

# Design Options Paper



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## Executive Summary

The new challenges in recent years and the Covid-19 pandemic have shown the need of the European Union of facing a major transition to economic, environmental and social sustainability. At the same time, it is recognised that this transition must be based on a strong and resilient economy, and that small and medium-sized enterprises (SMEs) provide the backbone for this. Yet, SMEs' approach to sustainability is less structured and formalised than that of larger firms. The literature demonstrates that SMEs rarely use the jargon of corporate sustainability, whereas they adopt more informal strategies, attempting to secure their licence to operate while contributing to their local communities. Only 13% of EU27 SMEs actually indicate that they have already adopted a sustainability strategy, while 21% seem to be in the process of implementing one. A significant 40% of SMEs report the potential of becoming a sustainable enterprise in the future by possibly adopting a sustainability strategy, while 18% declare that they have not considered implementing one and will not do so in the future.

Peer for People, Planet, Profit for SMEs (P<sup>4</sup>SME) idea raised from the participation of three Science and Technology Parks (STPs), FUNDECYT Science and Technology Park of Extremadura, Johanneberg Science Park and Tallinn Science Park Tehnopol, in European projects related to sustainability and their expertise in the field. These STPs had a common interest in continuously improving their capacity and needs assessment methodologies, and currently face the common challenge of applying sustainability assessment and support techniques tailored to SMEs. For that purpose, a twinning advanced mechanism was set up among the three partners in order to allow them to jointly evaluate their sustainability approaches and, based on the input gathered, design a method that enables business support organisations to improve the delivery of services to companies in the sustainability field.

Therefore, the objective of P<sup>4</sup>SME project was to improve the sustainability support services that the European STPs, incubators, innovation agencies or similar organisations are providing to their tenants or client companies. For that purpose, the consortium identified and analysed tools, programmes and initiatives related to any of the 3 dimensions of sustainability (social, economic, environment) that could help SMEs to become more sustainable. In order to achieve this objective, peer-learning activities in the format of workshops were designed to facilitate cooperation and knowledge transfer among the involved STPs within the project time frame of one year.

As a result of the peer learning process, this Design Options Paper (DOP) aims at providing other European business support organisations with recommendations for improving their sustainability services for companies in their territories through a well-designed sustainability method called "*Road to sustainability*". Since the document explores options to address the sustainability challenge and shows that certain decisions made in the design preclude some other options, it might inspire and guide other STPs or similar organisations that became interested in the topic only later and did not have the chance to participate in the P<sup>4</sup>SME project.

The main conclusions and recommendations worth highlighting are as follows:

- Sustainability is a broad subject and there is not "one universal solution" that suits and works for everyone.
- The *Road to Sustainability* designed in the framework of the P<sup>4</sup>SME project is suggested as a guide for those organisations interested in improving their sustainability services for SMEs.

## Introduction

## Sustainability

The transition to economic, environmental and social sustainability has become a major priority for the European Commission (EC). Sustainable development, defined by the United Nations as *“development that meets the needs of present generations without compromising the ability of future generations to meet their needs”* is therefore embedded in the recent “Political Guidelines for the next European Commission 2019-2024”.

Likewise, it is recognised that this transition must be based on a strong and resilient economy, and that SMEs provide the backbone for this. Therefore, it has become a political priority for the EU to ensure that the sustainability transition goes hand in hand with SME growth, and that sustainability becomes an opportunity for SMEs to grow in the Single Market and beyond by offering more sustainable products and services. This will also mean helping SMEs to address the challenges of sustainability in terms of up-front investments, new regulation and competing with larger companies benefiting from economies of scale.

SMEs play a key role in the economies of all countries in the world by their contribution to the national economic growth and employment. Nowadays, in a complex, competitive and volatile business environment, the adoption of sustainability principles is of utmost importance for a steady and sustainable growth of SMEs and to a large extent their survival depends on it. Yet, the relationship between SMEs and sustainability is mutually interdependent and the success of the sustainability agenda is very much conditioned by SMEs, while the growth of SMEs cannot be achieved without the integration of sustainability principles into their business strategies.

According to the Global Reporting Initiative (GRI)'s Sustainability Disclosure Database, sustainability reporting by SMEs in 2017 accounted for just 10.22% and in 2018 for 15%, and this figure has remained almost the same for over the last seven years. So, there is a question why sustainability is not entrenched in SMEs. The reasons are many and vary by country and sector:

- Lack of awareness among employees about the importance of sustainability.
- Lack of awareness of business owners of the benefits of sustainability practices.
- Not available access to affordable financial resources.
- Inadequate and insufficient skills and management developed practices.
- Lack of information how to implement sustainability.
- The interference of intended sustainability initiatives with other business initiatives.

There is no doubt that SMEs have the potential to become the foundation of the domestic and global sustainability agenda. In order to successfully integrate sustainability principles and practices within their business culture, SMEs should understand the emerging opportunities and the relevance to them. Frequently, the message and narrative of the Sustainable Development Goals have not penetrated SMEs. Research has pointed out that SMEs struggle to identify how they could use sustainability as a force for growth and adapt to megatrends like increased globalisation, digitalisation, the new industrial revolution or the changing nature of work.

For this reason, SMEs that are proactive on sustainability issues and transparency are in a better position to gain access to new value chains and improve their business. In addition, given their dominant share of the global economy, responsible business conduct among SMEs is essential to a sustainable future.

According to the EC's statistics, SMEs represent 99% of all businesses in the EU (as defined in the EU recommendation 2003/361). They are the main target group for Science and Technology Parks (STPs), defined as “organisations managed by specialised professionals, whose main aim is to increase the wealth of its community by promoting the culture of innovation and the competitiveness of its associated businesses and knowledge-based institutions”. STPs are powerful tools for economic development and for the consolidation of the knowledge economy at the regional level due to two main facts:

- Ability to respond to the new needs of new kinds of companies in new market conditions.
- An extraordinary capacity of evolution and adaptation to the ongoing changes.

In addition, STPs have a key role in the design and support of European strategies, policies and programmes, especially those related to major European priorities such as: The Green Deal, Industrial Transition, R&D and Innovation, and Cohesion.

By integrating the sustainability approach into their portfolio of services, STPs will be able to provide SMEs hosted in their facilities with a more complete support, helping them to address the challenges of the three dimensions of sustainability (Figure 1), so that it becomes an opportunity for them to increase competitiveness and grow by offering more sustainable products and services.

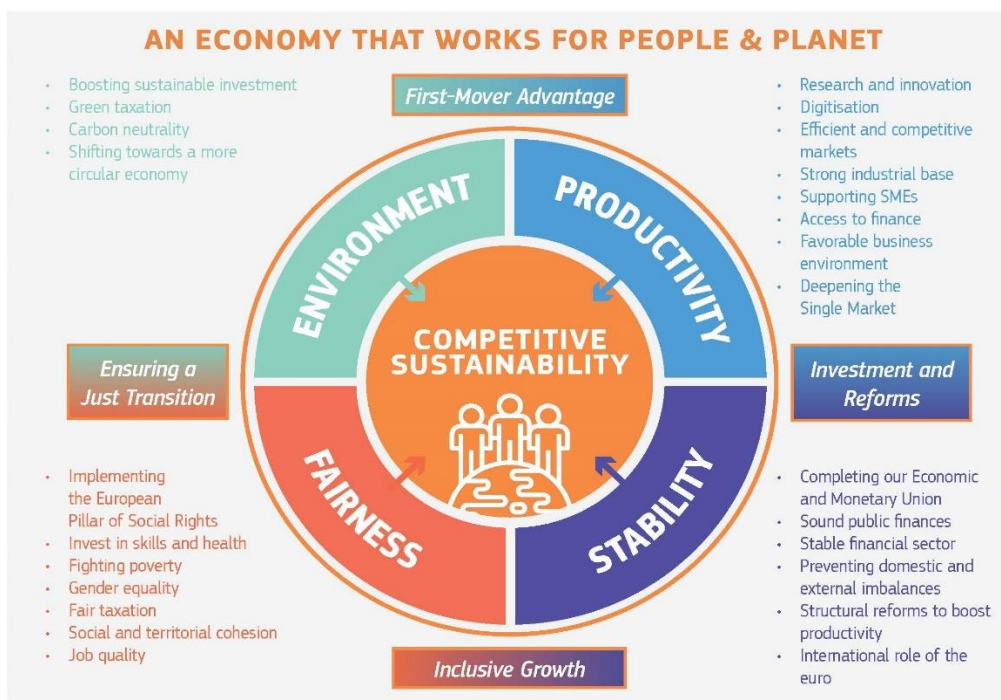


Figure 1: Dimensions of a sustainable economy. Source: European Commission

## Project background

## Objective

Although society is demanding more sustainable and socially responsible business models and the concept of sustainability has become a cornerstone to help understand the success of many firms in the current competitive context<sup>1</sup>, more attention has been put in analyzing the phenomenon in large companies, whereas very few initiatives address the SME context<sup>2</sup>. The main goal of the P<sup>4</sup>SME consortium was to tackle this need and provide support to help SMEs to become more sustainable. Specifically, partners wanted to improve the services they offer to SMEs by introducing the sustainability concept and by helping them to integrate the sustainability principles into their business strategies to lead them to higher chances to exploit the emerging opportunities and achieve a steady sustainable growth.

Therefore, the objective of P<sup>4</sup>SME project was to improve the support in terms of sustainability that the European STPs, incubators, innovation agencies or similar organisations are providing to their tenants or client companies. For that purpose, the consortium has identified and analysed tools, programmes and initiatives that might help SMEs to become more sustainable and will implement in the medium-term an efficient method based in those inputs to be applied through pilot actions in their territories. In order to achieve this objective, peer-learning activities were designed to facilitate cooperation and knowledge transfer among the involved STPs (FUNDECYT Science and Technology Park of Extremadura, Johanneberg Science Park, Tallinn Science Park Tehnopol) within the project time frame of one year.

In addition, it is expected that other STPs, incubators or innovation agencies that provide services to SMEs are able to work with a holistic approach of sustainability in order to provide their client companies with added value services that lead them to generate sustainable products and services. In other words, this project aimed to enhance the quality of the sustainability support services of STPs and other entities working with SMEs. Enhancement of these skills should lead to better understanding of the sustainability concept, easier application of the different sustainability dimensions to SMEs business models and higher chances to generate sustainable products and services and to become more competitive. In the long run, it is expected to lead to a greater positive impact in the environment and the society.

The specific objectives of the project were therefore:

- Improving the STPs portfolio by increasing their number of added value services to respond to the companies' new need of exploiting emerging opportunities derived from sustainability and in line with the European Commission priorities.
- Providing SMEs with a more complete support that enable them to increase competitiveness thanks to the integration of sustainability into their business model.
- Enhancing the same skills for other European STPs, incubators or innovation agencies willing to provide sustainability related services to their client companies.

