



Co-funded by the
Erasmus+ Programme
of the European Union

HANDBOOK

CIRCULAR START INTO BUSINESS - CircularStart

COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICES IN
SUSTAINABILITY AND CIRCULARITY TRAINING OF START-UPS





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ERASMUS + PROGRAMME

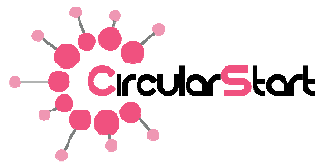
WHAT IS THE ERASMUS + PROGRAMME?

Erasmus + is the European programme in the areas of education, training, youth and sport for 2014-2020.

Erasmus + is the unique programme which aims at promoting labour perspectives and personal development, as well as at helping our education, training and youth systems promote training which will empower people with the skills needed for the current and future working market and society as a whole.

In Spain the national agency co-ordinately managing of the Erasmus + Programme is the Spanish Service for the Internationalisation of Education (SEPIE).





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CONTEXT

- This is a project funded by the **ERASMUS +** programme, in the “**Strategic Partnerships for vocational education and training**” funding sub-programme.
- The aim of **CircularStart** is to **support incubators, trainers and consultants in sustainability and circularity training of start-ups.**
- CircularStart will focus **on supporting individuals in acquiring and developing basic skills and key competences** about sustainability and circularity, **to create more sustainable BMs and evaluate their sustainability performance** in general and their **circular economy potential** in specific.
- **The start-ups and entrepreneurs will be able to systematically describe, evaluate and improve the environmental, social and economic impacts of their business ideas.**





NAME OF THE PROJECT: CIRCULAR START INTO BUSINESS

THE PROJECT'S DURATION: 2 years (1st November 2019 – 31th October 2021)

MAIN OBJECTIVE:

Due to the lack of knowhow and training of start-ups and entrepreneurs in the field of sustainability and circular economy:

- ✓ The aim of CircularStart is to **support incubators and consultants in sustainability training of start-ups**, through the development of an interactive guidance tool with respective eLearning training resources.
- ✓ **Start-ups will increase their knowledge, skills and competences** to explore the opportunities of more sustainable and circular BMs; **to create more sustainable BMs and evaluate their sustainability performance in general and their circular economy potential in specific.**
- ✓ The start-ups and entrepreneurs will be able to systematically **describe, evaluate and improve the environmental, social and economic impacts of their business ideas.**



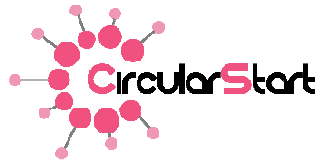


SPECIFIC OBJECTIVES:

The CircularStart project addresses **one specific priority relevant in the field of Vocational Education and Training (VET) and two horizontal priorities:**

- ✓ **HORIZONTAL: Supporting individuals in acquiring and developing basic skills and key competences:** This project is intended to provide an effective and innovative training offer, developed by a partnership, between learning institutions, businesses and research organizations that will be able to blend together entrepreneurial mind-set and sustainability and circular thinking.
- ✓ **HORIZONTAL: Open and innovative practices in a digital era:** All the CircularStart results will be accessible via an open web-platform in order to facilitate the spreading and the implementation of the materials.
- ✓ **VET: Developing VET business partnerships aimed at promoting work-based learning in all its forms:** All the developed materials will be tested and implemented by the business consultants and start-ups on real case studies in order to ensure the practicability, usability and suitability for a wide range of BMs.





RESULTS AND OUTPUTS

- ✓ **Mapping of already existing methods** for the integration of sustainability issues. Landscape of methodologies used for BMs.
- ✓ **A Guidance Tool** with **eLearning resources** on **integrating sustainability and circularity aspects** into business models
- ✓ The **project website** (integrated in the web-platform) including all relevant information on the project and main results.
- ✓ **Guidelines for start-ups** on how to make use of sustainability aspects as a driver for innovation and new business ideas.
- ✓ **Research papers on e.g. the guidance tool and its methodology and the supporting eLearning resources** or on the evaluation criteria and the BM award.
- ✓ **Project management tools: Quality management** plan (QMP), **Dissemination** plan and **Valorisation plan**.





