



# START DSP CURRICULUM

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[www.start-dsp.eu](http://www.start-dsp.eu) Entrepreneurship Education 

## 01 | INTRODUCTION

In today's rapidly evolving world, entrepreneurship is no longer just about launching businesses—it's about creating ventures that are resilient, sustainable, and digitally empowered. The **START DSP Curriculum** is designed to equip learners with the essential skills, mindsets, and frameworks needed to thrive in this dynamic landscape. By integrating insights from **EntreComp** (Entrepreneurship Competence), **GreenComp** (Sustainability Competence), and **DigComp** (Digital Competence), this curriculum empowers future entrepreneurs to address pressing global challenges such as climate change, digital disruption, and social inequality.

This comprehensive program is structured into ten modules, each focusing on critical aspects of green digital entrepreneurship. From cultivating an entrepreneurial mindset and designing sustainable business models to mastering inclusive leadership and ethical governance, the curriculum provides a holistic approach to building ventures that balance profit, purpose, and planet.

Whether you are an aspiring entrepreneur, educator, or professional seeking to align your skills with the demands of a sustainable future, the **START DSP Curriculum** offers practical tools, real-world case studies, and interactive exercises to guide your journey. By the end of this program, you will not only have developed a viable green digital business idea but also gained the competencies to drive innovation, resilience, and systemic change in your community and beyond.

Join us in shaping a future where entrepreneurship is a force for good—where digital fluency, sustainability, and inclusivity converge to create lasting impact.



02

## QUALIFICATION PROFILES

# | ENTRY PROFILE

## Desirable characteristics in an initial user of the Start DSP platform

The entry profile is defined as the set of characteristics, skills, knowledge and attitudes that a student is expected to have when entering the Start DSP platform. Having an entry profile contributes to academic success in the use of it because it ensures its proper use and timely advice, but also because there are clear expectations about what can be done and achieved in terms of learning.

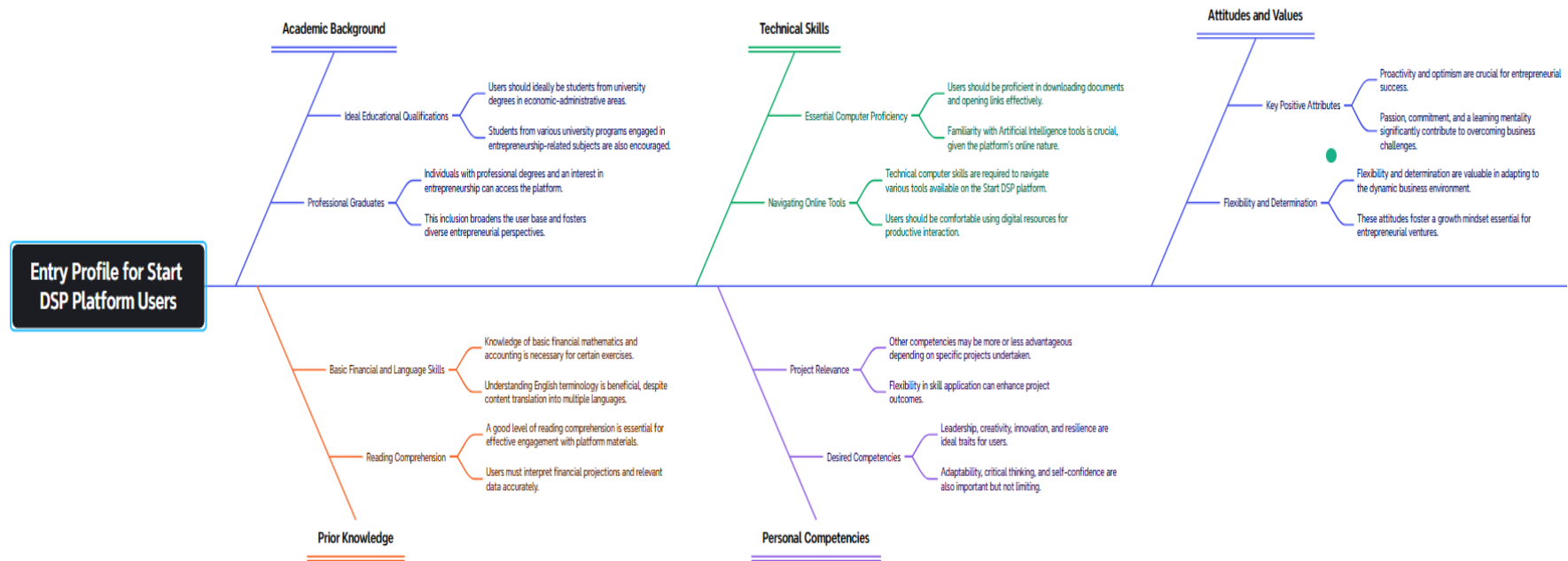


Figure 1. Entry profile for Start DSP Platform Users.

# | GRADUATION PROFILE

## What will an entrepreneur be able to do after using the Start DSP platform?

The graduation profile contains a series of characteristics, competences, skills, knowledge and attitudes that a student is expected to have acquired at the end of the use of all the tools of the Start DSP platform. This profile serves as a guide for both educators and students, but also for employers, as it clearly states what is expected at the end of a training, in this case, with a focus on entrepreneurship.

The graduation profile is very important because it not only orients the educational formation during the academic process, but also because it establishes clear standards about what is expected at the time of starting a business. It is an essential component in many educational programs and Start DSP is no exception.

The graduate profile includes:

## 01 | GENERAL COMPETENCIES

### DIGICOMP

The DigComp framework identifies the key components of digital competence in 5 areas:

1. **Information and data literacy:** To articulate information needs, to locate and retrieve digital data, information and content. To judge the relevance of the source and its content. To store, manage, and organize digital data, information and content.
2. **Communication and collaboration:** To interact, communicate and collaborate through digital technologies while being aware of cultural and generational diversity. To participate in society through public and private digital services and participatory citizenship.
3. **Digital content creation:** To create and edit digital content. To improve and integrate information and content into an existing body of knowledge while understanding how copyright and licenses are to be applied. To know how to give understandable instructions for a computer system.
4. **Safety:** To protect devices, content, personal data and privacy in digital environments. To protect physical and psychological health, and to be aware of digital technologies for social well-being and social inclusion. To be aware of the environmental impact of digital technologies and their use.
5. **Problem solving:** To identify needs and problems, and to resolve conceptual problems and problem situations in digital environments. To use digital tools to innovate processes and products. To keep up-to-date with the digital evolution.



Figure 2. Definition of Digital Competence according to European Union

## GREENCOMP

Empowers learners to embody sustainability values, and embrace complex systems, in order to take or request action that restores and maintains ecosystem health and enhances justice, generating visions for sustainable futures.

The acquisition of sustainability competences by learners of all ages requires a shift in the educational mindset that needs to **overcome the cognitive dissonance** resulting from passive acquisition of knowledge. In these terms, the GreenComp is not intended to be a prescriptive set of rules to be followed by educators and trainers, but rather **a flexible and adaptable reference for learning schemes that foster sustainability as a competence**.

The framework identifies 4 interrelated competence areas, and for each indicates 3 key-competences, to be intended as non-hierarchical and equally important.

1. **Embodying sustainability values:** including the competences *valuing sustainability, supporting fairness, and promoting nature*. The specific competencies derived from the greencomp are:
  - a) To reflect on personal values; identify and explain how values vary among people and over time, while critically evaluating how they align with sustainability values.
  - b) To support equity and justice for current and future generations and learn from previous generations for sustainability.
  - c) To acknowledge that humans are part of nature; and to respect the needs and rights of other species and of nature itself in order to restore and regenerate healthy and resilient ecosystems.
  
2. **Embracing complexity in sustainability:** including the competences *systems thinking, critical thinking, and problem framing*. The specific competencies derived from the greencomp are:
  - a) To approach a sustainability problem from all sides; to consider time, space and context in order to understand how elements interact within and between systems.
  - b) To assess information and arguments, identify assumptions, challenge the status quo, and reflect on how personal, social and cultural backgrounds influence thinking and conclusions.

- c) To formulate current or potential challenges as a sustainability problem in terms of difficulty, people involved, time and geographical scope, in order to identify suitable approaches to anticipating and preventing problems, and to mitigating and adapting to already existing problems.
3. **Envisioning sustainable futures:** including the competences *futures literacy, adaptability, and exploratory thinking*. The specific competencies derived from the greencomp are:
- a) To envision alternative sustainable futures by imagining and developing alternative scenarios and identifying the steps needed to achieve a preferred sustainable future.
  - b) To manage transitions and challenges in complex sustainability situations and make decisions related to the future in the face of uncertainty, ambiguity and risk.
  - c) To adopt a relational way of thinking by exploring and linking different disciplines, using creativity and experimentation with novel ideas or methods.
4. **Acting for sustainability:** including the competences *political agency, collective action, and individual initiative*. The specific competencies derived from the greencomp are:
- a) To navigate the political system, identify political responsibility and accountability for unsustainable behavior, and demand effective policies for sustainability.
  - b) To act for change in collaboration with others
  - c) To identify own potential for sustainability and to actively contribute to improving prospects for the community and the planet.



Figure 3. Visual representation of Green Comp

## ENTRECOMP

Entrepreneurship as a competence applies to all spheres of life. It enables citizens to nurture their **personal development**, to actively **contribute to social development**, to enter the **job market** as employee or as self-employed, and to **start-up** or scale-up ventures which may have a cultural, social or commercial motive.

The EntreComp conceptual model is made up of two main dimensions: the **3 competence areas** that directly mirror the definition of entrepreneurship as the ability to turn ideas into action that generate value for someone other than oneself;

and the **15 competences** that, together, make up the building blocks of the entrepreneurship as a competence for all citizens.

