

## D.2.1.4 Finalized GREENPACT Collaboration Lab Instrument and Green & Impact Entrepreneurship boosting buddy training program





# INTRODUCTION

Finalized Collaboration Lab Instrument and Green & Impact Entrepreneurship Boosting Buddy Training Programme (D2.1.4) is a key output of the GREENPACT project's mission to strengthen skills for smart specialisation, industrial transition, and entrepreneurship in Central Europe.

This deliverable brings together and finalizes the two project instruments developed:

- **D2.1.1 The GREENPACT Collaboration Lab Instrument** - a practical framework for designing and implementing two-day regional and transnational co-creation events where SMEs from Creative and Cultural Industries (CCI) and tourism sectors engage with Generation F participants to tackle real-world sustainability and social impact challenges.
- **D2.1.2 The Green & Impact Entrepreneurship Boosting Buddy Training Programme** - a three-month capacity-building and peer-learning process that supports participants in developing, testing, and validating the ideas generated during the collaboration labs, turning them into actionable and potentially scalable solutions.

Together, these instruments form a comprehensive innovation pathway that starts with problem discovery and ideation (Collaboration Lab), continues with structured entrepreneurial skill-building and solution development (Buddy Training Programme), and ends in transnational knowledge exchange and scaling opportunities during the International Collaboration Lab.

Project GREENPACT's **Generation F (GenF)** individuals have a broad definition based on their characteristics - environmentally conscious, support nature preservation, committed/ engaged (social/political), proactive, provocative, digital natives, digitally enabled, tech-savvy, open-minded, #FridaysForFuture backers. They are seen both as futurepreneurs proactively shaping the industry of the future by creating it and as future consumers having the power of choice and transformation by selecting responsible, green, and impactful businesses.

Participating **SMEs** should be established companies from the CCI or tourism sector, with experience in their own area of expertise, but lacking knowledge of how to become environmentally friendly, reduce impact on the environment, build more sustainable business models, implement SDGs, Green Deal, certification schemes (different criteria), and circularity KPIs. They also should be impactful and relevant for the local community, interest groups, responsive to specific social or civic challenges or inequalities, and address gaps.

The purpose of this deliverable is to provide a final, consolidated methodology for both instruments, ensuring consistency across partner regions and aligning them with project objectives, pilot actions, and output indicators. It documents lessons learned from initial piloting and integrating them into a ready-to-use, replicable model that supports SMEs and GenF participants in co-creating solutions that are innovative, feasible, and impactful.

This deliverable focuses on three main actions:

- **Regional collaboration labs** to identify challenges and generate ideas,
- **Boosting buddy training programmes** to develop selected ideas into implementable solutions, and
- **International collaboration labs** to showcase results, facilitate cross-border exchange, and strengthen transnational cooperation.

By integrating these steps into a single deliverable, D2.1.4 ensures huge benefits for participants, from inspiration to action, while contributing directly to GREENPACT's goal of empowering SMEs and futurepreneurs to drive a more sustainable, circular, and impact-oriented economy in Central Europe.



# GREENPACT COLLABORATION LAB INSTRUMENT

## Concept

The GREENPACT Collaboration Lab (CollLab) is a two-day, challenge-based innovation event designed to connect SMEs from the CCI and tourism sectors with GenF, young participants, and other stakeholders. It is grounded in design thinking and circular economy principles, encouraging participants to explore real sustainability and impact-related business challenges, develop solutions collaboratively, and pitch their ideas for feedback and potential implementation.

Regional feedback confirmed that the concept is inclusive and adaptable. CollLabs creates a highly engaging environment that motivates SMEs and young participants to work together. The hackathon-style format proved effective, particularly when combined with shared meals, informal networking, and brief expert inputs. To maximize effectiveness, CollLabs are ideally delivered as two consecutive full days to support continuity and team-building, although hybrid or split-day formats may be used when participant availability is limited.