## Partners

The STPs that have participated in the P<sup>4</sup>SME project and have exchanged good practices, tools and initiatives tackling the social, environmental and economic dimensions of sustainability are:

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<sup>1</sup> López-Pérez, M.E.; Melero-Polo, I.; Vázquez-Carrasco, R.; Cambra-Fierro, J. Sustainability and business outcomes in the context of SMEs: comparing family firms vs. non-family firms. *Sustainability* 2018, 10, 4080

<sup>2</sup> Aragón, C.; Narvaiza, L.; Altuna, M. Why and how does social responsibility differ among SMEs? A social capital systemic approach. *J. Bus. Ethics* 2016, 138, 365–384

### ✓ FUNDECYT-PCTEX

Fundecyt Science and Technology Park of Extremadura (FUNDECYT-PCTEX) is a non-profit organisation based in Extremadura (Spain) with the aim of contributing to the social and economic exploitation of science and technology in the region, fostering innovative entrepreneurship, supporting and promoting scientific and technological development and a better use of research and innovation outcomes. As the Science and Technology Park of Extremadura, it offers the spaces and the necessary services to facilitate the exchange of knowledge, science and technology in the region. FUNDECYT-PCTEX hosts more than 100 innovative companies in its facilities and, in addition to the assistance provided to tenants, it supports regional entrepreneurs and SMEs in the development and consolidation of their business ideas. Regarding entrepreneurship and SMEs, FUNDECYT-PCTEX provides incubation spaces for the early stages, support and advice for business idea validation, business development and innovation, encourages the participation of SMEs in regional, national and European projects, and the search of partners and funding. Moreover, it fosters regional R&D&i activities by connecting and coordinating the exchange of knowledge between entrepreneurs, scientists, and social and institutional actors and providing consultancy services to regional bodies (access to technology, IPR, etc.).

The social sphere has become a potential market niche for new business development and a way out of unemployment in Extremadura. For this reason, FUNDECYT-PCTEX has specialised in social innovation programmes. In particular, the transversal work in social innovation carried out by the Foundation has been led by the following axes: To strength social entrepreneurship, to develop strategies around social innovation as an enhancer element of sustainable development, to encourage the growth in a progressive way (smart growth), to increase gender equality, to share successful models and innovative methodologies in the field of social innovation and to understand innovation as a collaborative process in which all participate.

The main contribution of FUNDECYT-PCTEX to the P<sup>4</sup>SME project was the introduction to other partners to the support services from the social point of view provided to regional SMEs. In particular, it shared its social accelerator towards sustainable business models with capacity to generate social impact in the territory, as well as additional social initiatives associated to the accelerator. Moreover, FUNDECYT-PCTEX shared two more less advanced practices related to the environment and economic dimensions of sustainability (Figure 2).

### ✓ JSP

Johanneberg Science Park (JSP) is the Sweden's leading collaborative arena for urban development. They co-generate innovations for a society that is good for people and the environment. They bring together academia, society and a variety of large and small companies. Together they run national and international innovation projects and test solutions for future challenges. Their partner network consists of the City of Gothenburg and Chalmers University of Technology together with AB Volvo, Bengt Dahlgren AB, Förvaltnings AB Framtiden, Göteborg Energi, HSB, Husqvarna AB, MölnDala Fastighets AB, Peab AB, Riksbyggen, Skanska, Tyréns AB, Volvo Cars, Wallenstam, White Architects, Akademiska Hus, Chalmersfastigheter, Västra Götalandsregionen, West Sweden Chemicals and Materials Cluster, and more than 200 SMEs.

JSP has a clear mission from the Region of Västra Götaland to support high potential SME's in the region, and we are particularly focusing on the cleantech and energy sectors.

Together with their owners and partners, they develop collaborations and projects in sustainable societal development. Internationalization permeates the entire business. They participate in international collaborative projects and calls to create and exchange knowledge on a global level. They have a common development strategy which is based on the following main processes:

- Project arena: JSP brings together the right actors to create the most interesting and innovative collaborative projects in sustainable societal development.
- Partner development: they have an ever-growing network of companies and other organizations with the expertise to tackle our major societal challenges together.
- SME development: they initiate, broker, and lead innovative projects where SMEs can get into large contexts. They convey knowledge and information and guide companies in the academic and public systems.
- Conscious communication: They bring together actors who discuss, meet, and share knowledge that contributes to a fact-based public conversation and creates innovative cutting-edge projects.
- Developing JSP as a meeting place: with an attractive area, they connect with actors who contribute to developing and testing new solutions.

As a well-established and credible player with clear and value-creating offers for growth-oriented SME companies in all industries, JSP has a good reputation with authorities and financiers and is regularly engaged as an expert and consultation body on various SME-related issues.

The contribution of JSP to the P<sup>4</sup>SME project included the introduction to other partners to the support services provided by them to regional SMEs to cover the economic dimension of sustainability. In particular, JSP shared its methodology to apply the sustainability business model Canvas. Furthermore, JSP shared two more less advanced practices related to the social and environment aspects of sustainability (Figure 2).

#### ✓ **Tehnopol**

Tallinn Science Park Tehnopol (Tehnopol) is one of the largest science and business environment for technology companies in the Nordics, facilitating more than 400 ICT, health-tech, green-tech and deep-tech companies. The campus area is formed together with Tallinn University of Technology, bringing around 14 000 students and 3 000 researchers to the innovation area of Tallinn. There are well-regarded technology companies such as Skype (Microsoft), Cybernetica, Starship Technologies, Ektaco and SMIT located in the campus, bringing synergy for university, startup community and the pool of SMEs. Tehnopol provides convenient infrastructure, business development services and business incubation services for high growth and export-oriented companies.

Incubation services are branded as Startup Incubator which has been operational since 2003 and has worked with 290 companies to reach sustainable revenue phase or first seed-stage investment phase. The average success rate of the companies is around 50%, and the portfolio



has attracted around 24M€ pre-seed capital. Tehnopol Startup Incubator is the official representative of European Space Agency (ESA) Business Incubation program in Estonia.

Tehnopol is also providing supportive services for scale-up companies in the areas of ICT, green- and health technologies and deep tech. Its growth support services are used by more than 120 companies every year. The personal approach taken by top rates experts sustains and accelerates the development and growth of the companies. Annually the core team of Tehnopol opens about 40 operations in new markets, with estimated revenue increase of 10M€ for the portfolio companies.

Tehnopol is providing cooperation links for private and public corporations. The portfolio of corporates reaches up to 30, including the well-known names from global markets. The corporates are systematically linked to the startup and scale-up communities to create joint product development or investment links. Tehnopol is also well linked with strong networks both in Estonia and all over the world.

The contribution of Tehnopol to the P<sup>4</sup>SME project included the introduction to other partners to the support services related to environment provided by Tehnopol to regional SMEs. In particular, it shared its GreenEST Summit on Green Transformation, Sustainable Energy, Smart City and Future Food, as well as additional green initiatives associated to it. Moreover, Tehnopol shared two more less advanced practices related to the social and economic dimensions of sustainability (Figure 2).

	<i>FUNDECYT-PCTEX</i>	<i>JSP</i>	<i>Tehnopol</i>	
<b>SUSTAINABILITY</b>	<b>People</b>	<b>Social accelerator towards sustainable business models with capacity to generate social impact in the territory</b>	Exchange with experts in the fields of social innovation and societal impact	Alternative mobility solutions for people in campus based on data
	<b>Profit</b>	Tool to analyse and provide recommendations to companies towards the SDG goals	<b>Sustainability business model Canvas: scenario-based forecasting and analysis of current and potential future sustainable business models</b>	Greenroom in campus: Facilities to test and demo companies' sustainable products or services
	<b>Planet</b>	Initiative to raise awareness of the European Green Deal (EGD) and increase participation in its actions	Methodology to transform traditional STPs into sustainable circular systems (Eco-Parks)	<b>GreenEST Summit on Green Transformation, Sustainable Energy, Smart City and Future Food</b>

Figure 2. Sustainability-related methodologies exchanged in P<sup>4</sup>SME

Based on a Twinning+ methodology, the peer-reviewing was used to analyse the mode of operation of each partner STP and to identify best practices related to the sustainability assessment of SMEs.

Besides the aforementioned methodologies exchanged among partners, external speakers were invited to share additional sustainability-related initiatives or tools. In particular,

- when addressing the social dimension, the Joint Research Center (JRC)-Unit I2 (EU Policy Lab) from EC (Belgium) shared its Canvas for Social Economy, a project in collaboration with the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW), and the EBN Social Impact Special Interest Group (Belgium) shared its Community of Practice aimed at raising visibility on social innovation incubation initiatives and support accelerators to shape and run programmes maximising the social impact of their start-ups and SMEs;
- when addressing the profit dimension, Inèdit Innovació, a strategical eco-innovation studio located in Barcelona (Spain) that works towards the transition to a smart, prosperous and sustainable future and has large experience in sustainable business models, shared its circularity self-assessment tool for companies that allows to evaluate the degree of circularity to enable context-aware decision-making that favours the sustainability and competitiveness of the company.
- when addressing the environmental dimension, Circular Change, a non-profit organisation located in Ljubljana (Slovenia) with a strong international network that connects key players to make the circular economy a reality, shared all the circular economy-related initiatives in which they are involved, detailing the Circular 4.0 project aimed at strengthening digitalisation processes by SMEs to foster innovation processes and accelerate the transition to the circular economy in Alpine Space.

The sharing and cooperation among partners took place via three workshops, two of them on site at the place of residence of the partners, and one online due to the Covid-19 restrictions at the time. Each workshop covered the different dimensions of sustainability: the first one focused on the social dimension, the second one focused on the profit dimension and the last one focused on the environmental dimension. In each workshop, the good practices were presented and discussed and the specific barriers and recommendations for the implementation of the shared good practices were pointed out resulting in conclusions and recommendations for the Design Options Paper composition.

Thus, the results of the peer-review process, namely, sustainability services for SMEs based on the experiences shared, have been compiled in this Design Options Paper (DOP), that will allow adapting schemes to the specific national or regional environments (Figure 3).

This DOP aims, therefore, to enable the transfer of a coherent method to approach sustainability with SMEs. By using collective experience and knowledge, business support organisations will be able to address the identified shortcomings and failures of existing practices, in sustainable and effective ways, and will improve the delivery of sustainability support services to SMEs.

