






EU Project Innovation Camp – Interactive Exercises

Exercise 1: Ecosystemize Your EU Project

Objective: Understand and map out the broader ecosystem that supports an EU-funded innovation project.

Instructions: In teams of 3–5, choose a real or fictional EU project (e.g., digital inclusion, sustainable mobility). Using the Project Ecosystem Tree model, complete the following ecosystem map.

Ecosystem Element	Your Project Example
 Tree (The Project)	<i>Project name and core mission</i>
 Roots (Foundations)	<i>Institutional knowledge, academic support, values</i>
 Rain (Inputs)	<i>Funding, legal frameworks, incubators</i>
 Sun (Culture & Pull)	<i>Innovation mindset, stakeholder visibility</i>
 Ecosystem Actors	<i>Stakeholders across the 5 helices (academy, government, business, civil society, environment)</i>

Debrief: Each team will present their ecosystem in 3 minutes + 2 minutes Q&A.

Exercise 2: Map the Five Dimensions of Project Success

Objective: Reflect on project success criteria beyond time and budget.

Instructions: In pairs or small teams, select a known or fictional EU project. Complete the table below using Shenhar's 5 dimensions of project success.






Success Dimension	Example from the Project	Quick Analysis (1–2 sentences)
1. Project Efficiency		
2. Impact on the Customer		
3. Business/Strategic Impact		
4. Future Readiness		
5. Team & Learning Growth		

Reflection Questions:

- Do all five dimensions need to be fulfilled for a project to be considered successful?
- Which dimensions are most often neglected in EU-funded projects?
- How would you measure long-term impact?

Project Example: ESG4PMChange – Embedding ESG in Project Management Education

Objective: Develop a European-wide framework and certification model for integrating Environmental, Social, and Governance (ESG) competencies into project management education and practice.

Ecosystem Element	Example from ESG4PMChange
 Tree (The Project)	EU-funded Erasmus+ project aimed at transforming project management education by integrating ESG principles across the project lifecycle.
 Roots (Foundations)	Academic expertise from partner universities (e.g., UNS, NIBO), prior research on sustainability competencies, PMBOK/PRINCE2/IPMA/PM ² standards, and societal demand for responsible leadership.
 Rain (Inputs)	Erasmus+ funding, EU Taxonomy, CSRD, GRI guidelines, institutional support from business schools and professional associations (e.g., PM ² Alliance, IPMA, PMI chapters), policy initiatives like the European Green Deal.
 Sun (Culture & Pull)	Rising demand for ESG-aware professionals, climate activism among youth, ESG-driven corporate transformation, cross-border educational collaboration.
 Ecosystem Actors	<ul style="list-style-type: none"> - UNS, UNIBO, UTH, UITM – academic coordination, ESG teaching and research - European Academy, Advise Institute – project-based training and certification - PMI chapters, PM2 Alliance - professional recognition and stakeholder input - ESG-focused companies (e.g. Schneider Electric, EnergyNet, etc.) - Policy stakeholders (e.g. European Commission representatives, national ESG councils) - Student associations and youth forums (e.g. Erasmus Student Network, ESTIEM, etc.) - NGOs and civil society orgs active in sustainability (e.g. WWF, Climate-KIC partners)

Project Example: DigitalBridge – Inclusive Connectivity for Remote Communities

Success Dimension	Example from the Project	Quick Analysis
1. Project Efficiency	Project delivered 2 months ahead of schedule and under budget.	Excellent use of agile methodology and strong partner coordination.
2. Impact on the Customer	Communities gained access to free Wi-Fi and digital skills training.	Beneficiaries reported increased digital literacy and employment.
3. Business/Strategic Impact	New public-private partnerships formed with telcos and regional governments.	Extended impact beyond project scope via strategic scaling.
4. Future Readiness	Developed a replicable model for digital equity projects.	Model now considered for regional policy adoption.
5. Team & Learning Growth	Partners developed new expertise in inclusive technology deployment.	Consortium now more capable to address digital divide initiatives.