SAM Experience
Alliances towards a Sustainable Future

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

WP5. D2 Follow up & Sustainability Plan



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Introduction

The SAMExperience “Follow-up and Sustainability Plan” defines the measures and actions intended to ensure the continued use, exploitation and further development of the project results beyond the end of the Erasmus+ funding period. While the Dissemination Plan and the related dissemination activities have focused primarily on increasing visibility, communicating the project results and reaching relevant target groups, this Plan addresses the subsequent stage: how the knowledge, tools, methodologies and learning resources developed through SAMExperience can remain accessible, useful and transferable after the formal conclusion of the project. SAMExperience was developed in response to the growing need of manufacturing SMEs for professionals able to manage collaboration across organisations while integrating sustainability, digitalisation and green transition principles into business development. The SAMExperience project therefore focused on the development of the Sustainable Alliance Manager (SAM) profile and on the creation of an international, digital, flexible and personalised learning experience aimed at developing the collaborative and green competences required to establish and manage sustainable alliances.

The long-term ambition of SAMExperience is not limited to the completion of the project activities. Rather, the project has created a set of interconnected results that can continue to support higher education institutions, learners, teachers, SMEs and other stakeholders in the development of competences related to strategic collaboration, sustainable business development and alliance management. The sustainability strategy therefore seeks to transform the project results from time-bound project outputs into reusable resources that can be integrated into existing educational, professional and organisational contexts. The SAMExperience consortium considers the continuity of these results particularly important because the development of collaborative and sustainability-oriented managerial competences represents a long-term process. Moreover, 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) will be designed and maintained after project end. 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. Thus, ensuring continued access to the learning resources, maintaining the digital infrastructure and encouraging their integration into future training, research and cooperation activities will allow the project to generate impact beyond its original implementation period.

Description and motivation of the sustainability strategy

The SAMExperience sustainability strategy has been developed collaboratively by the consortium through regular coordination activities, online meetings and exchanges among the partners. During the project, partners discussed how the results could be maintained and further exploited according to their institutional profiles, areas of expertise, educational activities and links with SMEs and other relevant stakeholders. The strategy is based on the principle that sustainability should not rely on a single result or organisation. Instead, the long-term value of SAMExperience derives from the interaction between the competence framework, the e-learning resources, the assessment tools, the learning materials, the digital platforms, the stakeholder network and the knowledge generated through project implementation. This approach also reflects the different roles played by the project partners. Higher education institutions can integrate the SAM profile

and related learning resources into teaching and lifelong learning activities; organisations working with SMEs can exploit the results in training, consultancy and business support contexts; and partners involved in research, dissemination and innovation can continue to promote the results within academic, professional and European networks.

The sustainability strategy therefore pursues four complementary objectives:

- maintaining access to the project results and digital resources;
- supporting the continued educational and professional use of the SAM competence framework and learning materials;
- facilitating the transfer and adaptation of the results to new contexts, particularly those involving SMEs and sustainable inter-organisational cooperation (e.g. sustainable inter-company growth; greener and more collaborative business alliances; long-term firm development based on shared environmental and strategic goals);
- creating opportunities for further development of the project results through future cooperation, research, training and Erasmus+ initiatives.

In this perspective, sustainability is understood as a continuous process. 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.

Project results and assets for long-term exploitation

SAMExperience has produced a portfolio of complementary results that can be exploited and further developed after the end of the project. The sustainability potential of these results is strengthened by the fact that they can be used independently while also functioning as components of a wider learning and competence-development ecosystem.

SAM Competence Framework and Sustainable Alliance Manager Profile

One of the main intellectual results of the project is the definition of the Sustainable Alliance Manager profile (SAM profile, WP2 results) and the competences associated with the management of sustainable and collaborative alliances (WP3 results). The framework provides a basis for identifying and developing the knowledge, skills and attitudes required by professionals working in contexts characterised by inter-organisational cooperation, sustainability challenges and complex business relationships. The competence framework represents a reusable resource for higher education institutions, training providers and organisations working with SMEs. It can be used to design or update courses, workshops and professional development activities and can also support the development of future learning paths addressing specific managerial competences. The framework is therefore expected to remain a reference point for the development of training activities related to sustainable alliance management, collaborative innovation, green transition and inter-company cooperation.

