

# CATALYST pilot projects with SMEs

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# Introduction

This document, CATALYST Pilot Projects with SMEs, is part of the CATALYST project, focusing on fostering collaboration between educational institutions and business organisations through applied research projects and specialisation programmes. It elaborates on the significance of applied research in driving innovation and sustainable transformation, detailing the mutual benefits for students, professionals, SMEs, and academic institutions. Through hands-on research, participants will gain invaluable practical experience while contributing to real-world problem-solving in sustainability.

The Specialisation Programmes offer an immersive learning experience, blending advanced knowledge acquisition with active participation in applied research. These programmes are designed to address specific industry needs and promote sustainable practices within companies. They also encourage close collaboration between participants, professors, and SMEs to develop innovative, tailored solutions for real-life challenges.

To sustain and nurture long-term cooperation, the Collaborative-Innovative (CO-IN)© Model will be employed, fostering a knowledge-based economy and enhancing the competitiveness of participating organisations. This model promotes continuous communication between key stakeholders from various sectors and aims to address complex economic, social, and environmental challenges.

The following pages will present the developed Specialisation Programmes, each targeting a critical area of sustainability, encompassing applied research projects in their structure:

- Mastering Circular Production
- Intellectual Capital Management for Sustainable Transformation
- Navigating Sustainable Finance: Investment Strategies and Green Business Transformation
- Mastering Sustainable Marketing: Leadership, CSR, and Strategic Impact
- Building Resilient Organisations: HR Leadership in Sustainability
- Empowering Sustainable Professionals
- Become a Competitive Startup Manager in Green Businesses
- Innovative Leadership for Sustainable Growth

These applied research projects will be piloted within companies that apply through open calls, offering a unique opportunity for collaboration with educational organisations, students, and professionals. Selected companies will work alongside academic partners in mixed teams, both national and international, focusing on specific topics and industries related to sustainability. This joint implementation will allow participants to address real-world challenges, fostering innovation and co-creating sustainable solutions that can be directly applied within the participating companies. The diversity of team members and cross-border cooperation will enhance the learning experience and drive impactful results across various sectors.

SECTION 1

# About the CATALYST CoVE

# About the CATALYST CoVE

**The CATALYST CoVE was created with a strong vision and dedication to contributing to leading sustainable systems and business transformation in Europe.**

This unified initiative spans five countries and aims to support and develop educational programmes that address personal and organisational growth, particularly for small and medium-sized enterprises (SMEs). By fostering collaboration between educational institutions and businesses, the CATALYST CoVE seeks to inspire and enable transformative change, encouraging SMEs to rethink and redesign their business models with sustainability at their core.

## VISION AND MISSION

**CATALYST CoVEs are envisioned as national, regional, and European catalysts, dedicated to enabling change and inspiring transformation among individuals and SMEs toward more sustainable systems and societies.**

## LONG-TERM GOALS

The CATALYST CoVEs focus on long-term objectives, each aimed at fostering sustainable transformation within the business world. Two key goals include:

- **Supporting Personal and Organisational Development:**

Our primary goal is to provide comprehensive support for professionals' and students' personal and organisational development. We aim to cultivate a new generation of change-makers equipped to drive sustainable transformation within their organisations and beyond through customised resources and services, such as applied research projects.

- **Empowering SMEs to Embrace Sustainability:**

Sustainability should be central to every thriving enterprise. We advocate for integrating sustainable practices from organisational, social, environmental, and economic perspectives. By encouraging SMEs to rethink and redesign their business models, we aim to foster a future where businesses operate responsibly, prioritise social and environmental well-being, and contribute positively to their communities.

## CORE COMPONENTS: 'ENABLE' AND 'INSPIRE'

At the heart of the CATALYST CoVEs are two main components: 'Enable' and 'Inspire'. These components provide essential resources and activities designed to support users effectively.

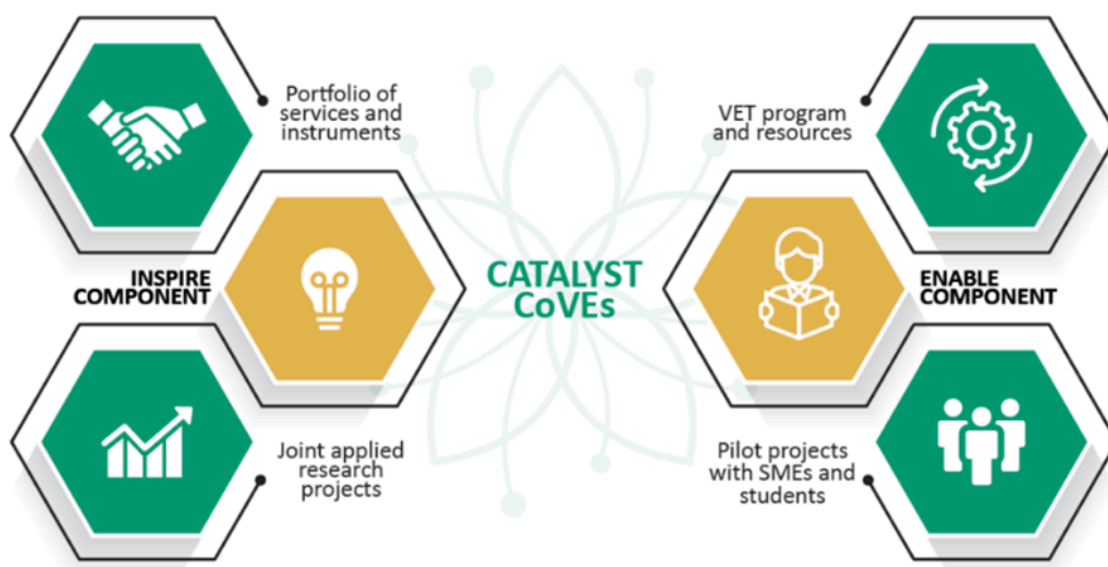


Figure 1 The 'Inspire' and 'Enable' Components

- **'Enable' Component:** This focuses on supporting professionals and students in acquiring and sharing new skills and experiences related to sustainability, management, leadership, and transversal skills. It aims to ensure continuous learning and development, empowering users to stay at the forefront of sustainable practices.
- **'Inspire' Component:** This component offers resources and services designed to support SMEs and foster partnerships between businesses and educational institutions. It emphasises applying new skills in real-life scenarios through collaboration with SMEs. This hands-on approach is precious for students, allowing them to gain practical experience and enhance their employability. Activities under the 'Inspire' component include mentoring SMEs on sustainability methodologies, developing customised sustainable solutions, organising competitions to highlight the best sustainability initiatives, and facilitating pilot projects.



SECTION 2

# Design of the Specialisation Programmes

## ABOUT THE SPECIALISATION PROGRAMMES

The Specialisation Programmes within the CATALYST project are designed to offer participants an in-depth exploration of sustainability and management, combining advanced learning with real-world application. These programs serve as a bridge between the 'Enable' and 'Inspire' components, empowering learners to develop specialized knowledge while actively contributing to sustainable innovation.

### Key Features:

1. **Deep Learning & Skill Development:** Participants will gain cutting-edge knowledge and skills in sustainability, management, leadership, and transversal competencies, ensuring they are well-prepared to lead transformative change in their organisations.
2. **Applied Research Projects:** A unique aspect of the programme is the opportunity to collaborate on applied research projects. Participants will work alongside SMEs, professors, professionals, and trainers to co-create sustainable solutions, applying their new knowledge to real-world challenges.
3. **Collaborative Engagement:** The Specialisation Programmes foster collaboration between educational institutions and businesses. Participants will engage in joint research efforts, contributing to knowledge creation and innovation within the sustainability landscape.
4. **Mentorship & Professional Guidance:** Throughout the programme, participants will be guided by industry experts, professors, and sustainability professionals, ensuring they receive support in translating their learning into impactful, practical results.

These Specialisation Programmes require a deeper commitment, with a timeline of 6 to 9 months, offering a comprehensive and immersive educational experience. They are designed for individuals who seek to lead change in their organisations, ensuring they not only learn but also implement sustainable strategies in collaboration with peers and experts.

### Programme Overview:

- **Duration:** 6 to 9 months
- **Focus Areas:** Participants can select from a variety of sustainability-related topics, aligned with their career progression goals and organisational needs.
- **Structure:** The programmes includes a combination of self-paced online learning, interactive live sessions, and hands-on experience through applied research projects.

On the following pages, you will find detailed presentations of the Specialisation Programmes designed within the CATALYST project.

*Note: The CATALYST partners prepared 7 programmes. It is planned to pilot them in the next two years of the project, adapt the current ones and prepare new ones.*

# Programme Delivery Approach

Our programme is designed to offer a dynamic and immersive learning experience. It blends self-paced online learning with interactive live sessions and practical engagement in applied research projects. We recognise the importance of practical knowledge and skills in addressing real-world sustainability challenges, so our approach emphasises hands-on learning and close collaboration with industry partners.

Our approach to programme delivery is multifaceted, integrating various methods to ensure comprehensive learning and skill development:

- **Self-Paced Learning Modules:** Our online learning platform allows participants to access a curated selection of intermediate and advanced courses. These modules cover different topics, allowing participants to progress at their own pace and engage with course materials conveniently.
- **Live Online Sessions:** To complement self-paced learning, experienced industry experts and thought leaders will conduct live online sessions. These sessions will provide real-time interaction, discussions, and Q&A sessions, allowing participants to deepen their understanding of course concepts and engage in meaningful dialogue with peers and instructors.
- **Supporting Materials:** Participants will have access to various supporting materials, including tools, guidelines, reports, and case studies.
- **Individual Work and Reflection:** Participants will write journals and complete reflective assessments individually. This aspect of the programme encourages self-reflection and critical thinking, helping participants to internalise what they have learned and consider how it applies to their professional practice.
- **Discussion and Forum Participation:** Interactive discussions in live sessions and online forums play a crucial role in this program. Participants will engage in group discussions, share insights, and debate sustainable practices with peers and instructors.
- **Service Offerings:** As part of the program, participants will have access to additional services designed to enhance their learning experience. These services may include consultation sessions with industry experts, coaching and mentorship opportunities, and webinars featuring guest speakers and subject matter experts.
- **Participation in Applied Research Projects:** One of the key highlights of our program is the opportunity for participants to engage in applied research projects in close cooperation with industry partners. These projects will provide hands-on experience addressing companies' real-world sustainability challenges, allowing participants to apply their knowledge and skills to develop practical solutions and recommendations.

# Training Methods Used

Our programmes combine these methods to equip participants with the knowledge, skills, and practical experience to become influential leaders in driving sustainability initiatives and promoting organisational resilience.



- **Interactive Lectures:** Engaging lectures will cover theoretical concepts and practical applications, supplemented with real-world examples and case studies to illustrate key points.
- **Group Discussions:** Collaborative group discussions will encourage participants to share insights, exchange ideas, and explore diverse perspectives on sustainability and HR management issues.
- **Case Studies:** Analysis of real-life case studies will challenge participants to apply their learning to solve complex problems and make informed decisions in simulated business scenarios.
- **Practical Exercises:** Hands-on exercises and activities will allow participants to practice new skills, apply theoretical knowledge, and develop practical solutions to sustainability challenges.
- **Assessment Tools:** Various assessment tools will be employed throughout the programme to measure and reinforce learning. These may include quizzes, self-evaluation exercises, and formal assessments based on project outcomes. These tools are designed to help participants track their progress and identify areas for improvement.
- **Forums and Workshops:** Participation in online discussion forums and interactive workshops will provide additional opportunities for engagement and learning. These platforms will allow participants to discuss course material, share experiences, and collaborate on ideas outside of the formal lecture setting.
- **Applied Research Projects:** Participants can actively contribute to applied research projects, working closely with industry partners to address pressing sustainability issues and generate valuable insights and recommendations.

SECTION 3

# Model of Joint Applied Research Projects

# Understanding Applied Research

An essential element of the 'Inspire' component is the co-creation of new knowledge through the implementation of joint applied research projects. Utilizing the CO-IN© Model, this approach aims to apply new skills in real-world scenarios, working closely with SMEs by offering resources, consultation, and engaging in research projects that help SMEs, professionals, and students incorporate innovative and sustainable concepts into their organisations.

Joint applied research projects are developed and executed collaboratively between educational and business organisations, involving professionals, students, trainers, and researchers. This collaborative effort leverages each participant's unique strengths, fostering an environment of learning, innovation, and sustainable development.



## WHAT IS APPLIED RESEARCH?

Applied research is a methodical approach focused on solving specific, practical problems. It uses scientific methods to directly address issues, in contrast to basic, more theoretical research. Applied research is particularly valuable for businesses, allowing them to tailor solutions to their unique challenges.

### Applied Research in Business

- **Alignment with Market Needs:** Enables businesses to tailor their products and services to meet consumer demands and market expectations.
- **Strategic Decision-Making:** Provides data-driven insights that support strategic planning and operational improvements.
- **Innovation and Adaptability:** Helps businesses stay competitive by fostering innovation and enhancing their ability to adapt to market changes.
- **Enhanced Performance:** Addresses specific challenges, improving organisational performance and customer satisfaction.

### Application in Business Strategy

- **Informed Planning:** Guides strategic planning and efficient resource allocation.
- **Product and Process Development:** Supports creating new products, marketing strategies, and operational enhancements.
- **Market Insights:** Offers a deeper understanding of consumer behaviour, market trends, and competitive dynamics.

# Types of Joint Applied Research Projects

## EVALUATION RESEARCH



Focuses on assessing the effectiveness, efficiency, and impact of programs, policies, or interventions. It aims to gather information to determine the extent to which objectives are being met and identify areas for improvement. It is commonly employed in business settings to optimise operations and reduce costs.

**Purpose:** To gather information to assess and enhance processes or outcomes within a business context, often aimed at optimizing operations and reducing costs.

**Methods:** Surveys, interviews, observational studies, and analysis of existing data are commonly used.

### Examples:

- A production company uses evaluation research to analyse its processes to identify inefficiencies and reduce costs through better resource utilisation and workflow optimization.
- A technology firm evaluates its intellectual capital management strategies to improve the use of patents and proprietary knowledge, optimise operations, and reduce expenses.
- A retail chain conducts evaluation research to assess the effectiveness of its customer service training program. The company collects feedback from customers through surveys and observes employee interactions. The data analysis reveals areas for improvement, such as enhancing staff members' communication skills. The company aims to optimise its customer service operations and reduce customer complaints and dissatisfaction costs by implementing targeted training interventions based on the findings.
- A manufacturing company conducts evaluation research to analyze its production processes and identify inefficiencies. By gathering data on resource utilisation, workflow patterns, and production outputs, the company aims to streamline operations and reduce manufacturing costs. Through this research, the company can pinpoint areas for improvement, such as optimising machinery usage or refining supply chain logistics, ultimately enhancing overall productivity and profitability.

## RESEARCH AND DEVELOPMENT (R&D)



Aims to innovate and develop new products, services, or processes tailored to market needs. It involves systematic investigation and experimentation to create or improve products, services, or processes to meet specific market needs or solve practical problems. Also, it identifies market gaps and drives product improvement strategies. The focus is on innovation, technological advancement, and product development, often within commercialisation.

**Purpose:** Focuses on innovation, aiming to develop new products, services, or processes that meet market needs and drive growth.

**Methods:** Includes experimental research, prototype testing, market analysis, and customer feedback to refine and improve offerings.

### Examples:

- A pharmaceutical company conducts R&D to develop new medications based on proprietary research, addressing unmet medical needs and leveraging its intellectual capital to create competitive market offerings.
- A technology company engages in R&D to develop a new smartphone model tailored to market needs. The company conducts market research to identify consumer preferences and assess competitors' offerings. Based on the findings, engineers design prototypes and conduct usability testing to refine the product features. Through iterative development and feedback cycles, the company iteratively improves the smartphone's design and functionality, ultimately launching a competitive product that meets market demands and drives revenue growth.



## ACTION RESEARCH



Focuses on assessing the effectiveness, efficiency, and impact of programs, policies, or interventions. It focuses on gathering information to evaluate and improve processes or outcomes. Also, it aims to collect information to determine the extent to which objectives are being met and identify improvement areas. It is commonly employed in business settings to optimise operations and reduce costs.

**Purpose:** A collaborative approach to investigate real-world problems and implement practical solutions, providing actionable insights that guide business decisions.

**Methods:** Utilises participatory action research, focus groups, workshops, and collaborative problem-solving techniques.

### Examples:

- A healthcare organisation employs action research to reduce medication errors, involving staff in problem-solving to improve patient safety through standardised protocols and training.
- A retail chain implements action research to enhance customer satisfaction and loyalty. Store managers collaborate with frontline staff to identify common customer concerns and areas for improvement in service delivery. The team implements actionable solutions through ongoing observation, feedback collection, and experimentation with new service protocols, such as revised employee training programs or adjustments to store layouts. By actively involving employees in problem-solving and decision-making processes, the company fosters a culture of continuous improvement. It ensures that customer needs remain at the forefront of its operations.
- A firm conducts action research to address knowledge management challenges within the organisation. Researchers collaborate with employees across departments to identify real-world problems related to knowledge sharing, retention, and utilization. Through iterative cycles of data collection, analysis, and implementation, actionable insights are generated to guide business decisions and initiatives. For example, the research may reveal communication barriers hindering team knowledge transfer. Based on these findings, the company implements cross-functional training programs and knowledge-sharing platforms to enhance collaboration and maximise the utilisation of intellectual capital across the organisation.

