



BusyBees - Business Game Methodology for the Twin Transition in Higher Education
2023-1-IT02-KA220-HED-000157574

BusyBees Methodology and Toolbox

September 2025

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Fondazione Istituto Tecnico Superiore per le nuove tecnologie per il made in Italy - Jobsacademy, Italy

Project partners

Institut Escola del Treball, Spain

SBTC DANISMANLIK, Turkey

iTStudy Hungary Számítástechnikai Oktató- és Kutatóközpont Kft., Hungary

Wittenborg University of Applied Sciences, Netherlands

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Erasmus+ Results Platform: <https://erasmus-plus.ec.europa.eu/projects/search/details/2023-1-IT02-KA220-HED-000157574>

Instagram: <https://www.instagram.com/busybeesproject/>

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Context of the BusyBees project

Objectives of the project

Main aim of the project was to update Higher Education courses in the field of business and marketing with the latest market trends connected to the TWIN digital and green transition.

Specific objectives:

- To enable higher education institutions to rapidly update their marketing and business courses with the new digital and green skills required by the TWIN transition
- To train higher education teachers to contribute to identify and then develop digital and green skills in their students using an innovative methodology and Toolbox
- To increase the level of cooperation between higher education institutions and market players in a mutually beneficial way
- To raise awareness of small SMEs and guide them on the duties and opportunities connected to the TWIN digital and green transition from a marketing perspective.

Further information is available at www.busybeesproject.eu or at the Erasmus+ Project Results Platform: <https://erasmus-plus.ec.europa.eu/projects/search/details/2023-1-IT02-KA220-HED-000157574>

Partners

The partners of the BusyBees project are:

- Fondazione Istituto Tecnico Superiore per le nuove tecnologie per il made in Italy - Jobsacademy, Italy
- Institut Escola del Treball, Spain
- SBTC DANISMANLIK, Turkey
- iTStudy Hungary Számítástechnikai Oktató- és Kutatóközpont Kft., Hungary
- Wittenborg University of Applied Sciences, Netherlands



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Introduction to the Toolbox

ESG (Environmental, Social and Governance) and Green Marketing are increasingly central to today's business practices. ESG reflects companies' commitment to managing environmental, social, and governance challenges, while Green Marketing focuses on promoting environmentally friendly products and services across the entire value chain. In addition to meeting consumer expectations for eco-friendly goods and services, companies must comply with the evolving **EU legal framework on sustainability**, which sets clear requirements for environmental and social performance.

Professionals in European SMEs working on ESG and Green Marketing therefore need a blend of **green and digital skills** to design and implement effective strategies, campaigns, and communication practices that are both ethical and sustainable.

Higher education institutions are called upon to integrate these competences into their marketing and business courses, ensuring graduates are equipped to support the **Twin Transition**.

To respond to this need, the **BusyBees Toolbox** offers educators a framework to design or enrich their courses with the relevant skills.

How does the Toolbox work?

The *BusyBees Methodology and Toolbox* is designed as a set of interconnected resources that build on each other to form a complete package:

- It **starts with context and objectives**, showing why ESG and digital competences are essential in today's marketing education and how they align with European priorities. This sets the stage for users to understand the "why" of the methodology.
- From there, the **training course for teachers** equips higher education staff with the necessary knowledge and methods. Its modular design ensures that professors, tutors, and coaches are prepared to guide students through the Twin Transition.

- The **repository of Open Educational Resources (OERs)** complements the training, providing concrete, high-quality materials (in six languages) that can be used directly in teaching or adapted to local needs.
- The **Business Game methodological guidelines** turn concepts into practice, offering a flexible step-by-step structure (with calendar and checkpoints) that helps students apply the green and digital skills in real projects with SMEs.
- Finally, the **annexes** offer ready-to-use tools—student handouts and agreements with SMEs—that make implementation straightforward and ensure consistency across different institutions.



Together, these elements form a coherent pathway: from understanding the broader framework, to training the trainers, to using open resources, to applying the methodology in classrooms, all the way to practical collaboration with companies.



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Open Educational Resources

Free and adaptable learning materials for the uptake of green and digital skills in marketing students



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BusyBees Open Educational Resources

Identified skills supported by OERs

As part of the BusyBees project, the most important **digital and green skills** for ESG and Green Marketing professionals were identified with reference to the Digital Education Action Plan (2021–2027), the European Skills Agenda, the European Green Deal, and findings from the 2023 European Year of Skills.

The BusyBees project shows that sustainability matters only if it is shared. Companies that communicate their ESG and green initiatives not only build trust with their communities but also inspire others to act. To make this possible, BusyBees highlights the digital and green skills that today's students need—like analysing data, creating digital content, managing social media, engaging stakeholders, and using sustainability tools. These abilities, aligned with European priorities, help SMEs face the Twin Transition and give future marketers the tools to tell powerful stories about sustainable business.

The full document “Green and Marketing Skills for the TWIN Transition Era”, which includes a detailed description of the identified skills, their connection to the EU legal framework, and potential uses in marketing, is freely available for download on the [BusyBees website](#) and on the [Erasmus+ Results Platform](#).

Digital Skills	Green Skills
<ol style="list-style-type: none">1. Data Analytics and Interpretation2. Social Media Management3. Digital Content Creation4. Interactive Stakeholder Engagement Skills / Community Management5. Understanding Environmental Impact Calculators6. Understanding and Using Data from Online Sustainability Reporting Tools	<ol style="list-style-type: none">1. Understanding Environmental Sustainability2. Sustainable Branding and Marketing Communication3. Understanding and Using Lifecycle Analysis (LCA) in Green Marketing4. Performing Market Research on Sustainability Trends

<ol style="list-style-type: none"> 7. Using Eco-friendly E-commerce Platforms 8. Using User Experience (UX) Design Tools 	<ol style="list-style-type: none"> 5. Green Content Creation and Storytelling 6. Sustainable Supply Chain Communication 7. Awareness on ethical marketing and greenwashing 8. Understanding the CSR Regulatory Framework
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Repository of OERs

To help higher education staff prepare students for professional challenges in this field, a curated set of **Open Educational Resources (OERs)** was collected. These resources can be used by higher education teachers to strengthen their own competences and to prepare students for the realities of the Twin Transition. They are free to use, share, and adapt, making them a valuable addition to any marketing or business curriculum.

These resources are:

- freely available (no payment or registration required),
- easy to access and navigate,
- high quality, up-to-date, and produced by reputable sources,
- suitable for higher education learners,
- released under clear authoring rights (e.g. Creative Commons),
- adaptable and reusable by educators.

The OERs are available in English, Spanish, Italian, Turkish, Dutch, and Hungarian, making them accessible and useful for a wide range of European higher education contexts.

Examples include online courses from OpenLearn, video tutorials on YouTube channels managed by recognised organisations, and freely available guides and publications.



OERs in English

Skill Category	Skill Name	Resource Name	Resource Type	Platform	Link	Summary of the Content	Published in year	Last accessed
Digital	Data Analytics and Interpretation	<i>Typeform</i>	Online survey creator	TypeForm	https://www.typeform.com/	Online survey tool to accessible with registration or a Google account. Useful to gather relevant data related to the company's CSR initiatives (information on environmental impact, social programs, and ethical practices, budget allocations for CSR activities, etc.)	na	04/07/2025
Digital	Data Analytics and Interpretation	<i>SurveyMonkey</i>	Online survey creator	SurveyMonkey	https://www.surveymonkey.com/	Online survey tool to accessible with registration or a Google account. Useful to gather relevant data related to the company's CSR initiatives (information on environmental impact, social programs, and ethical practices, budget allocations for CSR activities, etc.)	na	04/07/2025
Digital	Data Analytics and Interpretation	<i>Becoming an ethical researcher - GDPR and its application</i>	Online course	OpenLearn The Open University	https://www.open.edu/openlearn/mod/oucontent/view.php?id=136264&section=5.1	Free online course (also downloadable) written by Alison Fox, Deborah Cooper and Clare Lee on GDPR and its application, useful to clean and preprocess market research data	2020	04/07/2025
Digital	Data Analytics and Interpretation	<i>The database development life cycle</i>	Online course	OpenLearn The Open University	https://www.open.edu/openlearn/science-maths-technology/the-database-development-life-cycle/content-section-1.6.2	Free online course (also downloadable) on the development of databases, useful to clean and preprocess market research data	2012 (updated in 2016)	04/07/2025
Digital	Data Analytics and Interpretation	<i>Data Visualization</i>	Video	YouTube - Visme Channel	https://www.youtube.com/watch?v=loYuxWSSLNc	Video (11.00 min) on what data visualization really is, what data visualization helps with, the different types of charts and graphs to use and how you can make them using Visme	2022	04/07/2025
Digital	Data Analytics and Interpretation	<i>How I'd Learn Data Analytics in 2024 (If I Had to Start Over)</i>	Video	YouTube - CareerFoundry Channel	https://www.youtube.com/watch?v=f3FnCoKWmBg	Video (14.07 min) with steps and requirements needed to transform you from complete beginner into a job-ready data analyst, useful to compare a company's CSR metrics over time or against industry benchmarks, identifying trends, areas of improvement, and success stories	2022	04/07/2025
Digital	Data Analytics and Interpretation	<i>Different types of benchmarking: Examples And Easy Explanations</i>	Video	YouTube - Bernard Marr Channel	https://www.youtube.com/watch?v=UjBy4nDeb_I	Video (03:52) In this video with an explanation of the different types of benchmarking (process, strategic, and performance benchmarking) useful to compare a company's CSR metrics over time or against industry benchmarks, identifying trends, areas of improvement, and success stories	2020	04/07/2025
Digital	Data Analytics and Interpretation	<i>What is sentiment analysis?</i>	Video	YouTube - CareerFoundry Channel	https://www.youtube.com/watch?v=6L6isZV6Etw	Video (3:00) on what sentiment analysis is and how it works - as well as some examples of sentiment analysis in action	2022	04/07/2025
Digital	Data Analytics and Interpretation	<i>Data analysis: hypothesis testing</i>	Online course	OpenLearn The Open University	https://www.open.edu/openlearn/science-maths-technology/data-analysis-hypothesis-testing/content-section-0?intro=1	Free online course (also downloadable) written by Henry Larr on the process of testing hypotheses and making inferences about data	2023	04/07/2025
Digital	Social Media Management	<i>Making social media work in Higher Education</i>	Online course	OpenLearn - The Open University	https://www.open.edu/openlearn/education-development/making-social-media-work-higher-education/content-section-overview?active-tab=description-tab	Free online course (also downloadable) for all students who wish to use social media safely as part of their Higher Education experience	2023	04/07/2025
Digital	Social Media Management	<i>Building Community that Creates Exponential Impact Nadav Wilf TEDxStPeterPort</i>	Video	YouTube - TEDx Talks Channel	https://www.youtube.com/watch?v=7yNI-AsQRRw	Video (15:07) useful to Engage with online communities: building and nurturing online communities on the topic of sustainability, encouraging discussions, feedback, and participation from followers	2016	04/07/2025

Digital	Social Media Management	CSR and Community Involvement	Video	YouTube - Potential Channel	https://www.youtube.com/watch?v=55N7vuTFF7s	Short video on the relevance of CSR and community involvement	2016	04/07/2025
Digital	Social Media Management	How can you develop socially responsible leaders through CSR?	Tutorial/Guidelines	LinkedIn	https://www.linkedin.com/advice/1/how-can-you-develop-socially-responsible	Tutorial developed by Dr Tony Thomas/Rathod Chetan/Naheed Chowdhry on how to promote CSR	na	04/07/2025
Digital	Digital Content Creation	Data Storytelling Basics (in 3 Steps): How to Communicate Data and Numbers	Video Tutorial	YouTube - Word Cortex with Anita Channel	https://www.youtube.com/watch?v=zklM_KnNl0l	Video tutorial (05:42) on storytelling - useful to identify relevant CSR data and craft a narrative (e.g., highlight how the company reduced its carbon footprint through sustainable practices, display community engagement initiatives supported by the company)	2021	04/07/2025
Digital	Digital Content Creation	How do you inspire action and change with your CSR stories	Tutorial/Guidelines	LinkedIn	https://www.linkedin.com/advice/0/how-do-you-inspire-action-change-your	Short guide developed by Shweta Ghoge/Niraj Kapur on how storytelling can be used to promote CSR actions of SMEs	na	04/07/2025
Digital	Digital Content Creation	Digital thinking tools for better decision making	Online course	OpenLearn - The Open University	https://www.open.edu/openlearn/mod/oucontent/view.php?id=95226&section=3.5	Free online course (also downloadable) written by Paul Piwek and Richard Walker	2020	04/07/2025
Digital	Digital Content Creation	How to Create VIDEOS with Canva	Video	YouTube - Canva Channel	https://www.youtube.com/watch?v=IECa1RQ22Qo	Tutorial (10:00) on how to create videos using Canva	2021	04/07/2025
Digital	Digital Content Creation	Creativity, Copyright, and Fair Use	Video	YouTube	https://www.youtube.com/watch?v=xvZHNwBHirQ	Short video on intellectual property of online resources	2020	04/07/2025
Digital	Interactive Stakeholder Engagement Skills / Community Management	The Top 10 Facebook Analytics Tools (Free and Paid)	Video	YouTube - Everywhere Marketer Channel	https://www.youtube.com/watch?v=hrAnZeNSzaA	Short video (01:35) listing the main Facebook analytics tools	2023	04/07/2025
Digital	Interactive Stakeholder Engagement Skills / Community Management	Stakeholder Engagement Plan in ESG Strategies	Article	ESG Voices	https://www.esgvoices.com/post/stakeholder-engagement-plan-esg-strategies?utm_source=chatgpt.com	Article with insights into developing robust stakeholder engagement strategies that align with corporate social responsibility and ESG (Environmental, Social and Governance) goals	2024	04/07/2025
Digital	Interactive Stakeholder Engagement Skills / Community Management	ESG Metrics and Stakeholder Engagement	Video	YouTube - CSR-ESG Training Institute Channel	https://www.youtube.com/watch?v=4x_Fa6ABSUU	Short video (06:00) on how to use ESG metrics to drive sustainable growth and improve stakeholder relationships	2025	04/07/2025
Digital	Interactive Stakeholder Engagement Skills / Community Management	Stakeholder Communication: Benefits, Best Practices, and Management	Article	Simply Stakeholders	https://simplystakeholders.com/stakeholder-communication/	Article by Angela Rodgers on Stakeholder Communication	na	04/07/2025
Digital	Understanding Environmental Impact Calculators	Five environmental metrics worth tracking	Article	Conservice ESG	https://esg.conservice.com/five-environmental-sustainability-metrics-worth-tracking/	Article by Madison Killpack on a company's ESG (Environment Social Governance) metrics to track	2023	04/07/2025
Digital	Understanding Environmental Impact Calculators	Metrics to include in your ESG goals & strategies	Article	Conservice ESG	https://esg.conservice.com/esg-metrics-to-include-goals-strategies/	Article by Helee Lev on what metrics should a company be tracking and on the importance of considering each aspect of ESG: Environmental, Social, and Governance	2021	04/07/2025
Digital	Understanding Environmental Impact Calculators	The strategic value of ESG materiality assessments	Guide	Conservice ESG	https://info.conservice.com/strategic-value-of-esg-materiality-assessments	Guide to creating the maximum strategic value from an ESG materiality assessment. Topics: What is an ESG materiality assessment? Why you need it; Trends; Investor & stakeholder interest in ESG.	na	04/07/2025
Digital	Understanding Environmental Impact Calculators	Data analysis: visualisations in Excel	Online Course	OpenLearn The Open University	https://www.open.edu/openlearn/science-maths-technology/data-analysis-visualisations-excel/content-section-0?intro=1	Free course (also downloadable) written by Henry Lahr on the functions used in Excel to explore the relationship between variables	2023	04/07/2025
Digital	Understanding Environmental Impact Calculators	Descriptive Statistics Calculator	Online tool	CalculatorSoup (R)	https://www.calculatorsoup.com/calculators/statistics/descriptive-statistics.php	This calculator generates descriptive statistics for a data set	2023	04/07/2025
Digital	Understanding and Using Data from Online Sustainability Reporting Tools	Introduction to the Global Reporting Initiative (GRI)	Video	YouTube - UN Global Compact Norge Channel	https://www.youtube.com/watch?v=8v_JRos2P64	Video (1:00:00) of the UN Global Compact on the principles of the GRI Standards, how do companies assess material topics for reporting, and how they can communicate this output.	2021	04/07/2025

