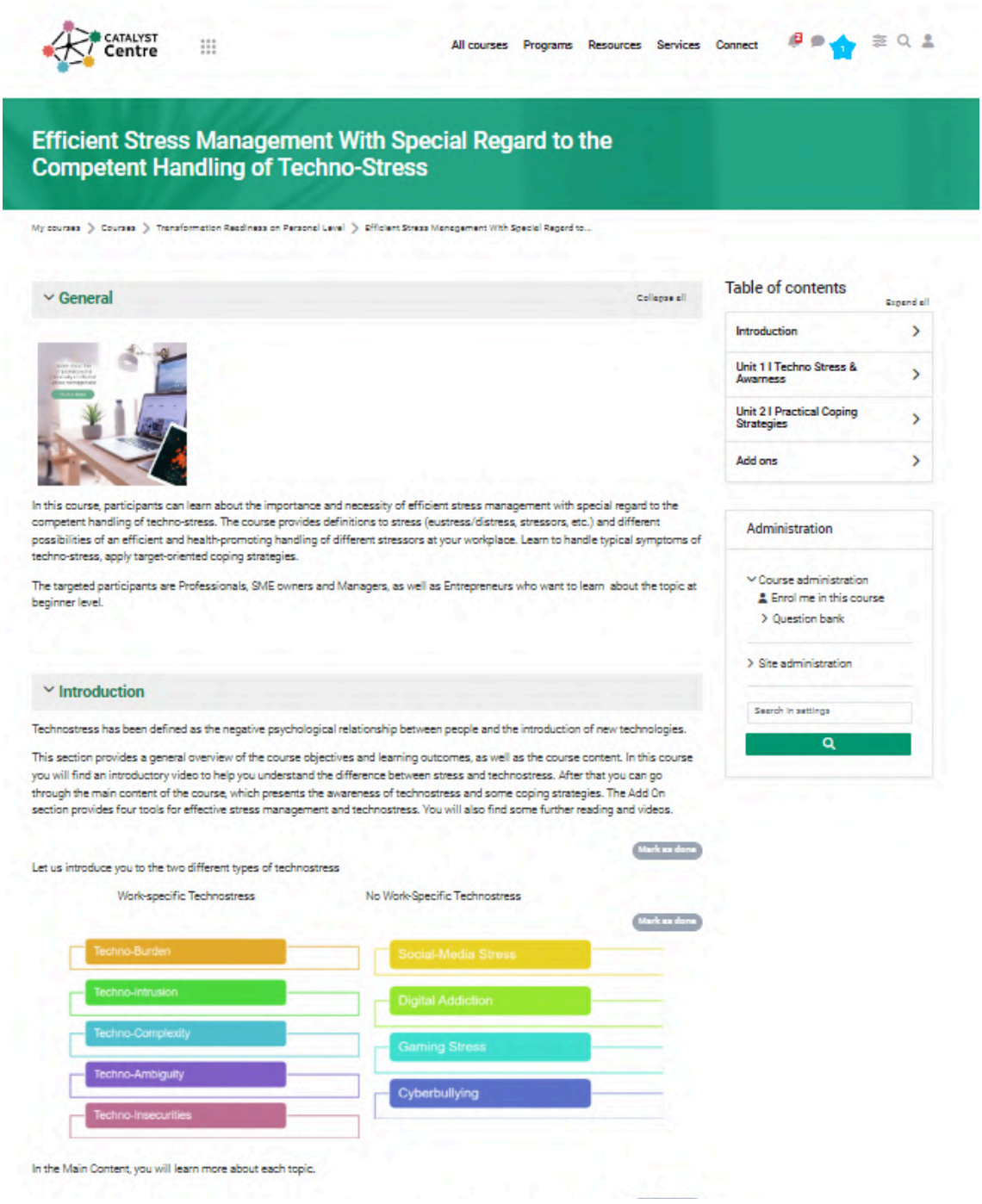
# Efficient Stress Management With Special Regard to the Competent Handling of Techno-Stress



## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining Gmb

# Efficient Stress Management With Special Regard to the Competent Handling of Techno-Stress

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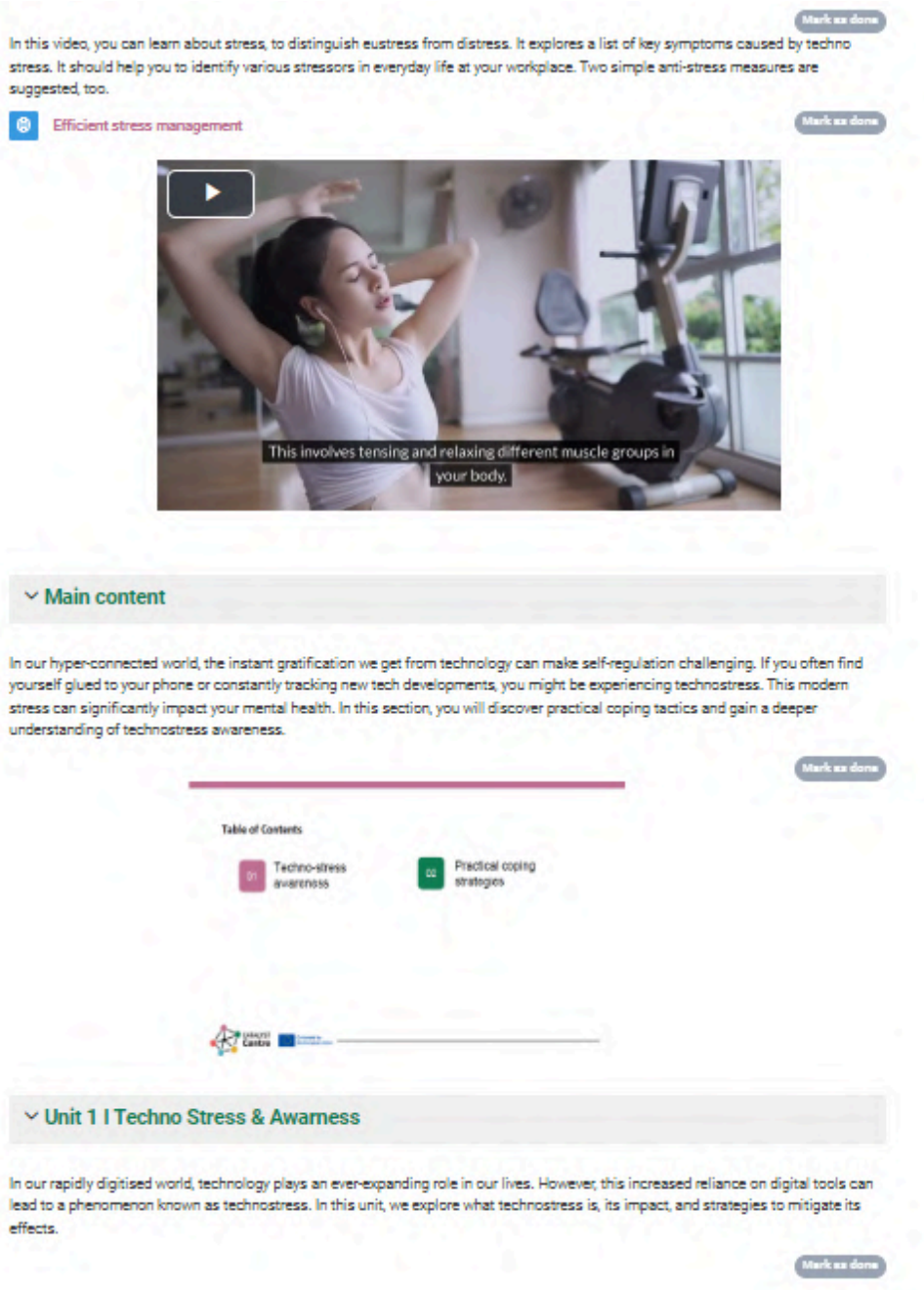
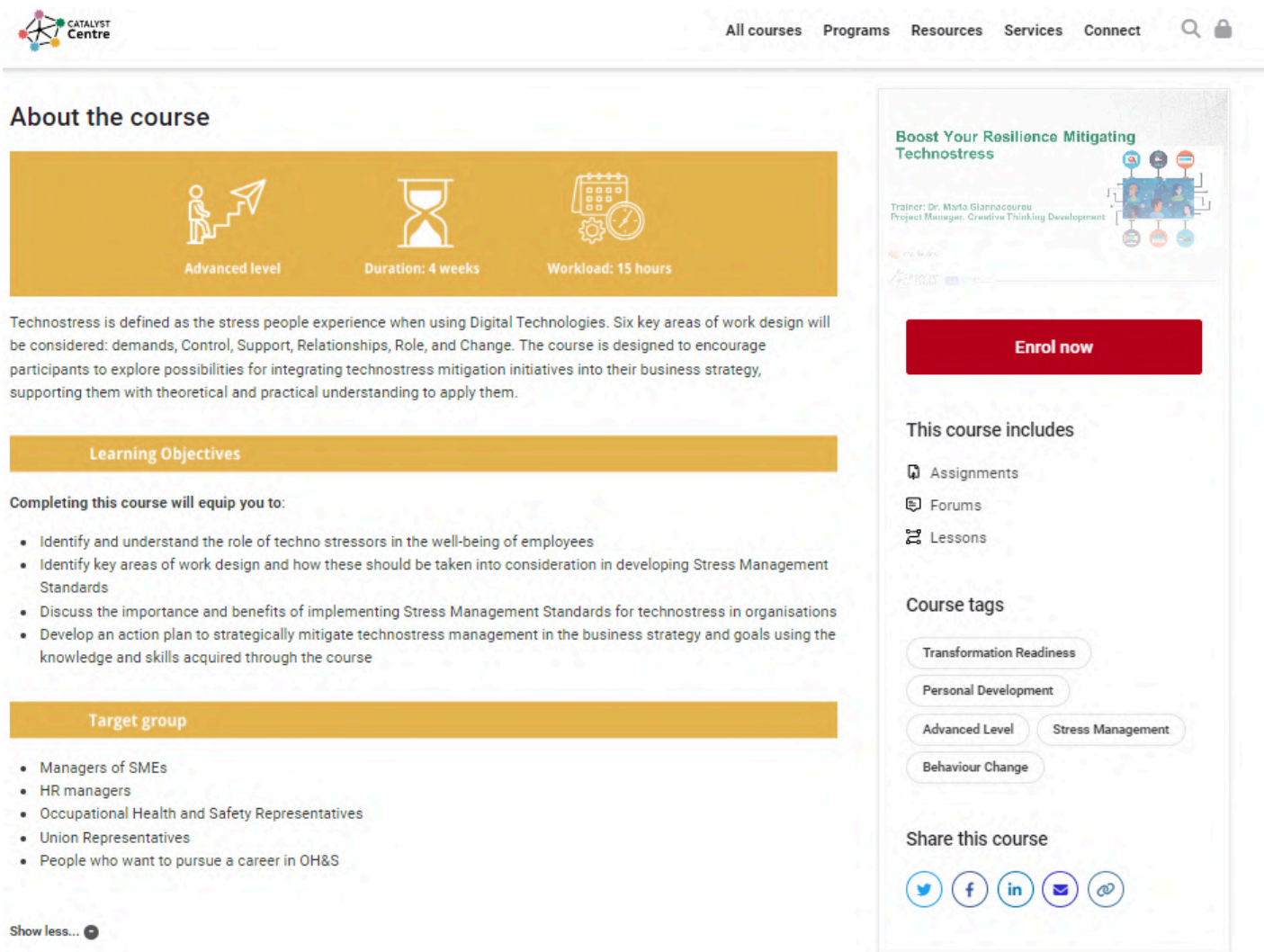



## Institution

BEST Institut für berufsbezogene Weiterbildung und Personaltraining Gmb

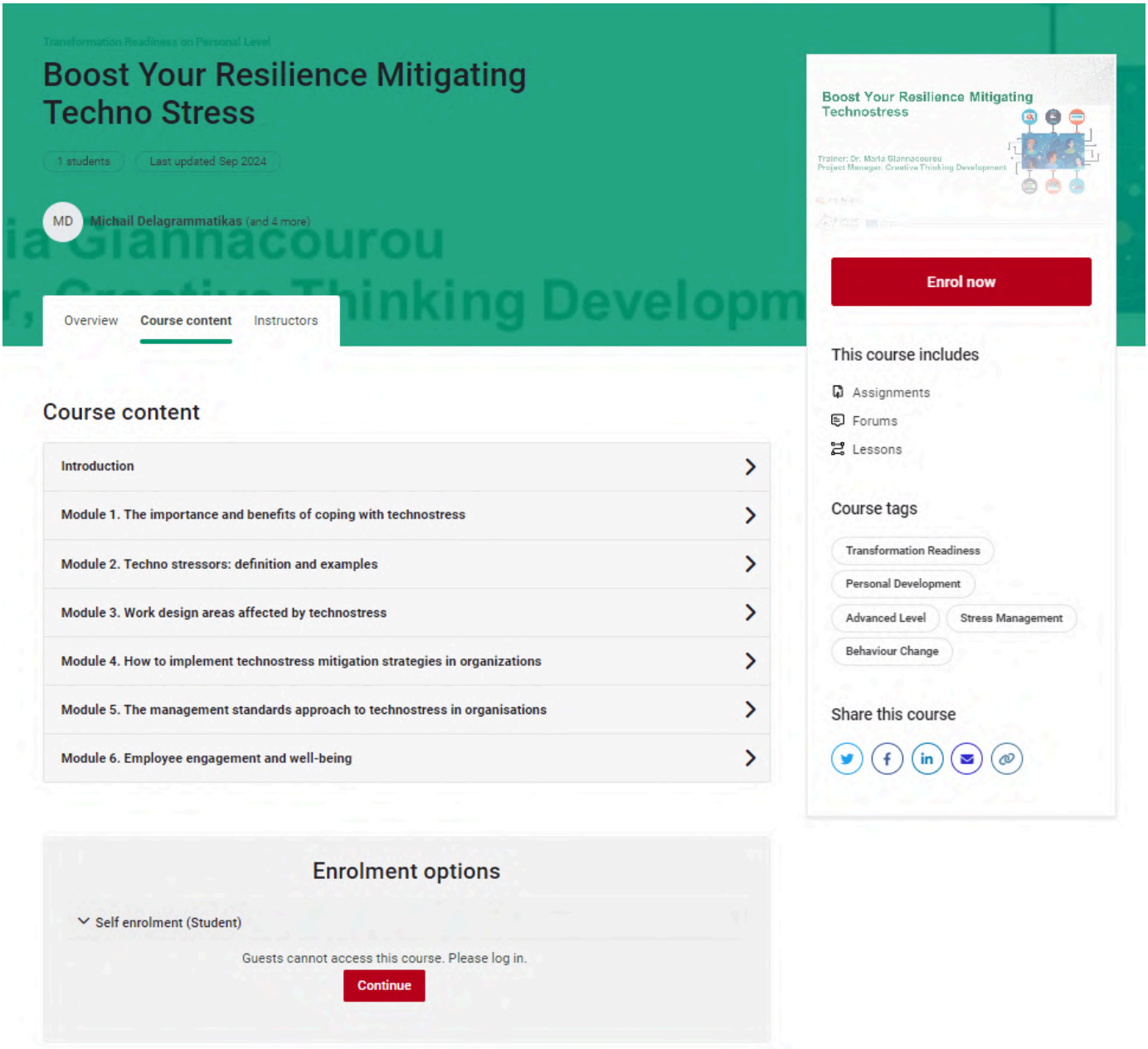
# Boost Your Resilience Mitigating Techno Stress




## Institution

Creative Thinking Development

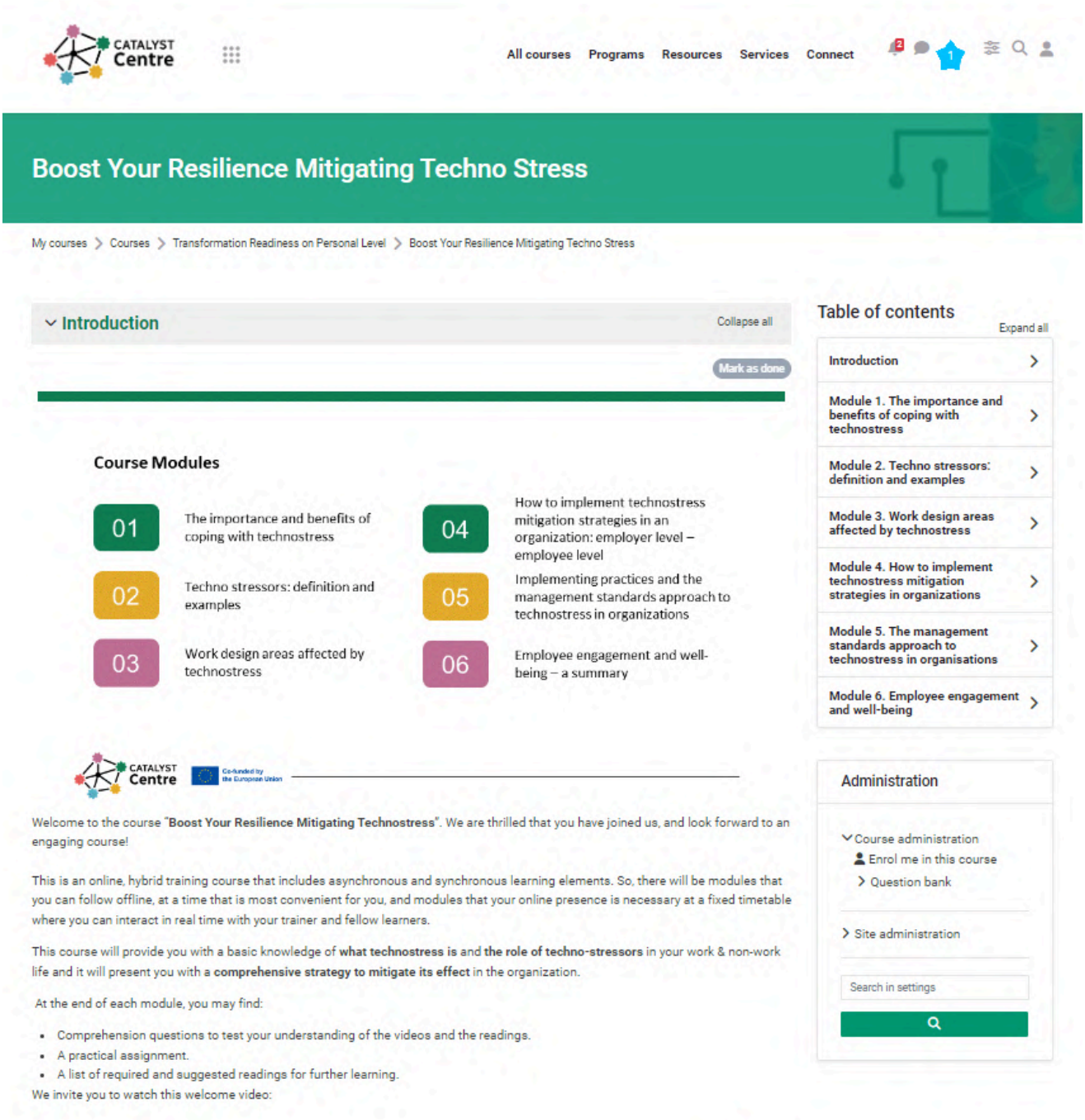
# Boost Your Resilience Mitigating Techno Stress




## Institution

Creative Thinking Development

# Boost Your Resilience Mitigating Techno Stress




## Institution

Creative Thinking Development

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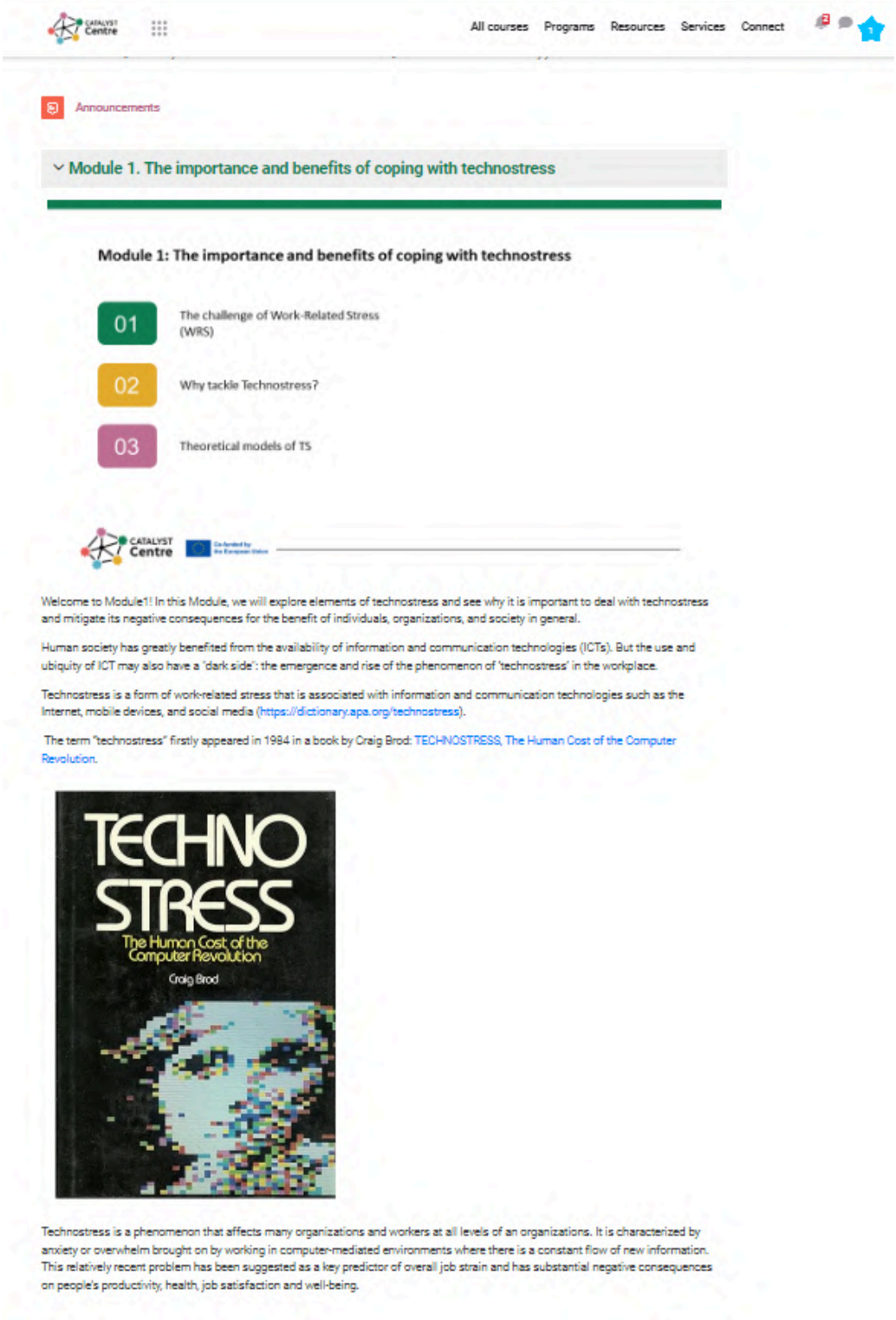
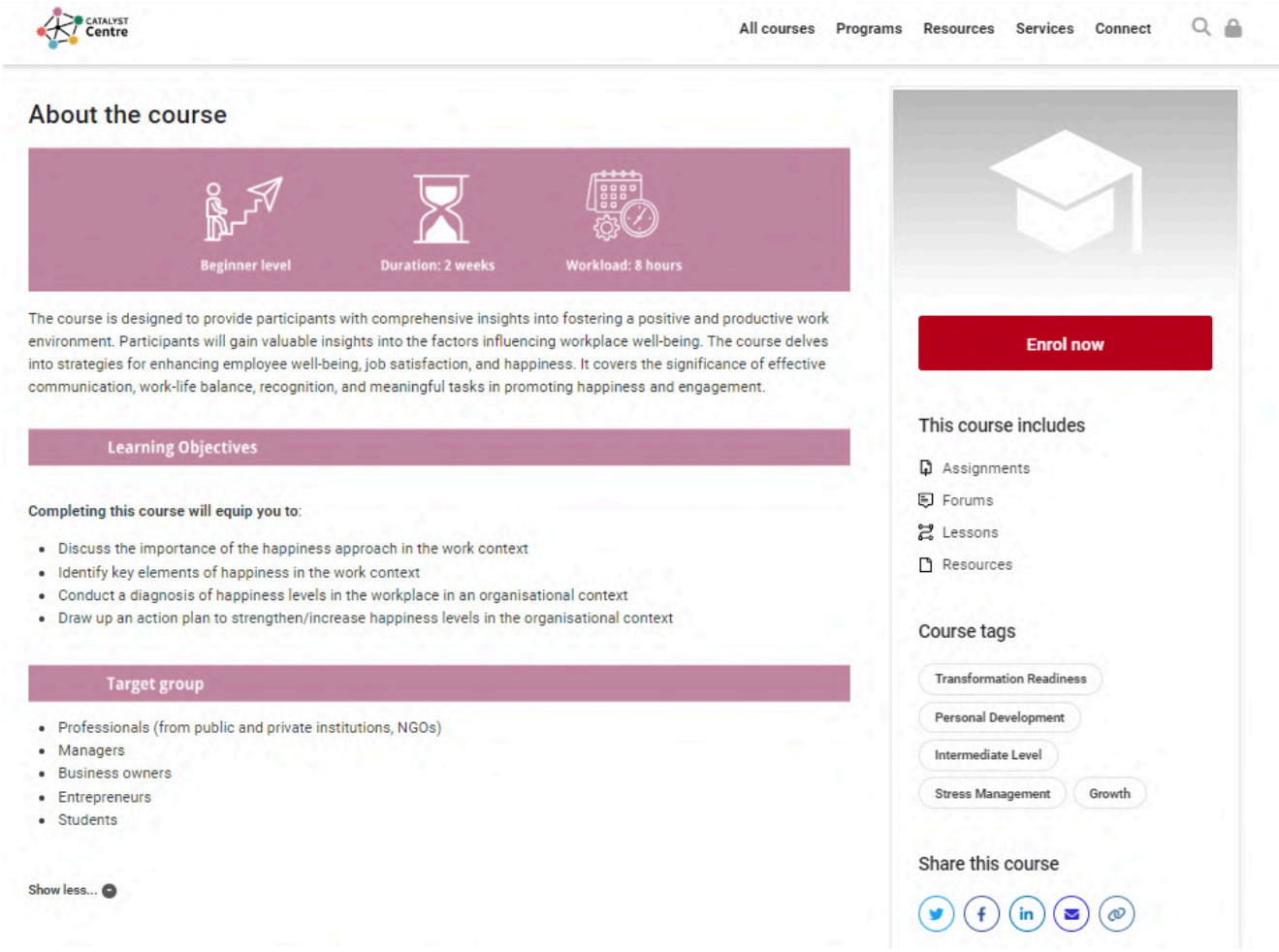



## Institution

Creative Thinking Development

# Happiness at Work



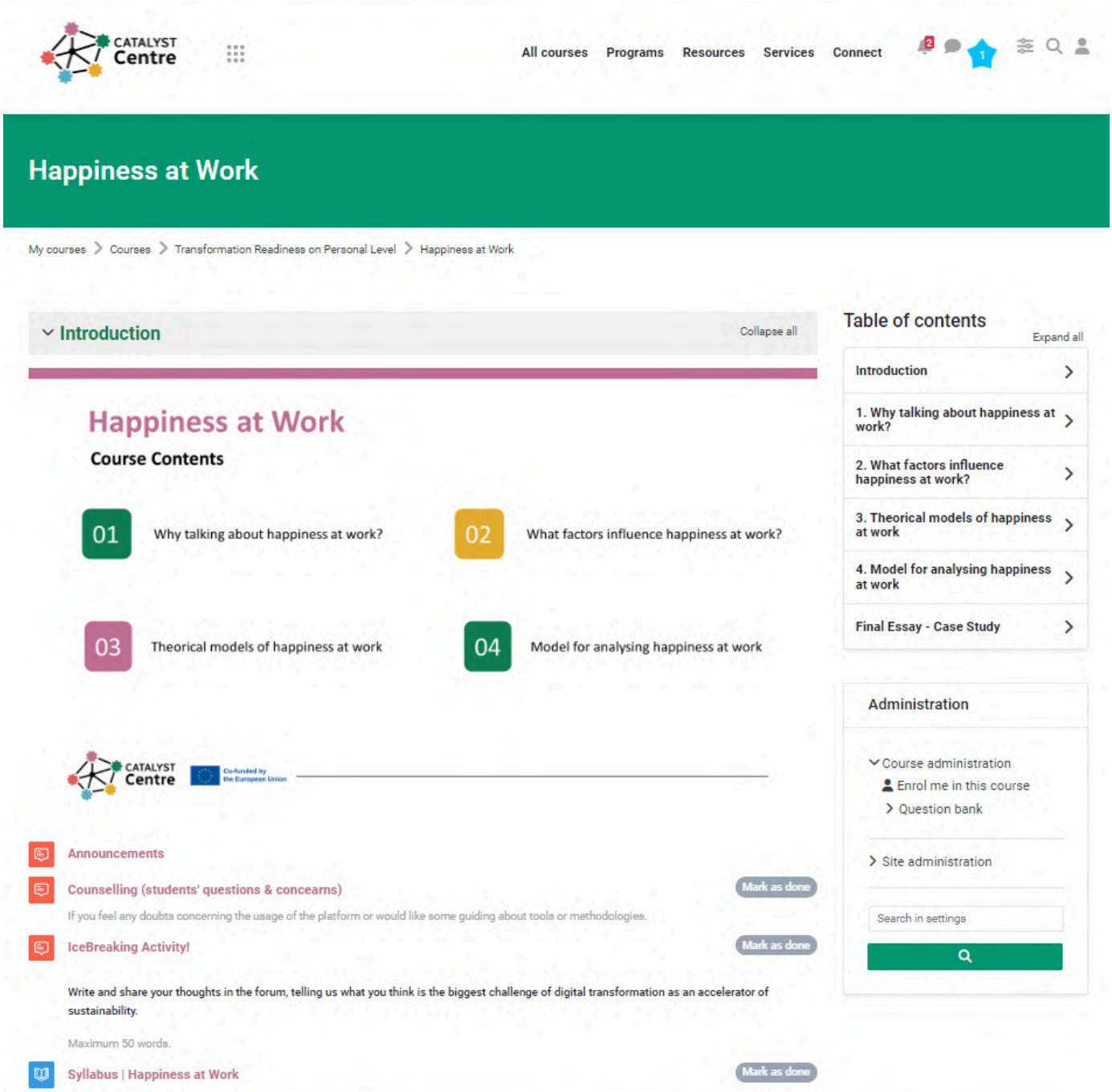

## Course content

- Introduction
- 1. Why talking about happiness at work?
- 2. What factors influence happiness at work?
- 3. Theorical models of happiness at work
- 4. Model for analysing happiness at work
- Final Essay - Case Study

## Institution

University Institute of Lisbon

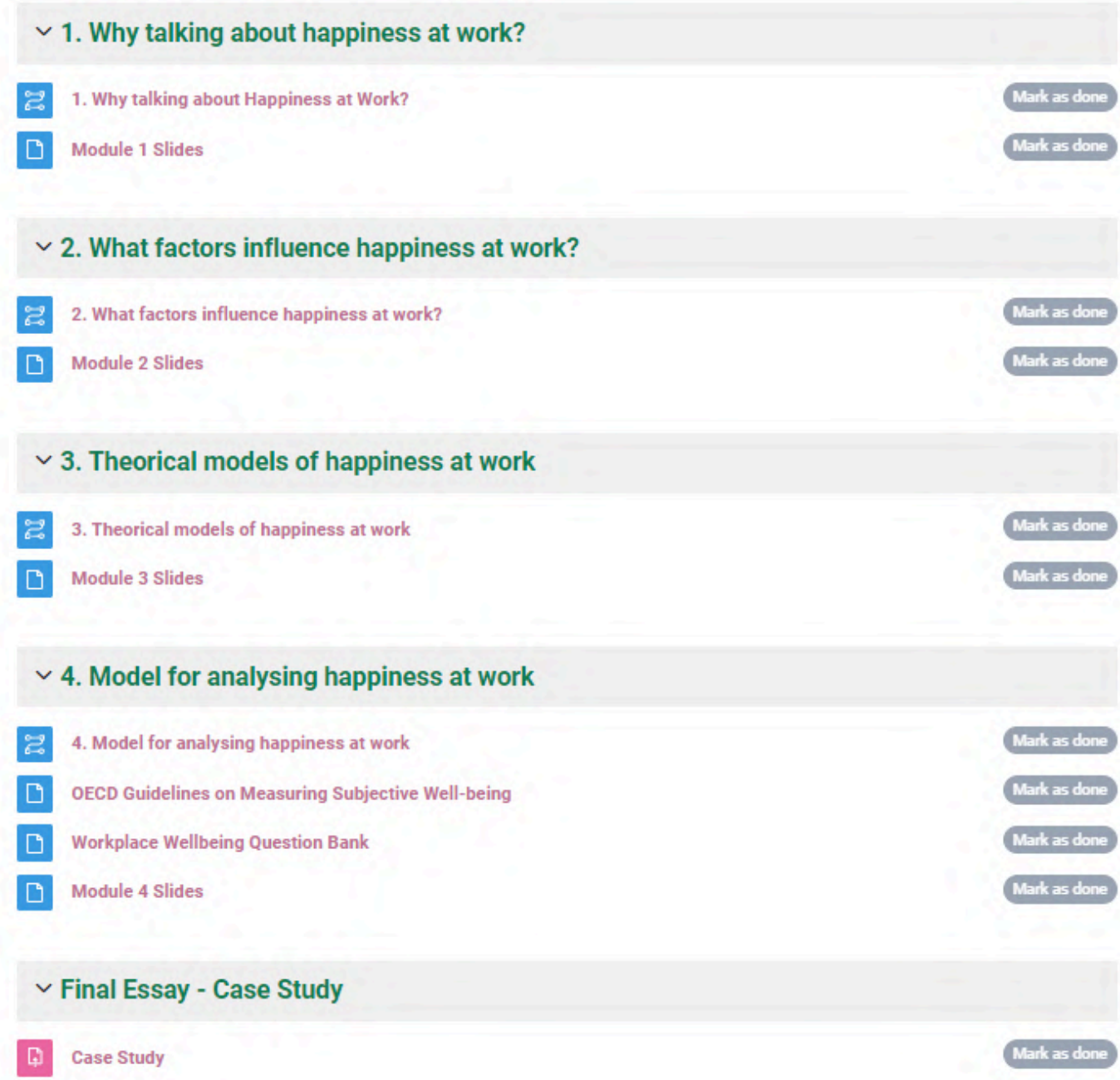
# Happiness at Work




## Institution

University Institute of Lisbon

# Happiness at Work



SECTION 2

# Practicum with case studies and best practices

CATALYST Centre

Co-funded by the European Union

CATALYST

# Zotter Chocolate: Crafting Organic, Fair Trade, and Sustainable Chocolate Innovation


| | |
|---|---|
| **Authors** | Angelina Taneva-Veshoska |
| **Affiliation** | Institute for Research in Environment, Civil Engineering and Energy |
| **Category** | Sustainable Development |



## Summary

This case study explores Zotter Chocolate, a bean-to-bar chocolate manufacturer known for pioneering sustainable and innovative chocolate production. Founded by Josef Zotter, the company is dedicated to fair trade, organic production, and environmental responsibility. Through its commitment to upcycling, renewable energy, and creating diverse chocolate flavors, Zotter has redefined the art of chocolate making while contributing to global sustainability goals.


## Background

Founded in 1987 in Austria, Zotter Chocolate began as a small confectionery shop and evolved into a renowned producer of bean-to-bar chocolate. The company places a strong emphasis on organic and fair-trade principles, ensuring that every step of the production process—from cacao sourcing to final packaging—is environmentally and ethically responsible. Zotter sources cacao from various countries, including Peru, Ecuador, Madagascar, and Tanzania, where it supports local farmers and promotes fair labor practices.

The company's production is certified organic and EMAS (Eco-Management and Audit Scheme) compliant. Zotter is also a member of the World Fair Trade Organization (WFTO). With a production volume of around 1,000 tons of chocolate per year and over 500 flavors, Zotter continues to innovate, pushing the boundaries of sustainable chocolate production.

## Case Description

Zotter's operations revolve around creating high-quality chocolate that is both organic and fair trade. The company sources cacao beans directly from smallholder farmers and supports development initiatives in cacao-producing regions, such as "Cocoa instead of Cocaine" in Peru. Zotter's unique "hand-scooped" chocolate is an artisanal innovation that combines layers of ingredients and craftsmanship.

The company has also embraced sustainable energy practices, producing 60% of its factory's energy needs and 100% of its Edible Zoo's energy through renewable sources like solar power and geothermal energy. The Edible Zoo is part of Zotter's Chocolate Theatre, an immersive experience that educates visitors about chocolate production and sustainability.

In addition to organic ingredients and fair-trade cacao, Zotter engages in upcycling by minimizing waste through sustainable production practices. The company also produces individual chocolates tailored to customer preferences, demonstrating its commitment to both innovation and sustainability.

## Challenges and Problems Faced

**Sustainable Sourcing:** Zotter needed to secure organic, fair-trade cacao while supporting local farmers and ensuring ethical labor conditions in various countries.

**Energy Efficiency:** Balancing energy needs with sustainable energy production, aiming for full energy self-sufficiency in both the factory and the Edible Zoo.

**Consumer Engagement:** Encouraging consumers to appreciate the value of sustainably sourced and organic chocolate, while maintaining profitability.

**Innovation & Market Adaptation:** Continuously innovating new flavors and chocolate experiences while expanding to international markets, including the US and China.

**Waste Management:** Minimizing production waste and ensuring that all ingredients meet the company's organic and sustainable standards.

## Solutions Implemented

**Sustainable Sourcing:** Zotter developed direct partnerships with cacao farmers in countries like Ecuador, Madagascar, and Tanzania, paying them fair prices and assisting with community development projects. This ensures ethical sourcing and sustainable cacao farming.

**Renewable Energy:** Zotter's factory and Edible Zoo use solar, steam, and geothermal energy to reduce the company's carbon footprint. The factory is 60% self-sufficient in energy, and the Edible Zoo is 100% self-sufficient.

**Fair Trade and Organic Certification:** The company has achieved certifications from various organizations, including the WFTO and EMAS, to validate its commitment to sustainability and fair trade. These certifications help build consumer trust and provide transparency.

**Innovation in Chocolate Production:** Zotter has introduced over 500 flavors of chocolate, including vegan and low-sugar options, catering to diverse consumer preferences. The Chocolate Theatre allows customers to witness chocolate production firsthand, promoting an interactive and educational experience.

**Upcycling and Waste Reduction:** Zotter employs strict waste management practices, including upcycling leftover cacao and other materials. The company's zero-waste initiative aligns with its goal of producing sustainably without harming the environment.

## Outcomes

**Environmental Impact:** Zotter's use of renewable energy has significantly reduced its carbon emissions. The company's energy-efficient practices make it a leader in sustainability within the chocolate industry.

**Economic Success:** Zotter's annual turnover reached €29 million, and the company employs around 220 people at its Austrian location. Its success demonstrates that sustainability and profitability can go hand in hand.

**Consumer Engagement:** Zotter attracts over 220,000 visitors per year to its Chocolate Theatre, raising awareness about sustainable chocolate production. Its wide product range and innovation in flavors continue to draw in new customers.

**Sustainability Leadership:** Zotter has received numerous awards for its sustainability efforts, including the Environmental Management Award in Berlin for the best strategy for sustainable corporate development.

## Learning Lessons

**Sustainability is Key to Long-Term Success:** Zotter's commitment to organic, fair trade, and renewable energy has not only enhanced its brand image but also contributed to long-term profitability and market expansion.

**Consumer Education is Vital:** Through its Chocolate Theatre and transparent sourcing practices, Zotter demonstrates that educating consumers about the value of sustainable and ethical products can foster loyalty and build a strong brand identity.

**Innovation Drives Growth:** Zotter's ability to constantly innovate, from flavor variety to customer-tailored chocolates, shows that creativity and sustainability are essential in keeping consumers engaged and ensuring business growth.

**Partnerships are Crucial:** Zotter's direct relationships with cacao farmers and collaborations with local communities ensure a stable supply chain and ethical sourcing practices, while also contributing to the social and economic well-being of farming regions.

## Conclusion

Zotter Chocolate exemplifies how sustainability, innovation, and ethical practices can transform a family business into a global leader in the chocolate industry. Through its organic certifications, fair trade memberships, and commitment to renewable energy, Zotter has successfully built a business that is not only profitable but also environmentally responsible. The company's story serves as a model for other businesses looking to integrate sustainability into their operations without compromising on quality or creativity.

## References


- Zotter Chocolate - https://www.zotter.at/en/about-zotter/biography

# CEIM: Environmental protection champion in the Western Balkans

| | |
|---|---|
| **Authors** | Slobodan Trajkovski |
| **Affiliation** | CEIM – Civil Engineering Institute Macedonia |
| **Category** | Resilient Transition |


## Summary

This case study focuses on the transformative journey of Civil Engineering Institute MACEDONIA JSC SKOPJE (CEIM) from a traditional company to a learning organization, with a commitment to sustainability and knowledge-based economy. The decision to shift towards sustainability was driven by assessed needs, life cycle stages, and the challenging political and economic environment. CEIM adopted strategies for sustainable development, involving employees in practices aligned with global sustainability goals, and invested in renewable energy and eco-friendly initiatives.


## Background

CEIM, a private company in North Macedonia, made a strategic decision in 2014 to transition into a learning organization to better respond to its environmental challenges. This shift aimed at fostering knowledge, research, development, and innovation (R&D&I). The transition was framed within CEIM's development strategy and strategy for human resources management, all aligned towards fostering sustainable development and a knowledge-based economy. A key part of the initiative was to introduce organizational practices that contributed to the Sustainable Development Goals (SDGs), emphasizing social responsibility, environmental sustainability, and economic competitiveness.

## Case Description

CEIM's sustainability efforts have been wide-ranging, focusing on implementing practices across the organization to enhance environmental and operational sustainability.

This includes the integration of eco-friendly actions in their day-to-day operations, such as participating in the "European Mobility Week" initiative, promoting sustainable transport, and supporting various humanitarian and environmental actions. CEIM has also

implemented sustainable procurement practices, prioritizing eco-friendly raw materials and waste recycling. The organization has invested in renewable energy, installing a photovoltaic plant to reduce its carbon footprint, and supported energy-efficient rehabilitation projects for student dormitories. Additionally, CEIM participated in significant infrastructure projects, including the construction of the Photovoltaic Power Plant Oslomej, and played a key role in water management strategy development in the Skopje region.

## Challenges and Problems Faced

**Sustainable Practices:** How to integrate sustainable practices without compromising operational efficiency and economic viability.

**Renewable Energy Investments:** Managing costs and ensuring effective implementation of renewable energy solutions.

**Stakeholder Engagement:** Balancing the needs and interests of multiple stakeholders, including employees, local communities, and regulatory bodies.

**Resource Management:** Implementing practices to reduce waste and increase reuse of materials while remaining competitive in the market.

**Energy Efficiency:** Enhancing energy efficiency across buildings and projects, ensuring compliance with sustainable development goals

## Solutions Implemented

CEIM approached sustainability by integrating multiple solutions within their operational and strategic frameworks:

**Sustainable Practices:** Implementing initiatives such as sustainable transport incentives, eco-friendly procurement, waste recycling, and energy-saving actions like #EarthHourMK to promote environmental awareness.

**Renewable Energy:** Installing a 174 kWp photovoltaic plant on their headquarters' roof to meet daily energy consumption and reduce carbon emissions. The plant produces an estimated 193,080 kWh annually, providing long-term environmental and economic benefits.

**Energy Efficiency:** Participating in the energy-efficient rehabilitation of student dormitories in North Macedonia, improving both the comfort of the buildings and their sustainability.

**Infrastructure Projects:** Involvement in the design and implementation of large-scale infrastructure projects such as the 50 MW Photovoltaic Power Plant Oslomej, ensuring technical “due diligence” and financial monitoring.

**Water Management:** Developing a water management strategy for the Skopje region, which included defining long-term policies for sustainable use of surface and groundwater resources and protecting vital water supply sources.

## Outcomes

CEIM’s sustainability efforts have led to several positive outcomes:

**Enhanced Environmental Sustainability:** The integration of renewable energy solutions and eco-friendly practices has significantly reduced CEIM’s carbon footprint and waste generation.

**Operational Efficiency:** The adoption of sustainable practices has led to lower procurement costs, increased competitiveness, and improved resource management.

**Stakeholder Engagement:** By aligning their practices with the SDGs and involving employees in sustainability initiatives, CEIM has fostered a culture of environmental responsibility within the organization.

**Energy Efficiency Improvements:** CEIM’s participation in energy-efficient rehabilitation projects has improved building performance and reduced energy consumption in the student dormitories.

**Sustainable Water Management:** The water management strategy for the Skopje region has contributed to long-term sustainability by protecting vital water resources.

## Learning Lessons

**Organizational Transformation:** Transitioning to a learning organization and integrating sustainability requires comprehensive strategic planning and the involvement of all employees.

**Sustainability as a Business Model:** Sustainable practices can contribute to cost reduction, operational efficiency, and long-term competitiveness while addressing environmental challenges.

**Renewable Energy Investments:** Investing in renewable energy solutions provides long-term benefits both environmentally and economically.

**Stakeholder Collaboration:** Engaging stakeholders, including employees and local communities, is crucial in ensuring the successful implementation of sustainability initiatives.

**Comprehensive Water Management:** Sustainable water management strategies are essential for ensuring the long-term availability of water resources, especially in regions facing environmental challenges.

## Conclusion

The transformation of CEIM into a learning organization focused on sustainability demonstrates the importance of integrating eco-friendly practices and renewable energy solutions into business operations. By investing in sustainable practices, CEIM has enhanced its operational efficiency, reduced its environmental impact, and contributed to the achievement of the SDGs. This case exemplifies how companies can successfully align their strategies with sustainability goals while maintaining competitiveness and innovation in their respective industries.

## References


- CEIM is awarded as Environmental Protection Champion in WB6, https://gim.mk/en

# Solmeyea’s Innovative Approach to Sustainable Algae Solutions


| | |
|---|---|
| **Author** | Lydia Papadaki |
| **Affiliation** | AUEB |
| **Category** | Business Transformation |



## Summary

Solmeyea is an innovative biotech firm headquartered in Athens, Greece, that specialises in sustainable algae production to address some of the world's most serious issues, including food security, climate change, and resource scarcity. Solmeyea provides solutions in the food, pharmaceutical, and renewable energy industries by using algae's adaptability and eco-friendliness. This case study delves into the company's history from its origin to its current condition, highlighting the obstacles it experienced, the solutions it applied, and the lessons learnt along the way.


## Background

Solmeyea was established with the objective of utilising state-of-the-art biotechnology to manufacture sustainable, algae-based products that contribute to the circular economy. The company capitalises on its proprietary hybrid hydroponic-photobioreactor technology to cultivate microalgae. This enables the efficient and environmentally favourable cultivation of microalgae, rendering it a highly scalable solution for a variety of industries, including pharmaceuticals, cosmetics, and food production.

Solmeyea's business model is consistent with the increasing demand for plant-based proteins and eco-friendly products, which is being fuelled by global concerns regarding food security, greenhouse gas emissions, and environmental sustainability. Algae cultivation is a sustainable practice that produces high-value products such as proteins, lipids, and biofuels while utilising fewer resources, such as water and land, than traditional agriculture. Solmeyea's innovation is a progressive solution to the challenges posed by the expanding global population and climate change.

## Case Description

Solmeyea has been refining and developing its proprietary technology for scalable algae production since its inception. In an effort to revolutionise the algae industry, this section delineates the company's main stages of development and the significant milestones it has obtained.

**Founding and Early Development (2017–2019):** Solmeyea was founded with a distinct vision to create a sustainable algae cultivation platform that would supply raw materials to a variety of industries. The company concentrated on research and development, utilising its hybrid hydroponic-photobioreactor technology to optimise efficiency and scalability.

**Technology Optimisation (2020–2021):** Solmeyea established partnerships with academic institutions and industry experts to enhance its technology following the completion of initial research and prototyping.The company initiated pilot initiatives to demonstrate the viability of algae cultivation on a large scale, resulting in the acquisition of early-stage funding and industry recognition.

**Commercialisation and Expansion (2022–Present):** Solmeyea was able to scale its operations and enter into partnerships with companies in the pharmaceutical and food industries. It expanded its market reach by securing partnerships for the production of plant-based proteins, biofuels, and even carbon-capture solutions.

## Challenges/Problems faced

**Technological Development and Scaling:** The company's patented hybrid technology, which was initially promising, necessitated substantial R&D investment to refine and optimise. One of the primary obstacles was the creation of a system that could produce microalgae at a large volume while simultaneously maintaining efficiency.

**Market Penetration:** Despite the significant potential of algae-based products, the market for algae-derived plant proteins and biofuels is still in its infancy. A significant amount of effort was required to persuade investors, collaborators, and consumers of the advantages of algae in comparison to traditional alternatives.

**Funding and Investment:** Solmeyea, a biotech firm with a lengthy research timeline, encountered difficulties in obtaining the necessary capital to expand. Investors were frequently apprehensive about the high-risk, long-term nature of biotechnology initiatives.

**Regulatory Obstacles:** Another obstacle was the intricate regulatory environment for pharmaceutical and culinary products. The rigorous testing and adherence to European regulations were necessary to guarantee that algae-based products met health and safety standards.

## Solutions/ Outcome

**Innovative Technology:** Solmeyea's hybrid hydroponic-photobioreactor technology was refined to considerably enhance the efficiency of algae cultivation, enabling the company to scale production sustainably. The company developed a system that optimises algal growth rates while reducing resource inputs such as water and energy by integrating hydroponics and photobioreactors.

**Diversification of Product Lines:** In order to penetrate a variety of industries, Solmeyea expanded its product line. In addition to the production of plant-based proteins for the food industry, it has also explored the development of biofuels, cosmetics, and carbon capture solutions. This multi-industry strategy reduced risk and generated numerous revenue sources.

**Strategic Partnerships:** Solmeyea has established numerous strategic partnerships with academic institutions and companies in related industries. This enabled the company to accelerate the development and commercialisation process by utilising external resources and expertise. Furthermore, partnerships with culinary technology companies facilitated the entry into new markets and established credibility.

**Funding:** Solmeyea was able to expedite its growth by effectively attracting venture capital and public funding by emphasising its sustainable and scalable model. The company's expansion was significantly facilitated by grants and incentives from European Union sustainability initiatives.

Solmeyea **collaborated with regulatory bodies** to guarantee that its products adhered to all health and safety regulations of the European Union. This process not only facilitated the commercialisation of its products but also facilitated the establishment of consumer trust.

## Learning lessons

**Sustainability as a Competitive Advantage:** Solmeyea has shown that a dedication to sustainability can serve as a potent catalyst for innovation. Solmeyea was able to align with global trends and attract interest from a variety of industries by concentrating on the development of products that contribute to the circular economy.

