SAM Experience
Alliances towards a Sustainable Future

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

WP5. D1 Dissemination & Exploitation Plan



Co-funded by the European Union

Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the National Agency (NA). Neither the European Union nor the NA can be held responsible for them.



2026, SAMExperience. Some rights reserved. This document is distributed under the Creative Commons Attribution-NonCommercial-ShareAlike International Licence (CC BY-NC-SA). For a copy of this licence, please visit creativecommons.org

DOCUMENT VERSION 06

AUTHORS

Lead Author: University of Foggia, Department of Economics

With support from WP5 partners: Mondragon Unibertsitatea - Faculty of Business Studies, West University of Timisoara, Lithuania Business College, University of Economics in Katowice, Resolvo srl.

Summary

Introduction 4

Dissemination and strategy 4

Strategy goals 4
Visual Identity 5
Programme Logo 6
The disclaimer 7
Acknowledgement 7
The project logo 7

Dissemination activities and the target groups 9

Messages 9

Key Messages 9

Messages for different audiences 9

Building and maintaining dialogue with stakeholders 10

Planning of activities 10

National and International Dissemination Conferences attended and Networks 12

Associated Partners 13

Networking and connection with related projects 14

SAMExperience Official Website and Social Media channels instructions 14

Quarterly newsletter 15

Dissemination Managers 15

Dissemination Trackings 16

Quantitative and qualitative indicators 16

Appendix: overview of communication, dissemination and exploitation activities 23

Project website 23

Social media channels: Facebook and LinkedIn 29

A promotion strategy for SAMExperience project reference in other websites 32

Creation of a training course promotion strategy 33

Collection of real challenges from SMEs companies involved in the industry sector 33

Scientific publications based on project 34

Introduction

The main objective of this dissemination and exploitation plan is to bring the results of the SAMExperience project to the table of each actor involved and interested in the entire process of construction and evolution of the project. Its success will depend on how far the results are disseminated, which in turn are the starting point for concrete changes.

The exchange of information, the sharing of experiences and theoretical and practical skills, the contamination of visions of different targets for training and employment, and the elaboration of shared models are at the base of the strategic objectives of the SAMExperience project and are all united by the necessity to communicate.

The present dissemination and exploitation plan describes and defines the several issues considered relevant to the dissemination strategy of the SAMExperience project for a successful implementation of its main purposes.

Dissemination and strategy

The dissemination strategy identifies the objectives to strive towards, the targets to be reached, and the information to be disseminated. This is necessary throughout the project to raise awareness, invite debate and comment on the work being undertaken whilst in progress, and disseminate the project results to promote their uptake and increase the project's impact.

The plan should contain details of the actions implemented at the local, national and/or European levels. Also, a mainstream dissemination strategy is essential to achieve as high of an impact, visibility and credibility as possible.

Strategy goals

The strategy goals are determined by and dependent on a project's main objectives. Therefore, the objectives of the SAMExperience dissemination and exploitation strategy are the following:

1. Enhancing the skills of each actor;
2. Involving each actor in the various initiatives of the project;
3. Creating information exchange flows between stakeholders, stimulating debate and implementing results;
4. Showing short and long-term benefits for HEIs, lecturers, students and companies;
5. Contributing to developing a network in which information can be transferred in a clear, fluid and secure way;
6. Promoting SAMExperience, thus creating the possibility for universities and companies (employers) to cooperate, share knowledge and create innovative training materials, matching theoretical knowledge with practical experience;

7. Making the produced materials and the results achieved throughout the SAMExperience project known and usable and ensuring the replicability of all SAMExperience outputs.

Visual Identity

The visual identity concerns the “ID” of a project; it is the visible language of the brand, shaping perception, trust and recognition. From a managerial point of view, it combines symbols and graphical elements to display the essence of an organisation, a company or a project. Specifically, it regards all the tools employed to identify an organisation, working team, or whatever, as well as the context in which it operates. Core visual brand elements are logos, color palettes, typography, imagery, patterns, motion, physical assets and scalable systems. In the case of the SAMExperience project, the visual identity (reported below) conveys the importance of human collaboration, networking and sustainable leadership in the business environment.



The image of two women in a professional context (in a Small and Medium Size enterprises) symbolises the exchange of knowledge, cooperation and the development of meaningful relationships among businesses. It also highlights the role of the Sustainable Alliance Manager as a professional capable of facilitating strategic partnerships, fostering collaboration and supporting companies in their transition towards more sustainable business models. Furthermore, the visual identity emphasises the human and inclusive dimension of innovation, recognising that sustainability is not only driven by technological solutions but also by people's skills, awareness

and ability to work together. Thus, it reflects the project's core mission of developing managerial competencies and promoting sustainable alliances among SMEs, contributing to a more collaborative, innovative and environmentally conscious business ecosystem.

The visual identity represents the imagery and graphical information that expresses the aims of the project. The visual identity image can be downloaded here: SAMExperience_visual identity.png

However, it also includes all those visual elements of branding: from the project logo, typography and store design to social media templates and website project layouts, as well as the Programme logo (Erasmus+) and the disclaimer.

Programme Logo

All communication and dissemination activities carried out within the project must acknowledge the support of the European Union by displaying the European flag emblem and the corresponding funding statement, unless otherwise agreed with the European Education and Culture Executive Agency (EACEA).

This requirement applies to all communication materials and channels, including project websites, media relations, conferences, seminars, brochures, leaflets, posters, presentations and any other information materials, whether published in print, electronic or digital format, including social media.

The EU emblem and funding statement must also be displayed on all dissemination materials, as well as on any infrastructure, equipment, vehicles, supplies and major results funded through the EACEA grant.

The European flag emblem of the SAMExperience project is the following:



The emblem and funding statement can be downloaded here in every language: All official EU languages.

The disclaimer

The disclaimer "*Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or the National Agency. Neither the European Union nor the National Agency can be held responsible for them*" must be used in any communication or publication.

You can find the other EU official language versions at the following link: https://www.eacea.ec.europa.eu/about-eacea/visual-identity/visual-identity-programming-period-2021-2027/european-flag-emblem-and-multilingual-disclaimer_en

Acknowledgement

In case of scientific publications supporting the topic of SAMExperience, please remember to acknowledge the financial support from the Agency (EACEA), the project number and the project acronyms. Example: "Mr. *Name Surname* acknowledges financial support from the European Commission - Erasmus Plus Agency - EACEA. His contract is financed by the SAMExperience project - Grant Agreement n. 2023-1-ES01-KA220-HED-000157968".

"The authors want to acknowledge the support from the European Commission through the Erasmus+ project Grant Agreement n. 2023-1-ES01-KA220-HED-000157968, named "SAMExperience - Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness".

Also, remember that you shall comply with the journal's policy. Hence, if such policy limits the access to the publication, use the acknowledgement you have to submit for open access publication.

The project logo

The official SAMExperience logo is stored in the WP5 Folder on the official Google Drive Folder. The project logo resulted from a study based on the keywords of the project: «Sustainable Alliance Manager», Collaboration, Green, Trust, Connections.

On this basis, a set of 3 logos was submitted by UNIFG during the kick-off meeting for online voting by the partner colleagues, from where the most voted was logo number 1.

Logo #1



Logo #2



Logo #3



The logo study, along with several colours and applications of the logo, is in the official Google Drive folder. Here you can find it: Logo - Google Drive.

Why this logo?

1. The shape of SAMExperience refers to the Globe, the typical symbol used in alliances.
2. It is an impactful logo. It represents the most visible element, the globe, which contains a series of leaves representing green skills and strongly highlights connections through alliances, trust and collaboration.
3. Blue represents security, equilibrium and trust. It is a positive colour and is also the colour most loved by people; to this end, it fully represents the goals of the SAMExperience project.

