

SustainX

D2.2 SME Training Documentation



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This project received funding from the European Union through grant agreement no. 101180410.

Deliverable Information

D2.2 SME Training Documentation			
Work Package:	WP2 Skills Development		
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Due date:	30/06/2026		
Version number:	1.0	Status:	Final
Dissemination level:	Public		

Project Number:	101180410	Project Acronym:	SustainX
Project Title:	SustainX: Fostering Sustainable Digital Innovation Investment		
Start date:	1 January 2025		
Duration:	24 months		
Call identifier:	I3-2023-Cap2b		
Topic:	I3-2023-CAP2b		

Revision History

Revision	Date	Contributor(s)	Description
0.1	23.06.2026	Laura Lorenzo Brito (FSCS)	Deliverable review
0.2	24.06.2026	Onofrei Livia Maria (DIZ)	Report evaluation
0.3	26.06.2026	Manuel Seuffert (IMP)	Review
1.0	29.06.2026	Hanna Kim (IMP)	Finalization



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Executive Summary

This deliverable summarises the SME training activities carried out under Work Package 2 of SustainX and consolidates the main evidence, evaluation results and impacts generated across the five partner regions. In total, 15 SME trainings were implemented, consisting of two on-site trainings per region and one virtual training per region. The on-site trainings were organised and delivered by the respective regional partners for their local SME audiences, while the virtual trainings were delivered by Kearney | IMP³ROVE in cooperation with the regional partners. Across all trainings, the consortium recorded approximately 266 participant attendances, exceeding the project target of 100 training participants on a participation-count basis.

The implemented trainings covered a broad range of topics linked to sustainable digital innovation, including sustainability, sustainable business models, innovation strategy, open innovation, business model innovation, digital marketing and digital transformation. The topics were selected based on regional needs, partner expertise and SME interests identified through the training application process.

Overall, the trainings were positively received by participating SMEs. The completed feedback analyses show high satisfaction levels, strong perceived relevance of the content and positive learning outcomes across both on-site and virtual formats. While feedback response rates varied between sessions, the overall pattern indicates that the trainings provided useful and practical support for SMEs and were well aligned with the needs of participating companies.

The main impact of the training programme was the strengthening of SME capabilities and awareness in relation to sustainability, innovation and business development. Through practical tools, case examples and structured methods, participants were supported in reflecting on their own innovation opportunities, business models, collaboration potential and future development needs.

The trainings also contributed to continued SME engagement within SustainX by creating links to follow-up activities such as peer learning, matchmaking, project development and future innovation investment preparation. In this way, the SME training programme served as an important bridge between capacity building and the broader SustainX objective of supporting sustainable digital innovation in less developed regions.



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1. Introduction and Scope

This deliverable provides the documentation of the SME training activities implemented under Work Package 2 of the SustainX project. The trainings were designed to engage regional SMEs directly and to strengthen their capabilities in areas relevant to sustainable digital innovation, including innovation management, business model innovation, sustainability and digital transformation.

D2.2 captures the preparation, delivery and feedback of the SME trainings across the SustainX partner regions. In line with the deliverable requirements, the documentation includes agendas, participant records, training materials, feedback questionnaires and evaluation results. Each training was targeted at regional SMEs, planned as a structured learning event of at least two hours, and documented through a brief event report summarising participation, content, delivery format and key observations.

The SME trainings build on the consortium training activities delivered earlier in WP2, which prepared project partners to act as regional multipliers for innovation and sustainability support. D2.2 shifts the focus from internal capacity building to direct SME engagement and demonstrates how the SustainX consortium applied the developed training concepts in practice with companies in the partner regions.

The report covers both on-site and virtual SME training formats. It provides a regional overview of the implemented activities, summarises participant engagement and feedback, and consolidates the main evaluation findings across trainings. Detailed evidence, including agendas, attendance documentation, materials, feedback forms, photos and sustainability checklists, is provided in the annexes to keep the main report concise while ensuring full traceability.

Overall, this deliverable shows how the SME training activities contributed to the broader SustainX objective of supporting SMEs in less developed regions in developing sustainable digital innovation capabilities and preparing for future innovation investment opportunities.

2. SME Training Approach

The SME training approach under SustainX was designed to translate the capacity-building activities of the consortium into practical, SME-oriented learning formats. Following the consortium trainings delivered in the previous project phase, the SME trainings focused on direct engagement with companies in the partner regions and aimed to strengthen their capabilities in innovation management, sustainability, digital transformation and business model development.

A key preparatory step for the SME trainings was the Training Application process carried out under Task 2.2. This process supported the structured identification and recruitment of regional SMEs for the training activities. Through the involvement of consortium partners and their regional communication channels, SMEs were informed about the upcoming training opportunities and invited to participate. The application process helped ensure that the trainings reached the intended target group and that participating SMEs had a clear interest in topics relevant to SustainX, such as sustainable innovation, digital transformation, business model development and future innovation investment opportunities. It also provided the basis for planning participant numbers, tailoring training content to regional needs and organizing the practical delivery of the sessions. The consortium managed to recruit over 100 SMEs in total from all 5 regions (Romania, Bulgaria, Greece, Latvia and Canary Islands) and assess their training needs further through the questionnaire used as the 'application form'. This helped to verify the previously built picture of the regional competencies which were mapped and analyzed in Work Package 1 Project Set-up under Task 1.2 Mapping of Competencies and further elaborated on in D1.2 Capability mapping report.

The overall training concept was based on three guiding principles: practical relevance, regional adaptation and applicability for SMEs. First, the trainings were designed to provide participants with concrete methods, tools and examples that could be applied in their own organisational contexts. Rather than focusing solely on theoretical input, the sessions combined presentations with interactive discussions, practical exercises, case examples and reflection elements. This ensured that participating SMEs could relate the training content to their own challenges, opportunities and innovation ambitions. Second, the trainings were adapted to the specific needs and priorities of the participating regions. Each consortium partner contributed to identifying relevant topics, target groups and formats for their local SME audience. This regional customization helped ensure that the training content addressed the realities of SMEs operating in different sectors, innovation ecosystems and levels of maturity. Depending on the regional needs, the trainings covered topics such as innovation strategy, business model innovation, sustainable business models, digital marketing, open innovation, sustainability in practice and the application of digital and sustainable technologies.

Third, the approach emphasized usability and follow-up. The trainings were structured to support participants not only in understanding key concepts, but also in applying them to their own business context. Training materials, including presentations, templates and other supporting documents, were made available to participants during and after the sessions. Across the SME trainings, partners followed a common follow-up approach to ensure continuity beyond the individual training sessions. After each training, participants were provided with the relevant training materials and were invited to complete a feedback form. Where applicable, follow-up communication also informed participants about upcoming SustainX trainings, interregional webinars, peer-to-peer learning opportunities and further support activities. This ensured that the trainings were not treated as isolated events, but as part of a broader capacity-building pathway supporting continued SME engagement, exchange and project development.

The SME trainings were implemented in both on-site and virtual formats. Each regional partner organised two on-site trainings for its local SME audience, while the virtual trainings were delivered by Kearney | IMP³ROVE in cooperation with the respective regional partner. On-site trainings enabled more intensive interaction, group work and direct exchange between trainers and participants. Virtual trainings allowed broader accessibility and supported the continuation of capacity-building activities across regions. Regardless of format, each training followed a structured approach, including the communication of the agenda, documentation of attendance, delivery of the training content, collection of participant feedback and preparation of a short event report. Quality assurance was integrated throughout the training process. Each training was documented through key evidence, including agendas, attendance lists, training materials, feedback questionnaires and evaluation reports. These documentation requirements are aligned with the D2.2 description, which defines SME training invitations, agendas, presence lists, regional SMEs as the target group, a minimum duration of two hours, event reports, distributed training materials, feedback questionnaires and evaluation reports as core elements of the deliverable evidence base.

Participant feedback was collected after the trainings to assess satisfaction, relevance, clarity, usefulness of the content and perceived learning outcomes. The evaluation results were used to identify key takeaways, improvement areas and further training needs, thereby supporting the continuous refinement of the SustainX capacity-building approach, where necessary.

Overall, the SME training approach provided a structured but flexible framework for engaging regional SMEs. By combining common SustainX objectives with regionally tailored content and practical learning methods, the trainings contributed to strengthening SME capabilities for sustainable digital innovation and prepared

participants for further project activities, including innovation investment project development, peer learning and broader ecosystem collaboration.



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3. Overview of Implemented SME Trainings

This chapter provides a consolidated overview of the SME training activities implemented across the SustainX partner regions. It summarises the main characteristics of the trainings, including the responsible partner, regional focus, training format, date, topic, participant group and materials used. The overview serves as a bridge between the general training approach described in the previous chapter and the more detailed regional training documentation that follows.

The SME trainings were delivered through a combination of on-site and virtual formats, allowing the consortium to address regional needs while ensuring accessibility for participating SMEs. Across the different partner regions, the trainings covered topics related to innovation management, sustainability, business model development, digital transformation and other areas relevant to sustainable digital innovation. While each training was adapted to the local SME context, all activities followed a common documentation and evaluation logic, including agendas, participant records, training materials, feedback collection and event reporting.

Based on all the previously work done, i.e. the competence maps, consortium partners' inputs, and collecting SMEs' training needs and interest through the application process, we collectively decided on the following training topics per region and format:

Consortium partner	First on-site training date/ topic/no. participants	Second on-site training/ no. of participants	Virtual training/no. of participants
ARC FUND	18 May, Open Innovation/ 7 attendees	27 May, Sustainability/ 7 attendees	19 May, Innovation Strategy/9 attendees
DIZ/TUIASI	12 Dec, Sustainability/ 18 attendees	27 Mar, Innovation Strategy/41 attendees	12 Feb, (Digital) Business Model Innovation/19 attendees
Fundación Santa Cruz Sostenible	20 Nov, Circular Economy/20 attendees	4 Feb, Carbon Footprint/13 attendees	8 Apr, (Digital) Business Model Innovation/16 attendees
IED	19 Feb, Sustainability/15 attendees	20 Feb, (Digital) Business Model Innovation/15 attendees	27 Jan, Open Innovation/18 attendees



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Consortium partner	First on-site training date/ topic/no. participants	Second on-site training/ no. of participants	Virtual training/no. of participants
LTC	14 Jan, Sustainability/19 attendees	20 Jan, Business Model Innovation/ 18 attendees	29 Jan, Digital Marketing/31 attendees

Table 1 Overview of training topics per region and format

As described in Deliverable 2.1 Consortium group training documentation we followed the ‘train-the-trainer’ approach, therefore the training topics were replicated by the consortium partners when training their SMEs. However, the SME training needs assessment through the application process showed a need beyond the two training topics that the consortium partners went through (i.e. one innovation management related topic and the sustainability topic provided by Fundación Santa Cruz Sostenible), which is why we offered to hold the virtual trainings instead, covering additional topics to address the SMEs’ needs. The training needs we gathered from SMEs showed interests in more than 1-2 topics, thus we leveraged the virtual training format to support the SMEs and the consortium partners in further topics. Fundación Santa Cruz Sostenible is a special case, as the two on-site trainings addressed dedicated sustainability topics, while the virtual training focused on (Digital) Business Model Innovation. The rationale was that the training application form from Spanish SMEs showed particularly strong interest in sustainability-related topics, which justified addressing these topics with additional depth through the on-site format. At the same time, (Digital) Business Model Innovation also emerged as a relevant priority for Spanish SMEs and was therefore offered in the virtual format. This underlines the flexibility of the training approach and shows how the consortium accommodated regional SME needs while making use of the specific expertise of Fundación Santa Cruz Sostenible in sustainability.

Finally, when selecting the training topics per region, we selected training topics for the interregional webinars, i.e. the online training series that is further explored in Deliverable 2.3 Peer learning documentation, as that online training series was combined with the peer-to-peer learning sessions.

Below you can find an overview of the prioritized training topics per region, which served as the basis for the conducted SME trainings.



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Figure 1 SME Training Needs Romania



Figure 2 SME Training Needs Canary Islands



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WP2 – T2.2 – SMEs Training Application

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Training needs per Region → **BULGARIA - 16 SMEs:**

Innovation & Strategy:

- **Introduction to Innovation Management:** 10 SMEs
- **Innovation Strategy:** 14 SMEs
- **Innovation Lifecycle Management Processes:** 10 SMEs
- **Agile Project Management:** 7 SMEs
- **Business Model Innovation:** 10 SMEs
- **Open Innovation:** 9 SMEs
- **Design Thinking for Better Innovation Management:** 7 SMEs

Digitalisation & Technology

- **Digital Business Model Innovation:** 12 SMEs
- **e-Commerce and Marketplaces:** 10 SMEs
- **Digital Marketing:** 9 SMEs

Sustainability:

13 SMEs



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Figure 3 SME Training Needs Bulgaria

WP2 – T2.2 – SMEs Training Application

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Training needs per Region → **LATVIA – 20 SMEs:**

Innovation & Strategy:

- **Introduction to Innovation Management:** 5 SMEs
- **Innovation Strategy:** 7 SMEs
- **Innovation Lifecycle Management Processes:** 7 SMEs
- **Agile Project Management:** 5 SMEs
- **Business Model Innovation:** 12 SMEs
- **Open Innovation:** 6 SMEs
- **Design Thinking for Better Innovation Management:** 7 SMEs

Digitalisation & Technology

- **Digital Business Model Innovation:** 11 SMEs
- **e-Commerce and Marketplaces:** 6 SMEs
- **Digital Marketing:** 15 SMEs

Sustainability:

14 SMEs



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Figure 4 SME Training Needs Latvia



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Figure 5 SME Training Needs Greece

Across the implemented SME trainings, a consistent delivery logic can be observed: all sessions were targeted at regional SMEs and documented through the required evidence base, including agendas, participant records, materials, feedback results and event reports, in line with the D2.2 documentation requirements. This provides a comparable structure across regions while allowing the individual training activities to reflect local priorities. The main differences between the trainings relate to their format, thematic focus and regional context. Depending on the partner region, sessions were delivered either on-site or virtually and addressed different SME needs, ranging from innovation strategy and business model innovation to sustainability, digital transformation and digital marketing. These variations show that the trainings were not implemented as a uniform programme, but as regionally tailored activities within a common SustainX framework.

4. Training Documentation by Region

4.1 Digital Innovation Zone (DIZ) & Technical University Iasi (TUIASI) Training

4.1.1 First on-site training

The first on-site SME training implemented by Digital Innovation Zone and the Technical University of Iași took place on 12 December 2025 in Iași, Romania, under the title “Founding Sustainable Innovation” and gathered a total of 86 attendees, out of which 18

were SMEs from the SustainX programme. The event was designed to introduce participating SMEs and regional ecosystem stakeholders to the core principles of sustainable innovation and to support them in translating these principles into concrete business and project development contexts. The training formed part of the SustainX capacity-building pathway and focused on strengthening participants' understanding of sustainable business models, funding opportunities for sustainable innovation, and practical tools for structuring investment-relevant project ideas. The session brought together a broad regional audience from the North-East Region of Romania, including SustainX beneficiaries, SME representatives, academic actors, public-sector stakeholders and innovation ecosystem partners. With 86 final attendees, the training provided an opportunity not only for knowledge transfer, but also for networking and matchmaking between companies, experts and potential project partners. The agenda combined expert input from DIZ and TUIASI with applied discussions on financing sustainable innovation, the use of the Project Canvas, sustainability training materials and a dedicated networking session. Overall, the event served as an important entry point for engaging Romanian SMEs in the SustainX programme. It helped raise awareness of sustainability-driven innovation, supported participants in structuring early project ideas, and contributed to building connections for future collaboration and investment project development. The following section documents the preparation, delivery, participation, feedback and key outcomes of this first DIZ/TUIASI on-site training.

Conducting the training

The training was conducted as an applied afternoon session that combined programme orientation, thematic input, practical project structuring and networking. The session first positioned the Romanian SME activities within the broader SustainX programme, explaining how participating companies can move from initial ideas towards project development, consortium building and access to European funding. The introduction also presented the One-Stop-Shop pilot as a support mechanism for SMEs, combining online sessions, on-site workshops, tailored mentoring and matchmaking support.

The first thematic block focused on sustainable innovation and its relevance for SMEs. Participants were introduced to the concept of sustainable innovation as the development of new products, services, processes or business models that create economic value while reducing environmental impact and generating social benefits. The session linked this perspective to practical examples such as resource efficiency, circular business models, renewable energy use, digitalisation, automation and sustainable leadership.

A dedicated funding block then translated the sustainability and innovation discussion into concrete financing pathways. Participants received an overview of non-reimbursable funding opportunities for sustainable innovation, including European and national



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programmes such as the I3 Instrument, Interreg, Horizon Europe, Digital Europe, cascade funding, innovation vouchers, Erasmus+ and PoCIDIF. The session also covered general eligibility conditions and tools for identifying relevant funding opportunities, helping SMEs understand how their project ideas could be connected to suitable support schemes.

The practical part of the training centred on the Project Canvas, which was introduced as a simple visual tool for rapidly structuring project ideas, creating an innovation profile for companies, identifying gaps for matchmaking and mapping ideas against potential funding calls. Participants were guided to clarify elements such as their project summary, problem-solution fit, market potential, value proposition, sustainability contribution, strategic goals, key resources and partnership needs.

In addition, participants were introduced to the sustainability training materials developed under WP2. These materials covered the general concept of sustainability, sustainable business models and the Sustainable Business Model Canvas. They included interactive elements and practical exercises such as the “Infinite Loop” circular economy exercise, technology-for-sustainability discussions in the agri-food sector and business model canvas work using concrete company examples. The materials also used Romanian and regional cases, such as Remesh, Evopack Romania, Fortico Energy, SnapSnack, WORMXSOIL and GreenSoft, to make the content more tangible for local SMEs.

The session concluded with networking and matchmaking activities, allowing SMEs, academic representatives, public-sector actors and ecosystem stakeholders to discuss potential collaboration opportunities. This supported the transition from training content to follow-up actions, including completion of the Project Canvas, participation in upcoming peer-to-peer activities and further partner identification for future SustainX project development.

Below you can find the agenda:



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#13Instrument Agenda		
Nr.	Timp	Subiecte
01	14:00 – 14:05	Introducere – Lidia Alexa
02	14:05 – 14:15	Inovarea Sustenabilă – Sebastian Maxineasa
03	14:15 – 14:30	Finanțarea inovării sustenabile – Irina Robuleț • Surse de finanțare nerambursabilă pentru inovație sustenabilă • Criterii generale de eligibilitate • Instrumente de căutare a oportunităților de finanțare • Exemple de apeluri
04	14:30 – 15:00	Discuții aplicate pe proiect Canvas – Adelina Marinescu
05	15:00 – 19:00	Prezentare materiale Sustainability Training Followed by networking and matchmaking session



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Figure 6 First SME on-site training with DIZ/TUIASI Agenda

Training feedback

Participant feedback was collected after the training to assess the perceived value of the session, the relevance of the content and participants' interest in further SustainX support. A total of four responses were received and should therefore be interpreted as indicative rather than fully representative. Nevertheless, the results show a consistently positive assessment of the training and point to strong follow-up potential. All respondents confirmed that they would recommend the workshop, were interested in international funding opportunities and saw value in future collaboration with DIZ or other participants. In addition, all respondents confirmed the usefulness of the One-Stop-Shop concept within the SustainX project, indicating that the training successfully introduced a relevant support mechanism for SMEs beyond the individual event. The feedback also highlights clear thematic priorities for future support. Interest was strongest in digital transformation, selected by all respondents, followed by artificial intelligence and machine learning, sustainable innovation and green technologies, and circular economy and waste management. This suggests that participants see the strongest innovation and investment potential at the intersection of digitalisation, sustainability and business model transformation.

The sustainability-related learning outcomes were also rated very positively. All respondents reported an improved understanding of the concept of sustainability and sustainable business models, with 100% strongly agreeing that they better understand



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both topics after the training. In relation to applying sustainability to their own context, 75% strongly agreed and 25% agreed. The practical tools presented during the session were similarly well received: all respondents strongly agreed that they better understand the Sustainable Business Model Canvas and the Infinite Loop, while the topic of sustainable technology and agriculture also received fully positive feedback.

Overall, the feedback confirms that the training was highly relevant for participating SMEs and provided a strong basis for continued engagement. The results indicate that participants valued both the conceptual input and the practical tools, while also expressing clear interest in follow-up activities related to funding, collaboration, digital transformation, AI and sustainable innovation. These findings will inform the next steps of the Romanian SustainX activities, including further training, matchmaking and project development support.



Figure 7 SME Training Feedback first on-site training DIZ/TUIASI (1/4)

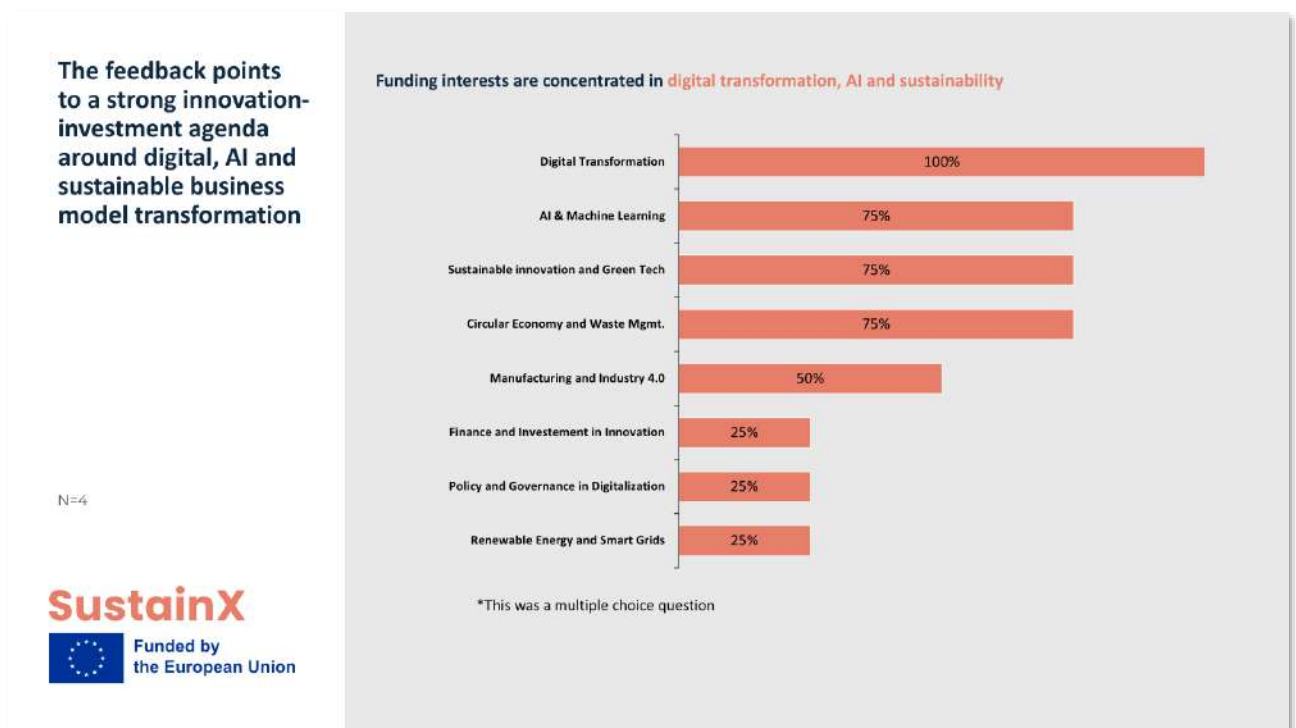


Figure 8 SME Training Feedback first on-site training DIZ/TUIASI (2/4)

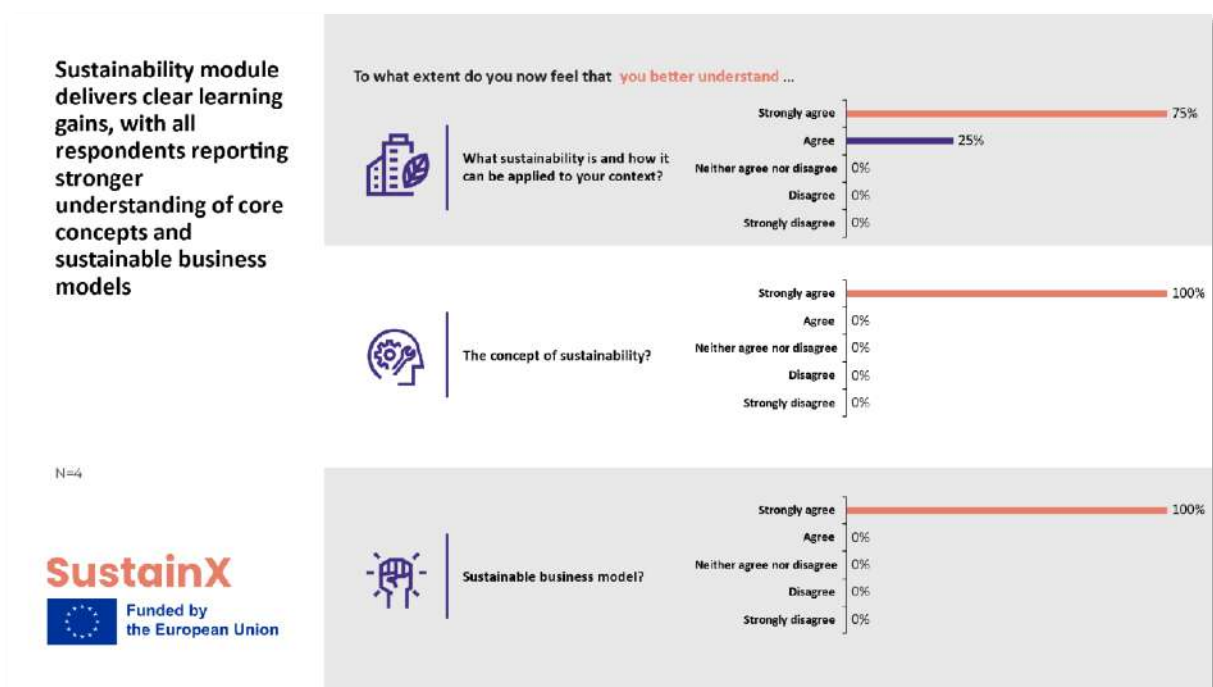


Figure 9 SME Training Feedback first on-site training DIZ/TUIASI (3/4)

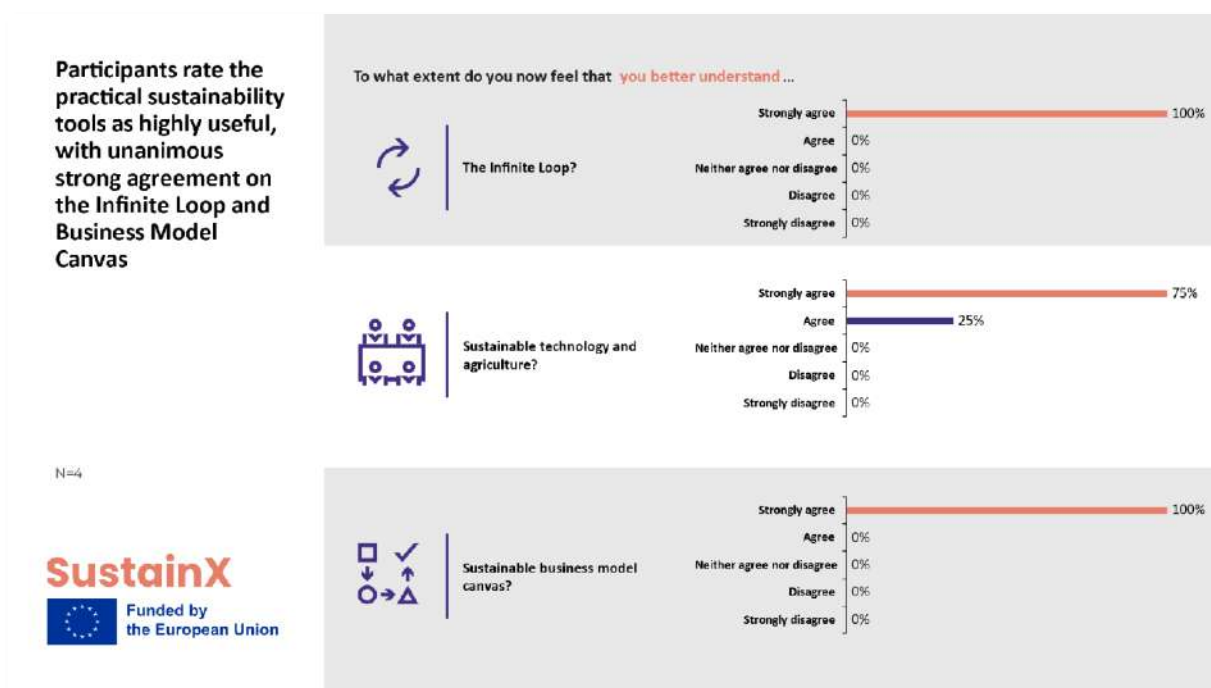


Figure 10 SME Training Feedback first on-site training DIZ/TUIASI (4/4)

4.1.2 Second on-site training

The second DIZ/TUIASI on-site training took place on 27 March 2026 at InnoHUB-DIZ in Iași under the title “Innovation Strategy” with a total of 41 attendees. The session was designed for SMEs participating in the SustainX programme as well as relevant ecosystem stakeholders from academia, innovation hubs and public and private organisations. In total, 41 participants attended the training in person. The training focused on strengthening participants’ strategic innovation capabilities and supporting the transition from ideas towards market-ready and investment-relevant solutions. The agenda combined inputs on innovation strategy, the use of AI in innovation processes, innovation ecosystems, the I3 Instrument, technology transfer with European universities and private capital for innovation.

Overall, the session expanded the Romanian SME training pathway from sustainable innovation awareness towards more structured innovation and investment planning. It provided participants with practical tools and strategic perspectives for managing innovation, identifying collaboration opportunities and preparing future SustainX project development activities.

Conducting the training

The training was conducted as an on-site session with a clear progression from innovation strategy to investment planning. The first part of the agenda focused on how SMEs can approach innovation more systematically, including the use of structured innovation management methods, the innovation funnel and design thinking as tools to move from initial ideas towards solutions with market potential. The session also addressed the role of artificial intelligence in innovation processes, helping participants reflect on how AI can support opportunity identification, ideation and strategic decision-making. A further part of the training broadened the perspective from individual company innovation to the wider ecosystem context. Participants were introduced to the role of innovation ecosystems and collaboration as enablers of innovation capacity, especially when companies need access to complementary knowledge, technology, partners or markets. This element was particularly relevant for SustainX, as it linked SME-level innovation strategy with the project's broader objective of building interregional collaboration and investment-ready project ideas.

The second half of the session focused on business and investment planning. Participants received input on the I3 Instrument, including its objectives, expected project activities and the role of the I3 Support Facility. This was complemented by a short overview of further EU funding opportunities and a technology transfer block with representatives from European universities and innovation actors. The session closed with a "Meet the Investors" segment, introducing private capital perspectives and giving participants additional insight into how innovation projects can be positioned for future funding and investment.

Overall, the training combined practical innovation methods, AI-related perspectives, ecosystem collaboration and investment-readiness elements. It helped participants understand innovation not only as idea generation, but as a structured process of creating value through implementation, commercialization and collaboration.

