

## 1. Identification

### Call

C1

### Date of submission

25/04/2022

### 1.1. Full name of the project

Export-driven micro-enterprises and SMEs building resilient Baltic Sea Region through responsibility, digital business competencies and green value chains

154 / 250 characters

### 1.2. Short name of the project

Game Changer

12 / 20 characters

### 1.3. Programme priority

1. Innovative societies

### 1.4. Programme objective

1.1 Resilient economies and communities

### 1.6. Project duration

<b>Contracting start</b>	22/09/2022	<b>Contracting end</b>	31/12/2022
<b>Implementation start</b>	01/01/2023	<b>Implementation end</b>	31/12/2025
		<b>Duration of implementation phase (months)</b>	36
<b>Closure start</b>	01/01/2026	<b>Closure end</b>	31/03/2026

### 1.7. Project summary

Demands for corporate social responsibility (CSR) are relevant for microenterprises (MSMEs), which have underused potential for strengthening resilience in BSR and regional and global economies through increased export and intra-BSR green value chains. The Game Changer Project target groups are export-driven MSMEs, regional business support organisations (BSOs) and higher education institutions (HEIs) providing business competency education. Green and competent MSMEs can build economic sustainability and more resilience in BSR, for which they need easy access to the best business support, evaluation tools, training material and cross-border networks. BSOs need counselling tools and regional business data to implement smart specialisation strategies. HEIs need updated recommendations on how to integrate CSR and digital business competencies on their education to meet topical needs of business life. The project provides knowledge, tools and training concepts to enhance MSMEs' capability of turning their sustainability and responsibility as competitive advantage in international business. The solutions will be disseminated in cross-border events to build sustainable partnerships. The project solutions form a single point service platform with a business statistics dashboard, CSR evaluation and reporting tool and concepts for boosting digital business competencies and green value chains. The European-wide Game Changer Network will maintain the platform after the project.

1,491 / 1,500 characters

## 1.8. Summary of the partnership

HEIs based on each organisation's expertise:

LP1 University of Oulu (FI). Kerttu Saalasti Institute is an international research institute with strong expertise in microentrepreneurship and project management. Regional Excellence (REx) group leads the preparation of the regional business statistics dashboard (GoA1.1) and MicroENTRE research group leads development of the responsibility evaluation and reporting online tool for MSMEs (A1.2). LP1 participates in communication to target groups and external stakeholders (GoA3.3) and leads establishing the network (GoA3.4).

PP2 Vaasa University of Applied Sciences (FI) leads preparation and piloting of the green value chain platform (GoA 1.4 + 2.4).

PP3 Turku University of Applied Sciences (FI) is WP2 co-leader and leads preparation of the concept for boosting digital business competency of MSMEs (GoA 1.3) and recommendations for HEIs.

PP6 Riga Technical University (LT) is co-leader of WP1 and piloting the business statistics dashboard (GoA 2.1) with particular expertise in digital technological solutions.

PP7 Vilnius University Business School (LV) is leader of WP3 and dissemination for awareness raising and engaging users for project solutions (GoA 3.3).

PP11 Gdansk University of Technology (PL) participates in development and piloting the digital business competency concept (GoA 1.3 + 2.3).

Business support organisations from different regions:

PP4 Estonian Chamber of Commerce and Industry (EE) leads the piloting and evaluation activities of the responsibility evaluation tool (GoA 2.2).

PP5 IUC Norr (SE) is co-leader for transferring solutions (WP3) and leads enhancing cross-border matchmaking and training for SMEs, BSOs and HEIs (GoA 3.2).

PP8 Lithuanian Innovation Center (LT) is leader of WP2 with expertise on stimulating innovation in business.

SMEs from various industries and countries:

PP10 Macon Oy (FI), PP12 Ustukių malūnas (LT), PP13 Marimo Fashion (EE) and PP14 Swedish Innovation and Sales AB (SE) participate all in preparation and piloting of responsibility evaluation tool (GoA 2), digital business competence training (GoA 3), and concept for green value chain (GoA 4). They also take part in project matchmaking and networking events (GoA 3.2), and report their development process as part of project dissemination (GoA 3.3).

Other partners:

PP9 International Business College (DE) is a professional online training provider who leads the activities related to piloting and evaluating digital business competence training (GoA 2.3) and creating the project online platform (GoA 3.1).

Associated organisations participate in co-development, dissemination and durability actions. At least one BSO from each country will be joining the Game Changer Network to ensure project solution durability after the project. AOs represent chambers of commerce, BSOs, NGOs, interest groups, and regional and national public authorities. Steering committee can accept more AOs during the project.

### 1.11. Project Budget Summary

Financial resources [in EUR]		Preparation costs	Planned project budget
ERDF	ERDF co-financing	0.00	3,426,891.52
	Own contribution ERDF	0.00	856,722.88
	<b>ERDF budget</b>	0.00	4,283,614.40
NO	NO co-financing	0.00	0.00
	Own contribution NO	0.00	0.00
	<b>NO budget</b>	0.00	0.00
NDICI	NDICI co-financing	0.00	0.00
	Own contribution NDICI	0.00	0.00
	<b>NDICI budget</b>	0.00	0.00
RU	RU co-financing	0.00	0.00
	Own contribution RU	0.00	0.00
	<b>RU budget</b>	0.00	0.00
<b>TOTAL</b>	<b>Total Programme co-financing</b>	0.00	3,426,891.52
	<b>Total own contribution</b>	0.00	856,722.88
	<b>Total budget</b>	0.00	4,283,614.40

## 2. Partnership

### 2.1. Overview: Project Partnership

#### 2.1.1 Project Partners

No.	LP/PP	Organisation (English)	Organisation (Original)	Country	Type of partner	Legal status	Partner budget in the project	Active/inactive	
								Status	from
1	LP	University of Oulu	Oulun yliopisto	FI	Higher education and research institution	a)	952,936.00 €	Active	22/09/2022
2	PP	Vaasa University of Applied Sciences	Vaasan ammattikorkeakoulu	FI	Higher education and research institution	a)	389,808.00 €	Active	22/09/2022
3	PP	Turku University of Applied Sciences	Turun ammattikorkeakoulu	FI	Higher education and research institution	a)	392,808.00 €	Active	22/09/2022
4	PP	Estonian Chamber of Commerce and Industry	Eesti Kaubandus-Tööstuskoda	EE	Business support organisation	a)	304,809.00 €	Active	22/09/2022
5	PP	IUC Norr	Industriellt utvecklingscentrum Norr	SE	Business support organisation	a)	519,263.40 €	Active	22/09/2022
6	PP	Riga Technical University	Rīgas Tehniskā Universitāte	LV	Higher education and research institution	a)	257,872.00 €	Active	22/09/2022
7	PP	Vilnius University	Vilniaus universitetas	LT	Higher education and research institution	a)	264,216.00 €	Active	22/09/2022
8	PP	Public Institution Lithuanian Innovation Centre	VSI Lietuvos inovacijų centras	LT	Business support organisation	a)	235,216.00 €	Active	22/09/2022
9	PP	IBC International Business College	IBC International Business College	DK	Education/training centre and school	a)	511,337.10 €	Active	22/09/2022
10	PP	Macon oy	Macon oy	FI	Small and medium enterprise	b)	80,496.00 €	Active	22/09/2022
11	PP	Gdańsk University of Technology	Politechnika Gdańska	PL	Higher education and research institution	a)	146,120.00 €	Active	22/09/2022
12	PP	Ustukių malūnas	Ustukių malūnas	LT	Small and medium enterprise	b)	55,192.00 €	Active	22/09/2022
13	PP	Marimo Fashion	Marimo Fashion	EE	Small and medium enterprise	b)	64,844.00 €	Active	22/09/2022
14	PP	Swedish Innovation And Sales AB	Swedish Innovation And Sales AB	SE	Small and medium enterprise	b)	108,696.90 €	Active	22/09/2022

#### 2.1.2 Associated Organisations

No.	Organisation (English)	Organisation (Original)	Country	Type of Partner
AO 1	Federation of Finnish Enterprises, Southwest Region Finland	Varsinais-Suomen Yrittäjät	FI	Interest group
AO 2	Federation of Finnish enterprises Northern Ostrobothnia	Pohjois-Pohjanmaan Yrittäjät	FI	Interest group
AO 3	Chamber of Commerce Oulu	Oulun kauppakamari	FI	Business support organisation
AO 4	Business Support Organisation SavoGrow	Kehitysyhtiö SavoGrow Oy	FI	Business support organisation
AO 5	Development Company Witas	Kehittämisyhtiö Witas oy	FI	Business support organisation
AO 6	Council of Oulu Region	Pohjois-Pohjanmaan liitto	FI	Regional public authority
AO 7	Estonian Ministry of Foreign Affairs	Välisministerium	EE	National public authority
AO 8	Viexpo	Viexpo	FI	Business support organisation
AO 9	DIMA - Danish International Manufacturing Academy	DIMA - Danish International Manufacturing Academy	DK	Business support organisation
AO 10	Triangle Region of Denmark	Trekantområdet	DK	Business support organisation
AO 11	Latvian startup association	Latvijas Jaunuzņēmumu asociācija	LV	NGO
AO 12	Pomeranian Employers	Pracodawcy Pomorza	PL	Business support organisation
AO 13	Šiauliai Business Incubator	VšĮ Šiaulių verslo inkubatorius	LT	Business support organisation
AO 14	Visorai Information Technology Park	VšĮ Visorių informacinių technologijų parkas	LT	Business support organisation
AO 15	Klaipėda science and technology park	Klaipėdos mokslo ir technologijų parkas	LT	Business support organisation
AO 16	Lithuanian Confederation of Industrialists	Lietuvos pramoninkų konfederacija	LT	Interest group
AO 17	Pomerania Development Agency	Agencja Rozwoju Pomorza	PL	Regional public authority
AO 18	Tallinn Strategic Management Office	Tallinna Strateegiakeskus	EE	Regional public authority

## 2.2 Project Partner Details - Partner 1

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

### Partner name:

**Organisation in original language**  15 / 250 characters

**Organisation in English**  18 / 250 characters

**Department in original language**  27 / 250 characters

**Department in English**  25 / 250 characters

### Partner location and website:

**Address**  9 / 250 characters **Country**

<b>Postal Code</b>  <b>Town</b>  <b>Website</b>	<input type="text" value="85500"/> <small>5 / 250 characters</small> <input type="text" value="Nivala"/> <small>6 / 250 characters</small> <input type="text" value="https://www oulu.fi/en/university/kerttu-saalasti-institute"/> <small>59 / 100 characters</small>	<b>NUTS1 code</b>  <b>NUTS2 code</b>  <b>NUTS3 code</b>	<input type="text" value="Manner-Suomi"/>  <input type="text" value="Pohjois- ja Itä-Suomi"/>  <input type="text" value="Pohjois-Pohjanmaa"/>
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**Partner ID:**

<b>Organisation ID type</b>  <b>Organisation ID</b>  <b>VAT Number Format</b>  <b>VAT Number</b>  <b>PIC</b>	<input type="text" value="Business Identity Code (Y-tunnus)"/> <input type="text" value="0245895-5"/> <input type="text" value="FI + 8 digits"/> <input type="checkbox"/> N/A <input type="text" value="FI02458955"/> <small>10 / 50 characters</small> <input type="text" value="999844670"/> <small>9 / 9 characters</small>
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**Partner type:**

<b>Legal status</b>  <b>Type of partner</b>  <b>Sector (NACE)</b>	<input type="text" value="a) Public"/> <input type="text" value="Higher education and research instituti"/> <input type="text" value="University faculty, college, research institution, RTD facility, research cluster, etc."/> <input type="text" value="72.20 - Research and experimental development on social sciences and humanities"/>
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**Partner financial data:**

<b>Is your organisation entitled to recover VAT related to the EU funded project activities?</b>		<input type="text" value="No"/>	
<b>Financial data</b>	<b>Reference period</b>	<input type="text" value="01/01/2020"/> – <input type="text" value="31/12/2020"/> <b>Staff headcount [in annual work units (AWU)]</b> <b>Employees [in AWU]</b> <b>Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]</b> <b>Owner-managers [in AWU]</b> <b>Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]</b> <b>Annual turnover [in EUR]</b> <b>Annual balance sheet total [in EUR]</b> <b>Operating profit [in EUR]</b>	<input type="text" value="2,977.0"/> <input type="text" value="2,977.0"/> <input type="text" value="0.0"/> <input type="text" value="0.0"/> <input type="text" value="0.0"/> <input type="text" value="250,000,000.00"/> <input type="text" value="314,700,000.00"/> <input type="text" value="11,400,000.00"/>

**Role of the partner organisation in this project:**

The University of Oulu is a northern, international science university in Finland. As Lead Partner of the project, we have strong experience on managing Interreg funded projects. We will lead preparing the business statistics dashboard and responsibility self-evaluation tool. We will lead the establishment of the European-wide Game Changer network to maintain project solutions and the project platform. There are two research teams involved in this project: Micro-entrepreneurship Center of Excellence MicroENTRE and Regional Excellence REX. Both groups are part of the Kerttu Saalasti Institute (KSI) that focuses on promoting microentrepreneurship research and entrepreneurial societies. KSI has the national task for microentrepreneurship research and education funded by the Ministry of Education in Finland, and it has gained praise for strong societal impact of research. MicroENTRE coordinates the nation-wide partnership network with >25 business support organisations.

980 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**State aid relevance**

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?

Yes  No

**2.2 Project Partner Details - Partner 2**

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**  25 / 250 characters

**Organisation in English**  36 / 250 characters

**Department in original language**  21 / 250 characters

**Department in English**  18 / 250 characters

**Partner location and website:**

<b>Address</b>	<input type="text" value="Wolffintie 30"/> <small>13 / 250 characters</small>	<b>Country</b>	<input type="text" value="Finland"/>
<b>Postal Code</b>	<input type="text" value="65200"/> <small>5 / 250 characters</small>	<b>NUTS1 code</b>	<input type="text" value="Manner-Suomi"/>
<b>Town</b>	<input type="text" value="Vaasa"/> <small>5 / 250 characters</small>	<b>NUTS2 code</b>	<input type="text" value="Länsi-Suomi"/>
<b>Website</b>	<input type="text" value="http://www.vamk.fi/"/> <small>19 / 100 characters</small>	<b>NUTS3 code</b>	<input type="text" value="Pohjanmaa"/>

**Partner ID:**

**Organisation ID type**

**Organisation ID**

**VAT Number Format**

**VAT Number**  N/A   10 / 50 characters

**PIC**  3 / 9 characters

**Partner type:**

**Legal status**

**Type of partner**

**Sector (NACE)**

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**VAT explanation**   
43 / 1,000 characters

**Role of the partner organisation in this project:**

VUAS is an international university of applied sciences with a sense of community operating on the west coast of Finland. They offer education in three fields: technology, business, and social services and health care. The organisation has award-winning expertise in project management in the fields of commerce and technology. For business, VUAS offers technical business services, innovation vouchers, Research and Development Center Muova and Robot Academy. VUAS promotes and provides actively services for exchange of expertise between the HEI and working life, e.g. through training programs, thesis projects and student assignments for companies. In this project, the partner has leader responsibility on preparing and piloting the concept for Green Value Chains, and they will actively participate in organizing related cross-border matchmaking events.

859 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**State aid relevance**

**For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MAJS for a plausibility check on the State aid relevance. Does the partner want to do this?**

Yes  No

**2.2 Project Partner Details - Partner 3**

**LP/PP**   
**Partner Status**   
**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**   
24 / 250 characters

**Organisation in English**   
36 / 250 characters

**Department in original language**   
34 / 250 characters

**Department in English**   
34 / 250 characters

**Partner location and website:**

**Address**  17 / 250 characters **Country**



<b>Postal Code</b>  <b>Town</b>  <b>Website</b>	<input type="text" value="20520"/> <small>6 / 250 characters</small> <input type="text" value="Turku"/> <small>5 / 250 characters</small> <input type="text" value="www.turkuamk.fi"/> <small>15 / 100 characters</small>	<b>NUTS1 code</b>  <b>NUTS2 code</b>  <b>NUTS3 code</b>	<input type="text" value="Manner-Suomi"/>  <input type="text" value="Etelä-Suomi"/>  <input type="text" value="Varsinais-Suomi"/>
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**Partner ID:**

<b>Organisation ID type</b>  <b>Organisation ID</b>  <b>VAT Number Format</b>  <b>VAT Number</b>  <b>PIC</b>	<input type="text" value="Business Identity Code (Y-tunnus)"/>  <input type="text" value="2528160-3"/>  <input type="text" value="FI + 8 digits"/>  <input type="checkbox"/> N/A <input type="text" value="FI25281603"/> <small>10 / 50 characters</small> <input type="text" value="948193431"/> <small>9 / 9 characters</small>
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**Partner type:**

<b>Legal status</b>  <b>Type of partner</b>  <b>Sector (NACE)</b>	<input type="text" value="a) Public"/>  <input type="text" value="Higher education and research instituti"/> <input type="text" value="University faculty, college, research institution, RTD facility, research cluster, etc."/>  <input type="text" value="85.42 - Tertiary education"/>
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**Partner financial data:**

<b>Is your organisation entitled to recover VAT related to the EU funded project activities?</b>  <b>VAT explanation</b>	<input type="text" value="Partly"/>  <input type="text" value="VAT is not recoverable for us in projects."/> <small>43 / 1,000 characters</small>
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**Role of the partner organisation in this project:**

Expert in boosting digital business competencies of companies and forthcoming professionals. WP1: Preparing solutions: Mapping of market needs and status of digital business competency of MSMEs. Design of training, mentoring, digital prototyping, and Sales Lab services programmes for MSMEs in digital business competencies. WP2: Piloting and evaluating solutions: Implementation and evaluation of novel pedagogical services, developed in WP 1, targeted to MSMEs in the BSR area. Identification of discrepancies between work life skills related to digital branding and the HEI curricula. Utilization of HEI students in implementation to achieve wide and holistic impacts. WP3: Transferring solution: Stimulating further cooperation between universities and companies. HEI teacher training and BSO expert events to transfer gained knowledge and curriculum contents and ensuring further network expansion. Dissemination of project results.

940 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**State aid relevance**

**For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MAJS for a plausibility check on the State aid relevance. Does the partner want to do this?**

Yes  No

**2.2 Project Partner Details - Partner 4**

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**  27 / 250 characters

**Organisation in English**  41 / 250 characters

**Department in original language**  16 / 250 characters

**Department in English**  22 / 250 characters

**Partner location and website:**

<b>Address</b>	<input type="text" value="Toom-Kooli 17"/> <small>13 / 250 characters</small>	<b>Country</b>	<input type="text" value="Estonia"/>
<b>Postal Code</b>	<input type="text" value="10130"/> <small>5 / 250 characters</small>	<b>NUTS1 code</b>	<input type="text" value="Eesti"/>
<b>Town</b>	<input type="text" value="Tallinn"/> <small>7 / 250 characters</small>	<b>NUTS2 code</b>	<input type="text" value="Eesti"/>
<b>Website</b>	<input type="text" value="https://www.koda.ee/en"/> <small>22 / 100 characters</small>	<b>NUTS3 code</b>	<input type="text" value="Põhja-Eesti"/>

**Partner ID:**

**Organisation ID type**

**Organisation ID**

**VAT Number Format**

**VAT Number**   11 / 50 characters

**PIC**  9 / 9 characters

**Partner type:**

**Legal status**

**Type of partner**

**Sector (NACE)**

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**Role of the partner organisation in this project:**

Chamber of Commerce and Industry provides regional business development input for statistics data analysis, organizes MSME brand marketing training, and participates in dissemination actions. In the project, the partner leads piloting the responsibility evaluation tool (WP2).

277 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 5**

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**  36 / 250 characters

**Organisation in English**  9 / 250 characters

**Department in original language**  8 / 250 characters

**Department in English**  8 / 250 characters

**Partner location and website:**

<b>Address</b> <input type="text" value="Storgatan 11"/> <small>12 / 250 characters</small>	<b>Country</b> <input type="text" value="Sweden"/>
<b>Postal Code</b> <input type="text" value="972 38"/> <small>6 / 250 characters</small>	<b>NUTS1 code</b> <input type="text" value="Norra Sverige"/>
<b>Town</b> <input type="text" value="Luleå"/> <small>5 / 250 characters</small>	<b>NUTS2 code</b> <input type="text" value="Övre Norrland"/>
<b>Website</b> <input type="text" value="https://iucnorr.se/"/> <small>19 / 100 characters</small>	<b>NUTS3 code</b> <input type="text" value="Norrbottens län"/>

**Partner ID:**

**Organisation ID type**

**Organisation ID**

**VAT Number Format**

**VAT Number**  N/A  14 / 50 characters

**PIC**  0 / 9 characters

**Partner type:**

**Legal status**

**Type of partner**

**Sector (NACE)**

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**Role of the partner organisation in this project:**

IUC Norr is a regional industry development organisation in northern Finland. They operate in close collaboration with companies in their region with the goal of making the region more competitive. IUC Norr operates in close strategic collaboration with regional public authorities and municipalities to create sustainable and greener growth in industry companies. In this project, the partner has leader role for organising cross-border matchmaking events and project dissemination in WP3. The partner will be actively developing the business statistics dashboard as potential end-user (business support organisation). They will use their networks to activate SME participation in project activities and events.

712 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 6**

**LP/PP**   
**Partner Status**   
**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**  27 / 250 characters

**Organisation in English**  25 / 250 characters

**Department in original language**  29 / 250 characters

**Department in English**  29 / 250 characters

**Partner location and website:**

**Address**  30 / 250 characters **Country**

**Postal Code**  7 / 250 characters **NUTS1 code**

**Town**  4 / 250 characters **NUTS2 code**

**Website**  10 / 100 characters **NUTS3 code**

**Partner ID:**

**Organisation ID type**

**Organisation ID**

**VAT Number Format**

**VAT Number**  N/A  13 / 50 characters

**PIC**  9 / 9 characters

**Partner type:**

**Legal status**

**Type of partner**

**Sector (NACE)**

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**Role of the partner organisation in this project:**

306 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**State aid relevance**

**For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?**

Yes  No

**2.2 Project Partner Details - Partner 7**

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

**Partner name:**

**Organisation in original language**  22 / 250 characters

**Organisation in English**  18 / 250 characters

**Department in original language**  14 / 250 characters

**Department in English**  15 / 250 characters

**Partner location and website:**

<b>Address</b>	<input type="text" value="3 Universiteto St."/> <small>18 / 250 characters</small>	<b>Country</b>	<input type="text" value="Lithuania"/>
<b>Postal Code</b>	<input type="text" value="LT-01513"/> <small>8 / 250 characters</small>	<b>NUTS1 code</b>	<input type="text" value="Lietuva"/>
<b>Town</b>	<input type="text" value="Vilnius"/> <small>7 / 250 characters</small>	<b>NUTS2 code</b>	<input type="text" value="Sostinės regionas"/>
<b>Website</b>	<input type="text" value="www.vu.lt"/> <small>9 / 100 characters</small>	<b>NUTS3 code</b>	<input type="text" value="Vilniaus apskritis"/>

**Partner ID:**

<b>Organisation ID type</b>	<input type="text" value="Legal person's code (Juridinio asmens kodas)"/>
<b>Organisation ID</b>	<input type="text" value="211950810"/>
<b>VAT Number Format</b>	<input type="text" value="LT + 9 digits"/>
<b>VAT Number</b>	<input type="checkbox" value="N/A"/> <input type="text" value="LT119508113"/> <small>11 / 50 characters</small>
<b>PIC</b>	<input type="text" value="999893170"/> <small>9 / 9 characters</small>

**Partner type:**

<b>Legal status</b>	<input type="text" value="a) Public"/>
<b>Type of partner</b>	<input type="text" value="Higher education and research instituti"/> <input type="text" value="University faculty, college, research institution, RTD facility, research cluster, etc."/>
<b>Sector (NACE)</b>	<input type="text" value="85.42 - Tertiary education"/>

**Partner financial data:**

<b>Is your organisation entitled to recover VAT related to the EU funded project activities?</b>	<input type="text" value="No"/>
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**Role of the partner organisation in this project:**

<input type="text" value="Lead of WP3, GoA3.3, project dissemination activities as well as involvement in the development and piloting of responsibility tool and digital brand marketing training."/> <small>169 / 1,000 characters</small>
---

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

### State aid relevance

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MAJS for a plausibility check on the State aid relevance. Does the partner want to do this?

Yes  No

### Justification why the partner's activities are not State aid relevant

The Statute of Vilnius University states that the University is a state higher education institution of the Republic of Lithuania. According to the case law of the Court of Justice and as explained in the European Commission Notice on the concept of State aid, public education organized within the national education system, financed mainly or wholly by the State and supervised by the State, is considered a non-economic activity. Taking into account that Vilnius University is a part of the national education system, provides public education services and is mainly financed from the state funds, the received funding for the implementation of the project would not be intended for the performance of economic activities of the economic entity. Therefore, the funding received for the project could not distort competition and affect trade between EU countries.

