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## **Exploitation Strategy**

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FINAL

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## I. EXECUTIVE SUMMARY

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The purpose of the present Exploitation Strategy is to review and provide concrete steps, mechanisms and guidelines for exploitation activities, based on the recommendations of both the approved project proposal and the BADGE project consortia members. The primary aim of the document is to ensure that the project results, outputs and products are sustainable after the project completion and post-completion period. The present Exploitation strategy is part of the Exploitation and Sustainability part of the Work Programme of the BADGE project which aims to empower entrepreneurial women facing a double disadvantage to start their own business.

In its essence the Exploitation Strategy will further contribute for the exploitation of project results and tangible outcomes by:

- Transferring, mainstreaming and accreditation of project's tangible products (Inclusive Toolkit for Business Advisors consisting of 10 guides and 10 linked face to face workshops; E-learning platform for female business start-ups experiencing a double disadvantage);
- Proposing activities and concrete steps for adaptation, localisation and translation of the project's products to suit the needs of new end beneficiaries and the conditions in a new context (for example VET trainers and experts involved in specific entrepreneurship sectors), and new countries (i.e. in EU 28 and LLP +33);
- Broaden communication tools and means in order to reach and recruit more target groups who can benefit and further mainstream the project's tangible outcomes.

The present document focuses mainly on the means by which the BADGE project may achieve sustainability and added value by concentrating on the transformation and further market and non-market expansion and development of project's products into a sustainable professional path of VET trainers and experts into the field of mentoring (expressed in educational practices, methodologies and practices) which extent into various economic sectors and countries. The successful exploitation of the project results will be also achieved by encouraging decision-makers and stakeholders to incorporate the project's products into existing systems, practices and (informal learning systems, teaching curriculums, training methodologies, etc.) – mainstreaming in line with the IPR agreement. In addition target



groups and end-users and other beneficiaries will be enabled to utilise and further exploit project results (new manuals, new transfer of innovation projects, new teaching practices, new businesses etc.) – multiplication.

## 1.1. PROJECT DESCRIPTION

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The BADGE project is a 24 month initiative that aims to empower entrepreneurial women facing double disadvantage to start their own business. This will be achieved through:

- ✓ Support of soft skills development to empower women experiencing double disadvantage for employability and self-employment.
- ✓ Supporting development of self efficacy, regaining confidence and motivation for work
- ✓ Equip VET trainers working with this group with innovative, engaging tailored support methodologies informed by European best practice.
- ✓ Decrease isolation felt by women experiencing double disadvantage through contact with peers both nationally and at European level, improving confidence, language and communication skills
- ✓ Make VET practice more attractive to under-represented groups.

The project will transfer these products to women facing a double disadvantage.

BADGE has been developed by a **transnational consortium** that consists of nine core partners from eight EU Member States i.e. Greece, United Kingdom, Poland, Lithuania, Croatia, Bulgaria, Romania and Cyprus.

The project consortium works to achieve the set objectives by adapting learning materials of the diversity in Business Workshops (previously applied to support for ethnic minorities, long term-unemployed and persons facing redundancy) for use with BADGE target groups and by piloting the adapted learning materials. The following tangible results and products were achieved and developed as a result of the project implementation:

1. Business Advisors' Kit including 10 guides and 10 face to face workshops, as well as an adapted Learners' Kit
2. E-learning tools for female business start-ups experiencing a double disadvantage
3. Report on Training and Supports Needs of female business start-ups experiencing double disadvantages
4. Report on analysis of the feasibility of the transfer

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5. Various project promotional and dissemination materials;
  - ✓ Articles and press releases
  - ✓ dissemination leaflet
  - ✓ dissemination poster
  - ✓ Project website

The present Exploitation plan is part of the activities of Work package 7: Exploitation and Sustainability which was implemented to ensure that the right mechanisms are in place and appropriate to the results and the target groups envisaged.

## 1.2. PARTNERSHIP

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The partnership implementing the project “**Business Advice and Guidance training for women Entrepreneurs – BADGE**” consists of nine core partners and two associated partners from eight Member States, providing geographical spread for impact, dissemination and exploitation, as follows:

**(1) Danmar Computers Malgorzata Miklosz Ltd. (PL) (“The Contractor”).**

Danmar Computers Ltd. leads WP6 Dissemination, due to the links to extensive dissemination networks (ENTER network, The Chamber of Industry and Commerce).

and

**(2) , KMOP, FAMILY AND CHILDCARE CENTRE (GR) “Co-ordinator”** in the Project.

KMOP has links to disadvantaged group and huge experience in national “Integrated interventions for Women” programmes KMOP is responsible for WP1 Management.