Digital	Understanding and Using Data from Online Sustainability Reporting Tools	Data as the New Dimension for CSR	Video	YouTube - CSR Europe Channel	https://www.youtube.com/watch?v=4hT7dAH3wY	Video (1:00:00) of the National Roundtable with the Finnish Innovation Fund SITRA to explore the concept and criteria of fair data use; how to integrate data use as a new dimension of CSR.	2020	04/07/2025
Digital	Understanding and Using Data from Online Sustainability Reporting Tools	Impact Measurement Training Course	Online course	Sopact	https://www.sopact.com/guides/impact-measurement	Free online course on: how much social change can be attributed to a SME's activities; how to bolster the integrity of a SME's process with an impact statement and a clear impact-driven, stakeholder-focused strategy.	na	04/07/2025
Digital	Understanding and Using Data from Online Sustainability Reporting Tools	Sopact Copilot for Impact and Sustainability	AI copilot	Sopact	https://chatgpt.com/g/g-29hWk2a89-sopact-copilot-for-impact-and-sustainability	A menu-driven guide for social impact strategy and data analysis on ChatGPT	na	04/07/2025
Digital	Understanding and Using Data from Online Sustainability Reporting Tools	Sustainability Reporting with the GRI Standards	Video	YouTube - Planet One Point Five Channel	https://www.youtube.com/watch?v=vNI20Yq5yE4	Video (05:36) on how to do to sustainability reporting with the GRI standards in 3 steps	2022	04/07/2025
Digital	Using Eco-friendly E-commerce Platforms	Your Roadmap to Sustainable Ecommerce	Article	EcoCart	https://ecocart.io/sustainable-ecommerce/	Article on how a sustainable eCommerce site like EcoCart works	na	04/07/2025
Digital	Using Eco-friendly E-commerce Platforms	Sustainable E-Commerce: Integrating Green Practices In Online Retail	Article	Forbes	https://www.forbes.com/councils/forbesbusinesscouncil/2024/07/25/sustainable-e-commerce-integrating-green-practices-in-online-retail/	Article by Serge Guzenko, IT-company WEZOM, Founder and CEO on sustainable e-commerce as a growing trend in modern digital businesses	2024	04/07/2025
Digital	Using Eco-friendly E-commerce Platforms	Sustainable Ecommerce: Strategies for Eco-Friendly Retail	Article	American Public University	https://www.apu.apus.edu/area-of-study/business-and-management/resources/sustainable-ecommerce-strategies-for-eco-friendly-retail/	Article by T. Leigh Buehle on sustainable business practices that allow retailers to sell their items online in an environmentally, socially viable way with less impact on the natural environment	2024	04/07/2025
Digital	Using User Experience (UX) Design Tools	10 useful User Experience Tools	List of tools	YouTube - Talent Garden Channel	https://www.youtube.com/watch?v=N5unZWX9Nd0	Short list of 10 UX Tools available online	2020	04/07/2025
Digital	Using User Experience (UX) Design Tools	UX Design in the ESG space	Article	Medium	https://ashmita-roy.medium.com/design-for-esg-goals-110d223dc85a	Article by Ashmita Roy on User Experience Design in the field of Environmental Social Governance	2024	04/07/2025
Digital	Using User Experience (UX) Design Tools	The Growing Importance of ESG	Article	Tonic	https://blog.tonic3.com/ai-and-ux-collaboration-esg?utm_source=chatgpt.com	Article by Marina Uchoa on how to use UX to enhance ESG efforts in SMEs	2024	04/07/2025
Green	Understanding Environmental Sustainability	Introducing the environment: Ecology and ecosystems	Online course	OpenLearn - The Open University	https://www.open.edu/openlearn/nature-environment/environmental-studies/introducing-the-environment-ecology-and-ecosystems/content-section-0?active-tab=description-tab	What is ecology and why is it important to our understanding of the world around us? This free course, Introducing the environment: Ecology and ecosystems, looks at how we can study ecosystems to explore the effect that humans are having on the environment. Course by Peasgood A., and Goodwin	2012 and updated in 2020	04/07/2025
Green	Understanding Environmental Sustainability	Climate risk analysis: Definitions, measurements, strategies, and sectoral impacts	Paper	Wiley Online Library	https://onlinelibrary.wiley.com/doi/abs/10.1111/joes.12673	Authors: Shupej Huang, Samuel Vigne, Dingjun Yao, Xin Xu. The paper reviews and integrates the definitions, measurement techniques of climate risk, and its economic, social, and financial impacts.	2024	04/07/2025
Green	Understanding Environmental Sustainability	The European Green Deal	Article	European Commission	https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en	The European Green Deal, approved in 2020, is a set of policy initiatives by the European Commission with the overarching aim of making the European Union climate neutral in 2050. Official webpage of the European Commission on the Green Deal	2024 (continuously updated)	04/07/2025
Green	Sustainable Branding and Marketing Communication	The magical science of storytelling David JP Phillips TEDxStockholm	Video	YouTube - Tedx Talks Channel	https://www.youtube.com/watch?v=Nj-hdQMa3uA	Why is Storytelling so powerful? And how do we use it to our advantage? Presentations expert David JP Phillips shares key neurological findings on storytelling and with the help of his own stories, induces in us the release of four neurotransmitters of his choice	2017	04/07/2025

Green	Sustainable Branding and Marketing Communication	Communicating your sustainability strategy: A guide to transparency and responsibility	Article	PlanA	https://plana.earth/academy/communicating-sustainability-strategy-transparency-responsibility?utm_source=chatgpt.com	This article by Tara Bernoville provides guidance on effectively communicating your sustainability strategy by fostering transparency and engaging stakeholders responsibly.	2024	04/07/2025
Green	Sustainable Branding and Marketing Communication	A Best Practice Guide to Effective Sustainability Communications	Guide	NYU Stern Center for Sustainable Business (CSB)	https://www.stern.nyu.edu/experience-stern/about/departments-centers-initiatives/centers-of-research/center-sustainable-business/research/research-initiatives/best-practice-guide-effective-sustainability-communications?utm_source=chatgpt.com	NYU Stern CSB and Edelman partnered with nine consumer brands to study the environmental sustainability claims that best resonate with consumers.	2024	04/07/2025
Green	Sustainable Branding and Marketing Communication	Sustainable Marketing: Strategies for Eco-Friendly Digital Campaigns	Video	YouTube - iCerta Global Channel	https://www.youtube.com/watch?v=TSozk-gJ-8	In this video, we explore sustainable business practices and ethical marketing approaches, highlighting the importance of environmental marketing in today's digital landscape.	2024	04/07/2025
Green	Sustainable Branding and Marketing Communication	How to Communicate your Company's Sustainability Efforts	Video	YouTube - thinkstep Channel	https://www.youtube.com/watch?v=1HevRrkwp5w	Eleni Polychroniadou, EDGE Program Manager at thinkstep, explains how to communicate your company's sustainability efforts	2019	04/07/2025
Green	Understanding and Using Lifecycle Analysis (LCA) in Green Marketing	Product Life cycle, 4 stages of product life Cycle	Video	YouTube - Educationleaves Channel	https://www.youtube.com/watch?v=Vp_Ndyg_p2g	The topics that I have covered are, 1. What is a Product Life Cycle? 2. 4 stages of a product life cycle, which means introduction, growth, mature, and decline stage. 3. Example of a product life cycle.	2021	04/07/2025
Green	Understanding and Using Lifecycle Analysis (LCA) in Green Marketing	How to use LCA for credible environmental claims	Guide	Ecochain	https://ecochain.com/blog/guide-using-lca-for-credible-environmental-claims/	Proper sustainability claims are based on environmental data that reflects a product's or company's reality. This guide shows you how to use the scientific footprint method LCA to make environmental claims – backed by data.	2024	04/07/2025
Green	Understanding and Using Lifecycle Analysis (LCA) in Green Marketing	The LCA Beginners Course for Sustainable Businesses	Video	YouTube - Ecochain	https://www.youtube.com/watch?v=Qlpa3hBeMs8	This video will focus on sharing all you need to know about taking a step for improving your product design and productions with LCA.	2022	04/07/2025
Green	Understanding and Using Lifecycle Analysis (LCA) in Green Marketing	How to Communicate Life Cycle Assessment Results – An Example Case	Article / Case study	Earthster	https://www.earthster.org/post/how-to-communicate-life-cycle-assessment-results-an-example-case	Article by Simo Suurkukka. You want to start utilizing LCA insights in your Marketing, External Communications and Branding. But how? Here is a great example case you can follow.	2024	04/07/2025
Green	Understanding and Using Lifecycle Analysis (LCA) in Green Marketing	LCA Beginner Course	Online course	Ecochain	https://ecochain.com/lca-beginner-course/?utm_source=chatgpt.com	If you are interested in learning the fundamentals of LCA, this free course is for you. The course explains the basics of LCA step-by-step, giving you the perfect starting point to begin your LCA journey. Free course of 3-4 hours with final certificate of completion.	na	04/07/2025
Green	Green Content Creation and Storytelling	Mastering the Art of Adapting to Your Audience	Video	YouTube - Definition Discovery Channel	https://www.youtube.com/watch?v=61WAqUEIKFY	Learn the essential skills of adapting your message to different audiences and environments in this informative video.	2024	04/07/2025
Green	Green Content Creation and Storytelling	Content Marketing: Definition and Types	Article	CopyPress	https://www.copypress.com/kb/marketing-channels/content-marketing-definition-and-types/	Content marketing is a subsegment of marketing that involves sharing written, visual, and audio pieces with a target audience. It doesn't explicitly promote your brand. Instead, content marketing provides value to your audience and sparks interest in your company's products and services.	2020	04/07/2025
Green	Sustainable Supply Chain Communication	Supply chain sustainability	Online course	OpenLearn - The Open University	https://www.open.edu/openlearn/money-business/leadership-management/supply-chain-sustainability/content-section-0?active-tab=content-tab	This free course, by Björn Claes and Rob Moore will define what is meant by a sustainable supply chain. This is important, because most of us will immediately (and often only) think of issues related to the environmental impact of the production and distribution of goods and services	2017 and updated in 2019	04/07/2025
Green	Sustainable Supply Chain Communication	Managing Supply Chain Sustainability 10 Steps	Video	YouTube - Global Management Academy	https://www.youtube.com/watch?v=z9o1l2jOuYM	This tutorial outlines practical steps for managing and communicating a sustainable supply chain, providing actionable insights for businesses.	2024	04/07/2025
Green	Sustainable Supply Chain Communication	Sustainability 101: ESG Reporting	Video	YouTube - Constellation Channel	https://www.youtube.com/watch?v=OT3gsCbCKdl	What is ESG and why is it important for your organization?	2023	04/07/2025