Below you can find the agenda:




Innovation Strategy, Business & Investment Planning Event agenda 27.03.2026

09:15 – 09:30 || Welcome and coffee

09:30 – 11:30 || Innovation Strategy

09:30 – 10:10 || Innovation Strategy – **Neculai Bagiu** (Innovation Manager, Gheorghe Asachi Technical University of Iasi)

10:10 – 10:50 || Innovation strategy using AI – **Jakow Smirin** (CEO Startplatz AI Hub) – AI for Innovation Key Note

10:50 – 11:30 || Innovation Ecosystems – **Kristaps Banga** (Senior Innovation Strategy Executive, MERIT Industry senior expert, RTU Phd researcher)

11:30 – 12:00 || Coffee break

12:00 – 14:20 || Business and Investment Planning

12:00 – 12:30 || I3 Instrument presentation – **Maja Ferlinc** (EISMEA)

- Short presentation of EISMEA
- I3 Instrument – objectives, activities, strands, what we expect from the projects
- Some elements of the grant agreement
- I3 Support Facility and how it can support SMEs

12:30 – 12:35 || Financing opportunities offered by the EU project **CREUIN**

Heritage – **Laura Andreea Rață** (Digital Marketing Manager la Thecon și Communication & International Relations Expert în cadrul OpenHub Creative Cluster)

12:35 – 13:00 || **Jakow Smirin** – AI for Innovation Key Note

13:00 – 14:00 || Technology Transfer: collaborating with EU Universities

- VILNIUS TECH || **Simona Ramanauskaitė** (Professor & Researcher at Vilnius Gediminas Technical University)
- RTU || **Agris Nikitenko** (Dean at Riga Technical University) & **Aleksejs Jurenoks** (Associate Professor at Riga Technical university)
- AI EDIH Hungary || **Laszlo Gulyas** (Head of AI EDIH Hungary)
- UPC || **Adarsh Kumar** (Visiting professor at UPC)

14:00 – 14:20 || Meet the Investors: Private Capital for Innovation

- **Magda Sandulescu** – ANIS
- **Mihnea Crăciun** – Endeavor,
- **Matei Dumitrescu** – Fil Rouge Capital

14:20 || Lunch and networking

Note: The time is EET.



Funded by the European Union

This project received funding from the European Union through grant agreement no. 101184410.

Figure 11 Second SME on-site training with DIZ/TUIASI Agenda

Training feedback

Participant feedback was collected after the second DIZ/TUIASI on-site training to assess the perceived learning outcomes, usefulness of the workshop sections and relevance for participants' future work. A total of five responses were received, so the results should be interpreted as indicative. Nevertheless, the feedback shows a consistently positive assessment of the session.

All respondents stated that they would recommend the training to colleagues, friends and network partners. Participants also reported clear learning gains: 40% indicated that they now completely understand innovation strategy and how to apply it in their context, while 60% stated that they understand it very much. This confirms that the training successfully

strengthened participants' confidence in applying innovation strategy in practice. The individual workshop sections were rated highly across all areas. Participants particularly valued the modules on innovation strategy, innovation ecosystems and partnerships, and open innovation and collaboration models. The practical parts of the training were also strongly appreciated, especially the Innovation Canvas and Design Thinking frameworks, the innovation funnel from idea to value, and the role of AI and digital transformation in innovation.

Qualitative feedback further indicates that participants found the session relevant for future application. Respondents highlighted the value of practical frameworks for integrating sustainability into business strategy, the positioning of data-driven technical solutions within fundable interregional projects, and the potential applicability of the topics during future implementation phases.

Overall, the feedback confirms that the second on-site training was well received and provided participants with relevant tools and perspectives for innovation strategy development. The results suggest that the session contributed to strengthening participants' ability to structure innovation ideas, connect them to business and investment planning, and prepare for further SustainX project development activities.

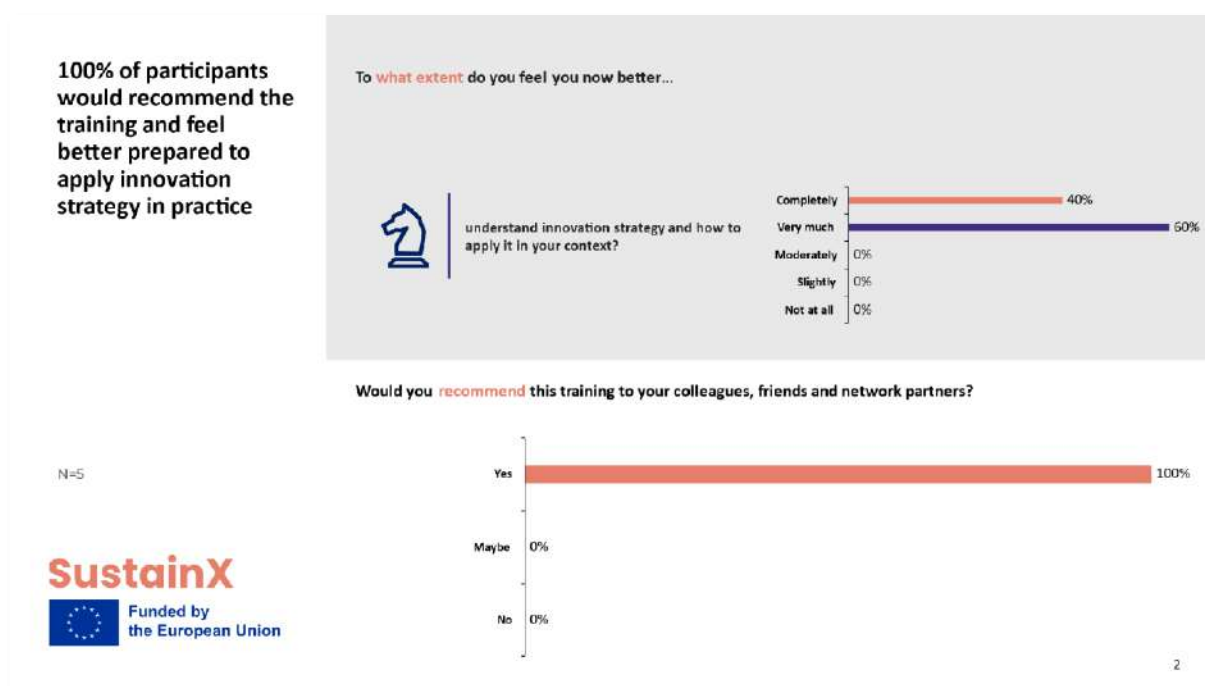


Figure 12 SME Training Feedback second on-site training DIZ/TUIASI (1/4)

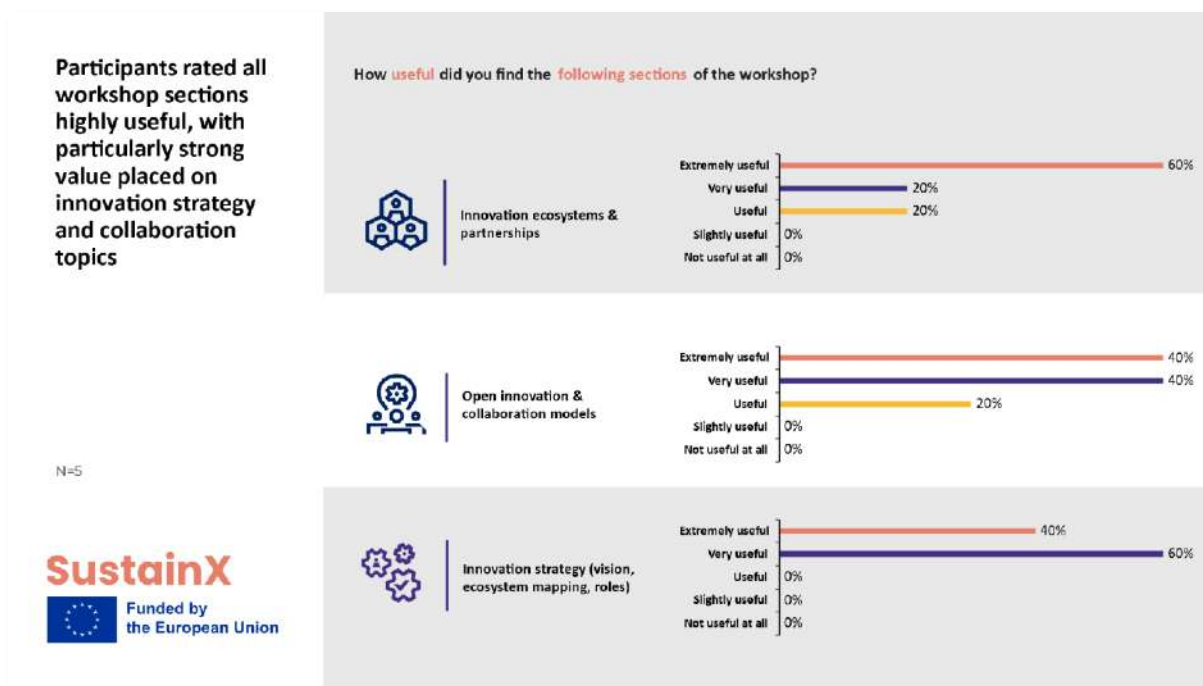


Figure 13 SME Training Feedback second on-site training DIZ/TUIASI (2/4)

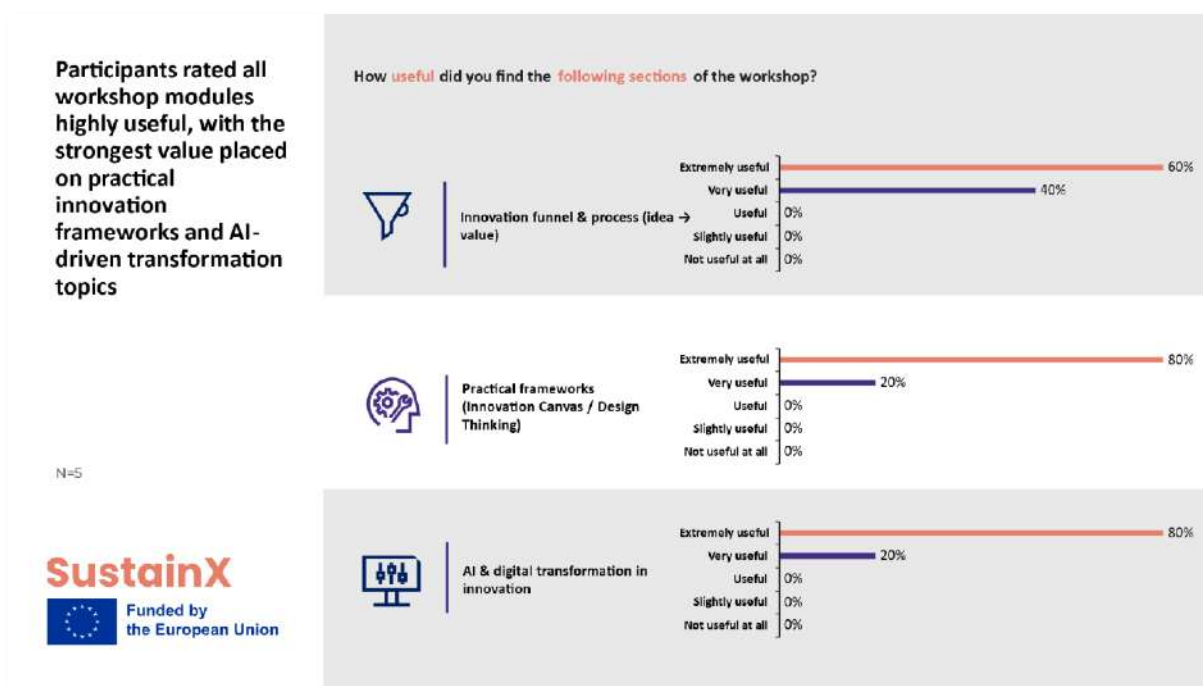


Figure 14 SME Training Feedback second on-site training DIZ/TUIASI (3/4)

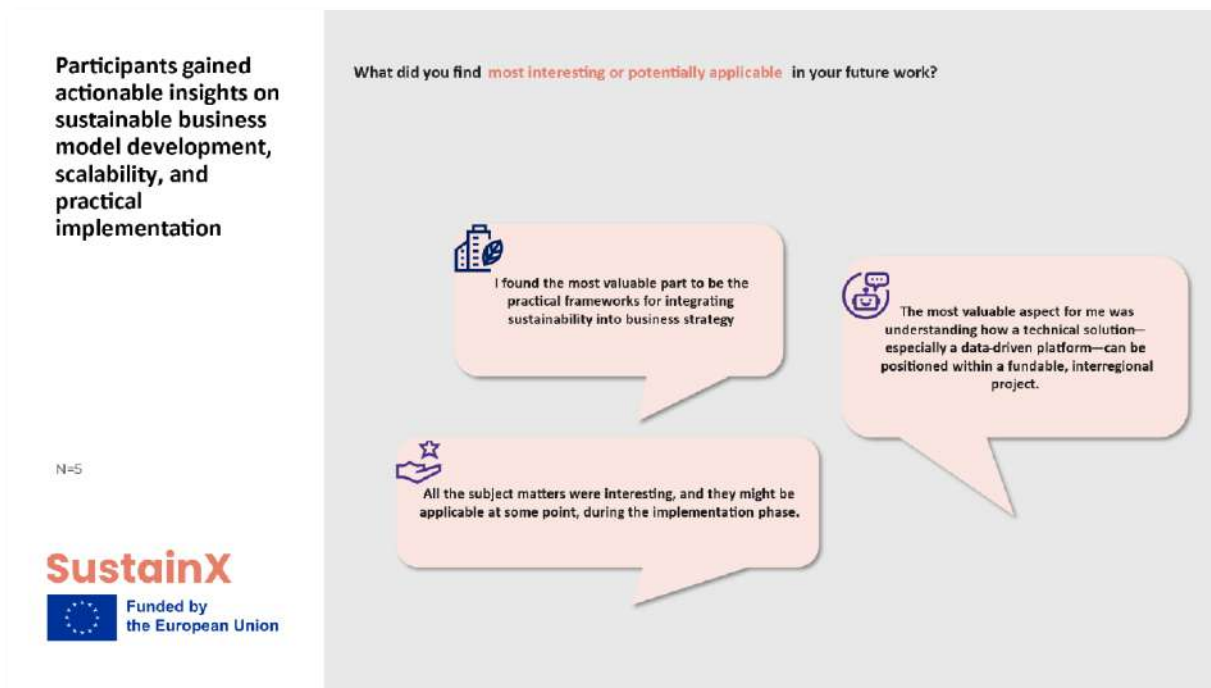


Figure 15 SME Training Feedback second on-site training DIZ/TUIASI (4/4)

4.1.3 Virtual training

The virtual SME training for the DIZ/TUIASI region was delivered by Kearney | IMP³ROVE on 12 February 2026 under the title “(Digital) Business Model Innovation.” The session was conducted online and attended by 32 participants, with an overall meeting duration of approximately three hours. The training focused on helping participants understand, assess and develop business model innovation in a structured way. It covered the definition and relevance of business model innovation, triggers and needs for business model change, the development of new business model concepts, and approaches for implementation within an organisation. The agenda also included interactive elements, final Q&A and feedback collection. Overall, the virtual training complemented the Romanian on-site sessions by deepening the business model innovation dimension of the SustainX SME training pathway. It provided participating SMEs with practical methods to analyse existing business models, identify innovation potential and translate ideas into more concrete concepts for future validation and implementation.

Conducting the training

The virtual training was conducted as a structured three-hour online session that guided participants through the main steps of business model innovation, from understanding the concept to identifying innovation potential and preparing ideas for implementation.



This project received funding from the European Union through grant agreement no. 101180410.

The session followed the agenda of the training deck, moving from an introduction to business model innovation towards assessment, concept development, implementation considerations, Q&A and feedback. The first part of the session established a common understanding of business model innovation and its relevance for SMEs. Participants were introduced to the key value drivers of a business model, including products and services, customer segments, value chains and the revenue/cost model. This provided a practical structure for analysing how companies create value today and where changes to the business model can create additional value in the future. The training then used business model examples and archetypes to make the topic more tangible. Cases such as Nespresso, Dropbox, Dollar Shave Club and Jettrainer illustrated how companies can differentiate their business models through mechanisms such as bait and hook, freemium, subscription or sharing economy models. These examples helped participants understand that business model innovation can affect customer relationships, revenue generation, use of resources and the wider value chain. A further block focused on assessing the potential for business model innovation. Participants were introduced to typical triggers for business model change, including technology, digitisation, convenience, sustainability, co-creation, changing customer needs and competitive pressure. The session showed how these triggers can create both risks and opportunities for SMEs, especially when existing business models are affected by new market dynamics or emerging technologies. The latter part of the training focused on developing business model innovation ideas. Participants were introduced to methods for challenging existing assumptions, identifying common industry myths, formulating alternative hypotheses and using examples from other industries as inspiration. The session also covered approaches for communicating and further developing ideas, including the STOKe communication structure and the Six Thinking Hats method as a way to review ideas from different perspectives. The final content block addressed validation and implementation. Participants were introduced to prototyping, hypothesis testing and the development of a test-and-learn plan to validate core assumptions before committing significant resources. The session also discussed implementation planning, including roles and responsibilities, resources, activities, KPIs, timelines, project management and risk management. Overall, the training combined conceptual input, concrete business model examples, guided reflection and practical implementation methods. It enabled participants to understand business model innovation as a structured process and

supported them in reflecting on how existing business models can be analysed, adapted and prepared for validation and implementation.

Below you can find the agenda:

Agenda	
11:00 – 11:15	Welcome and introduction
11:15 – 11:45	Understanding business model innovation – Definition of business model innovation and its importance to create value
11:45 – 12:30	Assessing the business model innovation potential – Triggers for business model innovation – Sensing the need for business model innovation – Anticipating and managing resistance
12:30 – 13:15	Developing a business model innovation concept – Developing ideas for business model innovation – Pitching and further developing the ideas – Developing a test and learn plan to validate the idea
13:15 – 13:45	Implementing a business model innovation in your organization
13:45 – 14:00	Final Q&A, feedback and closing of the training

SustainX
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Figure 16 Agenda Virtual Training SMEs with DIZ/TUIASI

Training feedback

Participant feedback was collected after the virtual (Digital) Business Model Innovation training to assess learning outcomes, perceived readiness for application and overall satisfaction. A total of six responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a mostly positive learning impact, while also highlighting some variation in how strongly participants felt they had absorbed the content.

Participants reported the strongest learning gains in understanding the need for business model innovation and how business model innovation can create business impact. For both aspects, 50% of respondents strongly agreed and 33% agreed that the training helped them understand the topic. The feedback was also positive regarding the identification of triggers for business model innovation, with 33% strongly agreeing and 50% agreeing. However, one respondent consistently selected “strongly disagree” across several learning outcome questions, which indicates that the training may not have fully met the expectations or needs of all participants.

The results suggest that participants felt reasonably well prepared to apply business

model innovation in practice. The strongest confidence was reported for developing ideas for business model innovation, where 50% strongly agreed and 33% agreed that they felt prepared. Participants also felt prepared to start implementing a business model innovation, with 17% strongly agreeing and 67% agreeing. Readiness to pitch and further develop ideas was positive but slightly more moderate, with one third of respondents selecting a neutral response.

Qualitative feedback indicates that participants valued the practical orientation of the training. Respondents highlighted insights on how to evolve their business model in a scalable and partnership-oriented way, reflected on the challenge of integrating fast-moving technologies, and appreciated gaining practical knowledge on a topic of strong interest to them. These comments suggest that the training helped participants connect business model innovation concepts to real strategic questions within their organisations. Overall satisfaction and recommendation intent were strong. 83% of respondents indicated that they would recommend the training to colleagues, friends and network partners, while the remaining 17% answered “maybe”; no respondent rejected the value of the training. The feedback therefore confirms the relevance of the session for the Romanian SME audience, while also suggesting that future sessions could further strengthen participant engagement and practical application support for those with different levels of prior knowledge or expectations.

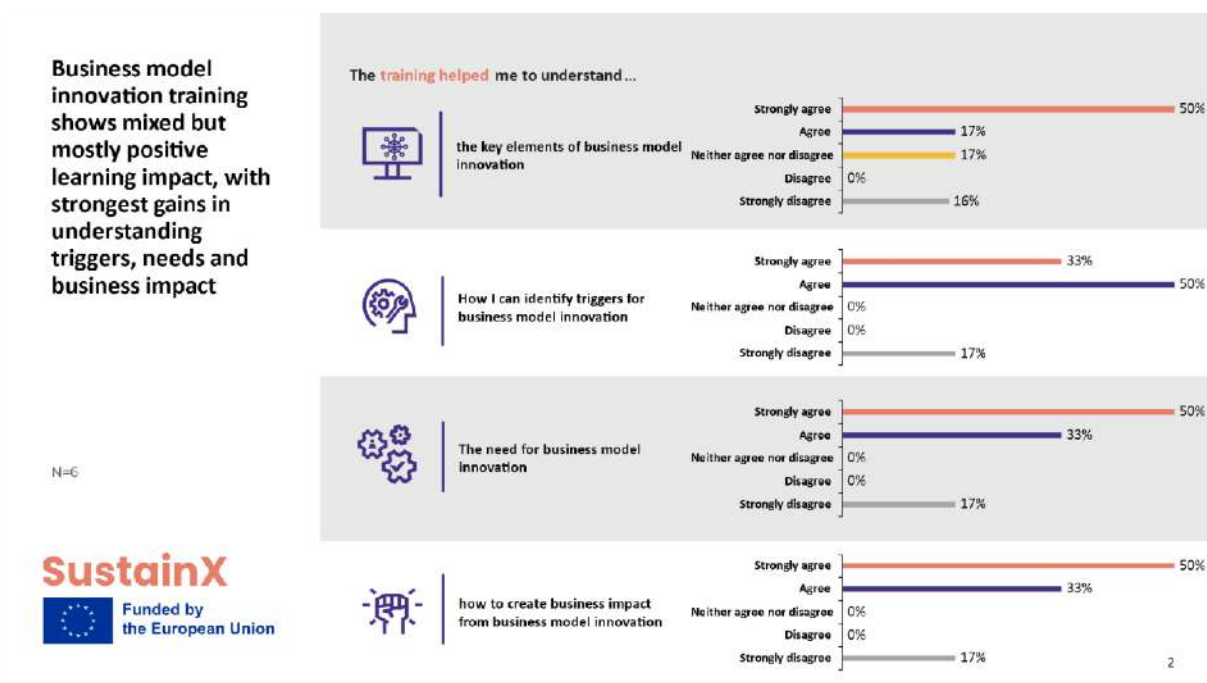


Figure 17 SME Training Feedback virtual training DIZ/TUIASI (1/4)

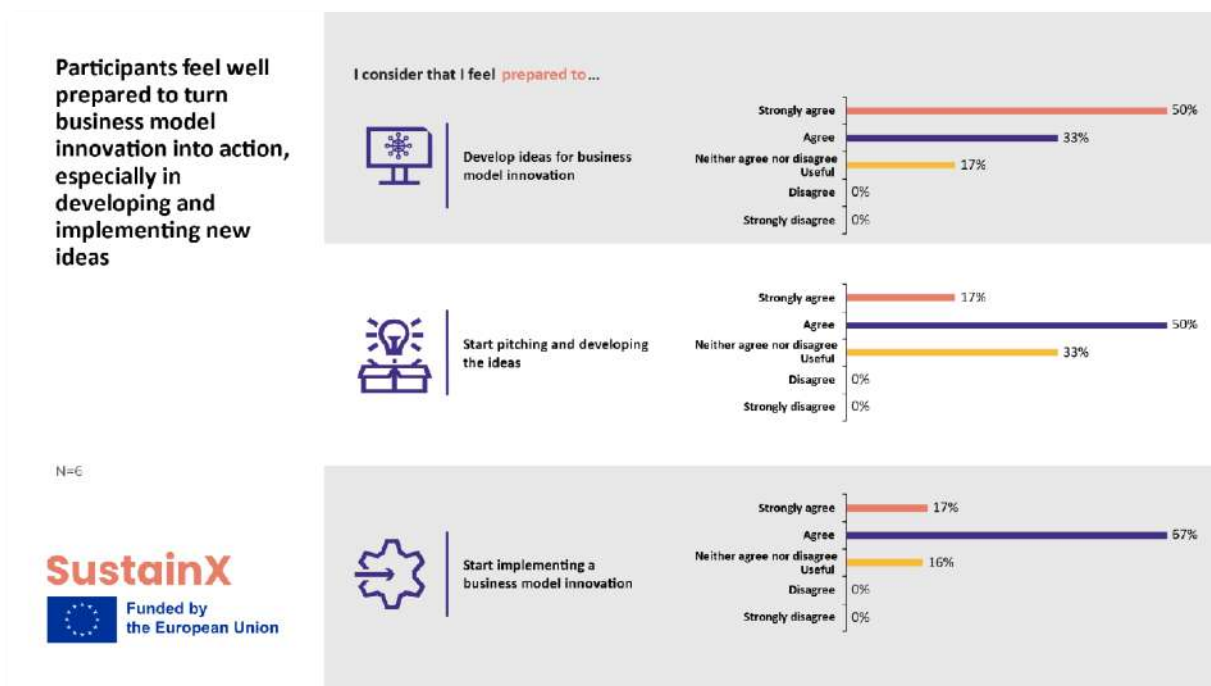


Figure 18 SME Training Feedback virtual training DIZ/TUIASI (2/4)

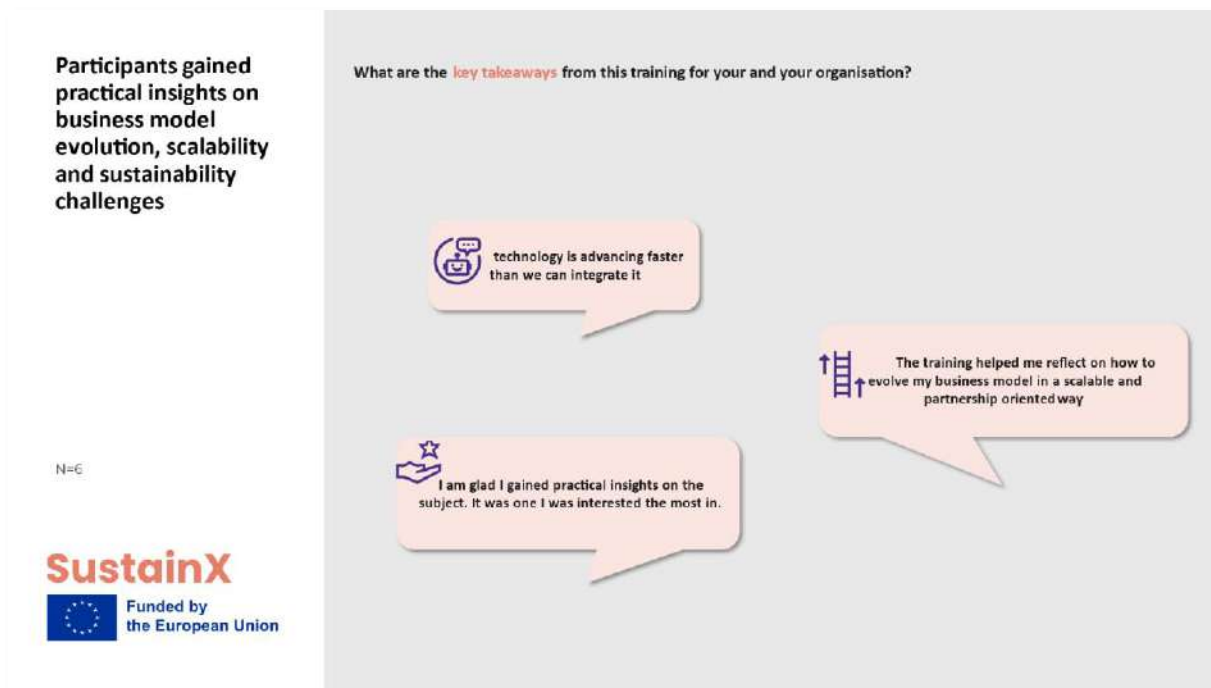


Figure 19 SME Training Feedback virtual training DIZ/TUIASI (3/4)

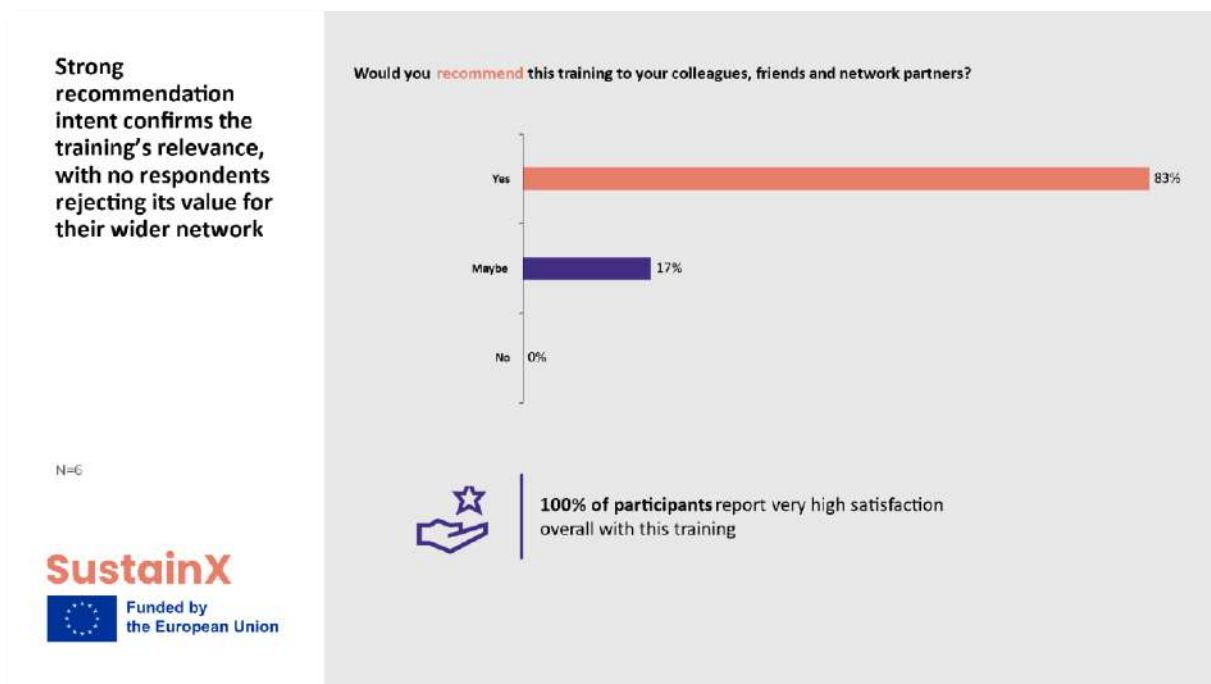


Figure 20 SME Training Feedback virtual training DIZ/TUIASI (4/4)

4.2 Latvian Technological Center (LTC) Training

4.2.1 First on-site training

The first on-site SME training implemented by the Latvian Technological Center (LTC) took place on 14 January 2026 in Riga and focused on sustainability. The session was organised under the topic of sustainability and its relevance for SME operations, with additional emphasis on financial support opportunities and practical instruments for sustainable business development. The attendance documentation records 22 participants, including representatives of SMEs, innovation support actors and the LTC training team. The training introduced participants to the concept of sustainability, sustainable business models and practical tools for applying sustainability in an SME context. In addition to the core sustainability content, the session addressed the Sustainable Business Model Canvas, real success stories, intellectual property aspects, financial support programmes for sustainable SMEs and practical training and assessment tools such as IMP³ROVE, the Opportunity-to-Action Canvas and related training modules. These topics are also reflected in the feedback structure used to evaluate the session. Overall, the training served as the starting point for the Latvian SME training pathway. It combined sustainability awareness with business model development, funding orientation and practical support tools, helping participants connect sustainability to concrete company-level opportunities. The session therefore provided a foundation for further Latvian SustainX activities by linking sustainability concepts with innovation readiness, financing pathways and future project development.

