Interreg CENTRAL EUROPE

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CURIOST

BUSINESS MODEL DEVELOPMENT TRAININGS

Version 2

June 2025



Deliverable 2.1.2.

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1. SUMMARY

The Business Model Development (BMD) trainings were carried out to equip CURIOST project partners with the knowledge, tools, and confidence to guide SMEs in transitioning toward circular and sustainable business models. These trainings formed part of activity 2.1 and were essential in preparing partners for the piloting phase of the project.

The training series consisted of two online sessions and one onsite interactive workshop:

- The first session (7 April 2025) introduced key business model concepts and walked participants through Business Model Canvas (BMC), focusing on how organizations create, deliver, and capture value.
- The second session (11 April 2025) introduced the concept of the Triple Layered Business Model Canvas (TLBMC) but focused primarily on adapting the traditional BMC to embed circular economy principles. Participants learned how circular strategies such as circular supply chains, recovery and recycling, and product-as-a-service models can be incorporated into existing business models.
- The third session, held during the SC2 meeting in Opatija (28 May 2025), was a hands-on workshop where participants applied these concepts and tools to real or hypothetical business cases. This interactive format enabled participants to collaboratively analyze and redesign business models, with a focus on creating added environmental and social value alongside economic outcomes.

Key achievements and outcomes of the training series include:

- Strengthened partner understanding of both linear and circular business model logic.
- Hands-on experience with the BMC as a tool for mapping and transforming business models.
- Enhanced capacity across the partnership to support SMEs in developing and testing sustainable business models during the pilot phase.

All sessions were well attended, with active participation, discussion, and engagement. Presentation slides, resource links, and recordings were made available to ensure that partners can revisit and reuse the materials. A joint evaluation of all three sessions was conducted during the SC2 meeting to reflect on partner readiness and identify any further support needed.

2. INTRODUCTION

The CURIOST project aims to strengthen the innovation capacity of SMEs and small mid-caps in Central Europe by supporting the transition toward sustainable and circular product development. Focusing on four key manufacturing sectors - mechanics & mechatronics, plastics, packaging, and construction - the project provides a structured methodology and support framework to enable businesses to adopt more circular, resource-efficient practices.

Within this context, the Business Model Development (BMD) trainings were designed to build the internal capacity of project partners to guide SMEs in rethinking and redesigning their business models (for D2.3.2 two stage pilot with prototype creation and testing, and business modelling in P3/P4). The objective was to ensure that partners not only understand the underlying theory of business models but are also able to apply practical tools such as the Business Model Canvas (BMC) in real-life company contexts.

BMD methodology is essential to the CURIOST approach because circular product innovation cannot happen without corresponding changes to the way businesses create and capture value. By equipping partners with the skills to facilitate this process, the trainings contribute directly to the project's overarching goal: to create favorable conditions for SMEs to integrate circularity into their core strategies and accelerate their green transformation.

3. TRAINING STRUCTURE

The BMD training was structured into three 1.5-hour long sessions:

1. Online BMD Introductory Session (1.5-hour session) on 7 April 2025
2. Online BMD Application Session (1.5-hour session) on 11 April 2025
3. Interactive Workshop at SC Meeting 2 in Opatija (1.5-hour session) on 28 May 2025

3.1. Online BMD Introductory Session

The first session focused on introducing participants to key concepts of business model thinking, highlighting the difference between monetization and full business model logic, and providing a step-by-step walkthrough of the **Business Model Canvas (BMC)**. The session also covered common business model patterns, real-life examples, and initial ideas for business model transformation.

Duration: 1 hour 30 minutes

Trainer: Boris Golob, STEP RI

Agenda Overview:

Time	Topic	Description
10:00-10:10	**Welcome & Introduction**	Framing the session within the CURIOST project and the purpose of the BMD trainings.
10:10-10:25	**What is a Business Model?**	Introduction to business models beyond revenue generation; discussion of value creation, delivery, and capture.
10:25-10:40	**Business Model Canvas (BMC)**	Walkthrough of all 9 building blocks, with emphasis on internal coherence and usefulness in analysis and innovation.
10:40-10:55	**Real-World Examples & Cheat Codes**	How to infer or analyze business model structure based on real-world business documents and artifacts (reverse-engineering techniques)

10:55-11:10	**Transformation Possibilities**	How business models can be optimized and redesigned for flexibility, performance, and scalability with sustainability in mind.
11:10-11:15	**Wrap-Up**	Summary and preview of the second training session.
11:15 - 11:30	**Q&A**	Open floor for participant questions,

Key Materials Used in the Workshop:

- Presentation slides: *D.2.1.2 Business model development – Training 1* (PDF)
- Business Model Canvas (Osterwalder & Pigneur framework)

3.2. Online BMD Application Session

The second session focused on adapting traditional business model thinking to incorporate circular economy strategies. Participants were briefly introduced to the concept of the Triple Layered Business Model Canvas (TLBMC) as a broader perspective on business model impacts, but the practical work centered around applying the traditional Business Model Canvas (BMC). The session explored how existing business models could be transformed to support circular practices such as product life extension, resource recovery, sharing platforms, and service-based solutions.

In addition, a framework for assessing business model strength and competitiveness through seven strategic dimensions was presented.

Duration: 1 hour 30 minutes

Trainer: Boris Golob, STEP RI

Agenda Overview:

Time	Topic	Description
10:00-10:10	**Welcome & Recap**	Brief recap of Training 1 and introduction to circular thinking in business models.
10:10-10:25	**Circular Business Models - Overview**	Introduction to the circular value chain and different types of circular business models.

10:25-10:30	**Concept of the Triple Layered BMC**	Brief mention of expanding business model thinking to economic, environmental, and social impacts (conceptual introduction only).
10:30-10:55	**Circular Strategies in Practice**	Detailed exploration of five types of circular models: Circular Supply Chain, Product Life Extension, Recovery & Recycling, Sharing Platforms, and Product as a Service.
10:55-11:10	**Business Model Transformation & Assessment**	Presentation of a methodology for business model redesign and introduction of seven dimensions for evaluating business model competitiveness (e.g., switching costs, recurring revenues, scalability).
11:10-11:30	**Wrap-Up and Q&A**	Open floor for questions, clarifications, and preview of the upcoming hands-on workshop in Opatija.

Key Materials Used in the Workshop:

- Presentation slides: *D.2.1.2 Business model development – Training 2* (PDF)
- Business Model Canvas (BMC) (Osterwalder & Pigneur) — main tool for practical application.

3.3. Interactive Workshop at SC Meeting 2 in Opatija

The final session of the Business Model Development training was delivered as an onsite, interactive workshop during the SC2 meeting in Opatija on 28 May 2025. This highly practical session allowed participants to apply the previously introduced business model development and circular transformation methods in a real-time problem-solving exercise.

At the start of the workshop, participants were divided into small groups and each group received a pre-prepared **scanned Business Model Canvas** for one of four anonymized SME cases representing different sectors relevant to the CURIOST project. The canvases already contained **pre-filled Post-it notes** reflecting the key elements of the company's actual business model (customer segments, value propositions, channels, etc.). However, the specific identity of the companies was not revealed, requiring participants to analyze and interpret the information provided on the canvas to reconstruct the likely sector, activity, and business model profile of the company.

Once the existing business model had been reconstructed and understood, participants proceeded to identify potential opportunities for **circular business model transformation**. Each group discussed and proposed at least one specific sustainable transformation option and analyzed how the proposed change would affect the other elements of the business model. The workshop concluded with short group presentations where the identified transformations and their wider business model implications were shared and discussed.

Duration: 1 hour 45 minutes

Trainer: Boris Golob, STEP RI

Agenda Overview:

Time	Topic	Description
09:15-09:25	**Workshop Introduction**	Overview of objectives, methodology, and group assignments.
09:25-09:40	**Case Study Familiarization**	Groups reviewed anonymized company business models reconstructed from best practice cases.
09:40-10:10	**Step 1: Document/deconstruct Existing Business Model**	Groups interpreted and discussed the existing business model elements to identify company type and structure.
10:10-10:35	**Step 2: Design Sustainable Transformations**	Groups identified circular transformation options for the assigned cases and analyzed business model impacts.
10:35-10:50	**Step 3 & 4: Identify Key Challenges and Risks**	Groups assessed potential sustainability impacts, strengths to preserve, weaknesses to address, and identified potential risks or unknown factors.
10:50-11:00	**Presentation of Group Results and Wrap-Up**	Each group presented their transformation proposals.

Key Materials Used in the Workshop:

- Workshop slides: *D.2.1.2 Business Model Development – Workshop* (PDF)

- Pre-prepared Business Model Canvases with anonymized real SME cases (4 anonymized cases from CURIOST best practices), pre-filled with key business model elements presented on Post-it notes
- Business Model Canvas (BMC) templates, post-its and markers
- Flipcharts and worksheets used during group exercises

4. TRAINING IMPLEMENTATION

The Business Model Development (BMD) training was implemented through two online sessions and one on-site interactive workshop. The sessions combined theoretical explanation with practical examples and interactive discussions, enabling project partners to understand and apply business model innovation methods to support SMEs in their transition toward circular and sustainable business practices.