### 1. Ideas and opportunities

<b>Spotting opportunities</b>	<ul style="list-style-type: none"> <li>- Identify and seize opportunities to create value by exploring the social, cultural and economic land-scape</li> <li>- Identify needs and challenges that need to be met</li> <li>- Establish new connections and bring together scattered elements of the landscape to create opportunities to create value</li> </ul>
<b>Creativity</b>	<ul style="list-style-type: none"> <li>- Develop several ideas and opportunities to create value, including better solutions to existing and new challenges</li> <li>- Explore and experiment with innovative approaches</li> <li>- Combine knowledge and resources to achieve valuable effects</li> </ul>
<b>Vision</b>	<ul style="list-style-type: none"> <li>- Imagine the future</li> <li>- Develop a vision to turn ideas into action</li> <li>- Visualize future scenarios to help guide effort and action</li> </ul>
<b>Valuing ideas</b>	<ul style="list-style-type: none"> <li>- Judge what value is in social, cultural and economic terms</li> <li>- Recognize the potential an idea has for creating value and identify suitable ways of making the most out of it</li> </ul>
<b>Ethical and sustainable thinking</b>	<ul style="list-style-type: none"> <li>- Assess the consequences of ideas that bring value and the effect of entrepreneurial action on the target community, the market, society and the environment</li> <li>- Reflect on how sustainable long-term social, cultural and economic goals are, and the course of action chosen</li> <li>- Act responsibly</li> </ul>

### 2. Resources

<b>Self-awareness and self-efficacy</b>	<ul style="list-style-type: none"> <li>- Reflect on your needs, aspirations and wants in the short, medium and long term</li> <li>- Identify and assess your individual and group strengths and weaknesses</li> <li>- Believe in your ability to influence the course of events, despite uncertainty, setbacks and temporary failures</li> </ul>
<b>Motivation and perseverance</b>	<ul style="list-style-type: none"> <li>- Be determined to turn ideas into action and satisfy your need to achieve</li> <li>- Be prepared to be patient and keep trying to achieve your long-term individual or group aims</li> <li>- Be resilient under pressure, adversity, and temporary failure</li> </ul>
<b>Mobilizing resources</b>	<ul style="list-style-type: none"> <li>- Get and manage the material, non-material and digital resources needed to turn ideas into action</li> <li>- Make the most of limited resources</li> <li>- Get and manage the competences needed at any stage, including technical, legal, tax and digital competences</li> </ul>
<b>Financial and economic literacy</b>	<ul style="list-style-type: none"> <li>- Estimate the cost of turning an idea into a value-creating activity</li> <li>- Plan, put in place and evaluate financial decisions over time</li> <li>- Manage financing to make sure my value-creating activity can last over the long term</li> </ul>
<b>Mobilizing others</b>	<ul style="list-style-type: none"> <li>- Inspire and enthuse relevant stakeholders</li> <li>- Get the support needed to achieve valuable outcomes</li> <li>- Demonstrate effective communication, persuasion, negotiation and leadership</li> </ul>

### 3. Into action

<b>Taking the initiative</b>	<ul style="list-style-type: none"> <li>- Initiate processes that create value</li> <li>- Take up challenges</li> <li>- Act and work independently to achieve goals, stick to intentions and carry out planned tasks</li> </ul>
<b>Planning and management</b>	<ul style="list-style-type: none"> <li>- Set long-, medium- and short-term goals</li> <li>- Define priorities and action plans</li> <li>- Adapt to unforeseen changes</li> </ul>
<b>Coping with uncertainty, ambiguity and risk</b>	<ul style="list-style-type: none"> <li>- Make decisions when the result of that decision is uncertain, when the information available is partial or ambiguous, or when there is a risk of unintended outcomes</li> <li>- Within the value-creating process, include structured ways of testing ideas and prototypes from the early stages, to reduce risks of failing</li> <li>- Handle fast-moving situations promptly and flexibly</li> </ul>
<b>Working with others</b>	<ul style="list-style-type: none"> <li>- Work together and co-operate with others to develop ideas and turn them into action</li> <li>- Network</li> <li>- Solve conflicts and face up to competition positively when necessary</li> </ul>
<b>Learning through experience</b>	<ul style="list-style-type: none"> <li>- Use any initiative for value creation as a learning opportunity</li> <li>- Learn with others, including peers and mentors</li> <li>- Reflect and learn from both success and failure (your own and other people's)</li> </ul>



Figure 4. Areas and competences of the EntreComp conceptual model

## 02 | ATTITUDES AND VALUES

### 1. Strategic Vision

- Ability to identify market opportunities and formulate long-term strategies.
- Ability to anticipate trends and adapt the business to changes in the environment.

### 2. Leadership

- Ability to motivate and guide teams towards common objectives.
- Difficult decision making and conflict resolution skills.

### 3. Creativity and Innovation

- Ability to generate new and original ideas that add value to the business.
- Ability to implement innovative solutions to existing problems.

### 4. Critical Thinking

- Ability to analyze situations, evaluate options, and make informed decisions based on data.
- -Competence in distinguishing between relevant and irrelevant information.

## 03 | INTERPERSONAL SKILLS

### 1. Communication Skills

- Effective verbal and written communication skills, both with clients and collaborators.
- Ability to actively listen to and understand market needs.

### 2. Networking

- Talent for building strong relationships with other entrepreneurs, investors, customers and suppliers.
- Ability to leverage these connections for the benefit of the business.

### 3. Resilience

- Ability to adapt to failures or challenges; ability to bounce back quickly after setbacks.
- Maintain a positive mindset in the face of adversity.

# 03

## Summary of the modules

<b>Categories/modules</b>	<b>Module 1: Introduction Green Digital Skills &amp; Entrepreneurial Mindset</b>	<b>Module 2: Idea to Impact: Activating Entrepreneurial Mindset and Skills</b>
<b>Module Goal</b>	Understand the value of transversal entrepreneurial skills play in building resilient, sustainable, and digitally enabled businesses, and how EU frameworks support this development	Introduce learners to the journey of transforming sustainable digital ideas into business opportunities, focusing on mindset, creativity, and core entrepreneurial skills.
<b>Competences</b>	Business Skills: Creativity, Mobilizing Resources Green Skills: Sustainability Mindset, Systems Thinking, Digital Skills: Problem-Solving with Digital Tools, Data Interpretation	Business Skills: Identify and strengthen entrepreneurial skills Green Skills: Integrate a sustainability mindset and systems thinking into business ideation, planning, and innovation Digital Skills: Use accessible digital tools to support ideation, collaboration, and basic sustainability tracking.
<b>Learning Objectives</b>	Business Skills: Identify and strengthen entrepreneurial skills Green Skills: Integrate a sustainability mindset and systems thinking into business ideation, planning, and innovation. 3. Digital Skills: Use accessible digital tools to support ideation, collaboration, and basic sustainability tracking.	Business Skills: Identify and strengthen entrepreneurial skills Green Skills: Integrate a sustainability mindset and systems thinking into business ideation, planning, and innovation. 3. Digital Skills: Use accessible digital tools to support ideation, collaboration, and basic sustainability tracking.
<b>Topics</b>	The Power of Entrepreneurial Skills in a Green and Digital World. Entrepreneurial Mindset – Think Like a Change-Maker	From Idea to Action – Entrepreneurial Skills in Action
<b>Workload</b>	0.5 ECT= 15 hours	0.25 ECT= 7 hours
<b>Evaluation</b>	Reflection Questions Quiz/Short Test (MCQ, True/False, Fill-in-the-blanks) Case Study Analysis Mini-Project Idea Pitch Entrepreneurial Mindset Self-Check	Entrepreneurial Mindset Quiz (MCQ/Short Answer) Reflection Journal Entry Lean Canvas Exercise Pitch Challenge (60-Second Video/Text Submission)



<b>Categories/modules</b>	<b>Module 3: Green Digital Business Models – Designing for Impact in a Tech-Driven World</b>	<b>Module 4: Social Impact &amp; Inclusion – Design with Purpose, Equity and Impact</b>
<b>Module Goal</b>	Understand how sustainability and digitalization converge to power the next generation of businesses, and how entrepreneurs can harness this synergy to drive innovation, resilience, and systemic change.	Empower learners to lead with purpose, design inclusive and socially responsible business models, and harness diversity as a catalyst for innovation and resilience
<b>Competences</b>	Business Skills: Spotting Opportunities, Ethical & Sustainable Thinking, Vision Green Skills: Systems Thinking, Critical Thinking, Future-Oriented Action Digital Skills: Evaluating Digital Content, Green Digital Tools, Machine Learning, Data Analysis, Data Management, Innovation with Digital Tools, Digital Literacy	Business Skills: Ethical & Sustainable Thinking, Vision, Social Impact, Ethical Considerations, Stakeholder Engagement Green Skills: Future-Oriented Action, Systemic Responsibility, Critical Thinking. Digital Skills: Data Interpretation for ESG and SDGs, Transparency Tools and Digital Communication
<b>Learning Objectives</b>	Business Skills: Understand the foundations of green digital entrepreneurship Green Skills: Apply regenerative design and circular economy principles Digital Skills: Use digital tools to drive innovation, streamline operations, and ensure transparency and impact measurement.	Business Skills: Design inclusive, ethical, and purpose-driven business models aligned with SDGs, TBL, and ESG principles Green Skills: Apply systems thinking to address interconnected environmental and social challenges. Digital Skills: Use digital platforms to map, track, and communicate social and environmental impact
<b>Topics</b>	Foundations of Green Digital Entrepreneurship From Circular Ideas to Digital Execution Bringing Green Digital Models to Life	Understanding the Value of Social & Sustainable Business Building Future-Fit Socially Conscious and Inclusive Business Models
<b>Workload</b>	0.5 ECT= 15 hours	0.5 ECT= 15 hours
<b>Evaluation</b>	Quiz on Green Business Models Case Study Analysis Green Business Model Canvas (GBMC) Workshop Tech-for-Good Prototype Challenge	Scenario-Based Quiz Reflection Essay or Discussion Post Inclusive Design Challenge "Privilege Walk" Digital Activity



<b>Categories/modules</b>	<b>Module 5: Inclusive by Design: Leading with Diversity for Green Digital Innovation</b>	<b>Module 6: The Power of Purposeful Communication: Share Your Impact and Inspire Action</b>
<b>Module Goal</b>	Develop inclusive leadership skills and understand how diversity enables creativity, resilience, and sustainable innovation	Empower entrepreneurs to master digital storytelling, measure and report impact credibly, and pitch purpose-driven ventures with confidence
<b>Competences</b>	Business Skills: Mobilising Others, Ethical Value Creation, Inspiring Leadership, Ethical Leadership, Green Skills: Social Responsibility, Empathy, Collaborative Action, Systems Thinking Critical Thinking, Adaptability Digital Skills: Digital Communication, Community Engagement and Employee Engagement Platforms, Problem-Solving, Evaluating Digital Content	Business Skills: Mobilising Others, Ethical Communication, Inspiring Leadership Green Skills: Critical Thinking, Social Responsibility, Promotion of Nature & Biodiversity, Promotion of Environmental Awareness and Responsibility Digital Skills: Content Creation, Digital Engagement, Storytelling Platforms
<b>Learning Objectives</b>	Business Skills: Design inclusive, ethical, and purpose-driven business models aligned with SDGs, TBL, and ESG principles Green Skills: Apply systems thinking to address interconnected environmental and social challenges. Digital Skills: Use digital platforms to map, track, and communicate social and environmental impact	Business Skills: Apply recognized frameworks to measure, report, and visualize impact credibly. Green Skills: Avoid greenwashing through transparent, data-driven communication. Digital Skills: Use digital tools to craft authentic sustainability narratives that engage and inspire.
<b>Topics</b>	Leading Inclusively: Diversity as a Driver of Digital Business Innovation	Storytelling, Communication & Customer Engagement Making Impact Visible – Data, Stories, & Compliance
<b>Workload</b>	0.25 ECT= 7 hours	0.5 ECT= 15 hours
<b>Evaluation</b>	"Bias Detective" Interactive Quiz SDG Intersectionality Matrix "Green & Inclusive" Prototype Challenge Peer "Inclusion Hack" Feedback	"Impact Narrative" Video Pitch Before/After Editing Challenge "Persona Tailoring" Exercise Live Feedback Simulation