Conducting the training

The training was conducted as a full-day on-site session that combined sustainability concepts, business model development, funding orientation and practical SME support tools. It opened with an introduction to the Latvian Technological Center and its support role for SMEs, followed by an overview of the SustainX training pathway and the available support instruments for strengthening SME innovation and sustainability capacity. The first thematic block focused on the meaning of sustainability and its relevance for SME operations. Participants were introduced to sustainability not only as an environmental topic, but as an important element of company value chains, competitiveness and long-term resilience. The session linked sustainability to concrete business decisions, including resource use, waste reduction, responsible production, market positioning and the ability to respond to changing customer and regulatory expectations. The relevance of this block is also reflected in the feedback structure, where participants assessed the usefulness of the concept of sustainability, sustainable business models and real success stories. Building on this foundation, the training introduced sustainable business models and the



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This project received funding from the European Union through grant agreement no. 101180410.

Sustainable Business Model Canvas. Participants explored how sustainability can be integrated into the main building blocks of a business model, including value proposition, key activities, resources, partners, customer segments, cost structure and revenue streams. The materials used both international and Latvian examples to make the content more tangible, including circular economy, sustainable technology and regenerative agriculture cases. Latvian examples such as EKJU, Aeronos, PEAK SAVE and SIA Lat Eko Food helped demonstrate how sustainability can generate value through resource efficiency, reduced environmental impact, technological innovation and new market opportunities.

The session also included practical exercises to support application of the content. In the “Waste Detectives” exercise, participants reflected on typical waste streams or inefficiencies in SMEs and applied the 9R strategies to identify possible circular opportunities. Further breakout material supported group reflection on sustainable business model drivers, including how sustainability can shape value creation, partnerships, resources and revenue logic. This ensured that the training did not remain purely conceptual, but encouraged participants to translate sustainability principles into concrete business development ideas.

A dedicated part of the training focused on financial support opportunities and instruments for sustainable SMEs. Participants received input on available funding programmes, project opportunities and platforms for identifying relevant calls. This included practical guidance on European support mechanisms, cascade funding and examples such as EENergy, AID4SME, MANTRA and EUROSTARS. By connecting sustainability with funding pathways, the training helped SMEs understand how sustainable ideas can be further developed into supported innovation or transformation projects. Participants later identified funding and financial instruments as particularly relevant for their future work.

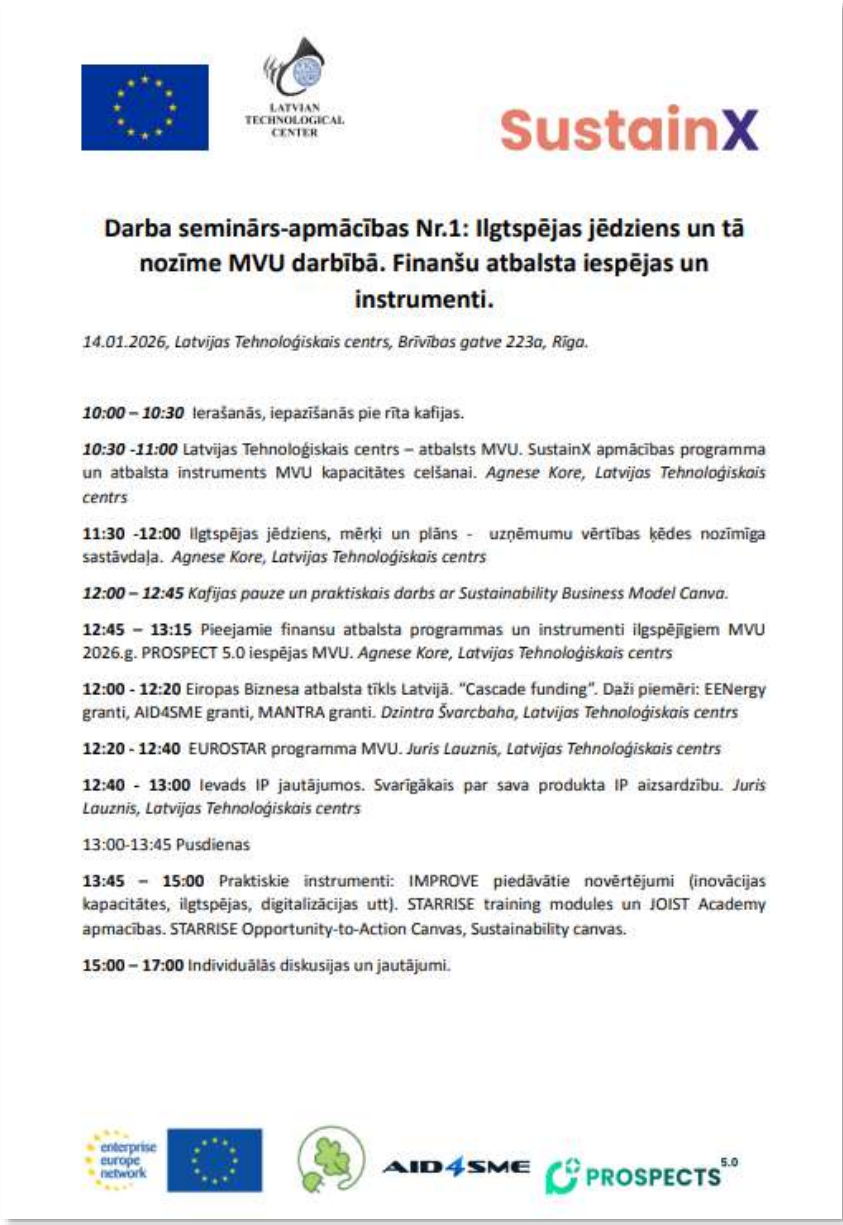
The training further addressed intellectual property aspects, focusing on the protection of products and innovation ideas. This complemented the sustainability and funding content by helping SMEs consider how business opportunities arising from sustainable innovation can be protected and developed further. The IPR workshop was included as a specific evaluation topic and was rated as useful by participants, confirming its relevance within the overall training design.

The final part of the session focused on practical instruments for SME assessment and follow-up development. Participants were introduced to tools such as IMP³ROVE assessments, the Opportunity-to-Action Canvas, sustainability-related assessment approaches and related training modules. These tools supported participants in moving from general awareness towards structured self-assessment, prioritisation and action planning. The practical training and assessment tools were also highlighted in the



feedback analysis, where 75% of respondents rated them as extremely or very useful. Overall, the training combined conceptual learning with practical tools, funding guidance and application-oriented exercises. By linking sustainability, business model development, IPR, financing opportunities and SME assessment instruments, the session helped participants understand how sustainability can be translated into concrete business development steps and future innovation activities.

Below you can find the agenda:



Darba seminārs-apmācības Nr.1: Ilgtspējas jēdziens un tā nozīme MVU darbībā. Finanšu atbalsta iespējas un instrumenti.

14.01.2026, Latvijas Tehnoloģiskais centrs, Brīvības gatve 223a, Rīga.

10:00 – 10:30 Ierašanās, iepazīšanās pie rīta kafijas.

10:30 - 11:00 Latvijas Tehnoloģiskais centrs – atbalsts MVU. SustainX apmācības programma un atbalsta instrumenti MVU kapacitātes celšanai. *Agnese Kore, Latvijas Tehnoloģiskais centrs*

11:30 - 12:00 Ilgtspējas jēdziens, mērķi un plāns - uzņēmumu vērtības ķēdes nozīmīga sastāvdaļa. *Agnese Kore, Latvijas Tehnoloģiskais centrs*

12:00 – 12:45 Kafijas pauze un praktiskais darbs ar Sustainability Business Model Canvas.

12:45 – 13:15 Pieejamie finansu atbalsta programmas un instrumenti ilgtspējīgiem MVU 2026.g. PROSPECT 5.0 iespējas MVU. *Agnese Kore, Latvijas Tehnoloģiskais centrs*

12:00 - 12:20 Eiropas Biznesa atbalsta tīkls Latvijā. "Cascade funding". Daži piemēri: EENergy granti, AID4SME granti, MANTRA granti. *Dzintra Švarcbaha, Latvijas Tehnoloģiskais centrs*

12:20 - 12:40 EUROSTAR programma MVU. *Juris Lauznis, Latvijas Tehnoloģiskais centrs*

12:40 - 13:00 Ievads IP jautājumos. Svarīgākais par sava produkta IP aizsardzību. *Juris Lauznis, Latvijas Tehnoloģiskais centrs*

13:00-13:45 Pusdienas

13:45 – 15:00 Praktiskie instrumenti: IMPROVE piedāvātie novērtējumi (inovācijas kapacitātes, ilgtspējas, digitalizācijas utt). STARRISE training modules un JOIST Academy apmācības. STARRISE Opportunity-to-Action Canvas, Sustainability canvas.

15:00 – 17:00 Individuālās diskusijas un jautājumi.

Figure 21 First on-site training SMEs with LTC Agenda



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Training feedback

Participant feedback was collected after the first LTC on-site training to assess the perceived learning impact, usefulness of the workshop sections and overall relevance of the session. A total of 16 responses were received, providing a solid basis for evaluating participants' experience and identifying areas for further support.

The results show a strong improvement in participants' understanding of sustainability and its practical application. Half of the respondents stated that they now completely understand what sustainability is and how to apply it in their context, while a further 38% indicated that they understand it very much. Overall, 88% of participants therefore reported a much better understanding of sustainability after the training.

The individual workshop sections were also rated positively. The concept of sustainability and real success stories received particularly strong feedback, with 63% and 75% of respondents respectively rating them as extremely useful. Sustainable business models were also well received, with most respondents rating this section as very useful or extremely useful. This indicates that participants valued both the conceptual foundation and the use of practical examples.

The more application-oriented parts of the training were similarly appreciated. At least half of the respondents rated the IPR workshop, financial support programmes for sustainable SMEs and the Sustainable Business Model Canvas as extremely useful. The Sustainable Business Model Canvas received especially strong feedback, with 63% rating it as extremely useful and 31% as very useful. Practical training and assessment tools were also valued, with 75% of participants rating them as extremely or very useful.

Qualitative feedback confirms that participants saw particular value in the combination of funding-related information, intellectual property topics and strategic tools. Respondents highlighted the IPR content, funding and grant programmes, financial instruments and the Opportunity-to-Action Canvas as especially interesting or applicable for future work. Suggestions for additional topics included more success stories from enterprises using EU and Latvian support programmes, branding and legal entity guidance in the Latvian context, and deeper analysis of sustainable business models.

Overall, the feedback confirms a high level of satisfaction with the training. 94% of respondents stated that they would recommend the training to colleagues, friends and network partners. This strong recommendation intent indicates that the training was perceived as relevant and useful by the participating SMEs, while the improvement suggestions provide helpful input for further tailoring SustainX support activities in Latvia.

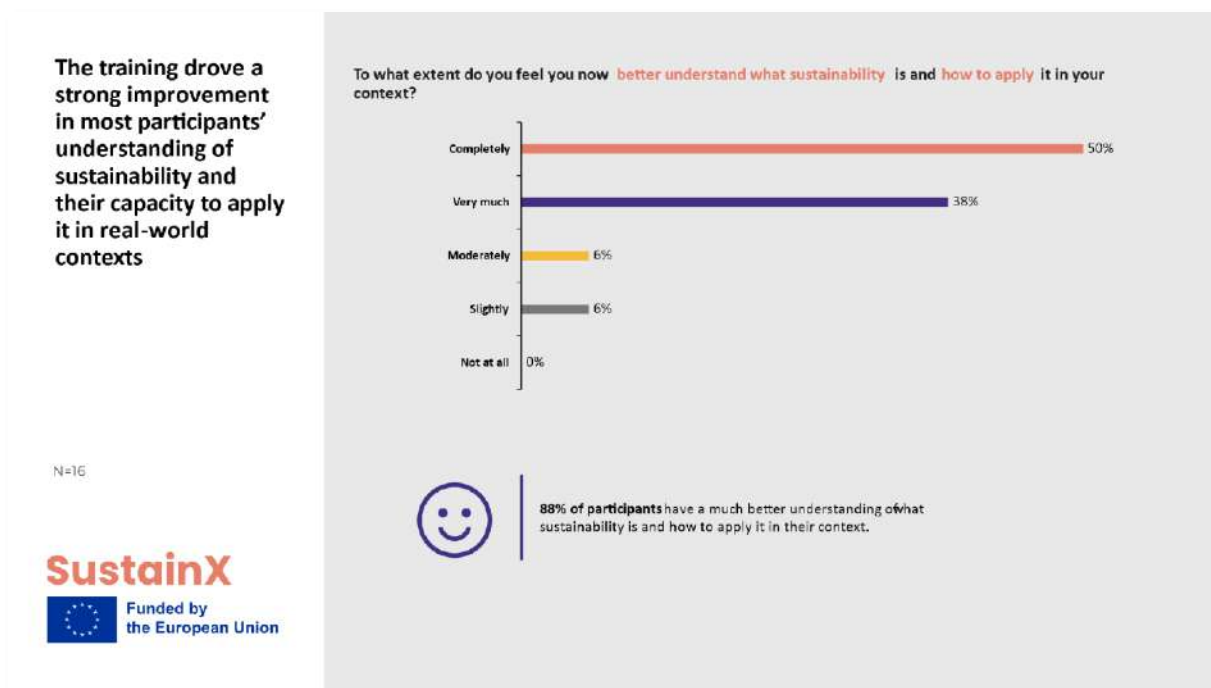


Figure 22 SME Training Feedback first on-site training LTC (1/6)

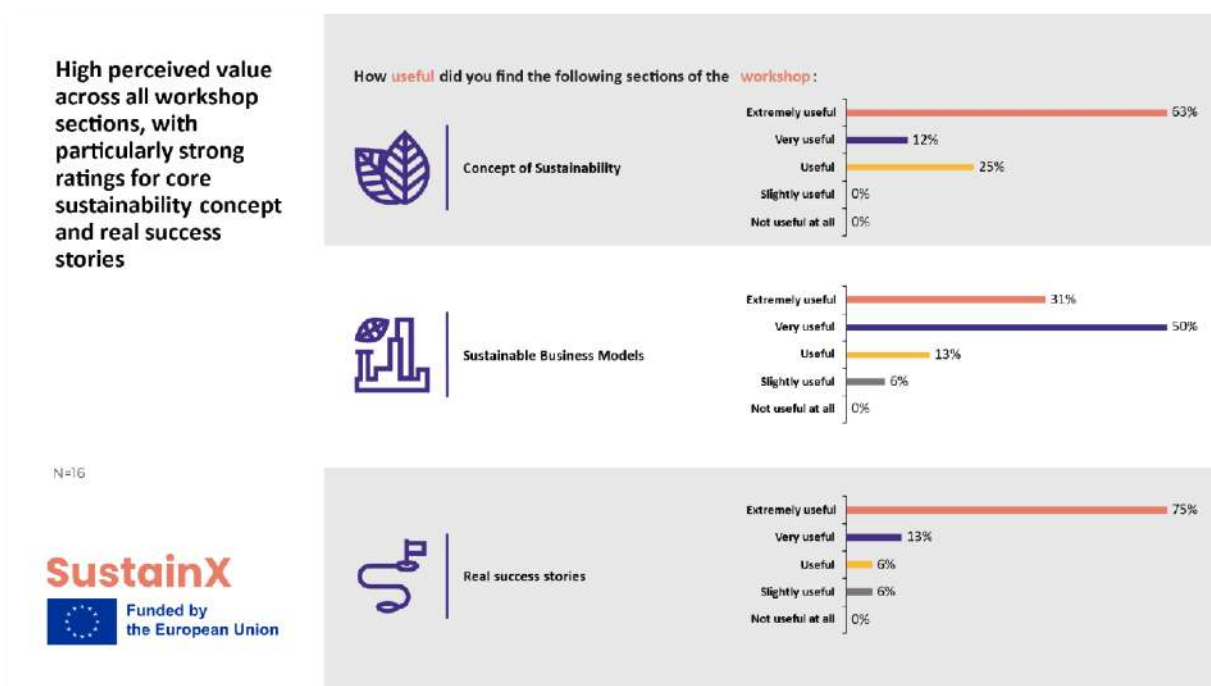


Figure 23 SME Training Feedback first on-site training LTC (2/6)

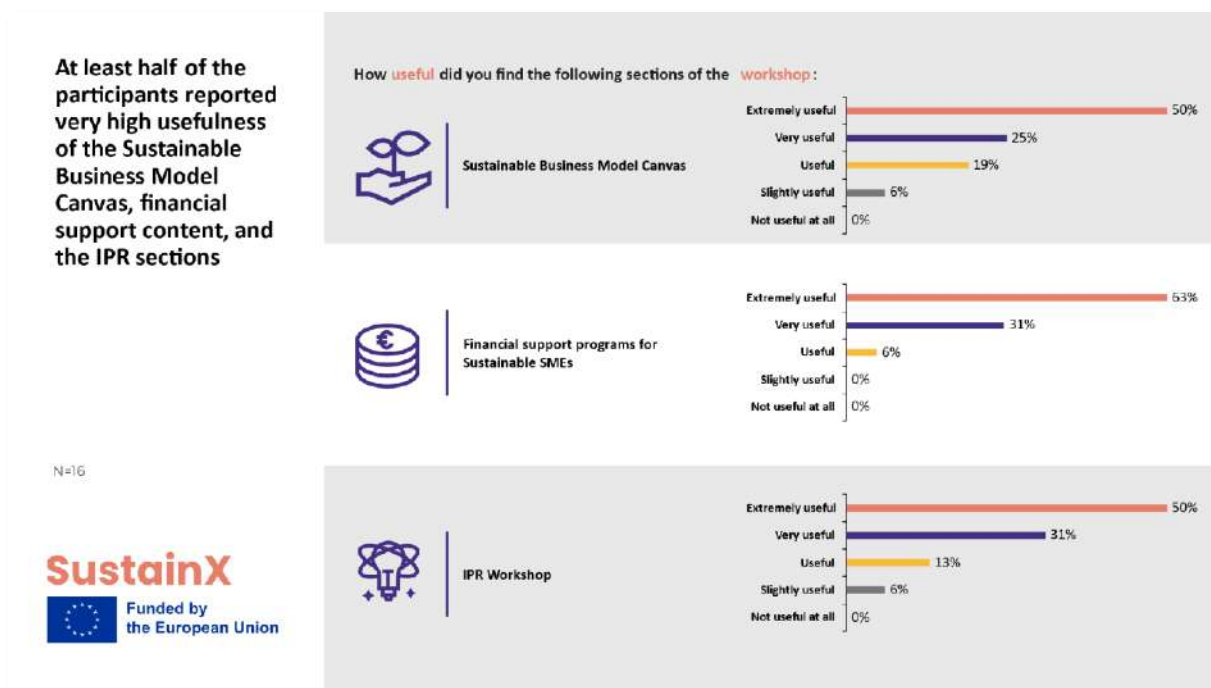


Figure 24 SME Training Feedback first on-site training LTC (3/6)

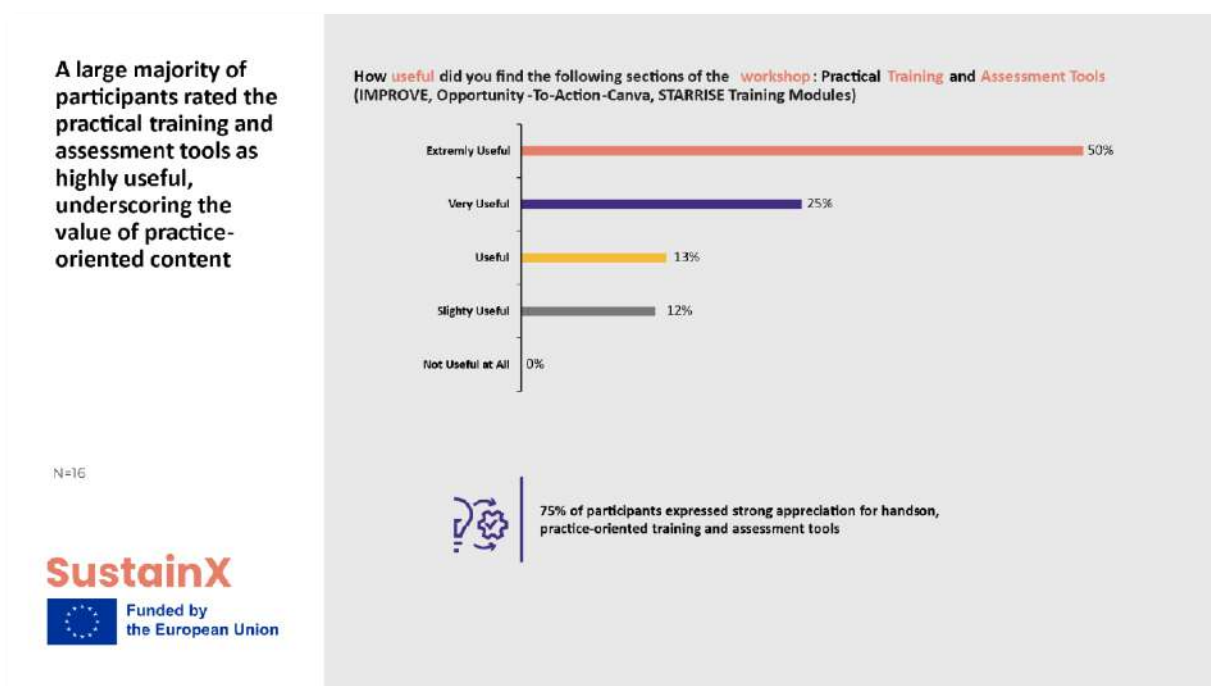


Figure 25 SME Training Feedback first on-site training LTC (4/6)

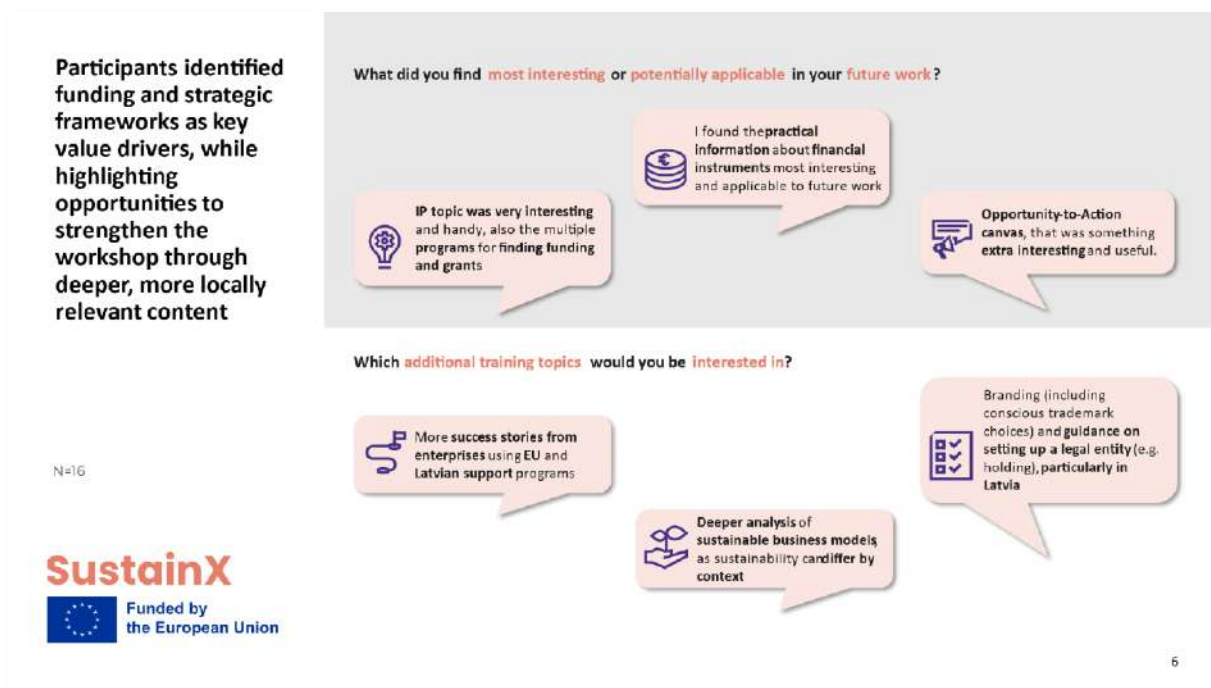


Figure 26 SME Training Feedback first on-site training LTC (5/6)



Figure 27 SME Training Feedback first on-site training LTC (6/6)

4.2.2 Second on-site training

The second on-site SME training implemented by the Latvian Technological Center (LTC) took place on 20 January 2026 in Riga and focused on Business Model Innovation. The session was attended by 28 participants and formed the next step in the Latvian SME training pathway, building on the first on-site training on sustainability. While the first session introduced sustainability as a strategic topic for SMEs, this second training shifted the focus towards business model development, innovation readiness and practical support instruments for turning ideas into structured project and business opportunities. The training was organised under the broader theme of Business Model Innovation, financial support opportunities and ecosystem building for SMEs. It introduced participants to business model innovation, value chain thinking and the role of support structures such as the I3 Instrument, LIAA, the Enterprise Europe Network and the Latvian Digital Accelerator. The session also addressed intellectual property and European funding opportunities, linking company-level innovation ideas with the wider Latvian and European support ecosystem.

Overall, the second LTC on-site training helped participants connect business model innovation with practical pathways for further development. It provided a basis for SMEs to reflect on their own value creation logic, identify opportunities for collaboration and understand how available support instruments can help them move from initial ideas towards more concrete innovation and project development activities.

Conducting the training

The training was conducted as a full-day on-site workshop that combined business model innovation, SME support instruments, funding orientation and practical project development. The session opened with an introduction to the SustainX training programme and the practical steps for participating SMEs, before moving into the core topic of Business Model Innovation. This created a clear link between the broader Latvian training pathway and the concrete objective of helping SMEs structure and develop innovation ideas.

The first content block focused on business model innovation and value creation. Participants were introduced to the main elements of business models, the logic of business model innovation and the role of value chains in identifying opportunities for improvement, collaboration and new forms of value creation. The session also connected business model development with the I3 Instrument, helping participants understand how innovation ideas can be positioned in relation to European project and funding opportunities. The feedback analysis confirms strong learning outcomes in these areas, particularly regarding business model innovation, value chain thinking and the I3



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Instrument.

A second part of the training broadened the perspective to the Latvian and European support ecosystem for SMEs. Participants received input on support programmes offered by LIAA, the Enterprise Europe Network in Latvia and the Latvian Digital Accelerator. These contributions helped SMEs understand where they can access further support for internationalisation, digitalisation, innovation development and funding preparation. The session therefore connected company-level business model work with the external services and networks available to support further development.

The training also included a dedicated block on intellectual property protection. This supported participants in reflecting on how innovation ideas, products and business concepts can be protected and developed further. The IPR content complemented the business model and funding elements by showing that innovation readiness is not only about defining a business idea, but also about managing ownership, protection and future exploitation.

In the later part of the day, the training shifted towards European funding and practical SME experience. Participants received input on EUROSTARS and related opportunities for SME innovation projects, supported by a company case example. This helped illustrate how SMEs can engage with European funding programmes in practice and what types of preparation may be required to move from an innovation idea to a project proposal.

The final part of the session was application-oriented. Participating companies presented their ideas through one-pager pitches and worked with the Opportunity-to-Action Canvas to further structure their project, idea, product or service development. The canvas supported participants in clarifying opportunities, next steps and development needs. This practical element was particularly well received in the feedback, with all respondents confirming that the Opportunity-to-Action Canvas would support future project and business development.

Overall, the training combined business model innovation with ecosystem support, funding guidance, IPR awareness and hands-on project development. By linking conceptual input with practical tools and support instruments, the session helped participants move from general innovation ideas towards more structured and actionable development pathways.

Below you can find the agenda:



Figure 28 Second SME on-site training with LTC Agenda

Training feedback

Participant feedback was collected after the second LTC on-site training to assess learning outcomes, perceived usefulness of the content and participants' readiness to apply the tools introduced during the session. A total of 16 responses were received, providing a solid basis for evaluating the training's relevance and impact.

The results show a very strong improvement in participants' understanding of business model innovation. All respondents agreed that the training helped them understand the key elements of business model innovation and the interpretation of the Business Model Canvas, with 81% strongly agreeing and 19% agreeing. This indicates that the session successfully established a clear and practical foundation for analysing and developing business models.

The training also delivered consistently positive learning outcomes across the more specialised content areas. Participants reported improved understanding of technology and innovation maturity levels, including TRL, IRL and MRL, with 94% strongly agreeing. The I3 Instrument and the value chain concept were also rated highly, with all respondents

agreeing that the training improved their understanding of these topics.

In addition, the feedback confirms that the training helped participants better understand and access relevant innovation support ecosystems. All respondents agreed that they felt ready to use the Enterprise Europe Network for international activities, while 100% also reported improved understanding of the Digital Accelerator of Latvia and EDIH activities. Awareness of LIAA support activities and programmes was also positive, with 94% agreeing or strongly agreeing.

The Opportunity-to-Action Canvas was particularly well received as a practical tool for project and business development. All respondents indicated that the training helped them use the canvas for developing their project, idea, product or service, with 88% strongly agreeing. Qualitative feedback further highlights the value of the session, with participants mentioning new ideas for funding and financing strategies, better understanding of cascade funding, IPR and EU programmes such as EUROSTARS and I3, as well as improved knowledge of innovation processes and value chain design.

Overall, the feedback confirms a very high level of satisfaction and relevance. All participants stated that they would recommend the training to colleagues, friends and network partners. This strong endorsement suggests that the training was well aligned with SME needs and effectively connected business model innovation with practical tools, funding opportunities and ecosystem support.

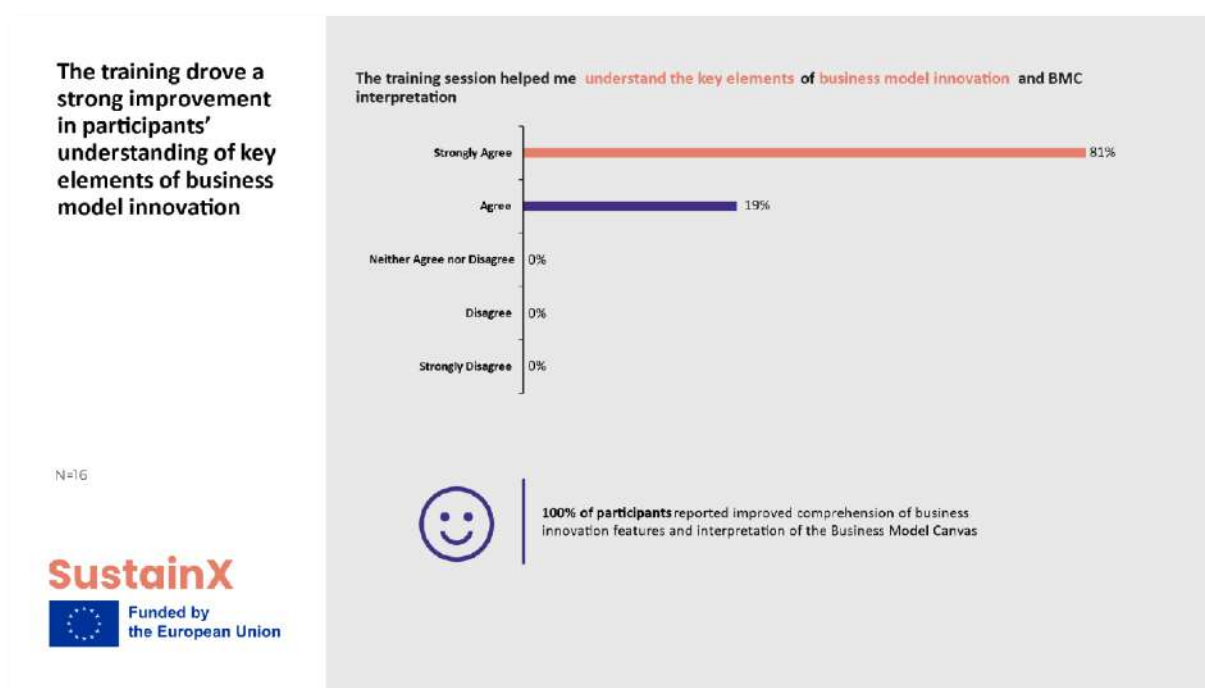


Figure 29 SME Training Feedback second on-site training LTC (1/6)



Funded by
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This project received funding from the European Union through grant agreement no. 101180410.