Methodological Presentation and Theoretical Background

The Business Model Development (BMD) training was methodologically grounded in internationally recognized business model innovation frameworks. The theoretical foundation was built primarily on the work of Osterwalder & Pigneur, who developed the Business Model Canvas (BMC) as a tool to visualize and systematically analyze how organizations create, deliver, and capture value.

During the first training session, participants were introduced to the BMC and its nine building blocks (Customer Segments, Value Propositions, Channels, Customer Relationships, Revenue Streams, Key Resources, Key Activities, Key Partnerships, Cost Structure). The session emphasized the coherence between these elements and their role in defining a company's business logic.

In the second session, participants were encouraged to apply business model thinking in the context of circular economy strategies. Circular business models were introduced through the circular value chain framework, which highlights new ways to create value through approaches such as:

- Circular supply chains (using renewable or recovered materials),
- Product life extension (reuse, repair, remanufacture),
- Recovery and recycling (closing material loops),
- Sharing platforms (shared use of underutilized assets),
- Product-as-a-service (shifting from ownership to access).

Although the Triple Layered Business Model Canvas (TLBMC) was conceptually introduced to broaden participants' thinking to include environmental and social impacts, the core practical methodology continued to focus on using and adapting the traditional BMC structure.

Additionally, participants were introduced to a business model transformation methodology:

- Document the existing business model (current state),
- Envision circular opportunities and transformations,
- Redesign the business model accordingly,

- Test assumptions and refine the model for desirability, feasibility, and viability.

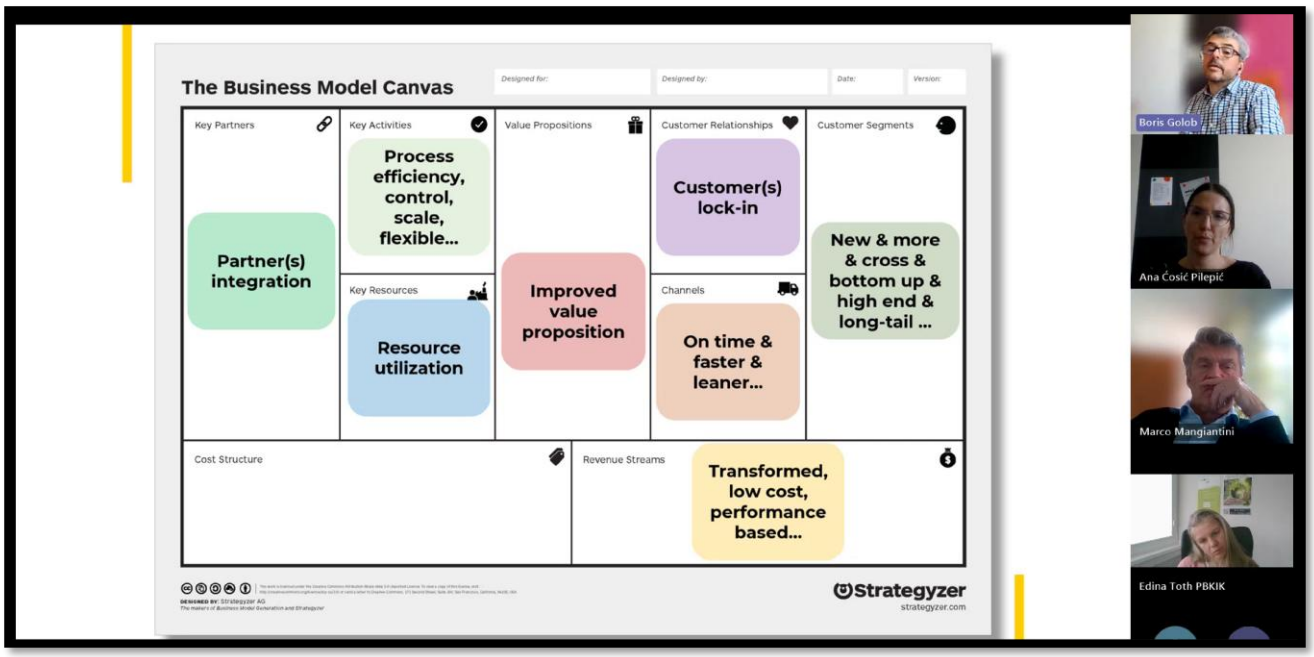
Finally, the training introduced a business model assessment framework based on seven dimensions of competitiveness (e.g., switching costs, recurring revenues, scalability, cost structures) to help partners evaluate the strategic strength of redesigned or existing business models.

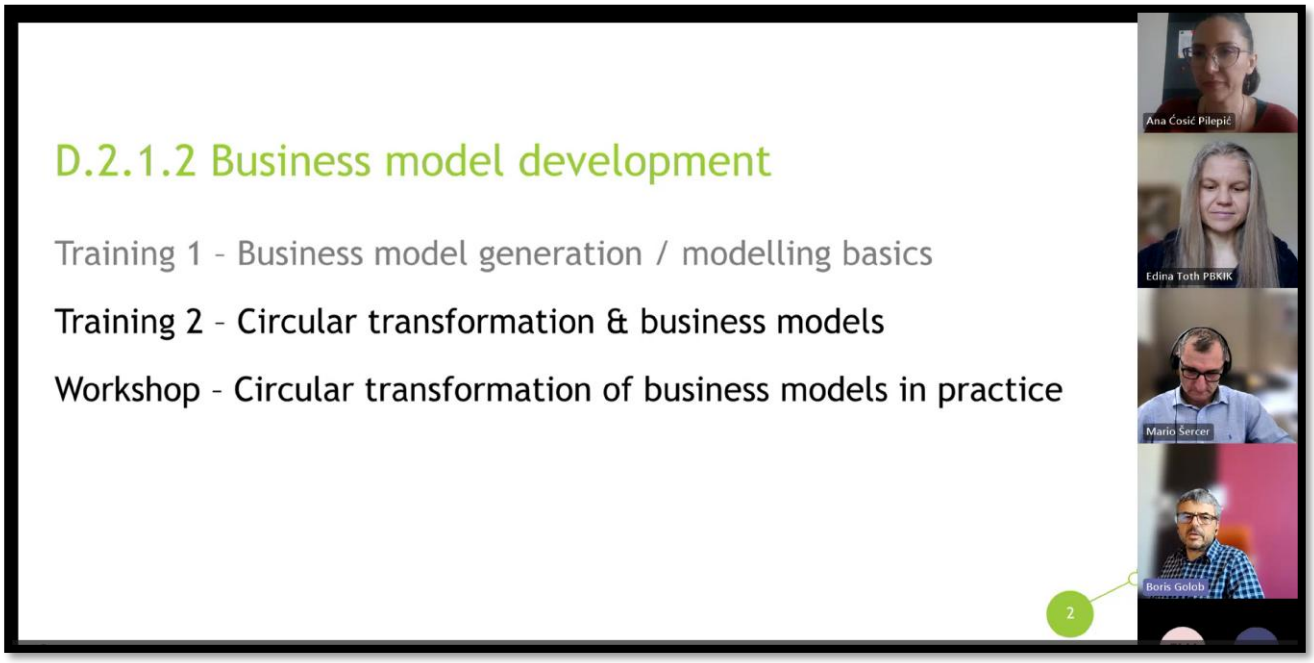
Interactive Guidance Through Exercises

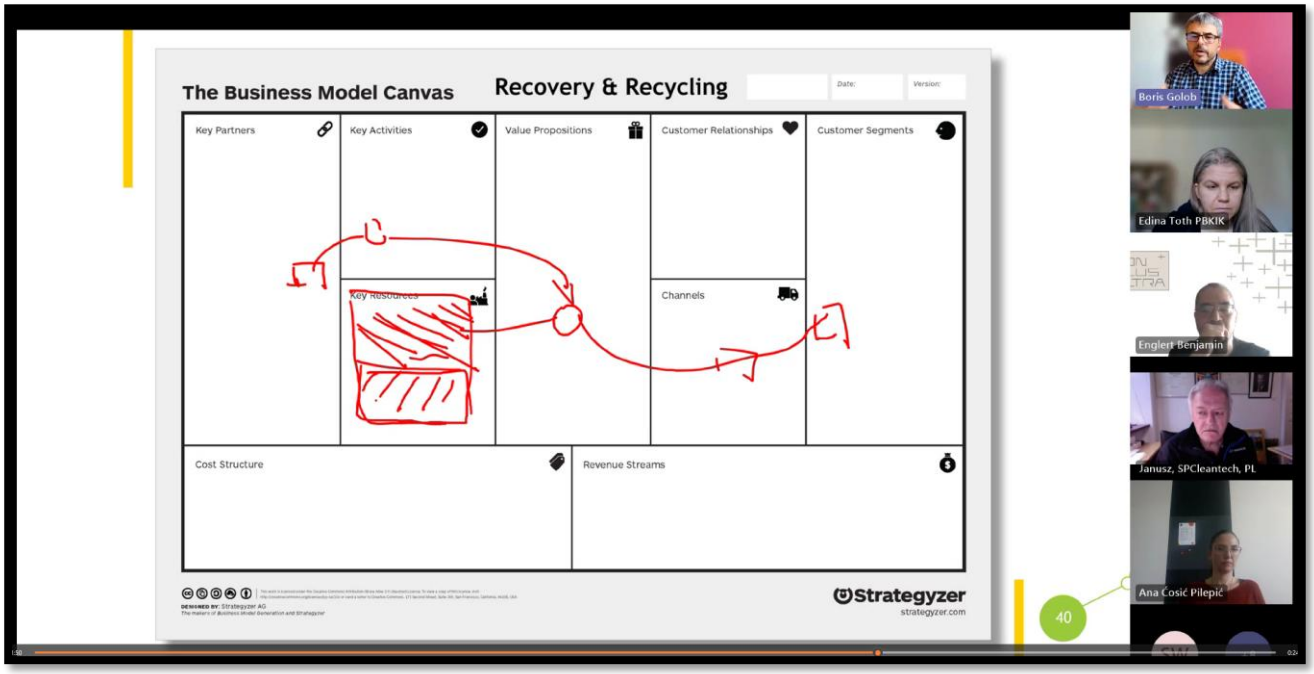
Although the trainings were delivered online, an effort was made to keep them interactive. After theoretical presentations, participants were regularly engaged through:

- Guided reflections on real-world business model examples (e.g., razors & blades, freemium models, product-as-a-service),
- Short questions and discussion prompt after introducing each major topic (e.g., challenges in identifying revenue streams, mapping key partners),
- Reverse engineering exercises, where participants were encouraged to think about how invoices, delivery terms, and contracts reveal hidden aspects of business models.

In accordance with data protection guidelines, the recordings focused on presentation content rather than participant interaction. Therefore, the screenshots provided below capture the shared materials and live guidance activities but not the Q&A discussions, which occurred off-recording.







The training series concluded with a highly practical onsite workshop delivered during the SC2 meeting in Opatija. This session was designed to simulate a real-life business model analysis and transformation exercise. Participants were divided into small groups, and each group was assigned an anonymized SME case presented in the form of a scanned Business Model Canvas (BMC) with pre-filled Post-it notes. The identity and sector of each

company were not initially disclosed, requiring groups to analyze and interpret the provided business model elements in order to deduce the company's activities and sectoral context.

Once each group reconstructed the likely structure of their assigned business model, they proceeded to identify possible circular transformation opportunities. Based on these opportunities, groups selected one transformation scenario to elaborate in more detail, exploring how the proposed change would impact the remaining building blocks of the business model. The workshop concluded with brief group presentations summarizing each group's transformation proposals and reflections.

This final session allowed participants to fully apply both the theoretical and practical knowledge gained during the training series and to further strengthen their readiness to support SMEs in upcoming pilot activities.




2. Design sustainable transformations
3. Design & integrate business model transformations
Assess sustainability impact(s) & mechanism(s)
4. Formulate key challenges:
strengths (to preserve), weaknesses (to change),
risks, unknown business model element(s)...


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Participant Feedback, Questions, and Ideas

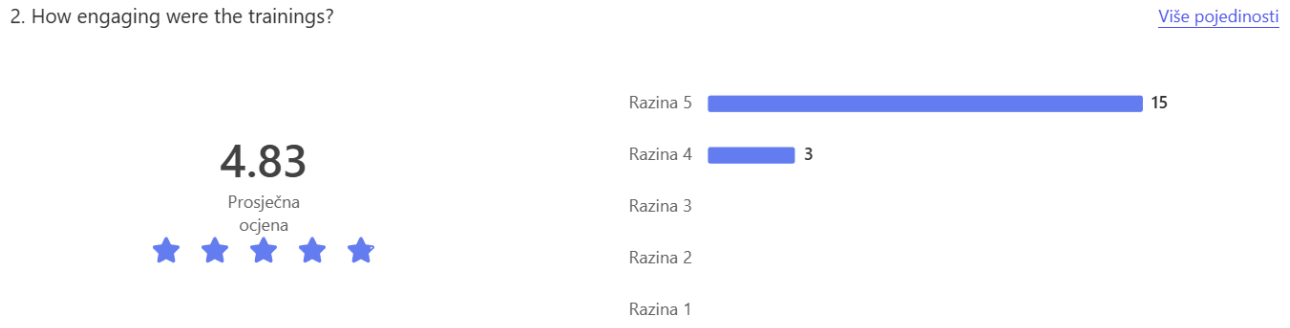
During the online sessions, participants actively engaged through questions and observations, particularly on:

- Challenges SMEs face in clearly articulating value propositions.
- Practical barriers to shifting from product ownership models to service models.
- How to realistically map social and environmental impacts for smaller companies using the TLBMC.
- Concerns regarding resource constraints SMEs might face when attempting to redesign their business models.

The feedback indicated that participants found the tools (especially the Business Model Canvas) intuitive and applicable but recognized that the transition to circular models might require more intensive support in the pilot phase. There was also enthusiasm about using the business model assessment framework (introduced in Session 2) to guide conversations with SMEs about competitive advantages linked to circularity.

An evaluation performed after SC2 workshop gathered more structured feedback on participants' confidence in applying the learned methods during pilot activities.

The Business Model Development training series was positively received by the participants, who reported a high level of engagement, skill development, and practical value. According to the feedback survey, the average score for the overall engagement of the trainings was 4.83 (on a 5-point scale), indicating a very high level of satisfaction with the training delivery and content.

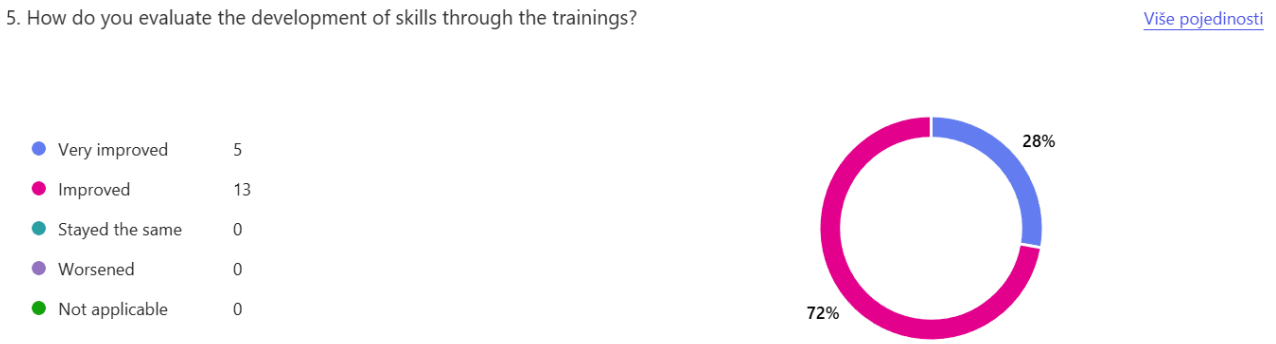


Participants evaluated specific aspects of the trainings very favorably, including the format, materials, relevance, and time management. No participants indicated negative assessments of these aspects. In terms of skills development, the majority of participants (13 out of 18) reported that their skills had improved, while 5 participants indicated a

very strong improvement as a result of the trainings. None reported any deterioration in skills.

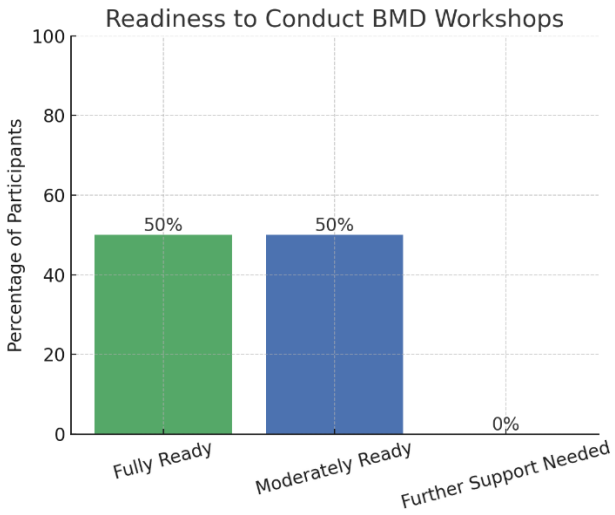


The feedback confirmed that participants acquired important practical insights through the trainings. Several participants emphasized a better understanding of how to facilitate creative discussions, use the Business Model Canvas (BMC) effectively, and identify cross-implications between business model elements. Others noted that the sessions provided them with new tools, approaches, and ideas for guiding SMEs through business model development processes. Participants also highlighted the complexity of the topic but recognized that transformation is feasible if properly structured.



Regarding their readiness to conduct BMD workshops with SMEs and small midcaps, a majority of respondents assessed themselves as moderately confident but still requiring further experience, while 3 participants indicated full readiness and 5 identified remaining challenges that would require additional capacity building before feeling fully confident to lead workshops independently.