SAMExperience E-learning platform

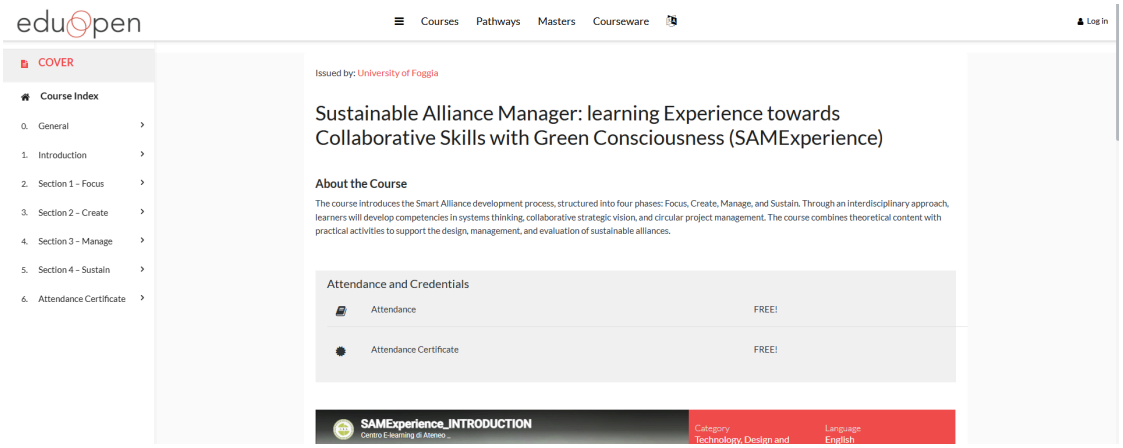
The SAMExperience e-learning platform constitutes one of the principal exploitable results of the project. The platform provides access to the learning experience developed by the consortium and supports the delivery of digital learning resources, assessment activities and personalised learning pathways. The platform created by the project partners (MUE, UEKAT, LBC, WUT, UNIFG) will remain accessible after the end of the funded project period. Its continued availability represents an important element of the sustainability strategy, as it ensures that the project resources do not become inaccessible once the project has formally concluded.

Through an interdisciplinary approach, the course develops competences related to systems thinking, collaborative strategic vision and circular project management. It combines theoretical content with practical activities supporting the design, management and evaluation of sustainable alliances. The learning outcomes cover a broad range of competences, including the analysis of collaborative contexts, strategic vision, alliance design, partner identification, negotiation and relationship management, interpretation of sustainability-related policies and regulations, project planning, conflict management, interdisciplinary collaboration, monitoring and evaluation, adaptive management, capacity building and the integration of sustainability values into alliance management.

The E-learning platform can continue to be used by students, teachers and other interested learners and may also provide a basis for future training activities, updates to learning materials and the incorporation of additional content developed through subsequent initiatives.

SAMExperience E-learning course on EduOpen

A further important sustainability measure is the availability of the SAMExperience course through EduOpen. In addition to the project-specific e-learning environment, UNIFG developed an additional version of the course on the EduOpen platform with the objective of extending its reach and providing students with access to the learning experience through an internationally recognised learning environment. The course, entitled Sustainable Alliance Manager: Learning Experience towards Collaborative Skills with Green Consciousness (SAMExperience), introduces the Smart Alliance development process through four main phases: Focus, Create, Manage and Sustain (the same developed in the E-learning platform). The course is intended primarily for students and learners interested in strategic collaboration, sustainability and complex project management in interdisciplinary contexts. It does not require advanced technical certifications or specific professional qualifications, although a basic background in economics or management is recommended. As the course is delivered entirely in English, an adequate level of English proficiency is required.



