



BALANCE

green and stable

IO2: Training Curriculum

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CONTEXT

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DECISION-MAKERS

Module 1 : Introduction – Specificities of SMEs

Description

This module introduces decision-makers with essential information related to what SMEs are able to implement within the green economy. It presents the advantages and challenges specific to SMEs in terms of environmental action and specifies the enterprising environment within which SMEs can operate. This preliminary module is here to give a realistic depiction of what to be expected from SMEs, their needs as business, their potential and their limits. In addition, this module provides them with a better understanding of SMEs’ specificities, their challenges and how they can implement a GAP. It will conclude providing a rationale of the training approach.

Learning Outcomes:

The decision-makers should be able to:

- Evaluate and determine the existing approach to SMEs.
- Understand that a new approach towards SMEs is inevitable and necessary.
- Accept that all the elements of the three components required in examining SMEs.

| Knowledge: | Skills | Attitudes: |
|--|--|--|
| <ul style="list-style-type: none"> • Know the new approach in dealing with SMEs. • Know how to articulate the factors of the three SMEs dimensions. • Know how to evaluate SMEs | <ul style="list-style-type: none"> • To be able to assess and evaluate the new operating and entrepreneurship conditions. • To be able to assess the risks involved in altering these conditions. • To be able to assess the beneficial transition to a green enterprise. | <ul style="list-style-type: none"> • To be true believers in facilitating new operating and entrepreneurship methods to face nowadays market conditions. • To be inspired to act by the necessity and for the utility of a new entrepreneurship model. |

Delivery Timeframe: 2 - 3 Hours

Unit 1 – Current approach to SMEs & their role

- Understanding SMEs' role(s) in sustainable development
- Specificities of SMEs in Europe: SMEs' advantages (adaptability, flexibility, innovation potential, etc)

Unit 2 – New approach to SMEs

- Internal challenges
- External and factors
- New role

Unit 3 – The dimensions to approach SMEs

- Operating environment, enterprising, GAP compliance

Module 2 – European SMEs and Environmental policies

Description

The second module introduces small and medium enterprises decision-makers to the European Green Deal. It will include the EU’s environmental objectives such as the EU’s objective to turn Europe into a climate-neutral continent by 2050. The brief presentation of public policies will be put in parallel with the role of SMEs within the EU economy and how EU policies impact their activities.

Learning Outcomes:

Decision Makers should:

- Comprehend the current environmental policies and the importance of mitigating the environmental pressures.
- Acknowledge which policies might be effective for their company.
- Learn how to implement these policies and activities into their company.

| Knowledge: | Skills | Attitudes: |
|--|--|--|
| <ul style="list-style-type: none"> • Know the European Policies for Environmental Assessment and the importance of mitigating environmental pressures • Know the European Policies for SMEs Management • Know the importance of greening SMEs and its benefits • Know the benefits of incorporating a Corporate Social Responsibility in their firm. • Know what qualifies as a green job | <ul style="list-style-type: none"> • Recognise which European policies might be effective for their company. • Implement environmental policies into their company. • Develop a Corporate Social Responsibility for their company. • Consider the effects on the environment, when making business decisions and measures. | <ul style="list-style-type: none"> • Consider the importance of implementing green measures in their company’s daily operations. • Become inspired to create opportunities for green jobs in their company. • Promote environmentally friendly operations throughout their company. |

Delivery Timeframe: 2.3 hours

Unit 1 – European environmental policies and the important role of SMEs

- Introduction to the EU Green Deal and EU policies on Environmental Assessment and Management for SMEs
- Other policies (e.g., Eco-Innovation Action Plan - EcoAP, the Green Employment Initiative, the Circular economy)

Unit 2 – Impact of the Environmental Policies on SMEs

- Society, citizenship and responsibility: introduction to the environmental aspects of Corporate Social Responsibility
- Possible financial outcomes of greening SMEs
- Green Jobs – definition and role

Module 3: Self-assessment of SMEs' Environmental Impacts

Description:

The third module is focused on the effort to apply and self-assess SMEs general impact on the environment. The module provides decision-makers with tools and indicators to assess their companies' environmental impact. Self-assessment, at the scale of individual organisations, is the first step to take before starting to implement green initiatives.