**The Significance of Research and Development Investment:** In a high-tech sector such as biotechnology, research and development are indispensable. Solmeyea's commitment to investing significantly in the refinement of its proprietary technology enabled the company to create a scalable solution that could satisfy industry demand and sustain profitability.

**Collaboration and partnerships are essential:** Solmeyea's strategic partnerships with academic institutions and industry actors were instrumental in its ability to scale its technology. The company was able to accelerate development and broaden its market reach by utilising external expertise and resources as a result of these partnerships.

**Diversification Reduces Risk:** Solmeyea mitigated the risk associated with early-stage biotechnology ventures by targeting a variety of industries, including biofuels and agricultural production. This multi-sector approach served as a protective device for the organisation against fluctuations in any single market.

**Navigating Regulatory Landscapes:** In sectors such as pharmaceuticals and food, it is imperative to adhere to stringent regulations. Solmeyea discovered that proactive and early engagement with regulators is instrumental in fostering trust in the market and ensuring the smoothness of commercialisation processes.

## References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# Solutions for Public Space Safety: Circular Quay Redevelopment


| | |
|---|---|
| **Authors** | Suzana Kasovska Georgieva |
| **Affiliation** | CEIM – Civil Engineering Institute Macedonia |
| **Category** | Circular Economy |



## Summary

This case study explores the design approach used to address public safety concerns at Circular Quay, a prominent tourist destination in Sydney. Faced with the threat of potential terrorist attacks, the designers from DOC (Design, Operations, and Consultation) created a solution that not only enhanced security but also improved the aesthetics and usability of the space. By reframing the problem away from a simple "bollards or no bollards" question, they proposed a holistic redesign that integrated security measures with cultural, environmental, and functional improvements to the public space.


## Background

Framing a problem is a critical step in any design process, particularly when public safety and aesthetic considerations are at stake. In the context of urban design, framing involves identifying the core issue but also considering the broader context, including social, cultural, and environmental factors. At Circular Quay, a key challenge was to protect the area from potential vehicle-borne terrorist attacks while preserving its function as a vibrant public space and cultural hub. This required a nuanced approach that went beyond the straightforward installation of security barriers.

## Case Description

Circular Quay is one of Sydney's most iconic public spaces, offering picturesque views of the Sydney Harbour Bridge and the Sydney Opera House. However, its significance as a tourist destination also makes it a potential target for terrorism. Police counterterrorism units initially suggested installing numerous heavy bollards to block vehicle access and protect the area from attacks. While effective in deterring vehicles, these bollards would disrupt the flow

of people, diminish the area's aesthetic appeal, and potentially harm the experience for both visitors and locals.

Recognizing this, the DOC design team reframed the problem. Instead of focusing solely on preventing attacks, they broadened the scope of the issue to encompass the overall functionality, aesthetics, and cultural importance of Circular Quay. This shift in perspective allowed them to propose a more creative, integrated solution.

## Challenges and Problems Faced

**Security Concerns:** How to secure Circular Quay from vehicle-borne threats without compromising the area's appeal and functionality.

**Crowd Management:** Managing large crowds of tourists and commuters, particularly during peak hours, while ensuring public safety.

**Aesthetic Integrity:** Preserving the beauty and cultural significance of Circular Quay, avoiding the heavy-handed approach of installing bollards.

**Stakeholder Involvement:** Balancing the needs and interests of multiple stakeholders, including police, city officials, local businesses, and tourists.

**Enhancing Public Space:** Improving the usability and attractiveness of the open areas around Circular Quay to better serve visitors and locals.

## Solutions Implemented

The DOC designers shifted the focus from simply installing bollards to a comprehensive redesign of Circular Quay that addressed both security and the area's broader needs. Key solutions included:

**Integration of Functional Elements:** Instead of placing obstructive bollards, the design team proposed incorporating functional elements like public seating, artwork, and landscaping that could serve the dual purpose of enhancing the space while preventing vehicle access. Eucalypt trees, seating arrangements, and sculptures were positioned strategically to create natural barriers against vehicles.

**Crowd Dispersal:** To manage the large numbers of tourists and commuters, the designers reconfigured the entrances and exits to Circular Quay's train station. By relocating these access points to the edges of the site, the flow of foot traffic was diverted away from the

central areas, reducing crowd density and lowering the risk of mass casualties in the event of an attack.

**Cultural and Environmental Enhancements:** The redesign also sought to celebrate Australian culture by planting eucalypt trees from different states and constructing an informal open-air stage for street performances. These elements not only added to the aesthetic value of the space but also created gathering points that naturally prevented vehicle intrusion.

**Dynamic Space Usage:** The introduction of a small open-air stage and other cultural features encouraged a more dynamic use of the space. The designers envisioned a lively area that catered to both tourists and locals, making Circular Quay a safer yet more vibrant environment.

## Outcomes

The Circular Quay redevelopment resulted in several positive outcomes:

**Enhanced Public Safety:** The integrated approach to security successfully reduced the threat of vehicle-borne attacks without resorting to heavy-handed physical barriers.

**Improved Public Space:** The redesign transformed Circular Quay into a more inviting and functional public space, enriching the visitor experience while addressing security concerns.

**Cultural Enrichment:** By incorporating artworks, trees, and an open-air stage, the space became a celebration of Australian culture, further enhancing its appeal as a destination.

**Crowd Management**: The reconfiguration of pedestrian flows successfully reduced congestion, particularly during peak commuter hours, making the space safer and more comfortable for all users.

**Stakeholder Satisfaction:** The inclusive process of involving police, city officials, and designers ensured that the final design met the needs of all stakeholders while maintaining Circular Quay's iconic status.

## Learning Lessons

The Circular Quay redevelopment resulted in several positive outcomes:

**Reframing Problems:** Broadening the scope of a problem can lead to more creative and effective solutions that address multiple concerns simultaneously.

**Integration of Security and Design:** Security measures do not have to be obtrusive; they can be integrated into the aesthetic and functional elements of public spaces.

**Cultural and Environmental Sensitivity:** Enhancing public spaces by celebrating local culture and environment can elevate the visitor experience while meeting security and practical needs.

**Stakeholder Engagement:** Collaboration with a diverse group of stakeholders ensures that solutions are well-rounded, practical, and sensitive to the needs of the community.

**Sustainable Crowd Management:** Redirecting pedestrian flow through thoughtful design can mitigate risks in crowded public areas without diminishing the experience for user.

## Conclusion

The redevelopment of Circular Quay illustrates the power of reframing problems in public space design. By shifting the focus from simply preventing attacks to enhancing the overall functionality, beauty, and cultural relevance of the area, the DOC design team developed a solution that balanced security with public enjoyment. This case demonstrates that thoughtful, integrated design can address complex urban challenges while preserving the unique character of public spaces.

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# Vinted’s Rise as a Global Leader in Sustainable Fashion


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|---|---|
| **Author** | Lydia Papadaki |
| **Affiliation** | AUEB |
| **Category** | Circular Economy |



## Summary

Vinted is a European online marketplace that allows users to purchase, sell, and exchange second-hand fashion products. By advocating for a circular economy model that prioritises the repurposing of clothing over its disposal, it has emerged as a significant force in the sustainable fashion movement. This case study investigates the transformation of Vinted from a minor peer-to-peer platform to a global community with more than 75 million members in numerous countries. It explores the company's innovative solutions, the challenges it encountered, and the main lessons it learnt from its journey.


## Background

Vinted was established in 2008 in Vilnius, Lithuania by Milda Mitkute and Justas Janauskas as a platform for individuals to exchange their used clothing, thereby promoting more environmentally responsible consumption and reducing waste. Vinted began as a modest peer-to-peer platform, but it rapidly expanded to become one of the largest online second-hand fashion marketplaces in Europe.

Users can submit their unwanted clothing for sale or trade, thereby providing it with a second chance at life. Vinted's business model is straightforward yet effective. The platform generates revenue through services such as buyer protection and premium features for sellers, but it does not take a direct share from sales between users in certain countries. As of 2023, Vinted is valued at over €3.5 billion and operates across Europe and North America, with a membership base of over 75 million.

In response to the increasing demand for sustainable fashion and eco-friendly purchasing, Vinted has prioritised the reduction of clothing waste, the reduction of the fashion industry's environmental impact, and the promotion of responsible consumption.

## Case Description

Vinted's transition from a local startup to a global marketplace is characterised by critical events and strategic decisions that enabled the company to scale and navigate the intricacies of the fashion industry.

**Early Growth and Founding (2008–2012):** Vinted was established in Lithuania as a peer-to-peer platform with an initial emphasis on the exchange of clothing between users. The founders aimed to establish a platform that would enable individuals to reduce waste by repurposing fashion products. The platform's initial expansion was the result of a community-driven model, in which users disseminated information about the platform, thereby fostering organic growth.

**Expansion and Funding (2013–2015):** In 2013, Vinted secured its first substantial funding round, which enabled the company to expand into Germany and France, two of Europe's largest fashion markets. The platform expanded its user base and facilitated cross-border transactions by incorporating features such as international shipping and consumer protection. In 2016, Vinted began to optimise its platform for mobile use, as it recognised that smartphones were becoming the preferred manner of online shopping.

**Scaling Up (2016–2019):** Vinted's user base was significantly expanded, particularly among younger, tech-savvy consumers, as a result of this action. The company expanded into countries such as the Netherlands, Belgium, and Spain by raising additional capital and investing in technology and marketing.

**Unicorn Status (2020–2022):** In 2020, Vinted achieved unicorn status, with a valuation that surpassed €1 billion. This milestone signified the company's transition into one of the most prosperous second-hand marketplaces in Europe. The COVID-19 pandemic substantially increased the demand for second-hand fashion and online purchasing, resulting in a substantial increase in traffic and sales for Vinted. Vinted's status as a critical participant in the circular fashion economy was further reinforced by the escalating sustainability concerns that emerged during this period.

**Global Expansion and Innovation (2022–Present):** Vinted expanded its international presence by entering Canada and investigating additional markets in North America.

The organisation also implemented new features that were designed to improve the customer experience. These features included AI-powered suggestions, streamlined payment processes, and enhanced search functions.

## Challenges/Problems faced

**Scaling Operations Across Borders:** Logistical and operational challenges were encountered when expanding into new countries. Vinted was required to comply with numerous regulations regarding logistics, payment systems, and consumer protection. Significant infrastructure investment was necessary to guarantee a seamless cross-border experience for users.

**Trust and Safety:** Vinted encountered difficulties with trust and safety on the platform during its initial stages of expansion. The implementation of buyer protection features and more stringent verification processes was necessary due to users' concerns regarding fraud and counterfeit products.

**Competition from Larger Platforms:** Vinted encountered increased competition from both specialised platforms such as Depop and ThredUp and larger e-commerce titans like eBay and Amazon as the second-hand fashion market expanded. These companies also introduced their own products.

**Sustainability Perception:** Despite Vinted's commitment to promoting sustainable fashion, some critics contended that the promotion of constant purchasing and selling could actually contribute to overconsumption, rather than reducing it. Careful branding and communication strategies were necessary to reconcile the platform's expansion with its sustainability message.

## Solutions/ Outcome

Vinted **localised its platform for each new market**, modifying shipping, payment, and language options, in order to address the challenges of cross-border expansion. This facilitated the company's ability to sustain a consistent user experience across multiple countries.

Enhancements to **Trust and Safety:** In an effort to fortify the community's trust, Vinted implemented buyer protection (a nominal fee that purchasers pay for enhanced security),

secure payments, and user ratings. These capabilities enhanced the platform's credibility and diminished the likelihood of fraudulent activity.

By emphasising **user-to-user interactions** and fostering a sense of shared purpose around sustainability, Vinted has embraced its origins as a community-driven platform. Vinted's emphasis on community served to differentiate it from larger e-commerce platforms and promote user loyalty.

**Sustainability as a Core Value**: Vinted's dedication to sustainability was further emphasised through marketing campaigns that highlighted the environmental advantages of second-hand purchasing. The company aligned itself with broader green consumerism trends by educating consumers on the environmental impacts of fast fashion, which resonated with its target audience.

**Technological Innovation**: Vinted made significant investments in mobile technology and user experience enhancements, which facilitated the process of listing items and assisting purchasers in locating the items they required. AI-driven recommendations and an intuitive mobile interface contributed to an increase in sales and engagement.

## Learning lessons

**Community as a Growth Driver:** Vinted's initial expansion was stimulated by its community-driven model, which facilitated the platform's organic dissemination. Despite the company's global expansion, it has been essential to preserve this sense of community in order to foster trust and loyalty.

**Adaptability:** Vinted's capacity to modify its business model to accommodate various markets was crucial in surmounting logistical and regulatory obstacles. The company was able to expand into new regions while maintaining a consistent user experience as a result of this flexibility.

It is imperative to prioritise **trust and security:** Building user confidence necessitated guaranteeing transaction security as a peer-to-peer platform. The investment in features such as consumer protection and secure payments by Vinted was essential for the preservation of a positive reputation and the development of long-term success.

**Environmentalism Consumer Resonance:** Vinted's emphasis on sustainability was in perfect harmony with the growing demand for eco-friendly fashion options among consumers. Vinted's expansion in the sustainable fashion sector was facilitated by its positioning as a champion of the circular economy, which attracted environmentally conscientious buyers and sellers.

**Continuous Innovation:** In order to preserve a competitive advantage, it was essential to invest in technology and enhance the user experience. With its emphasis on AI-driven recommendations and mobile-first strategies, Vinted was able to distinguish itself in a marketplace that was becoming increasingly saturated.

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# British Sugar’s Journey Toward Sustainable Practices

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|---|---|
| **Author** | Lydia Papadaki |
| **Affiliation** | AUEB |
| **Category** | Circular Economy |


## Summary

British Sugar, one of the main sugar producers in the United Kingdom, has implemented a comprehensive strategy to incorporate sustainability into its operations. This case study investigates the manner in which British Sugar has implemented ecosystem services in its business model, with a particular emphasis on waste reduction, energy efficiency, and circular economy principles. The organization's challenges, solutions, and the valuable lessons learnt from their efforts to adapt to a more sustainable future while maintaining profitability are presented.


## Background

British Sugar was established in 1936 and is a subsidiary of Associated British Foods (ABF). It is the sole processor of the UK's sugar beetroot produce, generating more than one million tonnes of sugar annually. In addition to sugar, the organisation generates valuable by-products, such as bioethanol, electricity, and animal feed. British Sugar positions itself as a pioneer in circular economy practices within the agricultural and food processing industries by thoroughly integrating sustainability into its operations.

British Sugar's sustainability strategy is centred on the efficient utilisation of resources, the reduction of waste, and the creation of value from all by-products. The company has made substantial investments in the utilisation of ecosystem services, waste minimisation, and energy efficiency as a significant player in the agribusiness sector. Their objective is to establish themselves as a leader in sustainable practices in the UK by minimising their environmental impact and maximising productivity.

## Case Description

British Sugar acknowledged in the early 2000s that a strategic shift was necessary due to the growing demand for eco-friendly products, regulatory pressure, and global trends towards sustainable business practices. The organisation initiated the process of identifying opportunities to reduce its ecological footprint, minimise waste, and optimise the utilisation of natural resources.

**2001–2005:** British Sugar initiated an internal audit to evaluate its waste management practices, water consumption, and energy usage. The audit revealed substantial waste from the refining of sugar beets and inefficiencies in energy consumption.

**2006:** In order to power their operations and decrease their dependence on fossil fuels, British Sugar invested in renewable energy initiatives, such as an anaerobic digestion facility and cogeneration plants.

**2010–2015:** The company implemented initiatives to transform sugar beetroot waste into bioethanol, animal feed and soil conditioners, thereby guaranteeing that no portion of the sugar beetroot is wasted.

In **2018**, British Sugar successfully achieved its objective of decreasing CO2 emissions by 25% in comparison to 2007 levels. This was accomplished by utilising by-products for power generation and enhancing energy efficiency.

The company implemented processes to recycle 90% of the water used in sugar beetroot processing in 2020, thereby expanding its emphasis on water stewardship.

The company implemented processes to recycle 90% of the water used in sugar beetroot processing in 2020, thereby expanding its emphasis on water stewardship.

## Challenges/Problems faced

**Energy Inefficiency:** British Sugar's energy-intensive operations initially resulted in high emissions and costs. The transition to a low-carbon production model necessitated substantial investments in renewable energy infrastructure.

**Waste Generation:** The processing of sugar beets generated a significant amount of organic refuse, which not only presented disposal challenges but also have environmental implications.

**Water Consumption:** British Sugar, a large agricultural processor, encountered substantial water consumption challenges, necessitating the enhancement of water efficiency and the reduction of waste.

**Sustainability of the Supply Chain:** It was a challenge for British Sugar to ensure that the farmers who were growing the sugar beets were employing sustainable agricultural practices, as it needed to engage with its suppliers to encourage environmentally responsible farming.

## Solutions/ Outcome

British Sugar invested in **cogeneration facilities**, which allowed them to produce both electricity and heat from a single process, thereby promoting energy efficiency and green energy. This action resulted in a 27% decrease in energy consumption. The company also implemented anaerobic digestion technology, which utilised organic waste to produce biogas that was used to operate their facilities.

British Sugar utilised the **circular economy** to convert waste from the processing of sugar beets into valuable by-products. Not only did the production of bioethanol from beetroot material contribute to the UK's renewable energy targets, but it also helped reduce waste. By-products were converted into animal feed and soil conditioners, guaranteeing that every component of the sugar beetroot was utilised.

**Water Recycling:** British Sugar implemented technologies that enabled the company to recycle over 90% of the water used in the production process, thereby substantially reducing their water footprint, through the implementation of improved water management systems.

**Sustainable Agriculture and Farmer Engagement:** British Sugar collaborated with its suppliers to guarantee that the beetroot farmers implemented sustainable agricultural practices, including efficient water use and crop rotation. They implemented educational initiatives and furnished producers with resources regarding sustainable cultivation strategies.

## Learning lessons

**Maximising the Value of Waste:** British Sugar's voyage underscores the significance of treating waste as a resource. The company not only mitigated its environmental impact but also generated additional revenue streams from waste by-products by adopting a circular economy model.

**Energy Efficiency as a Strategic Investment:** Significant initial investment was necessary to transition to renewable energy and more efficient processes; however, this transition led to long-term cost reductions and reduced carbon emissions.

**Holistic Water Management:** British Sugar's emphasis on water recycling underscored the significance of addressing water use in resource-intensive industries. The environmental impact can be significantly reduced while assuring business continuity by investing in advanced technologies to reduce water consumption.

**A Collaborative Approach to Supply Chain Sustainability:** British Sugar exemplified the importance of collaboration throughout the value chain in order to achieve sustainability objectives by supporting sustainable agricultural practices and engaging with suppliers.

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# Circular Business Strategies and Innovation: A circular Business Model Innovation Journey of Balfour Beatty

| | |
|---|---|
| **Authors** | Doug Morwood, Shona McDermott (Whole Earth Futures), amended by Zhao Cheng, Aileen Estrada (CSCP) |
| **Affiliation** | Whole Earth Futures, CSCP |
| **Category** | Circular Economy |


## Summary

The case study, "A Circular Business Model Innovation Journey: Balfour Beatty," illustrates how the implementation of circular business innovation strategies and templates can be applied across different stages of an innovation journey. Through real-life examples of the collaboration between Kelvinside Academy (KA) and Balfour Beatty—where they worked together to create a cooperative project and shared resources to build a value proposition—this case study serves as a practical guide for students. It equips them with tools and insights to apply these strategies and learnings to their own projects.


## Background

This case study draws on the resources from the EU Horizon 2020 project R2π – Transition from Linear to Circular led by CSCP. The project focuses on enabling organizations to improve their business model towards a more viable, sustainable and economically competitive one, through a successful design and implementation of a circular business model and effective policies.

This case study is a large-scale cooperation between Balfour Beatty, a leading international infrastructure group (26,000 employees worldwide) and Kelvinside Academy (KA), an independent school in the West End of Glasgow founded in 1878. Recognizing the significant environmental impact of the construction sector—being the largest consumer of natural resources and a major contributor to waste generation in modern economies—Balfour Beatty has developed various strategies to address these challenges. One key

initiative is the “Reduction of Waste by 25% by 2025” program, which aims to minimize not only material waste but also the inefficient use of time on construction sites.

KA, with a rich heritage and a strong commitment to innovative education, aims to empower young people with the skills needed to thrive in a rapidly evolving world. As part of this mission, KA was not only developing a curriculum that focuses on innovation, but also working towards creating the UK’s **first on-site KA Innovation School — designed and constructed based on circular principles**.

Against this backdrop, Balfour Beatty and KA have formed a collaboration to align their missions and work towards their shared sustainability goals, combining expertise in education and infrastructure to foster innovation and promote sustainable practices.

## Case Description

This case study explores the innovation Journey from the biggest UK’s construction company. It focuses on the collaboration between KA and Balfour Beatty, which led to a pioneering project where students engaged in a circular approach to design and build the Innovation School. Balfour Beatty’s mission is to serve as a leading example within the construction industry by fostering strategic partnerships and making positive change. Kelvinside Academy (KA) aims to develop a curriculum that empowers young people with the skills needed to innovate in a constantly evolving world. To achieve this goal, KA has established synergies between the school, industry, technology, and enterprise, with a strategy to create the UK’s first on-site KA Innovation School. This partnership not only emphasizes the implementation of a curriculum centred on digital skills and future-oriented learning but also highlights real-life problem-solving and innovation.

Balfour Beatty developed a key challenge to work on, to reduce 25% site activity through the elimination of waste, while focusing on the customer, construction excellence and innovation. The desired outcome is to increase building efficiency and speed parallelly to driving down operational costs.

In the case study of KA and Balfour Beatty, the implementation of tools to **identify a circular vision, set the design criteria, understand how potential partnerships can be created, create a new value proposition and CBM** provide a rich input for the learners on how the innovation journey looks like for complex cooperation projects.

The goal is for the learners to be able to have **a guide and implement the tools**, and **reflections on barriers and enablers** from KA and Balfour Beatty into their own circularity journey.

## Challenges/Problems Faced

**Cost vs. Value Tension**: Transitioning from traditional linear business models to circular ones involves significant upfront costs, creating a challenge in justifying the long-term value of such investments.

**Limited Circular Design Consideration**: At the design stage, there was insufficient emphasis on integrating circular principles, leading to missed opportunities for sustainability and resource efficiency.

**Lack of Trust**: The construction industry is often characterized by scepticism and mistrust, making collaboration and innovation more difficult to achieve.

**Collaboration Gaps**: There was a noticeable lack of collaboration across different sectors, hindering the sharing of knowledge and best practices essential for circular innovation.

**Time Constraints**: Project timelines were tight, limiting the ability to explore and implement circular strategies effectively.

**Commitment Levels:** Achieving the goals of the project required a high level of commitment from company staff and managers, which was sometimes difficult to secure.

**Need for Senior Support:** The lack of backing from senior leadership made it challenging to pursue solutions that deviated from traditional business practices.

**Cross-Functional Collaboration:** Effective collaboration across various departments proved difficult, resulting in siloed efforts and reduced innovation potential.

**Skilled Facilitation:** The project had a clear need for an experienced external facilitator in business model innovation, as the internal team lacked the necessary expertise in this area.

## Solutions

While the ambitious goal of creating a fully circular building was not entirely realized, several key achievements emerged from the collaboration:

**Integration of Circular Principles**: Circular principles were systematically applied across all project areas, fostering a holistic approach to sustainability.

**Circular Tracker Implementation**: A circular tracker was developed and integrated into Balfour Beatty's operational processes, enabling ongoing monitoring and improvement of circular practices.

**Business Opportunity Exploration**: The collaboration facilitated the identification and exploration of various new business opportunities for both Balfour Beatty and its supply chain, paving the way for future innovations.

**Construction of the First Innovation School**: The project culminated in the construction of the UK's first Innovation School, designed with circular implementations at its core, serving as a model for future projects.

**Innovation process facilitated by the external project partner (R2Pi)**

## Outcomes

**Cross-Sector Collaboration:** The initiative fostered stronger collaboration between different industry sectors, enabling knowledge sharing and collective problem-solving.

**Increased Awareness:** There was a significant rise in awareness of circularity, sparking a change movement within the Scottish construction industry aimed at promoting sustainable practices.

**Knowledge Development:** Staff gained valuable knowledge about circularity and business model innovation processes, equipping them with skills to drive future initiatives.

**Employee Engagement:** The project heightened employee engagement, motivating team members to actively participate in innovative practices and circular solutions.

**Stakeholder Interest:** The initiative successfully engaged various businesses, organizations, and stakeholders, generating heightened interest in developing and implementing circular business models and solutions.

## Learning Lessons

**Stakeholder Engagement in circular business innovation process**: The collaboration between Balfour Beatty and KA demonstrates that it is important to identify and engage relevant stakeholders—including suppliers, clients, and community members—early in the innovation process. Their insights and expertise are vital for developing a successful circular business model. The involvement of stakeholders and actively seeking their feedback and experiences

leads to more robust and relevant circular solutions, ensuring that the model meets diverse needs.

**Creating cross-functional teams**: This case study illustrates the value of forming cross-functional teams that include members from various departments like design, operations, and marketing. Such diversity fosters collaboration and encourages innovative thinking, both of which are crucial for effectively implementing circular strategies.

**Developing value propositions**: The case underscores the necessity of creating compelling value propositions that articulate the benefits of circular business models. Exploring different versions of these models allows for testing and validation, increasing their potential for success.

**Fostering change and innovation through collaboration**: The partnership demonstrates that impactful change is only achievable through collaboration across different sectors and organizations. Building strong partnerships enhances resource sharing, knowledge exchange, and collective problem-solving.

Moreover, the collaboration effort exemplifies how innovation thrives in a team environment. Encouraging open idea sharing and leveraging collective expertise can drive forward-thinking solutions in circular projects, making innovation a shared endeavour.

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# Transforming used textiles into eco-friendly bricks

| | |
|---|---|
| **Author** | Rui Soares |
| **Affiliation** | CENTIMFE – Centro Tecnológico da Indústria de Moldes e Ferramentas Especiais |
| **Category** | Circular Economy |


## Summary

Brut is a Belgian company that has pioneered the transformation of used textiles into eco-friendly building materials, such as bricks. Their innovative approach aims to address two significant environmental issues: textile waste and the carbon footprint of the construction industry. By turning discarded textiles into sustainable bricks, Brut offers a new, eco-friendly solution that contributes to waste reduction and promotes green construction.


## Background

Textile waste is a growing global issue, with millions of tons of clothing ending up in landfills each year. This waste not only contributes to environmental pollution but also exacerbates the strain on landfill capacities. Meanwhile, the construction industry is responsible for a significant portion of global carbon emissions, primarily due to the energy-intensive production of traditional building materials such as concrete and bricks. To combat these challenges, companies like Brut are working to introduce circular economy principles into both the textile and construction sectors by creating innovative, sustainable solutions.

## Case Description

Brut developed a process for converting post-consumer textile waste into construction materials, specifically eco-friendly bricks. Their process begins with the collection of used textiles, primarily cotton and other natural fibers. The textiles are then processed through shredding and mixed with eco-friendly binders to create a composite material. This material is compressed into brick molds, where it hardens to form durable building blocks. The resulting textile bricks are lighter than traditional clay or concrete bricks, but still offer good thermal and acoustic insulation properties.

These bricks can be used in non-structural building elements like partition walls, insulation layers, or decorative facades. The company is also exploring ways to improve the strength and structural applications of the material.

## Challenges/Problems Faced

**Material Integrity:** One of the main challenges Brut faced was ensuring the textile bricks had sufficient structural integrity and durability for construction. Traditional building materials like concrete are known for their strength, so creating a viable alternative with textiles required significant research and development.

**Public Perception:** Another challenge was convincing builders, architects, and consumers to adopt these eco-friendly bricks. The construction industry is typically conservative and slow to adopt new materials, particularly when they are derived from waste.

**Logistics and Supply Chain:** Collecting and processing large quantities of used textiles proved to be logistically challenging. Ensuring a consistent supply of high-quality textile waste, as well as managing the recycling and manufacturing processes efficiently, was crucial.

## Solutions

**R&D Investment:** Brut invested heavily in research and development to optimize the process of converting textiles into construction-grade materials. They worked with material scientists and engineers to develop a proprietary process that ensures the textile bricks meet basic building standard.

**Partnerships with Recycling Programs:** To secure a steady supply of raw materials, Brut partnered with textile recycling programs, thrift stores, and municipal waste management systems. These partnerships ensured that the company had access to a consistent flow of used textiles while diverting them from landfills.

**Testing and Certification:** To address concerns about material quality and durability, Brut subjected their eco-friendly bricks to rigorous testing for fire resistance, thermal insulation, and environmental impact. These tests were necessary to gain certifications that would enable their use in real-world construction projects.

**Marketing and Awareness Campaigns:** Brut launched a targeted marketing campaign aimed at educating consumers and industry professionals about the environmental benefits of their

products. By highlighting the role of sustainable building materials in reducing carbon footprints, Brut was able to create a niche for their eco-friendly bricks in the market.

## Outcomes

**Environmental Impact:** Brut's eco-friendly bricks have significantly reduced the amount of textile waste destined for landfills. By using waste materials, the company also lowered the carbon emissions associated with brick production compared to traditional clay or concrete manufacturing.

**Commercial Success:** Although still a relatively innovation, Brut's textile bricks have attracted interest from environmentally conscious builders and architects. The product is gaining traction in green building projects, particularly those that prioritize sustainability and energy efficiency.

**Improved Awareness:** Through its marketing and awareness campaigns, Brut has helped to shift perceptions around the viability of recycled materials in construction. The project has raised awareness about the possibilities of upcycling waste into high-value products.

## Learning Lessons

**Innovation in Traditional Industries:** Transforming waste into valuable products requires significant innovation and a deep understanding of both the source material and the target industry. In this case, Brut had to navigate the technical challenges of turning textiles into building materials while ensuring compliance with construction standards.

**Collaboration and Partnerships:** Establishing partnerships with textile recycling programs and municipal waste managers was crucial to securing a steady stream of raw materials. This highlights the importance of collaboration when developing circular economy solutions.

**Education is Key:** Shifting public and industry perceptions about the use of waste-derived materials is critical to gaining market acceptance. Brut's investment in educating stakeholders about the benefits of their eco-friendly bricks was a key factor in the success of the project.

**Sustainability Can Drive Innovation:** Environmental challenges such as waste management and carbon emissions can spur innovation in industries like construction, where sustainability had not traditionally been a priority.

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# Adidas - Transforming Plastic Bottles into Shoes

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|---|---|
| **Author** | Rui Soares |
| **Affiliation** | CENTIMFE – Centro Tecnológico da Indústria de Moldes e Ferramentas Especiais |
| **Category** | Circular Economy |


## Summary

Adidas has embarked on an innovative sustainability initiative by transforming plastic waste from oceans into high-performance footwear. In collaboration with Parley for the Oceans, Adidas aims to tackle the global plastic waste crisis by integrating recycled ocean plastic into its supply chain. The case study focuses on how Adidas uses plastic bottles to produce shoes, reducing environmental impact while maintaining product quality and performance.


## Background

Plastic pollution, particularly in oceans, has emerged as a critical environmental challenge. Around 8 million tons of plastic enter oceans every year, threatening marine ecosystems and contributing to the broader climate crisis. Adidas, as a leading sportswear brand, recognized the opportunity to turn waste into valuable resources, addressing environmental concerns while meeting growing consumer demand for eco-friendly products. In 2015, Adidas partnered with Parley for the Oceans, a non-profit organization focused on reducing ocean plastic pollution, to create a line of shoes made from recycled plastic bottles.

## Case Description

Adidas' journey toward sustainable footwear began with the creation of the Adidas x Parley shoe collection. Each pair of shoes contains recycled ocean plastic and features eco-innovative materials, such as upcycled marine plastic waste collected from beaches and coastal communities. The primary material used in these shoes comes from discarded plastic bottles, which are intercepted before reaching the ocean. These bottles are then cleaned,

shredded, and processed into yarn, which is used to manufacture the shoe's upper portion. On average, 11 plastic bottles are recycled to create one pair of Adidas x Parley shoes.

Adidas' commitment to sustainability is not limited to a single product line. The company has integrated this approach into its broader product portfolio, expanding its use of recycled plastic in apparel and accessories. Adidas also set ambitious goals, including producing 15-20 million pairs of shoes made from ocean plastic by 2024.

## Challenges/Problems Faced

**Supply Chain Complexity:** Sourcing plastic waste from oceans and transforming it into high-quality, performance-oriented footwear was logistically challenging. Adidas needed to develop a sustainable supply chain that could handle large volumes of plastic waste while ensuring the materials met performance standards.

**Cost Implications:** The process of collecting, cleaning, and transforming plastic waste into usable material was more expensive than traditional manufacturing methods. Balancing sustainability with profitability posed a financial challenge.

**Consumer Perception:** While sustainability was growing in importance, some consumers still perceived eco-friendly products as inferior in performance or style. Adidas needed to overcome these biases to ensure wide market adoption.

## Solutions

**Partnerships with Non-Profits:** By partnering with Parley for the Oceans, Adidas tapped into a reliable source of ocean plastic, leveraging the expertise of environmental organizations to facilitate waste collection and raise awareness about the plastic pollution crisis.

**Technological Innovation:** Adidas invested in research and development to create innovative processes that turn plastic waste into high-performance materials. This included designing specialized yarn made from ocean plastic that was durable, flexible, and suitable for athletic footwear.

**Marketing and Consumer Engagement:** Adidas launched extensive marketing campaigns highlighting its sustainability efforts, such as the "Run for the Oceans" initiative. This annual global event encourages people to participate in ocean conservation by running, with Adidas donating to Parley for every kilometer run.

**Scaling Production:** Adidas scaled its production processes, aiming to produce millions of pairs of shoes using recycled materials. This scaling allowed the company to reduce per-unit costs and reach broader markets.

Outcomes

**Environmental Impact:** By 2020, Adidas had produced over 15 million pairs of shoes made from ocean plastic. This initiative helped prevent thousands of tons of plastic waste from entering oceans and contributed to global efforts in reducing plastic pollution.

**Brand Image and Consumer Loyalty:** Adidas positioned itself as a leader in sustainable innovation, strengthening its brand reputation and attracting environmentally conscious consumers. This initiative also helped the company differentiate itself in the competitive sportswear market.

**Financial Success:** Despite initial challenges, the Adidas x Parley collection became commercially successful, driving both profitability and social impact. Adidas demonstrated that sustainable products could achieve mass-market appeal without sacrificing quality or performance.

**Influence on the Industry:** Adidas' success inspired other companies in the fashion and sports industries to adopt similar sustainability practices, further driving innovation in eco-friendly manufacturing.

## Learning Lessons

**Sustainability Can Drive Innovation:** Adidas showed that sustainability can be a powerful driver for product innovation and market differentiation. By focusing on environmental impact, the company was able to create unique, high-performance products that resonated with consumers.

**The Importance of Collaboration:** Strategic partnerships with organizations like Parley for the Oceans allowed Adidas to leverage external expertise and amplify its impact. Collaborating with non-profits, suppliers, and consumers was crucial for the success of the initiative.

**Consumer Education Is Key:** Engaging and educating consumers about sustainability, particularly through campaigns like "Run for the Oceans," helped Adidas build a loyal customer base and shift perceptions around eco-friendly products.

**Challenges of Scaling Sustainability:** While Adidas achieved remarkable success, scaling up sustainable practices requires significant investment in technology, supply chain infrastructure, and consumer outreach. Balancing cost with sustainability remains an ongoing challenge.

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# Virtualisation circular business model from Netflix


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|---|---|
| **Author** | Rui Soares |
| **Affiliation** | CENTIMFE – Centro Tecnológico da Indústria de Moldes e Ferramentas Especiais |
| **Category** | Circular Economy |



## Summary

Netflix's virtualization circular business model focuses on replacing a physical, resource-intensive product, such as DVDs, with a digital streaming service. This shift from physical media to virtual solutions not only reduces environmental impact but also revolutionizes the entertainment industry. By adopting this model, Netflix enhances scalability, reduces production and distribution costs, and improves customer convenience while embracing sustainability.


## Background

Netflix was founded in 1997 as a DVD rental-by-mail service, providing customers with the option to rent movies from a vast library of DVDs. As the business grew, Netflix faced the challenges of a resource-heavy system that required physical materials for DVDs, packaging, shipping, and storage. The company anticipated the growing potential of internet-based entertainment and made a strategic decision to shift toward digital streaming, which could eliminate much of the material consumption associated with its original model.

The circular business model of virtualization aligns with sustainability principles, as it replaces resource-intensive products with services or digital alternatives that can be easily scaled, reducing waste and consumption.

## Case Description

Netflix's transition from a physical DVD rental model to a virtual streaming service exemplifies the concept of a virtualization circular business model. Instead of shipping DVDs to customers, which consumed physical resources (plastics for DVDs, paper for packaging, fuel for transportation), Netflix began offering a subscription-based streaming service in 2007.

Through this model:

**Product transformation:** Netflix replaced physical DVDs with digital files, reducing reliance on raw materials and manufacturing.

**Convenience:** Customers gained instant access to thousands of movies and shows through the internet, without needing to wait for DVD shipments.

**Scalability:** Streaming allowed Netflix to scale globally without the logistics constraints associated with shipping DVDs.

**Cost efficiency:** Costs related to material production, storage, and distribution were minimized, improving Netflix's profitability and reducing carbon emissions.

This move marked Netflix's shift from being a DVD-rental company to becoming a digital entertainment platform and a pioneer of on-demand streaming.

## Challenges/Problems Faced

Netflix encountered several challenges during its transition from a physical to a digital business model, including:

**Technological Limitations:** In 2007, not all households had fast enough internet connections to support streaming, especially in regions with poor broadband infrastructure.

**Licensing and Content Acquisition:** Securing the rights to stream content digitally required complex negotiations with studios and content creators, often at higher costs compared to DVD rentals.

**Customer Resistance:** While many embraced the convenience of streaming, some customers preferred the physical DVD model due to concerns about internet quality or because of the broader library available on DVD.

**Infrastructure Investments:** Building a streaming platform required significant investment in servers, data centers, and partnerships with content delivery networks (CDNs) to ensure fast, high-quality streams.

## Solutions

Netflix implemented several strategic solutions to address these challenges:

**Gradual Transition:** Netflix offered both DVD rentals and streaming services simultaneously for a period, allowing customers to adopt the new model at their own pace.

**Investment in Infrastructure:** To support streaming, Netflix invested heavily in data centers and partnered with leading CDNs like Amazon Web Services (AWS) to ensure fast and reliable content delivery.

**Content Licensing:** Netflix aggressively negotiated licensing deals and began producing its own original content to build a competitive advantage and reduce reliance on third-party studios.

**Customer Education and Incentives:** Netflix promoted the benefits of streaming through marketing campaigns, explaining its convenience and offering promotions to encourage customers to try the streaming service.

**Technological Adaptation:** Netflix optimized its streaming service to work on slower internet connections, making it accessible to more customers globally.

## Outcomes

The shift to a virtualization circular business model led to significant positive outcomes for Netflix:

**Scalability:** Netflix expanded its customer base from millions of DVD renters in the U.S. to over 238 million streaming subscribers globally as of 2023.

**Cost Savings:** By eliminating physical DVD production, packaging, and shipping, Netflix drastically reduced operational costs.

**Environmental Impact:** The transition to a digital model reduced resource consumption, waste, and carbon emissions from transportation.

**Increased Profitability:** Netflix's digital model, supported by subscription revenue, enabled it to scale rapidly and reinvest in producing original content.

**Market Leadership:** Netflix became a leader in the streaming industry, setting the standard for other companies to follow.

## Learning Lessons

Several key lessons can be drawn from Netflix's successful virtualization circular business model:

**Adaptability to Changing Technologies:** Netflix's foresight in recognizing the potential of streaming and willingness to pivot its business model was crucial.

**Customer-Centric Strategy:** Gradually transitioning customers to streaming while addressing their concerns and providing value ensured a smoother shift.

**Investment in Infrastructure:** Building a robust technological infrastructure was essential to support the new model and provide a seamless customer experience.

**Content is King:** Securing exclusive content and creating original programming helped Netflix differentiate itself from competitors and retain subscribers.

**Sustainability as a Strategic Advantage:** The move to digital streaming showcased how a circular economy model could align business success with environmental sustainability.

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# How ASOS and MUD Jeans are transforming towards a circular business model in Fashion


| | |
|---|---|
| **Author** | Rui Soares |
| **Affiliation** | CENTIMFE – Centro Tecnológico da Indústria de Moldes e Ferramentas Especiais |
| **Category** | Circular Economy |



## Summary

ASOS, a major online fashion retailer, has partnered with MUD Jeans, a sustainable denim brand, to transition towards a circular business model in fashion. By implementing strategies such as leasing jeans and recycling old garments into new products, the collaboration aims to reduce waste, minimize environmental impact, and promote a more sustainable fashion industry. This case study explores the background, challenges, solutions, and outcomes of this partnership, shedding light on how fashion companies can adopt circular practices.


## Background

The fashion industry is notorious for its environmental impact, contributing to pollution, waste, and resource depletion. Fast fashion, characterized by rapid production and disposal of clothing, exacerbates these problems. In response, some companies have started exploring circular business models, which focus on extending product life cycles through reuse, recycling, and sustainable practices.

MUD Jeans, a Dutch denim brand founded in 2012, is a pioneer in circular fashion. It offers a "Lease a Jeans" program, where customers can rent jeans for a monthly fee and return them for recycling after use. This approach contrasts with the traditional linear fashion model of "make, use, dispose." ASOS, recognizing the growing demand for sustainable fashion, partnered with MUD Jeans to introduce circular practices into its operations.

## Case Description

In 2021, ASOS partnered with MUD Jeans to offer a curated selection of circular denim products on its platform. This partnership aligned with ASOS' broader sustainability goals, which include reducing environmental impact by embracing more eco-friendly materials and business models.

MUD Jeans provides ASOS with high-quality denim made from recycled cotton, which is blended with organic cotton to create new garments. Additionally, the collaboration allows customers to participate in the circular economy by leasing jeans through ASOS, similar to MUD Jeans' original "Lease a Jeans" program.

Key features of this circular business model include:

**Leasing and Recycling:** Customers lease jeans for a set period and return them for recycling, preventing textile waste.

**Closed-loop Production:** Old jeans are recycled into new denim, reducing the need for virgin materials.

**Sustainable Materials:** MUD Jeans uses organic and recycled cotton, minimizing the environmental footprint of production.

## Challenges/Problems Faced

While transitioning to a circular business model offers significant benefits, ASOS and MUD Jeans encountered several challenges:

**Consumer Awareness and Behavior:** Many consumers are unfamiliar with leasing clothing or may be hesitant to adopt sustainable practices due to convenience or cost.

**Logistics and Supply Chain:** Implementing a closed-loop system requires significant changes to the supply chain, including the collection, sorting, and recycling of returned garments.

**Cost and Profitability:** Sustainable materials and recycling processes can be more expensive than conventional production, making it difficult to balance profitability with sustainability goals.

**Scalability:** Expanding the circular model across ASOS' vast product range poses logistical and operational challenges, as not all clothing categories are as easily recycled as denim.

Solutions

To address these challenges, ASOS and MUD Jeans implemented several solutions:

**Consumer Education Campaigns:** ASOS promoted the benefits of circular fashion through marketing campaigns, educating customers on the environmental impact of fast fashion and the advantages of leasing and recycling.

**Improved Logistics for Recycling:** MUD Jeans enhanced its recycling infrastructure, making it easier for customers to return old jeans and for the company to process them efficiently.

**Collaboration with Suppliers:** The partnership worked closely with suppliers to ensure the use of sustainable materials, streamline production processes, and reduce costs associated with recycling.

**Incentives for Participation:** ASOS offered incentives, such as discounts and loyalty rewards, to encourage customers to participate in the leasing program and return old jeans for recycling.

## Outcomes

The ASOS-MUD Jeans partnership has achieved notable success in promoting circular fashion:

**Reduction in Waste:** By recycling old jeans into new products, the collaboration has significantly reduced textile waste and the need for virgin cotton.

**Customer Engagement:** The leasing program has attracted environmentally conscious customers, leading to increased awareness of sustainable fashion practices.

**Positive Environmental Impact:** MUD Jeans claims that its circular model saves up to 92% water and reduces CO2 emissions by up to 30% compared to traditional denim production.

**Increased Brand Reputation:** ASOS has strengthened its position as a leader in sustainable fashion, appealing to a growing demographic of eco-conscious consumers.

## Learning Lessons

The ASOS-MUD Jeans case highlights several important lessons for businesses looking to adopt circular models:

**Consumer Education is Key:** Raising awareness about circular fashion and its benefits is essential to changing consumer behavior.

**Collaboration Drives Innovation:** Partnerships between brands, suppliers, and logistics providers are crucial for overcoming challenges and scaling circular practices.

**Sustainability and Profitability Can Align:** While initially challenging, circular business models can become profitable when supported by efficient recycling processes and consumer demand for sustainability.

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# Managing Intellectual Capital at Alfredo Plastics


| | |
|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Intellectual Capital Management |



## Summary

This case study explores how Alfredo Plastics tackled the challenge of managing intellectual capital, focusing on the company's workforce as its key competitive asset. Under the leadership of Xavier, the company adopted a knowledge management tool to diagnose its intellectual capital weaknesses and initiated a strategic transformation, starting with improving Individual Capital. The story highlights how Xavier's actions revitalized the company and reinforced the importance of nurturing intellectual capital for long-term competitiveness.


## Background

Knowledge management (KM) refers to the processes involved in creating, sharing, using, and managing the knowledge and information of an organization. Intellectual capital, a core component of KM, represents the intangible assets such as the knowledge, skills, and experience possessed by employees. Properly managing intellectual capital helps organizations maintain a competitive edge, adapt to market changes, and drive innovation. In industries such as manufacturing, where both technological advancements and human expertise are critical, managing these intangible assets becomes vital for sustained growth.

## Case Description

Alfredo Plastics, a Small and Medium Enterprise (SME) specializing in the production of plastic molds for the automotive industry, was founded by Alfredo nearly four decades ago. Over the years, the company grew into a successful business with 200 employees. However, as the company evolved, it faced new challenges related to managing its intellectual capital. Xavier, the son of Alfredo and the new CEO, recognized that the company's key asset was the accumulated knowledge and experience of its employees. To understand how well the company was managing its intellectual capital, Xavier turned to **ICScoring**, a diagnostic tool

designed to assess intangible assets (https://icscoring.pt/). The results revealed several critical issues, including low levels of Individual Capital, Team Capital, and Client Capital. While Process Capital was moderately stable, key areas such as Networks and Technologies capital were also underperforming.

Xavier quickly realized that the company's culture, shaped by years of autocratic management and inadequate compensation systems, had left employees disengaged and unmotivated.

## Challenges/Problems Faced

**Low Individual Capital**: Employees felt undervalued, disengaged, and unreceptive to sharing knowledge.

**Lack of Team Collaboration**: Team Capital was virtually nonexistent, as collaboration and teamwork had been undermined by previous management policies.

**Weak Client Capital**: The company struggled to retain customers, innovate, and develop strong partnerships.

**Knowledge Gaps in Processes**: While Process Capital was relatively stable, critical knowledge was not documented, and compliance with sustainability regulations was minimal.

**Underutilization of Networks and Technologies**: Investments in new technologies were not being leveraged to improve knowledge sharing or customer satisfaction, and the company had no social media presence.

## Solutions

After careful consideration, Xavier decided to focus on improving Individual Capital first, recognizing that motivated and engaged employees were essential for addressing broader company challenges. He implemented the following strategies:

**Revamped Reward System**: Xavier introduced new career development paths to provide employees with opportunities for growth, making them feel valued and recognized.

**Employee Engagement Initiatives**: A problem-solving task force was established to encourage employees to participate in identifying and addressing company issues.

**Innovation Incentives**: Xavier created prizes for employees who contributed innovative ideas to solve problems or improve processes.

**Leadership Conversations**: Xavier held direct conversations with team leaders, outlining the new people-centered management approach and emphasizing the importance of teamwork and collaboration.

## Outcomes

Xavier's initiatives led to positive transformations at Alfredo Plastics:

**Improved Employee Morale:** With new career development paths and recognition for contributions, employees felt more valued, leading to higher motivation and engagement.

**Reduced Turnover:** Employee turnover decreased significantly, with some previously dissatisfied employees returning to the company.

**Increased Innovation:** The introduction of innovation incentives fostered a more dynamic work environment, where new ideas were regularly generated.

**Restored Organizational Commitment:** Employees developed a renewed sense of commitment to the company, and organizational cohesion improved.

**Strengthened Team and Client Capital:** As Individual Capital improved, it had a positive impact on both Team and Client Capital, leading to better collaboration and customer retention.

## Learning Lessons

**Improving Individual Capital** is foundational to addressing broader organizational challenges. Employee morale and engagement drive innovation and performance.

**A knowledge management tool** such as ICScoring can provide valuable insights into a company's intangible assets, highlighting areas for improvement.

**Incentivizing innovation and problem-solving** helps build a dynamic and motivated workforce.

**Investing in career development and recognition programs** encourages knowledge sharing and improves talent retention.

**Effective intellectual capital management** is critical for long-term competitiveness, especially in industries where both technology and human expertise are vital.

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- Matos, F., Vairinhos, V., Salavisa, I., Edvinsson, L., & Massaro, M. (Eds.). (2020). *Knowledge, people, and digital transformation: Approaches for a sustainable future*. Springer Cham.
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# Building a Knowledge-Driven Future: A Case Study at Alfredo Plastics


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|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Intellectual Capital Management |



## 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 transition of leadership from the founder, Alfredo, to his son Xavier. Upon assuming control, Xavier discovered critical issues within the company, such as high employee turnover, a lack of process systematization, and poor knowledge sharing. The case study outlines the strategic initiatives Xavier implemented to address these challenges, improve employee engagement, and revitalize the company.


## Background

Knowledge management (KM) involves the systematic handling of an organization's knowledge assets to achieve objectives and maintain a competitive edge. Effective KM helps organizations improve decision-making, foster innovation, and enhance efficiency by ensuring that critical knowledge is accessible, documented, and utilized. As businesses face rapid technological changes and increased competition, managing knowledge becomes essential for sustaining growth and adapting to new challenges. KM can empower companies like Alfredo Plastics, where retaining intellectual capital and adapting to industry shifts are critical for long-term success.

## Case Description

Alfredo Plastics, founded by Alfredo four decades ago, grew into a successful SME with 200 employees. The company experienced steady growth despite periods of instability, crises, and challenges. Over time, automation reduced the workforce to 163 employees, but productivity remained high, as these employees worked an average of 16 hours a day to

maintain production efficiency. Alfredo's management style prioritized low salaries supplemented by production-based bonuses, believing this would incentivize workers.

As Alfredo's health declined, culminating in a heart attack, he handed the management reins to his son, Xavier, a recent graduate working at a consulting firm. Xavier accepted the challenge and sought to understand the inner workings of the company. Upon conducting audits, strategic analyses, and reviewing employee motivation policies, Xavier uncovered a series of pressing issues:

- High employee turnover rates and low talent retention.
- Disorganized processes and a lack of systematization.
- Scattered and undocumented knowledge critical to the company's operations.
- Low morale among remaining employees and a lack of initiative.
- Loss of key employees to competitors, taking important knowledge with them.