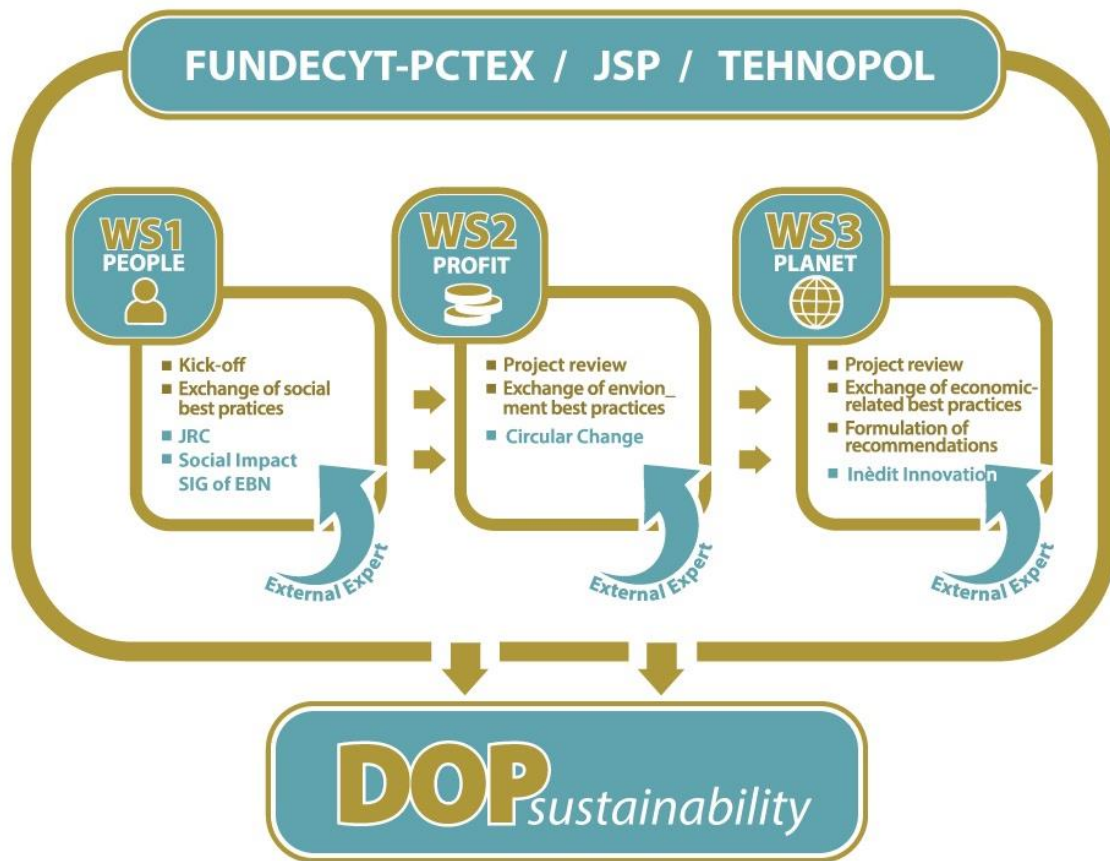


Figure 3. Peer-learning process and outcome of the P<sup>4</sup>SME project

## Expected impact

According to the project's goal of improving the sustainability support services offered by STPs, incubators, regional agencies and similar organisations that provide assistance to SMEs, P<sup>4</sup>SME expected a direct impact on the services' portfolios of the participating STPs, since after the project they would be able to provide added-value support to their tenants thanks to the holistic approach of sustainability. Likewise, it was expected that the project had the same impact in similar business support organisations, that were not part of the consortium but were reached through dissemination (Figure 4).

<i>Areas</i>	<i>Target</i>	<i>Measurement</i>	<i>Expected impact</i>
<i>Knowledge and skills on sustainability</i>	7 staff: 3 in FUNDECYT-PCTEX, 2 in JSP and 2 in Tehnopol	Number of people working in organisations with increased capacity	Increase of staff better equipped to recognise, manage and support sustainability potential of SMEs, enhancing the efficiency of service delivery and the customer satisfaction
<i>Peer-learning activities</i>	3 STPs	Number of STPs involved in project's activities and learning process	Increase of entities engaged in peer learning activities, improving their support services to companies according to the best practices shared
<i>Method to address sustainability</i>	1 method that covers three dimensions of sustainability	Number of methods formulated to address sustainability efficiently	Formulation of an efficient method that covers all dimensions of sustainability, based on the initiatives and good practices shared
<i>Support services on sustainability</i>	3 portfolios with services integrating sustainability in STPs	Number of portfolios that incorporate sustainability support services	Improvement of support services offered by STPs and implementation of pilots based on the new holistic approach of sustainability
<i>Promotion of project's outputs</i>	800 organisations (IASP, EEN, EBN) +EU authority (EASME)	Number of organisations informed about project results and, in particular, with access to the DOP	Dissemination and take up of results of the peer learning by EU, national and regional organisations that provide support to companies

Figure 4. Expected impact measures of the P<sup>4</sup>SME project

In the first two areas of delivery, peer-learning activities and enhanced knowledge and skills of the partners on sustainability, the expected STPs were involved in the learning process and their staff increased their knowledge and capacity. In the next two areas of delivery, method to address sustainability and support services integrated in STPs' portfolios, impacts foreseen were achieved; the exploitation at a pilot scale in each region is planned in the medium-term, though. In the last area of delivery, promotion of the project's outputs, all communication channels were used during the project realization phase and the dissemination process is ongoing and progresses as expected to achieve the target.

## Methodological approach towards sustainability

### Peer-review on sustainability

The three participating partners have applied the Twinning Advanced methodology (Twinning+) to exchange views and collaboratively tackle a common innovation support challenge: sustainability. By using partners' collective experience and knowledge, they have developed an approach to address the challenge in a new and better way. In particular, this peer learning scheme has allowed partners to jointly evaluate the sustainability dimensions' approaches developed by themselves as well as those developed by external experts and, accordingly, design the "Road to sustainability" that covers the three dimensions of sustainability and enables STPs and similar organisations to improve their support to SMEs in this field.

Each organisation has introduced the other two partners in an advanced initiative on a specific dimension of sustainability that its staff already uses when assessing SMEs and in two less advanced initiatives practices related to the other two dimensions of sustainability. Furthermore, external experts have provided additional sustainability-related good practices or tools. The methodology used included joint workshops with training provisions for each initiative from the responsible partner, and the joint fulfilment of a questionnaire to further analyse each tool and assess its transferability potential (see Annex I).

A summary of the initiatives exchanged can be found in the next table and a complete description as follows:

<b>SUSTAINABILITY</b>			
	<b>PEOPLE</b>	<b>PROFIT</b>	<b>PLANET</b>
<b>FUNDECYT- PCTEX</b>	<b>Acceleration programme for social entrepreneurship</b>	Tool for advice towards the SDG goals	Initiative to raise awareness of the European Green Deal
<b>JSP</b>	Scheme for interaction with experts at Coompanion	<b>Future sustainable business models scheme</b>	Methodology to transform STPs into Eco-Parks
<b>Tehnopol</b>	Alternative mobility solutions for people	Greenroom to test sustainable innovations	<b>GreenEST Summit on Green Transformation</b>
<b>JRC</b>	Canvas for Social Economy	n.a.	n.a.
<b>EBN</b>	Community of Practice on Social Innovation	n.a.	n.a.
<b>Inèdit Innovació</b>	n.a.	Circularity self-assessment tool	n.a.
<b>Circular Change</b>	n.a.	n.a.	Circular 4.0 project

Figure 5. Summary of initiatives exchanged in the P<sup>4</sup>SME project



## - Acceleration programme for social entrepreneurship

Owner: FUNDECYT-PCTEX

### Overview:

It was developed under the framework of EFES project, granted by Interreg VA España-Portugal. It was launched by FUNDECYT-PCTEX in collaboration with the General Directorate of Enterprise and Competitiveness of Junta de Extremadura. Two actions launched by Junta supported this initiative: Design of a “Social Enterprise Business Plan” and a training process for those agents within the public administration supporting entrepreneurs.

### Advantages or strengths:

- ✓ The programme was a social innovation process itself, since some changes were introduced in the administration and it is suitable for transfer to other contexts.
- ✓ It opens the possibility to other types of initiatives to be recognised under the public paradigm: to promote other kind of businesses that incorporated sustainability, such as social inclusion, wellbeing or environmental concern (not taken into consideration so far).
- ✓ Improved business skills of profiles such as NGO directors, social players and other third sector agents and support them to find a new way of employment (social entrepreneurship).

### Weaknesses:

- ✓ The programme currently relies on the continuity of EFES project.
- ✓ External expertise would be needed in case STPs staff has no knowledge or previous experience in social business support.
- ✓ Initiatives involved in the programme need longer support to consolidate and grow.

### Main target group:

The programme was open to any kind of enterprise willing to incorporate the sustainable perspective in the business model. The training was open to any sector, paying especial attention to some strategic areas: social welfare and rights, environment and sustainable development, culture and heritage and social processes.

### Main outputs and/or benefits/impacts for the companies involved:

- Access to many tools and resources to incorporate competitiveness, innovation and sustainability perspective in their businesses, and increased their business network.
- Improved skills and competences from the management point of view.
- Those more mature projects translated their ideas into the “Social Enterprise Business Plan”.
- Increased options to secure additional funding resources.

### Transferability potential:

The acceleration programme as a training process is easily to be transferred, but the challenge is to better adapt the support ecosystem of such kind of businesses. To have a successful result it would be needed the commitment of other stakeholders and public administration.

Knowledge about social innovation and social entrepreneurship would be also needed, and taking into account that it is a big change, it will take time to produce efficient results.

### Suggestions for improvement:

It should be adapted to the context regarding the ecosystem and the business community. It would be desirable additional time and support to mature the business model.



## - Scheme for interaction with experts at Coompanion

Owner: JSP

### Overview:

The initiative was developed by Coompanion in collaboration with the West Sweden Region, and consist of exchanges with experts in the fields of social innovation and societal impact. Coompanion is a non-profit organisation that works all over Sweden to help people to initiate cooperatives, which usually have problems to make profit. They have experience in several key aspects such as legal issues, contracts for agreement... It has about 900 members including small and large cooperative companies or economic associations, municipalities, study associations, researchers and more. Through this initiative, West Sweden Regional Authority and JSP have built a regional ecosystem for social enterprises.

### Advantages or strengths:

- ✓ The co-operative model supports initiatives that address social issues such as unemployment and segregation.
- ✓ The project involves public procurement as a means to support social inclusion.
- ✓ The project involves innovation agencies and SME support agencies to build knowledge about the co-operative model.
- ✓ The initiatives address important societal challenges.

### Weaknesses:

- ✓ The project has huge ambitions, maybe too big to realise in a short time.
- ✓ It suffered from Covid-19 effects, so that the public procurement was not sufficiently promoted.

### Main target group:

The programme was open to any kind of enterprise willing to incorporate the sustainable perspective in the business model. The training was open to any sector, paying especial attention to some strategic areas: social welfare and rights, environment and sustainable development, culture and heritage and social processes.

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### Suggestions for improvement:

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## - Alternative mobility solutions for people

Owner: Tehnopol

### Overview:

This initiative was developed based on the needs of the campus. Tehnopol has a high intensity of daily traffic and before covid-19, there were not enough parking spaces in the campus. As people are returning to offices the challenge is back. However, when talking to other similar campuses and parks, and doing web based research, the challenge is the same around the Europe.