Learning Outcomes:

Decision makers should:

- Understand the economic and environmental benefits derived from the implementation of an environmental management system.
- Assess the basics of the implementation of an environmental management system.
- Identify the impacts of their company's activities.
- Evaluate the most important aspects on which to intervene in order to become greener.
- Get to know examples of successful environmental practices that can be applicable to their activities.

| Knowledge: | Skills | Attitudes: |
|---|---|---|
| <ul style="list-style-type: none"> • Know the environmental benefits derived from the implementation of a management system. • Know the economic benefits derived from the implementation of a management system. • Know how to implement an environmental management system • Know the most common impacts of a company • Know to identify the aspect to intervene in order to become greener • Know the process to evaluate the environmental aspects • Know different good practices classified by sector to become greener | <ul style="list-style-type: none"> • Can understand the benefits derived of the implementation of an environmental management system • Can explain the benefits derived of the implementation of a EMAS • Can identify the most common impacts produced by the companies in the environment • Can implement a basic EMAS • Can identify the aspects to intervene in order to become greener. • Can implement good practices in a specific sector in order to become greener | <ul style="list-style-type: none"> • Consider the benefits of the implementation of a EMAS • Be aware of the economic and environmental benefits of becoming greener • Identify the most problematic impacts of the companies in the environment • Guide the implementation of an EMAS • Implement good practices in a specific sector to become greener |

Delivery Timeframe: 3 hours

Unit 1 – Environmental Management

- Definitions of environmental and quality practices
- Applications of environmental management systems in the SME ecosystem

Unit 2 - Environmental Impacts

- Determining a company's environmental impact of its daily operations and its carbon footprint (CO2 emissions)
- List of the main environmental impacts that need to be assessed for (CO2 emissions, plastic use, processes, etc)
- Determining a company's current state regarding circular economy

Unit 3– Tools, Indicators & Footprint

- Presentation of self-assessment approaches for SMEs
- Sector-specific measurement tools and indicators
- Comprehension and application of the tools in calculating an SME Footprint

Module 4 – Mobilizing Sustainable Finance

Description:

A widespread preconceived idea is that implementing green practices has significant business costs. This module demonstrates how SMEs decision-makers can make their companies greener without inflicting unnecessary financial stress on their structures. Furthermore, it shows how environmental-friendly practices can even be cost-effective.

Learning outcomes:

The decision-makers should:

- understand well the financial risks and opportunities connected with the green transition
- understand in depth the concept of financial risk and its types
- engage actively in creation of risk mitigation strategies
- Practice financial and business modelling
- Know how to measure financial indicators of the green transformation

| Knowledge: | Skills | Attitudes: |
|--|---|--|
| <ul style="list-style-type: none"> • Know that financial risk is in connection with the green transition • Know the main types of risks and what risk mitigation is • Know business and financial model definition and appliance • Know green value proposition creation model • Know the concept of return on investment • Know tools to track the financial indicators of the green transition | <ul style="list-style-type: none"> • Can assess and evaluate the financial risks that are in relation to their SME • Can identify strategy for risk mitigation • Can create a business and financial model for green transition or green enterprise • Can implement tools to track financial indicators of the green transition | <ul style="list-style-type: none"> • Researches ways to facilitate sustainably the SMEs financials during a green transition • Actively creates strategies for risk mitigation where risk might occur • Creates and compares green business and financial models • Tracks financial and non-financial indicators in order to make a decision |

Delivery Timeframe: 2.5 - 3 hours

Unit 1 – Green practices & financial stress

- Potential financial challenges, risks and opportunities for SMEs internally and externally
- Financial modelling

Unit 2 – Green financial tools

1. Footprint reduction and cost-effectiveness

Module 5 – Process Approach of Business Practices

Description:

This module provides key points to SMEs decision makers to start implementing change within the organisation and an insight on process approach. Adapting processes to EU climate objectives and making efforts to make a company harmless for the environment requires changes of its practices. However, change often represents a challenging step for SMEs’ decisions-makers. This is the reason why this module focuses on Environmental business practices in order to transit more effectively.

Learning outcomes

The SME's decision makers should:

- Understand what process approach is and what its purpose within a business is
- Understand how to design and achieve process approach within their business
- Understand the benefits of a Process Approach method
- Setting green objectives within the business
- Implement environmental business practices based on the established green objectives

| Knowledge: | Skills | Attitudes: |
|--|--|--|
| <ul style="list-style-type: none"> • Know definition of the concepts of Environmental Business practices and Process Approach • Comprehension of the term Green objectives | <ul style="list-style-type: none"> • Identification of Sustainable practices • Utilisation and enhancement of resources • Management of internal adjustments • Development and management of green teams | <ul style="list-style-type: none"> • Setting a sustainable approach for a business both internally and externally • Proactively using process approach while greening their operations • Promote the benefits of the process approach application in the green transformation of the business |

Delivery Timeframe: 2 - 3 hours

Unit 1 – What is Process Approach?