865 / 3,000 characters

### 2.2 Project Partner Details - Partner 8

<b>LP/PP</b>	<input type="text" value="Project Partner"/>		
<b>Partner Status</b>	<input type="text" value="Active"/>		
	<b>Active from</b>	<input type="text" value="22/09/2022"/>	<b>Inactive from</b>
		<input type="text"/>	<input type="text"/>

### Partner name:

<b>Organisation in original language</b>	<input type="text" value="VSI Lietuvos inovaciju centras"/>			30 / 250 characters
<b>Organisation in English</b>	<input type="text" value="Public Institution Lithuanian Innovation Centre"/>			47 / 250 characters
<b>Department in original language</b>	<input type="text" value="n/a"/>			3 / 250 characters
<b>Department in English</b>	<input type="text" value="n/a"/>			3 / 250 characters

### Partner location and website:

<b>Address</b>	<input type="text" value="Mokslininku 6A, Vilnius"/>	23 / 250 characters	<b>Country</b>	<input type="text" value="Lithuania"/>
<b>Postal Code</b>	<input type="text" value="LT-08412"/>	8 / 250 characters	<b>NUTS1 code</b>	<input type="text" value="Lietuva"/>
<b>Town</b>	<input type="text" value="Vilnius"/>	7 / 250 characters	<b>NUTS2 code</b>	<input type="text" value="Sostinės regionas"/>
<b>Website</b>	<input type="text" value="http://www.lic.lt"/>	17 / 100 characters	<b>NUTS3 code</b>	<input type="text" value="Vilniaus apskritis"/>

### Partner ID:

<b>Organisation ID type</b>	<input type="text" value="Legal person's code (Juridinio asmens kodas)"/>		
<b>Organisation ID</b>	<input type="text" value="110066875"/>		
<b>VAT Number Format</b>	<input type="text" value="Please select"/>		
<b>VAT Number</b>	<input checked="" type="checkbox"/> N/A	<input type="text"/>	
		0 / 50 characters	
<b>PIC</b>	<input type="text" value="999456476"/>		
	9 / 9 characters		

**Partner type:**

<b>Legal status</b>	<input type="text" value="a) Public"/>	
<b>Type of partner</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>
<b>Sector (NACE)</b>	<input type="text" value="69.10 - Legal activities"/>	

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**Role of the partner organisation in this project:**

LIC is a BSO with mission of providing innovation support services by implementing Lithuanian innovation policy. The main strategic goal of LIC is the increasing of Lithuanian international competitiveness by stimulating innovations in business. In this project, LIC will work on the assessment of the existing practices and reporting standard of corporate responsibility, as well it will be involved in the preparation for green value chain online tool and will participate in dissemination actions. LIC is WP2 leader with responsible role on coordinating all piloting activities in the project together with GoA leaders.

623 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 9**

<b>LP/PP</b>	<input type="text" value="Project Partner"/>		
<b>Partner Status</b>	<input type="text" value="Active"/>		
	<b>Active from</b>	<input type="text" value="22/09/2022"/>	<b>Inactive from</b>

**Partner name:**

<b>Organisation in original language</b>	<input type="text" value="IBC International Business College"/>		
	34 / 250 characters		
<b>Organisation in English</b>	<input type="text" value="IBC International Business College"/>		
	34 / 250 characters		
<b>Department in original language</b>	<input type="text" value="IBC Kurser og Konsulenthus"/>		
	26 / 250 characters		
<b>Department in English</b>	<input type="text" value="IBC Consulting"/>		
	14 / 250 characters		

**Partner location and website:**

<b>Address</b>	<input type="text" value="Birkemosevej 1"/>	<b>Country</b>	<input type="text" value="Denmark"/>
	14 / 250 characters		
<b>Postal Code</b>	<input type="text" value="6000"/>	<b>NUTS1 code</b>	<input type="text" value="Danmark"/>
	5 / 250 characters		
<b>Town</b>	<input type="text" value="Kolding"/>	<b>NUTS2 code</b>	<input type="text" value="Syddanmark"/>
	7 / 250 characters		
<b>Website</b>	<input type="text" value="kurser.ibc.dk"/>	<b>NUTS3 code</b>	<input type="text" value="Syddjylland"/>
	13 / 100 characters		



**Partner ID:**

<b>Organisation ID type</b>	Civil registration number (CPR)
<b>Organisation ID</b>	10173310
<b>VAT Number Format</b>	DK + 8 digits
<b>VAT Number</b>	<input checked="" type="checkbox"/> N/A <input type="checkbox"/> DK19 95 46 17 <span style="float: right;">13 / 50 characters</span>
<b>PIC</b>	944323325 <span style="float: right;">9 / 9 characters</span>

**Partner type:**

<b>Legal status</b>	a) Public	
<b>Type of partner</b>	Education/training centre and school	Primary, secondary, pre-school, vocational training, etc.
<b>Sector (NACE)</b>	85.32 - Technical and vocational secondary education	

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

**Role of the partner organisation in this project:**

Project partner, Expert in Digitalisation, online platforms, e-learning, software Development, Experts in Developing of online Teaching Materials. Danish Knowledge center for database service and business Development 216 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 10**

<b>LP/PP</b>	Project Partner		
<b>Partner Status</b>	Active		
<b>Active from</b>	22/09/2022	<b>Inactive from</b>	

**Partner name:**

<b>Organisation in original language</b>	Macon oy <span style="float: right;">8 / 250 characters</span>
<b>Organisation in English</b>	Macon oy <span style="float: right;">8 / 250 characters</span>
<b>Department in original language</b>	Macon oy <span style="float: right;">8 / 250 characters</span>
<b>Department in English</b>	Macon oy <span style="float: right;">8 / 250 characters</span>

**Partner location and website:**

<b>Address</b>	Teknologiantie 18 <span style="float: right;">17 / 250 characters</span>	<b>Country</b>	Finland
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<b>Postal Code</b>  <b>Town</b>  <b>Website</b>	<input type="text" value="90590"/> <small>5 / 250 characters</small> <input type="text" value="Oulu"/> <small>4 / 250 characters</small> <input type="text" value="https://www.macon.fi/en/"/> <small>24 / 100 characters</small>	<b>NUTS1 code</b>  <b>NUTS2 code</b>  <b>NUTS3 code</b>	<input type="text" value="Manner-Suomi"/>  <input type="text" value="Pohjois- ja Itä-Suomi"/>  <input type="text" value="Pohjois-Pohjanmaa"/>
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**Partner ID:**

<b>Organisation ID type</b>  <b>Organisation ID</b>  <b>VAT Number Format</b>  <b>VAT Number</b>  <b>PIC</b>	<input type="text" value="Business Identity Code (Y-tunnus)"/>  <input type="text" value="2662787-2"/>  <input type="text" value="FI + 8 digits"/>  <input type="checkbox"/> N/A <input type="text" value="FI26627872"/> <small>10 / 50 characters</small> <input type="text" value="896428702"/> <small>9 / 9 characters</small>
--	--

**Partner type:**

<b>Legal status</b>  <b>Type of partner</b>  <b>Sector (NACE)</b>	<input type="text" value="b) Private"/> <input type="text" value="Small and medium enterprise"/> <div style="border: 1px solid black; padding: 2px; font-size: small;">Micro, small, medium enterprises &lt; 250 employees, ≤ EUR 50 million turnover or ≤ EUR 43 million balance sheet total</div> <input type="text" value="70.22 - Business and other management consultancy activities"/>
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**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

<b>Financial data</b>	<b>Reference period</b>	<input type="text" value="01/01/2021"/> – <input type="text" value="31/12/2021"/>
	<b>Staff headcount [in annual work units (AWU)]</b>	6.0
	<b>Employees [in AWU]</b>	3.0
	<b>Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]</b>	2.0
	<b>Owner-managers [in AWU]</b>	1.0
	<b>Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]</b>	0.0
	<b>Annual turnover [in EUR]</b>	560,708.00
	<b>Annual balance sheet total [in EUR]</b>	299,283.00
	<b>Operating profit [in EUR]</b>	46,447.00

**Role of the partner organisation in this project:**

Target group (SME) representative in developing and piloting of online tools (responsibility evaluation tool, brand marketing training and green value chain platform). Participation in cross-border networking and matchmaking events. Part of GoA 3.3 communications activities as a MSME reporting their responsibility, digital business competency and green value network development process through the project solutions.

420 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

## 2.2 Project Partner Details - Partner 11

<b>LP/PP</b>	<input type="text" value="Project Partner"/>		
<b>Partner Status</b>	<input type="text" value="Active"/>		
	<b>Active from</b>	<input type="text" value="22/09/2022"/>	<b>Inactive from</b>
		<input type="text"/>	<input type="text"/>

### Partner name:

<b>Organisation in original language</b>	<input type="text" value="Politechnika Gdańska"/>		
			<small>20 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Gdańsk University of Technology"/>		
			<small>31 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="Wydział Zarządzania i Ekonomii"/>		
			<small>30 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Faculty of Management and Economics"/>		
			<small>35 / 250 characters</small>

### Partner location and website:

<b>Address</b>	<input type="text" value="ul. Narutowicza 11/12"/>	<b>Country</b>	<input type="text" value="Poland"/>
	<small>21 / 250 characters</small>		
<b>Postal Code</b>	<input type="text" value="80-233"/>	<b>NUTS1 code</b>	<input type="text" value="Makroregion północny"/>
	<small>6 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Gdańsk"/>	<b>NUTS2 code</b>	<input type="text" value="Pomorskie"/>
	<small>6 / 250 characters</small>		
<b>Website</b>	<input type="text" value="https://pg.edu.pl/en/"/>	<b>NUTS3 code</b>	<input type="text" value="Gdański"/>
	<small>21 / 100 characters</small>		

### Partner ID:

<b>Organisation ID type</b>	<input type="text" value="Tax identification number (NIP)"/>		
<b>Organisation ID</b>	<input type="text" value="5840203593"/>		
<b>VAT Number Format</b>	<input type="text" value="PL + 10 digits"/>		
<b>VAT Number</b>	<input type="checkbox" value="N/A"/> <input type="checkbox" value="PL5840203593"/>		<small>12 / 50 characters</small>
<b>PIC</b>	<input type="text" value="999588784"/>		<small>9 / 9 characters</small>

### Partner type:

<b>Legal status</b>	<input type="text" value="a) Public"/>		
<b>Type of partner</b>	<input type="text" value="Higher education and research instituti"/>	<input type="text" value="University faculty, college, research institution, RTD facility, research cluster, etc."/>	
<b>Sector (NACE)</b>	<input type="text" value="85.42 - Tertiary education"/>		

### Partner financial data:

<b>Is your organisation entitled to recover VAT related to the EU funded project activities?</b>	<input type="text" value="No"/>
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**Role of the partner organisation in this project:**

Project partner. Expert in preparing an online dashboard on regional business statistics for business support organizations and decision-makers. Preparation of the responsibility evaluation online tool for SMEs. Preparing solutions related to digital marketing and branding business services for companies and HEIs. Stimulating further cooperation between universities and entrepreneurs.

387 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**State aid relevance**

For the partner type selected, the Programme sees a medium to high risk for implementing State aid relevant activities. If the partner is of the opinion that its activities are not State aid relevant, it can ask the MA/JS for a plausibility check on the State aid relevance. Does the partner want to do this?

Yes  No

**2.2 Project Partner Details - Partner 12**

<b>LP/PP</b>	<input type="text" value="Project Partner"/>		
<b>Partner Status</b>	<input type="text" value="Active"/>		
<b>Active from</b>	<input type="text" value="22/09/2022"/>	<b>Inactive from</b>	<input type="text"/>

**Partner name:**

<b>Organisation in original language</b>	<input type="text" value="Ustukių malūnas"/>	15 / 250 characters
<b>Organisation in English</b>	<input type="text" value="Ustukių malūnas"/>	15 / 250 characters
<b>Department in original language</b>	<input type="text" value="Ustukių malūnas"/>	15 / 250 characters
<b>Department in English</b>	<input type="text" value="Ustukių malūnas"/>	15 / 250 characters

**Partner location and website:**

<b>Address</b>	<input type="text" value="Vytartų str. 1"/>	14 / 250 characters	<b>Country</b>	<input type="text" value="Lithuania"/>
<b>Postal Code</b>	<input type="text" value="LT-39157"/>	8 / 250 characters	<b>NUTS1 code</b>	<input type="text" value="Lietuva"/>
<b>Town</b>	<input type="text" value="Pasvalys"/>	8 / 250 characters	<b>NUTS2 code</b>	<input type="text" value="Vidurio ir vakarų Lietuvos regionas"/>
<b>Website</b>	<input type="text" value="https://ustukiumalunas.lt/en/about-us/"/>	38 / 100 characters	<b>NUTS3 code</b>	<input type="text" value="Panevėžio apskritis"/>

**Partner ID:**

**Organisation ID type**

**Organisation ID**

**VAT Number Format**

**VAT Number**  N/A  11 / 50 characters

**PIC**  3 / 9 characters

**Partner type:**

**Legal status**

**Type of partner**

**Sector (NACE)**

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

Financial data	Reference period	01/01/2021	–	31/12/2021
<b>Staff headcount [in annual work units (AWU)]</b>				66.0
<b>Employees [in AWU]</b>				65.0
<b>Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]</b>				0.0
<b>Owner-managers [in AWU]</b>				1.0
<b>Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]</b>				0.0
<b>Annual turnover [in EUR]</b>				2,427,329.00
<b>Annual balance sheet total [in EUR]</b>				2,239,678.00
<b>Operating profit [in EUR]</b>				204,358.00

**Role of the partner organisation in this project:**

Ustukiū malūnas will participate in the development process of project solutions by commenting and testing solutions as representative of the target group (MSME) (WP1). Ustukiū Malūnas will apply the the responsibility evaluation and reporting tool in its daily sales and marketing activity and strategy, and will provide project partners with the feedback (WP2). Also, Ustukiū Malūnas will participation in business competency trainings activities (WP3), and test-using the green value chain platform (WP2).

509 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 13**

**LP/PP**

**Partner Status**

**Active from**  **Inactive from**

**Partner name:**

<b>Organisation in original language</b>	<input type="text" value="Marimo Fashion"/>	14 / 250 characters
<b>Organisation in English</b>	<input type="text" value="Marimo Fashion"/>	14 / 250 characters
<b>Department in original language</b>	<input type="text" value="Marimo Fashion"/>	14 / 250 characters
<b>Department in English</b>	<input type="text" value="Marimo Fashion"/>	14 / 250 characters

**Partner location and website:**

<b>Address</b>	<input type="text" value="Müürivahe 17"/>	12 / 250 characters	<b>Country</b>	<input type="text" value="Estonia"/>
<b>Postal Code</b>	<input type="text" value="10140"/>	5 / 250 characters	<b>NUTS1 code</b>	<input type="text" value="Eesti"/>
<b>Town</b>	<input type="text" value="Tallinn"/>	7 / 250 characters	<b>NUTS2 code</b>	<input type="text" value="Eesti"/>
<b>Website</b>	<input type="text" value="www.marimofashion.com"/>	21 / 100 characters	<b>NUTS3 code</b>	<input type="text" value="Põhja-Eesti"/>

**Partner ID:**

<b>Organisation ID type</b>	<input type="text" value="Registration code (Registrikood)"/>		
<b>Organisation ID</b>	<input type="text" value="11943466"/>		
<b>VAT Number Format</b>	<input type="text" value="EE + 9 digits"/>		
<b>VAT Number</b>	<input type="checkbox"/> N/A	<input type="text" value="EE101494081"/>	11 / 50 characters
<b>PIC</b>	<input type="text" value="N/A"/>		3 / 9 characters

**Partner type:**

<b>Legal status</b>	<input type="text" value="b) Private"/>	
<b>Type of partner</b>	<input type="text" value="Small and medium enterprise"/>	<input type="text" value="Micro, small, medium enterprises &lt; 250 employees, ≤ EUR 50 million turnover or ≤ EUR 43 million balance sheet total"/>
<b>Sector (NACE)</b>	<input type="text" value="74.10 - Specialised design activities"/>	

**Partner financial data:**

**Is your organisation entitled to recover VAT related to the EU funded project activities?**

Financial data	Reference period	01/01/2021	–	31/12/2021
<b>Staff headcount [in annual work units (AWU)]</b>				11.0
<b>Employees [in AWU]</b>				7.0
<b>Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]</b>				0.0
<b>Owner-managers [in AWU]</b>				3.0
<b>Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]</b>				1.0
<b>Annual turnover [in EUR]</b>				202,233.00
<b>Annual balance sheet total [in EUR]</b>				231,912.00
<b>Operating profit [in EUR]</b>				46,684.00

**Role of the partner organisation in this project:**

Participating as commentator and test user for tool development and piloting processes (WP1 + WP2) and attending at least some of the (online) workshops organized as part of WP3.

178 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No

**2.2 Project Partner Details - Partner 14**

<b>LP/PP</b>	Project Partner		
<b>Partner Status</b>	Active		
<b>Active from</b>	22/09/2022	<b>Inactive from</b>	

**Partner name:**

<b>Organisation in original language</b>	Swedish Innovation And Sales AB		
	31 / 250 characters		
<b>Organisation in English</b>	Swedish Innovation And Sales AB		
	31 / 250 characters		
<b>Department in original language</b>	Bright Equipment		
	16 / 250 characters		
<b>Department in English</b>	Bright Equipment		
	16 / 250 characters		

**Partner location and website:**

<b>Address</b>	Handelsvägen 19	<b>Country</b>	Sweden
	15 / 250 characters		
<b>Postal Code</b>	97345	<b>NUTS1 code</b>	Norra Sverige
	5 / 250 characters		
<b>Town</b>	Luleå	<b>NUTS2 code</b>	Övre Norrland
	5 / 250 characters		
<b>Website</b>	brigtequipment.se	<b>NUTS3 code</b>	Norrbottnens län
	18 / 100 characters		

**Partner ID:**

<b>Organisation ID type</b>	<input type="text" value="Organisation number (Organisationsnummer)"/>	
<b>Organisation ID</b>	<input type="text" value="559169-1307"/>	
<b>VAT Number Format</b>	<input type="text" value="SE + 12 digits"/>	
<b>VAT Number</b>	<input type="checkbox"/> N/A	<input style="font-size: small; text-align: right;" type="text" value="SE559169130701"/> 14 / 50 characters
<b>PIC</b>	<input style="font-size: small; text-align: right;" type="text" value="N/A"/> 3 / 9 characters	

**Partner type:**

<b>Legal status</b>	<input type="text" value="b) Private"/>	
<b>Type of partner</b>	<input type="text" value="Small and medium enterprise"/>	<input type="text" value="Micro, small, medium enterprises &lt; 250 employees, ≤ EUR 50 million turnover or ≤ EUR 43 million balance sheet total"/>
<b>Sector (NACE)</b>	<input type="text" value="74.10 - Specialised design activities"/>	

**Partner financial data:**

Is your organisation entitled to recover VAT related to the EU funded project activities?

<b>Financial data</b>	<b>Reference period</b>	<input type="text" value="01/01/2022"/>	-	<input type="text" value="31/12/2022"/>
	<b>Staff headcount [in annual work units (AWU)]</b>			<input type="text" value="5.0"/>
	<b>Employees [in AWU]</b>			<input type="text" value="1.0"/>
	<b>Persons working for the organisation being subordinated to it and considered to be employees under national law [in AWU]</b>			<input type="text" value="0.0"/>
	<b>Owner-managers [in AWU]</b>			<input type="text" value="0.0"/>
	<b>Partners engaged in a regular activity in the organisation and benefiting from financial advantages from the organisation [in AWU]</b>			<input type="text" value="4.0"/>
	<b>Annual turnover [in EUR]</b>	<input type="text" value="1,500,000.00"/>		
	<b>Annual balance sheet total [in EUR]</b>	<input type="text" value="750,000.00"/>		
	<b>Operating profit [in EUR]</b>	<input type="text" value="100,000.00"/>		

**Role of the partner organisation in this project:**

Swedish Innovation and Sales AB has a outdoor clothing brand called Bright Equipment. The company is based on Norrbotten region in northern Sweden. High quality of the products is a high priority for the company. In this project, Swedish Innovation and Sales AB will participate development of project solutions as representative of the target group (MSME). Primarily, they will focus on the responsibility evaluation and reporting tool (GoA 2), participation in business competency training (GoA 3), and test-using the green value chain platform (GoA 4). Swedish Innovation and Sales AB will regularly report their experiences and development as part of project dissemination actions (WP3).

692 / 1,000 characters

**Has this organisation ever been a partner in the project(s) implemented in the Interreg Baltic Sea Region Programme?**

Yes  No



### 2.3 Associated Organisation Details - AO 1

#### Associated organisation name and type:

<b>Organisation in original language</b>	Varsinais-Suomen Yrittäjät		26 / 250 characters
<b>Organisation in English</b>	Federation of Finnish Enterprises, Southwest Region Finland		59 / 250 characters
<b>Department in original language</b>	Varsinais-Suomen Yrittäjät		26 / 250 characters
<b>Department in English</b>	Federation of Finnish Enterprises, Southwest Region Finland		59 / 250 characters
<b>Legal status</b>	b) Private		
<b>Type of associated organisation</b>	Interest group	Trade union, foundation, charity, voluntary association, club, etc. other than NGOs	

#### Associated organisation location and website:

<b>Address</b>	Brahenkatu 20	13 / 250 characters	<b>Country</b>	Finland
<b>Postal Code</b>	20100	5 / 250 characters		
<b>Town</b>	Turku	5 / 250 characters		
<b>Website</b>	www.yrittajat.fi/aluejarjestot/varsinais-suomen-yrittajat/			58 / 100 characters

#### Role of the associated organisation in this project:

Federation of Finnish Enterprises, Southwest Region Finland is an interest group for enterprises, typically SMEs operating on southwest region of Finland. They impact on local and regional decision making as spokesman for small companies. In this project, the Associated Organisation will participate in piloting activities related to the project solutions, and dissemination of them through their networks. The partner is invited in starting negotiations for the new Game Changer network in GoA 3.4 as part of project durability plan. Representative of enterprise associations are also invited to cross-border matchmaking events to build and disseminate experiences on building green value chain networks.

707 / 1,000 characters

### 2.3 Associated Organisation Details - AO 2

#### Associated organisation name and type:

<b>Organisation in original language</b>	Pohjois-Pohjanmaan Yrittäjät		<small>28 / 250 characters</small>
<b>Organisation in English</b>	Federation of Finnish enterprises Northern Ostrobothnia		<small>55 / 250 characters</small>
<b>Department in original language</b>	Pohjois-Pohjanmaan Yrittäjät		<small>28 / 250 characters</small>
<b>Department in English</b>	Federation of Finnish enterprises Northern Ostrobothnia		<small>55 / 250 characters</small>
<b>Legal status</b>	b) Private		
<b>Type of associated organisation</b>	Interest group	Trade union, foundation, charity, voluntary association, club, etc. other than NGOs	

#### Associated organisation location and website:

<b>Address</b>	Isokatu 4	<small>9 / 250 characters</small>	<b>Country</b>	Finland
<b>Postal Code</b>	90100	<small>5 / 250 characters</small>		
<b>Town</b>	Oulu	<small>4 / 250 characters</small>		
<b>Website</b>	https://www.yrittajat.fi/aluejarjestot/pohjois-pohjanmaan-yrittajat/			
		<small>68 / 100 characters</small>		

#### Role of the associated organisation in this project:

Federation of Finnish enterprises Northern Ostrobothnia is a regional association of Finnish enterprises, mainly SMEs, providing legal advice, training and information for their members. They are part of the national Federation of Finnish enterprises. In this project, AO participates in development, test-using and evaluation of the solutions, particularly responsibility evaluation tool, business competency training, and green value chain package. Their communication channels are used for dissemination of the project activities and outputs, and they help in recruiting test-user MSMEs for pilots in WP2. Participation in project cross-border events and webinars. Letter of Interest signed by CEO Marjo Kolehmainen.

719 / 1,000 characters

### 2.3 Associated Organisation Details - AO 3

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Oulun kauppakamari"/>		<small>18 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Chamber of Commerce Oulu"/>		<small>24 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="Oulun kauppakamari"/>		<small>18 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Chamber of Commerce Oulu"/>		<small>24 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="b) Private"/>		
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Sepänkatu 20"/>	<small>12 / 250 characters</small>	<b>Country</b>	<input type="text" value="Finland"/>
<b>Postal Code</b>	<input type="text" value="90100"/>	<small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Oulu"/>	<small>4 / 250 characters</small>		
<b>Website</b>	<input type="text" value="www.oulunkauppakamari.fi/en/"/>			
		<small>28 / 100 characters</small>		

#### Role of the associated organisation in this project:

Chamber of Commerce Oulu operates in whole Oulu region (Oulu, Kainuu and Pohjois-Pohjanmaa). Oulu Chamber of Commerce has almost 1500 members, including companies, municipalities, educational establishments and organizations. The partner makes initiatives and gives statements, organises events and seminars, as well as collaborative projects and training. Their action is based on solid information that they gather from experts, research and direct feedback from enterprises. Networking and partnerships between the private and public sector are key factors to successful results. In this project, Chamber of Commerce Oulu participates particularly in piloting of the business statistics dashboard, and attends cross-border networking events related to dissemination of project solutions. Lol signed by Director Mari Viirelä.

