

WP3 – SME Pilot Implementation Report

Partner Information

Partners Names: Norinnova

Country: Norway

Contact Persons: Ann Kristin Nilssen and Line Kjelstrup

Project Reporting Period 5: January – March 2025

Prepilot Overview

No prepilot activity was conducted in Norway. The Norwegian implementation directly engaged SMEs in the pilot phase, using the Strategic Mapping methodology developed by the Target Circular team.

Pilot Overview

Pilot Title: Strategic Entrepreneur Programme – Target Circular Pilot (Norway)

Sectors Targeted: Early-stage startups, sustainability-driven companies, service innovation.

Dates of Pilot Implementation: January 22nd – March 12th, 2025

Program structure included a combination of workshops, 1:1 mentoring sessions, and a final public event in Tromsø. This also included a national digital breakfast webinar held on March 5th, 2025, with 40 participants from across Northern Norway, including startups, incubators, business gardens, and other stakeholders.

Participating SMEs and founders:

- Seafood Innovation Hub (Marit Rein & Christine K. Hansen) www.sjomatfest.no
Through the program they sharpened their project focus, clarified strategic priorities, and strengthened the core of their business model.
- Fêmea Management (Gabrielle Lemos Lie) www.femea.no
The program helped them think bigger, expand their ambition level, and develop a more scalable and professionalised management model for female football players.

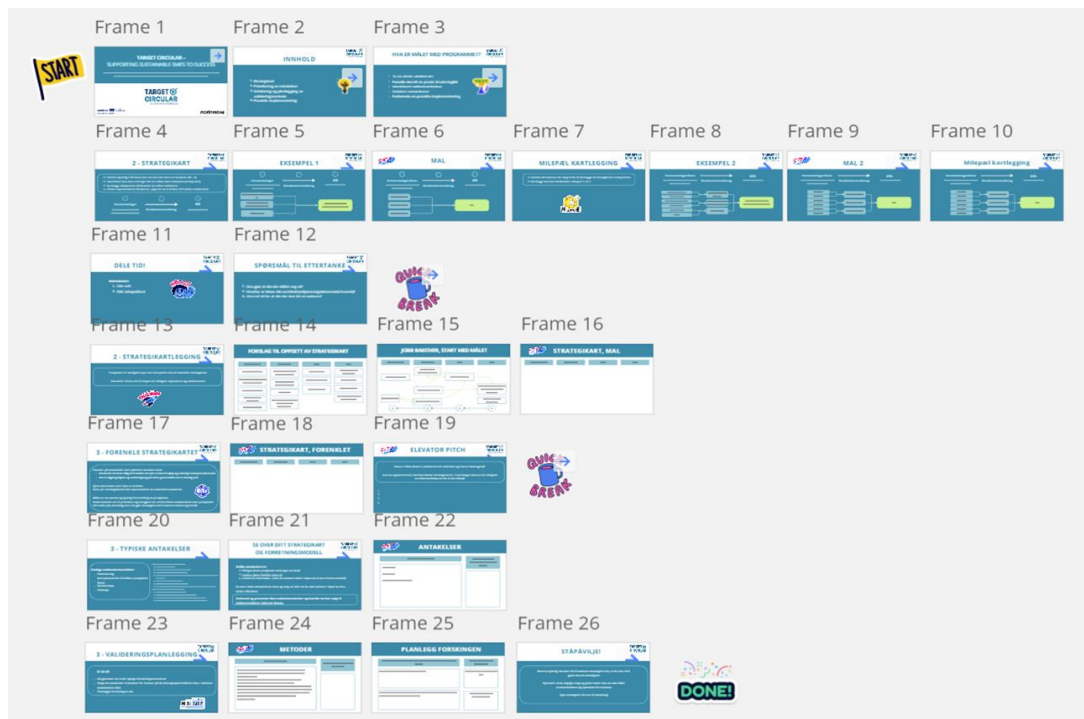
- Arbeidsmiljølegen (Kristin Planting Mølmann) www.arbeidsmiljolegen.no
During the program they refined their ambitions, redesigned their service approach, and developed a pilot that made their offering more concrete and actionable.
- Aktivitetsguiden (Britt Leandersen) www.aktivitetsguiden.no
The program gave them clearer ownership of their direction and expanded their strategic room to act, enabling a more confident and structured development path.

- VÆR Ullisolasjon AS (Andre Krause)
- Hotellsystem (Kamilla Larsen og Henriette Pedersen)
- Locat3d AS (Silje Falck) www.locat3d.no

Materials Used

The Target Circular program in Norway used the same workbook and tools developed through the project and shared on Miro. All materials were translated and contextualized for the local audience. The strategic mapping method and business model tools were used extensively.