# The Collaborative-Innovative (CO-IN)© Model

## THE COLLABORATIVE-INNOVATIVE (CO-IN)© MODEL: BRIDGING EDUCATION AND BUSINESS FOR SUSTAINABLE GROWTH

To foster and sustain collaboration between educational institutions and business organisations, the Collaborative-Innovative (CO-IN)© Model will be utilised. This unique model establishes and enhances collaborative and innovative partnerships, facilitating sustainable growth for all participating organisations. By supporting a knowledge-based economy, the CO-IN© Model boosts the competitiveness and innovation of organisations that invest in research and development, co-create and share new knowledge, and strengthen their human capital according to their specific needs.

The CO-IN© Model promotes communication and long-term cooperation among diverse stakeholders, including industry, government, educational institutions, professional associations, and NGOs. It serves as an effective tool for addressing complex social, economic, and environmental challenges.

## RECOGNITION AND VALIDATION

The CO-IN© Model was validated by the European Conference on Knowledge Management in 2020, where it received the 1st prize for the Knowledge Management and Intellectual Capital Excellence Awards with the case study “Innovative Model for Development of Learning Organisations Through KM and Intellectual Capital.” This award recognised the Coordination, P1 - IECE, for their outstanding contribution to the development of learning organisations through knowledge management and intellectual capital. The CO-IN© Model also earned acclaim as a champion for innovative education and university-business collaboration.

## PURPOSE AND IMPACT OF THE CO-IN© MODEL

The primary aim of the CO-IN© Model is to build sustainable systems and develop sustainable business models, contributing to the "triple helix" framework, strengthening the eco-innovation system, and supporting the establishment of learning organisations and entrepreneurial universities.

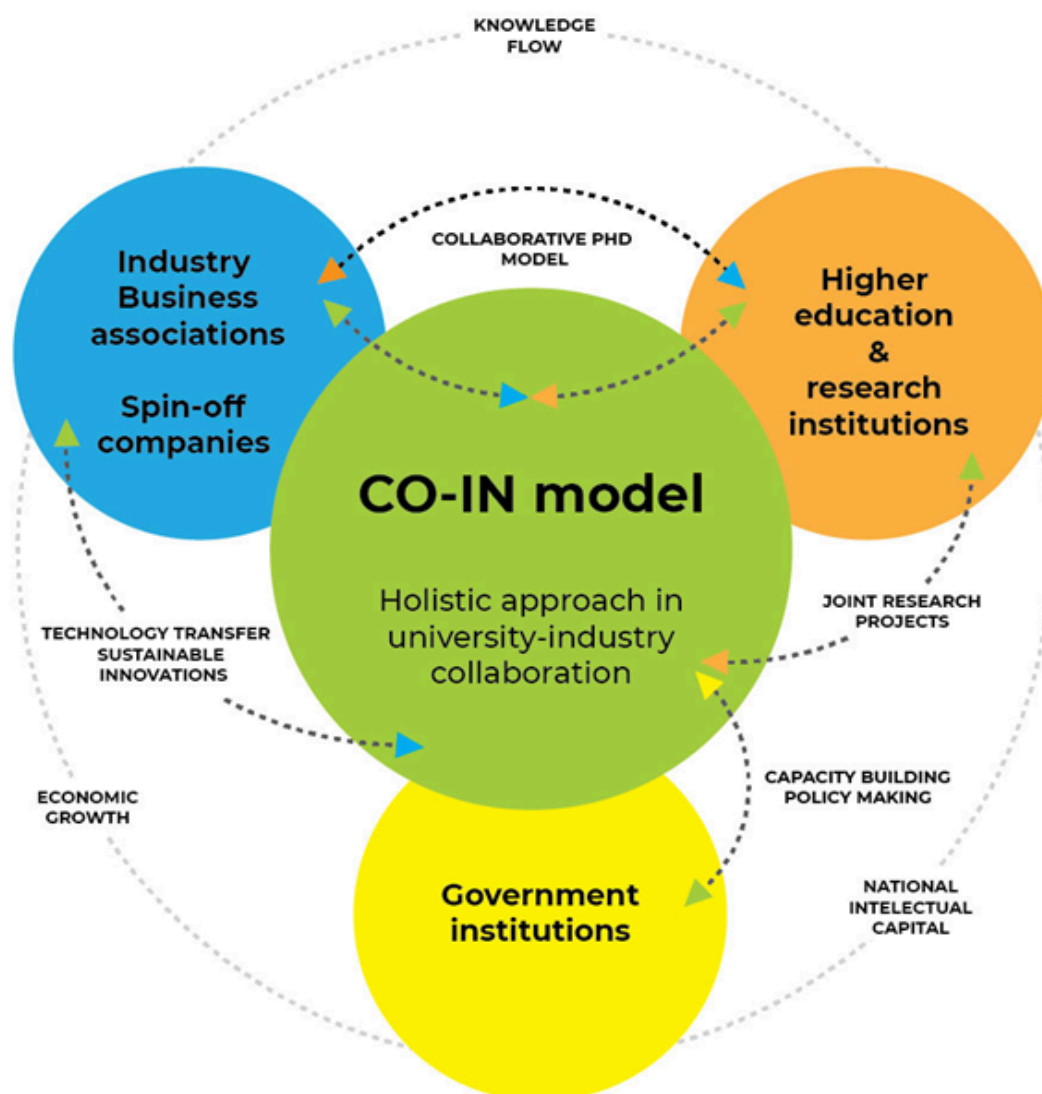


Figure 2: The CO-IN© model

## BENEFITS AND EFFECTS OF THE CO-IN© MODEL

The CO-IN© Model offers several key benefits and effects:

- **Creating an Innovation Ecosystem:** Supports the knowledge triangle through strategic partnerships and collaboration, fostering an environment conducive to innovation.

- **Bridging the Skills Gap:** This strategy addresses mismatches in the labour market by bridging the gap between supply and demand, reducing the "valley of death" for startups and innovations.
- **Transforming Businesses:** Facilitates the development of sustainable businesses, transitioning traditional companies into learning organisations.
- **Adding Value through Education and Research:** Generating useful knowledge and insights enhances education and research outcomes.
- **Holistic Problem Solving:** Adopts a comprehensive approach to tackling complex, interconnected problems, providing solutions through the frame innovation methodology.
- **Addressing Socio-Economic and Environmental Challenges:** This tool effectively resolves diverse social, economic, and environmental issues.

## ADVANCING RESEARCH AND INNOVATION THROUGH THE CO-IN© MODEL

Our commitment to supporting applied research and innovation projects stems from the belief that collaboration between companies and universities can drive the boundaries of knowledge and serve as a powerful engine for innovation and economic growth. The CO-IN© Model is at the heart of these joint applied research projects, aiming to accelerate cooperative research, innovation, and knowledge and technology transfer by strengthening strategic academia-industry alliances.

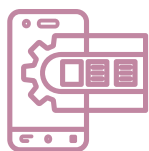
## OPPORTUNITIES AND ADVANTAGES OF PARTICIPATION

Engaging in applied research and innovation projects under the CO-IN© Model opens numerous opportunities:

- **Creating New Public-Private Partnerships:** Fosters collaboration between various sectors to achieve common goals.
- **Exploring New Funding Opportunities:** Identifies potential funding sources to support research and development initiatives.
- **Staying Current with Trends and Technologies:** Keep participants updated on their fields' latest trends and cutting-edge technologies.
- **Enhancing Research Capabilities:** Improves research skills and literacy among participants, fostering a culture of inquiry and discovery.
- **Advancing Professional Knowledge:** Enhances the knowledge and expertise of staff, contributing to professional development.
- **Accessing Research Talent:** Provides companies with access to research talent and potential future employees, enhancing their innovation capacity.

## INNOVATIVE ASPECTS AND AMBITIONS

Several innovative features and ambitions mark the CATALYST CoVE pilot projects with SMEs:



- **Promoting Knowledge Application in SMEs:** The CoVEs aim to empower SMEs by providing applicable knowledge that facilitates their transformation into learning organisations with sustainable business models.



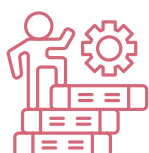
- **Anchoring Sustainability:** From inception, sustainability has been embedded within the CoVEs, which focus on continuing their impact beyond the project's duration and expanding to new European countries.



- **Implementing the CO-IN© Model:** The CO-IN (Collaborative and Innovative Partnerships) model fosters partnerships between educational and business organisations, supporting a knowledge triangle that promotes co-creation and sharing.



- **Enhancing Education, Collaboration, and Networking:** The CATALYST Platform offers opportunities for education, collaboration, and networking, benefiting both SMEs and vocational education and training (VET) learners.



- **Improving Employability and Career Progress:** The CoVEs aim to enhance employability and career advancement opportunities by equipping VET learners with the skills to manage sustainable businesses.



- **Inspiring Sustainable Leadership:** The initiative encourages SMEs and VET learners to become courageous, exemplary leaders in sustainability within their respective environments.



## BENEFITS FOR EDUCATIONAL ORGANISATIONS

Educational organisations participating in the CO-IN© Model experience several advantages:

- **Access to Industry Experts and Resources:** Gain access to subject matter experts, modern workplaces, and advanced equipment.
- **Collaborative Curriculum Design:** Engage in co-design, co-development, and co-delivery of curricula with industry professionals, ensuring relevance and practicality.
- **Enriched Learning Materials:** Develop programs and materials enriched with real-world case studies, enhancing the educational experience.
- **Knowledge Creation and Sharing:** Foster the generation and dissemination of new knowledge through collaboration.
- **Commercialisation of Innovations:** Opportunities to commercialise innovative ideas and technologies developed in partnership.
- **Enhanced Mobility:** Facilitate the mobility of staff and students, promoting cross-sector collaboration.
- **Strengthened Business Relations:** Build long-term cooperation with the business sector, supporting local and regional development.
- **New Funding Opportunities:** Access new funding avenues to support educational and research initiatives.



## BENEFITS FOR COMPANIES

Companies involved in the CO-IN© Model also reap significant rewards:

- **Problem Solving and Innovation Support:** Receive support to address innovation challenges and solve operational problems.
- **Commercialization and Development:** Gain assistance in commercialising concepts and developing new products or services.
- **Practical Solutions:** Access applicable and practical solutions tailored to everyday business operations.
- **Talent Acquisition:** Identify research talent and potential future employees, enhancing organisational capabilities.
- **Knowledge and Idea Generation:** Engage in a robust process of creating new knowledge and generating innovative ideas.
- **Curriculum Collaboration:** Participate in co-design, co-development, and co-delivery of curricula, ensuring alignment with industry needs.
- **Access to New Technologies and Markets:** Open opportunities for leveraging new technologies and exploring new markets.
- **Increased Competitiveness:** Enhance overall competitiveness through innovation and strategic partnerships.

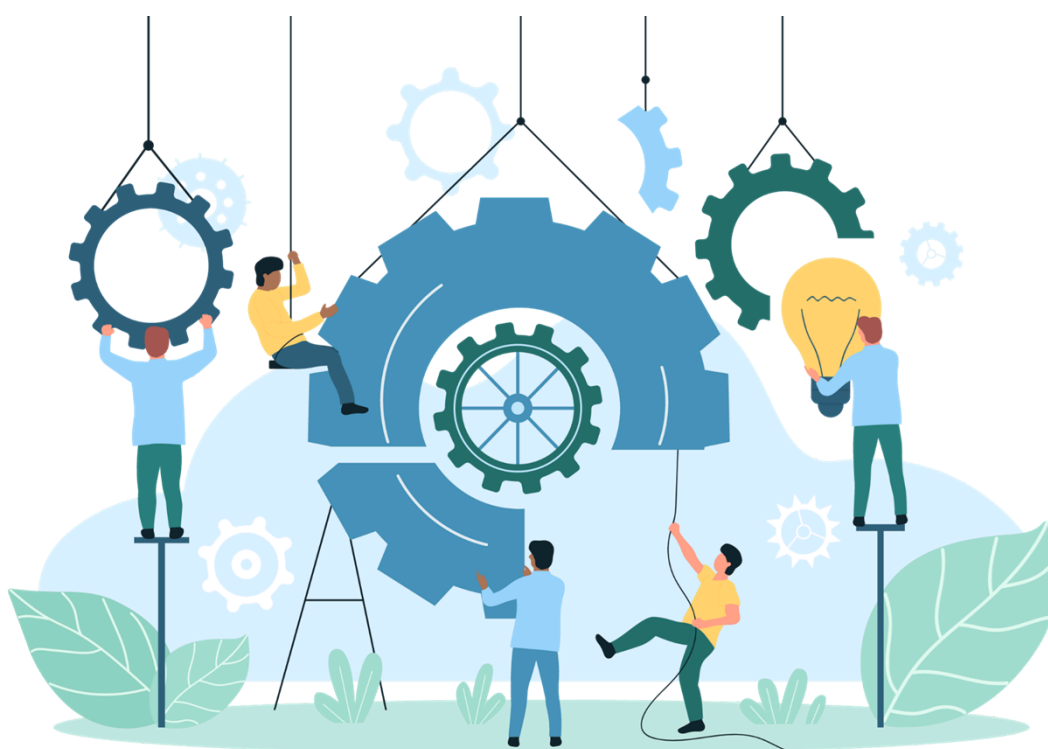


## BENEFITS FOR STUDENTS

Students participating in initiatives under the CO-IN© Model gain several valuable benefits:

- **Hands-On Learning Experiences:** Engage in real-world projects and applied research, bridging the gap between academic theory and practical application.
- **Access to Industry Insights:** Learn directly from industry professionals and gain insights into current trends, technologies, and business practices.
- **Enhanced Employability:** Develop skills that are highly valued in the job market, including problem-solving, innovation, and teamwork, thereby increasing employability.
- **Networking Opportunities:** Build connections with professionals across various sectors, opening doors to future career opportunities and collaborations.
- **Exposure to Cutting-Edge Technologies:** Work with the latest tools and technologies, preparing for careers in rapidly evolving fields.
- **Career Guidance and Mentorship:** Receive mentorship and career guidance from academic and industry experts, helping shape their professional pathways.
- **Opportunities for Innovation:** Participate in competitions and challenges, encouraging creative thinking and innovation and fostering entrepreneurial skills.

By fostering close collaboration between education and business, the CO-IN© Model drives sustainable growth, innovation, and economic development, ensuring both sectors thrive in a knowledge-based economy.





# Integrating the CO-IN© Model with Joint Applied Research Projects

The CO-IN© Model is integral to the success of joint applied research projects. It facilitates collaboration between educational and business entities, fostering innovative partnerships that drive sustainable growth and knowledge transfer. By connecting diverse stakeholders—industry professionals, educators, researchers, and students—the model enhances the capacity for applied research to address complex challenges and create meaningful, real-world impact.

## Application form for joint research project

### Project title

- Scientific area
- Specific field
- Leading partner
- Partners participating in the project
- Research team
- Project duration

### Project summary

- Importance of the topic
- Research subject
- Research objectives
- Expected scientific contribution
- Application of the research results
- Key words
- Literature



Through the CO-IN© Model, joint applied research projects benefit from:

- **Enhanced Collaboration:** Strengthening ties between academia and industry, fostering a shared vision for innovation and sustainability.
- **Knowledge Co-Creation:** Facilitating the exchange of ideas and expertise, leading to developing new solutions and methodologies.
- **Strategic Impact:** Aligning research initiatives with business goals to ensure that outcomes are directly applicable to industry needs, thereby maximising the relevance and utility of the research.

Joint applied research projects, guided by the CO-IN© Model, are crucial for businesses seeking to navigate and thrive in dynamic environments. By harnessing scientific methods and collaborative approaches, these projects drive innovation, optimize processes, and promote sustainable growth. Embracing this model fosters a culture of continuous improvement, adaptability, and strategic alignment in business operations, ultimately contributing to a more sustainable and competitive business landscape.



SECTION 4

# Specialisation Programmes in CATALYST

# Mastering Circular Production

## A CIRCULAR ECONOMY SPECIALISATION PROGRAMME

A specialisation programme designed to equip participants with the knowledge to drive the transition to a sustainable and cleaner production. Existing established production and manufacturing systems are viewed through the lenses of circular economy, and supplemented with modern circular production practices, circular & eco design, sustainable material & resource management, waste prevention and treatment. The transition to circular production is accelerated and capitalized with sustainable & impact investment opportunities, sustainable human behaviour, data analysis of production process and sustainable supply chains.



### TARGET AUDIENCE

The programme is designed for professionals across various functions who are committed to driving the transition towards sustainable, cleaner production systems within their organisations. These individuals are eager to pioneer circular economy practices, equipping their teams and businesses with the tools to reduce waste, optimise resource use, and integrate sustainable design and production processes into everyday operations.

More specifically:

1. **Top & Middle Management:** Executives and managers who seek to drive strategic transformation by embedding circular economy practices into their organisations. They aim to align sustainable production models with long-term business goals, ensuring resilience, resource efficiency, and competitive advantage.
2. **Production & Design Leaders:** Professionals in research, design, production, and manufacturing who are responsible for implementing circular design principles, optimising production processes, and reducing waste. They focus on integrating sustainable materials, improving product lifecycles, and enhancing resource management.
3. **Procurement, Quality & Sales Teams:** Key personnel in procurement, quality assurance, and sales who are tasked with aligning supplier practices with circular economy standards, ensuring product quality through sustainable processes, and communicating the environmental and financial benefits of circular products to customers and stakeholders.



