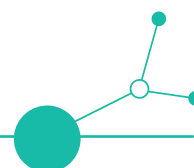


D.4.4.1: Capitalisation plan



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LIST OF CONTENTS

A.	Introduction	4
B.	Strategic starting point for capitalisation of B2GreenHub	5
	Capitalised Assets and Service Portfolio of B2GreenHub	6
C.	Vision and Long-Term Objectives.....	8
	Long-Term Vision	8
	Strategic Objectives	8
D.	Core ecosystem actors and role of the partnership.....	9
E.	Exploitation Pathways.....	11
	E.1 Knowledge Exploitation.....	11
	E.2 Service Exploitation	12
	E.3 Market Exploitation	13
	E.4 Integrated Exploitation Logic	14
F.	Business Model Framework	14
	Business Model I: Facilitators (EEN & BSOs)	15
	Business Model II: Manufacturing SMEs.....	17
	Business Model III: Solution providers and technology developers	19
	Business Model IV: Clusters and Regions	22
G.	Governance and Operational Model.....	24
	G.1 Governance options.....	24
	G.2 Phased governance approach.....	25
	G.3 Roles and responsibilities	25
	G.4 Operational model	26
	G.5 Strategic considerations.....	26
H.	Phased Implementation Roadmap	27
	H.1 Phase 1: Consolidation (0-12 Months Post-Project).....	27
	Phase 2: Expansion (12-36 Months)	29
	Phase 3: Maturity (36+ Months)	31



I.	Replication Strategy	33
J.	Durability and Risk Mitigation	33
K.	Monitoring and KPIs.....	34
L.	Alignment with Interreg Principles	35
M.	Added Value of Transnational Capitalisation	35
N.	Long-Term Impact	36
O.	Conclusion	36



A. Introduction

The GREENE 4.0 project has been developed to respond to the structural challenges faced by manufacturing ecosystems in Central Europe in addressing green transition and digital transformation simultaneously. Manufacturing SMEs, which represent a key economic pillar in the programme area, are increasingly required to reduce environmental impact, improve resource efficiency and adopt digital solutions, while operating within fragmented support landscapes and with limited access to specialised expertise and tested solutions.

Within this context, the B2GreenHub platform and ecosystem were established as a strategic project output to overcome fragmentation and to connect manufacturing SMEs, facilitators, solution providers, clusters and public support organisations in a single transnational framework. B2GreenHub has been conceived not as a stand-alone digital tool, but as an ecosystem combining digital infrastructure, advisory workflows, validated knowledge, pilot value chains and collaboration mechanisms across countries and sectors.

During the implementation of GREENE 4.0, B2GreenHub evolved into a transnational ecosystem supported by more than 100 partner organisations. These partners include manufacturing clusters, research and technology organisations, business support organisations, Enterprise Europe Network (EEN) nodes, solution developers and public authorities. Through joint activities, pilot actions and co-creation processes, the ecosystem has generated a substantial body of knowledge, tools, methodologies and tested cooperation models.

As GREENE 4.0 approaches its completion, ensuring the continued use and impact of these results becomes a critical challenge. Without a structured approach to capitalisation, exploitation and sustainability, there is a risk that valuable project outputs lose relevance or cease to be actively used after the end of project funding. This Capitalisation and Sustainability Plan address this risk by defining a coherent strategic framework for the post-project life of B2GreenHub. The scope of the plan covers both the B2GreenHub digital platform, and the wider ecosystem built around it. It addresses strategic positioning, governance and operational arrangements, roles of different stakeholder groups, business and revenue models, and phased implementation beyond the project duration. Particular attention is given to the role of facilitators, such as EEN advisors and other business support organisations, as key multipliers capable of embedding B2GreenHub into existing advisory and regional support structures.

B2GreenHub represents a cross-cutting enabling infrastructure within GREENE 4.0, integrating multiple project results, including pilot-tested national and transnational value chains, green and digital assessment methodologies, advisory approaches and expert knowledge. By consolidating these elements into a single ecosystem, the platform provides a concrete mechanism for delivering continued support to manufacturing SMEs and for scaling the impact of GREENE 4.0 beyond the partnership.

This Capitalisation Plan is designed to support decision-making by project partners and stakeholders regarding the future operation of the platform, while also providing programme authorities and controllers with clear evidence of durability, value-for-money and long-term relevance. The plan deliberately combines strategic vision with operational and financial realism to ensure feasibility in a post-project context.



B. Strategic starting point for capitalisation of B2GreenHub

The capitalisation of B2GreenHub is based on the fact that the platform and ecosystem are already operational and supported by a broad partnership. The focus of this plan is therefore not on creating new structures, but on consolidating, structuring and scaling what has been developed within GREENE 4.0. This chapter defines the concrete starting conditions for capitalisation and identifies the elements that must be preserved, strengthened and transformed into long-term services.

At the end of the project, B2GreenHub exists as a functional digital platform combined with an active transnational ecosystem. It already connects manufacturing SMEs, facilitators, solution providers, clusters and public support organisations, and it has been used in practice through pilot value chains, co-creation workshops and advisory interactions. This means that capitalisation can build on tested functionalities and real user experience rather than on theoretical concepts.

From an operational perspective, B2GreenHub currently performs four core functions that are directly relevant for post-project exploitation. First, it aggregates validated knowledge, tools and methodologies related to green and digital transformation of manufacturing SMEs. Second, it enables structured interaction between different actor groups through matchmaking and advisory workflows. Third, it provides a trusted environment for showcasing and testing solutions within pilot value chains. Fourth, it supports facilitators, such as Enterprise Europe Network advisors and other business support organisations, in delivering more specialised and scalable advisory services.

These existing functions define the scope of capitalisation. Rather than expanding the platform in all directions, the plan focuses on strengthening these core functions and converting them into clearly defined services. This requires decisions on which elements remain open-access to support awareness and outreach, and which elements become part of value-added services that can be offered on a commercial or semi-commercial basis.

The capitalisation challenge is therefore primarily organisational and economic. On the organisational level, roles and responsibilities within the ecosystem must be clarified, including who operates the platform, who curates content, who provides services and how quality is ensured. On the economic level, the ecosystem must move from project-based financing to a mixed revenue model that reflects the different value propositions offered to facilitators, SMEs, solution providers and regional actors.

A further concrete starting condition is the scale and diversity of the existing partnership. With more than 100 partner organisations already involved, B2GreenHub benefits from a critical mass that significantly reduces market entry barriers. These partners represent initial users, service providers, regional multipliers and potential paying customers. Capitalisation therefore starts from within the partnership, using it as a testbed for piloting business models, governance arrangements and service packages before opening the platform more widely.