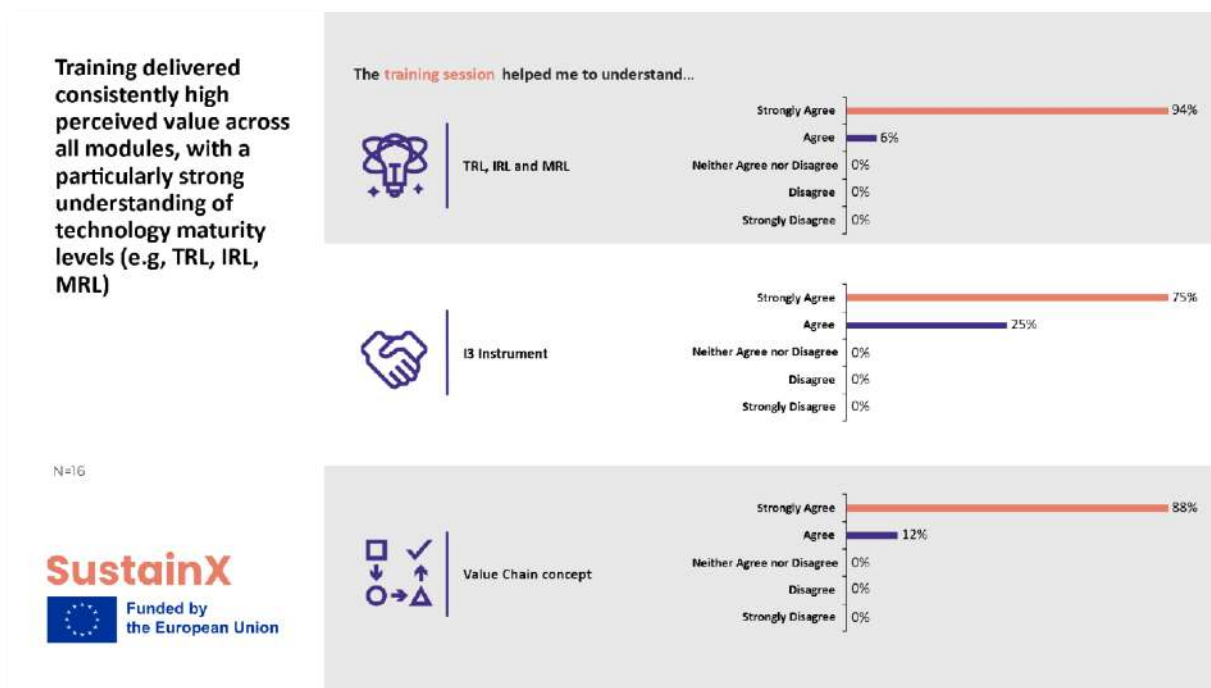


Figure 30 SME Training Feedback second on-site training LTC (2/6)

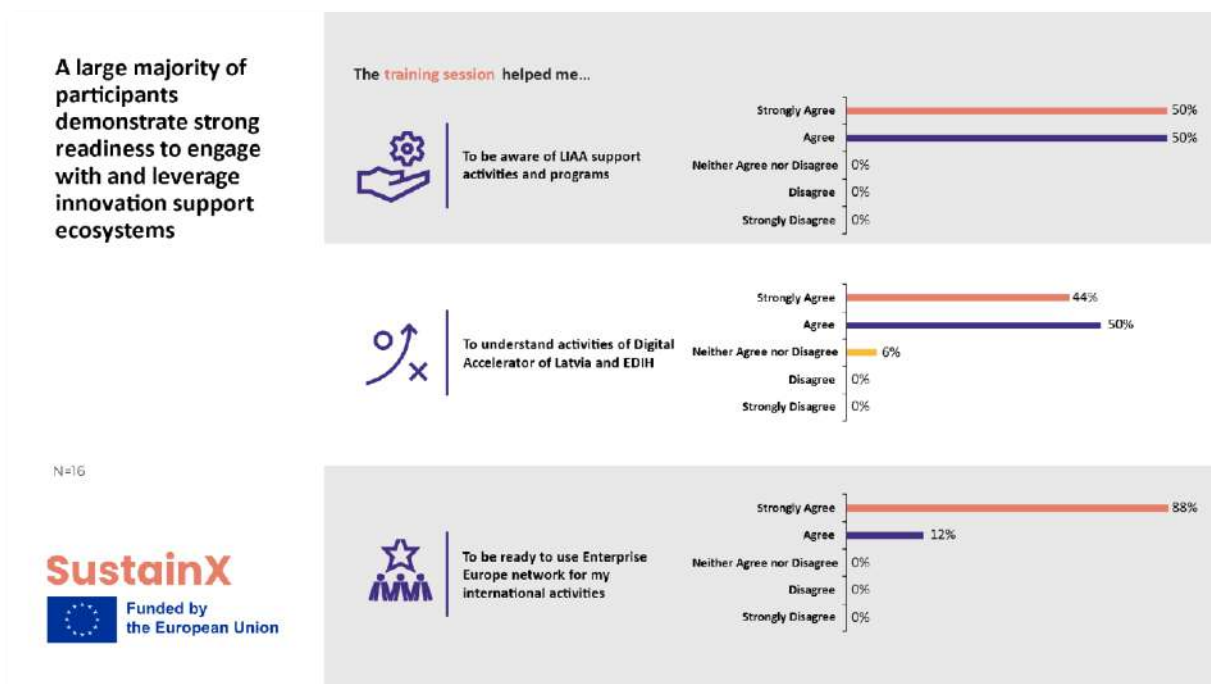


Figure 31 SME Training Feedback second on-site training LTC (3/6)

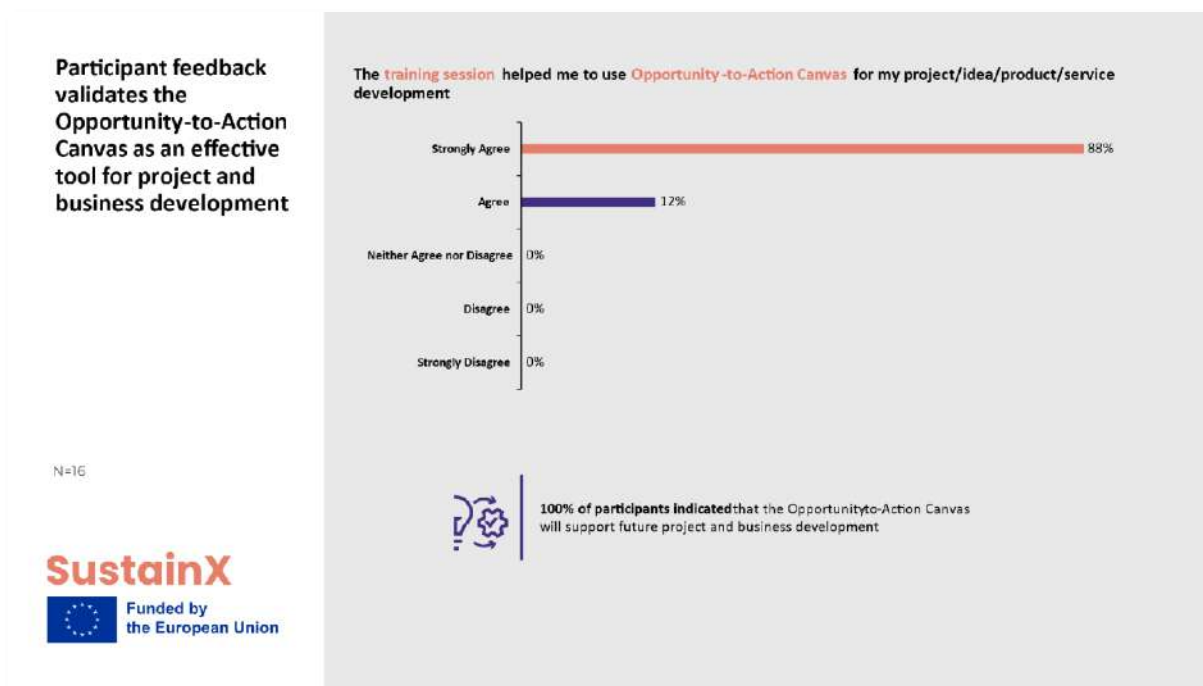


Figure 32 SME Training Feedback second on-site training LTC (4/6)

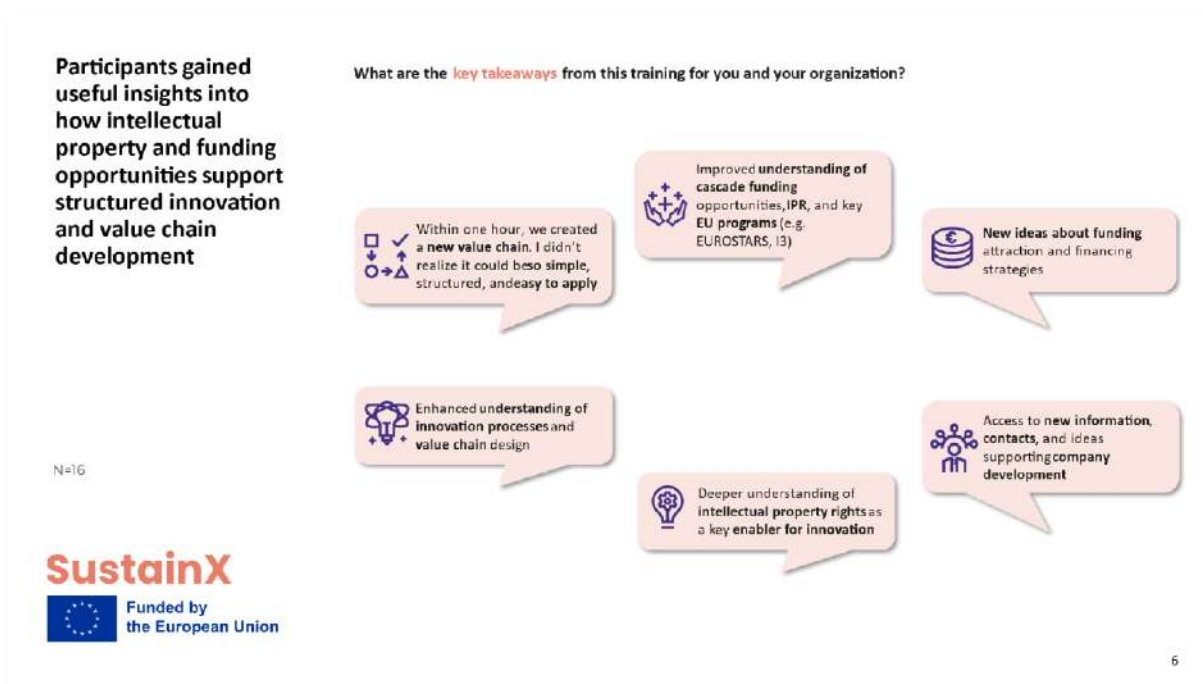


Figure 33 SME Training Feedback second on-site training LTC (5/6)



Figure 34 SME Training Feedback second on-site training LTC (6/6)

4.2.3 Virtual training

The virtual SME training implemented with the Latvian Technological Center took place on 29 January 2026 and focused on Digital Marketing. The session was delivered online and attended by 31 participants according to the attendance report. It complemented the Latvian on-site trainings by adding a more market- and customer-oriented perspective to the regional SME training pathway. The training introduced participating SMEs to the role of digital marketing in a changing business environment and showed how digital channels can support customer reach, communication, lead generation and sales conversion. The agenda followed a three-hour structure, starting with a welcome and introduction before moving through five main topic areas: digital marketing trends, digital behaviour and touchpoints, key marketing techniques, cost structures, external actors and marketing guidelines. Overall, the virtual training broadened the Latvian SustainX training offer by linking innovation and sustainability-related business development with practical digital marketing capabilities. It provided SMEs with a structured overview of how digital marketing can be used to understand customers, select suitable channels, manage campaign costs and develop more targeted communication along the customer journey.

Conducting the training

The virtual training was conducted as a structured online session focused on building a practical understanding of digital marketing and its relevance for SMEs. After a short

welcome and introduction, participants were invited to reflect on their own roles, expectations and learning objectives for the session. This helped connect the training content to participants' current work and to the specific ways in which digital marketing can support their organisations.

The first thematic block introduced the role of digital marketing in today's business environment. Participants were shown how digitalisation is reshaping marketing through growing digital advertising spend, the importance of mobile channels, the use of data and analytics, marketing automation platforms, AI-supported spend allocation and changing agency ecosystems. This created the basis for understanding why digital marketing has become relevant not only for large companies, but also for SMEs seeking to improve visibility, customer access and market reach.

The training then moved into customer behaviour and touchpoints. Participants were introduced to the customer journey as a way to understand how potential customers move from awareness and consideration towards purchase and post-purchase engagement. The session explained how digital data can support segmentation, targeting, tracking and retargeting across the conversion funnel. It also covered customer archetypes, personas and purchasing history mapping as practical ways to identify relevant target groups and touchpoints.

A further part of the session focused on digital marketing techniques and channels. Participants received an overview of performance marketing channels such as paid search, paid social, shopping, display, native advertising and programmatic media. The training also introduced common targeting methodologies, including keyword targeting, demographic and behavioural targeting, retargeting and contextual targeting through partner websites. These examples helped participants understand how different channels and targeting approaches can be selected depending on campaign objectives and customer behaviour.

The session also addressed cost structures and performance measurement. Participants were introduced to key paid media cost metrics such as CPM, CPC, CPL, CPS and CPA, as well as the role of attribution models in recognising revenue and assessing campaign performance. The training further explained how programmatic media buying works, including ad auctions, automated bidding platforms and smart bidding tools. This supported participants in understanding how digital marketing budgets can be managed and how campaign results can be evaluated.

Another block focused on external actors in digital marketing. Participants learned about the role of digital agencies, their service offerings across digital strategy, paid media, creative production, insights and reporting, commerce marketing and earned or owned media. The session also compared managed-service agency models with self-service approaches, helping participants reflect on when external support may be useful and

when in-house capabilities may offer more control or cost efficiency.

The final content block focused on the development of marketing guidelines. The session returned to the customer journey and showed how communication, lead generation and conversion activities can be structured across the four purchase stages: awareness, consideration and evaluation, purchase and post-purchase engagement. Participants were introduced to relevant hooks, targeting strategies and metrics for each stage, before the training closed with Q&A and feedback collection.

Overall, the virtual training combined conceptual input, practical examples and structured discussion to help SMEs understand how digital marketing can be planned and managed systematically. By covering customer behaviour, channel selection, cost logic, external support options and marketing guidelines, the session provided participants with a practical foundation for using digital marketing more effectively in their own organisations.

Below you can find the agenda:

Agenda	
10:00 – 10:15	Welcome and introduction to the session
10:15 – 10:30	Grasp the role of digital marketing & get an overview
10:30 – 11:00	Analyse digital behaviour & touchpoints
11:00 – 11:30	Understand key marketing techniques
11:30 – 12:00	Understand cost structures
12:00 – 12:30	Understand the role of external actors
12:30 – 12:45	Develop marketing guidelines
12:45 – 13:00	Q&A and closure

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Figure 35 Agenda Virtual Training SMEs with LTC

Training feedback

Participant feedback was collected after the LTC virtual training to assess whether the Digital Marketing session met participants' expectations, whether the objectives were clear, and how useful the content was for participants' roles and current work. A total of seven responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a positive assessment of the training and confirms

the relevance of digital marketing for the participating SMEs. The results indicate that the training largely met participants' expectations. 71% of respondents strongly agreed that the training met their expectations, while the remaining 29% neither agreed nor disagreed. The clarity of the training objectives was rated even more positively, with 86% strongly agreeing and 14% agreeing that the objectives of the session were clear. This suggests that participants understood the purpose of the training and the intended learning outcomes from the outset. The content was also considered relevant to participants' work. 72% of respondents strongly agreed that the content was relevant to their role and current work, while 14% agreed and 14% selected a neutral response. The level of detail was assessed more moderately, with 43% strongly agreeing, 14% agreeing and 43% selecting a neutral response. This indicates that the training was generally well aligned with participants' needs, while also suggesting that future sessions could further tailor the depth of content to different levels of prior knowledge.

The feedback shows clear learning gains across the main digital marketing competence areas. All respondents agreed or strongly agreed that the training helped them understand how digital marketing is applied in practice and improved their confidence in discussing digital marketing topics with clients or stakeholders. The strongest result was recorded for understanding key digital marketing concepts, such as customer journey, paid channels and targeting, where 86% strongly agreed and 14% agreed.

Overall satisfaction with the training was consistently positive. 57% of respondents stated that they were very satisfied, while 43% were somewhat satisfied. No respondent reported dissatisfaction. This confirms that the training was well received and provided participating SMEs with a useful introduction to digital marketing concepts, practical applications and confidence-building around the topic.





Figure 36 SME Training Feedback virtual training LTC (1/5)

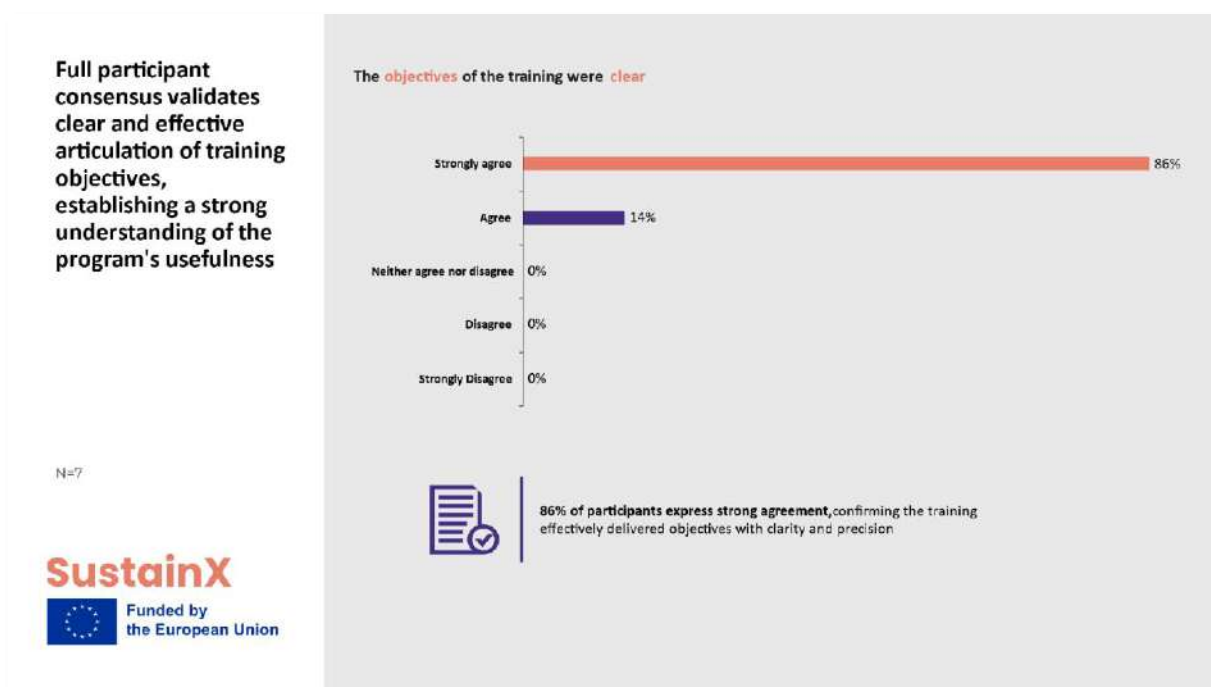


Figure 37 SME Training Feedback virtual training LTC (2/5)

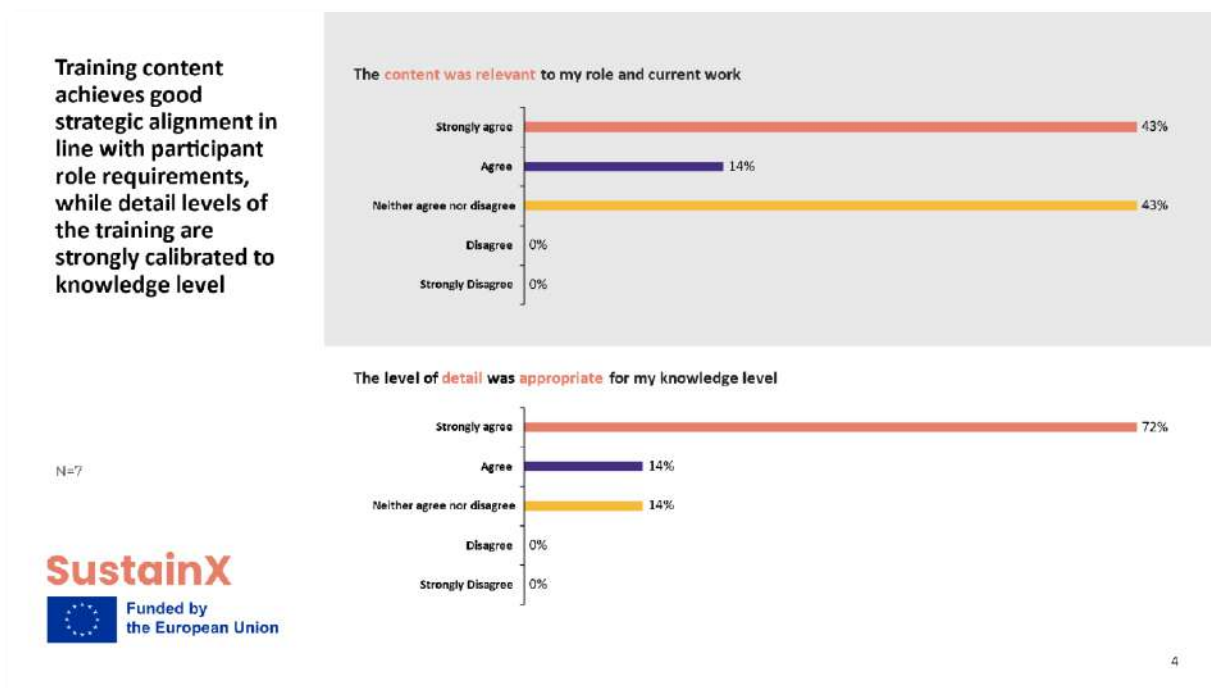


Figure 38 SME Training Feedback virtual training LTC (3/5)

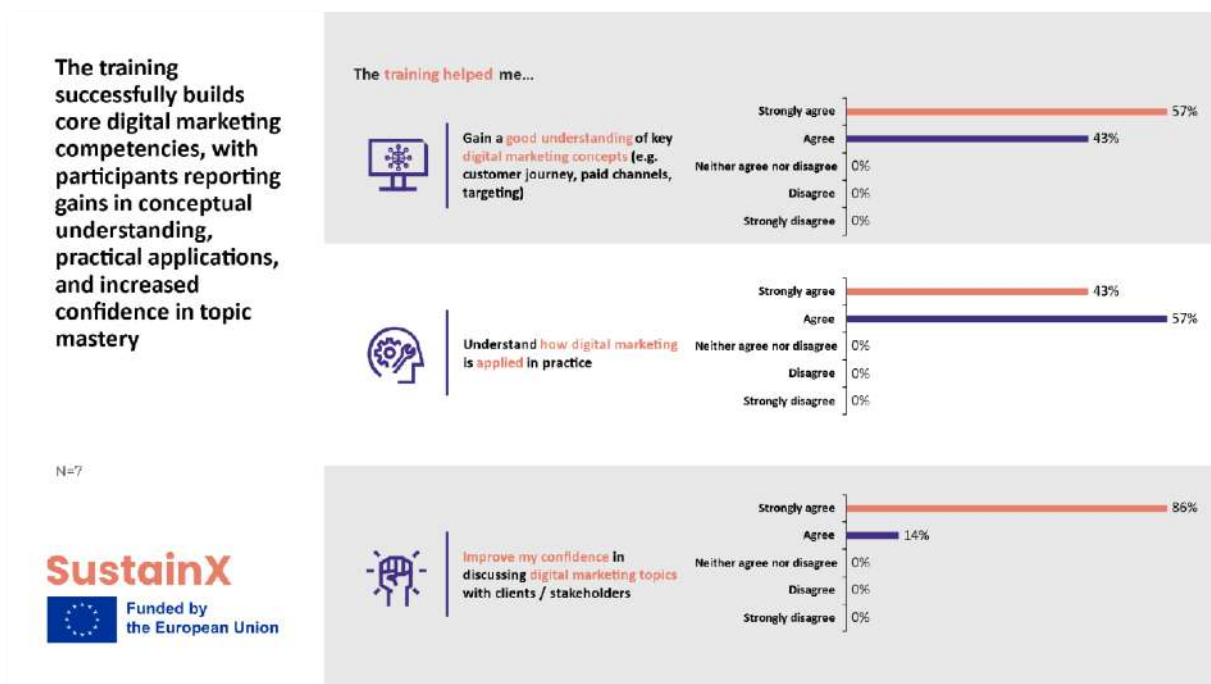


Figure 39 SME Training Feedback virtual training LTC (4/5)

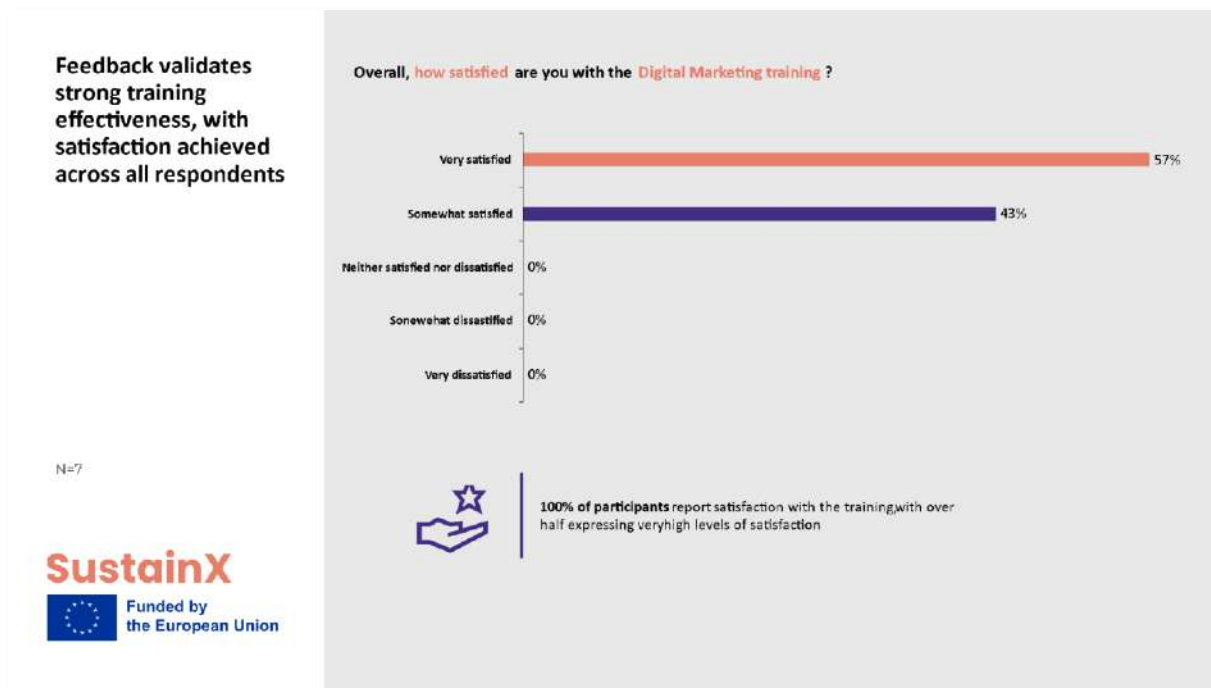


Figure 40 SME Training Feedback virtual training LTC (5/5)

4.3 Fundación Santa Cruz Sostenible

4.3.1 First on-site training

The first on-site SME training implemented by Fundación Santa Cruz Sostenible took place on 20 November 2025 in Santa Cruz de Tenerife under the title “Del Plan a la Acción: Innovación empresarial para una Economía Circular en Canarias.” The event was organised as a half-day training session for SMEs and regional stakeholders, focusing on how circular economy principles can be translated into practical business innovation, resource efficiency and new value creation opportunities in the Canary Islands. While the broader event successfully brought together a total of 120 attendees, the specific training documentation identifies 20 registered participants under the SustainX framework, providing a solid basis for regional SME engagement. The training brought together companies, entrepreneurs, ecosystem actors and institutional representatives to explore circular economy approaches from both a strategic and applied perspective. The agenda combined expert input on circular economy as a driver of innovation, employment and social cohesion with thematic sessions on efficient resource use, sustainable fashion, eco-materials, textile waste valorisation and organic waste management. Practical case examples from regional companies and initiatives helped illustrate how circular solutions can be implemented across different sectors.

Overall, the session provided an important entry point for engaging SMEs in the Canary Islands in the SustainX training pathway. It raised awareness of circular economy



This project received funding from the European Union through grant agreement no. 101180410.

opportunities, showcased concrete business applications and supported knowledge exchange between companies, experts and local ecosystem actors. The following section documents the delivery, materials, feedback and key outcomes of this first Fundación Santa Cruz Sostenible on-site training.

Conducting the training

The first Fundación Santa Cruz Sostenible on-site training was conducted as a half-day circular economy session combining strategic framing, expert input and practical regional case examples. The training opened with institutional remarks and an introduction to the importance of circular economy for the Canary Islands, positioning the topic not only as an environmental priority but also as a driver of innovation, employment and social cohesion.

The first content blocks established the conceptual foundation for the training. Participants were introduced to the transition from linear to circular economic models and to the role of resource efficiency in reducing waste, improving productivity and strengthening business resilience. The materials addressed core circular economy principles such as eco-design, industrial symbiosis, servitisation, biomimicry, reuse, repair, recycling, valorisation and zero waste.

The training then moved from general concepts to sector-specific applications. A dedicated session on sustainable fashion explored how circularity can be integrated into textile design and value creation. This was followed by case-based discussions on textile waste management and valorisation, including examples of extending the lifetime of textile products, separate collection, sorting, mechanical treatment and the social dimension of textile waste management through employment and inclusion. Further thematic blocks focused on eco-materials and organic matter. The eco-materials session presented examples of transforming waste and natural residues into new materials and applications, including solutions linked to banana-sector by-products in the Canary Islands. The organic matter block addressed circular management of organic waste and food waste reduction, showing how local resource streams can be turned into new value chains and circular business opportunities.

The session concluded with an integrative discussion on key lessons for entrepreneurship in the circular economy from the Canary Islands. This final block helped connect the different examples and thematic inputs to practical implications for SMEs, encouraging participants to reflect on how circular economy principles could be applied in their own business models, partnerships and innovation activities.