### DURATION

The program is designed to be completed in 6 months.



## PROGRAMME OBJECTIVES

- **Master Circular Production:** Learn practical methods for circular product design, resource and material management, waste prevention, and end-of-life (EOL) strategies, with a focus on circular interventions in production systems.
- **Apply Circular Design:** Gain expertise in integrating circularity into product and service design, considering sustainability, material sourcing, and Life Cycle Assessment (LCA) for qualitative and quantitative evaluation.
- **Manage Sustainable Materials:** Develop skills in recycling, downcycling, and upcycling processes, while ensuring compliance with secondary raw material standards through advanced quality control principles.
- **Transition to Circular Business Models:** Understand the shift from linear to circular business models, explore key concepts like Product-as-a-Service (PaaS) and circular supply chains, and adopt tools for establishing a circular business culture.
- **Implement Sustainable Investment Strategies:** Learn how to secure financing for circular transitions, attract sustainable investment, and apply sustainability reporting for business transformation.



## LEARNING OUTCOMES

- **Leverage Data for Circular Innovation:** Apply data analysis and management techniques to optimise circular economy practices, enhancing production efficiency and sustainability reporting.
- **Lead Organisational Change for Circularity:** Use change leadership and agile methodologies to drive successful transitions to circular business models, fostering innovation and resilience.
- **Foster Circular Ecosystem Collaboration:** Build partnerships and networks that promote circular economy principles and create systemic change within and across organisations.
- **Implement Sustainable Production and Materials Management:** Apply circular economy strategies to improve sustainable consumption, production, and materials management, focusing on recycling, downcycling, and upcycling.
- **Enhance Communication and Sustainable Behaviour:** Develop effective internal communication strategies and promote sustainable behaviours that align with organisational goals and boost engagement in circular initiatives.



## PROGRAMME STRUCTURE

The program allows participants to choose a minimum number of courses in a specific stream. This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

Therefore, the programme is structured into two parts, mandatory and elective courses.

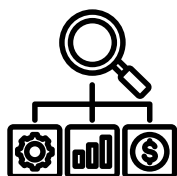
| No. | Mandatory Courses                                                                              | Level        |
|-----|------------------------------------------------------------------------------------------------|--------------|
| 1   | Circular Business Models: Steps from Linear to Circular                                        | Intermediate |
| 2   | Sustainable Materials Management - Recycling, Downcycling and Upcycling                        | Beginner     |
| 3   | Circular Design and Eco-Design (incl. Cradle to cradle)                                        | Beginner     |
| 4   | Circular Production                                                                            | Advanced     |
| 5   | Sustainable Finance: Apply Sustainable Investment Strategies and Green Finance in Your Company | Advanced     |

On the next page the list of elective courses is presented, from which the participants should choose at least 2 courses.



## PROGRAMME STRUCTURE

| No. | Elective Courses                                                                                           | Level        |
|-----|------------------------------------------------------------------------------------------------------------|--------------|
| 1   | Quantitative Data Analysis with SPSS                                                                       | Beginner     |
| 2   | Transformation and Change Leadership - How to Navigate Through the Transition Successfully and Inspiringly | Intermediate |
| 3   | Collaboration, networking, partnership - Connecting the Dots for Circular Ecosystems                       | Intermediate |
| 4   | Sustainable Consumption and Production                                                                     | Intermediate |
| 5   | Green Up Our (Work) Life: An Introduction to Sustainable Behaviour                                         | Intermediate |
| 6   | Sustainable Materials Management - Recycling, down-cycling and upcycling                                   | Intermediate |
| 7   | Creating a New Narrative – How to Boost Your Internal Communication Effectively                            | Intermediate |
| 8   | Circular Business Strategies and Innovation                                                                | Advanced     |



## APPLIED RESEARCH PROJECTS

### INVESTIGATING THE INTEGRATION OF CIRCULAR PRODUCTION PRINCIPALS IN A PRODUCT'S RESOURCE UTILISATION

- **Importance of the Topic**

Integrating circular production principles into a product's production line resource utilisation, is essential for fostering environmental sustainability, economic performance, and resilience in the face of global challenges. Resource efficiency is maximized by promoting recycling, reusing, and repurposing materials, which minimizes waste and reduces raw material consumption. This approach not only lowers companies' environmental footprints—resulting in decreased pollution, greenhouse gas emissions, and ecological degradation—but also brings economic benefits through cost savings and potential new revenue streams from recycling and repurposing. As consumer demand for sustainable products grows, businesses that adopt these practices can enhance their brand reputation and ensure compliance with increasingly stringent waste management regulations. Furthermore, embracing circular principles fosters innovation in product design and business models, improves product longevity by considering their entire life cycle and aligns with corporate social responsibility goals.

- **Research Subject**

The research aims to conduct an analysis of a product's production line to create a detailed resource mapping in terms of materials, energy, and water consumption, identify opportunities for substituting primary raw materials with secondary or recycled ones, and explore the recycling and reuse potential of byproducts. The ultimate goal is to promote strategies that yield the most significant environmental and economic impact.

- **Research Objectives**

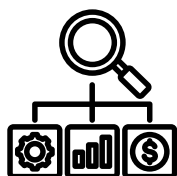
1. To analyse the Production Resource Mapping

- **Materials Mapping:**

- Identify and catalogue all primary, secondary raw materials and semi-products used in the production line, including their sources, costs, and supply chain logistics.
- Document all by-products and waste generated during the production process, their quantities, and composition.

- **Energy Consumption Analysis:**

- Measure energy consumption patterns throughout the production process, utilizing existing energy measuring infrastructure, making theoretical estimation based on available data on processes and equipment, or installing smart meters and making energy audits.



## APPLIED RESEARCH PROJECTS

### INVESTIGATING THE INTEGRATION OF CIRCULAR PRODUCTION PRINCIPALS IN A PRODUCT'S RESOURCE UTILISATION

- Water Consumption Mapping:
  - Identify wastewater generation points and treatment methods currently employed.
  - Measure water usage along the production line.
- 2. To research on alternative primary raw materials & Semi-products:
  - Research on the Identification of substitutable materials:
    - Research sustainable secondary raw materials, recycled options, alternative semi-products that can potentially substitute existing production line feedstock
    - Create evaluation criteria to assess potential substitutes based on environmental impact, cost, technical performance, and availability.
    - Analyse technical properties, availability, regulatory compliance, and cost implications of substitutable materials.
- 3. To research on waste & byproduct sustainable management
  - Research on the Recycling and Reuse material potential:
    - Evaluate various options for recycling or reusing these by-products within the same production process or in different industries.
    - Explore existing methodologies or technologies that facilitate the recycling or reuse of specific by-products.

- **Main Hypothesis**

Implementing sustainable production practices positively influences economic benefits, environmental sustainability, innovation and competitive advantage.

- **Special Hypothesis**

Companies applying circular production initiatives reduce costs and generate new revenue streams.



## APPLIED RESEARCH PROJECTS

### INVESTIGATING THE INTEGRATION OF CIRCULAR PRODUCTION PRINCIPALS IN A PRODUCT'S RESOURCE UTILISATION

- **Expected Scientific Contribution**

The proposed research promotes environmental sustainability through various means. By identifying opportunities to substitute primary raw materials with secondary or recycled materials, it aims to reduce the demand for virgin resources. This shift is expected to lessen environmental degradation and minimize habitat loss. Additionally, recycle and reuse waste & by-products will lead to a decrease in waste directed to landfills, diminish the overall environmental footprint and retain the value of materials in the supply chain. Sustainable material selection combined with improvements in energy and water efficiency, can significantly lower greenhouse gas emissions linked to manufacturing activities. From an economic standpoint, the application of the study, can result in substantial cost savings for companies, particularly in terms of raw material procurement and waste management. As a result, businesses may experience reduced material costs and lower disposal fees. The research also fosters a culture of innovation by promoting the exploration of new practices and technologies in sourcing, processing, and recycling which may lead to enhance production efficiency.

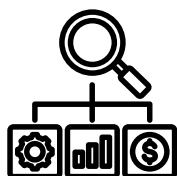
- **Application of the Research Results**

This research can be applied across various sectors including production, manufacturing, food processing, textiles, and electronics, significantly contributing in the sustainability of production processes. The application of the results in an actionable implementation plan can significantly prosper the researched product field by investing in the improvement of an already established production or by incorporating the findings in the circular & eco design of new similar products.

- **Keywords**

Circular Production, Sustainable Resource Management, Waste Prevention, Raw Materials, Secondary Materials, Energy Efficiency, Water Efficiency, Reusing, Recycling.





## APPLIED RESEARCH PROJECTS

### A COMPREHENSIVE APPROACH FOR CIRCULAR ECONOMY OF RESOURCES USED IN CONSTRUCTION MATERIALS MANUFACTURING

- **Importance of the Topic**

The intensive growth of science, technology and economy, requires the construction companies to improve their production and process management method and to comply with sustainability principles. The research aims 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 will contribute to the improved financial performance of construction companies of the explored professional profile, the research will reveal the correlation between the two important benchmarks of a company successful operation.

- **Research Subject**

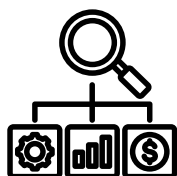
The research will focus on exploring potential, opportunities, methods and feasibility of implementation of circular economy principles on resources used in construction prefabricated materials and products. The specific of the research will be to develop a comprehensive method for integration and evaluation of technological and economical assessment of recycling, recovery and reuse of production resources.

- **Research Objectives**

- To establish a method of assessment of potential of CE in construction sector branch of manufacturing, more precisely:
- To investigate the technical and technological possibilities of recycling, recovery and reuse of resources in construction manufacture
- To assess the technical feasibility thereof
- To evaluate economic, financial and environmental features of technological alternatives
- To specify, list and rank the circular technology alternatives, by an integrated evaluation method.
- To show case on a real-life example, the validity, applicability and relevance of the developed method

- **Main Hypothesis**

Financial and environmental benefits are amplified by a comprehensive approach of CE implementation.



## APPLIED RESEARCH PROJECTS

### A COMPREHENSIVE APPROACH FOR CIRCULAR ECONOMY OF RESOURCES USED IN CONSTRUCTION MATERIALS MANUFACTURING

- **Special Hypothesis**

Both kinds of benefits are complementary and of relevance for the industry.

- **Expected Scientific Contribution**

This research project aims to contribute to the existing body of knowledge by a novel method of identification and selection of technical, technological and economical solutions for introduction and/or improvement of circular economy principles in construction sector, specifically in production of construction materials.

- **Application of the Research Results**

The findings of this research have practical applicability in construction materials manufacturing companies. Furthermore, some of them will be applicable for other profiles of companies in the sector (consultancy, execution of works, quality control), as well as for research institutions. Additionally, policymakers and industry stakeholders can utilize the proposed method to inform policy decisions and foster an environment conducive to knowledge-driven innovation and economic growth within the business sector.

- **Keywords**

Construction Sector, Circular Economy, Technical, Technological And Economical Aspects, Holistic Approach, Complex and Integrated Benefits.

# Intellectual Capital Management for Sustainable Transformation

## A STRATEGIC MANAGEMENT SPECIALISATION PROGRAMME

This specialisation programme is designed to equip business leaders, consultants, and entrepreneurs with the skills to manage intellectual capital as a key driver of sustainability, organisational transformation, and performance. Through a series of in-depth courses, participants will gain insights into the strategic management of knowledge, human, organisational, and relational capital to foster innovation, create sustainable business models, and lead change. By understanding how to effectively audit, measure, and leverage intellectual capital, participants will be empowered to drive long-term growth and competitive advantage in today's rapidly evolving, sustainability-focused market.



### TARGET AUDIENCE

This programme is ideal for business leaders, managers, and consultants focused on sustainability and organisational transformation.

More specifically:

1. **Senior managers and executives** responsible for strategic decision-making, organisational development, and sustainability integration.
2. **Consultants and change management practitioners** aiming to support organisations in intellectual capital management, performance improvement, and green business transformation.
3. **Entrepreneurs and innovators** seeking to build resilient, sustainable business models and harness intellectual capital for competitive advantage.



### DURATION

The program is designed to be completed in 6-9 months.



## PROGRAMME OBJECTIVES

- Develop strategic knowledge in intellectual capital management as a driver of sustainable growth and transformation.
- Learn how to integrate knowledge management systems to foster innovation and improve organisational performance.
- Equip leaders with the skills to build human capital strategies aligned with sustainability and transformation goals.
- Understand how to audit and measure intellectual capital, offering insights into intangible assets that drive organisational success.
- Explore strategies to create sustainable business models and develop tailor-made sustainability strategies based on materiality assessments.
- Apply intellectual capital principles to navigate digital transformation and lead successful organisational change.
- Strengthen relational capital by fostering collaboration and building trust with key stakeholders.



## LEARNING OUTCOMES

- **Understand the principles of intellectual capital management:** Define and articulate the components of intellectual capital—human, organisational, and relational capital—and their role in fostering organisational sustainability and transformation.
- **Apply knowledge management strategies to drive innovation:** Implement knowledge management systems that promote green innovation and organisational performance in the context of sustainability and digital transformation.
- **Leverage human capital for sustainable growth:** Design and implement strategies for developing human capital that align with sustainability objectives, focusing on recruitment, training, leadership development, and talent retention.
- **Audit and measure intellectual capital:** Establish effective audit frameworks for measuring intellectual capital, providing actionable insights to enhance organisational performance and drive sustainable growth.
- **Develop strategies for managing organisational capital:** Lead initiatives that optimise organisational capital, including strategic planning, technological investment, and continuous improvement, to increase competitiveness and resilience.
- **Foster innovation through the management of innovation capital:** Evaluate and manage innovation capital, aligning research, development, and innovation efforts with sustainability goals and business objectives to drive long-term growth.
- **Navigate organisational change through intellectual capital management:** Apply change management methodologies to intellectual capital initiatives, ensuring smooth transitions during digital transformation and sustainability-focused changes.



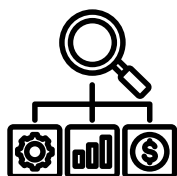
## PROGRAMME STRUCTURE

The program allows participants to choose a minimum number of courses in order to customise and select the most relevant courses based on their interests and background knowledge. There are 3 prerequisite courses. These topics are necessary for the participants, to have proper understanding of the key terms.

| No. | Prerequisite Courses                                           | Level    |
|-----|----------------------------------------------------------------|----------|
| 1   | Introduction to Business Transformation Towards Sustainability | Beginner |
| 2   | Introduction to Intellectual Capital                           | Beginner |
| 3   | Introduction to Learning Organisations                         | Beginner |

From the following list of courses, the participants should select at least 5 courses.

| No. | Course Name                                                                              | Level        |
|-----|------------------------------------------------------------------------------------------|--------------|
| 1   | Knowledge Management and Organisational Innovation                                       | Intermediate |
| 2   | Building Human Capital toward Sustainability                                             | Intermediate |
| 3   | Intellectual Capital and Change Management for Digital Transformation and Sustainability | Advanced     |
| 4   | Organisational Capital                                                                   | Intermediate |
| 5   | How to Audit and Measure IC                                                              | Intermediate |
| 6   | Driving Sustainable Growth with Innovation Capital                                       | Advanced     |
| 7   | Relational Capital                                                                       | Intermediate |
| 8   | Sustainability Strategy: How to Develop a Tailor-Made Strategy Based on Materiality      | Advanced     |
| 9   | Creating Sustainable Business Models                                                     | Intermediate |



## APPLIED RESEARCH PROJECTS

### FOSTERING INNOVATION IN CONSTRUCTION: THE ROLE OF INNOVATION CAPITAL AND ORGANISATIONAL CULTURE IN DRIVING THE CIRCULAR ECONOMY

- **Importance of the Topic**

The construction industry is under increasing pressure to adopt sustainable practices, with the circular economy offering a framework for reducing waste, enhancing resource efficiency, and minimising environmental impact. Innovation capital—investments and resources dedicated to fostering new ideas and processes—is crucial for construction companies aiming to transition towards circularity. Understanding how to develop the right organisational culture and structures to support innovation in this sector is essential for achieving these goals and staying competitive.

- **Research Subject**

This research examines how construction companies can manage their innovation capital and foster an organisational culture that supports the transition towards the circular economy. It focuses on how businesses in the construction industry can leverage their innovation resources and cultivate a culture that enables sustainable innovation, enhancing both environmental and economic performance.

- **Research Objectives**

- • To investigate the impact of managing innovation capital on the adoption of circular economy principles within construction companies.
- To explore the role of organisational culture in enabling sustainable innovation and creativity in the construction sector.
- To identify the structural and procedural frameworks that best support the integration of circular economy practices through innovation.
- To propose a model that aligns innovation capital management with organisational culture to drive the adoption of circular economy principles in construction.

- **Main Hypothesis**

Effective management of innovation capital, combined with a supportive organisational culture, significantly enhances construction companies' ability to innovate and adopt circular economy practices, leading to improved environmental and business performance.



