



Operators Training Course (OTC) – Local training action for intermediaries and service providers (D.T2.2.3) and Circular Acceleration Training 4.0 (CAT4.0) – Local actions to implement CE Design Model and Optimal Use Model approaches with digitalisation processes (D.T3.2.1 and D.T3.2.2)

The training is organised by Jožef Stefan Institute (SRIP Factories of the Future) in collaboration with Giacomelli Media (Circular Business Academy - CBA) and Technology Park Ljubljana (lead partner) within Circular4.0 project (Interreg Alpine Space programme). Ministry of Economic Development and Technologies is an observer of the Circular4.0 project. OTC and CAT4.0 implemented on 31.3.2021 and on 7.4.2021 are co-financed by the Circular4.0 project https://www.alpine-space.eu/projects/circular4_0/en/home.

Circular4.0 is co-financed by the European Regional Development Fund through the Interreg Alpine Space programme.

Implementation of CBA Initiation Workshops on 17.3.2021 and 24.3.2021:



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA GOSPODARSKI
RAZVOJ IN TEHNOLOGIJO



KOC 3.0
Kompetenčni centri
za razvoj kadrov



Javni študentski, razvojni,
invalidski in preživalski
sklad Republike Slovenije



REPUBLIKA SLOVENIJA
MINISTRSTVO ZA DELO, DRUŽINO,
SOCIALNE ZADEVE IN ENAKE MOŽNOSTI



EVROPSKA UNIJA
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SOCIALNI SKLAD
NALOŽBA V VAŠO PRIHODNOST

The Initiation workshops on 17th and 24th March are co-financed by the Ministry of Labour, Family, Social Affairs and Equal Opportunities and the European Union through the European Social Fund supporting the training programme Competent Slovenia.

Ljubljana, March – April 2021

WELCOME TO THE TRAINING PROGRAMME COMPETENT SLOVENIA

1. A PART OF THE PROJECT COMPETENCE CENTERS FOR DEVELOPMENT OF HUMAN RESOURCES (KOC 3.0).
2. PROJECT FINANCED BY THE EUROPEAN SOCIAL FUND AND THE MINISTRY OF LABOUR, FAMILY, SOCIAL AFFAIRS AND EQUAL OPPORTUNITIES.
3. IN COOPERATION WITH OUR EXPERT PARTNERS IMPLEMENTING TRAININGS, WE PROMOTE SOFT SKILLS AND ENTERPRENEURIAL KNOWLEDGE .
4. PARTICIPATION AT THIS TRAINING PROGRAMME IS FREE OF CHARGE!



Agenda of the OTC and CAT4.0

MON	TUE	WED	THU	FRI	SA	SU
15th March	16	17	18	19	20	21
	OTC Part 1	CBA Initiation Workshop Part 1: CAT4.0 Modules...	OTC Part 2			
22	23	24	25	26	27	28
		CBA Initiation Workshop Part 2: CAT4.0 Modules				
29	30	31	1 st April	2	3	4
		CAT4.0 Modules				
5	6	7	8	9	10	11
		CAT4.0 Final presentations				

What is Operators Training Course (OTC)?

Operators Training Course (OTC) is an essential part of the wider training process developed in the scope of the Circular 4.0 project to assist acceleration of SME's towards circular economy (CE). It aims to enable the operators (i.e. business support organisations, intermediary organization, local networks and association, service providers and local public authorities etc.) of the Circularity Acceleration Training courses 4.0 to actually implement them at the level of individual regions of the Alpine Space, taking into account the actual needs of the SMEs in each particular region. The OTC is implemented in each region to attune the Circularity Acceleration Training course 4.0 to the needs of the SMEs in their respective environment (region, country). This way the transformation processes in participating SMEs can be effective and can result in an increase in circular business model potential and in their commitments to the circular transformation.

OTC was developed in the scope of the Circular 4.0 project under the activity A.T2.1. Identification of the users training needs and A.T2.3. Setting up the toolkit to strengthen CE with digitalisation process and it will be implemented within this OTC - Local training action addressed to intermediaries and service providers (D.T2.2.3)

What is Circular Acceleration Training 4.0 (CAT4.0)?