In practical terms, this means that the early phase of capitalisation will focus on structuring services around existing use cases, formalising cooperation mechanisms that have already been tested during the project,



and gradually introducing cost-recovery and revenue-generating elements. This approach allows the ecosystem to mature without disrupting ongoing use and without creating dependency on a single funding source.

This chapter establishes the concrete baseline from which the subsequent chapters develop specific business models, governance options and implementation roadmaps. By grounding the capitalisation strategy in existing assets, tested functions and an active partnership, the plan ensures that proposed measures are realistic, implementable and aligned with the actual state of the B2GreenHub ecosystem.

Capitalised Assets and Service Portfolio of B2GreenHub

The capitalisation of B2GreenHub is based on the transformation of project results into a structured and usable service portfolio. Rather than treating outputs as isolated deliverables, this approach consolidates them into clearly defined assets that can be maintained, offered and scaled beyond the project duration. The objective is to convert knowledge, tools, pilot experiences and network structures developed within GREENE 4.0 into operational components of a long-term ecosystem.

At the end of the project, B2GreenHub consists of a combination of digital infrastructure, content, methodologies, tested cooperation models and an active network of stakeholders. These elements represent the core capitalised assets and form the basis for future services.

A first key asset is the **digital platform itself**, which provides the technical backbone for all interactions within the ecosystem. This includes user access management, content hosting, matchmaking functionalities and interfaces for different user groups. The platform is not only a repository of information but an operational environment where users interact, search for solutions, connect with experts and engage in advisory processes. Its continued operation and further development are essential for all capitalisation activities.

A second core asset is the **structured knowledge base**, consisting of tools, methodologies, guidelines and best practices related to green and digital transformation of manufacturing SMEs. These materials have been developed and validated within GREENE 4.0 and represent a significant value for both SMEs and facilitators. In the capitalisation phase, this knowledge is not only stored but organised into user-oriented formats, such as diagnostic workflows, step-by-step transformation pathways and thematic toolkits.

A third asset is the set of **pilot-tested value chains**, both at national and transnational level. These pilots demonstrate how cooperation between manufacturing clusters, solution providers and other stakeholders can lead to concrete implementation of green and digital solutions. They provide practical reference models that can be reused, adapted and replicated in different regions and sectors. As capitalised assets, these value chains are transformed into templates and case-based learning tools that support future users in designing similar cooperation structures.

A fourth asset is the **network of experts, solution providers and facilitators** established during the project. This network represents a critical component of the ecosystem, as it enables the platform to move beyond static content and offer real interaction and support. The capitalisation process formalises this network by



defining roles, participation conditions and potential incentives, allowing it to function as a structured supply side within the ecosystem.

A fifth asset is the **advisory logic and workflows** developed through project activities, particularly through co-creation workshops and pilot implementation. These workflows define how SMEs are guided from initial assessment to solution identification and implementation. By formalising these processes, B2GreenHub can offer consistent and scalable advisory services, particularly through facilitators such as EEN advisors and other business support organisations.

Building on these assets, the capitalisation strategy translates them into a coherent service portfolio. The service portfolio is organised around four main categories, each corresponding to a core function of the ecosystem.

The first category consists of **information and knowledge services**, which provide access to tools, guidelines and best practices. These services are essential for awareness raising and onboarding and are typically offered in an open or freemium format to ensure wide accessibility and continuous inflow of users.

The second category includes **advisory and support services**, which guide SMEs through their transformation processes. These services build on structured workflows, expert input and facilitator involvement and represent a key area for value creation. They can be offered in different formats, ranging from self-guided tools to supported advisory packages.

The third category covers **matchmaking and marketplace services**, enabling interaction between SMEs and solution providers. This includes provider listings, targeted matchmaking, and support in identifying suitable solutions. These services leverage the network effect of the ecosystem and create value for both demand and supply sides.

The fourth category consists of **ecosystem and replication services**, aimed at clusters, regions and business support organisations. These services include the use of B2GreenHub as a platform for delivering regional support programmes, onboarding SMEs, and replicating pilot value chains. This category is particularly relevant for long-term sustainability, as it enables institutional embedding of the platform.

The distinction between these service categories is important for defining future business models. While some services are primarily aimed at broad outreach and remain freely accessible, others provide higher added value and can form the basis for revenue generation. The balance between open access and paid services is a key design decision in the capitalisation strategy.

By structuring capitalised assets into a clear service portfolio, B2GreenHub moves from a project output to a service-oriented ecosystem. This transformation provides the necessary foundation for defining target groups, pricing mechanisms and governance arrangements in the subsequent chapters.



C. Vision and Long-Term Objectives

Long-Term Vision

B2GreenHub will function as a permanent European reference ecosystem supporting manufacturing SMEs, facilitators and solution providers in their green and digital transformation journeys. It will evolve from a project-based platform into a **stable, service-oriented and widely adopted infrastructure**, embedded within regional, national and transnational support systems.

In its mature form, B2GreenHub will act as a **trusted gateway to solutions and expertise**, where manufacturing SMEs and facilitators can reliably identify validated tools, methodologies and partners. Trust is a key differentiating factor, achieved through the integration of pilot-tested value chains, curated content and a network of verified experts and solution providers.

At the same time, the platform will operate as a **delivery environment for advisory and transformation services**, enabling facilitators such as Enterprise Europe Network advisors and other business support organisations to provide structured, high-quality support to SMEs. Through standardised workflows, diagnostic tools and access to transnational expertise, B2GreenHub will support the transition from general advisory to implementation-oriented services.

Beyond its immediate user base, B2GreenHub will serve as a **replicable model for regional and transnational innovation ecosystems**. Its modular structure, combining digital tools, advisory processes and multi-actor collaboration, will allow adaptation and deployment in different territorial and sectoral contexts. In this sense, the platform will contribute not only to individual company transformation, but also to the strengthening of broader innovation ecosystems across Europe.

Strategic Objectives

The long-term vision of B2GreenHub is operationalised through a set of strategic objectives that define the direction of capitalisation and post-project development.

The first objective is to **ensure the long-term exploitation of GREENE 4.0 outputs**. This includes transforming project results—such as tools, methodologies, pilot value chains and knowledge assets—into structured and accessible services within the platform. Exploitation implies active use, continuous updating and integration into real advisory and business processes, rather than static storage or dissemination.

The second objective is to **embed B2GreenHub into existing advisory, cluster and regional support structures**. This involves integrating the platform into the daily operations of facilitators, business support organisations, clusters and public authorities. By doing so, B2GreenHub becomes part of established service delivery mechanisms, ensuring continuity, relevance and alignment with policy frameworks at regional, national and European levels.

The third objective is to **achieve financial sustainability through diversified revenue streams**. The platform will adopt a multi-sided business model, generating revenue from different stakeholder groups,



including facilitators, solution providers, clusters and, where appropriate, SMEs. Diversification reduces dependency on single funding sources and supports gradual transition from project-based financing to self-sustaining operation.