**(3) Inova Consultancy Ltd. (UK)** leads WP3 Adaptation of Workshops and Training of trainers/Business Advisors and WP4 Piloting the Diversity in Business Workshops with Target groups. Inova adapted a business advisors guide and developed comprehensive business advisors kit with information about the process of conducting Workshops from start to finish. Inova works with unemployment agencies, networks of groups supporting disadvantaged and policy makers.

**4), EXUS S.A.(GR)**



EXUS has a huge expertise in e-learning and engaging social media. EXUS is the leader of WP5 Development of e-learning Platform and online community. The platform will provide web based access to both content providers (for content authoring) and learners (for participation to courses and access to all learning material) and will support multilingual user interface and content.

**5) Centre for the Advancement of Research and Development in Educational Technology (CY).** CARDET has an expertise in inclusive education and learning needs assessment and links to social entrepreneurship.

**6) Association Business Information and Consulting Center – Sandanski (BICC – Sandanski) (BG).** BICC-Sandanski is experienced in local economic development and supporting SMEs. BICC-Sandanski is leader of WP7 Exploitation and is responsible for the development of Exploitation strategy, IPR Agreement and Business plan in order to best exploit the results of the project both during and after the conclusion of the project.

**7) Centre for Education, Counselling and Research (HR).** CESI has expertise in female leadership and diversity management in the workplace.

**8) NATIONAL COUNCIL OF PRIVATE SMALL AND MEDIUM ENTERPRISES IN ROMANIA – ARAD BRANCH (RO).** CNIPMM- Arad has links to unemployment agencies and expertise in business start-ups.

**9) Social Innovation Fund (LT).** SIF is networking with disadvantaged unemployed groups. SIF is leader of WP2 Assessment of needs. All partners (with the exception of the Greek EXODUS) undertook research in order to ascertain the current situation of the target group in their own country. SIF summarized the national reports of all partners and developed Report on Training and Support Needs of Female Business Start-ups Experiencing Double Disadvantage and Report on Analysis of the Feasibility of the Transfer.

### 1.3. SOURCE OF FUNDING

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The BADGE project is a 24 month initiative co-funded by the European Commission, under the Directorate-General for Education and Culture with a GRANT AGREEMENT NUMBER - № - **2013-1-PL1-LEO05-37593** concluded between the Project Contractor Danmar Computers Ltd. and Polish National Agency for the Lifelong Learning Programme (**Fundacja Rozwoju Systemu Edukacji**).



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## 1.4. INTRODUCTION

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In the current economic crisis there is now an urgent need to focus on the economic case for gender equality and on how changes in the labour market might provide better economic opportunities for women in a traditionally under-represented field. At times of high unemployment, women owned business make a key contribution to household incomes and economic growth. Statistics and analysis show that women may have lower preferences for self employment because they continue to perceive such a career as too risky. By taking part in the project women experiencing double disadvantages will be equipped with soft skill development tools to continue to build employability skills and will be more confident in their journey to self-employment.

On the other hand, intermediary organisations play an important role in supporting a greater diversity of entrepreneurs. Based on the results from the Report on the Analysis of the Feasibility of the Transfer developed for the purposes of the project, the majority of women in partners' countries consider that the existing support services of the public or private sector lack sufficient targeting and give dispersed information and guidance. Moreover, some of the running co-financed or national programmes have set very particular criteria that are very difficult to meet by them although they belong to vulnerable groups. Quantitative analysis of the questionnaires confirmed that soft skills could be very useful for women in order to encourage them to re-enter the labour market as an entrepreneur or self-employee (90,63%), with women wanting to have a mentor (89,06 %) and learn by using innovative e-learning tools (89,06%). It is significant that only a third of the target group representatives know about some support currently available in their country for female business start-ups and about special measures to help women facing a double disadvantage to start up their own business. Furthermore, only 26,56% of respondents thought that support providers to start up own business offer them sufficient support which is targeted to their situation. However systems and policies do not support the role of VET trainers as mentors with standardised training schemes and validation of their skills and competencies. In this context, VET teachers, trainers and tutors have a primary role since it is they who undertake the task to reach target groups, update them with new knowledge, skills and attitudes so that their access to the labour market and professional opportunities are enhanced.