Circularity Acceleration Training course 4.0 (CAT4.0) is a pluri-modular training course designed for SMEs to be delivered by the operators across the Alpine Space. The CAT4.0 is designed to steer and facilitate the circular transformation, centred on the redesign of business models from linear to circular by the deployment and maturation of the use of digital technologies.

CAT4.0 was developed in the scope of the Circular 4.0 project under the activity A.T2.1. Identification of the users training needs and A.T2.3. Setting up the toolkit to strengthen CE with digitalisation process and it will be implemented within this CAT4.0 - Local action to implement CE Design Model approaches with digitalisation processes (D.T3.2.1) and Local actions to implement CE Optimal Use approaches with digitalisation processes (D.T3.2.2).

Operators Training Course (OTC) organisation

Language of the course

OTC will be organised in **English** to be available for more broader audience within the Alpine Space macro region. **The course was developed and upgraded in the scope of the Circular 4.0 project within the Interreg Alpine Space programme by project partners and circular economy experts.** Subsequent sessions of the OTC may be held in other local languages, according to the needs of the participants attending the training to become operators of the **training process** based on the CIRCULAR4.0 project training guidelines.

Participants of the OTC

Participants will be invited by CIRCULAR4.0 project partners from services providers/intermediaries such as technology parks, business incubators, business accelerators, public funding organisations, industrial clusters, innovation agencies and other business support agencies and intermediaries from public and affiliated private sectors with a mandate to assist with business development.

Participants of the CAT4.0

Participants of the CAT4.0 are micro, small and medium size enterprises (SMEs) i.e. entrepreneurs, top management/business decision makers and HR managers.

Course Delivery format

Course delivery will be organised in a “hybrid mode”, using an on-line learning platform (TalentLMS - publicly available and operated by JSI) and Zoom for live sessions. The latter ones may be carried out also in a classroom, should the circumstances allow. Access to the on-line training course will be available to all participants of the OTC prior to the course.

Materials of the training

Materials for the next session will be available ahead of the time so participants have the chance to prepare if they wish even if it is not required.

Materials available on the platform TalentLMS consist of:

- General course overview including **indicative timing** for each of the steps, both for live sessions and for individual assignments
- Circular4.0 project background information and the overview of the Circular4.0 Training process
- Teaching instructions

- Teaching presentations (initial ones, typically in PPT and/or other audio-visual format) will be complemented by materials shared through Benchlearning loop provided by the Circular 4.0 project partners and other interested parties admitted by the e-learning platform operator (JSI) such as public authorities, European Commission services, EUSALPS representatives and other interested parties.
- Audio-Video materials
- Referential freely available videos & podcasts (in a form of links)
- Compulsory and optional readings and references (either in a form of downloadable materials in pdf format or in a form of links)
- LMS instructions and tutorial
- Instructions for the Benchlearning procedure
- Templates (slide template, Project Business Plan template)
- Rehearsal questionnaires, compulsory to advance to the next step of the course

Digital platform

The course is supported by the TalentLMS (<https://circular40.talentlms.com/index>). Password: circular4.0 and will be in part run over zoom application.

Participants will obtain access information prior to the course.