## APPLIED RESEARCH PROJECTS

### FOSTERING INNOVATION IN CONSTRUCTION: THE ROLE OF INNOVATION CAPITAL AND ORGANISATIONAL CULTURE IN DRIVING THE CIRCULAR ECONOMY

- **Special Hypothesis**

- Construction companies that foster a culture of innovation are more successful in implementing circular economy principles and achieving sustainable outcomes.
- Structured processes for managing innovation capital in construction companies lead to better integration of circular economy initiatives with business strategies.
- Companies that align their innovation capital management with a culture supportive of sustainability and circular economy practices are more competitive and efficient in resource utilisation.

- **Expected Scientific Contribution**

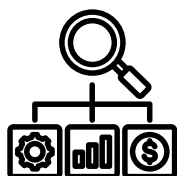
This research aims to provide new insights into the relationship between innovation capital, organisational culture, and sustainable innovation within the construction industry. By focusing on the circular economy, it will offer a unique contribution to the literature, demonstrating how construction companies can strategically manage innovation to drive sustainability. The study's findings will provide valuable guidance for business leaders, researchers, and policymakers interested in fostering innovation in the transition to a circular economy.

- **Application of the Research Results**

The findings of this research will offer practical guidance for construction companies seeking to innovate towards circular economy practices. The proposed model will help construction firms structure their innovation processes and develop an organisational culture that supports sustainable innovation. Additionally, policymakers and industry leaders can use the research to inform strategies that promote circular economy principles in the construction sector, contributing to broader environmental and economic goals.

- **Keywords**

Innovation Capital, Circular Economy, Organisational Culture, Sustainable Innovation, Construction Industry, Resource Efficiency, Strategic Innovation, Business Performance.



## APPLIED RESEARCH PROJECTS

### CARING FOR HUMAN CAPITAL: BEST PRACTICES FOR EMPLOYEE WELLBEING, ENGAGEMENT, AND A HEALTHY WORK ENVIRONMENT

- **Importance of the Topic**

In today's fast-paced work environment, the wellbeing of employees is critical to sustaining high levels of productivity, engagement, and organisational success. Creating a healthy work climate—where employees are supported, valued, and able to maintain a work-life balance—ensures not only their wellbeing but also their long-term involvement and commitment to the organisation. This research seeks to understand the best methods to care for employees, promote their wellbeing, and cultivate a positive organisational culture that fosters high engagement and healthy boundaries.

- **Research Subject**

The research explores how organisations can effectively manage human capital by focusing on employee wellbeing, work-life balance, and engagement. It aims to examine the practices that contribute to a supportive and healthy work environment, ensuring employees' physical, mental, and emotional wellbeing while maintaining high performance and involvement.

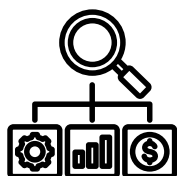
- **Research Objectives**

- To analyse the impact of employee wellbeing initiatives on engagement and overall organisational performance.
- To explore the best practices for fostering a healthy organisational climate that promotes work-life balance and respects personal boundaries.
- To identify the strategies that increase employee involvement and commitment while maintaining their wellbeing and preventing burnout.
- To propose a framework for integrating wellbeing and engagement strategies into human capital management practices.

- **Main Hypothesis**

Investing in employee wellbeing and creating a supportive organisational climate positively influences engagement and performance, leading to improved organisational outcomes.





## APPLIED RESEARCH PROJECTS

### CARING FOR HUMAN CAPITAL: BEST PRACTICES FOR EMPLOYEE WELLBEING, ENGAGEMENT, AND A HEALTHY WORK ENVIRONMENT

- **Special Hypothesis**

- Organisations that prioritise employee wellbeing experience higher levels of engagement, job satisfaction, and retention.
- Implementing work-life balance initiatives and maintaining healthy boundaries increases employee productivity and reduces stress and burnout.
- A healthy organisational climate that supports open communication, recognition, and personal growth leads to higher employee involvement and commitment.

- **Expected Scientific Contribution**

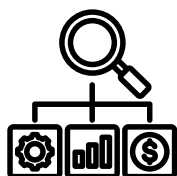
This research will contribute to the understanding of how organisations can optimise human capital management by prioritising employee wellbeing and engagement. By analysing the relationship between wellbeing initiatives, work climate, and organisational outcomes, this study will offer valuable insights for business leaders, HR professionals, and researchers. It aims to fill the gap in existing literature regarding the integration of work-life balance and engagement strategies in modern human capital management practices.

- **Application of the Research Results**

The research findings will have practical applications for organisations seeking to enhance employee wellbeing and foster a healthy work environment. The proposed framework will help HR professionals design and implement strategies that improve employee engagement, maintain work-life balance, and create a supportive organisational climate. Additionally, policymakers can use these insights to encourage policies that promote employee wellbeing and sustainable work practices across industries.

- **Keywords**

Human Capital, Employee Wellbeing, Work-Life Balance, Organisational Climate, Employee Engagement, Healthy Work Environment, Performance Management, Human Resource Strategy.



## APPLIED RESEARCH PROJECTS

### INTELLECTUAL CAPITAL AUDITING - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Importance of the Topic**

The global economy is changing, resources are scarce, and companies of all sizes need to be more competitive and productive. Intellectual Capital (IC) has become a key element of the knowledge economy. IC management is a factor that influences the competitive advantage and innovation potential of companies, especially SMEs. Therefore, it is necessary to audit the way in which this intellectual capital is being managed with a focus on sustainability objectives.

- **Research Subject**

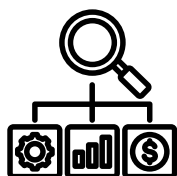
As is widely acknowledged, SMEs make up around 99% of the European Union's production structure and are the main source of innovation. In countries with larger economic deficits, the issue of financing, particularly for SMEs, by financial institutions or the State itself, is very complex, often jeopardising the viability of business projects, hindering internationalisation processes and access to markets.

In this context, the intellectual capital management report, if presented with credible metrics that are recognised and accepted by the various stakeholders, can act as a guarantee and, at the same time, can be used as an important marketing tool. On the other hand, this report, by informing companies themselves of the areas in which they need to improve their performance, indicating the best practices in their respective sector, will serve to improve the functioning of their value chain and will function as a tool for innovation and sustainable management.

The Moulds and Plastics Industry, being a highly competitive and strategic industry in the Portuguese economy, would have a lot to gain if it carried out this audit.

- **Research Objectives**

- To audit of Intellectual Capital Management in the Mould and Plastics Industry.
- To provide recommendation of good practices for the sector.



## APPLIED RESEARCH PROJECTS

### INTELLECTUAL CAPITAL AUDITING - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Main Hypothesis**

Conducting an intellectual capital audit in the Portuguese Moulds and Plastics industry will significantly enhance competitiveness, innovation, and sustainability by identifying strengths, weaknesses, and opportunities in the management of intangible assets.

- **Special Hypothesis**

- SMEs that audit their intellectual capital experience improved access to financing and market opportunities by demonstrating credible and quantifiable metrics of intangible asset management.
- Intellectual capital audits provide valuable insights that lead to the implementation of best practices, driving innovation and improving value chain performance within the Moulds and Plastics industry.
- Strategic management of intellectual capital contributes to long-term sustainability by promoting continuous innovation and resilience in a highly competitive industry.

- **Expected Scientific Contribution**

This project will contribute to scientific knowledge about the importance of strategic management of intangible assets as drivers of competitiveness and sustainability. It will provide a framework for auditing intellectual capital in SMEs, particularly in the Moulds and Plastics industry, highlighting its role in boosting innovation, competitiveness, and sustainability. It will fill a gap in existing research by linking intellectual capital audits with strategic sustainability goals. The findings can serve as a model for optimizing intangible assets in similar industries.

- **Application of the Research Results**

The present research project aims to contribute to improving the competitive performance of the Portuguese Industry of Moulds and Plastics, making it more innovative, resilient and sustainable. It will also guide financial institutions and policymakers in assessing intellectual capital for better investment and policy decisions. The results will strengthen the sector's resilience and position in the global market.

- **Keywords**

Intellectual Capital Management, Auditing, Competitiveness, Sustainability.

# Navigating Sustainable Finance: Investment Strategies and Green Business Transformation

## A FINANCE SPECIALISATION PROGRAMME

This programme provides a comprehensive introduction to business transformation focusing on sustainability. It covers core modules like Introduction to Business Transformation Towards Sustainability and Introduction to Sustainable Finance, as well as advanced topics like Green Marketing, ESG Reporting, and Green Finance application strategies. Optional courses like Green and Social Entrepreneurship Business Modelling offer further insights.



### TARGET AUDIENCE

The programme is designed for professionals in key roles responsible for financial decision-making and procurement, who are committed to shaping the future of their organisations by integrating sustainability into their core strategies. These individuals recognise the growing importance of sustainability in driving both financial success and responsible business practices, and they aim to take a proactive role in this transformation.

More specifically:

- 1. Top & Middle Management:** Executives and senior managers responsible for guiding the strategic direction of their organisations. These leaders seek to align financial performance with sustainability goals, ensuring long-term value creation while navigating regulatory requirements and stakeholder expectations. They are driven to make informed, impactful decisions that embed sustainable practices into the fabric of their businesses.
- 2. Finance and Accounting Teams:** Professionals in finance, treasury, and accounting, at the forefront of incorporating environmental, social, and governance (ESG) factors into financial reporting, budgeting, and risk management. They need to stay ahead of evolving sustainable finance frameworks, manage climate-related financial risks, and lead in areas such as green investments, impact reporting, and sustainability-linked financial products.
- 3. Procurement Professionals:** Individuals responsible for sourcing and supply chain management, playing a crucial role in embedding sustainability within the organisation's supply chain. Procurement leaders are tasked with ensuring supplier practices align with sustainability objectives, implementing responsible procurement strategies, and driving value through ethical sourcing and ESG-aligned partnerships.



### DURATION

The program is designed to be completed in 6-9 months.



## PROGRAMME OBJECTIVES

- Understanding Principles of Sustainability in Business: Providing a foundation in sustainability concepts and their application in business transformation.
- Development of Sustainable Business Models: Equipping participants with skills to create and implement sustainable business models aligning with environmental and social goals.
- Exploration of Sustainable Finance and Investment Strategies: Introducing participants to sustainable finance, including green finance and investment strategies.
- Mastering ESG Reporting and Auditing: Teaching participants to report and audit sustainability efforts using ESG frameworks and standards.
- Applying Green Marketing Techniques: Providing knowledge and tools for green marketing to market sustainable products and services.
- Fostering Green and Social Entrepreneurship: Developing business models that address social and environmental issues.
- Implementing Practical Solutions in Business Contexts: Applying knowledge to real-world business scenarios.



## LEARNING OUTCOMES

- **Understand Key Concepts of Business Transformation for Sustainability.**
  - Identify the main drivers and hurdles to incorporating sustainability into business operations.
  - Assess the significance of sustainability in competitive strategy and organisational development.
- **Implement sustainable investment strategies and green finance principles.**
  - Demonstrate understanding of sustainable finance and its different products, including green bonds and ESG investing strategies.
  - Incorporate sustainable investment methods and green finance ideas into real-world company circumstances.
  - Assess green finance's impact on long-term corporate profitability and sustainability.
- **Assess corporate sustainability by analysing environmental impacts and developing mitigation solutions.**
  - Understand how environmental sustainability contributes to overall corporate sustainability.
  - Develop and execute sustainable techniques to lessen environmental impact.
- **Conduct quantitative data analysis for sustainability assessment.**
  - Interpret data to make informed judgements about sustainability plans and reporting.
  - Use data-driven ways to assess and enhance sustainability performance.



## PROGRAMME STRUCTURE

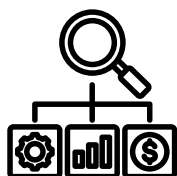
The programme allows participants to choose a minimum number of courses in a specific stream. This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

Therefore, the programme is structured into mandatory and elective courses as follows:

| No. | Mandatory Courses                                                                              | Level    |
|-----|------------------------------------------------------------------------------------------------|----------|
| 1   | Introduction to Business Transformation Towards Sustainability                                 | Beginner |
| 2   | Introduction to Sustainable Finance                                                            | Beginner |
| 3   | Sustainable finance: Apply Sustainable Investment Strategies and Green Finance in Your Company | Advanced |
| 4   | ESG, Sustainability and Sustainable Development - Reporting and Auditing                       | Advanced |

Elective courses from which you choose 2 courses (at least one has to be intermediate or advanced level).

| No. | Elective Courses                                                            | Level        |
|-----|-----------------------------------------------------------------------------|--------------|
| 1   | Corporate Sustainability Policies and Regulations in the EU                 | Beginner     |
| 2   | Corporate Social Responsibility in Companies - a Course for Business Owners | Beginner     |
| 3   | The Environmental Dimension of Corporate Sustainability                     | Intermediate |
| 4   | Quantitative Data Analysis with SPSS                                        | Beginner     |
| 5   | Creating Sustainable Business Models                                        | Intermediate |
| 6   | Green and Social Entrepreneurship Business Modelling                        | Advanced     |



## APPLIED RESEARCH PROJECTS

### INTEGRATING SUSTAINABLE FINANCE AND ESG PRACTICES: IMPROVING BUSINESS RESILIENCE AND VALUE GENERATION

- **Importance of the Topic**

In recent times, sustainable finance has become a crucial determinant in influencing the trajectory of company and investment in the long run. Companies that include Environmental, Social, and Governance (ESG) elements into their strategy not only contribute to sustainable development but also obtain competitive benefits in terms of resilience and value creation. With the growing need for openness in sustainability practices from investors and stakeholders, it is crucial for organisations to grasp the application of sustainable investment strategies, green financing, and ESG reporting. This project investigates the convergence of sustainable finance, ESG practices, and sustainable business models to establish a complete framework for organisations to improve their sustainability performance and financial results.

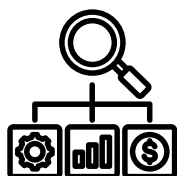
- **Research Subject**

The research examines the implementation of sustainable finance and ESG methods in order to develop business models that are both resilient and value-oriented. The study investigates the integration of sustainable investment strategies, green financing, and ESG reporting and auditing methods by organisations in various sectors. It also explores the idea of impact investing and circular transformation as methods for generating lasting value. The project aims to use quantitative data analysis to offer empirical evidence regarding the efficacy of sustainability measures and their influence on financial performance and stakeholder trust.

- **Research Objectives**

The research aims to:

- assess the viability of sustainable finance and ESG methods in improving business resilience and long-term value generation;
- examine how impact investment and circular transformation contribute to both sustainability and financial performance;
- assess the efficacy of ESG reporting and auditing methodologies in fulfilling stakeholder expectations for openness and responsibility;
- present a methodology that may be used to create sustainable business models by utilising materiality assessments and quantitative data analysis.



## APPLIED RESEARCH PROJECTS

### INTEGRATING SUSTAINABLE FINANCE AND ESG PRACTICES: IMPROVING BUSINESS RESILIENCE AND VALUE GENERATION

- **Main Hypothesis**

The implementation of sustainable finance and ESG practices has a beneficial effect on a company's financial performance, resilience, and stakeholder trust.

- **Special Hypothesis**

Companies that use sustainable investment strategies and green finance practices benefit from enhanced financial returns and decreased risk exposure. ESG reporting and auditing improve corporate transparency, accountability, and stakeholder trust. Investing in impact and embracing circular transformation generate substantial value and establish a competitive advantage for firms dedicated to sustainability.

- **Expected Scientific Contribution**

The objective of this research project is to enhance our comprehension of sustainable finance and ESG practices by offering empirical observations on their influence on business resilience, financial performance, and stakeholder interactions. The report provides helpful information for organisations, investors, and politicians who aim to promote sustainable business practices and investment strategies through a comprehensive analysis and actionable frameworks.

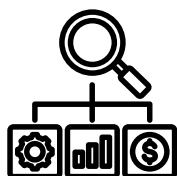
- **Application of the Research Results**

This research has practical significance for firms in various industries, since it allows them to incorporate sustainable financing and ESG policies into their operations. The research enables firms to establish sustainable business models that match with their strategic goals and materiality evaluations by identifying effective practices and their influence on financial performance and stakeholder confidence. Furthermore, policymakers can utilise the suggested frameworks to create incentives and rules that promote sustainable business and financial practices.

- **Keywords**

Sustainable Finance, ESG Practices, Green Finance, Impact Investing, Circular Transformation, Sustainable Business Models, Quantitative Data Analysis, Resilience, Value Creation, Stakeholder Trust.





## APPLIED RESEARCH PROJECTS

### INTEGRATING SUSTAINABLE FINANCE INTO CORPORATE STRATEGIES: FOSTERING INNOVATION AND PROMOTING LONG-TERM GROWTH

- **Importance of the Topic**

The use of money in promoting corporate sustainability has become vital as worldwide awareness of sustainability and climate change grows. Sustainable finance incorporates environmental, social, and governance (ESG) factors into financial decision-making, encouraging investments that create lasting value and have a good influence on society and the environment. For organisations, integrating sustainable finance into their strategy is not solely about complying with regulations, but also about utilising financial innovation to promote growth, improve competitiveness, and reduce risks. This study examines the significance of sustainable financing in corporate strategies, investigating its role in fostering innovation and promoting sustainable long-term economic expansion.