### Advantages or strengths:

- ✓ Raise awareness among the people and give clear understanding how the actions in terms of transportation choice affect the environment and planet.
- ✓ Introduce alternative mobility solutions that are more sustainable and rely on green energy.
- ✓ Support the green and smart mobility objectives of Tallinn Strategic Plan 2035.

### Weaknesses:

- ✓ The solutions and infrastructure for alternative mobility do not have enough support from outside the campus.
- ✓ Due to the location of Estonia and the weather, many alternative mobility options/vehicles (bicycles, electrical scooters, etc.) cannot be used during winter months.
- ✓ Habit of using individual car, could be related to the fact that people are not aware, as well not very good public transportation connection as well the condition of public transportation.

### Main target group:

Start-ups, SMEs, Corporates.

### Main outputs and/or benefits/impacts for the companies involved:

- Visibility for the providers of the alternative mobility solutions.
- Collaboration possibilities with other innovative companies, combining solutions.
- Testing platform for piloting
- Financial support.

### Transferability potential:

Once the data visualisation platform is fully finished, enabling the analysis of data and facilitating the implementation of awareness measures and new solutions, accordingly, the initiative would be ready for transferability.

Time needed to put in practice the initiative pretty much depends on the number of solutions, type of solutions, data needed... In addition, a technology provider able to develop/manage the platform would be needed for the proper implementation of the initiative.

### Suggestions for improvement:

Previous collaboration agreements between the providers of solutions and the management board of the campus should be analysed beforehand.

It would be desirable an open source data visualisation platform in order to facilitate the transferability and adoption of the initiative by other campuses.





## - Canvas for Social Economy

Owner: JRC (external expert)

### Overview:

The EU Policy Lab by JRC is a space designed to foster creativity and engagement, and to develop interactions, processes and tools able to bring innovation into European policy-making. This initiative is a project in collaboration with the Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs (DG GROW).

### Advantages or strengths:

- ✓ It is available for anyone willing to use it and there is a wiki with all the mappings available to be downloaded. There is also pdf. to make the off-line version.
- ✓ It allows to get a general picture of the company to visualize the social, environmental and economic implications through structured, strategic conversations with the facilitators.
- ✓ It is possible to sign up to the Social Economy Community online.

### Weaknesses:

- ✓ It is necessary an initial quite deep training of the facilitators (a week, a couple of hours every other day, around 3 days) to be able to conduct properly the process with the company.
- ✓ The exercise is quite complex since it covers 5 dimensions and there is a high volume of information. It is needed to balance the details, so that it does not become overwhelming.
- ✓ The tool does not provide a report with recommendations after making the exercise. It is for self-awareness, but it would be needed a further step to move from observation to design.

### Main target group:

The tool suits better small and medium enterprises or spin-off from a larger company which is very focused. It is not designed for large companies that have several different lines of activities. It is designed for the nature of social economy which is usually small activity, local, very connected to the community that is around them and even if they work with a remote community there is an emotional bond. And usually these are more business models that prefer to replicate rather than to grow.

### Main outputs and/or benefits/impacts for the companies involved:

To get that general overview and picture of the company related to social economy. Also it is very useful the process since that picture stays in their mind and was built together so it is very meaningful for that group.

### Transferability potential:

For the proper implementation, staff with training on the tool should be involved as facilitator of the service. Around 6 hours would be needed to get acquainted with the tool. Afterwards, the assessment and exchange with the SME would take at least 2 hours.

### Suggestions for improvement:

A simplified version of the tool would be advisable. Also, a report after the exercise including the main recommendations would be very useful since the company would be accompanied during the whole process and would be able to implement some measures linked to the social dimension.



## - Community of Practice on Social Innovation

Owner: EBN (external expert)

### Overview:

EBN Social Impact Special Interest Group (SIG) started as a Community of Practice (CoP) at the end of 2015 as a follow up initiative of the pan European project TRANSITION focusing on methodologies for incubating social innovators. The objective was to make sure that results of this project will be exploited by the EBN members and their clients (SMEs and entrepreneurs).

### Advantages or strengths:

- ✓ With currently almost 40 members from 16 countries, the EBN Social Impact SIG offers a wide platform for sharing best practices and knowledge, and connects practitioners.
- ✓ As a pan-European organisation based in Brussels, SIG members are granted access to European policy level, including EC, and connection with European partners and networks.
- ✓ The Social impact SIG has emerged to be a fruitful springboard for new project partnerships of its members on European level. Its role is to scout for project opportunities in the social impact area, provide information and facilitate joint projects development.

### Weaknesses:

- ✓ Based on the recent survey among Social Impact SIG members, the lack of time and resources hinders members from being more active.
- ✓ Different levels of engagement, expertise and importance by SIG members related to the area of social impact and social innovation.
- ✓ Interaction within the group very largely depends on EBN's encouragement and approach.

### Main target group:

Through their participation in the Social Impact SIG, EBN members can gain and exchange knowledge and experience to improve their services to support the growth of innovative ideas, business incubation and acceleration of all types of companies. Business incubators which are part of the Social Impact SIG are serving different sectors: bioeconomy (health and wellbeing; ageing), green economy (environment; energy), smart-cities (transports; mobility), ICT, creative and cultural industries.

### Main outputs and/or benefits/impacts for the companies involved:

The benefits or impacts for the companies from this CoP initiative is indirect through improved capacities of the BSOs facilitated by the Social Impact SIG.

### Transferability potential:

It can be transferable to other initiatives, especially in the case of membership organisations and multi-country networks that serve business support intermediaries. In order to fulfil its purpose, any CoP initiative must have sufficient resources, in terms of time, capacity and financing. The important aspect is the leadership and facilitation.

### Suggestions for improvement:

The Social impact SIG could be improved through dedicating more time and resources from the side of both the EBN and members. In terms of its content, this could be expanded to new services such as: training sessions and webinars covering new policy developments, inviting external experts bringing specific area of expertise, generating methodological tools and professional guidance, and more investment into visibility around the work of the SIG members.



## - Tool for advice towards the SDG goals

Owner: FUNDECYT-PCTEX

### Overview:

FUNDECYT-PCTEX designed this tool based, on the one hand, on the Corporate Sustainability Navigator (CSN) of the Improve Academy and, on the other hand, on the deliverables generated by the Enterprise Europe Network Sustainability Expert Group. A digitalised and translated version has been used for the provision of the service and SMEs have been supported during the whole process by both FUNDECYT-PCTEX staff and sustainability experts.

### Advantages or strengths:

- ✓ The methodology itself is easily replicable since it just requires personnel with knowledge on the SDG & related opportunities.
- ✓ It boosts a priority for the European Commission, so all funding instruments request information on the contributions of the projects to the SDG.
- ✓ It allows STPs to reinforce their SMEs support services with a methodology that helps SMEs to align their business strategy with the SDG, exploiting new related opportunities.

### Weaknesses:

- ✓ It is necessary to get acquainted with the tool and the methodology.
- ✓ Willingness of the companies to participate in the process and commit to implement the recommendations provided.
- ✓ For the completion of the entire process, expert advice might be required, if not available in-house.

### Main target group:

Companies of all sizes, ages and sectors might participate in the initiative. It is important to involve someone from the Direction board and staff from the Quality.

### Main outputs and/or benefits/impacts for the companies involved:

The company receives support for the analyse of the positive and negative impacts of its activity, for the identification of the linked SDG, for the establishment of objectives, tasks and indicators and for the proper communication of the results.

### Transferability potential:

For the proper implementation, staff with, at least, basic knowledge on SDG and related opportunities would be necessary. Half day would be needed to get acquainted with the tool and the methodology. For the completion of the entire exercise with SMEs, qualified staff is needed to guide the process and provide further support to SMEs. Half day is needed for that.

In case STPs have in-house funding experts, the provision of the service would involve an increase of personnel costs, whereas in the case of external hiring, additional budget for the service should be considered.

The estimated duration of the follow-up of each SME would need to be assessed case by case, but normally, a follow-up meeting of 2-hour duration should be scheduled every 3 months for a 1-year period (timeframe needed for the achievement of results to be communicated).

### Suggestions for improvement:

It would be desirable to simplify the impact analysis tool, so that it is more easily interpreted by SMEs. In addition, an online version to avoid exchange of files would be useful.



## - Future sustainable business models scheme

Owner: JSP

### Overview:

The initiative was developed by JSP in collaboration with a consultancy (Future studies), a CSR organisation, a business support/accelerator and a research institute. It consists of a sustainability business model Canvas: scenario-based forecasting and analysis of current and potential future sustainable business models.

### Advantages or strengths:

- ✓ Opens the eyes of the entrepreneurs to the many possible futures.
- ✓ Puts sustainability in a positive context – how can we profit from being sustainable?
- ✓ Creates a lot of valuable discussion within the group of participating companies.

### Weaknesses:

- ✓ The process can be seen as complicated and time-consuming for the companies.
- ✓ The outcome is very much dependent on the efforts of the participants.
- ✓ Relatively large effort needed to prepare the scenarios to fit the group of participating companies, especially when they belong to different sectors.

### Main target group:

The initiative has been tested with start-ups and also large enterprises, however it seems to work best in not too small, up to middle-sized with an established business. Start-ups can participate, but they have other type of challenges than established companies.

### Main outputs and/or benefits/impacts for the companies involved:

- A wider scope concerning future markets and future business.
- A greater understanding of how sustainability issues may affect their business.
- A starting point for a change process.

### Transferability potential:

The initiative is definitely transferable. Still, for a proper implementation, experience with business modelling, sustainability matters and scenario building is needed. Normally, expert advice on trends and future scenarios might be needed.

### Suggestions for improvement:

It could be interesting to target it to a specific business sector in order to make the scenarios more specific. If this is used in an incubator, it could be integrated with the mainstream business development to enhance the sustainability aspect.



## - Greenroom to test sustainable innovations

Owner: Tehnopol

### Overview:

Tehnopol developed the first version of the Greenroom together with Pakri Science and Industry Park in 2017 and there were 11 SMEs. The Greenroom is an autonomous building that has been built together with Estonian IT and green technology companies. It is built from a recycled sea container and can generate and store electricity, using the smart devices installed, and ensure the correct indoor temperature and ventilation.

The second version we worked together with the companies more in the form of a contracting authority. At first version all the presented technologies were installed in Greenroom so that all the wires were seen. In most scenarios only valuable information is the data and how you can benefit from it. That is why we had collaboration with interior design and the technologies are mostly hidden behind the panels and inside the container is operated also a small smart shop (to buy basic goods using the self-service system). The data is collected and hopefully in the end of this year we will have a way to present it as well.

### Advantages or strengths:

- ✓ Promotion of green technology solutions, thereby supporting the growth of green technology companies.
- ✓ Possibility for technology companies to demonstrate, test and obtain a reference for their products.
- ✓ Increased reputation of the green technology industry in Estonia, helping to find new customers and cooperation partners for exhibiting companies of the Greenroom.
- ✓ E-showroom, which could attract foreign and national business delegations.