Below you can find the agenda:



Figure 41 First on-site training SMEs with Fundación Santa Cruz Sostenible Agenda

Training feedback

Participant feedback was collected after the first Fundación Santa Cruz Sostenible on-site training to assess satisfaction, learning outcomes, perceived usefulness of the thematic blocks and the applicability of the content to participants' own company contexts. A total of 12 responses were received, providing indicative insights into the perceived value and relevance of the circular economy training. Overall satisfaction with the training was positive. Half of the respondents stated that they were very satisfied, while the other half indicated that they were somewhat satisfied. In addition, 75% of respondents agreed or strongly agreed that they had gained a better understanding of what circular economy is and how it can be applied in their company, with no negative responses recorded. The individual training topics were also assessed positively. The sessions on sustainable fashion and redesign for circularity, as well as circular economy as an efficient model for resource use, received particularly strong usefulness ratings, with 42% of respondents rating each topic as extremely useful. The topic of circular economy as a driver of

innovation, employment and social cohesion was also perceived as relevant, although responses were slightly more distributed across the usefulness scale.

The case-based thematic blocks further confirmed the practical relevance of the training. More than 80% of respondents considered both the eco-materials and innovation-from-waste block and the circular management of organic matter and food waste reduction block to be useful, very useful or extremely useful. This indicates that participants valued the sector-specific examples and the connection between circular economy concepts and concrete regional business opportunities.

The feedback also suggests that participants saw clear application potential for their own organisations. 83% of respondents believed they would be able to apply at least some of the concepts, tools or examples presented during the session in their company, with 41% rating the content as highly or very applicable. Qualitative responses highlighted the value of learning from examples across different sectors, understanding how companies can network with each other, and the relevance of the sustainable fashion module.

Overall, the feedback confirms that the training was well received and relevant for the regional SME audience. 75% of respondents stated that they would recommend the training to coworkers, professional contacts or people in their circle, while a further 17% answered "maybe." At the same time, the comments point to potential areas for further development, including deeper exploration of tourism, logistical aspects of circular implementation and the need to manage the length and density of future sessions.



Figure 42 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (1/6)

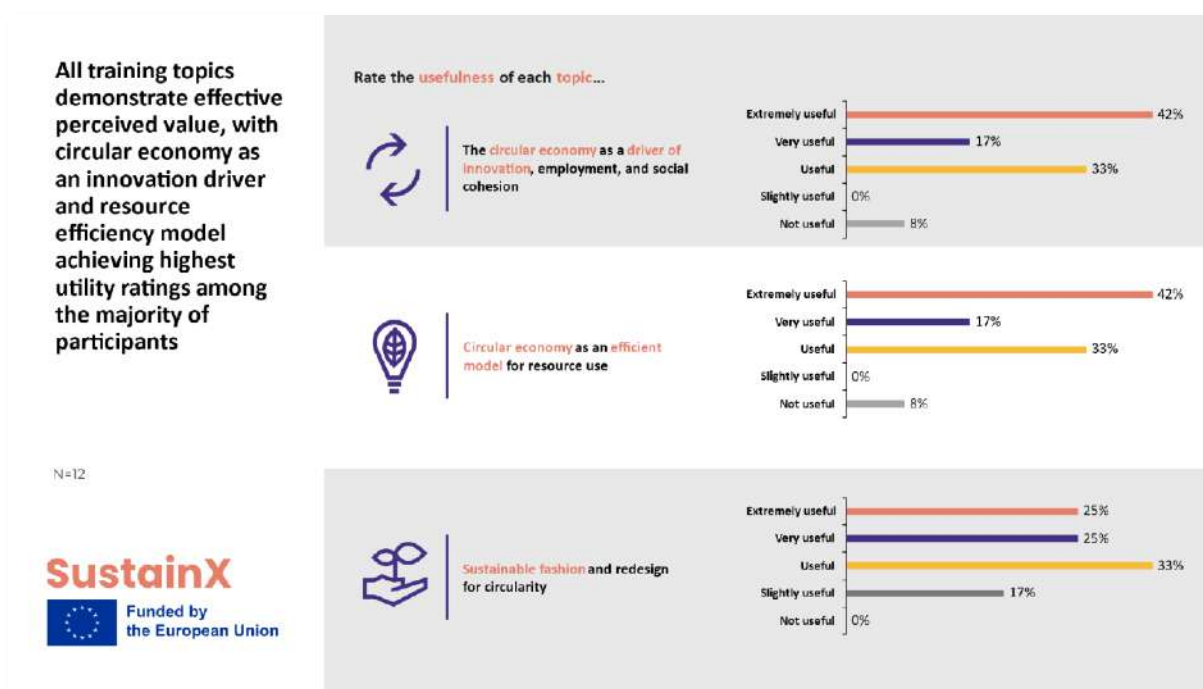


Figure 43 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (2/6)

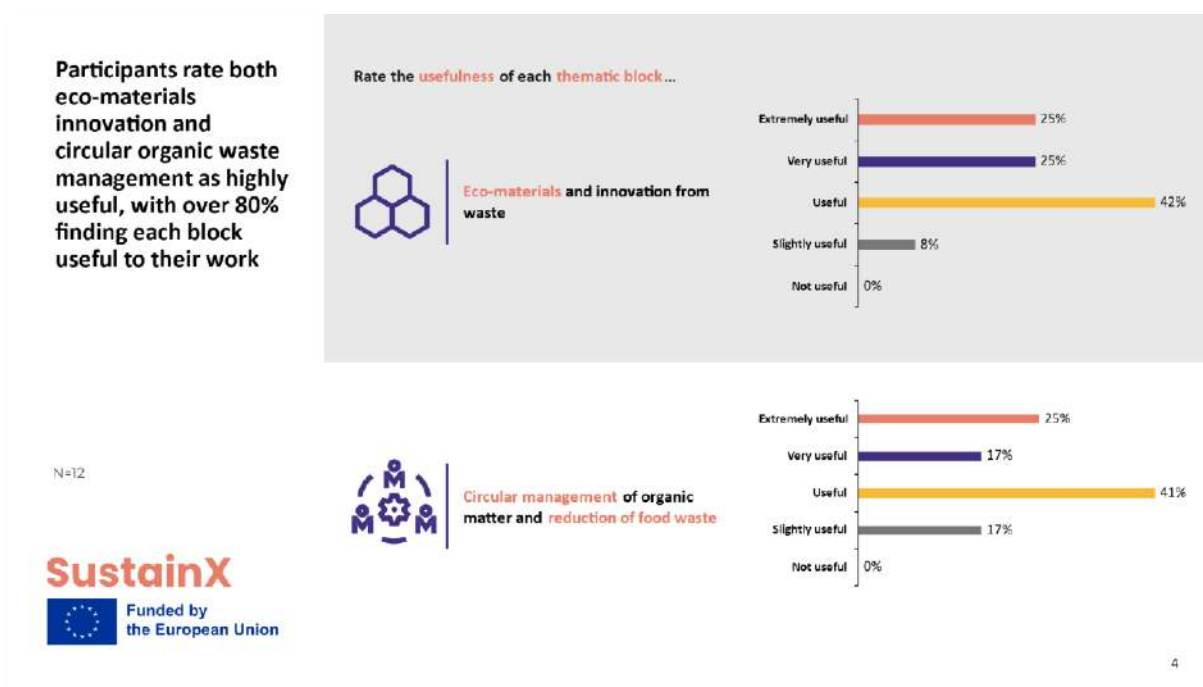


Figure 44 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (3/6)

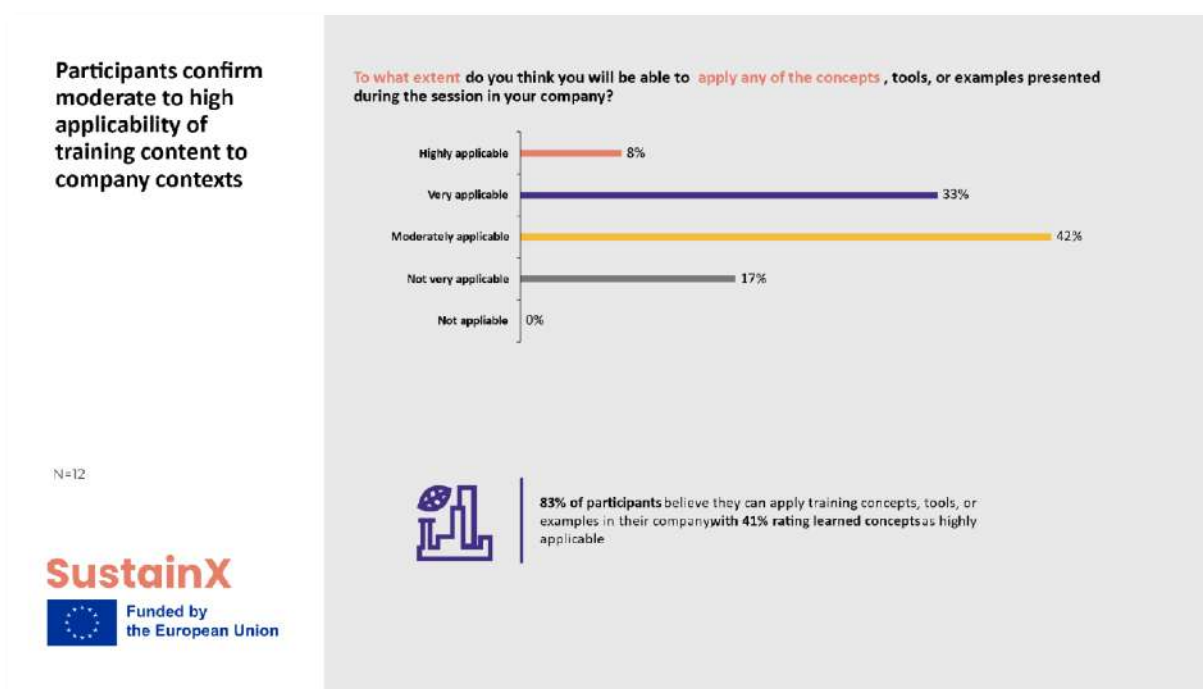


Figure 45 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (4/6)

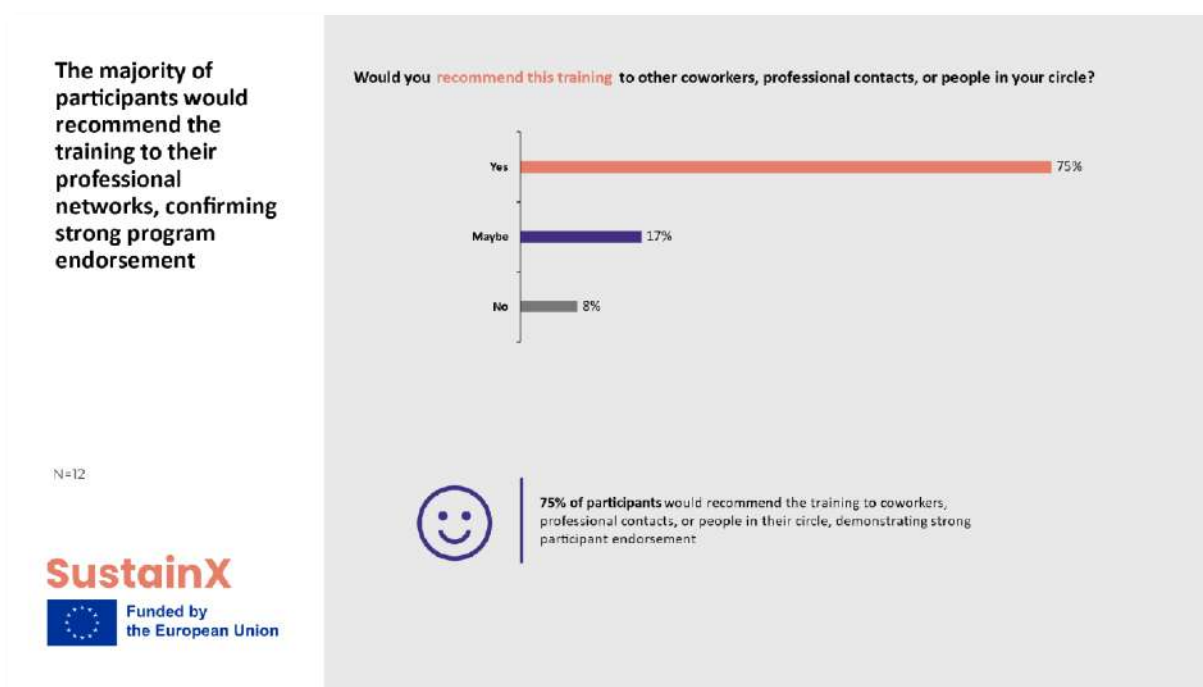


Figure 46 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (5/6)

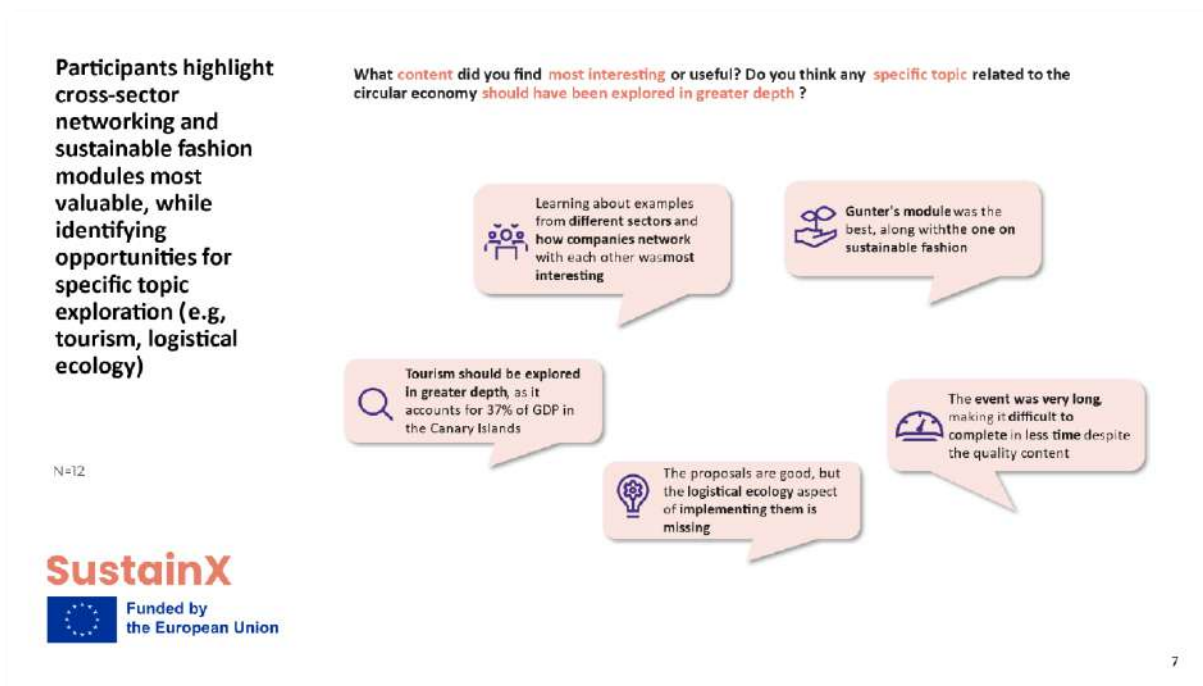


Figure 47 SME Training Feedback first on-site training Fundación Santa Cruz Sostenible (6/6)

4.3.2 Second on-site training

The second Fundación Santa Cruz Sostenible on-site training took place on 4 February 2026 in Santa Cruz de Tenerife under the title "Carbon Footprint Course" ("Curso Huella de Carbono"). The session continued the regional SME training pathway by moving from the broader circular economy focus of the first on-site event towards a more technical and application-oriented topic: the calculation and management of an organisation's carbon footprint. The attendance list documents participation from 13 attendees representing local companies and organisations from the Tenerife ecosystem.

The training was designed to help participants understand what a carbon footprint is, why it is relevant for organisations, and how greenhouse gas emissions can be calculated and managed in practice. The training materials covered the regulatory framework, the definition of carbon footprint, greenhouse gases and CO₂ equivalent, organisational and product carbon footprints, system boundaries and emission scopes, calculation methodologies, emission reduction plans and compensation mechanisms. A strong practical focus was integrated into the session. Participants were introduced to calculation methods based on activity data and emission factors, including the basic formula for calculating emissions, as well as practical examples for Scope 1 and Scope 2 emissions. The materials also included case studies on Scope 3 emissions, tourism-related applications and compensation approaches, making the topic directly relevant for SMEs operating in the Canary Islands context. Overall, the second on-site training

strengthened participants' capacity to measure, interpret and reduce emissions within their own organisations. By combining regulatory context, methodological guidance and practical examples, the session supported SMEs in moving from general sustainability awareness towards concrete climate management actions.

Conducting the training

The training was conducted as a practical on-site session focused on helping SMEs understand, calculate and manage their carbon footprint. It began by introducing the concept of carbon footprint and its relevance for organisations, explaining how greenhouse gas emissions are linked to business activities and why their measurement is increasingly important for regulatory compliance, competitiveness and sustainability management. The first part of the session covered the methodological foundations of carbon footprint calculation. Participants were introduced to greenhouse gases, CO₂ equivalent, organisational and product carbon footprints, and the definition of system boundaries. The training also explained the distinction between direct and indirect emissions and structured them according to Scope 1, Scope 2 and Scope 3 categories. The session then moved into the calculation logic, showing participants how emissions can be estimated using activity data and emission factors. Practical examples were used to illustrate how SMEs can calculate emissions from their own operations, particularly for direct emissions and energy-related emissions. This helped translate the methodology into a format that participants could apply to their own organisational contexts. In addition to calculation methods, the training addressed how companies can act on their carbon footprint results. Participants were introduced to reduction plans, compensation mechanisms and examples of how organisations can identify improvement measures after measuring their emissions. Case-based examples, including tourism-related applications and Scope 3 considerations, helped connect the content to the regional economic context of Tenerife and the Canary Islands. Overall, the training combined conceptual explanation with applied guidance and concrete examples. By the end of the session, participants had received a structured overview of carbon footprint management, from defining the scope of analysis and calculating emissions to identifying reduction opportunities and considering compensation options.

Below you can find the agenda:

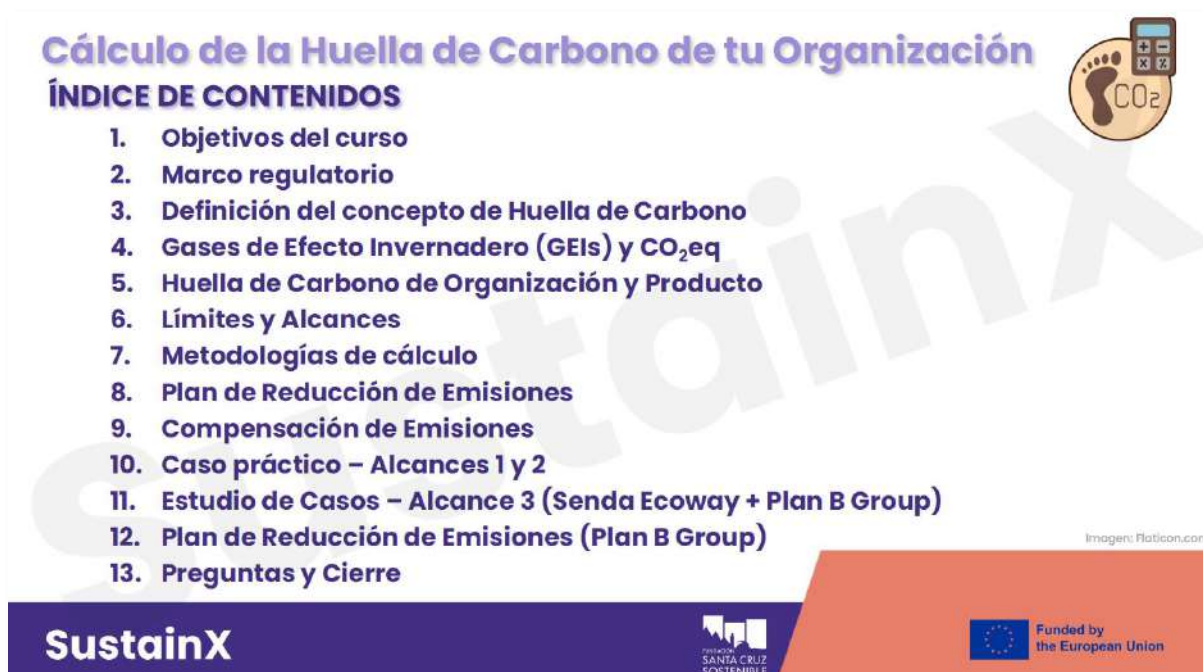


Figure 48 Second on-site training SMEs with Fundación Santa Cruz Sostenible Agenda

Training feedback

Participant feedback was collected after the second Fundación Santa Cruz Sostenible on-site training to assess satisfaction, learning outcomes, perceived usefulness of the thematic blocks and the applicability of the content to participants' own organisations. A total of nine responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a very positive assessment of the carbon footprint training and confirms the relevance of the topic for participating SMEs. Overall satisfaction with the training was consistently positive. All respondents reported being satisfied with the session, with 11% indicating that they were very satisfied and 89% stating that they were satisfied. In addition, all respondents agreed that after the session they had a better understanding of carbon footprint calculation and how it can be applied within their company.

The individual training modules were also assessed positively. The theoretical concepts on carbon footprint were rated as useful, very useful or extremely useful by all respondents. The practical cases on Scope 1 and Scope 2 emissions were similarly well received, with 89% rating them as useful or above. The Scope 3 examples also showed positive relevance, although the responses were slightly more distributed, suggesting that this more complex area may require further deepening in future support activities. The feedback was particularly strong for the more implementation-oriented parts of the training. All respondents rated both the emissions reduction plan and the emissions

compensation plan as useful, very useful or extremely useful. This indicates that participants valued not only the calculation methodology, but also the guidance on how to translate carbon footprint results into concrete reduction and compensation actions. Participants also saw clear potential to apply the content in their own organisations. 90% of respondents considered the concepts, tools or examples presented during the session to be applicable, moderately applicable or highly applicable to their company context. Qualitative feedback highlighted the value of the Ecoway presentation and the tourism-related tool, the explanation of the carbon footprint registration process, and the practical procedure for carrying out a carbon footprint assessment, including requirements and implementation steps.

Overall, the feedback confirms that the training was well aligned with the needs of the regional SME audience. 89% of respondents stated that they would recommend the training to co-workers, professional contacts or people in their network, while 11% answered “maybe” and no respondent rejected the value of the session. This strong recommendation intent suggests that the training successfully supported participants in moving from general climate awareness towards more concrete carbon footprint management and implementation capabilities.

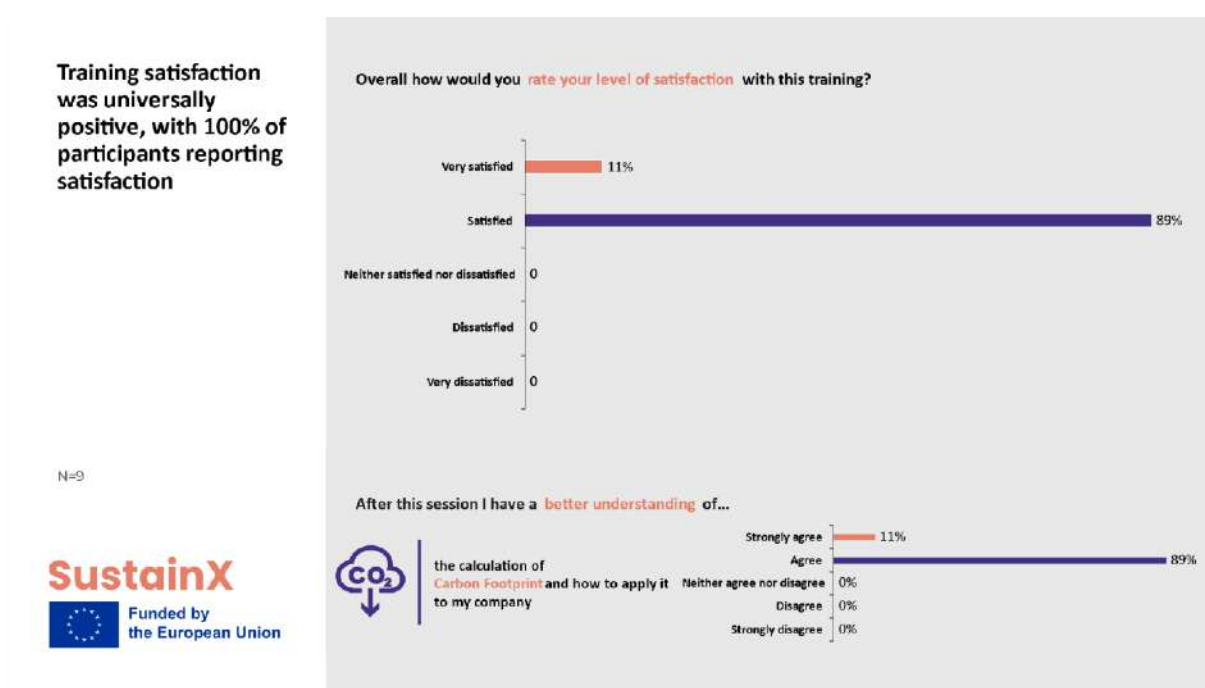


Figure 49 SME Training Feedback second on-site training Fundación Santa Cruz Sostenible (1/4)



Figure 50 SME Training Feedback second on-site training Fundación Santa Cruz Sostenible (2/4)

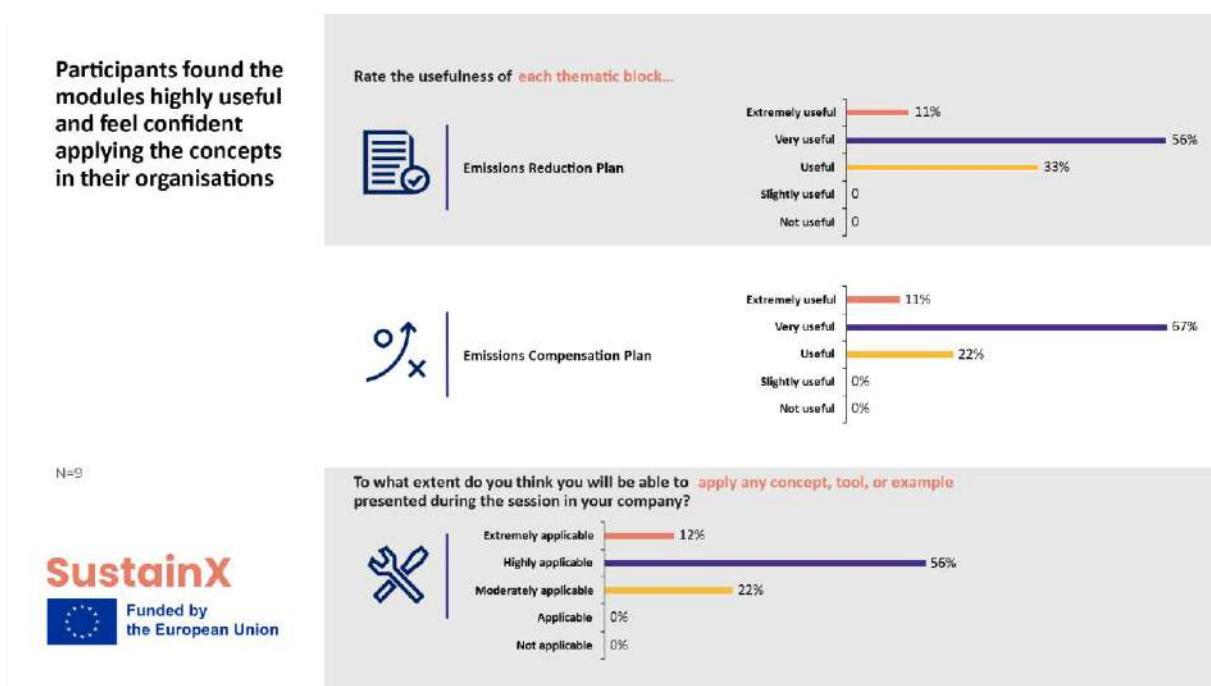


Figure 51 SME Training Feedback second on-site training Fundación Santa Cruz Sostenible (3/4)

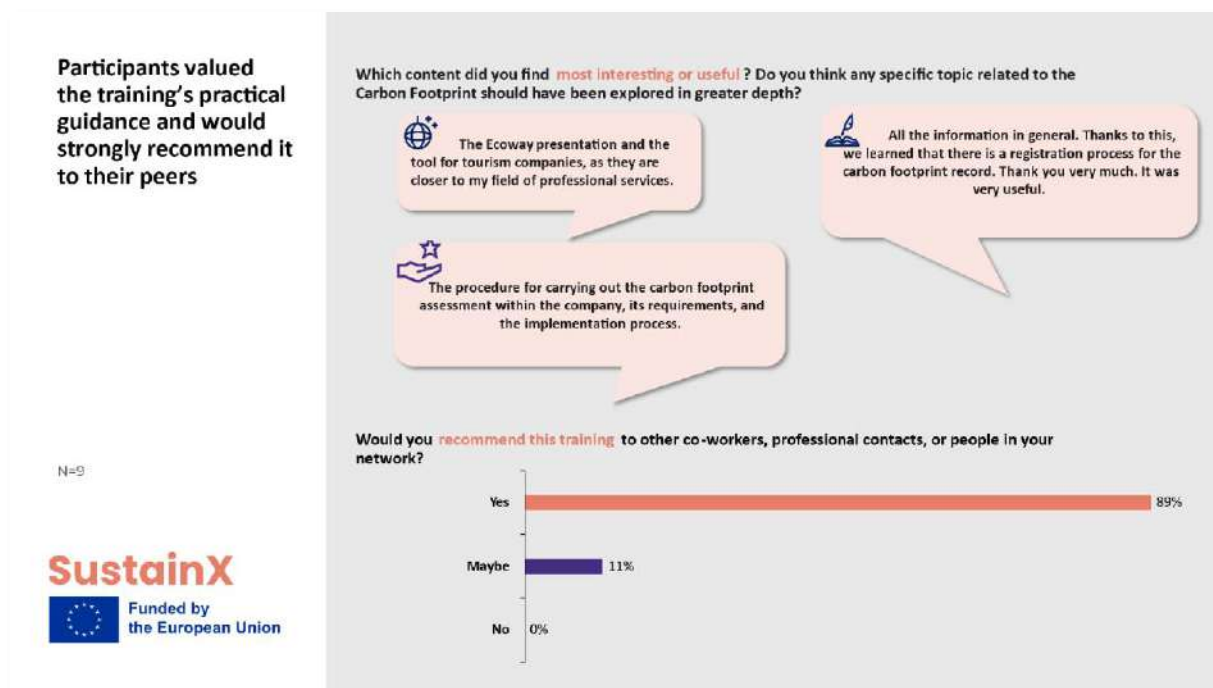


Figure 52 SME Training Feedback second on-site training Fundación Santa Cruz Sostenible (4/4)

4.3.3 Virtual training

The virtual SME training for Fundación Santa Cruz Sostenible was delivered by Kearney | IMP³ROVE on 8 April 2026 under the title “(Digital) Business Model Innovation” and with a total of 16 participants. The session was implemented as an online training within the SustainX SME training pathway and focused on helping participating SMEs understand how business model innovation can create value, especially in the context of digital transformation and changing market conditions.

The training followed a structured agenda, starting with a welcome and introduction before moving into four main content blocks: understanding business model innovation, assessing business model innovation potential, developing a business model innovation concept, and implementing business model innovation within an organisation. The agenda also included final Q&A, feedback and closing of the training.