OTC and CAT4.0 DETAILED SCHEDULE

OTC Part 1, 16th March 2021, 15.00 – 18.00

Time	Title	Content	Mode of delivery	Speaker	Materials
STEP 0: INTRODUCTION TO OPERATORS' TRAINING COURSE					
	Introduction	General overview: - Circular Economy - Circular Transformations	Online materials	-	https://www.ellenmacarthurfoundation.org/circular-economy/concept Selected readings 1
	Understanding the scope of Interreg Alpine Space project CIRCULAR 4.0	<ul style="list-style-type: none"> • CIRCULAR 4.0 Project structure • Partners • Training Process • Acquaintance with the course terminology (Glossary of key terms) 	Online materials Online video	- Aleš Pevc Rudi Panjtar Roberto Sandrini	Glossary GREENCYCLE Knowledge Platform https://www.greencycle.si/knowledge-platform/ Video
	Objectives of OTC	<ul style="list-style-type: none"> • Training SMEs 			
STEP 1: Identification of trainers and matching their competencies with the needs of the OTC					
	Introduction	<ul style="list-style-type: none"> • General introduction to the course • Main goals and objectives • Syllabus overview 	Online materials	-	OTC programme overview → D.T.2.1.1. Elaboration of the training process Attendees' needs assessment overview → Appendix I Training Needs Assessment Schedule and deadlines
15.00 - 15.10	Opening of the course		Live online	Jurij Giacomelli	Slides Appendix II Expert Profile
15.10 – 15.20	Matching trainers' competencies with the	<ul style="list-style-type: none"> • Understanding of the level and nature of SMEs' needs and competencies 			

15.20- 15.30	needs of participating SMEs Q&A				
STEP 2: Challenges and opportunities of the circular transformation					
15.30 – 16.30	Challenges and opportunities of the circular transformation	<ul style="list-style-type: none"> • The nature of the circular transformation in a SME: peculiarities and challenges • Circular business model transformation and the value chain • Organisational and competence challenges of the business model transformation • Circular business model transformation, digitalisation and Industry 4.0 technologies: an overview • Understanding the typology of circular business models and their association with linear and circular risks 	Live online	Jana Fireoved Jurij Giacomelli	Slides Animation Guide World Café on CE https://www.greencycle.si/wp-content/uploads/2019/10/GREENCYCLE_Animation_guide_world_cafe_EN.docx Readings 2 Case study
STEP 3: Using the Circularity Assessment Score (CAS)					
16.30 – 17.30	Using the Circularity Assessment Score (CAS)	<ul style="list-style-type: none"> • Circularity of a SME in relation to the advancement of the circular transition • Boosting the circularity potential of a business model • Seizing the circularity potential: organisational commitment to the circular transformation • Workshop 	Live online	Jana Fireoved Sebastian Zuzek Jurij Giacomelli	Slides References Case study

STEP 4: DIGITAL MATURITY ASSESSMENT

17.30 – 18.00	Digital Maturity Assessment	<ul style="list-style-type: none"> • Industry 4.0 and its implications on the world's economy and societies: an overview • Understanding the challenges of a digital transformation and the adoption of the new technologies • Understanding the technologies, their limits and their impact on value creation in the context of circularity • Where digitalisation and the circular economy meet • Digital Maturity Assessment: overview of the main available tools • Workshop 	Live online	Miha Glavan	<ul style="list-style-type: none"> • Slides • References • Overview of available DMA tools: http://e2-owncloud.ijs.si/owncloud/index.php/s/rc17RxI7bd7Kw8d • SMART SPACE platform www.smartspacehub.eu
	Homework: filling in CAS 2.0 (and DMA of choice)	<ul style="list-style-type: none"> • CAS • DMA 	Online materials	-	CAS Appendix III CAS DMAs Appendix V DMA