827 / 1,000 characters

### 2.3 Associated Organisation Details - AO 4

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Kehitysyhtiö SavoGrow Oy"/> <small>24 / 250 characters</small>	
<b>Organisation in English</b>	<input type="text" value="Business Support Organisation SavoGrow"/> <small>38 / 250 characters</small>	
<b>Department in original language</b>	<input type="text" value="Kehitysyhtiö SavoGrow Oy"/> <small>24 / 250 characters</small>	
<b>Department in English</b>	<input type="text" value="Business Support Organisation SavoGrow"/> <small>38 / 250 characters</small>	
<b>Legal status</b>	<input type="text" value="a) Public"/>	
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Jalkalantie 6"/> <small>13 / 250 characters</small>	<b>Country</b>	<input type="text" value="Finland"/>
<b>Postal Code</b>	<input type="text" value="77600"/> <small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Suonenjoki"/> <small>10 / 250 characters</small>		
<b>Website</b>	<input type="text" value="https://www.savogrow.fi"/> <small>24 / 100 characters</small>		

#### Role of the associated organisation in this project:

SavoGrow is a regional, public BSO in Savo region, Finland. They provide consultation for SMEs in planning and development of business plans. Their services are free of charge and available for all companies in their region. SavoGrow is also a service provider in regional development actions. Their customers come from all industries, but they have specific development labs for food and berry products. SavoGrow is a member of nation-wide MicroENTRE Partnership network of BSOs, acting as the chair of the network in 2023. Letter of Interest signed by CEO Olli Tiainen. In Game Changer Project, SavoGrow will primarily focus on piloting and dissemination on the business statistics dashboard, responsibility evaluation tool, and green value chain package. As AO, they will also participate in establishment negotiations on the new Game Changer network in GoA 3.4

865 / 1,000 characters

### 2.3 Associated Organisation Details - AO 5

#### Associated organisation name and type:

<b>Organisation in original language</b>	Kehittämisyhtiö Witas oy		24 / 250 characters
<b>Organisation in English</b>	Development Company Witas		25 / 250 characters
<b>Department in original language</b>	Kehittämisyhtiö Witas oy		24 / 250 characters
<b>Department in English</b>	Development Company Witas		25 / 250 characters
<b>Legal status</b>	a) Public		
<b>Type of associated organisation</b>	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.	

#### Associated organisation location and website:

<b>Address</b>	Keskitie 4	10 / 250 characters	<b>Country</b>	Finland
<b>Postal Code</b>	44500	5 / 250 characters		
<b>Town</b>	Viitasaari	10 / 250 characters		
<b>Website</b>	www.witas.fi/	13 / 100 characters		

#### Role of the associated organisation in this project:

Development Company Witas is a public business support organisation operating the northern parts of Central Finland county (municipalities of Kinnula, Kivijärvi, Pihtipudas and Viitasaari). They provide free of charge business counselling for companies and individuals planning entrepreneurship in their region. Witas is an active project organisation with several on-going activities to boost resilience and innovation. Witas is a member of the nation-wide MicroENTRE Partnership Network that is coordinated by LP1. The network consists of business support organisations that give strategic guidance for research, development and education actions of the MicroENTRE research group (Lead Partner of the project). Letter of Interest signed by CEO Tapani Laitinen. In this project, Witas will participate in test-using of project solutions (e.g. business statistics dashboard and CSR evaluation tool), and disseminates awareness of the project solutions to their customers and other networks.

990 / 1,000 characters

### 2.3 Associated Organisation Details - AO 6

#### Associated organisation name and type:

<b>Organisation in original language</b>	Pohjois-Pohjanmaan liitto <small>25 / 250 characters</small>	
<b>Organisation in English</b>	Council of Oulu Region <small>22 / 250 characters</small>	
<b>Department in original language</b>	Pohjois-Pohjanmaan liitto <small>25 / 250 characters</small>	
<b>Department in English</b>	Council of Oulu Region <small>22 / 250 characters</small>	
<b>Legal status</b>	a) Public	
<b>Type of associated organisation</b>	Regional public authority	Regional council, etc.

#### Associated organisation location and website:

<b>Address</b>	Poratie 5 A <small>11 / 250 characters</small>	<b>Country</b>	Finland
<b>Postal Code</b>	90140 <small>5 / 250 characters</small>		
<b>Town</b>	Oulu <small>4 / 250 characters</small>		
<b>Website</b>	www.pohjois-pohjanmaa.fi/en/ <small>28 / 100 characters</small>		

#### Role of the associated organisation in this project:

The Council of Oulu Region is a regional development and planning organization acting on behalf of its member municipalities, and coordinating EU funding programs in the region. The Bureau of the Council of Oulu Region is directed by the Region Mayor. Lobbying for the Oulu region and representing it in both national and international projects, programs and working groups are part of the main role as a regional authority. In Game Changer Project, the organisation disseminates awareness of the project tools, workshops and crossborder events to its broad networks regionally and nationally. The organisation will be joining the negotiations for establishing the new Game Changer Network. As funder and coordinator of regional strategies and development projects, the Council has significant role in making preparations for project durability actions, and connecting the project outputs with the regional smart specialisation strategy.

937 / 1,000 characters

### 2.3 Associated Organisation Details - AO 7

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Välisministeerium"/> <small>17 / 250 characters</small>	
<b>Organisation in English</b>	<input type="text" value="Estonian Ministry of Foreign Affairs"/> <small>36 / 250 characters</small>	
<b>Department in original language</b>	<input type="text" value="Välisministeerium"/> <small>17 / 250 characters</small>	
<b>Department in English</b>	<input type="text" value="Estonian Ministry of Foreign Affairs"/> <small>36 / 250 characters</small>	
<b>Legal status</b>	<input type="text" value="a) Public"/>	
<b>Type of associated organisation</b>	<input type="text" value="National public authority"/>	<input type="text" value="Ministry, etc."/>

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Islandi väljak 1"/> <small>16 / 250 characters</small>	<b>Country</b>	<input type="text" value="Estonia"/>
<b>Postal Code</b>	<input type="text" value="15049"/> <small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Tallinn"/> <small>7 / 250 characters</small>		
<b>Website</b>	<input type="text" value="www.vm.ee/en"/> <small>12 / 100 characters</small>		

#### Role of the associated organisation in this project:

Supportive role providing networks, strategic advice and promotion of the project results within their network. The Ministry is working on the part of Estonian entrepreneurs' digital portal that covers the export information for Estonian companies and they are interested in the outcomes of the project (the tools) that can be promoted at the portal and used by all interested MSMEs. Estonian embassies around the world have the role of supporting Estonian companies in the locations, including the BSR. Therefore their interest is also towards the dashboard and they are always ready to assist companies with the information and contact network that they have.

661 / 1,000 characters

### 2.3 Associated Organisation Details - AO 8

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Viexpo"/>		<small>6 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Viexpo"/>		<small>6 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="Viexpo"/>		<small>6 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Viexpo"/>		<small>6 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="b) Private"/>		
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Runeberginkatu 11"/>	<small>17 / 250 characters</small>	<b>Country</b>	<input type="text" value="Finland"/>
<b>Postal Code</b>	<input type="text" value="68600"/>	<small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Pietarsaari"/>	<small>11 / 250 characters</small>		
<b>Website</b>	<input type="text" value="www.viexpo.fi/en/"/>	<small>17 / 100 characters</small>		

#### Role of the associated organisation in this project:

Viexpo is a Finnish BSO operating on the west coast region helping SMEs in starting export and in developing their export. Viexpo is a part of Team Finland network. Viexpo's internationalisation services have been operating for nearly 50 years. Viexpo is part of NorcicHub, a bridgebuilder between export-oriented companies, clusters and networks within the Nordics. In this project, Viexpo as AO will provide expertise in developing the solutions that are useful in internationalisation and export process on SMEs. Particularly, Viexpo is expected to attend development and evaluation of the business statistics dashboard (GoA 1) and green value chain platform (GoA 4). After the project, Viexpo can use the Game Changer Platform material and tools with their customer companies.

782 / 1,000 characters



2.3 Associated Organisation Details - AO 9

Associated organisation name and type:

<b>Organisation in original language</b>	DIMA - Danish International Manufacturing Academy		49 / 250 characters
<b>Organisation in English</b>	DIMA - Danish International Manufacturing Academy		49 / 250 characters
<b>Department in original language</b>	DIMA - Danish International Manufacturing Academy		49 / 250 characters
<b>Department in English</b>	DIMA - Danish International Manufacturing Academy		49 / 250 characters
<b>Legal status</b>	b) Private		
<b>Type of associated organisation</b>	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.	

Associated organisation location and website:

<b>Address</b>	Kolding Åpark 1	<b>Country</b>	Denmark
	15 / 250 characters		
<b>Postal Code</b>	6000		
	5 / 250 characters		
<b>Town</b>	Kolding		
	7 / 250 characters		
<b>Website</b>	https://www.trekantomraadet.dk/samarbejder-initiativer/arbejdsmarked-og-uddannelse/dima		
	87 / 100 characters		

Role of the associated organisation in this project:

DIMA is a private / public partnership that works to ensure industry access to the competent workforce needed to maintain competitiveness and growth. DIMA's members consist of both educational institutions, job centers, business services, municipalities, social partners and not least industrial companies in the Triangle area. DIMA is first and foremost a collaboration platform. And the biggest effect is the relationships and mutual knowledge that have been developed between the many actors around education, the labor market and business promotion. This means that it will be easier to guide and help the individual company in relation to the exact needs - and it will be easier to establish the many small collaborations in everyday life that provide better solutions. Due to the close co-operation around upgrading the workforce, DIMA provides access to both educational institutions and companies that can provide input to the project and which test elements in practice.

979 / 1,000 characters

### 2.3 Associated Organisation Details - AO 10

#### Associated organisation name and type:

<b>Organisation in original language</b>	Trekantområdet		<small>14 / 250 characters</small>
<b>Organisation in English</b>	Triangle Region of Denmark		<small>26 / 250 characters</small>
<b>Department in original language</b>	Trekantområdet		<small>14 / 250 characters</small>
<b>Department in English</b>	Triangle Region of Denmark		<small>26 / 250 characters</small>
<b>Legal status</b>	b) Private		
<b>Type of associated organisation</b>	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.	

#### Associated organisation location and website:

<b>Address</b>	Kolding Åpark 1, 2.	<small>20 / 250 characters</small>	<b>Country</b>	Denmark
<b>Postal Code</b>	6000	<small>4 / 250 characters</small>		
<b>Town</b>	Kolding	<small>7 / 250 characters</small>		
<b>Website</b>	https://www.trekantomraadet.dk/			<small>31 / 100 characters</small>

#### Role of the associated organisation in this project:

The industry is a strong driver in the Triangle area. With more than 37,000 jobs in the industry, we are the country's most important industrial region with great international competitiveness through a focus on innovation, design and technology. In other words, the Triangle area is Denmark's Production Center - and our contribution to the overall prosperity in Denmark is the country's second highest. The Triangle area can therefore contribute with a number of interesting companies which will be able to provide input to and test the developed material and provide sparring on its applicability.

600 / 1,000 characters

### 2.3 Associated Organisation Details - AO 11

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Latvijas Jaunuzņēmumu asociācija"/>	<small>32 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Latvian startup association"/>	<small>27 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="Latvijas Jaunuzņēmumu asociācija"/>	<small>32 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Latvian startup association"/>	<small>27 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="b) Private"/>	
<b>Type of associated organisation</b>	<input type="text" value="NGO"/>	<input type="text" value="Non-governmental organisations, such as Greenpeace, WWF, etc."/>

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Kronvalda bulvaris 4"/>	<small>20 / 250 characters</small>	<b>Country</b>	<input type="text" value="Latvia"/>
<b>Postal Code</b>	<input type="text" value="LV-1010"/>	<small>7 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Riga"/>	<small>4 / 250 characters</small>		
<b>Website</b>	<input type="text" value="www.startin.lv"/>	<small>14 / 100 characters</small>		

#### Role of the associated organisation in this project:

Latvian Startup Association "Startin.LV" unites over 80 startups and ecosystem players around common values. The organisation represents joint interests of the community, provide value to their companies and educate society about startup entrepreneurship in Latvia. Startin.LV is a platform that enables startups to initiate ideas, be heard, and receive support in fulfilling their needs and solving problems. In Game Changer project, the organisation disseminates awareness of the project solutions and encourages participation to project events, solution piloting workshops, and platform among their members. The organisation attends in establishment negotiations for the Game Changer Network.

695 / 1,000 characters

### 2.3 Associated Organisation Details - AO 12

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Pracodawcy Pomorza"/>		<small>18 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Pomeranian Employers"/>		<small>20 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="Pracodawcy Pomorza"/>		<small>18 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Pomeranian Employers"/>		<small>20 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="b) Private"/>		
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Aleja Zwycięstwa 24"/>	<small>19 / 250 characters</small>	<b>Country</b>	<input type="text" value="Poland"/>
<b>Postal Code</b>	<input type="text" value="80-219 Gdańsk"/>	<small>13 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Gdansk"/>	<small>6 / 250 characters</small>		
<b>Website</b>	<input type="text" value="https://pracodawcypomorza.pl/"/>			
		<small>29 / 100 characters</small>		

#### Role of the associated organisation in this project:

Pomeranian Employers has been one of the first Polish employer organizations. Representatives embody Pomeranian entrepreneurs within the public administration and the local government. They are the creators of various standpoints, opinions, reports, and strategies concerning national and local economic development. Members can participate in many worthwhile meetings with domestic and European politicians, and also with business, cultural and scientific representatives. Their action is based on solid information that they gather from experts, research, and direct feedback from enterprises. In this project, Pomeranian Employers participates particularly in the piloting of the business statistics dashboard, piloting concept for Boosting Digital Business Competency of MSMEs, piloting a version of responsibility evaluation and reporting online tool, and attending cross-border networking events related to dissemination of project solutions. Lol signed by CEO Tomasz Limon.

981 / 1,000 characters

### 2.3 Associated Organisation Details - AO 13

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="VšĮ Šiaulių verslo inkubatorius"/>		<small>31 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Šiauliai Business Incubator"/>		<small>27 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="VšĮ Šiaulių verslo inkubatorius"/>		<small>31 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Šiauliai Business Incubator"/>		<small>27 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="a) Public"/>		
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Aušros al. 66A"/>	<small>14 / 250 characters</small>	<b>Country</b>	<input type="text" value="Lithuania"/>
<b>Postal Code</b>	<input type="text" value="76233"/>	<small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Šiauliai"/>	<small>8 / 250 characters</small>		
<b>Website</b>	<input type="text" value="http://svi.lt/en/"/>	<small>17 / 100 characters</small>		

#### Role of the associated organisation in this project:

Šiauliai Business Incubator is a public institution whose aim is to facilitate the creation and development of new businesses. The project will use the organisation's extensive network and access to businesses in the region in order to reach project target group (SMEs) as well as to gather feedback from solutions for business provided by the project and to disseminate project results.

387 / 1,000 characters

### 2.3 Associated Organisation Details - AO 14

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="VšĮ Visorių informacinių technologijų parkas"/>		<small>45 / 250 characters</small>
<b>Organisation in English</b>	<input type="text" value="Visorai Information Technology Park"/>		<small>35 / 250 characters</small>
<b>Department in original language</b>	<input type="text" value="VšĮ Visorių informacinių technologijų parkas"/>		<small>45 / 250 characters</small>
<b>Department in English</b>	<input type="text" value="Visoriai Information Technology Park"/>		<small>36 / 250 characters</small>
<b>Legal status</b>	<input type="text" value="a) Public"/>		
<b>Type of associated organisation</b>	<input type="text" value="Business support organisation"/>	<input type="text" value="Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc."/>	

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="Mokslininkų str. 2A"/>	<small>19 / 250 characters</small>	<b>Country</b>	<input type="text" value="Lithuania"/>
<b>Postal Code</b>	<input type="text" value="08412"/>	<small>5 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Vilnius"/>	<small>7 / 250 characters</small>		
<b>Website</b>	<input type="text" value="https://vitp.lt"/>	<small>15 / 100 characters</small>		

#### Role of the associated organisation in this project:

Visoriai Information Technology Park provides innovation, finance, research and experimental development consultancy for innovative companies. In the framework of the project, the Associated Partner will have a supportive role by providing strategic advice and feedback to solutions developed by the project, as well as supporting dissemination, promoting the project, and offering access to other target groups.

412 / 1,000 characters

### 2.3 Associated Organisation Details - AO 15

#### Associated organisation name and type:

<b>Organisation in original language</b>	Klaipėdos mokslo ir technologijų parkas	39 / 250 characters
<b>Organisation in English</b>	Klaipėda science and technology park	36 / 250 characters
<b>Department in original language</b>	Klaipėdos mokslo ir technologijų parkas	39 / 250 characters
<b>Department in English</b>	Klaipėda science and technology park	36 / 250 characters
<b>Legal status</b>	a) Public	
<b>Type of associated organisation</b>	Business support organisation	Chamber of commerce, chamber of trade and crafts, business incubator or innovation centre, business clusters, etc.

#### Associated organisation location and website:

<b>Address</b>	Vilhelmo Berbomo srt. 10	24 / 250 characters	<b>Country</b>	Lithuania
<b>Postal Code</b>	92221	5 / 250 characters		
<b>Town</b>	Klaipėda	8 / 250 characters		
<b>Website</b>	https://www.kmtp.lt/en/			
		23 / 100 characters		

#### Role of the associated organisation in this project:

Klaipėda Science and Technology Park is a business support agency focused on promoting innovations with the aim to provide specialized services in the areas of green and blue (marine) technologies. The Associated Partner provides consultations for companies and individuals which are mostly related to the issues of establishing and developing their business, creating new products and services, as well as the protection of intellectual property. In the context of the project, this partner will contribute with expertise focused on green value chains and the development of innovation and sustainable products. The partner's expertise will contribute to the assessment of the innovativeness and relevance of the solutions proposed by the project to the needs of enterprises, as well as disseminating the results of the project.

829 / 1,000 characters

### 2.3 Associated Organisation Details - AO 16

#### Associated organisation name and type:

<b>Organisation in original language</b>	Lietuvos pramoninkų konfederacija		33 / 250 characters
<b>Organisation in English</b>	Lithuanian Confederation of Industrialists		42 / 250 characters
<b>Department in original language</b>	Lietuvos pramoninkų konfederacija		33 / 250 characters
<b>Department in English</b>	Lithuanian Confederation of Industrialists		42 / 250 characters
<b>Legal status</b>	a) Public		
<b>Type of associated organisation</b>	Interest group	Trade union, foundation, charity, voluntary association, club, etc. other than NGOs	

#### Associated organisation location and website:

<b>Address</b>	Vilniaus str. 31	16 / 250 characters	<b>Country</b>	Lithuania
<b>Postal Code</b>	01402	5 / 250 characters		
<b>Town</b>	Vilnius	7 / 250 characters		
<b>Website</b>	https://www.lpk.lt	18 / 100 characters		

#### Role of the associated organisation in this project:

The Lithuanian Confederation of Industrialists unites a total of 61 associations: 56 branch associations, 5 regional associations, and 24 non-associated members, uniting all major industries and the main products produced in Lithuania. Tapping into this extensive associate partner network will ensure the access to project target groups (SMEs), as well as support for the dissemination of project results.

406 / 1,000 characters



### 2.3 Associated Organisation Details - AO 17

#### Associated organisation name and type:

<b>Organisation in original language</b>	<input type="text" value="Agencja Rozwoju Pomorza"/> <small>24 / 250 characters</small>	
<b>Organisation in English</b>	<input type="text" value="Pomerania Development Agency"/> <small>28 / 250 characters</small>	
<b>Department in original language</b>	<input type="text" value="Agencja Rozwoju Pomorza"/> <small>24 / 250 characters</small>	
<b>Department in English</b>	<input type="text" value="Pomerania Development Agency"/> <small>28 / 250 characters</small>	
<b>Legal status</b>	<input type="text" value="a) Public"/>	
<b>Type of associated organisation</b>	<input type="text" value="Regional public authority"/>	<input type="text" value="Regional council, etc."/>

#### Associated organisation location and website:

<b>Address</b>	<input type="text" value="472D Grunwaldzka Ave."/> <small>21 / 250 characters</small>	<b>Country</b>	<input type="text" value="Poland"/>
<b>Postal Code</b>	<input type="text" value="80-309 Gdańsk"/> <small>13 / 250 characters</small>		
<b>Town</b>	<input type="text" value="Gdańsk"/> <small>6 / 250 characters</small>		
<b>Website</b>	<input type="text" value="https://www.arp.gda.pl"/> <small>23 / 100 characters</small>		

#### Role of the associated organisation in this project:

Pomerania Development Agency supports the development of Pomeranian business thanks to the European Union. The Pomerania Development Agency (PDA) has been an intermediary in the distribution of European Funds for Pomerania companies and local institutions supporting the development of entrepreneurship for almost 20 years. PDA manages a capital fund investing in innovative business ideas and provides consulting and training services. PDA helps local companies to open up to foreign markets, incl. by co-financing participation in fairs and other events, organizing regional stands, economic missions, or training. In this project, PDA participates particularly in the piloting of the business statistics dashboard, piloting concept for Boosting Digital Business Competency of MSMEs, piloting a version of responsibility evaluation and reporting online tool, and attends cross-border networking events related to dissemination of project solutions. Lol signed by President of Board Łukasz Żelewski.

1,000 / 1,000 characters

### 2.3 Associated Organisation Details - AO 18

#### Associated organisation name and type:

<b>Organisation in original language</b>	Tallinna Strateegiakeskus		<small>25 / 250 characters</small>
<b>Organisation in English</b>	Tallinn Strategic Management Office		<small>35 / 250 characters</small>
<b>Department in original language</b>	Tallinna Strateegiakeskus		<small>25 / 250 characters</small>
<b>Department in English</b>	Tallinn Strategic Management Office		<small>35 / 250 characters</small>
<b>Legal status</b>	a) Public		
<b>Type of associated organisation</b>	Regional public authority	Regional council, etc.	

#### Associated organisation location and website:

<b>Address</b>	Vabaduse väljak 7	<small>17 / 250 characters</small>	<b>Country</b>	Estonia
<b>Postal Code</b>	15199	<small>5 / 250 characters</small>		
<b>Town</b>	Tallinn	<small>7 / 250 characters</small>		
<b>Website</b>	www.tallinn.ee/eng/Tallinn-Strategic-Management-Office			<small>54 / 100 characters</small>

#### Role of the associated organisation in this project:

Tallinn Strategic Management Office offers services for business, trade and advertising, city administration, tourism etc. For companies in their regions, the Office offers business trainings and information briefings, consultations, and digital solutions, among others. In this project, the Office will have important role for disseminating project outputs through their communication channels, particularly to activate the small companies and business support organisations in Tallinn region.

495 / 1,000 characters

### 3. Relevance

#### 3.1 Context and challenge

Recent crises and social injustices, e.g. COVID-19, Ukrainian war and climate change, have increased public demands for corporate social responsibility (CSR) of companies. To engage in CSR means that a company operates in ways that enhance society and environment instead of contributing negatively to them. CSR makes companies more competitive and innovative, creating more sustainable economy and resilient regions. Legislation and customers demand transparency, and recent crises have shown the necessity of security of supply, as global production and logistics chains have turned vulnerable. Companies with responsible brands create more cohesive BSR with less dependency on global supply chains and market risks.

Lack of competencies to turn CSR practices as competitive advantage is one reason for reported low export rates of MSMEs around BSR, making the region's economies rely on relatively few large industries. MSMEs have potential to turn BSR's total export-import ratio more positive. MSMEs and business support services need access to tools, training material and cross-border networks to strategically build CSR and green value chains for making businesses more versatile, agile, and resilient against global crises.

EC strategy for CSR stresses good practices for integration of education, training, and research. MSMEs and related business support services need access to tools and training material as well as cross-border networks to strategically build CSR and green value chains. HEIs provide training for students and companies, so their curricula should be in line with the topical needs of business life. This project consists of 4 solutions that bring regional knowledge management data for BSOs, a CSR evaluation tool and concepts for boosting digital business competencies and green value chains for MSMEs, and recommendations for HEI curricula. The Game Changer project turns scattered MSME-targeted business services onto a one-point service platform around BSR.