- Definition of the concepts of Environmental Business practices and Process Approach
- Setting Green objectives

Unit 2 – Environmental Business Practices

- Internal adjustments
- Utilization and enhancement of resources

Module 6: Cost Effective External and Internal Practices and Methods

Description:

This module presents internal and external methods specific to green practices. External practices are concerned with making visible an internal initiative related to a green practice, thus fostering networking and finding opportunities to support green SMEs. internal environmental practices, which are essential in maintain cohesion within a company, are pivot in a company’s greening effort.

Learning outcomes

The decision makers will be able to:

- Gain a deep understanding of the importance of green initiatives in a competitive market
- Cultivate knowledge of various communication channels, both formal and informal
- Utilize feedback
- Respond to challenges
- Organize appropriate action

| Knowledge: | Skills | Attitudes: |
|--|---|--|
| <ul style="list-style-type: none"> • Know of various communication channels: formal and informal in order to communicate the green initiatives they run • Deep understanding of various different tools and actions • Know on how to keep key stakeholders informed • Know online and offline internal communication practices • Know the how and when to use offline channels (interpersonal communication, facilitation of exchanges and feedback, etc.) • Know in how to create a cohesive and enticing message | <ul style="list-style-type: none"> • Ability to define the business’s principles and values • Ability to earn the public’s trust and create a consensus • Ability to attract new business partners • Ability to choose among and utilise different strategies (marketing/advertising, events, networking sites, e-mail marketing, newsletters, press releases, etc.) • Can perform enhancement strategies • Can utilise on social media for greater outreach • Can create social media push strategy in order to reach more people | <ul style="list-style-type: none"> • Initiate via examples promotion of green initiatives • Using communication channels in an optimal way • Addressing the audience with the right message • Create and take decisions based on reporting |

Delivery Timeframe: 2 hours

Unit 1 – External communication

- Visibility of a green initiative to external interested parties
- Sustainable networking

Unit 2 – Internal communication

- Promoting green practices within the organization online and offline
- Sensitising employees: finding a common vision

CONSULTANTS

Module 1 : Introduction – Specificities of SMEs

Description

This module introduces consultants with basic information related to what SMEs are able to implement within the green economy. It presents the advantages and challenges specific to SMEs in terms of environmental actions and specifies the enterprising environment within which SMEs can operate. The objective of this module is to give a realistic depiction of what to be expected from SMEs, their needs as business, their potential and their limits. In addition, this module provides decision-makers with a better understanding of SMEs’ specificities, their challenges and how they can implement a GAP. It will conclude providing a rationale of the training approach

Learning Outcomes

The consultants should be able to:

- Critically evaluate the present approach to SMEs
- Reinforce this need for a new approach.
- Promote the use of all the elements of the three components required in examining SMEs

| Knowledge: | Skills | Attitudes: |
|---|---|---|
| <ul style="list-style-type: none"> • Know how to help owners and SMEs decision makers to learn that SMEs operating and entrepreneurship conditions have change and lead them into adjusting their overall operation • Know how to help owners and SMEs decision makers to learn the new operating and entrepreneurship conditions within which nowadays EMEs do their business and the need to adjust accordingly. • Know how to help owners and SMEs decision makers to learn | <ul style="list-style-type: none"> • Can help owners and SMEs decision makers to learn how to put into effect the new operating and entrepreneurship conditions. • Can help the owners and SMEs decision makers to learn how to face the risks involved in altering the entrepreneurship conditions. • Can help owners and SMEs decision makers to learn the importance of GAP, as well as the benefits to transition to a green enterprise. | <ul style="list-style-type: none"> • To inspire owners and SMEs decision makers to facilitate new operating and entrepreneurship methods to face nowadays market conditions. • To be encourage owners and SMEs decision makers for the utility of a new entrepreneurship model. |

| | | |
|---|--|--|
| <p>that SMEs to learn how to evaluate SMEs.</p> <ul style="list-style-type: none"> • Know in how to create a cohesive and enticing message | | |
|---|--|--|

Delivery Timeframe: 2 hours

Unit 1 – Current approach to SMEs & their role

- Understanding SMEs' role(s) in sustainable development
- Specificities of SMEs in Europe: SMEs' advantages (adaptability, flexibility, innovation potential, etc)

Unit 2 – New approach to SMEs

- Internal challenges
- External and factors
- New role

Unit 3 – The dimensions to approach SMEs

- Operating environment, enterprising, GAP compliance

Module 2 – European SMEs and Environmental policies

Description

The second module introduces small and medium enterprises consultants to the European Green Deal. It includes the EU’s environmental objectives such as the EU’s goal to turn Europe into a climate-neutral continent by 2050. In addition public policies are examined in parallel with the role of SMEs within the EU economy and how EU policies impact their activities.