### Weaknesses:

- ✓ When innovation is outdated, switching is rather difficult.
- ✓ Involved companies lacking long-term interest, especially when they do not see a direct benefit.
- ✓ The space is limited and there is just certain type of innovative SMEs' products that can be installed there.

### Main target group:

All types of companies are suitable, since everyone might create value in collaborative projects.

### Main outputs and/or benefits/impacts for the companies involved:

- Prominence, marketing materials, costs are covered.
- Testing in a real environment, with real people.
- The city of Tallinn, Enterprise Estonia bring delegations regularly to promote these solutions.

### Transferability potential:

This requires will and agreement within the campus (real estate and innovation together).

### Suggestions for improvement:

Constantly monitoring and actively looking around the market. Occasionally sit down for a meeting and validate new solutions. As the budget increases, the opportunities increase as well.



## - Circularity self-assessment tool

Owner: Inèdit Innovació (external expert)

### Overview:

Inèdit designed this tool with the aim to provide free access to a simplified, yet complete, circularity self-assessment for companies. The tool process is particularly simple and consists of progressing through a series of questions that will guide the company through the different branches of sustainability and the organization's value chain.

### Advantages or strengths:

- ✓ It allows to make a circularity self-assessment of a company in not more than 15 minutes and with sector specific questions.
- ✓ It allows to find out what improvement opportunities the circular economy offers to each business.
- ✓ It allows to improve the environmental performance and competitiveness of companies.

### Weaknesses:

- ✓ It provides a first glimpse of what's going on but it's a superficial approach.
- ✓ The suggested answers are designed for a Spanish geographical area, and may be inconsistent in other territories.
- ✓ Its simplicity makes a good tool to start, but insufficient to go in depth.

### Main target group:

Companies of all sizes, ages and sectors might use the tool. Nonetheless, SMEs might be the type of companies that could benefit the most from this assessment.

### Main outputs and/or benefits/impacts for the companies involved:

The company obtains an evaluation of their degree of circularity, which can be very useful to make decisions that favour the sustainability and competitiveness of the organization.

After completing the questionnaire, the tool provides a report where the results of the test and the weaknesses of the company in the field of circular economy and sustainability are indicated. The report will also provide some strategy proposals to follow in order to improve the circularity of the company.

### Transferability potential:

For the proper implementation, staff with, at least, basic knowledge on circular economy and related opportunities would be necessary. Half day would be needed to get acquainted with the tool and the methodology. Afterwards the list of sectors, sub-sectors, questions and suggested answers should be reviewed in depth to update it and adapt it to the local context. At least one week is needed for that.

### Suggestions for improvement:

It would be desirable to analyse other similar tools and join efforts with other institutions to set up a common tool, well known and with a high use.



## - Initiative to raise awareness of the Green Deal

Owner: FUNDECYT-PCTEX

### Overview:

FUNDECYT-PCTEX designed this methodology aimed at raising awareness of the European Green Deal (EGD) and increasing participation in its actions with own resources and with the cooperation of regional agents.

### Advantages or strengths:

- ✓ The methodology itself is easily replicable since it just requires personnel with knowledge on the EGD & related opportunities and on the regional innovation ecosystem.
- ✓ It boosts a priority for the European Commission, so there would offer plenty of funding opportunities for entities and companies.
- ✓ It allows STPs to reinforce their SMEs support services on participation in RDi projects by strengthening partnerships and spotting new opportunities.

### Weaknesses:

- ✓ It is necessary that STPs have good relationships with regional agents and are recognised as a valid intermediary to develop that role.
- ✓ Time needed for the establishment of the thematic groups and for the follow-up of potential projects.
- ✓ Willingness of all agents involved to represent group's interests above individual interests, and to share knowledge and budget if required by the specific RDi programme.

### Main target group:

Companies of all sizes and ages might participate in the initiative unless specified by the RDi programme. Sectors would be determined by the specific requirements of the RDi programme.

### Main outputs and/or benefits/impacts for the companies involved:

The company receives support for the identification of partners and suitable RDi programmes and for the participation in European consortia. Therefore, the company benefits from the networking and might receive funding, increasing its competitiveness.

### Transferability potential:

For the proper implementation, staff with, at least, basic knowledge on EGD and related opportunities would be necessary. Half day would be needed to get acquainted with the methodology. Afterwards, each exchange once an opportunity is spotted would take 2 hours.

For the effective participation in a project, qualified staff is needed to guide the process and provide further support for the partner searches, if needed, and for the preparation of the proposal. In case STPs have in-house funding experts, the provision of the service would involve an increase of personnel costs, whereas in the case of external hiring, additional budget for the service should be considered. The estimated duration of the follow-up of the company would need to be assess case by case.

### Suggestions for improvement:

It would be desirable that all agents involved in the initiative receive some training on the subject. Also the engagement and proper coordination of all entities of the regional innovation ecosystem would allow to achieve better results.



## - Methodology to transform STPs into Eco-Parks

Owner: JSP

### Overview:

In 2019 and 2020, JSP participated in an Innosup project called Recycling Business Models (RBM) together with two other Science Parks. The objective of the project was to examine how STP's could adopt circular economy in their activities. Several surveys among STP's, experts and SME companies were made to find out what drivers and obstacles there were for a circular transformation. The project produced a DOP and two reports, including a Handbook for circular economy in STP's.

### Advantages or strengths:

- ✓ The topic has been well researched by the RBM project and is based on three surveys and interviews with stakeholders.
- ✓ It addresses the concept of circular economy, which is very much in focus right now.
- ✓ If successful, it may provide real benefits to the operation and attractiveness of STPs.

### Weaknesses:

- ✓ The recommendations given are of a general nature and there is a need for adaption to each specific STP situation.
- ✓ Depending on the level of ambition, investments in infrastructure, equipment or services may be required.
- ✓ It requires a behavioural change from the actors involved.

### Main target group:

Basically, any company located in a STP could participate and benefit from the initiative.

### Main outputs and/or benefits/impacts for the companies involved:

Typically, expected benefits include:

- Improving company image and reputation.
- Improving products and saving on production costs.
- Enhancing business competitiveness.
- Economic growth.
- Job creation.

### Transferability potential:

The initiative is intended to be transferable to all STPs. However, there is a very large range of activities that may be included in the initiative, from basic sorting and recycling of waste to very complex industrial symbiosis arrangements. It is very dependent on the nature of the STP, for instance, an industrially oriented park may have completely different challenges and opportunities concerning circularity than one hosting only offices.

### Suggestions for improvement:

More hands-on recommendations and real-life examples of STPs that have carried out similar transformations would make the initiative more attractive and accessible.





## - GreenEST Summit on Green Transformation

Owner: Tehnopol

### Overview:

GreenEST Summit conference first took place in 2018 and it was one of the outcomes in Interreg Baltic Sea region project Effet4Buildings. As Tehnopol was the work package lead the event took place in Tallinn, Estonia and Tehnopol was the event main organiser. The first year's theme was "Future for Buildings". As we realized this type of event where we are talking about environment, new green-tech technologies, bring together field experts, start-up's, SME's, investors, was missing in the region, we wanted to make the conference again next year, but then it was without any project partners. From the third year onwards, other organisations to whom environment is also important, were involved organizing the conference. Cooperation with other organizations and their involvement helped to raise the visibility and the size of the event. Other stakeholders are private entities as well public authorities.

### Advantages or strengths:

- ✓ Bring together Estonian green technology leaders.
- ✓ As the event is international and the speakers/guests are from all over the world, then it is the perfect arena to do networking.

### Weaknesses:

- ✓ At the moment the main issue has been Covid-19 situation, as it has made it harder for all international speakers to physically attend the conference.
- ✓ Lack of knowledge about green technology.
- ✓ Budget.

### Main target group:

GreenEST Summit conference is addressed to startups, SMEs, corporations, public authorities, law makers, investors and even anyone who's interested in green technology. Although it is specifically focused on green technology, there are many different fields and sectors connected.

### Main outputs and/or benefits/impacts for the companies involved:

- Networking
- Business deals
- Visibility (demo area and pitching contest; investors)
- The latest information in the field of green technology

### Transferability potential:

This initiative is transferable to other STPs. It is very important to have a great team, full knowledge and experience about organizing events, good marketing strategy and the most important thing is to have lot of connections to approach speakers.

### Suggestions for improvement:

At the moment the event is being organized alongside the main work; to make the event even bigger at least 1 person specialized only for that event is needed. Also difficulties are faced to include some very well-known global speakers in the field (eg. Elon Musk, Bill Gates, Richard Branson, etc); for that reason, there is a great need for much bigger budget, that could be obtained through sponsors.



## - Circular 4.0 project

Owner: Circular Change (external expert)

### Overview:

Technology Park Ljubljana (TPLJ) is a Lead Partner of Circular4.0 project that is co-financed by Interreg Alpine Space programme and closely linked to the EU Green Deal and the EU Circular Economy Action plan.

### Advantages or strengths:

- ✓ Supporting SMEs to transition to circular economy by means of digitalisation through implementation of pilots to test the Circular4.0 toolkit.
- ✓ Strong involvement of the whole ecosystem and its stakeholders to develop the joint Alpine Space action plan based upon the results of pilots to support the Circular4.0 community also after the end of the project.

### Weaknesses:

- ✓ So far, the project is progressing toward its goals, but with a little delay (due to pandemic).
- ✓ Mostly all activities were implemented online. The personal contact is limited, which influences the motivation toward the transition to circular economy within SMEs.
- ✓ The smart working could potentially influence the strength of the Circular4.0 community and the Alpine Space action plan development.

### Main target group:

Predominantly SMEs will benefit, which includes start-ups, scale-ups, micro-SMEs, SMEs. Large enterprise could take a part in implementation of a pilot, but they are not in the project focus.

### Main outputs and/or benefits/impacts for the companies involved:

- Access to Circular4.0 toolkit that includes capitalized tools and innovative tools to implement eco-innovation, recycling and recovery value processes (available in <https://circular40.eu>).
- 15 pilots in 13 areas addressed to SMEs will push CE processes, increase attitude to invest and move toward sustainable growth, waste reduction and optimal use of resources.
- Access to the Circular4.0 community, where mentoring is available, especially to support companies financially through national supporting schemes through Slovenian Enterprise Fund.

### Transferability potential:

The toolkit is available and the pilots could be replicated if funding is available. The Circular4.0 community could be opened to additional external interested parties.

### Suggestions for improvement:

Through the implementation of Pilots, the Circular4.0 toolkit will be improved (which is also the aim of the implementation of Pilots).

There is a need to look for additional economic resources to guarantee the sustainability of the project after the end of the funding period.