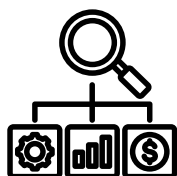
- **Research Subject**

The research issue pertains to the incorporation of sustainable finance into company plans and its impact on promoting innovation and sustainable growth. The study examines how corporations utilise sustainable financing methods, such as green bonds, impact investment, and ESG-aligned portfolios, to create novel business models and products that adhere to sustainability standards. In addition, the study examines the difficulties and possibilities that organisations encounter when harmonising financial processes with sustainability objectives. It also assesses the influence of these methods on corporate performance and engagement with stakeholders.

- **Research Objectives**

The research objectives are to:

- examine the impact of sustainable finance on promoting innovation and generating new business prospects for organisations;
- assess the effects of incorporating sustainable finance methods such as green bonds and impact investment on the financial performance and growth of corporations;
- ascertain the obstacles that organisations have while embracing sustainable finance methods and suggest remedies for their successful execution; and to
- create a complete framework that incorporates sustainable finance into company strategies in order to improve both sustainability and profitability.



## APPLIED RESEARCH PROJECTS

### INTEGRATING SUSTAINABLE FINANCE INTO CORPORATE STRATEGIES: FOSTERING INNOVATION AND PROMOTING LONG-TERM GROWTH

- **Main Hypothesis**

The incorporation of sustainable finance into corporate plans has a favorable effect on business innovation, financial performance, and long-term growth.

- **Special Hypothesis**

- Companies that implement green financing structures, such as green bonds and sustainability-linked loans, benefit from increased innovation and market distinctiveness.
- Companies that are dedicated to sustainability have improved risk management and achieve higher financial returns through impact investing and ESG-aligned portfolios.
- To effectively tackle the difficulties associated with incorporating sustainable finance, it is crucial to have strong governance, active involvement of stakeholders, and a comprehensive grasp of materiality.

- **Expected Scientific Contribution**

The primary objective of this research project is to offer significant knowledge on the incorporation of sustainable finance into company strategy. This will enhance the overall comprehension of its impact on promoting innovation and facilitating long-term growth. The study utilise empirical data and provides practical advice to aid companies, financial institutions, and regulators in developing strategies that match financial practices with sustainability goals and promote economic development.

- **Application of the Research Results**

The results of this study have significant implications for firms, investors, and policymakers who seek to advance sustainable development through financial means. Businesses can employ the suggested framework to include sustainable finance into their strategic planning and operations, utilising cutting-edge financial instruments to attain both sustainability and expansion. Furthermore, financial institutions can utilise these data to create customised financial solutions that promote corporate sustainability, while governments can establish legislation and incentives that foster sustainable financial practices.

- **Keywords**

Sustainable Finance, Corporate Strategies, Innovation, Green Bonds, Impact Investing, ESG, Financial Performance, Business Growth, Sustainability, Stakeholder Engagement.

# Mastering Sustainable Marketing: Leadership, CSR, and Strategic Impact

## A MARKETING SPECIALISATION PROGRAMME

This programme will equip participants with the knowledge and skills to drive sustainable transformation. Through seven key courses, participants will explore topics such as green marketing, corporate social responsibility, and sustainable event management. This program will inspire and empower participants to become effective marketing sustainability leaders.



### TARGET AUDIENCE

Marketing, Communication, and PR Specialists who are committed to mastering sustainable marketing and driving strategic impact within their organisations. This program is tailored for professionals who are intrinsically motivated to take on a pioneering role, enhance their leadership abilities, and align their work with Corporate Social Responsibility (CSR) principles.

More specifically:

- **Brand Managers and Marketing Directors:** Those who aim to lead a comprehensive transformation towards sustainable marketing practices, ensuring their brand's messaging inspires and unites the entire organisation while making a positive societal impact.
- **Communication Strategists and PR Executives:** Professionals seeking to elevate their leadership skills by integrating CSR into their strategic communications, guiding and inspiring teams through complex changes while maintaining a consistent and impactful public presence.
- **Campaign Managers and Content Leaders:** Individuals tasked with leading cross-functional initiatives that promote sustainable practices and require strategic communication, brand consistency, and the encouragement of personal responsibility within the organisation, driving long-term impact.



### DURATION

The program is designed to be completed in 6-9 months.



## PROGRAMME OBJECTIVES

- To educate participants on the principles and practices of green marketing, including eco-friendly product development, sustainable branding, and ethical marketing strategies.
- To provide participants with an understanding of CSR frameworks, stakeholder engagement, and integrating social and environmental initiatives into corporate strategy.
- To explore the role of personal and organisational values in driving sustainability initiatives and fostering a culture of ethical leadership and responsibility.
- To educate participants on the United Nations Sustainable Development Goals (SDGs) and their relevance to business operations, corporate sustainability, and social impact.
- To provide participants with the knowledge and tools to plan, organise, and execute sustainable events that minimise environmental impact and maximise social and economic benefits.
- To help participants understand the importance of integrating sustainability into organisational strategy and business models, including stakeholder engagement, risk assessment, and value creation.
- To introduce participants to systems thinking and design thinking methodologies for addressing complex sustainability challenges and driving transformative change.



## LEARNING OUTCOMES

- **Understand Green Marketing Principles:** Participants will gain a deep understanding of green marketing principles, including eco-friendly product development, sustainable branding, and ethical marketing strategies. This will enable them to create and promote products and services that align with sustainability goals.
- **Plan and Execute Sustainable Events:** Participants will acquire the skills to plan, organise, and execute sustainable events that minimise environmental impact and maximise social and economic benefits, contributing to a company's sustainability efforts.
- **Integrate Sustainability into Business Models:** Participants will learn how to embed sustainability into organisational strategies and business models, including stakeholder engagement, risk assessment, and value creation, ensuring long-term resilience and success.
- **Conduct Applied Research:** Participants will gain hands-on experience by engaging in applied research projects, working closely with industry partners to address real-world sustainability challenges, and developing practical solutions and recommendations.
- **Evaluate and Reflect on Sustainability Practices:** Participants will utilise self-assessment tools and reflective exercises to critically evaluate their sustainability practices, identify areas for improvement, and continuously develop their skills as sustainability leaders.
- **Effectively Communicate Sustainability Initiatives:** Participants will improve their ability to effectively communicate the value and impact of sustainability initiatives to various stakeholders, ensuring buy-in and support for sustainable business practices.



## PROGRAMME STRUCTURE

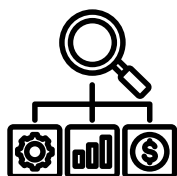
The programme is structured into mandatory and elective courses.

This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

| No. | Mandatory Courses                                                           | Level        |
|-----|-----------------------------------------------------------------------------|--------------|
| 1   | Green Marketing                                                             | Intermediate |
| 2   | Strategic Corporate.Social responsibility                                   | Advanced     |
| 3   | Personal & Organisational values                                            | Intermediate |
| 4   | Sustainable Communication - Strengthen Your Relations Through Communication | Intermediate |

| No. | Elective Courses                                                                 | Level        |
|-----|----------------------------------------------------------------------------------|--------------|
| 1   | Implementation of the SDGs in the EU: Measurement, Planning and Collaboration    | Intermediate |
| 2   | Sustainable Event Management                                                     | Intermediate |
| 3   | Integrating Sustainability into the Strategy & Business Model                    | Intermediate |
| 4   | System & Design Thinking for Sustainable Transformation                          | Advanced     |
| 5   | Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures | Intermediate |

We will require the participants to complete 6 courses to receive the certificate, but they can choose more.



## APPLIED RESEARCH PROJECTS

### SUSTAINABLE TOURISM INNOVATION: EMPOWERING SMES TO MEET ECO-CONSCIOUS TRAVELERS' DEMANDS

- **Importance of the Topic**

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

- **Research Subject**

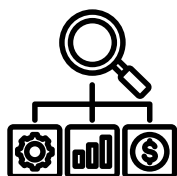
The research subject focuses on exploring the development of new sustainable tourism services and products by SMEs. The study investigates how SMEs in the tourism sector innovate and implement sustainable practices to meet the evolving needs of eco-conscious travellers. By examining various aspects of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

- **Research Objectives**

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

- **Main Hypothesis**

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



## APPLIED RESEARCH PROJECTS

### SUSTAINABLE TOURISM INNOVATION: EMPOWERING SMES TO MEET ECO-CONSCIOUS TRAVELERS' DEMANDS

- **Special Hypothesis**

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

- **Expected Scientific Contribution**

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

- **Application of the Research Results**

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

- **Keywords**

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



## APPLIED RESEARCH PROJECTS

### OPTIMISING SUSTAINABILITY: STRATEGIES FOR EFFECTIVE EVENT MANAGEMENT

- **Importance of the Topic**

In today's era of heightened environmental consciousness and corporate social responsibility, the need for sustainable event management practices is increasingly recognised. Event organisers and businesses hosting events are pressured to minimise their environmental footprint, enhance attendee satisfaction, and demonstrate commitment to sustainability. Understanding the implications of sustainable event management is crucial for achieving these objectives while ensuring successful and responsible event execution.

- **Research Subject**

The research explores sustainable event management practices and their impact on event outcomes. It aims to investigate how event organisers implement sustainability initiatives, assess attendee satisfaction, and manage costs across different event venues and methods. By examining various aspects of sustainable event management, the research seeks to identify effective strategies for optimising event performance while minimising environmental impact.

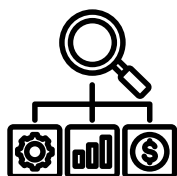
- **Research Objectives**

- To analyse the impact of sustainable event management practices on event outcomes, including attendee satisfaction and cost-effectiveness.
- To identify the motivations driving event organisers to adopt sustainable practices and the challenges they face in implementation.
- To evaluate the effectiveness of different sustainable event management methods and venues in achieving environmental and economic sustainability.
- To propose a model for optimising sustainable event management strategies based on empirical findings and best practices.

- **Main Hypothesis**

Implementing sustainable event management practices positively influences event outcomes, including attendee satisfaction and cost-effectiveness.





## APPLIED RESEARCH PROJECTS

### OPTIMISING SUSTAINABILITY: STRATEGIES FOR EFFECTIVE EVENT MANAGEMENT

- **Special Hypothesis**

- Events that prioritise sustainability initiatives experience higher attendee satisfaction than those that do not.
- Sustainable event management methods reduce costs and environmental impact across different event venues.

- **Expected Scientific Contribution**

This research project aims to contribute to the growing knowledge of sustainable event management by providing empirical insights into its impact on event outcomes. The study offers valuable guidance for event organizers, businesses, and policymakers seeking to enhance event sustainability and performance by conducting thorough analyses and proposing actionable recommendations.

- **Application of the Research Results**

This research's findings have practical implications for event organisers, businesses, and policymakers involved in event planning and management. By identifying effective, sustainable event management practices and their impact on attendee satisfaction and cost-effectiveness, the research enables stakeholders to make informed decisions and implement strategies that align with sustainability goals. Additionally, policymakers can utilise the proposed model to develop regulations and incentives that promote sustainable event practices and drive environmental stewardship within the events industry.

- **Keywords**

Sustainable Event Management, Event Planning, Environmental Impact, Attendee Satisfaction, Cost-effectiveness, Best Practices, Sustainability Initiatives.

# Building Resilient Organisations: HR Leadership in Sustainability

## AN HR SPECIALISATION PROGRAMME

This comprehensive programme is designed to equip human resource (HR) managers with the expertise to steer sustainability efforts, adapt to organisational change, and build resilience in their respective organisations. By delving into the topic from both an organisational and personal perspective, participants will discover effective methods for cultivating a resilient and sustainable culture.



### TARGET AUDIENCE

This programme is ideal for HR managers, leaders, and professionals passionate about driving sustainability initiatives within their organisations and looking to enhance their leadership skills in promoting resilience and sustainable growth.

More specifically:

- **HR Managers and Leaders** are professionals responsible for HR strategy, talent management, and organisational development who seek to integrate sustainability principles into their HR practices and promote a culture of resilience.
- **Corporate Social Responsibility (CSR) Practitioners:** Professionals involved in CSR initiatives and corporate citizenship efforts who aim to align sustainability goals with organisational strategy and promote responsible business practices.
- **Entrepreneurs and Business Owners:** Small business owners and entrepreneurs seeking to integrate sustainability into their business models, enhance corporate social responsibility, and drive positive environmental and social impact.



### DURATION

The program is designed to be completed in 6-9 months.



## PROGRAMME OBJECTIVES

- Equip HR leaders with the tools and strategies to effectively incorporate sustainable development goals (SDGs) into their companies.
- Acquire in-depth knowledge of strategic CSR practices and the capacity to implement them to propel sustainability projects.
- Enhance competence in Environmental, Social, and Governance (ESG) principles, sustainability reporting, and auditing for informed decision-making.
- Foster the development of human capital towards sustainability, aligning talent management practices with organisational sustainability goals.
- Apply design thinking methodologies to tackle sustainability issues and drive green business transformation within the organisation.
- Encourage leadership and effectively navigate organisational change to achieve sustainability goals.
- Strengthen team dynamics and development strategies to promote collaboration and synergy in achieving a healthy organisational culture.



## LEARNING OUTCOMES

- **Implement sustainable talent management practices:** Design and implement talent management strategies that foster the development of human capital towards sustainability, including recruitment, training, and retention initiatives.
- **Apply design thinking approaches to sustainability challenges:** Utilise design thinking methodologies to identify, analyse, and solve sustainability challenges, fostering innovation and creativity in problem-solving.
- **Lead organisational change towards sustainability:** Lead and manage organisational change initiatives, inspiring and motivating stakeholders to embrace sustainable practices and behaviours.
- **Facilitate effective team dynamics and collaboration:** Foster collaborative and inclusive team dynamics that promote engagement, innovation, and synergy in achieving sustainability objectives.
- **Communicate sustainability initiatives effectively:** Develop and implement communication strategies that effectively engage stakeholders and promote awareness, understanding, and support for sustainability initiatives.
- **Contribute to applied research projects:** Participate in applied research projects in collaboration with industry partners, generating valuable insights and recommendations for enhancing organisational sustainability and resilience.
- **Demonstrate ethical leadership and responsible decision-making:** Exhibit ethical leadership qualities and make responsible decisions prioritising sustainability, social responsibility, and long-term organisational resilience.



## PROGRAMME STRUCTURE

The programme consists of 7 proposed courses.

Participants should choose a minimum of 4 courses to receive their certificate.

| No. | Course Name                                                                                              | Level        |
|-----|----------------------------------------------------------------------------------------------------------|--------------|
| 1   | Implementing the Sustainable Development Goals: Challenges and Enablers                                  | Intermediate |
| 2   | Strategic Corporate Social Responsibility                                                                | Advanced     |
| 3   | ESG, Sustainability and Sustainable Development - Reporting and Auditing                                 | Advanced     |
| 4   | Building Human Capital Toward Sustainability                                                             | Intermediate |
| 5   | Transformation & Change Leadership - How to navigate through the transition successfully and inspiringly | Intermediate |
| 6   | Beyond Boundaries: Navigating Team Dynamics and Development                                              | Advanced     |
| 7   | Design Thinking and Experience to Approach for Sustainability Challenge                                  | Intermediate |



## APPLIED RESEARCH PROJECTS

### ENHANCING EMPLOYEE ENGAGEMENT IN SUSTAINABILITY INITIATIVES: STRATEGIES FOR INCREASED PARTICIPATION AND COMMITMENT

- **Importance of the Topic**

In today's business environment, sustainability is not just a corporate responsibility but also a strategic imperative. Companies are increasingly recognising that sustainability efforts are significantly influenced by employee engagement and participation. Understanding what drives employee engagement in sustainability initiatives is crucial for organisations aiming to effectively integrate sustainable practices into their core operations. Engaging employees in sustainability aligns with environmental and social goals and fosters a culture of innovation, loyalty, and shared purpose within the organisation.

- **Research Subject**

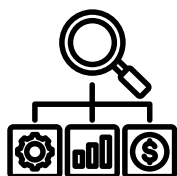
This research examines the factors influencing employee engagement in organisations' sustainability initiatives. It explores how companies can enhance participation and commitment to sustainability efforts by understanding employee motivations, barriers, and perceptions. By partnering with a company to conduct comprehensive surveys, interviews, and focus groups, the study seeks to gather detailed insights into the current state of employee engagement and propose strategies for improvement.

- **Research Objectives**

- To identify the key factors influencing employee engagement in sustainability initiatives within organisations.
- To assess the motivations and barriers employees face in participating in sustainability efforts.
- To evaluate the effectiveness of current strategies employed by organisations to foster employee engagement in sustainability.
- To develop actionable strategies and recommendations to enhance employee participation and commitment to sustainability initiatives.

- **Main Hypothesis**

Employee engagement in sustainability initiatives positively impacts the overall effectiveness and success of these initiatives within organisations.



## APPLIED RESEARCH PROJECTS

### ENHANCING EMPLOYEE ENGAGEMENT IN SUSTAINABILITY INITIATIVES: STRATEGIES FOR INCREASED PARTICIPATION AND COMMITMENT

- **Special Hypothesis**

- Employees who perceive sustainability initiatives as aligned with their personal values are more likely to be engaged and participate actively.
- Organisations that provide clear communication, support, and incentives for sustainability initiatives experience higher levels of employee engagement.
- Training and education on sustainability increase employees' knowledge and commitment to sustainability initiatives.