1,994 / 2,000 characters

#### 3.2 Transnational value of the project

This project aims to build more economically resilient BSR society through responsible and sustainable companies. MSMEs have great potential for increasing exports regionally and globally through their innovativeness and agility if provided with the best business counselling, training and advanced digital tools for business development. Export-driven MSMEs need partners and networks to operate cross borders, make profitable sales, and build economic resilience for BSR. Online data-transfer, training, and business operations diminish the obstacles of geographical locations. This is boosted with active transnational university-SME-BSO collaboration to co-create widely adoptable, easy-to-use knowledge management and business evaluation tools, competency training and networks.

The project has partners from 7 countries around BSR representing all the project target groups (HEIs, BSOs and SMEs) added with a training center with experienced in online training and platforms. There are BSOs from 3 countries (EE, SE + LT), HEIs from 4 countries (FI, LV, LT, PL), MSMEs from 4 countries (FI, SE, EE, LT). Partners from more than 3 countries and different organisation types will participate in each pilot process to build solutions that are easily accepted by all target groups in each country. Associated organisations from all project countries support the dissemination and durability actions.

The countries involved represent regions with both high (e.g. EE, SE) and low (e.g. FI) export rates of MSMEs for maximal sharing of good practices and lessons learnt in different regions. The countries involved have national policy frameworks (e.g. EE) and ministry-led committee on CSR (e.g. FI) to promote CSR. PP8 is national coordinator of LT of the Enterprise Europe network enabling the process of establishing the European-wide Game Changer Network. Through knowledge sharing and co-development, business support and training could be adapted to regional specialisation strategies.

1,993 / 2,000 characters

#### 3.3 Target groups

Target group	Sector and geographical coverage	Its role and needs
<p>Small and medium enterprise</p>	<p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p> <p>495 / 500 characters</p>	<p>MSMEs are relevant actors for creating economic resilience in BSR if they succeed in increasing their export sales. To achieve this, MSMEs must take a strategic approach to evaluating, reporting and utilizing their CSR practices and green value chains in cross-border networks, and they need digital business competences to turn them into competitive advantage. MSMEs that aim to export have troubles finding the right contacts and collaboration partners. MSMEs must stay ahead of regulatory requirements, manage risks stemming from external crises, and build trustworthy brands among customers, business partners, and financiers. In this project, MSMEs participate as end-users in developing (WP1) and piloting and evaluating (WP2) the solutions that form the Game Changer Platform. MSMEs also participate in cross-border networking and matchmaking events (WP3). Partner MSMEs serve as real-life cases in project dissemination to encourage other MSMEs using project solutions for CSR enhancement.</p> <p>997 / 1,000 characters</p>

Target group	Sector and geographical coverage	Its role and needs
<p>Business support organisation</p>	<p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p> <p style="text-align: right;">490 / 500 characters</p>	<p>Public and private BSOs are organisations that provide business counselling for SMEs in their regions. There is a general need for helping small businesses to take their first steps in internationalisation and export. To succeed, business support organizations and experts need practical counselling tools, access to training material, and reliable statistical data for knowledge management. This is also a recognized need from regional economical viewpoint, as exporting and growing businesses bring economic stability for regions. In the project, a statistics dashboard with regional business data will be a helpful tool for BSOs to analyse their regional business characteristics, and find relevant benchmarking regions and industries. BSOs can use project solutions (CSR evaluation tool, business competency training and green value chain concept) in counselling with their customers, and create cross-border partnerships with other BSO experts.</p> <p style="text-align: right;">949 / 1,000 characters</p>
<p>Higher education and research instituti</p>	<p>HEIs (universities and universities of applied sciences) that provide education and RD services for micro-enterprises and SMEs regionally, nationally and internationally. Particular focus is on HEI units that provide online education and training courses for companies to boost digital business competencies. Moreover, target HEIs provide education for students on digital marketing and international business. Project HEI partners come from FI, LV, LT and PL with different competence profiles.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>HEIs provide education for future entrepreneurs and existing SMEs. To meet the topical competency needs of business life, HEIs must continuously develop and renew both the content and forms of education provided. HEIs should provide online training material and self-learning courses on digital business competencies needed in turbulent times, such as the post COVID19 era, unstable security situations, or global climate change. This requires modernization of existing HEI curricula, syllabus, education platforms as well as competencies of staff to create resilience capabilities around BSR. In this project, HEI partners participate in development of novel digital business competency training material published for future use on the Game Changer Platform. As a dissemination outcome, HEIs are given recommendations for curriculum development and education implementation to boost digital business competencies and readiness for CSR among HEI staff and students entering working life.</p> <p style="text-align: right;">988 / 1,000 characters</p>

### 3.4 Project objective

Your project objective should contribute to:

Resilient economies and communities

If the ratio and total volume of BSR micro-enterprises (MSMEs) doing export would increase, the business structure of whole region would become more versatile and resilient towards negative economic turbulences. Intra-BSR value chains and responsible business models lessen dependency on global supply chains and decrease market risks. This project helps export-driven MSMEs that rely on sustainable business models and green value chains to turn their sustainability as competitive advantage on intra-BSR and global markets through online tools, business counselling and training. On the project platform, MSMEs find BSOs in their region, and evaluate their responsibility practices, develop digital business competencies, and build cross-border green value chains.

BSOs get tools and training material for business counselling and for organizing matchmaking events. BSOs can improve their knowledge management with reliable statistical data on business activities, growth and export levels on the dashboard with data classified on regional, company- and industry-specific parameters. This information has been previously been scattered and available only for research use. Data analyses and transnational collaboration help BSOs to understand their regional strengths and weaknesses. This helps them to implement smart specialisation strategies, and improve practices to support MSME export in the region.

HEIs get a concept and material for boosting digital business competences in education activities. HEIs get recommendations for how to make their curricula and course contents relevant for training SMEs and students with resilience to meet demands of business life for employees and future entrepreneurs. With the project, HEI learn on the needs of SMEs, which can be covered in training and research.

The solutions will be taken over by the new Game Changer Network after the project to sustain the comprehensive online service-point for MSMEs around BSR.

1,971 / 2,000 characters

### 3.5 Project's contribution to the EU Strategy for the Baltic Sea Region

Please indicate whether your project contributes to the implementation of the Action Plan of the EU Strategy for the Baltic Sea Region (EUSBSR).

Yes  No

Please select which Policy Area of the EUSBSR your project contributes to most.

PA Innovation

Please list the action of this Policy Area that your project contributes to and explain how.

Action 1: Challenge-driven innovation in the current export trade in BSR, which is mostly on the shoulders of large export companies, the growing importance of responsibility in value chains offer a challenge as well as new opportunities for MSME. The project contributes to building solutions for entrepreneurship and microenterprises in the BSR based on sustainable growth. The project supports MSMEs to identify opportunities for responsible business, report them, and turn sustainability aspects into competitive advantages in value chains and international trade in the BSR area, and broader.

Action 2: Digital innovation and transformation: project contributes to this by developing digital solutions e.g. an online statistic dashboard, responsibility tool, e-learning methods, and a green value chain concept. Moreover, digitalization is promoted e.g. through webinars of cross-border events and matchmaking.

Action 3: Co-creative innovation: the Game Changer and its extensive stakeholder network co-create a transnational platform of solutions to connect the knowledge and development tools with target groups.

Moreover, the project contributes to Innovation PA's objectives by deepening and fulfilling the single market, improving the global competitiveness of the BSR, supporting climate change mitigation, and connecting people and businesses in the BSR.

1,371 / 1,500 characters

If applicable, please describe which other Policy Areas of the EUSBSR your project contributes to and how.

PA Education.

As PA Education's goals are to be a front runner for deepening and fulfilling the single market and improved global competitiveness of the BSR, Game Changer clearly contributes to this PA too.

Action 2 is called International excellence and wider participation in science and research. The Game Changer combines HEIs, entrepreneurship, research knowledge, businesses, industrial value chains, and ecosystems. The solutions that will be created by the Game Changer are based on research knowledge. Moreover, several partners are research universities. The project promotes the key objectives of the BSR strategy by providing e.g. research knowledge and business practices related to corporate responsibility for use in higher education. Implementation of the project supports knowledge management and scientific cooperation in the BSR and the development of a common research and innovation area.

912 / 1,500 characters

### 3.6 Other political and strategic background of the project

#### Strategic documents

Proposal for a Directive of the European Parliament and of the Council on Corporate Social Responsibility Due Diligence and amending Directive (EU) 2019/1937 (23.2.2022): The behaviour of companies across all sectors of the economy is key to succeed in the Union's transition to a climate-neutral and green economy in line with the European Green Deal and in delivering on the UN Sustainable Development Goals, including on its human rights- and environment-related objectives.

478 / 500 characters

A European Green Deal aims to transform the EU into a fairer and more prosperous society, with a modern, resource-efficient and competitive economy. This project promotes goals of globally competitive and resilient industry including new business models and more advanced responsibility practices, and future-proof jobs and skills training from the transition. Greener intra-BSR industrial value chains with less dependency on global suppliers and more transparency will be developed.

485 / 500 characters

The Commission proposal for a Council Recommendation on building bridges for effective European higher education cooperation aims to enable EU HEIs to cooperate closer, to facilitate the implementation of joint transnational educational programmes and activities. In this project, HEIs with teaching on business competency are provided with a new digital business competency training material and recommendations for curriculum development to meet the worklife skills regarding responsible business.

499 / 500 characters

### 3.7 Seed money support

Please indicate whether your project is based on a seed money project implemented in the Interreg Baltic Sea Region Programme 2014-2020.

Yes  No

### 3.8 Other projects: use of results and planned cooperation

Full name of the project	Funding Source	Use of the project outcomes and/or planned cooperation
<p data-bbox="44 539 400 618">ViVa -Vihreä vastuullisuus mikroyrityksissä [Green sustainability in microenterprises]</p> <p data-bbox="295 651 400 667">86 / 200 characters</p>	<p data-bbox="419 562 951 618">European Social Fund (Finland)</p> <p data-bbox="842 629 951 645">30 / 200 characters</p>	<p data-bbox="967 282 1501 595">A project coordinated by LP1 in the Northern Ostrobothnia region, FIN in 2021-2023. An online-based responsibility training programme for MSMEs has been developed and piloted. The coaching process begins with a simple online self-evaluation survey to identify the current CSR practices in the company, followed by a thematic interview where the responsibility practices, company values, motivations and goals are specified in more details. The concept of the baseline survey, the interview frame and the concept for a company-specific development roadmap created in the ViVa coaching programme forms the basic content for the online responsibility evaluation and reporting tool in the Game Changer Project. The project network will be</p> <p data-bbox="1374 629 1501 645">735 / 1,000 characters</p>
<p data-bbox="44 1043 400 1167">KasvuDATA -Maaseudun PK- ja mikroyritysten kasvu- ja vientiolosuhteiden data-analytiikka ja yhteisöoppiva tietojohdaminen Pohjois-Pohjanmaalla [GrowthDATA]</p> <p data-bbox="288 1200 400 1216">154 / 200 characters</p>	<p data-bbox="419 1088 951 1144">European Agricultural Fund (Finland)</p> <p data-bbox="842 1155 951 1171">37 / 200 characters</p>	<p data-bbox="967 954 1501 1122">KasvuDATA project is run by LP1 as a small series of regional co-creation workshop in Northern Ostrobothnia region of Finland to identify regional business characteristics in the statistics data. Researchers and regional BSO experts will together find explanatory factors for the observed temporal changes in the regional business statistics.</p> <p data-bbox="967 1144 1501 1267">The workshop series and knowledge creation will be implemented by the fall 2022. The learning outcomes (dos and dont's) from these workshops will be transferred to the piloting workshops of the business statistics dashboard in the Game Changer Project.</p> <p data-bbox="1374 1301 1501 1317">598 / 1,000 characters</p>
<p data-bbox="44 1435 400 1491">BSUIN - Baltic Sea Underground Innovation Network</p> <p data-bbox="295 1525 400 1541">49 / 200 characters</p>	<p data-bbox="419 1447 951 1503">Interreg Baltic Sea Region</p> <p data-bbox="842 1514 951 1529">26 / 200 characters</p>	<p data-bbox="967 1335 1501 1435">BSUIN project was run by LP1 and PP7 as a creation of durable underground innovation network with identified and validated offer portfolio as well as analyzed innovation-based business models data.</p> <p data-bbox="967 1458 1501 1603">The creation of the European Underground Laboratories Association as a durable solution for project outputs will be used as a guideline for WP3. The process outcomes (dos and dont's) from the creation of the innovation platform - the association will be transferred to the WP3 of the Game Changer Project.</p> <p data-bbox="1374 1626 1501 1641">505 / 1,000 characters</p>

Full name of the project	Funding Source	Use of the project outcomes and/or planned cooperation
<p data-bbox="44 622 400 674">DEMS - Developing E-marketing Skills for the Business Market</p> <p data-bbox="295 703 400 723">60 / 200 characters</p>	<p data-bbox="421 633 951 665">Erasmus+ Strategic Partnership</p> <p data-bbox="842 692 951 710">30 / 200 characters</p>	<p data-bbox="970 277 1501 329">The DEMS project (2021-2024) is coordinated by PP3 with PP11 and two other European HEIs as partners.</p> <p data-bbox="970 349 1485 566">The project aims to increase the number of digitally skilled business administration bachelors. In the project, the key skills in digital sales and marketing are defined and updated to a 'digital marketing curriculum'. Second, the 'digital threshold' of business teachers will be lowered and they will be introduced and equipped with digital marketing skills. Third, the innovative curriculum will be practiced by business students in the partnering countries and demonstrated in an international competition (2024).</p> <p data-bbox="970 589 1469 663">The DEMS project outcomes will be used for developing the concept and HEI curricula recommendations for business competency training.</p> <p data-bbox="1374 694 1501 712">754 / 1,000 characters</p>
<p data-bbox="44 1290 400 1341">H2 Ecosystem Roadmap for Ostrobothnia</p> <p data-bbox="295 1370 400 1391">37 / 200 characters</p>	<p data-bbox="421 1290 951 1341">European Regional Development Fund through Regional Council of Ostrobothnia</p> <p data-bbox="842 1370 951 1391">75 / 200 characters</p>	<p data-bbox="970 1090 1485 1120">H2 Ecosystem project (2021-2022) is coordinated by PP2.</p> <p data-bbox="970 1140 1493 1379">The project aims to build the regional network of actors with an interest in green hydrogen, create a knowledge base for the role of green hydrogen technology as part of system level energy solutions, support the development of new business opportunities related to green hydrogen, and promote the regional transition to CO2 neutral society. This network will together create the vision for how the Ostrobothnian actors can build successful ecosystems around green hydrogen, which in turn contributes to the region's specialization and innovation activities.</p> <p data-bbox="970 1402 1485 1545">The project learnings on building green ecosystems and turn them to contribute to the regional smart specialisation and innovation, are taken to the development of the concept for cross-border Green Value Chains in the Game Changer Project. The Game Changer will apply and scale-up the network building concept on BSR-level.</p> <p data-bbox="1374 1576 1501 1594">942 / 1,000 characters</p>

### 3.10 Horizontal principles

Horizontal principles	Projects's direct impact
Sustainable development	positive
Non-discrimination including accessibility	neutral
Equality between men and women	neutral



#### 4. Management

Allocated budget

5%

##### 4.1 Project management

Please confirm that the lead partner and all project partners will comply with the rules for the project management as described in the Programme Manual.

If relevant, please indicate any other important aspects of the project management, e.g. external entity supporting the lead partner in the management of the project, advisory board, steering committee, any other relevant working groups, etc.

Steering Committee (SC) monitors the implementation of the project and gives guidelines. Each partner has a fully authorized member in the SC. The Lead Partner has a Project Manager responsible for managerial and financial issues and a Project Leader responsible for content and communicational issues. They are assisted by a Project Assistant. Project leader, project manager and leaders of work packages and GoAs form a Working Committee (WC) to ensure collaboration and communication.

488 / 500 characters

##### 4.2 Project financial management

Please confirm that the lead partner and all project partners will comply with the rules for the financial management and control as described in the Programme Manual.

If relevant, please indicate any other important aspects of the financial management, e.g. external entity supporting the lead partner, positions planned for financial management, involvement of special financial experts (e.g. for public procurement), etc.

The Project Manager and the Project Assistant are responsible for financial management. The financial department and the project office of the University of Oulu support them. Each partner names a responsible financial project staff member to the Financial management team (FT), that provides accurate and updated financial information periodically. FT members will be trained for the IBSR programme specific guidelines. A financial report will be given in each Steering committee meeting.

490 / 500 characters

##### 4.3 Input to Programme communication

Please confirm that you are aware of the obligatory inputs to Programme communication that must be submitted along the pre-defined progress reports, as described in the Programme Manual.

If relevant, please describe other important aspects of project communication that you plan to introduce, e.g. a communication plan, opening and closing events, social media channel(s) etc.

Internal communication is important to build trust, to inspire collaboration and to enhance the quality of project management. The Project Leader is responsible for the internal communication working closely with the WP 3 leader. All partners are represented in the Communication team. Joint communications plan.

Communication channels: an online platform for sharing documents, project newsletters, email

Teams: SC, WC, FT, Communication team

Events: Kick-off event, workshops, closing event

492 / 500 characters

##### 4.4 Cooperation criteria

Please select the cooperation criteria that apply to your project. In your project you need to apply at least three cooperation criteria. Joint development and joint implementation are the obligatory ones you need to fulfill in your project.

###### Cooperation criteria

Joint Development

Joint Implementation

Joint Staffing

Joint Financing

## 5. Work Plan

Number	Work Package Name										
1	WP1 Preparing solutions										
	<table border="1"> <thead> <tr> <th>Number</th> <th>Group of Activity Name</th> </tr> </thead> <tbody> <tr> <td>1.1</td> <td>Preparation of the business statistics online dashboard</td> </tr> <tr> <td>1.2</td> <td>Preparation of the responsibility evaluation and reporting tool for MSMEs</td> </tr> <tr> <td>1.3</td> <td>Preparation of the concept for Boosting Digital Business Competency</td> </tr> <tr> <td>1.4</td> <td>Preparing a pilot version of the Green Value Chain Concept</td> </tr> </tbody> </table>	Number	Group of Activity Name	1.1	Preparation of the business statistics online dashboard	1.2	Preparation of the responsibility evaluation and reporting tool for MSMEs	1.3	Preparation of the concept for Boosting Digital Business Competency	1.4	Preparing a pilot version of the Green Value Chain Concept
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1.4	Preparing a pilot version of the Green Value Chain Concept										
2	WP2 Piloting and evaluating solutions										
	<table border="1"> <thead> <tr> <th>Number</th> <th>Group of Activity Name</th> </tr> </thead> <tbody> <tr> <td>2.1</td> <td>Piloting and co-evaluation of regional business statistics dashboard</td> </tr> <tr> <td>2.2</td> <td>Piloting and co-evaluation of the responsibility evaluation and reporting tool</td> </tr> <tr> <td>2.3</td> <td>Piloting the concept for boosting digital business competencies of MSMEs</td> </tr> <tr> <td>2.4</td> <td>Piloting and co-evaluation of the Green Value Chain concept</td> </tr> </tbody> </table>	Number	Group of Activity Name	2.1	Piloting and co-evaluation of regional business statistics dashboard	2.2	Piloting and co-evaluation of the responsibility evaluation and reporting tool	2.3	Piloting the concept for boosting digital business competencies of MSMEs	2.4	Piloting and co-evaluation of the Green Value Chain concept
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2.4	Piloting and co-evaluation of the Green Value Chain concept										
3	WP3 Transferring solutions										
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3.3	Awareness raising and engaging users for project solutions										
3.4	Durability through the Game Changer network										

## Work plan overview

	Period: 1	2	3	4	5	6	Leader
<b>WP.1: WP1 Preparing solutions</b>							<b>PP1</b>
A.1.1: Preparation of the business statistics online dashboard							PP1
D.1.1: Pilot version of the business statistics dashboard for BSR		D					PP1
A.1.2: Preparation of the responsibility evaluation and reporting tool for MSMEs							PP1
D.1.2: Pilot version of responsibility evaluation and reporting online tool for MSMEs			D				PP3
A.1.3: Preparation of the concept for Boosting Digital Business Competency							PP2
D.1.3: Pilot concept for Boosting Digital Business Competency of MSMEs		D					PP2
A.1.4: Preparing a pilot version of the Green Value Chain Concept							PP2
D.1.4: Pilot version of the Green Value Chain Concept		D					PP8
<b>WP.2: WP2 Piloting and evaluating solutions</b>							<b>PP8</b>
A.2.1: Piloting and co-evaluation of regional business statistics dashboard							PP6
O.2.1: Output 1: Business statistics dashboard for BSR					O		PP4
A.2.2: Piloting and co-evaluation of the responsibility evaluation and reporting tool							PP9
O.2.2: Output 2: Responsibility evaluation and reporting online tool for MSMEs					O		PP2
A.2.3: Piloting the concept for boosting digital business competencies of MSMEs							PP1
O.2.3: Output 3: Training concept for boosting digital business competencies of MSMEs					O		PP7
A.2.4: Piloting and co-evaluation of the Green Value Chain concept							PP1
O.2.4: Output 4: Green Value Chain concept for MSMEs and BSOs					O		
<b>WP.3: WP3 Transferring solutions</b>							<b>PP7</b>
A.3.1: The Game Changer Online Platform							PP5
A.3.2: Enhancing cross-border matchmaking and training for SMEs, BSOs and HEIs							PP7
A.3.3: Awareness raising and engaging users for project solutions							PP1
A.3.4: Durability through the Game Changer network							

## Outputs and deliverables overview

Code	Title	Description	Contribution to the output	Output/ deliverable contains an investment

D 1.1	Pilot version of the business statistics dashboard for BSR	<p>The Business Statistics Dashboard for BSR will serve business support organisations and other stakeholders with regional development goals, but also SMEs who are looking for business support experts around BSR. Combining and analysing regional growth data of SMEs together with regional economic data and sharing reasons and experiences that are found behind regional differences supports benchmarking growth of SMEs within different types of BSR regions more easily and accurately, also at very local scale. The pilot version of the dashboard has two functional layers: A) Regional business statistics for BSOs The platform comprises reliable and comparable business statistics data that can be analysed on municipality, regional or national levels. The dashboard is an advanced version of the Finnish business statistics dashboard "MY Tilastot" (<a href="https://www oulu.fi/my_tilastot/">https://www oulu.fi/my_tilastot/</a>) created and coordinated by LP1. The statistics dashboard for BSR is an easily accessible data analysis tool for BSOs, regional developers and policy makers. In addition, the dashboard supports co-learning as knowledge framework by enabling to find and examine both peer regions and top growth regions with similar business conditions. Business statistics focused on growth, export and regional characteristics of micro-enterprises and SMEs are obtained from national enterprise statistical registers via statistics centers from all project countries. B) Find &amp; Contact Platform for MSMEs to find relevant business support organisations in their regions or around BSR A regional business service contact platform is integrated to the dashboard. BSO service providers are added on the platform with contact details and service description. Anytime, new service providers can be added on the platform. The locations of BSOs are visualised on a zoomable map.</p>	Output 1: Business statistics dashboard for BSR	
D 1.2	Pilot version of responsibility evaluation and reporting online tool for MSMEs	<p>Purpose of the tool is to help MSMEs become aware of and evaluate realistically their existing corporate responsibility practices, receive an automated responsibility report, and benchmark themselves in relation to other similar companies for next development steps. Main target group of the tool are MSMEs but also BSOs who can use it in business counselling. The tool is free of charge for end-users, it is available in several languages, and it is easy to use for MSMEs that may have none or little previous strategic actions on responsibility management. Contents of the evaluation tool: a) identifying the key business values and business mission, b) identifying responsibility value proposition to the key customer segments and target market, c) self-assessment of the current responsibility practices in the company from 4 thematic perspectives: social, economic and environmental responsibility + responsibility communications practices, and d) defining the most central development areas to strengthen responsibility practices. After the self-evaluation, an automated responsibility report is produced. The company-specific evaluation report supports the principles of the Global Reporting Initiative. The report is usable in brand marketing and business communication, but it is also useful in negotiations for finance, new collaboration partnerships, or in public procurement processes. The report template is targeted to simplify CSR reporting and auditing processes. In addition, the tool platform includes inspirational case examples on how to improve and communicate responsibility practices to build business brands with competitive advantage in various industries around BSR. The tool will be equipped with optional Online Help &amp; Tutorial package on how to use the tool, and demonstration tips on practical business situations where the report can be used.</p>	Output 2: Responsibility evaluation and reporting online tool for MSMEs	
D 1.3	Pilot concept for Boosting Digital Business Competency of MSMEs	<p>This deliverable is a pilot version of the training concept for boosting Digital Business Competency of MSMEs in BSR. In practice, the concept consists of training material for HEIs that educate students and SMEs on digital business skills needed in international and intra-BSR business markets. The training material focuses on strengthening competencies that support corporate social responsibility practices and growth capabilities of export-driven microenterprises and other SMEs. The pilot concept will be available for test-users in FI, LT, LV, PL and DE. Moreover, the deliverable includes the first draft on the recommendations for adjusting HEI business competency training curricula to meet business life needs. The contents of the training material cover: a) list of the key business operations and competencies to be boosted and potential target groups for different parts of the training material b) selection of different types of educational modules (short trainings, nonstop courses, online training, mentoring activities, usability research experiments in Sales&amp;Marketing laboratories around BSR) c) selection of training material on theme-related topics, e.g. digital marketing in international business, business branding based on responsibility and sustainability, digital product prototyping d) practical examples on contents and learning material to be experimented with companies: trainings, mentoring, usability research; e) local and international digital business expert pool, including a list of educational experts, education venues and facilities, such as Sales &amp; Marketing Labs - to be utilized in training experiments All the training material and tutorial for implementing it will be publicly accessible on the Game Changer project platform.</p>	Output 3: Training concept for boosting digital business competencies of MSMEs	