Mentoring can be an important step towards offering entrepreneurs of all ages a better training and in general support the aims and goals of VET by shifting focus from teaching to

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learning, and from formal, inflexible systems to active self- directed learning and participation.

With this aim, the *BADGE* project seeks to provide to VET trainers and other stakeholders working with women experiencing a double disadvantage access to an innovative and dynamic methodology to support women to self-employment. Through the Business Advisors' Kit, VET Trainers will have access to European shared knowledge about career support for this group, and the opportunity to develop their own skills and organisational approaches in their countries. The specific way in which this aim is achieved by the project was through the transfer of existing innovative training methodology, the Diversity in Business Workshops tool and Training of Trainers workshop (ToT) which incorporated a skills practice lab. Following the Report on Training and Supports Needs Analysis and the ToT, the learning materials were adjusted, generating a comprehensive Business Advisors' Kit including a guidance booklet with tools and activities, template lesson plans and PowerPoints. The Inclusive Toolkit for Business Advisors is piloted in each partner country, The piloting of the adapted learning materials is divided into two phases. In addition there is an e-learning platform to complement and enhance the overall Diversity in Business Workshops tool, with a view to enrich the support available on women entrepreneurship and business start-ups for women.



## II. EXPLOITATION PLAN

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### 2.1 Main objectives

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According to the requirements of the Lifelong Learning Programme systematic dissemination and exploitation of results are critical in helping to maximise the impact of activities undertaken under this and previous EU education and training programmes in support of the Europe 2020 strategy and delivery of the 'Education and Training' Work Programme. Moreover, all products and lessons learned from a specific project should be introduced into future policies into the respective economic sphere or another field of expertise.

Dissemination and exploitation of results refers to activities designed to ensure that the results of the LLP are appropriately recognised, demonstrated and implemented on a wide scale. As a key component of the project ex-ante exploitation various dissemination activities have been implemented by all partners organisations and in all partners countries with the involvement of the target groups. The activities were implemented according to the Dissemination Plan attached to the current document. The project was promoted among VET trainers, VET instructions, social organisations at national and regional level, consulting and training offices. BADGE keeps a track record of the targeted groups contacted through the extensive network of the consortium. Target groups included the end beneficiaries of the project in the form of women experiencing a double disadvantage, VET trainers and other stakeholders (VET trainers' associations; VET institutions- public, private, NPO; mentors and their associations; entrepreneurs' associations; policy makers (international, national, regional, local authorities); and social partners. All these target groups are beneficiaries of project deliverables. Identifying the exact target groups to be reached was crucial for the further development of the project and care has been taken to use such an approach as to directly involve the target group members from the earliest stage of the project implementation and to keep this involvement on-going through the rest of the project lifecycle. According to the EC, exploitation could be divided in several categories based on the timeframe of its scope, the target groups involved and the products that are going to be exploited.

The present document focuses on the exploitation categories - mainstreaming and multiplication that will focus on transferring and promoting the successful results and

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products of the BADGE project to the appropriate decision-makers in local, regional, national and European level.

The second level of exploitation as referred to as multiplication and as envisaged by the present document will be to induce end-users and target groups of the BADGE project to further develop, adapt, adopt and/or apply the results and products of the project on various levels and in various economic sectors in accordance with the IPR agreement.

In addition the timeframe of exploitation was taken into account when drafting the present document. As regards to the general definition supported by the EC which states that late dissemination and exploitation of results reduces the chances for the project to have real impact.

In this aspect according to the definitions of the European Commission, exploitation (in terms of its timespan) can be distinguished in two main categories – ex-ante and ex-post exploitation.

The ex-ante exploitation includes exploitation of results of the project and involves interaction between the stakeholders and target groups during the project lifecycle. The BADGE project has ensured that both aspects of exploitation have been and will be met during and after the lifecycle of the project. Consequently in the framework of the project detailed dissemination and quality and evaluation plans have been developed and successfully implemented thus ensuring the constant update, involvement and feedback of the target groups of the project.

The key objective of the present Exploitation Plan will be to elaborate and **specify on the ex-post exploitation activities** to be carried out after the project has finished when all results and products are completed, tested and already disseminated to a certain part of the target group. Therefore, as part of this ex-post period the main of the project consortia is to set up a strategy to be followed in order to develop additional communication channels, as the already established and carried out at a consortium level, and as included in the Dissemination Plan of the project.