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CONSORTIUM

THE PROJECT'S COORDINATOR: **PROSPEKTIKER** (SPAIN)

PROJECT PARTNERS:

- ✓ **TECHNISCHE UNIVERSITAET WIEN** (AUSTRIA)
- ✓ **LABORATORIO NACIONAL DE ENERGIA E GEOLOGIA I.P. – LNEG** (PORTUGAL)
- ✓ **ASOCIACION DE INVESTIGACION DE LAS INDUSTRIAS CERAMICAS - AICE** (SPAIN)
- ✓ **OSTERREICHISCHES OKOLOGIE-INSTITUT – OOI** (AUSTRIA)
- ✓ **MU ENPRESAGINTZA S. COOP.** (SPAIN)
- ✓ **ANJE ASSOCIACAO NACIONAL DE JOVENS EMPRESARIOS** (PORTUGAL)
- ✓ **INITS UNIVERSITAERES GRUENDERSERVICE WIEN GMBH** (AUSTRIA)
- ✓ **ABC ACCELERATOR, RAZVOJ STARTUPOV IN MLADIH PODJETIJ, DOO** (SLOVENIA)



PROSPEKTIKER

- ✓ Prospektiker is an independent company, specialized on foresight and prospective - strategic studies for the public and private sector.





CONSORTIUM



TECHNISCHE UNIVERSITAET WIEN (Wien - Austria)

- ✓ The research group Ecodesign of the department for engineering design at the TU Wien (TUW) has been working since 1993 in the field of sustainable product development (Ecodesign), both in the education and research sector.

LABORATORIO NACIONAL DE ENERGIA E GEOLOGIA I.P. – LNEG (Lisbon - Portugal)

- ✓ LNEG is a State Laboratory belonging to the Portuguese Ministry of Environment and Energy Transition, dedicated to perform R&D in the fields of Energy and Geology, aiming to support the sustainable development of the Portuguese economy.



ASOCIACION DE INVESTIGACION DE LAS INDUSTRIAS CERAMICAS - AICE (Castellon – Spain)

- ✓ The Institute for Ceramic Technology has, over the years, articulated a university–business cooperation system that has contributed significantly to the notable development of the Spanish ceramic tile manufacturing industry.





CONSORTIUM



ÖSTERREICHISCHES ÖKOLOGIE-INSTITUT – OOI (Wien- Austria)

- ✓ The aim of the AIE lies in the integration of mainly social and environmental aspects into business and consumption activities.

MU ENPRESAGINTZA S. COOP. (Oñati - Spain)

- ✓ The biggest industrial cooperative experience in the world. Mondragon University has created an interesting network for entrepreneurs, innovators and impact makers/social entrepreneurs over the last 10 years names Mondragon Team Academy.



ANJE ASSOCIACAO NACIONAL DE JOVENS EMPRESARIOS (Porto - Portugal)

- ✓ It was indeed a pioneer fostering Entrepreneurship among Youth in Portugal, and more recently, became famous in encouraging the adoption of business models based on Innovation, Research and Development, with ANJE TECH Entrepreneurship.





INITS UNIVERSITAERES GRUENDERSERVICE WIEN GMBH (Wien – Austria)

- ✓ It has been designed for to stimulate entrepreneurship in the academic environment, de-risking and to improve the success rate of pot. start-up`s with their Research,- Technology-, Innovation (RTI) related start-up innovation projects with growth potential, conceive, launch and grow their business over the whole innovation cycle from the idea to the market.



ABC ACCELERATOR, RAZVOJ STARTUPOV IN MLADIH PODJETIJ, DOO (Ljubljana - Slovenia)

- ✓ It is a private accelerator dedicated to selecting the best startups from the Southeast Europe (SEE) region (and beyond), help them to test their products, develop an appropriate business model, spread their business and connect them with its network of investors and corporations.