The fourth objective is to **enable replication across regions, sectors and future EU initiatives**. The ecosystem is designed to be scalable and adaptable, allowing new regions, sectors and organisations to join and use B2GreenHub as a support infrastructure. Replication will be supported through standardised service packages, documented methodologies and governance models that can be transferred and adapted.

The fifth objective is to **maintain and further develop transnational cooperation and innovation dynamics**. B2GreenHub builds on the transnational foundation of GREENE 4.0 and will continue to facilitate cross-border exchange of knowledge, solutions and practices. This ensures that innovation is not limited to local contexts but benefits from diverse experiences and expertise across the programme area.

D. Core ecosystem actors and role of the partnership

The B2GreenHub ecosystem is structured around a set of interdependent stakeholder groups whose interaction enables the functioning, scalability and long-term sustainability of the platform. These groups include manufacturing SMEs, facilitators such as Enterprise Europe Network advisors and other business support organisations, solution providers and technology developers, manufacturing clusters and regional authorities, as well as platform operators and ecosystem coordinators. Each of these actors performs a distinct role within the ecosystem and contributes to the overall value creation logic on which the capitalisation strategy is based.

At the centre of the ecosystem are manufacturing SMEs, which represent the primary users of the platform and the main drivers of demand for services, solutions and advisory support. Their key need is to identify, evaluate and implement green and digital solutions in a structured and low-risk way. B2GreenHub addresses this need by reducing complexity, providing access to validated knowledge, and connecting SMEs with relevant experts and providers. The value for SMEs lies in saving time, reducing uncertainty and gaining access to trusted support. Their interaction with the platform typically follows a progression from information access and self-assessment to engagement with facilitators and solution providers, ultimately leading to implementation of concrete solutions.

Facilitators, including Enterprise Europe Network advisors and other business support organisations, play a central role as intermediaries within the ecosystem. They translate SME needs into structured advisory processes and ensure that companies can effectively use the platform. Through B2GreenHub, facilitators gain access to diagnostic tools, validated methodologies, expert networks and transnational cooperation opportunities. This enables them to expand their advisory services from general guidance to more specialised, implementation-oriented support. At the same time, facilitators contribute to the ecosystem by onboarding SMEs, guiding them through available services and ensuring continuity in the use of the platform.



Solution providers and technology developers represent the supply side of the ecosystem and are essential for delivering concrete value. Their main objective is to reach relevant SMEs, demonstrate their solutions and participate in implementation processes. B2GreenHub provides them with visibility within a trusted environment, access to qualified demand and opportunities to engage in pilot value chains and collaborative activities. Their participation ensures that the ecosystem remains dynamic, relevant and aligned with technological developments.

Manufacturing clusters, regional authorities and other institutional actors play a strategic role in embedding the ecosystem within territorial support structures. They use B2GreenHub as a tool to support multiple SMEs, align activities with regional and European priorities, and scale services across sectors and regions. Their involvement is particularly important for ensuring long-term sustainability, as it anchors the platform within existing policy and support frameworks.

Platform operators and ecosystem coordinators ensure the technical functionality, content quality and overall coherence of B2GreenHub. Their role includes maintaining the platform infrastructure, curating content, coordinating interactions between stakeholders and supporting the implementation of business and governance models. This function is critical for ensuring continuity and trust within the ecosystem.

A defining feature of B2GreenHub is the scale and diversity of its partnership. With more than 100 organisations involved in the GREENE 4.0 project, the ecosystem benefits from an existing critical mass that significantly strengthens its capitalisation potential. This partnership provides immediate access to a broad user base, strong regional anchoring across Central Europe, sectoral diversity covering different manufacturing domains, and institutional credibility in both public and private contexts.

In the capitalisation phase, the role of project partners evolves significantly. Rather than acting solely as contributors within a project framework, partners are expected to take on active roles in sustaining and expanding the ecosystem. This includes acting as ambassadors of B2GreenHub in their respective regions, facilitating onboarding of new users, delivering services through the platform and participating in governance and decision-making structures.

The interaction between all stakeholder groups creates a multi-sided value creation logic. SMEs generate demand for solutions and services, facilitators translate this demand into structured processes, solution providers respond with concrete offerings, and clusters or regional actors support scaling and embedding. The platform acts as the enabling environment where these interactions take place in a coordinated and efficient manner.

This transition from project-based participation to ecosystem-based roles is a critical step for ensuring durability. By leveraging the existing partnership as the initial operational network, B2GreenHub can accelerate its post-project deployment, test business models in a controlled environment and gradually expand beyond the original consortium. The strength of this partner base therefore represents not only a legacy of the project, but a key enabling factor for the long-term sustainability of the ecosystem.

By clearly defining target groups, their roles and their interaction logic, this chapter provides the foundation for the development of differentiated business models. In the following chapter, these roles are translated into concrete service packages and revenue mechanisms tailored to each group.



E. Exploitation Pathways

The capitalisation of B2GreenHub is implemented through three interconnected exploitation pathways: knowledge exploitation, service exploitation and market exploitation. Each pathway translates project results into concrete operational mechanisms and defines how different stakeholder groups interact with the platform. The following subchapters detail how these pathways are implemented in practice.

Knowledge Exploitation

Structuring and Integration of Project Results

Knowledge generated within GREENE 4.0, including tools, methodologies, pilot value chains and lessons learned, is systematically integrated into the B2GreenHub platform. Rather than being stored as static documents, these outputs are transformed into structured and user-oriented formats.

This includes:

- converting methodologies into step-by-step guidance,
- organising tools into thematic modules (e.g. energy efficiency, digitalisation, circularity),
- presenting pilot value chains as case-based learning formats.

This structured approach ensures that knowledge is directly usable by SMEs and facilitators and supports consistent application across different regions.

Transformation into Advisory Workflows

A key aspect of knowledge exploitation is the conversion of content into **actionable advisory workflows**. These workflows define how users move from initial awareness to implementation.

In practice, this includes:

- self-assessment tools guiding SMEs through their current state analysis,
- structured decision pathways for selecting appropriate solutions,
- integration of pilot value chains as reference scenarios.

Facilitators use these workflows as a backbone for delivering advisory services, ensuring that support is consistent, scalable and aligned with project results.



Continuous Updating and Community Contribution

To remain relevant, the knowledge base must evolve beyond the project duration. B2GreenHub enables continuous updating through contributions from ecosystem actors.

This includes:

- facilitators uploading new case examples and experiences,
- solution providers contributing updated technical information,
- partners and external users enriching the platform with new tools and practices.