More specifically, the main objectives of the present exploitation plan are:



### Objective 1:

- To support the transfer, mainstream, lay down the commercialisation and accreditation foundations of the project's tangible products (i.e. Facilitators' Kit, blended train-the-trainer course) with the aim to further exploit them after the project end;

### Objective 2:

- To provide suggestions for adaptation, localisation and translation of the tangible products to suit the needs of new end beneficiaries and the conditions in new contexts (e.g. Women Experiencing double disadvantages, VET trainers involved in specific entrepreneurship sectors), new countries (i.e. LLP+33), and new entrepreneurship sectors;

### Objective 3

- To set **up communication mechanisms** in order to contact and recruit more target groups, end users, beneficiaries and stakeholders who can use or mainstream the project's tangible outcomes.



### **Additional specific objectives:**

- To establish mechanism and tools for effective exploitation;
- To coordinate and manage all levels and types of exploitation of the products and know-how produced by the BADGE project;
- To identify the potential of results and products of the BADGE project to be exploited and further disseminated;
- To determine **the stakeholders, target audiences and beneficiaries** to which the products and results should be disseminated and exploited;
- To determine the organisational approaches and resources to be used and committed for the implementation of the exploitation tasks by each project partner;
- To promote tangible products in various channels (e.g. VET institutions, mentoring and entrepreneurship associations and institutions) to keep them visible and available so that target audiences can access them, adapt them to their needs or develop them further, abiding by IPR terms set out in the BADGE IPR agreement
- To define the communication process (e.g. face-to-face and web) with end beneficiaries and stakeholders to understand the needs of VET trainers for mentoring skills and competencies; engage them and explain the project value to them;
- To outline mainstreaming potentials of project results to regional, national and European authorities and accreditation of tangible products (i.e. Business Advisors' Kit and Learners' Kit and e-learning platform);
- To identify and gather the results of the implemented dissemination and exploitation activities after the project completion;

## **2.2 Responsibilities**

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Association Business Information and Consulting Center – Sandanski as a Project Partner and Leader of Work package 7: Exploitation of project BADGE will be responsible for the elaboration, implementation and coordination of the Exploitation Plan of the project including all foreseen activities. BICC-Sandanski will also be engaged with the identification of various stakeholders and additional beneficiaries to be involved in the exploitation process.

Nevertheless, the BADGE project relies on the project consortia members and their contact networks and scope of work to reach and expand the network of target groups and potential beneficiaries of project products. Therefore the involvement of all project partners across



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the participating countries is of key importance in terms of ensuring successful exploitation of the project outputs and products.

Association BICC-Sandanski supported by all partners will observe that the following key factors will be observed in the process of exploitation and sustainability implementation:

- Active involvement of all partners;
- Involvement of the target group and end beneficiaries;
- Quality of exploitation and dissemination activities;
- Networking among partners and target groups;

In addition it is essential for the successful implementation of the Exploitation Plan and the achievement of the above mentioned objectives for the partners to:

- Dully implement the specific activities assigned to each partner and regulated by Exploitation and Sustainability documents developed within the framework of WP7 of the BADGE project<sup>1</sup>;
- Activate their own contact and professional networks at both national and European level;
- Identify various stakeholders and additional beneficiaries to be involved in the exploitation process;
- Establish contact and maintain feedback of contacted stakeholders and beneficiaries;
- ☒ Expand the network of potential beneficiaries, stakeholders and interested parties to receive the project results and products;
- ☒ Identify additional funding mechanisms to support the sustainability and exploitation of the BADGE project results;