The content introduced participants to the building blocks of business models, key value drivers such as products and services, customer segments, value chains and revenue/cost models, as well as different types of business model innovation. The training also covered digital business model archetypes, including retail, advertising, on-demand, licensing, subscription, rentals, commissions and financial positions.

Overall, the virtual training complemented Fundación Santa Cruz Sostenible’s on-site SME training activities by deepening the business model innovation dimension of the SustainX programme. It provided participants with practical concepts, examples and exercises to

assess innovation potential, develop new business model ideas and reflect on how these ideas could be validated and implemented in their own organisational context.

Conducting the training

The virtual training was delivered as a structured online session combining trainer input, guided reflection, case examples and discussion. After a short opening, participants were introduced to the relevance of business model innovation and were invited to reflect on the role of innovation in their own organisational context. This helped connect the topic to the practical challenges SMEs face when adapting to changing markets, technologies and customer expectations. The first part of the training focused on how companies create value through their business models. Using the example of a suitcase manufacturer, the session explained how products and services, customer segments, value chains and revenue/cost logic interact. This provided participants with a simple structure for analysing existing business models and understanding where innovation potential may arise. The session then used business model examples such as Nespresso, Dropbox, Dollar Shave Club and Jettrainer to illustrate different ways of creating and capturing value. These examples introduced mechanisms such as bait and hook, freemium, subscription and sharing economy models. Rather than presenting business model innovation only as a theoretical concept, the examples helped participants understand how companies can differentiate themselves through changes in customer access, revenue logic, partnerships or use of assets. Building on these examples, the training addressed typical triggers for business model innovation. Participants were guided through factors such as technology, convenience, sustainability, co-creation, digitisation, changing customer behaviour, market disruption, legal changes and internal resource constraints. This part helped participants understand why business models may need to change and how SMEs can identify both risks and opportunities in their own environment. The training then moved into methods for developing business model innovation ideas. The session introduced a structured approach for challenging existing industry assumptions, identifying common myths, reversing underlying arguments and using examples from other industries as inspiration for new business model options. Participants were also introduced to tools for describing and communicating ideas, including a business model template and the STOKe communication structure for pitching business model innovation concepts. The final part of the session focused on refining, validating and implementing business model innovation ideas. Participants were introduced to the Six Thinking Hats method as a way to review ideas from different perspectives, as well as to prototyping and test-and-learn planning as practical approaches for validating assumptions before larger investments are made. The training also addressed implementation considerations such as stakeholder analysis, resistance to change, skills, resources and organisational support.



Funded by
the European Union

This project received funding from the European Union through grant agreement no. 101180410.

Overall, the virtual training combined conceptual explanation with practical examples and structured methods for analysis, idea development and implementation planning. It supported participants in understanding how business model innovation can be approached systematically and how SMEs can move from recognising change drivers towards developing, communicating and testing new business model ideas.

Below you can find the agenda:

Agenda	
09:00 – 09:15	Welcome and introduction
09:15 – 09:45	Understanding business model innovation – Definition of business model innovation and its importance to create value
09:45 – 10:30	Assessing the business model innovation potential – Triggers for business model innovation – Sensing the need for business model innovation – Anticipating and managing resistance
10:30 – 11:15	Developing a business model innovation concept – Developing ideas for business model innovation – Pitching and further developing the ideas – Developing a test and learn plan to validate the idea
11:15 – 11:45	Implementing a business model innovation in your organization
11:45 – 12:00	Final Q&A, feedback and closing of the training

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Figure 53 Agenda Virtual Training SMEs with Fundación Santa Cruz Sostenible

Training feedback

Participant feedback was collected after the virtual Fundación Santa Cruz Sostenible training to assess learning outcomes, perceived readiness to apply the content and overall satisfaction with the session. A total of three responses were received, meaning that the results should be interpreted as indicative rather than representative. Overall, the feedback shows a positive assessment of the Digital Business Model Innovation training. The results indicate that participants gained a clearer understanding of the main business model innovation topics covered during the session. All respondents agreed or strongly agreed that the training helped them understand how business model innovation can create business impact, how to identify triggers for business model innovation and why business model innovation is needed. For the key elements of business model innovation, two thirds strongly agreed, while one third selected a neutral response.

The feedback also shows that participants felt prepared to move from understanding the topic towards action. All respondents agreed or strongly agreed that they felt prepared to develop ideas for business model innovation. Readiness to start pitching and further developing ideas was also positive, with two thirds strongly agreeing and one third selecting a neutral response. For starting implementation, responses were more evenly distributed, suggesting that participants gained a useful foundation but may still benefit from further support when translating business model innovation concepts into concrete implementation steps.

Qualitative feedback confirms the practical relevance of the session. Participants highlighted the different innovation models that can be implemented in an organisation, the methodology for starting work on a business innovation strategy, and the innovation criteria that can be developed by applying certain business models as key takeaways. This indicates that the session helped participants connect the training content to strategic reflection and future business development.

Overall satisfaction was positive. Two thirds of respondents stated that they were very satisfied with the training, while one third indicated that they were satisfied. In addition, all respondents confirmed that they would recommend the training to colleagues, friends and network partners. This suggests that, despite the small feedback sample, the virtual training was perceived as relevant and useful by participating SMEs.

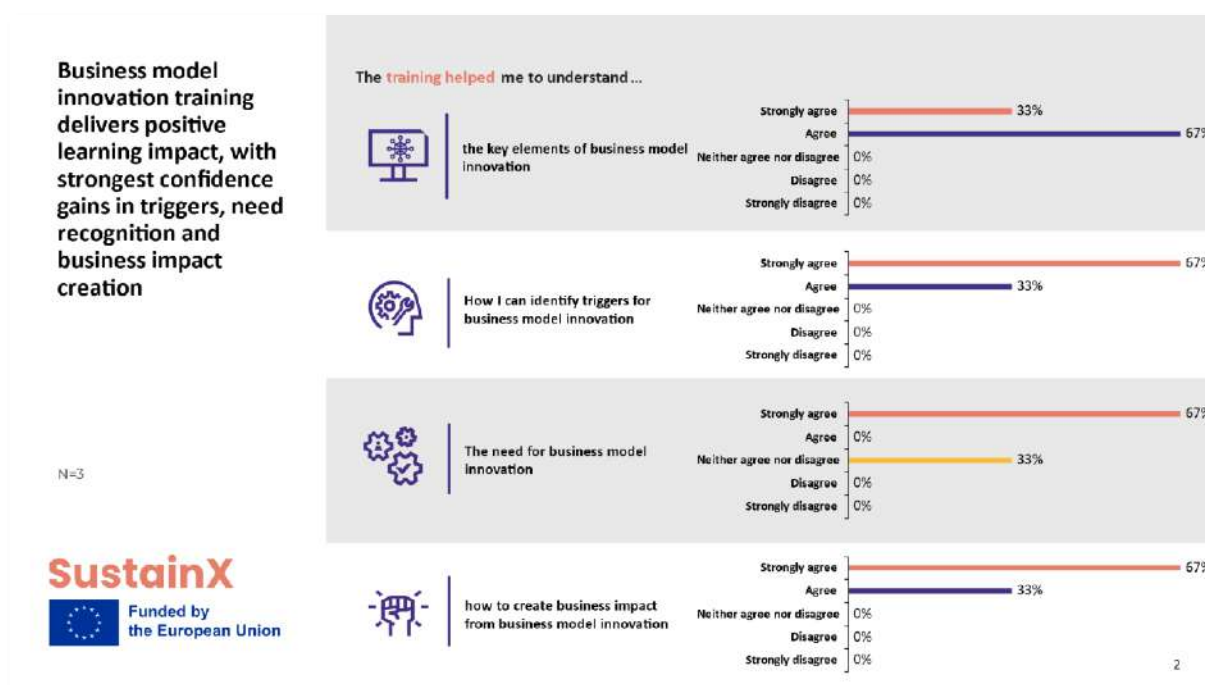


Figure 54 SME Training Feedback virtual training Fundación Santa Cruz Sostenible (1/4)

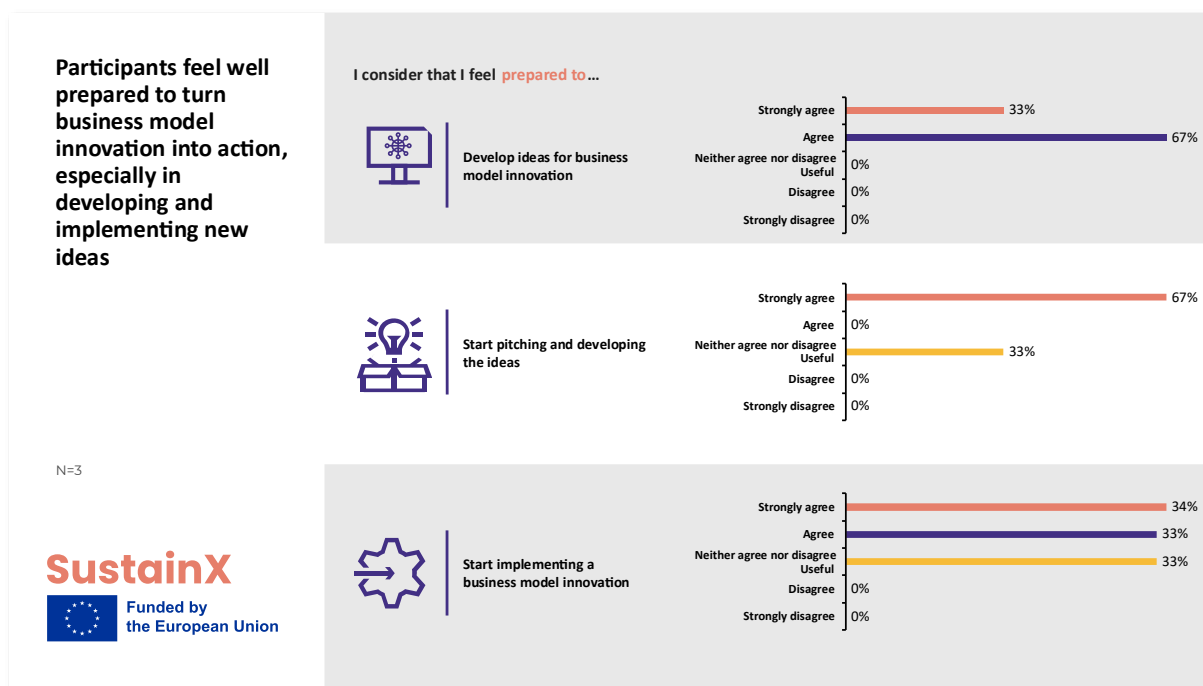


Figure 55 SME Training Feedback virtual training Fundación Santa Cruz Sostenible (2/4)

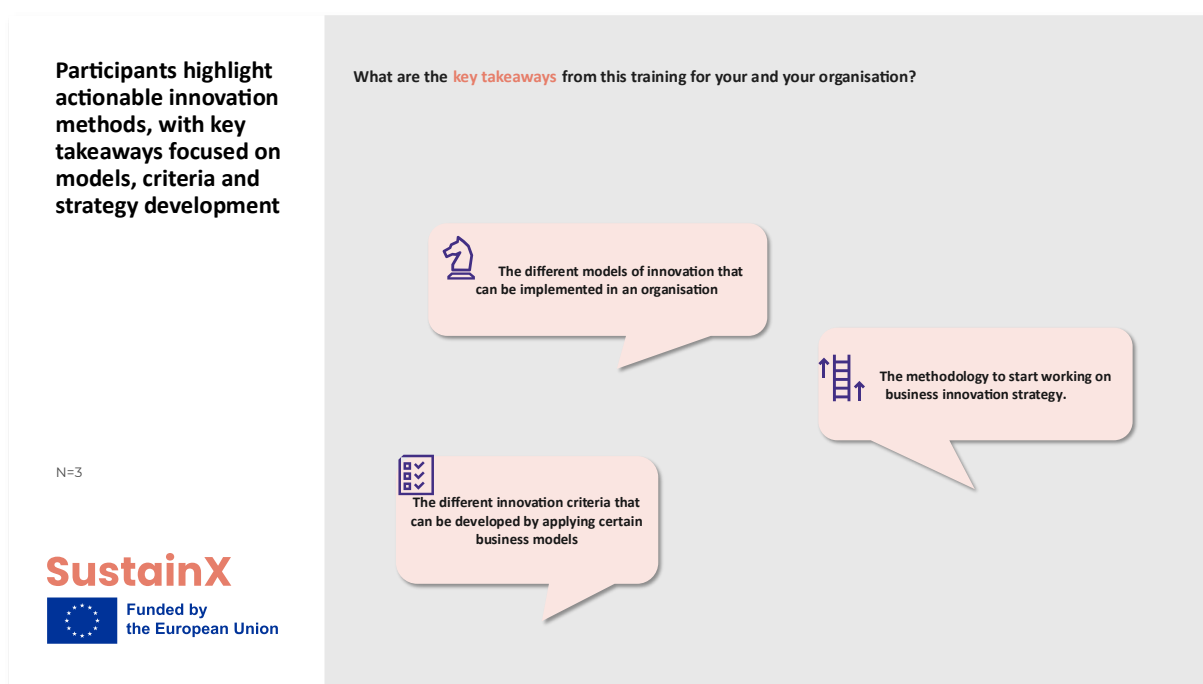


Figure 56 SME Training Feedback virtual training Fundación Santa Cruz Sostenible (3/4)

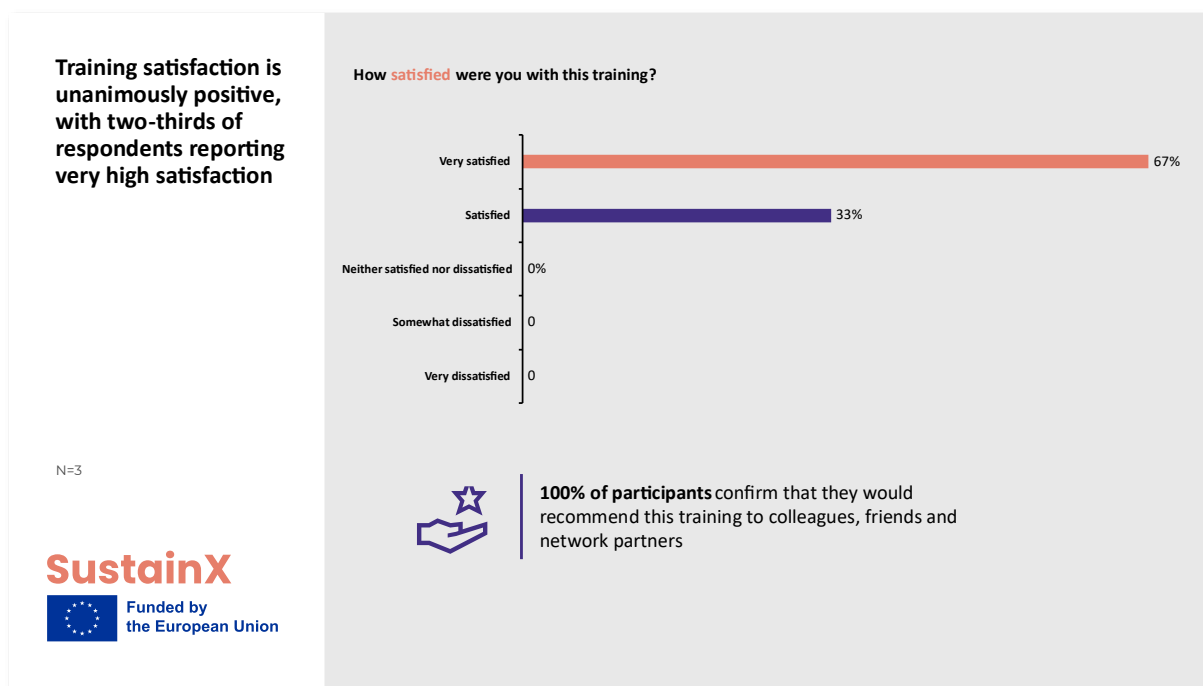


Figure 57 SME Training Feedback virtual training Fundación Santa Cruz Sostenible (4/4)

4.4 Institute of Entrepreneurship Development (iED)

4.4.1 First on-site training

The first on-site SME training implemented with the Institute of Entrepreneurship Development (iED) took place on 19 February 2026 in Larissa, Greece and focused on sustainability. The session was attended by 15 participants and introduced SMEs to the general concept of sustainability, sustainable business models, inspiring success cases and the Sustainable Business Model Canvas. The training was designed to support SMEs in understanding sustainability as a practical business and innovation topic. It connected core sustainability principles with business model development and showed how sustainability can contribute to competitiveness, resource efficiency, new market opportunities and long-term resilience. The materials also introduced different sustainable business model patterns, including circular economy, sustainable technology, regenerative and sustainable agriculture, sustainable tourism and sustainable fashion. Overall, the session provided participating SMEs with a structured introduction to sustainability and its relevance for business development. By combining conceptual input with practical examples and application-oriented tools, the training created a foundation for SMEs to reflect on how sustainability can be embedded in their own business models and future innovation activities.

Conducting the training

The training was conducted as an interactive sustainability session combining conceptual input, real business examples, Greek SME-specific application content and practical group exercises. It started with an introduction to the general concept of sustainability and translated this into the SME context, emphasising that sustainability is not only an environmental or responsibility topic, but also a strategic business approach linked to cost reduction, market access, risk reduction and new value creation.

Building on this foundation, participants were introduced to sustainable business models and different ways in which sustainability can be embedded in company strategy. The training distinguished between more radical and more incremental approaches to sustainability implementation, helping SMEs understand that sustainability transformation can be approached step by step depending on available resources, ambition level and organisational readiness. The materials also presented a range of sustainable business model patterns, including circular economy, responsible production and consumption, renewable energy and energy efficiency, sustainable mobility, regenerative and sustainable agriculture, sustainable tourism, sustainable fashion, sustainable technology and social impact business models.

The session was further adapted to the Greek SME context through supplementary training material focusing on practical application. This part addressed current pressures and opportunities for Greek SMEs, including energy costs, material use and waste, tourism and experience-based services, agri-food value chains, data and transparency. It also introduced concrete opportunity areas across sectors such as agri-food, tourism, construction, fashion, technology and logistics.

A major part of the training focused on practical examples and case studies. Participants were introduced to real companies applying sustainability-oriented business models, including examples from circular economy, sustainable technology and regenerative agriculture. The Greek supplementary material added further locally relevant examples, such as the use of coffee waste as a raw material, the valorisation of agricultural residues into export-oriented products, and sustainable tourism models that create value for visitors, local communities and the environment. These examples helped make the topic more tangible and showed how sustainability can create business value through resource efficiency, waste reduction, new products, digital solutions and stronger market positioning.

The training also included several breakout activities to support direct application of the content. In the “Waste Detectives” exercise, participants reflected on waste streams or inefficiencies in SMEs and applied the 9R strategies to identify potential circular opportunities. Further exercises focused on sustainable business model development, using the example of Greek TravelTellers to analyse the core elements of a sustainable



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This project received funding from the European Union through grant agreement no. 101180410.

business model and to work with the Sustainable Business Model Canvas.

In addition, participants worked with practical tools designed to support immediate implementation. These included a quick diagnosis of where value is lost in the business, a prioritisation matrix for selecting sustainable ideas based on value and ease of implementation, and a small-scale experimentation logic for testing ideas before larger investments are made. The material also introduced simple indicators that SMEs can track, such as energy and water use, waste volumes, reuse or recycling rates, local suppliers, customer indicators, cost savings and staff involvement.

Overall, the training combined knowledge transfer with structured reflection and hands-on application. By moving from sustainability concepts to business model patterns, case examples, canvas-based exercises and practical action planning, the session supported participants in understanding how sustainability can be translated into concrete business model innovation and near-term improvement actions.

Below you can find the agenda:



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SustainX SME Training: Sustainability for SMEs
Date: 19 February 2026
Location: Larissa, Greece
Format: On-site
Organising partner: Institute of Entrepreneurship Development (iED)

Time	Session	Instructor
10:00 – 10:15	Welcome, registration and introduction to SustainX	Thodoris Alexandrou
10:15 – 11:00	Introduction to sustainability and its relevance for SMEs	
11:00 – 11:45	Sustainable business models, circular economy and practical SME examples	
11:45 – 12:00	Coffee break	
12:00 – 12:40	Sustainable Business Model Canvas and practical reflection exercise	Thomas Chalatsis
12:40 – 13:00	Discussion, Q&A, feedback form and next steps	

Figure 58 First on-site training SMEs with iED Agenda

Training feedback

Participant feedback was collected after the first iED on-site training to assess overall satisfaction, perceived learning outcomes and the usefulness of the different workshop sections. A total of 14 responses were received, providing a solid basis for evaluating the relevance of the sustainability training for the participating SMEs.

The feedback shows a very positive overall assessment of the session. All respondents stated that they were very satisfied with the training, resulting in 100% high satisfaction. Participants also reported a clear learning impact: all respondents indicated that they now completely understand what sustainability is and how to apply it in their own context. The individual workshop sections were also rated highly. The concept of sustainability received the strongest usefulness rating, with 86% of respondents considering it extremely useful and the remaining 14% rating it as very useful. Sustainable business models were

also well received, with 64% rating the section as extremely useful and 36% as very useful. Real success stories and the “Infinite Loop” breakout session were likewise assessed positively, showing that participants valued both the conceptual input and the interactive, example-based elements of the training.

The more application-oriented parts of the workshop were also considered relevant for future use. The breakout session on sustainable technology and agriculture and the Sustainable Business Model Canvas were each rated as extremely useful by half of the respondents and very useful by the other half. This confirms that participants saw clear value in tools and exercises that helped translate sustainability concepts into business model development and practical application.

Qualitative feedback further underlines the practical relevance of the training. Participants highlighted the breakout sessions, real-life examples, case studies and the Business Model Canvas as the most useful elements. Several respondents also indicated that they would welcome more time for hands-on practice, more practical tips and more step-by-step guidance on how to apply the tools in daily business operations.

Overall, the feedback confirms that the first iED on-site training was highly relevant and well received by participants. The results show strong satisfaction, clear learning outcomes and a high appreciation of the practical examples and business model tools, while also pointing to an opportunity to further deepen implementation-oriented exercises in future sessions.



Figure 59 SME Training Feedback first on-site training iED (1/3)

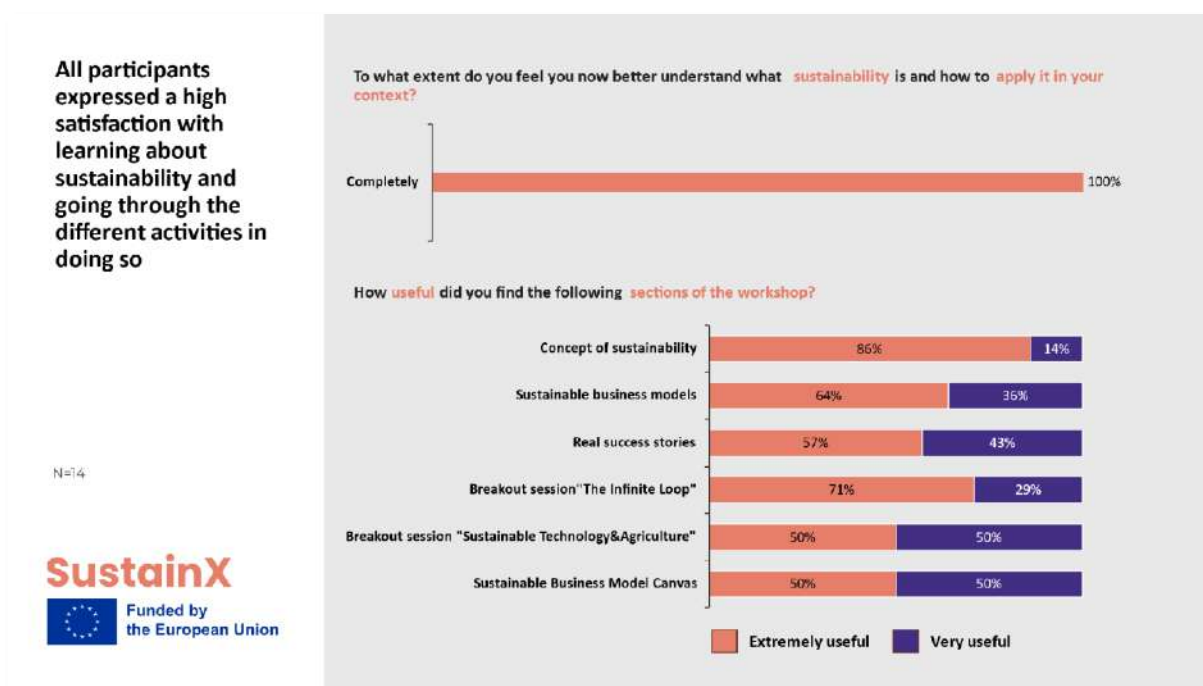


Figure 60 SME Training Feedback first on-site training iED (2/3)



Figure 61 SME Training Feedback first on-site training iED (3/3)

4.4.2 Second on-site training

The second on-site SME training implemented with the Institute of Entrepreneurship Development took place on 20 February 2026 in Larissa, Greece and focused on Business Model Innovation. The session was attended by 15 participants, mainly representatives of Greek SMEs and relevant business-support organisations. The training built on the first iED on-site session on sustainability by shifting the focus towards how companies create value, adapt their business models and turn innovation ideas into more concrete development steps. The session introduced participants to the main building blocks of a business model and to the relevance of business model innovation for SME competitiveness and growth. The agenda followed a structured 3-hour format, moving from the definition and importance of business model innovation to the assessment of innovation potential, the development of business model innovation concepts, test-and-learn planning, implementation considerations and final Q&A. The training materials combined general business model innovation content with additional Greek-language material tailored to SMEs. This local material framed business model innovation as a practical way for companies to create and capture value through new customers, channels, partnerships, revenue models or sustainability-oriented improvements, rather than as a large or risky transformation. It also emphasised a practical step-by-step logic from diagnosis to inspiration, design and experimentation. Overall, the second iED on-site training strengthened the Greek SME training pathway by connecting sustainability-oriented reflection with business model development and innovation readiness. It provided participants with a structured basis to analyse their current value creation logic, identify opportunities for change and consider how business model innovation ideas can be tested and developed further in their own organisations.

Conducting the training

The second iED on-site training was conducted as a structured Business Model Innovation workshop, guiding participants from the basic understanding of business models towards the development, testing and implementation of new business model ideas. The session started with a welcome and introduction, during which participants reflected on the role of innovation and innovation management in their own organisations and clarified their expectations for the training.

The first thematic block established a common understanding of business model innovation. Participants were introduced to the business model as the way in which an enterprise creates value through its products and services, value chains, customer segments, channels and revenue/cost model. The training also clarified that business model innovation does not necessarily require a completely new technology, but can also



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result from changes in customer groups, sales channels, partnerships, payment models, customer experience or the use of resources.

The training then introduced the key value drivers of business models and showed how products and services, customer segments, value chains and revenue/cost logic interact. This was illustrated through concrete examples, including the business model of a suitcase manufacturer and different types of business model innovation such as industry model innovation, revenue model innovation and enterprise model innovation. These examples helped participants understand where business models can be changed and how such changes can create additional value.

The local Greek training material further translated the topic into a practical SME-oriented logic. It framed business model innovation as a manageable process that helps companies move from an existing business model towards small but meaningful changes that can increase customer value, revenues and long-term viability. The material structured the work into four practical steps: mapping the current business model, identifying pressures or opportunities for change, designing a valuable change for the business and its customers, and testing the idea in a small, fast and safe way.

A further part of the session focused on digital business model archetypes and related success factors. Participants were introduced to archetypes such as retail, advertising, on-demand services, licensing, subscriptions, rentals, commissions and financial positions. The training discussed typical pitfalls and success factors for these archetypes, helping participants recognise that business model innovation can involve changes in pricing, customer access, platforms, partnerships, assets or the role of the company in the value chain.

The second major block focused on assessing business model innovation potential. Participants were introduced to typical triggers for business model innovation, including technological change, digitalisation, sustainability, convenience, co-creation, changing customer needs and competitive pressure. The session also addressed the need to anticipate and manage resistance when business models change, highlighting that implementation depends not only on the idea itself but also on organisational readiness, stakeholder acceptance and available resources.

After the coffee break, the training moved into the development of business model innovation concepts. Participants were introduced to methods for developing ideas, structuring them and preparing them for further discussion. The session also covered how business model innovation ideas can be communicated and further developed, including the preparation of a pitch and the use of structured feedback to refine ideas.

The later part of the session focused on validation and implementation. Participants were introduced to test-and-learn planning as a way to validate business model innovation ideas before committing significant resources. The final implementation block addressed



how a business model innovation can be translated into organisational action, including planning activities, defining responsibilities and considering the practical conditions needed for implementation. The training concluded with final Q&A, feedback collection and closing of the session.

Overall, the training combined conceptual input, practical examples, locally adapted SME-oriented material and implementation-oriented methods. It helped participants understand business model innovation as a structured process, from analysing the current business model and identifying triggers for change to designing, testing and preparing new business model ideas for implementation.

Below you can find the agenda:

		 Funded by the European Union
Agenda iED On-site Training: Business Model Innovation for SMEs		
Date: 20 February 2026 Location: Larissa, Greece Format: On-site		
Organising Partner: Institute of Entrepreneurship Development (iED)		
Time	Session	Instructor
10:00 – 10:15	Welcome, registration and introduction to SustainX	Alexandra Kyritsaka
10:15 – 11:00	Understanding Business Model Innovation and key elements of a business model	
11:00 – 11:45	Mapping the current business model and identifying opportunities for change	
11:45 – 12:00	Coffee break	
12:00 – 12:40	Practical exercise: selecting one opportunity and designing a small test	Alexandra Kyritsaka
12:40 – 13:00	Mini action plan, Q&A, feedback form and closing	

Figure 62 Second on-site training SMEs with iED Agenda



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Training feedback

Participant feedback was collected after the second iED on-site training to assess overall satisfaction, perceived learning outcomes and the quality of delivery. A total of 14 responses were received, providing a solid basis for evaluating the Business Model Innovation training. Overall, the feedback shows a very positive assessment of the session and confirms its relevance for the participating SMEs. All respondents reported high satisfaction with the training. 86% stated that they were very satisfied, while the remaining 14% were somewhat satisfied. In addition, all participants indicated that they would recommend the training to colleagues, friends and network partners. This confirms that the session was well received and perceived as valuable by the participating SMEs. The feedback also indicates clear learning outcomes across the main business model innovation topics. Participants reported that the training helped them understand what Business Model Innovation is and why it matters, identify the core elements of a business model, recognise drivers and triggers for business model change, and assess whether their current business model is fit for purpose or requires renewal. The results also show that participants gained a better understanding of how to generate or refine business model innovation ideas, use structured ideation and reframing techniques, design simple test-and-learn plans and understand basic implementation steps and challenges. The quality of delivery was rated particularly strongly. All respondents strongly agreed that the structure and flow of the training were clear and easy to follow, that the examples and exercises were relevant to the reality of SMEs in Greece, and that the trainer explained concepts clearly and addressed questions effectively. This suggests that the training was not only relevant in content, but also well adapted to the needs and context of the Greek SME audience.

Qualitative feedback further underlines the practical value of the session. Participants highlighted the clear framework for rethinking their business model, identifying high-impact innovation opportunities and defining practical next steps for testing and implementation. They also valued the practical tools for mapping the current business model, identifying gaps and opportunities, turning ideas into an action plan and validating new concepts before investing significant resources.

Overall, the feedback confirms that the second iED on-site training successfully supported participants in understanding and applying Business Model Innovation concepts. The results show strong satisfaction, a high recommendation rate, positive learning outcomes and clear appreciation of the practical tools and SME-relevant examples used during the session.