Some respondents specifically mentioned the difficulty of interacting with SMEs and managing the practical dynamics of guiding companies through the transformation process, underlining that while the methodology is clear, applying it in live company settings remains a challenging but achievable task.



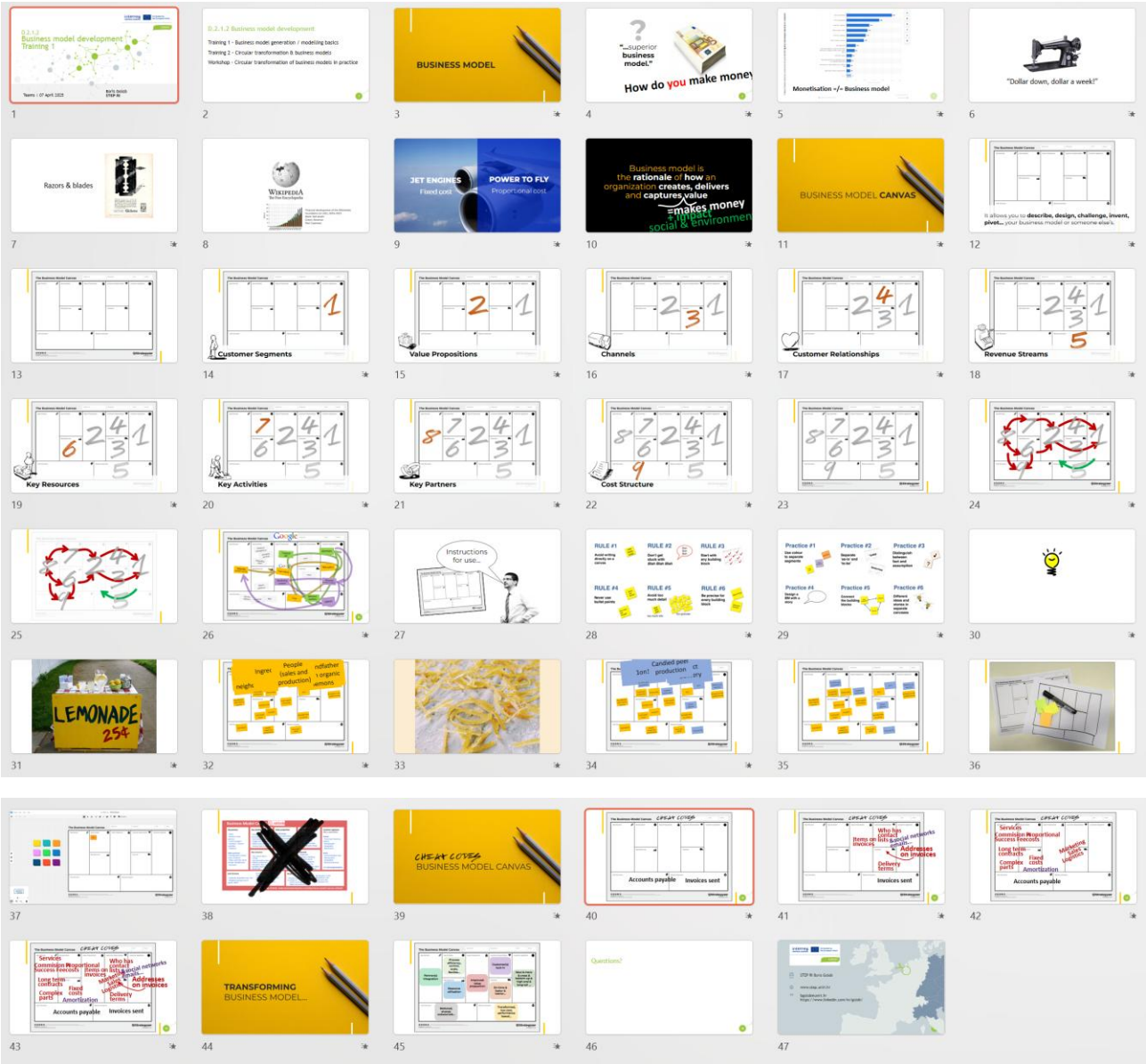
In the open-ended questions participants reported that the training significantly improved their understanding of business model development tools and methodologies. Many respondents emphasized that they gained valuable insights into facilitating creative discussions, using the Business Model Canvas (BMC), and understanding the interconnections between different elements of business models. Several participants also noted that while the methodology is clear, applying it in real SME settings may still present challenges, particularly in managing live interactions with companies and guiding transformation discussions effectively. Nevertheless, the feedback demonstrated a high level of confidence in applying the acquired knowledge during the pilot phase.

Overall, the survey confirmed that the training series successfully delivered both conceptual understanding and practical tools to participants, while also identifying areas where ongoing experience and further practice will continue to build confidence for real-life SME support during the pilot activities.

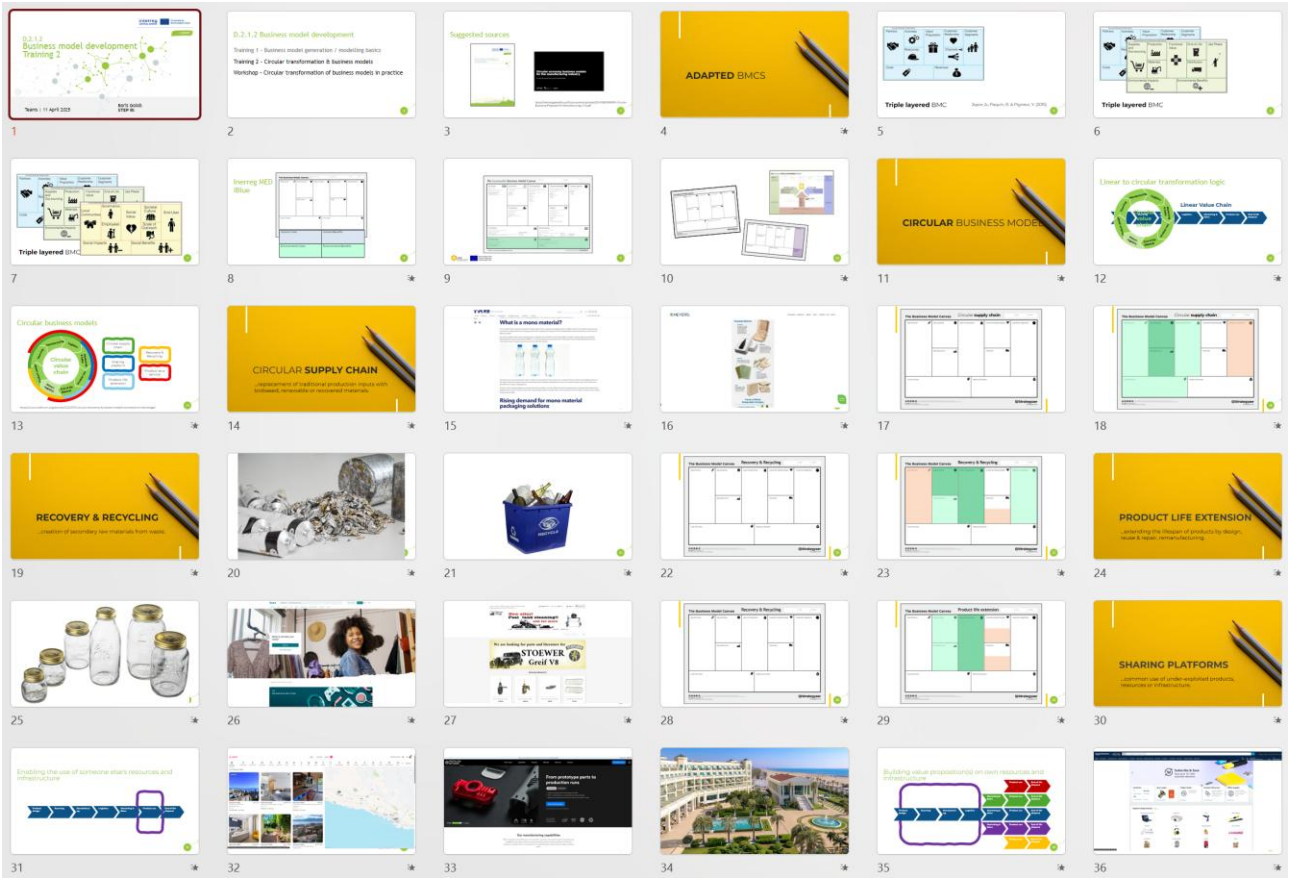
5. TRAINING MATERIALS PROVIDED TO PARTICIPANTS

During the training sessions, participants were guided through a comprehensive sequence of theoretical concepts, practical tools, and applied strategies aimed at supporting the transition of SMEs toward circular and sustainable business models.
The presentations systematically covered the structure and logic of the Business Model Canvas (BMC), introduced key circular economy strategies, and provided a framework for assessing business model competitiveness.
The full training content is illustrated below through slide thumbnails, showing the logical flow from basic business model theory to applied circular economy models and business model assessment techniques.