## Key objectives:

- Bring together SMEs, GenF participants, and key stakeholders to collaborate on real-life sustainability and circular economy challenges.
- Use structured ideation (design thinking, challenge-based learning) to produce actionable ideas that SMEs can further develop or implement.
- Increase knowledge of circular economy principles, green entrepreneurship opportunities, and impact-driven business models among participants.
- Connect SMEs, youth, academia, and public institutions to stimulate long-term cooperation on green transition initiatives.
- Identify top ideas and committed individuals for participation in the BBTP, ensuring continuity and deeper development of the most promising solutions.

## Challenges as platforms for new green & impactful entrepreneurial ideas

Greenpact CollLabs are built around real-life challenges that SMEs from the creative industry and tourism sectors face in their everyday operations. Challenges should describe business needs or circumstances causing either negative or limiting positive green and social impact.

Format of challenge description:

1. Basic info about company/SME (We are a company doing...)
2. Context (Our customers/products/business/industry description is....)
3. Problem (We struggle with... have identified... need to...)
4. Additional conditions for the solution, if any (We would like to maintain... comply... align with...)
5. Limits (We cannot change... Legal requirements... Standards...)
6. Solution outcome (Help us to do... become... improve... or transform into more... green, circular, impact on society).



Challenges could be individual cases related to Lab participants from SME based on their real and relevant problems. General cases should be prepared by the SMEs, based on the relevant and realistic scenarios.

The figure below presents the roadmap of the GREENPACT Collaboration Lab, illustrating the step-by-step process from challenge presentation to solution pitching.

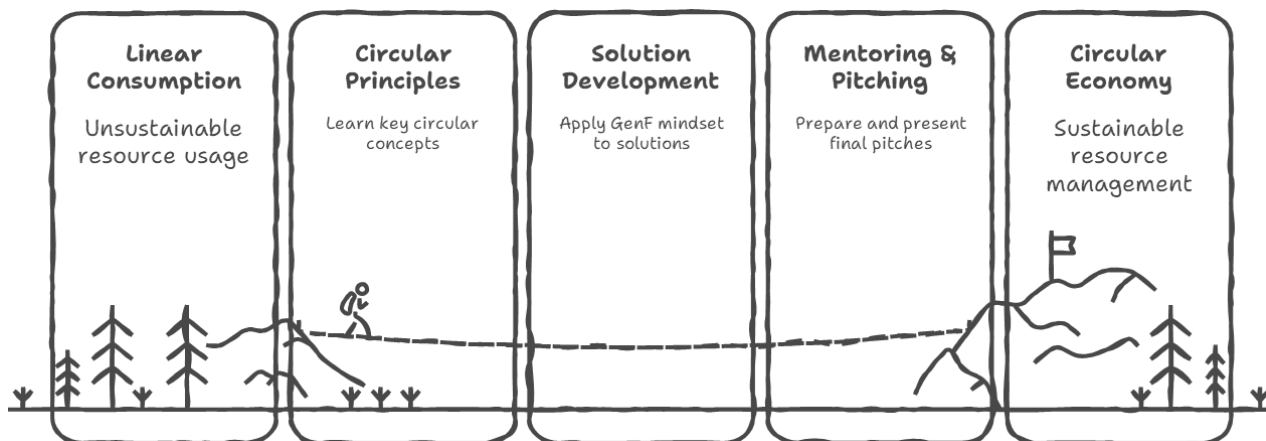


Figure 1: GREENPACT Collaboration Lab Roadmap

**Structure:**

Day 1: Purpose of the CollLab, expectations, value for participants, challenge presentation, team formation, problem framing workshops, key concepts and principles of circular transformation.

Day 2: Solution development (harnessing and leveraging GenF “consumers of the future” mindset, combined with circular transformation knowledge), mentoring, pitch preparation, final presentations with jury evaluation.

