



SAM
Experience
Alliances towards
a Sustainable Future

Sustainable Alliance Manager:
Learning Experience towards
Collaborative Skills with
Green Consciousness

Follow up & Sustainability Plan



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Introduction

The objective of the SAMExperience Follow up & Sustainability Plan is to ensure the continued use, adoption and further development of the project's results after the end of the funding period. The short term objective of the project is to develop the SAMExperience which is an international, digital, flexible and personalised learning experience for Sustainable Alliance Managers (SAM). The long term objective is to provide professionals with the necessary collaborative and green skills to create and manage sustainable alliances within SMEs in the manufacturing sector. The overall SAM profile development aims at fulfilling the SMEs need for sustainable intercompany growth. The consortium will design a learning experience of collaborative-green skills providing personalised Learning Paths to the self assessed level of skills of each of the participants of the pilot in Spain, Italy, Romania, Lithuania, Poland (50 students/country). Ensuring the continuity of this initiative in the future will be essential for strengthening its long-term impact and fostering a new generation of professionals capable of driving sustainable transformation across Europe.

Description

The present plan is based on an extensive consultation process carried out after multiple virtual meetings, during which partners refined their individual strategies and identified appropriate methods to guarantee the long-term application of the project's outcomes.

This shared work aims to reinforce the collaborative and green skills required to create and manage sustainable alliances within SMEs in the manufacturing sector. Each partner provided detailed information concerning their exploitation priorities, institutional approaches, and the ways in which they intend to use and integrate the project's outputs in the future.

Project's main objectives are:

- Support sustainable inter-firm growth in the SME manufacturing sector, enabling companies to build long-term green alliances that foster inter-company expansion.
- Develop a recognised and effective SAM professional profile able to respond to manufacturing SMEs' needs for:
 - sustainable inter-company growth
 - greener and more collaborative business alliances
 - long-term inter-firm development based on shared environmental and strategic goals
- Contribute to fulfilling SMEs' demand for sustainable intercompany expansion, enhancing resilience, green cooperation, and cross-company value creation

Moreover, Project Partners have different access to the project target groups/stakeholders: Adult education staff and other stakeholders (public employment services, NGOs, CSOs), policy makers, and researchers in the field of social sciences (in particular economic sustainability and management topics). Their capacity to reach out to those stakeholders through exploitation actions is detailed below.

Plan

The SAMExperience project relies on a clear strategy for the continued use, adoption, and development of its results beyond the funding period. The SAMExperience digital platform is a core exploitable output of the project. It will serve as a long-term reference tool for competence assessment, training delivery and personalised learning pathways. As part of the joint strategy each partner has defined concrete pathways to ensure that the project's outputs:

Mondragon Unibertsitatea (MUE), as project coordinator and developer of the digital learning experience, will maintain the SAMExperience platform as part of its lifelong learning and cooperative innovation programs. The digital platform will be continuously updated and integrated into training modules for SMEs within its cooperative industrial ecosystem. Future implementation will include executive courses and certification programs for Sustainable Alliance Managers.

The West University of Timisoara (WUT), responsible for piloting and assessment, will implement the results through a permanent digital skills assessment centre. The pilot methodology will evolve into a diagnostic and personalised learning tool for manufacturing SMEs, helping participants develop the collaborative-green competencies required for sustainable intercompany growth. The university also plans to integrate these practices into regional training hubs and EIT-style programs for continuous professional development.

Lithuania Business College (LBC) and University of Economics in Katowice (UEKAT), as contributors to the Alliance Manager profile and training needs definition, will embed the SAM profile and competencies framework into their curricula and micro-credential programs. This will allow SMEs and professionals to access structured, standardised training on collaborative and green alliance management. Both institutions aim to use these outputs to support career guidance services, intercompany sustainability workshops, and future cross-border SME cooperation projects.

The University of Foggia (UNIFG), in charge of dissemination and exploitation, will continue to promote SAMExperience through regional manufacturing clusters, departmental sustainability labs, and digital learning hubs.

Resolvo (Resolvo) will enhance its knowledge in the field of innovative learning and teaching practices, particularly focusing on the importance of green skills.

Joint exploitation strategy

The SAMExperience consortium has developed a joint strategy to ensure that the project's results continue to be used and expanded after its conclusion. The approach reflects the strengths of each partner and the connection between their institutional missions, regional contexts and the needs of manufacturing SMEs. All partners will work to integrate the main project outputs (competence framework, learning materials, piloting approach and assessment tools) within their educational or professional development activities. In practical terms, this means introducing the SAM competence framework into existing curricula and micro-credential pathways, incorporating the collaborative-green skills model into programmes related to business, sustainability,

innovation and entrepreneurship, and using the SAM profile as a reference for the design of future courses and research actions. Training opportunities for staff will help ensure the tools can be used and adapted in the long term.

This coordinated institutional uptake ensures that the SAM profile becomes a stable and recognised component of partners' long-term educational strategies.

Given the project's focus on SMEs in the manufacturing sector, the exploitation strategy prioritises long-term engagement with industrial networks, chambers of commerce, cluster organisations, regional development agencies and sustainability-focused entities.

Partners will continue to promote the SAM profile in contexts where SMEs seek support for greener and more collaborative business models, and they will organise initiatives—such as workshops, seminars and thematic events—that make it easier for companies to understand and apply the tools developed during the project. Consultancy actions, joint training programmes and cooperation with policy makers will further help consolidate the role of SAM-related competencies within regional and national strategies.