D 1.4	Pilot version of the Green Value Chain Concept	<p>The deliverable is a pilot version on the Green Value Chain Concept including a) a green value chain test for evaluating the current state of green value chains of the MSME and a Green Roadmap with recommendations, and b) a Green Value Chain matchmaking event concept for BSOs. PART A: Green value analysis test &amp; Green Roadmap for MSMEs: With the test, MSMEs can evaluate how integrated green values are in their business operations, and their maturity for building cross-border green value chains. Test results can be used to match the company with relevant partners in the matchmaking events (part B). After the analysis phase, company gets a Green Roadmap with recommendations on how they can further integrate green values into their operations and what kinds of partners they would benefit from. The recommendations are visualised as a "map" with alternative or recommended roads matching the current maturity of the company. The test can be used as a standalone analysis tool, but each company is recommended to attend a related Green Value Chain matchmaking event (Part B) to gain knowledge and find partnerships. PART B: Concept for BSOs to organize Green Value Chain matchmaking events: The concept includes practical how-to-tutorial, planning tool and facilitation instructions for BSOs who want to organise cross-border events to boost readiness of their region's MSMEs for making export business based on green values and sustainability. Part A test serves as a pre-tool for events, as the companies can be divided matched based on their current green value maturity and identified need for matching partners. The one-day event consists of round table discussions, work in small groups, facilitated workshops and business speed dates. The concept that will be created for the events is designed to develop green value chains from MSMEs current state, which is defined in the test on our platform.</p>	Output 4: Green Value Chain Concept for MSMEs and BSOs	
O 2.1	Output 1: Business statistics dashboard for BSR	<p>The output 1 is the piloted final version of the Business Statistics Dashboard for Baltic Sea Region. The dashboard will serve business support organisations and other stakeholders with regional development goals, but also for SMEs who are looking for business support experts around BSR. Combining and analysing regional growth data of SMEs together with regional economic data and sharing reasons and experiences that are found behind these regional differences supports benchmarking growth of SMEs within different types of BSR regions more easily and more accurately than ever, also at very local scale. The dashboard has two functional layers for different target groups: A) Regional business statistics platform for BSOs The platform is easy to use and visually attractive. It brings reliable and comparable business statistics data that can be analysed on municipality, regional or national levels. The dashboard is an advanced version of the Finnish business statistics dashboard "MY Tilastot" (<a href="https://www oulu.fi/my_tilastot/">https://www oulu.fi/my_tilastot/</a>) created and coordinated by LP1. The statistics dashboard for BSR is an easily accessible data analysis tool for BSOs, regional developers and policy makers. In addition, the dashboard supports co-learning as knowledge framework by enabling to find and examine both peer regions and top growth regions with similar business conditions. Business statistics focused on growth, export and regional characteristics of micro-enterprises and SMEs are obtained from national enterprise statistical registers via statistics centers from all project countries. B) Find &amp; Contact Platform for MSMEs to find relevant business support organisations in their regions or around BSR A regional business service contact platform is integrated to the dashboard. Public and private BSO service providers are added on the platform with contact details and service description. The contact platform with online map search function enables MSMEs to discover business support organisations and other service providers which can help in starting export activities. Anytime, new service providers can be added on the platform. The dashboard will also include a video tutorial on how to use the dashboard for regional planning and business support strategies and as well as instructions for the Find &amp; Contact platform for both the service providers (BSOs) and information seekers (MSMEs). Together with other project solutions, the dashboard is part of the one-service-point data, evaluation and training package on the Game Changer Platform.</p>		

O 2.2	Output 2: Responsibility evaluation and reporting online tool for MSMEs	<p>Purpose of the tool is to help MSMEs become aware of and evaluate realistically their existing corporate responsibility practices, receive an automated responsibility report, and benchmark themselves in relation to other similar companies for next development steps. The tool structure, content and glossary (terminology) is adapted to the mindsets and preparedness of MSMEs that may have none or little previous strategic actions on responsibility management but who have recognised a need for taking responsibility issues as a more visible part of their business strategy and brand marketing. The tool is free of charge and publicly accessible on the project platform with various language versions (FI, SE, EE, LT, LV, PL, DE, EN). Together with other project solutions, this tool is part of the one-service-point data, evaluation and training package on the Game Changer Platform. BSO experts can use the tool as part of their business counselling sessions, where the next development needs can be identified based on the findings of the automatic sustainability report from the evaluation tool. The company-specific evaluation report is automatically processed, and it can be either printed or downloaded in pdf format. The report is a useable document for brand marketing and business communication, but it is also useful for potential in negotiations for finance, new collaboration partnerships, or public procurement processes. The same tool will be accessible in seven countries with a uniform responsibility reporting template and a platform for comparisons and benchmarking. Contents of the evaluation tool: a) identifying the key business values and business mission, b) identifying responsibility value proposition to the key customer segments and target market, c) self-assessment of the current responsibility practices in the company from 4 thematic perspectives: social, economic and environmental responsibility + responsibility communications practices, and d) defining the most central development areas to strengthen responsibility practices. After the self-evaluation, an automated responsibility report is produced. The company-specific evaluation report supports the principles of the the Global Reporting Initiative. The report is usable in brand marketing and business communication, but it is also useful for potential in negotiations for finance, new collaboration partnerships, or public procurement processes. The report template is promoted for wider use in BSR to simplify CSR reporting and auditing processes. The tool will be equipped with optional Online Help &amp; Tutorial package on why and how to use the tool, and how to use the evaluation report in building responsible business brand for purposes of international business. In addition, the tool platform includes inspirational case examples on how to improve and communicate responsibility practices to build business brands with competitive advantage in various industries around BSR.</p>	
O 2.3	Output 3: Training concept for boosting digital business competencies of MSMEs	<p>The output is a training concept for boosting digital business competencies of MSMEs around BSR. The concept is aimed for HEIs that educate SMEs and students on digital business skills needed in international and intra-BSR business markets. The training focuses on strengthening competencies that support corporate social responsibility practices and growth capabilities of export-driven microenterprises and other SMEs. Main themes of the training are digital marketing, digital sales, digital branding and digital prototyping. The training modules will be aligned with ECTS standards to allow meriting participants with academic credits, where appropriate (with HEI students). Moreover, the output includes recommendations for adjusting HEI business competency training curricula to meet business life needs. Motivation for the output is that COVID19 pandemic rapidly changed the paradigm of venue of several business operations from onsite to online in business-to-customer (B2C) and business-to-business (B2B) markets. Additionally, in the modern global business environment, the competition is to a large extent based on how well business networks and value chains succeed in communicating and marketing their sustainability and responsibility for customers, business partners and financiers. Companies' sales performance are tightly bonded with mastering of digital business competencies and marketing. The training is focused on enhancing MSMEs' mindset (the way to see, perceive and view the world around), skillset (how to act and behave based on capabilities, knowledge and motivation) and toolset (mechanisms used to develop skills and achieve objectives). In this context, toolset refers also to most important technical services and solutions, securing cost-effective performance in digital platforms. The contents of the training material cover the piloted versions on: a) list of the key business operations and competencies to be boosted and potential target groups for different parts of the training material b) selection of different types of educational modules (short trainings, nonstop courses, online training, mentoring activities, usability research experiments in Sales&amp;Marketing laboratories around BSR) c) selection of training material on theme-related topics, e.g. digital marketing in international business, business branding based on responsibility and sustainability, digital product prototyping b) practical examples on contents and learning material to be experimented with companies: trainings, mentoring, usability research; c) local and international digital business expert pool, including a list of educational experts, education venues and facilities, such as Sales &amp; Marketing Labs - to be utilized in training experiments The concept will be publicly available for all users on the project platform. Together with other project solutions, this solution is part of the one-service-point data, evaluation and training package on the Game Changer Platform.</p>	

O 2.4	Output 4: Green Value Chain concept for MSMEs and BSOs	<p>The final Output 4 is the Green Value Chain Concept with sections for MSMEs and BSOs. The output will be accessible on the project platform, and offered in all project partner languages. Together with other project solutions, this concept is part of the one-service-point data, evaluation and training package on the Game Changer Platform that will continue to provide value for companies that want to be more environmentally friendly. PART A: Green value online test &amp; Green Roadmap for MSMEs: MSMEs can use the online test as a stand-alone evaluation and self-reflection tool to evaluate their current state, strengths and main development areas regarding green values and green value chains in the business operations. The tool serves also as a pre-stage before attending Green Value Matchmaking events (Part B of the solution). The test analyses maturity of green values from multiple perspectives, e.g. distribution of goods, re-use and recycling practices, practices for waste reduction, use of clean technologies, and identification of the existing value chain networks of the company. The automated analysis report sets the company on one of four maturity states, which helps companies to understand their current competitive position in relation to their competitors, strengths and business operations that could be turned more sustainable without compromising profitability. After the test, a report is produced as a visualized Green Roadmap with recommendations on how they can further integrate green values into their operations and what kinds of partners they would benefit from. The Roadmap includes video inserts and presentations on SMEs around BSR to inspire for actions towards greener value chains. PART B: Concept for BSOs to organize Green Value Chain mathmaking events in cross-border settings: Small companies in the BSR are willing to find ways to implement green values and newest technologies into their operations in international networks. This brings a standing need for platforms where cross-border business networks can be formed. Regional BSOs are natural hosts for events like this. The output is a tested and structured concept for organizing matchmaking events. The one-day event consists of round table discussions, facilitated small groups and workshops, and business dates. The concept includes a practical how-to-tutorial, planning tool and facilitation instructions for BSOs who organize cross-border events for their region's MSMEs to build businesses based on green values and sustainability. The solution is available around BSR on the project platform. During the project, several piloting Green Value events are organised to make the concept well-known and encourage BSOs to host these events. The concept highly promotes transnational collaboration and lowering threshold for MSMEs to start export activities. Through the online test and networks, MSMEs can recognize new potential target markets supporting the project's main goal.</p>		
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**Work package 1**

**5.1 WP1 Preparing solutions**

**5.2 Aim of the work package**

The aim of this work package is to prepare solutions to help address the identified challenge. You can either develop entirely new solutions or adapt existing solutions to the needs of your target groups. Prepare your solutions in a way that you can pilot them in Work Package 2. Consider how you involve your target groups in preparation of the solutions.

Organise your activities in up to five groups of activities to present the actions you plan to implement. Describe the deliverables and outputs as well as present the timeline.

### 5.3 Work package leader

Work package leader 1	PP 1 - University of Oulu
Work package leader 2	PP 6 - Riga Technical University

### 5.4 Work package budget

Work package budget	25%
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### 5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>SMEs will be involved in preparation of the project solutions. In particular, MSME members of the consortium are involved in all stages. BSO consortium partners have SME customers, some of which will be asked to comment and provide feedback on the solutions under preparation. SMEs will be reached through the existing networks and communication channels (newsletter, SoMe) of project partners. Also BSOs and chambers of commerce as AOs take part in reaching out to SMEs.</p> <p style="text-align: right;">472 / 1,000 characters</p>
2	<p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p> <p style="text-align: right;">490 / 500 characters</p>	<p>Project partner have active existing networks with BSOs in all project countries. BSOs in the consortium will be leading or taking part in preparing and piloting the project solutions as target groups. In the piloting stage, also other BSOs from pilot countries will be approached through existing networks, through public registers, social media and project dissemination actions to join the solution testing and co-development. BSOs are invited to join cross-border matchmaking events online and in live meetings. In addition, at least one BSO from each project country will be activated to join the Game Changer Network to ensure project durability plan.</p> <p style="text-align: right;">658 / 1,000 characters</p>
3	<p>Higher education and research institution</p> <p>HEIs (universities and universities of applied sciences) that provide education and RD services for micro-enterprises and SMEs regionally, nationally and internationally. Particular focus is on HEI units that provide online education and training courses for companies to boost digital business competencies. Moreover, target HEIs provide education for students on digital marketing and international business. Project HEI partners come from FI, LV, LT and PL with different competence profiles.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>HEIs will provide state of the art view for the ongoing provision of education services in respective themes. Additionally, a sample of HEIs from all BSR countries will be selected and invited to participate to enable mapping the status in the curricula regarding digital business competency and green value chain aspects.</p> <p>HEIs will be reached via two main procedures: a) direct contacts by email and phone. Lists of potential HEIs are available in Ministries of Education websites and all BSR Game Changer project partners have also their own lists and networks of HEIs in respective themes; b) Open call to participate in the state of practice survey will be published in the BSR Game Changer platform right after the kick-off of the project.</p> <p style="text-align: right;">748 / 1,000 characters</p>

### 5.6 Activities, deliverables, outputs and timeline

No.	Name
1.1	Preparation of the business statistics online dashboard
1.2	Preparation of the responsibility evaluation and reporting tool for MSMEs
1.3	Preparation of the concept for Boosting Digital Business Competency
1.4	Preparing a pilot version of the Green Value Chain Concept

## WP 1 Group of activities 1.1

### 5.6.1 Group of activities leader

Group of activities leader

### A 1.1

### 5.6.2 Title of the group of activities

55 / 100 characters

### 5.6.3 Description of the group of activities

Enterprises and regional developers need reliable and comparable data on business growth and export in an easily accessible form to develop, monitor and benchmark their activities. Micro and SME companies (MSMEs) need access to business support ecosystems to get their land faster on new collaborations and export-sales. MSMEs that aim to export have often troubles in finding right contacts and collaboration to increase their resilience for starting and expanding export operations. The support system can be sometimes considered and described as an "jungle". There are numerous supporting companies and actors, which can currently only be found and contacted through scattered support systems around BSR.

We respond to these all these needs by building a pilot version of a business statistics dashboard with BSR data for BSOs, and introduce a Find & Contact Platform for SMEs to find relevant BSOs. Preparation is led by LP1 in collaboration with BSO partners from SE, LT and PL. External IT solution provider will be used to build the technical platform.

Preparing work consists of 9 steps during periods 1-2:

#### Phase 1)

Step 1: Compile growth, export, employment and business branch data from BSR region based on national statistical registers. Availability of the data is mapped during the export data pre-studies.

Step 2: Conduct the statistical and regional aggregation analyses to the whole BSR. The analysis method has been developed by LP1 during previous projects.

Step 3: Integrate the analysed data to the BSR Business statistics online dashboard and prepare draft visualization, indicators and maps from SME data. The draft version will be operated in English.

Step 4: Hypothesis definition: collect needs and problems of engaged MSME related to resilience and use of data for their sustainable growth and export development.

#### Phase 2)

Step 1: We launch a series of co-creative workshops with project partners to outline and define the most needed and beneficial dashboard contents (main focus will be on BSOs and policy makers). One workshop takes place in a project meeting and two transnational workshops are organized as online video meetings. Workshops consists of demonstration of the dashboard functionalities and data examples, as well as a facilitated focus group discussion to improve the user experience and relevance of dashboard content.

Step 2: Tailoring the dashboard content and interactivity functions for a pilot version.

Step 3: To bring different enterprise services easily accessible for microenterprises and SMEs, we construct a regional business service Find & Contact platform integrated on the dashboard. Contact platform includes contact details and expertise profiles of public and private business support services with a map search tool.

Step 4: Publishing the pilot version of the dashboard on the project platform.

2,869 / 3,000 characters



**5.6.4 This group of activities leads to the development of a deliverable**

**D 1.1**

**Title of the deliverable**

Pilot version of the business statistics dashboard for BSR

58 / 100 characters

**Description of the deliverable**

The Business Statistics Dashboard for BSR will serve business support organisations and other stakeholders with regional development goals, but also SMEs who are looking for business support experts around BSR. Combining and analysing regional growth data of SMEs together with regional economic data and sharing reasons and experiences that are found behind regional differences supports benchmarking growth of SMEs within different types of BSR regions more easily and accurately, also at very local scale.

The pilot version of the dashboard has two functional layers:

**A) Regional business statistics for BSOs**

The platform comprises reliable and comparable business statistics data that can be analysed on municipality, regional or national levels. The dashboard is an advanced version of the Finnish business statistics dashboard "MY Tilastot" ([https://www oulu.fi/my\\_tilastot/](https://www oulu.fi/my_tilastot/)) created and coordinated by LP1. The statistics dashboard for BSR is an easily accessible data analysis tool for BSOs, regional developers and policy makers. In addition, the dashboard supports co-learning as knowledge framework by enabling to find and examine both peer regions and top growth regions with similar business conditions. Business statistics focused on growth, export and regional characteristics of micro-enterprises and SMEs are obtained from national enterprise statistical registers via statistics centers from all project countries.

**B) Find & Contact Platform for MSMEs to find relevant business support organisations in their regions or around BSR**

A regional business service contact platform is integrated to the dashboard. BSO service providers are added on the platform with contact details and service description. Anytime, new service providers can be added on the platform. The locations of BSOs are visualised on a zoomable map.

1,844 / 2,000 characters

**Which output does this deliverable contribute to?**

Output 1: Business statistics dashboard for BSR

47 / 100 characters

**5.6.6 Timeline**

Period: 1 2 3 4 5 6

**WP.1: WP1 Preparing solutions**

A.1.1: Preparation of the business statistics online dashboard

D.1.1: Pilot version of the business statistics dashboard for BSR



**5.6.7 This deliverable/output contains productive or infrastructure investment**

## WP 1 Group of activities 1.2

### 5.6.1 Group of activities leader

Group of activities leader PP 1 - University of Oulu

### A 1.2

### 5.6.2 Title of the group of activities

Preparation of the responsibility evaluation and reporting tool for MSMEs

73 / 100 characters

### 5.6.3 Description of the group of activities

A pilot version of the responsibility evaluation and reporting tool is prepared. It helps MSMEs to recognise and document their existing CSR practices that bring competitive advantage in international business and brand marketing. The tool is accompanied with an online tutorial on how to use the tool and interpret the sustainability report. The tool can be used in business counselling by BSO experts. Pilot countries: FI, EE, LT and SE.

#### PERIOD 1:

Step 1: Structuring of the content for the tool regarding four themes: social, environmental and economic responsibility + responsibility communication. The content is based on the best state-of-art knowledge on the existing CSR practices and tested responsibility training material of the partner HEIs (LP1, PP7) from previous projects, and research literature is a starting point for the tool content development. First check-up and decisions in collaboration with project partner MSMEs and BSOs (FI, EE, LT, SE). Consultation with accountants who make sustainability reports for companies.

Step 2: Planning and defining the self-evaluation tool structure and technical specifications, and development of the report template. Method: co-development online and face-to-face workshops with the end-user target groups (project partner MSMEs and BSOs + selection on their customer MSMEs).

Step 3: Organizing official tender process for a) external IT solution provider to build the online tool and its functionalities, and b) for a visual designer of the tool.

#### PERIOD 2:

Step 5: Selection and implementation of the technical solutions for the online tool using external IT services. On-time evaluation and iterative development in collaboration with the target groups (project partner MSMEs and BSOs + their customer MSMEs). Methods: online test-use and feedback workshops, online surveys for target groups in the pilot countries.

Step 6: Selection of relevant SMEs with good responsibility practices to be used as inspiring benchmarking cases on the tool website, and make the case description videos supplementing the tool. Case companies from several countries; examples found among BSO customers + existing networks of HEIs and AOs.

#### PERIOD 3:

Step 7: Translations from English to Finnish, Estonian, Swedish and Lithuanian.

Step 8: Launching the pilotable version of the online tool on the joint Game Changer Platform.

Step 9: Making and publication of the Help & Tutorial on how to use the tool and interpret the report for both MSMEs and BSOs. Tutorial in form of videos and textual instructions. Publication on the project platform.

Partner BSOs and Associated Organisations will communicate with their own MSME networks to raise awareness and activate participation in the development survey. Project member MSMEs act as inspirational cases in project communication reporting their own responsibility evaluation and development process as part of GoA 3.3. Other project communication activities through WP3 actions.

2,977 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable

D 1.2

Title of the deliverable

Pilot version of responsibility evaluation and reporting online tool for MSMEs

78 / 100 characters

Description of the deliverable

Purpose of the tool is to help MSMEs become aware of and evaluate realistically their existing corporate responsibility practices, receive an automated responsibility report, and benchmark themselves in relation to other similar companies for next development steps. Main target group of the tool are MSMEs but also BSOs who can use it in business counselling. The tool is free of charge for end-users, it is available in several languages, and it is easy to use for MSMEs that may have none or little previous strategic actions on responsibility management.

Contents of the evaluation tool:

- a) identifying the key business values and business mission,
- b) identifying responsibility value proposition to the key customer segments and target market,
- c) self-assessment of the current responsibility practices in the company from 4 thematic perspectives: social, economic and environmental responsibility + responsibility communications practices, and
- d) defining the most central development areas to strengthen responsibility practices.

After the self-evaluation, an automated responsibility report is produced. The company-specific evaluation report supports the principles of the the Global Reporting Initiative. The report is usable in brand marketing and business communication, but it is also useful in negotiations for finance, new collaboration partnerships, or in public procurement processes. The report template is targeted to simplify CSR reporting and auditing processes.

In addition, the tool platform includes inspirational case examples on how to improve and communicate responsibility practices to build business brands with competitive advantage in various industries around BSR.

The tool will be equipped with optional Online Help & Tutorial package on how to use the tool, and demonstration tips on practical business situations where the report can be used.

1,892 / 2,000 characters

Which output does this deliverable contribute to?

Output 2: Responsibility evaluation and reporting online tool for MSMEs

71 / 100 characters

5.6.6 Timeline

	Period: 1	2	3	4	5	6
<b>WP.1: WP1 Preparing solutions</b>						
A.1.2: Preparation of the responsibility evaluation and reporting tool for MSMEs						
D.1.2: Pilot version of responsibility evaluation and reporting online tool for MSMEs						

5.6.7 This deliverable/output contains productive or infrastructure investment

## WP 1 Group of activities 1.3

### 5.6.1 Group of activities leader

Group of activities leader PP 3 - Turku University of Applied Sciences

### A 1.3

### 5.6.2 Title of the group of activities

Preparation of the concept for Boosting Digital Business Competency

67 / 100 characters

### 5.6.3 Description of the group of activities

There is a pronounced need for skilled staff and SME owner-managers who master digital business skills including digital marketing, branding, and digital product prototyping. In this project, digital transformation is defined as a series of shift in workforce, culture, and technologies that require re-newed educational models and strategic directions with up-to-date value propositions. Demand for digital skills has increased in whole BSR and it is one of key factors for creating resilience of MSMEs to succeed in international competition in the post-COVID era.

The solution prepared is a training concept for boosting digital business competencies MSMEs. The concept focuses on strengthening responsibility practices and growth capabilities of export-driven microenterprises and other SMEs. This novel concept will be developed by project HEIs from FI, LT, LV and PL. PP9 has strong experience on building and managing online courses and platforms.

- Step 1: Structuring the preliminary themes and topics for the training concept based on recent published research and practical experiences of the project HEIs, compounding the key elements of the existing short trainings, nonstop courses, mentoring activities and usability research in Sales&Marketing laboratories around BSR;
- Step 2: An online survey for MSMEs in BSR to map the state-of-art of digital business practices and use of digital tools after 3 years of COVID19 pandemic start.
- Step 3: Identification of discrepancies between digital business competency needs in MSMEs and the HEI curricula through a survey and interviews for universities, universities of applied sciences and business schools from 5 BSR countries.
- Step 4: Precising the training concept (course curricula, technical requirements for online platform). Check-up and final decisions on the content in collaboration with MSMEs, BSOs and other consortium partners;
- Step 5: Production of the training material (including selection of trainers, lecturers, training materials and adaption of training format) by HEIs. Online discussions among the partners will take place to align the training program content. Training program content will at first be produced in English and partially translated to all project partner languages. Digitalization of the training program content.
- Step 6: Preparing the first recommendation draft for adjusting HEI business competency training curricula to meet business life needs (final recommendation are presented as part of WP 3)
- Step 7: Creation and publication of promotional materials - e.g. videos, introduction tutorials, some feeds - by staff and students of partner organizations in collaboration with GoA 3.3.
- Step 8: Promotion of the development program in Denmark, Finland, Latvia, Lithuania and Poland (witg GoA 3.2).