## Challenges/Problems Faced

**High employee turnover** and **low talent retention**: Many experienced employees left the company, and knowledge was being lost to competing firms.

**Absence of systematized processes**: The company lacked a consistent approach to document and improve operational workflows.

**Scattered and undocumented knowledge**: Critical expertise was not formally documented, creating a knowledge gap.

**Low employee morale** and **lack of initiative**: The work environment was demoralizing, with little incentive for collaboration or innovation.

**Loss of important knowledge to competing companies**: Key personnel took valuable know-how with them when they left.

## Solutions

Xavier developed and executed a multi-faceted 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. This ensured that critical knowledge was accessible to all employees and no longer scattered among individuals.

**Introduced Collaboration Tools:** Forums and wikis were established to facilitate communication and knowledge sharing across departments, promoting a collaborative work culture.

**Established Regular Knowledge-Sharing Sessions and a Recognition Program:** These initiatives fostered a culture of knowledge-sharing and rewarded employees who actively contributed to the company's knowledge base, recognizing both individual and team contributions.

**Revised Compensation Structure:** Salaries were adjusted to make them more competitive, and the bonus system was redesigned to reward both individual productivity and team achievements, reinforcing a sense of shared success.

**Revamped Training and Development Programs:** Xavier introduced comprehensive onboarding processes for new hires and ongoing professional development opportunities for existing employees. Workshops, courses, and mentorship programs ensured continuous learning.

**Standardized Processes:** Detailed documentation of operational procedures was introduced, and process improvement teams were formed to ensure that workflows were consistent and subject to regular review and enhancement.

## Outcomes

Xavier's changes had a significant impact on Alfredo Plastics:

**Increased Operational Efficiency:** The introduction of the KMS allowed employees to access information more quickly and effectively, resulting in reduced downtime and fewer errors in production.

**Improved Employee Morale:** The revised compensation packages, recognition programs, and a new culture of collaboration and transparency led to a noticeable improvement in employee satisfaction and morale.

**Reduced Turnover:** With better working conditions, talent retention improved dramatically, and employee turnover rates decreased.

**Enhanced Talent Retention:** Competitive salaries, clear career development paths, and continuous learning opportunities made Alfredo Plastics an attractive place to work, both for current employees and new hires.

**Gained Competitive Edge:** By effectively managing its knowledge assets, Alfredo Plastics was better positioned to innovate and adapt to industry changes. The company's newfound ability to leverage its intellectual capital set a solid foundation for future growth.

## Learning Lessons

**A robust Knowledge Management System (KMS)** is critical for improving operational efficiency and maintaining a competitive advantage in industries reliant on technical expertise.

**Knowledge-sharing initiatives and recognition programs** are key to fostering employee engagement and collaboration.

**Competitive compensation** and well-structured **training programs** are crucial for attracting and retaining top talent.

**Standardized processes** not only ensure consistency but also reduce operational errors and increase efficiency.

**Effective knowledge management** allows a company to adapt to industry shifts and fosters long-term innovation and growth.

## 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.

# Accelerating Drug Approvals Through Knowledge Management: A Case Study at Hoffman-La Roche


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|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Intellectual Capital Management |



## Summary

This case study explores how Hoffman-La Roche, a global pharmaceutical company, implemented Knowledge Management (KM) to improve its drug approval process and gain a competitive edge. By focusing on streamlining the submission of new drug dossiers (NDDs) to the U.S. Food and Drug Administration (FDA), Roche significantly reduced the time needed for approvals, which had a profound impact on profitability, employee engagement, and patient care.


## Background

Knowledge Management (KM) involves the systematic management of an organization's intellectual assets to maximize their value. This includes the identification, acquisition, sharing, and application of knowledge to improve efficiency, foster innovation, and maintain competitiveness. In industries such as pharmaceuticals, where the development and approval of new products can be lengthy and costly, effective KM can lead to substantial time and cost savings. The approval of new drugs by regulatory agencies like the FDA is a crucial step in the product lifecycle, and the ability to accelerate this process is directly linked to a company's ability to recover its research and development investment.

## Case Description

Hoffman-La Roche, founded in 1896, is a global leader in the healthcare sector, with operations spanning pharmaceuticals, vitamins, skincare, and diagnostic products. In 1993, Patricia Seemann took on the role of Director of Knowledge Systems at Roche's U.S. division. She quickly realized that inconsistent performance in securing FDA approvals for new drugs was hindering the company's competitiveness. At times, drug approvals were fast, giving

Roche an edge in the market, but other approvals took too long due to additional tests, data requests, or limited product approvals. Seemann believed that by improving KM, Roche could gain faster and more consistent drug approvals.

The main challenge was the preparation of **New Drug Dossiers (NDDs)**, which were submitted to the FDA for review. These dossiers were knowledge-heavy, involving thousands of pages and contributions from hundreds of knowledge workers. However, the process was inefficient, mixing essential information, such as potential side effects, with less relevant details, like animal testing protocols. Finding the key information was like searching for a needle in a haystack, which delayed FDA responses. Additionally, the teams working on different aspects of drug testing often worked in silos, failing to share critical insights in a timely manner.

Seemann's KM initiative aimed to address these inefficiencies by mapping the knowledge needed to prepare the NDDs and centralizing it into a **Knowledge Map**. This map included key information sources, both explicit (documents and databases) and tacit (knowledge held by employees). A special **Question Tree** was developed to help Roche teams focus on the FDA's three primary concerns: Is the drug safe? Does it work? Is the product of high quality? The map also introduced **Knowledge Links**, which specified when and with whom knowledge needed to be shared to avoid communication silos.

## Challenges/Problems Faced

**Inconsistent performance** in securing FDA drug approvals.

**Inefficient preparation** of NDDs, with critical knowledge buried among irrelevant data.

**Lack of communication** between teams working on different stages of the drug testing process.

The need for a **faster drug approval** process to gain a competitive advantage.

## Solutions

Patricia Seemann developed and implemented a comprehensive KM strategy to address these issues:

A **Knowledge Map** was created to centralize both explicit and tacit knowledge, ensuring that employees could quickly locate the information needed for NDD preparation.

The **Question Tree** was introduced to help teams focus on the FDA's core requirements, which streamlined dossier preparation.

**Knowledge Links** were established to guide when and with whom knowledge should be shared, reducing inefficiencies caused by siloed work.

The NDD preparation process was restructured to focus on essential information, ensuring faster and more accurate FDA submissions.

## Outcomes

Roche **reduced the time** to prepare NDDs from 18 months to 90 days.

FDA **approval times dropped** from an average of three years to nine months.

Approximately 3,000 employees began using the **Knowledge Map**, which increased their understanding of the drug approval process and made them feel more valued as contributors.

**Employee satisfaction increased** as individuals were recognized as key knowledge holders, which further encouraged knowledge sharing.

The **KM initiative improved the competitiveness** of Roche by ensuring faster drug approvals, ultimately benefiting patients by bringing critical medications to market more quickly.

## Learning Lessons

**Focusing on the right problem**, both strategically and operationally, is key to a successful KM initiative.

**Streamlining processes by organizing** and centralizing knowledge can lead to significant efficiency gains.

**KM implementation doesn't require heavy technological investment**—creating knowledge maps and guides can be effective solutions.

**Building the right project team with internal expertise** and skilled external consultants is critical for success.

**Effective KM initiatives can have far-reaching impacts**, including financial gains, employee satisfaction, and improved patient outcomes.

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# Managing Intellectual Capital at Alfredo Plastics


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|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Intellectual Capital Management |



## Summary

This case study explores how Alfredo Plastics tackled the challenge of managing intellectual capital, focusing on the company's workforce as its key competitive asset. Under the leadership of Xavier, the company adopted a knowledge management tool to diagnose its intellectual capital weaknesses and initiated a strategic transformation, starting with improving Individual Capital. The story highlights how Xavier's actions revitalized the company and reinforced the importance of nurturing intellectual capital for long-term competitiveness.


## Background

Knowledge management (KM) refers to the processes involved in creating, sharing, using, and managing the knowledge and information of an organization. Intellectual capital, a core component of KM, represents the intangible assets such as the knowledge, skills, and experience possessed by employees. Properly managing intellectual capital helps organizations maintain a competitive edge, adapt to market changes, and drive innovation. In industries such as manufacturing, where both technological advancements and human expertise are critical, managing these intangible assets becomes vital for sustained growth.

## Case Description

Alfredo Plastics, a Small and Medium Enterprise (SME) specializing in the production of plastic molds for the automotive industry, was founded by Alfredo nearly four decades ago. Over the years, the company grew into a successful business with 200 employees. However, as the company evolved, it faced new challenges related to managing its intellectual capital. Xavier, the son of Alfredo and the new CEO, recognized that the company's key asset was the accumulated knowledge and experience of its employees.

To understand how well the company was managing its intellectual capital, Xavier turned to **ICScoring**, a diagnostic tool designed to assess intangible assets (https://icscoring.pt/). The results revealed several critical issues, including low levels of Individual Capital, Team Capital, and Client Capital. While Process Capital was moderately stable, key areas such as Networks and Technologies capital were also underperforming.

Xavier quickly realized that the company's culture, shaped by years of autocratic management and inadequate compensation systems, had left employees disengaged and unmotivated.

## Challenges/Problems Faced

**Low Individual Capital**: Employees felt undervalued, disengaged, and unreceptive to sharing knowledge.

**Lack of Team Collaboration**: Team Capital was virtually nonexistent, as collaboration and teamwork had been undermined by previous management policies.

**Weak Client Capital**: The company struggled to retain customers, innovate, and develop strong partnerships.

**Knowledge Gaps in Processes**: While Process Capital was relatively stable, critical knowledge was not documented, and compliance with sustainability regulations was minimal.

**Underutilization of Networks and Technologies**: Investments in new technologies were not being leveraged to improve knowledge sharing or customer satisfaction, and the company had no social media presence.

## Solutions

After careful consideration, Xavier decided to focus on improving Individual Capital first, recognizing that motivated and engaged employees were essential for addressing broader company challenges. He implemented the following strategies:

**Revamped Reward System**: Xavier introduced new career development paths to provide employees with opportunities for growth, making them feel valued and recognized.

**Employee Engagement Initiatives**: A problem-solving task force was established to encourage employees to participate in identifying and addressing company issues.

**Innovation Incentives**: Xavier created prizes for employees who contributed innovative ideas to solve problems or improve processes.

**Leadership Conversations**: Xavier held direct conversations with team leaders, outlining the new people-centered management approach and emphasizing the importance of teamwork and collaboration.

## Outcomes

Xavier's initiatives led to positive transformations at Alfredo Plastics:

**Improved Employee Morale**: With new career development paths and recognition for contributions, employees felt more valued, leading to higher motivation and engagement.

**Reduced Turnover**: Employee turnover decreased significantly, with some previously dissatisfied employees returning to the company.

**Increased Innovation**: The introduction of innovation incentives fostered a more dynamic work environment, where new ideas were regularly generated.

**Restored Organizational Commitment**: Employees developed a renewed sense of commitment to the company, and organizational cohesion improved.

**Strengthened Team and Client Capital**: As Individual Capital improved, it had a positive impact on both Team and Client Capital, leading to better collaboration and customer retention.

## Learning Lessons

**Improving Individual Capital** is foundational to addressing broader organizational challenges. Employee morale and engagement drive innovation and performance.

**A knowledge management tool** such as ICScoring can provide valuable insights into a company's intangible assets, highlighting areas for improvement.

**Incentivizing innovation and problem-solving** helps build a dynamic and motivated workforce.

**Investing in career development and recognition programs** encourages knowledge sharing and improves talent retention.

**Effective intellectual capital management** is critical for long-term competitiveness, especially in industries where both technology and human expertise are vital.

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- Matos, F., Vairinhos, V., Salavisa, I., Edvinsson, L., & Massaro, M. (Eds.). (2020). *Knowledge, people, and digital transformation: Approaches for a sustainable future*. Springer Cham.
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# Self-Organisation: BAYER's Journey to Dynamic Shared Ownership

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| **Authors** | Johannes Klement |
| **Affiliation** | CSCP – Collaborating Centre on Sustainable Consumption & Production gGmbH |
| **Category** | Transformation Readiness within the Organisation |


## Summary

This case study explores Bayer AG's strategic shift towards a self-organised team structure under the concept of Dynamic Shared Ownership (DSO). Initiated in 2023, this transformation aims to empower employees, streamline processes, and enhance innovation and agility by breaking down traditional hierarchical barriers.


## Background

Bayer AG, a multinational pharmaceutical and life sciences company based in Germany, has been a key player in the global market for over 150 years. Known for products like Aspirin and Xarelto, Bayer faced challenges related to bureaucracy, inefficiency, and market agility. In response, Bayer introduced the DSO initiative to foster a culture of self-organisation and dynamic ownership among employees.

## Case Description

In early 2023, Bayer announced the Dynamic Shared Ownership model. This initiative aims to reduce hierarchical complexity, promote cross-functional collaboration, and empower teams through a structure that values autonomy and shared responsibility. The transformation process involved:

1. **Removing bureaucratic** barriers and flattening management hierarchies.
2. **Establishing 100 co-creative customer and product teams** by early 2024, with a goal of reaching 1,000 by the end of the year.
3. **Implementing 90-day project cycles** to encourage rapid experimentation and innovation.

## Challenges/Problems faced

**Bureaucracy and Inefficiency:** Complex management layers and extensive corporate manuals hindered decision-making and innovation.

**Employee Dissatisfaction:** Feedback highlighted frustrations with hierarchical complexities and slow approval processes.

**Financial Pressures:** Market capitalisation decline and debt issues required significant cost savings.

## Solutions/ Outcome

**Flattened Hierarchies:** Streamlined management structure to enable quicker decision-making and reduce bureaucratic hurdles.

**Dynamic Ownership:** Teams regroup every 90 days, fostering a flexible and adaptable approach to project ownership and responsibility.

**Enhanced Collaboration:** Empowered teams with autonomy to encourage cross-functional collaboration and innovation.

**Culture of Continuous Learning:** A culture of experimentation, rapid learning, and adaptability, driving continuous innovation across the organisation.

## Learning lessons

**Empowering employees** with autonomy and ownership can significantly improve innovation and job satisfaction.

**Reducing bureaucracy** and fostering cross-functional collaboration are key to overcoming operational inefficiencies.

**Regular restructuring and dynamic project cycles** prevent stagnation and encourage continuous adaptation.

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# ESG, Sustainability, Sustainable Development Reporting and Auditing with ECO-EN™ Certification


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| **Authors** | Toni Srbinoski |
| **Affiliation** | SBC – Small Business Chamber |
| **Category** | Cross-category |



## Summary

This case study examines the ESG, Sustainability, and Sustainable Development Reporting and Auditing with ECO-EN™. The ECO-EN™ Certification started in R.N. Macedonia with EU support in 2021. It consist of questioner with the help of which the certified internal or external auditor can make organizations ESG, Sustainability, and Sustainable Development Reporting and Auditing, but also Benchmarking against similar organizations from ECO-EN™ certified organizations pool. With the process of certification, with the help of internal and/or external certified ECO-EN™ auditors, the organizations simultanuesly are making their ESG, Sustainability and Sustainable Development reports, are being audited, can be benchmarked, but the most important, they can be advised how to increase it's sustainability and how to sustainably develop.


## Background

Sustainability leadership involves adopting practices that not only ensure compliance with environmental standards but also actively contribute to the well-being of the planet. It encompasses a proactive approach to minimizing environmental impact through innovation, accountability, and continuous improvement. In this context, ECO-EN™ certification program was developed to help the companies answering the regulatory requirements, but also to find the best possible way to ESG, Sustainability, Sustainable Development Report, be Audited and Benchmarked, and find the optimal multidisciplinary measures to achieve targets and goals. ECO-EN™ answers the most difficult questions that stays in front of organization:

1. How and what to report?
2. How to be audited and benchmarked?
3. How to achieve the goals? What measures are the most effective?

## Case Description

The organizations continuously strive to achieve regulatory and standard compliance with ESG, Sustainability and Sustainable Development Reporting and Auditing but also need to minimize its environmental footprint, achieve a significant milestone by becoming carbon neutral in its processes. The special benefit of ECO-EN™ certification is trough-integrated efforts of the certification standard, auditors, and organization to not only report and be audited but also achieve holistic approach to sustainability, encompassing renewable energy, third-party verification, energy efficiency improvements, and carbon offsetting.

## Challenges and Problems Faced

**Transition to Renewable Energy:** Ensuring a consistent supply of renewable energy to meet all operational needs; Managing the initial costs and logistical challenges of integrating renewable energy sources.

**Maintaining Credibility and Transparency:** Obtaining reliable third-party verification to validate carbon neutrality claims; Ensuring transparency and trust among customers, partners, and stakeholders regarding environmental claims.

**Enhancing Energy Efficiency:** Identifying and implementing energy-saving measures without disrupting operations; Balancing the costs of upgrading equipment with the long-term benefits of energy savings.

**Achieving Carbon Neutrality:** Offsetting residual emissions that cannot be eliminated through internal measures; Selecting and investing in credible carbon offset projects that align with the company's sustainability goals.

**Sustaining Continuous Improvement:** Regularly assessing environmental impacts and identifying areas for further reduction; Fostering a culture of sustainability and innovation within the company.

## Solutions Implemented

Organizations are implementing a comprehensive strategy to address these challenges and reinforce its sustainability through:

**Incorporation of Renewable Energy:** To use certified, clean renewable electricity for all operations. To invest significantly in renewable energy sources, including for example as it is practically always an option solar power generation on-site, to ensure all operations are

sustainable. To offset only what can not be achieved with renewable energy sources with Green-e certified wind power Renewable Energy Certificates (RECs) to cover the electricity required for its operations.

**Third-Party Verification:** To enhance the credibility of its sustainability claims, organizations sought third-party verification of its carbon-neutral status. This verification provides assurance to customers and supply chain partners regarding the environmental integrity of products and services. ISO 14001, 50001, 45001 Environmental, Energy, Health, and Safety Management Systems reinforce commitment to maintaining high environmental standards.

**Measures to Improve Energy Efficiency:** The organizations adopt a range of energy-saving measures, leading to substantial reductions in energy consumption. This includs optimizing manufacturing and other processes, upgrading equipment, and installing energy-efficient technologies such as variable speed drives and economizers. These initiatives resulted in energy savings of more kWh per year, significantly reducing the organizations overall energy usage.

**Carbon Offsetting:** To achieve carbon neutrality, the organizations invest in carbon-offset programs that compensate for any remaining emissions by reducing or preventing an equivalent amount of CO2 elsewhere. The organization purchase Climate Action certified and verified Emission Reductions (VERs) to offset emissions from thermal energy generation, further demonstrating its commitment to environmental sustainability.

## Outcomes

Organization efforts led to several positive outcomes:

**Sustainability Leadership:** Organization achievement of carbon neutrality sets a benchmark for the respected industry, demonstrating that sustainability and business success can go hand in hand.

**Enhanced Credibility:** Third-party verification and transparent reporting bolster reputation as a trustworthy and environmentally responsible organization.

**Operational Efficiency:** Energy efficiency measures are reduced operational costs and enhance the orgganization overall productivity, contributing to long-term financial stability.

**Positive Environmental Impact:** By achieving carbon neutrality, the organizations make a significant contribution to global efforts to combat climate change, reducing its carbon footprint and promoting sustainable practices.

**Future Commitment:** Organizations continue to focus on sustainability, aiming to further minimize its environmental impact and enhance its role as a leader in eco-friendly manufacturing.

## Learning Lessons

The cases of ECO-EN™ certified organizations provide several key lessons for organizations aiming to lead in sustainability:

**Integration of Renewable Energy:** Investing in renewable energy sources is crucial for reducing environmental impact and achieving long-term sustainability goals.

**Credible and Transparent Practices:** Obtaining third-party verification for sustainability claims builds trust and demonstrates a genuine commitment to environmental responsibility.

**Energy Efficiency as a Priority:** Continuous improvement in energy efficiency can lead to substantial cost savings and reduced environmental impact.

**Carbon Offsetting as a Complementary Strategy:** When emissions cannot be fully eliminated, investing in high-quality carbon offset projects can achieve carbon neutrality.

**Commitment to Continuous Improvement:** Sustainability leadership requires ongoing efforts to assess, improve, and innovate in reducing environmental footprints.

## Conclusion

ECO-EN™ certified organizations have demonstrated exceptional sustainability leadership by achieving carbon neutrality through a comprehensive strategy that includes renewable energy integration, third-party verification, energy efficiency improvements, and carbon offsetting. The organizational commitment to continuous improvement and environmental responsibility sets a high standard for others in the industry, showcasing the importance of sustainable practices in achieving long-term success.

## References


- https://www.sbch.org.mk/platformi/eco-en-cert

Example

- https://catalystplatform.eu/mod/resource/view.php?id=2598

# IMS's Greenstone - Transforming Recovered Waste into Low-Carbon Aggregates


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| Authors | Dime Petrovski |
| Affiliation | Civil Engineering Institute Macedonia |
| Category | Cross-category |



## Summary

This case study focuses on IMS's Greenstone, an innovative product created by Integrated Materials Solutions (IMS) in Ireland. IMS transforms construction and demolition (C&D) waste into low-carbon, engineering-grade aggregates. By recycling concrete into secondary aggregates, IMS addresses the significant volume of C&D waste generated annually in Ireland and reduces the environmental impact of mining for virgin aggregates. The Greenstone initiative exemplifies how product, business model, and process innovation can contribute to the circular economy.


## Background

Established in 2019, Integrated Materials Solutions (IMS) became the first company in Ireland to receive an End of Waste (EoW) decision from the Environmental Protection Agency (EPA) for recycling construction waste into secondary aggregates. IMS's flagship site is the Hollywood Facility in Dublin, a licensed engineered landfill accepting a variety of inert wastes, including brownfield soil, stone, and C&D waste.

IMS manufactures Greenstone, a recycled aggregate product created from concrete construction waste. Greenstone is produced at the IMS recycling plant, which sorts and crushes demolition waste into engineering-grade aggregates for use in civil engineering and road construction projects. IMS operates under strict environmental and quality management systems, ensuring that Greenstone meets stringent sustainability standards.

## Case Description

The Greenstone product is central to IMS's efforts to repurpose waste materials from Ireland's rapidly growing construction sector. IMS processes demolition waste, including concrete, brick, tile, and gypsum, which collectively accounted for a significant portion of the

8.8 million tonnes of C&D waste generated in Ireland in 2019. By transforming waste into certified aggregates, IMS helps to reduce the demand for virgin materials like sand and gravel, which are heavily mined worldwide.

IMS's operations are conducted under a Waste Licence regulated by the EPA. The company adheres to System 2+ EN 13242 standards for unbound and hydraulically bound materials, ensuring that Greenstone meets the highest quality for use in civil engineering.

IMS's environmental credentials include a verified Environmental Product Declaration (EPD), which demonstrates the life cycle impacts of Greenstone. Since its certification in 2020, IMS has positioned Greenstone as a sustainable alternative in the construction sector, boasting a carbon footprint 95% lower than virgin aggregates.

## Challenges and Problems Faced

**Circular Use of C&D Waste:** The construction sector generates vast amounts of waste that could otherwise be diverted from landfill. IMS needed to ensure that concrete waste could be repurposed into a valuable product while meeting regulatory standards.

**Achieving End of Waste Certification:** IMS faced the challenge of obtaining Ireland's first End of Waste certification for recycled construction materials. This required adherence to rigorous processes, including screening, crushing, sorting, and quality management.

**Market Acceptance:** Convincing the construction sector to adopt recycled aggregates over traditional virgin materials required IMS to demonstrate that Greenstone could meet engineering requirements and offer cost and environmental benefits.

**Environmental Compliance:** Managing and recycling waste materials within the strict guidelines of the EPA's Waste Licence while ensuring that the recycling process did not contribute to further environmental harm was crucial for IMS.

## Solutions Implemented

**Recycled Concrete Aggregates:** IMS developed **Greenstone** by recycling concrete construction waste. The company adheres to rigorous quality management systems, ensuring that the final aggregate product meets national and international standards.

**End of Waste Certification:** IMS successfully became the first Irish company to receive an **End of Waste (EoW)** decision from the EPA. This certification guarantees that the recycled aggregate can be legally used in construction applications without being considered waste.

**Environmental Product Declaration (EPD):** IMS commissioned a **Life Cycle Assessment (LCA)** to assess the environmental impact of Greenstone and received an **EPD**, which outlines the sustainability and low-carbon benefits of using recycled aggregates.

**NSAI Certification:** IMS achieved certification under the **NSAI System 2+ EN 13242** for aggregates used in unbound and hydraulically bound materials for civil engineering projects. This certification helps to ensure ongoing compliance with environmental regulations and quality standards.

## Outcomes

**Environmental Impact:** IMS's Greenstone aggregates have a carbon footprint 95% lower than virgin aggregates, significantly reducing the environmental impact of construction projects. Over 50,000 tonnes of concrete were diverted from landfills in 2019, preserving landfill space and reducing waste.

**Economic Success:** IMS's Greenstone product has been adopted in various civil engineering projects, contributing to a more sustainable construction industry while reducing costs associated with waste disposal and material extraction.

**Sustainability Leadership:** IMS has received recognition for its role in promoting circularity within the construction sector, becoming a key player in Ireland's efforts to reduce construction waste and promote sustainable material use.

## Learning Lessons

**Circular Economy Opportunities:** IMS demonstrated that waste materials from construction and demolition can be repurposed into valuable products, reducing the need for virgin material extraction and lowering greenhouse gas emissions.

**Regulatory Compliance is Key:** The success of IMS's Greenstone initiative hinged on obtaining the End of Waste certification and maintaining compliance with EPA regulations, showcasing the importance of working within regulatory frameworks to achieve sustainability goals.

**Building Market Confidence:** By ensuring that Greenstone meets stringent quality standards and obtaining certifications like the NSAI System 2+, IMS was able to build trust with the construction industry and promote the use of recycled aggregates.

**Environmental and Economic Balance:** IMS's success demonstrates that sustainable practices can also be economically viable, as the company has reduced both its operational costs and environmental impact while meeting market demand.

## Conclusion

IMS's Greenstone initiative exemplifies the potential for circular economy innovations within the construction sector. By transforming waste materials into low-carbon aggregates, IMS has provided a sustainable alternative to virgin aggregates while supporting Ireland's efforts to reduce C&D waste. This case demonstrates that with proper certification, environmental responsibility, and quality assurance, circular innovations can achieve both environmental and economic success.

## References


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# REBRICK: Innovating Sustainable Construction with Automated Brick Reclamation and Reuse

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| **Authors** | Dime Petrovski |
| **Affiliation** | Civil Engineering Institute Macedonia |
| **Category** | Cross-category |


## Summary

This case study focuses on REBRICK, a technology-enabled solution developed by Gamle Mursten (Denmark) to reclaim and reuse old bricks from demolition sites. The innovative technology provides a circular solution to reduce waste and CO2 emissions by automating the process of cleaning and reprocessing old bricks for reuse in new construction projects. This product and technological innovation not only preserves a durable construction material but also mitigates the environmental impact associated with producing new bricks.


## Background

The REBRICK project was initiated as part of a €1.5 million European eco-innovation project from 2011 to 2014. It aimed to rethink Europe's demolition waste handling and recycling practices. Traditional methods for recovering bricks from demolition are manual, labor-intensive, and costly, leading to bricks being often discarded into the construction and demolition (C&D) waste stream, where they are either landfilled or crushed for recycling.

The reuse of bricks offers a significant circular opportunity since bricks are a long-lasting and durable construction material. Additionally, the production of new bricks is energy- and resource-intensive. By reclaiming old bricks, REBRICK reduces CO2 emissions, conserves resources, and prevents waste from entering landfills.

## Case Description

REBRICK's innovation revolves around a patented, vibration-based cleaning process that enables the reuse of old bricks without the need for water or chemicals. The system works by loading demolition brick debris into a hopper, which is then transported on

conveyors to a separator that removes mortar and other debris like wires, cement, and wood. An automated system further sorts the bricks into reusable and damaged categories.

Once sorted, the bricks are cleaned using REBRICK's environmentally friendly technology, which relies on vibration to clean the surfaces of each brick. After cleaning, the bricks are manually inspected for quality and visually sorted based on their characteristics. The reusable bricks are then placed on a conveyor system and automatically stacked and wrapped by a robot, ready for transportation and reuse in new construction projects.

A key feature of REBRICK's technology is its mobility—the entire cleaning and sorting system can be disassembled and moved to different locations, such as demolition sites, making it highly flexible and adaptable.

In 2013, Gamle Mursten opened a full-scale plant in Copenhagen with a processing capacity of 4,000 bricks per hour. The bricks are sold for reuse in both interior and façade construction projects, providing builders with a sustainable, low-carbon option for their construction needs.

## Challenges and Problems Faced

**Manual Brick Reuse:** Before REBRICK's innovation, reclaiming bricks from demolition sites was labor-intensive, costly, and inefficient. This often led to reusable bricks being discarded into the waste stream.

**Environmental Impact of Brick Production:** The production of new bricks is resource- and energy-intensive, resulting in high CO2 emissions. Reusing bricks offers a circular alternative to reduce these emissions and conserve resources.

**Scaling the Technology:** Ensuring that the technology could be scaled and implemented across Europe required overcoming logistical and technical challenges, such as automating the sorting process and enhancing the cleaning technology.

**Market Acceptance:** Introducing reclaimed bricks to the construction market and convincing builders to choose reused materials over newly produced ones was a challenge that required demonstrating both environmental and economic benefits.

## Solutions Implemented

**Automated Brick Cleaning and Sorting Technology:** REBRICK developed a vibration-based cleaning system that automates the process of removing mortar and debris from old bricks, making it significantly faster and more efficient than manual cleaning methods.

**Mobile Processing Plant:** The technology can be easily transported and set up near demolition sites, enabling the on-site recovery and processing of bricks. This mobility reduces logistics costs and allows REBRICK to adapt to different project needs.

**Patented Vibration-Based Cleaning Process:** By using vibrations instead of water or chemicals, REBRICK offers an environmentally friendly solution for brick cleaning. The process is also energy-efficient, further reducing the environmental footprint of reclaimed bricks.

**Full-Scale Commercial Operation:** REBRICK launched a full-scale plant in Copenhagen with a capacity to process 4,000 bricks per hour, demonstrating the commercial viability of the technology. The reclaimed bricks are sold for reuse in various construction projects.

## Outcomes

**Environmental Impact:** REBRICK's technology has significant environmental benefits, with each reused brick saving 0.5 kg of CO2 emissions compared to producing new bricks. For an average-sized house, this translates to 8 tonnes of CO2 savings. The reduction in CO2 emissions contributes to lowering the overall carbon footprint of the construction industry.

**Economic Success:** The reclaimed bricks are priced competitively, ranging from €1 to €1.34 per brick, making them an attractive option for builders looking to reduce costs while supporting sustainable practices. Gamle Mursten has seen growing demand for its bricks in both renovation and new construction projects.

**Technological Maturity:** The REBRICK technology has reached Technology Readiness Level (TRL) 9, indicating that it is ready for full-scale commercial distribution. This maturity level demonstrates that the technology is fully functional and can be replicated in different markets.

**Market Expansion:** Initially developed in Denmark, the REBRICK technology has now expanded across Europe, with cooperation from partners such as Rina (Italy) and Scan-Vibro (Denmark). The project's market replication and cooperation with EU partners have facilitated wider technological diffusion and growth.

## Learning Lessons

**Technology-Driven Circularity:** The REBRICK project shows how innovative technology can drive circular economy solutions by automating the recovery of valuable materials from the waste stream and repurposing them for new uses.

**Environmental and Economic Benefits Can Align:** By reusing old bricks, REBRICK has demonstrated that sustainability and profitability can coexist. The company has proven that reducing waste and CO2 emissions does not have to come at the expense of economic success.

**Flexibility in Application:** The mobility of REBRICK's system allows it to be applied in a variety of contexts, from large-scale demolition sites to smaller renovation projects, showcasing the flexibility and adaptability of the technology.

**Collaboration is Key:** Collaboration with European partners and eco-innovation programs was crucial for the development and market uptake of REBRICK's technology, highlighting the importance of cooperative efforts in achieving circular economy goals.

## Conclusion

REBRICK by Gamle Mursten offers a technologically advanced and sustainable solution to one of the construction industry's key challenges—reclaiming and reusing old bricks. By automating the brick cleaning process, reducing CO2 emissions, and minimizing waste, REBRICK has positioned itself as a leader in circular construction materials. The project's success demonstrates that technological innovation, environmental responsibility, and economic viability can go hand in hand, making it a model for other businesses and industries aiming to adopt circular economy principles.

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# Plant based meat alternatives from Beyond Meat


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| **Authors** | Thomas Winkler |
| **Affiliation** | Apflbutzn OG |
| **Category** | Cross-category |



## Summary

Beyond Meat, a pioneer in plant-based meat alternatives, has transformed the food industry by offering sustainable and environmentally-friendly products that closely mimic the taste and texture of animal meat. This case study examines the company's innovative business model, which revolves around reducing the environmental impact of food production by creating plant-based protein alternatives.

Beyond Meat faces challenges such as competing in a growing plant-based market, scaling production, and addressing consumer skepticism. The case explores the solutions implemented by Beyond Meat, including its partnerships with major retailers and fast-food chains, as well as its continued focus on research and development. The outcomes of Beyond Meat's efforts include significant reductions in greenhouse gas emissions and water usage, as well as strong financial growth. Lessons from Beyond Meat's success emphasize the importance of innovation, addressing consumer demands for sustainable options, and navigating market competition in a rapidly evolving industry.


## Background

Beyond Meat was founded in 2009 by Ethan Brown with a mission to address global food sustainability by providing plant-based alternatives to meat. Based in El Segundo, California, Beyond Meat aims to reduce the environmental footprint of meat production, which is one of the leading contributors to greenhouse gas emissions, deforestation, and water usage.

Brown, motivated by the environmental, ethical, and health implications of meat consumption, sought to create a product that mimicked animal meat in taste, texture, and

appearance but was made entirely from plants. Beyond Meat's first product, the "Beyond Burger," was introduced in 2016, and the company has since expanded its product line to include sausages, ground beef, and other meat substitutes. Today, Beyond Meat is a publicly traded company with a global presence, supplying products to grocery stores, restaurants, and fast-food chains around the world.

## Case Description

Beyond Meat's business model is centered on sustainability and innovation. The company focuses on creating plant-based meat products that replicate the taste and texture of animal-based meat using non-GMO ingredients like peas, mung beans, and rice protein. Beyond Meat targets environmentally conscious consumers, flexitarians, and individuals seeking healthier alternatives to traditional meat.

One key aspect of the business model is its emphasis on research and development, with teams of food scientists working to continually improve the quality of their products. Another critical component is its partnership strategy, which has enabled the company to expand rapidly. By collaborating with major grocery retailers like Whole Foods and partnering with fast-food chains such as McDonald's and KFC, Beyond Meat has managed to gain wide market access and mainstream appeal. The company also follows a direct-to-consumer sales model, offering its products through e-commerce platforms.

## Challenges/Problems Faced

Beyond Meat faces several challenges as it scales and competes in the growing plant-based market.

One major challenge is **consumer scepticism** about plant-based products, especially among traditional meat-eaters who may be resistant to switching to alternatives.

Additionally, the company faces **fierce competition** from other plant-based meat companies like Impossible Foods, as well as large food conglomerates entering the market with their own products.

Another challenge is **maintaining product quality** and consistency while scaling production to meet increasing demand.

Beyond Meat also faces criticism regarding its **pricing,** which remains higher than traditional meat, potentially limiting its accessibility to a broader consumer base.

Finally, the company must address the **sustainability** of its supply chain as it grows, ensuring that its sourcing of plant-based ingredients remains environmentally friendly.

## Solutions

To overcome these challenges, Beyond Meat has implemented several strategies:

First, the company continues to **invest heavily in research and development** to improve the taste, texture, and nutritional profile of its products, making them more appealing to a wider audience.

Second, Beyond Meat has **expanded its partnerships with fast-food chains**, grocery stores, and food service providers to reach more consumers. These partnerships not only increase the visibility of its products but also help normalize plant-based options in everyday diets.

Beyond Meat has also worked on **improving the efficiency of its supply chain**, scaling production facilities to meet growing demand while keeping sustainability at the forefront.

To address pricing concerns, Beyond Meat is working on cost-reduction strategies through economies of scale, aiming to reach price parity with traditional meat products.

Finally, Beyond Meat engages in transparent marketing efforts to educate consumers on the environmental and health benefits of plant-based diets.

## Outcomes

### Environmental and economic impact

Beyond Meat has made significant strides in both environmental and economic outcomes.

On the **environmental front**, the production of Beyond Meat products generates significantly lower greenhouse gas emissions, uses less water, and requires less land than traditional meat production. For instance, a 2018 study by the University of Michigan found that producing a Beyond Burger uses 99% less water, 93% less land, and generates 90% fewer greenhouse gas emissions than producing a beef burger.

**Economically**, Beyond Meat has experienced strong financial growth, becoming a leader in the plant-based meat market. The company went public in 2019 with one of the most successful initial public offerings (IPOs) of that year, and its revenue has continued to grow as plant-based diets gain popularity.

Additionally, the company's partnerships with fast-food chains have contributed to increased brand awareness and market penetration.

## Learning Lessons

Several key lessons emerge from the Beyond Meat case study.

First, **innovation and sustainability can serve as core drivers of business success**. Beyond Meat's focus on developing high-quality plant-based products that closely resemble traditional meat has enabled it to tap into a growing market of eco-conscious and health-conscious consumers.

Second, **strategic partnerships play a crucial role in scaling a business and gaining market access**. Beyond Meat's collaborations with grocery retailers and fast-food chains have helped the company rapidly expand its reach.

Third, **educating consumers about the environmental and health benefits of plant-based diets is critical in driving adoption.** Finally, Beyond Meat demonstrates that companies in emerging industries must continuously innovate and improve to stay ahead of competition and meet evolving consumer expectations.

## Reflecting Questions

1. How does Beyond Meat balance the need for rapid growth with its commitment to sustainability?
2. What role do strategic partnerships play in Beyond Meat's success, and how might they evolve in the future?
3. How can Beyond Meat overcome consumer skepticism and expand its appeal to traditional meat-eaters?
4. What are the long-term implications of Beyond Meat's pricing strategy, and how can the company achieve price parity with traditional meat?
5. How does Beyond Meat's business model compare with that of its competitors, and what advantages or disadvantages does it have?
6. In what ways can Beyond Meat further improve its supply chain to ensure sustainability as it scales?
7. What impact could plant-based companies like Beyond Meat have on global food systems and the environment over the next decade?

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# Patagonia: Pioneering Sustainability through Corporate Responsibility and Innovation


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|---|---|
| **Authors** | Thomas Winkler |
| **Affiliation** | Apflbutzn OG |
| **Category** | Cross-category |



## Summary

Patagonia, a leading outdoor clothing and gear company, is renowned not only for its high-quality products but also for its commitment to sustainability and environmental activism. This case study explores the company's business model, focusing on its innovative repair program and its "Worn Wear" initiative, designed to extend product life and reduce waste.

Patagonia faces challenges related to balancing growth with sustainability goals, managing supply chain ethics, and dealing with consumer expectations. The case also highlights Patagonia's solutions to these challenges, including its repair program, transparent supply chains, and dedication to environmental campaigns.

Ultimately, the company has achieved significant environmental impact while also generating strong economic returns, making it a pioneering example of a business that integrates profit and purpose. The key learning lessons emphasize the importance of long-term thinking, corporate responsibility, and aligning company values with customer engagement.


## Background

Patagonia was founded in 1973 by Yvon Chouinard in Ventura, California, as a company providing durable climbing gear. Over time, it expanded into the outdoor apparel industry, becoming known for high-quality products designed for outdoor activities such as hiking, skiing, and mountaineering. What sets Patagonia apart is its deep-rooted commitment to environmental sustainability.

From the start, Chouinard emphasized the importance of responsible business practices and environmental stewardship. In the 1980s, Patagonia became one of the first companies to donate 1% of its profits to environmental causes through the "1% for the Planet" initiative. The company consistently innovates in sustainability, using recycled materials, implementing fair labor practices, and campaigning for environmental protection. Today, Patagonia is a certified B Corporation, committed to achieving environmental, social, and governance (ESG) goals alongside profitability.

## Case Description

Patagonia's business model revolves around producing high-quality, durable products while promoting environmental responsibility. Its strategy goes beyond selling outdoor gear—it integrates corporate social responsibility directly into the core business. One of Patagonia's standout initiatives is the "Worn Wear" program, which encourages customers to repair, reuse, and recycle their clothing rather than buying new products.

Through its repair program, Patagonia offers free or low-cost repairs and maintains a robust online resale platform where customers can buy second-hand Patagonia gear. This approach is designed to reduce the environmental impact associated with manufacturing new products, including resource consumption and carbon emissions. By aligning the company's goals with environmental activism, Patagonia has built a brand that resonates strongly with eco-conscious consumers, positioning itself as a leader in sustainability.

## Challenges/Problems Faced

Despite its success, Patagonia faces several challenges.

One major issue is **balancing the company's growth** with its commitment to sustainability. As demand for eco-friendly products increases, Patagonia must carefully manage its supply chain to ensure ethical practices while scaling production.

**Maintaining transparency across a global supply chain**, including securing sustainable raw materials and ensuring fair labor practices, is another challenge.

Additionally, Patagonia must address the **tension between encouraging consumers to buy fewer products and maintaining revenue growth**. The company's outspoken environmental stance can also lead to political and consumer backlash, especially in regions where environmental protection may conflict with economic interests.

## Solutions

Patagonia has implemented several solutions to address these challenges.

First, the company has **invested heavily in sustainable supply chains**, using recycled materials such as polyester and organic cotton to reduce its environmental footprint.

Its Fair-Trade certification ensures ethical labor practices across its manufacturing process.

Patagonia has also **expanded its repair program,** making it easier for customers to extend the life of their products. The "Worn Wear" initiative not only helps minimize waste but also builds a loyal customer base focused on the company's values.

Additionally, Patagonia has **remained unapologetically vocal in its environmental advocacy**, supporting grassroots environmental movements and encouraging customers to take action through initiatives like "The Earth Is Our Only Shareholder" campaign.

## Outcomes

**Environmental and economic impact**

Patagonia's efforts have yielded significant positive outcomes both environmentally and economically.

By using recycled materials and offering repair services, the company has dramatically **reduced the environmental impact of its operations**. Patagonia estimates that in 2021, its use of recycled materials helped prevent the emission of millions of pounds of CO2 into the atmosphere.

Economically, Patagonia has **experienced robust growth,** with annual revenues exceeding $1 billion. The company's business model, which integrates sustainability with profitability, demonstrates that environmental stewardship can be a competitive advantage. The "Worn Wear" program has also contributed to Patagonia's brand loyalty, as eco-conscious consumers increasingly seek out companies that align with their values.

## Learning Lessons

Patagonia's case offers several key lessons for businesses.

First, companies can successfully **integrate sustainability into their business model without sacrificing profitability.** Patagonia has demonstrated that environmentally responsible practices can actually enhance brand loyalty and differentiate a company in a crowded marketplace.

Second, the case highlights the **importance of long-term thinking in business strategy**. Patagonia's focus on extending the life of its products and reducing waste demonstrates a commitment to sustainability that goes beyond immediate financial gain.

Lastly, **transparency and corporate activism can be powerful tools for engaging consumers and driving positive change**. Patagonia's willingness to take a stand on controversial environmental issues has strengthened its brand and inspired other companies to follow suit.

## Reflecting Questions

1. How does Patagonia balance the tension between growth and sustainability, and can this balance be replicated by other companies?
2. What are the long-term implications of Patagonia's repair program for both the company and the broader apparel industry?
3. How does Patagonia's environmental activism contribute to its brand identity and customer loyalty?
4. In what ways can Patagonia's business model be adapted to industries outside of outdoor apparel?
5. What role does corporate transparency play in building trust and long-term relationships with consumers in the context of sustainability?
6. How might Patagonia's approach to supply chain management influence other industries to adopt more ethical and sustainable practices?
7. What are the potential risks for Patagonia in maintaining its commitment to environmental activism while expanding its business operations globally?

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# Transforming CEIM from a Traditional to a Learning Organisation


| | |
|---|---|
| **Authors** | Slavica Trajkovska, Angelina Taneva-Veshoska<br>Slobodan Trajkovski |
| **Affiliation** | IECE - Institute for Research in Environment, Civil Engineering, and Energy<br>CEIM - Civil Engineering Institute Macedonia |
| **Category** | Cross-category |



## Summary

The transformation of CEIM, a prominent company in North Macedonia, exemplifies the journey from a traditional business model to a dynamic learning organisation. This transition was driven by a strategic focus on knowledge management (KM) and the effective utilisation of intellectual capital (IC). Through a structured approach involving both quantitative and qualitative methods, CEIM aimed to enhance its competitive advantage, foster sustainable growth, and improve organisational performance.

CEIM's transformation strategy was rooted in the understanding that intellectual capital—comprising human, structural, and relational components—is crucial for long-term success and sustainability. The company recognised the need to evolve from a conventional operational mindset to one that prioritises learning, innovation, and continuous development.


## Background

The Civil Engineering Institute Macedonia (CEIM) has been a key player in the construction industry in the Western Balkans for almost 50 years. In 2014, recognizing the need for transformation due to economic and political challenges, CEIM decided to shift from a traditional organisation to a learning organisation. This transformation aimed to leverage knowledge management and intellectual capital to improve performance and ensure long-term sustainability.

North Macedonia, where CEIM is founded, is considered a modest innovator with limited business investments in research, development, and innovation (R&D&I). This environment made CEIM's transformation unique and challenging, as it required substantial internal changes and strategic planning to foster a culture of continuous learning and innovation.

The need for implementing all the KM and IC activities were:

• more **complex working conditions** and aggravating factors and risks, both in the environment and in the constitution of the company,

• the **trend of encouraging development, research and innovation**, as the main drivers of development in the modern global economy and the main strategic commitment of the European Union,

• **rapid technological development, rapid obsolescence of technologies** and technological skills, the need for long-term planning to upgrade knowledge, which will have a longer use value,

• **competitiveness in the market**, based on modern ways of corporate organization, planning, management, operations and marketing,

• **phase of the life cycle in which the company is** - reaching full maturity, which imposes the need to pursue goals and directions that will continue the upward trend of development, and will avoid stagnation and decline,

• **the company's tendency to expand more intensively on foreign markets**.

## Case Description

A number of documents (strategies, rulebooks, manuals and guidelines) have been created and adopted, that serve as a basis and support for activities and support the transformation. All implemented activities are implemented in accordance with CEIM Strategies:

- Development strategy,
- Strategy for human resources management and
- Strategy for KM.

The key initiatives and activities implemented were:

**Human Capital Development:** CEIM invested heavily in developing its human capital as a foundation for becoming a learning organisation. Key initiatives included:

**Training and Education Programs:** Establishing a dedicated Training Centre and partnering with academic institutions to co-create educational programs tailored to the company's needs. This included a "Train the Trainers" program to build internal capacity.

**Mentorship and Talent Development:** Implementing mentorship programs and identifying high-potential employees for specialised professional development tracks.

**Annual Learning Plans:** Developing learning plans aligned with assessed needs and industry trends, with over 296 employees participating in 103 training sessions over five years.

**Structural Capital Enhancement:** Structural capital improvements focused on upgrading systems and processes to support knowledge sharing and innovation.

**Knowledge Management Systems:** CEIM implemented advanced KM systems to ensure that knowledge is stored, accessible, and effectively utilised across the organisation.

**Innovation Infrastructure:** Establishing the Research and Development (R&D) Centre to drive innovation and support the creation of new knowledge in collaboration with the Institute for Research in Environment, Civil Engineering, and Energy (IECE).

**Relational Capital Strengthening:** Building strong relationships with external partners and stakeholders was another critical focus.

**Strategic Alliances and Partnerships:** Forming strategic alliances with universities and research institutions to foster collaborative innovation and knowledge exchange.

**Customer and Supplier Relations:** Enhancing customer and supplier relationships through better knowledge sharing and collaboration on sustainable practices.

## Outcomes

The transformation from a traditional organisation to a learning organisation yielded multiple benefits for CEIM:

**Enhanced Knowledge Utilisation**: Knowledge within the organisation became more accessible, visible, and strategically utilised, contributing to added value.

Innovation and Research Growth: Investments in IC facilitated the development of new knowledge and innovations, aligning with CEIM’s business strategy and sustainability goals.

**Improved Organisational Performance**: Upgraded processes and services, increased productivity, and a stronger focus on sustainability-oriented performance.

**Stakeholder Value Creation:** Positive outcomes for all stakeholders, including meaningful jobs and career prospects for employees, strategic direction for managers, and higher returns for shareholders.

## Learning Lessons

CEIM's journey from a traditional organisation to a learning organisation provides a blueprint for companies in developing countries seeking to enhance their sustainability-oriented performance through effective management of intellectual capital. By embracing a learning culture, fostering innovation, and strategically managing knowledge, CEIM has not only strengthened its market position but also contributed to the broader economic development of its region. This transformation case study offers valuable lessons for other organisations aiming to replicate CEIM's model, highlighting the importance of a structured approach to KM and IC, continuous learning, and the proactive pursuit of innovation and sustainability.

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# Sustainability Leadership at Monadnock Paper Mills


| | |
|---|---|
| **Authors** | Angelina Taneva-Veshoska |
| **Affiliation** | IECE - Institute for Research in Environment, Civil Engineering, and Energy |
| **Category** | Cross-category |



## Summary

This case study examines the sustainability leadership of Monadnock Paper Mills, a renowned company in the eco-friendly paper manufacturing sector. Monadnock has successfully achieved carbon neutrality in its manufacturing operations, demonstrating a strong commitment to environmental responsibility. This achievement showcases the company's dedication to reducing its carbon footprint and sets a new standard for the paper manufacturing industry.


## Background

Sustainability leadership involves adopting practices that not only ensure compliance with environmental standards but also actively contribute to the well-being of the planet. It encompasses a proactive approach to minimizing environmental impact through innovation, accountability, and continuous improvement. In this context, Monadnock Paper Mills has emerged as a leader by incorporating renewable energy, improving energy efficiency, and investing in carbon offsetting initiatives.

## Case Description

Monadnock Paper Mills, a small but influential player in the paper manufacturing industry, has long been committed to sustainability. With a history spanning several decades, the company has continuously strived to minimize its environmental footprint. Recently, Monadnock achieved a significant milestone by becoming carbon neutral in its production processes. This achievement reflects its holistic approach to sustainability, encompassing renewable energy, third-party verification, energy efficiency improvements, and carbon offsetting.

## Challenges and Problems Faced

**Transition to Renewable Energy:** Ensuring a consistent supply of renewable energy to meet all operational needs; Managing the initial costs and logistical challenges of integrating renewable energy sources.

**Maintaining Credibility and Transparency:** Obtaining reliable third-party verification to validate carbon neutrality claims; Ensuring transparency and trust among customers, partners, and stakeholders regarding environmental claims.