OTC Part 2, 18th March 2021, 15.00 – 18.00

Time	Title	Content	Mode of delivery	Speaker	Materials
STEP5: SELECTING A CIRCULAR TRANSFORMATION FOCUS AREA AND A PILOT PROJECT					
	Preparation (for all): organisational change and pilot project	<ul style="list-style-type: none"> Understanding how to manage organisational change Where to start? - How to identify breakthrough opportunities and needs 	<ul style="list-style-type: none"> Online reading material 	-	Preparatory readings 3 Self-assessment questionnaire: is my project a circularity game changer?
15.00 – 16.00	Selecting a circular transformation focus area and a pilot project	<ul style="list-style-type: none"> Understanding how to manage organisational change Where to start? - How to identify breakthrough opportunities and needs Is my project a circularity game changer? Designing the pilot project 	Live online	Jurij Giacomelli	Slides Circulab Partner Map https://circulab.com/toolbox-circular-economy/ Circulab Circular Canvas https://circulab.com/toolbox-circular-economy/ EMBRACE Tool A1. Ecocanvas: Business needs and challenges https://embrace.interreg-med.eu/no-cache/news-events/news/detail/actualites/meet-the-embrace-toolbox-tool-a1-ecocanvas-business-needs-and-challenges/
STEP 6: ACQUAINTANCE WITH THE CIRCULARITY ACCELERATION TRAINING COURSE 4.0 (CAT4.0)					
16.00 – 17.00	Acquaintance with the Circularity Acceleration Training course 4.0 (CAT4.0)	<ul style="list-style-type: none"> Understanding the structure and the detailed CAT4.0 programme Monitoring and evaluating progress: circular transformation KPIs and 	Live online	Jurij Giacomelli	Slides CAT4.0 Programme overview (Appendix IV CAT4.0) Circular transformation KPIs and progress evaluation notes Course evaluation scheme

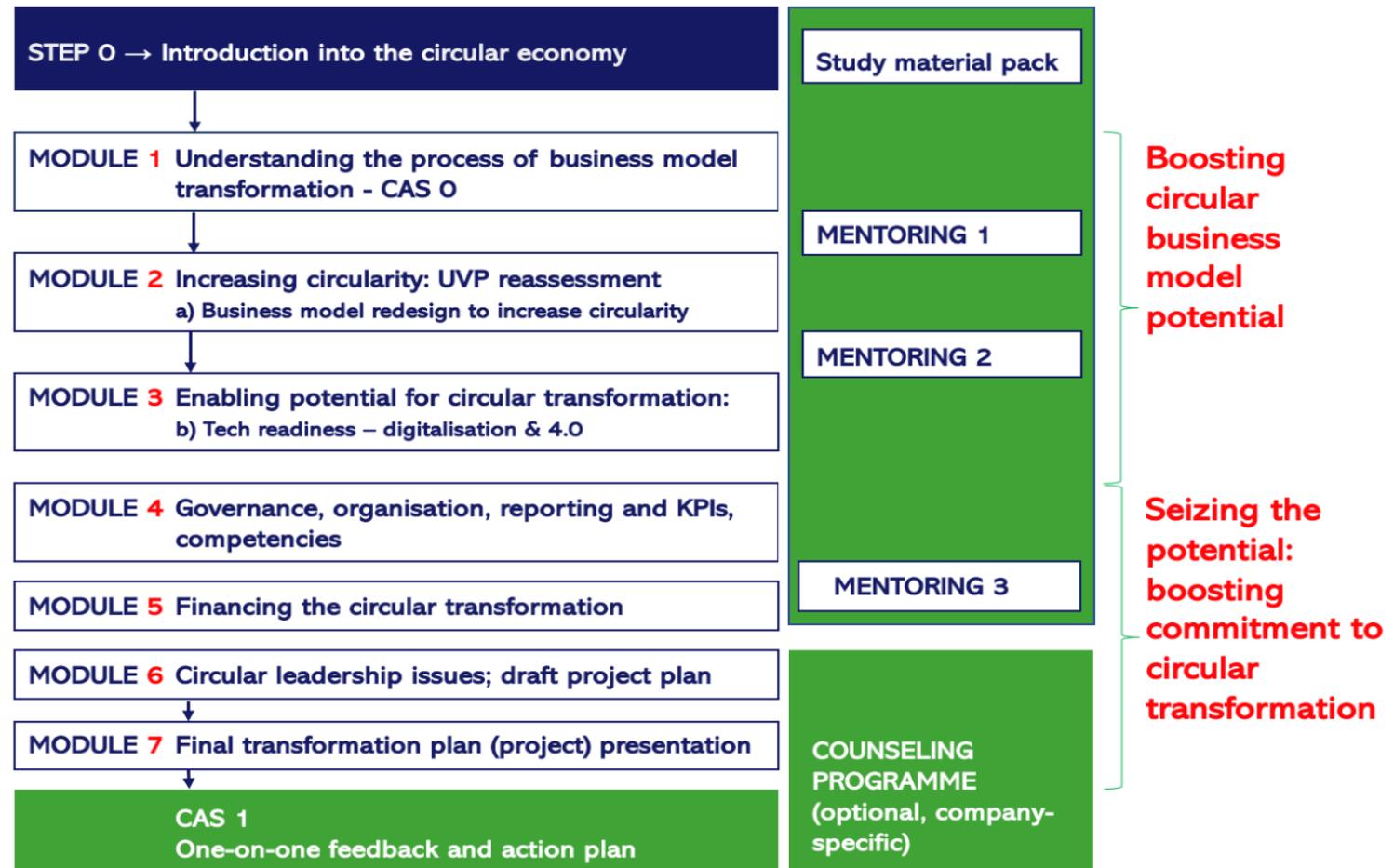
		<p>progress evaluation</p> <ul style="list-style-type: none"> • How to teach? – Overview of recommended teaching methods (lecture, homework, case study...) 			
STEP 7: CIRCULAR 4.0 TRAINING PLATFORM AND TOOLS					
17.00 – 17.30	Circular 4.0 training platform and tools	<ul style="list-style-type: none"> • Acquaintance with the Circular 4.0 e-learning platform • Support process • Update protocols 	Live online Q&A	<ul style="list-style-type: none"> • Jana Fireoved • Sebastian Zuzek 	<ul style="list-style-type: none"> • Slides • Video of how to use Talent LMS • Video of how participants can use Talent LMS and materials for courses
	Preparation: training platform	<ul style="list-style-type: none"> • Familiarisation with the training platform 	<ul style="list-style-type: none"> • Online videos 	<ul style="list-style-type: none"> • Talent LMS 	<p>Video of how to use Talent LMS</p> <p>Video of how participants can use Talent LMS and materials for courses</p>
17.30 – 18.00	Q&A on the whole OTC	<ul style="list-style-type: none"> • Q&A 	Live online Q&A	<ul style="list-style-type: none"> • Jurij Giacomelli 	-
	Homework: feedback and further questions	Feedback and further questions	Online submission (mandatory for everyone, in case there are no comments, need to state this)	-	<ul style="list-style-type: none"> • Questionnaire (simple)