Dissemination activities and the target groups

The purpose of the dissemination plan is to formalise all dissemination actions planned in the framework of the project, to provide guidelines on the approach and to set out the key dates related to planned events and actions, to ensure that information is shared with appropriate audiences on a timely basis and by the most effective means.

More specifically, the objectives of the dissemination and exploitation plan are:

- To establish and maintain mechanisms of effective and timely communication;
- Inform stakeholders of project developments and encourage interactions between them;
- To coordinate all levels and types of communication in relation to the project.

Key Messages

The project partners will develop the messages to be transmitted to several target groups. The main goal is to connect the different skills of the various subjects, producing common work material. This requires a clear agreement and careful coordination among all parties who may act as spokespersons or information sources for a particular project or network. The partnership should always agree on what is to be disclosed and how. Inconsistent facts, figures, emphases, and viewpoints are to be avoided.

Messages for different audiences

Once the target audience is defined, key messages can be identified. These will depend on the nature of the target audience. There may be a range of messages addressed to different audiences. When tailoring the message to different audiences, it is important to show the importance and relevance of the issue to link messages to specific values, beliefs, or interests of the audience, to understand what motivates the audience, and so be able to connect with the messages. It is also important to be culturally relevant and sensitive and to make messages as clear and memorable as possible. Therefore, messages will be clear and synthetic to reach each target in a direct and specific way and to show the importance of the connections between the skills of the involved subjects.

Building and maintaining dialogue with stakeholders

During the fulfilment of the SAMExperience project, partners produce tailor-made training materials in the form of e-learning modules. Data collected from target groups (that are stakeholders) will constitute a starting point to identify a sample of stakeholders to start engaging in a dialogue.

Monthly articles will be written and supplied through the official channels of SAMExperience: website, Facebook, and LinkedIn to inform the stakeholders. The SAMExperience website represents an online “place” where people can find and share all materials produced; And social media are the channel where the audience is informed of project developments, future activities and the production of related outputs.

Planning of activities

Below is a brief description of the planned actions and their implementation for each project target group.

Target group 1: Academic community

Objectives

1. To lead the academic community in understanding the limits and the needs for improvement and development of Sustainable Alliance Managers.
2. To exchange and receive project feedback and stimulate debate among stakeholders.
3. To spread training materials developed.
4. To publish results on the project website and partners' websites and networks.
5. To promote collaboration between HEIs and companies in business management/engineering because the training must come from their work in the field.
6. To provide evidence of the scientific work that has been developed thanks to the project's cooperation.
7. Provide teachers with new and actualised materials and content to apply in their classes and research.

Communication practices

1. Establish interdisciplinary cooperation links as a starting point for future professional activities (projects, contract work, consulting services, and development of flexible training schemes).
2. Contact companies, higher learning, universities, researchers, students, and experts to gather as much experience and knowledge as possible from them.
3. Creating a network of trainers who work together regionally.
4. Enabling face-to-face exchanges to improve the training materials.
5. Organising dissemination events to inform and interest teachers, researchers and trainers about the training materials and results from the project.
6. Promoting the content of the e-learning courses.
7. Promoting the obtained results from the project through different types of events: seminars, workshops, conferences, and others.

Dissemination products

1. Project newsletter and publishing articles for technical journals, specialised magazines, existing channels of the partners, website, etc.
2. Resources: project partners, created material itself, etc.
3. Scientific articles (to conferences and/or scientific journals).
4. Training sessions and e-learning modules
5. Promoting the obtained results from the project through different types of events: seminars, workshops, conferences, and others.

Target group 2: Companies

Objectives

1. To communicate to companies the importance of implementing the Sustainable Alliance Manager role.
2. To communicate to employers the importance of collaboration with the academic community to reduce the gap between practice and theory and to introduce elements of innovation in the working practice of the company's life.
3. To facilitate the employers' approach to the project outputs and make known the importance of providing advanced services for supporting the collaborative-green skills of the business management/engineering sector.

Communication practices

1. Spreading focused information about the project and its results.
2. Involving economic agents dealing with the project's business management/engineering sector and the business community.
3. Present the project results to the business community and explore with them how the results can be exploited.
4. Co-organizations of events are moments of sharing in which academics and students identify issues, results, and challenges to face together. As usual, HEIs organise such workshops. Companies are expected to attend the event to illustrate their experience since the time they started up.

Dissemination products

1. Develop the preparatory material for the project to spread information and enrol stakeholders.
2. Development of the project's newsletter and publications of articles for technical journals, specialised magazines, existing channels of the partners, website, etc.
3. Development of the project's website and Facebook and LinkedIn pages.

<u>Target group 3: HE Students</u>

Objectives

1. To foster the use of the project's training material.
2. To convince the new and young workforce to get prepared for the job market through the project's training course.
3. To enhance the students' new curricula in the view of the employers.

Communication practices

1. Presentation of the project during classes
2. Use of social media and the official website.

Dissemination products

1. The project's main features are the flyer, brochure, poster, and PowerPoint presentation.

2. Posts to be shared through the website and social media.

National and International Dissemination Conferences attended and Networks

The UNIFG team constructed this section with two needs in mind: 1) to reach the indicators as soon as possible, i.e., 11 attended or organised conferences; 2) to enable the WP5 leader to have ready-made material to produce news and social content, ideally even in advance of attended events.

Each SAMExperience university partner organises or participates to the national dissemination conferences informing the SAM communities that the project is ongoing and point out:

- Specifically, during the 3-year cycle of the project, all the partners will be asked to provide a list of national and international conferences on project-related topics that have been attended, in which the SAMExperience features/findings/outputs will be publicly presented, and a list of academic and non-academic networks that could be interested in the project results.

These events will be listed and detailed in an appropriate excel file with two different sheets, that all partners can update. The spreadsheets are available here:

- All years (October 2023 - September 2026) - National and International Dissemination Conferences/Events (organized personally by SAMExperience's Project Partners): link
- All years (October 2023 - September 2026) - National and International Dissemination Conferences (attended by SAMExperience's Project Partners): link

At all this events, a final dissemination conference (i.e. final event) of the SAMExprience project will be organised in Spain (Bilbao), by MUE team, with the support of Resolvo and UNIFG team. All project partners must attend this final event.

Associated Partners

The SAMExperience consortium has already gathered the interest of many organisations that, even during the project preparation phase, asked to receive information and support the activities. These organisations are listed as follows:

Name of the associated partner organisations	Country	Contact person	Type of organisation

CETEM (Technologic Centre of Furniture and Wood)	Spain	Almudena Munoz Puche	Technologic Centre
Area Nuova	Italy	Federico Mennella	University student association
Wspólnie Dla Siemianowic	Poland	Dominika Marciniak	Local non-governmental organization

These partners have been involved in some dissemination activities, like writing of some news, the participation at the 4th in-person meeting and the final conference, as well as participation and presentation in some webinars and videos.

Moreover, other details could be downloaded here: GDrive link.

Networking and connection with related projects

Networking plays an important role in SAMExperience project: it allows us to extend knowledge and build connections with other related projects. For this reason, it is fundamental to keep up and to contribute actively, for example, through the official website, adding under “news” as many articles, initiatives, and achievements as possible that are inherent to the topics of the project. Our followers will be allowed to increase their knowledge, and at the same time, we will show that SAMExperience is not an isolated product. According to this, all partners will prepare relevant material/links and provide them to the University of Foggia, which is responsible for the website’s updates. The UNIFG team will verify and update the page monthly.

SAMExperience Official Website and Social Media channels instructions

How to use SAMExperience's official website, Facebook and LinkedIn

Social media are the channels through which the target groups are kept informed of the development of SAMExperience activities. All the project partners can stimulate social media use by sending an email to the University of Foggia as either an article or a simple post for social media.

The official project website can be found at the following link: https://samexperience.eu/

The guidelines for the management of social media are the following:

- **All the partners, in turn of 1 month (see the calendar available here), will prepare:**

One article (max 2.500 characters) and one image. The content will be shared on the website. It will also be adapted to:

- 1 post on Facebook ;
- 1 post for LinkedIn ;
- Other social media (Research Gate) would be used if necessary.