Business Model Development Introductory Session:

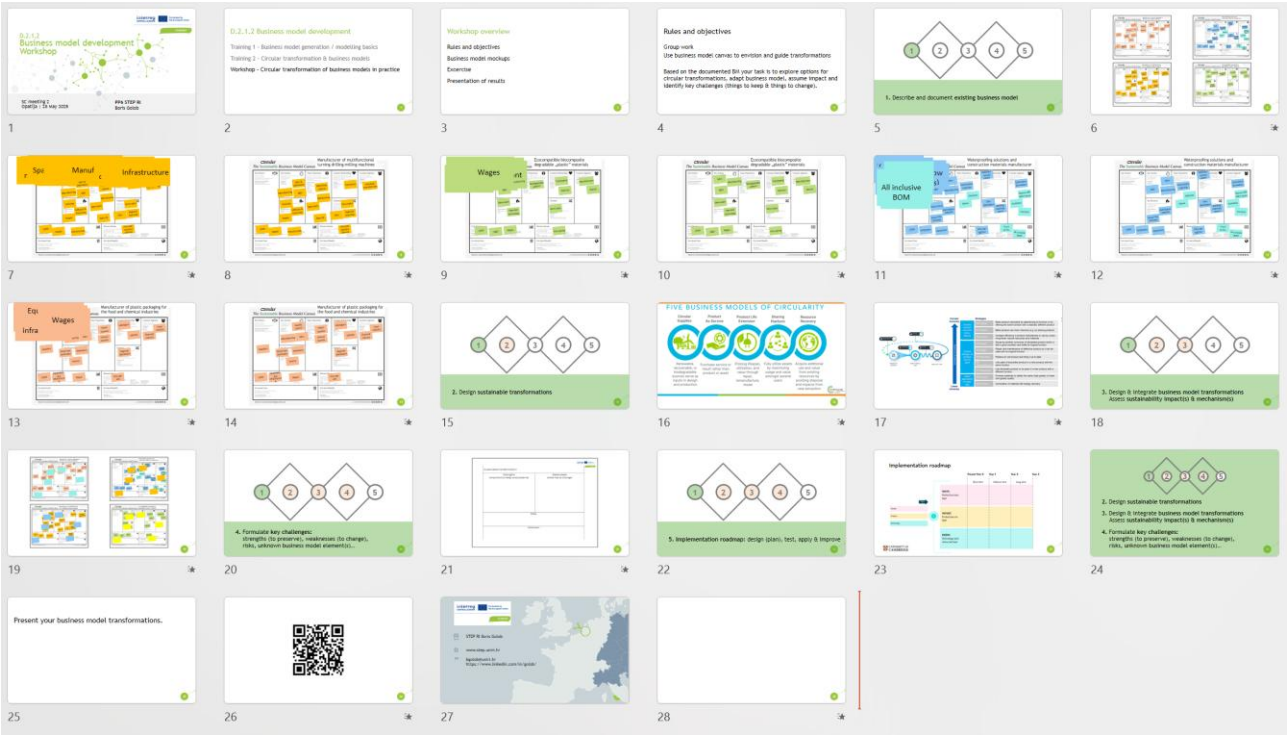


Business Model Development Application Session:

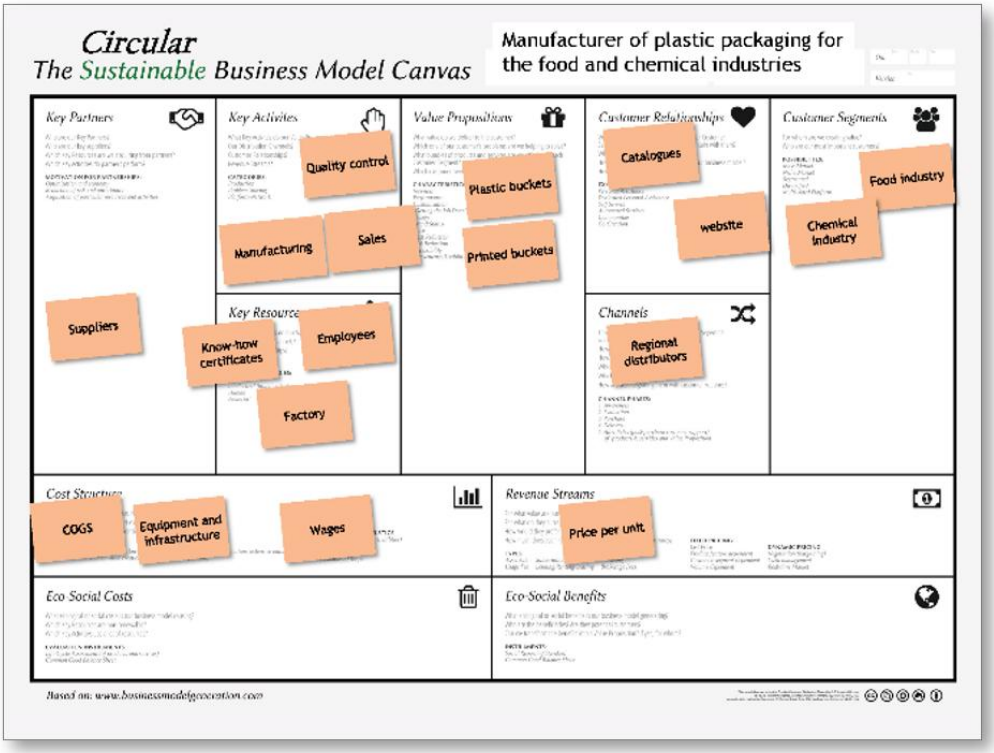


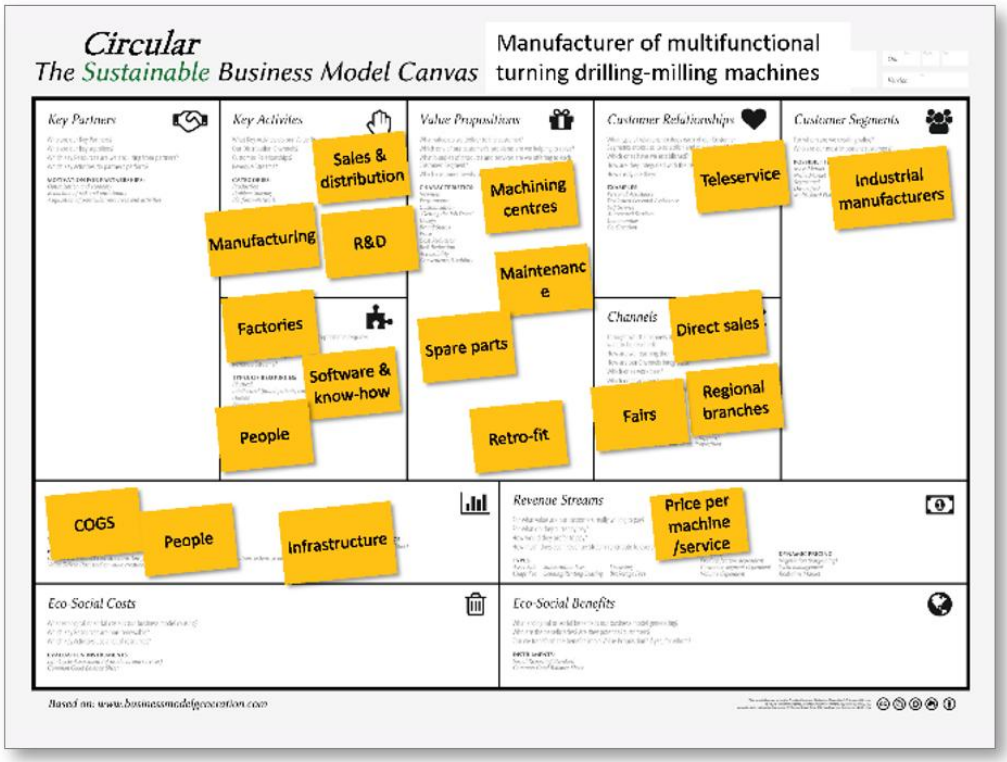
Interactive Workshop:

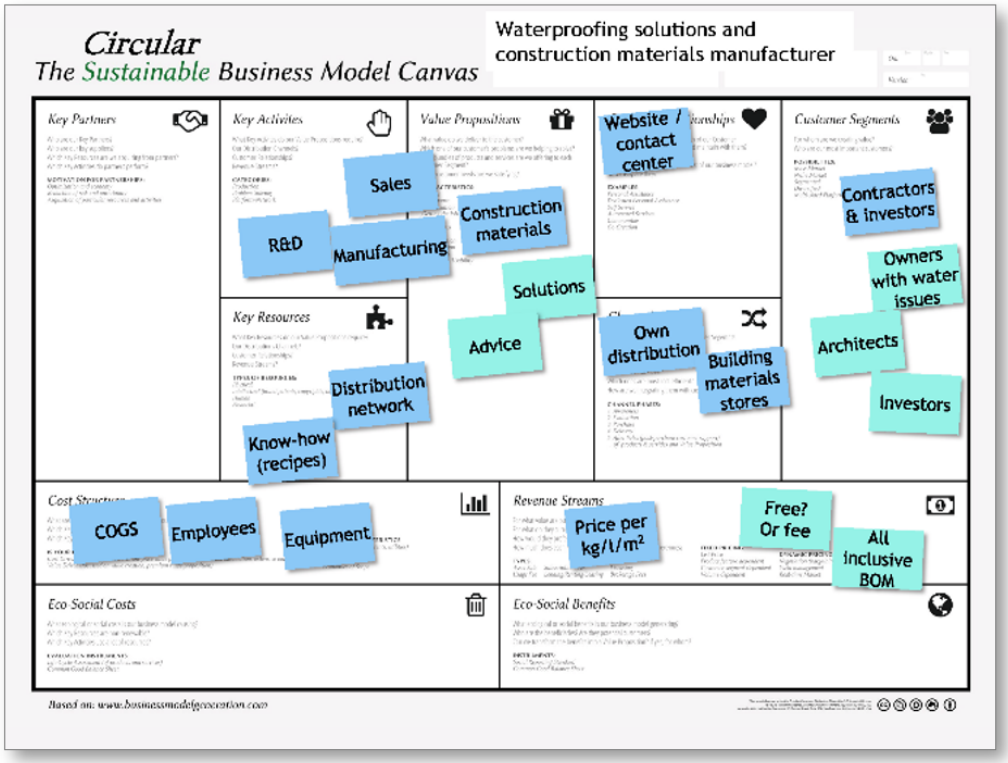
Slides:

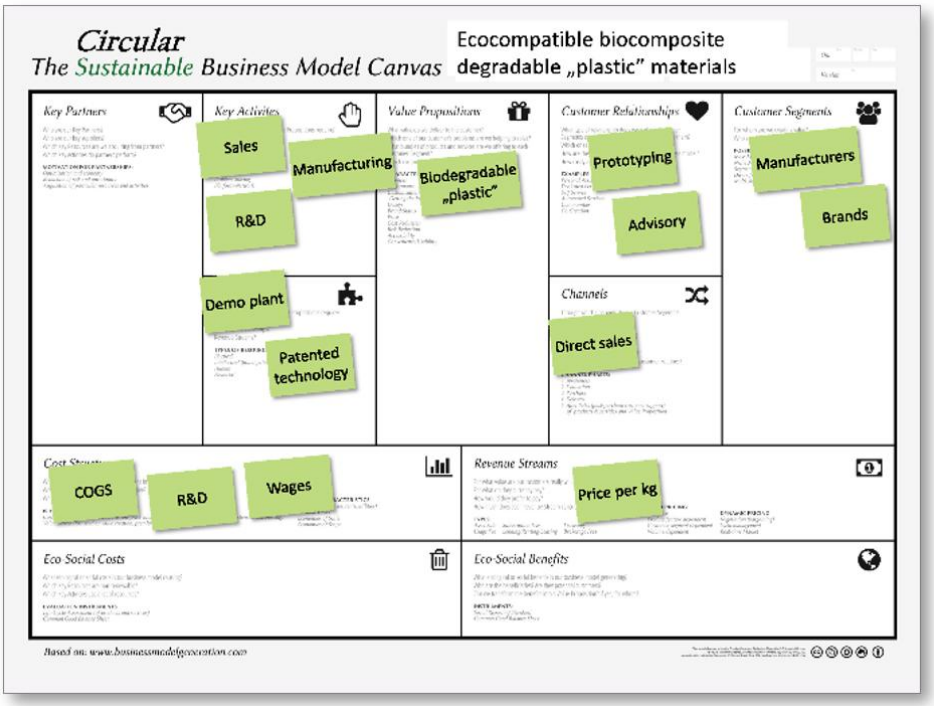


Business Model Canvases for group work – examples from CURIOST best practices:

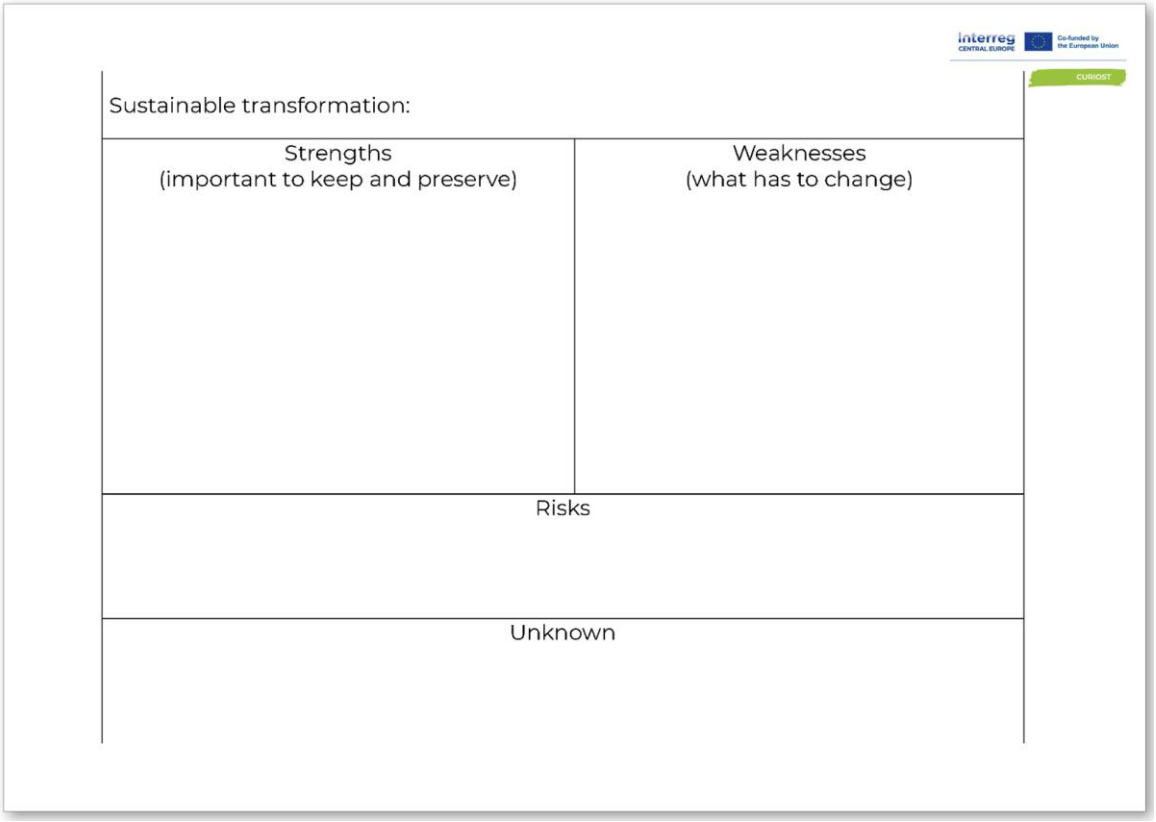



Circular
The Sustainable Business Model Canvas
Manufacturer of multifunctional turning drilling-milling machines
Key Partners
Key Activities
Sales & distribution
Manufacturing
R&D
Factories
Software & know-how
People
Value Propositions
Machining centres
Maintenanc e
Spare parts
Retro-fit
Customer Relationships
Teleservice
Channels
Direct sales
Fairs
Regional branches
Customer Segments
Industrial manufacturers
COGS
People
Infrastructure
Revenue Streams
Price per machine /service
Eco Social Costs
Eco-Social Benefits


Circular
The Sustainable Business Model Canvas
Waterproofing solutions and construction materials manufacturer
Key Partners
Key Activities
Sales
R&D
Manufacturing
Construction materials
Solutions
Advice
Key Resources
Distribution network
Know-how (recipes)
Value Propositions
Website / contact center
Own distribution
Building materials stores
Customer Segments
Contractors & investors
Owners with water issues
Architects
Investors
COGS
Employees
Equipment
Revenue Streams
Price per kg/l/m²
Free? Or fee
All inclusive BOM
Eco Social Costs
Eco-Social Benefits



Sustainable Transformation Mapping Template:



Sustainable transformation:	
Strengths (important to keep and preserve)	Weaknesses (what has to change)
Risks	
Unknown	

The full presentations are available in Annex 2 in PDF format.

6. RESULTS AND OUTCOMES

The Business Model Development (BMD) training series successfully achieved its objective of equipping CURIOST project partners with the necessary knowledge and tools to guide SMEs and small midcaps through the process of business model innovation, particularly in the context of sustainability and circular economy transitions.

Through the online and onsite sessions, partners developed a thorough understanding of business model structure and dynamics using the Business Model Canvas (BMC). They strengthened their ability to critically analyze and deconstruct business models based on operational and strategic elements, and they became familiar with practical methods for adapting existing models toward circular economy strategies. The training also introduced a structured assessment framework, enabling partners to evaluate business model competitiveness across dimensions such as recurring revenues, scalability, and customer lock-in. By combining theoretical insights with guided exercises, the trainings significantly improved partner readiness to independently facilitate business model workshops with SMEs and support them in identifying opportunities for sustainable transformation.

