

Program Priority: SO1.1 - Improve the framework conditions for innovation in the Alpine Space

Work Package: WPT3 Fostering CE processes in Alpine Space with digitalisation processes

Output: O.T3.2 Enterprise cooperating with research institution to foster CE with digitalisation

Author: Luc Schmerber, PP3 – BWCON

Version: Final

Month, YEAR: June, 2022

Table of contents

Purpose of the document 3

Methodology followed to assist SMEs for technology innovation 3

Overview of the assistance provided to SMEs as a result of the collaboration between PP3 BWCON and PP10
JOŽEF STEFAN INSTITUTE in WPT2 and WPT3 5

Conclusions..... 9

Annexes..... 9

Purpose of the document

The purpose of this document is to describe the achievement of the output O.T3.2, described as follows in the AF: *“PP3 bwcon and PP10 Jožef Stefan Institute will cooperate to foster CE among SMEs with digitalisation.”*

The output relates more specifically to the approach put in place in *WPT3 Fostering CE processes in Alpine Space with digitalisation processes* – under the coordination and leadership of PP3 bwcon – making use of the CIRCULAR4.0 toolkit developed in *WPT2 Benchlearning and knowledge exchange actions to strengthen CE processes in AS through digitalisation* – under the coordination and leadership of PP10 Jožef Stefan Institute.

The present document encompasses the following elements:

- Methodology followed to assist SMEs for technology innovation
- Overview of the assistance provided to SMEs

Methodology followed to assist SMEs for technology innovation

The methodology followed in Circular4.0 to foster CE among SMEs with digitalisation builds on the following pillars:

- Circular4.0 toolkit,
- Local pilot actions implemented by each project partner to test the toolkit.

CIRCULAR4.0 TOOLKIT

The Circular4.0 toolkit encompasses three sets of tools that were developed/identified/proposed for use in the scope of the Circular 4.0 project and/or adopted from existing tools:

- Circularity assessment score (CAS2.0) and other circularity assessment tools
- Digital Maturity Assessment (DMA) and other digital maturity assessment tools
- Circularity Acceleration training course 4.0 (CAT4.0)

Those toolsets are described in detail in the output O.T2.1 Circular4.0 toolkit (see annexes). They were meant as the basis to be deployed in the scope of WPT3, as the fundamental tools to accelerate SME's transition to circular economy by project partners, in the framework of local pilot actions.

LOCAL PILOT ACTIONS

The main objective of WP T3 was to develop transnational and local actions to monitor the effectiveness of SMEs digitalisation to push them toward CE processes. The role of digitalisation as an 'enabler' for the CE was tested with the support of the CIRCULAR4.0 toolkit. 15 local pilot actions were implemented by the project partners, according to a shared methodology. The following picture summarises the main steps of this methodology which relate to the Circular 4.0 toolkit:

Common parts of all local actions	Relation to the Circular4.0 toolkit
Circularity assessment	Use of the Circularity assessment score (CAS2.0) and/or other circularity assessment tools from the toolkit to measure evaluate the maturity of the companies with respect to different aspects of circular economy.

Digital maturity assessment	Use of the Digital Maturity Assessment (DMA) and/or other digital maturity assessment tools from the toolkit to measure evaluate the maturity of the companies with respect to different aspects of digitalisation.
Access to self-learning materials	Access to the Circularity Acceleration training course 4.0 (CAT4.0) as a self-learning resource and/pr delivery of related workshops.
Identification of innovation needs 1:1 assistance Development of recommendations	<p>Assistance provided either directly by the partners or in combination with external experts (most common case) in order to identify, on the basis of the circularity and digital maturity assessments, opportunities for the improvement of the companies' circularity with the support of digitalisation.</p> <p>The aim was to define specific recommendations such as:</p> <ul style="list-style-type: none"> ▪ Technology adoption ▪ New or improved process ▪ New or improved or transformed business model ▪ New or improved products ▪ New or improved services <p>The set of tools in the Circular4.0 toolkit also includes financial/investment schemes and business plan to address circularity transformation (business canvas) and other supporting tools, assisting SMEs to embark on a circularity business transformation journey.</p>

While the selection of specific tools used in the local pilot action was left up to the partners, e.g. in order to take into account local specificities, the overall methodology and steps listed here above were common to all local pilot actions.