A light governance mechanism ensures quality control, while allowing the platform to function as a living knowledge system rather than a static repository.

Service Exploitation

Advisory Service Delivery through Facilitators

B2GreenHub serves as a delivery environment for structured advisory services, primarily implemented through facilitators such as Enterprise Europe Network advisors and other business support organisations.

In practice, facilitators:

- onboard SMEs to the platform,
- guide them through diagnostic tools and workflows,
- support decision-making and implementation processes.

This model allows existing advisory structures to extend their services without duplicating resources, while ensuring alignment with GREENE 4.0 methodologies.

Matchmaking and Interaction Services

The platform enables targeted interaction between SMEs and solution providers through matchmaking functionalities.

Operationally, this includes:

- SME profiling based on needs and priorities,
- provider profiling based on solutions and expertise,
- algorithm-supported or facilitator-supported matching processes.

This reduces search costs and increases the efficiency of cooperation, enabling faster identification of suitable partners.



Expert Support and Value-Added Services

B2GreenHub integrates expert support as an additional service layer. SMEs and facilitators can access specialised expertise when required.

Examples include:

- short expert consultations,
- technical validation of proposed solutions,
- support in defining implementation roadmaps.

These services can be offered in both open-access and paid formats, forming a key bridge between free platform use and revenue-generating activities.

Market Exploitation

Marketplace Functionality and Provider Participation

B2GreenHub operates as a structured marketplace where solution providers can present their services within a curated environment.

This includes:

- provider profiles with detailed service descriptions,
- categorisation of solutions by sector and technology,
- visibility mechanisms linked to relevance and validation.

This approach ensures quality and trust while enabling providers to reach a targeted audience.

Lead Generation and Business Opportunities

The platform facilitates lead generation by connecting SMEs and facilitators with relevant solution providers.

In practice:

- SMEs express needs through assessments or facilitator input,
- the platform identifies suitable providers,
- connections are initiated through the platform or supported by facilitators.

This creates concrete business opportunities and supports the transition from exploration to implementation.



Development of Regional and Sectoral Ecosystems

B2GreenHub supports the creation of region-specific and sector-specific ecosystems within the broader platform.

This includes:

- regional clusters onboarding local SMEs and providers,
- tailoring services to regional priorities,
- connecting local ecosystems to the transnational network.

This dual structure enables both localisation and scaling, ensuring that the platform remains relevant at territorial level while benefiting from cross-border knowledge exchange.

Integrated Exploitation Logic

The three exploitation pathways are mutually reinforcing. Knowledge provides the foundation, services enable application and user engagement, and market mechanisms ensure scalability and financial sustainability.

This integrated approach ensures that:

- project results are continuously used and updated,
- users remain active within the ecosystem,
- economic value is generated alongside public value.

By operationalising exploitation in this structured way, B2GreenHub moves from a project-based output to a functioning, self-sustaining ecosystem.

F. Business Model Framework

The long-term sustainability of B2GreenHub is based on a multi-sided business model approach, where different stakeholder groups contribute to the financial and operational viability of the ecosystem. Rather than relying on a single revenue source, the platform combines complementary business models that reflect the distinct value propositions offered to facilitators, manufacturing SMEs, solution providers and institutional actors.

This approach ensures resilience and reduces dependency on public funding by distributing value creation and revenue generation across the ecosystem. Each stakeholder group contributes according to the benefits it receives, while the platform operator ensures coordination, quality and continuous development.



The business model framework is therefore not based on maximising revenue from one user group, but on **balancing accessibility, adoption and monetisation**, allowing B2GreenHub to grow while maintaining its public-value orientation.

Business Model I: Facilitators (EEN & BSOs)

Strategic Role

Facilitators, including Enterprise Europe Network advisors, clusters and other business support organisations, represent the most strategic user group within the B2GreenHub ecosystem. They act as multipliers, enabling the platform to reach a large number of SMEs through existing advisory channels.

Their role is not limited to platform usage, but extends to:

- onboarding SMEs,
- guiding them through transformation processes,
- ensuring continuity of engagement,
- embedding B2GreenHub into regional support systems.

By leveraging facilitators, B2GreenHub avoids the need for direct large-scale SME acquisition and instead integrates into established advisory ecosystems.

Value Proposition

B2GreenHub enables facilitators to significantly enhance the quality, structure and scalability of their advisory services.

The platform provides:

- structured SME diagnostic tools supporting systematic assessment of green and digital maturity,
- access to a curated pool of validated solution providers and experts,
- expert backup mechanisms enabling escalation from general advisory to specialised support,
- pilot-tested value chain templates that can be reused in advisory processes,
- evidence-based methodologies ensuring consistency and credibility of service delivery.

This allows facilitators to transition from general advisory roles to more advanced, implementation-oriented support functions.



Commercial Model

The commercial model for facilitators is designed to align with their institutional nature and funding structures.

The primary mechanism is an **annual organisational license**, which provides:

- access to platform tools and functionalities,
- usage rights for advisory workflows,
- participation in the ecosystem network,
- access to basic matchmaking services.

In addition, a **credit-based system** can be introduced for value-added services, such as:

- expert consultations,
- advanced diagnostics,
- specialised matchmaking or technical validation.

This dual model ensures flexibility, allowing facilitators to start with a basic subscription and scale usage according to demand.

Indicative pricing logic (to be refined during implementation):

- base license per organisation (tiered by size and usage),
- optional credits purchased based on service intensity.

Operational Implementation

In practice, facilitators will use B2GreenHub as an integrated part of their advisory workflow:

1. SME onboarding through existing advisory channels
2. Use of platform-based diagnostic and assessment tools
3. Identification of relevant solutions and providers
4. Facilitation of matchmaking and implementation
5. Monitoring of SME progress and outcomes

This creates a continuous service loop, fully embedded in the facilitator's daily activities.

Strategic Impact

This business model delivers multiple strategic benefits:

- strong institutional embedding of B2GreenHub within existing support systems,



- high durability through integration into publicly supported advisory structures,
- reduced cost of SME acquisition through indirect access via facilitators,
- scalable outreach across regions and sectors.

Due to these characteristics, the facilitator model is expected to form the **core revenue and adoption pillar** of the ecosystem.

Business Model II: Manufacturing SMEs

Strategic Role

Manufacturing SMEs represent the primary beneficiaries of the B2GreenHub ecosystem and are central to its long-term relevance and impact. Their engagement ensures that the platform remains demand-driven, practical and aligned with real transformation needs.

While SMEs are not expected to be the dominant revenue source in the early stages, they play a critical role in:

- generating demand for services and solutions,
- validating the usefulness of the platform,
- driving interaction with facilitators and solution providers.

Their active participation ensures that B2GreenHub evolves as a user-oriented ecosystem rather than a supply-driven marketplace.