<b>Categories/modules</b>	<b>Module 7: Communicating Your Mission for Maximum Impact</b>	<b>Module 8: Financial Purpose-Led Foundations: Funding, Profitability and Impact</b>
<b>Module Goal</b>	Build the confidence and clarity to communicate your startup's green, digital, and inclusive mission to funders and stakeholders	Understand the purpose, core principles, policy context and strategic importance of sustainable finance in building future-ready green digital ventures.
<b>Competences</b>	Business Skills: Mobilising Resources, Negotiation, Vision Communication Green Skills: Ethical Responsibility, Impact Awareness Digital Skills: Presentation Tools, Digital Storytelling, Pitch Design	Business Skills: Mobilising Others, Ethical Value Creation, Inspiring Leadership, Ethical Leadership, Green Skills: Social Responsibility, Empathy, Collaborative Action, Systems Thinking Critical Thinking, Adaptability Digital Skills: Digital Communication, Community Engagement and Employee Engagement Platforms, Problem-Solving, Evaluating Digital Content
<b>Learning Objectives</b>	Business Skills: Apply recognized frameworks to measure, report, and visualize impact credibly. Green Skills: Avoid greenwashing through transparent, data-driven communication. Digital Skills: Use digital tools to craft authentic sustainability narratives that engage and inspire.	Business Skills: Understand how to align financial strategy with purpose, design circular revenue models, manage risks ethically, and forecast long-term viability. Green Skills: Integrate environmental and social considerations into financial planning, funding strategies, and KPIs to ensure resilient, responsible business practices. Digital Skills: Apply digital tools for ESG reporting, financial forecasting, and stakeholder engagement; communicate effectively online to share your funding vision in grant applications and investor communication
<b>Topics</b>	Pitching With Purpose: Telling Your Impact Story	Foundations of Sustainable Finance in Start-Ups Navigating Funding Opportunities for Green Ventures
<b>Workload</b>	0.5 ECT= 15 hours	1 ECT= 30 hours
<b>Evaluation</b>	"Elevator Pitch Evolution" Challenge "Mission Statement Surgery" Platform-Specific Impact Campaign A/B Testing Simulation	"Triple Bottom Line" Case Study Analysis "Impact Investor" Quiz "Sustainable P&L" Simulation "Funding Roadmap" Challenge

<b>Categories/modules</b>	<b>Module 9: Sustaining Success: Balancing Profit with Purpose</b>	<b>Module 10: Governance Models for Agility in Digital, Sustainable, and Purpose-Driven Entrepreneurship</b>
<b>Module Goal</b>	Guide to developing strategies for long-term financial health, balancing profitability with sustainability goals to build resilient, future-fit businesses.	Shift from rigid, profit-only governance models to flexible, stakeholder-focused structures that balance profit, purpose, and planet.
<b>Competences</b>	Business Skills: Business Model Innovation, Strategic Planning, Long-Term Thinking Green Skills: Circular Economy Understanding, Adaptability, Environmental Ethics Digital Skills: Financial Forecasting, ESG Reporting, Impact Dashboards	Business Skills: Ethical and Sustainable Thinking, Mobilising Others, Strategic Vision Green Skills: Responsibility, Systems Thinking, Future-Oriented Action Digital Skills: ESG Governance Platforms, Data Transparency Tools
<b>Learning Objectives</b>	Business Skills: Understand how to align financial strategy with purpose, design circular revenue models, manage risks ethically, and forecast long-term viability. Green Skills: Integrate environmental and social considerations into financial planning, funding strategies, and KPIs to ensure resilient, responsible business practices. Digital Skills: Apply digital tools for ESG reporting, financial forecasting, and stakeholder engagement; communicate effectively online to share your funding vision in grant applications and investor communication	Business Skills: Design governance structures that promote agility, transparency, and purpose-driven leadership. Green Skills: Integrate ESG principles and sustainability into decision-making frameworks. Digital Skills: Guide responsible digital transformation with governance strategies for AI, blockchain, data ethics, cybersecurity, and digital risk management.
<b>Topics</b>	A Sustainable Future – Viability and Profitability	Adaptive Governance for Purpose-Driven Enterprises Leading with Integrity: Governance for Sustainable Digital Enterprises Building Resilience through Inclusive and Agile Governance
<b>Workload</b>	0.5 ECT= 15 hours	0.5 ECT= 15 hours
<b>Evaluation</b>	"Impact-Profit Tightrope" Case Challenge "Trade-Off Debate" "Purpose Preservation" Workshop "Stress Test" Simulation	"Governance Model Match-Up" Quiz Case Study Analysis: "Crisis Governance" "Digital Boardroom Simulation" "Governance Hackathon"

# 04

## Content of the modules

# | MODULE 1: Mastering the Green Digital Entrepreneurial Mindset

## Description

Description In today's fast-evolving world, entrepreneurship is no longer just about launching businesses—it's about creating ventures that are resilient, sustainable, and digitally empowered. Success demands a mindset that blends innovation, purpose, and adaptability to address global challenges like climate change, digital disruption, and social inequality.

Module 1 introduces learners to the essential transversal skills, entrepreneurial mindset, and European frameworks needed to thrive in this landscape. By integrating insights from EntreComp (Entrepreneurship Competence), GreenComp (Sustainability Competence), and DigComp (Digital Competence), participants will explore how entrepreneurship, green innovation, and digitalisation converge to build impactful, future-proof businesses.

This module is designed to ignite entrepreneurial thinking by guiding learners through the development of their first green digital business idea. Entrepreneurs today must combine sustainability, digital fluency, and purpose to address pressing global challenges and seize emerging opportunities. Learners will cultivate key skills and critical capacities such as systems thinking, circular innovation, and digital fluency, while aligning personal purpose with entrepreneurial action. Through reflection, self-assessment, and practical application, this module sets the stage for impact-driven entrepreneurship, encouraging learners to think beyond traditional business models and become architects of a sustainable, digital future.

By the end of this module, learners will have drafted an initial green digital business idea and be prepared to enhance and innovate it further in Modules 2 - 6.

## Learning Outcomes.

By the end of this module, learners will be able to:

- **Business Skills:** Identify and strengthen entrepreneurial skills, such as addressing sustainability challenges, applying ethical and systemic thinking, and crafting a vision for impact-driven ventures. Build an entrepreneurial mindset and align green purpose with action.
- **Green Skills:** Integrate a sustainability mindset and systems thinking into business ideation, planning, and innovation. Identify environmental or social challenges that need to be addressed.
- **Digital Skills:** Use accessible digital tools to support ideation, collaboration, and basic sustainability tracking.

## Section 1: The Power of Entrepreneurial Skills in a Green and Digital World

**Aim:** Understand the value of transversal entrepreneurial skills play in building resilient, sustainable, and digitally enabled businesses, and how EU frameworks support this development.

Frameworks	Competences Developed
<b>Business Skills</b>	Spotting Opportunities, Ethical & Sustainable Thinking, Vision (e.g., integrating entrepreneurial, digital, and green skills for future-focused, purpose-led initiatives)
<b>Green Skills</b>	Systems Thinking, Critical Thinking (e.g., understanding green design approaches and identifying new opportunities)
<b>Digital Skills</b>	Evaluating Digital Content, Digital Literacy (e.g., using digital tools like sustainability platforms to track carbon footprints)

- 1. Introduction to EU Competency Frameworks:** Overview of GreenComp, DigiComp, and EntreComp and how they guide modern entrepreneurship e.g., businesses require green innovation, resilience and ethical leadership.

  - EntreComp (Business Skills): Beyond starting a business, it is about creating value—spotting opportunities, mobilising resources, managing uncertainty, and creating ethical solutions.
  - GreenComp (Green or Sustainable Skills): Embedding systems thinking, responsibility and critical reflection, and future-oriented action into decision-making, implementing sustainable and regenerative approaches
  - DigComp (Digital Skills): Ensuring entrepreneurs can confidently use digital tools for problem-solving, collaboration, data management, communication, content creation and innovation.
- 2. Think Like a Change-Maker - Why Transversal Skills Matter in Green and Digital Entrepreneurship:**

  - Entrepreneurs must navigate climate change, digital transformation, and social complexity. Adaptability, creativity, digital fluency, and sustainability thinking empower entrepreneurs to manage complexity and drive innovation
  - **Digital skills:** enable adaptation and resource efficiency (e.g., IoT in energy management)
  - **Green thinking** opens new market opportunities (e.g., circular products) and supports businesses that thrive within environmental boundaries.
  - **Entrepreneurial mindsets** fuel continuous innovation, with digital tools enhancing sustainable impact.
- 3. The Interconnected Future: Putting Business + Green + Digital Together (The START DSP Mission) :** Next, we introduce START DSP and its mission. How to bring entrepreneurship, digitalisation, and sustainability skills together. How can they effectively be interconnected to shape resilient, purpose-driven ventures. How each is required to shape businesses to be sustainable, evolve, and resilient, ultimately grow and succeed. Examples of Interplay and Frameworks in Action. We do this by looking at example frameworks:

- **Business skills + Green skills + Digital Skills:** Turning a local waste problem into a circular economy business using supply chain technology.
- **Business skills + Green skills + Digital Skills:** Being resilient by navigating market shifts, technological disruption, and environmental risks, e.g., using AI to optimise water usage in agriculture.
- **Business skills + Green skills + Digital Skills:** Creating a digital platform that connects consumers to ethical, eco-friendly suppliers.

**Example:** Fairphone (Netherlands)

Fairphone identified a market gap in ethical consumer electronics, spotting an opportunity where mainstream phone manufacturers ignored sustainability and fair labour practices. By embedding ethical sourcing, modular design for longevity, and fair-trade materials, they demonstrate Ethical and sustainable Thinking, ensuring that their vision isn't just profit-driven but aligned with environmental and social values. Their vision goes beyond selling smartphones—it's about transforming the electronics industry towards transparency and circularity.

**Practical Application**

- **Digital Tools:** e.g., START DSP Assessment
- **Case Study:** Digital sustainability startups tackling climate change through tech innovation.
- **Exercise** Analyze an existing green business. Which framework competencies do they use? Map the EntreComp, GreenComp, and DigComp skills used, and identify gaps, weaknesses and opportunities. Which framework skills help them succeed? What do they need to focus on to be sustainable?
- **Higher Level Support Reading** - articles, research etc that is higher education relevant

**Section 2: Entrepreneurial Mindset - Think Like a Change-Maker**

**Aim:** To cultivate an entrepreneurial mindset that embraces uncertainty, creativity, and purpose-driven innovation within the context of sustainability and digital transformation.

Framework	Competences Developed
Business Skills	Creativity, Mobilizing Resources (e.g., using creative thinking to apply circular economy principles; leveraging renewable resources and partnerships to innovate sustainably)
Green Skills	Sustainability Mindset, Systems Thinking, Adaptability (e.g., ; adapting business strategies in response to ecological limits and climate realities)
Digital Skills	Problem-Solving with Digital Tools, Data Interpretation (e.g., using mind mapping tools to inform design decisions and optimise impact)

1. **Entrepreneurial Mindset for Green Digital Change-Makers.** Identify and address today's global challenges by developing a green digital change-maker mindset. Learn from others how to develop creativity, value creation, resilience, and solve real-world problems beyond profit. Learn how to explore

green challenges like climate change as opportunities for innovation. Start by discovering what can be easily done to overcome such challenges.

2. **What are the Green Skills You Need to be a Green Entrepreneur?** Now work on developing your essential green entrepreneurial skills. Explore and expand on core creativity, resilience, critical thinking, ethical leadership, adaptability, and social responsibility, and how they drive green business visions.

- Resilience: Navigating disruption and environmental risks.
- Systems Thinking: Understanding complex interconnections.
- Creative Problem-Solving: Using technology for sustainable solutions.
- Digitalisation as an Enabler: Leveraging tech to amplify or enhance impact.

3. **Self-Reflection and Purpose Alignment.** Next, investigate your personal values and align them with a green business vision. Develop a Personal Mission Statement by using tools like Ikigai. It will help you find the intersection between what you love and what the world needs, what you're good at, and what delivers ultimate impact.