**Recommendations based on lessons learned**

Challenges	Generic or abstract topics reduce motivation, so it would be better to create real-life challenges from SMEs. Co-create challenges with SMEs well in advance, using a standard template. Ensure challenges are concrete and have an identifiable “owner.”
Flexibility	CollLab should embrace flexibility in format, content, and approach—aligning with participants’ demographics, interests, and competencies, as well as with relevant challenges from companies, while delivering hands-on, practical, and highly applicable content.
Participants	Keep team sizes small, ensure diversity, and encourage peer-to-peer learning within groups (balanced mix of SMEs, GenF, and mentors).
Format	Maintain a two-day format, when possible, otherwise, consider a hybrid “pre-lab” online introduction + one full-day ideation sprint.
Mentors and experts	Plan mentor roles: structured check-ins, rotating between teams, and offering micro-inputs (mini-masterclasses) during downtime. Ensure mentor-to-participant ratio remains manageable (recommended 1:10).



	Participants from SMEs can also participate as regular Lab participants, jointly working on solving challenges of their SMEs or officially proposed challenges.
Motivation	In the form of certificates, incubation opportunities, and networking with investors.
Evaluators	SME representatives, organizers, and experts are suggested evaluators. Mentors are usually not evaluators, but they can participate in the evaluation process by giving additional information regarding team dynamics, creativity, balance of workload, competencies and capabilities, implementation potential, etc.
Venue	Flexible space with the possibility to rearrange tables, organize group work, ideally with additional rooms for teamwork, private mentoring sessions, and pitch presentation exercise. Basic catering and refreshments should usually be available to the participants, depending on the schedule and duration of activities.



# GREEN & IMPACT ENTREPRENEURSHIP BOOSTING BUDDY TRAINING PROGRAMME

## Concept

The Boosting Buddy Training Programme (BBTP) is a three-month training program designed to transform CollLab ideas into viable business models or intrapreneurial projects. It pairs SMEs with GenF participants, encouraging mutual learning and the co-creation of solutions that can be implemented after the project ends. The training uses a learning-by-doing approach, which means that participants can apply newly acquired skills (business model innovation, impact measurement, pitching) directly to their chosen challenge.

During the Green & Impact Entrepreneurship boosting buddy training programme:

- participants learn and immediately apply newly acquired knowledge by addressing specific challenges (proposed by participants or training programme lecturers),
- GenF participants receive entrepreneurial experience and tips from SMEs, while
- participants from SMEs receive market and customer engagement inputs from the GenF (as representatives of the future markets and customers' attitudes and needs)
- all participants receive support in envisioning competitive advantages and performance improvements by transforming tourism and creative businesses towards the implementation of greener and impactful practices.

## Key objectives:

- Transforming ideas into implementable solutions.
- Equipping participants with tools for business model innovation, impact measurement, and financial sustainability, enabling them to launch or transform ventures.
- Facilitating Intergenerational Learning (Buddy System) - pairing SMEs and GenF participants to encourage mutual mentoring, knowledge transfer, and practical problem-solving.
- Keeping participants engaged through hands-on learning, mentoring sessions, and milestone events, leading to tangible outputs.
- Getting participants ready to present their solutions in the international collaboration labs and explore cross-regional cooperation opportunities.

## Recommended roadmap, tools, templates, and resources for the BBTP

The BBTP works best when it follows a clear roadmap that takes participants step by step from problem understanding to solution pitching.

Based on the concept described in D2.1.2 and insights from the regional pilots, the recommended roadmap consists of a few sessions spread over approximately three months, combining theoretical input, practical exercises, mentoring, and peer exchange. The programme begins with a kick-off session where participants are introduced to each other, the SME challenges are presented, and buddy teams are formed. This is



followed by an in-depth exploration of the challenge using problem-framing methods and stakeholder mapping to create a common understanding of the issues at hand.

The next step focuses on building participants' knowledge of circular economy and impact entrepreneurship, introducing the 9Rs framework, triple bottom line thinking, and key sustainability principles. Participants then progress to business model innovation workshops, where they work with an adapted version of the Business Model Canvas that integrates resource loops and environmental impact considerations. Once they have the basic structure, ideation sessions are used to generate multiple solutions, prioritize the most promising ones, and begin prototyping. After that, participants test their concepts with SMEs and other stakeholders, gather feedback, and refine their solutions.