Value Proposition

B2GreenHub provides SMEs with a structured and low-barrier entry point into green and digital transformation processes. The platform reduces complexity and supports decision-making through a combination of knowledge, tools and access to trusted partners.

The key value elements for SMEs include:

- **Clear transformation pathways**, guiding companies from initial awareness to concrete implementation through structured workflows and pilot-based references,
- **Reduced search and transaction costs**, by providing curated access to solutions, experts and relevant support services in one place,
- **A trusted ecosystem**, where providers, tools and methodologies are validated through project experience and partner networks,
- **Access to finance-relevant support**, including guidance aligned with funding opportunities, investment readiness and implementation planning.



Together, these elements enable SMEs to move more efficiently from exploration to action, reducing risk and increasing confidence in investment decisions.

Commercial Model

The commercial model for SMEs follows a **freemium-to-premium logic**, balancing accessibility with value-based monetisation.

A **free access layer** ensures low entry barriers and supports wide adoption. This includes:

- access to basic knowledge resources,
- browsing of solution providers,
- initial self-assessment tools.

This layer is essential for onboarding and ecosystem growth.

A **tiered subscription model** introduces paid services for SMEs seeking more structured and guided support.

These may include:

- advanced diagnostic tools and benchmarking,
- guided transformation pathways,
- facilitated matchmaking with solution providers,
- access to expert consultations or advisory packages.

Subscription levels can be differentiated based on service intensity, level of support and company size.

This approach allows SMEs to enter the ecosystem without risk and gradually transition to paid services as their needs become more specific and implementation-oriented.

Operational Implementation

In practice, SME engagement follows a progressive pathway:

1. **Entry and onboarding** through free access to platform resources
2. **Self-assessment and exploration** using basic tools and content
3. **Engagement with facilitators** for structured support
4. **Identification of solutions and providers** through matchmaking
5. **Implementation and follow-up**, potentially supported by expert services

This staged approach ensures that SMEs are not overwhelmed and can engage with the platform at their own pace, while creating natural transition points towards paid services.



Strategic Impact

The SME-focused business model generates several key strategic benefits:

- **broad adoption and user base growth**, enabled by low entry barriers,
- **scalable revenue potential**, as a share of users transitions to paid services,
- **high replication potential**, as the model can be applied across sectors and regions,
- **continuous demand generation**, supporting the activity of facilitators and solution providers.

Importantly, this model ensures that B2GreenHub remains user-driven and relevant, while contributing to financial sustainability over time.

Position within the Overall Business Model

While facilitators represent the primary entry point and institutional anchor of the ecosystem, SMEs form the **core demand layer**. The SME model complements the facilitator model by:

- increasing platform activity,
- creating demand for services and solutions,
- enabling monetisation through value-added services.

Together, these models establish a balanced structure in which accessibility, adoption and revenue generation are aligned.

Business Model III: Solution providers and technology developers

Strategic Role

Solution providers and technology developers represent the supply side of the B2GreenHub ecosystem and are essential for translating advisory processes into concrete implementation. Their participation ensures that the platform delivers practical, market-ready solutions and not only guidance or knowledge.

Within the ecosystem, solution providers play a dual role. On one hand, they contribute innovation, technical expertise and implementation capacity. On the other hand, they act as a key driver of financial sustainability, as their willingness to pay is directly linked to the business opportunities generated through the platform.

By connecting solution providers with SMEs through structured advisory processes and validated use cases, B2GreenHub positions itself as a **qualified demand channel**, rather than a generic marketplace.



Value Proposition

B2GreenHub offers solution providers a targeted and efficient access to manufacturing SMEs that are actively engaged in green and digital transformation processes.

The key value elements include:

- **Qualified SME demand**, generated through facilitator-led advisory processes and structured diagnostics, ensuring that companies are prepared and relevant for engagement,
- **Reduced sales friction**, as SMEs enter the platform with clearly defined needs, reducing time spent on initial qualification and increasing conversion potential,
- **Visibility within a trusted ecosystem**, where providers are presented alongside validated methodologies, pilot cases and institutional partners, enhancing credibility,
- **Access to pilot value chains and testbeds**, allowing providers to demonstrate, validate and refine their solutions in real-life or near-real-life environments across different regions.

This value proposition differentiates B2GreenHub from generic digital marketplaces by focusing on **quality of interaction rather than volume of leads**.

Commercial Model

The commercial model for solution providers is based on a combination of **subscription-based access** and **performance-related mechanisms**, ensuring alignment between platform value and provider investment.

The core element is a **subscription-based listing model**, which provides:

- a structured provider profile within the platform,
- visibility to SMEs and facilitators,
- participation in matchmaking processes,
- access to ecosystem activities such as pilot value chains.

Additional revenue mechanisms may include:

- **premium visibility services**, such as featured listings or prioritised positioning,
- **lead-based or interaction-based fees**, where providers contribute based on qualified connections or matchmaking outcomes,
- optional participation fees for advanced activities, such as pilot demonstrations or thematic campaigns.

This flexible structure allows providers to choose their level of engagement and investment, while ensuring that revenue is linked to the value they receive.



Operational Implementation

In practice, solution providers engage with B2GreenHub through a structured process:

1. **Registration and profiling**, including detailed description of solutions, sectors and application areas
2. **Validation and categorisation**, ensuring alignment with platform quality standards
3. **Visibility within the marketplace**, accessible to SMEs and facilitators
4. **Participation in matchmaking processes**, triggered by SME needs and advisory workflows
5. **Engagement in pilot activities or demonstrations**, where applicable

Facilitators may play an active role in connecting providers with SMEs, further increasing the relevance and success rate of interactions.

Strategic Impact

The provider-focused business model contributes significantly to the overall sustainability and effectiveness of the ecosystem:

- **activation of the market dimension**, transforming the platform into a space for real business interaction,
- **generation of revenue aligned with private-sector value creation**,
- **continuous enrichment of the solution portfolio**, ensuring technological relevance,
- **support for innovation diffusion**, as solutions are transferred across regions and sectors.

By aligning provider participation with concrete business opportunities, B2GreenHub creates a strong incentive for long-term engagement.

Position within the Overall Business Model

Within the multi-sided business model framework, solution providers form the **economic engine** of the ecosystem. While facilitators structure demand and SMEs generate it, providers convert this demand into tangible solutions and financial flows.

This model complements:

- the **facilitator model**, by supplying solutions to structured advisory processes,
- the **SME model**, by responding to identified needs with concrete offerings.

Together, these interactions create a balanced system in which public-value objectives and market-based mechanisms reinforce each other.



Business Model IV: Clusters and Regions

Strategic Role

Manufacturing clusters, regional authorities and other institutional actors represent the territorial anchor of the B2GreenHub ecosystem. Their role is essential for ensuring that the platform is not only used at individual company level, but embedded within broader regional development and innovation frameworks.