- **Expected Scientific Contribution**

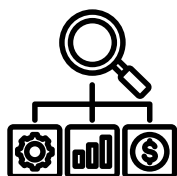
This research aims to contribute to understanding employee engagement in sustainability initiatives by providing empirical data on the factors influencing participation and commitment. The findings will offer practical insights and strategies for organisations to enhance employee involvement in sustainability efforts. By developing a framework for increasing engagement, this study will provide valuable guidance for researchers, HR professionals, and organisational leaders seeking to integrate sustainability more deeply into their corporate culture and operations.

- **Application of the Research Results**

The research findings will have significant practical implications for organisations looking to strengthen their sustainability initiatives. Companies can refine their strategies to foster a more inclusive and committed workforce by understanding the factors that influence employee engagement. The proposed strategy and recommendations will help organisations enhance employee participation, improve the effectiveness of sustainability efforts, and ultimately contribute to broader environmental and social goals. Additionally, the insights gained from this study can guide policy development and corporate training programs to promote sustainability within the business sector.

- **Keywords**

Employee Engagement, Sustainability Initiatives, organisational Commitment, Corporate Social Responsibility, Employee Motivation, Environmental Sustainability, Corporate Culture, Human Resource Strategies.



## APPLIED RESEARCH PROJECTS

### TALENT MANAGEMENT FOR SUSTAINABILITY: STRATEGIES FOR RECRUITING, DEVELOPING, AND RETAINING SUSTAINABILITY-MINDED EMPLOYEES

- **Importance of the Topic**

As sustainability becomes a critical focus for organisations worldwide, aligning talent management practices with sustainability goals is increasingly essential. Companies recognise that recruiting, developing, and retaining employees committed to sustainability can significantly enhance their ability to achieve long-term environmental, social, and governance (ESG) objectives. Understanding how talent management practices can support sustainability goals is vital for fostering a workforce that is skilled and motivated to drive sustainable practices within the organisation.

- **Research Subject**

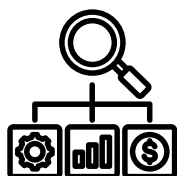
This research investigates talent management practices that support sustainability goals within organisations. It aims to identify effective strategies for recruiting, developing, and retaining employees aligned with sustainability values. Through collaboration with a company, the study will analyse current talent management processes, interview HR professionals and employees, and identify best practices for integrating sustainability into talent management strategies.

- **Research Objectives**

- To examine current talent management practices that support sustainability goals within organisations.
- To identify effective strategies for recruiting, developing, and retaining sustainability-minded employees.
- To understand HR professionals' role in fostering a sustainability culture through talent management.
- To develop recommendations for integrating sustainability into talent management strategies to support long-term organisational goals.

- **Main Hypothesis**

Integrating sustainability into talent management practices positively impacts an organisation's ability to achieve its sustainability goals and enhances overall organisational performance.



## APPLIED RESEARCH PROJECTS

### TALENT MANAGEMENT FOR SUSTAINABILITY: STRATEGIES FOR RECRUITING, DEVELOPING, AND RETAINING SUSTAINABILITY-MINDED EMPLOYEES

- **Special Hypothesis**

- Organisations that actively recruit and develop sustainability-minded employees experience more substantial alignment with their sustainability goals.
- Retaining employees with a commitment to sustainability improves the effectiveness and longevity of sustainability initiatives within organisations.
- HR practices incorporating sustainability considerations into performance evaluations, training, and development programs lead to higher employee engagement and commitment to sustainability goals.

- **Expected Scientific Contribution**

This research aims to comprehensively analyse how talent management practices can be aligned with sustainability objectives. By offering empirical insights into effective strategies for recruiting, developing, and retaining sustainability-minded employees, the study contributes to the body of knowledge on sustainable human resource management. The findings will provide valuable guidance for HR professionals and organisational leaders on integrating sustainability into their talent management processes, fostering a capable and motivated workforce to support the organisation's sustainability goals.

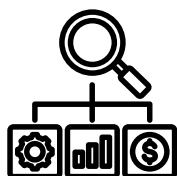
- **Application of the Research Results**

The research findings will have practical implications for organisations aiming to enhance their sustainability efforts through strategic talent management. By understanding the best practices for recruiting, developing, and retaining sustainability-minded employees, companies can refine their HR strategies to build a more sustainable workforce. The recommendations will help organisations align their talent management processes with their sustainability objectives, improve employee engagement in sustainability initiatives, and ultimately achieve better ESG outcomes. These insights can also inform HR policies and training programmes, supporting a more integrated approach to sustainability within the business sector.

- **Keywords**

Talent Management, Sustainability, Human Resource Management, Employee Recruitment, Employee Development, Employee Retention, Organisational Culture, Sustainable Business Practices.





## APPLIED RESEARCH PROJECTS

### THE ROLE OF KNOWLEDGE MANAGEMENT AND INTELLECTUAL CAPITAL

- **Importance of the Topic**

In contemporary business landscapes, strategically managing knowledge and intellectual capital is paramount for organisational resilience and success. Companies across various industries strive to harness their intellectual assets to drive innovation, competitiveness, and sustainable growth. Understanding the implications of effective knowledge management within business contexts is essential for optimising performance and achieving strategic objectives.

- **Research Subject**

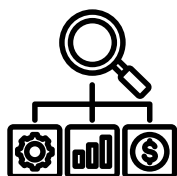
The research examines the effects of managing intellectual capital and implementing knowledge management systems within business companies. It explores how businesses leverage their intellectual assets to enhance performance and gain competitive advantages.

- **Research Objectives**

- To investigate the impact of managing intellectual capital on sustainable performance within business companies.
- To identify the motivations driving businesses to invest in knowledge and intellectual capital activities.
- To evaluate the quantifiable returns on investments in knowledge management initiatives and their influence on business performance using quantitative and qualitative methods.
- To propose a model for optimising performance-oriented strategies based on effective knowledge and intellectual capital management within business environments.

- **Main Hypothesis**

Effective management of intellectual capital positively influences the sustainable performance of business companies.



## APPLIED RESEARCH PROJECTS

### THE ROLE OF KNOWLEDGE MANAGEMENT AND INTELLECTUAL CAPITAL

- **Special Hypothesis**

- Businesses prioritising investments in knowledge management activities experience enhanced sustainable performance compared to those that do not.
- Adopting knowledge-driven strategies leads to notable improvements in various performance metrics within business companies.

- **Expected Scientific Contribution**

This research project aims to contribute to the existing body of knowledge by offering empirical insights into the relationship between knowledge management, intellectual capital, and sustainable performance within business contexts. By conducting rigorous analyses and proposing actionable models, the study provides valuable guidance for researchers, practitioners, and business leaders seeking to optimise organisational performance through effective knowledge management practices.

- **Application of the Research Results**

The findings of this research have practical implications for business companies, enabling them to refine their strategies and processes to better leverage their intellectual assets for improved performance and competitiveness. Additionally, policymakers and industry stakeholders can utilise the proposed models to inform policy decisions and foster an environment conducive to knowledge-driven innovation and economic growth within the business sector.

- **Keywords**

Knowledge Management, Intellectual Capital, Sustainable Performance, Business Companies, Competitive Advantage, Strategic Management, Innovation, Performance Optimisation.

# Empowering Sustainable Professionals

## A PERSONAL GROWTH AND ORGANISATIONAL DEVELOPMENT SPECIALISATION PROGRAMME

This comprehensive programme is designed to equip VET learners and professionals with the knowledge and skills to drive their personal development, shown mainly in the ability to answer to needs for change caused by the green transition at their workplace, gaining improved wellbeing and a better resilience towards this kind of change. The specialisation programme on personal development looks into a personal perspective, providing effective methods for cultivating resilience and sustainable working styles in times of transition. Entrepreneurs and business owners can also benefit by learning and understanding what strategies and measures could support their team in achieving an open mindset towards green transition and sustainability issues at the workplace. When considering a lifelong learning approach, this specialisation programme could benefit anybody interested in continuous personal development.



### TARGET AUDIENCE

This programme is ideal for VET learners and professionals passionate about improving their personal skills and competencies, particularly for challenges caused by workplace change and green transition.

More specifically:

- VET learners and professionals who seek to improve their well-being and resilience at the workplace demands caused by the green transition.
- Entrepreneurs and Business Owners: Small business owners and entrepreneurs seeking to integrate sustainability into their organisation, enhance corporate social responsibility, and drive positive social impact among their team members.
- Any other person who wants to 'grow' in the sense of continuously learning and improving personal development skills in times of change caused by green transition at the workplace.



### DURATION

**The program is designed to be completed in 6 months.**



## PROGRAMME OBJECTIVES

- Equip VET learners and professionals with strategies and tools to increase their well-being and resilience towards change caused by green transition at the workplace;
- Show VET learners and professionals continuous learning benefits during their personal development regarding sustainability and work life;
- Know social aspects amid sustainability goals for one's personal development at the workplace;
- Provide Entrepreneurs and Business Owners with strategies to foster human capital development towards sustainability, understanding the impact of social impact among their team.
- Encourage an entrepreneurial mindset, in general, to effectively navigate personal change towards sustainability goals.
- Strengthen team dynamics and development strategies by new ways of collaboration and working culture.



## LEARNING OUTCOMES

- **Evaluate environmental, social, and governance (ESG) Factors at the operative unit level:** Assess the impact of ESG factors on organisational performance and make informed decisions to enhance sustainability and resilience.
- **Implement professional development practices towards sustainability:** Design and implement professional development strategies that foster the development of human capital towards sustainability, including recruitment, training, mentoring, and retention initiatives.
- **Lead organisational unit change towards sustainability:** Lead and manage organisational unit change initiatives, inspiring and motivating stakeholders to embrace sustainable practices and behaviours.
- **Facilitate effective team dynamics and collaboration:** Foster collaborative and inclusive team dynamics that promote engagement, innovation, and synergy in achieving sustainability objectives.
- **Communicate sustainability initiatives effectively, horizontally and vertically in the company's hierarchical communication structure:** Develop and implement communication strategies that effectively engage all employees and promote awareness, understanding, and support for sustainability initiatives.
- **Demonstrate ethical leadership and responsible decision-making:** Exhibit ethical leadership qualities and make responsible decisions, prioritising professional ethics, sustainability, social responsibility, and long-term organisational resilience.



## PROGRAMME STRUCTURE

The programme allows participants to choose a minimum number of courses in a specific stream. This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

Therefore, the programme is structured into two streams as follows:

### A. Focusing on the individual and supporting the development

| No. | Course Name                                           | Level        |
|-----|-------------------------------------------------------|--------------|
| 1   | Agile Working Helping towards Decision Making         | Intermediate |
| 2   | How to Achieve a Sustainable Lifestyle                | Intermediate |
| 3   | Practicing Mindfulness for Personal Energy Efficiency | Intermediate |
| 4   | Happiness at Work                                     | Intermediate |
| 5   | Sustainable Professional Growth                       | Advanced     |
| 6   | Boost Your Resilience Mitigating Techno Stress        | Advanced     |

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



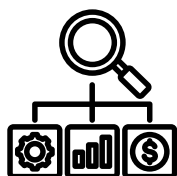
## PROGRAMME STRUCTURE

### B. Focusing on the interpersonal interactions and supporting the growth of the strengths of the individual

| No. | Course Name                                                                 | Level        |
|-----|-----------------------------------------------------------------------------|--------------|
| 1   | Personal and Organisational Values                                          | Intermediate |
| 2   | Sustainable Communication - Strengthen Your Relations Through Communication | Intermediate |
| 3   | Unlock Your Potential as a Sustainability Leader                            | Intermediate |
| 4   | Beyond Boundaries: Navigating Team Dynamics and Development                 | Advanced     |

Stream B has a scope of 4 courses, from which the participants should choose at least 2 courses.

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



## APPLIED RESEARCH PROJECTS

### ACHIEVING A SUSTAINABLE LIFESTYLE: INTEGRATING BEHAVIORAL, ENVIRONMENTAL, AND TECHNOLOGICAL APPROACHES

- **Importance of the Topic**

As global awareness of environmental challenges and the need for sustainable living increases, individuals and communities increasingly seek ways to adopt more sustainable lifestyles. This project explores the complex interplay between behaviour, environment, and technology in fostering sustainable living practices. By understanding the key factors contributing to sustainable lifestyle choices, this research can inform the development of strategies and policies supporting long-term environmental and social well-being.

- **Research Subject**

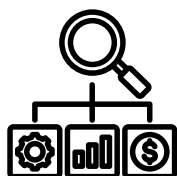
The research focuses on identifying and analysing the behavioural, environmental, and technological factors that influence the adoption of sustainable lifestyles. It aims to understand how individuals and communities can be motivated and supported to make sustainable choices in their daily lives and how these choices can be sustained over time.

- **Research Objectives**

- To investigate the behavioural factors that drive individuals to adopt and maintain sustainable lifestyle practices.
- To explore the role of environmental conditions in facilitating or hindering sustainable living, including access to green spaces, availability of sustainable products, and community infrastructure.
- To assess the impact of technological innovations on sustainable lifestyle choices, such as smart home technologies, renewable energy solutions, and sustainable transportation options.
- To propose an integrated model that combines behavioural, environmental, and technological approaches to achieving a sustainable lifestyle.

- **Main Hypothesis**

An integrated approach that combines behavioural, environmental, and technological factors positively influences the adoption and maintenance of a sustainable lifestyle.



## APPLIED RESEARCH PROJECTS

### ACHIEVING A SUSTAINABLE LIFESTYLE: INTEGRATING BEHAVIORAL, ENVIRONMENTAL, AND TECHNOLOGICAL APPROACHES

- **Special Hypothesis**

- Individuals with access to supportive environmental conditions and technological tools are more likely to adopt sustainable lifestyle practices.
- Behavioural interventions, such as education and community engagement, significantly enhance the effectiveness of environmental and technological solutions in promoting sustainable living.

- **Expected Scientific Contribution**

This research project seeks to contribute to the existing body of knowledge by providing empirical evidence on the factors influencing sustainable lifestyle choices. Through a comprehensive analysis of behavioural, environmental, and technological approaches, the study will offer actionable insights for researchers, policymakers, and practitioners focused on promoting sustainability. The proposed integrated model can serve as a valuable tool for designing effective strategies that encourage sustainable living on a broader scale.

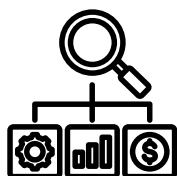
- **Application of the Research Results**

The findings of this research have practical implications for individuals, communities, and policymakers. The study will help design targeted interventions that encourage sustainable behaviours by identifying the key drivers of sustainable lifestyle choices. Additionally, governments and organisations can use the proposed model to develop policies and programs that support sustainable living, ultimately contributing to environmental conservation, social well-being, and economic stability.

- **Keywords**

Sustainable Lifestyle, Behavioural Factors, Environmental Conditions, Technological Innovations, Sustainable Living, Environmental Conservation, Community Engagement.





## APPLIED RESEARCH PROJECTS

### ENHANCING WORKPLACE EFFICIENCY THROUGH AI INTEGRATION: AN ACTION RESEARCH APPROACH

- **Importance of the Topic**

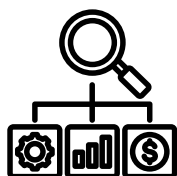
This action research project explores the impacts of artificial intelligence (AI) technology within an organisational setting. It focuses on collaborating with employees across various departments to identify real-world challenges that can be alleviated through AI tools. By engaging in iterative data collection, analysis, and implementation cycles, the research generates actionable insights that guide the adoption of AI technologies to enhance productivity and consistency in the workplace. As AI technologies become increasingly integrated into business processes, it is crucial to understand their effects on employee productivity and overall organisational efficiency. This project addresses the need for a collaborative and iterative approach to implementing AI tools, ensuring they are effectively tailored to meet the organisation's specific needs. The project identifies key areas for AI applications by involving employees in the research process. It fosters a sense of ownership and acceptance among the workforce, leading to more successful and sustainable AI adoption.

- **Research Subject**

The research identifies opportunities within the organisation where AI tools can improve work processes. It involves close collaboration with employees to understand their challenges and develop AI-based solutions that enhance productivity and job satisfaction. The research also examines the iterative process of implementing AI tools, assessing their impact on work consistency and efficiency over time.

- **Research Objectives**

- To identify key work processes that can be improved through the use of AI technology.
- To collaborate with employees in identifying real-world problems within the organisation that AI can address.
- To assess the effectiveness of AI tools in making routine tasks more efficient and consistent.
- To propose actionable AI solutions that are tailored to the specific needs of the organisation.



## APPLIED RESEARCH PROJECTS

### ENHANCING WORKPLACE EFFICIENCY THROUGH AI INTEGRATION: AN ACTION RESEARCH APPROACH

- **Main Hypothesis**

Integrating AI tools significantly enhances workplace productivity and consistency when tailored to address specific organisational challenges.

- **Special Hypothesis**

- Departments with high levels of routine or mundane tasks will benefit more from AI integration, resulting in increased productivity and job satisfaction.
- Collaborative action research involving employees in the AI implementation process leads to more effective and sustainable adoption of AI tools.