Green	Sustainable Supply Chain Communication	How to Assess Supply Chain Sustainability Risks with Worldfavor	Video	YouTube - Worldfavor Channel	https://www.youtube.com/watch?v=0JXRvKPwgl	How to Assess Supply Chain Sustainability Risks with Worldfavor	2021	04/07/2025
Green	Awareness on ethical marketing and greenwashing	What is advertising self-regulation?	Video	YouTube - The European Advertising Standards Alliance - EASA Channel	https://www.youtube.com/watch?v=znLRhzQLN34	The European Advertising Standards Alliance explains advertising self-regulation	2018	04/07/2025
Green	Awareness on ethical marketing and greenwashing	Green Claims	Official webpage	European Commission	https://environment.ec.europa.eu/topics/circular-economy/green-claims_en	Officiale webpage of the European Commission on new criteria to stop companies from making misleading claims about environmental merits of their products and services.	Continuously updated	04/07/2025
Green	Awareness on ethical marketing and greenwashing	Avoid greenwashing: How to make reliable sustainability claims in the US, UK, and Netherlands	Article	Circularise	https://www.circularise.com/blogs/avoid-greenwashing-how-to-make-reliable-sustainability-claims-in-the-us-uk-and-netherlands	By C. Muller and I. Konstantinov. This article will help you understand what Greenwashing is, how to create reliable sustainability claims in different markets and how to avoid Greenwashing, especially by getting a better understand of your supply chain.	2022	04/07/2025
Green	Awareness on ethical marketing and greenwashing	What is greenwashing? How can businesses avoid it?	Article	Sweep	https://www.sweep.net/insights/what-is-greenwashing-how-can-businesses-avoid-it	This blog post aims to shed light on the concept of greenwashing, its detrimental impact on consumer trust, and, most importantly, how businesses can avoid falling into this ethical trap.	2024	04/07/2025
Green	Awareness on ethical marketing and greenwashing	Greenwashing: All you need to know	Video	YouTube - Sabine Hossenfelder Channel	https://www.youtube.com/watch?v=rk1Yfg5hOw	Many companies try to appear environmentally friendly without making a real difference, a strategy that's been dubbed "greenwashing". And how can we spot those fake claims?	2023	04/07/2025
Green	Awareness on ethical marketing and greenwashing	All You Need to Know About the EU's New Greenwashing Directive	Article	earth.org	https://earth.org/all-you-need-to-know-about-the-eus-new-greenwashing-directive/	In January 2024, the European Parliament formally approved a new greenwashing directive, requiring member states to introduce stricter rules surrounding the use of environmental claims by companies.	2024	04/07/2025
Green	Awareness on ethical marketing and greenwashing	Greenwashing: When Companies Aren't as Sustainable as They Claim	Video	YouTube - Wall Street Journal Channel	https://www.youtube.com/watch?v=2NsBcVrPQok	WSJ's Shane Shifflett explains how greenwashing can mislead consumers into believing something is eco-friendly.	2023	04/07/2025
Green	Awareness on ethical marketing and greenwashing	What is Greenwashing?	Video	YouTube - MIT Channel	https://www.youtube.com/watch?v=LBZnPJR6Nwg	Greenwashing is a tactic used by many companies. Find out how you can detect where greenwashing may be taking place.	2022	04/07/2025
Green	Awareness on ethical marketing and greenwashing	Stopping greenwashing: how the EU regulates green claims	Article	European Parliament	https://www.europarl.europa.eu/press/en/article/20240111STO16722/stopping-greenwashing-how-the-eu-regulates-green-claims	The EU aims to put an end to greenwashing, when companies claim to be greener than they are, and provide more information to consumers on the durability of products they buy.	2024	04/07/2025
Green	Understanding the CSR Regulatory Framework	Ethics and Social Responsibility	Video	YouTube - GreggU	https://www.youtube.com/watch?v=koRYhx9lKYI	Companies are putting more emphasis on ethical decision making	2020	04/07/2025
Green	Understanding the CSR Regulatory Framework	ESG Insights: 10 Things That Should Be Top of Mind in 2024	Article	Harvard Law School Forum	https://corpgov.law.harvard.edu/2024/01/30/esg-insights-10-things-that-should-be-top-of-mind-in-2024/?utm_source=chatgpt.com	By Paul A. Davies, Sarah E. Fortt, and Betty M. Huber, Latham & Watkins LLP, this piece highlights critical ESG considerations for 2024, emphasizing the significance of the CSRD and its impact on corporate reporting practices.	2024	04/07/2025
Green	Understanding the CSR Regulatory Framework	ESG regulation: what companies should prepare for in 2024	Article	Sustainability Magazine	https://sustainabilitymag.com/esg/esg-policy-and-regulation-what-to-prepare-for-in-2024?utm_source=chatgpt.com	By Kate Birch. With game-changing regulations like the EU's CSRD and the Global Plastics Treaty on the horizon, 2024 is the year companies get serious about ESG	2024	04/07/2025
Green	Understanding the CSR Regulatory Framework	Official webpage on Corporate sustainability and responsibility	Portal	European Commission	https://single-market-economy.ec.europa.eu/industry/sustainability/corporate-sustainability-and-responsibility_en	Official webpage of the European Commission on Corporate sustainability and responsibility	continuously updated	04/07/2025
Green	Understanding the CSR Regulatory Framework	ESG regulation in 2024: Everything you need to know	Article	Sustainability News	https://sustainability-news.net/policy-and-regulation/2024-guide-to-esg-regulation/?utm_source=chatgpt.com	By Archie Burkinshaw. Sustainability reporting regulations (or 'ESG regulations') can be confusing at the best of times, but global progress is being made to increase the consistency, accuracy, and transparency of disclosure requirements. In this article, we'll highlight some of the most critical to keep in mind in 2024.	2024	04/07/2025

Green	Understanding the CSR Regulatory Framework	<i>The principles of social responsibility according to ISO 26000</i>	Video	YouTube - RIGCERT Channel	https://www.youtube.com/watch?v=SZ1xUp9btgU&t=179s	A short presentation of the principles of social responsibility from ISO 26000:2010.	2022	04/07/2025
Green	Understanding the CSR Regulatory Framework	<i>What is GRI? Global Reporting Initiative GRI Certification</i>	Video	YouTube - Precise Consultancy Channel	https://www.youtube.com/watch?v=ckw36wvY1K0	The GRI Sustainability Reporting Standards (GRI Standards) are the first and most widely adopted global standards for sustainability reporting. Since GRI's inception in 1997, GRI has transformed it from a niche practice to one now adopted by a growing majority of organizations.	2022	04/07/2025



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BusyBees Training Course for Marketing Teachers and Tutors

Train-the-trainers course on the use of the Business Game methodology for addressing the TWIN green and digital transition in Higher Education marketing courses



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BusyBees training course for teachers: an overview

During the BusyBees project, the **“Training course on the BusyBees methodology for addressing the Twin Transition in marketing courses”** was delivered as a joint online staff training event.

The course structure (available in 6 languages) can be replicated by other institutions wishing to adopt the methodology, and the training modules (available in English) can be freely reused and adapted for new contexts.

The original course was organised as follows:

- Module 1: 2 hours
- Module 2: 6 hours (3 hours of theory and 3 hours of workshop)
- Module 3: 6 hours (3 hours of theory and 3 hours of workshop)
- Pilot with students

Topics covered:

- Elements of the Twin Digital and Green Transition, both in general terms and applied to marketing, business management, and corporate social responsibility;
- Digital and green skills necessary to address the Twin Transition in the marketing sector;
- Use of the Business Game Methodology to strengthen students' green and digital competences in marketing.

The course was originally designed for higher education professors and tutors in marketing and business. It was delivered by trainers from ITStudy (Hungary) and SBTC (Turkey) for the modules on the Twin Transition and skills for marketing, while JAC (Italy) provided the module dedicated to the Business Game Methodology.

Course Macro Design

The macro design refers to the structure of training modules. In other words, which are the single units composing the entire training. In each unit, the following information is provided to learners:

- Unit description: a brief description of the Unit and what will be done, so that learners can acknowledge the topics addressed and figure out unit structure;
- Unit schedule: each unit activity is progressively listed out, including duration;
- Learning objectives: specific objectives the unit foresees to achieve;
- Learning Outcomes: what learners will be able to do at the unit completion;
- Unit core material: PTTs, presentations, practical exercises, PDFs, handbook.

Module 1: “Business Game Methodology”

UNIT 1: “Business Game”

UNIT DESCRIPTION	
Unit code	M1-U1
Unit title	Business Game Methodology
Unit description	<p>This unit introduces the topic of the “TWIN” Digital and Green Transition and on the BusyBees Business Game methodology. Participants learn more about the subject and try out how the BusyBees Business Game methodology can be applied with their own target group of students.</p> <p>The aim of the unit is to provide the participants with the know-how necessary to use the Business Game methodology to develop green & digital skills in their marketing students.</p>
Duration of the Unit	2 hrs
Unit schedule	<ul style="list-style-type: none"> • Introduction to the structure of the Business Game, Step-by-step guide: 60 minutes • Example (invented or real) that goes through all the steps, addressing, point by point, what was previously discussed with a practical exercise: 30 minutes • Managing critical issues, problems, and unexpected events: 10 minutes • Final Q&A to clear up any doubts: 20 minutes

Learning outcomes	<p>The learners will be able to:</p> <ul style="list-style-type: none"> • use the BusyBees Business Game methodology to develop green & digital skills in their students; • test the BusyBees Methodology and Toolbox on HE marketing students
Unit core material	PPT, Business Game Step-by-Step Guide, Templates
Assessment tools	<p>Satisfaction questionnaire</p> <p>Monitoring and evaluation during and at the end of the piloting phase.</p>

Module 2: Digital Tools and Strategies for Integrating CSR into SME Operations

UNIT 1: Digital Marketing for Sustainability

UNIT DESCRIPTION	
Unit code	M2-U1
Unit title	Digital Marketing for Sustainability
Unit description	<p>This unit helps the learners to explore a variety of digital marketing skills that align with SME's environmental and social responsibility actions. It includes topics such as data analytics, social media management, content creation, and stakeholder engagement, exploring how these skills can be used by marketing students to promote a company's sustainability strategy.</p>
Duration of the Unit	180 minutes
Unit schedule	<p>90 min. theoretical lesson:</p> <ul style="list-style-type: none"> • 20 minutes: <ul style="list-style-type: none"> - 15 min. introduction to the topic and explanation of the skill and of the connected abilities; - 5 min. presentation of the OERs available for the skill <p>Repeat for each of the 4 skills included in the Block</p> <p>10 minutes: Explanation of the workshop rules and suggestions on how to exploit the 4 skills explained above in marketing courses</p> <p>90 minutes Workshop:</p> <ul style="list-style-type: none"> • 60 minutes:

	<ul style="list-style-type: none"> - Workshop in groups on how to mainstream the 4 skills in marketing and business courses and in which subjects, with what expected results. <p>30 minutes:</p> <ul style="list-style-type: none"> - Presentation from the groups of learners
Learning outcomes	<p>The learners are able to:</p> <ul style="list-style-type: none"> • Utilize data analytics to make informed decisions about a SME's marketing efforts. • Develop and implement effective social media strategies to reach and engage a SME's target audience. • Create compelling digital content that aligns with a brand's values and sustainability goals. • Build strong relationships with stakeholders and foster a sense of community.
Unit core material	PPT s
Assessment tools	<ul style="list-style-type: none"> • Satisfaction questionnaire • Final evaluation test

UNIT 2: Digital Marketing for CSR excellence

UNIT DESCRIPTION	
Unit code	M2-U2
Unit title	Digital Marketing for CSR excellence
Unit description	This unit helps the learners on leveraging digital tools, frameworks, and strategies to promote Corporate Social Responsibility (CSR) into the day-to-day operations of small and medium-sized enterprises (SMEs). The topics covered by the unit are Environmental Impact Calculators, Online Sustainability Reporting Tools, Eco-friendly E-commerce Platforms and user experience (UX) designing tools.
Duration of the Unit	180 minutes
Unit schedule	<p>90 min. theoretical lesson:</p> <p>20 minutes:</p> <ul style="list-style-type: none"> - 15 min. introduction to the topic and explanation of the skill and of the connected abilities; - 5 min. presentation of the OERs available for the skill <p>Repeat for each of the 4 skills included in the Block</p>

	<p>10 minutes: Explanation of the workshop rules and suggestions on how to exploit the 4 skills explained above in marketing courses</p> <p>90 minutes Workshop: 60 minutes:</p> <ul style="list-style-type: none"> - Workshop in groups on how to mainstream the 4 skills in marketing and business courses and in which subjects, with what expected results. <p>30 minutes:</p> <ul style="list-style-type: none"> - Presentation from the 3 groups of learners (Italian, Spanish, Dutch)
<p>Learning outcomes</p>	<p>The learners will be able to:</p> <ul style="list-style-type: none"> ● Estimate the environmental impact of products or services, such as carbon footprint calculators or water usage calculators, by integrating calculators into websites or marketing campaigns. ● Using Online Sustainability Reporting Tools like GRI Sustainability Reporting Standards or Carbon Disclosure Project (CDP). ● Utilize the opportunities of e-commerce platforms that offer features to highlight green products, certifications, and sustainable packaging options. ● Develop UX strategies that help users appreciate their online engagement with a company or brand that is responsible from a social and environmental point of view.
<p>Unit core material</p>	<p>PPT s</p>
<p>Assessment tools</p>	<ul style="list-style-type: none"> ● Satisfaction questionnaire ● Final evaluation test

Module 3: Green Skills for Addressing the TWIN Transition in Marketing Studies

UNIT 1: Green Marketing and Sustainable Practices

UNIT DESCRIPTION	
Unit code	M3-U1
Unit title	Green Marketing and Sustainable Practices
Unit description	This unit introduces the concept of green marketing and the role of sustainable practices in the marketing field, addressing how marketing professionals can support businesses in aligning with the twin transition (digital and green transition). Topics include sustainable product lifecycle, green branding, and eco-innovation in marketing.
Duration of the Unit	180 minutes
Unit schedule	<p>Theoretical Lesson (90 minutes):</p> <ul style="list-style-type: none"> ● Introduction to Green Marketing (20 minutes) ● Green Branding and Sustainable Consumer Behavior (15 minutes) ● Integrating Sustainability in Product Lifecycle (15 minutes) ● Presentation of OERs (Open Educational Resources) related to green marketing (5 minutes) ● Case study on green marketing strategies (30 minutes) ● Explanation of the workshop rules (5 minutes) <p>Workshop (90 minutes):</p> <ul style="list-style-type: none"> ● Group activity: Designing a green marketing strategy for a hypothetical or real SME, incorporating sustainable practices (60 minutes) ● Presentation: Groups will present their strategies to the class (30 minutes)
Learning outcomes	<p>The learners are able to:</p> <ul style="list-style-type: none"> ● Understand the basics of green marketing and how it supports the green transition. ● Learn how to integrate sustainable practices into marketing strategies.

	<ul style="list-style-type: none"> Recognize the importance of sustainability in consumer behavior and branding.
Unit core material	PPT presentations, case studies, OERs, templates for marketing strategies.
Assessment tools	<ul style="list-style-type: none"> Satisfaction questionnaire Final evaluation test Workshop evaluation

UNIT 2: Eco-Innovation and Green Skills in Marketing

UNIT DESCRIPTION	
Unit code	M3-U2
Unit title	Eco-Innovation and Green Skills in Marketing
Unit description	This unit focuses on eco-innovation and the specific green skills necessary for marketing professionals to contribute to the twin transition. Topics include circular economy principles, eco-friendly product development, and sustainability certifications.
Duration of the Unit	180 minutes
Unit schedule	<p>Theoretical Lesson (90 minutes):</p> <ul style="list-style-type: none"> Introduction to Eco-Innovation in Marketing (20 minutes) Circular Economy in Product Development (15 minutes) Green Certifications and Labels (15 minutes) Presentation of OERs (5 minutes) Real-life case study on eco-innovation (30 minutes) Explanation of the workshop rules (5 minutes) <p>Workshop (90 minutes):</p> <ul style="list-style-type: none"> Group activity: Develop an eco-innovation marketing plan, focusing on circular economy strategies and certifications (60 minutes) Presentation: Groups will present their eco-innovation plans (30 minutes)



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Learning outcomes	<p>The learners are able to:</p> <ul style="list-style-type: none">• Understand the basics of green marketing and how it supports the green transition.• Learn how to integrate sustainable practices into marketing strategies.• Recognize the importance of sustainability in consumer behavior and branding.
Unit core material	<p>PPT presentations, case studies, OERs, templates for eco-innovation plans.</p>
Assessment tools	<ul style="list-style-type: none">• Satisfaction questionnaire• Final evaluation test• Workshop evaluation



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BusyBees Business Game Methodological Guidelines

*Applying the BusyBees Methodology to Higher Education
Marketing Courses for the development of green and
digital (TWIN) skills*



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Business Game - Methodological Guidelines

The purpose of this guide is to introduce and support the use of the BusyBees Business Game methodology in higher education, with a focus on marketing and related disciplines. It is intended for professors, tutors, and coaches who wish to enrich their teaching practice with an experiential learning approach that helps students develop both green and digital competences.

The Business Game is best implemented after a short introductory training for the teaching team.

A typical pilot of the Business Game methodology involves:

- 2-3 professors or lecturers from the marketing area,
- 2 tutors or other academic staff providing support,
- 2 small or medium-sized enterprises from any sector,
- a group of at least 20 students.