The course will remain permanently available on EduOpen, without an expiry date, and free of charge. Learners will be able to register independently and continue to access the course after the formal conclusion of SAMExperience. Certification is also foreseen at different stages of the learning pathway: participants can obtain a certificate for each of the four modules (Focus, Create, Manage and Sustain) as well as a final certificate upon completion of the overall course. This long-term availability significantly strengthens the sustainability of the SAMExperience learning experience, transforming the course from a project activity into a continuing educational resource accessible to future cohorts of learners.

Learning materials and other reusable resources

The learning materials developed throughout the project represent another important asset for future exploitation. These results include training resources, self-study materials, practical activities, case studies and materials addressing real challenges and needs identified within SMEs. The sustainability potential of these resources is further strengthened by the fact that they can be reused in different educational and professional contexts rather than being restricted to the original pilot activities. In addition, the videos and reports published on the SAMExperience website constitute reusable knowledge resources. They can support future training, awareness-raising activities, academic work, stakeholder engagement and the preparation of new project proposals. Some of these resources also contain specific sets of skills that can be used by companies to support the development and management of successful alliances with a sustainability-oriented approach. The project website will therefore continue to perform an important preservation function, ensuring that these materials remain accessible to stakeholders beyond the project lifetime.

Assessment and evaluation tools

The project has also produced assessment instruments that can support future monitoring of competences, experiences and impact.

- Among these resources is the SAMExperience – SME Alliance Awareness Assessment Questionnaire, designed to assess SMEs' awareness, attitudes and capabilities in relation to strategic alliances, cooperation, knowledge sharing and sustainable business development. The questionnaire can be reused in future engagement with SMEs to identify their needs and monitor changes in awareness and capabilities over time.

- A second relevant instrument is the SAMExperience – Teachers' Experience and Impact Questionnaire, developed to assess the effects of the project on teachers' experiences, teaching practices, skills and awareness. The questionnaire addresses aspects including teaching methodologies, digital tools, sustainability-related competences, student engagement, international collaboration and the continued use of project results.

These instruments provide a basis for future evaluation and can be adapted for subsequent training activities, pilot initiatives or projects building on the SAMExperience methodology.

Joint Exploitation Strategy

The consortium's joint exploitation strategy is based on the principle that the long-term value of SAMExperience will be maximised when project results are integrated into the partners' existing activities and professional networks. The partners have different institutional profiles and areas of expertise, and this diversity provides opportunities for the results to be used in complementary ways. Rather than establishing a single model of exploitation, the consortium has identified a common framework within which each partner can integrate the project results according to its own institutional mission and stakeholder environment. The main outputs that can be jointly exploited include the SAM competence framework, the e-learning platforms and courses, learning materials, assessment tools, the piloting methodology, research outputs, videos and other project resources. In higher education contexts, the SAM profile and competence framework can be incorporated into existing curricula, modules, professional development activities and micro-credential initiatives. The learning materials can also be used as complementary resources within programmes addressing business administration, management, sustainability, entrepreneurship, innovation and related areas. In professional and SME-oriented contexts, the results can support workshops, training programmes, consultancy activities and capacity-building initiatives. 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.

In particular, the competence framework and assessment questionnaires can help organisations identify existing competences and areas for further development in relation to sustainable alliances. The consortium also intends to continue exploiting the project results through future research and cooperation initiatives. The partners have already organised meetings to identify future Erasmus+ calls and other opportunities through which additional managerial skills and related competences could be developed. This provides a concrete pathway for the further evolution of SAMExperience beyond the original project framework. The joint exploitation strategy is therefore not conceived as a static plan. It is intended to provide a basis for continued collaboration among the partners and for the development of new initiatives that may extend, adapt or complement the SAMExperience approach. 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.