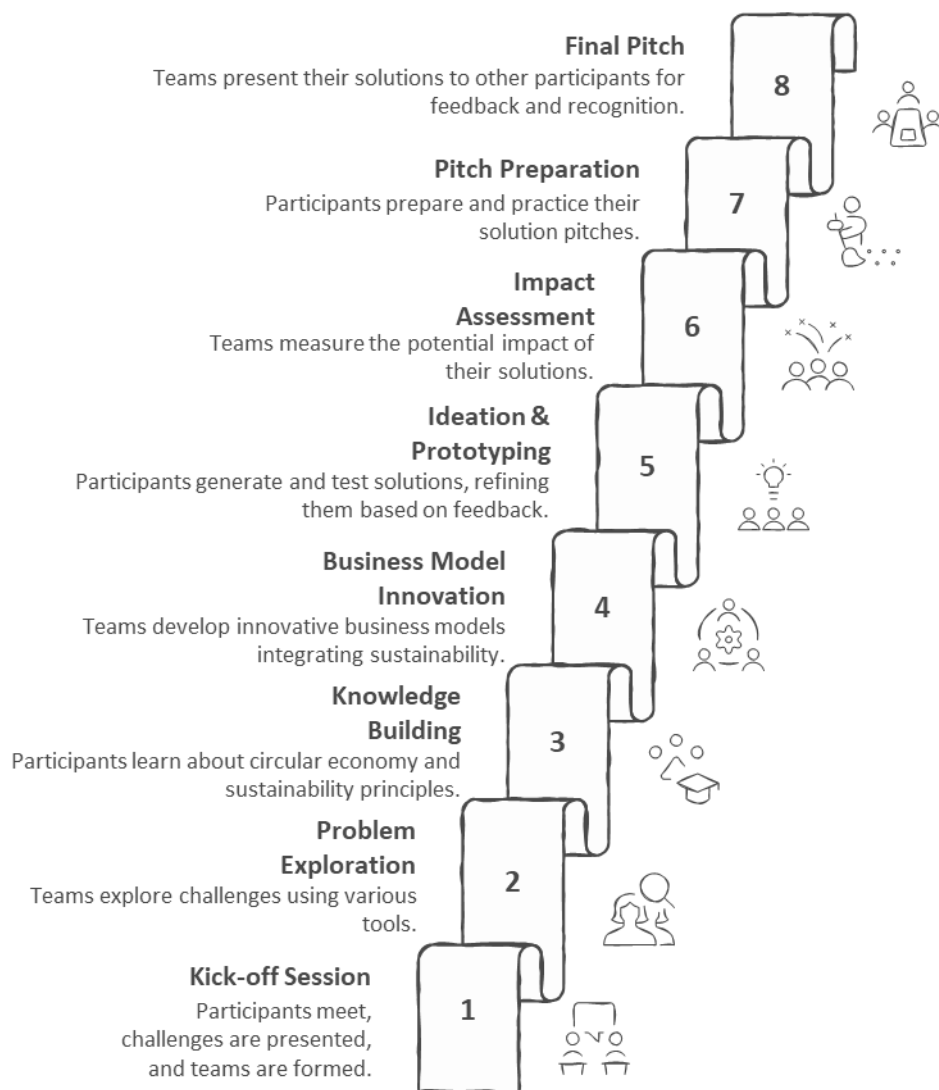
An important part of the programme is teaching participants how to measure the potential impact of their ideas. Impact assessment tools and SDG alignment checklists help them understand the environmental and social effects of their proposed solutions. Roadmapping exercises then guide participants in defining realistic implementation milestones, resources, and key partnerships. As the programme nears its conclusion, participants receive training on pitch preparation and communication skills, learning how to present an interesting story that highlights the relevance, feasibility, and scalability of their solution. The programme finishes in a final pitch, where teams present their solutions to SMEs, mentors, and other stakeholders, receiving valuable feedback and recognition.