COOPERATION BETWEEN PP3 BWCON AND PP10 JOŽEF STEFAN INSTITUTE

The collaboration between PP3 bwcon and PP10 Jožef Stefan Institute did materialise in their respective roles as WPT3 and WPT2 leaders. Whereas PP10 Jožef Stefan Institute had the overall responsibility for the development of the toolkit and the evaluation methodology to assess its performance (in collaboration with further partners), PP3 BWCON had the responsibility to ensure the coherent use of the toolkit in the framework of the 15 local pilot actions implemented in WPT3, as well as the assessment of the performance of the toolkit as part of the overall assessment of the local pilot actions. This was mirrored in the respective templates (see annexes) developed in WPT3:

- Template for the description of the local action plans, used for compiling the feasibility plans D.T3.1.1, D.T3.1.2 and D.T3.1.3.
- Templates for reporting on the implementation of the local action plans, used for compiling the deliverables D.T3.2.1, D.T3.2.2 and D.T3.2.3.
- Dedicated part of the evaluation questionnaire to assess the performance of the tools used in the local pilot actions. The results were used for compiling the deliverable D.T3.3.2.

The coordination activities between PP3 bwcon and PP10 Jožef Stefan Institute did mainly take place in the context of the following Technical Committee (TC) meetings:

- TC meeting, Lyon, 13.10.2021 (see Agenda in the annexes)
- TC meeting, online, 18.01.2022
- TC meeting, online, 12.04.2022
- TC meeting, online, 08.06.2022

As well as the following meetings of the Evaluation Committee:

- 1st meeting of the Evaluation Committee, online, 19.01.2022
- 2nd meeting of the Evaluation Committee, online, 08.06.2022

Overview of the assistance provided to SMEs as a result of the collaboration between PP3 BWCON and PP10 JOŽEF STEFAN INSTITUTE in WPT2 and WPT3

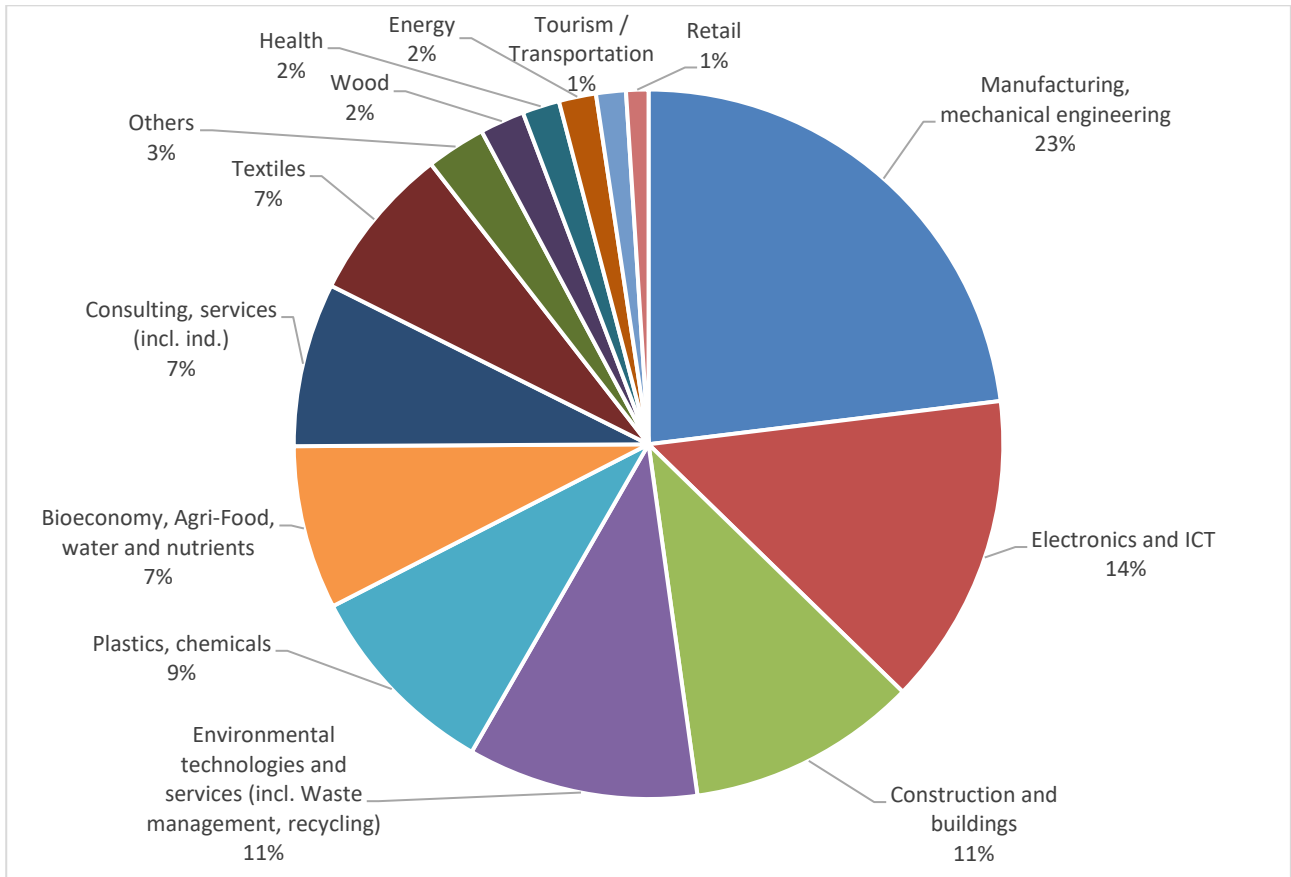
In total, 15 local actions (WPT3) did provide support to 295 businesses, out of which 267 SMEs, 25 large enterprises and 3 startups. They were split as shown in the following table across the 3 overarching models: CE design, CE optimal use and CE value recovery:

CE model	Business type	Number of businesses
Design	Large company	8
	SME	94
	Start-Up	3
Total		105
Optimal use	Large company	4
	SME	117
Total		121
Value recovery	Large company	13
	SME	56
Total		69

The overall split of the businesses supported across industrial sectors was as follows:

Industrial sectors	Number of businesses
Manufacturing, mechanical engineering	68
Electronics and ICT	42
Construction and buildings	31
Environmental technologies and services (incl. waste management, recycling)	31
Plastics, chemicals	27
Bioeconomy, Agri-Food, water and nutrients	22
Consulting, services (including industrial services)	22
Textiles	21
Others	8

Wood	6
Health	5
Energy	5
Tourism / Transportation	4
Retail	3
Total	295



As the figures show, each of the following sectors represents at least 5% of the overall sample of businesses:

1. Manufacturing, mechanical engineering
2. Electronics and ICT
3. Construction and buildings
4. Environmental technologies and services (incl. waste management, recycling)
5. Plastics, chemicals
6. Bioeconomy, Agri-Food, water and nutrients
7. Consulting, services (including industrial services)
8. Textiles

Altogether, those 8 sectors represent 264 businesses, i.e. 89% of the sample and they are mostly well distributed across all five countries – Austria, France, Germany, Italy and Slovenia:

Industrial sectors	Total	Austria	France	Germany	Italy	Slovenia
Manufacturing, mechanical engineering	68	4	21	19	20	4
Electronics and ICT	42	5	5	18	9	5
Construction and buildings	31	4	4	8	15	
Environmental technologies and services (incl. waste management, recycling)	31	3	5	7	13	3
Plastics, chemicals	27	3	6	7	8	3
Bioeconomy, Agri-Food, water and nutrients	22	1	7	5	5	4
Consulting, services (including industrial services)	22	3	2	5	9	3
Textiles	21	2	12	1	5	1
Total	264	25	62	70	84	23

Overview of the support provided

The following table provides a quantitative overview of the support provided to the 295 companies considered:

Company type	CE maturity assessment	Digital maturity assessment	1:1Assistance	Action Plan
Large company	23	22	25	15
SME	251	264	266	223
Start-Up	3	3	3	
Total	277	289	292	238

The split across the 3 CE models implemented in the project is as follows:

CE model	Company type	CE maturity assessment	Digital maturity assessment	1:1Assistance	Action Plan
Optimal use	Large company	4	4	4	4
	SME	115	115	117	95
Total		119	119	121	99

CE model	Company type	CE maturity assessment	Digital maturity assessment	1:1Assistance	Action Plan
Design	Large company	6	5	8	8
	SME	80	93	93	86
	Start-Up	3	3	3	
Total		89	101	104	94

CE model	Company type	CE maturity assessment	Digital maturity assessment	1:1Assistance	Action Plan
Desgin	Large company	13	13	13	7
	SME	56	56	56	42
Total		69	69	69	49

Overview of the tools implemented

The core of the support provided to SMEs as a result of the collaboration between PP3 BWCON and PP10 Josef Stefan Institute lies in the use of tools from the Circular 4.0 toolkit for CE and digital maturity assessments in the context of the local pilot actions.

The following table lists the tools used in the project regions for circular and digital maturity assessment:

Tools	Business type	Number of businesses
CE maturity	Industrie circulaire	38
	Check for linear risks and circular opportunities (based on the example of the CAS) + digi check (evaluation of contexts)	58
	CAS 2.0/CAS 4.0 (and local adaptations)	181
Total		277
Digital maturity	Industrie circulaire	64
	Check for linear risks and circular opportunities (based on the example of the CAS) + digi check (evaluation of contexts)	58
	i4Ready	15
	Test Industria 4.0 - Assessment of maturity	28
	SELF4.0	66
	Innocape	10
	UP tool	40
	Digital transformation tool quick check	8
Total		289

When considering the tools used by the fifteen partners for the circular and digital maturity assessment of the businesses, the following observations can be made:

- **Digital maturity assessment:** The French and the Austrian partners used mostly tools which were designed to combine the digital and circular maturity assessment in one. The digital maturity part incorporated elements of the CAS tool and was adapted to the local context by the partners. The German, Italian and Slovenian partners used mostly tools already available on the local level.
- **Circular economy assessment:** as described above, the French and the Austrian partners used tools which were designed to combine the digital and circular maturity assessment in one. The circular economy part incorporated elements of the CAS tool and was adapted to the local context by the partners. The Italian and Slovenian partners used the CAS 2.0 tools. A very large majority of the circular maturity assessments was made on the basis of the CAS tool developed by JSI, although with some local adaptations.