Partner-level follow-up and institutional integration

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, and the sustainability of SAMExperience will also depend on the capacity of each individual partner to incorporate the results into their own institutional activities. Specifically:

Mondragon Unibertsitatea (MUE), as coordinator and a key contributor to the development of the project ecosystem, can continue to integrate the SAMExperience approach into lifelong learning, cooperative innovation and SME-oriented training activities. The SAM profile and related learning resources may also provide a basis for future executive education and professional development initiatives addressing sustainable alliance management.

The West University of Timisoara (WUT), responsible for piloting and assessment, can continue to exploit these methodologies developed within the project. The tools and approaches tested during SAMExperience may be further integrated into activities related to competence assessment, digital learning and personalised professional development, particularly in contexts involving manufacturing and innovation.

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 contribute to the promotion of the SAMExperience results, particularly through its educational and academic networks. The university can promote the e-learning course, the SAM competence framework and related resources among students and other potential users and can continue to facilitate access to the course through EduOpen.

Resolvo (Resolvo) can continue to exploit the knowledge developed through the project in relation to consultancy, innovation and sustainable business development. The SAMExperience

results may provide useful resources for engagement with manufacturing SMEs and for future European and policy-oriented initiatives.

This partner-level approach creates multiple entry points for the continued exploitation of the project results and reduces the risk that sustainability depends exclusively on one institution or one funding source.

Operational sustainability of the digital and learning resources

The continued accessibility of the digital infrastructure is a central element of the sustainability strategy. The SAMExperience website will remain an important point of access to the project's results and resources. Following the conclusion of the project, its function will progressively move from supporting active project communication towards preserving and providing access to the knowledge and outputs generated during the project. The website will continue to host relevant project information, reports, publications, videos and learning resources. Particular attention will be given to maintaining the accessibility of the SAMExperience e-learning environment and the learning resources developed through the project. The continued availability of the digital materials ensures that new learners, teachers, SMEs and other stakeholders can access resources without being directly involved in the original project. Where appropriate, the content may be reviewed and updated in response to user feedback, developments in the manufacturing sector and changes in the sustainability and collaborative management landscape. Such updates can be introduced through future activities of the consortium or through new projects building upon SAMExperience.

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 Platform	Training modules, assessment tools, personalised learning journeys	Very High
Learning Materials and Curriculum	Training resources, self-study content, case studies, SME challenges	High
Piloting and Assessment Methodology	Framework for practical validation of	Medium

	collaborative-green skills	
Community of Practice	Transnational network of learners, SMEs and educators	Medium–High

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.

Institutional and strategic sustainability

Long-term sustainability also requires the project results to become embedded in institutional practices rather than remaining isolated project outputs. The consortium will therefore encourage the integration of the SAM profile, competences and learning resources into existing educational and professional development activities. The results can be incorporated into curricula, optional courses, workshops, continuing professional development initiatives and other forms of lifelong learning.

A further area of strategic sustainability concerns the development of the Sustainable Alliance Manager profile itself. The competences identified by the project can provide a foundation for future discussions on professional profiles, micro-credentials and other forms of recognition of competences related to sustainable alliance management. The Community of Practice and stakeholder relationships established during the project can also provide a basis for continued interaction among students, teachers, SMEs and other actors. Even where future activities are not

organised under the formal SAMExperience project structure, the network generated through the project can facilitate the circulation of knowledge, good practices and opportunities for collaboration. The sustainability strategy therefore seeks to ensure that the SAMExperience approach remains connected to the wider evolution of sustainability, innovation and collaborative business practices.

Financial sustainability and future development

The continued accessibility of the SAMExperience digital resources provide an important foundation, as they reduce the need for users to depend on a new funded project in order to access the core learning experience. At the same time, future development may be supported through different funding and cooperation mechanisms. The partners have already started discussing future Erasmus+ calls with the aim of identifying opportunities to develop additional managerial skills and build upon the knowledge generated by SAMExperience. Future Erasmus+ projects, as well as other European or regional cooperation opportunities, may therefore provide resources for updating the learning materials, extending the competence framework, testing the approach with new target groups or developing additional training modules.