These guidelines highlight the essential steps to ensure quality and consistency, while leaving room for flexibility and adaptation. Each institution can tailor the methodology to its own context, resources, and educational objectives, while still benefiting from the core structure that makes the BusyBees Business Game a powerful learning tool.

Methodological Steps

Step 1. Meeting and Alignment with Companies

The Business Game starts with the organisation of a meeting between the teachers and the companies chosen to take part in the pilot phase. The meeting will focus on the needs and requirements of these companies in order to decide the case studies (challenges) to be presented to the students. Specifically, the case studies should include the development of digital and/or green marketing strategies aimed at promoting the company through its sustainable ESG (Environmental, Social and Governance) actions. The facilitators/tutors/teachers of each institute, according to the number of hours that will be given to the students to work on the project, will have to be careful to guide the company in proposing a case study appropriate to the number of hours available.



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Output of Step 1: Document drawn up with the company in which the case study will be described, this should include a presentation of the company, the main task, any constraints (understood as possible limitations related to the company's reality) and the output required.

Step 2. Students' upskilling lessons

Teachers can choose to base the preparatory upskilling lessons either on their own expertise or by making use of the BusyBees teacher training modules, which are freely available on the European Erasmus+ Results Platform and on the BusyBees project website. These lessons are intended to familiarise students with the reality of ESG in SMEs and to introduce elements of green marketing not usually included in the regular curriculum.

To ensure students are well prepared for the Business Game, it is recommended to dedicate at least 9 hours to these upskilling activities.

Output of Step 2: Delivery of approx. 9 hours of upskilling lessons in the classroom using own teaching resources or the available open educational resources (OERs) of the BusyBees Toolkit provided to teachers.

Step 3. Presentation to the classes

Creation of a plenary moment in which to present the project to the students involved. Essential in this phase will be the presence of all the actors involved, including the companies. During this meeting, the following will be explained: methods of implementing the project work, timing of the checkpoints, type of work required of the students, output expected from the institute and the company, and - finally - presentation of the prize. A Q&A moment is foreseen to dispel any doubts the participants may have.

Teachers are provided with a standard presentation from which they can prepare their plenary presentation.

At the end of the plenary, it will be necessary to form the groups of students who will conduct the project work, ideally consisting of a maximum of four to five people.

Output of Step 3: Alignment with all participating students, delivery of various materials, both hard copy and digital, including the aforementioned presentation.

Step 4. In-depth classroom lessons

Classroom time in the presence of at least one of the tutors is recommended, in order to give students the opportunity to explore in depth any topics related to corporate ESG dynamics and how to effectively exploit them in their project work. The tutors will instead inform the

students of the time slots in which they will be available "at the desk" to review the students' work and give them feedback on the form and possibly support them in their final oral presentation.

Output of Step 4: Deepening of student training and advancement of Project Work.

Step 5. Checkpoints

At each checkpoint, the progress of all the projects will be evaluated by the teacher, the tutor and a delegate from the company that proposed the case study; each group will present the current status of the work in 10 minutes and receive feedback, with the company's representative evaluating the content and the teacher and tutors the form and presentation style. At the end of the presentations, marks will be given to each group by means of evaluation sheets containing specific criteria for each checkpoint and a ranking of the groups will then be shared/published.

Teachers will be provided with a template of the evaluation sheets.

The third and final checkpoint will coincide with the selection of the winning group.

Step 6. Awards

At the end of the Business Game, the winning group of students should be given the opportunity to present their project in a formal setting. This can be organised in different ways, depending on the resources and context of the institution. For example, the award can take place through a local ceremony with business representatives, where the team presents their project and receives feedback and a symbolic prize; or it can be showcased in an academic setting, such as an open day or departmental seminar, and shared on the institution's website or channels as an example of good practice.

Calendar

Example timetable for managing upskilling hours and project work

- **Month 1 (Weeks 1-4)**
Upskilling lessons with teachers to introduce ESG concepts and the green/digital skills needed for the project work.
- **Month 2 (Week 1)**
Plenary session to present the project to all participating students.
- **Month 2 (Week 4)**
1st checkpoint Expected output: creation of student groups with assigned roles, presentation of one or more creative ideas to address the company's challenge,

accompanied by a preliminary feasibility study (competitors, timeframe, expected results) and a first version of the presentation for the jury.

- **Month 3 (Week 4)**

2nd checkpoint: Expected output: more detailed feasibility analysis (e.g. Gantt chart, SWOT, Business Model Canvas), creation of reference materials or images, identification of tools/services needed for implementation, and an updated presentation.

- **Month 4 (Week 4)**

3rd checkpoint: Expected output: near-final presentation, with refinements based on previous feedback, development of a prototype or draft solution, cost analysis, and focus on effective communication of the idea.

- **Month 5 (Week 3-4)**

Final event and award: At this stage, the company selects the winning group based on the outcomes of the checkpoints. The winning team then refines its project and prepares the final presentation. The award can be organised as a local ceremony (with business representatives and faculty) or an academic showcase (e.g. during an open day or seminar).

Below is an example of a Business Game timetable:

Upskilling lessons
 Initial plenary day
 ProjectWork
 Check-point
 Final Event

January					February					March					April					May				
Mo	Ma	We	Gi	Fr	Mo	Ma	We	Gi	Fr	Mo	Ma	We	Gi	Fr	Mo	Ma	We	Gi	Fr	Mo	Ma	We	Gi	Fr
		1	2	3	3	4	5	6	7	3	4	5	6	7		1	2	3	4					1
6	7	8	9	10	10	11	12	13	14	10	11	12	13	14	7	8	9	10	11	5	6	7	8	9
13	14	15	16	17	17	18	19	20	21	17	18	19	20	21	14	15	16	17	18	12	13	14	15	16
20	21	22	23	24	24	25	26	27	28	24	25	26	27	28	21	22	23	24	25	19	20	21	22	23
27	28	29	30	31						31					28	29	30			26	27	28	29	30

	Description of activities	Minimum hours to be provided
	Specifically, the first three lectures will be delivered by previously trained teachers to introduce students to the rationale of ESG actions in SMEs and methods to effectively disseminate them.	9
	On the opening day, there will be a presentation of how the project will be carried out, how the checkpoint system works and a presentation of the company that will give the case study.	3
	In accordance with school schedules, hours should be set aside for reference teachers to accompany the groups as they work, to give them support, support and answer any questions.	16
	Checkpoints will be crucial to evaluate the progress of the projects, specifically at least 3 moments are recommended where both the company and the teachers can give evaluation and feedback to the students	9
	Final awards	3
		40



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Annexes

Tools and templates useful to apply the BusyBees Business Game methodology in Higher Education Marketing and Business Courses



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Annex 1 – Template for Student Handout: Business Game Challenge

1. Company overview

- Company Name:
- Sector / Industry:
- Size (No. of employees):
- Location(s):
- Brief Description (Products, target markets, sustainability commitments, etc.):

2. Starting context / Problem / Issue

- What is the primary challenge or opportunity the company faces?
- Why is solving it important?
- Which TWIN (digital + green) elements or Environmental and Social Governance / Corporate Social Responsibility aspects are involved?

3. Challenge for students

- Challenge Statement: (*Example: "Develop an integrated digital marketing campaign to highlight our new eco-friendly product line."*)
- Key Objectives: (*Example: "Increase brand awareness among Gen Z by 20%, produce at least 2 marketing assets."*)
- Constraints / Requirements: (Budget, timeline, branding guidelines, local regulations, etc.)

4. Resources / background information

- Existing marketing data or analytics
- Website, social media links
- Contact person at the company for follow-up

5. Expected deliverables

- Format (presentation, written proposal, mock-ups, digital assets, etc.)
- Final submission deadline



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6. Evaluation criteria (optional)

- Creativity / Innovation: 5%
- Feasibility & Alignment with SME needs: 50%
- Clarity of Communication & Presentation: 20%
- Integration of Green & Digital Skills: 25%



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Annex 2 – Template for Student Handout: Business Game Rules

1. Purpose

The BusyBees Business Game helps students practice green and digital marketing skills by tackling a real SME challenge.

[.....]

2. Teams

- Form teams of 4–5 students.
- Teams remain the same throughout the pilot.
- [.....]

3. Challenge scope

- Each team addresses the SME’s official “Business Challenge” document.
- Deliverables must align with the company’s needs and constraints.
- [.....]

4. Resources & Mentorship

- Use the resources provided by your teachers and tutors during the preliminary upskilling lessons
- Teachers, tutors, and SME reps are available during scheduled checkpoints.
- [.....]

5. Checkpoints

- Checkpoint #1: Teams present preliminary ideas (concept, feasibility).
- Checkpoint #2: Teams present refined solutions (detail, timeline, cost).
- [.....]

Feedback is provided at each checkpoint; teams revise accordingly.



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6. Final Presentation & Awards

- A final event with all teams, teachers, tutors, and SME representatives.
- An evaluation jury (teachers + SME) selects winning team(s) [.....]
- Awards or recognition (specify the prize/award) [.....]

7. Evaluation criteria

(Example – change according to your institute’s normal practice)

- Innovation & Creativity: 30%
- Feasibility & Business Alignment: 30%
- Integration of Digital & Green Skills: 30%
- Presentation & Teamwork: 10%

8. Code of conduct

- Respect and cooperate with peers, mentors, and SME staff.
- Academic integrity is mandatory; no plagiarism or unethical practices.
- Focus on genuine sustainability practices—avoid “greenwashing.”
- [.....]
-

9. Communication

- Use the official communication channel (e.g., *Slack, Teams, Google Classroom*).
- Keep track of your team’s progress, references, and decisions.
- [.....]
-

10. Timeline Overview

- Start Date:
- Checkpoint #1:
- Checkpoint #2:
- Final Presentation & Awards:

Good luck, and enjoy the BusyBees Business Game!

Annex 3 – Template Agreement with SMEs

This annex provides a model agreement that higher education institutions and teachers can use when engaging small and medium-sized enterprises (SMEs) in the Business Game. The template sets out the roles, responsibilities, and expectations of both parties, ensuring that the collaboration is clear, balanced, and aligned with educational objectives.

This Agreement is made between:

(1) [Full Name of Educational Institution / Teacher]
located at [Institution Address],
hereafter “Teacher/Institution,”

and

(2) [Company Name]
located at [Company Address],
hereafter “Company,”

WHEREAS:

- A. The Teacher/Institution has enrolled a group of marketing students to undertake a Business Game project aimed at developing green and digital marketing skills.
- B. The Company seeks to propose a real challenge to these students, supporting both educational objectives and the Company’s marketing efforts.

NOW, THEREFORE, the parties agree as follows:

1. PURPOSE

- To collaborate on a pilot Business Game wherein students address the Company’s marketing challenge, focusing on green and digital skill development. [.....]

2. ROLES & RESPONSIBILITIES

Company agrees to:

- Provide a clear “Business Challenge” brief
- Offer necessary data or insights (subject to confidentiality clauses)



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- Attend key checkpoints (Plenary Kick-Off, Checkpoint #1, #2, Final Presentation)
- [.....]

Teacher/Institution agrees to:

- Prepare students through relevant lessons on digital & green marketing skills.
- Facilitate the Business Game, schedule checkpoints, and moderate Q&A sessions.
- Ensure students respect confidentiality and IP constraints.
- [.....]

3. CONFIDENTIALITY & INTELLECTUAL PROPERTY

- Any confidential information shared remains the property of the disclosing party.
- Students and Teacher/Institution agree to use such information for the educational scope only.
- Students retain any IP for newly created works unless otherwise specified in writing
- The Company authorizes the Institute to publish the Business Challenge and the awarded idea/project on the BusyBees website and on the Erasmus+ Results Platform, on the condition that the Company first reviews and approves the final version, ensuring any confidential or sensitive details remain unpublished.
- [.....]

4. TIMEFRAME

- Collaboration begins on [Start Date] and ends on [End Date or “on completion of final presentations”].
- The final presentation is scheduled for approximately [Date or timeframe]
- [.....]

5. NO FINANCIAL LIABILITY

- This is an educational collaboration; no party shall pay the other any fees unless separately agreed in writing.
- The Company is not obliged to implement student solutions; likewise, the Teacher/Institution is not responsible for any business outcomes.
- [.....]

6. SIGNATURES

- This Agreement may be signed in counterparts and delivered by electronic means.
- By signing below, both parties accept the terms set forth above.

Place, Date
Signatures



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Annex 4 – Training course modules

All the slides used during the BusyBees teacher training course, held between December 2024 and January 2025, have been collected, combined, and pasted below. These slides can be used to upskill teachers' green and digital competences in the field of marketing, especially when combined with the use of the related Open Educational Resources (OERs).



BUSY BEEES



Co-funded by
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Course for teachers

Module 1 - Business Game Methodology

Module 2 - Digital Tools and Strategies for Integrating CSR into SME Operations

- UNIT 1: Digital Marketing for Sustainability
- UNIT 2: Digital Marketing for CSR excellence

Module 3 - Green Skills for Addressing the TWIN Transition in Marketing Studies

- UNIT 1: Green Marketing and Sustainable Practices
- UNIT 2: Eco-Innovation and Green Skills in Marketing





BUSY
BEEES



Module 1
Business Game
Methodology

01.

Welcome to the BusyBees
project



Preparing Higher Education for the TWIN Transition in Business and Marketing

The BusyBees project is designed to bridge the gap between higher education courses and the demands of the market.

Focusing on the digital and green (TWIN) transition, it equips educators and students with the necessary skills to live the TWIN revolution proactively.



BUSYBEES

**BUSINESS GAME
METHODOLOGY FOR THE
TWIN TRANSITION IN HIGHER
EDUCATION**

01.

Objectives of the project

Main Objective

To modernize higher education business and marketing courses with up-to-date digital and green competences.

Specific Objectives



Enable institutions to update curricula quickly with TWIN-related skills.



Train educators to integrate innovative methodologies and develop key competences in students.



Increase collaboration between educational bodies and businesses for mutual benefits.



Raise SME awareness on marketing opportunities within the TWIN transition.

01.

Partners

International Collaboration: The BusyBees project involves partners across Europe, each bringing unique expertise



Fondazione ITS
Jobsacademy



SBTC DANISMANLIK



iTStudy Hungary



Institut Escola del
Treball



Wittenborg
University of Applied
Sciences



02.

The TWIN Transition

Challenges and Opportunities



What is the Twin Transition?

- The digital transition uses technology to make business processes more efficient.
- The green transition focuses on sustainable and circular business models.

Why is it Important?

- Creates opportunities to improve competitiveness.
- Helps businesses achieve sustainability goals through digital innovation.

The Shift in Mindset:

- Sustainability was once seen as a cost but is now a key competitive advantage.
- Optimizing processes benefits both the environment and the economy.

EU's Role: The Twin Transition aligns with the EU's push for integrated green and digital transformations.

→ **Green Deal**



02.