To support this roadmap, a set of tools, templates, and resources is recommended for consistent implementation. A standardized challenge brief template helps SMEs clearly define their problem before the programme starts, while problem-framing canvases and stakeholder mapping tools are used during the early sessions to deepen understanding of the issues. The circular economy business model canvas provides a practical way to integrate sustainability into value propositions and business logic. Roadmapping templates help participants plan implementation steps and identify milestones, partners, and resources. Impact assessment matrices and SDG checklists give participants a framework for understanding and articulating the environmental and social outcomes of their projects.

Throughout the programme, collaborative digital whiteboards such as Miro or Conceptboard are recommended to document progress and facilitate hybrid participation. A standard pitch deck template should be provided early, so participants can build their story gradually and focus on impact. Curated resources from recognized knowledge hubs, including the Ellen MacArthur Foundation and Up2Circ Learning Academy, offer additional inspiration and theoretical grounding. Finally, peer-to-peer learning guides and reflection sessions help participants learn from each other and strengthen collaboration within buddy teams. By combining this roadmap with the recommended tools and resources, the BBTP provides a structured and flexible pathway that promotes learning by doing, encourages intergenerational collaboration, and increases the chances that the developed solutions will be implemented beyond the duration of the project.



Figure 2 outlines the recommended roadmap for the Boosting Buddy Training Programme, showing its sequence of sessions and key learning milestones.



**Figure 2: The Boosting Buddy Training Programme Roadmap**



The table below summarizes the recommended tools, concepts, and resources for each phase of the BBTP, along with their practical purpose.

Category	Tools / Concepts	Purpose / Use
<b>Programme Structure</b>	Roadmap	Guides participants step by step from problem understanding to solution pitching
	Kick-off session	Introduces participants, SME challenges, and forms buddy teams
	Peer exchange	Encourages learning and collaboration among participants
	Mentoring	Provides expert support throughout the process
	Reflection sessions	Facilitates peer-to-peer learning and team collaboration
<b>Problem Understanding</b>	Problem-framing methods	Define and clarify the challenge
	Stakeholder mapping	Identify and understand stakeholders' roles and perspectives
	Challenge brief template	Helps SMEs clearly define their problems in advance
	Problem-framing canvases	Structured exploration of issues
<b>Knowledge Building</b>	Circular economy	Core concept for sustainability
	Impact entrepreneurship	Introduces entrepreneurial approaches with social/environmental focus
	9Rs framework	Framework for resource efficiency and circularity
	Triple bottom line	Sustainability principle: people, planet, profit
	Key sustainability principles	General grounding for sustainable solutions
<b>Business Development</b>	Circular economy business model canvas (adapted BMC)	Integrates resource loops and environmental impact
	Ideation sessions	Generate and prioritize solution ideas
	Prototyping	Develop and test initial versions of solutions
<b>Impact Implementation</b>	Impact assessment tools	Evaluate environmental and social impact
	SDG alignment checklists	Ensure alignment with Sustainable Development Goals
	Roadmapping exercises	Define milestones, partnerships, and resources
	Roadmapping templates	Structured planning of implementation steps
	Impact assessment matrices	Framework for articulating project outcomes
<b>Pitching Communication</b>	Pitch preparation training	Develop communication and storytelling skills
	Standard pitch deck template	Guides participants to build their story gradually
	Final pitch session	Teams present solutions to SMEs and mentors
<b>Collaboration Resources</b>	Digital whiteboards (Miro, Conceptboard)	Facilitate hybrid participation and documentation
	Peer-to-peer learning guides	Support collaborative learning within teams
	Knowledge hubs (Ellen MacArthur Foundation, Up2Circ Learning Academy)	Provide curated theoretical resources



# INTERNATIONAL GREENPACT COLLABORATION LAB

## Concept and structure

The International Collaboration Lab represents the event where the best participants and most promising ideas from the regional CollLabs and BBTP come together for a transnational exchange and joint innovation experience. This event is not only a presentation of results but also a knowledge transfer platform, ensuring that learning, tools, and solutions developed throughout the project circulate across borders and create value beyond individual regions.