## Pilot implementation

In order to exploit at a pilot scale, the application of the methodologies reviewed during the “peer-learning” process and thus provide better sustainability support services to SMEs, each participating STP committed at the proposal stage to implement it with 10 client companies in the medium-term. Therefore, the pilots’ implementation has started and it will be continued in the coming months. The support will include the application of tools and methodologies to better address all dimensions of sustainability to exploit opportunities, the identification of areas for investment and financial opportunities for sustainable development, and the connection with local, regional and national sustainability stakeholders that would assist them to receive further specialised support.

Based on the lessons learned and the good practices exchanged, and according to the priorities, characteristics and needs of the participating STPs, each one selected an initiative to pilot in its territory. In particular, the pilots in process of implementation are:

### o FUNDECYT-PCTEX

*Exploitation vision:* It will test the sustainability method with 10 EEN client companies. At further stages, it might reach 100 EEN users and/or 150 general support services users.

It is expected to test the method in both woman-led and man-led SMEs in order to ensure the gender balance to the extent possible.

The impact will be measurable via close follow-up and satisfaction survey once the SMEs that receive assistance implement the recommended sustainability-related measures and achieve the expected goals.

*Implementation stage:* In June 2022, FUNDECYT-PCTEX has launched a sustainability programme addressed to current users of EEN services. The programme includes training sessions (for 30 SMEs) and expert advisory support on sustainable business models (for 5 SMEs), putting into practice 3 of the sustainability initiatives shared in the framework of P<sup>4</sup>SME:

- Tool for advice towards the SDG goals, promoted by FUNDECYT-PCTEX
- Future sustainable business models scheme, promoted by JSP
- Canvas for Social Economy (incorporation of social layer in business models), promoted by JRC

In particular, this programme for sustainability in SMEs is called "Sustainable business models: Future scenarios, control indicators and effective communication of results and impacts", and consists of:

- Diagnosis in corporate sustainability to measure the current performance and the ambition of the company for the integration of SDGs in the business. A tool based on proven methodologies will be used for the analysis of sustainability in companies.
- Training sessions on future scenarios and the need to think about the sustainability of the strategy, study of the life cycle of products and services, definition of a sustainability roadmap with indicators and projects, and preparation of a communication plan on sustainability.
- Tutored sessions in which, from the hand of experts in sustainability, and based on the results of the diagnosis in corporate sustainability and on the interests of the company, measures will

be suggested and the implementation of them will be supported. The methodology "from linear to circular" will be used.

As a result of the application of such a holistic approach of sustainability, it is expected that participating companies benefit from: better knowledge on legislation and market trends in order to strengthen the business model and its future sustainability; deep analysis of its business model to turn it into a sustainable one; knowledge of the life cycle perspective of its products/services and their potential improvement towards a sustainable value chain; opportunities linked to the circular economy; and improvement of the transparency and reputation of the company.

#### o JSP

*Exploitation vision:* It will pilot the sustainability method with 10 tenant companies. At further stages, it might reach 200 users.

It is expected to test the method in both woman-led and man-led SMEs in order to ensure the gender balance to the extent possible.

The impact will be measurable via close follow-up and satisfaction survey once the SMEs that receive assistance implement the recommended sustainability-related measures and achieve the expected goals.

*Implementation stage:* During the project, JSP has accumulated a lot of knowledge and experience and has increasingly understood the mechanisms for achieving lasting change in the companies. JSP sees a great potential in the methods and tools described within the P<sup>4</sup>SME project and believes it can make a good use of them to create more value in companies and society. Using the learnings and inspiration from the following initiatives, JSP will launch an initiative for inclusiveness and increased social sustainability in its service innovation project TJIVA:

- Community of Practice on Social Innovation, promoted by EBN
- Canvas for Social Economy, promoted by JRC
- Acceleration programme for social entrepreneurship, promoted by FUNDECYT-PCTEX

In particular, the activities planned that started in May 2022, include:

- An inspirational day, targeting companies as well as intermediaries concerning inclusiveness and gender equality.
- A learning conference with local and regional promotion organizations that provides a basis for a more inclusive dissemination of service innovation methodology.
- A network of actors interested in spreading service innovation to the new target groups.
- Training in a basic service innovation initiative that promotion organizations themselves can carry out, particularly those with a diversity profile.
- Establish groups for mutual learning and Peer Assist with TJIVA actors and entrepreneurial promoters in outlying areas - at least 2 occasions in 2 groups.
- Implementing business development in the form of at least one Peer Assist group with 4-6 companies.
- Service Innovation Lab and individual company coaching with at least 4 participating SMEs.
- Advisory Board that can add new perspectives and new expertise to the project within, for example, inclusion and a norm-critical approach.

## **o Tehnopol**

*Exploitation vision:* It will pilot the sustainability method with 10 EEN client companies. At further stages, it might reach 120 EEN users and/or 200 general support services users.

It is expected to test the method in both woman-led and man-led SMEs in order to ensure the gender balance to the extent possible.

The impact will be measurable via close follow-up and satisfaction survey once the SMEs that receive assistance implement the recommended sustainability-related measures and achieve the expected goals.

*Implementation stage:* Tehnopol selected two good practices to be piloted in the ecosystem fully, or as a part of the existing set of services provided today:

- Canvas for Social Economy, promoted by JRC
- Circularity self-assessment tool, promoted by Inèdit Innovació

In particular, as regards the Canvas for Social Economy, in June-July 2022, Tehnopol is going to train the personnel according to the online manuals of EU Policy Lab. In September 2022, 10 SMEs will be picked from the customer pool to: a) introduce the methodology; and b) to draw the Canvas for Social Economy together with trained expert.

Based on 10 SMEs use-cases, the feedback will be asked about the: a) information relevance for the company; b) actionable findings for the company; and c) opportunities to use the Canvas as strategic planning tool. Based on the feedback sessions, the scaling decision will be made about including the Canvas methodology to the onboarding set of services for all the customers of Tehnopol. If the outcome is positive, the methodology will be included to the service portfolio in the November- December of 2022.

As regards the Circularity self-assessment tool, in May-June 2022, Tehnopol is testing it as a standalone methodology with at least 10 SMEs in existing customer portfolio to find out the feasibility and value for the companies. After the testing stage, the companies will be interviewed for the feedback to find out the value points of the methodology. During a second stage, June-July 2022, Tehnopol will merge the Circularity self-assessment tool in the sustainability scorecard framework, that is developed together with EEN regional representation in Estonia and will be provided as a value-added circularity assessment option for the companies. During 2022, the merged methodology will be tested and used with about 20-30 companies. This will support the Tehnopol's long-term goal to use simple and saleable sustainability methods to onboard the SMEs to provide them the execution services in the future. Starting from 2023, Tehnopol foresees the number of SMEs using the solution, reaching up to 100-150 companies annually.

## Lessons learned and recommendations

### Lessons learned

Sustainability as a word has been used more and more in the past years and this has also become a core challenge (and also a value) term in business alongside with growth, investments, expansion and profit. To better integrate the three dimensions of sustainability in the offered services in Science and Technology Parks portfolios, the P<sup>4</sup>SME project was a perfect opportunity to work together and find out how others have approached the mentioned topic in their respective business ecosystems.

As a result of the learning process, it could be highlighted that in recent years STPs have increased the number of services provided based on sustainability. However, having as reference the experiences shared during the project implementation, it could be said that most of efforts are put on the environmental or the profit spheres, since there are many examples and potential good practices on this regard, but the identification of particular social-related examples considered transferable is more difficult due to the particularities of this dimension. Although there is a growing interest in social innovation and in reliably measuring social impact, there is a wide range of methodologies, metrics and indicators, based on the needs from a certain or specific context, that however do not have common measurement mechanisms. Then, selecting social innovation good practices to be transferred is inherently difficult.

As regards methodology, all workshops and presented best practices by partners and external experts enabled fruitful discussions, thanks to all participants' comprehensive background and experience in the area. Additionally, the peer-learning format of the project has served partners as an inspiration to design similar processes where peers can present to each other and learn in a structured manner.

At partner level, the main learnings for FUNDECYT-PCTEX are summarised as follows:

Taking part in this peer learning process has encouraged the organisation to integrate new services that could have positive impact and multiply opportunities for hosted SMEs. Particularly, there are some of the good practices FUNDECYT-PCTEX could take direct benefit from and replicate, as the GreenEST Summit or the Greenroom test sustainable innovation, since both are initiatives well connected and that have things in common with some of the already activities implemented. Specifically, FUNDECYT-PCTEX organised in 2021 for the first time in the region the *Green Disruption Summit*, an event with many similarities to the GreenEST. There is a real commitment to organise a new edition, and for future editions the organisation would take into consideration the engagement of new stakeholders, mainly from the private sector and investors to increase the impact and the benefits for SMEs. In the case of the *Greenroom test*, FUNDECYT-PCTEX has implemented initiatives to facilitate the validation and piloting of innovations developed by hosted SMEs, but it is possible to improve this initiative by incorporating a kind of *demo space* where sustainable and other types of innovation could be tested and displayed. This will also have a positive impact in SMEs, making the innovations developed by companies more visible.

In the case of JSP, the main learnings are the following:

JSP's own model on sustainable business models elaborated and explored in a partner collaboration of business support organisations in 2016/2017 and tried out on 5 small and medium sized companies still is relevant to use in its present form. The positive response and interest given by Tehnopol and FUNDECYT-PCTEX has encouraged JSP to re-use the model in coming projects. In addition, JSP took impression and learnings from the external speakers invited to P<sup>4</sup>SME workshops. The representative from Circular Change was showing the role of the country when it comes to expertise in sustainability, which was an eye opener. They are leading the work with EU bulletin "[Circular Insider](#)" and presented inspiring examples of projects and business initiatives in the Slovenian context that represented 13% of European companies implementing their sustainability strategy referred to in the Executive Summary in this paper. Inspiration was also received from Technopol and FUNDECYT-PCTEX, especially the models and formats that might be implemented in an adopted format in JSP's context, such as the conference GreenEST Summit and the acceleration programme for social entrepreneurship developed in Extremadura.

In the case of Tehnopol, the main learnings are the following:

In the first workshop focused on the social dimension of sustainability, Tehnopol found fascinating the presentation about the 'Canvas for Social Economy', presented by JRC. Tehnopol is ready to implement the methodology and framework to assess the social impact of the SMEs through the existing set of business development services provided for the portfolio companies today. This methodology could be included as an important part of the consultation services provided for the portfolio companies in the areas of green-transformation and sustainability (relying on the triangle-assessment-model including the economic-, social- and environmental impact of the companies). On the other hand, the social entrepreneurship area that was presented by JSP and FUNDECYT has not been in the scope of Tehnopol, so that a process of definition and analysis should be explored more in order to be able to incorporate some aspects of these initiatives. Tehnopol is conducting a Governmental acceleration program Accelerate Estonia (aEstonia) that focuses on creating new innovation and marketplaces in public sector, including social spheres. This could be one angle how to implement the methodology in Estonia, together with the main stakeholders of Tehnopol. From the second workshop that was focused on the profit dimension, Tehnopol found the topic approach in all shared presentations valuable. So far it has not had a good methodology on how to evaluate the corporates sustainability and green-transformation status and strategies, but the method presented by FUNDECYT-PCTEX was inspirational for Tehnopol, and the method presented by JSP could be adopted as a part of Tehnopol's core services, e.g. canvas workshops. In this sense, Tehnopol is currently developing the so called "Rohepööre" (Green turn) service to be offered to client companies in the future.