Conclusions

The evaluation of the local pilot actions, including the tools used by the partners showed a high relevance of the pilots for improving the awareness and maturity levels, as well as generating innovative activities, of SMEs, especially those with an initial low or medium maturity level. It also showed that the tools used were all relevant to increase the awareness and maturity of the SMEs in general.

Annexes

1. Template for the description of the local action plans, used for compiling the feasibility plans D.T3.1.1, D.T3.1.2 and D.T3.1.3.
2. Templates for reporting on the implementation of the local action plans, used for compiling the deliverables D.T3.2.1, D.T3.2.2 and D.T3.2.3.
3. Evaluation questionnaire to assess the performance of the tools used in the local pilot actions. The results were used for compiling the deliverable D.T3.3.2.

Project Acronym: Circular 4.0

Project title: **Digital technologies as enabler to foster the transition to the circular economy by the SME in the Alpine Space area**

A.T3.1

Planning digitalised CE processes in Alpine Space area addressed to SMEs

Template for description (plan) of Local pilot actions (for use in D.T3.1.1/2/3)

WP n°: T.3.	Fostering CE processes in Alpine Space with digitalisation processes
Task n°: T.3.1	Planning digitalised CE processes in Alpine Space area addressed to SMEs
Author(s):	Lara Trikha, Luc Schmerber, bwcon Dr. Eva Schichl, UCB
Contributors:	Roberto Sandrini, TPLJ

Type:	T -Template
Dissemination level:	CO = confidential
Revision:	FINAL
Due Date:	
Date of submission:	

1. Overview of the local pilot action - Region name (Partner name)	3
2. Planned activities.....	5
3. Indicators (KPIs) and monitoring	6

1. Overview of the local pilot action - **Region name (Partner name)**

This is the place where to describe in 2-3 pages the pilot action in its entirety, without entering into deep operational details related to its implementation. It is a summary-like or elevator pitch like approach.

The description should encompass at least the following elements:

- **Local context and CE approach**
Sectors, geographical area, type of businesses targeted, etc.
Any other information on the context, as relevant.

Please mention which is the CE approach originally foreseen for your pilot (among those listed in the project: design, optimal use, value recovery) and add the justification – if relevant - to include one or more CE additional approaches.