Figure 3 provides an overview of the concept and structure of the International Collaboration Lab, highlighting its key components and phases.

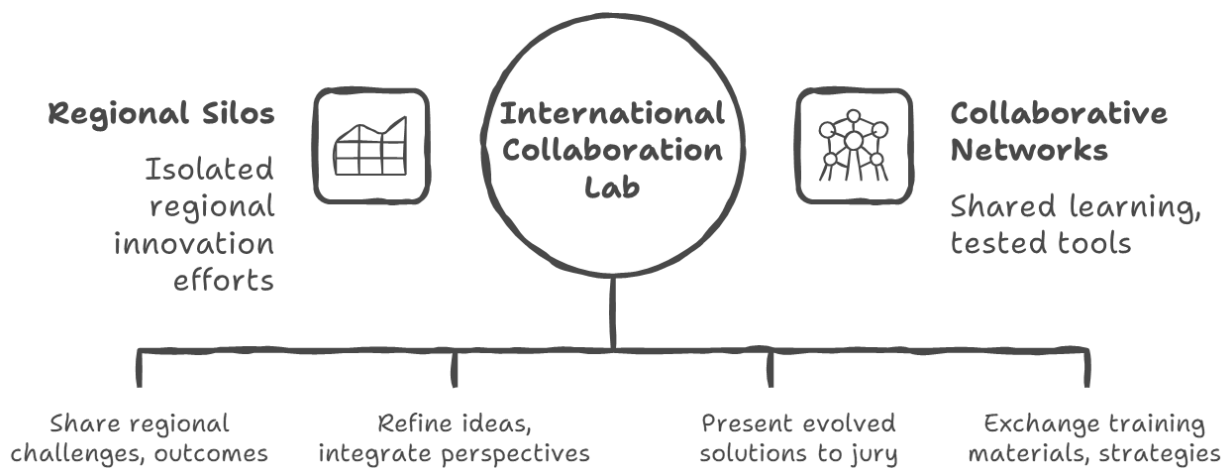


Figure 3: Concept and structure of the International Collaboration Lab

The international lab is designed as a two or three-day event, and its structure builds on the proven CollLab format but with a stronger emphasis on sharing regional experiences, peer-to-peer learning, and scaling up solutions. Participants are selected based on their commitment, the quality of their solutions, and their ability to contribute to cross-border cooperation. SMEs are encouraged to send representatives to present their challenges, share lessons learned, and explore potential for joint projects with peers from other countries.

The event begins with a transnational kick-off session that brings all participants together to present their regional challenges and outcomes from the BBTP. This acts as a collective knowledge-sharing moment where participants learn from the diversity of contexts. Participants are encouraged to identify common patterns, synergies, and opportunities for collaboration across borders.

Following the presentations, participants engage in international co-creation sessions, where mixed teams from different regions work together to refine their ideas, integrate new perspectives, and explore scalability. Mentors and experts provide targeted input on topics such as cross-border value chains, EU funding opportunities, circular business certification, and international market entry strategies.

The final day of the event includes a transnational pitch session, where teams present their evolved solutions to an international jury of SMEs, investors, and experts. Solutions are assessed not only on creativity and feasibility but also on their potential for cross-border collaboration and contribution to the green and circular transformation of the CCI and tourism sectors.

A key component of the international lab is knowledge transfer. This includes exchanging training materials, discussing mentor involvement strategies, comparing different facilitation techniques, and exploring how to maintain motivation over time.



For SMEs, the international lab is an opportunity to benchmark their sustainability challenges against those faced in other regions, discover innovative approaches, and identify potential partners for transnational projects. For GenF participants, it provides a unique chance to present their work to an international audience and to see their local ideas in a global perspective.

In summary, the International Collaboration Lab ensures that GREENPACT leaves behind a legacy of shared learning, tested tools, and collaborative networks, which participants can build on in future initiatives, scaling up the solutions and continuing the journey towards a greener, more impact-driven economy in Central Europe.