**Enhancing Energy Efficiency:** Identifying and implementing energy-saving measures without disrupting production; Balancing the costs of upgrading equipment with the long-term benefits of energy savings.

**Achieving Carbon Neutrality:** Offsetting residual emissions that cannot be eliminated through internal measures; Selecting and investing in credible carbon offset projects that align with the company's sustainability goals.

**Sustaining Continuous Improvement:** Regularly assessing environmental impacts and identifying areas for further reduction; Fostering a culture of sustainability and innovation within the company.

## Solutions Implemented

Monadnock Paper Mills implemented a comprehensive strategy to address these challenges and reinforce its sustainability leadership:

**Incorporation of Renewable Energy:** Monadnock exclusively uses certified, clean renewable electricity for all operations. The company invested significantly in renewable energy sources, including hydropower generation on-site, to ensure all products are manufactured sustainably. The company also purchased Green-e certified wind power Renewable Energy Certificates (RECs) to cover the electricity required for its operations.

**Third-Party Verification:** To enhance the credibility of its sustainability claims, Monadnock sought third-party verification of its carbon-neutral status. This verification provides assurance to customers and supply chain partners regarding the environmental integrity of Monadnock's products. Monadnock's ISO 14001:2004 Environmental Management System was recertified, reinforcing its commitment to maintaining high environmental standards.

**Measures to Improve Energy Efficiency:** The company adopted a range of energy-saving measures, leading to substantial reductions in energy consumption. This included optimizing manufacturing processes, upgrading equipment like hydroelectric turbine wheels, and installing energy-efficient technologies such as variable speed drives and economizers. These initiatives resulted in energy savings of more than 1 million kWh per year, significantly reducing the company's overall energy usage.

**Carbon Offsetting:** To achieve carbon neutrality, Monadnock invested in carbon offset programs that compensate for any remaining emissions by reducing or preventing an equivalent amount of CO2 elsewhere. The company purchased Climate Action Reserve Protocol-certified Verified Emission Reductions (VERs) to offset emissions from thermal energy generation, further demonstrating its commitment to environmental sustainability.

## Outcomes

Monadnock Paper Mills' efforts have led to several positive outcomes:

**Sustainability Leadership:** Monadnock's achievement of carbon neutrality sets a benchmark for the paper manufacturing industry, demonstrating that sustainability and business success can go hand in hand.

**Enhanced Credibility:** Third-party verification and transparent reporting have bolstered Monadnock's reputation as a trustworthy and environmentally responsible company.

**Operational Efficiency:** Energy efficiency measures have reduced operational costs and enhanced the company's overall productivity, contributing to long-term financial stability.

**Positive Environmental Impact:** By achieving carbon neutrality, Monadnock has made a significant contribution to global efforts to combat climate change, reducing its carbon footprint and promoting sustainable practices.

**Future Commitment:** Monadnock continues to focus on sustainability, aiming to further minimize its environmental impact and enhance its role as a leader in eco-friendly manufacturing.

## Learning Lessons

The case of Monadnock Paper Mills provides several key lessons for organizations aiming to lead in sustainability:

**Integration of Renewable Energy:** Investing in renewable energy sources is crucial for reducing environmental impact and achieving long-term sustainability goals.

**Credible and Transparent Practices:** Obtaining third-party verification for sustainability claims builds trust and demonstrates a genuine commitment to environmental responsibility.

**Energy Efficiency as a Priority:** Continuous improvement in energy efficiency can lead to substantial cost savings and reduced environmental impact.

**Carbon Offsetting as a Complementary Strategy:** When emissions cannot be fully eliminated, investing in high-quality carbon offset projects can achieve carbon neutrality.

**Commitment to Continuous Improvement:** Sustainability leadership requires ongoing efforts to assess, improve, and innovate in reducing environmental footprints.

## Conclusion

Monadnock Paper Mills has demonstrated exceptional sustainability leadership by achieving carbon neutrality through a comprehensive strategy that includes renewable energy integration, third-party verification, energy efficiency improvements, and carbon offsetting. The company's commitment to continuous improvement and environmental responsibility sets a high standard for others in the industry, showcasing the importance of sustainable practices in achieving long-term success.

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# Knowledge Management at Pluma Games


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|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Cross-category |



## Summary

This case study explores how Pluma Games, a smartphone game development company, addressed the challenges of internal collaboration, employee dissatisfaction, and knowledge management following a failed game launch. Through the implementation of a knowledge-sharing system and better working conditions, Pluma Games regained its competitive position in the market.


## Background

Knowledge Management (KM) is essential for organisations that rely on innovation and collaboration. By effectively managing and sharing knowledge, companies can reduce mistakes, improve efficiency, and foster a culture of continuous improvement. In the fast-paced world of game development, managing knowledge across teams can be critical for ensuring smooth product launches and retaining skilled talent.

## Case Description

**Pluma Games** is a technology company specialising in Android smartphone games. In 2015, the company achieved its peak success, reaching 500 million downloads across multiple games. With a team of over 100 employees, the company is structured into departments including Android development, web development, design, quality assurance, marketing, and human resources.
After receiving external investment in 2015, the company set ambitious goals for 2016. However, challenges arose during the development of its second game, which led to a rushed release that was plagued by bugs and compatibility issues. This tarnished Pluma Games' reputation and led to employee dissatisfaction, particularly within the quality assurance team.

## Challenges/Problems Faced

1. **Internal communication issues**: The development team's delays reduced the time available for testing, which led to rushed work.
2. **Dissatisfied employees**: The quality assurance team felt overworked and underappreciated, with their demands for better conditions unmet.
3. **Loss of key talent**: Several experienced employees left the company, creating a gap in knowledge and further delays.

## Solutions

To address these issues, Pluma Games took several steps:

1. **Knowledge repository**: The company established a central knowledge-sharing platform to improve collaboration and streamline processes, especially during employee transitions.
2. **Increased staff support**: The company hired additional personnel and provided better equipment to support the quality assurance team.
3. **Improved incentives**: Financial bonuses were introduced to reward employees based on the success of the games, encouraging teamwork and motivation.

## Outcomes

1. **Regained customer trust**: After improving its internal processes and launching a successful game, Pluma Games restored its reputation with customers.
2. **Improved employee satisfaction**: The new measures led to better working conditions, reducing turnover and improving morale.
3. **Stronger collaboration**: The introduction of a knowledge repository helped new employees integrate faster, reducing delays and fostering a collaborative culture.

## Learning Lessons

1. **Knowledge sharing is key**: A centralised knowledge repository can prevent the loss of critical expertise and improve onboarding for new employees.
2. **Employee satisfaction matters**: Recognising and meeting employee needs is crucial to retaining top talent and maintaining productivity.
3. **Collaboration enhances success**: A collaborative environment ensures smoother project execution and helps avoid costly mistakes in rushed product releases.

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# Knowledge Management in the Irish Defence Forces


| | |
|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Cross-category |



## Summary

This case study examines the implementation of Knowledge Management (KM) in the Irish Defence Forces (IDF) using SharePoint 2013 and a simultaneous organisational culture change program. The case highlights how KM was institutionalised in the IDF through the IKON system, improving access to knowledge and promoting a knowledge-sharing culture across its 9,500 employees.


## Background

Knowledge Management (KM) involves the systematic handling of an organisation's knowledge assets. Effective KM helps organisations capture, store, and share valuable knowledge, improving decision-making, operational efficiency, and employee engagement. In defence organisations like the IDF, KM ensures that knowledge is accessible to all staff, supporting decision-making in both domestic and international operations.

## Case Description

**The Irish Defence Forces (IDF)** implemented a comprehensive KM system, using SharePoint 2013 to create **Information and Knowledge Online (IKON)**. The goal was to facilitate access to information, improve knowledge sharing, and enable quicker decision-making for its 9,500 employees. The IDF recognised that a shift in organisational culture would be necessary to ensure KM became an integrated part of daily operations.

The KM system included tools such as an expert locator, wikis, blogs, and an advanced search engine. The IDF also launched **Defence Forces Knowledge Online (DFKO)**, a platform for submitting and validating lessons learned, following a model based on best practices from NATO and JALLC.

## Challenges/Problems Faced

1. **Employee resistance to KM**: Some staff members resisted the changes brought by the new KM system.
2. **Knowledge retention issues**: The IDF needed a way to ensure valuable knowledge was shared and not lost when employees left or retired.

3. **Cultural shift**: Transforming the organisation into a knowledge-sharing institution required a major cultural change.

## Solutions

1. **IKON System**: A comprehensive KM platform was implemented, allowing staff to access and share knowledge through expert locators, wikis, blogs, and an advanced search engine.
2. **Organisational Culture Change Program**: The IDF implemented a parallel cultural change initiative to ensure knowledge sharing became a core part of daily operations.
3. **Defence Forces Knowledge Online (DFKO)**: A lessons learned system was developed to capture and validate important insights across the organisation.

## Outcomes

1. **Improved access to knowledge**: Employees across the IDF now had easy access to critical knowledge, improving decision-making and operational efficiency.
2. **Increased knowledge sharing**: A culture of knowledge sharing was established, with tools and systems to support collaborative learning across the organisation.
3. **Retention of intellectual capital**: Valuable knowledge was retained within the organisation, reducing the risk of knowledge loss due to employee turnover or retirement.
4. **International recognition**: The KM program received several prestigious awards, recognising the IDF's leadership in knowledge management within the defence sector.

## Learning Lessons

1. **Cultural change is key**: Successful KM implementation depends not only on technology but also on fostering a culture of knowledge sharing.
2. **Leadership involvement matters**: Senior leadership played a crucial role in promoting the KM initiative, helping overcome resistance and ensuring buy-in from all employees.
3. **Knowledge retention is critical**: By implementing DFKO and IKON, the IDF ensured that valuable knowledge was captured and shared across the organisation, reducing the risk of intellectual capital loss.
4. **KM enhances operational efficiency**: The program's success in improving communication and decision-making highlighted the value of KM in the defence and security sector.

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# Knowledge Management at International Enterprise


| | |
|---|---|
| **Author** | Florinda Matos |
| **Affiliation** | Iscte - University Institute of Lisbon, Portugal |
| **Category** | Cross-category |



## Summary

This case study explores how International Enterprise (IE), a public organisation, tackled the challenge of managing knowledge within its network of offices worldwide. By introducing initiatives like the Knowledge Centre, storytelling, and the RACK program, IE improved its ability to capture, store, and share knowledge, supporting the internationalisation of Singaporean companies.


## Background

Knowledge Management (KM) involves the systematic handling of an organisation's knowledge assets to improve efficiency and achieve objectives. Effective KM helps organisations retain valuable knowledge, ensure continuous learning, and improve operational efficiency. In organisations like IE, where internationalisation is key, KM ensures that insights gained in overseas offices are shared across the network, minimising knowledge loss.

## Case Description

**International Enterprise (IE)** is a public organisation tasked with promoting international trade and supporting the overseas expansion of Singaporean businesses. IE operates across 35 global locations, connecting international businesses with Singaporean partners through business matchmaking, missions, and networking events.

However, IE realized that critical knowledge about international markets and industry sectors was not easily accessible to employees. Additionally, there was limited transfer of knowledge between employees posted abroad and those working in headquarters. Furthermore, knowledge loss occurred when staff members transferred or retired, creating knowledge gaps.

## Challenges/Problems Faced

1. **Lack of accessible knowledge**: Employees did not have easy access to relevant information about markets and industries.
2. **Knowledge transfer gaps**: Experience and insights gained by staff posted overseas were not consistently shared with others in the organisation.
3. **Knowledge loss**: Valuable knowledge was lost when employees transferred to other departments or retired.

## Solutions

To address these issues, IE implemented several Knowledge Management practices:

1. **Knowledge Center**: A repository that stores essential knowledge accumulated from missions, study trips, and strategic articles, providing deep insights into markets and sectors.
2. **Storytelling Initiative**: Launched in 2010, this initiative captures the experiences of employees who worked abroad, sharing their insights quarterly to help those about to take on international roles.
3. **Passport Series**: Informal "tea sessions" where regional directors share their experiences, helping employees gain knowledge in a relaxed environment.

**RACK (Retention of All Critical Knowledge)**: A program designed to retain key knowledge when employees leave or transfer. It involves interviewing critical staff, documenting their insights, and sharing these through articles stored in the Knowledge Centre.

## Outcomes

1. **Increased knowledge accessibility**: Employees can now easily access valuable market and sector insights through the Knowledge Centre.
2. **Tacit knowledge retention**: The RACK initiative preserved critical knowledge that would otherwise have been lost due to employee turnover or transfers.
3. **Cultural shift toward knowledge sharing**: A series of initiatives, such as storytelling and informal meetings, fostered a culture of sharing knowledge within the organisation.
4. **Support from top management**: The success of the KM initiatives was largely due to strong support from the leadership team, ensuring the sustainability of the changes.

## Learning Lessons

1. Top management support is crucial for the success of KM initiatives.
2. Knowledge-sharing barriers, such as employee resistance, must be addressed through cultural change and incentives.
3. A well-structured KM system helps capture and retain critical knowledge, minimising the impact of employee turnover.
4. Informal knowledge-sharing sessions, like storytelling and tea sessions, can enhance the flow of tacit knowledge.
5. KM systems should be supported by the right technological tools to ensure ease of use and efficiency.

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# Diversity and Belonging at Gusto: Achieving Gender Balance in Engineering

| | |
|---|---|
| **Author** | Rhonda Bowen |
| **Affiliation** | Bells: Better Expression through Language for Life's Situations |
| **Category** | Cross-category |


## Summary

This case study highlights Gusto's efforts to improve gender diversity within its engineering team. From 2015 to the present, Gusto successfully increased the proportion of female engineers from 11% to 26%, implementing targeted recruiting strategies and fostering a culture of inclusivity. This progress demonstrates Gusto's commitment to both diversity and belonging, with future initiatives expanding to include underrepresented races and persons with disabilities.


## Background

Gusto's diversity efforts focus on improving both the representation (composition) and inclusivity (belonging) of its workforce. In September 2015, the company set a goal to increase the proportion of female engineers from 11% to 18% within three months. By early 2016, Gusto not only achieved this goal but has since continued to grow the percentage of female engineers to 26%. While these numbers are significant, Gusto's broader goal extends to creating a culture of inclusivity that encourages diverse team members to thrive.

## Case Description

Gusto's diversity initiatives initially focused on addressing gender imbalance within its engineering team, but its approach has expanded to include diversity across race, disability, and seniority. The company has leveraged a combination of proactive recruiting strategies and public accountability to meet its goals and sustain progress. By actively sourcing female candidates and partnering with diversity-focused events, Gusto has built a diverse team while fostering an inclusive environment.

## Challenges/Problems Faced

1. Pipeline Challenges:
   - Like many tech companies, Gusto faced difficulties in recruiting women and candidates from underrepresented groups. However, the company rejected the notion of an insufficient pipeline, focusing instead on proactive sourcing strategies.

2. Public Accountability:

o Publicly sharing diversity goals made Gusto vulnerable to scrutiny but also kept the company accountable and driven to meet its targets.

3. Broader Diversity Needs:

o While progress was made in gender diversity, other areas such as racial diversity and seniority representation still posed challenges. For example, only 11% of senior engineers were from underrepresented groups.

## Solutions

1. Bias Towards Action:

o Gusto addressed diversity gaps by adopting a bias for action. Initiatives like outbound sourcing for female candidates and sponsoring events such as the Grace Hopper Celebration helped achieve their diversity goals within a few years.

2. Diversity Breeds Diversity:

o As the representation of women in Gusto's engineering team grew, referrals from female employees increased, enhancing the overall diversity of the talent pipeline.

3. Public Accountability:

o By making their diversity goals public, Gusto ensured transparency and held themselves accountable for meeting their targets. This public commitment also reinforced the company's dedication to inclusivity for potential hires.

4. Expanding Initiatives:

o To address broader diversity challenges, Gusto hired dedicated recruiters focused on sourcing from underrepresented groups, hosted diversity roundtables, and committed to internal audits to ensure equity in promotions and opportunities.

## Outcomes

Gusto's activities have produced several positive outcomes:

- Increased Female Representation: Gusto increased female representation in its engineering team from 11% in 2015 to 26% by 2018.
- Zero Attrition: Since 2016, no female engineers have left the company, reflecting a positive and inclusive work environment.
- Promotion Parity: 27% of recently promoted engineers were women, aligning with the gender composition of the team.

- Proactive Recruitment: Gusto's commitment to diversity has shifted from being a recruiting challenge to a competitive advantage, with diverse candidates increasingly attracted to the company.

## Learning Lessons

Gusto's case indicates these key lessons for organisations aiming to improve their gender equality:

- Action over Time: A long-term commitment to diversity initiatives, rather than short-term fixes, is crucial for sustained success.
- Positive Feedback Loop: A more diverse team helps attract further diversity, making it easier to maintain momentum in inclusive hiring practices.
- Public Goals Foster Accountability: Publicly committing to diversity targets not only keeps an organization accountable but also builds trust with underrepresented candidates.
- Continuous Improvement: Even with progress in gender diversity, Gusto recognizes the need for broader efforts, particularly in seniority levels and racial diversity.

Gusto's focus on diversity and belonging has yielded significant progress in gender diversity within its engineering team. The company's proactive, action-oriented approach serves as a model for others aiming to build more inclusive workplaces. Gusto's next steps focus on expanding diversity efforts to underrepresented races, persons with disabilities, and ensuring seniority-level representation.

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# Circular Agenda at IKEA

| | |
|---|---|
| **Author** | Rhonda Bowen |
| **Affiliation** | Bells: Better Expression through Language for Life's Situations |
| **Category** | Cross-category |


## Summary

This case study examines IKEA's transition towards a circular business model aimed at minimising environmental impact by designing products for reuse, refurbishment, remanufacturing, and recycling. IKEA's initiatives reflect its commitment to sustainability, influencing everything from product development to customer interaction, and setting new industry standards for circularity.


## Background

ircularity represents a systemic approach to sustainability, ensuring products are part of a continuous cycle rather than contributing to waste. IKEA's circular agenda is grounded in this principle, aiming to embed circular design into every aspect of the business. By adopting this approach, IKEA is not only safeguarding the environment but also the future of its business and the livelihoods of millions.

## Case Description

IKEA's circular agenda revolves around designing products that can be reused, repaired, and eventually recycled, all while maintaining affordability and accessibility. This shift towards circularity addresses key challenges, including resource dependency, climate impact, and waste management. The initiative spans four key areas: designing products for circular capabilities, using renewable or recycled materials, developing circular services, and fostering partnerships for systemic change.

## Challenges/Problems Faced

1. Designing for Circularity:
    - Ensuring products can be easily disassembled, reassembled, and adapted to new uses.
    - Balancing the affordability of products with circular capabilities.
2. Material Sourcing:
    - Transitioning from virgin materials to renewable or recycled alternatives without compromising quality.
    - Innovating to recycle previously non-recyclable materials, like fibreboard.
3. Circular Services:

- Developing convenient solutions for customers to repair, pass on, or purchase second-hand IKEA products.
- Expanding the buy-back and resale program to encourage reuse.

4. Collaborative Innovation:
   - Partnering with suppliers and NGOs to advance the circular agenda globally.
   - Advocating for policy changes to support a circular economy.

## Solutions

1. Circular Product Design:
   - IKEA embeds circular principles into product design, ensuring they are made from renewable or recycled materials and designed for longevity, repairability, and adaptability.
2. Renewable and Recycled Materials:
   - The company increased its use of recycled content, introducing innovative materials like bio-based glue and finding ways to recycle fibreboard, a material traditionally difficult to reuse.
3. Circular Services:
   - IKEA developed new services to support product longevity, such as providing 23.16 million assembly parts in FY23 to enable repairs and expanding its buy-back and resale program across global markets.
4. Collaborative Partnerships:
   - IKEA collaborates with organizations like the Ellen MacArthur Foundation to advance circular economy principles and influence global policies.

## Outcomes

IKEA’s efforts have produced several positive outcomes:

- Sustainability Leadership: IKEA's circular agenda positions it as a leader in sustainable innovation, pushing the furniture industry towards circularity.
- Operational Efficiency: Circular design and material reuse reduce environmental impact and lower long-term operational costs.
- Global Impact: By using more recycled materials and enabling product reuse, IKEA has significantly reduced its climate footprint.
- Customer Engagement: Circular services such as buy-back programs encourage customers to participate in a sustainable consumption cycle.

## Learning Lessons

IKEA's case showcases these key lessons for organisations aiming to upgrade their circular agenda:

- Circular Design: Embedding circularity into product design from the start ensures adaptability and longevity.
- Sustainable Materials: Prioritising renewable and recycled materials significantly reduces environmental impact.
- Engagement with Stakeholders: Long-term collaboration with suppliers, partners, and customers is key to transitioning from a linear to a circular economy.
- Innovation for Impact: Constant innovation in material sourcing and recycling technologies is essential for achieving a sustainable future.

## Conclusion

IKEA's circular agenda demonstrates the company's commitment to transforming its entire value chain toward a sustainable future. By designing products for reuse, recycling, and adaptability, and by promoting circular services, IKEA is pioneering a business model that aligns environmental responsibility with economic success.

## References


- IKEA Our Circular Agenda, https://www.ikea.com/global/en/our-business/sustainability/our-circular-agenda/

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SECTION 3

# Glossary - interactive tool to support the learning

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| ENGLISH TERM | ENGLISH DEFINITION |
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| 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. |

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| Benefits | The rewards an organization provides to its employees in exchange for their labour |
| Best Practices | Commercial or professional procedures that are accepted or prescribed as being most effective. |
| Biases | Cognitive distortions that influence decision-making and perception. |
| Biodiversity | The variety of plant and animal life in a particular habitat or ecosystem, encompassing the diversity of species, genetic variation within species, and diversity of ecosystems. |
| Blue Economy | Sustainable use of ocean resources for economic growth, improved livelihoods, and jobs while preserving the health of ocean ecosystems. |
| Boundaries | Limits or guidelines that define acceptable behaviour or scope of a particular situation. |
| Brand Identity | The unique characteristics and values that distinguish a brand from others. |
| Business Ethics | The principles, values, and standards of conduct governing the behaviour of individuals and organizations in the business world, encompassing integrity, fairness, honesty, and responsibility towards stakeholders and society. |
| Business Model | A framework or description outlining how a business or organization intends to generate revenue, typically including the activities involved in creating, delivering, capturing, and possibly destroying value. |
| Business model canvas | Strategic management tool that provides a visual chart with elements describing a company's value proposition, infrastructure, customers, and finances, facilitating an organized approach to developing or documenting business models. |
| Business opportunity | Favourable circumstance or set of conditions that enables the creation or expansion of economic activities. |
| Business Performance | The measurement and evaluation of an organization's effectiveness in achieving its objectives, goals, and targets, typically assessed through key performance indicators (KPIs) such as financial metrics (revenue, profitability), operational efficiency (productivity, quality), customer satisfaction, market share, and employee engagement. |
| Business transformation | Modifications a company undertakes in its processes, strategies, or structures to enhance performance and adjust to evolving market conditions. |
| Capability | Refers to the skills, knowledge, resources, or abilities that enable a person or organization to perform an activity. |
| Capital | The financial resources, such as funds and assets, available to an individual, organization, or country. |
| Career Development | The ongoing process of managing one's career path, goals, and aspirations through self-assessment, skill development, learning opportunities, networking, and strategic planning, aimed at achieving personal and professional growth, advancement, and fulfillment over time. |
| Case Studies | Detailed examinations or in-depth evaluations of particular instances or cases used to illustrate broader principles, findings, or specific situations. |
| Certificates | Official documents or records that verify or confirm a certain status or achievement. |
| Change Story | A narrative crafted to communicate and guide individuals through organisational transitions, conveying the purpose, vision, and desired outcomes of change initiatives while addressing emotions and inspiring collective action towards shared goals. |

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| Circular Business Model | Circular business models focus on strategies to slow, extend, and close resource cycles, reducing resource input and preserving value, while breaking linear production patterns through restructuring, innovation, and development. |
| Circular Design | A design approach that considers the entire lifecycle of a product, aiming to minimise waste and maximise resource efficiency. |
| Circular Economy | An economic system focused on the reuse and regeneration of materials or products, aimed at minimising waste and maximising resource utilization. This approach promotes transitioning from a linear "take-make-dispose" economic model to a circular system that emphasizes waste reduction, material reuse, and reduced environmental impact. |
| Circular Economy Action Plan | The European Commission's Circular Economy Action Plan (CEAP), adopted in March 2020 as part of the European Green Deal, aims to drive sustainable growth by reducing pressure on natural resources, creating jobs, and achieving climate neutrality and biodiversity conservation targets by 2050. It includes initiatives across product life cycles, targeting design, circular processes, consumption, waste prevention, and resource retention within the EU economy, focusing on key resource-intensive sectors like electronics, packaging, textiles, and construction. |
| Circularity | An economic system focused on the reuse and regeneration of materials or products, aimed at minimising waste and maximising resource utilization. This approach promotes transitioning from a linear "take-make-dispose" economic model to a circular system that emphasizes waste reduction, material reuse, and reduced environmental impact. |
| Climate | Relating to the conditions and patterns of the atmosphere and environment. |
| Climate Change | The long-term alteration of temperature and typical weather patterns in a place, largely caused by human activity. |
| Co-creation | A collaborative process wherein stakeholders with diverse knowledge and interests work together to develop products, solutions, or ideas, fostering synergies and enhancing quality. |
| CO2 Footprint | Refers to the total amount of carbon dioxide (CO2) emissions generated directly or indirectly by an individual, organization, product, or activity. |
| Code of Conduct | A Code of Conduct is a set of guidelines or principles that outline the expected behaviours, values, and standards of conduct for individuals within an organization, group, or community, aimed at promoting a positive and respectful environment, and ensuring compliance with laws, regulations, and policies. |
| Community | A group of individuals who share common characteristics, interests, or goals, and interact with one another. |
| Competitive Advantage | The distinct qualities, resources, or strategies that enable a business or organization to outperform its competitors and achieve superior results in the marketplace. |
| Complexity | The state of being intricate, multifaceted, or composed of many interconnected parts or elements, which are difficult to understand or analyse. |
| Compliance | The adherence to rules, regulations, and standards. |
| Comprehensive | Covering a wide range or including all aspects. |
| Concept | A general idea or understanding derived from specific instances |
| Conservation | The practice of protecting, preserving, and managing natural resources, ecosystems, and the environment to ensure their sustainable use and longevity. |
| Constant connectivity | The state of always being connected to digital devices and the internet, enabling instant communication and access to information. |

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| Consumption | The act of using up or depleting resources. |
| Cooperatives | Autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations throu gh a jointly owned and democratically-controlled organisation. |
| Corporate Social Responsibility (CSR) | The practice of businesses or companies taking into account the social and environmental impact of their actions and decisions, and actively integrating social and environmental concerns into their business operations, strategies, and interactions with stakeholders. |
| Corporate Sustainability | A business approach that creates long-term stakeholder value by implementing strategies that embrace opportunities and manage risks deriving from economic, environmental, and social developments. |
| Corporate Values | Fundamental beliefs and guiding principles that shape the behaviours, decisions, and culture within an organisation, serving as a compass for actions and interactions. |
| Creativity | The ability to think imaginatively, generate novel ideas, and solve problems in original ways. It refers to the capacity and action of developing new and original ideas and solutions. |
| Cross-cutting measures | The EU Circular Economy Action Plan  lists measures like Closed-loop orientation as a prerequisite for climate neutrality, Creating the right economic environment, Driving change through research, innovation and digitalisation. |
| Data Analysis | The process of examining data or information to uncover patterns, relationships, or insights. |
| Decision-Making | The process of making choices or selecting a course of action based on available information. |
| Decoupling | The break of the link between 'environmental bads' and 'economic goods.' |
| Deep Listening | The practice of listening fully present, attentive and without judgement, going beyond mere hearing to understand the speaker’s emotions, non-verbal cues and underlying meanings. |
| Descriptive Analysis | Pertaining to the presentation or summary of data using statistical measures and techniques. |
| Design | The process of creating or planning something with a specific purpose or intention. |
| Design Thinking | A human-centered approach to problem-solving and innovation that emphasizes empathy, creativity, and experimentation. It involves understanding the needs and desires of users, iterating through prototyping, testing, and refinement to develop innovative solutions that effectively address user needs and create user-friendly outcomes. |
| Development | The process of growth, progress, or advancement, typically referring to the improvement, expansion, or enhancement of something. It can encompass various aspects such as economic, social, environmental, or personal development. |
| Digital Transformation | The integration of digital technology into all aspects of an organisation, leading to fundamental changes in its operations and delivery of value to customers. This often involves leveraging digital tools and platforms to streamline processes, enhance efficiency, and improve customer experiences. |
| Disclosure | The act of making information known or revealing. |
| Divergent Thinking | Divergent Thinking is a creative thinking process that involves generating a wide range of ideas, possibilities, and solutions without worrying about their feasibility or practicality, with the goal of exploring as many options as possible. In Design Thinking, Divergent Thinking is often used in the Ideate stage to generate a large number of ideas before narrowing them down to the most promising ones. |

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| Diversity | The presence of a wide range of differences among individuals or groups, including but not limited to race, gender, ethnicity, background, age, education, and other attributes. It involves the acceptance and inclusion of various perspectives, experiences, and identities. |
| Downcycling | The process of converting waste materials into products of lesser quality or value compared to the original material. This often results in the loss of valuable material or the degradation of material quality, as observed in the recycling of certain materials such as plastic, where the recycled product may have reduced quality or utility compared to the original material. |
| Due Diligence | Due Diligence is a thorough and careful examination of all relevant information, data, and facts related to a particular business, investment, or transaction, undertaken by a party (typically an investor or acquirer) to ensure that it is making an informed decision, and to identify potential risks, liabilities, and issues that may affect the outcome or success of the transaction. |
| Dynamics | The forces, interactions, and relationships within a group or system. |
| Eco-design | The practice of considering environmental aspects at all stages of the product development process with the aim of minimising environmental impact. This includes designing products and processes to be environmentally sustainable, often involving the use of eco-friendly materials and practices. |
| Economic Growth | The expansion of the output of an economy, usually expressed in te rms of the increase of national income. Nations experience different rates of economic growth mainly because of differences in populati on growth, investment, and technical progress. |
| Ecosystem | A community of living organisms interacting with each other and their physical environment in a given area. This includes the relationships and interactions between various species as well as their environment. |
| Effective | Producing the desired or intended result. |
| Efficiency | The use of fewer resources per service unit. |
| EGD (European Green Deal) | The European Commission's comprehensive framework aimed at making the European Union's economy sustainable by addressing climate and environmental challenges and transforming them into opportunities across all policy areas. It aims to facilitate the transition to a more sustainable, low-carbon economy while ensuring that the process is fair and inclusive for all stakeholders. |
| Emission | An amount of a substance that is produced and sent out into the air that is harmful to the environment. |
| Emissions | The release of gases or particles into the atmosphere, often as a result of human activities. |
| Emotional Intelligence | The capacity to recognise, understand, and manage one's own emotions, as well as the ability to perceive, interpret, and respond appropriately to the emotions of others. |
| Emotionally Intelligent Leader | A leader who possesses the ability to recognise, understand, and manage their own emotions, as well as the emotions of others, effectively leveraging emotional intelligence to foster positive relationships, communication, and decision-making within their team or organisation. |
| Emotionally Intelligent Organisation | An organisation that fosters a culture of emotional intelligence among its members, promoting awareness, understanding, and effective management of emotions in the workplace to enhance communication, collaboration, and overall organisational effectiveness. |
| Empathy | The ability to understand and share the feelings and perspectives of others. |

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| Employee engagement | The level of commitment, involvement, and satisfaction employees have towards their work and organisation. |
| Empowerment | The process of giving individuals the authority, resources, and support to take control of their lives and make decisions. |
| Enablers | Factors or conditions that facilitate or support a particular outcome or process. |
| End-of-life | Referring to the final stage or period of existence of a product or system. |
| Environment | The surroundings or conditions in which a person, animal, or plant lives or operates. This encompasses all physical, chemical, biological, and social factors that affect organisms or systems, including air, water, soil, climate, ecosystems, and human-made structures. |
| Environmental | Relating to the natural world and the impact of human activity on it, or affecting the natural world and the organisms that inhabit it. |
| ESG (Environmental, Social, and Governance) | A framework or set of criteria used to evaluate the sustainability and ethical impact of an organisation or investment. It considers environmental, social, and corporate governance factors to assess the long-term viability and ethical practices of entities. |
| ESG practices | Environmental, Social, and Governance - They assess a company's impact on the environment, its relationships with stakeholders, and its internal policies and structures. |
| ESG Reporting | Environmental, Social, and Governance reporting, which assesses a company's performance in these areas. |
| Ethical Leadership | Leadership characterised by a commitment to ethical principles, integrity, and moral values, guiding decision-making and actions that prioritize the well-being of stakeholders and uphold ethical standards, transparency, and accountability within organisations and communities. |
| Ethical sourcing | considering environmental, social, and ethical impacts throughout the supply chain, while social sustainability focuses on fair treatment of workers and community development. |
| Ethics | The principles and moral values that guide decision-making and behavior. |
| European Green Deal | Comprehensive and ambitious policy framework developed by the European Commission to transform the European Union into a more sustainable, climate-neutral, and environmentally friendly economy. |
| Event Risk Management | The systematic process of identifying, assessing, mitigating, and monitoring potential risks and uncertainties associated with organising and hosting an event, aiming to minimise negative impacts on participants, stakeholders, and the event's success, while maximising safety, security, and overall effectiveness. |
| Experience Approach | The Experience Approach is a key aspect of Design Thinking that focuses on designing experiences that meet the needs and expectations of users. |
| Factors | Elements or variables that contribute to a particular outcome or result, or circumstances that influence a specific situation. |
| Finance | The management of money, investments, and other financial resources. |
| Flexitarian | A diet which primarily follows a vegetarian diet but occasionally includes meat or other animal products in small quantities. |
| Framework | A supporting structure around which something can be built |
| Gamification | The application of game-design elements and principles to non-game contexts, such as business or education, with the aim of increasing motivation, engagement, and participation. |

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| Global financial architecture | Framework of institutions, rules, regulations, and mechanisms that govern the international financial system. It encompasses various components, including international financial institutions, regulatory bodies, financial markets, payment systems, and mechanisms for global economic governance. |
| Governance | The exercise of political, economic, and administrative authority to manage and control a society. |
| Green Bonds | Fixed-income financial instruments issued by governments, municipalities, corporations, or financial institutions to raise funds specifically designated for environmentally sustainable projects or initiatives, such as renewable energy, clean transportation, energy efficiency, or climate adaptation. |
| Green business | A way of doing business that protects the natural environment. |
| Green Finance | Financial products, services, and investments that are specifically designed to support environmentally sustainable projects, businesses, or initiatives, aiming to address climate change, promote renewable energy, enhance energy efficiency, and mitigate environmental risks, while also generating financial returns and fostering long-term economic growth. |
| Green Loans | Loans provided by banks, financial institutions, or other lenders to finance environmentally sustainable projects or initiatives, such as renewable energy installations, energy efficiency upgrades, green building construction, or climate adaptation measures. |
| Green Technology | or Green tech: environmentally friendly technologies, whether in their production processes, supply chains, or end applications, e.g. to develop products and services that are environmentally friendly. |
| Greenwashing | The deceptive practice of making misleading or unsubstantiated claims about the environmental benefits of a product or company, conveying a false impression of environmental responsibility. |
| Happiness at work | A state of positive emotions, satisfaction, and well-being. |
| Holistic | Considering or treating something as a whole rather than separate parts. |
| Human Capital | The collective value of an organisation's employees, including their skills, knowledge, expertise, creativity, innovation, and relationship capacity. It encompasses the human resource capital of an organisation, consisting of its culture, values, and the combination of competencies and abilities of its employees. Human capital is regarded as a valuable asset that drives productivity, innovation, and competitive advantage in the marketplace. |
| Human Capital Strategy | A comprehensive plan or framework developed by an organisation to effectively manage its workforce and maximise the value of its human capital, encompassing recruitment, retention, training, development, performance management, and succession planning initiatives aligned with the organisation's overall goals and objectives. |
| Impact Investing | Investing in companies, organizations, and funds with the intention of generating measurable social and environmental impact alongside a financial return. |
| Impact Investment | Investing in companies, organisations, or projects with the intention of generating positive social or environmental impact alongside financial returns, aiming to address specific societal or environmental challenges while seeking financial profitability. |
| Inclusive Design | Designing products or services that are accessible and usable by people with diverse abilities. |
| Indicators | Measurable factors or variables used to assess or measure performance or progress. |

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| Innovation | The introduction, creation, or implementation of new ideas, methods, products, or technologies that lead to positive change, improvement, or advancement. It can involve the development of new products, processes, marketing methods, organisational methods, or the expansion into new customer groups and markets. Innovation is often associated with applied creativity and is fundamental to driving progress and growth in various domains. |
| Innovation Capital | The collective resources, capabilities, and assets within an organisation that facilitate the creation, development, and implementation of innovative ideas, processes, and products. This includes factors such as research and development capabilities, intellectual property, culture of experimentation, strategic partnerships, and other intellectual assets that contribute to its ability to innovate and maintain a competitive edge in the marketplace. Innovation capital drives innovation and creativity within the organisation, fostering the creation of new products, services, and solutions to meet evolving market demands and opportunities. |
| Insights | Deep understanding or perceptions gained from observation or analysis. |
| Intellectual Capital | Intellectual capital encompasses all forms of intangibles and is the combination of an organisation's human, structural, and relational resources, including customer capital. It includes human capital (skills, knowledge, and expertise of employees), structural capital (organisational processes, systems, and intellectual property), and relational capital (relationships, networks, and reputation with customers, suppliers, and stakeholders). Intellectual capital represents the intangible assets of an organisation that contribute to its value and competitive advantage. |
| Interactive Marketing | A marketing strategy that engages consumers in two-way communication and participation through various channels, such as websites, social media, mobile apps, or events, allowing for personalised and tailored experiences, feedback exchange, and real-time interaction to enhance customer engagement, loyalty, and satisfaction. |
| Investing | Allocating resources, such as time or money, with the expectation of achieving a return or benefit. |
| Iterative | In Scrum, iterative refers to the process of breaking down a complex project into smaller, manageable chunks, and then repeating that process multiple times, with each iteration refining and improving the previous one, until the project is complete. |
| Kanban | Kanban is a visual system for managing work, emphasising continuous flow and limiting work in progress, which helps teams prioritise and deliver tasks in a flexible and adaptable manner, often without predefined iterations or sprints. |
| Key performance indicator | A way of measuring a company's progress towards the goals it is trying to achieve. |
| Knowledge based economy | An economy is one in which knowledge is created, shared, and used, and plays a major role in economic growth, job creation, and prosperity, and in which human capital is the primary source of innovation, creativity, and the generation of new ideas, with information and communication technology acting as an enabler. |
| Knowledge Management: | The systematic process of creating, acquiring, organising, storing, sharing, and applying knowledge within an organisation to enhance its efficiency, innovation, and competitive advantage. This involves capturing, organising, managing, and sharing an organisation's knowledge to improve efficiency, effectiveness, and innovation. Knowledge management aims to leverage the collective knowledge and expertise of an organisation's employees to facilitate decision-making, problem-solving, and continuous improvement. |

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| KPIs | Key Performance Indicators used to measure the progress or success of a business or project. |
| Labels | Certifications or designations that indicate a product or company meets certain standards or criteria. |
| Lateral Leadership | The ability to inspire collaboration and leverage relationships to drive collective action across hierarchical and divisional boundaries without formal authority. |
| LCA Life Cycle Assessment (LCA) | A comprehensive evaluation methodology used to assess the environmental impacts associated with all stages of a product, process, or service, from raw material extraction through production, use, and disposal. It provides a holistic understanding of the environmental footprint of the entity under scrutiny, aiding in informed decision-making for sustainability and resource management. |
| Leadership | The multifaceted capacity to guide, inspire, and influence individuals or groups towards a shared vision or common goal. It involves aligning collective behaviours, executing strategic plans, and continually renewing an organisation. Through inspiration, empowerment, and personal development, leaders initiate and realise meaningful change, fostering growth and progress within the organisation. |
| Leadership Style | The approach or manner in which a leader guides, motivates, and influences others within an organisation or group, typically characterised by their behaviours, attitudes, and communication patterns, which can vary from authoritarian and directive to participative and empowering. |
| Learning Organisations | A learning organisation is an organisation that is constantly evolving and adapting to the changing needs of its stakeholders and learns from its mistakes and uses this knowledge to improve its performance. |
| Life cycle | The stages through which a product or material goes from creation to disposal. |
| Lifestyle | The way in which a person or group lives, including their habits, attitudes, and activities. |
| Long-term value | The creation of lasting benefits for both the company and society. |
| Management | The coordination of resources and operations to achieve predefined objectives through planning, organizing, and controlling, ensuring stable and efficient day-to-day operations within established frameworks. |
| Market share | The quantity of products a company sells relative to the sales volumes of similar products by competing companies. |
| Material Sustainability Matter | A sustainability matter is material if it meets the definition of impact materiality or financial materiality or both. |
| Measure | Actions or steps taken to assess, evaluate, or quantify something. |
| Metrics | Specific measurements and indicators used to assess and track circular economy performance. |
| Microplastics | Tiny particles of plastic that are less than 5mm in size and can be harmful to the environment. |
| Mindfulness | A mental practice involving the intentional focus of attention on the present moment, without judgment, allowing individuals to cultivate awareness of their thoughts, emotions, and sensations, and promoting psychological well-being, stress reduction, and enhanced cognitive function. |
| Motivation | Reflective or automatic mental processes that activate or prevent behaviour. |

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| Multi-stakeholder engagement | Involvement and collaboration of various stakeholders from different sectors, including government, civil society, academia, businesses, and communities, in decision-making processes, policy development, or initiatives addressing complex issues or challenges. |
| Narrative | A meaningful and effective story that has a significant influence on the audience’s perspective, even worldview, by providing guidance and connecting with people on an emotional level. |
| Nudge | Subtly influencing people's behaviour or decision-making without restricting their choices or forcing them to act in a certain way. |
| Open R&D&I Units | Organizational departments or units focused on Research, Development, and Innovation that embrace collaboration with external partners to accelerate innovation and address complex challenges effectively. |
| Opportunistic Exploration | Organisational departments or units focused on Research, Development, and Innovation that embrace collaboration with external partners to accelerate innovation and address complex challenges effectively. |
| Organisational Change | The process of leading organisational transformation towards a fruitful resolution. |
| Organisational Culture | The shared values, beliefs, norms, and practices that shape the behaviour and attitudes of individuals within an organisation, influencing its overall atmosphere, decision-making processes, and performance. |
| Organisational Learning | The continuous process through which organisations acquire, share, and apply knowledge to improve performance and adapt to change. |
| Organisational Performance | Organisational Performance measures how well an organisation performs in relation to its goals and objectives. |
| People Management | The ability manage human capital<br>in service of the organisation's overall mission. |
| Performance | The manner in which something or someone functions or operates. |
| Performance Management | The systematic process of planning, monitoring, evaluating, and improving employee performance to ensure that organisational goals and objectives are effectively met, typically involving setting clear expectations, providing feedback, identifying areas for improvement, and aligning individual efforts with organisational priorities. |
| Personal Development | The process of self-improvement and growth through activities and efforts aimed at enhancing skills, knowledge, mindset, and overall well-being. |
| Policies | Guidelines, rules, or principles established by organisations or governments to guide decision-making and behaviour. |
| Positive Psychology | A branch of psychology that focuses on understanding and promoting human well-being, happiness, and flourishing, emphasising the study of positive emotions, strengths, virtues, and resilience, and applying research findings to enhance individual and societal fulfillment, meaning, and quality of life. |
| Principles | Fundamental truths or guidelines that serve as a foundation for belief or action. |
| Procurement | Procurement is the process of sourcing, acquiring, and purchasing goods, services, or works from external sources. It encompasses activities such as identifying needs, selecting suppliers, negotiating terms, and managing contracts, and can cover a wide range of items, from raw materials to office supplies to complex services. |

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| Productivity | Productivity is the measure of efficiency and effectiveness in completing tasks and achieving goals. It's an economic indicator that quantifies the relationship between output and input in production processes. Higher productivity implies achieving more output with fewer resources, such as time, capital, or labour. |
| Purpose | A broader, fundamental reason for being that articulates why an entity exists, serving as a guiding principle and inner compass and providing deeper meaning and orientation. |
| Quantitative Data Analysis | The process of examining quantitative data or information to uncover patterns, relationships, or insights. |
| Reflection | Thoughtful consideration or contemplation about one's actions, experiences, or beliefs. |
| Responsible Decision-Making | The process of assessing and evaluating options, considering ethical and moral principles, potential consequences, and the impact on stakeholders, to make choices that are in alignment with ethical standards, social norms, and organisational values, aiming to achieve positive outcomes while minimising harm and promoting integrity. |
| Right to Repair | The European Commission is advancing a 'right to repair' policy, aiming to reduce costs for consumers and promote circular economy practices, covering repair within and after legal guarantees, as well as consumer self-repair rights, with initiatives including legislation, consumer empowerment, and design requirements, while addressing concerns over intellectual property and promoting professional repair services. |
| SDGs | Sustainable Development Goals - 17 goals that encompass social, environmental and economic aspects listed in the 2030 Agenda for Sustainable Development. |
| Shared value | Business strategy focused on generating economic value in a way that also produces value for society by addressing its challenges and needs. |
| Social Entrepreneurship | Addressing pressing social challenges and meeting social needs in an innovative way while serving the general interest and common good for the benefit of the community. |
| Social Innovation | New strategies, concepts, ideas, and organisations that meet social needs of all kinds, creating social relationships and forming new collaborations to address unmet needs more effectively. |
| Spiritual Capital | The collective values, beliefs, and practices within an organisation that contribute to a sense of meaning, purpose, and connection among its members, fostering a supportive and cohesive work environment conducive to personal growth, ethical behaviour, and organisational resilience. |
| Stakeholder Engagement | The proactive and intentional involvement of stakeholders in organisational decision-making processes, fostering open communication, collaboration, and relationship-building to address their interests and concerns effectively. |
| Stress management | Techniques and practices to cope with and reduce stress for better well-being. |
| Sustainability | The ability to meet present needs without compromising the ability of future generations to meet their own needs. This includes the practice of using resources and conducting activities in a way that maintains ecological balance, avoids depletion of natural resources, and supports long-term well-being. |
| Sustainable Business | An organisation that operates in a manner that balances economic growth with social responsibility and environmental stewardship, aiming to create long-term value for all stakeholders while minimising negative impacts on society and the environment. |

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| Sustainable Finance | The practice of integrating environmental, social, and governance (ESG) criteria into financial decision-making processes across all sectors of the financial industry, including banking, investment, and insurance, with the goal of promoting sustainable development, responsible investing, and positive societal impact while ensuring financial stability and long-term value creation. |
| Sustainable Supply Chain | A system of sourcing, producing, and distributing goods or services that incorporates environmental, social, and economic considerations to minimise negative impacts, promote ethical practices, and enhance long-term viability throughout the entire supply chain process, from raw material extraction to end-of-life disposal. |
| Synergies | The combined effects or benefits that result from the interaction or cooperation of two or more elements. |
| Triple Bottom Line | A business concept that evaluates a company's performance based on three interconnected bottom lines: People (social responsibility), Planet (environmental sustainability), and Profit (financial performance), aiming to create long-term value and success by balancing economic, social, and environmental considerations. |
| Value | The worth, importance, or usefulness of something, often based on its significance, utility, or desirability. |
| Viability | The ability to survive or be successful. |
| Well-being | The overall state of physical, mental, and emotional health and happiness, encompassing feelings of contentment, fulfillment, and prosperity. |
| Zero waste | The aim to eliminate waste generation and maximize resource efficiency. |

| GERMAN TERM | GERMAN DEFINITION |
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| Triple Bottom Line | Ein Ansatz zur Bewertung von Unternehmen, der soziale, ökologische und wirtschaftliche Aspekte berücksichtigt. |
| Verantwortungsbewusste Kommunikation | Die Praxis der transparenten und verantwortungsvollen Übermittlung von Informationen. |
| Aktionsplan | Ein detaillierter Plan zur Erreichung spezifischer Ziele oder Ergebnisse. |
| Anpassungsfähigkeit | Die Fähigkeit, sich an veränderte Bedingungen oder neue Herausforderungen anzupassen. |
| Adoption | Die Annahme oder Integration von neuen Ideen, Praktiken oder Technologien. |
| Agenda 2030 | Ein globaler Aktionsplan zur Förderung nachhaltiger Entwicklung und zur Beseitigung von Armut bis zum Jahr 2030. |
| Agil | Eine Methode oder Denkweise, die schnelle Anpassungen und iterative Prozesse betont. |
| Agiles Arbeiten | Eine flexible und iterative Arbeitsweise, die auf Zusammenarbeit und Anpassungsfähigkeit beruht. |
| Ausrichtung | Die Abstimmung von Aktivitäten, Zielen und Strategien innerhalb einer Organisation. |
| Anwenden | Das Umsetzen von Wissen oder Fähigkeiten in die Praxis. |
| Archetypen | Universelle, symbolische Modelle oder Muster, die in verschiedenen Kulturen und Kontexten wiederkehren. |
| Verein (singular) Vereine (plural) | Gruppen oder Organisationen, die gemeinwohlorienteirte Interessen oder Ziele verfolgen. |
| Auditierung | Der systematische und unabhängige Prozess zur Bewertung und Überprüfung von Finanzen, Prozessen oder Systemen. |
| Authentizität | Die Eigenschaft, echt, glaubwürdig und vertrauenswürdig zu sein. |
| Verhalten | Die Art und Weise, wie sich eine Person oder Gruppe in bestimmten Situationen verhält. |
| Überzeugungen | Feste Ansichten oder Meinungen, die das Denken und Handeln beeinflussen. |
| Begünstigter | Eine Person oder Gruppe, die von etwas profitiert oder Nutzen daraus zieht. |
| Vorteile | Positive Effekte oder Nutzen, die aus einer Handlung, Entscheidung oder Situation resultieren. |
| Best Practices | Bewährte Methoden oder Verfahren, die sich als effektiv und effizient erwiesen haben. |
| Kognitive Verzerrungen | Systematische Abweichungen von Rationalität oder Logik in Urteilen und Entscheidungen. |
| Biodiversität | Die Vielfalt der Lebensformen in einem bestimmten Lebensraum oder auf der ganzen Erde. |
| Blaue Wirtschaft | Wirtschaftliche Aktivitäten, die mit der Nutzung von Meeresressourcen verbunden sind. |
| Grenzen | Die physischen oder metaphorischen Begrenzungen eines Gebiets oder Themas. |
| Markenidentität | Die einzigartige Darstellung und Wahrnehmung einer Marke durch die Öffentlichkeit. |
| Geschäftsethik | Prinzipien und Standards, die das Verhalten von Unternehmen und Einzelpersonen im Geschäftsleben leiten. |
| Geschäftsmodell | Ein Plan oder Konzept, das beschreibt, wie ein Unternehmen Wert schafft, liefert und erfasst. |
| Business model canvas | Ein strategisches Managementwerkzeug zur Entwicklung neuer oder Dokumentation bestehender Geschäftsmodelle. |