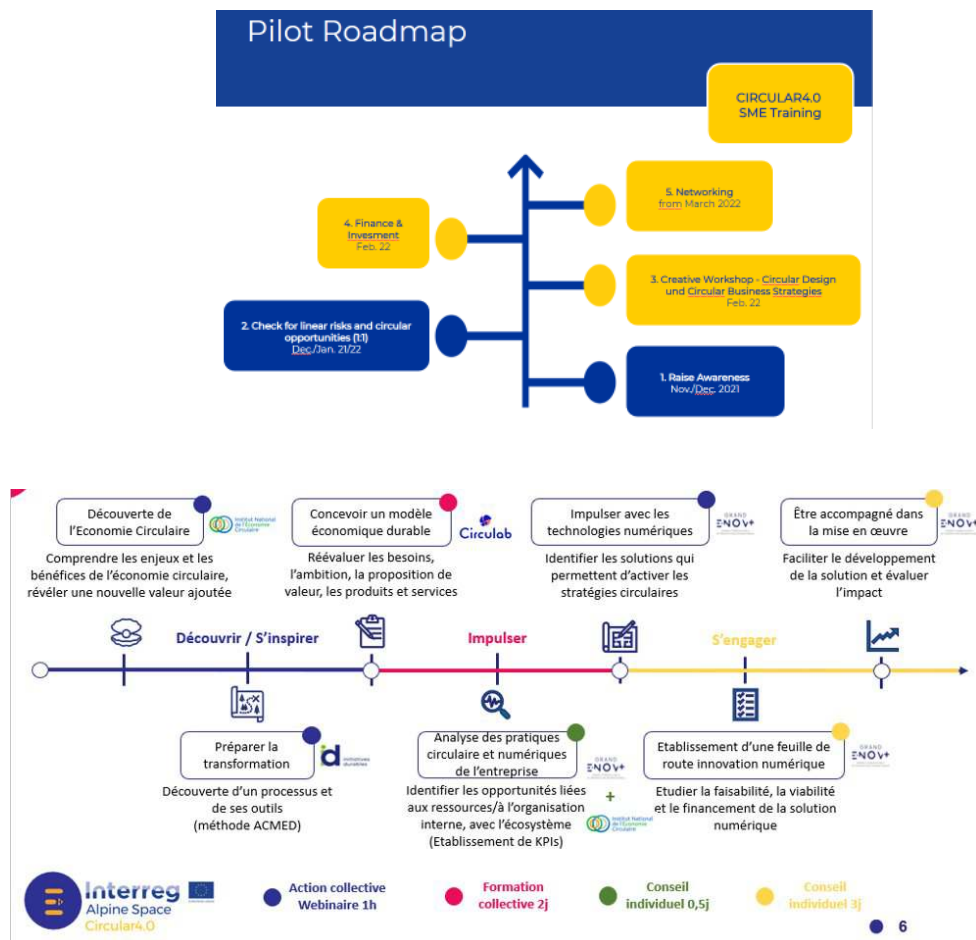
- **Methodology**

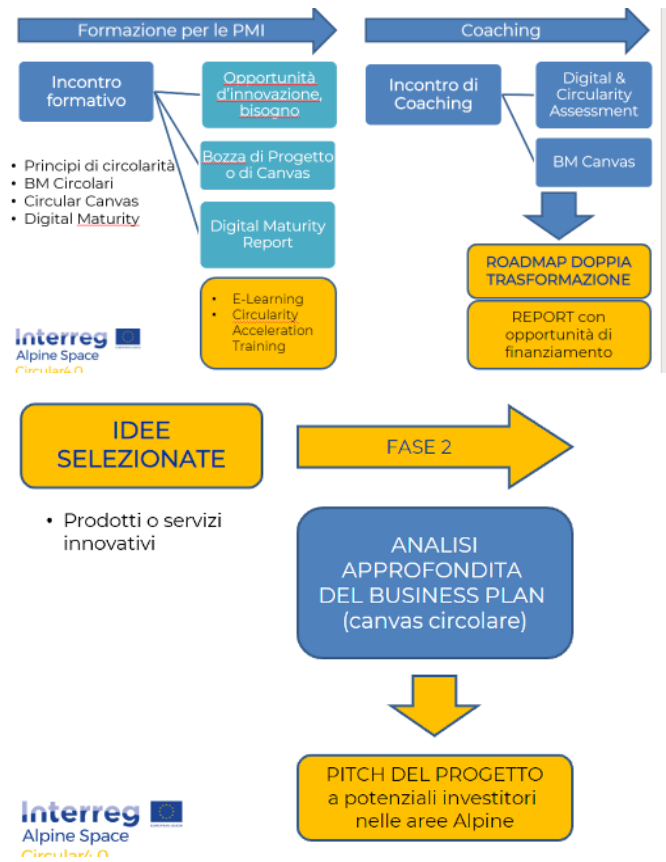
This part shall provide an overview of the methodology that will be used to select and assist SMEs in their circular transformation (common to all pilots).

Please specify which tools will be used (among those listed in the toolkit – D.T2.3.3) and the justification for their selection.

The use of graphic elements is recommended.

Examples:





- **Expected results**

This section shall explain the benefit / added value expected for the SMEs.

2. Planned activities

In this session, the activities planned for the roll-out of the approach described above shall be detailed. In order to have a significant degree of comparison among the different local pilot actions, we suggest using a set of common activities (= same title or heading, not the same methods). Those activities are the ones listed in the AF

1. Selection/identification of SMEs

This activity regroups the actions undertaken by each partner to approach and select SMEs involved in the pilot action.

2. Thematic workshops/seminars

This activity regroups the CAT2.0 or other training modules selected by the partners and addressed to SMEs.

3. Circular CE capability/potentiality and Digital Maturity Assessment of SMEs

This activity regroups the actions delivered to evaluate the CE and digital maturity of the SMEs. In this activity, the tools used should be specified.

4. Identification of innovation needs and investment plan

As discussed during the partner meeting on 02.11.2021, each company supported should receive a document established on the basis of the assessment and in collaboration with the SME (at least one bilateral meeting between the SME and an expert/consultant during the process) and encompassing at least one recommendation covering any of the following aspects of the transformation of the company towards higher circularity (= increase of maturity level)

- Technology adoption
- New or improved process
- New or improved or transformed business model
- New or improved products
- New or improved services
- Digitally supported (as far as possible)
- With a time horizon from 6 months up to 1 year

Consequently this activity should describe the process for the draft of those recommendations, like for instance involvement of experts and setup of a roadmap (example for AURA-E).