- **The content should refer to:**

- Project-related activities/news;
- Other relevant and interesting content related to the project's topic.

- **Images:**

- Select a picture free of copyright (e.g. you can use the website at www.pixabay.com ; unsplash.com). Otherwise, UNIFG will prepare an Image for the rest of the teams.

- **Texts:**

- All partners should sent a text to the University of Foggia for uploading the content on the website and sharing them through the official social media accounts.

Quarterly newsletter

To gather the contributions of all those involved in the project and from stakeholders. The newsletter will be useful for reaching key actors, decision-makers, and the public. The University of Foggia collects articles from partners, prepares the newsletter, and finally sends it to the project mailing list via Mailchimp service (https://mailchimp.com/it). Specifically, UNIFG is responsible to publish a newsletter periodically: considering that the minimum number of NEWSLETTERS is 12 (4 per year), and considering that their aim to disseminate updates on project progress, highlights of key achievements, upcoming events or milestones, relevant news, success stories or testimonials (participation in a conference, project meeting, ect.), UNIFG will publish a new quarterly, including the latest two articles.

At the end of the project, it is expected to reach a target of at least n° 18. (as 36 articles /2 art. par newsletter).

Distribution Channels: email distribution lists (to the all number of subscribers, that will be monitored).

Dissemination Managers

A Dissemination Manager (often combined with Communication) is the team member responsible for making sure a project's results, research, and outputs reach the right audiences, key stakeholders, and the public so they can be understood, used, and applied. As commonly done with the Erasmus + project, UNIFG selected a list of Dissemination managers by partner, responsible for communicating with the UNIFG team and for asking suggestions and informing the team about initiatives, news, social media posts, etc.

The following table reports the list of the names:

DISSEMINATION MANAGERS		
Project Partner	**Name and Surname**	**Email address**
MUE	Olatz Diego	odiego@mondragon.edu
LBC	Modestas Vaikšnoras	modestas.vaiksnoras@ltvk.lt
WUT	Sebastian-Aurelian Stefaniga	sebastian.stefaniga@e-uvt.ro
UEKat	Karolina Szymaniec-Mlicka Sylwia Słupik Monika Cukier-Syguła	karolina.szymaniec-mlicka@uekat.pl sylwia.slupik@uekat.pl monika.cukier-sygula@uekat.pl
UNIFG	Anna Romagno De Pascale Gianluigi	anna.romagno@unifg.it gianuigi.depascale@unifg.it
RESOLVO	Francesca Pratesi	francesca.pratesi@resolvo.eu

Dissemination Trackings

How to keep track of the Dissemination activities carried out

Detailed record keeping of all dissemination activities, its target audience, and the impact made is fundamental to justify the WDs accounted for in WP5. Unifg prepared and shared a "Dissemination Tracking document" which each partner should update with dissemination activities carried out during the project's lifetime. We need to collect any feedback and register them.

Procedure:

1 Find the folder in Google Drive "Dissemination and Exploitation (WP5)";

2 Go to the Dissemination Trackings folder and find your partner document named "SAMExperience_PARTNER_Dissemination Tracking";

3 Fill in the information required in the dissemination tracking document; each partner can create a folder to upload other dissemination materials (e.g., conference proceedings, photos, attendance lists, programmes/letters of invitation, brochures, etc.).

Every semester, UNIFG team will review the temples, making sure they have been uploaded.

Quantitative and qualitative indicators

The SAMExperience Dissemination and Exploitation Strategy is designed to ensure the effective promotion of the project's activities, outputs and results, while fostering engagement with the relevant academic, institutional and business communities. To this end, a combination of quantitative and qualitative indicators is established to monitor the implementation of dissemination activities, assess their effectiveness and support the achievement of the project's communication and exploitation objectives.

The following table presents the minimum targets established for each activity, for which UNIFG acted as the lead partner, with responsibility for coordinating and organising the implementation process. Although UNIFG was responsible for the overall coordination of these activities, all project partners were actively involved in their implementation and contributed to the achievement of the planned results. As part of the monitoring strategy, it was decided from the beginning of the project to regularly present the progress achieved during each monthly online meeting. This approach made it possible to monitor the implementation of activities on a continuous basis and to compare the results achieved month by month against the targets initially established, thereby ensuring a clear and systematic overview of the project's progress.

The quantitative indicators are reported below.

Quantitative Indicators for Project Website:	Target:
n. of unique visitors	400 per year
n. of project references in other websites	15
n. of news posted	36 (1 per month)
n. of videos posted	6 (2 per year)
Quantitative Indicators for Social media accounts	**Target:**
FB: n. of followers	400
FB: n. of posts	36 (1 per month)
LinkedIn: n. of group participants	120
LinkedIn: n. of post	36 (1 per month)
Quantitative Indicators for Newsletters	**Target**
n. of newsletters	12 (4 per year)
n. of newsletters subscribers	100
Quantitative Indicators for Webinars	**Target**
n. of webinars organised	> 6

n. of participants to the webinars	> 150
Quantitative Indicators for Scientific Papers	**Target**
n. of academic publications (journals, conference papers)	3
Quantitative Indicators for Conferences/Events	**Target**
n. of Conferences /events organized/participated by HEI partners at national level	11
n. of International Conferences organized by the Lead Partner	1
n. of total participants to the SAMExperience events	400
Quantitative Indicators for Challenges from SMEs	**Target**
n. of challenges from SMEs companies working in the manufacturing sector	12

As concerns the qualitative indicators, although clear evidence is not provided in the project proposal, the UNIFG team proposes analyzing and monitoring the following points for each category:

Qualitative Indicators for Project Website:	Means of Verification:
Level of audience reach and engagement with the project website	Website analytics and traffic monitoring data, including the number of website visitors and page views over time, as well as monthly traffic trends throughout the project implementation period.

The project website will serve as the main online reference point for information about SAMExperience, its objectives, activities, partners and results. It will support the dissemination of project news, resources, publications, training opportunities and outputs, ensuring that relevant information remains accessible to the project's target audiences. The website will be regularly updated throughout the project implementation period to ensure the timely publication of relevant information and the visibility of the project's activities and results. Website analytics will be monitored to assess the ability of the platform to attract visitors and encourage them to explore the available content. Particular attention will be paid to the accessibility, relevance and organisation of the information provided, with a view to supporting the dissemination and future use of the project's outputs.

Qualitative Indicators for Social media accounts	Means of Verification:
Level of audience reach and visibility of project-related content	Social media analytics from Facebook and LinkedIn, including reach, impressions and number of followers.
Level of audience engagement with published content	Engagement analytics from Facebook and LinkedIn,

	including likes, reactions, comments, shares and other interactions with posts.
Relevance and alignment of the audience reached with the project's target stakeholders	Analysis of published posts, their frequency, topics covered and promotion of project activities, events and outputs on both platforms.
Growth and development of the project's social media audience	Monitoring of follower numbers and audience growth on Facebook and LinkedIn throughout the project implementation period.

Facebook and LinkedIn will be used as complementary communication channels to increase the visibility of SAMExperience, promote project activities and outputs, and engage with different stakeholder groups. While Facebook will support broader communication and outreach, LinkedIn will be particularly relevant for reaching academic, research, business and institutional stakeholders, as well as professionals interested in sustainability, innovation and strategic alliances. The social media strategy will focus on the regular publication of engaging and relevant content, including project updates, event announcements, research findings, training opportunities and information about the project's main outputs. Content will be adapted to the characteristics of each platform and designed to encourage interaction and sharing among the target audiences. The monitoring of reach, impressions and engagement will help assess the visibility and effectiveness of published content. In addition, the analysis of audience profiles, where supported by the platforms' analytics tools, will provide insights into the extent to which communication activities reach the project's intended stakeholders. The evolution of follower numbers will also be monitored to assess the development of the project's online community.