Discussions during the sessions revealed that participants developed a strong grasp of the fundamentals of business model design but also recognized challenges that SMEs might encounter when implementing circular changes. In particular, several participants emphasized the importance of adjusting circular strategies to the specific capacities and limitations of SMEs, and highlighted the relevance of modular or phased approaches to business model transformation. Particular interest was expressed in service-based models such as product-as-a-service, as well as in the need for tools that help SMEs realistically assess the risks and returns associated with adopting circular business models.

The impact of the training is reflected in the evaluation results collected after the completion of all training sessions. Based on the evaluation survey, participants reported a very high level of satisfaction with the training content and delivery, with an average engagement score of 4.83 out of 5. Regarding skills development, all respondents reported improvement, with 28% indicating their skills were "very improved" and 72% reporting they were "improved." Notably, 50% of participants assessed themselves as fully ready to conduct Business Model Development workshops with SMEs and small midcaps, while the remaining 50% indicated moderate readiness, requiring additional practical experience to build full confidence. No participants indicated that they would require further support.

Thanks to the enhanced facilitation capacity built through the training, SMEs participating in the CURIOST pilot activities will receive more structured and targeted support when exploring opportunities to redesign their business models. By systematically mapping and integrating circular business opportunities into their operations, SMEs are expected to strengthen resource efficiency, improve competitiveness, and increase long-term resilience. The application of business model assessment tools will further help SMEs

understand and leverage strategic advantages associated with circularity as they engage in sustainable transformation processes.

7. CONCLUSION

The Business Model Development (BMD) training series successfully strengthened the internal capacities of CURIOST project partners to support SMEs and small midcaps in the transition toward circular and sustainable business models. Through a combination of theoretical presentations, practical exercises, and an onsite application workshop, participants gained a solid understanding of business model structures, familiarized themselves with circular economy strategies, and acquired methods for critically assessing and redesigning business models to enhance competitiveness and sustainability.

The trainings directly supported CURIOST's overall objectives by equipping partners with actionable tools and frameworks that enable SMEs to identify and pursue new circular opportunities. By focusing on the practical application of the Business Model Canvas (BMC) and integrating circular strategies such as product life extension, recovery and recycling, and service-based models, the training contributed to fostering innovation and resilience among the SMEs targeted in the project's pilot activities.

The evaluation survey confirmed the overall effectiveness of the training programme, with participants reporting high levels of engagement and satisfaction, as well as significant improvements in their facilitation skills. Half of the participants assessed themselves as fully ready to independently conduct BMD workshops with SMEs, while the remaining half indicated moderate readiness and a need for further practice to build full confidence. This feedback highlights both the progress made and the importance of continued learning during the practical implementation phase.

As a next step, partners will apply the knowledge and skills gained through these trainings in their regional pilot actions (D.2.3.2), guiding SMEs through business model transformation processes tailored to their specific sectoral and organizational contexts. Continued exchange of experiences and practical examples during the pilot phase is recommended to further consolidate facilitation skills and ensure a strong foundation for supporting circular innovation beyond the lifetime of the CURIOST project.

8. ANNEXES

1. Participants list (live & online session)

1.1. Business Model Development Introductory Session

1. Sažetak			
Naslov sastanka	CURIOST Business Model Development Introductory Session		
Prisutni sudionici	22		
Vrijeme početka	4/07/25, 9:42:29 AM		
Vrijeme završetka	4/07/25, 11:19:24 AM		
Trajanje sastanka	1 h 36 min 54 s		
Prosječno vrijeme sudjelovanja	1 h 10 min 15 s		
2. Sudionici			
Ime	Prvo pridruživanje	Posljednji odlazak	Trajanje sastanka
Ana Ćosić Pilepić	4/07/25, 9:42:33 AM	4/07/25, 11:19:24 AM	1 h 36 min 51 s
Boris Golob	4/07/25, 9:47:33 AM	4/07/25, 11:19:22 AM	1 h 31 min 49 s
Janusz, SPCleantech. PL (Nepotvrđeno)	4/07/25, 9:58:24 AM	4/07/25, 9:59:23 AM	58 s
Darija Krušelj	4/07/25, 9:58:33 AM	4/07/25, 11:19:05 AM	1 h 20 min 32 s
Urszula (Nepotvrđeno)	4/07/25, 9:58:33 AM	4/07/25, 11:19:08 AM	1 h 20 min 35 s
Mario Šercer	4/07/25, 9:59:15 AM	4/07/25, 11:19:08 AM	1 h 19 min 53 s
Edina Toth PBKIK (Nepotvrđeno)	4/07/25, 9:59:33 AM	4/07/25, 11:19:10 AM	1 h 19 min 21 s
Zoran Kadežabek (Eksterno)	4/07/25, 9:59:39 AM	4/07/25, 11:19:10 AM	1 h 19 min 30 s
Tatić Minea (Eksterno)	4/07/25, 10:00:04 AM	4/07/25, 11:19:08 AM	1 h 19 min 4 s
Grill Harald (Eksterno)	4/07/25, 10:00:22 AM	4/07/25, 11:19:07 AM	1 h 18 min 44 s
Kristina Moskalova	4/07/25, 10:00:34 AM	4/07/25, 11:19:07 AM	1 h 18 min 33 s
Heinzlreiter Michael (Eksterno)	4/07/25, 10:00:53 AM	4/07/25, 11:19:09 AM	1 h 18 min 15 s
Martina Ferrarese (Eksterno)	4/07/25, 10:01:03 AM	4/07/25, 11:19:08 AM	1 h 18 min 4 s
Martin Novysedlák | FPM EU v Bratislave	4/07/25, 10:01:06 AM	4/07/25, 11:19:24 AM	1 h 18 min 17 s
Erica Contato (Eksterno)	4/07/25, 10:01:35 AM	4/07/25, 11:19:08 AM	1 h 17 min 33 s
Rieger Juliane (Eksterno)	4/07/25, 10:01:48 AM	4/07/25, 11:19:07 AM	1 h 17 min 18 s
Schneider, Doris (Eksterno)	4/07/25, 10:02:10 AM	4/07/25, 11:19:08 AM	1 h 16 min 58 s
Marco Mangiantini	4/07/25, 10:02:25 AM	4/07/25, 11:19:09 AM	1 h 16 min 44 s
Christina Zegowitz (Eksterno)	4/07/25, 10:03:03 AM	4/07/25, 11:19:09 AM	1 h 16 min 6 s
Barbara Lalicata (Eksterno)	4/07/25, 10:06:55 AM	4/07/25, 11:19:08 AM	1 h 12 min 12 s
Mayer, Oliver, Prof. Dr. (Eksterno)	4/07/25, 10:44:13 AM	4/07/25, 11:12:33 AM	28 min 19 s

1.2. Business Model Development Application Session

1. Sažetak			
Naslov sastanka	CURIOST Business Model Development Application Session		
Prisutni sudionici	14		
Vrijeme početka	4/11/25, 9:44:34 AM		
Vrijeme završetka	4/11/25, 11:41:06 AM		
Trajanje sastanka	1 h 56 min 31 s		
Prosječno vrijeme sudjelovanja	1 h 39 min 12 s		
2. Sudionici			
Ime	Prvo pridruživanje	Posljednji odlazak	Trajanje sastanka
Ana Ćosić Pilepić	4/11/25, 9:44:36 AM	4/11/25, 11:41:05 AM	1 h 56 min 28 s
Boris Golob	4/11/25, 9:51:27 AM	4/11/25, 11:41:06 AM	1 h 49 min 38 s
Englert Benjamin (Eksterno)	4/11/25, 10:00:21 AM	4/11/25, 11:40:57 AM	1 h 40 min 36 s
Mario Šercer	4/11/25, 10:00:21 AM	4/11/25, 11:40:58 AM	1 h 40 min 37 s
Urszula (Nepotvrđeno)	4/11/25, 10:00:21 AM	4/11/25, 11:40:57 AM	1 h 40 min 36 s
Peter Markovič | FPM EU v Bratislave	4/11/25, 10:00:21 AM	4/11/25, 11:30:11 AM	1 h 29 min 49 s
Edina Toth PBKIK (Nepotvrđeno)	4/11/25, 10:00:43 AM	4/11/25, 11:40:59 AM	1 h 40 min 16 s
Tatić Minea (Eksterno)	4/11/25, 10:00:43 AM	4/11/25, 11:25:28 AM	1 h 24 min 44 s
Steiner Wolfgang (Eksterno)	4/11/25, 10:01:12 AM	4/11/25, 11:41:05 AM	1 h 39 min 53 s
Christina Zegowitz (Eksterno)	4/11/25, 10:01:31 AM	4/11/25, 11:40:59 AM	1 h 39 min 28 s
Barbara Lalicata (Eksterno)	4/11/25, 10:01:31 AM	4/11/25, 11:40:58 AM	1 h 39 min 27 s
Martina Ferrarese (Eksterno)	4/11/25, 10:01:43 AM	4/11/25, 11:40:59 AM	1 h 39 min 15 s
Janusz, SPCleantech, PL (Nepotvrđeno)	4/11/25, 10:05:51 AM	4/11/25, 11:40:59 AM	1 h 35 min 8 s
Erica Contato (Eksterno)	4/11/25, 10:08:08 AM	4/11/25, 11:40:58 AM	1 h 32 min 50 s