Further possibilities may include cooperation with SME networks, regional training organisations and other stakeholders interested in professional development. Where appropriate, the SAMExperience results could also be incorporated into existing professional development schemes or future micro-credential initiatives. Financial sustainability is consequently understood as the capacity to combine permanent access to the existing resources with new opportunities for development and adaptation.

Stakeholder engagement and follow-up

The continued involvement of stakeholders is essential to ensure that the project results remain connected to real needs. Beyond academia, the project prioritises ongoing engagement with:

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

The engagement of SMEs is particularly important because the SAMExperience approach was developed in response to challenges related to sustainable inter-company cooperation, alliance management and the green transition of manufacturing businesses. During the project's Final Conference in Bilbao and during local events, companies expressed interest in continuing to follow the course and learning more about the SAMExperience resources. This interest provides a concrete basis for further stakeholder engagement after the end of the project. The consortium can build upon these contacts by encouraging SMEs to access the e-learning course, use the assessment questionnaires and explore the skills and resources developed by the project. The SME questionnaire can also be used in future interactions to identify emerging needs and challenges and to understand how the SAMExperience approach can be further adapted to the realities of companies. Future engagement should therefore remain two-directional. While the

project results can provide knowledge and training resources to SMEs, feedback from companies can also contribute to the future development and adaptation of the learning content.

Teachers and higher education institutions represent another important stakeholder group. The Teachers' Experience and Impact Questionnaire provides an instrument through which future users can provide feedback on teaching practices, digital learning, sustainability competences, student engagement and the continued use of project results. This creates the conditions for a feedback loop in which project results are used, evaluated and progressively improved.

Dissemination as a driver for sustainability

The Dissemination Plan has established the communication channels, target groups and activities through which the project results have been promoted. The sustainability strategy builds on these activities by ensuring that, once stakeholders have been reached, they continue to have access to usable resources and opportunities for engagement. 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.

Impact and Follow-up Activities

The follow-up phase will focus on understanding whether and how the project results continue to be used after the end of the funded period.

Several types of impact can be considered. At learner level, the continued availability of the e-learning course may support the acquisition of competences related to sustainable alliance development. At institutional level, higher education institutions may continue to use the learning materials, assessment tools and competence framework. At organisational level, SMEs may exploit the resources to reflect on their collaborative capabilities and sustainability-oriented development. The assessment questionnaires developed through the project can support the collection of evidence on these different dimensions. From one hand, the SME Alliance Awareness Assessment Questionnaire can be used to assess changes in SMEs' awareness, attitudes and capabilities concerning strategic alliances, cooperation, knowledge sharing and sustainable business development. Its continued use can also help identify the relevance of the SAMExperience approach to emerging organisational needs. On the other hand, the Teachers' Experience and Impact Questionnaire can support the assessment of the project's longer-term effects on teaching practices, digital tools, sustainability competences, student engagement and the continued use of project resources. Feedback collected through these instruments, together with information from course participation, stakeholder interactions and future activities, can contribute to a broader understanding of the project's long-term impact. The consortium will also consider indirect effects, including the reuse of project materials in other educational or professional settings, references to the SAM framework in future research and training activities, and the integration of project results into new European cooperation initiatives.

Monitoring, evaluation and follow-up mechanism

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. The consortium envisages a three-year post-project follow-up period during which partners will monitor the continued use and development of the main results. During this post-project period, the website will serve primarily as a long-term repository and access point for the project results, rather than solely as a communication channel. The consortium will ensure that the main project materials remain publicly accessible and that the links to the SAMExperience e-learning environment and other relevant resources remain functional. Where appropriate, the website content may also be updated to reflect relevant follow-up activities, new exploitation opportunities and further developments arising from the project results. The monitoring process will not be limited to quantitative indicators but will also consider qualitative evidence of exploitation and institutional uptake. Key indicators include:

- continued availability and accessibility of the SAMExperience digital resources;
- number and level of activity of users accessing the e-learning resources;