Learning Outcomes

Consultants should:

- Explain the current environmental policies and the importance of mitigating the environmental pressures.
- Assess and evaluate which policies might be effective for SMEs.
- Guide SMEs how to implement these policies and activities into their company.

| Knowledge: | Skills | Attitudes: |
|---|---|--|
| <ul style="list-style-type: none"> • Know the European Policies for Environmental Assessment and the importance of mitigating environmental pressures • Know the European Policies for SMEs Management • Know the importance of greening SMEs and its benefits • Know what qualifies as a green job | <ul style="list-style-type: none"> • Explain the current environmental policies and the importance of mitigating the environmental pressures. • Recognise which European policies might be effective for any SME • Suggest which environmental policies can be implemented into specific SMEs. • Assist in the development of a Corporate Social Responsibility strategy for a specific SME. • Can showcase examples of green jobs to promote their creation in other SMEs | <ul style="list-style-type: none"> • Promote current environmental policies and the importance of mitigating the environmental pressures. • Promote the importance of greening SMEs and its benefits • Guide SMEs how to implement these policies and activities into their company |

Delivery Timeframe: 2 – 2,5 hours

Unit 1 – European environmental policies and the important role of SMEs

- Introduction to the EU Green Deal and EU policies on Environmental Assessment and Management for SMEs
- Introduction to key stakeholders (national, regional, European)
- Other policies (e.g., Eco-Innovation Action Plan - EcoAP, the Green Employment Initiative, the Circular economy)

Unit 2 – The importance of greening SMEs

- Society, citizenship and responsibility: introduction to the environmental aspects of Corporate Social Responsibility
- Possible financial outcomes of greening SMEs
- Green Jobs – definition and role

Module 3: Policy Implementation and Self-assessment of SMEs' Environmental Impacts

Description:

The third module is focused on the effort to apply and self-assess SMEs general impact on the environment. The module provides consultants with tools and indicators to assess their companies' environmental impact. Self-assessment, at the scale of individual organisations, is the first step to take before starting to implement green initiatives.

Learning Outcomes:

Consultants should:

- Understand the economic and environmental advantages derived from the implementation of an environmental management system.
- Assess the basics of the implementation of an environmental management system.
- Identify the impacts derived by companies according to the industrial sectors to which they belong.
- Evaluate the most important aspects in which to intervene in order to become greener.
- Get to know examples of successful environmental practices that can be applicable to different business sectors.

| Knowledge: | Skills | Attitudes: |
|---|--|---|
| <ul style="list-style-type: none"> • Know the environmental benefits derived from the implementation of a management system. • Know the economic benefits derived from the implementation of a management system. • Know how to implement an environmental management system • Know the most common impacts of a company • Know to identify the aspect to intervene in order to become greener • Know the process to evaluate the environmental aspects • - Know different good practices classified by sector to become greener | <ul style="list-style-type: none"> • Can spare the benefits derived of the implementation of an environmental management system • Can explain the benefits derived of the implementation of a EMAS • Can identify the most common impacts produced by the companies in the environment • Can guide a company to implement a basic EMAS • Can identify the aspects to intervene in order to become greener • Can implement good practices in several sectors in order to become greener | <ul style="list-style-type: none"> • Inform about the benefits of the implementation of a EMAS • Be aware of the economic and environmental benefits of becoming greener • Identify the most problematic impacts of the companies in the environment • Guide the SMEs to implement an EMAS • Implement good practices in several sectors to become greener |

Delivery Timeframe: 3 hours

Unit 1 – Environmental Practices

- Definitions of environmental and quality practices and management systems
- Applications of environmental practices and management systems in the SME ecosystem

Unit 2 - Environmental Impacts

- Environmental impact of daily operations and their Carbon footprint (CO₂ emissions)
- List of the main environmental impacts to be assessed for an SME (CO₂ emissions, plastic use, processes, etc)
- Current state of the company regarding circular economy

Unit 3 – Tools, Indicators & Footprint

- Presentation of self-assessment approaches for SMEs
- Sector-specific measurement tools and indicators
- Comprehension and application of the tools – calculating SME Footprint

Module 4 – Mobilizing Sustainable Finance

Description:

A widespread preconceived idea is that implementing green practices has significant business costs. This module demonstrates how SMEs consultants can make their companies greener without inflicting unnecessary financial stress on their structures. Furthermore, it shows how environmental-friendly practices can even be cost-effective.