### 2.3 Target audience

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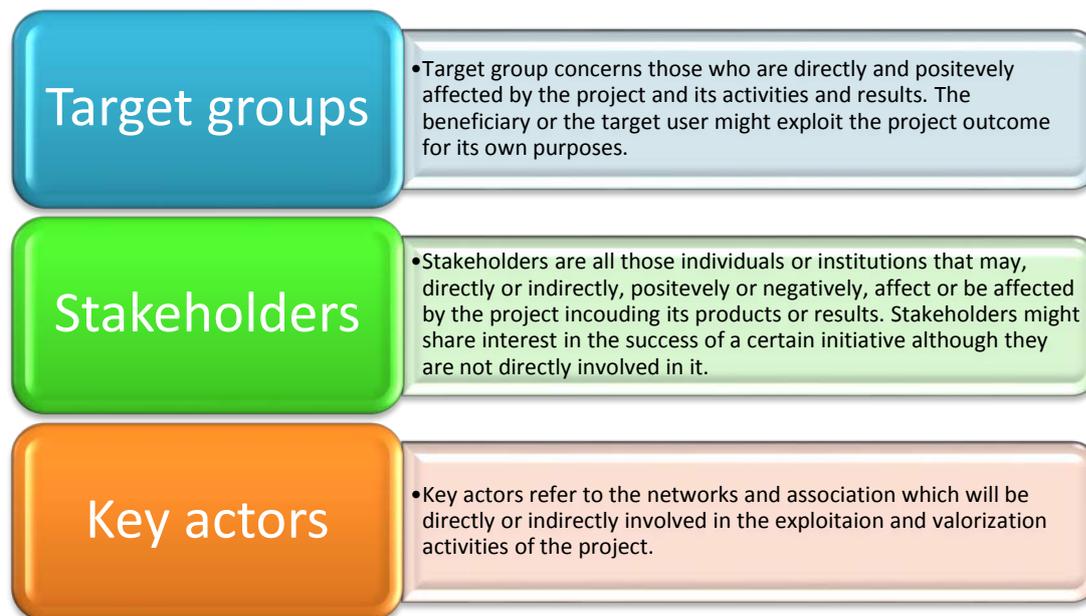
In order to have a sustainable and effective exploitation of BADGE tangible products the following main target groups and key actors have been identified as the direct and potential end users, stakeholders and beneficiaries to adopt, transfer, apply, localise and/or introduce the results of the project to, potentially benefit from the produced knowledge, further develop and commercialise the BADGE products and tools.

When identifying target groups for exploitation activities the following distinction between "stakeholders", "target groups" and "key actors" should be taken into account.

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According to the EC's definitions:



The identification of the target groups, stakeholders and key actors should not be limited to the stage of planning for the present Exploitation Strategy and must be kept ongoing the life-cycle of its implementation as being as its key objective. All project partners involved in the implementation and coordination of the present plan will keep on identifying additional groups, organisations and key actors that could potentially be interested in the BADGE products. In a broader aspect, project partners will think about exploitation in its broadest sense in order to transfer results and products to regional, national and European authorities.

### 2.3.1 Target groups

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The project will have impact on two main target groups:

- 1) Women experiencing a double disadvantage to start up their own business
- 2) VET trainers (Business advisors) and experts and professionals working in the field of career development of women and especially women experiencing double disadvantages

However in order to have a wider impact the following target groups are included in the current Exploitation Strategy:

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- VET trainers, experts and professionals working in the field of informal learning, training, HR development and management, stakeholders in VET;
- VET trainers involved in specific entrepreneurship sectors – like HR management and career development;
- VET institutions public and private;
- SMEs;
- Business support and entrepreneurship associations;
- Chambers of Commerce and Industry;
- Branch organisations;

### 2.3.2 Stakeholders

Stakeholders of the present Exploitation Strategy might be distinguished as follows:

#### **Policy makers at European level:**

- DG (Directorate General) Education and Culture;
- DG (Directorate General) Enterprise and Industry;

#### **Policy makers at National level:**

- Ministries of Education;
- Professional Branch organisations in the field of teaching, learning and VET;
- Government agencies related to lifelong learning and VET;

#### **Other stakeholders at both regional and national level:**

- Public and private universities;
- Other policy makers;

### 2.3.3 Key actors

- 
- WiTEC – European Association for Women in Science, Engineering and Technology
  - EDEN – European Distance and eLearning Network
  - ENTER Network - European Network for Transfer and Exploitation of EU Project Results
  - Social Watch



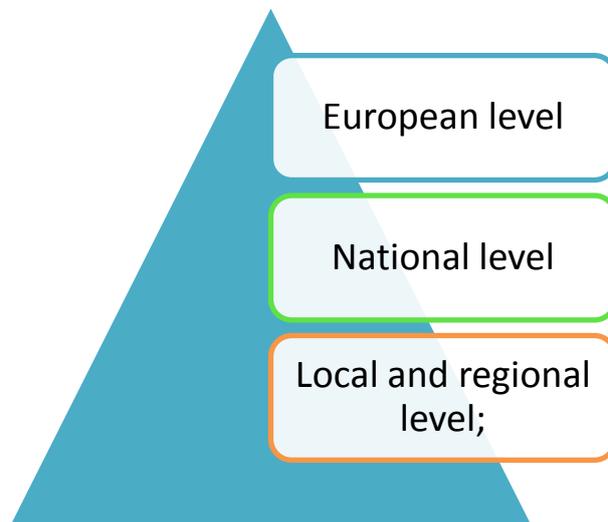
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- EVBB – European Association of Institutes for Vocational Training
- VET Associations; CEDEFOP
- EfVET - European Forum of Technical and Vocational Education and training;
- EAEA - European Association for Education of Adults;