2,800 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable

D 1.3

Title of the deliverable

Pilot concept for Boosting Digital Business Competency of MSMEs

63 / 100 characters

Description of the deliverable

This deliverable is a pilot version of the training concept for boosting Digital Business Competency of MSMEs in BSR. In practice, the concept consists of training material for HEIs that educate students and SMEs on digital business skills needed in international and intra-BSR business markets. The training material focuses on strengthening competencies that support corporate social responsibility practices and growth capabilities of export-driven microenterprises and other SMEs. The pilot concept will be available for test-users in FI, LT, LV, PL and DE. Moreover, the deliverable includes the first draft on the recommendations for adjusting HEI business competency training curricula to meet business life needs.

The contents of the training material cover:

- a) list of the key business operations and competencies to be boosted and potential target groups for different parts of the training material
- b) selection of different types of educational modules (short trainings, nonstop courses, online training, mentoring activities, usability research experiments in Sales&Marketing laboratories around BSR)
- c) selection of training material on theme-related topics, e.g. digital marketing in international business, business branding based on responsibility and sustainability, digital product prototyping
- d) practical examples on contents and learning material to be experimented with companies: trainings, mentoring, usability research;
- e) local and international digital business expert pool, including a list of educational experts, education venues and facilities, such as Sales & Marketing Labs - to be utilized in training experiments

All the training material and tutorial for implementing it will be publicly accessible on the Game Changer project platform.

1,778 / 2,000 characters

Which output does this deliverable contribute to?

Output 3: Training concept for boosting digital business competencies of MSMEs

78 / 100 characters

5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.1: WP1 Preparing solutions

A.1.3: Preparation of the concept for Boosting Digital Business Competency

D.1.3: Pilot concept for Boosting Digital Business Competency of MSMEs

5.6.7 This deliverable/output contains productive or infrastructure investment

#### WP 1 Group of activities 1.4

##### 5.6.1 Group of activities leader

Group of activities leader PP 2 - Vaasa University of Applied Sciences

#### A 1.4

##### 5.6.2 Title of the group of activities

Preparing a pilot version of the Green Value Chain Concept

58 / 100 characters

##### 5.6.3 Description of the group of activities

In this project, the concept of green value chains refers to distribution of goods, re-use and recycling of materials and production equipment as well as manufacturing topics from waste reduction to use of clean technologies. In this GoA, we will prepare a solution to promote analysis of the current state of green values in MSME business operations, provide recommendations on how to strengthen green values and sustainable value chains in MSMEs, and a concept for BSOs on how to organise cross-border matchmaking events to build new partnerships and share knowledge.

Concept preparation is led by HEI (PP2) in close collaboration with three BSO partners (PP5, PP6, PP8) together with four MSME partners. In addition to these partners, AOs will attend the development with their feedback. The technical parts of the solution will be produced with external IT expert and visual designer which will be selected through official tendering process.

###### A) Preparation of the Green Value Analysis Test and Green Roadmap for MSMEs:

Step 1: Selection of the relevant content of existing green value analysis frameworks to an online test that focuses on the topics that are relevant for export-driven or export-potential MSMEs in BSR. Adjusting the structure into self-evaluation items that reveals the current maturity state of green values in business operations.

Step 2: Co-development feedback workshops with consortium partner MSMEs and BSO customer companies regarding on the content, terminology use, and preliminary functionalities of the online test.

Step 3: Defining the evaluation scale based on which the companies will get their state-specific Green Value Roadmap (recommendations) for future actions.

Step 4: Specification of the recommendations on the Green Value Roadmap. Creation of the roadmaps with sufficient material that provides the needed information progressively based on the starting level of the company. Production of video inserts of inspiring case companies for benchmarking along with the roadmap.

Step 5: Main co-development workshop series with MSMEs from all pilot countries to test the whole test and roadmap package (usability, terminology, technical functionalities, relevance of the recommendations for MSMEs)

Step 7. Finishing the pilot solution and publication on the project platform.

###### B) Preparation of the concept for organizing Green Value matchmaking events:

Step 8: Making a draft manual for organising cross-border matchmaking events (recommendations on the venue, marketing material, event schedule, facilitation instructions, feedback form) with BSOs from project

Step 9: Co-development workshops with BSOs reached through partners' networks: evaluation of the concept draft (content, visual attractiveness, suggestions for modifications)

Step 10: Preparation of the pilot version of the concept.

2,842 / 3,000 characters

5.6.4 This group of activities leads to the development of a deliverable

D 1.4

Title of the deliverable

Pilot version of the Green Value Chain Concept

46 / 100 characters

Description of the deliverable

The deliverable is a pilot version on the Green Value Chain Concept including a) a green value chain test for evaluating the current state of green value chains of the MSME and a Green Roadmap with recommendations, and b) a Green Value Chain matchmaking event concept for BSOs.

PART A: Green value analysis test & Green Roadmap for MSMEs:

With the test, MSMEs can evaluate how integrated green values are in their business operations, and their maturity for building cross-border green value chains. Test results can be used to match the company with relevant partners in the matchmaking events (part B). After the analysis phase, company gets a Green Roadmap with recommendations on how they can further integrate green values into their operations and what kinds of partners they would benefit from. The recommendations are visualised as a "map" with alternative or recommended roads matching the current maturity of the company. The test can be used as a standalone analysis tool, but each company is recommended to attend a related Green Value Chain matchmaking event (Part B) to gain knowledge and find partnerships.

PART B: Concept for BSOs to organize Green Value Chain matchmaking events:

The concept includes practical how-to-tutorial, planning tool and facilitation instructions for BSOs who want to organise cross-border events to boost readiness of their region's MSMEs for making export business based on green values and sustainability. Part A test serves as a pre-tool for events, as the companies can be divided matched based on their current green value maturity and identified need for matching partners. The one-day event consists of round table discussions, work in small groups, facilitated workshops and business speed dates. The concept that will be created for the events is designed to develop green value chains from MSMEs current state, which is defined in the test on our platform.

1,911 / 2,000 characters

Which output does this deliverable contribute to?

Output 4: Green Value Chain Concept for MSMEs and BSOs

54 / 100 characters

5.6.6 Timeline

Period: 1 2 3 4 5 6

WP.1: WP1 Preparing solutions

A.1.4: Preparing a pilot version of the Green Value Chain Concept

D.1.4: Pilot version of the Green Value Chain Concept

5.6.7 This deliverable/output contains productive or infrastructure investment

Work package 2

5.1 WP2 Piloting and evaluating solutions

5.2 Aim of the work package

The aim of this work package is to pilot, evaluate and adjust solutions. Plan one or several pilots to validate the usefulness of the solutions prepared in Work Package 1. Start Work Package 2 early enough to have time to pilot, evaluate and adjust solutions, together with your target groups. By the end of this work package implementation the solutions should be ready to be transferred to your target groups in Work Package 3.

The piloted and adjusted solution should be presented in one project output.

Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

5.3 Work package leader

Work package leader 1 PP 8 - Public Institution Lithuanian Innovation Centre

Work package leader 2 PP 3 - Turku University of Applied Sciences

5.4 Work package budget

Work package budget 50%

5.4.1 Number of pilots

Number of pilots 4

### 5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>Export-driven MSMEs that aim to export have often trouble finding the right contacts and collaborationpartners to increase resilience for export. To reach out and engage the target group is done by personal contacts and through socialmedia channels. Business support organisations have members and owner companies and a large networks of MSMEs. To engage the targetgroup is to meet their needs. The need of fast and userfriendly digital ecosystems i form of platforms, dashboard och tools to support their export investment.</p> <p style="text-align: right;">525 / 1,000 characters</p>
2	<p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p> <p style="text-align: right;">490 / 500 characters</p>	<p>BSOs are generally included in various regional, national and international networks, and they have high interest for tools and platforms that help them provide concrete support for their customer companies towards export and growth. A large number of BSOs are reachable for the project partners through an email or phone call in all partner countries. Project partners already have newsletters and SoMe channels where BSOs are recipients, which makes it easy to reach them for raising awareness on the project and its solutions. BSOs are actively encouraged to join piloting workshops and online surveys to develop the solutions. Moreover, BSOs have motivation for making their regions more economically sustainable and resilient in changes, which is likely to motivate them to join co-development workshops for the regional business statistics dashboard.</p> <p style="text-align: right;">857 / 1,000 characters</p>
3	<p>Higher education and research institution</p> <p>HEIs (universities and universities of applied sciences) that provide education and RD services for micro-enterprises and SMEs regionally, nationally and internationally. Particular focus is on HEI units that provide online education and training courses for companies to boost digital business competencies. Moreover, target HEIs provide education for students on digital marketing and international business. Project HEI partners come from FI, LV, LT and PL with different competence profiles.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>All BSR Game Changer partner HEIs have vast professional and academic networks in their countries and transnationally in organizational level and in expert (professor, researcher, lecturer) level. These existing networks will be utilized in gaining attention towards the project and its solutions. HEIs are target group specifically for developing the concept for digital business competency training, and related recommendations for curricula development. HEIs are targeted information on the new training material, and they are encouraged to join the Game Changer Network to boost competencies for responsibility and international business among HEI staff, students as well as SMEs that are trained by HEIs. HEIs will be most effectively reached out through personal contacts, project partners' existing newsletters, and online networking platforms such as LinkedIn and Twitter. Also scientific seminars, researcher networks and expert articles will be used to reach out HEIs.</p> <p style="text-align: right;">981 / 1,000 characters</p>

### 5.6 Activities, deliverables, outputs and timeline

No.	Name
2.1	Piloting and co-evaluation of regional business statistics dashboard
2.2	Piloting and co-evaluation of the responsibility evaluation and reporting tool
2.3	Piloting the concept for boosting digital business competencies of MSMEs
2.4	Piloting and co-evaluation of the Green Value Chain concept



## WP 2 Group of activities 2.1

### 5.6.1 Group of activities leader

Group of activities leader

### A 2.1

### 5.6.2 Title of the group of activities

68 / 100 characters

### 5.6.3 Description of the group of activities

This activity focuses on piloting the Business Statistics Dashboard for BSR. Iterative piloting activities in FI, SE, LT, PL and LV. Aim is to receive end-user feedback to improve the contents and usability of the dashboard.

PILOT A: BUSINESS STATISTICS DASHBOARD. The pilot contents of the statistics dashboard are presented as compiled parameters of business indicators (e.g. business growth and export rates, number of companies etc.) and geographical precision (e.g. municipality, region or country level). In the pilot actions, the aim to verify which parameters relevant for BSOs to identify their regional business characteristics, find benchmarking regions, and focus business counselling actions. In all steps, structured feedback collection with online forms, focus groups and one-to-one interviews.

Step 1: Round of dashboard evaluation workshops for BSOs in each pilot country, involving participants: BSO partners of the project, regional and national public authorities, enterprise interest groups, other interested stakeholders. The goal of the events is to evaluate the following needs and challenges:

- What are the concrete knowledge areas that BSOs need in their work? (Evaluation of the contents and data indicators)
- What are the most preferred technical functionalities and visualisation effects appreciated by BSOs (Evaluation of usability and visualisation).
- What is the expected value proposition of the platform that can be used in marketing and transferring the solution to wider user groups? (Evaluation of the marketing strategy).

Step 2: Dashboard contents and technical implementation improved after the feedback in steps 1-2

Step 3: The second round of cross-border dashboard evaluation workshops with more participants from each pilot country. The goal of the events is to evaluate the following aspects:

- How does the dashboard content and the interactive technical solutions are experienced by test-users?
- Rating of alternative value propositions of the dashboard (goal for durability plan)

Step 4: New improvements after the feedback steps 4

Step 5: A series of transnational proof of hypothesis (online or live) sessions: BSO participants from pilot countries provide case experiments on their regions on how to use data generated by the dashboard to regional development and business support planning. Use of digital round-table talks and online group meetings for the problem solving experiment.

Step 6: Final version of the Dashboard published

PILOT B: FIND & CONTACT PLATFORM. Another part of the dashboard is the Find & Contact Platform for MSMEs who look for BSOs in selected regions or based on specific expertise.

- Project BSOs and AOs test and evaluate the process of adding their organisation on the platform
- MSMEs from all pilot countries run test searches with different parameters to evaluate the search function and BSO presentation information
- Adjustments made and final version published

2,977 / 3,000 characters

### 5.6.4 This group of activities leads to the development of a deliverable

### O 2.1

#### Title of the output

48 / 100 characters

#### Description of the output

The output 1 is the piloted final version of the Business Statistics Dashboard for Baltic Sea Region. The dashboard will serve business support organisations and other stakeholders with regional development goals, but also for SMEs who are looking for business support experts around BSR. Combining and analysing regional growth data of SMEs together with regional economic data and sharing reasons and experiences that are found behind these regional differences supports benchmarking growth of SMEs within different types of BSR regions more easily and more accurately than ever, also at very local scale.

The dashboard has two functional layers for different target groups:

**A) Regional business statistics platform for BSOs**

The platform is easy to use and visually attractive. It brings reliable and comparable business statistics data that can be analysed on municipality, regional or national levels. The dashboard is an advanced version of the Finnish business statistics dashboard "MY Tilastot" ([https://www oulu.fi/my\\_tilastot/](https://www oulu.fi/my_tilastot/)) created and coordinated by LP1. The statistics dashboard for BSR is an easily accessible data analysis tool for BSOs, regional developers and policy makers. In addition, the dashboard supports co-learning as knowledge framework by enabling to find and examine both peer regions and top growth regions with similar business conditions. Business statistics focused on growth, export and regional characteristics of micro-enterprises and SMEs are obtained from national enterprise statistical registers via statistics centers from all project countries.

**B) Find & Contact Platform for MSMEs to find relevant business support organisations in their regions or around BSR**

A regional business service contact platform is integrated to the dashboard. Public and private BSO service providers are added on the platform with contact details and service description. The contact platform with online map search function enables MSMEs to discover business support organisations and other service providers which can help in starting export activities. Anytime, new service providers can be added on the platform.

The dashboard will also include a video tutorial on how to use the dashboard for regional planning and business support strategies and as well as instructions for the Find & Contact platform for both the service providers (BSOs) and information seekers (MSMEs).

Together with other project solutions, the dashboard is part of the one-service-point data, evaluation and training package on the Game Changer Platform.

2,563 / 3,000 characters

**Target groups and uptake of the solution presented in this output**

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p>	<p>Business support organisations would have access to a baltic sea network to support their MSMSs in a efficient way. Also to increase their own network and ads on possibilities for co-operation and collaboration onwards. Today largely collaboration is relationsbased and therefore vulnerable. Rather have access digitalnetwork.</p> <p>325 / 1,000 characters</p>
<p>Target group 2</p> <p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p>	<p>MSMEs investing to export need the right business supporting organisations to reach collaboration and export sales. Thereby a dashboard with a userfriendly layer would speed up the contact seeking and matchmaking with right partners. Easy access to right contacts in different stages to meet export sales och establishment in a new exportmarket.</p> <p>346 / 1,000 characters</p>

**Durability of the output**

The dashboard will available on the project platform which will maintained by the Game Changer Network (GoA 3.4). The contributing project partners agree on data usagee and IP rights of the dashboard in accordance to the Network establishment.

243 / 1,000 characters

### 5.6.6 Timeline

Period: 1 2 3 4 5 6

#### WP.2: WP2 Piloting and evaluating solutions

A.2.1: Piloting and co-evaluation of regional business statistics dashboard

O.2.1: Output 1: Business statistics dashboard for BSR

### 5.6.7 This deliverable/output contains productive or infrastructure investment

#### WP 2 Group of activities 2.2

##### 5.6.1 Group of activities leader

Group of activities leader PP 4 - Estonian Chamber of Commerce and Industry

#### A 2.2

##### 5.6.2 Title of the group of activities

Piloting and co-evaluation of the responsibility evaluation and reporting tool

78 / 100 characters

##### 5.6.3 Description of the group of activities

Purpose of the piloting of the responsibility tool is to ensure that the content and technical functionalities are user-friendly, understandable and relevant for the end-users (MSMEs and BSOs giving them counselling), and to establish a CSR report template that can be used as documentation of the MSME responsibility operations in business and funding negotiations or as part of public or supply chain procurement processes.

###### PERIODS 3-4:

Piloting phase 1.1: Content and the tutorial evaluation of the tool (English version)

Participants: Consortium MSMEs from pilot countries (FI, EE, LT and SE)

What to test: end-users' experiences on usefulness, experienced relevance of the tool items and themes, expected impact of the tool on businesses, and comments on the report template

Methods: A structured online feedback form from individual companies

Feedback: Written (feedback form) + discussion (online workshop)

Piloting phase 1.2: Technical evaluation of the tool

Participants: Consortium MSMEs from pilot countries

What to test: usability, technical operations, understandability, user friendliness of the tool

Method: Online co-development workshop with test-users (MSMEs) + external IT solution provider (in accordance with 1.1)

Phase 2: Improvements of the tool and technical platform based on feedback

###### PERIOD 4:

Phase 3: Reviewing the improvements with several MSMEs from each pilot country

Phase 4: Translation to FI, EE, LT and SE. Internal testing of the language versions with consortium partners to guarantee the tool works equally well in all translated versions.

Aim: Check the terminology correctness in the selected languages to be tested within wider group in selected countries

Participants: Consortium partners from pilot countries (language skills)

Phase 5.1: Wider pilot testing of the tool and tutorial with MSMEs in pilot countries

What to test: content and usability testing

Method: semi-structured online survey around pilot countries. Personal interviews with the cases that reported challenges in test-using the tool.

Feedback on how relevant the instructions were, how easy the tools was to use, and how the company would use the tool and the automated report to develop their CSR practices.

Number of test-users: 20 per pilot country from different industry sectors with varied export-readiness

Phase 5.2: Wider pilot testing of the tool and tutorial with BSOs in pilot countries

What to test: content and usability of the tool and tutorials in business counselling work (by BSOs)

Method: BSO experts (project partners + others) test-use and report their experiences on using the tool and analyzing the report with the client MSMEs

Feedback: written feedback form + joint feedback session with all pilot-BSOs

Number of test-users: Min. one BSO in each pilot country; test-use and feedback from at least 10 user cases per BSO

###### PERIOD 5:

Phase 7: Final refinements and translation to all languages; publication on the Game Changer Platform.

2,979 / 3,000 characters

### 5.6.4 This group of activities leads to the development of a deliverable

## O 2.2

### Title of the output

Output 2: Responsibility evaluation and reporting online tool for MSMEs

71 / 100 characters

### Description of the output

Purpose of the tool is to help MSMEs become aware of and evaluate realistically their existing corporate responsibility practices, receive an automated responsibility report, and benchmark themselves in relation to other similar companies for next development steps. The tool structure, content and glossary (terminology) is adapted to the mindsets and preparedness of MSMEs that may have none or little previous strategic actions on responsibility management but who have recognised a need for taking responsibility issues as a more visible part of their business strategy and brand marketing.

The tool is free of charge and publicly accessible on the project platform with various language versions (FI, SE, EE, LT, LV, PL, DE, EN). Together with other project solutions, this tool is part of the one-service-point data, evaluation and training package on the Game Changer Platform.

BSO experts can use the tool as part of their business counselling sessions, where the next development needs can be identified based on the findings of the automatic sustainability report from the evaluation tool.

The company-specific evaluation report is automatically processed, and it can be either printed or downloaded in pdf format. The report is a useable document for brand marketing and business communication, but it is also useful for potential in negotiations for finance, new collaboration partnerships, or public procurement processes. The same tool will be accessible in seven countries with a uniform responsibility reporting template and a platform for comparisons and benchmarking.

Contents of the evaluation tool:

- a) identifying the key business values and business mission,
- b) identifying responsibility value proposition to the key customer segments and target market,
- c) self-assessment of the current responsibility practices in the company from 4 thematic perspectives: social, economic and environmental responsibility + responsibility communications practices, and
- d) defining the most central development areas to strengthen responsibility practices.

After the self-evaluation, an automated responsibility report is produced. The company-specific evaluation report supports the principles of the the Global Reporting Initiative. The report is usable in brand marketing and business communication, but it is also useful for potential in negotiations for finance, new collaboration partnerships, or public procurement processes. The report template is promoted for wider use in BSR to simplify CSR reporting and auditing processes.

The tool will be equipped with optional Online Help & Tutorial package on why and how to use the tool, and how to use the evaluation report in building responsible business brand for purposes of international business.

In addition, the tool platform includes inspirational case examples on how to improve and communicate responsibility practices to build business brands with competitive advantage in various industries around BSR.

2,990 / 3,000 characters

### Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p>	<p>MSMEs can use the responsibility tool to become aware of their current social, economic and ecological responsibility practices and their communication, and make strategic development decisions to build competitive and resilient business brands. Very often MSMEs do not know which parts of their activities and day-to-day work could be considered as responsibility, what would be the most imminent activities for getting ready for international business, and which strategic changes would give them most benefit. Thinking about these topics when using the self-evaluation tool, reflecting the report, and making changes inspired by benchmarking companies will increase MSMEs' competence and resilience towards external crises and competition on international markets. The evaluation process encourages MSMEs to focus on green values and sustainability when advertising their products and services, building cross-border networks, and having business negotiations.</p> <p style="text-align: right;">963 / 1,000 characters</p>
<p>Target group 2</p> <p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p>	<p>BSOs can use the responsibility evaluation and reporting tool during business counselling to help their customer companies (often MSMEs) move towards sustainable business models and taking concrete steps towards international business. BSOs are in contact with MSMEs on daily bases and are often in the position of giving advice to MSMEs on very different topics. They can refer to the tool and ask their clients to fill it in before a counselling session. They can help the MSMEs to analyze the results, make strategic decisions on how to continue, what changes to make, etc. BSOs have a vital role in dissemination of the tool during and after the end of the project. BSOs from all project countries will be asked to join the Game Changer Network to ensure tool durability and access to the tool after the project.</p> <p style="text-align: right;">815 / 1,000 characters</p>

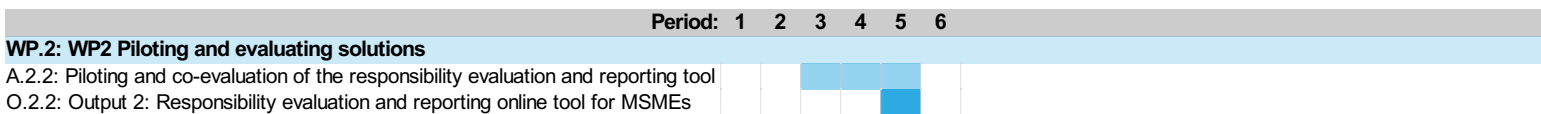
**Durability of the output**

The tool is publicly accessible on the Game Changer Platform, that will be maintained by the European wide Game Changer Network established in GoA 3.4. The network members will have access to the platform and they will link to it through their own websites and communication channels, such as DIH platforms to reach maximal visibility and regular user base, and bring added synergy value with other related tools. During the project, we will negotiate with other stakeholders such as the Estonian Ministry of Economic Affairs and Communication on possibility to link the platform on the new digital portal for Estonian businesses.

LP1 will link the tool align with other online-based evaluation tools for MSMEs on the Finnish site [www.kasvavayritys.fi](http://www.kasvavayritys.fi) and Rural Industry DIH. BSO members (EE, LT, SE) will use the tool as in business counselling.

850 / 1,000 characters

**5.6.6 Timeline**



**5.6.7 This deliverable/output contains productive or infrastructure investment**

## WP 2 Group of activities 2.3

### 5.6.1 Group of activities leader

Group of activities leader PP 9 - IBC International Business College

### A 2.3

### 5.6.2 Title of the group of activities

Piloting the concept for boosting digital business competencies of MSMEs

72 / 100 characters

### 5.6.3 Description of the group of activities

This GoA is focusing on piloting and co-evaluating the concept for boosting digital business competencies of MSMEs in five pilot countries: DE, FI, LT, LV and PL. The main target group of the training concept is HEIs who will apply it in education and training. Main final beneficiaries (target of the training) are MSMEs and other companies around BSR. Moreover, the piloted output will include recommendations for adjusting HEI business competency training curricula to meet business life needs. The piloting is led by PP9 with strong experience on building online training platforms and coordinating training for companies.

The goals of the pilot are two-fold: 1) to ensure that the produced training material and education modules meet the needs of modern business life and are enjoyable to use and their content is beneficial for MSMEs and students taking the courses, and 2) to ensure that HEIs applying the training material get the relevant instructions, and are given concrete recommendations on how to develop their digital business training curricula. In each pilot, usability, user friendliness and value of piloted services will be tested and evaluated by gathering feedback and recommendations for final improvements.