Figure 63 SME Training Feedback second on-site training iED (1/3)

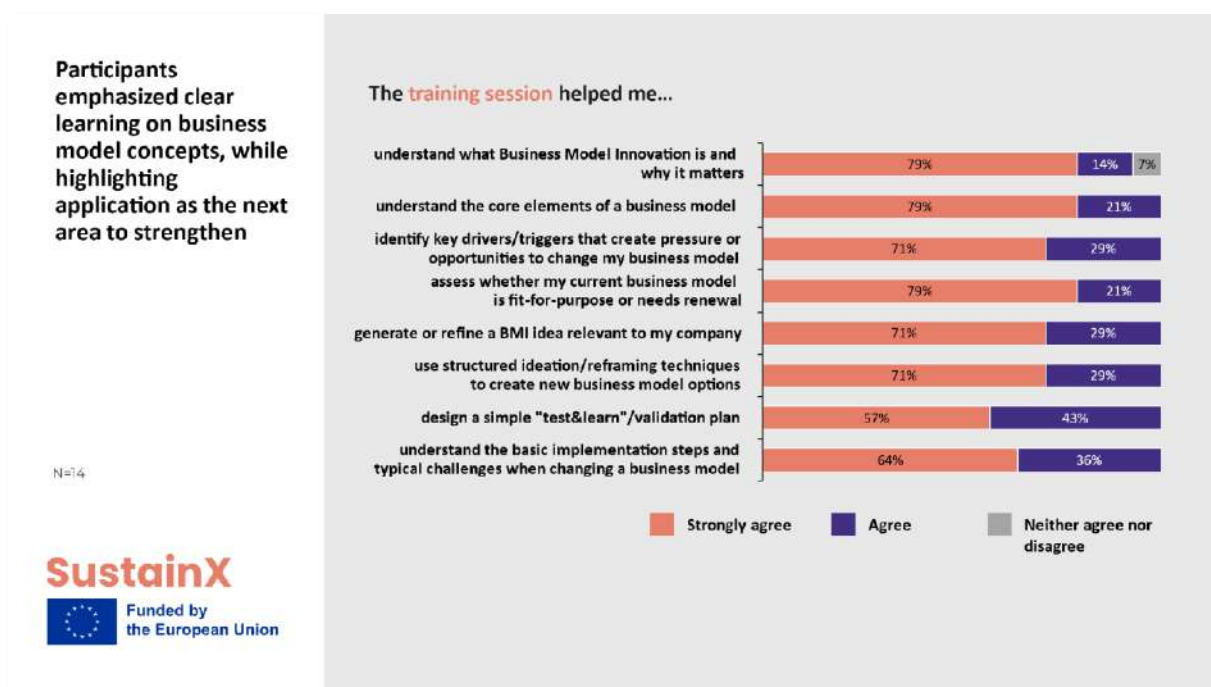


Figure 64 SME Training Feedback second on-site training iED (2/3)



Figure 65 SME Training Feedback second on-site training iED (3/3)

4.4.3 Virtual training

The virtual SME training for iED was delivered on 27 January 2026 under the title “Open Innovation” with a total of 18 attendees. The session was implemented online as part of the SustainX SME training pathway and focused on helping participating SMEs understand how collaboration with external partners can support innovation, growth and competitiveness. According to the training materials, the session was structured as a three-hour online training.

The training introduced open innovation as an ecosystem-based approach in which companies purposefully use external knowledge, partners and networks to strengthen their own innovation activities. The agenda covered the main steps of an open innovation process, including mapping the innovation ecosystem, identifying focus areas, deciding whether to innovate internally, collaborate or buy innovation, selecting suitable partners, designing value propositions for partners, managing collaboration and measuring results. The session complemented iED’s on-site trainings by adding a dedicated collaboration and ecosystem perspective to the Greek SME training pathway. While the on-site trainings focused on sustainability and business model innovation, the virtual training addressed how SMEs can work with customers, suppliers, universities, research institutes, route-to-

market partners and other external actors to identify opportunities, access knowledge and develop innovation projects more effectively.

Overall, the virtual training provided participating SMEs with a structured framework for approaching open innovation in practice. It helped participants understand how to identify relevant partners, clarify collaboration needs, create attractive partnership offers and define simple indicators to monitor the success of open innovation activities.

Conducting the training

The virtual iED training was conducted as a structured online session introducing participants to open innovation and its practical relevance for SMEs. After the welcome and introduction, the session clarified the objectives of the training, including the relevance of open innovation for SME growth and competitiveness, the use of external knowledge and partners, and the application of a stepwise approach to collaboration-based innovation. The first part of the training introduced open innovation as an ecosystem-based approach in which companies collaborate with external actors to create value. Participants were shown how partners such as customers, suppliers, universities, research institutes, route-to-market partners and intermediaries can contribute to innovation across products, processes, services and business models. The session also explained the shift from closed internal innovation towards the purposeful inflow and outflow of knowledge.

The training then focused on mapping open innovation opportunities. Participants were introduced to open innovation maps as tools for understanding the structure of an innovation ecosystem, identifying relevant actors, recognising control points in the value chain and translating innovation areas into concrete search fields. This helped participants understand how collaboration opportunities can be identified systematically rather than through ad hoc partner searches.

A further part of the session addressed how SMEs can decide whether to innovate internally, team up with partners or buy innovation. This decision logic was based on the importance of the innovation field for business impact and the ease of implementation using internal capabilities. The training also introduced different partner groups and showed how their relevance can vary across the innovation process, from idea generation and selection to development, market launch and continuous improvement.

The later part of the training focused on designing attractive value propositions for innovation partners and managing collaboration. Participants were introduced to different sources of partner value, such as access to markets, know-how, funding, brand visibility, assets or joint revenue opportunities. The session also covered engagement mechanisms, including expert communities, idea contests, idea jams and open idea

portals, as well as the role of intermediaries such as the Enterprise Europe Network. The final block addressed how open innovation activities can be measured. Participants were introduced to key questions and example KPIs covering financial ambition, capability development, project success, investment and innovation results. The session concluded with a wrap-up, Q&A and feedback collection. Overall, the training provided participants with a structured framework for identifying open innovation opportunities, selecting suitable partners and managing collaboration in a more systematic way.

Below you can find the agenda:

Open Innovation	Agenda Day 1
	10:00 – 10:15 Welcome and introduction to the training Welcome, expectations and objectives
	10:15 – 10:30 Introduction to open innovation
	10:30 – 10:45 Mapping open innovation – understanding the structure, control points, and innovation opportunities
	10:45 – 11:00 Identify how to address open innovation focus areas – innovate yourself, team -up or buy
	11:00 – 11:30 Identifying the right partners – which type of partners can help you to drive innovation for your ambition, per focus area and innovation process step
	11:30 – 12:00 Designing value propositions to attract 'dream team' partners
	12:00 – 12:30 Reaching out, selecting innovation partners, and collaborating
	12:30 – 12:45 Measuring results of open innovation
	12:45 – 13:00 Wrap-up and Q&A
	
Source: iED, 2023	

Figure 66 Agenda Virtual Training SMEs with iED

Training feedback

Participant feedback was collected after the virtual iED training to assess overall satisfaction and the perceived usefulness of the Open Innovation content. A total of seven responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a very positive assessment of the session.

All respondents reported high satisfaction with the training, with 100% stating that they were very satisfied. This confirms that the session was well received by the participating SMEs and that the virtual format was effective for introducing the topic of open innovation. The feedback also shows that the training successfully covered the key elements of open innovation. All participants agreed or strongly agreed that the session covered all relevant elements of the topic, with 57% strongly agreeing and 43% agreeing. Participants also confirmed that the training provided a comprehensive structure to support the



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identification of opportunities for open innovation, with 71% strongly agreeing and 29% agreeing.

The session was also perceived as useful for developing partnerships and innovation activities. 71% of respondents strongly agreed and 29% agreed that the training provided approaches that would help them develop new successful partnerships and innovations. This indicates that participants saw practical value in the methods presented, particularly in relation to identifying partners, structuring collaboration and using open innovation more systematically.

Overall, the feedback confirms that the virtual iED training was highly relevant and well received. The results show strong satisfaction, positive learning outcomes and a clear indication that participants viewed open innovation as a useful approach for identifying collaboration opportunities and developing future innovation activities.



Figure 67 SME Training Feedback virtual training iED (1/2)

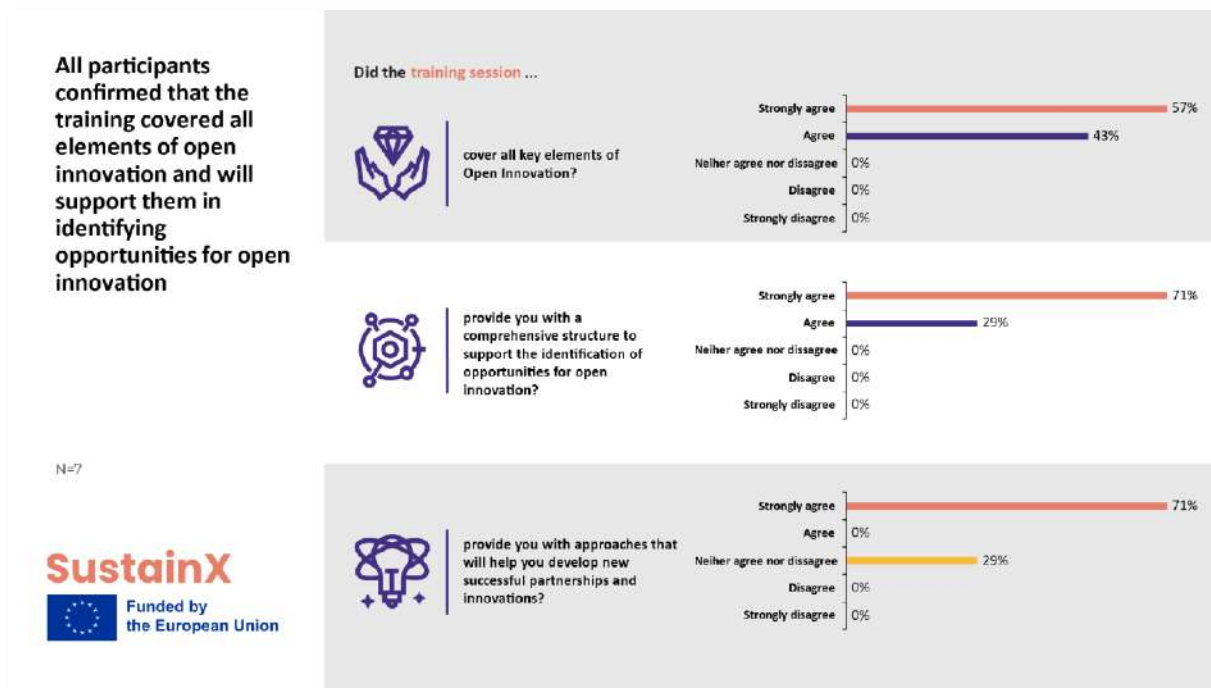


Figure 68 SME Training Feedback virtual training iED (2/2)

4.5 ARC FUND

4.5.1. First on-site training

The first on-site SME training implemented by ARC FUND took place on 18 May 2026 in Sofia, Bulgaria, and focused on Open Innovation with a total of 7 participants. The session was delivered as part of the SustainX SME training pathway and was designed to strengthen participants' understanding of how companies can use external knowledge, partners and networks to develop innovation more effectively.

The training introduced open innovation as a collaborative approach in which companies work with actors such as customers, suppliers, universities, research organisations, start-ups and other partners to accelerate innovation, reduce risks and improve competitiveness. In addition to the conceptual input, the regional training materials placed strong emphasis on collaboration models, partner selection and the practical management of open innovation processes.

The session was particularly relevant for Bulgarian SMEs, as it addressed common challenges such as limited internal resources, the need for faster innovation cycles, access to external expertise and the management of collaboration-related risks. The training therefore supported SMEs in reflecting on how open innovation can help them overcome internal constraints and identify new opportunities for product, process, service or business model development.

Overall, the first ARC FUND on-site training provided the Bulgarian SME audience with a structured entry point into open innovation. It created the basis for further practical work on innovation ecosystems, collaboration opportunities and partner-oriented innovation activities, which were then addressed in more detail during the training delivery.

Conducting the training

The first ARC FUND on-site training was conducted as a full-day session on Open Innovation, combining conceptual input, practical frameworks and interactive reflection. The session started with a welcome and introduction, during which participants reflected on their expectations, the relevance of innovation management for their organisations and typical barriers to implementing innovation.

The first part introduced open innovation as a collaborative approach in which companies use external knowledge, partners and networks to create value. The training explained how collaboration with customers, suppliers, universities, research organisations, start-ups and other partners can support product, process, service and business model innovation. It also addressed key benefits and challenges, including access to external expertise, risk sharing, market alignment, coordination complexity, intellectual property risks and the need for readiness to collaborate.

The main training content followed a structured six-step open innovation logic. Participants were introduced to mapping the innovation ecosystem, identifying focus areas, deciding whether to innovate internally, collaborate or buy innovation, selecting suitable partners, designing value propositions for partners, establishing collaboration and measuring results. The Bulgarian-language material complemented this by framing open innovation as a practical management process for SMEs and by linking it to tools such as PESTEL analysis and partner selection frameworks.

The session also included practical examples and tools to make the approach more tangible. Open innovation maps, the “innovate yourself, team-up or buy” logic, the innovation partner radar and value proposition design were used to show how SMEs can identify collaboration opportunities and structure partnerships more systematically. Case examples such as logistics warehousing and agricultural tools illustrated how these methods can be applied to concrete business situations.

In addition, ARC FUND integrated a LEGO® Serious Play® element to support reflection and discussion. Participants used LEGO models to visualise barriers to open innovation and to describe what successful open innovation could look like from the perspective of their enterprises. The group exercise helped translate abstract collaboration challenges into visible models and shared discussion points.

Overall, the training helped participants understand open innovation as a structured and practical approach to collaboration-based innovation. It supported SMEs in reflecting on their innovation ecosystem, potential partners, collaboration barriers and ways to turn external knowledge and partnerships into concrete innovation opportunities.

Below you can find the agenda:

SustainX Training – Open Innovation for SMEs	
18 May 2026 ARC Fund office, Sofia	
Time	Session
10:00 – 10:15	Registration & Welcome
10:15 – 11:15	Introduction to Open Innovation Concepts
11:15 – 12:00	Collaboration Models and Innovation Ecosystems
12:00 – 12:30	Coffee Break & Networking
12:30 – 13:30	Innovation Challenges and Opportunity Mapping
13:30 – 14:30	Interactive Exercises & Practical Applications
14:30 – 15:00	Discussion, Feedback & Closing

Figure 69 First on-site training SMEs with ARC FUND Agenda

Training feedback

Participant feedback was collected after the first ARC FUND on-site training to assess satisfaction with the Open Innovation session and the perceived usefulness of the content. A total of seven responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a very positive assessment of the training. All respondents reported high satisfaction with the training, with 100% stating that they were very satisfied. This confirms that the session was well received by the participating SMEs and that the training format was effective for introducing and applying the topic of open innovation. The feedback also confirms strong learning outcomes across the main open innovation topics. All respondents strongly agreed that the training covered the key elements of open innovation, provided a comprehensive structure to support the identification of open innovation opportunities, and offered approaches that can help develop successful partnerships and innovations.

Overall, the feedback indicates that the first ARC FUND on-site training was highly relevant for the participating SMEs. The results show strong satisfaction, a positive assessment of

the training content and clear recognition of the practical value of open innovation for identifying collaboration opportunities and developing future innovation activities.



Figure 70 SME Training Feedback first on-site training ARC FUND (1/2)

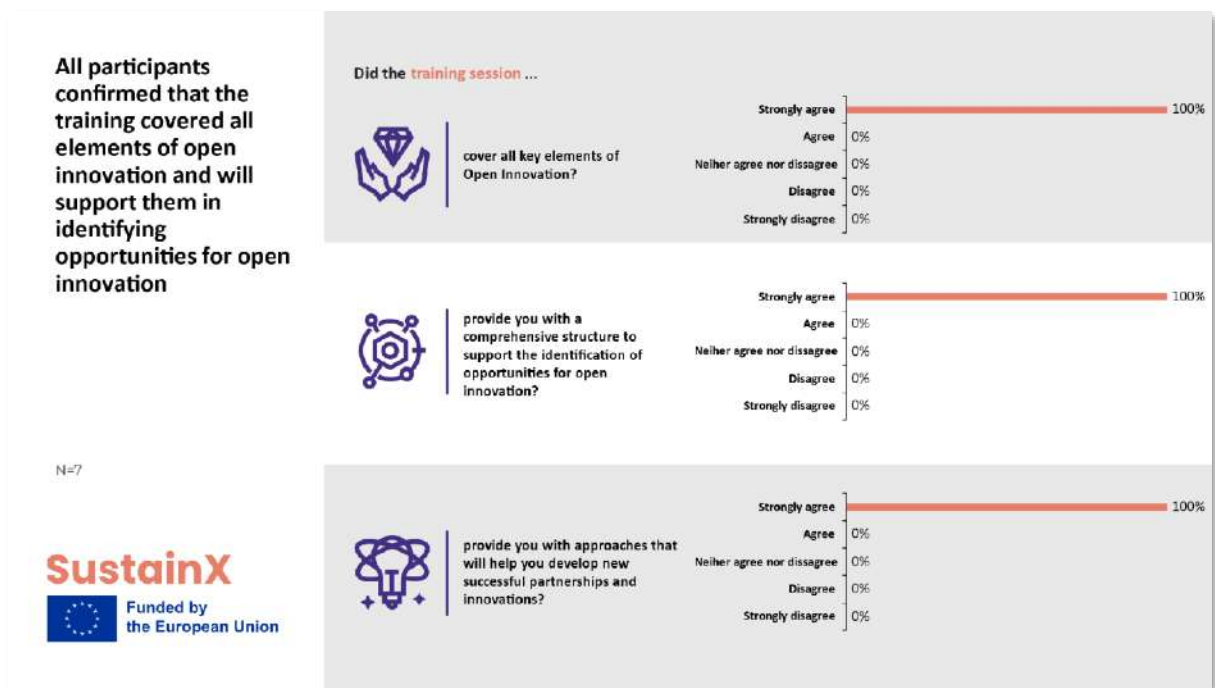


Figure 71 SME Training Feedback first on-site training ARC FUND (2/2)

4.5.2 Second on-site training

The second on-site SME training implemented by ARC FUND took place on 27 May 2026 and focused on Sustainability. According to the attendance list, the training was organised by ARC FUND and attended by 7 participants from Bulgarian SMEs and organisations. The session built on the previous ARC FUND training activities by shifting the focus towards sustainability as a strategic business topic for SMEs. The training materials introduced participants to the general concept of sustainability, sustainable business models and the Sustainable Business Model Canvas, with a strong emphasis on practical application in the Bulgarian SME context. A central element of the training was the use of interactive exercises and case-based reflection. Participants worked with circular economy thinking, the 9R strategies and sustainable business model development. The exercises included the “Waste Detectives” activity, reflection on how sustainability shapes a business, and the development of a Sustainable Business Model Canvas based on the Bulgarian company LAM’ON, a biotechnology-related SME offering compostable alternatives to traditional plastic films. Overall, the second ARC FUND on-site training strengthened the Bulgarian SME training pathway by connecting sustainability concepts with concrete tools for business model development. It helped participants reflect on how sustainability can reduce waste, create new value propositions, support circular production models and improve the long-term resilience and competitiveness of SMEs.

Conducting the training

The second ARC FUND on-site training was conducted as an applied sustainability workshop, combining conceptual input, SME examples and practical group exercises. The session first established a common understanding of sustainability, presenting it as a balance between environmental, social and economic dimensions and linking it to SME competitiveness, innovation, cost reduction and new market opportunities. The training then moved into sustainable business models. Participants were introduced to sustainability not only as a corporate responsibility topic, but as a strategic business approach that can generate long-term value, strengthen resilience, improve competitiveness and reduce risks related to resource scarcity or regulatory change. The session also distinguished between radical and incremental approaches to implementing sustainability, showing that SMEs can start with smaller, manageable steps while working towards a longer-term sustainable business vision.

A major content block focused on circular economy and the 9R principles. Participants explored how circular business models can reduce raw material use, waste, supply chain risks, environmental impact and costs, while helping companies maximise value. The 9R



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This project received funding from the European Union through grant agreement no. 101180410.

framework was used as a practical reference point, covering strategies such as refuse, rethink, reduce, reuse, repair, refurbish, remanufacture, repurpose and recycle.

The conceptual input was supported by concrete SME examples, including Bulgarian cases. The training materials presented companies such as Chartreuse Ltd, which focuses on sustainable waste management and circular economy solutions, Digital Lights, which applies sustainable IT and e-waste management practices, Enerset Electric System, which develops high-efficiency generators for renewable energy applications, and Plast Commerce – 93, which improved energy efficiency in manufacturing. These examples helped participants connect sustainability concepts to real business practices in Bulgaria and other SustainX regions.

The practical part of the training started with the “Waste Detectives” exercise. Participants were asked to identify a waste stream or inefficiency in an SME context and apply one of the 9R strategies to imagine a circular or low-carbon solution. This short activity was designed to trigger circular thinking and encourage participants to translate abstract sustainability principles into simple, concrete business ideas.

The second exercise focused on understanding how sustainability shapes a business. Participants worked in small groups with the case of LAM’ON, a Bulgarian company active in biotechnology and aligned with Bulgaria’s Smart Specialisation framework. The case highlighted compostable alternatives to traditional plastic films, corn-based PLA materials, applications in publishing and packaging, and the shift towards circular production models. Participants reflected on the company’s value proposition, beneficiaries, partners, key resources and revenue logic from a sustainability perspective. The final and most extensive practical exercise centred on the Sustainable Business Model Canvas. Participants worked in groups to co-create a sustainable business model for LAM’ON, using the nine canvas blocks to analyse how the company creates, delivers and captures value through a sustainability lens. The exercise encouraged participants to integrate environmental and social value into areas such as customer segments, value proposition, key activities, resources, partnerships, cost structure and revenue streams. Overall, the training was conducted as a hands-on sustainability and business model development workshop. By combining core sustainability concepts, circular economy principles, Bulgarian SME examples and structured canvas work, the session supported participants in understanding how sustainability can be translated into practical business decisions, innovation opportunities and more resilient SME business models.

Below you can find the agenda:

SustainX Training – Sustainability for SMEs

27 May 2026 | ARC Fund office, Sofia

Time	Session
10:00 – 10:15	Registration & Welcome
10:15 – 11:15	Introduction to Sustainability for SMEs
11:15 – 12:00	Sustainable Business Practices & Innovation
12:00 – 12:30	Coffee Break & Networking
12:30 – 13:30	Practical Approaches and Business Applications
13:30 – 14:30	Interactive Exercises & Group Discussions
14:30 – 15:00	Wrap-up, Feedback & Closing

Figure 72 Second on-site training SMEs with ARC FUND Agenda

Training feedback

Participant feedback was collected after the second ARC FUND on-site training to assess the perceived usefulness of the Sustainability session and the extent to which participants felt able to apply the content in their own organisational context. A total of six responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a very positive assessment of the training.

All respondents reported that they had improved their understanding of sustainability and how to apply it in their context. In total, 67% stated that they understood this “completely”, while the remaining 33% answered “very much”. This indicates that the training successfully supported participants in translating sustainability from a general concept into a more practical business topic.

The different workshop sections were also assessed positively. The concept of sustainability was rated as extremely useful by 50% of respondents and very useful by the other 50%. Sustainable business models received particularly strong feedback, with 83% rating this section as extremely useful and 17% as very useful. The real success stories were also well received, with 67% rating them as extremely useful and 33% as very useful. Participants also valued the practical and interactive parts of the workshop. The breakout sessions on “The Infinite Loop” and Sustainable Technology & Agriculture were rated positively by all respondents, while the Sustainable Business Model Canvas received especially strong feedback, with 66% rating it as extremely useful, 17% as very useful and 17% as useful. This suggests that participants appreciated the hands-on format and the opportunity to apply sustainability thinking to concrete business model questions.



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The open comments further confirm the practical relevance of the training. Participants highlighted the canvas exercise, sustainable business models, success stories and the link between sustainability, business practices and innovation as particularly useful. One respondent stated that their organisation planned to develop an internal sustainability roadmap, while another noted that the training provided enough information to start working on a sustainability strategy.

Overall satisfaction with the training was high. All respondents reported satisfaction with the session, with 83% stating that they were very satisfied and 17% somewhat satisfied.

Additional training interests mentioned by participants included digital marketing, business expansion, social media marketing, collaboration with similar companies and access to international markets.

Overall, the feedback confirms that the second ARC FUND on-site training was well received and perceived as useful by participating SMEs. The results show that the session strengthened participants' understanding of sustainability, provided practical tools for applying sustainability in business contexts and created interest in further support related to business growth, market development and collaboration.

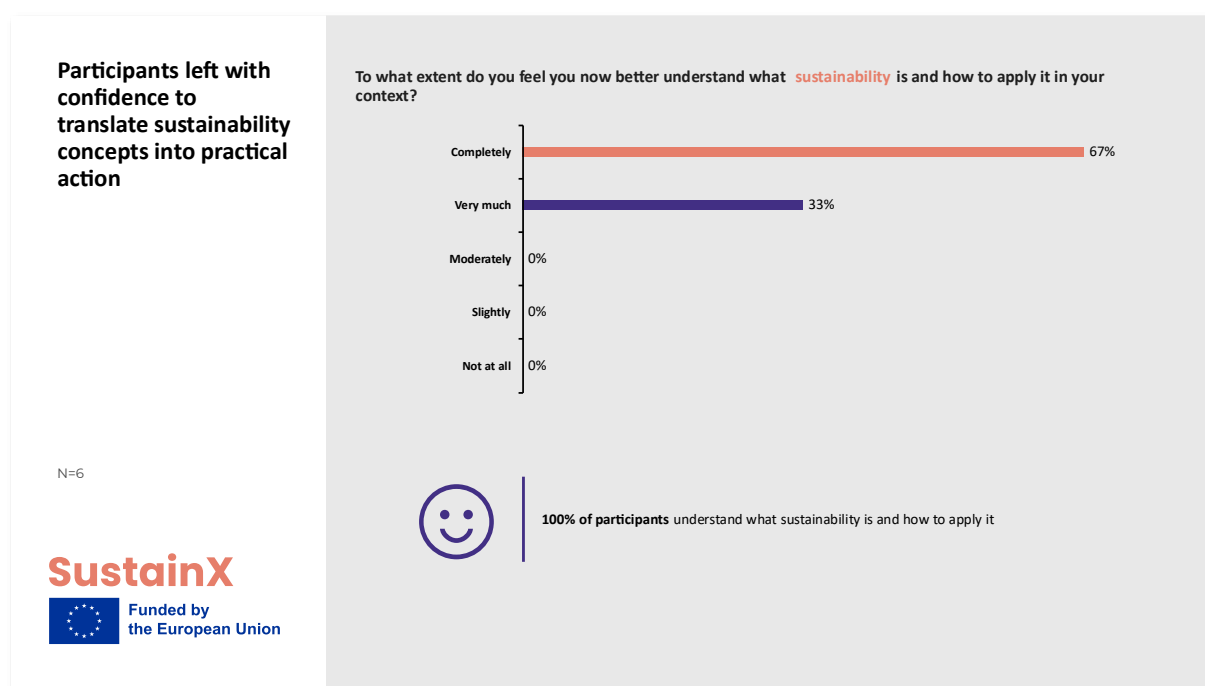


Figure 73 SME Training Feedback second on-site training ARC FUND (1/5)

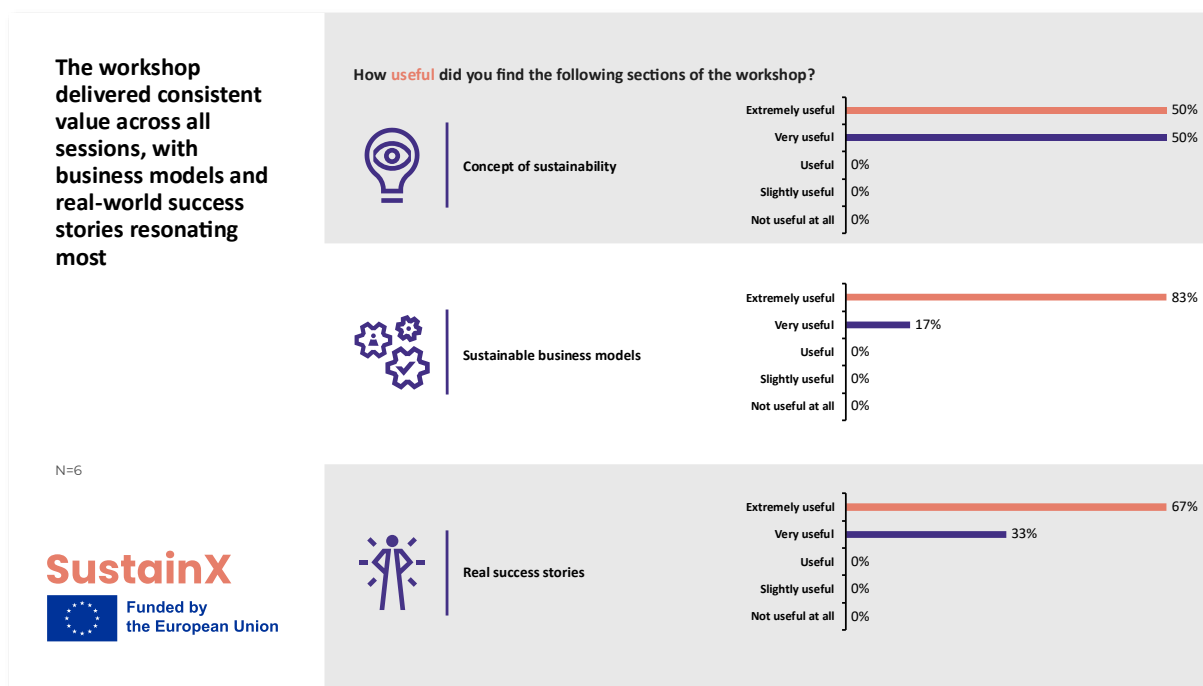


Figure 74 SME Training Feedback second on-site training ARC FUND (2/5)

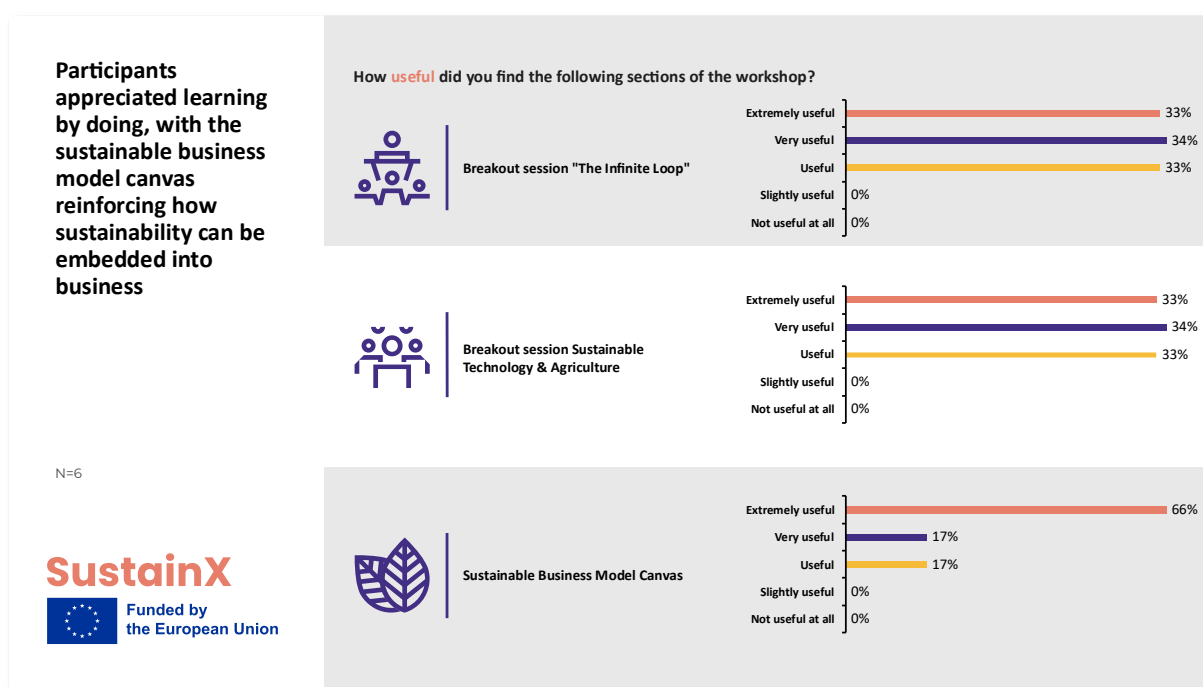


Figure 75 SME Training Feedback second on-site training ARC FUND (3/5)