## 2.4 Levels of exploitation

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In order to ensure a successful and sustainable exploitation of BADGE tangible results the exploitation plan will be implemented on the following vertical strategic model:



- Local and regional level National level (participating countries –Greece, Poland, United Kingdom, Bulgaria, Croatia, Romania, Lithuania, Cyprus);
- European level (EU 28) and (LLP+33) countries (currently Erasmus + 33 countries);

## 2.5 Tangible products and results to be exploited

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The main objectives of the present Exploitation Strategy is to provide and agree upon a specific set of activities and responsibilities aimed to exploit the BADGE project results and tangible outcomes by promoting them to new target groups, communicating them to potential decision makers and stakeholders, modify them so they can suit specific needs and transfer them into new sectors and countries. In order to set-up the necessary steps and activities to be performed in order to achieve those objectives, WP 7 “Exploitation and



Sustainability” suggests what are the specific tangible project outcomes that have exploitation potential. In addition in the preparation stages of the present strategy and during both the face-to-face and online meetings between partners the following tangible results and products were identified as targets of the present Exploitation Strategy and which will ensure the sustainability of the project in both short and long term aspects:

### 2.5.1 Report on Training and Supports Needs of female business start-ups experiencing double disadvantages

**Main description: Report on Training and Supports Needs of female business start-ups experiencing double disadvantages.**

The aim of this Report was to analyse of the feasibility of the transfer. This study explores how the Inclusive Toolkit for Business Advisors (consisting of 10 guides and 10 linked face-to-face workshops) originally developed by Inova (P2 - UK) could be transferred and adopted to other partner’s countries (Cyprus, Greece, Bulgaria, Romania, Croatia, Poland, Lithuania) and other target groups.

This Report was prepared on the basis of the country reports, developed by partners P0, P1, P2, P4, P5, P6, P7 and P8.

This Report provides overview of the extent to which the Diversity in Business Workshops tool needs to be revised and adapted in order to ensure that BADGE will reflect the proper contextual vocational, personal, social, cultural and linguistic needs of the women singled out to benefit from this transfer of innovation. As well some Recommendations for the methodology of transfer, adaptation and adding additional exercises were provided.

**Medium of the output:** Electronic version

**Language of the output:** EN

**Exploitation potential:** High



## 2.5.2 BADGE Business Advisors' Kit

**Main description: Business Advisors' Kit.** This guide has been produced to give facilitators knowledge of Inova Consultancy's approach to the Diversity in Business Workshops and to outline our recommended process for working with Diversity in Business Workshops groups for the BADGE project.

Inova has developed a unique group mentoring process which brings together skilled facilitation using action learning techniques, coaching and mentoring, combined with career development/self reflection tools. In order to support women with increasing their career options and in order to foster the associated entrepreneurial spirit, the Diversity in Business Workshops methodology was adapted and is piloted for BADGE.

The programme blends group discussion and the individual airing of issues, reflection, goal setting and personal action planning.

**Medium of the output:** Electronic version

**Language of the output:** EN, PL, GR, BG, RO, HR, LT.

**Exploitation potential:** Very high



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### 2.5.3 BADGE Learners' Kit

**Main description: BADGE Learners' Kit.**

The Learners 'Kit was developed by adapting the learning materials of the Diversity in Business Workshops for the use of BADGE target audience in the eight different partner countries. The Learners 'Kit was produced by Innova and include tools and exercises used in the training sessions, as well as links to other organisations for further support.

The Kit consists of 6 main parts:

- 1-Introduction
- 2- Contacts
- 3- Tools
- 4- Resources
- 5- Guides
- 6-Evaluation

**Medium of the output:** Electronic version

**Language of the output:** EN, PL, GR, BG, RO, HR, LT.

**Exploitation potential:** Very high



#### 2.5.4. Diversity in Business Workshops with Target groups

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### **Main description:**

Inova's Diversity in Business Workshops methodology consisted of adaptation and development of Learners' Kit and piloting the adapted learning materials.