- **Expected Scientific Contribution**

This research contributes to the growing body of knowledge on the application of AI in organisational settings. By providing empirical evidence on the benefits of AI integration, particularly in improving productivity and consistency, the study offers valuable insights for businesses looking to adopt AI technologies. Additionally, the research highlights the importance of a collaborative approach, where employees are actively involved in identifying and implementing AI solutions.

- **Application of the Research Results**

The findings of this research have practical implications for organisations seeking to enhance efficiency through AI technology. By identifying specific areas where AI can be effectively implemented, the study provides a roadmap for companies to follow in their AI adoption efforts. The actionable insights generated from the research can help organisations reduce the time and energy required for routine tasks, ultimately leading to improved business outcomes and higher employee satisfaction.

- **Keywords**

AI Integration, Workplace Productivity, Organisational Efficiency, Action Research, Employee Collaboration, Routine Tasks, Sustainable AI Adoption, AI Solutions.

# Become a Competitive Startup Manager in Green Businesses

## AN ENTREPRENEURSHIP SPECIALISATION PROGRAMME

The specialisation programme 'Become a Competitive Startup Manager in Green Businesses' is designed to help foster the expertise and strategic mindset needed to become a leader in the emerging sustainable business sector. This academic curriculum integrates fundamental sustainability concepts with advanced business strategies to equip participants with the knowledge they need to lead and innovate in green businesses.

The programme begins with a fundamental understanding of sustainable development, social and green business, sustainable finance, and sustainable behaviour. Building on this, the curriculum addresses practical applications such as sustainable consumption, circular business models, green marketing and the integration of sustainability into core business strategies.

This comprehensive approach ensures a thorough understanding of both the theoretical foundations and practical applications of sustainability in business.

## TARGET AUDIENCE



The programme is tailored for current and aspiring entrepreneurs, founders, business managers, and professionals who aim to spearhead sustainability initiatives within startup environments or incorporate sustainable practices into existing businesses. It suits individuals motivated to drive change towards environmentally and socially responsible business models. Participants are expected to have a basic understanding of business principles, as the program builds on this to develop specific knowledge in sustainable business management.



## DURATION

**The program is designed to be completed in 6 months.**



## PROGRAMME OBJECTIVES

- Equip participants with a solid understanding of sustainability principles and their application in a business context.
- Develop skills in the design and implementation of circular and sustainable business models.
- Foster skills in strategic decision-making and leadership of sustainability-focused business initiatives.
- Improve participants' ability to engage with stakeholders and form partnerships to promote sustainability.
- Prepare leaders who can effectively integrate sustainability into business strategies and operations to achieve competitive advantage.



## LEARNING OUTCOMES

Upon completion of the program, participants will:

- Possess a deep understanding of sustainable development principles and their application within the business context.
- Be able to design and implement sustainable and circular business models effectively.
- Have developed strong leadership and strategic management skills focused on sustainability.
- Be capable of fostering collaborations and partnerships essential for promoting sustainable practices.
- Be prepared to drive sustainable innovation within startups and existing businesses.



## PROGRAMME STRUCTURE

The programme is structured into two phases:

- Prerequisite courses and
- Mandatory (specialisation) courses.

The foundational phase includes courses introducing participants to sustainable development, social and green economies, sustainable finance, and sustainable behaviour. The specialisation phase comprises advanced courses focused on specific strategies and business models in sustainability, including sustainable consumption and production, circular economy principles, green marketing, and leadership in sustainability.

This structure enables step-by-step training from basic concepts to advanced applications.

| No. | Prerequisite Courses                                               | Level        |
|-----|--------------------------------------------------------------------|--------------|
| 1   | Introduction to Sustainable Development                            | Beginner     |
| 2   | Introduction to Social Economy                                     | Beginner     |
| 3   | Introduction to Green Economy                                      | Beginner     |
| 4   | Introduction to Sustainable Finance                                | Beginner     |
| 5   | Green up Our (Work) Life: an Introduction to Sustainable Behaviour | Beginner     |
| 6   | Unlock Your Potential as a Sustainability Leader                   | Intermediate |

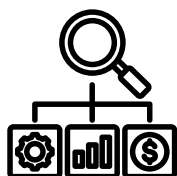


## PROGRAMME STRUCTURE

| No. | Mandatory Courses                                                                       | Level        |
|-----|-----------------------------------------------------------------------------------------|--------------|
| 1   | SDGs and My Company                                                                     | Intermediate |
| 2   | Sustainable Consumption and Production                                                  | Intermediate |
| 3   | Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships | Intermediate |
| 4   | Green Marketing                                                                         | Intermediate |
| 5   | Circular Business Strategies and Innovation                                             | Advanced     |

Choose at least one out of these three courses:

| No. | Elective Courses                                                | Level        |
|-----|-----------------------------------------------------------------|--------------|
| 1   | Integrating Sustainability into the Strategy and Business Model | Intermediate |
| 2   | Green and Social Entrepreneurship Business Modelling            | Advanced     |
| 3   | Circular Business Models: Steps from Linear to Circular         | Intermediate |



## APPLIED RESEARCH PROJECTS

### GLOBAL MARKET EXPANSION FOR AUSTRIA'S SOLAR ROOF TILES: IDENTIFYING FUTURE MARKETS AND CRAFTING STRATEGIC ENTRY PLANS

- **Importance of the Topic**

As the world faces increasing pressure to combat climate change, renewable energy solutions are gaining momentum. One such solution is Austria's innovative solar roof tiles—an integration of traditional roofing materials with solar photovoltaic technology. These tiles offer homeowners and businesses the aesthetic appeal of conventional roofing while harnessing solar energy to power buildings, making them ideal for green construction projects. Currently, the product is only available in Austria, but the growing demand for renewable energy across the globe presents significant opportunities for expansion.

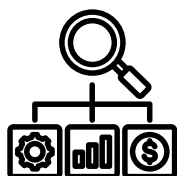
The integration of solar technology into building materials not only meets energy needs but also aligns with global sustainability goals. Expanding the distribution of solar roof tiles into new international markets requires strategic planning, market research, and a deep understanding of global business environments. This research aims to facilitate that process by identifying promising markets and crafting a robust market entry strategy.

- **Research Subject**

This research explores the potential for expanding Austria's solar roof tiles into international markets. The study seeks to identify regions that are likely to adopt this product based on their regulatory frameworks for renewable energy, market demand for sustainable building materials, and ease of doing business. The research also develops a comprehensive market entry strategy that will enable Austrian manufacturers to successfully introduce solar roof tiles into these markets, ensuring scalability and competitiveness.

- **Research Objectives**

1. Market Identification: To identify international markets with high potential for solar roof tiles by analysing key factors;
2. Business Environment Analysis: To assess the regulatory frameworks, trade policies, and market conditions in target regions;
3. Market Entry Strategy Development: To design a market entry strategy.

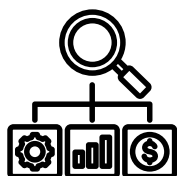


## APPLIED RESEARCH PROJECTS

### GLOBAL MARKET EXPANSION FOR AUSTRIA'S SOLAR ROOF TILES: IDENTIFYING FUTURE MARKETS AND CRAFTING STRATEGIC ENTRY PLANS

- **Main Hypothesis**
- The introduction of Austria's solar roof tiles into international markets, particularly those with strong renewable energy policies and growing demand for sustainable construction materials, will significantly enhance the product's market penetration and competitiveness, driven by a global shift towards green infrastructure.
- **Special Hypothesis**
  - Market Demand Hypothesis: Markets with growing demand for energy-efficient building solutions and government-backed incentives for renewable energy adoption will be the most receptive to solar roof tiles. In these markets, customers' preference for sustainable, aesthetically pleasing roofing solutions will drive sales.
  - Regulatory and Policy Hypothesis: Countries with supportive regulatory frameworks for renewable energy technologies, including import incentives and tax reductions for solar installations, will offer the most favorable conditions for market entry. These regulatory supports will reduce the costs associated with market entry, making them prime targets for expansion.
  - Partnership Hypothesis: Collaborating with local distributors and construction firms specializing in sustainable building practices will accelerate market penetration. Partnerships will allow for faster adaptation to local market conditions and ensure compliance with regional building codes and environmental standards.
  - Pricing Hypothesis: Competitive pricing combined with government subsidies and incentives will be a key determinant of success in international markets. Customers will choose solar roof tiles over traditional solar panels due to their dual functionality as both an energy generator and aesthetic roof solution if offered at a comparable price.





## APPLIED RESEARCH PROJECTS

### GLOBAL MARKET EXPANSION FOR AUSTRIA'S SOLAR ROOF TILES: IDENTIFYING FUTURE MARKETS AND CRAFTING STRATEGIC ENTRY PLANS

- **Expected Scientific Contribution**

The research will provide valuable insights into the internationalization of eco-friendly products, particularly in the green construction sector. It will contribute to the understanding of how to navigate complex regulatory environments and market dynamics when expanding sustainable technologies globally. Additionally, it will offer practical strategies for scaling green products across borders, helping to advance both academic knowledge and business practices in renewable energy and sustainable entrepreneurship.

- **Application of the Research Results**

The results of this research will be of practical importance to Austrian manufacturers of solar roof tiles and other green building technologies. By identifying promising international markets and providing a detailed market entry strategy, the research will help businesses navigate regulatory, logistical, and competitive challenges in new regions. Moreover, policymakers and trade organisations can use the findings to support the export of green technologies, helping Austria play a more significant role in the global renewable energy market.

Specific applications of the research include:

- **Manufacturers:** The research will offer a roadmap for entering new markets, providing guidance on regulatory requirements, distribution channels, and localized marketing strategies.
- **Policymakers:** Insights into the regulatory barriers and opportunities will help inform policy decisions that support green exports and foster international collaboration.
- **Trade Organisations:** The research will highlight target regions where trade incentives and partnerships can be developed to support the export of sustainable Austrian products.

- **Keywords**

Solar Roof Tiles, Market Expansion, Renewable Energy, Sustainable Construction, International Business, Market Entry Strategy, Green Technology, Business Environment Analysis.



## APPLIED RESEARCH PROJECTS

### EXCLUSIVE SOCIAL ENTERPRISE FOR LUXURY FASHION: COMBINING SUSTAINABILITY AND SOCIAL IMPACT

- **Importance of the Topic**

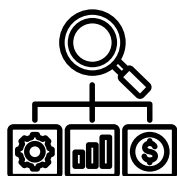
The selling of second-hand luxury textiles through an exclusive social enterprise model addresses several critical issues at the intersection of sustainability, social responsibility, and luxury fashion. In a world where environmental concerns are increasingly pressing, the fashion industry—particularly luxury fashion—has been called upon to reduce its significant environmental footprint. By extending the lifecycle of luxury garments, the second-hand market offers a sustainable alternative to fast fashion, reducing textile waste and promoting the reuse of high-quality materials. This model not only responds to consumer demand for more environmentally conscious products but also taps into the growing desire for unique, high-end items with a story. Moreover, by operating as a social enterprise, this business model contributes to a broader societal goal beyond profit, directing all proceeds toward charitable causes. This reinforces the importance of integrating social impact into business practices, especially within the luxury sector, where affluent suppliers and customers are often motivated by more than just financial gain. The exclusivity and personalized nature of this business—where sellers and buyers can interact in intimate, offline settings—also challenges the growing dominance of impersonal, mass-market e-commerce platforms. It offers a counterbalance to the fast-paced digital shopping experience by creating rare, meaningful moments of connection, which is increasingly valued in the luxury market. In this context, the research explores innovative ways to merge luxury, sustainability, and social impact, making it highly relevant in today's evolving fashion and business landscapes.

- **Research Subject**

This study explores how a social enterprise in Europe can develop a highly exclusive, offline luxury second-hand market. The model will involve both sellers and buyers in personal, intimate events where pre-owned luxury garments are sold, with all profits going to charitable causes.

- **Research Objectives**

1. **Supplier Strategy (Attracting Affluent Sellers):** To develop a strategy for attracting high-net-worth individuals who wish to sell their second-hand luxury textiles through a prestigious, socially responsible outlet.
2. **Marketing Strategy (Online and Offline):** To develop a marketing plan that keeps the business's exclusive and charitable nature front and center, without diluting the brand image.



## APPLIED RESEARCH PROJECTS

### EXCLUSIVE SOCIAL ENTERPRISE FOR LUXURY FASHION: COMBINING SUSTAINABILITY AND SOCIAL IMPACT

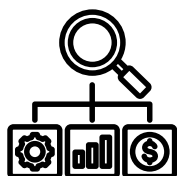
3. Business Model Development (Social Enterprise): To design a business model
4. Distribution Channels (Offline Only): To develop an offline-only distribution strategy focused on hosting exclusive events where the buying and selling of luxury textiles take place.

- **Main Hypothesis**

Creating an exclusive, socially responsible market for second-hand luxury textiles that benefits suppliers, customers, and charitable causes. This hypothesis proposes that by combining exclusivity, personal interaction, and social responsibility, the social enterprise will create a successful and sustainable business model. The suppliers (affluent individuals), customers (elite buyers), and the wider community (charitable beneficiaries) all stand to gain from this win-win approach.

- **Special Hypothesis**

- Supplier Incentive Hypothesis: Wealthy individuals will be more inclined to participate in the enterprise if they know the proceeds are directed to reputable charitable causes, and if they can experience personal recognition at the exclusive events.
- Exclusivity & Scarcity Hypothesis: Customers will place a higher value on luxury second-hand textiles sold at exclusive, rare events, especially when these garments are presented in a high-end, personalized setting where they can interact directly with sellers.
- Social Impact Hypothesis: The social enterprise model, which channels all profits into a charitable cause, will not only drive customer and supplier participation but also create a positive public image for the company, increasing its reach within the luxury market.
- Offline-Only Distribution Hypothesis: The use of offline-only, exclusive, invitation-only events (as opposed to online platforms) will significantly enhance the business's reputation for luxury, privacy, and exclusivity, attracting both affluent suppliers and customers who value personalized experiences.



## APPLIED RESEARCH PROJECTS

### EXCLUSIVE SOCIAL ENTERPRISE FOR LUXURY FASHION: COMBINING SUSTAINABILITY AND SOCIAL IMPACT

- **Expected Scientific Contribution**

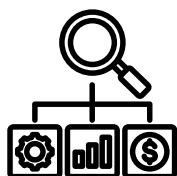
This research will contribute new insights into how social enterprises can operate successfully within the luxury fashion market by creating a highly exclusive, offline business model. The project will explore: Innovative ways to balance luxury, exclusivity, and social responsibility in the second-hand market. New models of personal interaction between buyers and sellers in a world increasingly dominated by online shopping. How profits directed toward charitable causes can enhance brand reputation and customer loyalty, particularly in high-end markets. This research will provide a template for other luxury social enterprises and challenge conventional approaches in both the vintage clothing market and the luxury retail sector.

- **Application of the Research Results**

- Social Enterprises: This research will offer a framework for luxury social enterprises seeking to balance exclusivity, sustainability, and social good. It will be particularly valuable for startups looking to enter the second-hand luxury market with a unique approach.
- Affluent Individuals (Suppliers): High-net-worth individuals will gain insights into how they can responsibly dispose of their luxury garments, contribute to charitable causes, and participate in exclusive, socially driven events.
- Luxury Customers: Customers will benefit from understanding the value of attending exclusive, high-end events where they can purchase unique luxury items and support charitable endeavors simultaneously.
- Charitable Organisations: The research will demonstrate how partnerships with luxury social enterprises can provide significant financial support for causes such as environmental sustainability, women's rights, or other social issues.
- Fashion Industry Stakeholders: This project will help brands and retailers understand how to create offline, personalized experiences that set them apart from online competitors while promoting social responsibility and sustainability.

- **Keywords**

Second-Hand Luxury Textiles; Social Enterprise; Circular Fashion Economy; Exclusive Fashion Events; Sustainable Luxury; Offline Distribution Channels; Charity and Social Responsibility; Customer-Seller Personal Engagement.



## APPLIED RESEARCH PROJECTS

### SUBCONTRACTING RISK MANAGEMENT - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Importance of the Topic**

This study explores the implications of Subcontracting Risk Management within the Portuguese Moulds and Plastics industry. The industry, highly significant in the national setting, faces challenges in implementing Enterprise Risk Management (ERM) due to the competitiveness between Small and Medium-sized Enterprises (SMEs) and larger corporations, insufficient risk management reporting, and pressures from power dynamics.

- **Research Subject**

The research covers the considerable demands made on SMEs in the context of subcontracting processes by large companies and the difficulties that follow. The study highlights how important ERM is to mitigate risks and improving organisational performance, particularly in the areas of knowledge management, regulatory compliance, quality assurance, power dynamics, negotiation, and intellectual capital management.

- **Research Objectives**

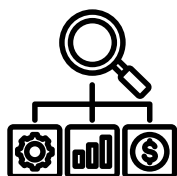
- To identify and analyse the main risks encountered by subcontracted SMEs in the Moulds and Plastics industry.
- To identify and describe the risk mitigation strategies employed by subcontracted SMEs in the Moulds and Plastics industry.

- **Main Hypothesis**

Implementing effective subcontracting risk management strategies in SMEs within the Portuguese Moulds and Plastics industry will significantly reduce risks related to power dynamics, quality assurance, and regulatory compliance, thereby improving overall business performance.