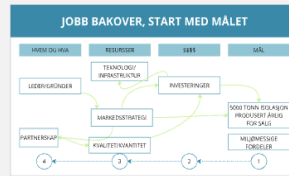
Visual examples from the Miro board:



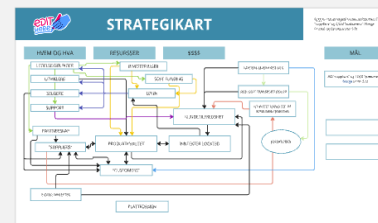
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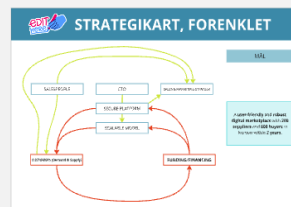
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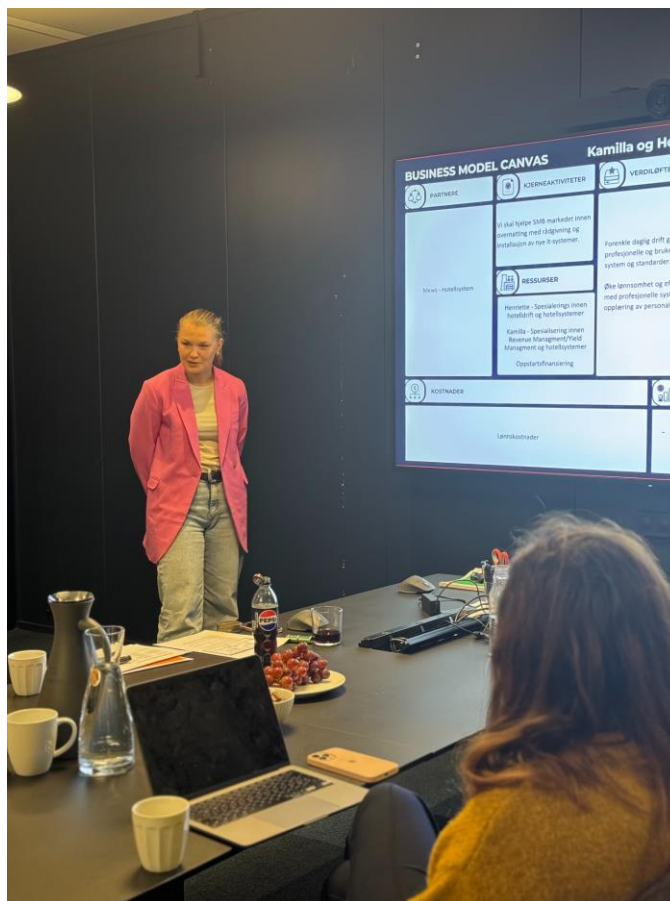


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Observed Outcomes and Feedback

Feedback was collected after the final workshop using anonymous forms. The participants reported that the tools introduced were highly useful in structuring their business ideas and identifying key strategic assumptions. Several noted that they appreciated the modular nature of the training and the step-by-step guidance.

Some participants mentioned that it was difficult to look far ahead in their strategic planning and suggested more time for this activity. The sustainability component was positively received, but some felt it could be better integrated into the overall structure.

All seven participating companies completed the program, and there was strong engagement throughout. The mix of peer support and individual mentoring was highlighted as a success factor.

Reflections from Advisors

From the perspective of the Norinnova business developers, the pilot was a rewarding and educational experience. The Strategic Mapping methodology proved to be intuitive and flexible, enabling both early-stage and growth-oriented startups to refine their business models.

The advisors emphasized the importance of building trust and providing structure, especially for first-time founders. All companies showed strong commitment, and it was particularly inspiring to see six out of seven companies led by women. This created a unique dynamic and led to additional learning and sharing among participants.

Attachments


- ☒ Attendance list(s) – see internal records / Excel file
- ☒ Screenshots and photos – included above (Miro, group photos, pitches)
- ☒ Completed tools/workbooks – represented via Miro screenshots
- ☒ SME testimonials or quotes – see interview transcripts
- ☒ Other: Published materials:
 - Website: <https://norinnova.no/target-circular/>


- LinkedIn posts:


- https://www.linkedin.com/posts/norinnova-technology-transfer-as_targetcircularnpa-activity-7282013667062075392-IFUE
- https://www.linkedin.com/posts/norinnova-technology-transfer-as_targetcircularnpa-activity-7305881969479843840-TiC3
- https://www.linkedin.com/posts/norinnova-technology-transfer-as_target-circular-activity-7322514660442689536-UedI

Webinar Activity

On March 5th, 2025, Norinnova hosted a national digital breakfast webinar titled 'How to succeed faster as a startup?'. The session was attended by 40 participants including startups, incubator staff, business developers and regional stakeholders. The purpose was to share the methodology used in the Target Circular pilot and highlight key takeaways.

 Date and time: March 5th, 2025, 08:15–09:00 (digital webinar)

 Participants: 40 (startups, incubators, and others)

 Hosted by: Norinnova, on behalf of Northern Norway's incubators

 Agenda:

- 08:15 – Introduction to Target Circular by Dr. Niall O’Leary (MTU, Ireland)
- 08:25 – Experiences from the pilot by Ann-Kristin Nilssen & Line Kjelstrup (Norinnova)
- 08:35 – Startup insights by Gabrielle Lemos Lie (Fêmea Management)
- 08:45 – Q&A and discussion
- 09:00 – Closing remarks

The webinar aimed to disseminate the Target Circular method and motivate others to explore its application. It also served to share practical experiences from startups who had tested the method.