#### Practical Application

- **Digital Tools:** e.g., Carbon footprint tracking or calculators and ESG digital dashboards. Or Miro Ikigai Template, Notion Entrepreneurial Planner.
- **Case Study:** Fighting food waste through a digital platform connecting consumers with surplus food from businesses – a perfect blend of entrepreneurial mindset, sustainability, and digital execution. A digital platform that supports zero-waste business operations such as logistics and supply chains.
- **Exercise** Complete an Entrepreneurial Self-Audit. Use the Ikigai framework to define your personal mission as a green digital entrepreneur.
- **Higher Level Support Reading** - articles, research etc that is higher education relevant

## | MODULE 2: Idea to Impact: Activating Entrepreneurial Mindset and Skills

### Description

Description In today's fast-evolving world, entrepreneurship is no longer just about launching businesses—it's about creating ventures that are resilient, sustainable, and digitally empowered. Success demands a mindset that blends innovation, purpose, and adaptability to address global challenges like climate change, digital disruption, and social inequality.

Module 1 introduces learners to the essential transversal skills, entrepreneurial mindset, and European frameworks needed to thrive in this landscape. By integrating insights from EntreComp (Entrepreneurship

Competence), GreenComp (Sustainability Competence), and DigComp (Digital Competence), participants will explore how entrepreneurship, green innovation, and digitalisation converge to build impactful, future-proof businesses.

This module is designed to ignite entrepreneurial thinking by guiding learners through the development of their first green digital business idea. Entrepreneurs today must combine sustainability, digital fluency, and purpose to address pressing global challenges and seize emerging opportunities. Learners will cultivate key skills and critical capacities such as systems thinking, circular innovation, and digital fluency, while aligning personal purpose with entrepreneurial action. Through reflection, self-assessment, and practical application, this module sets the stage for impact-driven entrepreneurship, encouraging learners to think beyond traditional business models and become architects of a sustainable, digital future.

By the end of this module, learners will have drafted an initial green digital business idea and be prepared to enhance and innovate it further in Modules 2 - 6.

### Learning Outcomes.

By the end of this module, learners will be able to:

- **Business Skills:** Identify and strengthen entrepreneurial skills, such as addressing sustainability challenges, applying ethical and systemic thinking, and crafting a vision for impact-driven ventures. Build an entrepreneurial mindset and align green purpose with action.
- **Green Skills:** Integrate a sustainability mindset and systems thinking into business ideation, planning, and innovation. Identify environmental or social challenges that need to be addressed.
- **Digital Skills:** Use accessible digital tools to support ideation, collaboration, and basic sustainability tracking.

### Section 1: From Idea to Action - Entrepreneurial Skills in Action

**Aim:** Introduce learners to the journey of transforming sustainable digital ideas into business opportunities, focusing on mindset, creativity, and core entrepreneurial skills. This section prepares learners for deeper application in Module 2, where they'll design and implement green digital business models.

Framework	Competences Developed
Business Skills	Creativity, Mobilising Resources (e.g., recognising viable green digital ventures and ideas)
Green Skills	Sustainability Mindset, Systems Thinking, Adaptability (e.g., applying the Green Business Model Canvas)
Digital Skills	Problem-Solving with Digital Tools, Data Interpretation (e.g., introduction to green analysis tools and frameworks to inform green design and impact)

1. **The Entrepreneurial Journey: From Idea to Purpose to Action.** Identify gaps and opportunities in the sustainability sector. Use ideation techniques and the Green Business Model Canvas to develop purpose-led ventures. Spot opportunities where digital solutions meet environmental and social challenges. Explore ideation techniques leading to ideas rooted in sustainable and digital innovation that ultimately become impactful, purpose-led ventures. Align personal values with business ideas and goals for long-term success. Advance Your Green Venture Ideas into Action. Evaluate ideas, define Unique Value Propositions, and explore green project management with AI and data optimisation.
2. **Assessing Entrepreneurial Skills, You Need to Drive Your Green Digital Ventures.** Identify the key skills you need and further develop them to drive your green digital idea or venture, focusing on impact, resilience and innovation.
3. **Assess the Power of Applying Green Digital Skills:** Explore the sticking points and inefficiencies, and what digital tools and technologies like AI, IoT, and Blockchain can do to support your idea. Module 2 will explore this further and help apply these tools in designing green business models (e.g., circular economy and regenerative models)

### Practical Application

- **Digital Tools:** e.g., How technologies like AI, IoT, and Blockchain enable sustainable entrepreneurship.
- **Case Study:** Example of a young eco-entrepreneur leveraging digital tools for climate action.
- **Exercise** Spot a green digital opportunity in your community or sector and build on it. Apply the Green Business Model Canvas (with circular strategies) to a new idea and identify a sustainability opportunity in your own context using systems thinking then map its systemic sustainability impact.
- **Higher Level Support Reading** - articles, research etc that is higher education relevant

### Other Support Content

To deepen learning and provide practical tools, each section includes curated support materials such as:

1. **Green/Business-focused Digital tools** overview with description, benefits and sample applications of digital tools that are affordable for green digital entrepreneurs
2. **YouTube videos, interviews, Interviews,** and insights from eco-entrepreneurs (e.g., Too Good To Go, Fairphone).
3. **EU framework mapping tools:** Self-assessment guides for EntreComp, GreenComp, and DigComp.
4. **Templates:** Green Business Model Canvas, Ikigai for Impact, sustainable strategy planner
5. **Interactive exercises** and reflection prompts for self-directed learning. Examples: How a business can address environmental or social challenges. Practical application using digital tools to help amplify sustainability and impact. Draft an initial business idea or purpose driven mission statement. Analyse an existing green business – how can circular thinking be applied to reshape their value proposition
6. **Further reading** Curated blog posts, opinion pieces, and research on green innovation, circular economy, green deal insights, regenerative entrepreneurship etc.

## | MODULE 3: Green Digital Business Models – Designing for Impact in a Tech-Driven World

As the world grapples with climate urgency, biodiversity loss, and the digital revolution, entrepreneurs must radically rethink how businesses create and deliver value. Traditional models centred on short-term profit are no longer sufficient. The green digital entrepreneur must now design business models that are regenerative, data-informed, inclusive, and aligned with global sustainability goals.

This module builds on learners' foundational knowledge and initial ideas from Module 1, providing a comprehensive toolkit for transforming green digital concepts into structured, scalable, and impactful ventures. Learners will explore how circular economy strategies, eco-innovation, and digital tools intersect to power sustainable business models capable of driving systemic change.

Participants will learn how to develop business models that embed environmental and social responsibility into core operations, harness the power of technology for transparency and optimisation, and build platforms that deliver measurable impact while remaining commercially viable.

### Learning Outcomes.

By the end of this module, learners will be able to:

- 1. Business Skills:** Understand the foundations of green digital entrepreneurship and how to learn how to develop models such as circular economy and regenerative approaches. They will explore circular thinking, eco-innovation, and digital transformation and measuring impact.
- 2. Green Skills:** Apply regenerative design and circular economy principles to create business models that reduce environmental harm and restore natural systems.
- 3. Digital Skills:** Use digital tools—including AI, IoT, blockchain, and cloud platforms—to drive innovation, streamline operations, and ensure transparency and impact measurement.

### Section 1: Foundations of Green Digital Entrepreneurship

**Aim:** Understand how sustainability and digitalisation converge to power the next generation of businesses, and how entrepreneurs can harness this synergy to drive innovation, resilience, and systemic change.

Framework	Competences Developed
Business Skills	Spotting Opportunities, Ethical & Sustainable Thinking, Vision
Green Skills	Systems Thinking, Critical Thinking, Future-Oriented Action (e.g., understanding how business decisions affect ecosystems and communities, evaluating long-term impacts of entrepreneurial choices e.g., sourcing, waste or production)
Digital Skills	Evaluating Digital Content, Green Digital Tools, Machine Learning, Data Analysis, Data Management, Innovation with Digital Tools,

	Digital Literacy (e.g., leveraging digital tools like data dashboards or sustainability platforms to track carbon footprints, connect with eco-conscious consumers or innovate service delivery)
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- 1. Introduction to Core Green Concepts and Green Business Models:** Circular Economy, Regenerative Approaches, Sustainability, and Tech-Enabled Transformation: What defines a green digital business model? Introduction to concepts such as circular by design and data-informed sustainability. Explore the different types of green business models and how they integrate sustainability, profitability, and digital transformation. Explore examples of how purpose-led ventures are integrating environmental responsibility with tech-driven solutions—moving beyond "less harm" to creating positive impact.
- 2. The Role of the Eco-Tech Entrepreneur.** Understanding the 'eco tech entrepreneur' and how this mindset fuses sustainability and digital capabilities. The application of skills needed to transition from "doing less harm" to "doing more good." Examples of eco-tech changemakers using platforms, data, IoT, and AI to solve challenges such as carbon emissions, waste management, water use, and energy optimisation.

### Practical Application

- **Digital Tools:** ESG tracking dashboards, IoT sensors for resource monitoring, blockchain for supply chain transparency.
- **Case Study:** A startup using blockchain for ethical supply chain transparency.
- **Exercise** Define what "green digital business" means in your sector. Identify three digital tools that could enhance sustainability in your future venture.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Section 2: From Circular Ideas to Digital Execution

**Aim:** Design innovative business models that blend circular economy principles with digital tools.

Framework	Competences Developed
<b>Business Skills</b>	Creativity, Business Model Design, Mobilising Resources
<b>Green Skills</b>	Circular Innovation, Responsibility, Energy Efficiency and Waste Reduction, Regenerative Thinking
<b>Digital Skills</b>	Digital Problem-Solving, Content Creation, Automation Tools
<b>Attitudes &amp; Values</b>	<u>Creativity and Innovation</u> <ul style="list-style-type: none"> <li>• Ability to generate new and original ideas that add value to the business.</li> <li>• Ability to implement innovative solutions to existing problems.</li> </ul>

- 1. Deeper Exploration of the Green Digital Business Model.** Deeper exploration of the components of a modern green digital business model: value creation, value delivery, and minimal impact through a green

and digital lens. Learn the value propositions in sustainability-led business: how to meet customer needs while generating positive environmental and social outcomes. Know the criteria for choosing environmentally friendly materials, collaborate with green suppliers and implement responsible production and consumption practices: e.g., adopt energy- and water-efficient production processes, and promote responsible consumption among customers

2. **Business Model Innovation & Circular Strategy:** Explore model archetypes, such as product-as-a-service, subscription models, peer-to-peer sharing, remanufacturing, and the repair economy. Use circular economy strategies (reuse, recycle, refurbish, regenerate) to reimagine value chains. Align model components to reduce carbon footprints and embed lifecycle thinking. Learn how to apply digital tools such as like AI, blockchain, and IoT drive operational sustainability (e.g., precision farming, predictive maintenance, real-time carbon monitoring). Cloud sustainability and green UI/UX principles in digital design.

**Practical Application**

- **Digital Tools:** Miro for green business model canvassing; Lifecycle analysis apps; Circularity dashboards
- **Case Study:** Fairphone - How modular design and digital traceability empower users and extend product life.
- **Exercise** Draft a green digital value proposition. Use Miro to map key building blocks (value, customer, infrastructure, finance).
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

**Section 3: Bringing Green Digital Models to Life**

**Aim:** Move from concept to real-world implementation with planning tools, funding strategies, and impact measurement.

Framework	Competences Developed
<b>Business Skills</b>	Strategic Planning, Managing Resources, Sustainable Growth Models
<b>Green Skills</b>	Environment Impact Measurement, Environmental Responsibility, Circular Procurement, ESG Compliance
<b>Digital Skills</b>	Data Analytics, ESG Tracking Tools, Project Management Platforms with Automation, Digital Compliance Tools

- **Embedding Circular Practices in Operations:** How to design processes that apply circular principles, closed-loop systems, product lifecycle thinking, and reuse models. Greener digital infrastructure: cloud efficiency, low-carbon hosting, energy-smart storage that lowers consumption (e.g., eco-friendly hosting, green UX design).