Why Sustainability in Marketing Matters

Trends in Higher Education



The Current State: Sustainability topics like green marketing and ESG are growing in marketing education. However, they are often treated as electives, not core elements.



The Skills Gap: Many marketing students lack hands-on experience in applying sustainability principles. Programs need to better connect theoretical knowledge to industry demands.



The Goal: Make sustainability a mainstream focus in all marketing courses.



03.

**Material to read
before Modules
2 and 3**



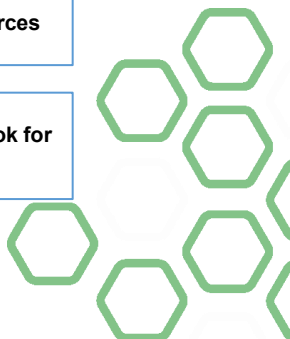
**Green and Digital
Marketing Skills for the
TWIN Transition Era**



**BusyBees Open
Educational Resources**



**BusyBees Handbook for
SMEs**



03.

BusyBees Training Course Overview

Course Structure

- | | |
|-----------------|---|
| Module 1 | Business Game Methodology (3 hrs.) |
| Module 2 | Digital Tools and Strategies for Integrating CSR into SME Marketing Operations (6 hrs.) |
| Module 3 | Green Skills for addressing the TWIN Transition in Marketing Studies (6 hrs.) |
| Pilot | Testing methodology with students |

Key Topics

- Understanding TWIN Transition in marketing, business, and CSR/ESG
- Digital and green skills for marketing professionals
- Practical application of the Business Game Methodology

04.

Business Game

A Powerful Educational Tool

What are Business Games?

- Simulation-based activities designed to teach business skills.
- Combine learning with performance evaluation.

Key Areas of Application:

- Management, finance, HR, and organizational behavior.

Why Use Them?

- Develop practical, real-world skills (both technical and interpersonal).
- Evaluate students' abilities quantitatively and qualitatively.

Who Uses Them?

- Universities (especially business schools) and executive education programs.

Historical Note:

- First introduced at the University of Washington in 1957.

04.

Addressing the Skills Gap

How this methodology can help

- Provide experiential learning through realistic scenarios
- Integrate sustainability and digital concepts directly into practice
- Complement existing courses without changing curricula
- Align students' skills with current industry trends
- Enable teachers to stay updated and guide students effectively

The Outcome

- Prepare future marketers with the skills needed for the Twin Transition
- Establish long lasting relationships between educational institutions and companies

05.

Business Game - Step 1 Choosing the students to involve

First Step of the Pilot is the choice of the students – or classes – to involve

3 separate
Business Game
Pilots

1 Business Game
Pilot involving all 5 of
you (teachers and
tutors)

Whole classes
(min 40 students)

40 students chosen
from different
courses/classes



05.

Business Game - Step 2 Choosing the companies

What kind of companies should be involved in the Business Game?

SMEs (products and/or services)

Criteria

Not already strong in marketing

Local or regional

With potential real interest in receiving free solutions from your students

Best if you have already worked with them or have personal contacts



05.

Business Game Step 3 Meeting with Companies and Selecting the Challenges

Description:

Educators and company representatives collaborate to design challenges tailored to the companies' needs, focusing on how to promote the company's environmental efforts using marketing

You can involve 2 or more SMEs and each one should provide its own "challenge" based on its own context and needs.

The meeting/s can be online or face to face

Output:

A document outlining the SME's Challenge, including:

- the company overview
- the starting context/problem/issue
- a task description
- constraints or specifics to respect
- expected result



05.

Business Game Step 3 Meeting with Companies and Selecting the Challenges

Examples of challenges

1

Problem: The SME's sustainable sourcing practices are not widely recognized.

Challenge: Design a digital marketing campaign to raise awareness of these efforts among eco-conscious consumers.

2

Problem: The SME is launching a new eco-friendly product but lacks a clear strategy to reach its target audience.

Challenge: Develop a comprehensive go-to-market plan, including messaging and promotional channels.

3

Problem: The SME struggles to connect its environmental efforts with the local community.

Challenge: Propose a community engagement initiative that highlights sustainability and builds customer loyalty.

05.

Business Game Step 4 Student Upskilling Lessons

Description:

Based on what kind of challenge is agreed upon between SMEs and teachers, the teachers provide a minimum of 9 hours of upskilling lessons to their students on ESG principles and green marketing, based on the topics of Modules 2 and 3 of this course and aimed at developing the skills included in the "Green and Digital Marketing Skills for the TWIN Transition Era"

Output:

Students gain knowledge and skills complementary to those included in the curricular lessons and necessary to work on the Challenge



05.

Business Game Step 5 Plenary Presentation to Students

Description:

A plenary session introduces the project to all participants (students, SMEs, teachers and coaches/tutors).

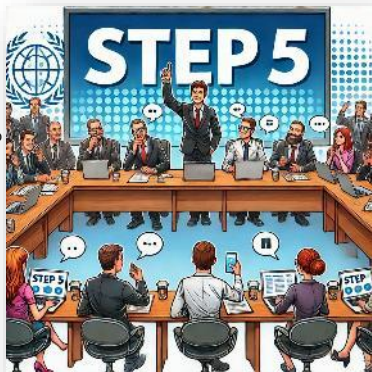
During this session the SMEs describe the challenge to the students, and teachers define checkpoints and deadlines. Competing student groups are formed. A Q&A session is included for clarification.

Outputs:

Formation of student groups (4-5 people per group)

Definition of checkpoints

Definition of the Pilot's calendar



05.

Business Game Step 6 Checkpoints and Student Group Work

Description:

After the plenary meeting, student groups plan dedicated sessions to work on the project assigned by the SME.

Checkpoints:

- Two progress reviews will take place at regular intervals (e.g., after 1 month and 2 months).
- At each checkpoint, groups present their project progress to teachers, tutors, and company representatives, who provide feedback.

Evaluation Template:

A template for evaluation sheets will be provided and uploaded on **Google Classroom**.



Group work



Checkpoint 1



Group work



Checkpoint 2



Group work

05.

Business Game Step 6 Checkpoints and Student Group Work



Output after Checkpoint 1:

Each student group presents **one or more creative ideas** to solve the company's problem/challenge, including:

- **Feasibility study**
- **Similar solutions** used by competitors
- **Timeframe** for implementation
- **Expected project output**

Evaluation:

The SME and teacher provide marks. The average of these marks determines the **first ranking/chart**, and students are informed of their positions.

05.

Business Game Step 6 Checkpoints and Student Group Work

Output after Checkpoint 2:

Updated presentations of the projects including:

- Gantt chart
- SWOT analysis
- Business model canvas
- Reference images
- Study of the material/programmes/services required for implementation

Evaluation:

The SME and teacher provide marks. The average of these marks determines the **second ranking/chart**, and students are informed of their positions.



05.

Business Game Step 7 Final Awards



Description:

Final presentation of the student projects in plenary, with improvement of critical points or necessary insights from previous checkpoints; concretization of the idea through draft prototyping, study of costs, focus on effective display.

At this point, the company will select the winning group based on the performance of the previous three checkpoints.

At the end of the presentations there will be an award ceremony

Output:

Minimum 6 winning projects (2 per country, 1 per each SME challenge)

Each institute can choose its awards

Awards can be decided by the institutes or the SMEs

06.

Pilot calendar and key dates

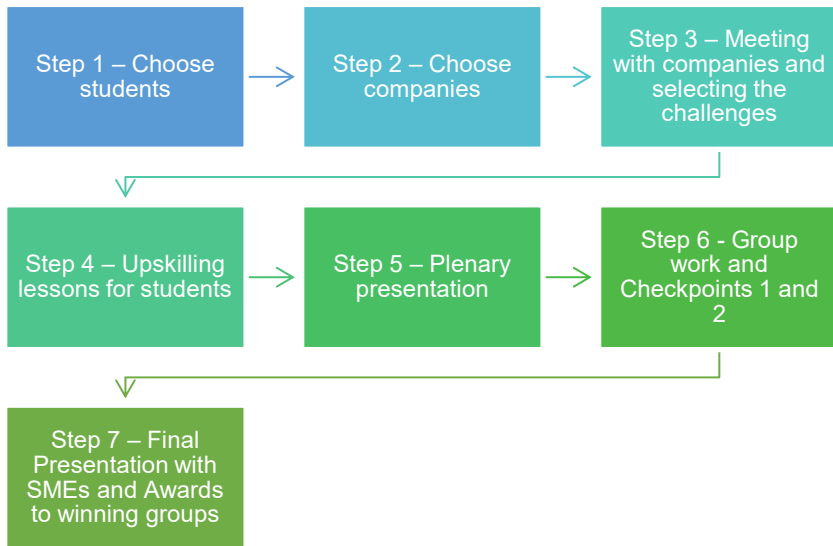
Example of Pilot timeline:

- **February:** Upskilling lessons begin
- **24 February:** Plenary presentation
- **24 March:** 1st Checkpoint
- **24 April:** 2nd Checkpoint
- **19 May:** Final Checkpoint and award ceremony



BUSYBEES BUSINESS GAME

STEPS TO FOLLOW





**BUSY
BEEES**



Module 2

Digital Tools and Strategies for Integrating CSR into SME Operations



Unit 1



Digital Marketing for Sustainability

Context & Focus

Environmental challenges

Climate change, pollution, biodiversity, environmental degradation ...

Social challenges

Ageing population, urbanisation, migration, digital divide, inequality ...

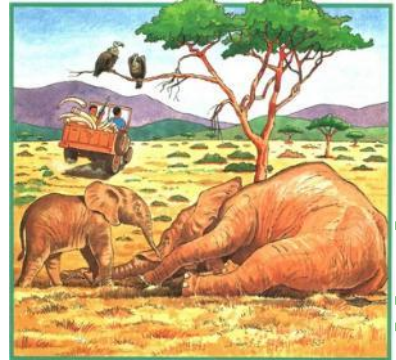
Technological challenges

The rapid pace of technological advancements, cybersecurity concerns, and ethical dilemmas in AI, ...

Political challenges

Political instability, conflicts and wars, corruption, uncertainty ,...

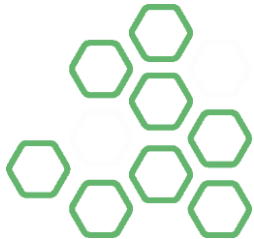
GLOBAL CHALLENGES – deeply interconnected with Corporate Social Responsibility (CSR) and Environmental, Social, and Governance (ESG) issues.



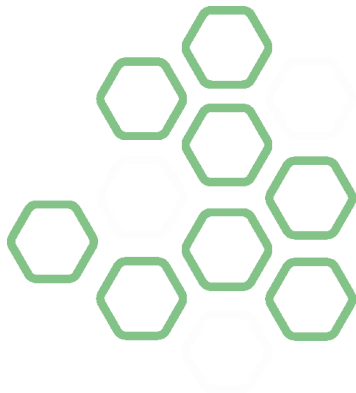
The 1st challenge

Please,

- Tell us what does CSR/ESG mean for you?
- How could you connect it to your special professional field?



THANKS!



UNIT 1: Digital Marketing for Sustainability

Utilizing **data analytics** to make informed decisions about a SME's **marketing** efforts.

Developing and implement effective **social media** strategies to reach and engage a SME's target audience.

Creating compelling digital content that aligns with a brand's values and sustainability goals.

Building strong relationships with stakeholders and foster a sense of community.

UNIT 2: Digital Marketing for CSR/ESG excellence

Estimate the environmental impact of products or services, such as carbon footprint calculators or water usage calculators, by integrating calculators into websites or marketing campaigns.

Using Online Sustainability Reporting Tools like GRI Sustainability Reporting Standards or Carbon Disclosure Project (CDP).

Utilize the opportunities of e-commerce platforms that offer features to highlight green products, certifications, and sustainable packaging options.

Develop UX strategies that help users appreciate their online engagement with a company or brand that is responsible from a social and environmental point of view.





Focus

FOCUS on Digital Skills

Digital tools can amplify the reach and influence of CSR/ESG initiatives and green marketing strategies, transforming traditional practices into powerful narratives that resonate with a tech-savvy, environmentally-conscious audience. (BusyBees Handbook)



But before starting ...



Focus

TWIN TRANSITION



Green & Digital: The Twin Transition

Key requirements



Justin Anderson:
Green & Digital.
The Twin
Transition
LinkedIn lesson

Source: <https://www.linkedin.com/pulse/green-digital-twin-transition-justin-anderson/>





EU initiatives

<https://publications.jrc.ec.europa.eu/repository/handle/JRC129319>

European Commission: Joint Research Centre, MUENCH, S., STOERMER, E., JENSEN, K., ASIKAINEN, T., SALVI, M. and SCAPOLLO, F., Towards a green and digital future, Publications Office of the European Union, Luxembourg, 2022, <https://data.europa.eu/doi/10.2760/54, JRC129319>

Definition:

CSR refers to a company's **voluntary actions** and initiatives aimed at contributing positively to society and the environment. It is a self-regulated approach where businesses go beyond profit-making to address social, ethical, and environmental concerns.

Key Focus Areas:

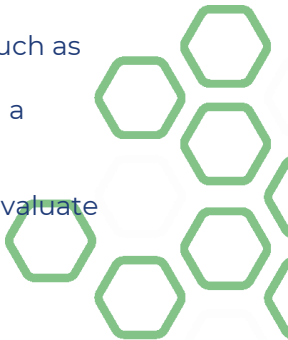
- **Philanthropy (donations, community projects, etc.).**
- Environmental efforts (e.g., reducing carbon emissions, using renewable energy).
- Employee well-being and engagement.
- Ethical labour practices (e.g., fair wages, avoiding child labour).

Definition:

ESG is a framework used **to evaluate a company's performance in areas that affect its long-term sustainability and ethical impact.** It's data-driven and focuses on measurable outcomes that align with global standards and regulatory expectations.

Key Focus Areas:

- **Data-Driven:** ESG focuses on measurable metrics and outcomes, such as carbon emissions, employee diversity, and board governance.
- **Mandatory in Some Cases:** ESG reporting is increasingly becoming a regulatory requirement in many regions (e.g., the EU's Corporate Sustainability Reporting Directive - CSRD).
- **Investor-Oriented:** ESG performance is often used by investors to evaluate long-term risks and opportunities associated with companies.



ESG vs ESG



Comparison Between CSR and ESG

Aspect	CSR	ESG
Focus	Voluntary social and environmental contributions	Measurable environmental, social, and governance metrics
Approach	Broader and less structured	Specific, structured, and data-driven
Audience	Internal stakeholders, communities, and customers	Investors, regulators, and stakeholders
Regulation	Typically voluntary	Increasingly mandated by laws and regulations
Objective	To give back to society and enhance reputation	To manage risks, create long-term value, and ensure sustainability
Examples	Philanthropy, community engagement, volunteering	Emission reductions, diversity reporting, governance transparency

ESG?