Inova has set out and adapted methodology and learning materials originally aimed at ethnic minorities, long-term unemployed persons facing redundancy to meet the needs of diverse groups of disadvantaged women with an interest in entrepreneurship.

Inova's Diversity in Business Workshops tool is based on a method of learning called *action learning*. Basically it is a method that uses real life and real time problems, issues and opportunities as a basis for your learning. The people in the workshop are a community of learners and together help one another to generate new insights by asking one another questions about the situation they are facing. By suspending judgment and offering questions, there is time and space for ideas to develop and for reflection to take place. Each Workshop is led by facilitator and is about 3-4 hours. Each person has allocated time to explore an issue they are facing and based around the Workshop's title. The facilitator helps the participants to develop action plans to go forward and test out new ideas or implement solutions. They have then the opportunity to bring issues back to an additional 'Action Learning Set'. Learning is about being resilient in the face of difficulty.

As part of the BADGE project two series of Diversity in Business Workshops will be carried out in eight consortium countries. An initial pilot took place from September to December 2014. Following this, any adjustments necessary will be made, and adaptations to suit both the target audience and local needs will be made. A second pilot will be run from February to May 2015 in order to test how effective the modifications prove to be with the target group.

The Diversity in Business Workshops include the following topics:

1. HOW TO START AND RUN A BUSINESS FROM HOME?
2. HOW TO UNDERSTAND IF I AM SUITED TO WORKING FOR MYSELF?
3. HOW TO BALANCE A BUSY HOME LIFE WITH RUNNING A BUSINESS?
4. HOW TO MANAGE THE MOVE FROM EMPLOYMENT TO SELF EMPLOYMENT?



5. HOW TO SET UP AND RUN A RETAIL BUSINESS?
6. HOW TO INCREASE SELF CONFIDENCE AND SELF BELIEF FOR STARTING UP?
7. HOW TO SET UP A BUSINESS AFTER REDUNDANCY?
8. HOW TO SET UP AND RUN A FAMILY BUSINESS?
9. HOW TO SET UP AND RUN A BUSINESS IF YOU ARE NEW TO THE COUNTRY?
10. HOW TO SET UP AND RUN A BUSINESS IF YOU HAVE BEEN OUT OF THE JOB MARKET?

**Medium of the output:** Electronic version / Paper version

**Language of the output:** EN, PL, GR, BG, RO, HR, LT.

**Exploitation potential:** Very high

#### 2.5.5. E-learning platform and online community (training materials, workshops presentations, learning sessions, etc.);

##### **Main description:**

The e-learning platform is developed by DANMAR Computers Ltd. based on the open-source e-learning platform MOODLE. The platform is aimed at providing web-based access to learners for participation in courses and access to all learning materials as well as to support multilingual user interface and content. The content of the E-learning platform was developed and is owned by Inova Consultancy Ltd. It includes text, animations, games and exercises of various types. The Diversity in Business Workshops tools (The Business Advisors' Kit together with ten guided workshop presentations) will be uploaded on the e-learning platform. The platform is envisaged to support communication among all users trainers and learners.

An online community was created by using social media on Facebook in addition to the e-learning platform. The online community is aimed to facilitate communication among target groups and in particular among women experiencing double disadvantages. By this it is hoped to encourage wider thinking about employment, skills and European mobility.

**Medium of the output:** Text files, Power Point Presentations, Graphics, etc

**Language of the output:** EN, PL, GR, BG, RO, HR, LT.



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<b>Exploitation potential:</b> High
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#### 2.5.4. BADGE website

<b>Main description:</b> The BADGE project website provides provide project details (i.e. aims, partnership, work plan, deliverables) and it is constantly updated with all project results, news, success stories and articles on mentoring and entrepreneurship. The e-learning platform and the online community are also incorporated into the project website. The website is easily expandable to allow for growth in terms of users and content. In terms of exploitation in order to make the website sustainable a resources section might be developed with practical cases on mentoring, success stories, interactive multimedia material (videos, etc.) , practices and cases, available publications on career development of women experiencing a double disadvantage. (national and international), news on various local and national events, contacts databases etc.
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<b>Medium of the output:</b> Website
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<b>Language of the output:</b> EN, PL, GR, BG, RO, HR, LT
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<b>Exploitation potential:</b> High
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In order to have the highest possible impact, all project partners will concentrate on those core outputs of the project which have been identified to be of the most interest to the target groups, stakeholders, liaison organisations and potential users.