4

WORKPLAN

Spain



Portugal



Austria



Slovenia



- Handbook
- Partner agreements
- Preparation activities for IO2
- Reports



Project Management

4 meetings in Bilbao, Castellon, Lisbon, Vienna

Intermediate and final evaluation

Quality Plan

Communication Plan

IO2: eLearning resources on integrating sustainability and circularity aspects into business models



Online platform

Dissemination

Workshops

Social Media and Blogs





1. MANAGEMENT ACTIVITIES: mainly tasks related to:

- Coordination
- Management and administration of the project
- Quality and evaluation
- Communication
- Preparation activities for Intellectual Output 2 (some activities from IO1)
- Inclusion of the sustainability assessment criteria in the Guidance Tool (small part of 1st activity from IO3)

2. RESEARCH ACTIVITIES (INTELLECTUAL OUTPUTS)

- ~~Output 1: Guidance tool for integrating sustainability and circularity aspects into business models~~
- Output 2: eLearning resources on integrating sustainability and circularity aspects into business models
- ~~Output 3: Sustainable and Circular business model awarding scheme~~

3. DISSEMINATION ACTIVITIES:

- An online platform
- Dissemination material, such as brochures, flyers, presentation templates newsletters, press releases etc.
- Dissemination through social media and blogs



1. MANAGEMENT ACTIVITIES:

- **Objective:** These mainly refer to tasks associated with the coordination, management and administration of the project, as well as other transversal activities of compulsory fulfilment when managing the project: communication and dissemination activities, quality management and other activities related to assessment and evaluation. Although PROSPEKTIKER is responsible for the coordination and good progress of the project, all the partners must take part in the completion of the tasks mentioned in this chapter. Some of the activities related to the preparation of the Intellectual Output 2 are included here too.

- **Activities:**

- ❑ **Coordination:** 4 meetings will take place in different countries in these likely dates: December 2019 (Bilbao), June 2020 (Castellon), March 2021 (Lisbon) and October 2021 (Vienna).
 - PROSPEKTIKER will streamline the meetings and will write the minutes of the meetings.
- ❑ **Management and administration of the project:**
 - *Handbook of the project.*
 - *Contracts (partnership agreements) between coordinator and partners*
 - *Reports – 2 mid-term reports and a final one.*
 - ALL PARTNERS will contribute to the drafting of the reports (PROSPEKTIKER will lead and combine inputs).
 - *Financial reports (number of hours dedicated to the project and justification of expenses, travels, ...): semi-annual*
 - PROSPEKTIKER will prepare the templates for partners to complete their semi-annual financial reports.

(...) 1. MANAGEMENT ACTIVITIES

- ❑ Quality and evaluation
 - *Quality Plan and Quality indicators*
 - *Mid-term evaluation questionnaire and Mid-term evaluation reports*
 - *Final evaluation questionnaire and Final evaluation report*
 - PROSPEKTIKER will lead the evaluating activities and will be responsible of writing the reports.

- ❑ Communication: it includes the creation of the following tools
 - *Communication and diffusion plan*
 - *Brochure*
 - *Web-page*
 - ALL PARTNERS will be responsible for the communication and dissemination activities (PROSPEKTIKER will lead).

(...) 1. MANAGEMENT ACTIVITIES

- Preparation activities for Intellectual Output 2

- O1/A1 from the submitted proposal
- Development of the methodology (from IO1):*
- Review of methodologies and tools related to the definition of BMs, with a specific focus on those integrating circularity and sustainability: Which methodologies are relevant, which aspects are considered and how?
 - Identification of current trends in sustainable BM innovations that will be used as inspiration and examples.
 - Interviews with start-ups, incubators and/or investors (at least 2 with each per country) in order to know their needs concerning the methodology, performance and responses of the tool.
 - Specification of the tool: What features should the tool have? What would be nice to have? What should it not have?
- TUV will lead these activities with contributions from all partners.
- O1/A2 from submitted proposal
- Guidance Tool Development (from IO1):*
- According to the defined methodology and the feedbacks compiled from the interviews with the start-ups and other stakeholders the team will develop the tool itself. Firstly, the tool will be designed with word processors and spreadsheets for testing. This task will include the development of the structure, the contents and the operation design. **More simple than initial proposal.**
- TUV will lead this activity with contributions from all partners.
- 2nd Activity from O2/A1
- Review of existing training materials and tools (from IO2):*
- Review of existing training materials and tools and their adequacy for the purposes of CircularStart. A matrix to evaluate the contents, format and adequacy for existing training materials will be developed, allowing partners to easily and systematically map what will be used and how it can be integrated. At first, the training resources will be developed as a "booklet" for the pilot trainings. It will be structured with an appealing layout and short, concise, to the point contents.
- LNEG will lead this activity with contributions from all partners.