Each of the above activity can be split into several steps (sub-activities) as relevant for each pilot action. But we recommend keeping it simple.

For the description of each activity (or sub-activity if relevant), we suggest using the following table:

Title	Name of activity	Start date	MM.YYYY
		End date	MM.YYYY
Description			
Describe here the activity			
Add sub-activities if necessary			
Results			

Note: the results (or deliverables) will need to be documented and reported upon in Activity T3.2 in the report for each local pilot action. They should therefore be formulated in a way that enables monitoring and documentation of the implementation.

1	Example: 3 online workshops ...	Date	
2	Example: 1 call for applications	Date	
3	Example: 25 CE+digital maturity assessments of SMEs	Date	
n		Date	

3. Indicators (KPIs) and monitoring

This section shall describe what are the measurable objectives (qualitative and quantitative indicators) of the pilot action and how the progress will be monitored. The selection/definition of indicators shall refer to deliverable *D.T2.5.1 Evaluation methodology* and *D.T2.4.2 KPIs definition to assess the contribution of digitalisation on CE approaches* (templates available on Teams – see also next page).

A basic indicator for all pilot actions is the number of SMEs targeted (~20 on average).

Company dashboard																
Full project partner dashboard																
	<i>CE Strategy/Business model</i>		<i>Commitment level Investments</i>		<i>Digital technologies awareness</i>		<i>Commitment level Investments</i>		<i>Other relevant item linked to the pilot action considered</i>		<i>Trainee level of satisfaction</i>	<i>Maturity improvement</i>		<i>Impact on CE related to the pilot action</i>		
Goals	CE Readiness level assessment		Trainee motivation toward CE implementation		Digital Technology Readiness level assessment		Financial effort foreseen during the pilot action			Satisfaction level on tools and trainings provided	Project maturity phase to be reached *		Circular metrics to be improved *		
Phase	Initial State	Outputs	Initial State	Outputs	Initial State	Outputs	Initial State	Outputs	Initial State	Outputs	Quality of trainers and tool, relevance, applicability ...	Initial level	Level reached	Initial measure	Results achieved **	
Means indicator *																
Comments **	<i>Describe the inputs needed</i>	<i>Describe what has been done</i>	<i>Describe the inputs needed</i>	<i>Describe what has been done</i>	<i>Describe the inputs needed</i>	<i>Describe what has been done</i>	<i>Describe the inputs needed</i>	<i>Describe what has been done</i>	<i>Describe the inputs needed</i>	<i>Describe what has been done</i>			<i>Describe the Improvement</i>		<i>Describe the Improvement</i>	

Project Acronym: Circular 4.0

Project title: **Digital technologies as enabler to foster the transition to the circular economy by the SME in the Alpine Space area**

A.T3.2

Experimenting transnational actions to foster CE approaches through digitalisation

Template for reporting on

Local pilot actions (for use in D.T3.2.1/2/3)

WP n°: T.3.	Fostering CE processes in Alpine Space with digitalisation processes
Task n°: T.3.2	Experimenting transnational actions to foster CE approaches through digitalisation Lara Trikha, Luc Schmerber, bwcon Dr. Eva Schichl, UCB
Author(s):	
Contributors:	Roberto Sandrini
Type:	T -Template
Dissemination level:	CO = confidential
Revision:	FINAL
Due Date:	
Date of submission:	

1. Introduction.....	3
2. Local pilot action Region name (Partner name) - overview.....	3
3. Identification and involvement of the SMEs for the Pilot Action	3
4. Implementation report	3
4.1. Activity 1	5
4.2. Activity 2	5
4.3. Activity 3	5
4.4. Activity n	5
5. Deviations from the pilot action plan (D.T3.1)	5
6. Communication activities implemented to support the pilot action	5
7. Summary of the achievements - lessons learnt	5
7.1. Achievements.....	5
7.2. Lessons learnt.....	5
8. Annexes.....	5

1. Introduction

The introduction is to a large extent common to all deliverables under A.T3.2, i.e.

D.T3.2.1 – 6 deliverables (JSI, CONFBG, AWS, ITG, AURA E, RISING SUD)

D.T3.2.2 – 5 deliverables (TPLJ, TOWL, VENINN, BWCON, GRAND E-NOV)

D.T3.2.3 – 4 deliverables (CCIAA VE RO, BIZ-UP, TUAS, UCB)

It shall contain:

- an explanation of the place of local actions in the overall project context, and
- the purpose of the deliverables D.T3.2.1 / D.T3.2.2 / D.T3.2.3 = reporting in what has been done and achieved within each local pilot action.

Specific part for each pilot action:

The present deliverable displays for the local pilot action in **region name** the:

- activities delivered,
- results achieved,
- lessons learned to foster CE approaches through digitalization.