Environmental, Social and Governance (ESG) influence continues to grow.

ESG



ENVIRONMENTAL

Climate change strategy,
Biodiversity,
Water efficiency,
Energy efficiency,
Carbon intensity,
Environmental
management system



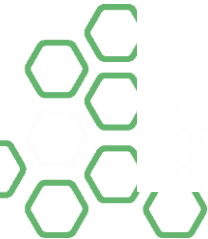
SOCIAL

Equal opportunities,
Freedom of association,
Health and safety,
Human rights,
Customer &
products responsibility,
Child labour



GOVERNANCE

Business ethics,
Compliance,
Board independence,
Executive compensation,
Shareholder democracy





ESG benefits



Focus on Measurable Goals and Data-Driven Strategies

The twin transition requires **measurable progress** in both digital innovation and environmental sustainability. ESG provides a **structured framework** with metrics to track and measure the impact of green initiatives and digital advancements.

Example: Monitoring carbon footprint reductions due to energy-efficient digital solutions aligns with ESG's measurable and transparent goals.





ESG benefits

1.

Alignment with Regulations and Policies

ESG is closely tied to regulatory frameworks like the European Green Deal, Corporate Sustainability Reporting Directive (CSRD), and EU taxonomy for sustainable activities. These are critical for SMEs navigating the green and digital transition.

Example: SMEs adopting renewable energy while meeting reporting obligations for sustainability are directly addressing ESG requirements.





ESG benefits



Risk and Opportunity Management

ESG emphasizes managing risks and leveraging opportunities in areas such as climate change, resource efficiency, and digitalization. The twin transition involves tackling these areas to remain competitive and resilient.

Example: Implementing digital tools to optimize energy use or track sustainable supply chain performance helps SMEs align with ESG.





ESG benefits

1.



Investor and Stakeholder Focus

ESG is investor-oriented, making it attractive for SMEs seeking funding for green and digital innovations. Investors are increasingly interested in SMEs that demonstrate sustainability and responsible governance as part of their business models.

Example: An SME introducing smart manufacturing technologies powered by renewable energy can use ESG metrics to attract green investments.





ESG benefits



Integration of Environmental and Digital Goals

ESG frameworks inherently support the **integration of environmental and social goals** with governance, which mirrors the objectives of the twin transition.

Example: Using digital technologies (AI, IoT) to monitor and optimize resource usage aligns with both **environmental (E)** and **governance (G)** dimensions of ESG.





Data Analytics

Utilizing data analytics to make informed decisions about a SME's marketing efforts.

Reference:
[European Data Strategy Data Act](#)

- **Gather relevant data** related to the company's CSR/ESG initiatives (information on environmental impact, social programs, and ethical practices, budget allocations for CSR activities, etc.)
- Clean and preprocess data
- **Use descriptive analytics** (e.g., create visualizations - bar charts, pie charts - to represent various aspects of CSR performance)
- **Compare a company's CSR/ESG metrics** over time or against industry benchmarks, identifying trends, areas of improvement, and success stories
- **Sentiment analysis:** analyse public sentiment related to the company's CSR efforts, monitor social media mentions, news articles, and customer reviews, assess whether sentiment is positive, negative, or neutral.

Relevance: data-driven decision-making aligned with EU policies on data utilization and digital innovation.

Digital tools: Online survey tools (Google Survey), Google Analytics, Excel Statistics, Advanced Math. Stat. Methods, Infographics creators, Canva



Skill

2.

Social media

Developing and implement effective social media strategies to reach and engage a SME's target audience.

- Use digital platforms (websites, social media, and digital marketing tools) to spread the sustainability message effectively
- Engage with online communities: building and nurturing online communities on the topic of sustainability, encouraging discussions, feedback, and participation from followers.

References:
Digital
Education
Action Plan
DigComp 2.2

Benefit: an effective use of social media for CSR/ESG aligns with the EU's emphasis on digital literacy and communication skills.

Digital tools: Platforms such as Facebook, Twitter, Instagram, LinkedIn, and YouTube



Skill

3.

References:
EU
Copyright
Directive

Digital Content

Creating compelling digital content that aligns with a brand's values and sustainability.

- Data-driven **storytelling**: identify relevant CSR/ESG data and craft a narrative (e.g., highlight how the company reduced its carbon footprint through sustainable practices, display community engagement initiatives supported by the company)
- **Infographics and visual content**: create infographics, charts, or graphs to represent CSR/ESG data visually
- Share case studies and success stories
- Create shareable content (design posts, videos, or images related to CSR achievements, using relevant hashtags to amplify the message)



Relevance: digital content creation, with respects intellectual property rights

Digital tools: video makers, storytelling tools (VoiceThread, blogs), multimedia content creators (Canva), Videos, animation(Animoto, Biteable, PowToon, Canva)

Skill

4.

References:
Digital
Education
Action Plan
DigComp 2.2
New European
Skills Agenda

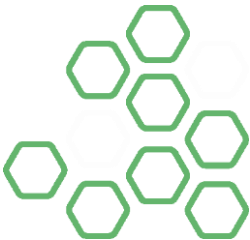
Stakeholders

Building strong relationships with stakeholders and foster a sense of community

- Evaluate the effectiveness of CSR/ESG communications using metrics like likes, retweets, and replies to assess stakeholder engagement with CSR/ESG posts
- Actively engage with stakeholders on social media platforms (respond to comments, messages, and mentions promptly, encourage discussions around CSR/ESG initiatives by posting relevant content and asking questions)

Relevance: it facilitates interactive and inclusive stakeholder engagement using digital tools, aligning with the EU's agenda for skills.

Facebook, Twitter, Instagram, LinkedIn, and YouTube.





Unit 2

Digital Marketing for CSR excellence



UNIT 2: Digital Marketing for CSR/ESG excellence

Learning goals

Estimate the environmental impact of products or services, such as carbon footprint calculators or water usage calculators, by integrating calculators into websites or marketing campaigns.

Using Online Sustainability Reporting Tools like GRI Sustainability Reporting Standards or Carbon Disclosure Project (CDP).

Utilize the opportunities of e-commerce platforms that offer features to highlight green products, certifications, and sustainable packaging options.

Develop UX strategies that help users appreciate their online engagement with a company or brand that is responsible from a social and environmental point of view.





Skill 5.

Digital skills to discuss



- **Estimate the environmental impact** of products or services, such as carbon footprint calculators or water usage calculators, by integrating calculators into websites or marketing campaigns.
- **Using Online Sustainability Reporting Tools** like GRI Sustainability Reporting Standards or Carbon Disclosure Project (CDP).
- **Utilize the opportunities of e-commerce platforms** that offer features to highlight green products, certifications, and sustainable packaging options.
- **Develop UX strategies** that help users appreciate their online engagement with a company or brand that is responsible from a social and environmental point of view.





Impact Calculators

Understanding Environmental Impact Calculators .

References:
Environment
Action
Programmes
(EAPs);
Environmental
Liability
Directive

- **Familiarize with key metrics** used in environmental impact assessment (carbon footprint, water footprint, energy intensity, waste generation)
- **Analyse the calculator's output** (identify areas with the highest impact, understand the implications of the results)
- **Explore the underlying methodologies** used by calculators (data sources, assumptions, calculation algorithms)
- **Communicate results effectively** to stakeholders.

Relevance: Tools that calculate the environmental impact of products or services, such as carbon footprint calculators can be integrated into marketing campaign Consumers are increasingly environmentally conscious. **Providing transparent information about the environmental impact of products or services can influence purchasing decisions.**

Online tools: [myclimate](https://myclimate.com)



Skill 6.

Reporting

Understanding and Using Data from Online Sustainability Reporting Tools

References:
GreenComp
DigComp 2.2

- **Familiarize with platforms** like GRI (Global Reporting Initiative) and SASB (Sustainability Accounting Standards Board)
- **Understand the types of information typically included in CSR/ESG reports**, such as environmental performance data, social impact metrics, governance structures, and stakeholder engagement practices.
- Navigate these tools to extract relevant sustainability data.

Benefit: Tools like GRI Sustainability Reporting Standards or Carbon Disclosure Project (CDP) provide frameworks and guidelines for companies to report on their sustainability performance online .

Digital tools: online reporting tools, ChatGPT, Standard frameworks, search for templates.

Example:



Swiss Re
Corporate Solutions



Skill 7.

E-commerce platforms

Using Eco-friendly E-commerce Platforms

- **Search for platforms that offer features like carbon offset programs**, eco-friendly packaging options, and energy-efficient hosting.
- **Educate customers** about your commitment to sustainability.

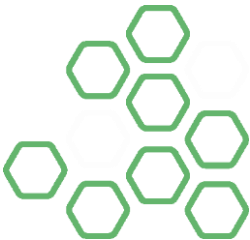
Relevance: There are specific e-commerce platforms that offer features to highlight green products, certifications, and sustainable packaging options.

Special features of e-commerce platform to apply

- Promoting Sustainable Products (Amazon)
- Carbon-Neutral Shipping (Shopify, eBay)
- Charity Partnerships, e.g. eBay for Charity

<https://www.forbes.com/councils/forbesbusinesscouncil/2024/07/25/sustainable-e-commerce-integrating-green-practices-in-online-retail/>

References:
Digital Services Act
Digital Markets Act
DigComp 2.2





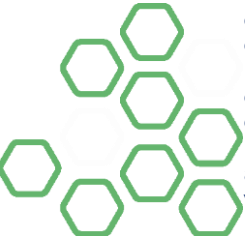
Skill
8.

UX Tools

Using User Experience (UX) Design Tools community

- **Conduct user research** using UX tools to understand how customers perceive the company's CSR initiatives
- **Create user-friendly landing pages** or microsites to showcase CSR projects and their impact
- **Optimize the user journey** by improving navigation, content presentation, and calls-to-action related to CSR content

References:
Digital Services Act
DigCompEdu
DigComp 2.2



Relevance: A marketing officer can use user experience design to develop strategies that help users appreciate their online engagement with a company or brand that is responsible from a social and environmental point of view.

Study the opportunities, and explain the benefits for SMEs:

A great and short description

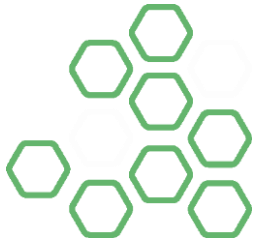
<https://ashmita-roy.medium.com/design-for-esg-goals-110d223dc85a>

Workshop

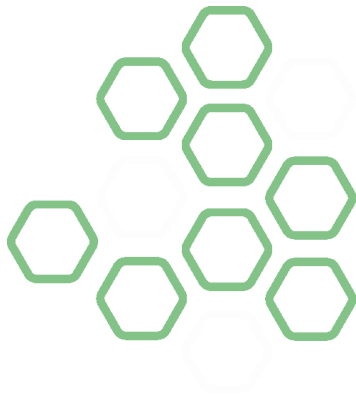
Group Work

Start a discussion and:

- Select a skill
- Connected to this skill, develop a first, draft first of a challenge with an SME



THANKS!



LIST OF REFERENCES

1. Leveraging digital tools to enhance your CSR impact, <https://charitymiles.org/digital-csr-tools/> (Accessed: 16. 12. 2024)
2. [Google Analytics Help Center](#), Official documentation and tutorials by Google on setting up and using Google Analytics (Accessed: 8. 01. 2025)
3. Thanh, T. L., Huan, N. Q., & Hong, T. T. T. (2021). Effects of corporate social responsibility on SMEs' performance in emerging market. *Cogent Business & Management*, 8(1). <https://doi.org/10.1080/23311975.2021.1878978> (Accessed: 8. 01. 2025)



**BUSY
BEEES**



Module 3

Green Skills for Addressing the TWIN Transition in Marketing Studies



Unit 1



Green Marketing and Sustainable Practices

INTRODUCTION

In the face of the rapidly evolving global landscape, businesses are increasingly required to adapt to the twin transition—encompassing both digital and green transformations.

This module equips learners with the foundational knowledge and practical skills to navigate and contribute to this transition within the marketing field. By integrating sustainability principles with marketing strategies, learners will gain insights into how green practices and eco-innovation are shaping the future of business and consumer engagement.

Throughout the module, emphasis is placed on understanding the interconnectedness of sustainable practices and digital advancements, and how marketing professionals can drive value creation while fostering environmental and social responsibility.

UNIT 1 / Learning Objectives

- Define the basics of green marketing and explain its role in the twin transition.
- Develop strategies to integrate sustainable practices across the product lifecycle.
- Identify how sustainability influences consumer behavior and branding.
- Design actionable green marketing strategies for SMEs.



Introduction to Green Marketing

What is Green Marketing?

Definition: Green marketing involves developing, promoting, and selling products or services with minimal environmental impact.

Core Components:

- Eco-friendly production.
- Transparent messaging about sustainability.
- Sustainable distribution and post-use strategies.

Relevance to the Twin Transition:

- Supports green goals: Reduced emissions, waste, and ecological footprint.
- Leverages digital tools for communication, tracking, and optimization.



Introduction to Green Marketing

Challenges in Implementing Green Marketing

- Implementing green marketing in society presents significant challenges. Producers often face numerous difficulties in adopting sustainable practices.
- One key challenge is the substantial investment required in research and development (R&D) programs to develop green products, technologies, and energy solutions.
- These efforts often demand advanced expertise and financial resources, which can strain businesses, especially during the initial stages of implementation.
- Another critical challenge involves building trust among consumers. Producers must demonstrate their genuine commitment to eco-labeling schemes and sustainability practices to gain consumer confidence.
- Transparency and consistency in adhering to green standards are crucial for establishing credibility in the market.

Introduction to Green Marketing

Addressing Stakeholder Concerns and Long-Term Success

- In the early stages of adopting green marketing, producers may encounter lower profit margins. Renewable and recyclable products, as well as green technologies, often come with higher production costs, making it challenging to compete with conventional alternatives.
- However, these investments have the potential to yield long-term benefits, both economically and environmentally, as consumer preferences increasingly shift toward sustainability.
- Moreover, convincing stakeholders—such as investors, partners, and customers—requires significant effort.
- Firms practicing green marketing must work diligently to communicate the value and impact of their sustainability initiatives.
- Overcoming skepticism and gaining stakeholder support is a critical step toward the successful implementation of green marketing strategies.

Introduction to Green Marketing

The Role Of Green Marketing In Twin Transition

Green marketing plays a crucial role in the twin transition toward digital transformation and sustainability by:

Promoting Sustainable Products: It highlights eco-friendly attributes, attracting environmentally conscious consumers.

Educating Consumers: Green marketing informs consumers about the environmental impacts of their choices and the benefits of sustainable products.

Leveraging Digital Tools: It uses digital platforms to engage a broader audience, aligning with the digital transformation goal.

Influencing Behavior: Targeted strategies encourage sustainable consumer behaviors like recycling and using renewable energy.

Enhancing Transparency: Digital solutions like blockchain improve transparency in supply chains, helping consumers make informed choices.