- **Sustainable Supply Chains and Procurement:** Selecting suppliers that are aligned with environmental and social standards, using blockchain, fair value chains, smart contracts, or traceability platforms to ensure compliance and trust.
- **Scaling Sustainably:** How to expand operations, customer base, or product lines without increasing negative environmental or social impacts. Leveraging Digital Platforms for scalable impact (e.g., e-commerce, SaaS models, or community platforms to amplify reach while staying lean and green).

### Practical Application

- **Digital Tools:** Plan A for ESG metrics; Trello for green startup project management.
- **Case Study:** Too Good To Go - Scaling food waste solutions through a digital marketplace model.
- **Exercise** Map out a hybrid green digital business model. Assess circularity, impact, and digital scalability.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

### Other Support Content

To deepen learning and provide practical tools, each section includes curated support materials such as:

- **Toolkits:** Overview of essential digital tools for circular, sustainable business models.
- **Case studies** of SMES and startups excelling in green digital innovation.
- **YouTube videos and interviews** with eco-tech entrepreneurs.
- **Templates** Value Proposition Design for Impact
- **Interactive exercises:** Reflection on how digitalisation can accelerate sustainability in different sectors.
- **Further reading:** Curated blog posts, opinion pieces, and research on regenerative business models, EU funding opportunities, and digital sustainability trends.

## | MODULE 4: Social Impact & Inclusion – Design with Purpose, Equity and Impact

In today's interconnected world, businesses are no longer judged solely on financial performance—they are expected to deliver positive social and environmental outcomes. Entrepreneurs who embed inclusion, equity, and social impact into their core strategy are not only driving meaningful change but also gaining competitive advantage in markets that value responsibility and transparency.

This module empowers learners to lead with purpose, design inclusive and socially responsible business models, and harness diversity as a catalyst for innovation and resilience. Participants will explore global frameworks like the Triple Bottom Line (TBL), SDGs, ESG, and the EU Green Deal, learning how to align their ventures with societal needs while remaining profitable and future-fit.

By integrating business value creation, a green responsibility mindset, and digital empowerment, this module shows how purpose-driven entrepreneurship can transform global challenges, such as inequality, climate change, and social exclusion, into opportunities for sustainable growth.

### Learning Outcomes

- **Business Skills:** Design inclusive, ethical, and purpose-driven business models aligned with SDGs, TBL, and ESG principles; integrate stakeholder perspectives into innovation; and craft compelling, trustworthy impact narratives.
- **Green Skills:** Apply systems thinking to address interconnected environmental and social challenges; design solutions contributing to regenerative outcomes; and develop resilience by tackling root causes of global issues. For example, identify sustainability challenges, design ventures that contribute to the SDGs and broader social good, and map ecological and social outcomes using real-world KPIs.
- **Digital Skills:** Use digital platforms to map, track, and communicate social and environmental impact; co-create responsible practices with communities; and leverage multimedia for authentic, data-backed storytelling. For example, use digital tools to amplify sustainability efforts, measure and communicate impact, and engage audiences with authenticity (e.g., build a trustworthy digital presence aligned with ESG values); communicate impact through data-driven storytelling.

### Section 1: Understanding the Value of Social & Sustainable Business

To explore the essential frameworks, policies, and market drivers that shape socially conscious, environmentally responsible entrepreneurship—and understand how purpose-driven strategies lead to competitive advantage.

Framework	Competences Developed
<b>Business Skills</b>	Ethical & Sustainable Thinking, Vision, Social Impact, Ethical Considerations, Stakeholder Engagement e.g., Designing business strategies aligned with SDGs; embedding stakeholder interests into decision-making processes.
<b>Green Skills</b>	Future-oriented action, Systemic Responsibility, and Critical Thinking, for example, Mapping how business operations impact society and the environment and addressing long-term systemic challenges.
<b>Digital Skills</b>	Data Interpretation for ESG and SDGS, Transparency Tools and Digital Communication, e.g., Using ESG platforms to track impact metrics; sharing sustainability progress through digital media channels.

1. **Triple Bottom Line From CSR to ESG: The Evolution of Responsible Business.** Why Corporate Social Responsibility (CSR) is no longer enough. Understanding the shift from traditional Corporate Social Responsibility to proactive ESG strategies focused on People, Planet, Profit and as a core

measurable strategy. Understanding ESG (Environmental, Social, Governance) as a measurable, investor-focused evolution of CSR how ESG integrates sustainability into financial and operational performance key for investors, partners and investors. The Business Case for Sustainability (Why responsible businesses are more resilient innovative, and attractive to investors and consumers.). Embedding ethical & social responsibility in daily operations. Consumers, investors, and talent increasingly favor companies demonstrating authentic social and environmental responsibility: 87% of EU consumers prefer brands aligned with sustainability (Eurobarometer, 2023).

2. **Triple Bottom Line & SDGs: Embedding Purpose into Profit** How the TBL framework ("People, Planet, Profit") reframes success beyond financial returns. Aligning business strategies with the SDGs acting as a global blueprint for aligning business activities with societal and environmental priorities. Example SMES aligning with the SDGS benefit from EU incentives, funding that enhances and benefits communities.
3. **The EU Green Deal: Policy as a Driver of Innovation** How European policy frameworks incentivize social and environmental entrepreneurship. Turning compliance into opportunity. Understanding how policy and global goals and goals shape future-fit businesses). Entrepreneurs who anticipate regulatory trends position themselves for long-term resilience. How EU policies incentivise and promote businesses to contribute to climate neutrality, circular economy, social inclusion, and digital transformation. Example: SMEs aligning with SDGs gain access to EU funding, tax benefits, and enhanced market reputation.

### Entre/Digi/Green Practical Application

- **Digital Tools:** Eco-Impact Trackers, ESG Platforms (e.g., Susterra, Normative). SDG Action Manager. Canva for reporting ESG reporting infographics.
- **Case Study:** A B Corp certified company integrating SDGs into core operations. Or Profits with Purpose: How activism, transparency, and sustainability drive long-term success. Where a business has a deep-seated commitment to environmental activism, not just a marketing tagline, but woven in every aspect of operations. See Ecosia, 130-135 employees, Germany, Ecosia is a powerful example of a company where environmental activism is at the core of its DNA, not just a branding exercise. Ecosia operates a search engine, but unlike Google or Bing, 100% of its profits go towards tree-planting projects around the world. This isn't a side project – it's the foundation of their business model. Ecosia is also a certified B Corporation, ensuring high standards of social and environmental performance. Ecosia runs its servers on 100% renewable energy. They produce twice the energy they need, feeding surplus clean energy back into the grid – actively helping to decarbonize the internet. SDG 13 - Climate Action. SDG 15 - Life on Land etc etc
- **Exercise** Conduct a TBL & SDG Alignment Audit for a business idea. Map a company's alignment with SDGs and TBL. Identify where digital tools could enhance impact measurement and stakeholder communication. Use the SDG Action Manager to assess how a business idea aligns with at least 3 SDGs. Draft a short statement explaining the social and environmental value proposition.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## | MODULE 5: Inclusive by Design: Leading with Diversity for Green Digital Innovation

In today's interconnected world, businesses are no longer judged solely on financial performance—they are expected to deliver positive social and environmental outcomes. Entrepreneurs who embed inclusion, equity, and social impact into their core strategy are not only driving meaningful change but also gaining competitive advantage in markets that value responsibility and transparency.

This module empowers learners to lead with purpose, design inclusive and socially responsible business models, and harness diversity as a catalyst for innovation and resilience. Participants will explore global frameworks like the Triple Bottom Line (TBL), SDGs, ESG, and the EU Green Deal, learning how to align their ventures with societal needs while remaining profitable and future-fit.

By integrating business value creation, a green responsibility mindset, and digital empowerment, this module shows how purpose-driven entrepreneurship can transform global challenges, such as inequality, climate change, and social exclusion, into opportunities for sustainable growth.

### Learning Outcomes

- **Business Skills:** Design inclusive, ethical, and purpose-driven business models aligned with SDGs, TBL, and ESG principles; integrate stakeholder perspectives into innovation; and craft compelling, trustworthy impact narratives.
- **Green Skills:** Apply systems thinking to address interconnected environmental and social challenges; design solutions contributing to regenerative outcomes; and develop resilience by tackling root causes of global issues. For example, identify sustainability challenges, design ventures that contribute to the SDGs and broader social good, and map ecological and social outcomes using real-world KPIs.
- **Digital Skills:** Use digital platforms to map, track, and communicate social and environmental impact; co-create responsible practices with communities; and leverage multimedia for authentic, data-backed storytelling. For example, use digital tools to amplify sustainability efforts, measure and communicate impact, and engage audiences with authenticity (e.g., build a trustworthy digital presence aligned with ESG values); communicate impact through data-driven storytelling.

### Section 1: Leading Inclusively: Diversity as a Driver of Innovation

**Aim:** Develop inclusive leadership skills and understand how diversity enables creativity, resilience, and sustainable innovation.

Framework	Competences Developed
Business Skills	Mobilising Others, Ethical Value Creation, Ethical Leadership, Inspiring Leadership (e.g., ability to shape a DEI policy that drives

	innovation and market relevance, equitable entrepreneurial direction that integrates diverse perspectives.
<b>Green Skills</b>	Social Responsibility, Empathy, Collaborative Action, Systems Thinking (e.g., understand how inclusion intersects with social, business operations environmental systems), Critical Thinking (e.g., Understanding how social equity enhances environmental resilience.), Adaptability (e.g., making the necessary changes to adapt green social objectives)
<b>Digital Skills</b>	Digital Communication, Community Engagement and Employee Engagement Platforms, Problem-Solving, Evaluating Digital Content (e.g., Using HR tech for inclusive hiring practices and tracking diversity metrics, e.g., critically assessing online recruitment content, auditing tools for diversity and satisfaction)
<b>Attitudes &amp; Values</b>	<u>Leadership</u> <ul style="list-style-type: none"> <li>• Ability to motivate and guide teams towards common objectives.</li> <li>• Difficult decision making and conflict resolution skills.</li> </ul>

1. **The power and value of inclusive entrepreneurship** definitions and impact. Why inclusion isn't just ethical—it's strategic. Why diverse teams outperform in innovation and resilience. How inclusive entrepreneurship builds stronger, more adaptable businesses. Define DEI and look at the different dimensions (e.g., over 20, including gender, age, culture, and neurodiversity) and their role in innovation.
2. **Inclusive leadership and cultural change management.** Moving beyond tokenism to embed equity in business culture. What it takes to be an inclusive leader, the practices, policies and strategies needed to create an inclusive workplace culture. Looking at tools that can be used to enable inclusive teams and employee engagement, and ownership, e.g., communication platforms and ERGS, Employee Resource Groups.
3. **Entrepreneurship for social impact.** Designing ventures that address societal challenges (e.g., poverty, education, health, inequality). Examples of digital green enterprises transforming communities, using inclusive community engagement, mission-driven communication, purpose-led innovation that ensures societies and communities are also sustainable.