(...) **1. MANAGEMENT ACTIVITIES**

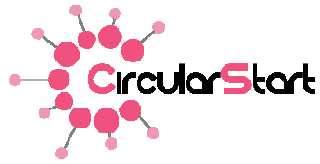
- Inclusion of the sustainability assessment criteria in the Guidance Tool (to be done after the development of IO2)

O3/A1 from the submitted proposal

Definition of an evaluation method based on sustainability assessment criteria (from IO3):

- Establishment of the assessment criteria and the scoring system. *More simple than initial proposal.*
 - ITC will lead these activities with contributions from all partners.





2. RESEARCH ACTIVITIES

INTELLECTUAL OUTPUT 2: eLearning resources on integrating sustainability and circularity aspects into business models

- **Objective:** For each of the 9 elements of the BM-Canvas and their sustainability and circularity implications, a series of supporting eLearning resources will be made available. These eLearning resources include training contents to be developed and/or adapted within CircularStart and a collection of existing resources, such as practical tools, videos, MOOC's, methods, case studies, etc. Altogether they will form a coherent set of innovative training materials that form a comprehensive training programme that supports the integration of circularity aspects in new BMs. They will have a modular structure in order to be adjustable to different knowledge needs, training situations, stages of business idea development and BM archetypes. **This will be the guidance tool integrating the eLearning resources.**

IMPORTANT NOTE: The "Guidance Tool" concept must be included in this IO2, to achieve the final objective of the project. A more simple Guidance tool, not as complex as the description included in the initial proposal, as there is no funding for IO1 and therefore, IO1 is not expected as a separate Intellectual Output.





(...) 2. RESEARCH ACTIVITIES

(...) INTELLECTUAL OUTPUT 2: eLearning resources on integrating sustainability and circularity aspects into business models

- **Activities:**

O2/A1 Development and/or adaptation of training resources (O2/A1):

- ✓ Definition of the topics and contents that are required to apply the guidance tool developed in O2/A0.
- ✓ Adaptation of training materials and development of new ones.
 - LNEG will lead this activity with contributions from all partners.

O2/A2 Programming of the **Guidance Tool** and the eLearning resources and integration into the web-platform:

- ✓ Specifications
- ✓ Programming
 - TUW will lead this activity with contributions from OOI, Prospektiker, LNEG and ITC.

O2/A3 Testing the eLearning resources and the guidance tool: At trainer level and at start-up level (workshops)

- PROSPEKTIKER will lead this activity with contributions from all partners.

O2/A4 Improvement of the training resources

- LNEG will lead this activity with contributions from TUW, PROSPEKTIKER, ITC and LNEG.



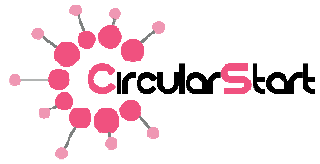


(...) 2. RESEARCH ACTIVITIES

(...) INTELLECTUAL OUTPUT 2: eLearning resources on integrating sustainability and circularity aspects into business models

- **Results:** A coherent set of innovative training materials **integrated in a Guidance Tool** that form a comprehensive training programme that supports the integration of circularity aspects in new BMs.
- **Leader:** LNEG - Laboratório Nacional de Energia e Geologia I.P.
- **Participation:** All partners.
- **Deadlines:** 01/04/2020 – 31/05/2021