In summary, all participating STPs will draw out the most important success factors shared during the project with the aim of completing their current services and/or developing and offering new three-dimension sustainability services.

## Recommendations

The ultimate goal of P<sup>4</sup>SME was to design a sustainability method from a holistic approach that enabled STPs, incubators, innovation agencies or similar business support organisations to easily integrate the three main spheres (people, planet, profit) of sustainability into their services' portfolio for supporting SMEs to become more sustainable and competitive.

Assuming there is not "one universal solution" that suits and works for everyone, to address this challenge, it was essential to exchange, learn and reflect through a peer learning process that ended up with the drawing of some conclusions and recommendations.

Taking into account the nature of the exchanged initiatives (methodologies, tools or programmes), the different regional realities (Spain, Sweden, Estonia) and the resources available (task forces, facilities), P<sup>4</sup>SME has designed the so called **Road to Sustainability** and recommends its use as a strategic approach for the subsequent implementation in SMEs to increase their competitiveness.

The main purpose of the *Road to Sustainability* is, therefore, to make smoother the integration of the three areas of sustainability in a balanced manner into the STP and BSO services' portfolio. It combines the different initiatives and good practices that have been analysed during the workshops held in the framework of the P<sup>4</sup>SME project, and it will help organisations to properly prepare the arena for sustainability and progressively integrate its three dimensions.

The *Road to Sustainability* promotes pathways to adopt the sustainability in different contexts. It proposes a set of steps to help local and STPs or BSOs to transfer this approach to the territorial context, incorporating additional services or completing own services to better support the implementation of sustainability in regional companies. In particular, the *Road of Sustainability* enables organisations to:

- ✓ Identify key aspects to take into account when analysing good practices.
- ✓ Spot sustainability initiatives transferable and more adequate to the local context.
- ✓ Analyse the initiatives in depth in order to define an own strategy to improve the provision of sustainability services.
- ✓ Move forward on the sustainability support through the implementation of pilot actions.
- ✓ Evaluate outcomes and impacts of the new sustainability services.

The steps of the *Road to Sustainability* (Figure 6) that will guide those organisations interested in improving sustainability services for SMEs have been summarised as follows:

### 1. Identification and analysis

A peer-review process based on an initial questionnaire asking the right questions could be considered the first step, as the identification of already existing initiatives could help organisations to find key methodologies already used by others. This step will support organisations when defining the type of initiatives to be implemented since they will have feedback from previous experience and evaluation of the good practice's owner organisation and will be able to figure out if they might be a potential adopter of such good practice.

**Asset:** Organisations might use the template of the questionnaire for peer-review on sustainability initiatives developed in the framework of the P<sup>4</sup>SME project (see Annex I).



## 2. Comparison and selection

Once the initiatives have been spotted, it is crucial to compare and select those that could have a better fit for the local context. To determine in advance the required resources and the context in which the good practice is intended to be implemented will facilitate a more robust integration and will reduce uncertainty, ensuring the likelihood of success.

**Asset:** Organisations might use the summary of the examined sustainability initiatives exchanged among P<sup>4</sup>SME partners and experts (see Annex II). Besides the global approach of each initiative, the summary includes a complexity rank that provides strategic insight into resources and effort needed when integrating the initiative concerned.

## 3. Definition of the strategy

After the selection process, the following step relies on the definition of a concrete strategy, establishing specific objectives to be achieved and activities to be implemented. Considering the strategy as a set of guiding principles, at that point, it is important to align decision-making on sustainability in the organisation with the already existing services' portfolio. A good strategy will provide organisations with a clear path to take action, pointing out the aspects to be prioritised in order to achieve the desired goals.

**Asset:** Organisations might use the checklist of the examined sustainability initiatives as a basis to define the strategy, since, thanks to a set of questions, it is possible to ensure which good practices represent the best match to build on.

## 4. Pilot implementation

The implementation of a pilot action would allow organisations to validate the strategy to promote the sustainability in SMEs. To effectively prepare for a pilot implementation, organisations should develop a detailed pilot approach, identify appropriate stakeholders, partners and resources, consider the pilot environment and define how to monitor the pilot.

**Asset:** Organisations might consult the *Pilot Implementation* section of this DOP for inspiration purposes.

## 5. Monitoring and evaluation

The final step aims at guaranteeing that organisations involved in the implementation of a sustainability pilot action make the follow-up of the progress and assess the outcomes through monitoring and evaluation processes. This will allow organisations to obtain relevant information for reorienting and improving actions of the pilot and/or the general strategy, if needed.

**Asset:** The Figure 4 "Expected impact measures" of this DOP illustrates aspects likely to be measured and expected impacts. The parameters included might guide organisations to define areas, targets, measurement and outcomes adequate to their specific cases. The final aim is that organisations are capable to monitor and evaluate the impact of the incorporation of new sustainability services for SMEs.

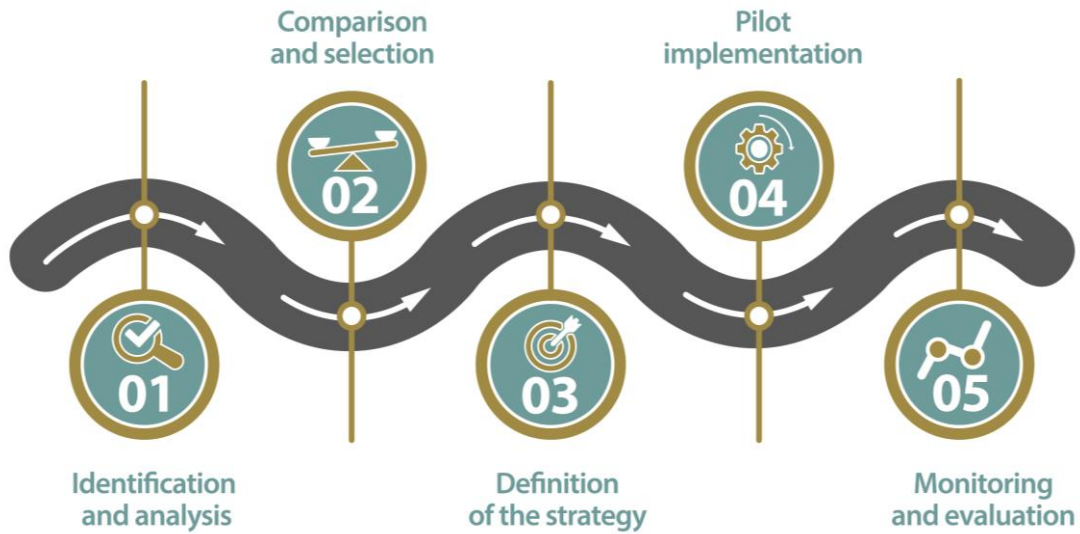


Figure 6. *Road to Sustainability* designed in the framework of the P<sup>4</sup>SME project

Some crucial factors for the success of the sustainability services offered by organisations to SMEs are determined by:

- **Ambition:** organisations should, in the first place, become aware of the importance of sustainability; secondly, be acquainted of the sustainability initiatives carried out by other similar organisations; and thirdly, have the ambition to explore the uptake of those most adequate to their contexts and that fit best with their goals.
- **Precision:** for the successful achievement of results, it is desirable to address the incorporation of the new strategy under a SMART approach, by selecting those affordable objectives and specific expected impacts, according to the main goals of the organisation.
- **Collaboration:** sustainability requires a collaborative approach, so it would be advisable to look for exchange and cooperation with others organisations or agents from the ecosystem to achieve a global approach and also to complement those services that are not yet being offered.
- **Commitment:** there should be a deep commitment from all parties involved, and especially, when delivering the services to companies, from the chief executive who should take ownership of the entire process towards sustainability in the company.

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Sustainability support for SMEs in the Enterprise Europe Network

Enterprise Europe Network Sustainability Group

Sustainability knowledge group

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United Nations Industrial Development Organisation

<https://www.unido.org/>

## Annex I: Questionnaire for peer-review on sustainability initiatives



### Initiative Owner





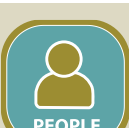

1. Did your entity develop the initiative on its own or in cooperation with other agents? If the latter, which agents cooperated and what was the role of each one? Is it linked to any policy or Public Authority?  
\_\_\_\_\_
2. What are the 3 main advantages or strengths of the initiative?  
\_\_\_\_\_
3. What are the 3 main weaknesses of the initiative?  
\_\_\_\_\_
4. What type of companies could benefit from the initiative? Does it suit to any type of company (start-ups, scale-ups, micro-SMEs, SMEs, large enterprises) and to any sector?  
\_\_\_\_\_
5. What are the main outputs and/or benefits/impacts for the companies that take part in the initiative?  
\_\_\_\_\_
6. In your view, is the initiative transferable to other STPs? What are the resources and/or skills and time needed to implement it?  
\_\_\_\_\_
7. Is there place for improving the initiative? Please, identify ways in which the initiative could be improved  
\_\_\_\_\_





### Potential Adopters

8. How could your entity add this initiative to its portfolio? Please specify time-frame and number of companies-beneficiaries foreseen.  
\_\_\_\_\_
9. Does your entity offer any additional/further service complementary to this initiative? If yes, please specify.  
\_\_\_\_\_
10. Does any regional stakeholder offer complementary/alternative resources or services to this initiative? If yes, please specify.