### Practical Application

- **Digital Tools:** e.g., tools for inclusive HR and policy development tools human resources (e.g., Notion templates, Diversio, Gender Decoder).
- **Case Study:** A mission-led business with inclusive leadership at its core - its mission, vision, diverse leadership board etc.
- **Exercise:** Design an inclusive recruitment campaign with outreach strategies. Create your Inclusive Workplace Statement. How does inclusion contribute to long-term sustainability and innovation?  
Business Idea Lab - Sketch an idea integrating green, digital, and inclusive principles.

- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Section 2: Building Future-Fit Socially Conscious and Inclusive Business Models

Discover how to design innovative, circular, and socially responsible ventures by leveraging cutting-edge business models and digital technologies that drive sustainable, long-term growth. This section empowers you to turn global challenges into entrepreneurial opportunities, creating businesses that are profitable, purpose-driven, and resilient.

Framework	Competences Developed
Business Skills	Creativity, Business Model Innovation, Sustainable Growth, Responsible Value Creation e.g., Designing a B Corp certified enterprise focused on local employment and environmental stewardship.
Green Skills	Social Equity, Regenerative Thinking, Sustainability Mindset, Adaptability e.g., Pivoting towards circular economy models and embedding regenerative practices across operations to benefit the environment and community.
Digital Skills	Platform Design, Digital Inclusion Tools, Problem-Solving with Digital Tools, e.g., Using blockchain for supply chain transparency or applying big data for optimising eco-efficiency and enhancing existing local supply chains)

- **Designing Sustainable & Impact-Driven Business Models** e.g., Circular Economy Models, Social Enterprises, B Corps. Discover how to design innovative, circular, and socially responsible ventures by leveraging cutting-edge business models and digital technologies that drive sustainable, long-term growth. This section empowers you to turn global challenges into entrepreneurial opportunities, creating businesses that are profitable, purpose-driven for business, people and planet.
- **Circular Economy Models** that support social elements: Transform waste into resources, extend product lifecycles, and design for regeneration back into communities.
- **Social Enterprises:** Tackle societal challenges while maintaining financial viability. E.g., Triest Press Ireland employs people with disabilities and refugees as employees.
- **B Corps:** Use business as a force for good—meeting the highest standards of social and environmental impact.

**Green & Social Examples** (European start-ups or SMES tackling real-world societal and environmental challenges through business) Green and socially focused Digital Tools for Sustainability - From blockchain to carbon calculators –how technology enhances transparency, accountability, and efficiency.

### Practical Application

- **Digital Tools:** e.Miro for Impact Business Model Canvas. Crowdfunding platforms (e.g., StartSomeGood) for social ventures
- **Case Study:** A platform tackling food waste through community sharing see FoodCloud Ireland.
- **Exercise:** Design a Social Impact Business Model addressing an SDG challenge. Use digital tools to visualize how your venture promotes inclusion and sustainability.

- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

### Other Support Content

To deepen learning and provide practical tools, each section includes curated support materials such as:

- **Toolkits:** Quick-start guides to TBL, ESG, SDGs, and EU Green Deal compliance.
- **Case studies** Stories of social enterprises and inclusive startups driving systemic change.
- **YouTube videos and interviews** Talks from impact entrepreneurs and B Corp leaders.
- **Templates** Impact Business Model Canvas. Stakeholder Mapping Tool
- **Interactive exercises:** Role-play scenarios on inclusive leadership. Reflection prompts: "How does your business embed equity and purpose?"
- **Further reading:** Curated blog posts, opinion pieces, and research on social innovation, inclusive entrepreneurship, and policy-driven impact.

## | MODULE 6: The Power of Purposeful Communication: Share Your Impact and Inspire Action

### Description

The current marketplace expects and seeks transparency, authenticity, and purpose in businesses they engage with. It is therefore paramount for businesses to know that communicating their impact as is as important as delivering it. Customers, investors, and stakeholders demand more than claims—they seek verifiable action, meaningful stories, and brands they can trust.

This module empowers entrepreneurs to master digital storytelling, measure and report impact credibly, and pitch purpose-driven ventures with confidence. Learners will explore how to transform sustainability data into compelling narratives, avoid the pitfalls of greenwashing, and engage audiences in ways that inspire loyalty, advocacy, and investment.

By integrating entrepreneurial skills to mobilising others, green responsibility and critical thinking, and digital communication and content creation, participants will develop the strategic communication skills needed to amplify their mission, differentiate in competitive markets, and drive lasting change.

### Learning Outcomes.

By the end of this module, learners will be able to:

- **Business Skills:** Apply recognized frameworks to measure, report, and visualize impact credibly.
- **Green Skills:** Avoid greenwashing through transparent, data-driven communication. Design and deliver mission-led pitches that balance financial value with social and environmental impact.

- **Digital Skills:** Use digital tools to craft authentic sustainability narratives that engage and inspire. Leverage platforms and digital media to build trust, mobilize stakeholders, and build community engagement.

## Section 1: Storytelling, Communication & Customer Engagement

**Aim:** Learn how to use digital tools to authentically share your sustainability journey, foster meaningful connections, and turn your audience into advocates.

Framework	Competences Developed
<b>Business Skills</b>	Mobilising Others, Ethical Communication, Inspiring Leadership
<b>Green Skills</b>	Critical Thinking, Social Responsibility, Promotion of Nature & Biodiversity, Promotion of Environmental Awareness and Responsibility
<b>Digital Skills</b>	Content Creation, Digital Engagement, Storytelling Platforms
<b>Interpersonal skills</b>	Communication Skills <ul style="list-style-type: none"> <li>• Effective verbal and written communication skills, both with clients and collaborators.</li> <li>• Ability to actively listen to and understand market needs.</li> </ul>

- **The Role of Storytelling in Purpose-Driven Brands:** Why facts tell but stories sell—especially in sustainability communication. Digital Storytelling Tools Platforms like Canva, Adobe Express, and storytelling templates to craft compelling brand narratives focused on environmental and social impact.
- **How to build a Green brand and marketing strategy.** Designing green marketing strategies: Communicate the environmental benefits of products and services effectively and attract conscious consumers.
- **Purpose-Driven Social and Content Platforms.** Maximise reach and engagement through Instagram Business, LinkedIn, YouTube, and Podcasts to communicate the mission and engage stakeholders. This will enable two-way conversations, inspire action, and build communities.

## Practical Application

- **Digital Tools:** Canva for storytelling infographics, Adobe Express for visual content.
- **Case Study:** How a digital green uses authentic storytelling to engage eco-conscious consumers.
- **Exercise:** Design a Sustainability Storytelling Campaign for your venture using Canva or social media templates.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Section 2: Making Impact Visible - Data, Stories, & Compliance

**Aim:** Master the art of measuring, reporting, and communicating social and environmental impact while staying compliant with EU standards and avoiding greenwashing.

Framework	Competences Developed
Business Skills	Strategic Planning, Ethical Value Creation, Transparency
Green Skills	Responsibility, Critical Analysis, Future-Oriented Action
Digital Skills	Data Visualization, Digital Reporting, Communication Tools

- **Impact Measurement Frameworks** Apply standards and information from tools like GRI, SASB, and SDG mapping to create credible impact reports that translate into stories and communication of visible impact. Understand the difference between outputs (activities) and outcomes (real-world change).
- **Authentic Communication.** The frameworks: Avoid greenwashing. Display honesty and build brand trust through sustainability reporting and verifiable data. Then, use Data Visualisation - digital storytelling, digital marketing, and stakeholder engagement to communicate impact and inspire action. Use tools like Canva, dashboards, and infographics to turn complex impact data into engaging, understandable narratives. e.g., avoid greenwashing by grounding claims in verifiable data communicated in a storytelling infographic or impact video stories.

### Practical Application

- **Digital Tools:** Power BI, Canva Dashboards, Google Data Studio for impact reporting.
- **Case Study:** A startup using SDG Action Manager to communicate progress transparently.
- **Exercise:** Data Visualisation & Digital Storytelling: Use digital tools and dashboards, infographics, and video to transform complex sustainability data into accessible, inspiring content. Create a Mini Impact Report with visual elements that communicate both data and story, ensuring clarity, honesty, and engagement.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## | MODULE 7: Communicating Your Mission for Maximum Impact

### Description

The current marketplace expects and seeks transparency, authenticity, and purpose in businesses they engage with. It is therefore paramount for businesses to know that communicating their impact as is as important as delivering it. Customers, investors, and stakeholders demand more than claims—they seek verifiable action, meaningful stories, and brands they can trust.

This module empowers entrepreneurs to master digital storytelling, measure and report impact credibly, and pitch purpose-driven ventures with confidence. Learners will explore how to transform sustainability

data into compelling narratives, avoid the pitfalls of greenwashing, and engage audiences in ways that inspire loyalty, advocacy, and investment.

By integrating entrepreneurial skills to mobilising others, green responsibility and critical thinking, and digital communication and content creation, participants will develop the strategic communication skills needed to amplify their mission, differentiate in competitive markets, and drive lasting change.

### Learning Outcomes.

By the end of this module, learners will be able to:

- **Business Skills:** Apply recognized frameworks to measure, report, and visualize impact credibly.
- **Green Skills:** Avoid greenwashing through transparent, data-driven communication. Design and deliver mission-led pitches that balance financial value with social and environmental impact.
- **Digital Skills:** Use digital tools to craft authentic sustainability narratives that engage and inspire. Leverage platforms and digital media to build trust, mobilize stakeholders, and build community engagement.

### Section 1: Pitching With Purpose: Telling Your Impact Story

**Aim:** Build the confidence and clarity to communicate your startup’s green, digital, and inclusive mission to funders and stakeholders.

Framework	Competences Developed
Business Skills	Mobilising Resources, Negotiation, Vision Communication
Green Skills	Ethical Responsibility, Impact Awareness
Digital Skills	Presentation Tools, Digital Storytelling, Pitch Design

1. **Crafting a Mission-Led Pitch Deck.** Structure: Problem → Solution → Impact → Business Model → Traction → Team → Call to Action. Embed SDG alignment, ESG metrics, and purpose-driven storytelling. Design and deliver compelling pitches for green or impact investors throughout.
2. **Communicating Financial + Social Value** Leveraging tools and models to forecast, report, and communicate financial and ESG performance. Look at AI and digital platforms for financial forecasting, reporting and sustainability tracking. Explore platforms like Plan A, CDP, and Greenomy for tracking emissions, managing ESG KPIS, and automating compliance reports. Show how your business generates environmental and/or social returns alongside profit.
3. **Telling Your Story with Digital Confidence:** Apply tools like Canva, Loom, and Beautiful.ai to design professional, engaging pitches. Use videos, infographics, and digital profiles to enhance emotional engagement and credibility. Demonstrate and visually showcase innovation through sustainable business model design and application. (e.g., visually show how you have applied circular sharing economy to your idea and use graphs to demonstrate how it drives both financial and environmental value).

## Practical Application

- **Digital Tools:** Beautiful.ai for pitch design and Loom for video pitches
- **Case Study:** A green tech startup securing investment through impact-focused storytelling.
- **Exercise:** Build a Pitch Deck for your venture, integrating ESG data, SDG goals, and a compelling narrative. Deliver a 3-minute video pitch using Loom.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## | MODULE 8: Financial Purpose-Led Foundations: Funding, Profitability and Impact

### Description

Finance is more than numbers—it's a driver of strategic vision, resilience, and impact. For purpose-led entrepreneurs, understanding how to fund, manage, and scale a sustainable venture is essential to creating long-term value for people, planet, and profit.