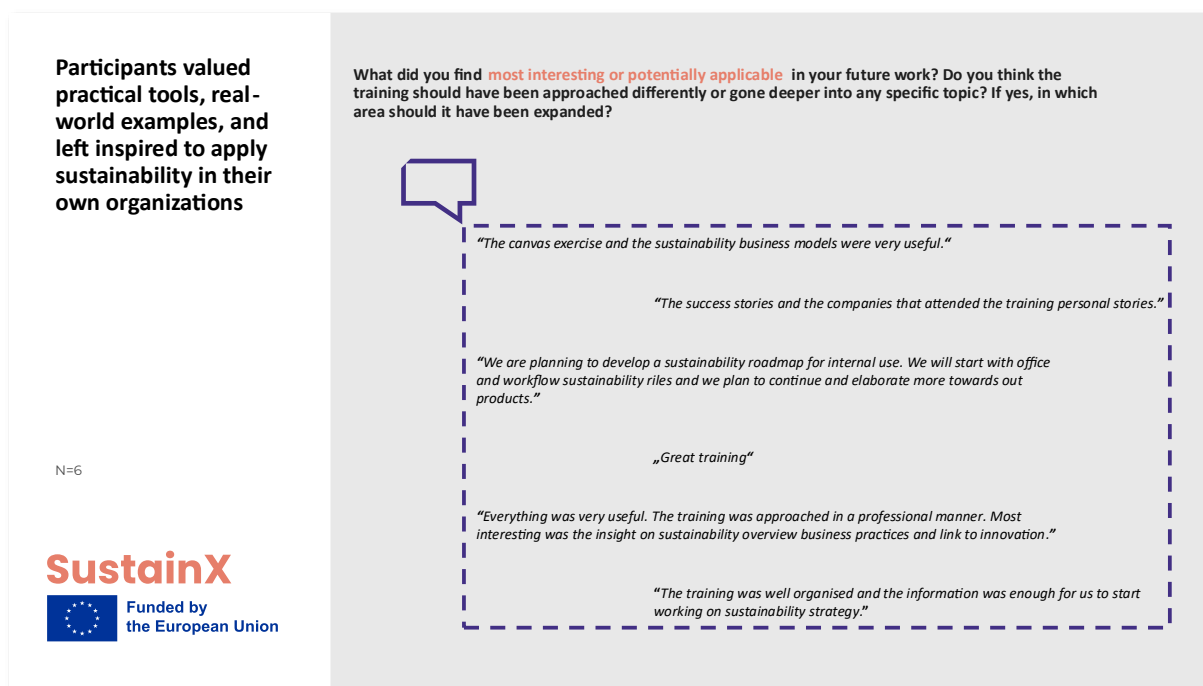


Figure 76 SME Training Feedback second on-site training ARC FUND (4/5)

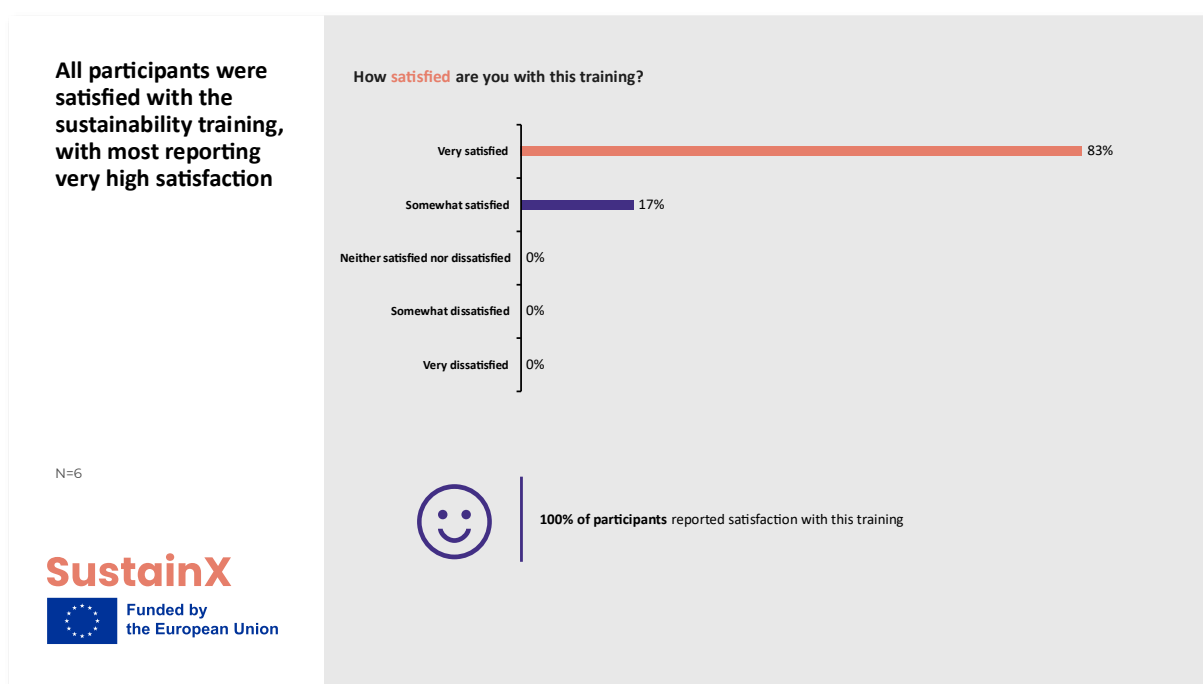


Figure 77 SME Training Feedback second on-site training ARC FUND (5/5)

4.5.3 Virtual training

The virtual SME training implemented with ARC FUND took place on 19 May 2026 and focused on Innovation Strategy Development and with a total of 9 attendees. The training was delivered online as part of the SustainX SME training pathway and complemented the

Bulgarian on-site sessions by adding a structured innovation management and strategy perspective. The SharePoint documentation confirms the training materials under the ARC FUND virtual training folder. The session was designed as a three-hour training. The agenda started with a welcome and introduction, followed by the direction-setting role of innovation strategies within innovation management and an overview of a pragmatic ten-step approach to developing an innovation strategy. The training then covered analytical steps such as trend analysis, customer needs analysis, competitor and technology watch, ambition analysis, innovation lifecycle analysis and competency assessment, before moving into the definition of vision and mission, search fields, a competence roadmap and a business case. The training aimed to help participating SMEs understand why innovation strategy matters for growth and competitiveness, how innovation can be managed in a more structured way, and how strategic choices can be translated into concrete search fields, capability needs and business-case logic. The materials positioned innovation strategy as the foundation of effective innovation management and as a way for SMEs to focus limited resources on the areas with the highest future value. Overall, the virtual training strengthened the Bulgarian SME training pathway by linking innovation, competitiveness and strategic decision-making. It provided participants with a practical framework for analysing their business context, defining innovation priorities and connecting innovation activities to long-term business development.

Conducting the training

The virtual ARC FUND training was conducted as a structured online session on Innovation Strategy Development. After the welcome and introduction, participants were invited to reflect on their own expectations and on the relevance of innovation, innovation management and innovation strategy for their organisations. The objectives of the session were then framed around three elements: demonstrating the relevance of innovation strategy for SMEs, introducing a pragmatic ten-step approach and building confidence in developing an innovation strategy.

The first content block explained the direction-setting role of innovation strategy within innovation management. Participants were introduced to innovation as the successful realisation of new or improved products, services, processes, production methods, organisational forms or business models. The training also positioned innovation strategy as the foundation of the Kearney House of Innovation, showing how it provides direction for innovation organisation, lifecycle management, enabling factors and innovation results.

The main part of the training followed the ten-step approach to developing an innovation

strategy. The first steps focused on analysing the business context, including trends, customer needs, competitors, technologies, ambition, innovation lifecycles and competencies. These elements helped participants understand how external and internal analysis can create the fact base for strategic innovation decisions rather than relying on isolated ideas or individual opinions.

The session then moved from analysis to strategy definition. Participants were introduced to the four main building blocks of an innovation strategy: vision and mission, search fields, competence roadmap and business case. The training showed how these elements are interlinked and how search fields can be derived from trends, customer needs and business opportunities, while the competence roadmap and business case translate the strategy into capability-building needs and economic logic.

Throughout the session, the content was supported by practical examples, benchmark insights and short reflection elements. Examples such as Tesla, Google Loon, Swiss Post and agriculture-related search fields illustrated how innovation ambition, lifecycle dynamics, customer needs and trends can influence strategic choices. The training also highlighted typical mistakes in innovation strategy development, including relying too strongly on individual opinions, neglecting data or jumping too quickly from observations to concrete project ideas.

Overall, the training provided participants with a structured framework for moving from innovation ambition to concrete strategic choices. It helped SMEs understand how to analyse their business environment, define innovation priorities, identify required competencies and connect innovation activities to business growth, competitiveness and long-term value creation.

Below you can find the agenda:

Agenda 2 KEARNEY IMPROVE	11:00 – 11:10	Welcome and introduction to the workshop
	11:10 – 11:35	The direction-setting role of innovation strategies within innovation management
	11:35 – 11:50	10 steps to develop an innovation strategy – An overview
	11:50 – 12:05	Step 1: Trend analysis
	12:05 – 12:20	Step 2: Customer needs analysis
	12:20 – 12:30	Coffee break
	12:30 – 12:40	Step 3: Competitor and technology watch
	12:40 – 12:50	Step 4: Ambition analysis
	12:50 – 13:00	Step 5: Innovation lifecycle analysis
	13:00 – 13:10	Step 6: Competency assessment
	13:10 – 13:25	Defining the innovation strategy
	13:25 – 13:35	Step 7: Vision and mission
	13:35 – 13:45	Step 8: Search fields
	13:45 – 13:50	Step 9: Competence roadmap
	13:50 – 13:55	Step 10: Business case
	13:55 – 14:00	Summary and Wrap-up

Figure 78 Agenda Virtual Training SMEs with ARC FUND

Training feedback

Participant feedback was collected after the virtual ARC FUND training to assess overall satisfaction and the perceived usefulness of the Innovation Strategy Development content. A total of five responses were received, meaning that the results should be interpreted as indicative. Overall, the feedback shows a very positive assessment of the session.

All respondents reported high satisfaction with the training, with 100% stating that they were very satisfied. This confirms that the virtual session was well received by the participating SMEs and that the format was effective for introducing innovation strategy development in a concise and structured way.

The feedback also confirms strong learning outcomes across the main training objectives. All respondents strongly agreed that the training covered the key elements of Innovation Strategy Development and that the session provided comprehensive methods to develop an innovation strategy. This indicates that participants perceived the ten-step approach and related tools as clear, relevant and useful for structuring innovation activities. Overall, the feedback confirms that the virtual ARC FUND training was highly relevant and well received. The results show strong satisfaction, a positive assessment of the training content and clear recognition of the practical value of Innovation Strategy Development for guiding SME innovation activities, defining priorities and supporting future growth.



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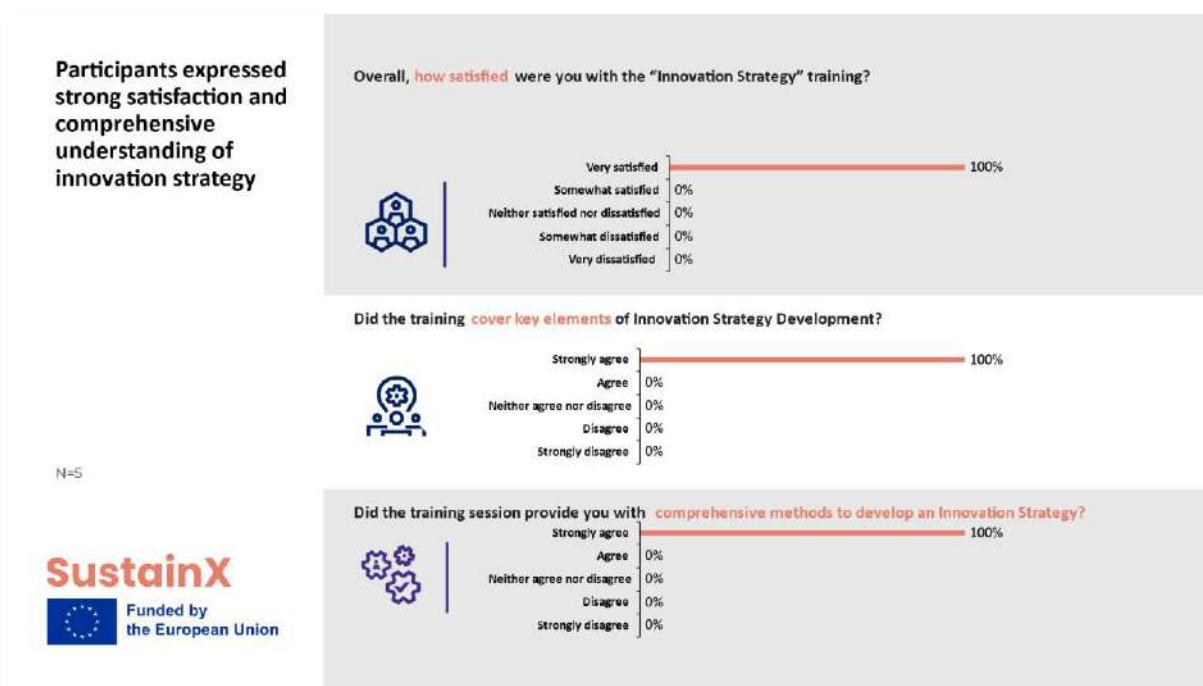


Figure 79 SME Training Feedback virtual training ARC FUND

5. Overall Evaluation and Impact

Overall, the SME trainings were positively received across the SustainX partner regions and provided a strong basis for further SME engagement in sustainable digital innovation. Across the 15 SME trainings implemented in the five partner regions, the consortium recorded 266 SME participant attendances, clearly exceeding the project's target of at least 100 training participants on a participation-count basis. The completed feedback analyses show consistently positive results, with participants reporting high satisfaction, strong perceived relevance of the content and improved understanding of the respective training topics. All the while, keeping in mind that majority of the SME participants attended several trainings of the same regional partner, as was foreseen when constructing the training programme.

The available feedback results show consistently high satisfaction levels and indicate that participants perceived the trainings as relevant, practical and useful for their own business contexts. While response numbers differed between trainings and were sometimes limited, the overall feedback pattern is clearly positive across both on-site and virtual formats. A key impact of the trainings was the increase in SME awareness and understanding of topics that are central to SustainX, including sustainability, innovation

strategy, open innovation, business model innovation, digital marketing and digital transformation. Participants were not only introduced to these topics conceptually, but also worked with practical tools and examples that helped them relate the content to their own organisations. This supported the transition from general awareness to more structured reflection on innovation needs, business opportunities and future development priorities.

The feedback collected after the trainings confirms this practical value. Participants frequently rated the sessions positively in terms of satisfaction, usefulness of the content and improved understanding of the respective training topics. In several cases, respondents confirmed that they would recommend the training, saw value in further cooperation and considered the methods presented helpful for developing future innovation activities. This suggests that the trainings succeeded in creating a positive learning experience and in motivating SMEs to continue engaging with SustainX-related support. Beyond individual learning outcomes, the trainings also contributed to strengthening regional innovation ecosystems. The on-site sessions in particular created opportunities for direct exchange between SMEs, regional partners, universities, innovation hubs, public-sector actors and other stakeholders. These interactions supported networking, matchmaking and the identification of potential follow-up opportunities, thereby linking the training activities to the broader SustainX objective of building stronger regional innovation and investment pipelines. The virtual trainings added a complementary impact by allowing Kearney | IMP³ROVE to provide additional expertise on topics identified as relevant through the SME training needs assessment. This helped broaden the thematic scope of the programme and ensured that SMEs could access further innovation management and business development content beyond the topics covered in the regional on-site sessions.

As a result, the overall training programme was able to address a wider range of SME needs while remaining connected to the common SustainX capacity-building pathway. The evaluation also shows that the training approach worked particularly well when content was linked to concrete SME realities. Case examples, canvases, self-reflection exercises, group discussions and structured methods helped make the topics tangible and easier to apply. This was especially important given the diversity of participating SMEs, sectors and regional contexts. The trainings therefore created value not only through knowledge transfer, but also through the practical translation of sustainability and innovation concepts into SME-relevant tools and decision-making frameworks. The evaluation results should be understood as an indicative assessment of participant feedback rather than a fully representative statistical analysis, as feedback response rates varied between trainings. However, the consistency of positive results across regions, formats and topics provides a strong indication that the trainings were well aligned with

SME needs and were perceived as beneficial by participating companies.

In summary, the SME trainings contributed to the SustainX objectives by strengthening SME capabilities, increasing awareness of sustainable digital innovation topics and supporting continued engagement with regional and interregional project activities. The trainings helped prepare SMEs for further steps in the SustainX pathway, including peer learning, project development, matchmaking and future innovation investment preparation.



**Funded by
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This project received funding from the European Union through grant agreement no. 101180410.

Appendix

Event Report Exports on SME Trainings

All other documents can be found on the shared Google Drive [here](#).

Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
First on-site training LTC Sustainability	14.01.2026	LTC, Riga	LTC	Sustainability role in entrepreneurship. Financial support instruments for SMEs in 2026. Individual discussions.	22 onsite, 5-online, 19 SMEs	All companies who applied to SustainX programme participated in the training. 5 participants were allowed to participate online due to different justified reasons	86-99%
Second on-site training LTC Business Innovation Model.	20.02.2026	Riga, LTC, LV	LTC	Business Model training. Planned as a part of SustainX programme - must. Practical workshop and SME "Case studies"-analysis. One-pager pitch, Opportunity-to Action Canvas workshop. Discussions.	Total Number of participants-28. SMEs:18	Company analysis in depth, good network among SMEs, practical workshop, individual approach.	70-85%
Second on-site training Innovation Strategy DIZ	27.03.2026	InnoHUB-DIZ - Strada Rândunica 2, 700259 Iași	DIZ	This session was designed for SMEs in the SustainX program and key ecosystem stakeholders, including academia, innovation hubs, and public and private organizations. It focused on providing practical tools and strategic perspectives on innovation, with a particular emphasis on leveraging AI in innovation processes and understanding the role of innovation ecosystems, while also fostering collaboration and knowledge exchange among participants.	A total of 41 participants attended the event in person, consisting of SMEs involved in the SustainX program, as well as representatives from academia, innovation hubs, and public and private sector organizations within the ecosystem.	Key highlights included the introduction of structured approaches to innovation management, emphasizing that innovation is not just about generating ideas but about creating value through implementation and commercialization. Participants gained insights into navigating rapidly changing environments and understanding key drivers of innovation, such as market needs and competition. The session also presented practical tools and methodologies, including the innovation funnel	86-99%



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Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
						and design thinking, to support the transition from ideas to market-ready solutions, while highlighting the importance of collaboration within innovation ecosystems to enhance innovation capacity and foster sustainable, long-term growth.	
First on-site training Funding Sustainable Innovation DIZ	12.12.2025	Iasi, Romania	DIZ/TUIASI	The Funding Sustainable Innovation session focuses on introducing the concepts of sustainable innovation and their application in the business environment, with an emphasis on sustainable business models and the integration of sustainability principles into the development of SME projects. In addition, the session presents key funding opportunities for sustainable innovation at national and European levels, as well as the ways in which these can be accessed and integrated into sustainability-oriented projects.	Final number of attendees: 86, out of which: 18 beneficiaries of SustainX programme 68 stakeholders of Digital Innovation Zone (SMEs, DIZ members, collaborators, providers, etc.)	The event confirmed the strong relevance of sustainability-driven innovation and digital transformation for SMEs within the SustainX programme. Participants demonstrated high interest in understanding of sustainable business models, funding opportunities, and project structuring methodologies. The combination of expert input, practical tools, and interactive exchanges proved effective in supporting SMEs at early stages of developing investment-ready project ideas. The event also highlighted the importance of cross-sector and cross-institutional collaboration in building robust innovation projects aligned with regional and European priorities.	<70%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
Virtual training with DIZ/TUIASI on (Digital) Business Model Innovation	12.02.2026	online	IMP*ROVE	The event was a training on business model innovation and digital transformation, focusing on how organizations can systematically analyze, assess, develop, and implement innovative business models. Participants explored innovation drivers, digital business model archetypes, real-life case studies, and practical frameworks through interactive workshops and breakout sessions aimed at generating and validating new business model ideas.	32 mostly SMEs and intermediaries	Key highlights of the event included gaining a structured understanding of business model innovation, identifying innovation opportunities and market disruption drivers, and applying practical tools for developing and validating new business model ideas. Participants actively engaged in breakout sessions, case study discussions, stakeholder analysis exercises, and innovation concept development, resulting in actionable insights and increased awareness of how to implement and manage business model innovation within their organizations.	100%
Virtual Training Digital Marketing LTC	29.01.2026	Online	IMP*ROVE	The virtual training focused on digital marketing strategies and tools for SMEs, helping participants understand digital customer behaviour, marketing touchpoints, campaign techniques, cost structures, and the role of external marketing actors. The session provided practical insights into customer journeys, paid digital marketing channels, programmatic advertising, marketing analytics, and the development of effective digital marketing guidelines to	31 SMEs, LTC and other stakeholders	Key highlights of the virtual training included practical guidance on digital marketing strategies for SMEs, interactive discussions on customer journeys and digital touchpoints, and an overview of paid marketing channels such as search, social media, display, and programmatic advertising. Participants gained insights into marketing analytics, campaign cost structures, targeting methods, and the role of digital agencies and external partners. The session also provided practical	100%



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Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
				support business growth and customer engagement.		frameworks for developing effective digital marketing guidelines to improve customer engagement, lead generation, and sales conversion.	
First on-site training Circular Economy with Fundación Sostenible	20.11.2025	Santa Cruz de Tenerife	Fundación Santa Cruz Sostenible	The event focused on promoting circular economy innovation and sustainable business practices in the Canary Islands, bringing together SMEs, experts, public institutions, and ecosystem stakeholders to discuss circular economy strategies, sustainable fashion, eco-materials, organic waste management, and business innovation opportunities. The training featured practical case studies, expert presentations, and discussions on how circular economy approaches can drive sustainability, innovation, and economic growth for local businesses and communities.	26 SMEs, sustainability initiatives and other stakeholders	Key highlights of the event included expert-led discussions on circular economy implementation, sustainable innovation, eco-materials, textile waste management, and organic waste solutions tailored to the Canary Islands context. Participants explored successful business cases from sectors such as sustainable fashion, hospitality, recycling, and circular agriculture, while also engaging in networking and knowledge exchange with SMEs, public institutions, researchers, and sustainability professionals. The event strengthened collaboration within the local circular economy ecosystem and increased awareness of practical opportunities for sustainable business transformation and innovation.	70–85%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
Virtual Training (Digital) Business Model Innovation with Fundación Sostenible	08.04.2026	Online	IMP*ROVE	The event was an on-site SustainX training on (Digital) Business Model Innovation, focused on helping SMEs and organizations understand, assess, and develop innovative business models in response to digitalization, market disruptions, and changing customer needs. Participants explored digital business model archetypes, value creation strategies, innovation drivers, implementation approaches, and practical tools for generating, validating, and pitching business model innovation ideas through interactive workshops and case studies.	16 SMEs and other stakeholders	Key highlights of the event included practical training on digital business model innovation, interactive exercises on identifying innovation opportunities, and the application of structured methods for developing and validating new business model ideas. Participants explored digital business model archetypes, market disruption drivers, customer value creation, and implementation strategies through real-life case studies and collaborative workshops. The session also strengthened participants' understanding of innovation management, stakeholder engagement, and test-and-learn approaches for business model transformation in SMEs and organizations.	100%
First on-site training Open Innovation ARC FUND	19.05.2026	Sofia	ARC Fund	The event was organized to train companies and other stakeholders from the SustainX project on the topic of Open innovation	8 people, Companies - 5 and consulting companies representatives - 3	Key results from the Open Innovation training held on 18 May 2026: Selected SMEs were introduced to practical open innovation concepts and tools for knowledge, innovation and technology transfer. Participants explored how external collaboration with universities, research organisations, partners and ecosystem actors can support	<70%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
						innovation development. The session strengthened SMEs' understanding of how to identify innovation needs and opportunities for cooperation. The training included interactive elements, including the LEGO® Serious Play® approach, to support reflection and practical learning. The activity contributed to the SustainX capacity-building pathway by preparing SMEs for further innovation, sustainability and market-oriented support.	
First on-site training Sustainability iED	19.02.2026	Larissa, Greece	iED	The event focused on sustainability and sustainable business models for SMEs, with the aim of helping participating companies understand how sustainability can be integrated into their daily operations, strategy and value creation processes. The training introduced the general concept of sustainability, the environmental, social and economic dimensions of sustainable development, and practical approaches for SMEs, including circular economy, sustainable technology, sustainable agriculture and the Sustainable Business Model Canvas.	The event was attended by approximately 15 participants, mainly representatives of SMEs and organisations from the local business ecosystem in Larissa and Thessaly. Participants included companies and professionals from different sectors, creating a diverse group for discussion and exchange of ideas. The attendance list records 15 participants from different organisations.	Key highlights included an interactive discussion on what sustainability means for SMEs, presentation of sustainable business model approaches, and practical reflection on how companies can identify opportunities to reduce waste, improve resource efficiency and create new value through sustainability. The session helped participants connect sustainability with business competitiveness, cost reduction, innovation and long-term resilience. The use of interactive tools, including a QR-based participation activity, supported engagement and encouraged participants to	70–85%



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Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
				Participants also engaged with interactive questions and practical examples relevant to business sustainability.		reflect on their own understanding of sustainability. The training content was aligned with the SustainX WP2 Sustainability Training material, which covers sustainability concepts, sustainable business models and the Sustainable Business Model Canvas.	
Second on-site training Business Model Innovation iED	20.02.2026	Larissa, Greece	iED	The event focused on Business Model Innovation for SMEs, supporting participating companies in understanding how they can rethink, adapt and improve the way they create, deliver and capture value. The training covered the concept of business model innovation, the key dimensions of a business model, including products/services, customer segments, value chains and revenue/cost models, as well as practical ways to identify opportunities for change. Participants explored how innovation can emerge through new customer segments, new value propositions, new channels, partnerships, digital tools, sustainability-oriented approaches and alternative revenue models. The session also included practical reflection on how SMEs can test business model	The event was attended by approximately 15 participants, mainly representatives of SMEs and organisations from the local business ecosystem in Larissa and Thessaly. The attendance list records 15 participants from different organisations, including companies and professionals from sectors such as construction, consulting, industry, services and other SME-related activities.	Key highlights included the presentation of the main principles of Business Model Innovation, discussion on why SMEs need to reassess their business models in response to changing markets, customer expectations, technology, costs and sustainability requirements, and the exploration of practical tools for identifying business model opportunities. Participants were introduced to structured ways of analysing their current business model, selecting an opportunity for change and designing a small experiment to test a new idea. The training also encouraged participants to think beyond product innovation and consider changes in customer relationships, channels, partnerships, revenue streams and cost structures. Supplementary material used for the session included practical	70-85%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
				ideas in a low-risk way before investing significant resources.		exercises such as mapping the current model, choosing an opportunity for change, designing a small experiment, preparing a short pitch and developing a 30-day action plan.	
Virtual Training Open Innovation with iED	27.01.2026	Online	IMP ² ROVE	The event was a virtual SustainX training on Open Innovation, focused on helping SMEs understand how to leverage external partnerships and innovation ecosystems to accelerate growth and competitiveness. Participants learned how to map innovation ecosystems, identify innovation opportunities and suitable partners, develop value propositions for collaboration, select and manage innovation partnerships, and measure the results of open innovation activities through a structured, practical framework.	18 SMEs and other stakeholders	Key highlights of the training included a practical introduction to open innovation concepts and ecosystems, helping participants understand how SMEs can collaborate with customers, suppliers, universities, and other external partners to drive innovation. Participants explored methods for mapping innovation opportunities, identifying and selecting suitable partners, designing compelling value propositions for collaboration, and choosing effective open innovation mechanisms. The session also provided practical tools and frameworks for managing innovation partnerships and measuring the impact of open innovation activities, enabling participants to strengthen their innovation capabilities and expand their collaboration networks.	100%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
Virtual Training Innovation Strategy with ARC FUND	19.05.2026	Online	IMP*ROVE	The event was a SustainX training on Innovation Strategy Development, designed to help SMEs understand the role of innovation strategy in driving growth and competitiveness. Participants were introduced to a practical 10-step framework for developing innovation strategies, covering trend analysis, customer needs assessment, competitor and technology monitoring, ambition setting, innovation lifecycle analysis, competency assessment, and the development of vision, mission, search fields, competence roadmaps, and business cases to support innovation-driven growth.	9 SMEs and other stakeholders	Key highlights of the training included a practical introduction to innovation strategy development and the application of a structured 10-step methodology for building innovation strategies in SMEs. Participants explored tools for analysing market trends, customer needs, competitors, technologies, innovation lifecycles, and organizational competencies, enabling them to identify strategic innovation opportunities and future growth areas. The session also provided practical guidance on defining innovation vision and mission statements, developing innovation search fields and competence roadmaps, and building business cases to support innovation investments and long-term competitiveness.	100%
Second on-site training: Carbon Footprint Fundación Sostenible	04.02.2026	Santa Cruz de Tenerife	Fundación Santa Cruz Sostenible	Training about how to calculate the Carbon Footprint of your organization to be able to reduce or compensate it.	13 - SustainX participant SMEs from the Canary islands	By the end of the course, participants were familiar with the standard tool used in Spain for carbon footprint calculation and knew how to apply it within their SMEs. As a result, they are now able to estimate their company's annual CO ₂ emissions and develop strategies to reduce or offset their environmental	70-85%



Event Title	Date(s)	Location	Organising Partner	What was the event about?	Who attended? (number & type)	What were the key highlights or results?	Roughly what % of sustainability actions were implemented?
						impact in the years ahead.	
Second on-site training Sustainability ARC FUND	27.05.2026	Sofia	ARC FUND	The event was organized to train companies and other stakeholders from the SustainX project on the topic of Sustainability	7 SustainX participant SMEs	Session strengthened SMEs' understanding of sustainability as a strategic business approach and showed how circular economy principles, sustainable business models and the Sustainable Business Model Canvas can be applied to create more resilient and future-oriented business models.	<70%

Table 2 Event Report Exports on SME Trainings



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This project received funding from the European Union through grant agreement no. 101180410.

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