- **Special Hypothesis**

- SMEs that adopt comprehensive Enterprise Risk Management (ERM) practices in subcontracting will experience fewer disruptions related to power dynamics and negotiation challenges with larger corporations.
- Effective risk management strategies in subcontracting will enhance regulatory compliance and quality assurance, leading to improved organizational performance and competitiveness.
- Proper management of subcontracting risks will strengthen SMEs' intellectual capital, enabling better knowledge management and resilience in the face of industry challenges.



## APPLIED RESEARCH PROJECTS

### SUBCONTRACTING RISK MANAGEMENT - THE CASE OF THE PORTUGUESE MOULDS AND PLASTICS INDUSTRY

- **Expected Scientific Contribution**

The present research project aims to contribute to the knowledge about subcontracting risk management within the Moulds and Plastics industry, specifically in SMEs by providing empirical insights through the interviews conducted. The perceptions of the participants, who are in leadership management roles within the industry serve as guidance on how to mitigate the existing risks. It will offer a detailed understanding of subcontracting risk management within the context of SMEs in the Portuguese Moulds and Plastics industry. By providing empirical data from industry leaders, the study will fill a gap in existing literature concerning the unique risks faced by SMEs in subcontracting relationships with larger companies. The project will also contribute to the development of practical frameworks for improving risk management practices, enhancing both academic discourse and the practical application of ERM in high-risk industries.

- **Application of the Research Results**

By identifying the risks in the sector, this project will provide support to companies, through training and/or consultancy, in developing strategies that will help minimise the negative impacts of these risks. In addition, it may influence public policies to support these companies.

The findings of this study will be highly valuable for SMEs in the Moulds and Plastics industry, offering practical strategies to mitigate subcontracting risks, particularly in areas like power dynamics, quality control, and compliance. The research will guide these companies in developing risk mitigation plans that can be implemented through targeted training programs and consultancy services. Additionally, the results can inform policymakers and industry associations, influencing the development of public policies aimed at supporting SMEs in managing subcontracting risks. These insights could also be applied across other industries where SMEs face similar subcontracting challenges, enhancing broader economic resilience and sustainability.

- **Keywords**

Enterprise Risk Management, Subcontracting, Moulds and Plastics Industry, Risk Mitigation, Business Ethics, Power Interactions.

# Innovative Leadership for Sustainable Growth

## A LEADERSHIP SPECIALISATION PROGRAMME

This programme is compiled to support organisational leaders in inspiring and empowering people for a shared vision. It focuses on leadership qualities such as creating the right framework for individuals to reach their full potential by fostering purpose orientation, self-organisation, creativity, and experimentation. It also emphasises emotional intelligence, communication skills, and complex problem-solving. The programme primarily addresses personal development aspects, focusing on the transformation readiness within the organisation and at an individual level.



### TARGET AUDIENCE

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

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

More specifically:

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



### DURATION

The program is designed to be completed in 6-9 months.



## PROGRAMME OBJECTIVES

- Equip participants with practical methods and tools to effectively navigate an organisation's or individual projects' sustainable transformation journey.
- Gain in-depth knowledge of how transformation processes take place and identify essential success factors to steer both organisational and individual transformation journeys effectively.
- Enhance leadership abilities such as emotional intelligence, empowerment strategies and the ability to lead challenging conversations in change processes effectively.
- Apply agile patterns and logic to accelerate sustainable business transformation.
- Develop an ethical and purpose-driven leadership style.
- Craft and communicate a compelling narrative that engages stakeholders effectively.
- Develop skills to define strategies to foster a culture of innovation based on knowledge assets, including assessing the intellectual capital management needs of the organisation.
- Get familiar with the system innovation approach, including various tools and methodologies for complex problem-solving.
- Engage in self-reflection and coaching to deepen self-awareness, recognise personal strengths and weaknesses, and apply responsible reactivity techniques to enhance team interactions and communication.
- Apply the acquired knowledge in daily practice through a personal action learning project.



## LEARNING OUTCOMES

- **Apply Systems Thinking and Design Approaches:** Demonstrate the ability to use systems thinking and design thinking methodologies to identify, analyse, and solve sustainability challenges, fostering innovative and effective solutions for sustainable business practices.
- **Foster Collaboration for Circular Ecosystems:** Develop and implement strategies for effective collaboration, networking, and partnerships that advance circular economy principles and drive systemic change towards sustainability within and across organisations.
- **Lead Organisational Change and Innovation:** Lead and manage organisational change initiatives that promote sustainability, utilising agile methodologies and change management principles to navigate transitions successfully and inspire continuous improvement in sustainable practices.
- **Enhance Communication and Stakeholder Engagement:** Develop effective internal and external communication strategies to promote sustainability initiatives, fostering stakeholder engagement and support through storytelling, green nudges, and value-based leadership.
- **Cultivate a Culture of Sustainability and Resilience:** Build a culture of sustainability and resilience within organisations by integrating personal and organisational values, relational capital, and ethical leadership, driving long-term organisational growth and positive social impact.





## PROGRAMME STRUCTURE

The program allows participants to choose a minimum number of courses in a specific stream. This allows participants to customise and select the most relevant courses based on their interests and background knowledge.

Therefore, the programme is structured into two streams as follows:

### A. Change Management for Sustainable Innovation and Systems Thinking

This stream fosters innovative and sustainable practices within organisational structures through systemic approaches, stakeholder engagement, and capacity building.

| No. | Course Name                                                                             | Level        |
|-----|-----------------------------------------------------------------------------------------|--------------|
| 1   | System and Design Thinking for Sustainable Transformations                              | Advanced     |
| 2   | Connecting the Dots for Circular Ecosystems: Collaboration, Networking and Partnerships | Intermediate |
| 3   | Knowledge Management and Organisational Innovation                                      | Intermediate |
| 4   | SustainAgility – How Agile Ways Help to Continuously Improve Sustainability in Business | Intermediate |
| 5   | Driving Sustainable Growth with Innovation Capital                                      | Advanced     |
| 6   | Green Nudges – Bridging the Intention-Action-Gap and Shaping Sustainable Futures        | Intermediate |

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



## PROGRAMME STRUCTURE

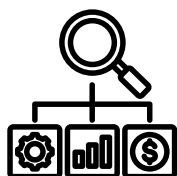
### B. Change Leadership for Inspiring Organisational Growth

This stream is dedicated to interpersonal aspects such as enhancing leadership skills, team dynamics, and internal communication to guide and inspire people through change.

| No. | Course Name                                                                                                | Level        |
|-----|------------------------------------------------------------------------------------------------------------|--------------|
| 1   | Personal and Organisational Values                                                                         | Intermediate |
| 2   | Relational Capital                                                                                         | Intermediate |
| 3   | Unlock Your Potential as a Sustainability Leader                                                           | Intermediate |
| 4   | Beyond Boundaries: Navigating Team Dynamics and Development                                                | Advanced     |
| 5   | Transformation and Change Leadership – How to Navigate through the Transition Successfully and Inspiringly | Intermediate |
| 6   | Creating a New Narrative – How to Boost Your Internal Communication Effectively                            | Intermediate |

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

We will require the participants to complete 5 courses to receive the certificate, but they are free to choose more.



## APPLIED RESEARCH PROJECTS

### LEADERSHIP COMMUNICATION STRATEGIES FOR DRIVING ORGANISATIONAL TRANSFORMATION IN SMES

- **Importance of the Topic**

Effective communication is a cornerstone of successful leadership, especially during organisational transformation. For SMEs with limited resources, clear and compelling communication from leaders is essential to ensure that all team members are aligned with the organisation's vision and goals. Understanding the impact of communication strategies on change leadership is critical for SMEs looking to navigate transformation successfully.

- **Research Subject**

This research focuses on the communication strategies leaders employ in SMEs during organisational transformation. It investigates how different communication styles and methods influence employee engagement, motivation, and acceptance of transformation or change initiatives.

- **Research Objectives**

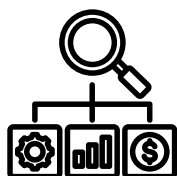
- To analyse the role of leadership communication in facilitating organisational transformation in SMEs.
- To identify communication strategies that effectively engage and motivate employees during change.
- To assess the impact of transparent and consistent communication on the success of change initiatives.

- **Main Hypothesis**

Effective leadership communication positively influences the success of organisational transformation initiatives in SMEs.

- **Special Hypothesis**

- Transparent communication from leaders increases employee engagement during transformative or change processes.
- Regular and consistent communication from leadership reduces resistance to change and enhances the implementation of new initiatives.



## APPLIED RESEARCH PROJECTS

### LEADERSHIP COMMUNICATION STRATEGIES FOR DRIVING ORGANISATIONAL TRANSFORMATION IN SMES

- **Expected Scientific Contribution**

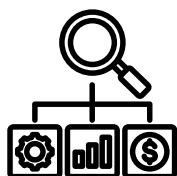
This research will contribute to the understanding of how leadership communication strategies impact the success of change management in SMEs. The study will provide empirical evidence on best practices for engaging employees and reducing resistance to change through effective communication.

- **Application of the Research Results**

The findings will be valuable for SME leaders involved in planning and navigating organisational change. The study's insights can be used to design and refine communication strategies, ensuring that transformation or change initiatives are well-received and effectively implemented. Additionally, the results can inform leadership training programs focused on communication skills.

- **Keywords**

Leadership, Communication, Transformation, Change Management, SMEs, Employee Engagement, Organisational Transformation, Communication Strategies.



## APPLIED RESEARCH PROJECTS

### ESSENTIAL LEADERSHIP QUALITIES FOR EFFECTIVE ORGANISATIONAL TRANSFORMATION: AN EMPLOYEE-CENTRIC ANALYSIS

- **Importance of the Topic**

Identifying and understanding the leadership qualities that employees consider essential during organisational transformation is critical for enhancing leadership effectiveness. These qualities influence how employees react to change, impacting their behaviour, mindset, and ultimately, the organisational culture. This insight is crucial for developing targeted leadership strategies that support successful transformation or change initiatives.

- **Research Subject**

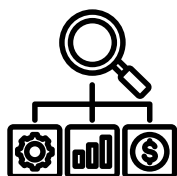
This research will identify and analyse the leadership qualities considered most valuable by employees during organisational transformation. It will focus on gathering employee feedback to understand how these qualities affect their behaviour, mindset, and acceptance of change, as well as how these key leadership traits impact the overall organisational culture during transformation processes.

- **Research Objectives**

- Identify key leadership qualities valued by employees during organisational transformation.
- Analyse the impact of these leadership qualities on employees' behaviour and attitudes towards change.
- Evaluate how these qualities influence employees' mindset, including their resilience and adaptability.
- Determine the effect of these leadership qualities on shaping and reinforcing organisational culture during transformation.

- **Main Hypothesis**

Leadership qualities perceived as essential by employees positively influence their behaviour, mindset, and acceptance of organisational change, leading to a more responsive and innovative organisational culture.



## APPLIED RESEARCH PROJECTS

### ESSENTIAL LEADERSHIP QUALITIES FOR EFFECTIVE ORGANISATIONAL TRANSFORMATION: AN EMPLOYEE-CENTRIC ANALYSIS

- **Special Hypothesis**

- Leaders who exhibit high levels of emotional intelligence foster trust, emotional bonding, and a sense of orientation among employees, which in turn enhances motivation and autonomy during times of change.
- Leaders who practice clear and transparent communication positively impact employees' trust and acceptance of change, which enhances their willingness to support and engage with the transformation efforts.
- Leaders who empower employees to take the initiative and engage in self-organisation enhance their sense of ownership and accountability, leading to a more responsive and innovative organisational culture during times of change.

- **Expected Scientific Contribution**

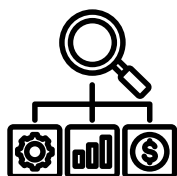
The research will provide empirical insights into the leadership qualities that employees value most during change and how these qualities affect their behaviour, mindset, and the broader organisation. This study will contribute to the understanding of leadership effectiveness in the context of change management and provide practical observations on the relationship between certain leadership traits and the successful navigation of transformation or change initiatives.

- **Application of the Research Results**

The research will offer practical insights for leaders who navigate change effectively by highlighting the leadership qualities that employees value most. These findings can inform leadership training, improve communication strategies, and design initiatives that empower employees during organisational transformation.

- **Keywords**

Leadership Qualities, Organisational Transformation, Behaviour Change, Employee Mindset, Change Acceptance, Organisational Culture, Emotional Intelligence, Communication Skills, Empowerment.



## APPLIED RESEARCH PROJECTS

### DRIVING SUSTAINABLE GROWTH WITH INNOVATION CAPITAL

- **Importance of the Topic**

Innovation capital refers to the intangible assets that enable an organisation to innovate, including its culture, leadership, and ability to harness creativity and knowledge. In the context of sustainable growth, leveraging innovation capital is crucial for businesses aiming to meet current environmental and societal needs without compromising future generations. Understanding how innovation capital drives sustainable growth will help organisations create more resilient and adaptive strategies, promoting long-term value creation.

- **Research Subject**

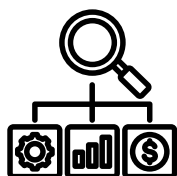
This research focuses on the role of innovation capital in driving sustainable growth. It examines how companies can utilize their intangible assets, such as creative capacity, leadership commitment to innovation, and collaborative networks, to develop sustainable products, processes, and business models.

- **Research Objectives**

- To analyse how innovation capital contributes to sustainable business practices and growth.
- To identify key components of innovation capital that are most effective in promoting sustainability.
- To explore the relationship between innovation culture and the successful implementation of sustainable initiatives.

- **Main Hypothesis**

Organisations with a strong focus on innovation capital are more successful in achieving sustainable growth.



## APPLIED RESEARCH PROJECTS

### DRIVING SUSTAINABLE GROWTH WITH INNOVATION CAPITAL

- **Special Hypothesis**

- A continuous innovation and learning culture enhances an organisation's ability to implement sustainable practices.
- Leadership commitment to innovation capital significantly influences the effectiveness of sustainability strategies.

- **Expected Scientific Contribution**

This research will provide insights into how innovation capital can be a driving force for sustainable growth. It will offer empirical data on best practices for fostering an innovation-driven culture that aligns with sustainability goals, highlighting the importance of leadership and strategic investments in intangible assets.

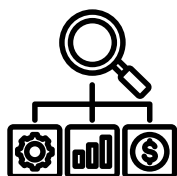
- **Application of the Research Results**

The findings will be valuable for organisations seeking to enhance their sustainable growth strategies through innovation. Businesses can use the insights to develop targeted programs that build and leverage their innovation capital, ensuring long-term sustainability and competitive advantage. The results will also inform policymakers and educators on fostering innovation-driven sustainability in various sectors.

- **Keywords**

Innovation Capital, Sustainable Growth, Intangible Assets, Innovation Culture, Leadership, Sustainability Strategies, Business Models, Creative Capacity.





## APPLIED RESEARCH PROJECTS

### GREEN NUDGES – BRIDGING THE INTENTION-ACTION GAP AND SHAPING SUSTAINABLE FUTURES

- **Importance of the Topic**

Green nudges are subtle changes in how choices are presented that encourage more sustainable behaviours without restricting options. Understanding how these nudges can bridge the intention-action gap—where people intend to behave sustainably but fail to act accordingly—is critical for designing interventions that effectively promote sustainable lifestyles. This research will explore the potential of green nudges to shape individual and organisational behaviour towards more sustainable futures.

- **Research Subject**

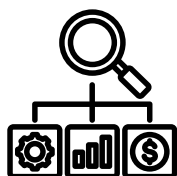
This research investigates the effectiveness of green nudges in promoting sustainable behaviours and bridging the intention-action gap. It focuses on the psychological and behavioural mechanisms behind nudging. It examines how different types of nudges influence sustainable decision-making in various contexts, such as consumer choices, workplace practices, and public policies.

- **Research Objectives**

- To evaluate the impact of green nudges on sustainable behaviour change.
- To identify which types of nudges are most effective in different contexts (e.g., individual, organisational, public).
- To explore the psychological mechanisms that explain how and why green nudges influence behaviour.

- **Main Hypothesis**

Green nudges effectively bridge the intention-action gap, leading to more sustainable behaviours.



## APPLIED RESEARCH PROJECTS

### GREEN NUDGES – BRIDGING THE INTENTION-ACTION GAP AND SHAPING SUSTAINABLE FUTURES

- **Special Hypothesis**

- Nudges that appeal to social norms are more effective in changing behaviour than informational nudges alone.
- Behavioural interventions that leverage default options (e.g., opt-out systems) significantly increase sustainable actions.

- **Expected Scientific Contribution**

This research will contribute to the growing body of knowledge on behavioural economics and sustainability by providing empirical evidence on the effectiveness of green nudges. It will highlight best practices for designing nudges that promote sustainable behaviours across different sectors.

- **Application of the Research Results**

The findings will be valuable for policymakers, businesses, and sustainability advocates looking to design more effective interventions to promote sustainable behaviour. The study's insights can be used to develop targeted nudging strategies tailored to specific contexts and populations, enhancing the overall impact of sustainability initiatives.

- **Keywords**

Green Nudges, Intention-Action Gap, Behavioral Change, Sustainability, Nudging, Sustainable Behavior, Decision-Making, Behavioral Economics, Social Norms.

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