This module equips future entrepreneurs with the financial tools, strategies, and mindsets needed to launch and scale sustainable businesses. Learners will explore the intersection of finance, environmental and social impact, and policy. The module breaks down the fundamentals of sustainable finance, introduces practical tools for ESG compliance and financial planning, and shows how to secure funding from impact-driven investors. Through real-world examples and exercises, learners will also understand how to pitch purpose-driven ventures, avoid greenwashing, and navigate the evolving EU regulatory landscape—building financial resilience for long-term success.

**Learning Outcomes.** By the end of this module, learners will be able to:

- **Business Skills:** Understand how to align financial strategy with purpose, design circular revenue models, manage risks ethically, and forecast long-term viability. Recognize funding opportunities aligned with purpose; apply ethical thinking to financial decisions; craft vision-led, values-based investment cases; take initiative and mobilise others to support their startup mission.
- **Green Skills:** Integrate environmental and social considerations into financial planning, funding strategies, and KPIs to ensure resilient, responsible business practices. Use systems thinking to understand the wider impact of financial decisions and planning and to drive innovation. Demonstrate empathy and responsibility in selecting funding models that positively affect communities and ecosystems. Engage in collaborative funding efforts through public-private partnerships that advance green goals.
- **Digital Skills:** Apply digital tools for ESG reporting, financial forecasting, and stakeholder engagement; communicate effectively online to share your funding vision in grant applications and investor communication; build and manage a transparent online presence aligned with green values. Manage

online business identities professionally, using digital channels to promote transparency and purpose. Collaborate in digital environments, for example, to co-design funding strategies and share best practices with peers and mentors.

### Section 1: Foundations of Sustainable Finance in Start-Ups

**Aim:** Understand the purpose, core principles, policy context and strategic importance of sustainable finance in building future-ready green digital ventures.

Framework	Competences Developed
<b>Business Skills</b>	Taking Initiative, Financial Literacy, Strategic Vision, Ethical Thinking, Mobilising Others (e.g., recognizing the right moment to seek funding, crafting compelling impact-driven narratives)
<b>Green Skills</b>	Responsibility, Future-Oriented Action, Critical Thinking, Collective Action, Empathy (e.g., understanding ripple effects of financial decisions on social and ecological systems)
<b>Digital Skills</b>	Digital Finance Tools, Data Management, Sustainability Tracking, Digital Communication & Collaboration, Managing Online Identity (e.g., using digital tools to communicate impact transparently to stakeholders)

- 1. What Is Sustainable Finance?** Exploring ESG objectives and impact investing fundamentals. Definition, scope, and how it supports environmental, social, and governance (ESG) objectives. Definitions and evolving interpretations of sustainable finance in a startup context. (Explain definitions across business, environmental and investment contexts and explore the sustainable finance role balancing purpose with profit)
- 2. EU Sustainability Policy and Regulation.** Overview of key frameworks: EU Green Deal. EU Taxonomy for Sustainable Activities. Corporate Sustainability Reporting Directive (CSRD). The EU regulatory financial environment and how frameworks are shaping sustainable entrepreneurship e.g., the Green Deal, tax benefits, Sustainable Finance Disclosure Regulation SFDR, and related incentives for green entrepreneurs [e.g., tax credits, funding access] and why policy matters.
- 3. Green Compliance & Incentives.** How green businesses benefit from alignment with policy (grants, tax incentives, impact certifications). How startups can align with sustainability regulations to unlock incentives, grants, and favourable financing. What you need to know about CSRD, EU Taxonomy, and access to financial incentives and grants (e.g., Life Program, Recovery and Resilience Facility (RRF) Climate neutrality by 2050).
- 4. The Business Case for Financial Sustainability.** Why sustainable businesses attract more investment, reduce risk, and future-proof their operations. . How sustainability supports long-term value creation, enhances financial returns, builds trust. How doing good supports financial returns and long-term resilience).

## Practical Application

- **Digital Tools:** Overview of ESG compliance platforms and financial forecasting tools (e.g., Finmodelslab, LivePlan) CSRD Compass, OpenLCA, SDG Action Manager
- **Case Study:** A green tech startup navigating EU sustainable finance policies to secure seed funding or a cleantech startup navigating EU Taxonomy and SFDR regulations to secure green investment. Company uses Software-driven ESG platform helping startups monitor and report sustainability performance.
- **Exercise:** Map how your business idea aligns with one or more EU green finance frameworks. Identify potential incentives or compliance needs. Map your business idea to EU policy incentives. Which policies support your mission? What regulations or incentives apply? Where are the financial opportunities and risks? Draft your funding story linking impact and return on investment (ROI).
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Section 2: Navigating Funding Opportunities for Green Ventures

**Aim:** Equip learners with knowledge of diverse funding pathways, ethical fundraising practices, and risk management strategies tailored for sustainable startups. Explore traditional and innovative funding sources, models and strategies tailored to launching and growing sustainable, inclusive start-ups.

Framework	Competences Developed
<b>Business Skills</b>	Mobilising Resources, Ethical Fundraising, Collaboration, Spotting Opportunities, Ethical Value Creation, Planning & Management (e.g., choosing funding aligned with your mission, managing resources strategically)
<b>Green Skills</b>	Empathy, Systems Thinking, Social Responsibility, Collective Action, Adaptability, Sustainable Thinking (e.g., engaging communities, choosing funding that supports long-term impact)
<b>Digital Skills</b>	Online Fundraising Tools, Platform Use, Financial Data Management, Collaborating in Digital Environments, Digital Content Creation (e.g., using platforms to reach funders or apply for funding)
<b>Interpersonal skills</b>	<p><u>Networking</u></p> <ul style="list-style-type: none"> <li>• Talent for building strong relationships with other entrepreneurs, investors, customers and suppliers.</li> <li>• Ability to leverage these connections for the benefit of the business.</li> </ul>
<b>Interpersonal skills</b>	<p><u>Resilience</u></p> <ul style="list-style-type: none"> <li>• Ability to adapt to failures or challenges; ability to bounce back quickly after setbacks.</li> </ul>

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|  | <ul style="list-style-type: none"> <li>• Maintain a positive mindset in the face of adversity.</li> </ul> |
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1. **Sustainable Impact Funding Pathways and Using Digital Platforms to Access Funds:** (From grants [e.g., Horizon Europe, LIFE] to green loans, equity, blended finance models, angel/VC impact investors, and tax incentives for ESG or SDG-aligned ventures). Understand trade-offs between sources. Using Digital Platforms to Access and apply for Funds: Crowdfunding (e.g., Kickstarter, GoFundMe), impact investing platforms (e.g., Trine, One Planet Crowd, Oneplanetcrowd, Seedrs, UpEffect), (e.g., EU portals), Green Crowdfunding Platforms.
2. **Ethical Fundraising Strategies:** Aligning funding sources with your mission and values. Avoiding mission drift. Avoiding greenwashing, managing investor alignment, ensuring transparency. Balancing social mission and financial sustainability. How tokenization, crowdfunding, blockchain and peer-to-peer finance and digital platforms can support mission or purpose-led funding for sustainability-focused businesses
3. **Public-private partnerships:** Collaborating with governments, NGOs, and private sector for sustainable development projects. Leveraging EU opportunities and cross-sector collaborations for funding (Understand how to partner with EU programs, municipalities, and NGOs to unlock hybrid funding opportunities)
4. **Risk and Compliance Management in Sustainable Finance:** Identifying financial risks unique to green ventures and ensuring compliance with ESG standards. Addressing regulatory frameworks such as aligning with EU frameworks like CSRD (Corporate Sustainability Reporting Directive and ESG due diligence, mitigating greenwashing risks, enhancing transparency, and developing strategies for long-term resilience

## Practical Application

- **Digital Tools:** Platforms for managing funding applications, ESG compliance, and risk mapping. Crowdfunding platforms, EU Startup Portal, open funding databases (e.g., EIC Accelerator, Climate-KIC)
- **Case Study:** How a circular economy startup used a hybrid of crowdfunding, EU grant funding, and angel investment to scale responsibly. A purpose-led food startup combining circular economy and social impact wins an EU Green Grant and a values-aligned investor. *Too Good To Go* - Leveraged crowdfunding and impact funding to scale across Europe.
- **Exercise:** Draft a mini funding roadmap for a green startup—include 3 funding sources and the compliance risks you would prepare for. Explore a real funding opportunity. Write a short funding application using a digital template. Align your value proposition to impact investor values and pitch your “profit-with-purpose” case. Design a Funding Strategy Canvas outlining potential sources, alignment with values, and compliance considerations.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## | MODULE 9: Sustaining Success: Balancing Profit with Purpose

## Description

Finance is more than numbers—it's a driver of strategic vision, resilience, and impact. For purpose-led entrepreneurs, understanding how to fund, manage, and scale a sustainable venture is essential to creating long-term value for people, planet, and profit.

This module equips future entrepreneurs with the financial tools, strategies, and mindsets needed to launch and scale sustainable businesses. Learners will explore the intersection of finance, environmental and social impact, and policy. The module breaks down the fundamentals of sustainable finance, introduces practical tools for ESG compliance and financial planning, and shows how to secure funding from impact-driven investors. Through real-world examples and exercises, learners will also understand how to pitch purpose-driven ventures, avoid greenwashing, and navigate the evolving EU regulatory landscape—building financial resilience for long-term success.

**Learning Outcomes.** By the end of this module, learners will be able to:

- **Business Skills:** Understand how to align financial strategy with purpose, design circular revenue models, manage risks ethically, and forecast long-term viability. Recognize funding opportunities aligned with purpose; apply ethical thinking to financial decisions; craft vision-led, values-based investment cases; take initiative and mobilise others to support their startup mission.
- **Green Skills:** Integrate environmental and social considerations into financial planning, funding strategies, and KPIs to ensure resilient, responsible business practices. Use systems thinking to understand the wider impact of financial decisions and planning and to drive innovation. Demonstrate empathy and responsibility in selecting funding models that positively affect communities and ecosystems. Engage in collaborative funding efforts through public-private partnerships that advance green goals.
- **Digital Skills:** Apply digital tools for ESG reporting, financial forecasting, and stakeholder engagement; communicate effectively online to share your funding vision in grant applications and investor communication; build and manage a transparent online presence aligned with green values. Manage online business identities professionally, using digital channels to promote transparency and purpose. Collaborate in digital environments, for example, to co-design funding strategies and share best practices with peers and mentors.

## Section 1: A Sustainable Future - Viability and Profitability

**Aim:** Guide to developing strategies for long-term financial health, balancing profitability with sustainability goals to build resilient, future-fit businesses.