2. Local pilot action **Region name (Partner name)** - overview

This chapter shall provide an overview of the initially planned local pilot actions as described in activity A.T3.1 (short version).

This is only to replace the reader in the context and make the present deliverables independent from others for the reader.

3. Identification and involvement of the SMEs for the Pilot Action

This paragraph is important for the “de minimis” rules; partners shall describe how they have identified and involved the SMEs and the concrete actions undertaken (public call for EoI? Invitation? Event?)

4. Implementation report

This chapter builds consists in a **detailed reporting** on the activities performed. It should address all the activities (**planned initially or added during the implementation**) by building on the detailed description of activities used in activity A.T3.1.

Important: Technically speaking, additional activities with respect to the original plans (D.T3.1) are also “deviations”. A specific paragraph has been added for deviations.

Guidelines for reporting on the local action implementation:

For each activity the reporting should include the following elements:

- Description of the activities performed
- Timeline
- Documentation of the results ('Deliverable(s)')
 - For example for workshops: agenda, participant list, materials, pictures, minutes
- Deviations and delays (as occurring):
 - Explanations
 - Mitigation measures implemented

We suggest using for reporting purpose the same tables used for the detailed description of the local pilot actions in activity A.T3.1:

Title	Name of activity	Start date	MM.YYYY
		End date	MM.YYYY
Description Describe here the activity as it was implemented: <ul style="list-style-type: none"> • What has been done • When • By Whom • How many SMEs were involved/did benefit? Add sub-activities if necessary			
Results Please list below the results achieved, including the items available for documentation of the results (those items shall be put in the annexes to the deliverable).			
1	Example: 3 online workshops ... Please name shortly the result achieved, aim at being specific e.g. in this example <ul style="list-style-type: none"> - <i>Workshop 'Liner risks and circular opportunities' in Stuttgart on 18 October 2021</i> Documentation (whatever relevant and needed): <ul style="list-style-type: none"> • Agenda • Participant list/screen shot • Picture • 	Date	dd.mm.yyyy
2	Example: 1 call for applications <ul style="list-style-type: none"> • Copy of publication (website, newsletter, ...) 	Date	
3	Example: 25 CE+digital maturity assessments of SMEs Documentation: <ul style="list-style-type: none"> • List of SMEs having performed an assessment • Overview of the results 	Date	
n		Date	
Deviations – corrective measures (as occurring) Please describe and explain below the deviations compare to the initial plan: <ul style="list-style-type: none"> - Delays - Significant changes in the activities (activities cancelled, new ones) - Explain corrective measures taken (if any) 			

4.1. Activity 1

xxx

4.2. Activity 2

xxx

4.3. Activity 3

xxx

4.4. Activity n

Xxx

5. Deviations from the pilot action plan (D.T3.1)

Please describe and justify deviations from the initial pilot action plan.

Both not-performed activities as well as modified and additional activities are to be considered as deviations.

6. Communication activities implemented to support the pilot action

Please describe the specific communication activities implemented to support the pilot action.

7. Summary of the achievements - lessons learnt

7.1. Achievements

This section shall summarise the results achieved compared to the initial objectives by using the quantitative and qualitative indicators identified for each local pilot action (KPIs).

- Milestone(s) achievement analysis:
 - Quantitative (KPIs)
 - Qualitative: less than planned, as planned, better than planned...

7.2. Lessons learnt

This section shall summarise the lessons learned from the implementation of the local pilot action and recommendations for improvement. They will be regrouped for all pilots in *A.T3.3 Assessing the performance of the actions implemented* and more specifically in the deliverable *D.T3.3.2 Pilot evaluation reports for all 3 transnational actions*.

8. Annexes

Please provide in the annexes the documentation of the results (as referred to in the report on each activity).

Questions for partners + external experts, to be answered from the perspective of a business support organisation (BSO)

Scale for all question

(1) Strongly disagree; (2) Disagree; (3) Neither agree nor disagree; (4) Agree; (5) Strongly agree.