CIRCULAR ACCELERATION TRAINING 4.0

Initiation workshop (a part of the CAT4.0) scheduled for 17th March 2021

Organised in cooperation with Circular4.0 – Interreg Alpine Space project

The CAT4.0 course is developed around each participating SME's pilot project. Key principle: every firm is a story of its own.



CAT 4.0 Part 1, 17th March 2021, 15.00 – 16.30 - Initiation Workshop 1

Time	Title	Content	Mode of delivery	Speaker ¹	Materials
	Introductory video	<ul style="list-style-type: none"> Welcome Outline of the course 	Video (10-15 mins)	Jurij Giacomelli	<ul style="list-style-type: none"> Video
	Preparation	<ul style="list-style-type: none"> Introductory materials 	Online reading material	-	<ul style="list-style-type: none"> https://www.ellenmacarthurfoundation.org/circular-economy/concept Appendix IV CAT4.0 GREENCYCLE Knowledge Platform https://www.greencycle.si/knowledge-platform/
	Preparation check	<ul style="list-style-type: none"> Short check-up: <ol style="list-style-type: none"> Describe the concept of circularity in 3 sentences. What do you expect from this course? 	Online questionnaire	-	<ul style="list-style-type: none"> Short “questionnaire”
15.00 – 15:45	Module 0: Introduction to the circular economy	<ul style="list-style-type: none"> Concept of CE and circularity Industry value chain and Value Hill Circular business models (product design, optimal use, value recovery) and risk profiles Roots and legislative framework 	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> Circular Triangle (Gm&CBA) The Value Hill Business Model Tool: identifying gaps and opportunities in a circular network (Achterberg, Hinfelaar, Bocken, 2016) Circulab Value Chain Canvas https://circulab.com/toolbox-circular-economy/ EMBRACE Tool A1. Ecocanvas: Business needs and challenges