Qualitative Indicators for Newsletters	Means of Verification:
Level of audience engagement with SAMExperience newsletters.	Newsletter performance analytics provided by the email marketing platform, including open rates and number of recipients for each newsletter.

Newsletters will represent a regular communication tool for maintaining contact with the project's stakeholders and informing them about the progress of SAMExperience. They will provide updates on project activities, upcoming events, training opportunities, research developments and newly available outputs, helping to maintain audience awareness and interest throughout the project lifecycle. The effectiveness of newsletters will be monitored through the analysis of open and click rates, which provide complementary indications of audience interest and interaction. Open rates will be used to assess the extent to which newsletters attract recipients' attention, while click rates will provide insights into their engagement with the information, links and resources shared. The number of recipients will also be monitored to follow the development of the project's mailing list. Particular attention will be paid to the relevance and clarity of the information provided, ensuring that newsletters offer useful and timely content for the different stakeholder groups and encourage further engagement with the project's activities and outputs.

Qualitative Indicators for Webinars	Means of Verification:
Level of satisfaction of participants with the content and organisation of webinars.	Webinar Evaluation Questionnaire

Webinars will be used to disseminate the project's knowledge and research findings, facilitate knowledge exchange and provide opportunities for interaction with academic, institutional and business stakeholders. Their content will be aligned with the main thematic areas of SAMExperience, including sustainable strategic alliances, the Sustainable Alliance Manager profile, managerial competences, sustainability and cooperation between universities and businesses.

The effectiveness of webinars will be assessed through a dedicated evaluation questionnaire distributed to participants at the end of each session, via email, the webinar chat or a QR code. The questionnaire will collect feedback on overall satisfaction, the extent to which the webinar meets participants' expectations, the usefulness and relevance of the content, the clarity and effectiveness of the speakers, and the organisation of the event, including registration, duration and technical aspects.

Dimension	Questionnaire item	Assessment
Overall satisfaction	How would you rate the webinar overall?	Overall satisfaction (scale 1–5)
Expectations	Did this webinar meet your expectations?	Percentage of positive responses
Content relevance and usefulness	How useful did you find the content presented?	Perceived usefulness (scale 1–5)
Speaker effectiveness	How would you rate the speaker's clarity and effectiveness?	Speaker effectiveness (scale 1–5)
Organisation	How effective did you find the organisation of the webinar?	Organisational effectiveness (scale 1–5)

Participants are invited to provide ratings on a 1–5 scale, as well as open-ended feedback on the most interesting topics and possible improvements for future webinars. This approach allows the project to assess both participants' overall satisfaction and their perceptions of the quality and effectiveness of the webinars, while identifying areas for improvement in the project's training and dissemination activities.

Qualitative Indicators for Scientific Papers	Means of Verification:
Scientific quality and editorial recognition of the publications produced.	Bibliographic records (DOI, ISBN, ISSN); publisher and journal information; evidence of peer-review or editorial assessment; journal indexing and rankings (e.g. SCImago SJR quartiles, where applicable).

Scientific publications will be a key instrument for disseminating the project's research findings and contributing to the academic debate on sustainable strategic alliances and the competences required to manage them. Publications in scientific journals, conference proceedings, books and other relevant academic outlets will support the visibility and recognition of the project's research activities, while providing a knowledge base that can be further developed and used by researchers, universities and professionals. The publication strategy will aim to ensure that the research findings generated within SAMExperience are disseminated through appropriate academic channels and made accessible to relevant scientific and professional communities. Particular attention will be given to the quality and thematic relevance of the selected publication outlets, as well as to the traceability and accessibility of the published contributions. The monitoring process will consider bibliographic information and available evidence of editorial quality, including peer-review procedures and journal indexing where applicable. In addition, citations, downloads and other available indicators will be used to monitor the academic visibility and potential longer-term influence of the project's research findings.

Qualitative Indicators for Conferences/Events	Means of Verification:
Relevance of the events to the project's objectives and target stakeholders.	Analysis of conference topics, event programmes and participant profiles.
Effectiveness of events in promoting knowledge exchange, networking and cooperation among stakeholders.	Analysis of event descriptions, presentations, stakeholder involvement and opportunities for interaction.
Degree of visibility and dissemination of the project and its results at national and international level.	Conference reports, presentations, official photographs, event websites and dissemination materials.

Participation in and organisation of national and international conferences, workshops and other dissemination events will provide opportunities to present SAMExperience activities and results, exchange knowledge and establish connections with relevant stakeholders. These initiatives will target academic and research communities, SMEs, business associations, public authorities, institutional representatives and other organisations interested in sustainability, innovation and strategic collaboration. The selection and organisation of dissemination events will take into account their thematic relevance, the profile of the expected participants and their potential to promote the project's objectives and results. Partners will seek opportunities to present project findings, share research and training outputs, and engage in discussions with stakeholders from

different sectors. Events will also be considered important opportunities to connect academic knowledge with practical experiences and business needs, encouraging dialogue between universities, research organisations, SMEs and public institutions. Their effectiveness will be assessed by considering the relevance of the topics addressed, the diversity and involvement of participants, the opportunities for interaction and the visibility given to SAMExperience and its outputs.

Qualitative Indicators for Challenges from SMEs	Means of Verification:
Degree of alignment between the challenges identified by SMEs and the project's thematic priorities.	Qualitative assessment
Relevance of the challenges collected to the actual needs and innovation priorities of SMEs in the manufacturing sector.	Analysis of SME challenges

The collection and analysis of challenges reported by SMEs operating in the manufacturing sector will represent an important component of the project's exploitation-oriented activities. This process will help identify concrete organisational, technological and sustainability-related needs within the business sector and assess their connection with the project's research priorities. The information collected will provide a basis for connecting the project's knowledge and outputs with the practical challenges faced by companies, particularly in relation to sustainable industrial development, resource and energy efficiency, digitalisation, technological innovation and the transition towards more circular production models. The challenges collected from SMEs will be analysed to identify recurring needs, common barriers and potential areas for intervention. The assessment will consider the extent to which these challenges relate to the project's thematic priorities and reflect the actual conditions and innovation needs of manufacturing companies.

Particular attention will be given to the potential use of this information to strengthen the practical relevance of the project's research and training activities. By connecting the needs expressed by SMEs with the knowledge developed within SAMExperience, the project will seek to support the transfer of research findings into practical contexts and highlight opportunities for collaboration, knowledge exchange and the development of sustainable strategic alliances.

Monitoring and Continuous Improvement:

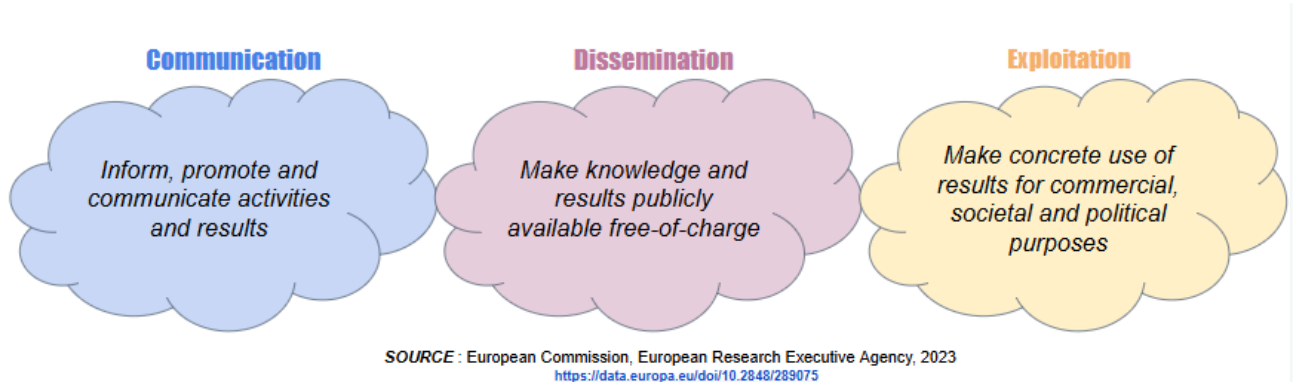
The quantitative and qualitative indicators presented above will constitute the basis for monitoring the implementation and effectiveness of the SAMExperience Dissemination and Exploitation Strategy. Quantitative indicators will provide information on the scale and frequency of dissemination activities, while qualitative indicators will help assess their relevance, effectiveness and contribution to the project's overall objectives.