Framework	Competences Developed
Business Skills	Business Model Innovation, Strategic Planning, Long-Term Thinking
Green Skills	Circular Economy Understanding, Adaptability, Environmental Ethics

<b>Digital Skills</b>	Financial Forecasting, ESG Reporting, Impact Dashboards
<b>Attitudes &amp; Values</b>	<u>Creativity and Innovation</u> <ul style="list-style-type: none"> <li>• Ability to generate new and original ideas that add value to the business.</li> <li>• Ability to implement innovative solutions to existing problems.</li> </ul>

1. **Defining Viability in Sustainable Startups:** Beyond short-term profit: ensuring environmental, social, and economic resilience. Moving from revenue-only focus to a Triple Bottom Line (People, Planet, Profit).
2. **Building Circular and Regenerative Revenue Models:** Explore models like servitization (product-as-a-service), sharing economy, pay-per-use, subscription models aligned with circular economy principles.
3. **Forecasting & Financial Planning for Green Ventures:** Looking at forecasting and financial measures and KPIS for Sustainable Success e.g., designing financial and non-financial KPIS (revenue growth, carbon reduction per unit sold, social impact metrics) Using digital tools (e.g., LivePlan, Futrli, Plan A) for financial projections that integrate ESG metrics.
4. **Balancing Purpose and Profit:** How to communicate blended value propositions to stakeholders and customers.
5. **Digital Business Scalability.** Developing strategies to grow a digital green businesses in a sustainable and profitable way. These strategies ensure the business grows without compromising environmental or social commitments, impact or ethics.

## Practical Application

- **Digital Tools:** Futrli, Greenomy, LivePlan, Simpact
- **Case Study:** *Fairphone* - Balancing scalable operations with ethical supply chain and sustainability goals.
- **Exercise:** Develop a Sustainable Financial Plan including revenue streams, ESG-aligned KPIs, and projected outcomes for growth.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Support Content

To deepen learning and provide practical tools, each section includes curated support materials such as:

- **Financial Digital tools and Platforms** overview with description, benefits and sample applications (e.g., financial AI forecasting, carbon tracking and reduction, ESG reporting software, pitch deck builders, grant application portals). Funding Strategy Canvas, Sustainable Financial Plan Workbook, Circular Revenue Model Mapping.
- **Case studies** of digital and green financial-related tool applications in business. Sustainable startups successfully secure diverse funding (e.g., grants, investors, community-backed). Startups

successfully using sustainable finance strategies, digital investor tools, and transparent ESG storytelling

- **YouTube videos and interviews** with green investors, EU fund managers, or successful purpose driven entrepreneurs. Interviews with founders of ESG-focused startups Tutorials on using LivePlan and Futrli for forecasting
- **Templates** for different financial strategies, tracking performance and decision-making. Grant/funding application templates. ESG metric tracking dashboards. Pitch deck structures or builders for impact investors inclusive investor communication checklists. Mini financial strategy builder (PDF + digital)
- **Interactive exercises:** Learners draft a mini-finance strategy for a green start-up, including Map funding opportunities based on your business mission. Draft your first ESG-aligned investor pitch. Map your startup to relevant EU green policy incentives. Identify your ideal investor profile. Reflect: What's your money mindset? How can you ensure transparency and alignment as your business grows? Identify potential funding sources (grants, investors, alternative finance). Assess pitch readiness using a checklist to improve their pitch and focus areas, and develop a high impact communication strategy.
- **Further reading** (blogs, research articles, opinion pieces) Blogs on impact investing trends, ethical entrepreneurship, sustainable finance trends, and avoiding greenwashing. Reports on green finance in the EU. Research on avoiding greenwashing and building resilient financial systems

## | MODULE 10: Governance Models for Agility in Digital, Sustainable, and Purpose-Driven Entrepreneurship

### Description

In today's volatile, uncertain, and rapidly transforming world, startups and SMEs must evolve beyond static governance frameworks that prioritise profit alone. Instead, they must embrace adaptive, inclusive, and ethical governance models that align with the realities of digital disruption, climate change, and social transformation.

This module equips learners with the tools, mindsets, and frameworks to design governance systems that are agile, mission-driven, and future-fit. It focuses on moving from shareholder-centric to stakeholder-inclusive governance, embedding sustainability in legal and operational structures, and leading digital innovation responsibly.

Through interactive exploration of ESG-aligned governance, risk management, digital ethics, and inclusive leadership, participants will learn how governance becomes a strategic driver of innovation, transparency, and long-term resilience.

### Learning Outcomes.

By the end of this module, learners will be able to:

- **Business Skills:** Design governance structures that promote agility, transparency, and purpose-driven leadership. Build organizational resilience to navigate digital disruption, climate risks, and social pressures.
- **Green Skills:** Integrate ESG principles and sustainability into decision-making frameworks. Apply inclusive governance practices that engage stakeholders—employees, communities, and the environment.
- **Digital Skills:** Guide responsible digital transformation with governance strategies for AI, blockchain, data ethics, cybersecurity, and digital risk management.

## Section 1: Adaptive Governance for Purpose-Driven Enterprises

**Aim:** Shift from rigid, profit-only governance models to flexible, stakeholder-focused structures that balance profit, purpose, and planet.

Framework	Competences Developed
Business Skills	Ethical and Sustainable Thinking, Mobilising Others, Strategic Vision
Green Skills	Responsibility, Systems Thinking, Future-Oriented Action
Digital Skills	ESG Governance Platforms, Data Transparency Tools

1. **What is Adaptive Governance?** Governance isn't just compliance—it's a framework for resilience, adaptability, and long-term impact. Governance as a living system enables responsiveness, innovation, and ethical leadership.
2. **Adoptive Governance Frameworks:** Moving from shareholder primacy to stakeholder governance. Recognising employees, communities, the environment, and partners as critical decision-making stakeholders. That means moving beyond traditional shareholder-centric models (where maximising profit for investors is the sole focus) towards stakeholder-focused governance.
3. **Embedding mission and sustainability in legal structures:** Explores models like B Corp Certification, Steward Ownership, and integrating ESG criteria into governance frameworks.

## Practical Application

- **Digital Tools:** ESG Governance Dashboards, B Impact Assessment Tool
- **Case Study:** How to engage in steward ownership - protect mission over profit.
- **Exercise:** Draft a Stakeholder Governance Framework for a green digital startup.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Section 2: Leading with Integrity: Governance for Sustainable Digital Enterprises

**Aim:** Equip boards and leadership teams with the mindset and tools to guide ethical, tech-enabled growth.

Framework	Competences Developed
Business Skills	Ethical Leadership, Managing Resources, Compliance Awareness
Green Skills	Ethical Responsibility, Climate-Conscious Decision Making

<b>Digital Skills</b>	AI & Data Governance, Blockchain Transparency, Data Ethics, Digital Risk Oversight
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1. **Governance and Digital Maturity:** Leading responsibly with AI, blockchain, and big data and how they are reshaping governance. Future-fit board-level responsibility for cybersecurity, AI transparency, and data ethics, ensuring they are priorities and aligned with ESG goals. e.g., AI for strategic decision-making, blockchain for transparency and accountability, and Data Governance for privacy, ethics, and value creation.
2. **Embedding Digital Ethics in Governance:** Understand AI bias, data privacy risks, and blockchain's role in transparent reporting. Analyse how mission-aligned companies embed digital governance principles and ethics within governance frameworks and how they stay agile and mission-aligned. Consider cybersecurity, AI transparency, and digital ethics as governance priorities.
3. **Regulatory Frameworks and Policies:** Climate Law (binding targets), Circular Economy Action Plan, Renewable Energy Directive (RED III). Digital & Green Synergies (e.g., Digital Product Passport). Climate neutrality by 2050, circular economy and biodiversity requirements.

### Practical Application

- **Digital Tools:** OneTrust, TrustArc for data governance, data ethics and compliance
- **Case Study:** A green tech company using blockchain to ensure ethical sourcing and supply chain tracking
- **Exercise:** Develop a Board Digital Responsibility Charter outlining and addressing AI, data, and cybersecurity governance policies.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

### Section 3: Building Resilience through Inclusive and Agile Governance

**Aim:** Design governance systems that can pivot in response to sustainability challenges, market shifts, or technological disruption.

Framework	Competences Developed
<b>Business Skills</b>	Managing Uncertainty, Leadership, Mobilising Resources
<b>Green Skills</b>	Social Responsibility, Collaborative Action, Adaptability
<b>Digital Skills</b>	Risk Management Tools, Cyber Security, Governance Dashboards, Scenario Planning and Simulation
<b>Attitudes &amp; Values</b>	<u>Critical Thinking</u> <ul style="list-style-type: none"> <li>• Ability to analyze situations, evaluate options, and make informed decisions based on data.</li> <li>• -Competence in distinguishing between relevant and irrelevant information.</li> </ul>
<b>Interpersonal skills</b>	<u>Resilience</u> <ul style="list-style-type: none"> <li>• Ability to adapt to failures or challenges; ability to bounce</li> </ul>

	<p>back quickly after setbacks.</p> <ul style="list-style-type: none"> <li>• Maintain a positive mindset in the face of adversity.</li> </ul>
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1. **Resilience Governance Strategies:** Governance in times of uncertainty - introduction and understanding around cybersecurity, data ethics, and AI transparency are core governance priorities. Using different support management tools e.g., tools for Scenario planning, digital risk dashboards and responsive leadership. Quick decision-making structures, strategies and tools for dynamic environments. Understanding and using tech to guide digital transformation aligned with ethical standards and sustainability. Explore how modern governance requires boards and leadership teams to embrace digital tools and innovations like: AI for decision-making efficiency and predictive analytics. Blockchain for transparent, tamper-proof records (especially in supply chains, contracts, or sustainability reporting). Data Governance to ensure ethical handling of data, privacy compliance, and leveraging data for strategic advantage. . Managing resistance to change (tools: ADKAR, Kotter's 8-Step Model). Develop a Board Digital Responsibility Charter that focuses on AI and data ethics.
2. **Agility and Risk Management.** Develop strategies for digital and climate risk management. Integrate quick-decision frameworks and ethical escalation processes.  
Consider managing with agility and resilience in a climate of risks, social expectations, and digital disruption. Focus on decision-making structures and examine digital risk platforms, governance dashboards, and scenario planning for solutions and resilience. Quick pivots in response to digital disruption or sustainability challenges. How to respond to technological changes. Stay aligned with climate goals, social impact, and digital ethics.
3. **Inclusive decision-making:** Embedding diversity, equity, and stakeholder voices in leadership and governance processes. Agile governance ensures your business engages in inclusive decision making to build trust with stakeholders in an era where transparency, equity and participatory governance are non-negotiable in modern governance. Inclusive decision-making that integrates all stakeholder voices (employees, communities, environment) in leadership. Looking at the stakeholder governance framework to facilitate green digital business governance.

## Practical Application

- **Digital Tools:** Diligent ESG, Resolver (risk & resilience platforms)
- **Case Study:** How a company uses governance to stay aligned with purpose while navigating external pressures. How a company uses governance in the service of environmental activism and business resilience. EU success stories (e.g., green fintech, Industry 5.0).
- **Exercise:** Create a Governance Agility Plan—map how your business would respond to a digital disruption or sustainability crisis.
- **Higher Level Education Support Reading** - articles, research etc that is higher education relevant

## Support Content

To deepen learning and provide practical tools, each section includes curated support materials such as:

- **Templates and Toolkits:** Stakeholder Governance Framework, Digital Responsibility Charter Template, Risk & Resilience Planning Canvas
- **Case studies** Real-world examples of governance innovation in green digital enterprises.
- **YouTube videos and interviews** Talks on ethical AI, data governance, TED-style talks on ESG governance and stakeholder leadership.
- **Interactive exercises:** Governance role-play: Simulate board decisions under climate or cybersecurity crisis.
- **Further reading** (blogs, research articles, opinion pieces) on ESG governance trends, inclusive leadership, inclusive decision making, legal innovation and adaptive enterprise strategies.