Learning outcomes:

The consultants should:

- understand well the financial risks and opportunities connected with the green transition
- understand in depth the concept of financial risk and its types
- assess and suggest risk mitigation strategies
- be able to facilitate financial and business modelling for green transition
- be able to provide financial measurements and solutions in connection of the green transformation

Delivery Timeframe: 2 - 3 hours

| Knowledge: | Skills | Attitudes: |
|--|---|--|
| <ul style="list-style-type: none"> • Know that financial risk is in connection with the green transition • Know the main types of risks and what risk mitigation is and how to explain them with particle examples • Know green value proposition creation model and how to present it • Know the concept of return on investment and its connection to green transition • Know tools to track the financial indicators of the green transition | <ul style="list-style-type: none"> • Can assess and evaluate the financial risks that are in relation to any SME • Can suggest strategies for risk mitigation • Can facilitate the creation of a business and financial model for green transition or green enterprise • Can implement tools to track financial indicators of the green transition" | <ul style="list-style-type: none"> • Suggests ways to facilitate sustainably the SMEs financials during a green transition • Promotes creates strategies for risk mitigation where risk might occur • Creates and compares green business and financial models and provide best fitting models to SMEs • Evaluate value propositions from environmental perspective • Demonstrates how financial and non-financial indicators can help in decision-making process |

Delivery Timeframe: 2 - 3 hours

Unit 1 – Green practices & financial stress

- Potential financial challenges, risks and opportunities for SMEs internally and externally
- Financial modelling

Unit 2 – Green financial tools

- Footprint reduction and cost-effectiveness

Module 5 – Implementation of Changing Practices

Description:

This module provides key points to SMEs consultants to start implementing change within the organisation and an insight on process approach. Adapting processes to EU climate objectives and making efforts to make a company harmless for the environment requires organising change. However, change often represents a challenging step for SMEs’ decisions-makers. This is the reason why this module focuses on Environmental business practices in order to transit more effectively.

Learning outcomes

The consultants should:

- Understand the concept of Process Approach
- Understand, recognise and identify the elements of a Process Approach method
- Apply any process approach method within a business
- Setting green objectives for a business in order to evaluate its environmental performance and hence its environmental impact

| Knowledge: | Skills | Attitudes: |
|---|---|---|
| <ul style="list-style-type: none"> • Know the definition of the concepts of Process Approach • Know the Definition of the concepts of Environmental Business Practices and Green objectives | <ul style="list-style-type: none"> • Can evaluate Environmental Compliance • Can lead the development and implement business processes and models • Can evaluate and audit plans and business objectives • Can create and suggest management of green teams within a business | <ul style="list-style-type: none"> • Actively guide the SME’ decision-makers An overall comprehension of a business Process Approach • Promotes the implementation of effective business management |

Timeframe: 1 Hour 30’

Unit 1 – What is Process Approach?

- Definition of the concepts of Environmental Business practices and Process Approach
- Setting Green objectives

Unit 2 – Environmental Business Practices

- Internal adjustments
- Utilization and enhancement of resources

Module 6: Cost Effective External and Internal Practices and Methods

Description:

This module presents internal and external methods specific to green practices. External practices are concerned with making visible an internal initiative related to a green practice, thus fostering networking and finding opportunities to support green SMEs. Internal environmental practices, which are essential in maintain cohesion within a company, are pivot in a company’s greening effort.

Learning outcomes

The consultants should:

- Gain a deep understanding of the importance of green initiatives in a competitive market
- Cultivate knowledge of various communication channels, both formal and informal and share this knowledge with SMEs
- Respond to challenges
- Be capable to of organizing the appropriate communication action plan

| Knowledge: | Skills | Attitudes: |
|---|--|---|
| <ul style="list-style-type: none"> • Know how to promote keeping key stakeholders informed • Know the process of setting business’s principles and values • Know of online and offline internal communication practices • Have deep understanding of how said practices can promote green initiatives • Know the how and when to use offline channels (interpersonal communication, facilitation of exchanges and feedback, etc.) • Know how to measure of productivity and performance of the enhancement and communication strategies | <ul style="list-style-type: none"> • Can suggest active involvement with key stakeholders • Can set and promote key values of the company • and following its principles • Can effectively promote green initiatives inside the company • Ability to earn the public’s trust and create a consensus • Ability to attract new business partners | <ul style="list-style-type: none"> • Suggesting strategies for keeping employees well informed • Promoting accepting of feedback as a method of effective informal communication • Enhancing engagement in a common vision • Ensuring policy cohesion |

Delivery Timeframe: 2 - 3 hours

Unit 1 – External communication

- Visibility of a green initiative to external interested parties
- Sustainable networking

Unit 2 – Internal communication

- Promoting green practices within the organization online and offline
- Sensitising employees: finding a common vision