All partners will be responsible for collecting and sharing the information relevant to their activities, while UNIFG will coordinate the overall monitoring process. Progress will be reviewed during the monthly online project meetings, allowing partners to compare implementation progress with the established targets, discuss any difficulties and agree on possible adjustments.

The monitoring process will also support the identification of opportunities to strengthen the dissemination and exploitation of project outputs, ensuring that communication activities remain aligned with the needs of the target stakeholders. In particular, the strategy will seek to promote not only awareness of SAMExperience and its results, but also their accessibility, transferability and potential use by academic institutions, businesses and other relevant organisations.

The analysis of these qualitative indicators will be uploaded to the results folder.

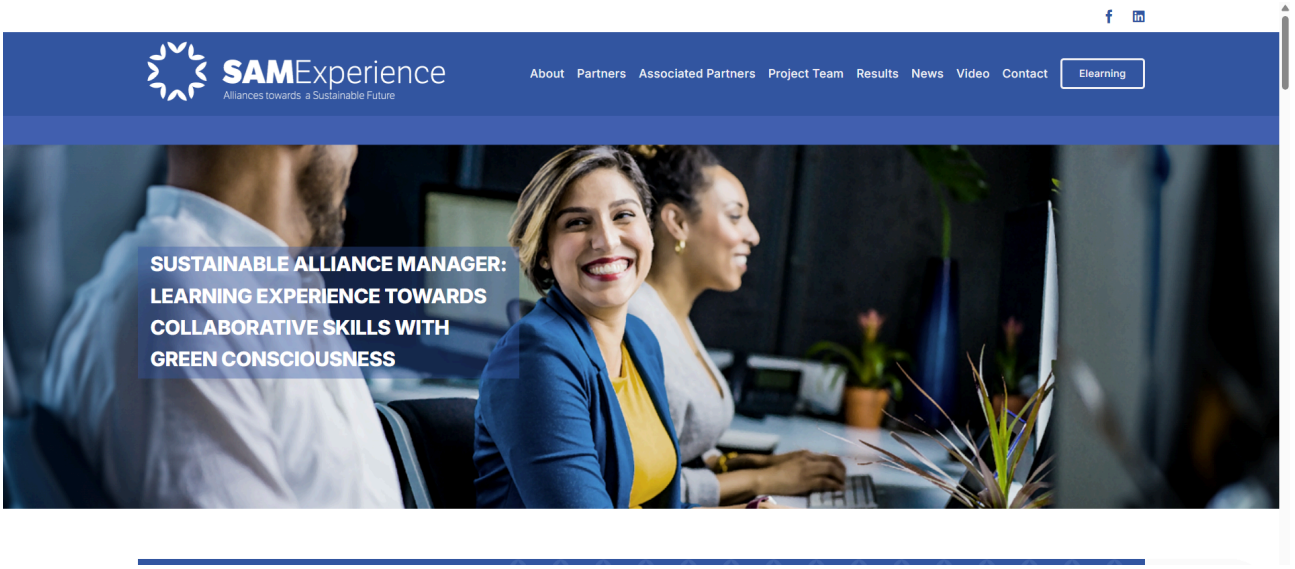
Appendix: overview of communication, dissemination and exploitation activities



Source: UNIFG team elaboration

Project website

The SAMExperience official website is available at the following link: https://samexperience.eu/



The SAMExperience project website has been designed as the main digital communication, dissemination and information hub of the project. Its overall structure has been developed to provide users with a clear and intuitive overview of the project, its objectives, partnership, activities, results and learning opportunities.

At the same time, the website has been conceived as a long-term repository of the knowledge, resources and outputs produced throughout the project lifetime. This approach is particularly important for an Erasmus+ cooperation project, as the website is not intended only to communicate ongoing activities, but also to ensure the visibility, accessibility and sustainability of the project results beyond the end of the funded period. The website therefore combines an

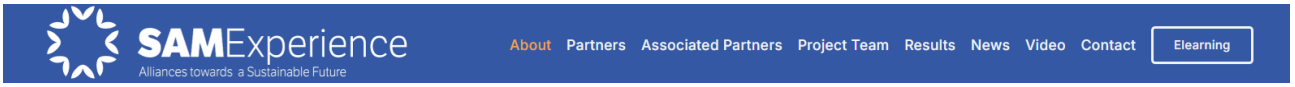
institutional information function with a dynamic communication function, allowing different target groups - including students, higher education institutions, professionals, SMEs, researchers, stakeholders and members of the general public- to access the information most relevant to their interests. The structure of the website reflects the different dimensions of the SAMExperience initiative: project background and objectives, partnership and people, project outputs, communication activities, multimedia resources and access to the digital learning environment.

The Homepage represents the main entry point to the SAMExperience digital ecosystem and has been structured to provide visitors with an immediate understanding of the project's identity, purpose and most recent activities. The project title and its full thematic focus - “Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness” - are prominently presented at the beginning of the page. This immediately communicates the central concept of the initiative and establishes the connection between sustainable alliance management, collaborative competences and green awareness. Rather than presenting a long introductory description, the homepage is organised around a series of dynamic and regularly updated content areas, allowing visitors to quickly identify the project's most recent activities and opportunities. This makes the homepage both an introductory and an operational space: it explains what SAMExperience is while simultaneously directing users towards current content, events and resources.

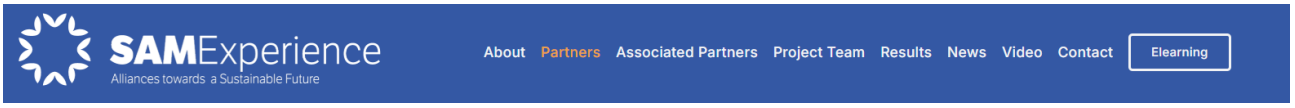
A particularly important component of the homepage is the section dedicated to online webinars and events. The homepage presents the webinars organised within the project, including their titles, dates, times and visual materials. The topics cover different aspects related to sustainable alliance management, collaborative and green skills, sustainability, ESG reporting, strategic collaboration, artificial intelligence and the twin transition. The decision to give considerable visibility to these activities reflects the project's communication strategy, in which knowledge exchange and stakeholder engagement are central elements. By presenting webinars directly on the homepage, the website allows visitors to understand that SAMExperience is not simply a research project producing static outputs, but an initiative involving continuous interaction, learning, discussion and knowledge transfer. The homepage also includes a Latest News section, which provides direct access to the most recent project articles. This area ensures that the website remains dynamic and demonstrates the continuous evolution of the project. Particularly during the final phase, the news section has been used to communicate major milestones such as the completion of the project, the final conference, dissemination events and the transition of the learning experience towards wider public accessibility. In this way, the homepage acts as a constantly updated snapshot of the project's most relevant developments. Another relevant element of the homepage is the **newsletter subscription** area, which provides users with the opportunity to remain connected with the project and receive updates. This element complements the website's role as a dissemination tool by creating a direct communication channel between the project and its stakeholders. The homepage concludes with the logos of the project partners and associated partners, reinforcing the European and collaborative nature of SAMExperience and making the partnership visible from the main entry point.