The piloting takes place during project periods 4-6 in the following steps:

Step 1. Selection of MSMEs and HEI's personnel (staff and students) from FI, LT, LV, PL, and DE for digital business boosting experiments. An open call for participants will be launched on the project website and social media channels, project partners' communication channels and through the associated BSOs' company networks.

Step 2. Test rounds for each of the different course types: a) short trainings and workshops (1-3 days), b) intensive courses (up to 2 months), c) nonstop online courses (stand-alone online courses with automatized assessment and feedback), c) digital business tutoring and mentoring activities with enhanced technical support, and d) usability research experiments and digital prototyping in Sales&Marketing laboratories. Feedback on the content and technical implementation of the training will be collected through online surveys and participant interviews, and through process evaluation of the course teachers. Each pilot partner will conduct 2-3 different unique pilots. Pilots can be implemented in local languages but all necessary materials will be translated into English. Number of companies in each in usability research and digital prototyping training will exceed 5 persons, and other training modules will be piloted with >20 participants.

Step 3. Improvements on the course modules and contents based on the feedback. Publication of final versions.

Step 4. Comment survey and online workshops with business schools and other relevant HEIs (teachers, department managers, education units) on the proposed recommendations for curricula development around BSR. Adjustments to the recommendations based on the feedback.

2,983 / 3,000 characters

### 5.6.4 This group of activities leads to the development of a deliverable

### O 2.3

#### Title of the output

Output 3: Training concept for boosting digital business competencies of MSMEs

78 / 100 characters

#### Description of the output

The output is a training concept for boosting digital business competencies of MSMEs around BSR. The concept is aimed for HEIs that educate SMEs and students on digital business skills needed in international and intra-BSR business markets. The training focuses on strengthening competencies that support corporate social responsibility practices and growth capabilities of export-driven microenterprises and other SMEs. Main themes of the training are digital marketing, digital sales, digital branding and digital prototyping. The training modules will be aligned with ECTS standards to allow meriting participants with academic credits, where appropriate (with HEI students). Moreover, the output includes recommendations for adjusting HEI business competency training curricula to meet business life needs.

Motivation for the output is that COVID19 pandemic rapidly changed the paradigm of venue of several business operations from onsite to online in business-to-customer (B2C) and business-to-business (B2B) markets. Additionally, in the modern global business environment, the competition is to a large extent based on how well business networks and value chains succeed in communicating and marketing their sustainability and responsibility for customers, business partners and financiers. Companies' sales performance are tightly bonded with mastering of digital business competencies and marketing. The training is focused on enhancing MSMEs' mindset (the way to see, perceive and view the world around), skillset (how to act and behave based on capabilities, knowledge and motivation) and toolset (mechanisms used to develop skills and achieve objectives). In this context, toolset refers also to most important technical services and solutions, securing cost-effective performance in digital platforms.

The contents of the training material cover the piloted versions on:

- a) list of the key business operations and competencies to be boosted and potential target groups for different parts of the training material
- b) selection of different types of educational modules (short trainings, nonstop courses, online training, mentoring activities, usability research experiments in Sales&Marketing laboratories around BSR)
- c) selection of training material on theme-related topics, e.g. digital marketing in international business, business branding based on responsibility and sustainability, digital product prototyping
- b) practical examples on contents and learning material to be experimented with companies: trainings, mentoring, usability research;
- c) local and international digital business expert pool, including a list of educational experts, education venues and facilities, such as Sales & Marketing Labs - to be utilized in training experiments

The concept will be publicly available for all users on the project platform. Together with other project solutions, this solution is part of the one-service-point data, evaluation and training package on the Game Changer Platform.

2,998 / 3,000 characters

### Target groups and uptake of the solution presented in this output

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p>	<p>The MSMEs can follow the project's progress and what has been developed in the project on the platform. Likewise, the developed online teaching material can be accessed regardless of time and place. All users who enter the platform will be able to generate a login/username so that they can access the teaching materials.</p> <p>The developed online training material will be close to practice. This means that the material can be used directly by MSMEs without the participants necessarily having to have the great theoretical prerequisites to be able to participate. And the online learning material will be a kind of training course, where you translate a theoretical element so that it is useful in practice, and thus do practical training.</p> <p>With the online training material on the platform MSMEs will have a place to which they can refer MSMEs who need various practical help so that they can become better at digital marketing with their own help.</p>

947 / 1,000 characters

Target groups	How will this target group apply the output in its daily work?
<p>Target group 2</p> <p>Higher education and research institution</p> <p>HEIs (universities and universities of applied sciences) that provide education and RD services for micro-enterprises and SMEs regionally, nationally and internationally. Particular focus is on HEI units that provide online education and training courses for companies to boost digital business competencies. Moreover, target HEIs provide education for students on digital marketing and international business. Project HEI partners come from FI, LV, LT and PL with different competence profiles.</p>	<p>Higher education and research institutions - other than BSR Game Changer partners - can follow the project's progress and what has been developed in the project on the platform. All users who enter the platform will be able to generate a login/username so that they can access the teaching materials. Likewise, the developed online teaching material can be accessed regardless of time and place. The developed online teaching materials are useful in a practical work situation in MSMEs and therefore the online teaching material will also be useful in teaching at universities etc. Some of the materials could be used as a Flipped Classroom, where students see the online material before the actual theoretical lecture at the university.</p> <p style="text-align: right;">737 / 1,000 characters</p>
<p>Target group 3</p> <p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p>	<p>Learning point of view: BSOs are expected to recommend the development programme for their customer MSMEs. This supports effectively main mission of especially all publicly-funded BSOs. All users who enter the platform will be able to generate a login/username so that they can access the teaching materials. The developed online training material will be close to practice. This means that the material can be used directly by Business support organisations without the participants necessarily having to have the great theoretical prerequisites to be able to participate. And the online learning material will be a kind of training course, where you translate a theoretical element so that it is useful in practice, and thus do practical training. With the online training material on the platform, business support organizations will have a place to which they can refer MSMEs who need various practical help so that they can become better at digital marketing with their own help.</p> <p style="text-align: right;">984 / 1,000 characters</p>

**Durability of the output**

The training material and curricula recommendations for HEIs will be available on the Game Changer Platform, that will be maintained by the European wide Game Changer Network established in GoA 3.4. The network members will have access to the platform and they will link to it through their own websites and communication channels, such as DIH platforms to reach maximal visibility and regular user base, and bring added synergy value with other related tools.

The project partners will also be able to access and revise their materials up to 3 years after the end of the project period. The online teaching material can be downloaded and reloaded into the project partners' own Moodle or other online education platform. Project partner HEIs will use the material in their education, and the other HEIs are encouraged to take them in use. Also individual companies can use the self-learning material for independent studies. BSOs will have role for promoting the material for their customers.

997 / 1,000 characters

**5.6.6 Timeline**

WP.2: WP2 Piloting and evaluating solutions	Period: 1 2 3 4 5 6					
A.2.3: Piloting the concept for boosting digital business competencies of MSMEs						
O.2.3: Output 3: Training concept for boosting digital business competencies of MSMEs						

**5.6.7 This deliverable/output contains productive or infrastructure investment**



## WP 2 Group of activities 2.4

### 5.6.1 Group of activities leader

Group of activities leader PP 2 - Vaasa University of Applied Sciences

### A 2.4

### 5.6.2 Title of the group of activities

Piloting and co-evaluation of the Green Value Chain concept

59 / 100 characters

### 5.6.3 Description of the group of activities

In this GoA, we will pilot and co-evaluate the pilot version of the Green Value Chain Concept together with MSMEs and BSOs in HEI collaboration. Pilot countries are LV, LT, SE and FI. The aim of the piloting is two-fold: first, to make the content and technical implementation of the online material as user-friendly and inspiring for MSMEs as possible; and second, to boost awareness of the Green Value Matchmaking Events and inspire BSOs in around BSR start hosting these events for their own networks after the project. Throughout the piloting process, we continue to expand the network of companies and partners that will continue the work after the project. The dissemination and piloting events are organised in collaboration with WP3 activities.

The piloting process is divided to two main sections:

A) Piloting of Green Value Analysis Test and Green Roadmap for MSMEs:

Step 1 (Period 3): Piloting use of the test and the Green Roadmap with MSMEs from all pilot countries (min N=40). Test-users accessed through BSO partners and their networks. Online feedback form and a sample of individual feedback interviews (min n=15) with test-users.

Step 2 (Period 3-4): Lessons learned are used to further develop the test and the roadmap.

Step 3 (Period 4): Updated versions tested with MSMEs (min n=40) in accordance to the first cross-border matchmaking events (Part B): feedback on how the test supported participation and networking in the event. With this evaluation, we secure that our focus is on developments that provide the most value not only partners involved, but also other companies, who aim to understand their current status as well as their next steps towards more sustainable operations.

Step 4 (Period 5): Final modifications are made for the test and Green Roadmap. Final version published on the project platform.

B) Piloting of the concept for organizing Green Value matchmaking events:

Step 5 (Period 3): Scenario working with project BSOs in a virtual environment to simulate the process of organising the Green Value event based on the concept. Modifications to the tutorial.

Step 6 (Period 4): Preparations for the first Green Value matchmaking events hosted by project member BSOs using the Concept Tutorial. On-time evaluation process on all stages of event preparations.

Step 7 (Periods 4-5): A series of Green Value matchmaking events in pilot countries with participants invited from all BSR and EU countries. Evaluation of the event concept and production process based on the Concept with the hosts, participating MSMEs and other organisation types (e.g. Enterprise Europe network (LT) and Viexpo (FI)).

Minimum of 100 participants in total.

Step 8 (Period 5): Final adjustments to the concept and publication on the project platform. Active dissemination with GoA 3.2 and 3.3 leaders.

2,830 / 3,000 characters

### 5.6.4 This group of activities leads to the development of a deliverable

### O 2.4

#### Title of the output

Output 4: Green Value Chain concept for MSMEs and BSOs

54 / 100 characters

#### Description of the output

The final Output 4 is the Green Value Chain Concept with sections for MSMEs and BSOs. The output will be accessible on the project platform, and offered in all project partner languages. Together with other project solutions, this concept is part of the one-service-point data, evaluation and training package on the Game Changer Platform that will continue to provide value for companies that want to be more environmentally friendly.

**PART A: Green value online test & Green Roadmap for MSMEs:**

MSMEs can use the online test as a stand-alone evaluation and self-reflection tool to evaluate their current state, strengths and main development areas regarding green values and green value chains in the business operations. The tool serves also as a pre-stage before attending Green Value Matchmaking events (Part B of the solution). The test analyses maturity of green values from multiple perspectives, e.g. distribution of goods, re-use and recycling practices, practices for waste reduction, use of clean technologies, and identification of the existing value chain networks of the company. The automated analysis report sets the company on one of four maturity states, which helps companies to understand their current competitive position in relation to their competitors, strengths and business operations that could be turned more sustainable without compromising profitability. After the test, a report is produced as a visualized Green Roadmap with recommendations on how they can further integrate green values into their operations and what kinds of partners they would benefit from. The Roadmap includes video inserts and presentations on SMEs around BSR to inspire for actions towards greener value chains.

**PART B: Concept for BSOs to organize Green Value Chain mathmaking events in cross-border settings:**

Small companies in the BSR are willing to find ways to implement green values and newest technologies into their operations in international networks. This brings a standing need for platforms where cross-border business networks can be formed. Regional BSOs are natural hosts for events like this. The output is a tested and structured concept for organizing matchmaking events. The one-day event consists of round table discussions, facilitated small groups and workshops, and business dates. The concept includes a practical how-to-tutorial, planning tool and facilitation instructions for BSOs who organize cross-border events for their region's MSMEs to build businesses based on green values and sustainability.

The solution is available around BSR on the project platform. During the project, several piloting Green Value events are organised to make the concept well-known and encourage BSOs to host these events. The concept highly promotes transnational collaboration and lowering threshold for MSMEs to start export activities. Through the online test and networks, MSMEs can recognize new potential target markets supporting the project's main goal.

2,984 / 3,000 characters

**Target groups and uptake of the solution presented in this output**

Target groups	How will this target group apply the output in its daily work?
<p>Target group 1</p> <p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p>	<p>Export-driven MSMEs will have a digital tool to work with and increase insight and a result of current state. A tool that gives MSMEs insights on different stages of green value chains, that enhances the creation of green value chains in their company, reached sustainability majority and also possible increase export-sales by added value for their business brand. A tool that can be used daily in their strategic and practical work to secure that a green value chain is always in takt. Current state changes yearly and therefore to have a digital tool gives you always the actual current state in sustainability.</p> <p>616 / 1,000 characters</p>
<p>Target group 2</p> <p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p>	<p>BSOs can apply to the concept to support their customers and collaboration partners. Added learning for their staff and a inspiration source for new projects and new tools.</p> <p>173 / 1,000 characters</p>

**Durability of the output**

The concept will be publicly available online on the project platform that will be hosted by the new The Game Changer Network established in GoA 3.4.

BSOs included to the project as associated organisations will be marketing and hosting the matchmaking events in the future. This ensures that the solution will continue to provide value in the region.

The Game Changer Platform will be maintained after the project and the test and the roadmap solutions will be available for the companies even after the project. Information available on site will be gathered in a way that allows it to be up to date when time passes. Additionally, BSOs will have an active role in directing more companies towards the platform year round, but especially before the matchmaking events are hosted.

785 / 1,000 characters

**5.6.6 Timeline**

	Period: 1	2	3	4	5	6
<b>WP.2: WP2 Piloting and evaluating solutions</b>						
A.2.4: Piloting and co-evaluation of the Green Value Chain concept						
O.2.4: Output 4: Green Value Chain concept for MSMEs and BSOs						

**5.6.7 This deliverable/output contains productive or infrastructure investment**

**Work package 3**

**5.1 WP3 Transferring solutions**

**5.2 Aim of the work package**

In Work Package 3, communicate and transfer the ready solutions to your target groups. Plan at least one year for this work package to transfer your solutions to the target groups, considering their respective needs. Select suitable activities to encourage your target groups to use the solutions in their daily work. Organise your activities in up to five groups of activities. Describe the deliverables and outputs as well as present the timeline.

**5.3 Work package leader**

<b>Work package leader 1</b>	PP 7 - Vilnius University
<b>Work package leader 2</b>	PP 5 - IUC Norr

**5.4 Work package budget**

**Work package budget**

### 5.5 Target groups

	Target group	How do you plan to reach out to and engage the target group?
1	<p>Small and medium enterprise</p> <p>Export-driven or export-oriented microenterprises (MSMEs) who are interested in advancing their corporate social responsibility (CSR) practices and reporting, green value chains and digital business competencies. Consortium MSMEs are from FI, LT, SE and EE representing different industries with high interest in CSR (fashion, food sector, circular economy). MSMEs from all BSR countries get access to the piloted solutions, and the Game Changer Platform as a comprehensive online service point.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>Project partners have many member companies and associated BSOs who are regularly in contact with MSMEs. They have their own information channels, such as newsletters, e-newsletters, event calendars, but also individual mailing lists that can be used to disseminate information and send out invitations to participate. Events organized by PPs (both under the project and other events) are also a very good possibility to introduce the project, the tools, and opportunities to participate and these channels will be used widely. The MSMEs will be invited to follow projects' social media channels and will be introduced to the usage possibilities of project outputs.</p> <p style="text-align: right;">665 / 1,000 characters</p>
2	<p>Business support organisation</p> <p>Business support organisations (BSOs) which provide business counselling for micro- and SME companies in their region. BSOs implement regional strategies through business services. Project BSOs are an industry-owned regional development center in northern SE, a chamber of commerce in EE and a public innovation center in LT. Target BSOs are boost CSR and internationalisation of their customer SMEs in cross-border settings. Public and private BSOs can join the Game Changer network.</p> <p style="text-align: right;">490 / 500 characters</p>	<p>BSOs are best reached by individual approach - they will be invited to meetings and matchmaking events where the project and deliverables are introduced. BSO representatives will receive updates about the project process and activities and they will be asked for feedback as much as possible. BSOs are interested in the outcome of the project and therefore will be willing to actively comment and contribute.</p> <p style="text-align: right;">408 / 1,000 characters</p>
3	<p>Higher education and research institution</p> <p>HEIs (universities and universities of applied sciences) that provide education and RD services for micro-enterprises and SMEs regionally, nationally and internationally. Particular focus is on HEI units that provide online education and training courses for companies to boost digital business competencies. Moreover, target HEIs provide education for students on digital marketing and international business. Project HEI partners come from FI, LV, LT and PL with different competence profiles.</p> <p style="text-align: right;">495 / 500 characters</p>	<p>HEIs and research institutions' representatives will be invited to the experience exchange meetings and matchmaking events where the project deliverables are introduced. Representatives will be invited to participate in blog articles &amp; podcast. Students from such organisations will be invited to participate in digital brand marketing training courses. Representatives are interested in the outcome of the project and the possible transfer of it.</p> <p style="text-align: right;">448 / 1,000 characters</p>

### 5.6 Activities, deliverables, outputs and timeline

No.	Name
3.1	The Game Changer Online Platform
3.2	Enhancing cross-border matchmaking and training for SMEs, BSOs and HEIs
3.3	Awareness raising and engaging users for project solutions
3.4	Durability through the Game Changer network

**WP 3 Group of activities 3.1**

**5.6.1 Group of activities leader**

**Group of activities leader** PP 9 - IBC International Business College

**A 3.1**

**5.6.2 Title of the group of activities**

The Game Changer Online Platform

32 / 100 characters

**5.6.3 Description of the group of activities**

The project online platform "The Gamechanger Platform", a visual project brand book, and social media channels will be developed and maintained during the GoA. All of the mentioned tools will be used for well-established dissemination and transfer of project progress and outputs.

The promotion website includes several sections:

- a) Partner portal for the use of business support organisations, internet and intranet for promotion of cooperation of the project partners and the transfer partners in Game Changer.
- b) Promotion portal for user group "higher education institutions" and "business support organisations", including
  - business statistics dashboard
  - responsibility evaluation and reporting tool for MSMEs and BSOs
  - digital business competence training
  - green value chain platform
- c) Qualifications portal for the "SMEs" "academies / training facilities" and "business support organizations" user group, including:
  - Curricula, teaching materials, etc. for qualifying coaches
  - Curricula, teaching documentation for ideas and motivation to elevate the digital transformation both in the education system and in the SMEs
  - Curricula, teaching documentation, etc. for qualification courses in the green value chain
  - Videos in the form of moocs about green value chain
  - Contact information for qualification institutions

The promotion website is in English, tools or programs are translated to national languages for ease of use. Search engine optimization measures (SEO) will be conducted to increase traffic and critical mass for a successful website.

All target groups are directly involved. The management is taken over by PP9 IBC, who is particularly experienced in the field of creating user friendly websites. The hosting is implemented by PP9 IBC, which also ensures permanent operation with all updates, further developments, etc.

The SEO optimized website is the result of a joint work of all target groups to boost digital business competence and focus on green value chains.

The main output consists of a promotion website, which serves different purposes and therefore contains different sections

- The partner portal serves the purposes,
  - a) to promote cooperation and communication between the partners during the project period and to support joint management.
  - b) to involve transfer partners in the work, to keep them constantly informed and to support the cooperation for the successful boosting digital and green value chain competences.
- The educational portal serves the purposes,
  - a) to provide tools, curricula, teaching materials, etc. for free use by educational institutions from all countries.
  - b) to motivate participants and encourage them to complete the training measures
- The strategy and dissemination portal serves the purposes,
  - a) to address policies and administrations at various levels, and to inform about policymaking and action programs.
  - b) make project results, conference results and publications available.

2,978 / 3,000 characters

**5.6.4 This group of activities leads to the development of a deliverable**

**5.6.6 Timeline**

Period: 1 2 3 4 5 6

**WP.3: WP3 Transferring solutions**

A.3.1: The Game Changer Online Platform

**WP 3 Group of activities 3.2**

**5.6.1 Group of activities leader**

Group of activities leader

**A 3.2**

**5.6.2 Title of the group of activities**

Enhancing cross-border matchmaking and training for SMEs, BSOs and HEIs 71 / 100 characters

**5.6.3 Description of the group of activities**

Target groups: MSMEs, BSOs, HEIs and external stakeholders

The GoA aims to enhance collaboration and the networking of Gamechanger stakeholders to generate knowledge spillovers and disseminate the Outputs of the project while ensuring implementation of durability plans in different countries.

The GoA will consist of two main segments.

Segment 1: Spreading information on project progress and the deliverables via online events:  
 Using the information channels of PPs (web pages, newsletters, e-newsletters, social media accounts of PPs, private mailing lists).  
 a the 's- social media accounts will be used to invite MSMEs to participate in piloting because social media (LinkedIn, Facebook, Twitter) are the main channels MSME representatives use and therefore the reach will be wider  
 - Organizing online dissemination seminars that include tutorials of the tool. Seminars will preferably be online. One for each piloting country during the project,  
 More business cooperation between microbusinesses and small and medium-sized companies and building an ecosystem in the Baltic sea region enables services both in the regions and internationally. Events are an enabler for collaboration opportunities, that secure the strategic export investments for MSMEs. Creates larger networks for the target groups to take steps towards resilience within the export. The focus lies on creating information, knowledge, insight, and increased collaboration cross-border.

Segment 2: Series of cross-border & matchmaking events:

1. Round table discussions and matchmaking events. Related to the „Business statistics online dashboard for Baltic Sea Region“ and „Evaluation and matchmaking concept of green value chain development for MSMEs and BSOs“ project outputs. e.. Participants: MSMSs, BSOs, HEIs, external stakeholders. Where: Preferably Digital.
- 2: Experience exchange in roundtable talks and matchmaking event. Related to the „Training Concept for Boosting Digital Business Competency in BSR“ and „Responsibility evaluation and reporting online tool for MSMEs“ project outputs. Participants: MSME, BSOs, and HEIs. Where: Preferably Digital.
- 3: Multi-location final event: Introduction of the four solutions and experiences (MSMEs, BSOs, HEIs). Target group: external stakeholders. Where: Preferably Digital.

Cross-border events are designed to lift needs and challenges in 4 stages.

- Stage 1: Needs and challenges are lifted.
- Stage 2: Innovative value propositions discussed and evaluated to meet needs and challenges.
- Stage 3: A digital matchmaking space is created, where two-part, three-part och four-part conversations can take place for increased collaboration and cross-border sales.
- Stage 4: Digital roundtable talks, specific challenges are lifted and discussed.

2,777 / 3,000 characters

**5.6.4 This group of activities leads to the development of a deliverable**

**5.6.6 Timeline**

	Period: 1	2	3	4	5	6
<b>WP.3: WP3 Transferring solutions</b>						
A.3.2: Enhancing cross-border matchmaking and training for SMEs, BSOs and HEIs						

**WP 3 Group of activities 3.3**

**5.6.1 Group of activities leader**

Group of activities leader

**A 3.3**

**5.6.2 Title of the group of activities**

Awareness raising and engaging users for project solutions

58 / 100 characters

**5.6.3 Description of the group of activities**

Target groups of dissemination activities are MSMEs, BSOs, and HEIs. Moreover, key external stakeholders are local, regional, and national public authorities, interest groups, and NGOs.

The GoA aims to create and communicate the content for the Game Changer platform and social media channels.

GoA will continue the whole project duration: Project solution developers write regular SoMe posts and blog texts on the Game Changer Platform about the project themes and progress in solution preparations and piloting. Expert articles are offered to various media and target group platforms in all countries. Telling the story of the process of the MSMEs, BSOs, and HEIs participating in the project consortium when they develop their responsibility and digital business competencies during the project. Inspirational live examples through mobile videos, pictures, and texts on SoMe channels.

In periods 1-2: Press releases in all partner countries about project goals. To raise awareness of the theme and goals of the project, and to introduce the consortium to a broad audience. To raise expectations and interest to follow the project process. Also, communication on the joint project platform and through partners' own social media channels (e.g. LinkedIn and Facebook).

In periods 3-4: Communication to SMEs, BSOs, and HEIs about the publication of the pilotable versions of the solutions. Target regions: pilot regions/countries of each solution. Communications goal: invitation to join test-using and piloting. Channels: Game Changer Platform, project and partner social media channels, newsletters, relevant networks of the consortium partners, email lists of relevant networks.

In period 5-6: Planning, production, and publication of a podcast and video series of four project solutions and main themes (with GoA leaders). Invited external experts and project target group representatives. The video and podcast series is hosted by a professional, well-known journalist/presenter. Production in English + subtitles in different languages. Publication on an existing Youtube channel with a wide audience in BSR (agreement during the project). Target regions: all partner countries. Maintenance of regular content on the Gamechanger platform, and social media channels.

Additionally: Publication of policy briefs and recommended actions for public authorities to promote knowledge management and legislation related to MSME export through responsibility practices, green value chains, and digital business competencies and marketing of the cross-border events including the final multi-location event (with GoA 3.2). An open webinar for decision-makers (regional and public authorities) around BSR will be organised to disseminate the project outputs and discuss the implications of the project experiences for legislation, regulation, and national business support mechanisms.