These actors operate at the interface between policy and implementation. Through their involvement, B2GreenHub becomes integrated into regional strategies, smart specialisation priorities and publicly supported SME programmes. This positioning enables long-term continuity beyond project funding and ensures alignment with policy objectives at regional, national and European levels.

Clusters and regional organisations also act as multipliers, capable of reaching large numbers of SMEs within their territories. By adopting B2GreenHub as part of their service portfolio, they enable structured, scalable and coordinated support across sectors.

Value Proposition

B2GreenHub provides clusters and regional actors with a ready-to-use infrastructure for delivering advanced support services to manufacturing SMEs.

The key value elements include:

- **White-label or co-branded regional hubs**, allowing organisations to deploy B2GreenHub under their own identity while benefiting from the underlying transnational ecosystem,
- **SME onboarding at scale**, enabling clusters and regional agencies to support multiple companies through standardised workflows and tools,
- **Integration into regional strategies**, aligning platform services with policy priorities such as green transition, digitalisation and industrial competitiveness,
- **Monitoring and benchmarking capabilities**, allowing institutions to track SME progress, measure impact and report on programme outcomes.

This value proposition positions B2GreenHub as both an operational tool and a strategic instrument for regional development.

Commercial Model

The commercial model for clusters and regional actors is based on **institutional subscription and service agreements**, reflecting their role as ecosystem enablers rather than individual users.

The primary mechanism is an **annual regional or cluster-level license**, which provides:

- access to the platform for a defined number of users or SMEs,



- rights to use B2GreenHub as part of regional support programmes,
- access to knowledge, tools and matchmaking functionalities,
- participation in the wider transnational ecosystem.

In addition, **optional setup and localisation services** may be offered, including:

- customisation of the platform interface or branding,
- adaptation to local language or sectoral focus,
- onboarding support and training for regional staff.

This model allows flexibility depending on the scale and ambition of the adopting organisation.

Operational Implementation

Clusters and regional actors integrate B2GreenHub into their activities through a structured approach:

1. **Adoption of the platform** as part of regional or cluster service portfolio
2. **Onboarding of SMEs** within the territory or sector
3. **Delivery of advisory services**, often in cooperation with facilitators
4. **Coordination with solution providers**, including local and transnational actors
5. **Monitoring and reporting**, using platform-based data and indicators

This integration enables B2GreenHub to function as a backbone for regional support programmes rather than as an external tool.

Strategic Impact

The cluster and regional model provides key benefits for long-term sustainability:

- **strong territorial embedding**, ensuring that the platform is anchored in existing institutional structures,
- **scalability through regional replication**, allowing expansion beyond the original partnership,
- **alignment with public policy and funding mechanisms**, increasing relevance and legitimacy,
- **stable and predictable revenue streams**, supporting platform operation and development.

This model is particularly important for ensuring that B2GreenHub remains relevant in a post-project context and continues to support public policy objectives.



Position within the Overall Business Model

Within the multi-sided business model framework, clusters and regional actors function as **ecosystem stabilisers and scaling agents**. While facilitators structure demand and solution providers generate market activity, clusters and regions ensure that the platform is embedded, adopted and sustained at territorial level.

This model complements:

- the **facilitator model**, by providing institutional backing and scale,
- the **SME model**, by enabling large-scale onboarding,
- the **provider model**, by connecting local and transnational supply.

Together, these interactions create a balanced ecosystem in which operational use, market dynamics and institutional support reinforce each other.

G. Governance and Operational Model

The long-term sustainability of B2GreenHub requires a governance and operational model that ensures continuity, accountability and flexibility. The model must balance strategic coordination across the ecosystem with efficient day-to-day operation of the platform. Given the diversity of stakeholders and the transnational nature of the ecosystem, governance must remain adaptable and capable of evolving as the platform matures.

Rather than defining a rigid structure from the outset, this plan proposes a set of governance options combined with a phased implementation approach. This allows B2GreenHub to transition from a project-based structure to a stable operational model while gradually introducing formalisation and revenue-based sustainability.

Governance options

Three main governance options are considered for the post-project phase, each reflecting a different level of centralisation and institutional involvement.

The **single lead operator model** is based on one organisation taking primary responsibility for the operation of the platform. This includes technical maintenance, user management, service development and revenue collection. This model offers clear accountability and efficient decision-making, making it particularly suitable for the early post-project phase. However, it requires strong capacity and long-term commitment from the lead organisation.

The **consortium-based association model** involves the creation of a formal entity, such as an association or cooperative structure, composed of selected project partners and potentially new members. In this model,



governance is shared among members, and strategic decisions are taken collectively. This approach strengthens ownership across the ecosystem and aligns with the transnational nature of B2GreenHub, but may introduce more complex decision-making processes.

The **hybrid model with a service provider** combines strategic governance by a group of partners with operational delivery outsourced to a dedicated service provider. In this model, an ecosystem board defines strategy and supervises activities, while a professional operator ensures technical and commercial implementation. This approach allows for professionalisation of operations while maintaining strategic control within the partnership.

Each of these options presents advantages and trade-offs in terms of efficiency, inclusiveness and scalability. The choice of model will depend on partner commitment, available resources and the level of maturity of the platform.

Phased governance approach

Given the evolving nature of B2GreenHub, a phased approach to governance is recommended. In the initial phase, immediately following the end of the project, a **light governance structure** should be adopted. This typically involves a lead operator supported by a core group of partners, allowing for rapid decision-making and testing of business models. During this phase, the focus is on operational continuity, onboarding users and validating revenue streams.

As the platform develops and revenue streams become more stable, governance can gradually evolve towards a more structured model. This may include the establishment of a formal association or the introduction of a hybrid model with clearly defined roles between strategic and operational functions.

In the long term, the governance model should reflect the scale and complexity of the ecosystem, ensuring both inclusiveness of key stakeholders and efficiency of operations. This phased approach reduces risk and allows the governance structure to adapt to real conditions rather than being predefined in a rigid manner.

Roles and responsibilities

Clear definition of roles and responsibilities is essential for effective governance and operation of B2GreenHub. The **platform operator** is responsible for the day-to-day functioning of the ecosystem. This includes technical maintenance of the platform, user management, content curation, implementation of business models and revenue collection. The operator also ensures service quality and supports interactions between different stakeholder groups.

The **ecosystem board** provides strategic orientation and oversight. It is composed of selected partners and stakeholders representing different parts of the ecosystem. The board defines long-term priorities, approves major developments, and ensures alignment with the objectives of B2GreenHub and broader policy frameworks.