The main navigation menu has been deliberately structured around the principal information needs of the project's target audiences. It includes the sections About, Partners, Associated Partners, Project Team, Results, News, Video, Contact and E-learning. This organisation provides a clear separation between institutional information, project implementation, communication activities and learning resources. The navigation also allows users to move from general information about the initiative to more specific materials, such as research outputs, deliverables and multimedia content. The structure follows a logical progression. Users who are unfamiliar with

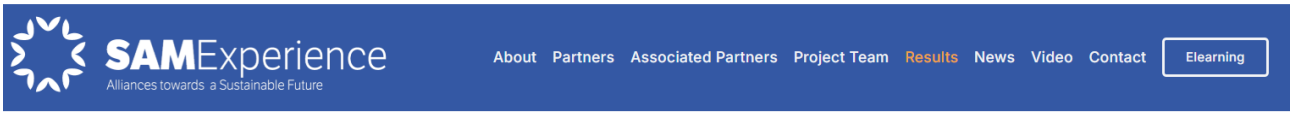
SAMExperience can begin with the About section to understand the rationale, needs, objectives and expected impact of the project. They can then explore the partnership and the project team to understand who is responsible for implementing the initiative. Users interested in the concrete outcomes can access the Results section, while those looking for updates and evidence of project activities can consult News and Video. Finally, users interested in directly experiencing the learning offer can access the dedicated E-learning platform. This structure reduces the amount of information presented simultaneously and allows visitors to navigate according to their specific interests.



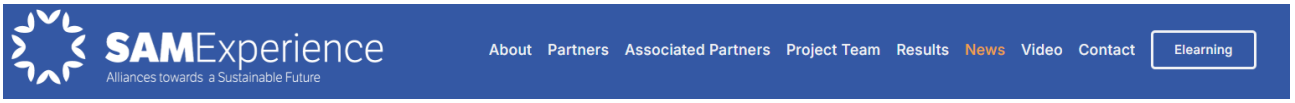
The About section provides the conceptual and strategic foundation of the website. It explains the background of SAMExperience, its rationale and the challenges that the project intends to address. In particular, the section introduces the need for SMEs to operate in an increasingly collaborative and sustainability-oriented environment and explains the relevance of developing the role and competences of the Sustainable Alliance Manager. It also presents the project's objectives and expected impact, including the development of an international, digital, flexible and personalised learning experience. The section has therefore been designed to answer the fundamental questions that a first-time visitor may have: Why is the project necessary? What problem does it address? What does SAMExperience aim to achieve? What impact is it expected to generate? This information is placed at the beginning of the website architecture because understanding the project's rationale is essential before exploring its technical outputs and activities. The About section also introduces the international dimension of the initiative and provides an overview of the participating organisations and countries, thereby connecting the project's objectives with its European partnership structure.



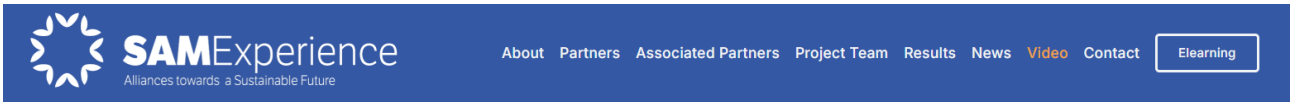
The website contains separate areas for Partners, Associated Partners and Project Team in order to clearly represent the collaborative dimension of SAMExperience. The distinction between these sections is useful because it makes it possible to differentiate between the organisations formally involved in project implementation, the wider network of organisations supporting the initiative, and the individual project teams responsible for carrying out the activities. The Project Team section, for example, presents the organisations involved in the implementation of the project, including Mondragon University, West University of Timișoara, Lithuania Business College, the University of Foggia, the University of Economics in Katowice and RESOLVO. This dedicated space increases transparency and visibility and highlights the transnational nature of the cooperation. The decision to give the partnership a dedicated position within the website is also important from a dissemination perspective. European cooperation projects are based on the contribution of multiple organisations and countries, and making the partnership clearly visible helps demonstrate the international dimension of the project and provides recognition to the institutions contributing to the development and implementation of the results.



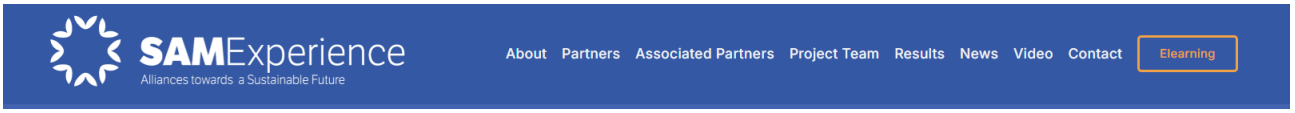
The Results section represents one of the most important areas of the website, as it provides structured access to the tangible outputs generated during the project. Rather than presenting all materials in a single undifferentiated repository, the section organises resources into different categories, including Project Brochures, Posters, Online Webinars, Research Outputs, Deliverables and Questionnaires. This categorisation has been adopted to make the project's outputs easier to identify and access according to the user's needs. For example, stakeholders interested in a short and accessible overview of the project can consult brochures and posters, while researchers and professionals may be more interested in scientific publications and research outputs. Users interested in the methodological and technical development of SAMExperience can access the deliverables, while questionnaires provide access to additional tools and materials generated during the implementation of the project. The Results section therefore performs an important knowledge management and sustainability function. It ensures that the products developed during the project are not limited to internal project use but are made visible and accessible to external audiences. The research output area, for instance, includes scientific publications as well as project deliverables covering areas such as quality and risk management, the SAM profile, the methodological structure of the learning experience, dissemination and exploitation, and follow-up and sustainability. This approach is particularly relevant at the end of the project, as it transforms the website into a long-term digital repository. Even after the formal conclusion of SAMExperience, users can continue to consult the project's outputs and use them as reference materials.



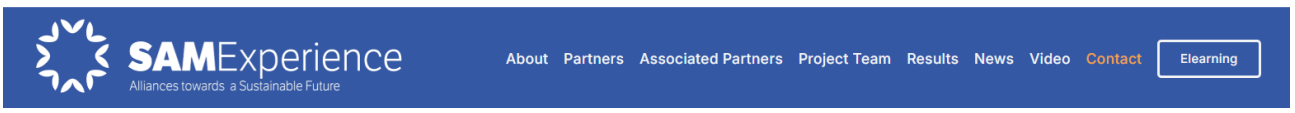
The News section has been designed as the dynamic communication component of the website. While the Results section focuses primarily on structured and relatively stable project outputs, the News section documents the development of the project over time. It includes articles covering project meetings, learning activities, dissemination initiatives, webinars, conferences, research activities and other relevant milestones. The news architecture also creates a chronological record of the project's implementation. With several pages of published articles, users can explore how the project developed from its initial activities to the final stages. This creates a narrative dimension that complements the more formal information available in the Results section. The website therefore provides both what the project produced and how the project evolved, which are two complementary aspects of effective project communication. During the final phase, the News section has also been used to communicate the project's transition towards its legacy phase. Articles have documented the final events organised in different European countries, the Final Conference in Spain, the completion of the learning experience and the opening of the e-learning platform to a wider audience.



The Video section complements the written content by providing a more accessible and engaging multimedia format. It contains a dedicated collection of videos addressing different aspects of SAMExperience, including an introduction to the project, the concept of the Sustainable Alliance Manager, the future of sustainable alliances, the SAMExperience learning pathway, sustainability and innovation, the twin transition, and the outcomes and future opportunities generated by the project. The inclusion of a dedicated video area responds to the need to communicate complex concepts to audiences with different levels of familiarity with the project. Videos can provide a more immediate introduction to the SAMExperience methodology and results and can also be reused in dissemination activities, presentations, social media communication and stakeholder engagement. The multimedia section consequently strengthens the accessibility and communication potential of the website.



