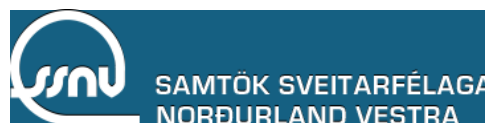


Target Circular – Deliverable 3.4 and Output 3.3 – Report on the Upskilling of Business Support Organisation Advisors Upskilling.



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A structured programme of training was delivered to business advisors to strengthen their ability to support SMEs using more effective, evidence-informed methodologies. The focus was not just on knowledge transfer, but on changing how advisors engage with SMEs in practice and how evidence and research can inform that engagement so it can be more effective.

Training activities were primarily delivered under Work Package 1 and 3 and reached **57+ advisors** across partner regions, including participants from Business Support Organisations and public authorities. In addition, **24 advisors from Údarás na Gaeltachta** received targeted training, further extending regional capacity.

The training centred on introducing practical methodologies for:

- Structured strategic decision-making
- Identifying and testing key assumptions
- Improving clarity and focus in SME strategy development
- Moving from reactive problem-solving to proactive opportunity development

A key feature of the approach was its **applied nature**. Advisors were encouraged to directly implement the methodologies with their SME clients during and after the training. This created a multiplier effect, where the impact extended beyond the trained advisors to a wider base of SMEs.

There is evidence of this indirect impact:

- Advisors reported applying the methodologies in live client engagements
- Some participating advisors were also SME owners and tested the approaches within their own businesses
- The training was also shared externally, for example through a session delivered to SMEs in the DiBest project

Overall, the training contributed to a **shift in advisory practice**, demonstrating that methodologies can be a lever for improving the effectiveness of business support. Rather than relying solely on advisor experience or intuition, the programme demonstrated how structured approaches can enhance the quality, consistency, and impact of SME support.

Dates of training and associated details.

05/ 03/ 2025 A national webinar (Norway) titled 'How to succeed faster as a startup?'. The session was attended by 40 participants including startups, incubator staff, business developers and regional stakeholders.

09/09/2025 14 Icelandic business advisors received WP3 training.

11/09/2025 11 Icelandic business advisors received WP3 training.

25/09/2025 - 8 advisors received WP3 training (Ireland, Finland and more).

13/11/2025 24 business advisors from Udarás Na Gaeltachta received WP3 training (collaboration with Interreg AA project BEACon).