## Annex II: Summary of the examined sustainability initiatives

Sustainability initiative	Dimension	Benefits	Drawbacks	Complexity (1-5)
<b>Acceleration programme for social entrepreneurship</b>		<ul style="list-style-type: none"> <li>- Tools' adaptation at Government level</li> <li>- Promotion of social inclusion, wellbeing, environment concern</li> <li>- Improved business skills of participants</li> </ul>	<ul style="list-style-type: none"> <li>- Social business support expertise needed</li> <li>- Longer support required for consolidation, growth</li> <li>- Budget needed for the continuation of the acceleration programme</li> </ul>	3
<b>Scheme for interaction with experts at Coompanion</b>		<ul style="list-style-type: none"> <li>- Societal challenges addressed</li> <li>- Promotion of public procurement</li> <li>- Dissemination of co-operative model</li> </ul>	<ul style="list-style-type: none"> <li>- Huge ambitions for a short period of execution</li> <li>- Targets not achieved due to lack of a risk management strategy to face Covid-19 effects</li> </ul>	3
<b>Alternative mobility solutions for people</b>		<ul style="list-style-type: none"> <li>- Raise awareness of effects of transport choice on the planet</li> <li>- Introduction of alternative mobility solutions</li> <li>- Support of green and smart mobility</li> </ul>	<ul style="list-style-type: none"> <li>- Limitation of application beyond the campus</li> <li>- Use of alternative vehicles (bikes, electrical scooters, etc.) limited in winter in zones with severe climate conditions</li> <li>- Individual car use habit</li> </ul>	5
<b>Canvas for Social Economy</b>		<ul style="list-style-type: none"> <li>- Open and free tool</li> <li>- General picture overview for self-awareness</li> <li>- Access to Social Economy Community</li> </ul>	<ul style="list-style-type: none"> <li>- Quite deep training of facilitators needed</li> <li>- Complex exercise, high volume of information</li> <li>- The report does not provide recommendations</li> </ul>	4
<b>Community of Practice on Social Innovation</b>		<ul style="list-style-type: none"> <li>- Wide platform for sharing knowledge</li> <li>- Access to European policy level and European partners</li> <li>- Springboard for new project partnerships among CoP members</li> </ul>	<ul style="list-style-type: none"> <li>- Lack of time and resources for an active participation</li> <li>- Different levels of engagement and expertise</li> <li>- Interaction depends on EBN's encouragement and approach</li> </ul>	2
<b>Tool for advice towards the SDG goals</b>		<ul style="list-style-type: none"> <li>- Methodology easily replicable</li> <li>- It boosts a priority for the EC, aligned with all R&amp;D funds</li> <li>- Reinforcement of support services for SMEs</li> </ul>	<ul style="list-style-type: none"> <li>- Skills to use the tool and apply the methodology</li> <li>- Willingness of SMEs to participate in the process and implement actions</li> <li>- Expert advice on SDG and related opportunities needed</li> </ul>	4

<b>Future sustainable business models scheme</b>		<ul style="list-style-type: none"> <li>- Information to entrepreneurs about possible futures</li> <li>- Sustainability is put in a positive context</li> <li>- Valuable discussion among participating companies</li> </ul>	<ul style="list-style-type: none"> <li>- Complicated and time-consuming process for companies</li> <li>- Outcomes depend on participants' efforts</li> <li>- Difficulties to prepare scenarios that fit all participating companies</li> </ul>	2
<b>Greenroom to test sustainable innovations</b>		<ul style="list-style-type: none"> <li>- Promotion of green technology solutions</li> <li>- Options to test and demonstrate</li> <li>- E-showroom attractive for foreign and national business delegations</li> </ul>	<ul style="list-style-type: none"> <li>- Difficulties to switch products when innovation is obsolete</li> <li>- Lack of long-term interest</li> <li>- Limited space and just suitable for certain type of innovative SMEs' products</li> </ul>	4
<b>Circularity self-assessment tool</b>		<ul style="list-style-type: none"> <li>- Short and quick self-assessment with sector specific questions</li> <li>- Overview of companies' improvement opportunities related to circular economy</li> </ul>	<ul style="list-style-type: none"> <li>- Superficial approach</li> <li>- Inconsistent for other territories since answers are designed for a Spanish geographical area</li> <li>- Insufficient information to go in-depth</li> </ul>	2
<b>Initiative to raise awareness of the Green Deal</b>		<ul style="list-style-type: none"> <li>- Methodology easily replicable</li> <li>- It boosts a priority for the EC, offering plenty of funding opportunities for entities and companies</li> <li>- It allows STPs to reinforce their SMEs support services</li> </ul>	<ul style="list-style-type: none"> <li>- Good relationships with regional agents needed</li> <li>- Time needed for the establishment of the thematic groups</li> <li>- Willingness of all agents involved to represent group's interests above individual ones and to share opportunities</li> </ul>	1
<b>Methodology to transform STPs into Eco-Parks</b>		<ul style="list-style-type: none"> <li>- Topic well researched by the RBM project and based on surveys and interviews with stakeholders</li> <li>- The circular economy concept is addressed</li> <li>- It may provide real benefits to the operation of STPs</li> </ul>	<ul style="list-style-type: none"> <li>- Recommendations given are of a general nature</li> <li>- Investments in infrastructure, equipment or services may be required</li> <li>- Need of a behavioural change from the actors involved</li> </ul>	5
<b>GreenEST Summit on Green Transformation</b>		<ul style="list-style-type: none"> <li>- Sets the stage for meetings among green technology leaders</li> <li>- Networking opportunities between companies and entities working in the field</li> </ul>	<ul style="list-style-type: none"> <li>- Covid-19 effects cause difficulties for physical attendance of international speakers and delegations to the conference</li> <li>- Lack of knowledge about green technology</li> <li>- Economic resources needed</li> </ul>	1
<b>Circular 4.0 project</b>		<ul style="list-style-type: none"> <li>- Support for SMEs' transition to circular economy by means of digitalisation</li> <li>- Strong involvement of the whole ecosystem to foster pilots and support the Circular4.0 community</li> </ul>	<ul style="list-style-type: none"> <li>- Delays in the achievement of targets due to the lack of a risk management strategy to face Covid-19 effects</li> <li>- Difficulties to strength the Circular4.0 community due to limitation of physical sessions and contacts</li> </ul>	2

## Annex III: Checklist of the examined sustainability initiatives



### Acceleration programme for social entrepreneurship

One of the key elements for implementing this GP is to count on with a commitment to work with third sector NGO directors, social players and other third sector agents. Is this line of work strategic for your organisation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Is there an ecosystem of social innovation and social entrepreneurship in your area? Could you cooperate with other stakeholders from your area to make grow social business?

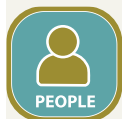
If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation either deploy staff with skills on social entrepreneurship or allocate experts in social enterprises able to provide training and support to develop a social business plan?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



### Scheme for interaction with experts at Coompanion

The main added value of this GP is the facilitation of exchanges with experts in the fields of social innovation and societal impact. Does your regional ecosystem and business community support it? Would it be of interest for your organisation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Is your organisation familiar with the co-operative model? Would your organisation be able to promote public procurement as means to support social inclusion?

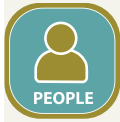
If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Has your organisation the resources or would it be able to partner with other stakeholders and the public administration to drive social innovation and social entrepreneurship?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Alternative mobility solutions for people

The main added value of this GP is to offer alternative mobility solutions for people in a given area. Does your organisation support green and smart mobility?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Would your staff be able to raise awareness among people and give clear understanding how actions in terms of transportation choice affect the environment and planet?

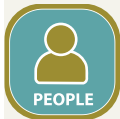
If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Would your organisation be able to partner with companies that offer solutions and/or infrastructure for alternative mobility?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Canvas for Social Economy

The main added value of this GP is the analysis of the companies' business model based on the social, environment and profit layers. Is your organisation interested?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Would your staff be able to guide and facilitate strategic conversations with companies to collect and analyse strategic information to feed the tool?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Since the tool just provides self-awareness, would your staff be able to design recommendations based on the results or would your organisation be able to hire experts?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP





## Community of Practice on Social Innovation

The main added value of this GP is the facilitation of connections among entities interested in social innovation. Is social innovation a strategic line of work in your organisation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Would your organisation be willing to become member of EBN? Would your organisation be able to allocate human resources that interact and contribute to the Community of Practice?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Is your organisation interested in scouting for project opportunities in the social innovation area, provide information and contribute to joint projects development that would later on impact directly on companies?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Tool for advice towards the SDG goals

The main added value of this GP is the provision of recommendations for the integration of the SDG goals in the business strategy through a sustainability-driven innovation management assessment. Would it be of interest for your organisation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation either deploy staff with skills on sustainability or allocate sustainability experts able to develop a tailored sustainability action plan for companies?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation allocate budget or establish cooperation with stakeholders that offer subsidies to companies for the implementation of the sustainability recommendations included in the action plan?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Future sustainable business models scheme

The main added value of this GP is to provide companies with recommendations for current and potential future sustainable business models. Would it be of interest for your organisation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Is your organisation capable to recruit companies interested in wider scope concerning future markets and future business? Could your organisation lead a valuable discussion within the group of participating companies?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Has your organisation experience with business modelling, sustainability matters and scenario building or would it be able to hire experts for that purpose?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Greenroom to test sustainable innovations

The main added value of this GP is to provide a space for testing and promoting innovative green technology solutions. Does your organisation foster national and foreign business attraction?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Is your organisation able to offer a space for companies interested in demonstrating and exhibiting their sustainable innovations?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Would your organisation be able to constantly monitor and actively look around the market to bring foreign delegations, thus helping exhibiting companies to make profit?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Circularity self-assessment tool

The main added value of this GP is the provision of a circularity self-assessment to spot circular economy opportunities. Has your organisation interest in the promotion of the circular economy?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Since the suggested answers of the self-assessment are designed for a Spanish geographical area, is your organisation located in Spain?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation either deploy staff with skills on circular economy or allocate experts able to provide circular economy-related recommendations for companies, based on the results of the self-assessment?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Initiative to raise awareness of the Green Deal

The main added value of this GP is raising awareness of the European Green Deal (EGD) and increasing participation in its actions. Is your organisation working towards the green transformation?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Has your organisation good relationships with regional agents and could be able to establish thematic groups to represent regional interests in RD&I programmes focused on the Green Deal?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation allocate human resources and time for the proper lead and follow-up of potential projects of the thematic groups?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Methodology to transform STPs into Eco-Parks

The main added value of this GP is to transform traditional Science and Technology Parks (STPs) into Eco-Parks. Is your STP prepared for a circular transformation? Is this transformation in line with your STP's business strategy?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Has your STP challenges concerning circularity? Depending on the nature of the STP there is a large range of options to be included, from basic sorting and recycling of waste, to very complex industrial symbiosis arrangements.

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Has your STP the resources and willingness to invest in the required infrastructure, equipment or services to adopt circular economy in its activities?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## GreenEST Summit on Green Transformation

The main added value of this GP is to set the arena for networking and cooperation among actors specialised in green technologies. Has your organisation interest in the promotion of the green transition?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Do you have experience in the organisation of international events? Do you have the connections to approach expert international speakers? Do you have the resources to host such an event on a yearly basis?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Are you able to mobilise startups, SMEs, corporations, public authorities, law makers, investors and other actors interested in green technology?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP



## Circular 4.0 project

The main added value of this GP is to provide the assets for the development of a circular economy action plan. Does your organisation foster a regional circular economy strategy?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation motivate and involve the whole ecosystem and its stakeholders to jointly develop an action plan towards circular economy?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, proceed to the next question ↓

Could your organisation promote the implementation of regional pilots and create a community of practice to exchange ideas and good practices on eco-innovation, recycling and recovery value processes?

If NOT, this GP is not the best match for your organisation, but you may share it with better suited organisations

If YES, you might consider this GP