Driving Innovation: Companies engaged in green marketing often lead in developing new products that meet sustainability and digital criteria.

Overall, green marketing integrates digital and sustainable practices, guiding consumers and businesses toward the twin transition objectives.



What is Green Branding?

Green branding refers to the process of creating a brand identity that communicates and prioritizes sustainability, environmental responsibility, and eco-conscious practices. It emphasizes aligning the brand's products, values, and messaging with environmentally friendly principles.

Core Elements of Green Branding:

Eco-Friendly Practices:

Using sustainable materials, minimizing waste, and reducing carbon footprints in production.

Transparency:

Communicating clearly about environmental efforts, progress, and impact without exaggeration.

Eco-Certifications and Labels:

Leveraging certifications like Fair Trade, FSC (Forest Stewardship Council), and Carbon Neutral to build credibility.

Sustainability Storytelling:

Narrating the journey of the brand's commitment to sustainability (e.g., sourcing, recycling, reducing emissions).

Green Branding and Sustainable Consumer Behavior

Benefits of Green Branding

For Businesses:

Market Differentiation:

Standing out in a crowded market by focusing on sustainability.

Example: IKEA's circular economy initiatives (e.g., refurbished furni

Cost Savings Over Time:

Investment in energy-efficient processes can reduce operational c

Example: Unilever's eco-production lines cut water and energy use

Brand Loyalty and Trust:

Consumers prefer brands aligned with their environmental values.

For Consumers:

Satisfaction in Supporting a Cause:

Buying green products empowers consumers to contribute to sustainability.

Healthier Choices:

Eco-friendly often translates to fewer harmful chemicals, such as organic products.

Alignment with Lifestyle:

Modern consumers (especially Gen Z and Millennials) prioritize brands that align with sustainable living.



Green Branding and Sustainable Consumer Behavior

Consumer Behavior Trends

Key Statistics

73% of global consumers are willing to change their shopping habits to reduce their environmental impact (Nielsen).

66% of consumers are willing to pay more for sustainable products (Statista).

What Drives Sustainable Consumer Behavior?

Increased Awareness: The rising visibility of climate change and its effects influences purchasing decisions.

Brand Transparency: Consumers seek authentic brands that back their claims with measurable impact.

Social Influence: Eco-conscious behavior spreads through social networks, peer reviews, and influencer marketing.

Convenience and Accessibility: Easier access to eco-friendly alternatives motivates behavioral change.

Generational Influence: Gen Z and Millennials are leading the charge for sustainability, with their focus on ethical consumption and activism.

Green Branding and Sustainable Consumer Behavior

Strategies for Green Branding

- Share product lifecycle details, such as how materials are sourced or products are recycled.

Educate Consumers



- Use certifications like USDA Organic, Energy Star, and Fair Trade to enhance trust.

Offer Certifications and Proof



- Use social media to showcase green initiatives (e.g., behind-the-scenes sustainability practices).

Leverage Digital Tools




- Ensure product design and branding visuals align with eco-values (e.g., green packaging, minimalistic logos).

Incorporate Green Aesthetics

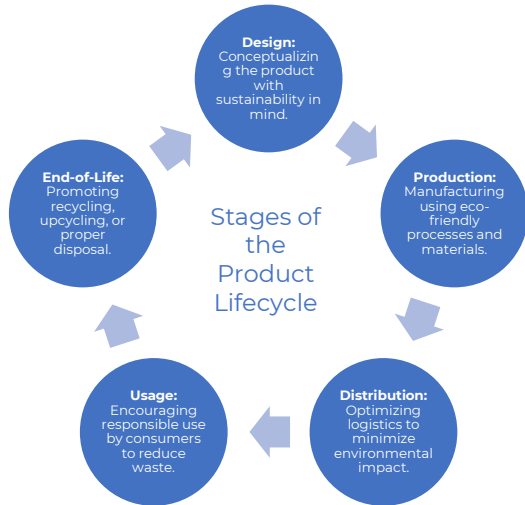


Integrating Sustainability in Product Lifecycle

Understanding the Product Lifecycle



The product lifecycle includes all stages a product goes through, from design and production to distribution, use, and end-of-life.



Integrating Sustainability in Product Lifecycle

Why Sustainability Matters in the Lifecycle

Resource Efficiency: Ensures efficient use of materials, minimizing waste and maximizing renewable resources.

Reduced Environmental Impact: Lowers the ecological footprint at every stage, from production to disposal.

Economic Benefits: Leads to cost savings and can attract eco-conscious consumers, enhancing market share.

Regulatory Compliance: Helps meet environmental regulations, avoiding legal issues.

Reputation and Brand Loyalty: Enhances public image and fosters customer loyalty as consumers prefer environmentally responsible brands.

Future Viability: Prepares businesses for future resource limitations and environmental challenges.

Integrating Sustainability in Product Lifecycle

Sustainable Practices in Design and Production

Design Phase:

Eco-Friendly Materials: Use renewable or recyclable resources (e.g., bamboo, recycled plastics).

Minimalist Design: Reduce unnecessary components to conserve resources.

Circular Design: Plan for reuse and recycling at the product's end-of-life.

Production Phase:

Energy Efficiency: Adopt renewable energy in factories (e.g., solar or wind).

Waste Reduction: Use lean manufacturing techniques to minimize waste.

Water Conservation: Implement water recycling systems in production.

Examples:

Apple: Designs products using recycled aluminum and promotes modular components for easy repair.

Integrating Sustainability in Product Lifecycle

Sustainable Distribution and Usage

Distribution Phase:

Smart Logistics:

Optimize transportation routes to reduce fuel consumption.

Use eco-friendly packaging for shipping (e.g., biodegradable materials).

Carbon-Neutral Shipping:

Offset emissions through renewable energy projects.

Usage Phase:

Consumer Education: Provide instructions on reducing energy and water use during product use.

Durable Products: Design long-lasting products to avoid frequent replacements.

Examples:

Patagonia: Encourages repairs instead of replacements through its Worn Wear program.

Nestlé: Introduces refill stations for consumer products to reduce packaging waste.

Presentation of OERs Related to Green Marketing

End-of-Life Sustainability

Challenges:

Waste management and resource recovery often neglected by businesses.

Strategies for Sustainable End-of-Life:

Recycling Programs:

Establish take-back programs for old products (e.g., Dell's recycling initiative for electronics).

Upcycling:

Transform waste products into new, valuable items (e.g., Adidas shoes made from ocean plastic).

Composting:

Biodegradable products decomposed into useful organic material.

Circular Economy Models:

Design products that feed back into production cycles.

Presentation of OERs Related to Green Marketing

Introduction to Open Educational Resources on Green Marketing

Overview: We have developed a collection of open educational resources focused on green marketing. These resources are designed to educate and empower individuals and organizations to adopt sustainable marketing practices.

Key Features:

Accessibility: Our resources are freely accessible to everyone, breaking down barriers to education and enabling widespread learning.

Comprehensiveness: Covering various aspects of green marketing, from basic principles to advanced strategies, our resources cater to learners at different levels of expertise.

Practical Application: Each resource includes practical tips and case studies that illustrate how green marketing can be effectively implemented in real-world scenarios.

Presentation of OERs Related to Green Marketing

Importance of Green Marketing Resources

Enhancing Awareness: They raise awareness about the environmental impacts of traditional marketing practices and promote more sustainable alternatives.

Driving Change: By educating marketers and businesses, we are empowering them to make decisions that not only benefit their organization but also contribute to environmental conservation.

Supporting Sustainability Goals: These resources align with global sustainability goals, helping integrate these objectives into business strategies.

Innovation Promotion: Educating on green marketing encourages innovation, leading to more sustainable products and services that meet consumer demands and regulatory standards.

Conclusion: [Our open educational resources](#) are crucial tools for anyone looking to understand and implement green marketing. By using these resources, individuals and organizations can contribute to a more sustainable future.

Case Study: Patagonia's Green Marketing Strategy

Introduction: Patagonia, an outdoor clothing and gear company, has set a benchmark in green marketing by integrating sustainability into every aspect of its business model. This case study explores how Patagonia's commitment to the environment is central to its marketing strategies and how it impacts consumer behavior and corporate performance.

Background: Founded in 1973, Patagonia has consistently placed environmental stewardship at the forefront of its business operations. The company is renowned for its use of recycled materials and its efforts to reduce environmental impact.

Case Study: Patagonia's Green Marketing Strategy

Patagonia: A Leader in Sustainability

For nearly three decades, Patagonia has championed environmental stewardship and social responsibility, setting the standard in transparency, responsible marketing, employee engagement, and consumer education. A Certified B Corporation and member of 1% for the Planet, Patagonia is legally committed to creating a positive societal and environmental impact, considering the interests of workers, communities, and the planet, while reporting its performance publicly.

Patagonia's innovative initiatives include campaigns like "Don't Buy This Jacket," which challenges overconsumption, and the "responsible economy" campaign, advocating for sustainable growth and policy change. The company also reduces landfill waste through its **Common Threads Initiative**, encouraging customers to resell used Patagonia items on eBay and practice responsible stewardship.

Case Study: Patagonia's Green Marketing Strategy

Patagonia's supply chain reflects its commitment to eliminating harmful practices, such as replacing pesticide-laden cotton with organic alternatives and removing toxins like formaldehyde from its products. The company invests in environmentally responsible startups through its \$20 million venture fund, focusing on areas like food, water, energy, and waste.

Led by founder Yvon Chouinard, a global sustainability advocate influenced by naturalists like John Muir, Patagonia continues to inspire ethical leadership. Chouinard's dedication to reshaping business practices has earned him recognition, including the Inamori Ethics Prize. Patagonia's employees also actively engage in sustainability efforts, from scrutinizing the supply chain to educating consumers.

With groundbreaking efforts like traceable down products and organic farming advocacy, Patagonia exemplifies how businesses can drive positive environmental change while promoting responsible consumption and sustainability.

DON'T BUY THIS JACKET



COMMON THREADS INITIATIVE

REDUCE

WE make useful gear that lasts a long time
YOU don't buy what you don't need

REPAIR

WE help you repair your Patagonia gear
YOU pledge to fix what's broken

REUSE

WE help find a home for Patagonia gear
you no longer need
YOU sell or pass it on*

RECYCLE

WE will take back your Patagonia gear
that is worn out
YOU pledge to keep your stuff out of
the landfill and incinerator



REIMAGINE

TOGETHER we reimagine a world where we take
only what nature can replace

Case study on green marketing strategies

Green Marketing Strategies

1. Product Lifecycle Responsibility:

Design: Patagonia designs products with durability and repairability in mind, reducing the need for frequent replacement and minimizing waste.

Material Selection: The company uses sustainable materials like organic cotton, recycled wool, and down reclaimed from used items.

End of Life: Patagonia encourages customers to return used garments through its Worn Wear program, where they are repaired, recycled, or resold.

2. Transparency and Consumer Education:

Patagonia provides detailed information about the sustainability of its products and the environmental impact of its operations, fostering trust and credibility. The company educates consumers through campaigns and documentaries that highlight environmental issues and solutions.

3. Activism and Advocacy:

Patagonia actively participates in environmental advocacy, using its brand platform to promote environmental legislation and sustainable practices. The company has been involved in several high-profile campaigns, such as opposing the reduction of national monuments in the United States and supporting global grassroots environmental groups.

«Patagonia Business Model»



Case study on green marketing strategies

Impact

- **Consumer Perception:** Patagonia's strong stance on sustainability has helped it build a loyal customer base that values ethical consumption.
- **Financial Performance:** Despite its higher price points, Patagonia's commitment to green marketing has contributed to its financial success, proving that sustainability can be economically viable.
- **Industry Influence:** Patagonia's strategies have influenced other companies in the apparel industry and beyond to adopt more sustainable practices.

Conclusion: Patagonia's green marketing strategies not only strengthen its brand but also drive the industry towards greater sustainability. This case illustrates how companies can successfully integrate environmental concerns into their marketing strategies and positively influence consumer behavior and business outcomes.

Workshop I

Workshop Instructions

Workshop Overview:

- Design a green marketing strategy for a real or hypothetical SME.
- Incorporate sustainable practices at all stages of the product lifecycle (design, production, distribution, usage, and end-of-life).

Steps for Participants:

- Form groups of 4–6 members.
- Select an SME or create a hypothetical business (e.g., a local bakery, eco-clothing brand, or tech startup).
- Define the product/service and its target market.
- Integrate green branding and sustainability principles into the strategy.

Workshop Deliverables:

- A clear green marketing strategy document.
- Key messaging for the brand (e.g., eco-friendly benefits).
- One visual or slogan to present the strategy.

Workshop

Group Presentation

Presentation Format:

Each group will have **5-7 minutes** to present their strategy. Include:

Introduction:

Name and description of the SME.

What problem does it solve with sustainability?

Green Marketing Strategy:

Summary of sustainable practices at each lifecycle stage.

Key branding and marketing ideas.

Visual or Slogan:

Share a simple visual or tagline created for the SME.

Innovative Element:

What unique green feature sets the SME apart?

Reflection and Feedback

Reflection Questions for Class Discussion:

- What was the most challenging part of designing the strategy?
- How can SMEs overcome barriers to sustainability (e.g., cost, consumer skepticism)?
- Which group's strategy stood out and why?



Unit 2



Eco-Innovation and Green Skills in Marketing

UNIT 2/ Learning Objectives



- Understand the concept of eco-innovation in marketing and identify how it can drive sustainable competitive advantages for businesses.
- Learn the principles of the circular economy and how to apply these principles to product development to enhance sustainability.
- Gain knowledge about different types of green certifications and labels and understand their impact on consumer perception and behavior.
- Analyze a real-life case study to comprehend the practical application of eco-innovation strategies in business operations.

Introduction to Eco-Innovation in Marketing

What is Eco-Innovation?

Definition: Eco-innovation in marketing refers to the process of developing and promoting products, services, and processes that not only meet consumer needs but also significantly decrease environmental impacts.

Key Components:

- Environmental Benefit: Reduction of pollution and waste.
- Commercial Application: Products and services that offer environmental benefits alongside consumer value.
- Innovation Approach: Incorporates environmental considerations in the design, production, and distribution phases.



Introduction to Eco-Innovation in Marketing

Importance of Eco-Innovation in Marketing

Sustainability Goals: Eco-innovation is pivotal in achieving the UN Sustainable Development Goals, particularly those related to responsible consumption and production.

Consumer Demand: A growing segment of consumers is demanding products that are not only effective but also environmentally friendly. For instance, 73% of millennials are willing to pay more for sustainable offerings.