Partners also intend to keep presenting and discussing the results of SAMExperience at conferences, stakeholder meetings and future events in which they are involved. This ongoing commitment supports the creation of a stable, cross-country framework for the development of collaborative and green skills in the manufacturing ecosystem.

To sum up, this plan was developed through a collaborative and iterative process involving all partner organisations. During regular online coordination meetings and bilateral consultations, partners identified:

- Exploitation priorities according to institutional strategies
- Opportunities for long-term integration
- Sustainability requirements for the SAMExperience digital platform
- Engagement and partnership opportunities with SMEs and stakeholders

The resulting plan reflects a shared commitment to co-ownership of the project outputs and a coordinated pathway for post-project exploitation, based on existing institutional "third missions" and territorial ecosystems.

Sustainability of SAMExperience project results

The following key project results are identified as assets requiring long-term maintenance and exploitation:

Project Result	Description	Sustainability Priority
SAM Competence Framework	A validated skill set defining the Sustainable Alliance Manager profile	High
SAMExperience E-learning	Training modules, assessment	Very High

Platform	tools, personalised learning journeys	
Learning Materials and Curriculum	Training resources, self-study content, case studies, SME challenges	High
Piloting and Assessment Methodology	Framework for practical validation of collaborative-green skills	Medium
Community of Practice	Transnational network of learners, SMEs and educators	Medium-High

Follow up strategy

Beyond academia, the project prioritises ongoing engagement with:

- Manufacturing SMEs;
- SME support networks;
- Policy makers and regional development agencies;
- Training and innovation ecosystems.

Outputs will be used to support SME upskilling, green transition strategies, digital transformation plans and cross-border cooperation.

Sustainability measures

Sustainability relies on three complementary pillars:

The Operational Sustainability, which includes:

- Continued hosting and maintenance of the SAMExperience official website;
- Continued hosting and maintenance of the SAMExperience e-learning platform;
- Ongoing use of digital learning modules and assessment tools;
- Continuous updates based on user feedback and sector evolution.

The Financial Sustainability, referring to future funding models, may include:

- Regional SME sponsorship and training agreements;
- Paid certification or micro-credentials;
- Integration into national and EU professional development schemes;
- Future Erasmus+ capacity-building, Innovation Alliance or Interreg proposals.

The Strategic Sustainability, with a long-term continuity, will be ensured through:

- Institutional embedding in curricula and training offers;
- Formal recognition pathways for the SAM professional profile;
- Expansion of the SAMExperience Community of Practice;
- Policy engagement to influence regional innovation and SME green transition agendas.

Dissemination as a driver for sustainability

Throughout the project lifecycle, dissemination has played a central role not only in raising awareness of SAMExperience but also in laying the foundations for its long-term sustainability. The communication activities carried out by the consortium were strategically designed to reach relevant stakeholders, build a community of interest and generate momentum for future engagement beyond the project duration.

The project website and social media channels function as the primary access points to information, learning resources and project updates. Targets such as 400 unique visitors per year, continuous publication of news items and periodic multimedia content (including six project videos) are intended to maintain visibility and attract new learners, SMEs and educational partners. The activity on social media platforms, including the objective of reaching 400 followers on Facebook and 120 members in the LinkedIn group, supports the creation of a professional community around the Sustainable Alliance Manager profile. This online presence ensures that the SAMExperience remains accessible and recognisable, facilitating future expansion and adoption.

Regular newsletters—sent quarterly and targeting at least 100 subscribers—serve as a mechanism to sustain interaction with stakeholders and disseminate opportunities for engagement, training offers or events. Similarly, the organisation of at least six webinars and the participation of more than 150 attendees contribute to nurturing a network of professionals, educators and SMEs interested in the themes addressed by the project. These activities not only disseminate the outputs but also stimulate dialogue and co-development with the community that will ultimately benefit from the SAMExperience.

Academic dissemination represents another key component in the sustainability strategy. The publication of at least three scientific papers and participation in national and international conferences (with a minimum of 11 national-level events and one international conference led by the coordinating partner) support the recognition of the SAM competence framework and methodology within higher education, research and policy circles. This contributes to ensuring institutional legitimacy, fostering further research collaborations and encouraging future project-based funding opportunities.

Finally, engagement with SMEs through participation in events and through the collection of at least 12 real-world challenges strengthens the practical relevance of the programme. The direct involvement of industrial stakeholders creates conditions for future cooperation, pilot extensions, consultancy services or training formats tailored to sector-specific needs.

Together, these dissemination targets create the basis for a living and evolving community, ensuring that the SAMExperience remains visible, relevant and capable of attracting new users, collaborators and funding opportunities long after the end of the project period.

Monitoring, evaluation and follow-up

A shared monitoring system will assess the long-term adoption and impact of SAMExperience over a three-year period following the end of project funding. Key indicators include:

- Number of users registered on the digital platform;
- Number of courses delivered and certifications issued;
- Number of SMEs participating in training or challenges;
- Policy references and citations of the SAM competence framework;
- International collaborations and projects based on SAMExperience;
- Annual consortium meetings will assess progress and determine necessary updates.

Conclusions

The SAMExperience project lays the foundation for a long-term, transnational and scalable learning ecosystem supporting the green transformation of the European manufacturing sector. Through institutional integration, stakeholder engagement and continued platform maintenance, the consortium is committed to ensuring that project results remain accessible, useful and relevant well beyond the project duration.

The Sustainable Alliance Manager profile is expected to evolve and strengthen over time, fostering a community of professionals equipped to drive sustainable change and collaborative innovation across European SMEs.