A distinctive feature of the SAMExperience digital architecture is the presence of a dedicated E-learning area accessible directly from the main navigation. Rather than incorporating the entire learning environment into the institutional project website, the learning experience is hosted on a dedicated e-learning platform. This creates a clear distinction between the public-facing communication and dissemination website and the interactive learning environment. This separation is particularly appropriate because the two platforms have different functions. The main website provides information about the project, its objectives, activities, partnership and results, while the e-learning platform is designed to support the actual learning journey. The dedicated platform provides access to the SAMExperience learning experience and allows users to enrol and interact with the learning environment. The choice to maintain a direct connection between the two environments also strengthens the overall coherence of the digital ecosystem. Visitors can first discover the project through the website and, if interested, move directly towards the learning environment. This creates a pathway from information and awareness to participation and learning, which is fully consistent with the project's objectives. Finally, this link represents a direct connection with students as results of the WP4 activities.



The Contact section provides a simple mechanism through which visitors can remain connected with the project. It includes a contact form requiring basic information and enables users to express their interest and establish communication with the project. The contact functionality is complemented by the newsletter subscription available on the homepage. Together, these tools demonstrate that the website has not been conceived exclusively as a static repository of information, but also as an interactive communication channel. The objective is to facilitate

continued engagement with stakeholders and to maintain communication beyond individual project activities.

Overall, the SAMExperience website has been structured according to a user-oriented and content-driven architecture. The different sections correspond to distinct communication purposes and target audiences, while the navigation system ensures that the information remains accessible without overwhelming visitors with all project content at once. The architecture combines institutional information, dynamic communication, multimedia resources, scientific and technical outputs, stakeholder engagement and access to the learning platform. The structure also reflects the different stages of the project lifecycle. During implementation, the website has functioned as a communication channel for news, meetings, webinars and project activities. At the same time, it has progressively accumulated project results, research outputs, deliverables and learning resources. As the project reaches its conclusion, this accumulated content increasingly assumes a legacy function: the website becomes a publicly accessible archive through which the knowledge and materials generated by the partnership can remain available to students, professionals, researchers, SMEs and other stakeholders. This dual function - communication during implementation and knowledge preservation after project completion - has been central to the website's organisation. The architecture ensures that short-term communication needs, such as promoting webinars and publishing news, coexist with long-term objectives, such as preserving deliverables and research outputs and directing users towards the e-learning experience. In this sense, the website represents not only the online identity of the SAMExperience project, but also an important instrument for its dissemination, exploitation and sustainability strategy. This structure has allowed the website to respond to the needs of different audiences while maintaining a clear connection between the project's objectives, activities, outputs and long-term impact. In particular, the combination of a public institutional website with a dedicated digital learning platform reflects the central philosophy of SAMExperience: knowledge should not only be communicated, but also transformed into accessible learning opportunities and practical competences. The website consequently constitutes an important part of the project's dissemination and sustainability infrastructure, ensuring that the results developed through the three-year European cooperation can continue to be discovered, accessed and used by stakeholders beyond the formal end of the project.

In addition, the website will be maintained throughout the remaining years of the project. For more information, see the "*WP5. D2. Follow-up and Sustainability Plan"* deliverable.

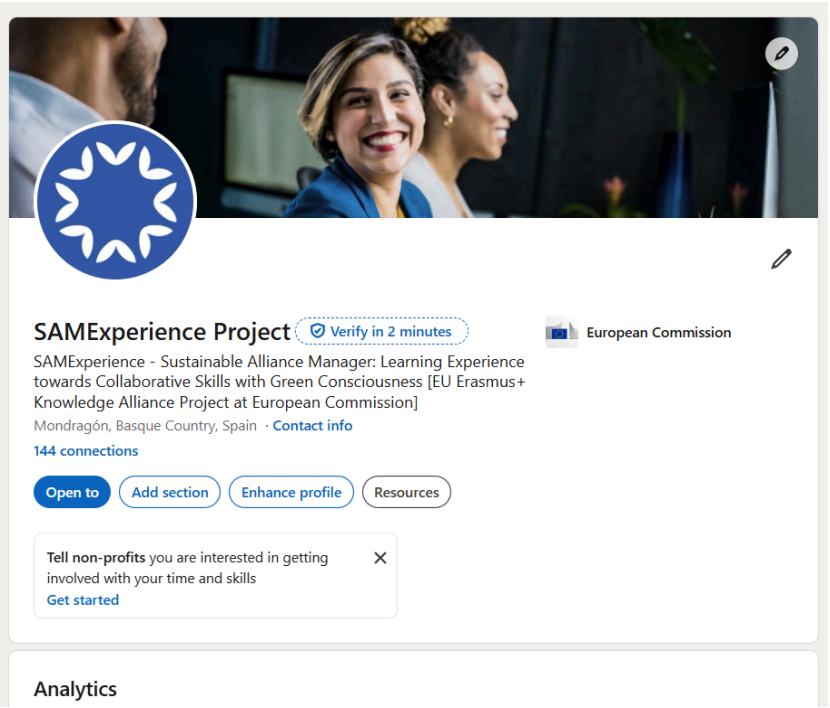
Social media channels: Facebook and LinkedIn



Facebook was identified as one of the two main social media channels for the dissemination of SAMExperience activities, results and opportunities, due to its broad and heterogeneous user base and its potential to reach audiences beyond the project's immediate professional and institutional network. Within the dissemination strategy, Facebook is intended to support the wide and accessible circulation of project information, contributing to increasing awareness of the project and its objectives among different categories of stakeholders. The Facebook communication strategy is particularly focused on reaching students, young professionals, educators and trainers, SMEs and entrepreneurs, representatives of higher education institutions, project and associated partners, stakeholders interested in sustainability and innovation, and the wider public. The channel is therefore intended to complement the more specialised communication activities addressed to professional and institutional audiences, providing a more accessible entry point to the project and its main themes. The content disseminated through Facebook is structured around the main activities and outputs of the project. Posts are intended to communicate project milestones, meetings and events, webinars, conferences, publications and research outputs, project deliverables, learning opportunities, newsletters, videos, dissemination activities and other relevant project news. Particular attention is given to the promotion of activities that require direct stakeholder participation, such as webinars and other public events, where the QR codes and the google module links have been disseminated. The publication of visual and concise content is also intended to make the project's topics and results accessible to users who may not have previous knowledge of the SAMExperience initiative.

Facebook is also intended to function as an important gateway to the project website and its resources. Social media posts provide concise information and links to more detailed content

available on the project website, thereby creating a continuous flow between the social media channel and the project's main digital platform. This approach ensures that Facebook is not considered as an isolated communication tool, but as part of an integrated dissemination ecosystem in which social media contributes to directing audiences towards the project's news, results, publications and learning resources. The Facebook communication activities are monitored through specific quantitative indicators established within the dissemination framework. In particular, the monitoring focuses on the number of followers and the number of posts published. The number of followers is used to monitor the development of the project's audience and its capacity to establish a stable community around the project, while the number of posts provides an indication of the regularity and continuity of dissemination activities. These indicators are complemented, where relevant, by qualitative observations concerning stakeholder interaction and engagement with the published content. Through this approach, Facebook contributes primarily to the visibility, awareness-raising and broad dissemination dimensions of the SAMExperience communication strategy, supporting the project's objective of reaching audiences beyond the partnership and making its activities and results accessible to a wider community.



LinkedIn was selected as a complementary social media channel within the SAMExperience dissemination strategy, with a particular focus on professional, institutional and business-oriented stakeholders. The platform is particularly relevant to the project because of its professional nature and its potential to facilitate communication with organisations and individuals interested in sustainable business development, collaboration, innovation, skills development and the transformation of SMEs.

The LinkedIn dissemination strategy is therefore primarily oriented towards professionals, SME representatives and entrepreneurs, managers, researchers, academics, higher education institutions, educators and trainers, business support organisations, sustainability and innovation professionals, and other stakeholders involved in collaborative and alliance-building activities.