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| Geschäftsmöglichkeit | Eine günstige Situation oder ein Vorteil, der genutzt werden kann, um ein Unternehmen zu gründen oder zu erweitern. |
| Geschäftserfolg | Die Leistung eines Unternehmens in Bezug auf Umsatz, Gewinn, Marktanteil und andere relevante Kennzahlen. |
| Geschäftstransformation | Ein umfassender Wandel der Geschäftsprozesse, -strukturen und -kultur, um signifikante Verbesserungen zu erzielen. |
| Fähigkeit | Die Kompetenz oder Befähigung, bestimmte Aufgaben oder Aktivitäten erfolgreich durchzuführen. |
| Kapital | Finanzielle Ressourcen oder Vermögenswerte, die zur Investition oder zum Betrieb eines Unternehmens verwendet werden. |
| Karriereentwicklung | Der Prozess der Planung und Umsetzung beruflicher Ziele und Fortschritte. |
| Fallstudien | Detaillierte Untersuchungen einzelner Fälle, die zur Veranschaulichung von Konzepten oder zur Analyse spezifischer Situationen verwendet werden. |
| Zertifikate | Offizielle Dokumente, die die Erfüllung bestimmter Anforderungen oder Standards bestätigen. |
| Veränderungsgeschichte | Eine narrative Beschreibung der Erfahrungen und Prozesse, die mit einer Veränderung verbunden sind. |
| Zirkuläres Geschäftsmodell | Ein Geschäftsmodell, das darauf abzielt, Ressourcen zu schonen und Abfälle zu minimieren, indem es Produkte und Materialien in Kreisläufen hält. |
| Zirkuläres Design | Ein Designansatz, der die Langlebigkeit, Reparierbarkeit und Wiederverwendbarkeit von Produkten fördert. |
| Kreislaufwirtschaft | Ein Wirtschaftssystem, das auf Wiederverwendung, Reparatur, Recycling und Minimierung von Abfall basiert. |
| Aktionsplan für die Kreislaufwirtschaft | Ein strategisches Dokument, das Maßnahmen zur Förderung der Kreislaufwirtschaft festlegt. |
| Zirkularität | Das Prinzip, Materialien und Produkte so lange wie möglich im Wirtschaftskreislauf zu halten. |
| Klima | Die langfristigen Wetterbedingungen in einem bestimmten Gebiet. |
| Klimawandel | Langfristige Veränderungen der globalen oder regionalen Klimamuster, die hauptsächlich durch menschliche Aktivitäten verursacht werden. |
| Co-Creation or Ko-Kreation | Ein kollaborativer Prozess, bei dem mehrere Akteure gemeinsam an der Entwicklung von Produkten, Dienstleistungen oder Lösungen arbeiten. |
| CO2-Fußabdruck | Die Gesamtmenge an Kohlendioxid-Emissionen, die direkt oder indirekt durch eine Person, Organisation oder Aktivität verursacht wird. |
| Verhaltenskodex | Ein Dokument, das die ethischen und professionellen Standards und Erwartungen einer Organisation beschreibt. |
| Gemeinschaft | Eine Gruppe von Menschen, die durch gemeinsame Interessen, Ziele oder geografische Nähe verbunden sind. |
| Wettbewerbsvorteil | Ein Vorteil, den ein Unternehmen gegenüber seinen Wettbewerbern hat, der es ihm ermöglicht, besser zu performen. |
| Komplexität | Der Grad der Vielschichtigkeit und Interdependenzen innerhalb eines Systems oder Prozesses. |
| Compliance | Die Einhaltung von Gesetzen, Vorschriften und internen Richtlinien durch eine Organisation. |
| Umfassend | Vollständig und alle relevanten Aspekte abdeckend. |
| Konzept | Eine allgemeine Idee oder ein theoretischer Rahmen, der als Grundlage für weiteres Denken oder Handeln dient. |

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| Naturschutz | Die Praxis des Schutzes, der Erhaltung und des Managements von natürlichen Ressourcen, Ökosystemen und der Umwelt, um deren nachhaltige Nutzung und Beständigkeit zu gewährleisten. |
| Ständige Konnektivität | Die fortlaufende Verbindung und Erreichbarkeit durch digitale Kommunikationsmittel. |
| Konsum | Der Prozess des Erwerbs und der Nutzung von Waren und Dienstleistungen. |
| Genossenschaften | Organisationen, die von und für ihre Mitglieder betrieben werden, um gemeinsame wirtschaftliche, soziale oder kulturelle Ziele zu erreichen. |
| Unternehmensverantwortung (CSR) | Die Verantwortung von Unternehmen für ihre Auswirkungen auf die Gesellschaft und die Umwelt. |
| Unternehmensnachhaltigkeit | Die Fähigkeit eines Unternehmens, langfristig wirtschaftlich erfolgreich zu sein und dabei soziale und ökologische Verantwortung zu übernehmen. |
| Unternehmenswerte | Die grundlegenden Überzeugungen und Prinzipien, die das Verhalten und die Entscheidungen eines Unternehmens leiten. |
| Kreativität | Die Fähigkeit, neue und originelle Ideen, Konzepte oder Lösungen zu entwickeln. |
| Querschnittsmaßnahmen | Maßnahmen, die mehrere Bereiche oder Disziplinen betreffen und integrieren. |
| Datenanalyse | Der Prozess der systematischen Untersuchung und Auswertung von Daten, um Muster, Zusammenhänge oder Erkenntnisse zu gewinnen. |
| Entscheidungsfindung | Der Prozess des Auswählens einer Vorgehensweise aus mehreren möglichen Optionen. |
| Entkopplung | Die Trennung von wirtschaftlichem Wachstum und Umweltauswirkungen, sodass die Wirtschaft wachsen kann, ohne den ökologischen Fußabdruck zu vergrößern. |
| Tiefes Zuhören | Eine Kommunikationspraxis, bei der der Zuhörer voll und ganz auf den Sprecher konzentriert ist, um ein tiefes Verständnis zu erreichen. |
| Deskriptive Analyse | Eine Methode der Datenanalyse, die darauf abzielt, die grundlegenden Merkmale eines Datensatzes zu beschreiben. |
| Design | Der kreative Prozess der Planung und Gestaltung von Objekten, Systemen oder Lösungen. |
| Design Thinking | Ein nutzerzentrierter Ansatz zur Problemlösung, der Kreativität und analytisches Denken kombiniert. |
| Entwicklung | Der Prozess des Wachstums, der Verbesserung oder der Schaffung neuer Möglichkeiten oder Fähigkeiten. |
| Digitale Transformation | Der umfassende Wandel von Geschäftsmodellen, Prozessen und Kompetenzen durch den Einsatz digitaler Technologien. |
| Offenlegung | Die Veröffentlichung oder Bekanntmachung von Informationen, die zuvor nicht öffentlich zugänglich waren. |
| Divergentes Denken | Eine Denkweise, die darauf abzielt, viele verschiedene Ideen oder Lösungen für ein Problem zu entwickeln. |
| Vielfalt | Die Einbeziehung und Wertschätzung von Unterschieden in Bezug auf Kultur, Geschlecht, Alter, Fähigkeiten und mehr. |
| Downcycling | Die Umwandlung von Abfallmaterialien in Produkte mit geringerer Qualität oder Funktionalität. |
| Sorgfaltspflicht | Die angemessene und erforderliche Sorgfalt, die bei der Prüfung von Risiken, Investitionen oder Geschäftspartnern angewendet wird. |
| Dynamik | Die Kräfte und Prozesse, die Veränderungen und Bewegungen innerhalb eines Systems oder einer Gruppe beeinflussen. |

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| Ökodesign | Ein Designansatz, der ökologische Kriterien in den gesamten Lebenszyklus eines Produkts integriert, um Umweltauswirkungen zu minimieren. |
| Wirtschaftswachstum | Die Zunahme des Wertes der Waren und Dienstleistungen, die in einer Volkswirtschaft über einen bestimmten Zeitraum produziert werden. |
| Ökosystem | Ein Netzwerk von lebenden Organismen und ihrer physischen Umgebung, die in Wechselwirkung zueinander stehen. |
| Wirksam | Die Fähigkeit, gewünschte Ergebnisse oder Wirkungen zu erzielen. |
| Effizienz | Die Fähigkeit, Ressourcen optimal zu nutzen, um maximale Ergebnisse zu erzielen. |
| EGD (Europäischer Grüner Deal) | Ein strategischer Plan der Europäischen Union, um die Wirtschaft nachhaltig zu gestalten und den Klimawandel zu bekämpfen. |
| Emission | Die Freisetzung von Substanzen (z.B. Gasen, Partikeln) in die Umwelt. |
| Emissionen | Verschiedene Substanzen, die von Fahrzeugen, Fabriken oder anderen Quellen in die Luft, das Wasser oder den Boden abgegeben werden. |
| Emotionale Intelligenz | Die Fähigkeit, eigene Emotionen und die Emotionen anderer zu erkennen, zu verstehen und zu steuern. |
| Emotional intelligente Führungskraft (The term Führer is not used in business and politic related terms because of the 3. Reich) | Eine Führungskraft, die ihre eigene emotionale Intelligenz nutzt, um effektiv zu führen und Beziehungen zu fördern. |
| Emotional intelligente Organisation | Eine Organisation, die emotionale Intelligenz in ihrer Kultur und ihren Praktiken integriert, um das Wohlbefinden und die Leistung zu steigern. |
| Empathie | Die Fähigkeit, die Gefühle und Perspektiven anderer zu verstehen und nachzuempfinden. |
| Mitarbeiterengagement | Das Maß an Motivation und Einsatz, das Mitarbeiter für ihre Arbeit und ihr Unternehmen zeigen. |
| Befähigung | Der Prozess der Stärkung der Fähigkeiten und des Selbstbewusstseins von Individuen oder Gruppen, um ihre Lebenssituation zu verbessern. |
| Treibende Kraft | Personen, Prozesse oder Technologien, die die Erreichung von Zielen oder die Durchführung von Aktivitäten unterstützen. |
| Lebensende | Das Ende der Nutzungsdauer eines Produkts und die anschließende Behandlung oder Entsorgung. |
| Umwelt | Die natürlichen und gebauten Bedingungen, in denen Menschen, Tiere und Pflanzen leben und interagieren. |
| Umweltbezogen | Im Zusammenhang mit der natürlichen Welt und den Auswirkungen menschlicher Aktivitäten darauf. |
| ESG (Umwelt, Soziales und Unternehmensführung) | Ein Rahmenwerk, das die Nachhaltigkeit und ethische Auswirkungen von Investitionen und Geschäftspraktiken bewertet. |
| ESG-Praktiken | Geschäftspraktiken, die Umwelt-, Sozial- und Governance-Faktoren berücksichtigen. |
| ESG-Berichterstattung | Die Offenlegung von Informationen über die ESG-Leistung eines Unternehmens. |
| Ethische Führung | Ein Führungsstil, der auf ethischen Prinzipien und Werten basiert und moralisch verantwortliches Verhalten fördert. |
| Ethische Beschaffung | Der Prozess des Einkaufs von Waren und Dienstleistungen auf eine Weise, die soziale und ökologische Verantwortung berücksichtigt. |

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| Ethik | Die Prinzipien und Standards, die bestimmen, was als richtiges oder falsches Verhalten angesehen wird. |
| Europäischer Grüner Deal | Ein Plan der Europäischen Union zur Förderung nachhaltiger Wirtschaft und Bekämpfung des Klimawandels. |
| Veranstaltungsrisikomanagement | Der Prozess der Identifizierung, Bewertung und Steuerung von Risiken, die mit der Planung und Durchführung von Veranstaltungen verbunden sind. |
| Erfahrungsansatz | Ein Ansatz, der darauf abzielt, bedeutungsvolle und positive Erfahrungen für Nutzer oder Kunden zu schaffen. |
| Faktoren | Die Elemente oder Umstände, die zu einem bestimmten Ergebnis beitragen oder es beeinflussen. |
| Finanzen | Die Verwaltung von Geld, einschließlich Investitionen, Ausgaben, Sparen und Budgetierung. |
| Flexitarier | Eine Person, die sich hauptsächlich pflanzlich ernährt, aber gelegentlich Fleisch oder Fisch konsumiert. |
| Rahmenwerk | Ein strukturiertes Set von Leitlinien oder Prinzipien, das als Grundlage für die Organisation und Durchführung von Aktivitäten dient. |
| Gamification | Die Anwendung von Spielmechaniken und -elementen in nicht-spielerischen Kontexten, um Engagement und Motivation zu erhöhen. |
| Globale Finanzarchitektur | Das System internationaler Finanzinstitutionen, Regeln und Normen, die globale finanzielle Stabilität und Zusammenarbeit fördern. |
| Governance | Die Strukturen, Prozesse und Praktiken, die verwendet werden, um Organisationen zu leiten und zu steuern. |
| Grüne Anleihen | Anleihen, die speziell zur Finanzierung umweltfreundlicher Projekte und Initiativen ausgegeben werden. |
| Grünes Geschäft | Ein Geschäftsmodell, das ökologische Nachhaltigkeit fördert und umweltfreundliche Praktiken integriert. |
| Grüne Finanzen | Finanzierungspraktiken, die Umweltprojekte und nachhaltige Entwicklung unterstützen. |
| Grüne Darlehen | Kredite, die für Projekte mit positiven Umweltauswirkungen vergeben werden. |
| Grüne Technologie | Technologien, die darauf abzielen, die Umwelt zu schützen und nachhaltige Ressourcen zu nutzen. |
| Greenwashing | Die Praxis, umweltfreundliches Handeln vorzutäuschen, um ein positives Image zu schaffen, ohne tatsächlich nachhaltige Maßnahmen zu ergreifen. |
| Glück am Arbeitsplatz | Der Zustand des Wohlbefindens und der Zufriedenheit von Mitarbeitern in ihrer beruflichen Tätigkeit. |
| Ganzheitlich | Ein Ansatz, der alle Aspekte eines Systems oder einer Person berücksichtigt und deren Zusammenhänge erkennt. |
| Humankapital | Die Fähigkeiten, Kenntnisse und Erfahrungen, die Individuen in eine Organisation einbringen und die deren wirtschaftlichen Wert steigern. |
| Humankapitalstrategie | Die Planung und Umsetzung von Maßnahmen zur Entwicklung und Nutzung der Fähigkeiten und Talente der Mitarbeiter, um die Ziele der Organisation zu erreichen. |
| Wirkungsorientiertes Investieren | Investitionen, die darauf abzielen, neben einer finanziellen Rendite auch eine positive, messbare gesellschaftliche oder ökologische Wirkung zu erzielen. |
| Wirkungsinvestition | Eine spezifische Investition, die darauf abzielt, neben finanziellen Erträgen auch positive soziale oder ökologische Ergebnisse zu erzielen. |

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| Inklusives Design | Ein Designansatz, der darauf abzielt, Produkte und Dienstleistungen so zu gestalten, dass sie für möglichst viele Menschen zugänglich und nutzbar sind, unabhängig von ihren Fähigkeiten oder Hintergründen. |
| Indikatoren | Messgrößen oder Zeichen, die verwendet werden, um den Zustand oder die Leistung eines bestimmten Prozesses oder Systems zu bewerten. |
| Innovation | Die Einführung neuer Ideen, Methoden oder Produkte, die den Fortschritt vorantreiben und Mehrwert schaffen. |
| Innovationskapital | Die Ressourcen und Fähigkeiten, die eine Organisation in die Entwicklung und Umsetzung neuer Ideen und Technologien investiert. |
| Einblicke | Tiefgehendes Verständnis oder Erkenntnisse, die durch Analyse und Reflexion gewonnen werden. |
| Intellektuelles Kapital | Das Wissen, die Fähigkeiten und die Erfahrung, die zur Wettbewerbsfähigkeit und Wertschöpfung einer Organisation beitragen. |
| Interaktives Marketing | Marketingstrategien, die auf der aktiven Teilnahme und dem Engagement der Kunden basieren, oft unter Einsatz digitaler Technologien. |
| Investieren | Die Zuteilung von Geld oder Ressourcen in Projekte, Unternehmen oder Finanzinstrumente mit dem Ziel, eine finanzielle Rendite zu erzielen. |
| Iterativ | Ein Prozess, der sich durch wiederholte Zyklen von Überprüfung und Verbesserung auszeichnet. |
| Kanban | Ein visuelles System zur Verwaltung von Arbeitsabläufen und Aufgaben, das auf der Verwendung von Karten oder Tafeln basiert. |
| Leistungskennzahl (KPI) | Eine messbare Größe, die die Leistung oder den Fortschritt einer Organisation oder eines Prozesses gegenüber bestimmten Zielen oder Standards quantifiziert. |
| Wissensbasierte Wirtschaft | Eine Wirtschaft, deren Wertschöpfung zunehmend auf Wissen, Innovation und intellektuellen Fähigkeiten basiert. |
| Wissensmanagement | Der Prozess der Identifizierung, Erfassung, Speicherung, Weitergabe und Nutzung von Wissen innerhalb einer Organisation, um deren Ziele zu erreichen. |
| KPIs | Abkürzung für "Key Performance Indicators", also Leistungskennzahlen, die verwendet werden, um den Erfolg einer Organisation, eines Projekts oder einer Initiative zu messen. |
| Kennzeichnungen | Etiketten oder Bezeichnungen, die verwendet werden, um etwas zu identifizieren oder zu kategorisieren. |
| Laterale Führung | Eine Führungspraxis, bei der Führungskräfte und Teammitglieder in einer Organisation auf Augenhöhe zusammenarbeiten, unabhängig von hierarchischen Strukturen. |
| Lebenszyklusanalyse (LCA) | Eine Methode zur Bewertung der Umweltauswirkungen eines Produkts oder einer Dienstleistung über den gesamten Lebenszyklus, von der Rohstoffgewinnung bis zur Entsorgung. |
| Führung | Die Fähigkeit, andere zu inspirieren, zu motivieren und zu leiten, um gemeinsame Ziele zu erreichen. |
| Führungsstil | Die Art und Weise, wie ein Führungsverantwortlicher Entscheidungen trifft, kommuniziert und Teams führt. |
| Lernende Organisationen | Organisationen, die sich kontinuierlich weiterentwickeln und verbessern, indem sie eine Kultur des Lernens, der Anpassungsfähigkeit und des Wissensaustauschs fördern. |
| Lebenszyklus | Die verschiedenen Phasen, die ein Produkt, eine Dienstleistung oder eine Organisation von der Konzeption bis zur Entsorgung durchläuft. |

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| Lifestyle (In this context we use the word Lifestyle as well. We would use Lebenstil rather as "way of life" or "modus vivendi") | Die Art und Weise, wie eine Person lebt, einschließlich ihrer Gewohnheiten, Werte, Interessen und Aktivitäten. |
| Langfristiger Wert | Der Nutzen, den etwas über einen längeren Zeitraum hinweg bringt, oft im Gegensatz zu kurzfristigen Gewinnen oder Ergebnissen. |
| Management | Die Praxis der Planung, Organisation, Führung und Kontrolle von Ressourcen, um Ziele zu erreichen und Ergebnisse zu erzielen. |
| Marktanteil | Der Prozentsatz eines Marktes, den ein Unternehmen mit seinen Produkten oder Dienstleistungen kontrolliert. |
| Materielle Nachhaltigkeit Angelegenheit | Die Bedeutung und Auswirkungen von nachhaltigen Materialien und Ressourcen auf Umwelt und Gesellschaft. |
| Messung | Die Festlegung und Erfassung von Daten oder Werten zur Bewertung von Leistung, Fortschritt oder Qualität. |
| Kennzahlen | Quantifizierbare Maßstäbe oder Indikatoren, die verwendet werden, um die Leistung, den Fortschritt oder die Ergebnisse einer Aktivität oder Organisation zu messen. |
| Mikroplastik | Kleine Kunststoffpartikel, die in der Umwelt vorkommen und potenzielle Auswirkungen auf Ökosysteme und Gesundheit haben können. |
| Achtsamkeit | Die Fähigkeit, bewusst im Moment zu sein, ohne zu urteilen, und sich auf das Hier und Jetzt zu konzentrieren. |
| Motivation | Die innere Kraft oder der Antrieb, der eine Person dazu bringt, bestimmte Ziele zu verfolgen oder bestimmte Verhaltensweisen zu zeigen. |
| Multi-Stakeholder-Engagement | Die Einbeziehung und Zusammenarbeit mit verschiedenen Interessengruppen oder Parteien, die von einer Entscheidung oder Initiative betroffen sind. |
| Narrativ | Eine Geschichte oder ein Bericht, der dazu dient, Informationen zu vermitteln, Ideen zu kommunizieren oder eine Botschaft zu vermitteln. |
| Anreiz | Eine sanfte Anregung oder Beeinflussung, die darauf abzielt, Menschen zu bestimmten Handlungen, Entscheidungen oder Verhaltensweisen zu bewegen. |
| Offene F&E&I-Einheiten | Forschungs-, Entwicklungs- und Innovationsbereiche, die für externe Partnerschaften und Zusammenarbeit offen sind. |
| Opportunistische Exploration | Die Suche nach neuen Möglichkeiten, Ideen oder Lösungen, die sich spontan oder durch Zufall ergeben. |
| Organisatorischer Wandel | Die geplante oder ungeplante Veränderung von Strukturen, Prozessen oder Kulturen in einer Organisation. |
| Organisationskultur | Die gemeinsamen Werte, Normen, Überzeugungen und Verhaltensweisen, die die Identität und das Verhalten einer Organisation prägen. |
| Organisatorisches Lernen | Der Prozess, durch den Organisationen Wissen erwerben, verarbeiten und anwenden, um sich anzupassen, zu verbessern und zu wachsen. |
| Organisatorische Leistung | Die Gesamtleistung oder Wirksamkeit einer Organisation in Bezug auf ihre Ziele, Strategien und Ergebnisse. |
| Personalmanagement | Die Planung, Organisation und Führung von Mitarbeitern, um deren Leistung, Zufriedenheit und Entwicklung zu fördern. |
| Leistung | Die Ergebnisse, Resultate oder Effektivität einer Person, eines Teams oder einer Organisation in Bezug auf definierte Ziele oder Standards. |
| Leistungsmanagement | Der Prozess der Planung, Bewertung, Entwicklung und Verbesserung der Leistung von Mitarbeitern oder Organisationen. |

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| Persönliche Entwicklung | Der Prozess des Wachstums, der Lernens und der Verbesserung von Fähigkeiten, Kenntnissen oder Verhaltensweisen einer Person. |
| Richtlinien | Offizielle Regeln, Vorschriften oder Grundsätze, die das Verhalten, die Entscheidungen oder die Aktivitäten einer Organisation regeln. |
| Positive Psychologie | Ein Ansatz, der sich auf die Stärken, das Wohlbefinden und das positive Wachstum von Menschen konzentriert, anstatt sich auf Krankheiten oder Probleme zu fokussieren. |
| Prinzipien | Grundlegende Werte, Überzeugungen oder Regeln, die als Leitlinien für Verhalten, Entscheidungen oder Handlungen dienen. |
| Beschaffung | Der Prozess des Erwerbs von Gütern, Dienstleistungen oder Ressourcen für eine Organisation, oft unter Berücksichtigung von Kosten, Qualität und Verfügbarkeit. |
| Produktivität | Die Effizienz und Wirksamkeit bei der Umsetzung von Aufgaben, Projekten oder Aktivitäten, gemessen an der Menge der produzierten Ergebnisse oder der genutzten Ressourcen. |
| Zweck | Der Grund oder das Ziel, warum etwas getan wird, oft im Kontext von Organisationen, Projekten oder individuellen Handlungen. |
| Quantitative Datenanalyse | Die Analyse von numerischen Daten, um Muster, Trends oder Beziehungen zu identifizieren und zu verstehen. |
| Reflexion | Der Prozess des Nachdenkens, Analysierens und Auswertens von Erfahrungen, Gedanken oder Handlungen, um Einsichten oder Lernerfahrungen zu gewinnen. |
| Verantwortungsvolle Entscheidungsfindung | Der Prozess, Entscheidungen zu treffen, die ethisch und nachhaltig sind und die Auswirkungen auf Gesellschaft und Umwelt berücksichtigen. |
| Recht auf Reparatur | Das Konzept, dass Verbraucher das Recht haben, ihre Produkte zu reparieren und den Zugang zu den notwendigen Informationen, Teilen und Werkzeugen zu haben. |
| SDGs (Nachhaltige Entwicklungsziele) | Eine Sammlung von 17 globalen Zielen, die von den Vereinten Nationen festgelegt wurden, um eine nachhaltige Entwicklung weltweit zu fördern. |
| Gemeinsamer Wert | Eine Geschäftsstrategie, bei der Unternehmen wirtschaftlichen Wert schaffen, indem sie auch gesellschaftliche Bedürfnisse und Herausforderungen angehen. |
| Soziales Unternehmertum | Unternehmertum, das darauf abzielt, soziale oder ökologische Probleme durch innovative und nachhaltige Geschäftspraktiken zu lösen. |
| Soziale Innovation | Die Entwicklung neuer Strategien, Konzepte und Ideen, um soziale Herausforderungen zu lösen und das Wohlergehen der Gesellschaft zu verbessern. |
| Spirituelles Kapital | Die Ressourcen und Werte, die aus spirituellen Quellen stammen. |
| Stakeholder-Engagement | Der Prozess, bei dem eine Organisation ihre Stakeholder einbezieht, um deren Meinungen und Bedenken zu verstehen und zu berücksichtigen. |
| Stressmanagement | Techniken und Strategien, um Stress zu bewältigen und das Wohlbefinden zu verbessern. |
| Nachhaltigkeit | Die Fähigkeit, ökologische, soziale und wirtschaftliche Systeme langfristig zu erhalten und zu unterstützen. |
| Nachhaltiges Geschäft | Ein Geschäft, das ökologische und soziale Verantwortung übernimmt und nachhaltige Praktiken integriert. |
| Nachhaltige Finanzen | Finanzierungspraktiken, die Umwelt- und Sozialkriterien in Anlageentscheidungen einbeziehen. |

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| Nachhaltige Lieferkette | Ein Lieferkettenmanagement, das ökologische und soziale Nachhaltigkeitskriterien berücksichtigt. |
| Synergien | Der Mehrwert, der durch die Zusammenarbeit und Kombination von Ressourcen oder Fähigkeiten entsteht. |
| Triple Bottom Line | Ein Konzept, das die Leistung eines Unternehmens anhand von drei Kriterien misst: wirtschaftlicher Erfolg, soziale Verantwortung und ökologische Nachhaltigkeit. |
| Wert | Der Grad der Wichtigkeit oder Nützlichkeit von etwas. |
| Wirtschaftlichkeit | Die Fähigkeit oder Eignung, um zu überleben oder erfolgreich zu sein. |
| Wohlbefinden | Der Zustand, in dem Menschen gesund, glücklich und zufrieden sind, sowohl körperlich als auch geistig. |
| Zero Waste | Ein Ansatz zur Abfallvermeidung und Ressourcennutzung, bei dem kein Abfall auf Deponien oder in Verbrennungsanlagen landet. |

| GREEK TERM | GREEK DEFINTION |
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| 3BL | Δες Τριπλή Βάση |
| Υπεύθυνη Επικοινωνία | Η ικανότητα επικοινωνίας με υπευθυνότητα, διαφάνεια και ευθύνη. |
| Σχέδιο Δράσης | Ένα σχέδιο που ορίζει τις ενέργειες που πρέπει να ληφθούν για την επίτευξη ενός στόχου. |
| Προσαρμοστικότητα | Η ικανότητα προσαρμογής σε νέες συνθήκες, αλλαγές ή προκλήσεις. |
| Υιοθέτηση | Η πράξη της αποδοχής και υλοποίησης, όπως μιας νέας πρακτικής ή τεχνολογίας. |
| Ατζέντα 2030 | Η στρατηγική προτεραιότητων και δράσεων για την βιώσιμη ανάπτυξη και την προστασία του περιβάλλοντος έως το έτος 2030. |
| Ευέλικτος | Ευπροσάρμοστος και ικανός να αντιδράσει γρήγορα και αποτελεσματικά σε νέες καταστάσεις ή αλλαγές. |
| Ευέλικτη Εργασία | Η οργάνωση της εργασίας με τρόπο που επιτρέπει την ευελιξία, την προσαρμογή και την αποδοτικότητα. |
| Ευθυγράμμιση | Η συμφωνία, εναρμόνιση ή ευθυγράμμιση μεταξύ διαφορετικών παραγόντων, στόχων ή αξιών. |
| Εφαρμογή | Η διαδικασία ή πράξη της εφαρμογής ή υλοποίησης σε μια συγκεκριμένη κατάσταση ή περιβάλλον. |
| Αρχέτυπα | Οι βασικοί τύποι ή αρχικά πρότυπα που βάση των οποίων παράγονται νέοι τύποι. |
| Σύνδεσμοι | Μη κερδοσκοπικά νομικ πρόσωπα που αποτελούνται από μέλη και δύναται να εχουν οικονομική δραστηριότητα υπό την πορυπόθεση ότι δεν διαμοιράζουν κέρδη. Οι σύνδεσμοι μπορούν να υπηρετούν διαφορετικούς στόχους, όπως συλλογκούς. κοινωνικούς, κοινοφελείς κ.α. |
| Εξωτερικός έλεγχος | Η ανεξάρτητη εξέταση, ανάλυση και αξιολόγηση των δραστηριοτήτων, πρακτικών ή λογικής μιας οντότητας ή οργανισμού. |
| Αυθεντικότητα | Η ποιότητα ή κατάσταση του να είναι γνήσιος, αληθινός ή αυθεντικός, χωρίς πλαστότητα ή ψευδαισθήσεις. |
| Συμπεριφορά | Το τρόπος που κάποιος αντιδρά, ενεργεί ή συμπεριφέρεται σε διαφορετικές καταστάσεις, περιβάλλοντα ή συμπεριφορές. |
| Πεποιθήσεις | Οι πεποιθήσεις, τα πιστεύω και οι αξίες που καθορίζουν τις προτιμήσεις, τη στάση ή τις πράξεις ενός ατόμου ή ομάδας. |
| Δικαιούχος | Ένα φυσικό ή νομικό πρόσωπο που αναλαμβάνει την υποχρέωση υλοποίησης ένος έργου ή μιας δράσης |
| Οφέλη | Οι μέθοδοι, διαδικασίες ή προσεγγίσεις που θεωρούνται ως οι καλύτερες ή πιο αποτελεσματικές για μια δραστηριότητα. |
| Βέλτιστες πρακτικές | Οι μέθοδοι, διαδικασίες ή προσεγγίσεις που θεωρούνται ως οι καλύτερες ή πιο αποτελεσματικές σε μια δραστηριότητα. |
| Προκαταλήψεις | Οι προκαταλήψεις, στερεότυπα ή προτιμήσεις που επηρεάζουν τις αντιλήψεις, αξιολογήσεις ή αποφάσεις. |
| Βιοποικιλότητα | Η ποικιλομορφία των ειδών και των οικοσυστημάτων σε ένα συγκεκριμένο περιβάλλον. |
| Μπλε Οικονομία | Η βιώσημη διαχείρηση των θαλάσσιων και υδατικών πόρων με στόχο την οικονομική ανάπτυξη, τη βελτίωση της ποιότητας ζωής, τη δημιουργία θέσεων εργασίας και την προστασία των υδατικών οικοσυστημάτων. |
| Όρια | Οι περιορισμοί ή τα όρια που καθορίζουν τα όρια δράσης ή επιρροής σε μια κατάσταση ή περιβάλλον. |
| Ταυτότητα Επωνυμίας | Τα χαρακτηριστικά, τα σύμβολα ή οι αξίες που αναγνωρίζονται από το κοινό και συνδέονται με μια εταιρία ή ένα εμπορικό σήμα. |

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| Επιχειρηματική Ηθική | Οι αρχές, οι αξίες και οι πρακτικές που αφορούν την ηθική συμπεριφορά και λήψη αποφάσεων σε μια επιχείρηση. |
| Επιχειρηματικό Μοντέλο | Ένα πλάνο  που περιγράφει τον τρόπο λειτουργίας, τις πηγές εσόδων και τις δραστηριότητες μιας επιχείρησης. |
| Επιχειρηματικό Σχέδιο | Ένα εργαλείο που χρησιμοποιείται για την ανάλυση και αναπαράσταση του επιχειρηματικού μοντέλου με συγκεκριμένα στοιχεία. |
| Επιχειρηματική ευκαιρία | Μια προοπτική ή κατάσταση που παρέχει τη δυνατότητα για επιτυχία ή κέρδος σε μια επιχείρηση. |
| Επιχειρηματική απόδοση | Η αξιολόγηση της απόδοσης μιας επιχείρησης, συμπεριλαμβανομένων των οικονομικών και μη οικονομικών παραγόντων. |
| Μετασχηματισμός Επιχείρησης | Η διαδικασία της αλλαγής και προσαρμογής μιας επιχείρησης σε νέες συνθήκες ή πρακτικές για αύξηση της αποτελεσματικότητας. |
| Ικανότητα | Η ικανότητα ενός ατόμου ή οργανισμού να επιτυγχάνει στόχους ή να εκτελεί καθήκοντα με επιτυχία. |
| Κεφάλαιο | Οι πόροι ή οικονομικά μέσα που χρησιμοποιούνται για τη λειτουργία ή την ανάπτυξη μιας επιχείρησης ή έργου. |
| Επαγγελματική Εξέλιξη | Η διαδικασία απόκτησης νέων δεξιοτήτων, εμπειριών και ανέλιξης επαγγελματικά σε μια επιλεγμένη επαγγελματική σταδιοδρομία. |
| Μελέτες Περιπτώσεων | Η ανάλυση ή περιγραφή προβλημάτων ή καταστάσεων για την κατανόηση των προβλημάτων και την αναζήτηση λύσεων σε αντίστοιχες περιπτώσεις. |
| Πιστοποιητικά | Τα έγγραφα ή οι επίσημες επιβεβαιώσεις που δείχνουν την επιτυχή ολοκλήρωση κάποιας διαδικασίας ή εκπαίδευσης. |
| Ιστορία Αλλαγής | Η αφήγηση ή περιγραφή της αλλαγής σε μια επιχείρηση ή περιβάλλον, περιλαμβάνοντας τον λόγο και τη διαδικασία. |
| Κυκλικό Επιχειρηματικό Μοντέλο | Ένα μοντέλο επιχειρηματικής λειτουργίας που στοχεύει μέσω της επαναχρησιμοποίησης και της ανακύκλωσης των πόρων, την ελαχιστοποίηση των απορριμμάτων στην αλυσίδα τροφοδοσίας. |
| Κυκλικός Σχεδιασμός | Ο σχεδιασμός προϊόντων ή υπηρεσιών με σκοπό την ελαχιστοποίηση των αποβλήτων και τη μείωση των περιβαλλοντικών επίπτωσεων. |
| Κυκλική Οικονομία | Ένα μοντέλο οικονομίας που επιδιώκει την επαναχρησιμοποίηση, ανακύκλωση και ανανέωση πόρων για τη μείωση έως και την εξάλειψη των αποβλήτων. |
| Σχέδιο Δράσης Κυκλικής Οικονομίας | Ένα σχέδιο δράσης που στοχεύει στην εφαρμογή αρχών της κυκλικής οικονομίας για τη βελτίωση της βιωσιμότητας. |
| Κυκλικότητα | Η έννοια και η πρακτική σχεδιασμού κλειστών και ανατροφοδοτούμενων συστημάτων για την ελαχιστοποίση των απορριμάτων και την μεγιστοποίηση της αποτελλεσματικότητας. |
| Κλίμα | Η συνολική κατάσταση του ατμοσφαιρικού περιβάλλοντος και οι κλιματικές συνθήκες σε ένα ευρύ χωρικό και χρονικό διάστημα. |
| Κλιματική Αλλαγή | Η μακροπρόθεσμη, μη συγκυριακή, αλλαγή στα συνήθη κλιματικά μοτίβα της Γης, όπως η αύξηση της θερμοκρασίας και η αλλαγή των κλιματικών συνθηκών. |
| Συν-δημιουργία | Η διαδικασία όπου δύο ή περισσότερα ενδιαφερόμενα μέρη, άτομα ή φορείς, συνεργάζονται για να δημιουργήσουν κάτι νέο ή να επιλύσουν ένα πρόβλημα. |
| Αποτύπωμα CO2 | Ο συνολικός όγκος των εκπομπών διοξειδίου του άνθρακα (CO2) που προκαλούνται από τις δραστηριότητες μιας οντότητας ή ατόμου. |
| Κώδικας Συμπεριφοράς | Οι οδηγίες ή οι κανόνες που καθορίζουν την αναμενόμενη συμπεριφορά ή τις αρχές που πρέπει να ακολουθούνται από μια οντότητα. |

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| Κοινότητα | Μια ομάδα ατόμων που συνήθως έχουν κοινά ενδιαφέροντα, αξίες ή στόχους και συχνά ζουν ή λειτουργούν μαζί σε ένα συγκεκριμένο χώρο. |
| Ανταγωνιστικό Πλεονέκτημα | Η ικανότητα μιας επιχείρησης ή οργανισμού να παρέχει προϊόντα ή υπηρεσίες που υπερτερούν από τους ανταγωνιστές της στην αγορά. |
| Πολυπλοκότητα | Η κατάσταση του να είναι περίπλοκος, με διάφορα επίπεδα σύνθετης δομής ή αλληλεπίδρασης, συχνά αναφερόμενη σε προβλήματα ή συστήματα. |
| Συμμόρφωση | Η τήρηση των κανόνων, κανονισμών ή προδιαγραφών που ισχύουν για μια επιχείρηση, οργανισμό ή δραστηριότητα. |
| Συνολικός | Που καλύπτει ή περιλαμβάνει όλες τις πτυχές ή τα στοιχεία ενός θέματος ή ενός συστήματος, χωρίς να παραλείπει τίποτα σημαντικό. |
| Έννοια | Μια γενική ιδέα, μια αφαίρεση ή μια αναλυτική αντίληψη για κάτι. |
| Διατήρηση | Η προστασία, οικονομία και διαχείριση των φυσικών πόρων, των οικοσυστημάτων και του περιβάλλοντος με στόχο την αειφορία. |
| Συνεχής Σύνδεση | Η δυνατότητα να είναι συνεχώς συνδεδεμένος με το διαδίκτυο ή άλλα δίκτυα επικοινωνίας, είτε μέσω κινητής τηλεφωνίας είτε μέσω Wi-Fi. |
| Κατανάλωση | Η διαδικασία της χρήσης ή απομείωσης πόρων όπως ενέργεια, νερό, τρόφιμα και άλλων αγαθών για την ικανοποίηση των αναγκών των ανθρώπων. |
| Συνεταιρισμοί | Οι οργανώσεις ή επιχειρήσεις που λειτουργούν με βάση τη συνεργασία και την κοινοποίηση των πόρων και των αποφάσεων μεταξύ των μελών τους. |
| Εταιρική Κοινωνική Ευθύνη | Η πρακτική των επιχειρήσεων να λαμβάνουν υπόψη τους την κοινωνική ευθύνη και τις επιπτώσεις των δραστηριοτήτων τους στην κοινωνία. |
| Εταιρική Βιωσιμότητα | Η διαρκής διαχείριση των επιχειρηματικών δραστηριοτήτων με τρόπο που να είναι οικολογικά, κοινωνικά και οικονομικά βιώσιμος. |
| Εταιρικές Αξίες | Οι αρχές, πεποιθήσεις και πρακτικές που καθορίζουν τον τρόπο λειτουργίας μιας επιχείρησης ή οργανισμού και τις σχέσεις του με την κοινωνία. |
| Δημιουργικότητα | Η ικανότητα να δημιουργούμε νέες ιδέες, προϊόντα ή λύσεις που είναι πρωτότυπες, καινοτόμες και ικανοποιούν τις ανάγκες των ανθρώπων. |
| Διασταυρούμενα Μέτρα | Τα μέτρα ή οι πρακτικές που εφαρμόζονται από οργανισμούς ή επιχειρήσεις και αφορούν πολλούς τομείς ή διασταυρούν πολλές πτυχές. |
| Ανάλυση Δεδομένων | Η διαδικασία ανάλυσης, ερμηνείας και εξαγωγής συμπερασμάτων από τα δεδομένα με σκοπό την παραγωγή πληροφοριών και γνώσης. |
| Λήψη Αποφάσεων | Η διαδικασία επιλογής της καλύτερης δυνατής ενέργειας ή λύσης μετά από ανάλυση, αξιολόγηση και συλλογή πληροφοριών και δεδομένων. |
| Αποσυμπλέγματα | Η διαδικασία χωρισμού ή απομόνωσης συστημάτων ή διαδικασιών που είναι συνδεδεμένα μεταξύ τους για να επιτευχθεί μεγαλύτερη ευελιξία. |
| Βαθύς Ακροατής | Η ικανότητα να ακούμε ενεργά και εμβαθύνουμε στην κατανόηση των αναγκών, των συναισθημάτων και των απόψεων των άλλων. |
| Περιγραφική Ανάλυση | Η ανάλυση που επικεντρώνεται στην περιγραφή και εξήγηση των δεδομένων, χωρίς να εφαρμόζονται πολύπλοκες στατιστικές ή μαθηματικές μεθόδους. |
| Σχεδιασμός | Η διαδικασία δημιουργίας ή ανάπτυξης ενός προϊόντος, ενός συστήματος ή μιας υπηρεσίας, συνήθως με βάση καθορισμένους στόχους και απαιτήσεις. |

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| Σχεδιασμός Σκέψης | Η διαδικασία που επικεντρώνεται στη δημιουργική επίλυση προβλημάτων με τη χρήση διαφορετικών προσεγγίσεων και σκέψης εκτός των συνηθισμένων. |
| Ανάπτυξη | Η διαδικασία βελτίωσης, επέκτασης ή εξέλιξης ενός προϊόντος, ενός συστήματος ή μιας υπηρεσίας με στόχο τη βελτίωση της απόδοσης ή της λειτουργικότητας. |
| Ψηφιακή Μετασχηματισμός | Η διαδικασία μετατροπής των παραδοσιακών διαδικασιών, δραστηριοτήτων ή υπηρεσιών σε ψηφιακή μορφή για τη βελτίωση της αποτελεσματικότητας και της ευελιξίας. |
| Διαφάνεια | Η ανοικτή και αντικειμενική αποκάλυψη πληροφοριών ή δεδομένων που είναι σημαντικά για τους ενδιαφερόμενους και την κοινότητα. |
| Διαχωριστική Σκέψη | Η διαδικασία σκέψης που εστιάζει στην παραγωγή νέων ιδεών ή λύσεων μέσω της αναζήτησης διαφορετικών και ασυνήθιστων προσεγγίσεων. |
| Πολυπολιτισμικότητα | Η παρουσία πολλών διαφορετικών πολιτισμών, ιδεολογιών ή αξιών σε μια κοινότητα, μια ομάδα ή έναν οργανισμό. |
| Κάτω Ανακύκλωση | Η διαδικασία μετατροπής αντικειμένων ή υλικών σε προϊόντα με μειωμένη ποιότητα ή λειτουργικότητα, συνήθως για λόγους οικονομίας. |
| Ευθύνη Εξασφάλισης | Η διαδικασία που ακολουθείται για να διασφαλιστεί ότι όλες οι πληροφορίες, οι δραστηριότητες ή οι ενέργειες είναι ακριβείς, αξιόπιστες και εγκυρες. |
| Δυναμική | Η εξέλιξη, η κίνηση ή η αλλαγή που συμβαίνει σε ένα σύστημα, μια διαδικασία ή μια οργανισμό στον χρόνο, με βάση διάφορους παράγοντες. |
| Οικολογικός Σχεδιασμός | Η διαδικασία σχεδιασμού προϊόντων, υπηρεσιών ή διαδικασιών με σκοπό τη μείωση του αρνητικού περιβαλλοντικού αποτελέσματος. |
| Οικονομική Ανάπτυξη | Η αύξηση της παραγωγής, των εσόδων ή των πόρων μιας οικονομίας ή μιας κοινωνίας, συνήθως με στόχο τη βελτίωση της ποιότητας ζωής. |
| Οικοσύστημα | Ένα οικολογικό σύστημα που αποτελείται από τα ζώα, τα φυτά, τους μη ζωντανούς οργανισμούς και το φυσικό περιβάλλον που τους περιβάλλει. |
| Αποτελεσματικός | Που επιτυγχάνει τους επιθυμητούς στόχους ή αποτελέσματα με τον καλύτερο δυνατό τρόπο και χρησιμοποιώντας τους λιγότερους πόρους. |
| Αποδοτικότητα | Η ικανότητα να επιτυγχάνονται οι στόχοι με τον καλύτερο δυνατό τρόπο και χρησιμοποιώντας τους λιγότερους πόρους. |
| EGD (Ευρωπαϊκή Πράσινη Συμφωνία) | Ένα σύνολο μέτρων και πολιτικών που αποσκοπούν στην επίτευξη της βιώσιμης ανάπτυξης και της μείωσης του ανθρώπινου αντικτύπου στο περιβάλλον. |
| Εκπομπή | Η απελευθέρωση και εκπομπή αέριων, υγρών ή στερεών ουσιών στο περιβάλλον, συνήθως από την ανθρώπινη δραστηριότητα. |
| Εκπομπές | Οι αέριες, υγρές ή στερεές ουσίες που εκπέμπονται στο περιβάλλον |
| Συναισθηματική Νοημοσύνη | Η ικανότητα να αναγνωρίζουμε, να κατανοούμε και να διαχειριζόμαστε τα δικά μας και τα συναισθήματα των άλλων με σκοπό την καλή κοινωνική επικοινωνία. |
| Ηγέτης με Συναισθηματική Νοημοσύνη | Ένας ηγέτης που είναι επικεντρωμένος στην κατανόηση και διαχείριση των συναισθημάτων του και των άλλων για την αποτελεσματική ηγεσία. |
| Οργάνωση με Συναισθηματική Νοημοσύνη | Μια οργάνωση που ενθαρρύνει και υποστηρίζει την ανάπτυξη της συναισθηματικής νοημοσύνης των μελών της για τη βελτίωση της απόδοσης και της κοινωνικής συνοχής. |

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| Εμπάθεια | Η ικανότητα να νιώθουμε και να κατανοούμε τα συναισθήματα και τις εμπειρίες των άλλων, και να ανταποκρινόμαστε με κατανόηση και ενσυναίσθηση. |
| Συμμετοχή των Εργαζομένων | Η δέσμευση και η εμπλοκή των εργαζομένων σε δραστηριότητες και προγράμματα της επιχείρησης, που ενισχύουν την απόδοση και την καλή οργανωτική ατμόσφαιρα. |
| Εξουσιοδότηση | Η διαδικασία χορήγησης εξουσίας, ευθύνης και αυτονομίας στους εργαζόμενους, προκειμένου να αναλαμβάνουν πρωτοβουλίες και να επιτυγχάνουν τους στόχους. |
| Ενεργοποιητές | Οι παράγοντες, τεχνικές ή διαδικασίες που ενθαρρύνουν και διευκολύνουν την ανάπτυξη, την απόδοση ή την επίτευξη ενός στόχου ή αποτελέσματος. |
| Τέλος Ζωής | Η φάση ή η διαδικασία που ακολουθεί μετά το τέλος της ζωής ενός προϊόντος, μιας υπηρεσίας ή μιας διαδικασίας, συμπεριλαμβανομένων της απόσυρσης και ανακύκλωσης. |
| Περιβάλλον | Το φυσικό περιβάλλον και οι φυσικοί πόροι που περιβάλλουν τους οργανισμούς και επηρεάζουν τη ζωή και τη δραστηριότητά τους. |
| Περιβαλλοντικός | Σχετικός με το περιβάλλον και την επίδρασή του στην υγεία, την κοινωνία και τις οικονομικές δραστηριότητες. |
| ΑΕΠ (Αναφορά Περιβαλλοντικών, Κοινωνικών και Διακυβέρνησης) | Ένα σύστημα που εκτιμά και αξιολογεί τις επιπτώσεις των επιχειρήσεων στο περιβάλλον, την κοινωνία και τη διακυβέρνηση. |
| Πρακτικές ΑΕΠ | Οι δράσεις και οι διαδικασίες που χρησιμοποιούνται από τις επιχειρήσεις για την εφαρμογή και την αξιολόγηση των προτύπων του ΑΕΠ. |
| Αναφορά ΑΕΠ | Η διαδικασία και το αποτέλεσμα της αξιολόγησης και αναφοράς των επιδόσεων μιας επιχείρησης στον τομέα του περιβάλλοντος, της κοινωνίας και της διακυβέρνησης. |
| Ηθική Ηγεσία | Η ηγεσία που βασίζεται σε ηθικές αξίες, αρχές και πρακτικές, και προωθεί τη διαφάνεια, την ενσυναίσθηση και την αειφορία. |
| Ηθική Προμήθεια | Η διαδικασία επιλογής και αγοράς προϊόντων ή υπηρεσιών με βάση την ηθική αξία και τις δεοντολογικέ |
| Ηθική | Οι αρχές και οι αξίες που καθορίζουν το σωστό και το λάθος στη συμπεριφορά και στις αποφάσεις των ανθρώπων. |
| Ευρωπαϊκό Πράσινο Σχέδιο | Ένα πρωτοβουλιακό πρόγραμμα της Ευρωπαϊκής Ένωσης με στόχο τη μείωση των εκπομπών αερίων του θερμοκηπίου και τη βιώσιμη ανάπτυξη. |
| Διαχείριση Κινδύνων Εκδηλώσεων | Η διαδικασία που ασχολείται με την αναγνώριση, αξιολόγηση και διαχείριση των κινδύνων που σχετίζονται με εκδηλώσεις ή εκδηλώσεις. |
| Προσέγγιση Εμπειρίας | Μια μέθοδος ή πρακτική που εστιάζει στη δημιουργία θετικών εμπειριών για τους πελάτες ή τους χρήστες μέσω της εξατομικευμένης προσέγγισης. |
| Παράγοντες | Οι στοιχεία ή οι παράγοντες που επηρεάζουν τη λειτουργία ή τα αποτελέσματα ενός συστήματος, μιας διαδικασίας ή μιας απόφασης. |
| Χρηματοοικονομικά | Σχετικό με τη διαχείριση του χρήματος, των επενδύσεων και των χρηματοοικονομικών διαδικασιών σε μια επιχείρηση ή οικονομικό σύστημα. |
| Ευέλικτη Διατροφή | Μια διατροφική προσέγγιση που συνδυάζει στοιχεία από την ωμοφαγία και την χορτοφαγία, με την ευεξία των ζώων και του περιβάλλοντος. |
| Πλαίσιο | Ένα σύστημα από κανόνες, αρχές ή διαδικασίες που καθορίζουν τον τρόπο λειτουργίας ή την ανάπτυξη μιας δομής ή ενός συστήματος. |
| Παιγνιοποίηση | Η χρήση στοιχείων και μηχανισμών παιχνιδιού για την ενθάρρυνση συμπεριφορών ή επιτευγμάτων σε ένα περιβάλλον μη παιχνιδιού. |