- enrolment and participation in the EduOpen course;
- number of certificates issued through the different course modules and for the complete course;
- continued use of the SAM competence framework and learning materials;
- participation of SMEs in future training and engagement activities;
- use of the SME and teachers' assessment questionnaires;
- evidence of integration of SAMExperience resources into educational or professional development activities;
- references to the SAM framework in future research, training or cooperation initiatives;
- References of scientific papers developed within SAMExperience project;
- new collaborations or European projects building upon SAMExperience;
- stakeholder feedback concerning the relevance and usability of the project results.
- 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.

The consortium may review these indicators annually through internal coordination meetings. Such meetings can be used to identify achievements, barriers and new opportunities and to agree on any adjustments required to the sustainability strategy.

Sustainability roadmap

The sustainability process can be organised around three complementary stages covering the first three years after project completion.

The first year will focus primarily on ensuring the continued availability of the project infrastructure and resources. The SAMExperience website and e-learning environment will remain accessible, while the EduOpen course will continue to be available free of charge, with autonomous registration and certification. During this phase, partners will continue to promote the resources through their institutional and professional networks when relevant opportunities arise. Particular attention will be given to stakeholders who expressed interest during the Final Conference in Bilbao and local events. The partners will also continue monitoring the use of the learning resources and collecting relevant feedback.

The second year will focus on extending the use of the SAMExperience results beyond the original project participants. Partners will seek opportunities to integrate the SAM competence framework, learning materials and assessment tools into additional educational, professional and SME-oriented activities. Future Erasmus+ calls and other European cooperation opportunities will be explored as potential mechanisms for developing additional managerial skills and extending the project approach. During this phase, the results may also be adapted to new target groups or organisational contexts where there is a demonstrated need for competences related to sustainable collaboration and alliance management.

The third year will focus on consolidating the results achieved through the previous stages and identifying opportunities for their further development. The consortium will assess which project resources have been most actively used, which stakeholder groups have benefited from them and which areas could be strengthened. Feedback from learners, teachers and SMEs can be used to identify opportunities for updating or extending the learning content. The partners will also assess opportunities for further cooperation and potential follow-up projects, ensuring that

SAMExperience remains a foundation for continued innovation rather than a closed project outcome.

Conclusions

The SAMExperience Follow-up and Sustainability Plan establishes a framework for maintaining and further exploiting the knowledge, tools and learning resources developed throughout the project. The sustainability of the project is supported by several complementary factors. First, the SAM competence framework provides a reusable reference for the development of collaborative and sustainability-oriented managerial competences. Second, the SAMExperience e-learning platform created by the consortium will remain available as a dedicated learning environment. Third, the course developed through EduOpen as well as all digital materials (like webinar recordings and videos) will remain permanently accessible, free of charge and open to autonomous enrolment, with certificates available for each module and for the completion of the full learning pathway. The availability of learning materials, reports, videos, assessment questionnaires and other project resources further increases the long-term value of the project. These resources can be reused in educational activities, professional development, SME engagement, research and future European cooperation initiatives. The project's sustainability is also supported by concrete interest from companies encountered during the Final Conference in Bilbao and local events, as well as by the consortium's intention to explore future Erasmus+ opportunities for the development of additional managerial skills. Ultimately, the long-term sustainability of SAMExperience will depend on the continued interaction between digital accessibility, institutional uptake, stakeholder engagement and future cooperation. The project has created the foundations for an evolving learning ecosystem in which the Sustainable Alliance Manager profile and its associated competences can continue to be developed and applied in response to changing needs.

The Follow-up and Sustainability Plan therefore considers the end of the funded project not as the conclusion of the SAMExperience initiative, but as the transition towards a longer phase of continued use, exploitation, evaluation and further development. Through the actions described above, the consortium intends to preserve the value generated by the project and to create the conditions for its continued contribution to sustainable collaboration, green transition and innovation within European SMEs and higher education.

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.