Project partners transition into operational roles within the ecosystem. Their responsibilities include service provision, such as advisory support or facilitation, regional anchoring through engagement with local SMEs and stakeholders, and active contribution to the development and promotion of the platform. Partners may also take on specific roles within governance structures, depending on their capacity and strategic interest.

In addition to these core roles, facilitators, solution providers and regional actors contribute to the ecosystem through their respective functions as defined in previous chapters. Their active participation is essential for maintaining the dynamic and multi-sided nature of the platform.

Operational model

The operational model of B2GreenHub is designed to ensure efficient service delivery while supporting scalability.

At the core of operations is the digital platform, which acts as the main interface for users. Around this platform, services are delivered through a combination of automated functionalities and human support, primarily provided by facilitators and experts.

Operational processes include:

- onboarding of users (SMEs, facilitators, providers),
- delivery of advisory and matchmaking services,
- management of provider listings and interactions,
- monitoring of platform usage and performance,
- continuous updating of content and tools.

Revenue collection and financial management are integrated into the operational model, ensuring that income from subscriptions, services or other mechanisms supports platform maintenance and further development.

Strategic considerations

The governance and operational model must ensure:

- continuity beyond project funding,
- transparency and trust among stakeholders,
- flexibility to adapt to changing conditions,
- alignment between public-value objectives and commercial activities.

By combining a phased approach, clear role distribution and adaptable governance options, B2GreenHub is positioned to transition successfully from a project-based initiative to a sustainable, long-term ecosystem.



H. Phased Implementation Roadmap

H.1 Phase 1: Consolidation (0-12 Months Post-Project)

The first phase focuses on ensuring continuity of operations, formalising governance and validating the initial business model components. The priority is to stabilise the platform and transition from project logic to operational logic.

Key Actions

Governance and organisational setup

- Appoint a **platform operator** (lead partner or designated organisation)
- Establish a **core governance group / ecosystem board** with selected partners
- Define roles, responsibilities and decision-making procedures
- Agree on initial operational budget and cost-sharing approach

Platform continuity and technical maintenance

- Secure hosting, maintenance and technical support for the platform
- Ensure continuity of user access and existing functionalities
- Identify and prioritise necessary technical improvements

Service structuring and packaging

- Translate existing tools and methodologies into **clear service packages**
- Define initial service offers for:
 - facilitators (advisory tools),
 - SMEs (guided pathways),
 - providers (marketplace access)
- Prepare basic pricing logic for pilot testing



Pilot implementation of business models

- Select a group of **early adopter partners** (e.g. clusters, BSOs)
- Pilot:
 - facilitator licenses,
 - provider subscriptions,
 - SME guided services (where applicable)
- Test willingness to pay and service uptake

User onboarding and activation

- Activate the existing partner network as first users
- Onboard SMEs through facilitators and clusters
- Engage solution providers already involved in the project

Communication and positioning

- Reposition B2GreenHub from project output to **operational platform**
- Communicate available services and opportunities to stakeholders

Roles and Responsibilities

- **Platform operator:** ensures technical operation, service packaging, pricing setup
- **Core partners:** act as pilot users and service providers
- **Facilitators:** onboard SMEs and test advisory workflows
- **Clusters/regions:** integrate platform into existing activities

Expected Outputs

- Operational governance structure
- First version of service portfolio
- Initial paying or pilot users
- Validated assumptions for business models



Phase 2: Expansion (12-36 Months)

The second phase focuses on scaling the ecosystem, diversifying revenue streams and expanding beyond the initial partnership. The objective is to move from pilot operations to stable growth.

Key Actions

Business model scaling and refinement

- Refine pricing based on Phase 1 results
- Expand facilitator licensing to additional organisations
- Introduce structured provider subscription tiers
- Develop additional value-added services (e.g. expert support, premium features)

Revenue diversification

- Activate multiple revenue streams:
 - facilitator subscriptions,
 - provider subscriptions,
 - regional licenses,
 - optional SME services
- Monitor revenue vs. operational costs

Regional and sectoral replication

- Onboard new clusters and regional actors outside the original partnership
- Support creation of **regional B2GreenHub nodes or hubs**
- Adapt services to sector-specific needs

Ecosystem growth and partner expansion

- Attract new solution providers and experts
- Expand facilitator network (EEN nodes, BSOs)
- Establish partnerships with additional EU or national initiatives

Service enhancement and platform development



- Improve platform functionalities based on user feedback
- Enhance matchmaking and advisory tools
- Introduce monitoring and benchmarking features

Quality assurance and standardisation

- Define standards for service delivery and provider participation
- Ensure consistency across regions and actors

Roles and Responsibilities

- **Platform operator:** scales operations, manages revenue streams, improves platform
- **Partners:** act as regional multipliers and service providers
- **New actors:** join ecosystem as paying users or contributors
- **Ecosystem board:** oversees strategic expansion and alignment

Expected Outputs

- Increased number of paying users (facilitators, providers, regions)
- Expanded geographical and sectoral coverage
- Stable and diversified revenue streams
- Enhanced platform functionality



Phase 3: Maturity (36+ Months)

The final phase focuses on achieving full sustainability, institutional embedding and long-term strategic positioning of B2GreenHub.

Key Actions

Financial sustainability and optimisation

- Achieve **self-financing operation** through balanced revenue streams
- Optimise cost structure and service delivery
- Reinvest revenues into platform development and ecosystem growth

Institutional integration

- Embed B2GreenHub into:
 - regional and national support programmes,
 - cluster service portfolios,
 - EU-level initiatives
- Establish long-term agreements with key institutional users

Advanced ecosystem services

- Develop new service layers (e.g. certification, advanced analytics, benchmarking)
- Expand expert services and specialised support

Strategic partnerships and initiatives

- Launch or participate in **successor EU projects**
- Position B2GreenHub as a reference platform in European initiatives
- Strengthen cooperation with other ecosystems and platforms

Continuous innovation and adaptation

- Update tools, methodologies and services
- Integrate emerging technologies and policy priorities
- Maintain active engagement of ecosystem actors



Roles and Responsibilities

- **Platform operator:** ensures stable operation and continuous improvement
- **Ecosystem board:** defines long-term strategy and partnerships
- **Partners and institutional actors:** maintain active roles in service delivery and governance

Expected Outputs

- Financially self-sustaining ecosystem
- Strong institutional embedding
- Continuous user growth and engagement
- Recognition as a European reference ecosystem

Overall Implementation Logic

The phased roadmap ensures a gradual and controlled transition from project-based operation to a mature ecosystem. It allows B2GreenHub to:

- build on existing assets and partnerships,
- validate and refine business models before scaling,
- balance risk and ambition,
- ensure long-term durability and relevance.

By clearly defining actions, responsibilities and expected outcomes for each phase, the roadmap provides a concrete implementation framework for all involved actors.



