



BALANCE- Green & Stable –

*Bringing Sustainability and Environmental Action
Together for Better Future*

Workshop Plan Session outline

Module 1: INTRODUCTION: THE SPECIFICITIES OF SMEs

The first module provides SMEs' decision makers and consultants with a short introduction to the BALANCE project whose aim is to develop and provide SME decision makers and consultants with an innovative program to help them transform EMEs into greener operations, while improving their financial literacy and enhancing their environmental awareness. Towards that goal this introductory module provides a short overview of the existing approaches to SMEs and the need for a new approach (definition, role and greening), which in turn require, in approaching and evaluating them, the use of a set of attributes that are related to: the advantages they exhibit; the enterprising environment within which they operate; and the greening aspects they apply.



DECISION- MAKERS: Emphasis on all topics

DECISION-MAKERS: Delivery timeframe 2 hours

Topic	Time	Objectives/information covered	Delivery method
1. INTRODUCTION	10 min	<p><u>BALANCE Project</u></p> <ol style="list-style-type: none"> 1. Overview. 2. Goals and Objectives. 3. The Training Program <p><i>EXCERCISE: Read the Green Deal and compare the circular Economy actions of two SMEs examined in IO1 in your country (https://www.switchtogreen.eu/green-action-plan-for-smes-turning-environmental-challenges-into-business-opportunities., https://home.kpmg/my/en/home/insights/2020/06/kpmg-impact/, and https://...)</i></p>	SLIDES + EXCERCISE
2. PRESENT APPROACH TO SMEs	10 min	<p><u>Definitions of SMEs</u></p> <ol style="list-style-type: none"> 1. The Need for a Definition. 2. Definition Based on Economic Terms <p><i>EXCERCISE: In the table provided define each of the three companies shown and justify your decision.</i></p>	SLIDES + EXCERCISE
	7 min	<p><u>The Role of SMEs</u></p> <ol style="list-style-type: none"> 1. The Role of SMEs in the World 2. The Role of SMEs in Europe <p><i>EXCERCISE: Is the role of SMES the same or different in developed and developing countries and why?</i></p>	SLIDES + EXCERCISE
	15 min	<p><u>Greening Conditions in Europe</u></p> <ol style="list-style-type: none"> 1. Economic growth and Environmental Sustainability. 2. EU Environmental Policies. 3. "Resource-efficient Europe". <p><u>The Importance of SMEs Greening</u></p> <ol style="list-style-type: none"> 1. Green Growth and Development. 2. SMEs Capabilities. 3. Environmental Synergies. <p><u>SMEs involvement in Greening</u></p> <ol style="list-style-type: none"> 1. Access to affordable financial resources. 2. Skills and management developed practices 3. Awareness among employees about the importance of Greening. 4. Awareness of business owners of the benefits of Greening. 5. Information in order to implement Greening strategies and daily operations 	SLIDES + EXCERCISE



		<i>EXCERCISE: Give examples of SMEs Greening efforts in your country using the IO1 of BALANCE (https://...).</i>	
3. NEW APPROACH TO SMEs	8 min	<p><u>Overview</u></p> <ol style="list-style-type: none"> 1. In the Current Approach there is substantial confusion over many Issues. 2. The literature has shown that there have been unsuccessful attempts to resolve them. 3. There is a need for an approach to SMEs, in dialectic harmony with Internal and External factors. 4. There is a need for a new holistic approach in order to overcome several Issues. <p><i>EXCERCISE: Can you provide an example in your country of:</i></p> <ul style="list-style-type: none"> • <i>Changes in the role of SMEs as a result of societal changes</i> • <i>Changes in SMEs entrepreneurship after WW2</i> • <i>Changes in Greening policies.</i> 	SLIDES + EXCERCISE
	8 min	<p><u>SME's New Approach to Defining them</u></p> <ol style="list-style-type: none"> 1. Deciding whether or not a company is an SME. 2. The enterprise's size (employees, turnover and balance sheet total amounts) is not the only factor. 3. Consideration should be given to characteristics. <ul style="list-style-type: none"> ✓ Transformation of SME's entrepreneurship to an environmental-friendly operation. ✓ Reduction of CO2 emissions. ✓ Exhibition of efficient and effective Managing practices. 	SLIDES
	8 min	<p><u>SME's New Role</u></p> <ol style="list-style-type: none"> 1. SMEs greatly outnumber the large-scale companies operating in all countries in the world. 1 The factors contributing towards their growth and operation are related to the internal and external enterprising environment they operate on. 	SLIDES
	8 min	<p><u>The New Approaches to Greening of SMEs</u></p> <ol style="list-style-type: none"> 1. Integrating the economy with the environment. 2. SMEs' shift from a re-active to a pro-active. 3. "Greening Economies in the Eastern Neighbourhood" Little consideration to SMEs greening 	SLIDES



4. THE DIMENSIONS TO APPROACH SMEs	12 min	<u>1st Dimension: Operating Environment</u> <ol style="list-style-type: none"> 1. Operational Flexibility. 2. Capabilities for Enterprising Actions <p><i>EXERCISE: Pick one of the enterprises in your country from IO1 (https://...) and mentions its operational flexibility advantages over large companies.</i></p>	SLIDES + EXERCISE
	12 min	<u>2nd Dimension: Enterprising</u> <ol style="list-style-type: none"> 1. Own Characteristics 2. Internal Challenges 3. External Challenges 4. External Constraints 5. Market Challenges. <p><i>EXERCISE: Pick one of the enterprises in your country from IO1 (https://...) and mentions its operational flexibility advantages over large companies.</i></p>	SLIDES + EXERCISE
	12 min	<u>3rd Dimension: Compliance with GAP</u> <ol style="list-style-type: none"> 1. Objectives Related to GAP. 2. Support Entrepreneurship. <p><i>EXERCISE: Pick one of the enterprises in your country (https://...) and try to apply any of the three dimensions and their subcategories discussed.</i></p>	SLIDES + EXERCISE
CONCLUSIONS	10 min	<u>The European SME Framework</u> <ol style="list-style-type: none"> 1. Integrated Approach 2. The Decalogue of SMEs 3. Important Insights. 	SLIDES