1.3. Business Model Development Interactive Workshop

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CURIOST - Circular design and development of sustainable products in 4 key sectors in Central Europe

2nd Steering committee meeting in Opatija on 27 - 28 May 2025

Participation List

	First name	Surname	Organisation	Country	Signature 27/05/2025	Signature 28/05/2025
1	Christina	Zegowitz	UCB	Germany		
2	Oliver	Mayer	BI	Germany		
3	Doris	Schneider	BI	Germany		
4	Juliane	Rieger	Biz-Up	Austria		
5	Wolfgang	Steiner	Biz-Up	Austria		
6	Harald	Grill	CPU	Austria		
7	Urszula	Kwasniewska	SPC	Poland		

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	First name	Surname	Organisation	Country	Signature 27/05/2025	Signature 28/05/2025
8	Janusz	Kahl	SPC	Poland		
9	Peter	Markovič	EUBA	Slovakia		
10	Martin	Novysedlák	EUBA	Slovakia		
11	Peter	Dorčák	EUBA	Slovakia		
12	Marco	Mangiantini	MESAP	Italy		
13	Erica	Contato	MESAP	Italy		
14	Martina	Ferrarese	MESAP	Italy		
15	Barbara	La Licata	ENVI	Italy		
16	Boris	Golob	STEP RI	Croatia		
17	Ana	Ćosić Pilepić	STEP RI	Croatia		

*By signing, the participant agrees to provide personal data and make audiovisual recordings for the needs of the project CE0200602 „Circular design and development of Sustainable products in 4 key sectors in Central Europe", which is co-financed by the Interreg Central Europe programme.

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	First name	Surname	Organisation	Country	Signature 27/05/2025	Signature 28/05/2025
18	Mario	Šercer	MJČ	Croatia		
19	Khrystyna	Moskalova	MJČ	Croatia		
20	Zoran	Kadežabek	MJČ	Croatia		
21	Edina	Tóth	PBKIK	Hungary		
22	David	Soros	PBKIK	Hungary		

*By signing, the participant agrees to provide personal data and make audiovisual recordings for the needs of the project CE0200602 „Circular design and development of Sustainable products in 4 key sectors in Central Europe", which is co-financed by the Interreg Central Europe programme.

2. Training materials

The full presentations used during the Business Model Development training sessions are provided as annexes to this report:

- **Annex 2.1:** D.2.1.2 Business Model Development – Training 1*(uploaded as separate file)*
- **Annex 2.2:** D.2.1.2 Business Model Development – Training 2 *(uploaded as separate file)*
- **Annex 2.3:** D.2.1.2 Business Model Development – Workshop *(uploaded as separate file)*

These materials include all slides presented during the sessions and shared with participants.

3. Agenda for SC2 meeting

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AGENDA
2nd Steering committee meeting

CURIOST - Circular design and development of sustainable products in 4 key sectors in Central Europe

Venue:
Hotel Continental Event Rooms Garden
Maršala Tita 83
51410 Opatija
Croatia



26th May 2025 **19:30 Informal dinner at Restaurant Ružmarin, Veprinački put 2, 51410, Opatija**
self payment
Web: https://www.restaurant-ruzmarin.com/en/
Maps: https://maps.app.goo.gl/YK3wUFpcVu7tapww7

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27th May 2025

08:30 – 09:00	**Registration and Welcome Coffee**
09:00 – 09:15	**Welcome by host partner STEP RI and lead partner Biz-up**
09:15 – 10:15	**Joint exchange about CURIOST project achievements** • 360sec pitch of each partner about achieved activities in period 1 and period 2 (01.06.24 - 31.05.25)
10:15 – 11:30	**WP 1 (A1.3 + A1.4) – Biz-up** • **A1.3 – Creating a joint strategy for sustainable product development** ○ Presentation of joint vision for sustainable product development (D1.3.1) ○ Presentation of joint strategy for sustainable product development (D1.3.2/O1.2) • **A1.4 – Uptake of joint strategy for sustainable product development by SME and small midcaps** Kickoff for uptake workshops with 140 SME and small midcaps (D1.4.1) ○ Presentation of workshop structure and workshop goals ○ Preview: Workshop cost calculation and Indirect State Aid **Next steps in period 3:** • Workshops with 140 SME + small midcaps = 20 per partner country (D1.4.3), June 2025-Sept. 2025 – Biz-up
11:30 – 11:45	*Coffee Break*
11:45 – 12:30	**WP 3 (A3.3) – Action plan for sustainable product development – CPU** • Presentation of evaluation of regional needs and guidance for policy level (D3.3.1) **Next steps in period 3** • Derivation of one action plan with 1 chapter per region for policy level (D3.3.2)
12:30 – 14:00	*Lunch*

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14:00 – 15:00	**WP 2 (A2.2) Pool of creative heads – ENVI (confirmation Barbara tbd)** • Interactive session: Criteria and definition of role, setting, organisation and involvement of creative heads (D.2.2.1) **Next steps in P3:** • Implementation of pool of creative heads (D2.2.1 + D2.2.2, May 2025- Sept. 2025 – ENVI
15:00 – 17:00	*Break (e.g. to change clothes at the hotel, have a coffee,…)*
17:15 – 19:30	**Guided walking tour around Opatija** Meeting point in front of our hotel: Hotel Continental Event Rooms Garden Maršala Tita 83, 51410 Opatija
19:30	**Project dinner at Trattoria Mandrać** Web: https://trattoriamandrac.hr/en/ Maps: https://maps.app.goo.gl/ZpgAZuUyYoGYMBm29

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28th May 2025

09:00 – 09:15	**Registration and Welcome Coffee**
09:15 – 11:00	**WP 2 (A2.1) Project partners as influencer – STEP RI, UCB, Biz-up**

- Follow-up session: Training of project partners in Business Model Development to enable the guidance of local companies through the pilot action (D2.1.2) – STEP RI
- Joint evaluation – please fill in survey (QR-Code on screen): Business Model Development sessions (D2.1.2) – STEP RI

Next steps in period 3:

- Selection of 4-5 most encouraged and promising companies per country (D2.3.1), Sept.-Nov. 2025 – STEP RI
- Two stage pilot with prototype creation, testing, business modelling (D2.3.2), Okt. 2025-March 2026 – STEP RI

11:00 – 11:15	*Coffee Break*
11:15 – 11:45	**Project reporting – Biz-up**

- Partner Report P2
- Joint Activity Report P1 + P2

11:45 – 12:00	**Project management – Biz-up**

- Quality control & monitoring plan
- Financial issues
- Project modifications
- SC meeting #3 in Linz, 25.-26. Nov. 2025

12:00 – 12:15	**Wrap-up and conclusion**
12:15 – 13:00	*Farewell Lunch*

4. Evaluation Survey Results Summary

Survey Overview

The evaluation survey was conducted following the completion of the full Business Model Development (BMD) training series, including both online and onsite sessions. The purpose of the survey was to gather feedback from participants regarding their satisfaction with the training content, self-assessed skill development, and readiness to facilitate Business Model Development workshops with SMEs and small midcaps. A total of **18 participants** completed the survey.

Summary of Key Results

Evaluation Area	Result
Overall Engagement	Average score: **4.83 / 5**
Skills Development	28% of respondents reported their skills were “very improved”; 72% reported “improved”; none reported deterioration.
Readiness to Conduct BMD Workshops	50% of participants reported full readiness; 50% reported moderate readiness; 0% reported needing further support.
Evaluation Respondents	18 total participants

Qualitative Insights

Participants provided a range of valuable qualitative feedback. Key insights included:

- Strengthened understanding of the Business Model Canvas (BMC) and its application in real-life SME contexts.
- Increased confidence in facilitating creative discussions during business model development processes.
- Better understanding of how circular business models can be designed, including the application of strategies such as product life extension, recovery and recycling, sharing platforms, and service-based models.
- Recognition that applying circular business model transformation with SMEs may still require additional practice, particularly in managing real-life SME dynamics and interactions during transformation discussions.
- Interest in using the business model assessment framework introduced during the training as a practical tool to support SMEs in evaluating competitiveness and transformation options.

- Several participants (at least two explicitly) expressed the wish to develop a more detailed facilitation guideline or step-by-step manual for future delivery of BMD workshops, in order to further strengthen their confidence and standardize workshop preparation and delivery.

Conclusion

The survey results confirm that the BMD training series successfully delivered both theoretical knowledge and practical skills to project partners. The results demonstrate that partners feel well-prepared to apply the BMD methodology in their upcoming pilot activities while acknowledging the value of continued practice and experience to further strengthen their facilitation capabilities during live SME support.

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