Introduction to Eco-Innovation in Marketing

Benefits of Eco-Innovation

- **Environmental Impact:** Eco-innovation leads to significant environmental benefits such as drastic reductions in waste generation, enhanced conservation of natural resources, and substantial cuts in greenhouse gas emissions. This not only helps in mitigating the effects of climate change but also supports biodiversity and preserves ecological balance.
- **Business Benefits:** By adopting eco-innovative practices, companies can significantly enhance their brand reputation, distinguishing themselves as industry leaders in sustainability. This strong reputation can increase customer loyalty and attract new customers who prioritize environmental responsibility. Moreover, eco-innovation can serve as a key differentiator in crowded markets, providing a competitive edge that can lead to increased market share.
- **Innovation Drivers:** The pressing challenges of resource scarcity and stringent environmental regulations compel companies to innovate. These challenges push businesses to think creatively, leading to breakthroughs in sustainable products and processes that meet regulatory standards while serving market needs.

Introduction to Eco-Innovation in Marketing

Strategies for Implementing Eco-Innovation

- **Research and Development:** Continuous investment in R&D is vital for discovering innovative materials and methods that reduce environmental harm. This investment also aids in refining existing products to meet eco-friendly standards without compromising quality or functionality.
- **Partnerships:** By forging strategic alliances with startups, academia, and non-governmental organizations, companies can leverage external expertise and cutting-edge technologies to fast-track the development of eco-innovative solutions.
- **Consumer Engagement:** Being transparent about the origins of products, the environmental impacts of each lifecycle stage, and how consumers can contribute to sustainability efforts helps in building trust. Encouraging customer participation in return and recycling programs further strengthens this relationship and reinforces a brand's commitment to sustainability.



Introduction to Eco-Innovation in Marketing

Challenges in Eco-Innovation



Cost Issues: The initial investment required for eco-innovation can be substantial. However, these investments are often recovered over time through savings in energy, materials, and compliance costs. Businesses need to balance short-term financial impacts with long-term gains.



Market Readiness: There is sometimes hesitance or resistance from consumers when introduced to new, eco-friendly products, especially if these come at a premium. Educating consumers about the long-term benefits of such purchases is crucial to overcoming this barrier.



Regulatory Hurdles: Eco-innovators often face a maze of regulations, which can vary widely by region and industry. Understanding and navigating these regulations is essential for successful innovation and market entry.

Introduction to Eco-Innovation in Marketing

Future of Eco-Innovation in Marketing

Trends and Predictions: The future will see an increased reliance on artificial intelligence and big data analytics to optimize resource usage, predict trends in sustainability, and improve product lifecycle management. These technologies will enable companies to not only enhance operational efficiencies but also personalize customer experiences in eco-friendly ways.



Call to Action: For businesses to remain competitive in an increasingly eco-conscious market, it is crucial to integrate eco-innovation into core business strategies. Companies should strive to lead in sustainability, not just comply, to meet both consumer expectations and regulatory requirements.

Circular Economy in Product Development

Introduction to Circular Economy in Product Development

Definition of Circular Economy

The circular economy is an economic system designed to maximize resource efficiency by minimizing waste and promoting the reuse, refurbishment, remanufacturing, and recycling of products and materials. Unlike the traditional linear economy, which follows a 'take-make-dispose' model, the circular economy encourages continuous cycles of resource use and recovery.

This model focuses on designing out waste and pollution, keeping products and materials in use for as long as possible, and regenerating natural systems. It emphasizes a systemic shift in thinking about how resources are utilized, advocating for a transformation in product design, business models, and consumer behavior.

Circular Economy in Product Development

Relevance in Product Development

Integrating circular economy principles into product development is crucial for creating sustainable production processes that provide significant economic and environmental benefits.

By adopting these principles, companies can:

- Reduce Material Costs
- Enhance Product Differentiation:
- Increase Efficiency
- Drive Innovation
- Regulatory Compliance and Risk Mitigation
- Long-term Viability

Circular Economy in Product Development

Principles of Circular Economy Applied to Product Development

- **Design for Longevity:** Products should be designed for a longer lifecycle, with consideration for durability and timeless design.
- **Design for Reuse and Recycling:** Highlight the importance of designing products so that their components can be easily disassembled and reused or recycled at the end of their life cycle.
- **Use of Recycled Materials:** Encourage the use of recycled materials in new products to reduce the demand for virgin raw materials and decrease environmental footprint.
- **Innovation in Design:** Discuss how innovative design strategies such as modular design can facilitate repair, upgrade, and recycling of products.

Circular Economy in Product Development

Benefits and Challenges

Benefits:

- **Environmental Impact:** Reduced landfill waste and conservation of natural resources.
- **Economic Advantages:** Potentially lower material costs and creation of new markets for recycled materials.
- **Customer Loyalty:** Increased brand loyalty from consumers who value sustainability.

Challenges:

- **Supply Chain Complexity:** Managing a supply chain that incorporates recycling and reuse can be complex and costly.
- **Technological and Design Limitations:** Overcoming the challenges of designing for disassembly and integrating recycled materials.
- **Market Acceptance:** Ensuring that products meet consumer expectations in terms of performance, aesthetics, and cost.

Circular Economy in Product Development

Future Directions and Strategic Approaches in Circular Economy Product Development

Technological Innovations: Upcoming advancements in material science, biotechnology, and digital technologies like AI and IoT could further enhance the circular economy by improving product tracking, lifespan, and recyclability.

Regulatory and Policy Frameworks: The potential future regulatory changes that could support circular economy practices, such as incentives for using recycled materials or penalties for generating excessive waste.

Consumer Awareness and Engagement: The importance of educating consumers about the benefits of circular economy products to drive demand and foster a culture of sustainability.

Collaborative Efforts: The need for cross-industry collaborations to create standardized methods for material reuse and recycling, which could simplify the circular processes and reduce costs.

Design Philosophy Shift: A shift in design philosophy towards systems thinking in product development, where products are designed considering their entire lifecycle and the system they are part of.

Green Certifications and Labels

Introduction to Green Certifications and Labels

Green certifications and labels are third-party verification systems that validate that a product, service, or company adheres to specific environmental and often social standards.

These certifications are awarded by independent organizations that assess whether the entity meets established criteria for sustainability, which can include factors such as energy efficiency, reduced environmental impact, conservation of natural resources, and responsible social practices.

These labels are visible indicators, often placed on product packaging or advertised in company communications, signaling compliance with these standards.



Green Certifications and Labels

Purpose of Green Certifications and Labels

Transparency: They provide a clear and credible way to communicate the environmental and social credentials of a product or service to consumers. This transparency helps consumers understand the impact of their purchases and choose products that align with their values.

Building Consumer Trust: By adhering to recognized standards and undergoing third-party verification, companies can build trust with consumers and stakeholders. These certifications reassure customers that the products or services they purchase are genuinely sustainable and that claims of environmental or social responsibility are not merely marketing tactics.

Encouraging Sustainable Purchasing Decisions: Green certifications influence purchasing behavior by making it easier for consumers to identify and select products that have been verified for their sustainable attributes. This can encourage broader adoption of sustainable practices across the consumer market, driving demand for products that contribute less to environmental degradation and more to social welfare.

Green Certifications and Labels

Types of Green Certifications and Labels

Energy Efficiency	Organic and Natural Products	Sustainable Forestry	Fair Trade and Social Responsibility	Environmental Management	Chemical Reduction	Water Conservation
<ul style="list-style-type: none">• Energy Star• EU Energy Label	<ul style="list-style-type: none">• USDA Organic• Ecocert	<ul style="list-style-type: none">• Forest Stewardship Council (FSC)• Sustainable Forestry Initiative (SFI)	<ul style="list-style-type: none">• Fair Trade Certified• B Corporation Certification	<ul style="list-style-type: none">• ISO 14001• LEED (Leadership in Energy and Environmental Design)	<ul style="list-style-type: none">• OEKO-TEX Standard 100• Green Seal	<ul style="list-style-type: none">• WaterSense

These certifications help guide consumers in making informed choices and encourage companies to adopt practices that are beneficial to the environment and society.

Green Certifications and Labels

The Importance of Green Certifications and Labels in Business

- **Consumer Trust:** Illustrate how green labels can enhance consumer trust and loyalty by ensuring that products meet established sustainability standards.
- **Market Differentiation:** Discuss how certifications can differentiate products in a crowded market, appealing to eco-conscious consumers.
- **Regulatory Compliance:** Explain how adhering to certification standards can help companies stay compliant with environmental regulations, avoiding fines and penalties.



Green Certifications and Labels

Challenges and Best Practices in Implementing Green Certifications

Challenges:

- **Cost and Complexity:** The potential high costs and complexity of obtaining and maintaining certifications.
- **Greenwashing:** The misuse of green labels and the importance of choosing reputable certifications to avoid greenwashing claims.

Best Practices:

- **Thorough Research:** Research different certifications to find those most reputable and relevant to their products.
- **Engage Stakeholders:** Suggest involving all stakeholders in the certification process to ensure alignment and commitment.
- **Continuous Improvement:** Recommend using certification criteria as a benchmark for continuous environmental performance improvement.

Presentation of OERs Related to Eco-Innovation

Introduction to Open Educational Resources on Eco-Innovation

Overview: We have developed a collection of open educational resources focused on eco-innovation. These resources are designed to educate and empower individuals and organizations to adopt sustainable marketing practices.

Key Features:

Accessibility: Our resources are freely accessible to everyone, breaking down barriers to education and enabling widespread learning.

Comprehensiveness: Covering various aspects of green marketing, from basic principles to advanced strategies, our resources cater to learners at different levels of expertise.

Practical Application: Each resource includes practical tips and case studies that illustrate how green marketing can be effectively implemented in real-world scenarios.

Presentation of OERs Related to Green Marketing

Importance of Green Marketing Resources

Enhancing Awareness: They raise awareness about the environmental impacts of traditional marketing practices and promote more sustainable alternatives.

Driving Change: By educating marketers and businesses, we are empowering them to make decisions that not only benefit their organization but also contribute to environmental conservation.

Supporting Sustainability Goals: These resources align with global sustainability goals, helping integrate these objectives into business strategies.

Innovation Promotion: Educating on green marketing encourages innovation, leading to more sustainable products and services that meet consumer demands and regulatory standards.

Conclusion: **Our open educational resources** are crucial tools for anyone looking to understand and implement green marketing. By using these resources, individuals and organizations can contribute to a more sustainable future.

Case Study: Interface, Inc. – Pioneering Eco-Innovation in the Carpet Industry –

Background: Interface, Inc. is an Atlanta-based company that is recognized as a worldwide leader in the design and production of modular carpet tiles. The company has been a pioneer in corporate environmental responsibility since the mid-1990s.

Journey Towards Sustainability

Wake-Up Call: In 1994, Ray Anderson, the founder of Interface, Inc., had an environmental epiphany that transformed the company. He shifted the business model towards sustainability, with the ambitious goal of having no negative environmental impact by 2020.

Mission Zero®: This initiative aimed to eliminate any negative impact the company has on the environment by 2020 and to serve as a restorative enterprise thereafter.



Case Study: Innovative Strategies of Interface, Inc.

- **Closed Loop Recycling:** Interface developed and implemented pioneering recycling practices. Their ReEntry® program reclaims used carpets, regardless of their manufacturing origin, to recycle them into new carpet products or other uses, effectively reducing landfill waste.

- **Cool Blue™:** A breakthrough backing material made from recycled vinyl carpet and other post-consumer materials, which significantly reduces the need for virgin raw materials.

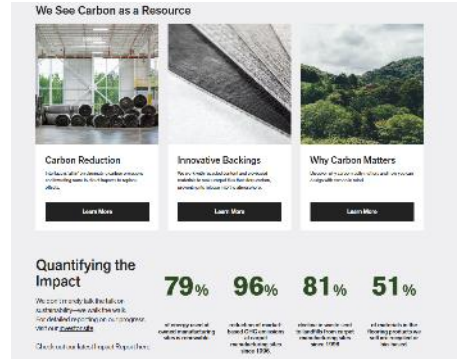
- **Biomimicry Design:** Interface has been inspired by biomimicry to create products that mimic natural processes and systems. This approach led to the development of their TacTiles® installation system, which reduces the need for environmentally harmful glues.



Case Study: Interface, Inc.

Outcomes and Impact

- Reduction in Carbon Footprint:** By 2019, Interface had reduced its greenhouse gas emissions by 96%, with 89% of its energy used globally coming from renewable sources.
- Circular Business Model:** Interface has successfully shifted towards a circular business model where used carpet materials are continually recycled into new products, promoting sustainability across their product life cycle.
- Industry Influence:** The company's aggressive sustainability goals and achievements have set a new standard in the industry, pushing competitors towards greener practices.



Case study on green marketing strategies

Lessons Learned

Leadership and Vision: Ray Anderson's clear vision and leadership were crucial in pivoting Interface towards sustainability, demonstrating the significant role of leadership in driving eco-innovation.

Commitment to R&D: Continuous investment in research and development was necessary for developing sustainable technologies and products that closed the loop on carpet production.

Stakeholder Engagement: Interface's journey emphasized the importance of engaging stakeholders, including customers, suppliers, and employees, in its sustainability goals, creating a shared commitment to the environment.

Legacy and Future: Interface continues to innovate in the field of sustainable industrial practices, leaving a lasting legacy in the carpet manufacturing industry and beyond. Their commitment to sustainability remains a core component of their business strategy, aiming to inspire other companies to follow in their footsteps.

Workshop II

Workshop Instructions

Objective: Provide a practical example of how a company successfully implemented eco-innovation within the framework of the circular economy.

Case Study: Choose a company that has excelled in incorporating circular economy principles, such as *Interface*. Discuss their journey, the challenges they faced, and the innovative solutions they implemented.

Discussion Points:

Describe the initial challenges the company faced in terms of sustainability.

Explain the eco-innovative solutions they implemented (e.g., recycled materials, take-back programs, renewable energy use).

Highlight the outcomes in terms of environmental impact, customer reception, and economic benefits.

Discuss how certifications played a role in their strategy (e.g., Fair Trade, B Corp).

Workshop

Group Presentation

a. Develop an Eco-Innovation Marketing Plan (60 minutes)

Objective: Each group will develop a marketing plan for a hypothetical product or service that utilizes circular economy principles.

Task:

Identify a product or service,

Apply circular economy strategies such as design for longevity, reparability, and recyclability.

Integrate appropriate green certifications that enhance market credibility.

Plan marketing strategies that highlight the product's sustainable features.

Materials Provided: Information sheets on circular economy principles, list of green certifications, marketing strategy templates.

Workshop

Group Presentation

b. Presentation: Groups Present their Eco-Innovation Plans (30 minutes)

Objective: Each group presents their eco-innovation marketing plan to the workshop.

Guidelines:

Each presentation should last no more than 5 minutes.

Focus on the key elements of the marketing plan: product description, circular strategies used, certifications obtained, and marketing approaches.

Be prepared to answer questions from other participants.

Workshop

Feedback and Conclusion

Objective: Provide feedback on each group's presentation and discuss the takeaways from the workshop.

Activities:

- Quick feedback session for each group from the workshop facilitators.

- Open the floor for peer feedback and discussion.

- Conclude with key insights gained from the case studies and group activities.

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