Particular attention is given to stakeholders who may have a direct interest in the competences associated with the Sustainable Alliance Manager profile and in the learning resources developed through the project. The content strategy on LinkedIn focuses on communicating the project's professional, institutional and knowledge-based dimension. Posts are used to disseminate information about project milestones, transnational meetings, webinars, conferences, publications, research activities, project results, deliverables, learning opportunities and other relevant developments. Compared with the broader communication approach adopted on Facebook, LinkedIn content can place greater emphasis on the relevance and potential application of project results for organisations, professionals and other stakeholders. LinkedIn also provides an opportunity to strengthen the professional network surrounding the project. In addition to disseminating individual posts, the strategy considers the development of an interested community through participants, followers, likes and interactions with project content. This is particularly relevant for a project such as SAMExperience, whose objectives include the development of competences and knowledge that can be relevant to SMEs, professionals, higher education institutions and other organisations involved in sustainable collaboration and alliance management.

As with Facebook, LinkedIn is intended to work in close connection with the project website. Posts provide short and accessible presentations of project activities and results, while links direct interested users towards the website for further information and access to the complete resources. In this way, LinkedIn contributes to transforming project outputs into professionally relevant and shareable communication content, increasing the possibility that results will reach stakeholders outside the consortium. The implementation of LinkedIn activities is monitored through quantitative indicators focusing on the number of group participants and likes and the number of posts published. The first indicator provides an indication of the development of the project's professional audience and the level of interest generated around its communication activities, while the number of posts reflects the continuity and regularity of dissemination efforts. These quantitative indicators provide a basis for monitoring the implementation of the dissemination strategy and assessing the extent to which LinkedIn contributes to building visibility and stakeholder engagement around the project. Through its professional orientation, LinkedIn therefore represents an important channel for the targeted dissemination of SAMExperience results, particularly towards organisations, professionals and institutional stakeholders who may be interested in the project's outputs, methodologies and learning opportunities. Its use complements the broader outreach provided by Facebook and contributes to strengthening the professional and institutional dimension of the project's dissemination strategy.

A promotion strategy for SAMExperience project reference in other websites

A specific **promotion strategy** (T5.3 of the application form) was developed by the UNIFG team to suggest to other Partners how the SAMExperience project could be cited on other websites, and what are the roles and responsibilities must be considered, and how identify the venue to host SAMExperience link.

Each partner organization website. Please, use the following structure:

1. Website of the organization you belong to;

2. Website of other European projects you are involved (the EC highly appreciates this link);

3. Website of scientific association you are affiliated to;

4. Website of student associations (if they have a website);

5. Website of other organizations within your network(s) (e.g., private companies, non-profit organisations etc.)

6. Others that you should deem pertinent.

Please, publish on the information based on the following structure:

- Name and acronym of the project.
- Brief description of the project

SAMExperience is an initiative of six partners from five European countries (ES, IT, LT, PL, RO) coordinated by the University of Mondragon that lasts three years [Nov. 2023 – Oct. 2026]. The project aims at delivering learning packages addressing the development of skills for the so-called "Sustainable Alliances Manager" (SAM). The SAM is a professional profile committed to coordinating and organizing activities to accomplish green sustainability of organizations by leveraging cooperative approaches. To do it, the project delves into the scientific and practical understanding of the cooperative skills green-oriented and turn it into learning materials that, once delivered, will target managers working for economic organizations. Results will be freely made available to anybody interested in and, to this end, communicated in order to spread out their impact and push stakeholder to adopt them.

- To be informed on the project development, please get access our communication channels:
    - Link to the project website – through this channel you can subscribe our newsletter (please, note that to make it work, once submitted the subscription, you should activate it with confirming your subscription through an email that you will receive (check in spam if not visible inbox).
    - Link to the Facebook official page
    - Link to the LinkedIn official page

Creation of a training course promotion strategy

A specific **promotion strategy** (T5.3 of the application form) was developed also to ensure the visibility and uptake of the SAMExperience e-learning training course and to encourage its use among the project's target groups, with particular attention to students and other potential learners interested in developing competences related to sustainable alliance management, collaboration and green and digital skills.

The promotion strategy adopted a multi-channel approach, combining online communication activities with direct engagement of potential users. The e-learning course was promoted through

the project's social media channels, Facebook and LinkedIn, where dedicated posts were used to present the learning opportunity, highlight its main features and direct interested users towards the platform. The course was also regularly promoted through the news section of the SAMExperience project website, ensuring that information about the learning opportunity was available alongside the project's other activities and results and more practically with a dedicated webinar. In addition, a direct link to the e-learning platform was made available from the main navigation menu of the project website, providing users with immediate and continuous access to the training course from the project's main digital environment.

Alongside online dissemination, the training course was also promoted through direct communication within university classes, with the involvement of students as one of the key target groups. This approach was intended to move beyond general online visibility and actively encourage potential learners to access and experience the training course. The combination of digital promotion and direct engagement with students was therefore designed to maximise awareness, facilitate access and support the uptake of the SAMExperience learning opportunity.

Collection of real challenges from SMEs companies involved in the industry sector

As part of the SAMExperience dissemination and stakeholder engagement activities, particular attention was devoted to the collection of real challenges and needs faced by SMEs operating in the industry sector. This activity was intended to ensure a strong connection between the project development process and the concrete realities of companies, providing the partnership with direct insights into the challenges encountered by SMEs in their day-to-day activities, particularly in relation to collaboration, sustainability, innovation and the development of new competences. To collect this information, a questionnaire was developed and disseminated among SMEs and relevant industry stakeholders. The questionnaire provided companies with the opportunity to share their experiences, identify the main challenges they face and express their needs and expectations in relation to the areas addressed by the SAMExperience project. The use of a structured questionnaire made it possible to collect comparable information from different respondents and to obtain a broader overview of the challenges affecting SMEs operating in the industry sector. Following the collection phase, the responses received were systematically analysed with all SAMExperience partners in order to identify the main challenges, recurring needs and relevant areas for further consideration. The analysis provided useful evidence on the perspectives of companies and contributed to strengthening the practical and stakeholder-oriented dimension of the project. In particular, the findings helped the partnership to better understand the gap between the competences and approaches required by SMEs and the challenges emerging from the current business environment.

The results of the questionnaire and their analysis also supported the development and refinement of project activities and learning content, helping to ensure that the SAMExperience approach was connected to real-world organisational and business needs rather than being based exclusively on theoretical considerations. In this sense, the involvement of SMEs represented an important feedback mechanism between the project and the industry sector, allowing the knowledge and perspectives collected from companies to inform the development of the project's outputs.

Scientific publications based on project

Scientific publications represented an important component of the SAMExperience dissemination strategy, contributing to the sharing and valorisation of the knowledge, methodologies and results developed throughout the project. During the project lifetime, several scientific publications were developed based on project activities and results, addressing topics related to sustainable alliance management, collaborative competences, sustainability, innovation, skills development and the learning approaches developed within SAMExperience. The publications were developed through different forms of collaboration among project partners, both through joint contributions involving several members of the consortium and through bilateral collaborations between individual partner organisations. This approach fostered continuous academic exchange within the partnership and enabled partners to combine their complementary expertise, perspectives and research interests. At the same time, it contributed to strengthening the transnational and interdisciplinary dimension of the project and to extending the impact of project-generated knowledge beyond the consortium.

The development of scientific publications was closely connected to the implementation of the project activities. Research findings, analyses, methodological developments and insights emerging from the project were progressively transformed into academic contributions, allowing project knowledge to be further elaborated, discussed and shared with the wider scientific and academic community. In this respect, publications were considered not only as dissemination outputs, but also as a means of consolidating and further developing the knowledge generated through the project. All scientific results have been uploaded on the project website: https://samexperience.eu/research-output/

The dissemination of these scientific contributions across scientific conferences also supported the visibility of SAMExperience among researchers, academics, higher education institutions and other stakeholders working on related topics.