## EXPECTED BENEFITS FOR SMES AND GENF

The GREENPACT CollLabs and BBTP together form a structured pathway that delivers value for both SMEs and GenF participants. These instruments were designed based on the needs identified during stakeholder consultations and regional pilot feedback, creating a win-win environment that supports the green and circular transformation of the cultural and creative industries and tourism sectors.

For SMEs, the programme provides an opportunity to explore new ideas and test innovative approaches in a safe, low-risk environment. Many small and medium-sized enterprises lack the internal resources to develop new business models or to dedicate time to research and development. The challenge-based format of the CollLabs allows them to present real problems to diverse teams of participants and receive multiple solution concepts in a short period of time. These solutions are further refined in the BBTP, which helps to reduce the risk of implementation by maturing ideas before they are brought into practice. Working alongside motivated young people gives SMEs direct access to fresh thinking, innovative methods, and insights into the expectations of future consumers. This process not only generates valuable solutions but also helps SMEs identify potential collaborators, interns, or employees who share their sustainability values and entrepreneurial drive.

The programme also connects SMEs with a wider network of stakeholders, including universities, mentors, and public actors, strengthening the regional innovation ecosystem and creating opportunities for future cooperation, joint projects, and participation in EU initiatives. In the long term, this engagement helps companies position themselves as leaders in green transformation and build competitive advantage, strengthening their reputation and preparing them to respond to regulatory and market pressures linked to the European Green Deal and CSRD requirements.

For GenF participants, the combined instruments provide an opportunity to gain practical, hands-on experience in solving real-world problems. Rather than working on hypothetical case studies, they co-create solutions with SMEs, applying innovation tools such as the circular business model canvas, stakeholder mapping, and prototyping. The BBTP guides them through a structured process of developing entrepreneurial competencies, from problem-framing and ideation to business model design, financial planning, impact measurement, and pitching. This learning-by-doing approach equips participants with skills that are highly relevant for their future careers, whether they pursue their own start-up ideas or join existing organisations.

Beyond skill-building, participants benefit from extensive networking with company representatives, mentors, and experts. This contact with industry professionals often leads to internships, job opportunities, or future collaboration. Participants also report a strong sense of empowerment, as they can see that their ideas have the potential to influence real businesses and contribute to systemic change. For many, this experience builds confidence and motivates them to continue working on sustainability and entrepreneurship topics.



## CONCLUSION

By connecting the needs of SMEs for innovation and talent with the aspirations of GenF to make a meaningful impact, GREENPACT has created a structured, scalable process for collaborative innovation. This process accelerates the transition of businesses toward circularity while equipping young people with entrepreneurial skills and networks that position them as key players in shaping the future economy.

The synergy between the CollLabs and the BBTP is what gives D2.1.4 its uniqueness. The CollLabs focus on challenge discovery, idea generation, and stakeholder engagement, while the BBTP ensures that participants acquire the entrepreneurial competencies to refine and implement their solutions. When combined, these two instruments form a complete innovation and capacity-building cycle. Problems are co-defined, ideas are co-created, solutions are tested, and skills are strengthened. This integration ensures continuity and coherence, turning isolated activities into a strategic pathway for green and impact entrepreneurship development.

A defining feature of GREENPACT is its transnational character. The International Collaboration Lab is important for allowing for knowledge transfer, validation of solutions in a broader context, and the building of networks that persist beyond the project's lifespan.

The real value proposition of GREENPACT is the creation of a sustainable, repeatable model that connects business needs with youthful creativity and entrepreneurial skill-building. It also applies to different regions and sectors. Its lasting impact is measured not only by the solutions generated but also by the strengthened innovation ecosystems, the empowered GenF participants, and the SMEs that are now better prepared to thrive in the green transition.

In this way, GREENPACT provides a culture of collaboration, equips future entrepreneurs, and enables businesses to take concrete steps toward sustainability. This integrated, transnational approach is a powerful driver of systemic change, creating a pipeline of ideas, talent, and partnerships that will continue to deliver value long after the project's conclusion.