I. Replication Strategy

The replication of B2GreenHub is a key component of its capitalisation, ensuring that the ecosystem extends beyond the original partnership and contributes to broader European innovation and support structures. Replication is not limited to duplication, but involves adaptation to new contexts while maintaining core functionalities and value propositions.

Replication is implemented along three complementary dimensions.

Sectoral replication focuses on extending the use of B2GreenHub beyond the manufacturing sector. While the platform has been developed primarily for manufacturing SMEs, its structure—combining advisory workflows, matchmaking and ecosystem interaction—is transferable to other sectors facing similar green and digital transition challenges. This includes sectors such as construction, agri-food, mobility and energy. Sectoral replication will be supported through adaptation of tools, onboarding of sector-specific experts and development of tailored service pathways.

Geographic replication aims to expand the ecosystem beyond the CENTRAL EUROPE programme area. This involves onboarding new regions, clusters and organisations from other EU territories, leveraging existing partner networks and establishing new institutional collaborations. The modular design of B2GreenHub allows regional actors to adopt the platform with varying levels of customisation, ensuring relevance to local contexts while maintaining connection to the transnational ecosystem.

Reuse in future EU projects represents an important replication pathway. B2GreenHub can be integrated as a ready-to-use infrastructure in future Interreg, Horizon Europe or other EU-funded initiatives. This allows new projects to build on existing tools, networks and methodologies, increasing efficiency and impact while avoiding duplication of efforts. The platform can serve as a backbone for new pilot actions, advisory activities and ecosystem-building initiatives.

Through these three dimensions, replication ensures that B2GreenHub evolves as a scalable and transferable model, capable of supporting a wide range of users and policy objectives.

J. Durability and Risk Mitigation

The long-term sustainability of B2GreenHub depends on its ability to address key risks and establish mechanisms that ensure continuity beyond project funding.

One of the main risks is **dependence on public funding**, which could limit the platform's operation once project resources are exhausted. This risk is addressed through the development of diversified revenue streams, ensuring that different stakeholder groups contribute to the financial sustainability of the ecosystem.

A second risk relates to **low willingness to pay**, particularly among SMEs and publicly funded organisations. This is mitigated through a gradual monetisation approach, combining free access for onboarding with value-



added paid services. By demonstrating clear benefits and embedding the platform into advisory processes, willingness to pay is expected to increase over time.

A third risk concerns **governance complexity**, given the number and diversity of stakeholders involved. This is addressed through the phased governance model described earlier, which starts with a simplified structure and evolves towards more formal arrangements as the ecosystem matures.

Additional risks include limited user engagement, fragmentation of services and competition with other platforms. These are mitigated through strong facilitator involvement, continuous platform development and clear positioning of B2GreenHub as a trusted, curated and transnational ecosystem.

Overall, durability is ensured through a combination of financial sustainability, institutional embedding and active ecosystem management.

K. Monitoring and KPIs

Monitoring is essential to assess the effectiveness of the capitalisation strategy and to support continuous improvement of the B2GreenHub ecosystem. A set of key performance indicators (KPIs) is defined to track both operational performance and strategic impact.

Core indicators include:

- **Number of active users**, including SMEs, facilitators and solution providers, reflecting platform adoption and engagement
- **Number of paying organisations**, measuring progress towards financial sustainability
- **Matchmaking success rate**, indicating the effectiveness of connections between SMEs and solution providers
- **Number of regional hubs or institutional adopters**, demonstrating territorial embedding and replication
- **Revenue-to-cost ratio**, assessing financial performance and sustainability

Additional qualitative indicators may include user satisfaction, number of completed advisory processes and successful implementation of solutions.

Monitoring is carried out by the platform operator, with regular reporting to the ecosystem board. Results are used to refine services, adjust business models and guide strategic decisions.



L. Alignment with Interreg Principles

The capitalisation and sustainability of B2GreenHub are fully aligned with the core principles of the Interreg CENTRAL EUROPE Programme.

The platform promotes **transnational cooperation** by connecting actors from different countries and enabling cross-border exchange of knowledge, solutions and practices. This cooperation is embedded in daily platform use, not limited to project activities.

It contributes to **SME competitiveness** by providing structured support for green and digital transformation, reducing barriers to innovation and facilitating access to expertise and solutions.

The ecosystem ensures strong **policy relevance** by aligning with regional, national and European priorities related to sustainability, digitalisation and industrial transformation. Its integration into advisory and cluster structures strengthens its connection to policy implementation.

Finally, B2GreenHub addresses **sustainability and durability** by transforming project outputs into long-term services, supported by diversified revenue models and institutional embedding.

M. Added Value of Transnational Capitalisation

The transnational design of B2GreenHub provides significant added value compared to purely local or national solutions.

First, it enables **cross-border learning**, allowing stakeholders to access knowledge, tools and experiences from different regions. This accelerates innovation and reduces duplication of efforts.

Second, it supports **solution transfer**, facilitating the adaptation and deployment of technologies and practices across countries. Solutions tested in one region can be applied in others, increasing their impact.

Third, it enables **benchmarking across regions**, allowing SMEs, facilitators and policy actors to compare performance, identify gaps and adopt best practices.

This transnational dimension enhances the effectiveness of the ecosystem and strengthens its strategic relevance within European cooperation frameworks.



N. Long-Term Impact

The long-term impact of B2GreenHub extends beyond individual users and contributes to broader systemic change.

At company level, the platform provides a **permanent support infrastructure for SMEs**, enabling continuous access to knowledge, advisory services and solutions for green and digital transformation.

At ecosystem level, B2GreenHub contributes to **stronger innovation ecosystems in Central Europe**, fostering collaboration between companies, facilitators, providers and public actors.

At system level, it supports the **reduction of fragmentation in advisory services**, by integrating tools, knowledge and actors into a single coordinated framework.

These impacts ensure that the benefits of GREENE 4.0 continue beyond the project duration and contribute to long-term regional and European development.

O. Conclusion

This Capitalisation and Sustainability Plan demonstrates that B2GreenHub is positioned to evolve from a project-based output into a long-term, operational ecosystem supporting green and digital transformation of manufacturing SMEs.

By building on existing assets, defining clear exploitation pathways, establishing diversified business models and implementing a phased governance and operational approach, the platform ensures continuity, scalability and financial sustainability.

The strong involvement of partners, facilitators, solution providers and regional actors provides a solid foundation for further development, while the transnational nature of the ecosystem ensures ongoing relevance within European cooperation frameworks.

B2GreenHub therefore represents not only a key result of GREENE 4.0, but a lasting contribution to strengthening innovation ecosystems, supporting SMEs and advancing the objectives of the Interreg CENTRAL EUROPE Programme.