¹ Speakers will be confirmed before the start of the programme

		<ul style="list-style-type: none"> • Sustainability and circularity: SDGs → sustainability strategy → circular innovation • The meaning of business model redesign for the company and the whole value chain • Opportunities, challenges and risks of circular business model transformation • Tools for internal and external business environment analysis (Pest 4.0, stakeholder mapping) • Redefining competitive advantage 			<p>https://embrace.interreg-med.eu/no-cache/news-events/news/detail/actualites/meet-the-embrace-toolbox-tool-a1-ecocanvas-business-needs-and-challenges/</p> <ul style="list-style-type: none"> • MOVECO Principles of Circular Economy http://www.interreg-danube.eu/approved-projects/moveco/section/circular-toolbox • Cradle to Cradle Certified™ Product Standard https://www.c2ccertified.org/resources/collection-page/cradle-to-cradle-certified-resources-public • Circular Economy Best Practices Questionnaire https://www.greencycle.si/wp-content/uploads/2018/03/questionnaireof_the_best_ce_practices.docx • GREENCYCLE Marketplace http://marketplace.greencycle.si/ • Slides
15:45 – 16:15	Module 1: CAS – understanding the process of business model transformation	<ul style="list-style-type: none"> • Overview of the circular transformation journey • CAS: what it is and how to apply it in a company setting 	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> • The 10-step circular transformation journey (Circular Business, Collaborate and Circulate, by Bocken, Kraaijenhagen, van Oppen, 2016) • CAS • Slides
16:15 – 16:30	Q&A and announcement of homework	<ul style="list-style-type: none"> • Q&A 	Live online	Jurij Giacomelli	-
	Homework	<ul style="list-style-type: none"> • Filling in the CAS 	Material online	-	<ul style="list-style-type: none"> • CAS

CAT 4.0 (part 2) – 24th March 2021 (15.00 – 16.30) → Initiation Workshop 2

Time	Title	Content	Mode of delivery	Speaker ²	Materials
15.00 – 15.15	Welcome and CAS feedback	<ul style="list-style-type: none"> Welcome and CAS feedback 	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> CAS reports
15.15 – 15.45	Module 2: Increasing circularity – Unique Value Proposition reassessment	<ul style="list-style-type: none"> The value chain in the context of circularity Typology of circular business models (circular design, optimal use, value recovery) 	Live online		<ul style="list-style-type: none"> Adapted business model canvas (Bocken and Short, 2016; adapted from Richardson, 2008; Osterwalder and Pigneur, 2005; Bocken et al., 2014; Short et al., 2014) Seven implications of circular business model transformation (adapted from “Business Model Canvas”, by Osterwalder & Pigneur, 2010) EMBRACE Tool A1. Ecocanvas: Business needs and challenges https://embrace.interreg-med.eu/no-cache/news-events/news/detail/actualites/meet-the-embrace-toolbox-tool-a1-ecocanvas-business-needs-and-challenges/ MOVECO Brochure “Your trash is my treasure” http://www.interreg-danube.eu/approved-projects/moveco/section/circular-toolbox Slides
15.45 – 16.15	Module 3: Enabling the potential for	<ul style="list-style-type: none"> Digital Maturity Assessment tool (DMA) 	Live online	Miha Glavan/Aleš Pevc	<ul style="list-style-type: none"> Overview of available DMA tools: http://e2-owncloud.ijs.si/owncloud/index.php/s/rc17Rxl7bd7Kw&d SMART SPACE platform