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| Παγκόσμια Οικονομική Αρχιτεκτονική | Το σύνολο των δομών, θεσμών και διαδικασιών που ρυθμίζουν και διαχειρίζονται τις οικονομικές σχέσεις σε παγκόσμιο επίπεδο. |
| Διακυβέρνηση | Η διαδικασία και οι δομές που διαχειρίζονται και εποπτεύουν μια οργάνωση, μια κοινότητα ή ένα σύστημα με σκοπό την αποτελεσματική λειτουργία τους. |
| Πράσινα Ομόλογα | Ομόλογα που εκδίδονται με σκοπό τη χρηματοδότηση περιβαλλοντικών ή βιώσιμων έργων και πρωτοβουλιών. |
| Πράσινη Επιχειρηματικότητα | Οι επιχειρηματικές δραστηριότητες που προωθούν την περιβαλλοντική βιωσιμότητα και την προστασία του φυσικού περιβάλλοντος. |
| Πράσινη Χρηματοδότηση | Οι χρηματοδοτικές δραστηριότητες που επικεντρώνονται σε περιβαλλοντικά βιώσιμα έργα και επενδύσεις. |
| Πράσινα Δάνεια | Δάνεια που χορηγούνται για τη χρηματοδότηση προγραμμάτων ή έργων με στόχο την περιβαλλοντική βιωσιμότητα και την προστασία του περιβάλλοντος. |
| Πράσινη Τεχνολογία | Τεχνολογικές καινοτομίες και λύσεις που εστιάζουν στην περιβαλλοντική βιωσιμότητα και τη μείωση της επίδρασης στο φυσικό περιβάλλον. |
| Πράσινο Πλύσιμο | Η πρακτική της παρουσίασης μιας επιχείρησης ή προϊόντος ως περιβαλλοντικά φιλικό, χωρίς να υποστηρίζεται από συγκεκριμένες δρά |
| Ευτυχία στην εργασία | Η κατάσταση όπου οι εργαζόμενοι αισθάνονται ικανοποιημένοι, ευχαριστημένοι και ευτυχισμένοι στον χώρο εργασίας τους. |
| Ολιστική | Η προσέγγιση που εξετάζει ένα θέμα ή μια κατάσταση συνολικά, λαμβάνοντας υπόψη όλες τις πτυχές και τις επιδράσεις που σχετίζονται. |
| Ανθρώπινο κεφάλαιο | Τα ικανοτήτων, των γνώσεων, των δεξιοτήτων και των ικανοτήτων των ανθρώπων που αποτελούν τη βάση για την εργασιακή τους απόδοση. |
| Στρατηγική ανθρώπινου κεφαλαίου | Οι στρατηγικές και πολιτικές που αναπτύσσονται για τη διαχείριση και την ανάπτυξη του ανθρώπινου κεφαλαίου σε μια οργάνωση. |
| Επενδυτική επίδραση | Η επενδυτική δραστηριότητα που έχει στόχο την παραγωγή κοινωνικών ή περιβαλλοντικών αλλαγών και επιδράσεων, πέρα από τον οικονομικό κέρδος. |
| Επενδύσεις επίδρασης | Οι επενδύσεις που έχουν στόχο την παραγωγή θετικών κοινωνικών ή περιβαλλοντικών επιπτώσεων, πέρα από την κερδοφορία. |
| Συμπεριλαμβανόμενη σχεδίαση | Η σχεδίαση προϊόντων, υπηρεσιών ή περιβαλλοντικών αντικειμένων που λαμβάνει υπόψη τις ανάγκες, τις δυνατότητες και τις αντιλήψεις όλων των ατόμων, συμπεριλαμβανομένων των ευπαθών ομάδων. |
| Δείκτες | Οι μετρήσεις ή οι παράμετροι που χρησιμοποιούνται για να αξιολογηθεί ή να μετρηθεί κάτι, όπως η απόδοση, η αποτελεσματικότητα ή η πρόοδος. |
| Καινοτομία | Η διαδικασία δημιουργίας και εφαρμογής νέων ιδεών, προϊόντων ή υπηρεσιών που έχουν αξία και επιφέρουν κοινωνικές, περιβαλλοντικές ή οικονομικές αλλαγές. |
| Καινοτομικό κεφάλαιο | Οι πόροι και οι επενδυτικές πηγές που χρησιμοποιούνται για την υποστήριξη και την ανάπτυξη της καινοτομίας και της δημιουργίας νέων ιδεών ή προϊόντων. |
| Εισαγωγή | Τα βαθύτερα επιστημονικά ή λογικά κατανοητά αποτελέσματα που προκύπτουν από τη μελέτη ή την έρευνα ενός θέματος. |
| Διανοητικό κεφάλαιο | Τα ανθρώπινα γνωστικά, διανοητικά και δημιουργικά πορίσματα που συνεισφέρουν στην αξία μιας επιχείρησης, όπως γνώσεις, ιδέες και ευφυΐα. |

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| Διαδραστικό μάρκετινγκ | Η στρατηγική μάρκετινγκ που εστιάζει στην ενεργή συμμετοχή και αλληλεπίδραση με τους πελάτες, συχνά μέσω τεχνολογικών εφαρμογών και διαδραστικών εργαλείων. |
| Επενδύσεις | Η δραστηριότητα του να επενδύει κάποιος χρήματα ή πόρους σε μια επιχείρηση, έργο ή άλλη δραστηριότητα, με στόχο την αύξηση των κερδών ή της αξίας τους. |
| Επαναληπτικό | Ο όρος που περιγράφει μια διαδικασία ή μια μέθοδο που επαναλαμβάνεται και βελτιώνεται μέσω συνεχούς εξέλιξης και διαδικαστικών αλλαγών. |
| Κανμπάν | Μια μέθοδος οργάνωσης και διαχείρισης της εργασίας που βασίζεται σε κάρτες, όπου κάθε κάρτα αντιπροσωπεύει μια εργασία ή μια εργασία στην αλυσίδα παραγωγής. |
| Δείκτης βασικής απόδοσης | Ένας μετρικός δείκτης που χρησιμοποιείται για να μετρήσει την απόδοση ή την επίδοση ενός συστήματος, μιας επιχείρησης ή ενός εργαζομένου σε σχέση με κριτήρια. |
| Οικονομία βασισμένη στη γνώση | Μια οικονομία όπου η παραγωγή και η ανάπτυξη βασίζονται κυρίως σε γνώσεις, έρευνα, καινοτομία και τεχνολογία, αντί για παραδοσιακούς παράγοντες παραγωγής. |
| Διαχείριση γνώσεων | Η διαδικασία διαχείρισης των γνώσεων ενός οργανισμού, συμπεριλαμβανομένης της δημιουργίας, της αποθήκευσης, της κοινοποίησης και της εφαρμογής των γνώσεων. |
| Δείκτες Κλειδικής Απόδοσης | Οι μετρικοί δείκτες που χρησιμοποιούνται για να μετρήσουν την απόδοση ή την επίδοση ενός συστήματος, μιας επιχείρησης ή ενός εργαζομένου σε σχέση με κριτήρια. |
| Ετικέτες | Τα ετικέτες αναφέρονται σε ετικέτες ή ετικέτες που χρησιμοποιούνται για να περιγράψουν ή να ταξινομήσουν προϊόντα, υπηρεσίες ή πληροφορίες. |
| Πλευρική ηγεσία | Μια στρατηγική ηγεσίας όπου οι ηγέτες προωθούν και υποστηρίζουν τη συνεργατική εργασία, την ενθάρρυνση της διαφορετικότητας και της δημιουργικότητας στην οργάνωση. |
| ΑΠΕ Ανάλυση Κύκλου Ζωής (LCA) | Μια μέθοδος ανάλυσης που χρησιμοποιείται για να αξιολογήσει τις περιβαλλοντικές επιπτώσεις ενός προϊόντος ή μιας υπηρεσίας κατά τη διάρκεια όλου του κύκλου ζωής τους. |
| Ηγεσία | Η ικανότητα να καθοδηγεί και να επηρεάζει μια ομάδα ατόμων με σκοπό την επίτευξη συγκεκριμένων στόχων ή αποτελεσμάτων. |
| Στυλ Ηγεσίας | Ο τρόπος με τον οποίο ένας ηγέτης προσεγγίζει και διαχειρίζεται την ηγεσία του, συμπεριλαμβανομένων των τεχνικών, των αξιών και των αντιλήψεών του. |
| Μαθησιακές Οργανώσεις | Οργανισμοί που εστιάζουν στη συνεχή μάθηση, την ανάπτυξη και την καινοτομία ως στρατηγική προκειμένου να διατηρήσουν την ευελιξία και την ανταγωνιστικότητά τους. |
| Κύκλος Ζωής | Η σειρά των σταδίων ή των φάσεων που αφορούν την ανάπτυξη, την παραγωγή, την κατανάλωση και τη διάθεση ενός προϊόντος ή μιας υπηρεσίας κατά τη διάρκεια της ζωής τους. |
| Τρόπος Ζωής | Ο τρόπος ζωής είναι ο συνήθης τρόπος που ένα άτομο ή μια κοινότητα ζει, συμπεριλαμβανομένων των συνήθειών, των αξιών και των πρακτικών τους. |
| Μακροπρόθεσμη αξία | Η αξία ή τα οφέλη που προκύπτουν σε μακροπρόθεσμο ορίζοντα χρόνου, συνήθως μετρώντας την επίδραση ή την αξία μιας επένδυσης, μιας πολιτικής ή μιας απόφασης στο μέλλον. |
| Διοίκηση | Η διαδικασία ή η δραστηριότητα της οργάνωσης και της διεύθυνσης μιας επιχείρησης ή ενός οργανισμού για την επίτευξη των στόχων τους και την αποτελεσματική λειτουργία τους. |
| Μερίδιο αγοράς | Το ποσοστό ή το μερίδιο ενός επιχειρησιακού τομέα ή της αγοράς που ανήκει σε μια συγκεκριμένη εταιρεία ή προϊόν. |
| Υλική Βιωσιμότητας Υλικό | Τα υλικά που χρησιμοποιούνται σε μια διαδικασία ή προϊόν και έχουν ληφθεί υπόψη τους περιβαλλοντικοί και κοινωνικοί παράγοντες για τη μείωση του αντίκτυπου τους. |

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| Μέτρο | Ένα στοιχείο ή μεθοδολογία που χρησιμοποιείται για τη μέτρηση, τον έλεγχο ή την αξιολόγηση ενός παράγοντα, μιας διαδικασίας ή μιας κατάστασης. |
| Μετρικά | Οι ποσοτικές μετρήσεις ή δείκτες που χρησιμοποιούνται για την αξιολόγηση της απόδοσης, της αποτελεσματικότητας ή της απόδοσης μιας επιχείρησης, ενός προϊόντος ή μιας διαδικασίας. |
| Μικροπλαστικά | Μικρά κομμάτια πλαστικού, συνήθως μικρότερα από 5 χιλιοστά, που υπάρχουν σε περιβαλλοντικά μέσα όπως τα ύδατα, τα εδάφη και ακόμη και στον αέρα. |
| Συνειδητότητα | Η κατάσταση του να είναι προσεκτικός, επιστημονικός και ενημερωμένος για τις σκέψεις, τα συναισθήματα, τις ενέργειες και το περιβάλλον του. |
| Κίνητρα | Οι εσωτερικές ή εξωτερικές δυνάμεις που ωθούν ή ενθαρρύνουν ένα άτομο να ενεργοποιηθεί, να προσπαθήσει και να επιδιώξει τους στόχους του. |
| Συμμετοχή πολλαπλών ενδιαφερόμενων | Η διαδικασία ή η κατάσταση όπου πολλοί ενδιαφερόμενοι φορείς ή ομάδες συνεργάζονται ή συνεργάζονται για την επίτευξη κοινών στόχων ή αποτελεσμάτων. |
| Αφήγημα | Η αφήγηση μιας ιστορίας ή ενός γεγονότος με σκοπό την ενημέρωση, την ψυχαγωγία ή τη διδασκαλία, συνήθως με τη χρήση λογοτεχνικών μέσων όπως η γραφή ή η αφήγηση προφορικά. |
| Κίνητρο | Ένα ελαφρύ ή αόρατο ωθητικό μέσο που χρησιμοποιείται για να ενθαρρύνει κάποιον να αναλάβει μια ενέργεια ή να ακολουθήσει μια συγκεκριμένη κατεύθυνση, όπως ένα υποκινητήριο. |
| Μονάδες Ανοικτής Έρευνας, Ανάπτυξης και Καινοτομίας | Μονάδες εντός μιας επιχείρησης ή οργανισμού που αφορούν την έρευνα, την ανάπτυξη και την καινοτομία, και λειτουργούν με ανοικτότητα και συνεργασία, ενθαρρύνοντας την ελεύθερη ανταλλαγή ιδεών και την καινοτομία σε διάφορους τομείς. |
| Ευκαιριακή Εξερεύνηση | Η διαδικασία της ανίχνευσης και της αξιοποίησης ευκαιριών που προκύπτουν από το περιβάλλον ή τον τομέα ενός οργανισμού, εκμεταλλευόμενοι απρόβλεπτες καταστάσεις ή αλλαγές που μπορούν να επηρεάσουν θετικά την απόδοση ή την καινοτομία. |
| Οργανωτική Αλλαγή | Η διαδικασία της ενσωμάτωσης καινοτόμων ιδεών, πρακτικών ή δομών σε έναν οργανισμό με σκοπό τη βελτίωση της απόδοσης, της ανταγωνιστικότητας ή της προσαρμογής σε νέες απαιτήσεις ή συνθήκες. |
| Οργανωτική Πολιτισμός | Το σύνολο των αξιών, των πρακτικών και των συμπεριφορών που καθορίζουν την κουλτούρα ενός οργανισμού και επηρεάζουν τη συνεργασία, την καινοτομία, την απόδοση και την ανάπτυξή του. |
| Οργανωτική Μάθηση | Η διαδικασία και η δυνατότητα των μελών ενός οργανισμού να αποκτούν και να εφαρμόζουν νέες γνώσεις, δεξιότητες ή συμπεριφορές, με σκοπό τη βελτίωση της απόδοσης, της καινοτομίας ή της προσαρμογής. |
| Οργανωτική Απόδοση | Η ικανότητα ενός οργανισμού ή μιας επιχείρησης να επιτυγχάνει τους στόχους της με τρόπο αποτελεσματικό και αποδοτικό, εκφράζοντας την αποτελεσματικότητα, την αποτελεσματικότητα και την ανταγωνιστικότητα του. |
| Διαχείριση Ανθρώπων | Η διαδικασία ή η δραστηριότητα της οργάνωσης, της καθοδήγησης, της εκπαίδευσης και της αξιολόγησης του προσωπικού ενός οργανισμού, με σκοπό την αποτελεσματική και αποδοτική λειτουργία του. |
| Επίδοση | Η ικανότητα ή η απόδοση ενός ατόμου, μιας ομάδας ή ενός οργανισμού στην εκτέλεση και την επίτευξη στόχων ή αποτελεσμάτων, συνήθως σε σχέση με τις προσδοκίες ή τα πρότυπα που έχουν θεσπιστεί. |

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| Διαχείριση Επίδοσης | Η διαδικασία της παρακολούθησης, της αξιολόγησης και της βελτίωσης της επίδοσης ατόμων, ομάδων ή οργανισμών, με σκοπό την αποτελεσματικότερη επίτευξη των στόχων και των προδιαγραφών που έχουν θεσπιστεί. |
| Προσωπική Ανάπτυξη | Η διαδικασία της ανάπτυξης και της βελτίωσης των δεξιοτήτων, των γνώσεων ή της συνολικής επίδοσης ενός ατόμου, με σκοπό την ενίσχυση της επαγγελματικής του αποτελεσματικότητας, ικανότητας ή ευεξίας. |
| Πολιτικές | Οι κανονιστικοί ή οργανωτικοί κανόνες, προσανατολισμοί ή διαδικασίε |
| Θετική Ψυχολογία | Η επιστήμη που μελετά τις παράγοντες και τις διαδικασίες που συμβάλλουν στην ανθρώπινη ευτυχία, ευημερία και επιτυχία, καθώς και στην ανάπτυξη των θετικών χαρακτηριστικών και των ικανοτήτων. |
| Αρχές | Οι βασικοί κανόνες, αξίες ή πρότυπα που καθορίζουν τη συμπεριφορά, τις ενέργειες ή τις αποφάσεις ενός ατόμου, μιας ομάδας ή ενός οργανισμού, και τα οποία θεωρούνται σημαντικά για την επίτευξη των στόχων ή την καλή λειτουργία τους. |
| Προμήθειες | Η διαδικασία της εξασφάλισης ή της απόκτησης αγαθών, προϊόντων ή υπηρεσιών από εξωτερικούς προμηθευτές, συνήθως με σκοπό την καλύτερη λειτουργία ή την ικανοποίηση των αναγκών του οργανισμού. |
| Παραγωγικότητα | Η ικανότητα ή η απόδοση σε εργασίες, δραστηριότητες ή διαδικασίες, με σκοπό την επίτευξη των στόχων, την αύξηση της παραγωγικότητας ή τη βελτίωση των αποτελεσμάτων. |
| Σκοπός | Το θεμελιώδες προσδοκώμενο αποτέλεσμα, η αιτία ή ο λόγος για την ύπαρξη ή την εκτέλεση μιας δραστηριότητας, μιας πράξης ή μιας επιχείρησης, που οδηγεί σε καθορισμένα αποτελέσματα ή επιδιώκει την επίτευξη συγκεκριμένων στόχων. |
| Ανάλυση Ποσοτικών Δεδομένων | Η διαδικασία ανάλυσης και ερμηνείας των ποσοτικών δεδομένων, τα οποία αποτελούνται από αριθμητικές τιμές και μεγέθη, με σκοπό την ανάδειξη μοτίβων, τάσεων και σχέσεων μεταξύ των μετρήσεων. |
| Αναφορά | Η διαδικασία εξέτασης, αναλογισμού ή αντικειμενικής αναλογίας ενός γεγονότος, μιας εμπειρίας ή μιας κατάστασης, με σκοπό την αντίληψη των διαδικασιών, των μαθημάτων ή των αποτελεσμάτων που μπορούν να αποκομίσουν οι εμπλεκόμενοι. |
| Υπεύθυνη Λήψη Αποφάσεων | Η διαδικασία λήψης αποφάσεων που είναι ηθικές και βιώσιμες, λαμβάνοντας υπόψη τις επιπτώσεις στην κοινωνία και το περιβάλλον. |
| Δικαίωμα Επισκευής | Η ιδέα ότι οι καταναλωτές έχουν το δικαίωμα να επισκευάζουν τα προϊόντα τους και να έχουν πρόσβαση στις απαραίτητες πληροφορίες, ανταλλακτικά και εργαλεία. |
| Στόχοι Βιώσιμης Ανάπτυξης (SDGs) | Μια συλλογή 17 παγκόσμιων στόχων που έχουν τεθεί από τα Ηνωμένα Έθνη για την προώθηση της βιώσιμης ανάπτυξης παγκοσμίως. |
| Κοινή Αξία | Μια επιχειρηματική στρατηγική όπου οι επιχειρήσεις δημιουργούν οικονομική αξία αντιμετωπίζοντας ταυτόχρονα κοινωνικές ανάγκες και προκλήσεις. |
| Κοινωνική Επιχειρηματικότητα | Επιχειρηματικότητα που στοχεύει στην επίλυση κοινωνικών ή περιβαλλοντικών προβλημάτων μέσω καινοτόμων και βιώσιμων επιχειρηματικών πρακτικών. |
| Κοινωνική Καινοτομία | Η ανάπτυξη νέων στρατηγικών, εννοιών και ιδεών για την επίλυση κοινωνικών προκλήσεων και τη βελτίωση της ευημερίας της κοινωνίας. |
| Πνευματικό Κεφάλαιο | Οι πόροι και οι αξίες που προέρχονται από πνευματικές πηγές. |
| Συμμετοχή Ενδιαφερομένων | Η διαδικασία με την οποία ένας οργανισμός ενσωματώνει τους ενδιαφερομένους του για να κατανοήσει και να λάβει υπόψη τις απόψεις και τις ανησυχίες τους. |

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| Διαχείριση Στρες | Τεχνικές και στρατηγικές για την αντιμετώπιση του στρες και τη βελτίωση της ευημερίας. |
| Βιωσιμότητα | Η ικανότητα διατήρησης και υποστήριξης οικολογικών, κοινωνικών και οικονομικών συστημάτων μακροπρόθεσμα. |
| Βιώσιμη Επιχείρηση | Μια επιχείρηση που αναλαμβάνει οικολογική και κοινωνική ευθύνη και ενσωματώνει βιώσιμες πρακτικές. |
| Sustainable Finance | Βιώσιμη Χρηματοδότηση |
| Βιώσιμη Αλυσίδα Εφοδιασμού | Διαχείριση αλυσίδας εφοδιασμού που λαμβάνει υπόψη κριτήρια οικολογικής και κοινωνικής βιωσιμότητας. |
| Συνεργίες | Η πρόσθετη αξία που προκύπτει από τη συνεργασία και τον συνδυασμό πόρων ή ικανοτήτων. |
| Τριπλή Βάση | Ένα μοντέλο που αποτιμά την απόδοση μιας επιχείρησης με βάση τρία κριτήρια: οικονομική επιτυχία, κοινωνική ευθύνη και περιβαλλοντική βιωσιμότητα. |
| Αξία | Ο βαθμός της σημασίας ή της χρησιμότητας κάποιου πράγματος. |
| Εφικτότητα | Η ικανότητα ή καταλληλότητα για επιβίωση ή επιτυχία. |
| Ευεξία | Η κατάσταση στην οποία οι άνθρωποι είναι υγιείς, |
| Μηδενικά Απορρίμματα | Μια προσέγγιση για την αποφυγή απορριμμάτων και τη χρήση πόρων, όπου κανένα απόβλητο δεν καταλήγει σε χώρους χωματερών ή αποτεφρωτήρες. |

| MACEDONIAN TERM | MACEDONIAN DEFNITION |
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| 3BL | Социјална, економска и еколошка одговорност (3BL) е модел на корпоративна одговорност што ги интегрира социјалната, економската и еколошката одговорност во бизнисот како дел од корпоративниот стратегиски план. |
| Одговорна комуникација | Комуникација што се одвива со почитување на етиката, социјалните норми и вредностите, како и со одговорност кон заинтересираните страни и општеството во целост. |
| План на дејство | Систематски план или методологија за постигнување на цел или решавање на проблем, вклучувајќи активности, ресурси, временски рамки и одговорности. |
| Прилагодливост | Способноста или можноста на некој систем, организација или личност да се адаптира, приспособи или реагира на промени, предизвици или нови услови во околината. |
| Усвојување | Процес на примање, примена или прифаќање на нешто, како и претворање на идејата, практиката или концептот во дел од вообичаената работа или живот. |
| План 2030 | Официјалниот наслов за програмата на Организацијата на Обединетите Нации за одржлив развој што започна во 2015 година и има цел да ги постигне 17-те Цели за Одржлив Развој до 2030 година. |
| Агилно | Способноста да се брзо и ефикасно реагира на промени, да се приспособи или да се измени патот за да се постигне целта или да се реши проблемот. |
| Агилна работа | Работна методологија или пристап што се фокусира на брзина, флексибилност и ефикасност, со активно учење, колаборација и постојано усовршување. |
| Израмнување | Соодветност или склопеност помеѓу различните делови, аспекти или интереси, често со цел да се осигура дека работата или активностите се насочени кон истата цел. |
| Применување | Процес на користење, примена или исполнување на нешто, како и претворање на концептот или идејата во дел откако е применет или исполнет. |
| Архетипови | Основни, примарни модели, образци или типови кои се сметаат за универзални и кои можат да се пронајдат во различни култури, области или дисциплини, како и да влијаат на човековото мислење, поведение или креативност. |
| Асоцијации | Врска, поврзаност или врзување помеѓу различни делови, идеи, личности или организации, како и процесот на формирање на врски или најдението на спојни точки помеѓу нив. |
| Ревизија | Процес на прегледување, испитување или оценување на податоци, документи, сметки или работа за да се потврди нивната точност, валидност или соодветност со стандардите, процедурите или законите. |
| Автентичност | Квалитет или состојба на нешто што е вистинско, оригинално или вистинско, без претворање или фалсификација, како и карактеристика на дејствителност, искреност или неприфатеност на некоја идеја, производ или личност. |
| Однесување | Начинот на постапување, реакција или однесување на индивидуа или група, кои се изразуваат преку дејства, избори или одлуки. |
| Верувања | Убедувања, ставови или уверувања што ги имаат личности, групи или заедници, кои можат да влијаат на нивното мислење, постапување или одлуки. |
| Добитник | Лице, група или организација што добива некаква корист, предност или вредност од некое дејство, активност или одлука. |

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| Придобивки | Позитивни ефекти, резултати или добивки што ги добиваат личности, групи или организации од некое дејство, одлука или активност. |
| Најдобри практики | Методи, процеси или начини на постапување што се сметаат за најефективни, најефикасни или најдобри во дадената област или индустрија, базирани на искуството, истражувањето или стандардите. |
| Предубедувања | Состојбите, ставовите или пристапите што водат кон несправедливост, необјективност или неправедно постапување, основани на лични предразбирателства, убедувања или врски. |
| Биодиверзитет | Разновидност, различност или обилност на живи организми, видови или екосистеми што постојат во конкретна област, регион или планета, кои играат важна улога во одржувањето на еколошката рамнотежа. |
| Сина економија | Одржлива употреба на водните ресурси (океани, морија, езера и реки) за економски развој, зачувување и подобрување на: животот и здравјето на луѓето, нивните работни места, како и на екосистемите. |
| Граници | Физичките или менталните граници или ограничувања што ги диференцираат или дефинираат различните области, улоги или односи, што имаат важно влијание врз однесувањето, одлуките или дејствата. |
| Идентитет на брендот | Карактеристиките, вредностите или атрибутите што го дефинираат и разликуваат брендот или организацијата од другите, како и начинот на кој тој е восприфатен или идентификуван од јавноста. |
| Етика во бизнисот | Принципите, стандардите или вредностите што ги одредуваат прифатливото однесување, моралното постапување или правилата на играта во сферата на бизнисот, со фокус на правичноста, искреноста и одговорноста. |
| Бизнис модел | Општ план или структура што го опишува начинот на функционирање, генерирање на приходи или одредување на вредноста на една организација или проект, вклучувајќи ги производите, услугите, целната пазарна група и приходните извори. |
| Бинис модел Канвас | Алатка за визуелизација и анализа на бизнисните модели, која овозможува јасно и креативно разбирање на клучните аспекти како што се вредностните предлози, купувачката сегментација, каналите за дистрибуција и партнерските односи. |
| Бизнис можност | Ситуација, услов или можност што нуди можност за остварување на добивки, развој на бизнисот или проширување на активностите, и што е привлечно или вредно за истражување или инвестирање. |
| Бизнис перформанса | Ефикасноста, ефективноста или успехот на бизнис операции, активности или процеси, мерени според постигнувањето на целите, извршувањето на задачите или остварувањето на резултатите, што влијае на перформансите и резултатите на организацијата. |
| Трансформација на Бизнисот | Промена, преобразување или преод во начинот на функционирање, мислење или културата на бизнисот, што обично вклучува внесување на нови технологии, стратегии или процеси за да се зголеми ефикасноста, конкурентноста или иновативноста. |
| Способност | Вештината, знаењето или квалитетите што се потребни за успешно извршување на одредени задачи, работи или активности, што вклучуваат вредности како креативност, анализа или комуникација. |

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| Капитал | Финансиските или материјалните средства, ресурсите или активите што се користат за инвестирање, производство или постапување со цел за стекнување на добивки, приходи или вредност. |
| Кариерен развој | Процесот на усовршување на квалитетите, вештините или искуствата што се потребни за напредување или успешно функционирање во кариерата или професионалната област. |
| Студии на случај | Анализа или проучување на специфични случаи, сценарии или искуства, како дел од обуката, истражувањето или професионалниот развој, за да се извлечат поуки или да учиме од податоците. |
| Сертификати | Официјални документи или потврди што се даваат на лицата за завршена обука, курс или програма, за да се докаже знаењето, вештините или компетенциите во одредена област. |
| Приказна за промена | Начинот на кој се опишува или се комуницира промената, иновацијата или развојот на луѓето или организациите, често преку приказни, примери или искуства за да се објасни значењето или целите. |
| Циркуларен бизнис модел | Бизнис модел што се базира на принципот на кружната економија, што вклучува рециклирање, повторна употреба или регенерација на ресурсите за создавање на вредност и спроведување на целите. |
| Циркуларен дизајн | Процес на дизајнирање кој го зема во предвид циклусот на живот на производите, услугите или системите, со цел намалување на отпадот, заменување или намалување на негативните еколошки влијанија. |
| Циркуларна економија | Принцип на управување со ресурсите што се базира на рециклирање, повторна употреба, регенерација или одговорно употребување на ресурсите за намалување на отпадот и заштита на животната средина. |
| Акциски план за циркуларна економија | Документ или стратегија што ги определува и промовира активностите и мерките за примена на кружниот модел во бизнисот или заедницата, вклучувајќи ги рециклирањето, употребата на втори ресурси и сл. |
| Кружност | Својство или состојба на нешто кога се повторува или се врти околу централната точка, што може да се однесува на циклусите на процесите, производите или ресурсите во кружната економија. |
| Клима | Состојбата на атмосферата, времето или околната средина во определен регион или период, што ги вклучува температурата, влажноста, ветерот и други фактори што влијаат на животот и активностите. |
| Климатски промени | Промени во климата на Земјата што се случуваат поради човечките активности или природни процеси, како што се зголемувањето на температурата, менувањето на влажноста или на морските нивоа. |
| Ко-креација | Процес на заедничко креирање или развивање на нешто од страна на група луѓе, обично со цел за постигнување на иновација, креативност или решавање на проблеми. |
| ЦО2 Отпечаток | Количеството на гасот јаглероден диоксид (CO2) што се емитува од даден извор или активност, што се користи за да се измери влијанието на климатските промени |
| Кодекс на работење | Сет на правила, принципи или стандарди за поединец, група или организација, кои ги дефинираат очекуваните постапки, однесување или одговорности во одредени ситуации или односи. |

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| Заедница | Група од луѓе кои се поврзани преку заеднички интереси, вредности, култура или локација, што обично вклучуваат соучествување, споделување на ресурси и поддршка меѓу членовите на заедницата. |
| Конкурентска предност | Карактеристика или услов кој на бизнисот или организацијата му дава предност над конкурентите, обично во форма на повисок квалитет, пониски трошоци или иновативни производи/услуги. |
| Сложеност | Степенот на сложеност или разноликост на нешто, што може да се однесува на структура, систем, проблем или процес кој е составен од многу поврзани делови или фактори. |
| Согласност | Почитување или следење на прописи, стандарди, закони или упатства кои се наметнати од страна на надлежните органи или индустриските стандарди. |
| (Разбирлив) | Обемот или покривањето на нешто што ги вклучува или разгледува сите релевантни аспекти, детали или компоненти на дадена тема, проблем или област. |
| Концепт | Апстрактна идеја, мисла или ментална претстава која опишува или објаснува нешто, обично како основа за развивање на планови, проекти или теории. |
| Заштита | Практиката на заштита, управување и одржување на природните ресурси, животната средина или културното наследство со цел да се зачуваат за идните генерации. |
| Постојана поврзаност | Состојба на континуирана врска или комуникација преку различни уреди и технологии, особено преку интернет или мобилни мрежи. |
| Потрошувачка | Актот на користење или конзумирање на ресурси, производи или услуги, често мерен како економски индикатор за одреден период. |
| Задруги | Организации управувани од нивните членови, кои заеднички ги поседуваат и управуваат ресурсите и одлучуваат за заеднички интереси и цели. |
| Корпоративна општествена одговорност (CSR) | Практика на бизнисите да дејствуваат етички и да придонесуваат за економскиот развој, подобрување на квалитетот на животот на вработените и локалната заедница. |
| Корпоративна одржливост | Стратегии и практики на компаниите насочени кон долгорочен економски развој, заштита на животната средина и општествена одговорност. |
| Корпоративни вредности | Основните принципи и верувања кои водат и дефинираат културата, однесувањето и ја одлуките на една компанија. |
| Креативност | Способноста да се генерираат нови, оригинални и иновативни идеи, решенија и концепти. |
| (Интер-секторски мерки) | Акции или политики кои се применуваат низ различни сектори или дисциплини за постигнување на заеднички цели. |
| Анализа на податоци | Процес на инспектирање, чистење, трансформирање и моделирање на податоци со цел откривање корисни информации. |
| Донесување одлуки | Процес на избор на најдобра опција или решение од неколку можни алтернативи врз основа на критериуми. |
| Одвојување | Концепт во економијата и одржливоста кој подразбира намалување на зависноста од ресурсите без жртвување на економскиот раст. |
| Длабоко слушање | Практика на активно и внимателно слушање на соговорникот со цел целосно разбирање на неговите мисли и чувства. |
| Дескриптивна анализа | Тип на статистичка анализа која се фокусира на сумирање и опишување на основните карактеристики на податоците. |
| Дизајн | Процес на создавање и развивање на нови производи, услуги или системи со цел задоволување на одредени потреби. |

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| Дизајн размислување | Иновативен пристап кој се користи за решавање на комплексни проблеми и создавање на нови идеи преку креативни и колаборативни процеси. |
| Развој | Процес на напредување или унапредување во одредена област, вклучувајќи го економскиот, социјалниот или личниот развој. |
| Дигитална трансформација | Процес на интегрирање на дигитални технологии во сите аспекти на бизнисот или организацијата за да се подобри ефикасноста и вредноста. |
| Објавување | Акт на споделување на информации или податоци со јавноста или релевантните страни, често во контекст на транспарентност. |
| Дивергентно размислување | Креативен процес на размислување кој генерира повеќе уникатни решенија за еден проблем. |
| Разновидност | Присуство на разни разлики и варијации во луѓето, културите, идеите и перспективите во одредена група или организација. |
| Даунсајклинг | Процес на рециклирање на материјали или производи на начин што создава производи со пониска вредност или квалитет. |
| Длабинска Анализа | Процес на истражување и проценка на ризиците и можностите поврзани со одредена акција или одлука, особено во контекст на инвестирање или бизнис трансакции. |
| Динамика | Проучување на сили и движења што влијаат на системите или процесите. |
| Еко-дизајн | Процес на дизајнирање производи со минимално влијание врз животната средина. |
| Економски раст | Зголемување на производството на стоки и услуги во одредена економија со текот на времето. |
| Екосистем | Заедница на живи организми и нивната средина која функционира како единствен систем. |
| Ефективен | Способен за постигнување на посакуваните резултати или цели. |
| Ефикасност | Способност за извршување на задачи на најдобар можен начин со минимално трошење на ресурси. |
| Европски Зелен Договор (EGD) | Европски план за одржлив развој и намалување на емисиите на јаглерод диоксид до 2050 година. |
| Емисија | Испуштање на гасови или други материи во атмосферата. |
| Емисии | Количина на гасови или други материи испуштени во атмосферата. |
| Емоционална интелигенција | Способност за препознавање, разбирање и управување со сопствените емоции и емоциите на другите. |
| Емоционално интелигентен лидер | Лидер кој ги разбира и управува со своите и емоциите на своите следбеници. |
| Емоционално интелигентна организација | Организација која применува принципи на емоционална интелигенција во својата култура и практики. |
| Емпатија | Способност за разбирање и споделување на чувствата на другите. |
| Ангажираност на вработените | Степен на посветеност и мотивација на вработените кон својата работа и организација. |
| Овластување | Процес на давање на вработените овластувања и ресурси за да донесуваат одлуки и да делуваат самостојно. |
| Овозможувачи | Фактори или ресурси кои помагаат во постигнување на целите. |
| Крај на животот | Последната фаза на животниот циклус на производот кога тој повеќе не може да се користи. |

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| Животна средина | Природниот свет околу нас, вклучувајќи ги сите живи и неживи елементи. |
| Еколошки | Се однесува (односи кон, односи со) на животната средина и заштита на природата. |
| ЕСГ (Еколошки, Социјални и Управување) | Критериуми кои го мерат влијанието на организациите врз животната средина, општеството и нивното управување. |
| ЕСГ практики | Акции и политики кои ги спроведуваат организациите за да ги подобрат нивните еколошки, социјални и управувачки резултати. |
| ЕСГ Известување | Процес на објавување на информациите за еколошките, социјалните и управувачките резултати на организациите. |
| Етичко лидерство | Способноста да се води и управува со луѓе и процеси според етичките принципи и стандарди. |
| Етичко снабдување | Процесот на избор на производи и услуги кои се произведени и претставени според етичките стандарди. |
| Етика | Систем на морални принципи и вредности кои ги определуваат правилата на поединец, организација или општество. |
| Европски Зелен Договор (European Green Deal) | Политика и стратегија на Европската унија за спроведување на зелени и одржливи мерки за заштита на животната средина. |
| Менаџмент на ризици при настани | Процес на идентификација, оценка и управување со ризиците поврзани со настани и активности. |
| Процес на искуствено пренесување | Пристап за проучување и решавање на проблеми преку искуство и знаење што произлегува од претходни активности и искуства. |
| Фактори | Елементи или причини кои влијаат врз некое состојба, процес или одлука. |
| Финансии | Областа на економијата која се однесува на управувањето со пари, инвестиции и финансиски активности. |
| Флекситарианец | Личност која следи флекситаријанската диета, што вклучува флексибилност во исхраната со избегнување на одредени хранителни производи. |
| Рамка | Основна структура или систем на правила или принципи кои ги дефинираат границите и начинот на работа на нешто. |
| Гејмификација | Процес на воведување на игровни елементи и механизми во некоја активност за да се поттикне учеството, мотивацијата и ангажираноста. |
| Глобална финансиска архитектура | Системот и структурата на финансиските институции и механизми кои функционираат на меѓународно ниво. |
| Управување | Процесот на управување и контрола на организација, проект или процес за да се осигура ефикасност и одговорност. |
| Зелени обврзници | Финансиски инструменти кои се емитираат за да се финансираат проекти или активности со позитивно еколошки влијание. |
| Зелен бизнис | Бизнис модел или практика кои се фокусираат на постигнување на приходи и раст, додека ги намалуваат негативните еколошки влијанија. |
| Зелени финансии | Финансиски системи и продукти кои се насочени кон финансирање на проекти и инвестиции со позитивно еколошко и социјално влијание. |
| Зелени кредити | Финансиски кредити кои се наменети за финансирање на зелени или одржливи проекти или инвестиции. |
| Зелена технологија | Технолошки иновации и решенија кои се дизајнирани за да се намали негативниот ефект врз животната средина и да се постигне одржливост. |

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| Зелено перење, Зелено чистење | Практиката на претставување или рекламирање на бизнис или производ како еко-пријатен или еколошки одржлив без сите фактички докази или мерки. |
| Среќа на работа | Општото чувство на задоволство, задоволство и задоволство кое луѓето го искусуваат на работното место. |
| Холистички | Пристап кој се фокусира на целиот систем или целина, вклучувајќи ги сите аспекти и врски меѓу нив. |
| Човечки капитал | Комбинација од знаење, вештини, и искуства кај луѓето кои придонесуваат на нивната продуктивност и вредност за организацијата. |
| Стратегија за човечки капитал | План или пристап за управување со човечките ресурси во организацијата за да се подобрат перформансите, развојот и ангажираноста на вработените. |
| Инвестирање со влијание | Форма на инвестирање која има за цел да создаде позитивно општествено или еколошки влијание, истовремено остварувајќи ги финансиските цели. |
| Инвестирање во влијание | Исто како и горниот термин, реферира на инвестирање кое има позитивно влијание на заедницата или животната средина. |
| Инклузивен дизајн | Процес на дизајнирање на производи, услуги или системи кои се прилагодливи и пристапни за користење за сите луѓе, вклучувајќи ги и оние со различни потреби. |
| Индикатори | Мерки, знаци или симптоми кои ја покажуваат состојбата, напредокот или квалитетот на нешто. |
| Иновации | Процес на креирање и воведување на нови идеи, производи или процеси кои ги подобруваат или создаваат револуција кај постоечките системи. |
| Иновационен капитал | Ресурси и капитал кои се инвестираат во развој и имплементација на иновативни идеи и решенија. |
| Инсајти | Добивки и разбирања кои се добиваат преку анализа, истражување или искуство и кои водат кон подобрување или акција. |
| Интелектуален капитал | Знаење, информации, вештини и иновации кои се креирани и опфатени во рамките на некоја организација или индивидуа и кои имаат вредност и влијание. |
| Интерактивен маркетинг | Процес на маркетинг кој вклучува активно вклучување на потрошувачите или клиентите преку интерактивни искуства и комуникации. |
| Инвестирање | Процес на инвестирање на финансии или ресурси во некој проект, компанија или активност со цел на заработка или добивка. |
| Итеративен | Процес или метод кој се извршува или развива повторно и повторно за да се подобри или модифицира некое решение или процес. |
| Канбан | Методологија за управување со задачи и проекти која се фокусира на визуелизација на работата и контрола на потоците на работа. |
| Клучни перформансни индикатори | Мерки кои се користат за да се оцени перформансата или успехот на организација, проект, или индивидуалец спроти нивните цели. |
| Економија базирана на знаење | Економски систем кој се базира на креирање, користење и размена на знаење и информации како основа за развој и напредок. |
| Менаџмент на знаењето | Процес на идентификување, креирање, споделување, и користење на знаење и информации за да се подобри продуктивноста и иновациите. |

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| Клучни перформансни идикатори | Кратенка за Клучни Перформанси Индикатори, што се мерки кои ги користат организациите за да го оценат нивниот успех и перформанси. |
| Етикети | Ознаки или обележја кои се користат за да се класифицираат или означат производите или услугите. |
| Латерално лидерство | Лидерски стил кој е фокусиран на стимулирање на соработничкото и креативно мислење на тимот, без формален авторитет. |
| Оценка на животниот циклус (ОЦЖ) | Процес на проценка на влијанието на продуктот или услугата врз околината, вклучувајќи го целиот животен циклус на истите. |
| Лидерство | Процес на водење и влијаење на другите во постигнување на заеднички цели и резултати. |
| Стил на лидерство | Карактеристики и методи на лидерство кои ги користи еден лидер во својата работа и комуникација со тимот. |
| Учење на организациите | Организации кои се фокусираат на стимулирање на учење, иновации и подобрување на перформансите на нивните членови. |
| Животен циклус | Стапките и фазите што ги поминува продуктот или услугата од нивното креирање, употреба, до нивното уништување. |
| Животен стил | Начинот на живеење, обичаи, и навики на индивидуални или колективни. |
| Долгорочна вредност | Вредност или позитивни ефекти кои се создаваат или одржуваат на долг рок, надминувајќи моменталната корист. |
| Менаџмент | Процес на планирање, организирање, водење и контрола на ресурсите и активностите во една организација или проект. |
| Пазарен удел (Пазарен дел) | Дел од целокупниот пазар кој го зазема еден продукт, услуга или компанија спроти нивните конкуренти. |
| Аспект на материјална одржливост | Начинот на живеење, обичаи, и навики на поединец или на заедница. |
| Мерење | Процес на добивање на квантитативни или квалитативни информации за да се оцени или спореди перформансата или карактеристиките. |
| Метрики | Квантитативни мерки или стандарди кои се користат за да се оцени перформансата, успехот или напредокот на една организација или систем. |
| Микропластика | Многу мали парчиња пластика кои се наоѓаат во околината и може да имаат негативно влијание врз животната средина. |
| Свесност | Состојба на знаење и посветување на внимание кон детали, чувствата, и кон околината, што може да биде корисно за развој на индивидуалните и професионалните способности. |
| Мотивација | Сила или енергија која ги стимулира или инспирира луѓето да работат кон одредена цел или да се постигне одреден резултат. |
| Ангажман на повеќе заинтересирани страни | Процес на вклучување и ангажирање со различни заинтересирани страни или групи во одреден процес или иницијатива. |
| Наратив | Претставување на приказни, истории или наративи кои комуницираат идеи, искуства или вредности. |
| Поттик | Субтилен поттик или предизвик кој може да ги инклинира луѓето или организациите кон одредена акција или одлука. |
| Отворени единици за истражување, развој и иновации | Отворени иницијативи или области каде што се поддржува истражувањето, развојот и иновациите со отворен пристап и колаборација. |
| Опортунистичко истражување | Процес на истражување кој се фокусира на откривање на можностите и искористување на случајните или непредвидливи можности. |

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| Организациски промени | Процеси и активности кои се однесуваат на промената на структурите, процесите и културата во една организација. |
| Организациска култура | Збир на вредностите, убедувањата, навиките и начинот на работа што ги споделуваат и прифаќаат луѓето во една организација. |
| Организациско учење | Процес на учење и приспособување што се одвива во организацијата како резултат на искуства, информации и знаење. |
| Организациска Перформанса | Мерење на ефективноста и успешноста на една организација во извршувањето на своите цели и постигнувањето на резултати. |
| Управување со луѓе | Процеси и практики поврзани со менаџирањето, развојот и поддршката на луѓето во една организација. |
| Перформанс | Резултатите или изведбата на некоја активност, процес или организација. |
| Управување со перфоманса | Процеси и практики поврзани со мерење, менаџирање и подобрување на перформансата на луѓето и организациите. |
| Личен развој | Процес на учење, раст и развој на личните вештини, знаења и квалитети на едно лице во рамките на неговиот или нејзиниот живот. |
| Политики | Правила, процедури и насоки што ги почитуваат или следат во одредена организација, институција или заедница. |
| Позитивна психологија | Психолошки приод што се фокусира на поттикнување на позитивните аспекти на човечката природа и развојот на задоволството. |
| Принципи | Основни вредности, правила или стандарди што ги усвојува еден систем, организација или заедница. |
| Набавка | Процес на набавка на ресурси, производи или услуги што ги употребува една организација или заедница. |
| Производство | Мерка за ефикасноста и резултатите на еден процес, активност или организација во извршувањето на своите задачи. |
| Смисла | Целта или значењето зад задачите, активностите или целите што ги постигнува една организација, личност или група. |
| Квантитативна анализа на податоци | Процес на анализирање и интерпретирање на податоци што се измерени или изразени како количници или нумерички вредности. |
| Рефлексија | Процес на размислување, освртување или анализирање на доживувањата, искуствата или постапките. |
| Одговорно донесување одлуки | Процесот на донесување одлуки кои се етички и одржливи, земајќи ги предвид влијанијата врз општеството и животната средина. |
| Право на поправка | Концептот дека потрошувачите имаат право да ги поправат своите производи и пристап до потребните информации, делови и алатки. |
| Цели за одржлив развој (SDGs) | Колекција од 17 глобални цели поставени од Обединетите Нации за промоција на одржливиот развој ширум светот. |
| Заедничка вредност | Бизнис стратегија каде што компаниите создаваат економска вредност решавајќи ги истовремено и социјалните потреби и предизвици. |
| Социјално претприемништво | Претприемништво кое има за цел решавање на социјални или еколошки проблеми преку иновативни и одржливи деловни практики. |
| Социјална иновација | Развој на нови стратегии, концепти и идеи за решавање на социјалните предизвици и подобрување на благосостојбата на општеството. |

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| Духовен капитал | Ресурсите и вредностите кои произлегуваат од духовни извори. |
| Вклучување на засегнати страни | Процесот преку кој една организација ги вклучува своите засегнати страни за да ги разбере и земе предвид нивните мислења и грижи. |
| Управување со стрес | Техники и стратегии за справување со стресот и подобрување на благосостојбата. |
| Одржливост | Способноста за одржување и поддршка на еколошки, социјални и економски системи на долг рок. |
| Одржлив бизнис | Бизнис кој презема еколошка и социјална одговорност и интегрира одржливи практики. |
| Одржливи финансии | Практика на интегрирање на еколошките, општествените и управувачките (ESG) критериуми во процесот на носење на финансиски одлуки низ сите секотри на финансиската индустрија, вклучувајќи банкарство, инвестиции и осигурување, со цел промоција на одржливиот развој, одговорното инвестирање, и позитивниот социјален импакт, со истовремено обезбедување на финансиска сигурност и долготрајно создавање на вредност. |
| Одржлив синџир на снабдување | Управување со синџирот на снабдување кое зема предвид еколошки и социјални критериуми за одржливост. |
| Синергии | Додадената вредност која произлегува од соработката и комбинацијата на ресурси или вештини. |
| Тројна рамнотежа | Концепт кој ја мери перформансата на компанијата според три критериуми: економски успех, социјална одговорност и еколошка одржливост. |
| Вредност | Степенот на важност или корисност на нешто. |
| Одржливост | Способноста или прилагодливоста да се опстане и да се биде успешен. |
| Благосостојба | Состојба во која луѓето се здрави, среќни и задоволни, како физички така и ментално. |
| Нула Отпад | Пристап за спречување на создавање на отпад и користење на ресурси, каде отпадот не завршува на депонии. |

| PORTUGUESE TERM | PORTUGUESE DEFINITION |
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| 3BL | Sem tradução direta. Refere-se ao conceito de Triple Bottom Line na sustentabilidade. |
| Comunicação responsável | A comunicação que é feita de forma responsável, transparente e ética. |
| Plano de ação | Plano com etapas e atividades necessárias para alcançar um objetivo específico |
| Adaptabilidade | A capacidade de se adaptar a mudanças, desafios ou novas circunstâncias. |
| Adoção | Aceitação, adoção ou implementação de uma ideia, prática ou tecnologia |
| Agenda 2030 | Refere-se à Agenda 2030 para o Desenvolvimento Sustentável das Nações Unidas, um plano de ação global para as pessoas, o planeta e a prosperidade. |
| Ágil | Caracterizado pela capacidade de se adaptar rapidamente e responder de forma flexível às mudanças. |
| Trabalho ágil | Um modelo de organização que enfatiza a colaboração, a flexibilidade e a capacidade de resposta rápida a mudanças. |
| Alinhamento | Alinhamento com objetivos, estratégias ou ações para alcançar um objetivo comum. |
| Aplicar | Colocar em prática, utilizar ou implementar algo em uma situação específica. |
| Arquétipos | Padrões universais de comportamento, símbolos ou imagens que representam ideias ou conceitos fundamentais. |
| Associações | Ligações ou conexões entre pessoas, organizações ou ideias. |
| Auditoria | O exame sistemático e independente de registos, processos ou práticas para verificar sua conformidade ou precisão. |
| Autenticidade | A qualidade de ser genuíno, real ou verdadeiro, especialmente em relação a valores, identidade ou comunicação. |
| Comportamento | As ações, reações ou maneiras de agir de uma pessoa, grupo ou organização. |
| Crenças | Convicções, ideias ou princípios que uma pessoa, grupo ou organização aceita como verdadeiros ou significativos. |
| Beneficiário | A pessoa ou entidade que se beneficia de algo, como um programa, serviço ou recurso. |
| Benefícios | As vantagens, resultados positivos ou ganhos obtidos de algo. |
| Melhores Práticas | As abordagens, métodos ou técnicas reconhecidas como sendo as mais eficazes ou eficientes numa área específica. |
| Enviesamento | Tendências ou inclinações preconcebidas que podem influenciar decisões ou interpretações de forma injusta ou parcial. |
| Biodiversidade | A variedade e a diversidade de vida, incluindo plantas, animais e ecossistemas, em um determinado ambiente. |
| Economia Azul | Um modelo econômico que promove o uso sustentável dos recursos marinhos e costeiros para o desenvolvimento econômico. |
| Limites | Fronteiras, restrições ou limitações que definem o alcance ou a extensão de algo. |
| Identidade da Marca | A imagem, valores, personalidade e reconhecimento associados a uma marca ou empresa. |
| Ética nos Negócios | Os princípios, valores e padrões morais que orientam o comportamento ético em ambientes empresariais. |
| Modelo de Negócios | A estrutura ou plano que descreve como uma empresa gera receita e desenvolve os seus negócios. |
| Quadro de Modelo de Negócios | Uma ferramenta visual que descreve e organiza os principais elementos e aspectos de um modelo de negócios. |