2,887 / 3,000 characters

**5.6.4 This group of activities leads to the development of a deliverable**



**5.6.6 Timeline**

Period: 1 2 3 4 5 6

**WP.3: WP3 Transferring solutions**

A.3.3: Awareness raising and engaging users for project solutions

**WP 3 Group of activities 3.4**

**5.6.1 Group of activities leader**

Group of activities leader

**A 3.4**

**5.6.2 Title of the group of activities**

Durability through the Game Changer network

43 / 100 characters

**5.6.3 Description of the group of activities**

The project builds four solutions to promote MSMEs' preparedness and resilience towards international business and export based on responsibility, digital business competency and use of green value chains in BSR. The solutions (business statistics dashboard, responsibility evaluation and reporting tool, training concept for boosting digital business competency, and Green Value Chain Concept) will all be accessible on the joint Game Changer Platform also after the project (GoA 3.1). To ensure durability of the project solutions and the platform, consortium HEIs and BSOs and relevant AOs will form a transnational Game Changer network.

The actions are:

**PERIODS 3-4:**

Step 1. Specifying the goals and mission for the network among project consortium partners and relevant AOs. Preparation led by LP1 and project's Steering Committee.  
 Step 2. Agreeing on the legal form and rules of the network and making a financial plan such as agreement on potential membership fees or other necessary income forms for the post-project era (in accordance to the durability plans of each solution in WP2). Preparation of the network Agreement Form and signing with the founder partners.

**PERIODS 4-6:**

Step 3. Organising the first network meeting with founder partners. Agreeing on roles and responsibilities of the founding partners, e.g. principles of chairmanship. Making the annual communications and meeting plan for the network. Data user rights and IP issues of the Game Changer Platform are to be decided when the network is founded.  
 Step 4. Communicating the network and the solutions for a wider audience around BSR (in collaboration with GoA 3.2 and 3.3). Main target groups: regional BSOs, chambers of commerce, enterprise associations, HEIs with education and training for SMEs, and other interest groups (export consultation companies etc.). Aim is to get at least one regional BSO or similar from each country to join. Network partners disseminate and market the platform for their customers and networks. PP8 is a coordinator for Enterprise Europe Network in Lithuania. The network will be included in negotiations as a potential partner of the Game Changer Network. LP1 is co-coordinator of a Finnish Rural Industry DIH which is potential post-project communications channel for the Game Changer platform and network. Other relevant DIHs from partner countries will be scanned and used as collaboration platforms.

**PERIOD 6:**

Step 5. Making the Action Plan for the next years, incl. starting preparations for joint future project funding to scale-up the platform around EU with relevant network members.

2,616 / 3,000 characters

**5.6.4 This group of activities leads to the development of a deliverable**



**5.6.6 Timeline**

	Period: 1	2	3	4	5	6
<b>WP.3: WP3 Transferring solutions</b>						
A.3.4: Durability through the Game Changer network						



**6. Indicators**

**Indicators**

Output indicators				Result indicators		
Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).	Result indicator	Total target value in number	Please explain how organisations in the target groups within or outside the partnership will take up or upscale each solution.
RCO 84 – Pilot actions developed jointly and implemented in projects	4	N/A	N/A	RCR 104 - Solutions taken up or up-scaled by organisations	4	<p>All solutions will be sustained on the project platform by the Game Changer network consisting of BSOs and HEIs in each project country. This secures multiplier effects – i.e. upscaling the number of target organisations - in participating countries. The solutions can be used one by one or as a comprehensive evaluation, training and knowledge management package boosting competencies for sustainable business in BSR.</p> <p>BSOs are primary users of the statistics dashboard, which helps identify regional business characteristics and trends, and make strategic choices on which industries and businesses to boost towards export operations. The dashboard has a layer for MSMEs to find BSOs in different regions.</p> <p>Responsibility tool can be used by MSMEs alone or as part of business counselling services with regional BSOs. Responsibility report is a useful document for business negotiations and background for planning brand marketing strategies. Benchmarking cases give inspiration for development actions.</p> <p>Training concept for digital business competency includes learning material for MSMEs. Piloting experiments cover different versions of trainings (workshops, nonstop courses, intensive courses), tutoring and mentoring, prototyping, and Sales and Marketing Laboratories' experiments. The tested and documented practices enable other service providers (HEIs, training centres, BSOs) to organize alike services in their regions, not represented in the BSR Game Changer project. The best practices and recommendations for HEI curricula development will be available on the Game Changer platform.</p> <p>The concept for green value chain development includes a self-evaluation test and recommendation roadmap for MSMEs, and a concept for organising cross-border matchmaking event for BSOs. Each part can be used alone, or the test serves as a pre-phase for attending the events. With the tutorial, any BSO, HEI or other organisation can arrange the events.</p>
1,958 / 2,000 characters						

Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).	Result indicator	Total target value in number	Please explain how organisations in the target groups within or outside the partnership will take up or upscale each solution.
		O.2.1: Output 1: Business statistics dashboard for BSR	<p>The business statistics dashboard delivers the best available industry-specific data on municipality, regional and national levels to be used as part of knowledge-based planning and regional development. Regional business growth and export statistics helps business support organisations to identify their regional characteristics in comparison to other regions nationally and internationally. Seeing the trends in business activity and growth helps identify strengths and development needs to set focus on relevant development and business support activities. The comparative statistics data can be used to benchmark regions and identify bottlenecks for export business. Moreover, more structured and easy to use statistics dashboard is a useful tool for motivating new project funding needed in the region.</p> <p>For MSMEs, the dashboard serves a Find &amp; Contact layer to look for and get in contact with BSOs in selected regions or based on specific expertise.</p> <p style="text-align: right; font-size: small;">958 / 1,000 characters</p>			

Output indicators	Total target value in number	Project outputs	Please explain how the solution presented in this output serves the target group(s).
RCO 116 – Jointly developed solutions	4	O.2.2: Output 2: Responsibility evaluation and reporting online tool for MSMEs	<p>The responsibility evaluation and reporting online tool will bring easy and pragmatic help for CSR auditing for all MSME that want to identify their existing CSR practices and relevant responsibility development needs. The automatic printable or downloadable report document can be directly used as a basic-level of documentation of company values and CSR practices in the. Companies are recommended to consult local business support organisation to proceed further with their CSR and export actions. BSO experts can use the tool as part of business counselling services. HEIs can use the tool as part of their training material for SMEs and HEI students.</p> <p>The tool includes video tutorials on how to use and interpret the report, accompanied with interactive learning material on the basics of CSR with practical business examples from MSMEs around BSR. The company can use the tool for free anytime online. It will have language versions of Finnish, Swedish, Danish, Lithuanian, Polish and English.</p> <p style="text-align: right; font-size: small;">1,000 / 1,000 characters</p>
Output indicators	Result indicators		

Output indicator	Total target value in number	Result indicator	Total target value in number	Please describe what types of organisations are planned to actively participate in the project. Explain how this participation will increase their institutional capacity. These types of organisations should be in line with the target groups you have defined for your project.
RCO 87 - Organisations cooperating across borders	32	PSR 1 - Organisations with increased institutional capacity due to their participation in cooperation activities across borders	614	<p>Project LP1 and 3 other partners are HEIs with different expertise profiles, competence on the project themes, and strong experience on EU funded projects. The project strengthens cross-border research and education collaboration, brings tools and material for education, and gives recommendations on future curricula development.</p> <p>Main target group are micro-SMES who do or have potential for increasing their export and developing CSR and green value chains in BSR. They will have free of charge access to online evaluation tools, training material and cross-border networking opportunities on the project platform. Goal: 70 SMEs / country.</p> <p>Another target group is business support organisations which represent several regions in the consortium and as AOs. They all have customer networks with SMEs in their respective regions. The project platform and accompanied solutions help BSO experts to adjust their regional business support strategies through valid knowledge management. Evaluation tools and training material can be used as business counselling tools. BSOs will be asked to join the Game Changer network keeping up the project outputs. Goal: 6 BSOs / country.</p> <p>Associated organisations are chambers of commerce, regional entrepreneur associations, regional and national authorities and non-consortium BSOs. They keep updated on the topical CSR and green value themes, get access to statistics data, tools and training concepts, and can join the transnational Game Changer network.</p> <p style="text-align: right;">1,497 / 1,500 characters</p>
				<p>Other organisations that benefit from the project are larger SMEs around Europe that can apply the solutions in their operations and looking for BSOs or business partnerships in BSR. All interested organisations will have free access to all the solutions on the project platform.</p> <p>Responsibility report template can be used by accountants whose customers follow the principles the Global CSR Reporting Initiative.</p> <p>The business statistics dashboard and project dissemination material (e.g. policy briefs, reports and HEI curricula recommendations) can be used by national and regional public authorities, politicians and other decision-makers as knowledge management sources in preparation of regional, national and EU-level strategies, legislation and business support mechanisms that aim to strengthen regional resilience and economies in BSR. For example, Ministry of Foreign Affairs Finland has expressed their interest to follow-up the project and decide on their forms of participation based on the accepted project plan.</p> <p>Finally, the project main themes - sustainability, responsibility and digitalization of international business - are of interest for wide public audience (consumers, potential entrepreneurs, media) too. This project brings these topics to public discussion and raises awareness. The project has indirect impact on how private consumers but also purchasers of public procurement motivate their buying decisions.</p> <p>Goal: 50 other organisations actively involved.</p> <p style="text-align: right;">1,491 / 1,500 characters</p>



7. Budget

7.0 Preparation costs

Preparation Costs

Would you like to apply for reimbursement of the preparation costs?

Yes

Other EU support of preparatory cost

Did you receive any other EU funds specifically designated to the development of this project application?

No

7.1 Breakdown of planned project expenditure per cost category & per partner

No. & role	Partner name	Partner status	CAT0 - Preparation costs	CAT1 - Staff	CAT2 - Office & administration
1 - LP	University of Oulu	Active 22/09/2022	24,000.00	630,720.00	94,608.00
2 - PP	Vaasa University of Applied Sciences	Active 22/09/2022	0.00	272,160.00	40,824.00
3 - PP	Turku University of Applied Sciences	Active 22/09/2022	0.00	272,160.00	40,824.00
4 - PP	Estonian Chamber of Commerce and Industry	Active 22/09/2022	0.00	219,240.00	32,886.00
5 - PP	IUC Norr	Active 22/09/2022	0.00	359,818.00	53,972.70
6 - PP	Riga Technical University	Active 22/09/2022	0.00	181,440.00	27,216.00
7 - PP	Vilnius University	Active 22/09/2022	0.00	166,320.00	24,948.00
8 - PP	Public Institution Lithuanian Innovation Centre	Active 22/09/2022	0.00	166,320.00	24,948.00
9 - PP	IBC International Business College	Active 22/09/2022	0.00	367,567.00	55,135.05
10 - PP	Macon oy	Active 22/09/2022	0.00	61,920.00	9,288.00
11 - PP	Gdańsk University of Technology	Active 22/09/2022	0.00	102,400.00	15,360.00
12 - PP	Ustukiū malūnas	Active 22/09/2022	0.00	37,840.00	5,676.00
13 - PP	Marimo Fashion	Active 22/09/2022	0.00	49,880.00	7,482.00
14 - PP	Swedish Innovation And Sales AB	Active 22/09/2022	0.00	83,613.00	12,541.95
<b>Total</b>			<b>24,000.00</b>	<b>2,971,398.00</b>	<b>445,709.70</b>

No. & role	Partner name	CAT3 - Travel & accommodation	CAT4 - External expertise & services	CAT5 - Equipment	Total partner budget
1 - LP	University of Oulu	94,608.00	109,000.00	0.00	952,936.00
2 - PP	Vaasa University of Applied Sciences	40,824.00	36,000.00	0.00	389,808.00
3 - PP	Turku University of Applied Sciences	40,824.00	29,000.00	10,000.00	392,808.00
4 - PP	Estonian Chamber of Commerce and Industry	32,886.00	12,000.00	7,797.00	304,809.00
5 - PP	IUC Norr	53,972.70	51,500.00	0.00	519,263.40
6 - PP	Riga Technical University	27,216.00	22,000.00	0.00	257,872.00
7 - PP	Vilnius University	24,948.00	48,000.00	0.00	264,216.00
8 - PP	Public Institution Lithuania	24,948.00	17,000.00	2,000.00	235,216.00
9 - PP	IBC International Business	55,135.05	33,500.00	0.00	511,337.10
10 - PP	Macon Oy	9,288.00	0.00	0.00	80,496.00
11 - PP	Gdańsk University of Technology	15,360.00	13,000.00	0.00	146,120.00
12 - PP	Ustukių malūnas	5,676.00	6,000.00	0.00	55,192.00
13 - PP	Marimo Fashion	7,482.00	0.00	0.00	64,844.00
14 - PP	Swedish Innovation Agency	12,541.95	0.00	0.00	108,696.90
<b>Total</b>		<b>445,709.70</b>	<b>377,000.00</b>	<b>19,797.00</b>	<b>4,283,614.40</b>



### 7.1.1 External expertise and services

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
1. University of Oulu	IT	CAT4-PP1-B-0	IT solution provider for the responsibility evaluation and reporting online tool <small>80 / 100 characters</small>	No	1.2 2.2	32,000.00
1. University of Oulu	Specialist support	CAT4-PP1-E-0	translation services for project solutions (ENG-FIN) <small>52 / 100 characters</small>	No	1.1 1.2 2.1	8,000.00
1. University of Oulu	Other	CAT4-PP1-G-0	Statistics data access from national statistical registers in all project countries <small>84 / 100 characters</small>	No	1.1	18,000.00
1. University of Oulu	IT	CAT4-PP1-B-0	IT solution provider for the business statistics dashboard <small>59 / 100 characters</small>	No	1.1 2.1	15,000.00
1. University of Oulu	Communication	CAT4-PP1-C-0	Production of the podcast and video series and costs for the program host <small>73 / 100 characters</small>	No	3.3	30,000.00
1. University of Oulu	Specialist support	CAT4-PP1-E-0	Visual design services for the responsibility tool <small>50 / 100 characters</small>	No	1.2	3,000.00
1. University of Oulu	Specialist support	CAT4-PP1-E-0	Visual design services for the business statistics dashboard <small>60 / 100 characters</small>	No	1.1 N/A	3,000.00
2. Vaasa University	Specialist support	CAT4-PP2-E-0	External expert cost for user-experience pilot of the green value chain concept and tutorials <small>93 / 100 characters</small>	No	2.2	8,000.00
2. Vaasa University	Specialist support	CAT4-PP2-E-0	Visual design for the green value chain platform <small>48 / 100 characters</small>	No	1.4	3,000.00
2. Vaasa University	IT	CAT4-PP2-B-1	Software and technical development for the green value chain concept <small>68 / 100 characters</small>	No	1.4 2.4	20,000.00
2. Vaasa University	Communication	CAT4-PP2-C-1	Video production for the green value concept tutorials <small>54 / 100 characters</small>	No	1.4 2.4	5,000.00
<b>Total</b>						<b>377,000.00</b>

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
3. Turku University	IT	CAT4-PP3-B-1	IT solution provider for business competence training material <small>62 / 100 characters</small>	No	1.3 2.3	15,000.00
3. Turku University	Specialist support	CAT4-PP3-E-1	Visual designer for business competence training material <small>57 / 100 characters</small>	No	1.3	3,000.00
3. Turku University	Events/meetings	CAT4-PP3-A-1	Organising piloting workshops for business competence training <small>63 / 100 characters</small>	No	2.3	5,000.00
3. Turku University	Other	CAT4-PP3-G-1	Conference and journal fees for dissemination of business competence training in BSR and Europe <small>95 / 100 characters</small>	No	3.3	3,000.00
3. Turku University	Communication	CAT4-PP3-C-1	Production of dissemination material for business competence training package <small>77 / 100 characters</small>	No	3.3	3,000.00
4. Estonian Chamb	Events/meetings	CAT4-PP4-A-1	Organising piloting workshops for the responsibility evaluation tool <small>68 / 100 characters</small>	No	2.2	3,000.00
4. Estonian Chamb	Specialist support	CAT4-PP4-E-1	Translation costs for the project solutions (ENG-EST) <small>53 / 100 characters</small>	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	6,000.00
4. Estonian Chamb	Events/meetings	CAT4-PP4-A-1	Organising network and matchmaking events (online and face-to-face) <small>67 / 100 characters</small>	No	3.2	3,000.00
5. IUC Norr	Events/meetings	CAT4-PP5-A-2	Cross-border events: production and streaming services, venue costs, offerings, event marketing <small>95 / 100 characters</small>	No	3.2	40,000.00
<b>Total</b>						<b>377,000.00</b>

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
5. IUC Norr	Specialist support	CAT4-PP5-E-2	Translation costs for the project solutions (ENG-SWE)  53 / 100 characters	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	6,500.00
5. IUC Norr	Communication	CAT4-PP5-C-2	Production of online content and project marketing material, incl. MSME follow-up in the project  97 / 100 characters	No	3.2 3.3	5,000.00
6. Riga Technical U	Specialist support	CAT4-PP6-E-2	Translation of the project solutions (ENG-LAT)  46 / 100 characters	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	5,000.00
6. Riga Technical U	IT	CAT4-PP6-B-2	Visualisation and gamification of the project solutions  55 / 100 characters	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	5,000.00
6. Riga Technical U	Communication	CAT4-PP6-C-2	Production and editing of videos on real-life business cases for the green value chain concept  94 / 100 characters	No	1.4 2.4	7,000.00
7. Vilnius University	Specialist support	CAT4-PP7-E-2	Translation of the project solutions to Lithuanian  50 / 100 characters	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	6,000.00
7. Vilnius University	Communication	CAT4-PP7-C-2	Production of online material on the project solutions  54 / 100 characters	No	3.1 3.2 3.3	15,500.00
<b>Total</b>						<b>377,000.00</b>

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
7. Vilnius University	Events/meetings	CAT4-PP7-A-2	Organising dissemination events, incl. Streaming and hosting services + rental costs <small>84 / 100 characters</small>	No	3.2	12,000.00
7. Vilnius University	Events/meetings	CAT4-PP7-A-2	Renting streaming and audio-visual equipment for cross-border workshops <small>72 / 100 characters</small>	No	3.2	5,500.00
7. Vilnius University	Communication	CAT4-PP7-C-3	Production and publication of policy briefs and other project dissemination material <small>84 / 100 characters</small>	No	3.3	4,000.00
8. Public Institution	Communication	CAT4-PP8-C-3	Production and dissemination of project marketing material to support piloting processes <small>88 / 100 characters</small>	No	2.1 2.2 2.3 2.4	4,000.00
8. Public Institution	Events/meetings	CAT4-PP8-A-3	Organising and marketing piloting workshops <small>43 / 100 characters</small>	No	2.1 2.2 2.3	7,000.00
9. IBC International	Events/meetings	CAT4-PP9-A-3	Piloting and evaluation of business competence training programme <small>66 / 100 characters</small>	No	2.3	12,000.00
9. IBC International	Specialist support	CAT4-PP9-E-3	Translation costs for the project solutions (ENG-DEN) <small>53 / 100 characters</small>	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	8,000.00
9. IBC International	Specialist support	CAT4-PP9-E-3	Visual design for The Game Changer Platform <small>44 / 100 characters</small>	No	3.1	6,000.00
11. Gdańsk Univers	Specialist support	CAT4-PP11-E-	Translation costs for the project solutions (ENG-POL) <small>53 / 100 characters</small>	No	1.1 1.2 1.3 1.4 2.1 2.2 2.3 2.4	5,000.00
<b>Total</b>						<b>377,000.00</b>

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
11. Gdańsk Univers	Communication	CAT4-PP11-C-	Production of online material for business competence training <small>62 / 100 characters</small>	No	1.3 2.3	3,000.00
6. Riga Technical U	National control	CAT4-PP6-F-3	First level control <small>19 / 100 characters</small>	No	N/A	5,000.00
7. Vilnius University	National control	CAT4-PP7-F-3	First level control <small>19 / 100 characters</small>	No	N/A	5,000.00
8. Public Institution	National control	CAT4-PP8-F-4	First level control <small>19 / 100 characters</small>	No	N/A	6,000.00
11. Gdańsk Univers	National control	CAT4-PP11-F-	First level control <small>19 / 100 characters</small>	No	N/A	5,000.00
12. Ustukių malūnas	National control	CAT4-PP12-F-	First level control <small>19 / 100 characters</small>	No	N/A	6,000.00
9. IBC International	National control	CAT4-PP9-F-4	First level control <small>19 / 100 characters</small>	No	N/A	7,500.00
<b>Total</b>						<b>377,000.00</b>

### 7.1.2 Equipment

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
3. Turku University	IT hardware and soft	CAT5-PP3-B-0	Updates and licences of Sales&Marketing Lab software for piloting business competence training <small>94 / 100 characters</small>	No	2.3	10,000.00
4. Estonian Chamb	Other specific equip	CAT5-PP4-H-0	Video equipment for producing networking events and production of dissemination material <small>88 / 100 characters</small>	No	3.2	7,797.00
8. Public Institution	Other specific equip	CAT5-PP8-H-0	Equipment for testing and piloting activities <small>45 / 100 characters</small>	No	2.1 2.2 2.3 2.4	2,000.00
<b>Total</b>						19,797.00

### 7.1.3 Infrastructure and works

Contracting partner	Group of expenditure	Item no.	Specification	Investment item?	Group of activities no.	Planned contract value
Please select	Please select	CAT6-PP--01	 <small>0 / 100 characters</small>	Please select		0.00
<b>Total</b>						0.00

7.2 Planned project budget per funding source & per partner

No. & role	Partner name	Partner status	Country	Funding source	Co-financing rate [in %]	Total [in EUR]	Programme co-financing [in EUR]	Own contribution [in EUR]	State aid instrument
1-LP	University of Oulu	Active 22/09/2022	FI	ERDF	80.00 %	952,936.00	762,348.80	190,587.20	For each partner, the State aid relevance and applied aid measure are defined in the <b>State aid section</b>
2-PP	Vaasa University of Applied Sciences	Active 22/09/2022	FI	ERDF	80.00 %	389,808.00	311,846.40	77,961.60	
3-PP	Turku University of Applied Sciences	Active 22/09/2022	FI	ERDF	80.00 %	392,808.00	314,246.40	78,561.60	
4-PP	Estonian Chamber of Commerce and Industry	Active 22/09/2022	EE	ERDF	80.00 %	304,809.00	243,847.20	60,961.80	
5-PP	IUC Norr	Active 22/09/2022	SE	ERDF	80.00 %	519,263.40	415,410.72	103,852.68	
6-PP	Riga Technical University	Active 22/09/2022	LV	ERDF	80.00 %	257,872.00	206,297.60	51,574.40	
7-PP	Vilnius University	Active 22/09/2022	LT	ERDF	80.00 %	264,216.00	211,372.80	52,843.20	
8-PP	Public Institution Lithuanian Innovation Centre	Active 22/09/2022	LT	ERDF	80.00 %	235,216.00	188,172.80	47,043.20	
9-PP	IBC International Business College	Active 22/09/2022	DK	ERDF	80.00 %	511,337.10	409,069.68	102,267.42	
10-PP	Macon oy	Active 22/09/2022	FI	ERDF	80.00 %	80,496.00	64,396.80	16,099.20	
11-PP	Gdańsk University of Technology	Active 22/09/2022	PL	ERDF	80.00 %	146,120.00	116,896.00	29,224.00	
12-PP	Ustukiu malunas	Active 22/09/2022	LT	ERDF	80.00 %	55,192.00	44,153.60	11,038.40	
13-PP	Marimo Fashion	Active 22/09/2022	EE	ERDF	80.00 %	64,844.00	51,875.20	12,968.80	
14-PP	Swedish Innovation And Sales AB	Active 22/09/2022	SE	ERDF	80.00 %	108,696.90	86,957.52	21,739.38	
Total ERDF						4,283,614.40	3,426,891.52	856,722.88	
Total						4,283,614.40	3,426,891.52	856,722.88	

7.3 Spending plan per reporting period

	EU partners (ERDF)		Total	
	Total	Programme co-financing	Total	Programme co-financing
Preparation costs	24,000.00	19,200.00	24,000.00	19,200.00
Period 1	455,000.00	364,000.00	455,000.00	364,000.00
Period 2	505,000.00	404,000.00	505,000.00	404,000.00
Period 3	930,000.00	744,000.00	930,000.00	744,000.00
Period 4	1,150,000.00	920,000.00	1,150,000.00	920,000.00
Period 5	620,300.00	496,240.00	620,300.00	496,240.00
Period 6	599,314.40	479,451.52	599,314.40	479,451.52
<b>Total</b>	<b>4,283,614.40</b>	<b>3,426,891.52</b>	<b>4,283,614.40</b>	<b>3,426,891.52</b>