Criteria	Process (methodology) for pilots	Tools (CAS, DMA, Training, 1:1 assistance...) For each tool 'category'
Relevance/Suitability	<p>Awareness/maturity</p> <p>The pilot methodology was suitable for increasing the circular awareness and maturity of SMEs in general.</p> <p>The pilot methodology was suitable for increasing the circular awareness and maturity of SMEs with a low initial level.</p> <p>The pilot methodology was suitable for increasing the circular awareness and maturity of SMEs with a medium initial level</p> <p>The pilot methodology was suitable for increasing the circular awareness and maturity of SMEs with a high initial level</p> <p>New/Innovative activities</p> <p>The pilot methodology was suitable for generating new/innovative activities in SMEs in general.</p> <p>The pilot methodology was suitable for generating new/innovative activities in SMEs with a low initial level.</p> <p>The pilot methodology was suitable for generating new/innovative activities in SMEs with a medium initial level</p> <p>The pilot methodology was suitable for generating new/innovative activities in SMEs with a high initial level</p>	<p>Circular Assessment and Digital Maturity Assessment Tools</p> <p>The use of CAS/DMA Tools was suitable for increasing the circular awareness and maturity of SMEs in general.</p> <p>The use of CAS/DMA Tools was suitable for generating new/innovative activities in SMEs in general.</p> <p>The use of CAS/DMA Tools was suitable for leveraging investments in SMEs in general.</p> <p>Training</p> <p>The Circular 4.0 Training was suitable for increasing the circular awareness and maturity of SMEs in general.</p> <p>The Circular 4.0 Training was suitable for generating new/innovative activities in SMEs in general.</p> <p>The Circular 4.0 Training was suitable for leveraging investments in SMEs in general.</p> <p>1:1 assistance</p> <p>The 1:1 assistance was suitable for increasing the circular awareness and maturity of SMEs in general.</p> <p>The 1:1 assistance was suitable for generating new/innovative activities in SMEs in general.</p>

	<p>Leveraging investments</p> <p>The pilot methodology was suitable for leveraging investments in SMEs in general.</p> <p>The 1:1 assistance was suitable for leveraging investments in SMEs with a low initial level.</p> <p>The 1:1 assistance was suitable for leveraging investments in SMEs with a medium initial level</p> <p>The pilot methodology was suitable for leveraging investments in SMEs with a high initial level</p>	<p>The 1:1 assistance was suitable for leveraging investments in SMEs in general</p>
<p>Usability (user-friendliness)</p>	<p>The pilot methodology was convenient for business support organisations involved in its implementation</p>	<p>The use of CAS/DMA Tools was convenient for business support organisations involved in the delivery.</p> <p>The Circular 4.0 Training was convenient for business support organisations involved in the delivery.</p> <p>The 1:1 assistance was convenient for business support organisations involved in the delivery.</p>
<p>Cost/Resources</p>	<p>The costs and resources needed to implement the pilot were adequate considering the results achieved (from the perspective of business support organisations).</p>	
<p>Overall satisfaction</p>	<p>The pilot was overall a good way to improve circularity of the assisted SMEs (from the perspective of business support organisations).</p>	
<p>Lessons learned (open comments)</p>	<p>Lessons learned:</p> <ul style="list-style-type: none"> - What worked well? - What should be improved? 	

	<ul style="list-style-type: none"> - What could be left out? - What was missing?
--	--

Questions for partners + external experts, to be answered from the perspective of SMEs (as far as possible, e.g. by building on the assessment performed within the local pilots)

Criteria	Tools (CAS, DMA, Training, 1:1 assistance...) + overall assistance (Question shall be answered for each tool 'category')
Relevance/Suitability	<p>The overall support was perceived as suitable for increasing our circular awareness and maturity in SMEs. The overall support Training was perceived as suitable for generating new/innovative activities in SMEs. The overall support Training was perceived as suitable for leveraging investments in SMEs.</p> <p>The use of CAS/DMA Tools was perceived as suitable for increasing circular awareness and maturity in SMEs. The use of CAS/DMA Tools was perceived as suitable for generating new/innovative activities in SMEs. The use of CAS/DMA Tools was perceived as suitable for leveraging investments in SMEs.</p> <p>The Circular 4.0 Training was perceived as suitable for increasing our circular awareness and maturity in SMEs. The Circular 4.0 Training was perceived as suitable for generating new/innovative activities in SMEs. The Circular 4.0 Training was perceived as suitable for leveraging investments in SMEs.</p> <p>The 1:1 assistance was perceived as suitable for increasing our circular awareness and maturity in SMEs. The 1:1 assistance Training was perceived as suitable for generating new/innovative activities in SMEs. The 1:1 assistance Training was perceived as suitable for leveraging investments in SMEs.</p>

Usability (user-friendliness)	<p>The use of CAS/DMA Tools was convenient for beneficiary SMEs.</p> <p>The participation in the Circular 4.0 Training was convenient for beneficiary SMEs.</p> <p>The delivery of 1:1 assistance was convenient for beneficiary SMEs.</p>
Cost/Resources	<p>The costs and resources needed to take part in the pilot were adequate considering the results achieved (from the perspective of beneficiary SMEs).</p>
Satisfaction	<p>The pilot was overall a good way to improve circularity of the assisted SMEs (from the perspective of beneficiary SMEs).</p>
Lessons learned	<p>Lessons learned (from the perspective of beneficiary SMEs):</p> <ul style="list-style-type: none"> - What worked well? - What should be improved? - What could be left out? - What was missing?

(1)