² Speakers are to be confirmed before the start of the programme

	circular transformation – tech readiness – digitisation and 4.0	<ul style="list-style-type: none"> Sector- and company-specific application of a DMA tool (outlining key enabling technologies and assessing the company through key performance indicators for digitisation) 			<p>www.smartspacehub.eu</p> <ul style="list-style-type: none"> Slides
16.15 – 16.30	Q&A, announcement of voluntary homework, thank you & goodbye for Initiation Workshop participants	<ul style="list-style-type: none"> Q&A 	Live online	Jurij Giacomelli & Miha Glavan/Aleš Pevc	-
	(Voluntary) homework	<ul style="list-style-type: none"> Voluntary homework for those who have never done it: fill in a DMA of your choice 	Material online	-	<ul style="list-style-type: none"> Overview of available DMA tools: http://e2-owncloud.ijs.si/owncloud/index.php/s/rc17Rxl7bd7Kw8d

CAT 4.0 (part 3) – 31st March 2021 (15.00 – 18.00) → Only for Interreg / CBA CAT

Time	Title	Content	Mode of delivery	Speaker ³	Materials
15.00 – 15.10	Welcome	<ul style="list-style-type: none"> • Welcome • Quick overview of next two sessions 	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> • Slides
15.10 – 15.30	Module 4: Governance, organisation, reporting and KPIs	<ul style="list-style-type: none"> • Internal transformation: <ul style="list-style-type: none"> ○ Organisation redesign ○ Overview of specific competencies ○ Development of specific competencies 	Live online		<ul style="list-style-type: none"> • Slides • Circulab Partner Map https://circulab.com/toolbox-circular-economy/ • Circulab Circular Canvas https://circulab.com/toolbox-circular-economy/ •
15.30 – 16.30	Module 5: Financing the circular transformation	<ul style="list-style-type: none"> • How to finance your business model transformation • The peculiarities of financing circular business models – the relation between the business model typology and risk profiles • Understanding linear and circular risks • Scaling the pilot • Financial analysis and financial management • Available funding options for transforming business models 	Live online		<ul style="list-style-type: none"> • Slides • MOVECO Financing Tools http://www.interreg-danube.eu/approved-projects/moveco/section/circular-toolbox • Assessment of circular and linear risks of the banking portfolio, by Slaven Mičković & Jurij Giacomelli https://www.zbs-giz.si/bancni-vestnik/docs/default-source/special-issues-of-bancni-vestnik-in-english/bancni-vestnik-11-20-web.pdf?sfvrsn=e72258b8_2, pp. 72 •

³ Speakers are to be confirmed before the start of the programme

		(national, European) <ul style="list-style-type: none"> • Financing circular business models and enabling further growth: approaching external financing opportunities 			
16.30 – 16.45	Break	-	-	-	-
16.45 – 17.45	Module 6: Circular leadership issues – integrating the pilot – draft project plan	<ul style="list-style-type: none"> • Scaling the pilot • Advanced circular transformation • Leadership challenges • Structure of the project plan 	Live online		<ul style="list-style-type: none"> • Slides •
17.45 – 18.00	Q&A and announcement of homework, i.e. preparing the presentation	<ul style="list-style-type: none"> • Q&A focused on how to approach the project • Quick overview of the next session, i.e. guidelines for the presentations 	Live online	Jurij Giacomelli	-

CAT 4.0 (part 4) – 7th April 2021 (15.00 – 18.00) → Only for Interreg / CBA CAT

Time	Title	Content	Mode of delivery	Speaker ⁴	Materials
	Preparation of project presentation	<ul style="list-style-type: none"> Preparation of project presentation 	Self-coordination	-	<ul style="list-style-type: none">
15.00 – 15.15	Welcome	<ul style="list-style-type: none"> Welcome Quick overview of the session, i.e. guidelines for the presentations Last questions before the presentation 	Live online	Jurij Giacomelli	-
Very much dependent on the number of presentations	Module 7: Final transformation plan (project) presentation	<ul style="list-style-type: none"> Presentation CAS One-on-one feedback and SME action plan Closing ceremony and awarding of certificates “Circular Transformation Manager” 	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> Slides Certificates “Circular Transformation Manager”
10 – 15 mins.	Q&A and feedback	Q&A and feedback	Live online	Jurij Giacomelli	<ul style="list-style-type: none"> Questionnaire

⁴ Speakers are to be confirmed before the start of the programme