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| Oportunidade de Negócio | Uma situação ou circunstância favorável que oferece potencial para lucro ou crescimento num mercado ou setor de atividade. |
| Desempenho Empresarial | A avaliação ou medida do sucesso, eficácia ou eficiência de uma empresa em relação aos seus objetivos e metas. |
| Transformação Empresarial | Mudança significativa ou reestruturação de uma empresa para se adaptar a novas condições, prcura no mercado ou estratégias. |
| Capacidade | A habilidade, competência ou aptidão para realizar algo ou lidar com uma situação. |
| Capital | Recursos financeiros ou ativos que uma empresa possui para investir ou operar. |
| Desenvolvimento de Carreira | O processo de crescimento profissional, aprendizagem e progressão na carreira de uma pessoa. |
| Estudos de Caso | Análises detalhadas de situações, eventos ou problemas específicos para entender as causas e os resultados. |
| Certificados | Documentos que atestam a conclusão de um curso, formação ou certificação em determinada área profissional. |
| História de Mudança | Uma narrativa ou relato que descreve uma transformação significativa ou experiência de mudança. |
| Modelo de Negócio Circular | Um modelo de negócio que prioriza a reutilização, reciclagem e sustentabilidade de recursos num ciclo fechado. |
| Design Circular | Um estilo de design que considera a sustentabilidade, reutilização e ciclo de vida de produtos ou serviços. |
| Economia Circular | Um sistema económico que visa minimizar o desperdício, promover a reciclagem e otimizar o uso de recursos. |
| Plano de Ação para Economia Circular | Um plano estratégico para promover a transição para uma economia circular, com foco na sustentabilidade e eficiência de recursos. |
| Circularidade | O conceito de fechar o ciclo de vida de produtos ou materiais, minimizando o desperdício e maximizando a reutilização. |
| Clima | As condições atmosféricas, temperatura e padrões meteorológicos numa determinada região. |
| Mudança Climática | As alterações significativas e duradouras nos padrões climáticos globais devido a fatores como atividades humanas e fenómenos naturais. |
| Co-criação | O processo colaborativo de criação, desenvolvimento ou inovação envolvendo diferentes partes interessadas. |
| Pegada de Carbono (CO2) | A quantidade de emissões de dióxido de carbono (CO2) associada a uma atividade, produto ou organização. |
| Código de Conduta | Um conjunto de regras, princípios ou padrões éticos que orientam o comportamento e as decisões numa organização ou grupo. |
| Comunidade | Um grupo de pessoas que compartilham interesses, valores ou objetivos comuns numa área geográfica ou virtual. |
| Vantagem Competitiva | A capacidade de uma empresa de se destacar e superar a concorrência num mercado, oferecendo valor singular ou diferenciado. |
| Complexidade | A presença de elementos diversos, interconexões ou desafios que tornam uma situação difícil de entender ou resolver. |
| Conformidade | O cumprimento de leis, regulamentos, normas ou padrões estabelecidos numa organização ou indústria. |
| Abrangente | Algo que inclui todos os aspectos relevantes, detalhes ou elementos de uma situação ou tópico. |
| Conceito | Uma ideia, noção ou entendimento abstrato sobre algo, muitas vezes usado como base para desenvolver algo mais concreto. |
| Conservação | A proteção, preservação ou gestão responsável de recursos naturais, ambiente ou patrimônio cultural. |

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| Conectividade Constante | Propriedade de estar sempre conectado, virtualmente ou disponível, especialmente em relação à tecnologia ou redes. |
| Consumo | O ato de usar, utilizar ou consumir recursos, bens ou serviços para satisfazer necessidades ou desejos. |
| Cooperativas | Organizações ou empresas que operam de forma cooperativa e participativa, com membros que partilham responsabilidades e benefícios. |
| Responsabilidade Social Corporativa (RSC) | O compromisso das empresas em agir de maneira ética, contribuir para o bem-estar da sociedade e minimizar impactos negativos no meio ambiente. |
| Sustentabilidade Corporativa | A prática de operar uma empresa de forma ambientalmente consciente, socialmente responsável e economicamente viável. |
| Valores Corporativos | Os princípios, crenças ou padrões éticos que guiam o comportamento e as decisões dentro de uma organização. |
| Criatividade | A capacidade de criar, inovar ou pensar de forma original e inventiva para resolver problemas ou gerar novas ideias. |
| Medidas Transversais | Ações, estratégias ou políticas que abrangem diferentes áreas ou aspectos de uma organização ou sistema. |
| Análise de Dados | O processo de examinar, interpretar e extrair informações úteis de conjuntos de dados. |
| Tomada de Decisão | O processo de escolher entre diferentes opções ou cursos de ação com base em informações disponíveis. |
| Desacoplamento | A separação ou distanciamento de elementos anteriormente interligados ou dependentes entre si. |
| Escuta Profunda | O ato de prestar atenção e compreender profundamente o que está sendo comunicado, incluindo emoções e contextos subjacentes. |
| Análise Descritiva | O processo de analisar e descrever dados para identificar padrões, tendências ou características. |
| Design | O processo de conceber, planear e criar algo, geralmente com foco na funcionalidade, estética e usabilidade. |
| Design Thinking | Uma abordagem de resolução de problemas centrada no ser humano que utiliza métodos criativos para gerar soluções inovadoras. |
| Desenvolvimento | O processo de crescimento, evolução ou progresso de algo, como produtos, sistemas ou habilidades. |
| Transformação Digital | O processo de adotar tecnologias digitais para melhorar operações, serviços ou experiências de clientes. |
| Divulgação | O ato de tornar informações, dados ou fatos conhecidos e acessíveis ao público ou partes interessadas. |
| Pensamento Divergente | Uma abordagem de pensamento criativo que envolve gerar múltiplas ideias ou soluções para um problema. |
| Diversidade | A presença de variedade, diferenças ou múltiplos elementos num grupo, organização ou contexto. |
| Desciclagem (Downcycling) | O processo de transformar materiais recicláveis em produtos de menor qualidade ou valor. |
| Devida Diligência | A prática de investigar, examinar e avaliar cuidadosamente informações ou situações antes de tomar decisões importantes. |
| Dinâmica | O comportamento, interações ou mudanças em um sistema, processo ou grupo ao longo do tempo. |
| Eco-design | O design de produtos, processos ou sistemas que considera o impacto ambiental e a sustentabilidade. |
| Crescimento Econômico | O aumento quantitativo da produção, rendimento ou atividade económica numa região, país ou sistema. |
| Ecossistema | Um sistema complexo de interações entre organismos vivos e seu ambiente físico, incluindo fatores abióticos e bióticos. |

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| Efetivo | Que produz resultados desejados ou eficazes, que cumpre um propósito ou objetivo de maneira satisfatória. |
| Eficiência | A capacidade de realizar uma tarefa ou alcançar um objetivo usando a menor quantidade de recursos possível. |
| EGD (Pacto Verde Europeu) | Uma estratégia da União Europeia que visa tornar a economia europeia mais sustentável e reduzir as emissões de carbono. |
| Emissão | libertação ou descarga de gases, partículas ou substâncias nocivas na atmosfera ou meio ambiente. |
| Emissões | O conjunto de gases, partículas ou substâncias liberadas em um determinado período de tempo. |
| Inteligência Emocional | A capacidade de reconhecer, compreender e gerir emoções próprias e dos outros de forma eficaz. |
| Líder com Inteligência Emocional | Um líder que demonstra capacidades de inteligência emocional, como empatia, autoconsciência e autogerenciamento. |
| Organização com Inteligência Emocional | Uma organização que valoriza e promove a inteligência emocional entre seus membros e líderes. |
| Empatia | A capacidade de compreender e compartilhar os sentimentos, perspectivas ou experiências de outra pessoa. |
| Envolvimento dos trabalhadores | O nível de envolvimento, entusiasmo e comprometimento dos funcionários com suas tarefas, equipa ou organização. |
| Empoderamento | O processo de conceder poder, autoridade ou responsabilidade aos indivíduos para tomar decisões e agir de forma autónoma. |
| Facilitadores | Fatores, condições ou recursos que tornam possível ou facilitam a realização de algo. |
| Fim de Vida (End-of-life) | O estágio final de um produto, serviço ou recurso, incluindo disposição, reciclagem ou descarte. |
| Meio Ambiente | O conjunto de condições físicas, biológicas e químicas que cercam e influenciam seres vivos e ecossistemas. |
| Ambiental | Relativo ao ambiente natural, ecologia ou impactos no meio ambiente. |
| ESG (Ambiental, Social e Governança) | Sigla em inglês para "Environmental, Social, and Governance", referente a critérios de investimento que consideram aspectos ambientais, sociais e de governança corporativa. |
| Práticas ESG | Práticas ou políticas empresariais que incorporam considerações ambientais, sociais e de governança em suas operações e decisões. |
| Relatório ESG | Documento ou registo que detalha as práticas, desempenho e impacto ambiental, social e de governança de uma organização. |
| Liderança Ética | Um estilo de liderança que valoriza princípios éticos, integridade e responsabilidade social em suas ações e decisões. |
| Sourcing Ético | O processo de adquirir produtos, materiais ou serviços de forma responsável, considerando impactos sociais, ambientais e éticos. |
| Ética | Princípios, valores ou padrões morais que orientam o comportamento e as decisões das pessoas ou organizações. |
| Pacto Verde Europeu | Uma estratégia da União Europeia para tornar a economia europeia mais sustentável e reduzir as emissões de carbono. |
| Gestão de Risco de Eventos | A prática de identificar, avaliar e gerir os riscos associados a eventos ou atividades específicas. |
| Abordagem de Experiência | Uma maneira de abordar problemas, oportunidades ou design centrada na experiência do utilizador ou cliente. |
| Fatores | Elementos ou variáveis que influenciam uma situação, decisão ou resultado. |
| Finanças | O campo ou atividade relacionada à gestão de dinheiro, investimentos e recursos financeiros. |

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| Flexitariano | Um termo usado para descrever uma dieta flexível que inclui tanto alimentos vegetais quanto animais, mas com ênfase em opções vegetais. |
| Estrutura | Um sistema organizado de conceitos, ideias ou elementos que serve como base para algo. |
| Gamificação | O uso de elementos de jogos, como recompensas e competições, em contextos não relacionados a jogos para motivar comportamentos ou envolvimento. |
| Arquitetura Financeira Global | A estrutura e organização dos sistemas financeiros e mercados em escala global. |
| Governança | O sistema de regras, processos e práticas que orienta e controla uma organização ou sistema. |
| Títulos Verdes | Títulos de dívida emitidos para financiar projetos ou iniciativas ambientalmente sustentáveis. |
| Negócio Verde | Uma empresa ou empreendimento que opera de forma ambientalmente responsável e sustentável. |
| Finanças Verdes | Práticas financeiras e investimentos que visam a sustentabilidade ambiental e social. |
| Empréstimos Verdes | Empréstimos concedidos para financiar projetos ou atividades que têm impacto ambiental positivo. |
| Tecnologia Verde | Tecnologias desenvolvidas ou utilizadas para promover a sustentabilidade ambiental e reduzir o impacto ambiental negativo. |
| Greenwashing | Uma prática de marketing que dá uma imagem falsa ou exagerada de sustentabilidade ambiental para uma empresa ou produto. |
| Felicidade no Trabalho | O estado de bem-estar, satisfação e realização que os indivíduos experimentam no seu ambiente de trabalho. |
| Holístico | Relativo a uma abordagem que considera o todo, incluindo aspectos físicos, mentais, emocionais e espirituais de um indivíduo ou sistema. |
| Capital Humano | O conjunto de capacidades, conhecimentos, experiências e atributos dos indivíduos que contribuem para a produtividade e sucesso de uma organização. |
| Estratégia de Capital Humano | Um plano ou abordagem para gerenciar, desenvolver e otimizar o capital humano dentro de uma organização. |
| Investimento de Impacto | Investimentos feitos com o objetivo de gerar impacto social ou ambiental positivo, além de retornos financeiros. |
| Investimento de Impacto | O ato de investir recursos financeiros em empresas, projetos ou iniciativas que têm um impacto social ou ambiental positivo. |
| Design Inclusivo | Uma abordagem de design que considera a diversidade e inclusão para criar produtos, serviços ou ambientes acessíveis e utilizáveis por todos. |
| Indicadores | Medidas ou sinais que fornecem informações sobre o desempenho, progresso ou estado de algo. |
| Inovação | A introdução de algo novo ou melhorado, como ideias, processos, produtos ou tecnologias, que geram valor. |
| Capital de Inovação | Os recursos financeiros, intelectuais ou tecnológicos disponíveis para impulsionar e apoiar a inovação em uma organização ou setor. |
| Percepções | Observações, entendimentos ou descobertas significativas obtidas a partir de informações ou experiências. |
| Capital Intelectual | O conjunto de conhecimentos, capacidades, informações e propriedade intelectual que acrescentam valor a uma organização. |
| Marketing Interativo | Uma abordagem de marketing que envolve a interação ativa e envolvimento dos clientes através de redes sociais e tecnologias interativas. |

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| Investimento | O ato de alocar recursos financeiros em ativos, empresas ou projetos com o objetivo de obter retornos financeiros. |
| Iterativo | Relativo a um processo ou método que envolve repetição, revisão e refinamento contínuo para melhorias incrementais. |
| Kanban | Um método de gestão visual de trabalho que envolve cartões para representar tarefas e colunas para indicar o status do trabalho. |
| Indicador Chave de Desempenho | Uma medida quantitativa ou qualitativa utilizada para avaliar o desempenho ou sucesso de uma organização, projeto ou processo. |
| Economia Baseada no Conhecimento | Um sistema econômico em que o conhecimento, a informação e a inovação desempenham um papel fundamental na criação de valor e riqueza. |
| Gestão do Conhecimento | O processo de identificar, captar, partilhar e utilizar o conhecimento e informações dentro de uma organização para melhorar o desempenho e inovação. |
| Indicadores Chave de Desempenho | Medidas específicas e mensuráveis usadas para avaliar o progresso em direção aos objetivos estratégicos de uma organização. |
| Etiquetas | Rótulos ou identificadores usados para categorizar, classificar ou organizar informações, produtos ou documentos. |
| Liderança Lateral | Um estilo de liderança que envolve influenciar e guiar de forma não hierárquica, colaborativa e horizontal, independentemente da posição formal. |
| Avaliação do Ciclo de Vida (ACV) | Uma análise que avalia o impacto ambiental de um produto ou serviço ao longo de todo o seu ciclo de vida, desde a produção até a eliminação. |
| Liderança | O processo de influenciar, guiar e motivar pessoas ou grupos para alcançar objetivos e resultados desejados. |
| Estilo de Liderança | O conjunto de características, comportamentos e abordagens que um líder adota para influenciar e guiar sua equipa ou organização. |
| Organizações de Aprendizagem | Organizações que valorizam e promovem a aprendizagem contínua, a partilha de conhecimento e a inovação em todos os níveis. |
| Ciclo de Vida | O conjunto de fases ou estágios pelos quais um produto, projeto ou processo passa desde a concepção até o término ou descarte. |
| Estilo de Vida | Os padrões, hábitos e comportamentos que uma pessoa adota na sua vida diária, incluindo escolhas alimentares, atividades e valores. |
| Valor a Longo Prazo | O valor ou benefício percebido que se estende ao longo do tempo e contribui para metas de longo prazo, como sustentabilidade e crescimento estável. |
| Gestão | O processo de planear, organizar, coordenar e controlar recursos e atividades para alcançar objetivos organizacionais ou estratégicos. |
| Participação de Mercado | A percentagem ou quota de vendas ou clientes que uma empresa tem em relação ao mercado total. |
| Sustentabilidade de Materiais | A prática de utilizar materiais e recursos de forma responsável, considerando impactos ambientais e sociais ao longo do ciclo de vida. |
| Medir | Avaliar ou quantificar algo usando unidades, critérios ou padrões específicos para determinar o tamanho, quantidade ou qualidade. |
| Métricas | Medidas quantitativas ou qualitativas usadas para avaliar o desempenho, progresso ou eficácia de um processo, projeto ou organização. |
| Microplásticos | Pequenas partículas de plástico comumente encontradas no meio ambiente, que podem ter impactos negativos na saúde e no ecossistema. |

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| Atenção Plena (Mindfulness) | A prática de estar consciente do momento presente, observando pensamentos, emoções e sensações sem julgamento. |
| Motivação | O impulso interno ou externo que direciona o comportamento, ação ou esforço em direção a metas ou objetivos. |
| Envolvimento de Múltiplos Atores | A participação e colaboração de diversas partes interessadas, como clientes, funcionários, comunidades e governos, em questões ou projetos específicos. |
| Narrativa | Uma história ou relato que descreve eventos, experiências ou ideias de forma sequencial e significativa. |
| Empurrão (Nudge) | Uma técnica de influência que utiliza estímulos indiretos para incentivar comportamentos ou decisões desejados. |
| Unidades Abertas de P&D&I | Unidades de Pesquisa, Desenvolvimento e Inovação que adotam uma abordagem aberta, colaborativa e acessível para promover a inovação. |
| Exploração Oportunista | Uma abordagem de exploração de oportunidades que se concentra em identificar e aproveitar oportunidades de forma ágil e flexível. |
| Mudança Organizacional | O processo de planear, implementar e geriar mudanças estruturais, culturais ou processuais numa organização. |
| Cultura Organizacional | Os valores, crenças, normas, comportamentos e práticas compartilhadas que definem a identidade e o ambiente de uma organização. |
| Aprendizagem Organizacional | O processo de adquirir, partilhar e aplicar conhecimento e capacidades em toda a organização para melhorar o desempenho e a inovação. |
| Desempenho Organizacional | O resultado global e eficácia com que uma organização atinge seus objetivos estratégicos, financeiros e operacionais. |
| Gestão de Pessoas | O processo de liderar, orientar e gerir o desempenho, desenvolvimento e bem-estar dos funcionários numa organização. |
| Desempenho | O resultado ou realização de uma atividade, processo ou pessoa em relação a padrões, metas ou expectativas. |
| Gestão de Desempenho | O processo de planear, avaliar e desenvolver o desempenho dos funcionários para alcançar objetivos organizacionais. |
| Desenvolvimento Pessoal | O processo de crescimento, aprendizagem e melhoria das habilidades, conhecimentos e competências de um indivíduo. |
| Políticas | Diretrizes, regras ou procedimentos estabelecidos para orientar o comportamento, decisões e práticas em uma organização. |
| Psicologia Positiva | Uma abordagem da psicologia que se concentra no estudo e promoção do bem-estar, felicidade e aspectos positivos da vida humana. |
| Princípios | Valores fundamentais, crenças ou diretrizes que orientam o comportamento, ações e decisões numa organização ou contexto. |
| Aquisição (Procurement) | O processo de adquirir bens, serviços ou recursos externos de forma estratégica, eficiente e económica. |
| Produtividade | A eficiência e capacidade de produção ou realização de tarefas, processos ou atividades numa organização. |
| Propósito | A razão de ser, missão ou objetivo maior que motiva e guia as ações e decisões de uma pessoa, equipa ou organização. |
| Análise de Dados Quantitativos | O processo de examinar e interpretar dados numéricos para obter uma visão geral, tendências ou padrões. |
| Reflexão | O ato de pensar, ponderar ou considerar cuidadosamente experiências passadas, conhecimentos ou aprendizados para se ter uma visão global ou compreensão de algo. |
| Tomada de Decisões Responsável | O processo de tomar decisões que são éticas e sustentáveis, considerando os impactos na sociedade e no meio ambiente. |

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| Direito de Reparo | O conceito de que os consumidores têm o direito de reparar seus produtos e acesso às informações, peças e ferramentas necessárias. |
| ODS (Objetivos de Desenvolvimento Sustentável) | Uma coleção de 17 metas globais estabelecidas pelas Nações Unidas para promover o desenvolvimento sustentável em todo o mundo. |
| Valor Partilhado | Uma estratégia de negócios onde as empresas criam valor económico abordando necessidades e desafios sociais. |
| Empreendedorismo Social | Empreendedorismo que visa resolver problemas sociais ou ambientais por meio de práticas empresariais inovadoras e sustentáveis. |
| Inovação Social | O desenvolvimento de novas estratégias, conceitos e ideias para resolver desafios sociais e melhorar o bem-estar da sociedade. |
| Capital Espiritual | Os recursos e valores que derivam de fontes espirituais. |
| Envolvimento de Stakeholders | O processo pelo qual uma organização envolve suas partes interessadas para entender e considerar suas opiniões e preocupações. |
| Gestão de Stress | Técnicas e estratégias para lidar com o stress e melhorar o bem-estar. |
| Sustentabilidade | A capacidade de manter e apoiar sistemas ecológicos, sociais e económicos a longo prazo. |
| Negócio Sustentável | Um negócio que assume responsabilidade ecológica e social e integra práticas sustentáveis. |
| Finanças Sustentáveis | Práticas de financiamento que incorporam critérios ambientais e sociais nas decisões de investimento. |
| Cadeia de Abastecimento Sustentável | Gestão da cadeia de abastecimento que considera critérios de sustentabilidade ecológica e social. |
| Sinergias | O valor adicional que surge da colaboração e combinação de recursos ou capacidades. |
| Triple Bottom Line | Um conceito que mede o desempenho de uma empresa com base em três critérios: sucesso económico, responsabilidade social e sustentabilidade ecológica. |
| Valor | O grau de importância ou utilidade de algo. |
| Viabilidade | A capacidade ou adequação para sobreviver ou ser bem-sucedido. |
| Bem-estar | O estado em que as pessoas estão saudáveis, felizes e satisfeitas, tanto física quanto mentalmente. |
| Desperdício Zero | Uma abordagem para prevenir resíduos e usar recursos, onde nenhum resíduo vai para aterros sanitários ou incineradores. |

SECTION 4

# Ask an expert - Self-guided learning material

CATALYST Centre

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# Sustainable Development

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P8 - FHJ |
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| **Common Question 1:** | **What are the Sustainable Development Goals (SDGs), and why are they important?** |
| **Common Answer: 1** | The Sustainable Development Goals (SDGs) are a set of 17 targets established by the United Nations to promote sustainable development globally. They address various aspects such as gender equality, clean water, fair job conditions, and environmental protection. The SDGs were built upon earlier initiatives like the Agenda 2000 and the Millennium Development Goals. These goals are essential for guiding global development towards peace, sustainability, and improved living conditions. |
| **Common Question 2:** | **How can artificial intelligence influence the achievement of the SDGs?** |
| **Common Answer 2:** | Artificial intelligence offers powerful tools to manage and influence complex systems, potentially promoting sustainability. However, AI is double-edged; it can be used for beneficial purposes or misused, as seen with autonomous weapons or pervasive surveillance systems. The challenge is balancing AI's capabilities with ethical considerations and ensuring it supports democratic values and long-term sustainability in a world of growing complexity. |
| **Common Question 3:** | **What role does innovation play in Green and Social Entrepreneurship?** |
| **Common Answer 3:** | Innovation is crucial in Green and Social Entrepreneurship as it drives the development of new solutions to address environmental and social challenges. Innovations can take many forms, including:<br><br>• **Product Innovation:** Developing new products that are eco-friendly and socially beneficial.<br>• **Process Innovation:** Implementing sustainable practices in production and operations to reduce environmental impact and improve social outcomes.<br>• **Business Model Innovation:** Creating new business models that prioritize sustainability and social responsibility while remaining financially viable.<br>• **Technological Innovation:** Leveraging advanced technologies such as renewable energy, blockchain for |

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| | supply chain transparency, and digital platforms for social impact.<br>• **Social Innovation:** Developing new ways to engage and empower communities, improve education and healthcare, and promote equality and inclusion. |

| Type of Service: | ASK AN EXPERT – Frequently Common Categories Questions |
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| **Responsible Organization:** | P2 - CEIM |
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| **Common Question 1:** | **Why is system and design thinking important for the organisations?** |
| **Common Answer: 1** | System and design thinking are important for organizations because it provides thorough and creative methods for approaching strategic planning and problem-solving. Here are a few main justifications:<br><br>✓ Holistic Perspective<br>System thinking helps organizations see the wider picture by understanding the interconnections between different components of the system. This viewpoint makes sure that modifications to one area of the system don't have an adverse effect on other areas. By keeping the end-user experience in mind, design thinking makes sure that the solutions created are in line with what customers actually need and want. It promotes empathy and a thorough comprehension of user demands, which results in more pertinent and efficient solutions.<br><br>✓ Problem-Solving Approach<br>When dealing with intricate, multidimensional issues involving numerous stakeholders and variables, system thinking is especially useful. Instead of only treating the symptoms, it aids in determining the underlying causes of problems. Iterative approaches are encouraged by design thinking, which makes it possible to test and improve ideas continuously. It encourages the development of original ideas through ideation and prototyping, which stimulates creativity and innovation.<br><br>✓ Collaboration and Engagement<br>System thinking encourages collaboration across different departments and functions, and promoting a more integrated approach to problem –solving. It facilitates improved communication and alignment by helping team members develop a shared understanding of the system. Design thinking ensures that different viewpoints are taken into account by involving a variety of stakeholders, including users, in the development process. It instils a culture of creativity and raises morale by including stakeholders and staff in the creative process.<br><br>✓ Adaptability and Resilience<br>System thinking equips organizations to adapt dynamically to changes in the environment by understanding the feedback loops and adjusting strategies accordingly. By equipping organisations |

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| | to foresee problems and successfully handle them, it contributes to the development of resilience.<br>Design thinking promotes adaptation and flexibility, it enables businesses to change course and improve their solutions in response to input from the actual world.<br><br>✓ Strategic Decision-Making<br>It facilitates well-informed decision-making by taking into account the system's interdependencies and broader effects. It helps with strategic foresight by facilitating scenario preparation and the investigation of many future scenarios. Design thinking ensures that strategies are grounded in actual user insights by integrating qualitative and quantitative data to inform decision-making. It aligns solutions with organizational goals and user needs, enhancing the overall strategic direction.<br><br>In summary, system thinking and design thinking provide organizations with powerful tools to navigate complexity, foster innovation, and create sustainable, user-cantered solutions. These approaches enhance collaboration, adaptability, and strategic decision-making, ultimately contributing to the organization's long-term success and resilience. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P9 – AB |
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| **Common Question 1:** | **What are the best ways to sustainable consumption?** |
| **Common Answer: 1** | The best way is to buy less and choose wisely. Adopt a minimalist lifestyle by purchasing only what you need or buy pre-owned items to reduce demand for new products and prevent waste. If you consume new items choose brands committed to ethical practices, fair labor conditions, and environmental sustainability. Follow the 3Rs – reduce, reuse, recycle.<br><br>By incorporating these strategies into your daily life, you can significantly contribute to a more sustainable future. Sustainable consumption not only helps protect the environment but also promotes social equity and economic viability. |
| **Common Question 2:** | **Why do we need sustainable production methods?** |
| **Common Answer 2:** | Sustainable production methods are essential for several key reasons:<br><br>Environmental Protection, Climate Change Mitigation, Sustainable practices reduce costs, drive innovation, and create green jobs. Furthermore, they ensure fair labor practices, improve community well-being, and enhance public health. They help achieve SDGs for reducing poverty, inequality, and environmental degradation. Sustainable production methods ensure resource availability for future generations and enhance system resilience. |
| **Common Question 3:** | **What is a Life Cycle Assessment (LCA)?** |
| **Common Answer 3:** | A LCA is a systematic method to evaluate the environmental impacts of a product's entire life cycle, from raw material extraction to disposal. It involves:<br><br>1. Goal and Scope Definition: Establishes the purpose and boundaries of the study.<br>2. Inventory Analysis (LCI): Collects data on resource use and emissions across all life stages.<br>3. Impact Assessment (LCIA): Evaluates potential environmental impacts, such as global warming and resource depletion. |

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| | 4. Interpretation: Analyses results, identifies significant impacts, and suggests improvements.<br><br>Applications: LCA aids in product development, decision-making, sustainability reporting, and comparing the environmental impacts of different products.<br><br>Benefits: Provides a comprehensive view, supports informed decisions, enhances transparency, and drives sustainability improvements. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P13 - AUEB |
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| **Common Question 1:** | **What is climate change, and how does it differ from natural climate variations?** |
| **Common Answer: 1** | Climate change refers to significant, long-term changes in global weather patterns, often driven by human activities like industrialization and deforestation. Natural climate variations occur due to factors like volcanic activity or solar radiation, but human-induced changes have accelerated global warming. |
| **Common Question 2:** | **What is the greenhouse effect, and why is it important?** |
| **Common Answer 2:** | The greenhouse effect is the process where gases in the Earth's atmosphere trap heat, helping to maintain a temperature that can support life. However, human activities have increased the concentration of greenhouse gases, intensified this effect and caused global warming. |
| **Common Question 3:** | **What are the main causes of climate change?** |
| **Common Answer 3:** | The primary causes include human activities such as burning fossil fuels for energy, deforestation, and industrialization, which release large amounts of greenhouse gases into the atmosphere. |

# Resilient Transition

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P3 - SBC |
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| **Common Question 1:** | **What is the concept of green economy?** |
| **Common Answer: 1** | As per United Nations' definition in a green economy, growth in employment and income are driven by public and private investment into such economic activities, infrastructure and assets that allow reduced carbon emissions and pollution, enhanced energy and resource efficiency, and prevention of the loss of biodiversity and ecosystem services. |
| **Common Question 2:** | **What are the five principles of green economy?** |
| **Common Answer 2:** | 1. The Wellbeing Principle<br>The green economy is people-centred. The green economy seeks to allow everybody to increase their wellbeing, not just in economic terms, but also in terms of human, social, physical and cultural capital.<br><br>2. The Justice Principle<br>The green economy is inclusive and non-discriminatory. It promotes the equitable distribution of opportunity and outcome, reducing disparities between people, while also giving sufficient space for wildlife and wilderness.<br><br>3. The Planetary Boundaries Principle<br>The green economy safeguards, restores and invests in nature. It invests in protecting, growing and restoring biodiversity, soil, water, air, and natural systems.<br><br>4. The Efficiency and Sufficiency Principle<br>Sustainable consumption and production: a green economy focuses on using resources efficiently, in a circular manner, so as to reduce waste to a bare minimum. It seeks to rebalance the consumer-driven model towards one that is more sustainable in terms of natural resource usage.<br>Low-carbon development: the green economy is based on the use of renewable energy sources - like solar, wind, hydroelectric and hydrogen - that generate little or no amounts of $CO_2$ emissions. |

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| | 5. The Good Governance Principle<br>An inclusive green economy is evidence-based – its norms and institutions are interdisciplinary, deploying both sound science and economics along with local knowledge for adaptive strategy. It promotes devolved decision-making for local economies and management of natural systems while maintaining strong common, centralized standards, procedures, and compliance systems. |
| **Common Question 3:** | **What are the barriers to the green economy?** |
| **Common Answer 3:** | Green Economy requires companies to acknowledge and become aware of their corporate social responsibility, to adopt new processes and to lower their environmental impact as much as possible.<br>Even when there is a strong economic, environmental and social case for investing in greening trade, a number of important obstacles remain. These relate mostly to limitations in financial and human resources, weak regulatory frameworks, lack of enforcement mechanisms, and poor economic infrastructure. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P15 - SP |
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| **Common Question 1:** | **What are the key factors that drive collaboration within Circular Ecosystems?** |
| **Common Answer: 1** | Key factors include understanding the value chains, identifying synergies across sectors, fostering an extrovert culture, and using tools like social networks to engage stakeholders effectively. Effective communication and innovative management tools also play a critical role in building collaboration within Circular Ecosystems. |
| **Common Question 2:** | **How can organisations in the public and private sectors build value through Circular Economy partnerships?** |
| **Common Answer 2:** | Organisations can build value by developing strategic partnerships across industries, engaging promoters, enablers, and facilitators, and leveraging sector-specific case studies (like Blue Economy and Bioeconomy) to understand success stories. This also involves focusing on collaboration models that promote efficiency and sustainability. |
| **Common Question 3:** | **What role do social media and communication strategies play in fostering a collaborative culture?** |
| **Common Answer 3:** | Social media and communication strategies help to boost collaboration by enhancing networking opportunities, allowing organisations to reach diverse stakeholders, and supporting the creation of a collaborative environment. These strategies promote transparency, engagement, and stronger partnerships. |

# Sustainable Business Management

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P1 - IECE |
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| **Common Question 1:** | **Why should event organizers prioritize sustainable event management?** |
| **Common Answer 1:** | Reasons for Prioritizing Sustainable Event Management:<br><br>Environmental Impact Reduction:<br><br>Events can generate significant waste and consume large amounts of resources. By prioritizing sustainability, organizers can significantly reduce the environmental footprint of their events, helping to combat climate change and preserve natural resources.<br>Brand Image and Reputation:<br><br>Demonstrating a commitment to sustainability can enhance an organization's reputation and brand image. Attendees, sponsors, and partners are increasingly looking to associate with environmentally and socially responsible events.<br>Regulatory Compliance:<br><br>Many regions have regulations and standards related to environmental protection and sustainability. Prioritizing sustainable event management ensures compliance with these laws and avoids potential legal issues.<br>Cost Savings:<br><br>Sustainable practices often lead to cost savings in the long run. For example, reducing energy consumption, minimizing waste, and using digital materials instead of printed ones can lower expenses.<br>Attendee Satisfaction:<br><br>Many attendees are environmentally conscious and prefer to participate in events that align with their values. Sustainable event management can enhance attendee satisfaction and loyalty.<br>Long-term Viability:<br><br>Ensuring that events are sustainable helps protect the ability to host future events. Overexploitation of resources and negative social impacts can harm the long-term viability of events and the communities that host them.<br>Innovation and Leadership: |

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| | By adopting sustainable practices, event organizers can position themselves as leaders and innovators in their industry. This can lead to new opportunities and partnerships with other like-minded organizations.<br>In summary, prioritizing sustainable event management not only helps protect the environment and support social equity but also brings economic benefits, enhances reputation, ensures compliance, and meets the growing expectations of stakeholders. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P9 - AB |
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| **Common Question 1:** | **What is a sustainable brand?** |
| **Common Answer: 1** | A sustainable brand is a company that prioritizes environmental stewardship, social responsibility, and ethical practices in its operations and products. It aims to minimize its ecological footprint, support fair labour practices, and contribute positively to society, while maintaining economic viability. Sustainable brands often use eco-friendly materials, reduce waste, and ensure transparency in their supply chains. |
| **Common Question 2:** | **How can you identify a sustainable brand?** |
| **Common Answer 2:** | You can identify a sustainable brand by looking for:<br><br>1. Certifications: Check for certifications like Fair Trade, GOTS, B Corp, Fair Wear, etc.<br>2. Transparency: Look for clear information on their sustainability practices and supply chain.<br>3. Eco-friendly Practices: Notice their use of recycled materials, renewable energy, and waste reduction initiatives.<br>4. Ethical Standards: Consider their commitment to fair labour practices and community impact.<br>5. Impact Reports: Review their sustainability reports and goals for environmental and social impact. |
| **Common Question 3:** | **What is greenwashing?** |
| **Common Answer 3:** | Greenwashing is the practice of companies misleading consumers by falsely portraying their products, services, or overall operations as environmentally friendly or sustainable. This can involve exaggerating claims, using vague terms, or promoting minor eco-friendly aspects while ignoring larger environmental impacts. The goal is often to capitalize on the growing demand for sustainable products without making meaningful environmental improvements. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P7 - BEST |
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| **Common Question 1:** | **What is a policy framework and which are example policies for sustainable development today?** |
| **Common Answer: 1** | A policy framework is a set of guidelines, rules, and regulations that provide a structure for decision-making and action in a specific area or sector. It is a high-level document. It aims to outline the overall approach, goals, and strategies for achieving a particular objective, such as sustainable development, or environmental protection.<br>A few examples of policy frameworks that have been developed to address specific sustainability challenges and promote sustainable development are:<br><br>The United Nations' Sustainable Development Goals (SDGs)<br>The European Union's Circular Economy Package<br>The Paris Agreement on Climate Change<br>The European Union's Green Deal |
| **Common Question 2:** | **In what way can Policy Frameworks support the transition towards sustainable businesses?** |
| **Common Answer 2:** | They can provide several key inputs, here are very prominent examples:<br>• Regulatory incentives: Give businesses that implement sustainable practices tax rebates, subsidies, or other financial incentives.<br>• Establishing norms and regulations: For supply chain transparency, human rights due diligence, and sustainability reporting, set explicit rules and regulations.<br>• Promoting teamwork: Promote collaborations to share resources, knowledge, and skills among businesses, governments, NGOs, and academic institutions.<br>• Promoting public-private partnerships: Encourage joint efforts to solve sustainability issues between corporations, civil society organisations, and government agencies. |
| **Common Question 3:** | |

| | **What are example factors that my business should take into account when creating a sustainable business plan that supports the SDGs?** |
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| **Common Answer 3:** | A number of crucial components should be considered by companies aiming to develop a sustainable business plan that meets the SDGs, including:<br>• Involve stakeholders in order to learn about their requirements, worries, and expectations concerning sustainability.<br>• Value chain analysis: Find ways to lessen the impact on the environment, enhance social results, and encourage economic growth all the way up the value chain.<br>• Setting and measuring goals: Establish quantifiable goals in line with certain SDGs, and monitor progress with pertinent metrics and reporting systems.<br>• Innovation and R&D: consider investments in sustainable technology where possible. |

# Business Transformation

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P8 - FHJ |
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| **Common Question 1:** | **What are some common challenges faced by Green and Social Entrepreneurs, and how can we overcome them?** |
| **Common Answer: 1** | • **Funding:** Access to capital can be challenging as these ventures often have longer payback periods. Solutions include seeking impact investors, grants, and crowdfunding.<br>• **Market Acceptance:** Convincing consumers to choose sustainable and socially responsible products over conventional ones can be difficult. Educating the market and highlighting the unique value proposition can help.<br>• **Balancing Mission and Profit:** Maintaining a balance between social/environmental goals and financial sustainability requires strategic planning and disciplined execution.<br>• **Regulatory Hurdles:** Navigating complex regulations can be time-consuming and costly. Entrepreneurs should stay informed about relevant laws and engage with policymakers.<br>• **Scalability:** Scaling impact without compromising on values is challenging. Implementing efficient processes and leveraging technology can aid in scaling sustainably. |
| **Common Question 2:** | **What steps can businesses take to transition to a sustainable business model?** |
| **Common Answer 2:** | • **Conducting a Sustainability Audit:** Assess the current environmental, social, and economic impacts of the business operations.<br>• **Setting Clear Goals:** Define specific, measurable, achievable, relevant, and time-bound (SMART) sustainability goals.<br>• **Integrating Sustainability into Strategy:** Incorporate sustainability objectives into the core business strategy and decision-making processes.<br>• **Engaging Stakeholders:** Communicate with and involve stakeholders to gain their support and insights.<br>• **Implementing Sustainable Practices:** Adopt eco-friendly practices such as reducing energy consumption, minimizing waste, and sourcing responsibly.<br>• **Measuring and Reporting:** Regularly track progress towards sustainability goals and report transparently to stakeholders. |

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| | • **Continuous Improvement:** Continuously seek ways to improve sustainability practices and adapt to new challenges and opportunities. |
| **Common Question 3:** | **How do I identify a suitable business model for my business idea?** |
| **Common Answer 3:** | To create a suitable business model, start by defining your value proposition and understanding your target market through thorough research. Analyze competitors to identify market gaps and opportunities for differentiation. Determine your revenue streams and key costs to ensure profitability. Choose appropriate channels to reach customers and consider potential partnerships to enhance resources and market access. Develop an engaging customer experience, test your model with a minimum viable product, and iteratively refine it based on feedback and market dynamics. Utilizing frameworks like the Business Model Canvas can help visualize and cohesively plan your strategy. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P13 - AUEB |
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| **Common Question 1:** | **What is the connection between sustainability and innovation, and why is it critically important for enterprises?** |
| **Common Answer: 1** | Innovation and sustainability are inextricably linked, as innovation is the catalyst for the development of novel solutions that tackle environmental, social, and economic issues. It is imperative for businesses to incorporate sustainability into their innovation processes in order to guarantee long-term profitability, meet stakeholder expectations, comply with regulations, and remain competitive. Sustainable innovation enables organisations to reduce their environmental impact, optimise resources, and generate value by implementing responsible practices that are consistent with frameworks such as the Triple Bottom Line (TBL) and Agenda 2030. Innovative activity and output is material in addressing the key challenges of sustainable development, especially the green transition. |
| **Common Question 2:** | **In what ways do technological advancements and eco-innovations contribute to sustainability?** |
| **Common Answer 2:** | The development of cleaner, more efficient, and resource-saving technologies is a critical component of the promotion of sustainability, which is facilitated by eco-innovations and technological advancements. Innovative solutions and new technologies contribute substantially to emissions abatement and building resilience for communities and enterprises. For instance, the circular economy principles are promoted, and environmental footprints are reduced through the implementation of innovations in sustainable resource management (such as water-saving systems), waste reduction technologies, and renewable energy (such as solar and wind power). These developments facilitate the transition to a more sustainable future by assisting businesses in reducing costs, increasing efficiency, and adhering to environmental regulations. |
| **Common Question 3:** | **What is social innovation and how does it intersect with inclusive design?** |

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| **Common Answer 3:** | Social innovation is the process of creating new solutions (such as products, services, or processes) that improve the well-being of communities and resolve social challenges. The accessibility, equity, and usability of solutions for all, irrespective of their abilities or origins, are guaranteed by inclusive design, a critical element of social innovation. The convergence of inclusive design and social innovation results in products and services that are not only sustainable but also socially inclusive, promoting social equity and providing equal opportunities. |
| **Common Question 4:** | **What are Digital Twins and how does digital transformation support sustainability efforts?** |
| **Common Answer 4:** | The implementation of digital transformation supports sustainability initiatives by utilising cutting-edge technologies, including artificial intelligence, data analytics, and the Internet of Things (IoT), to enhance resource utilisation, enhance efficiency, and minimise waste. Digital Twins are digital replicas of physical entities (such as buildings, factories, or supply chains) that are employed to forecast, optimise, and simulate performance. They offer a paradigm for comprehensive digital transformation, enabling organisations to simulate various scenarios, optimise sustainability outcomes, and decrease resource consumption. |
| **Common Question 5:** | **What are some examples of organisations that have effectively implemented sustainable innovation, and what lessons can we learn from them?** |
| **Common Answer 5:** | Swap Planet, Solmeyea, AlongRoute, Enaleia, and Rhoe are among the organisations that have implemented sustainable innovation. Different sectors, including sustainable packaging, renewable energy, sustainable travel, marine ecosystem conservation, and circular economy solutions, are represented by these companies. Leveraging partnerships, adapting solutions to local contexts and challenges, focussing on innovation for impact, and integrating sustainability into core business strategies are all critical lessons that these case studies emphasise. |
| **Common Question 6:** | **What are the primary obstacles to the scaling of sustainable innovations, and how can organisations surmount them?** |

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| **Common Answer 6:** | The primary obstacles to scaling sustainable innovations are financial barriers (high costs, limited access to funding), regulatory and policy obstacles (complex regulations, lack of supportive frameworks), and market entry issues (balancing social missions with profitability, penetrating new markets). Organisations may surmount these obstacles by:<br>→ Resource Optimisation: Expanding reach, leveraging partnerships and networks, and utilising digital tools to reduce costs.<br>→ Adapting to Local Contexts: Engaging local communities and customising innovations to meet the cultural, economic, and social needs of the local area.<br>→ Impact Demonstration: Utilising accelerators such as the MENA Maritime Accelerator to facilitate growth, effectively communicating value to attract investors, and establishing clear metrics to measure social and environmental impact. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P13 - AUEB |
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| **Common Question 1:** | **What is climate finance, and what are the primary sources and instruments employed in this field?** |
| **Common Answer: 1** | Mitigation and adaptation actions to address climate change are supported by climate finance, which is a term that encompasses local, national, and international financing that is derived from public, private, and alternative sources. Public funding (e.g., government budgets, international climate funds), private investment (e.g., green bonds, private equity), and alternative sources (e.g., carbon markets, philanthropy) are the primary sources of climate finance. Key instruments utilised in climate finance include carbon credits, climate risk insurance, sustainability-linked loans, and green bonds. These financial mechanisms are instrumental in the mobilisation of the capital required to finance climate-resilient initiatives and sustainable development. |
| **Common Question 2:** | **What are ESG frameworks and how do they facilitate the performance and reporting of corporations on their sustainability initiatives?** |
| **Common Answer 2:** | Environmental, Social, and Governance (ESG) frameworks establish a set of operational standards for a company that socially conscious investors employ to evaluate potential investments. These frameworks provide companies with guidelines on how to measure and report their environmental (E), social responsibility (S), and corporate governance (G) impacts in order to enhance their sustainability performance. Businesses can disclose their sustainability practices, align with investor expectations, incorporate Sustainable Development Goals (SDGs) into their corporate social responsibility (CSR) strategies, and ensure transparency and accountability in their operations through ESG reporting. |
| **Common Question 3:** | **In the European region, how does the financial performance of companies be influenced by ESG performance?** |
| **Common Answer 3:** | The financial performance of companies is significantly influenced by ESG performance, particularly in the European region, where there is a strong regulatory framework and investor interest in sustainable practices. Companies that have high ESG ratings typically have lower capital costs, reduced hazards (e.g., regulatory, reputational), and improved operational efficiency. The long-term value creation that sustainable practices bring, such as increased customer loyalty, reduced regulatory penalties, |

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| | and enhanced brand reputation, is the reason for the positive relationship between ESG performance and financial outcomes. Research has demonstrated that organisations that implement comprehensive environmental, social, and governance (ESG) policies frequently achieve superior financial stability and stock performance. |
| **Common Question 4:** | **How is economic valuation integrated into decision-making, and what is its function in natural capital and ecosystem services?** |
| **Common Answer 4:** | The economic valuation of natural capital and ecosystem services entails the quantification of the monetary value of the advantages that natural assets (including forests, rivers, and biodiversity) provide. The economic value of ecosystem services, including pure air, water, pollination, and recreation, is often disregarded in traditional economic assessments. This valuation assists decision-makers in comprehending this value. By incorporating ecosystem valuation into decision-making, policymakers and businesses can make informed decisions that consider the environmental costs and benefits, thereby fostering sustainable development. Meta-regression and benefit transfer are employed to estimate the value of ecosystem services in various contexts. |
| **Common Question 5:** | **What are choice experiments, and how are they employed in the assessment of urban parks and cultural heritage?** |
| **Common Answer 5:** | Choice experiments are a valuation method that is employed to evaluate the preferences and willingness of individuals to pay for non-market commodities, including urban parks and cultural heritage sites. In these experiments, respondents are presented with a series of hypothetical scenarios that involve varying attributes and levels of a product or service. They are then asked to select their preferred option. This assists researchers in estimating the economic value that individuals assign to a variety of attributes, such as preservation, accessibility, and amenities, of cultural heritage or verdant urban spaces. The findings are employed to inform policy decisions, allocate resources, and develop interventions that are reflective of public preferences and optimise for social welfare. |
| **Common Question 6:** | **What are the primary obstacles to climate finance, and what financial solutions can be implemented to surmount these obstacles?** |

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| **Common Answer 6:** | The primary impediments to climate finance are a scarcity of funding, high perceived risks, insufficient data on climate-related impacts, inadequate policy frameworks, and limited investor awareness. The following are financial solutions that can be implemented to address these obstacles:<br>→ Instruments for Risk Mitigation: Guarantees, insurance, and blended finance models that integrate public and private funding to mitigate investment risks.<br>→ Green bonds, impact investing, and sustainability-linked loans are examples of innovative financial instruments that entice investors by associating financial returns with favourable environmental outcomes.<br>→ Technical Assistance and Capacity Building: To enhance the investment-readiness and project preparation of climate projects.<br>→ Policy Reforms: Incentivising private sector participation through tax rebates, subsidies, and carbon pricing mechanisms, as well as establishing supportive regulatory environments. These solutions facilitate the unlocking of capital flows for sustainable projects and the expediting of the transition to a low-carbon economy. |

# Circular Transformation

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P9 - AB |
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| **Common Question 1:** | **What is the 9R-System?** |
| **Common Answer: 1** | The 9R-system is a development of the 3R-principles which are included. The first three Rs: refuse, reduce, rethink are connected to the overall sustainable usefulness of a product. Rs 4-9 are dealing with prolonging the life cycle of a product: reuse, repair, refurbish, remanufacture, repurpose. |
| **Common Question 2:** | **What is moral (self)-licensing?** |
| **Common Answer 2:** | Moral-licensing a term used in social psychology and marketing to describe the subconscious phenomenon whereby increased confidence and security in one's self-image or self-concept tends to make that individual worry less about the consequences of subsequent immoral behavior and, therefore, more likely to make immoral choices and act immorally. Eg. justifying a intercontinental flight because one is always recycling and not using plastic bags. That the impact of a flight on our climate is multitudes higher than recycling for a life-time, does not count when we are giving ourself the license to flight an pollute. |
| **Common Question 3:** | **What is the difference between “complex” and “complicated?** |
| **Common Answer 3:** | Complicated is something that is hard to understand but with enough research and motivation we are able to understand. Complexity is a characteristic of a system which make accurate forecasts for this system difficult. A complex system is more than the sum of its single items and can have positive or negative feedback loops and even “surprises” which were not anticipated. The global climate system has many of positive and negative feedback loops and scientists try to identify them all and they result of the feedback. As a non-professional it is very hard to understand all connections especially as we do not see and experience them. Weather is much easier to understand for us as we can see and feel the sun and rain. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P2 - CEIM |
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| **Common Question 1:** | **What are the main advantages of circular compared to linear approach?** |
| **Common Answer: 1** | There are several benefits and advantages of circularity, and they include producers, users and the environment. Amongst the most important ones are the following:<br>• reduction of carbon footprint,<br>• improved economy of resources,<br>• reduced production costs,<br>• enhanced corporate and social responsibility.<br>The intensive growth of science, technology and economy, requires the construction companies to improve their production and process management methods and to comply with sustainability principles. The main goal of research in the field is to provide a method that be of importance and relevance for a sector among the highest ranked in the profitability, income, built on tin the carbon footprint as well. The improved sustainability performance is proven to contribute to the improved financial performance of construction companies of the explored professional profile. The research on his subject, initiated in the course of the project, will reveal the correlation between the two important benchmarks of a company successful operation.<br>y applying the principles of the circular economy to the way we design buildings, infrastructure and other elements of the built environment, we can reduce greenhouse gas emissions, while creating urban areas that are more liveable, productive and convenient. A circular economy could reduce global CO2 emissions from building materials by 38% in 2050, by reducing demand for steel, aluminium, cement, and plastic. It could also make the sector more resilient to supply chain disruptions and price volatility of raw materials.<br>By rethinking the way, we design our built environment, using new technologies and innovative business models, we can realise more value from existing assets, keep resources and building materials in the economy, and stop them from becoming waste. |
| **Common Question 2:** | **What are the main barriers for including the circular approach?** |