TIMELINE

| | | PROJECT TIMETABLE | | | | | | | | | | | | | | | | | | | | | | | |
|-------|--|-------------------|---------|----------|---------|---------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|----------|---------|----------|
| | | 2019 | | 2020 | | | | | | | | | | | | 2021 | | | | | | | | | |
| | | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct |
| | | M1 | M2 | M3 | M4 | M5 | M6 | M7 | M8 | M9 | M10 | M11 | M12 | M13 | M14 | M15 | M16 | M17 | M18 | M19 | M20 | M21 | M22 | M23 | M24 |
| Type | Project activity* | | | | | | | | | | | | | | | | | | | | | | | | |
| A1 | Project management | [Green] | | | | | | | | | | | | | | | | | | | | | | | |
| A2 | Interim Reporting | [Green] | | | | | | | | | | | | | | | | | | | | | | | |
| M1 | Transnational project meeting 1 (Bilbao) | | | [Yellow] | | | | | | | | | | | | | | | | | | | | | |
| | Preparation Activities for IO2 (Management cost) | | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] |
| | Development of the methodology (O1/A1) | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| | Development of the guidance tool (O1/A2) | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| | Review materials and tools (2nd activity from O2/A1) | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| M2 | Transnational project meeting 2 (Castellon) | | | | | | | | [Yellow] | | | | | | | | | | | | | | | | |
| O2 | eLearning resources on integrating sustainability into business models | | | | | | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] |
| O2/A1 | Development and/or adaptation of training resources | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| O2/A2 | Programing of the eLearning resources and integration into the web-platform | | | | | | | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| O2/A3 | Test of training resources by the incubators and start-ups | | | | | | | | | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| M3 | Transnational project meeting 3 (Lisbon) | | | | | | | | | | | | | | | | | | | | | | [Yellow] | | |
| O2/A4 | Improvement of the training resources | | | | | | | | | | | | | | | | | | | | [Grey] | [Grey] | [Grey] | [Grey] | [Grey] |
| | Inclusion of the assessment concept in the Guidance Tool (Management cost) | | | | | | | | | | | | | | | | | | | | | [Green] | [Green] | [Green] | [Green] |
| | Definition of an evaluation method based on sustainability assessment criteria (O3/A3) | | | | | | | | | | | | | | | | | | | | | [Grey] | [Grey] | [Grey] | [Grey] |
| M4 | Transnational project meeting 4 (Austria) | | | | | | | | | | | | | | | | | | | | | | | | [Yellow] |
| A3 | Final Reporting | | | | | | | | | | | | | | | | | | | | | | | | [Green] |
| A4 | QMP, Monitoring, Evaluation | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] |
| A5 | Dissemination | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] | [Green] |
| | Activities funded by "Management Cost" | | | | | | | | | | | | | | | | | | | | | | | | |



| Activity | Prospektiker (ES) | | TUW (AT) | | LNEG (PT) | | ITC (ES) | | OOI (AT) | | MU (ES) | | ANJE (PT) | | INITS (AT) | | ABC (SI) | | TOTAL | |
|--------------------------------|-------------------|----------|----------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|-----------|----------|------------|----------|----------|----------|-----------|----------|
| | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days | Budget | No. days |
| Project Management | € 12.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 6.000 | | € 60.000 | |
| Transnational Partner Meetings | € 3.450 | | € 3.820 | | € 3.820 | | € 3.450 | | € 3.820 | | € 3.450 | | € 3.820 | | € 1.910 | | € 4.970 | | € 32.510 | |
| Intellectual Output 2 | € 13.700 | 100 | € 25.305 | 105 | € 15.070 | 110 | € 6.165 | 45 | € 15.665 | 65 | € 3.425 | 25 | € 3.425 | 25 | € 6.025 | 25 | € 3.425 | 25 | € 92.205 | 525 |
| Total Budget / No. of days | € 29.150 | | € 35.125 | | € 24.890 | | € 15.615 | | € 25.485 | | € 12.875 | | € 13.245 | | € 13.935 | | € 14.395 | | € 184.715 | |
| | | 100 | | 105 | | 110 | | 45 | | 65 | | 25 | | 25 | | 25 | | 25 | | 525 |
| Total | € 184.715 | | | | | | | | | | | | | | | | | | | |