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| **Common Answer 2:** | The main barriers that can be identified against the introduction of circular economy in the construction process are the following:<br>- Lack of information about the benefits,<br>- lack of access to technologies in support of circular approach, investment costs to start the transformation,<br>- lack of knowledge and skills to process the transformation.<br>- Legal and regulatory framework, on a national level, can also be a recognized barrier.<br>To overcome the barriers, the following tools and instruments are usually applied:<br>- Awareness raising campaign,<br>- Education of key decision-making personnel, management and operation staff<br>- Development and demonstration of business models, to share costs on investment and operation<br>- Incentives and stimulating measures for new technologies application<br>- Share of best practices among companies, on national scale and internationally<br>A recent study revealed that governments should lead the implementation process by encouraging and supporting the sector to overcome the resistance toward new business models or innovations.<br>The fragmented nature of the sector, with its many stakeholders and complex supply chains, makes the implementation of CE practices challenging. This highlights the need for a coordinated effort (e.g., utilizing advanced construction technologies) by the stakeholders and decision-makers to overcome the challenges and promote the adoption of CE practices.<br>One of the approaches commonly advised for companies to find their optimal method, level of inclusion and composition of resources to be involved in the circular production, is to link barriers to opportunities. For the companies engaged in design, consultancy and execution of works. projects of the type of renovations, provide an opportunity to start circular approach while overcoming barriers.<br>Main drivers when applying this method are investors / owners of the building assets. |
| **Common Question 3:** | **What is in focus of circular economy in the construction sector?** |

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| **Common Answer 3:** | In the focus of circular economy applied in the construction sector, are all material and human resources included in the construction process, as well as services and products generated thereby.<br>Material resources are mostly commonly: materials, energy and water, which rate and share in the production is strongly correlated to the type of the process (e.g., design or consultancy, construction, pre fabrication and manufacturing, installation and erection, etc.)<br>They are subject of the circular approach, up to the extent deepening on the type of technological process, service or product generated and life cycle phase of the production – consumption chain.<br>To establish a method of assessment of potential of CE in construction sector branch of manufacturing unit, the following steps are considered:<br>- Investigate the technical and technological possibilities of recycling, recovery and reuse of resources in construction manufacture<br>- Assess the technical feasibility thereof<br>- Evaluate economic, financial and environmental features of technological alternatives<br>- Specify, list and rank the circular technology alternatives, by an integrated evaluation method.<br>- Show case on a real-life example, the validity, applicability and relevance of the developed method<br>Comprehensive instead of isolated approaches to select and adopt the optimal circular transformation strategy., are recommended, as they lead to preferable solutions in all aspects and in long terms.<br>The result of the feasibility analysis gives directions on:<br>- Type of technological solution to be adopted to transform the process from linear to circular,<br>- The rate and schedule of investment<br>- The financial revenues and returns<br>- The required upskilling of human resources in charge of operation and management of the new technology and equipment.<br>The feasibility study is followed up by an action plan that elaborates details of transformation of technology, process and human resources, from linear to circular mode. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P7 - BEST |
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| **Common Question 1:** | **In what way does Recycling, Downcycling and Upcycling belong to the Circular Economy?** |
| **Common Answer: 1** | Recycling, downcycling, and upcycling are all important concepts within the framework of the Circular Economy.<br>• Recycling is essential for conserving resources and reducing waste in a Circular Economy.<br>• Downcycling refers to the process of transforming a material into a lower-grade material or product, often with a reduced value or functionality, and should be minimised in favour of upcycling whenever possible.<br>• Upcycling is a key strategy for creating value from waste, reducing resource extraction, and promoting sustainable economic growth. |
| **Common Question 2:** | **What can I as business owner and manager do regarding upcycling if my business is for instance in tourism? What are examples for upcycling without a need of new infrastructure, staff and specialist knowledge?** |
| **Common Answer 2:** | As a business owner and manager in the tourism industry, you can incorporate upcycling into your operations to create a more sustainable and innovative approach, like for example: Repurpose old linens, towels, or uniforms into reusable bags, cleaning rags. Transform used soap, shampoo, and lotion containers into decorative items or bird feeders. You could collaborate with local artisans, or partner with local craftspeople for this work. And, you could use upcycled materials for crafting custom-made spa products, like scented candles or bath salts. You might start with implementing a recycling programme for paper, plastic, glass, and metal waste first and look for your creators then. |

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| **Common Question 3:** | **What is being done regarding waste recycling in the EU in general in different countries, and what are trends?** |
| **Common Answer 3:** | Here are some example countries that have implemented various waste recycling strategies: Germany, Sweden and Austria have well-working different deposit-refund systems for bottles and/ or cans for instance. In most of the EU, you can find for instance separate bins for different types of waste. In the course “Recycling, Downcycling and Upcycling - Differences and Practice Examples”, we also included more details from Sweden to look into.<br><br>New businesses try to start recycling marketplaces focusing on different market niches or material; waste analytics and consulting use new technologies to analyse waste when brought in to sort it faster and with better results, to name two examples here. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P13 - AUEB |
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| **Common Question 1:** | **What is the Circularity Compass, and how is it employed?** |
| **Common Answer: 1** | The Circularity Compass is a tool that assists businesses in the identification and analysis of the flow of energy, materials, and value within their operations. It assists companies in determining the appropriate areas in which to intervene to enhance circularity. |
| **Common Question 2:** | **In the Value Hill model, what are the "Big Five Structural Wastes"?** |
| **Common Answer 2:** | The "Big Five Structural Wastes" in the Value Hill model are overproduction, inventory, defects, transportation, and overprocessing. It is imperative to address these wastes in order to optimise resource utilisation and achieve circularity. |
| **Common Question 3:** | **In what ways do the Circular Strategy Scanner and Circularity Grid facilitate circular business strategies?** |
| **Common Answer 3:** | The Circular Strategy Scanner and Circularity Grid are instruments that assist organisations in evaluating their existing circularity levels and identifying potential strategies for enhancement. They provide guidance on the development of business models, partnerships, and circular practices. |
| **Common Question 4:** | **What is the Product-as-a-Service (PaaS) model?** |

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| **Common Answer 4:** | Product-as-a-Service (PaaS) is a circular business model in which companies maintain ownership of a product and offer it as a service. Companies are motivated to prioritise durability, maintenance, and end-of-life management by customers, who pay for consumption rather than ownership. |
| **Common Question 5:** | **In what ways do sharing platforms contribute to circularity?** |
| **Common Answer 5:** | By facilitating shared access among multiple users, sharing platforms facilitate the utilisation of underutilised assets. This minimises waste, optimises resource utilisation, and reduces the necessity for new production. |
| **Common Question 6:** | **To what extent do circular supply chains contribute to the attainment of circularity?** |
| **Common Answer 6:** | Circular supply chains concentrate on the development, production, and procurement of materials that are regenerative, recyclable, and sustainable. They guarantee that products can be recycled, remanufactured, or reused, thereby reducing waste and reliance on virgin resources. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P13 - AUEB |
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| **Common Question 1:** | **What are Circular Economy Key Performance Indicators (KPIs) and why are they significant?** |
| **Common Answer: 1** | Key Performance Indicators (KPIs) for the Circular Economy are metrics that are employed to assess the efficacy and advancement of circular practices within an organisation or enterprise. They are significant because they offer valuable insights into the environmental impact, product lifecycle extension, waste reduction, and resource efficiency. Key performance indicators (KPIs) assist organisations in monitoring their transition from a linear to a circular economy model, thereby allowing them to evaluate opportunities for development, optimise processes, and prove sustainable practices to stakeholders. |
| **Common Question 2:** | **What are the primary categories of Circular Economy KPIs?** |
| **Common Answer 2:** | The primary categories of Circular Economy KPIs are as follows:<br>→ Resource Efficiency Key Performance Indicators (KPIs): Assessing the effective utilisation of resources, the reduction of primary material consumption, and the expansion of the use of recycled materials.<br>→ Waste Management Key Performance Indicators: Emphasising circular refuse management, recycling rates, and waste reduction.<br>→ Key Performance Indicators (KPIs) for Product Design: Evaluating the design processes for the longevity, reusability, and recycling of products.<br>→ Supply Chain Key Performance Indicators: Assessing the sustainability of the supply chain, circular procurement, and procuring.<br>→ Circular Business Model KPIs: Measuring indicators for the efficacy of the business model, financial sustainability, and circular revenue streams.<br>→ Environmental Impact Key Performance Indicators: Evaluating the carbon footprint, resource productivity, and overall environmental advantages. |
| **Common Question 3:** | **How can businesses quantify the "life extension" of their products, and why is it essential for circularity?** |

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| **Common Answer 3:** | The Product Longevity Index, Reusability Rate, and Repairability Score are key performance indicators (KPIs) that businesses can employ to evaluate the extension of product life. These key performance indicators (KPIs) assist in evaluating the extent to which a product can be maintained, repaired, enhanced, or reused over time, thereby reducing the necessity for new production and minimising the environmental impact. The extension of product life is essential for circularity, as it promotes sustainable consumption patterns, optimises resource use, and reduces waste. |
| **Common Question 4:** | **What are some key performance indicators (KPIs) that can be used to assess circular business models, such as Product-as-a-Service (PaaS)?** |
| **Common Answer 4:** | Key performance indicators (KPIs) for the assessment of circular business models, with a particular emphasis on Product-as-a-Service (PaaS), include:<br>→ Utilisation Rate: Indicates the efficiency with which a product is employed throughout its lifespan.<br>→ Service Revenue Growth Rate: Monitors the financial viability and expansion of service-based revenue streams.<br>→ Customer Retention Rate: Evaluates the capacity to retain customers in a circular model, which frequently depends on long-term relationships.<br>→ Resource Recovery Rate: Assesses the efficiency with which materials are recovered, reused, or recycled at the conclusion of a product's lifespan. |
| **Common Question 5:** | **In what ways do key performance indicators (KPIs) assist in the assessment of the environmental advantages of circular economy strategies?** |
| **Common Answer 5:** | Key performance indicators (KPIs) for the assessment of environmental benefits include the Circular Footprint Carbon Measurement, Resource Productivity KPIs, and Waste-to-Resource Conversion Rate. These key performance indicators (KPIs) aid in quantifying reductions in greenhouse gas emissions, improved resource utilisation efficiency, and overall Environmental Impact reductions. Companies can illustrate the beneficial environmental outcomes of their circular economy practices, including the conservation of natural resources, reduced pollution, and a smaller carbon footprint, by evaluating these indicators. |
| **Common Question 6:** | **What are some of the most important factors to consider when creating a KPI framework for circular projects?** |

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| **Common Answer 6:** | The following are critical factors to consider when creating a KPI framework for circular projects:<br>→ Defining Specific Objectives: Determining the organization's objectives in relation to circular practices.<br>→ Selecting Relevant KPIs: Selecting KPIs that are consistent with the company's circular economy objectives, including economic viability, resource efficiency, and waste reduction.<br>→ Data Collection and Administration: Guaranteeing the effective monitoring of key performance indicators (KPIs) through the implementation of precise and consistent data collection methods.<br>→ Continuous Monitoring and Improvement: Conducting routine evaluations of key performance indicators (KPIs) to pinpoint areas that require enhancement and modify strategies accordingly.<br>→ Stakeholder Engagement: Engaging stakeholders in the development of the KPI framework to guarantee that it aligns with the organization's overarching sustainability objectives and commitments. |

# Intellectual Capital Management

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P10 – ISCTE and P11 - ICAA |
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| **Common Question 1:** | **How can intellectual capital Management be a driver of sustainability?** |
| **Common Answer 1:** | Intellectual Capital Management can be a driver of sustainability because organisations with better intellectual capital management are more focused on social and environmental aspects and also have better financial performance. These organisations are equipped with standardised processes and mechanisms that allow them to regularly monitor aspects of environmental and social sustainability. |
| **Common Question 2:** | **How can Intellectual Capital Management be a facilitator of organisational change?** |
| **Common Answer 2:** | Intellectual Capital Management can be a facilitator of organisational change insofar as it implies that there are learning organisations. These organisations are constantly learning and adapting, thus when organisational change is needed, processes are made easier, people adapt more quickly as a result, and technology is usually integrated more easily. |
| **Common Question 3:** | **How does intellectual capital management favour the digital transition?** |
| **Common Answer 3:** | Digital Transformation must be carried out with people and for people. Therefore, an organisation's Intellectual Capital Management is a facilitator and accelerator of the inclusive digital transition. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P1 - IECE |
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| **Common Question 1:** | **Why should managers know how to manage intellectual capital?** |
| **Common Answer: 1** | Managers should know how to manage intellectual capital because it plays a crucial role in driving innovation, improving efficiency, and sustaining competitive advantage.<br>Here are some key reasons:<br><br>✓ Innovation and Growth:<br>Intellectual capital, particularly human capital, is a source of new ideas and innovations. By effectively managing it, managers can foster an environment that encourages creativity and the development of new products, services, and processes, leading to business growth.<br><br>✓ Competitive Advantage:<br>Intellectual capital differentiates an organization from its competitors. Well-managed intellectual capital can create unique capabilities that are difficult for competitors to replicate, providing a sustainable competitive edge.<br><br>✓ Operational Efficiency:<br>Structural capital, such as efficient processes, databases, and organizational knowledge, improves operational efficiency. Managers who understand how to manage these assets can streamline operations, reduce costs, and enhance productivity.<br><br>✓ Employee Retention and Development:<br>By investing in human capital through training, career development, and creating a positive work environment, managers can attract and retain talented employees. This not only reduces turnover costs but also builds a more skilled and capable workforce.<br><br>✓ Customer Relationships:<br>Relational capital, which includes customer relationships, is vital for business success. Managers who effectively manage these relationships can enhance customer satisfaction, loyalty, and lifetime value, driving long-term revenue.<br><br>✓ Risk Management: |

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| | Proper management of intellectual property and proprietary knowledge reduces the risk of intellectual property theft or loss. Managers must ensure that intellectual capital is protected through legal means and robust internal policies.<br><br>✓ Value Creation:<br>Intellectual capital is a significant contributor to an organization's market value. Managers who can harness and grow intellectual capital effectively contribute to the overall value creation of the company, which is reflected in better financial performance and shareholder value.<br><br>In summary, managers who are adept at managing intellectual capital can drive innovation, maintain competitive advantage, optimize operations, and contribute significantly to the long-term success of their organization. |

# Transformation Readiness within the Organisation

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P5 - Bells |
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| **Common Question 1:** | **What can I expect to learn from a course on transformation readiness for sustainable business practices?** |
| **Common Answer: 1** | Participants in this course can expect to learn:<br><br>Foundations of Sustainability: Understanding key concepts, principles, and the importance of sustainable practices.<br>Change Management: Strategies for effectively managing organizational change towards sustainability.<br>Team Building Techniques: Methods for fostering teamwork and collaboration to support sustainability goals.<br>Strategic Planning: Developing and implementing a comprehensive sustainability transformation plan.<br>Real-World Applications: Case studies and examples of successful sustainability initiatives in various industries.<br>Tools and Resources: Practical tools and frameworks to assess readiness, measure progress, and ensure continuous improvement in sustainability efforts. |
| **Common Question 2:** | **What are some key elements of a successful sustainability transformation plan?** |
| **Common Answer 2:** | A successful sustainability transformation plan should include:<br><br>Vision and Goals: Clear, actionable sustainability objectives aligned with the organization's mission.<br>Leadership Commitment: Strong support and involvement from top management.<br>Stakeholder Engagement: Involving employees, customers, suppliers, and the community in sustainability efforts.<br>Training and Development: Providing education and resources to build sustainability competencies.<br>Performance Measurement: Implementing metrics and tools to track progress and make data-driven decisions.<br>Continuous Improvement: Regularly reviewing and refining strategies based on feedback and results. |

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| **Common Question 3:** | **What is transformation readiness, and why is it crucial for adopting sustainable business practices?** |
| **Common Answer 3:** | Transformation readiness refers to an organization's preparedness to implement significant changes, such as adopting sustainable and green business practices. It is crucial because it ensures that the organization has the necessary infrastructure, culture, and resources to support these changes effectively. Being ready for transformation minimizes resistance, streamlines implementation, and maximizes the benefits of sustainability initiatives, ultimately leading to long-term success and environmental stewardship. |

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| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P4 - CSCP |
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| **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.<br>However, there are a few key considerations that can be taken into account:<br><br>**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.<br><br>**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.<br><br>**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.<br><br>**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:<br><br>**1. Communicate Regularly, Repeatedly and Transparently:** Ensure consistent and clear communication at all organisational levels. This can include meetings at board level, large townhall meetings, dedicated executive meetings, regular discussions with your ambassadors as well as cross-functional workshops.<br>Use both in-person and online platforms to reach everyone. |

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| | **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.<br><br>**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.<br><br>**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.<br><br>**5. Value Past Achievements**: Recognise and appreciate past accomplishments. Not everything needs to change, and not everything was 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.<br><br>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.<br><br>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. |

# Transformation Readiness on a Personal Level

| | |
|---|---|
| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P5 - Bells |
| | |
| **Common Question 1:** | **What are the benefits of personal transformation readiness for sustainability in my career?** |
| **Common Answer: 1** | Benefits include:<br><br>Enhanced Professional Reputation: Being recognized as a sustainability advocate can boost your professional standing and open up new career opportunities.<br>Skill Diversification: Gaining expertise in sustainability adds valuable skills to your portfolio, making you more competitive in the job market.<br>Career Advancement: Many organizations value sustainability, and having the ability to lead such initiatives can position you for leadership roles.<br>Personal Fulfilment: Contributing to environmental preservation can provide a sense of purpose and satisfaction in your career. |
| **Common Question 2:** | **What challenges might I face when trying to become more sustainable professionally, and how can I overcome them?** |
| **Common Answer 2:** | Challenges include:<br><br>Resistance to Change: Colleagues or management may be hesitant to adopt new practices. Overcome this by demonstrating the benefits of sustainability and starting with small, manageable changes.<br>Knowledge Gaps: You may lack specific knowledge or skills. Address this by seeking out education and training opportunities.<br>Resource Constraints: Implementing sustainable practices can require time and money. Look for cost-effective solutions and advocate for sustainability investments.<br>Measurement Difficulties: Tracking the impact of your efforts can be complex. Use established frameworks and tools to measure and report on sustainability outcomes.<br>Balancing Priorities: Balancing sustainability efforts with other job responsibilities can be challenging. Prioritize and integrate sustainability into your regular tasks to ensure it remains a focus. |
| **Common Question 3:** | **How do personal and organizational values influence the adoption of sustainable business practices?** |

| | |
|---|---|
| **Common Answer 3:** | Personal and organizational values play a crucial role in the adoption of sustainable business practices. Values guide decision-making and behavior, shaping how individuals and organizations prioritize and implement sustainability initiatives. When personal values align with organizational values that emphasize sustainability, there is a stronger commitment to environmental goals, greater motivation to adopt green practices, and more cohesive efforts towards achieving sustainability targets. |

| | |
|---|---|
| **Type of Service:** | **ASK AN EXPERT – Frequently Common Categories Questions** |
| **Responsible Organization:** | P1 - IECE |
| | |
| **Common Question 1:** | **Will I be a better manager if I practice mindfulness?** |
| **Common Answer 1:** | Practicing mindfulness in your life will bring several good qualities, which can be easily applied in your business setting and will bring positive impact.<br>Here are few examples:<br><br>✓ Develop Stronger Leadership Skills:<br>Practicing mindfulness enhances self-awareness, helping you understand your strengths and weaknesses. This self-knowledge improves your leadership capabilities, allowing you to make more informed and effective decisions.<br><br>✓ Manage Stress Effectively:<br>As a manager, high stress levels are common. Mindfulness techniques help reduce stress, leading to a calmer and more composed demeanour. This not only benefits you but also creates a positive atmosphere for your team.<br><br>✓ Make Better Decisions:<br>Mindfulness promotes a clear and present-focused mindset, reducing impulsivity. This enables you to make thoughtful, strategic decisions by thoroughly considering all aspects of a situation.<br><br>✓ Boost Emotional Intelligence:<br>Mindfulness enhances emotional regulation, empathy, and self-awareness. Higher emotional intelligence helps you build stronger relationships with your team, effectively manage conflicts, and foster a supportive work environment.<br>Increase Resilience:<br><br>Mindfulness builds resilience, helping you stay composed and effective in challenging situations. This resilience also sets a positive example for your team, encouraging them to remain focused and determined.<br><br>✓ Enhance Focus and Productivity:<br>Mindfulness improves concentration, allowing you to prioritize tasks and manage your time more efficiently. This leads to higher productivity and more effective handling of your managerial responsibilities.<br><br>✓ Improve Communication: |

| | |
|---|---|
| | Practicing mindfulness enhances active listening and clear communication skills. This reduces misunderstandings, fosters effective collaboration, and creates a more cohesive team environment.<br><br>✓ Foster Creativity and Innovation:<br>Mindfulness encourages open-mindedness and creative thinking. As a mindful manager, you'll be better equipped to generate innovative solutions and cultivate a culture of creativity within your team.<br><br>✓ Enhance Employee Well-Being:<br>Mindfulness helps you become more attuned to the needs and well-being of your employees. This awareness allows you to provide better support, leading to higher employee satisfaction and retention.<br><br>In summary, practicing mindfulness can make you a better manager by enhancing your leadership skills, improving stress management, enabling better decision-making, and fostering a positive work environment. By incorporating mindfulness into your daily routine, you can become a more effective, supportive, and resilient leader.<br>By practicing mindfulness, you set a positive example for your team, inspiring them to adopt similar practices. This can lead to a more mindful, productive, and harmonious workplace. |

# Annex
# Course Guide Templates for Beginner, Intermediate and Advanced Courses

CATALYST Centre
Co-funded by the European Union
CATALYST

# 1. Introduction

The following document is a guide to the structure of the Catalyst courses of all levels: Beginner, Intermediate and Advanced. It has been divided into 5 main parts: the basic structure course template, the intermediate structure course template, the advanced structure course template and the Learning scenario creation template with an example and the Linear script template to plan curricular units for e-Learning template with an example as well.

# 2. Course Levels Templates

## 2.1. Beginner Structure Course Template

### 2.1.1. Syllabus

- Workload: 4-8 hours
- Duration of course: 1-2 week
- Pace: Self-paced
- Mode: Asynchronous
- Introductory video or text
- Learning outcomes
- Course description
- Pre-requisites
- Assessment and certification

### 2.1.2. Tips and ideas for each section

**1. Introduction**

a. Develop an introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.

b. Present 1 icebreaker activity at the beginning of the course

i. Example1: Forum where students are asked to give a short presentation about themselves.

ii. Example2: "For the love of pixels"

1. Description: This icebreaker activity asks learners to share an image of their choice and explain why they chose that image (share the image on the forum and allow students to interact).
2. Source: https://blog.openlearning.com/3-icebreaker-activity-ideas-for-your-online-course

Note: As asynchronous courses do not have a teacher or tutor, icebreaking activities are used to give the student the feeling of community and belonging, thus reducing the feeling of being alone during the course, and even the possibility of quitting the course.

2. **Teaching and learning strategies for the course**

a. Videos of 3 to 5 minutes (never more than 5 minutes) - using H5P technology () or any other tool that will allow you to add interactivity on videos, such as iSpring – . It is advised that at least 2 videos per module will increase the students' motivation, as it will help learners with audio and visual memory and create the feeling of a more dynamic course.
b. Quizzes after each video embedded in Moodle or a quiz at the end of the module.
c. Small pieces of text (e.g. list of topics).
d. Give grade/feedback for each quiz and final grade/feedback for the course.
e. Add 3 / 4 references to external online sources (texts, YouTube videos, etc).

Note: These videos can be made by filming the teacher speaking, by filming the computer screen while the teacher speaks (as in a tutorial), by making an animated digital presentation, by making an animation video. As videos are usually heavy multimedia objects, they must not be uploaded to Moodle, but instead uploaded to YouTube or a cloud and them embedded on Moodle. This way it will make the course faster to load, as well as the video. H5P, or any other tool can be used to augment the videos with interaction, adding questions in specific parts of the video,

3. **Each module should be** divided in sections

Moodle courses are usually divided into sections. Those sections should be regarded as modules, and in each module, you may have more than one class. I.e., one module can take more than one class to teach.

4. **End of course section**

a. Final quiz with satisfaction survey
b. With a pass mark of over 70%, the student will receive a certificate.
    i. Automatic certificate of completion

## 2.1.3. Structure example

| | **Structure** | **Duration** |
|---|---|---|
| **Syllabus** | Follow the approved syllabus structure | 10 minutes |
| **Introduction** | • Introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.<br>• Present 1 icebreaker activity at the beginning of the course | 20 minutes |

| | | |
|---|---|---|
| **Content modules** | • Structured with: module>class1>class2>class3><br>• Inside each class, the content should have text, videos, and assignments.<br>• Augmented or dynamic videos will help the students to do self-assessment.<br>• Self-assessment quizzes are recommended during or/and at the end of each module | Each module should have a specific duration, that each teacher should calculate, considering not only the time for viewing all content, but also the time the student will need to solve the proposed activities |
| **End of course section** | • Final self-assessment quiz<br>• Final quiz with satisfaction survey | 30 minutes maximum |

## 2.2. Intermediate Structure Course Template

### 2.2.1. Syllabus

- Workload: 16-20 hours (proposal)
- Duration of course: 3-4 week
- Pace: Self-paced
- Mode: Asynchronous
- Introductory video or text
- Learning outcomes
- Course description
- Pre-requisites
- Assessment and certification

### 2.2.2. Tips and ideas for each section

**1. Introduction**

a. Develop an introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.

b. Present one icebreaker activity at the beginning of the course

i. Example1: Forum where students are asked to give a short presentation about themselves.

ii. Example2: "For the love of pixels"

1. Description: This icebreaker activity asks learners to share an image of their choice and explain why they chose that image (share the image on the forum and allow students to interact).
2. Source: https://blog.openlearning.com/3-icebreaker-activity-ideas-for-your-online-course

Note: As asynchronous courses do not have a teacher or tutor, icebreaking activities are used to give the student the feeling of community and belonging, thus reducing the feeling of being alone during the course, and even the possibility of quitting the course. The main objective of this activity is to promote interaction and get students to feel welcomed.

## 2. Teaching and learning strategies for the course

**For asynchronous activities:**

a. Videos of 3 to 5 minutes (never more than 5 minutes) using H5P technology (https://h5p.org/) (interactive videos or augmented videos) – e.g., 2 videos per module. Or any other tool that will allow you to add interactivity on videos, such as iSpring. It is advised at least two videos per module that will increase the students' motivation, as it will help learners with audio and visual memory and create the feeling of a more dynamic course.

b. Quizzes after each video embedded in Moodle or a quiz at the end of the module.

c. Small pieces of text (e.g. list of topics).

d. Give grade/feedback for each quiz and final grade/feedback for the course.

e. Add 3 / 4 references to external online sources (texts, YouTube videos, etc).

f. Use forums to allow asynchronous discussion when the aim is to let the students reflect upon a topic, with time to read and write a grounded contribution, whit valid arguments, that really add to knowledge creation. Forums should be used for students to be able to read peers contributions, but their posts should also help to access and self-access.

g. Wikis are also great tools for collaborative knowledge creation.

Note: These videos can be made by filming the teacher speaking, by filming the computer screen while the teacher speaks (as in a tutorial), by making an animated digital presentation, by making an animation video. As videos are usually heavy multimedia objects, they should not be uploaded to Moodle, but instead uploaded to a cloud and then embedded on Moodle. This way it will make the course faster to load, as well as the video. H5P, or any other tool can be used to augment the videos with interaction, adding questions in specific parts of the video, helping the

## 3. Each module should have sections.

Note: Moodle courses are usually divided into sections. Those sections should be regarded as modules, and in each module, you may have more than one class. I.e., one module can take more than one class to teach.

## 4. End of course section

a. Final quiz with satisfaction survey

b. With a pass mark of over 70%, the student will receive a certificate.

i.Automatic certificate of completion

### 2.2.3. Structure example

| | Structure | Duration |
|---|---|---|
| **Syllabus** | Follow the approved syllabus structure | 10 minutes |
| **Introduction** | • Introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.<br>• Present 1 icebreaker activity at the beginning of the course | 20 minutes |
| **Content modules** | • Structured with: module>class1>class2>class3><br>• Inside each class, the content should have text, videos, and assignments.<br>• Augmented or dynamic videos will help the students to do self-assessment.<br>• Forums so students can discuss topics related to the contents. Ask students to analyse and comment on each other's posts, so critical thinking and thoughtful considerations can occur.<br>• Wikis to promote collaborative knowledge creation.<br>• Self-assessment quizzes are recommended during or/and at the end of each module. | Each module should have a specific duration, that each teacher should calculate, considering not only the time for viewing all content, but also the time the student will need to solve the proposed activities |
| **End of course section** | • Final self-assessment quiz<br>• Final quiz with satisfaction survey | 30 minutes maximum |

## 2.3. Advanced Structure Course Template

### 2.3.1. Syllabus

- Workload: 24-32 hours (proposal)
- Duration of live sessions: 6-9 hours
- Duration of course: 5-6 weeks
- Pace: Self-paced and supervised learning
- Mode: asynchronous/ synchronous
- Introductory video or text
- Learning outcomes
- Course description
- Pre-requisites
- Assessment and certification

### 2.3.2. Tips and ideas for each section

**1. Introduction**

a. Develop an introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.
b. Present one icebreaker activity at the beginning of the course
    i. Asynchronous Example1: Forum where students are asked to give a short presentation about themselves.
    ii. Asynchronous Example2: "For the love of pixels"
        1. Description: This icebreaker activity asks learners to share an image of their choice and explain why they chose that image (share the image on the forum and allow students to interact).
        2. Source: https://blog.openlearning.com/3-icebreaker-activity-ideas-for-your-online-course
    iii. Synchronous Example1: Video-conference meeting, using Zoom, Kumospace, Teams, Skype, Google Meet.
    iv. Synchronous Example2: Virtual Reality environments, by using tools that allow partial or total immersion (Mesh, Horizon Workrooms).

Note: Icebreaking activities are advised, to give the student the feeling of community and belonging, thus reducing the feeling of being alone during the course, and even the possibility of quitting the course. The main objective of this activity is still interaction and get students to feel welcomed.

## 2. Teaching and learning strategies for the course

When teaching in e-learning, articulation between synchronous and asynchronous activities require balance, as synchronous activities allow visual contact and natural conversation, however requiring a rigid schedule that the student must comply to, and asynchronous activities that allow for time flexibility, however they lack social connection that might be key to engagement and motivation. Hence, when considering the type of class to plan for, several key aspects must the weighted in: a) If the activity requires situations such as conversation, spontaneity, collaborative work or debate, synchronous solutions are advised; b) If the activity requires situations such as thoughtful consideration, reflective thinking or discussion, then asynchronous activities could allow the needed time.

**For asynchronous activities:**

a. Videos of 3 to 5 minutes (never more than 5 minutes) using H5P technology (https://h5p.org/) (interactive videos or augmented videos) – e.g., 2 videos per module. Or any other tool that will allow you to add interactivity on videos, such as iSpring. It is advised that at least 2 videos per module will increase the students' motivation, as it will help learners with audio and visual memory and create the feeling of a more dynamic course.
b. Quizzes integrated in the videos and embedded in Moodle or a quiz at the end of the module.
c. Small pieces of text (e.g. list of topics).
d. Give grade/feedback for each quiz and final grade/feedback for the course.
e. Add 3 / 4 references to external online sources (texts, YouTube videos, etc).
f. Use forums to allow asynchronous discussion when the aim is to let the students reflect upon a topic, with time to read and write a grounded contribution, whit valid arguments, that really contribute to knowledge creation. Forums should be used for students to be able to read peers contributions, but their posts should also help to access and self-access.
g. Wikis are also great tools for collaborative knowledge creation.

**For synchronous activities:**

Note: These videos can be made by filming the teacher speaking, by filming the computer screen while the teacher speaks (as in a tutorial), by making an animated digital presentation, by making an animation video. As videos are usually heavy multimedia objects, they should not be uploaded to Moodle, but instead uploaded to a cloud and them embedded on Moodle. This way it will make the course faster to load, as well as the video. H5P, or any other tool can be used to augment the videos with interaction, adding questions in specific parts of the video, helping the

a. Chats, VR chats, multiverse, video chats, can be used to create activities to converse and exchange ideas, give feedback, and present.

**3. Each module should have sections**

**4.** Moodle courses are usually divided into sections. Those sections should be regarded as modules, and in each module, you may have more than one class. I.e., one module can take more than one class to teach. **End of course section**

a. Final quiz with satisfaction survey
b. With a pass mark of over 70%, the student will receive a certificate.
    i. Automatic certificate of completion

### 2.3.3. Structure example

| | **Structure** | **Duration** |
|---|---|---|
| **Syllabus** | Follow the approved syllabus structure | 20 minutes |
| **Introduction** | • Introductory video (with 1 or 2 minutes) with a short paragraph introducing the course.<br>• Present 1 icebreaker activity at the beginning of the course | 30 minutes |
| **Content modules** | • Structured with: module>class1>class2>class3><br>• Inside each class, the content should have text, videos, and assignments.<br>• Augmented or dynamic videos will help the students to do self-assessment.<br>• Forums so students can discuss topics related to the contents. Ask students to analyse and comment on each other's posts, so critical thinking and thoughtful considerations can occur.<br>• Wikis to promote collaborative knowledge creation.<br>• Self-assessment quizzes are recommended during or/and at the end of each module.<br>• Synchronous meetings in the beginning and end of the course, as well as in any activity that requires for group work, discussion, and collaboration. | Each module should have a specific duration, that each teacher should calculate, considering not only the time for viewing all content, but also the time the student will need to solve the proposed activities |
| **End of course section** | • Final self-assessment quiz<br>• Final quiz with satisfaction survey | 30 minutes maximum |

## 2.4. Examples of Tools to Support Courses Preparation

**Tools for grammar check**

- https://app.grammarly.com/
- https://hemingwayapp.com/

**Design tools (presentations, diagrams, pictures)**

- https://www.canva.com/
- https://miro.com/
- https://prezi.com/
- https://app.genial.ly/
- https://nearpod.com/
- https://www.peardeck.com/
- https://www.emaze.com/

**Design tools for videos**

- https://www.canva.com/
- https://prezi.com/
- https://app.pictory.ai/login
- https://www.audacityteam.org/
- https://vimeo.com/
- https://cloudstopmotion.com/en-US
- https://www.educreations.com/
- https://www.loom.com/
- https://www.thinglink.com/
- https://screenpal.com/home
- https://obsproject.com/
- https://www.powtoon.com/
- https://www.animaker.com/
- https://biteable.com/
- https://inshot.com/
- https://www.capcut.com/

**Tools for interaction**

- https://www.mentimeter.com/
- https://kahoot.it/
- https://www.slido.com/
- https://quizizz.com/?lng=en
- https://padlet.com/en
- https://quizlet.com/
- https://www.socrative.com/
- https://wordwall.net/
- https://learningapps.org/

**Tools integrated with Moodle**

- https://h5p.org/content-types-and-applications

- https://www.ispringsolutions.com/

## 2.5. Illustration, diagrams and mindmaps tools

- https://www.biorender.com/
- https://www.visme.co/make-infographics/
- https://bubbl.us/
- https://www.smartdraw.com/
- https://www.mindnode.com/
- https://creately.com/lp/timeline-maker-online/
- https://app.diagrams.net/
- https://www.mindmeister.com/pt
- https://www.timetoast.com/
- https://piktochart.com/
- https://mindthegraph.com/
- https://www.designcap.com/
- https://www.easel.ly/
- https://venngage.com/
- https://quickdraw.withgoogle.com/
- https://pixlr.com/
- https://www.imagine.art/

## 2.6. Other tools

**Translation tools**

- https://www.deepl.com/pt-PT/translator

**Subtitles for videos**

- https://sonix.ai/es/features/automated-subtitles

# 3. Learning Scenario Creation Template

## Unit title:

**Teacher/trainer's name:**
**Scientific field:**
**Keywords:**

## Main objective:

Specific objectives:

- …
- …
- …
- …

## Needs assessment

- …
- …
- …
- …

## Structure creation

[Use the project-based learning wheel]

- **Ask:** what will you ask students to do
- **Remake:** The challenge/activity/task
- **Show:** What students will present or deliver
- **Dream:** project proposal/sketch
- **Explore:** What students will explore to make the task
- **Define:** 1st draft of the project
- **Do:** Final version, to be validated by the teacher
- **Ask:** Present/deliver work, debate the work presented

## Choose a tool for the scenario

**Scenarios can have more than one tool.**
**The following considerations can happen for the teacher:**

- **For the course:**
- **For video conference synchronous classes:**
- **For the Ice Breaking activity:**
- **To create video/tutorials:**
- **To discuss:**
- **To make a test/exam:**
- **…**

**The following considerations can happen for the student:**

- **To do the activity:**
- **To do the presentation:**
- **….**

## Scenario's methodology:

## Proposed Challenge/activity/Taks

- …
- …
- …

  …

## Evaluation Methods:

- **Formative evaluation**
  a. **…**
  b. **…**

- **Summative evaluation**
  a. **…**
  b. **…**
  c. **…**

## 3.1. Example of Course

- **Unit title: Environmental Education and scientific dissemination for children and young people**

  **Teacher/trainer's name: Inês Messias**
  **Scientific field: Educational Sciences**
  **Keywords: Digital Educational Resources (DER), Educational Technologies, Development of DER, Scientific dissemination, Environmental education**

- **Main objective: Activities and projects in environmental education and scientific dissemination**

  Specific objectives:

  - Editing and publishing scientific content on the web
  - Methodologies and pedagogical approaches
  - Project planning, implementation, and evaluation
  - Sources of information and documentation and teaching resources to support environmental education and science communication initiatives.

- **Needs assessment**

  - Guided tutorial in synchronous class on how to make an infographic.
  - Guided tutorial in synchronous class on how to make a digital animation.
  - Video tutorials exploring 2 tools for creating infographics and 2 tools for creating digital animations.
  - Synchronous call and digital presentation with graphic standards and design strategies for creating digital presentation and animations in an educational context. Addressing pedagogical issues and graphic and digital design for different audiences (usability and accessibility).

- **Structure creation**

  [Use the project based learning wheel]

  - **Ask:** Question students about the best way to explain the SDGs to children and young people. Use Slido to pose questions and explore the students' answers, guiding them to design the activities to be developed. Ask students to form groups of 3-5 to carry out their work. Ask the students to research online what the Sustainable Development Goals are, and to choose one from the list on which to do their project.
  - **Redo:** Students will first be challenged to create an infographic summarizing the information found on the chosen SDG. Create a storyboard to develop a digital animation about and SDG.
  - **Show:** Present the script to the class for peer-to-peer validation

- **Dream:** Choosing the digital tool to create the animation
- **Explore:** Explore the digital tool. Ask questions about technical issues.
- **Define:** Present a draft of first version to the lecturer
- **Do:** Make the final version, validate it with the teacher
- **Ask:** Projects presentation. Finalize the class by asking if they understand the SDG.

## ➢ Choose a tool for the scenario

Given the nature of the scenario, the teacher will need various tools:

- **For the course:** Moodle
- **For video conference synchronous classes:** Zoom
- **For the Ice Breaking activity:** Slido
- **To create video/tutorials:** Screencast-O-Matic

For students to develop their project, they can be advised on various tools from which to choose:

- **For infographics:** Piktochart, Easel.ly, Snappa, Canva, Crello, Visme, Venngage, Infogram, BeFunky, Mind the Graph, Kartograph, Vizualize, Genial.ly.
- **For digital animation:** Powtoon, Animaker, Bitable, Animoto

## ➢ Scenario's methodology:

Project-based learning, with a Digital Storytelling activity.

## ➢ Proposed Challenge/activity/Taks

- Students will be challenged to create Digital Educational Resources that can help sensitize children and young people to the environmental issues addressed in the Sustainable Development Goals.
- They should research the SDG online
- Each group should choose to work on one SDG
- As a group, they should research the SDG they have chosen and draw a sketch of an infographic that addresses it in a summarized way and adapted for children and young people.
- They should present the outline to the teacher for validation
- They will have to choose the tools to create the infographic, where they will develop it. They will present the final product to their colleagues for peer validation.
- As a group, they should create a script with a story about the SDG theme they have chosen.
- With the final version of the story, validated by the teacher and classmates.
- They will have to choose the tool to create the infographic, where they will have to developer. They will present the final product to their colleagues for peer validation.
- As a group, they should create a script with a story about the SDG theme they have chosen.

- They should present their story outline to the peer -to-peer validation.
- With the final version of the story, validated by the teacher and classmates, they should draw up a script. Their draft should be given to the teacher for validation.
- They have to choose a digital animation creation tool, where they will have to develop the animation based on the approved script.
- They must submit the first version of the animation to the teacher for validation.
- The final version will be presented to the class. The class will validate it according to their understanding of the topic.

## ➢ Evaluation Methods:

- **Formative evaluation**
  a. Peer-to-peer
  b. Class group discussions
  c. Delivery of sketches
  d. Enquiry forums

- **Summative evaluation**
  a. Delivering work
  b. Presentations

# 4. Linear Script template to plan curricular units for e-Learning

## ➢ Unit title

**Unit's total duration:**
**Average time distribution for autonomous work per task:**

- Task1:
- Task2:
- Task3:
- Task4:
- …

**Introduction:**
**Main objective:**

## ➢ Thematic modules and objectives

**Module 1 |**[Title]

- Objective 1: (description)
- Objective 2: (description)
- …

**Module 2 |**[Title]

- Objective 1: (description)
- Objective 2: (description)
- …

**Module 3 |**[Title]
…

## ➢ Knowledge and competencies to be promoted

**Module 1 |**[Title]

- Knowledge: (description)
- Specific competency 1: (description)
- Specific competency 2: (description)
- …

**Module 2 |**[Title]

- Knowledge: (description)
- Specific competency 3: (description)
- Specific competency 4: (description)
- …

**Module 3 |** [Title]

- Knowledge: (description)
- Specific competency 5: (description)
- Specific competency 6: (description)
- …

## ➢ Contents, Resources and Activities/Tasks

**Module 1 |** [Title]

Class 1

- Content A.1: (Description)
- Content A.2: (Description)
- Resource A.1.1.: (description)

**Activity proposal to be developed by the students:** (Detailed description)
**Resources:**
**(Notes:…)**

Class 2

- Content A.3: (Description)
- Content A.4: (Description)
- Resource A.1.2.: (description)

**Activity proposal to be developed by the students:** (Detailed description)
**Resources:**

**Module 2 |** [Title]
Class 3

- Content B.1: (Description)
- Content B.2: (Description)
- Resource B.1.1.: (description)

**Activity proposal to be developed by the students:** (Detailed description)
**Resources:**
…

## 4.1. Example of Course

### Digital Educational Resources (DER) II

**Unit's total duration:** 189 hours (42 contact hours, 147 autonomous work hours)
**Average time distribution for autonomous work per task:**

- Task1: Exploration of different online and offline tools to develop the knowledge and skills needed for DER design – 15h
- Task2: Considerations on the potential of DER for learning – 20h
- Task3: Critical analysis and discussion of studies, educational experiences, and other texts in the field of design, creation and publication of open DER – 24h
- Task4: Pondering on the potential and constraints associated with the design, creation and publication of open DER – 35h
- Task5: Pondering, design, development and implementation of DER – 60h
- Task 6: Pondering about DER design, development, and implementation of DER – 35h

**Introduction:** The adoption of technology in an educational context is currently seen as essential, given the required student's profile when exiting higher education demands mastery of technology-mediated learning skills, necessary for lifelong learning.
**Main objective:** Acquisition of specific competences for teaching/learning mediated by technology, specifically for the acquisition of knowledge and competences in the design and conception of DER.

### Thematic modules and objectives

**Module 1 |**[PLANNING AND DESIGN OF OPEN NETWORKS]

- Objective 1: Know the pedagogical principles that guide the design, implementation and support of DER;
- Objective 2: To explore DER creation tools independently.

**Module 2 |**[RED DEVELOPMENT]

- Objective 3: conceive and design digital educational resources according to well-founded quality criteria;
- Objective 4: Develop DER using online and offline tools.

**Module 3 |**[RED ASSESSMENT]

- Objective 5: Select, evaluate and organize digital resources for education and training activities.

**Module 4 |**[PUBLISHING OPEN EDUCATIONAL RESOURCES]

- Objective 6: Publishing and share DER in open access

### Knowledge and competencies to be promoted

**Module 1 |**[PLANNING AND DESIGN OF OPEN NETWORKS]

- Knowledge: Open Network and Design
- Specific competency 1: Autonomously exploit tools for creating DER;
- Specific competency 2: Know the pedagogical principles that guide the design, implementation and support of DER
- …

**Module 2 |**[RED DEVELOPMENT]

- Knowledge: Development of RED
- Specific competency 3: Conceive and design digital educational resources according to well-founded quality criteria.
- Specific competency 4: Developing RED using online e offline tools.

**Module 3 |**[RED ASSESSMENT]

- Knowledge: Evaluation
- Specific competency 5: Selecting, evaluating and organizing digital resources for education and training activities.

**Module 4 |**[PUBLISHING OPEN EDUCATIONAL RESOURCES]

- Knowledge: Publishing open educational resources
- Specific competency 6: Publish and share RED in open access.

## Contents, Resources and Activities/Tasks

**Module 1 |**[PLANNING AND DESIGNING OPEN NETWORKS]

Lesson 1

**Content A.1:** Types of digital educational resources
**Content A.2:** Levels of sophistication in resource creation
**Resource A.1.1.:** Group Padlet – Provision of a Padlet aggregating tools for creating DER, for students to explore.

**Activity proposal to be developed by the students:** comment on the different tools available on Padlet, identifying (with a like) those they would like to explore in more detail over the course of the semester and, in the comments, explain why. They can and should add tools that they already use or would like to explore but are not already available on the Padlet.
**Resources:** Padlet
**(Notes:…)**

Lesson 2

**Content A.3:** Learning models and resource creation
**Activity proposal to the developed by the students:** Reflection on usability for DER

- Read the articles, choose one to summarize;
- Reflect upon the application of UXDL during the development of DER for each one's specific professional context.

**Resources:** Moodle Forum, Scientific articles

**Module 2 and 3 |** RED DEVELOPMENT AND RED EVALUATION

- Content B.1: Tools and applications
- Content B.2: Types of static and dynamic media
- Content B.3: Interface Design

Lesson 3

**Content:** Innovative environments (Exploration of the Virtual Reality platform and Augmentd Reality tools developed specifically for the CU)

**Activity proposal to be developed by the students:** Virtual Reality and Augmented Reality Workshop with expert guest.

- Explore the virtual platform and test the educational content development tools it allows. Reflect on the application of innovative tools in specific contexts of integration and motivation. The platform will be open for a few weeks so that students can explore it freely and design an activity in the innovative environment.

**Resources:** VR environment, AR tools

**Note:** The innovative environment will be developed by the guest lecturer.

Lesson 4

**Content:** DER creation tools (guided and autonomous exploration of DER creation tools)

**Activity proposal to be developed by the students:** Students will be provided with tutorials on the basics of design for creating infographics. The teacher will provide tutorials that were created in which she explores some of the tools available, so that both teachers and students can create infographics. For the infographic challenge it is proposed that students:

- Create an infographic using one of the possible tools, to present a topic of lesson;
- By the next lesson, submit the first version of the infographic.

Students must receive feedback in order to improve their work and must submit the final version to the activity repository.

**Resources:** Moodle Book with graphic guidelines form developing infographics. Tutorials on how to use the tools to create infographics. Forum for submitting infographic proposals. Repository to hand out their final work.

Lesson 5

**Content:** Web 2.0 for teaching. Planning, design, development, evaluation, and publication of open OER. Final choice of EDRs to be developed. Development and monitoring of final projects. Considering the responses to the activity in lesson 1, where students identify the tools, they would like to explore, the teacher provides tutorials on the Moodle platform that she has created while exploring various tools for developing and creating EDRs. The students will then have to reflect on the creation and development of EDRs, applying them to their specific contexts and practices.

**Activity proposal to be developed by the students:** Students will be challenged to plan a lesson that they consider has an objective that they will gain from the application of REDs created for this purpose.

The use of digital resources in an educational environment fulfils levels of excellence in their implementation when they are used with the intended learning objectives, context, environment and student and teacher profiles in mind.
Bearing this in mind, for the activity you are going to develop to implement the final work of this UC, draw up a plan and check that the tools and REDs proposed are the most appropriate.
At this point in the course, the aim is for you to think about the suitability of the tools and EDRs you are proposing. It is therefore essential to analyze the best hypotheses, reflecting, of course, the content covered in this course so far, for the suitability of EDRs in your teaching practice.
So for this week, the proposal will be:

1. Individually, design an activity plan that they can implement;
2. Consult the Padlet shared in the first lesson, selecting the possible tools to use to create the REDs and energize the activity;
3. Create a comparison table to help you choose the best tool among the possible ones.

As each one has different proposals, different CUs and classes with different specificities, the comparison parameters will be unique and specific to the reality and objectives of the planning. That's why you should create tables with specific assessment criteria for the objectives you want to achieve. Not forgetting, of course, those that we've reflected on together during the lessons in this course, such as usability and accessibility. At the end of the document, identify the tool(s) you have chosen, justifying your choice in a short paragraph.

4. Send the document to this repository, where you can expect feedback!

**Resources:** Forum for monitoring the final project; Forum for submitting proposals for comparative tables.

Lesson 6
**Content:** Planning, designing, developing, evaluating, and publishing EDRs.
**Activity proposal to be developed by the students**: Students must hand in a planning proposal to implement in their practical. The teacher must give feedback on this proposal and approve it before it is implemented. Once the planning has been approved by the teacher, the students can implement the planned activity.
**Resource:** Forum for sharing planning proposals. Space for submitting the final version of the plan.

Lesson 7
**Content:** Innovative environments (Exploration of the Virtual Reality platform and Augmented Reality tools developed specifically for the CU)
**Activity proposal to be developed by the students**: Students should present the activities they have developed for implementation on the virtual platform. This class will be attended by a guest lecturer specializing in VR and AR in educational contexts.
**Resource:** Virtual platform.

Lesson 8
**Content:** Developing and monitoring the implementation of the activity.

**Activity proposal to be developed by the students**: Students should reflect on the implementation of the activities they proposed and implemented throughout the course. The teacher will provide a template for the final reflection of the course. Students should also present their reflections in a sharing session in the last class. The teacher will provide a space for students to choose the time they will present in the last class.
**Resource:** UC final reflection template. Space to hand in the final reflection and presentation. Space for marking the presentation.

Lesson 9
**Content:** Presentation of the final reflection.
**Activity proposal to be developed by the students**: should present the activities they have implemented in their contexts.
**Resource:** Zoom.

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