### 2.5 EXPLOITATION ACTIVITIES

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The following exploitation activities are suggested to be carried out in order to meet the objectives of the present Exploitation Strategy to broaden the impact of the implementation of the project to additional target groups, stakeholders and economic sectors in EU 28 and LLP +33 (Erasmus +). The exploitation step-by-step plan (including concrete steps, deadlines and goals to be achieved) is presented in the relevant section of the present Exploitation Strategy.

#### 2.5.1. Identify country specific and EU wide target groups and stakeholders

<b>Main description:</b> In order to achieve the objectives of the Exploitation and
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Sustainability part of the BADGE project each partner will develop a country specific database of potential stakeholders, key actors, target groups and policy maker on regional and national level in each country. Databases to be elaborated by partners will include the name of the relevant institution organisation and contact details.
<b>Prospected date:</b> June 2015 – August 2015
<b>Action:</b> Contact Database
<b>Type of activity:</b> Contact Databases by using the provided template in section Annexes of the present report

### 2.5.2. Connecting with the identified additional target groups and stakeholders

<b>Main description:</b> After the process of identification of the target groups and key stakeholders the project consortium will undertake the implementation of specific activities to promote the project results and project tangible outputs as identified above by using various communication channels (email, organisation's website promotion, social media promotion by each partner, personal emails to stakeholders, etc.)
<b>Prospected date:</b> August 2015 – September 2015
<b>Action:</b> Dissemination
<b>Type of activity:</b> Contacts and communication; The progress of the implementation of the activity should be recorded by using the provided template in section Annexes of the present report.

### 2.5.3. Liaising with potential multipliers and networks

<b>Main description:</b> In addition to the promotion and dissemination of project results and tangible outcomes to target groups and potential end-users the project consortium partners will conduct specific liaison activities with national policy makers and key actors, including partners networks such as: WITEC, EDEN , ENTER Network, Enterprise Europe Network, Chambers of Commerce Networks, Branch Associations, etc.
<b>Prospected date: to be defined</b>
<b>Action:</b> Dissemination
<b>Type of activity:</b> Contacts and communication; The progress of the implementation of the activity should be recorded by using the provided template in section Annexes of the present report;



#### 2.5.4. Liaising with other projects

**Main description:** In addition to the previous dissemination and liaison activities the Project partners will promote the project and its objectives to other European funded projects or initiatives in the field of VET and entrepreneurship. For this purpose project partners will develop a database with such existing initiatives in their countries which are being implemented in the period 2014 and 2015 in order to present BADGE results and developed outputs.

**Prospected date:** October 2015 and after the end of the project

**Action:** Dissemination and exploitation of project outputs;

**Type of activity:** Project database to be provided by each project partner; Contacts and communication; The progress of the implementation of the activity should be recorded by using the provided template in section Annexes of the present report;

#### 2.5.5. Carrying out validation activities

**Main description:** In order to receive additional feedback and comments on the produced tangible results of the BADGE project, project partners will conduct in their countries a series of interviews with experts in the field of VET. This could be done through the members in the Dissemination Task Forces Groups. The main purpose of the discussions which will be carried out either in person or by written questionnaires will be to receive feedback, suggestions and recommendations for additional adaptation and adjustment of the BADGE products to the needs of the target groups, end – users, etc. A short report will be produced summarising the opinions of the experts which should be produced for exploitation and sustainability purposes. The partner BICC-Sandanski will be responsible for the elaboration of the report.

**Prospected date:** October 2015

**Action:** Liaison and exploitation;

**Type of activity:** Interviews and Report

#### 2.5.6. Continuous update and maintenance of the BADGE website and E-learning platform

**Main description:** As foreseen in the BADGE project proposal the main website of the project, along with the social media platforms of the project will be available to the



public throughout the lifecycle of the project. In order to achieve the objectives of the present exploitation plan, as well as to achieve the sustainability of project results the website will be sustained after the project's end. In addition the E-learning platform and online community (Facebook™) shall also be maintained and updated after the end of the project in order to ensure the promotion and coordination of the activities specified in all project documents developed within the framework of **WP7: Exploitation and Sustainability**. In addition a non-interactive and non-downloadable version will be available on the project platform for final users of the BADGE project for a duration of three years after project completion at no cost.

The hosting and technical support of the main webpage ([www.badge-project.eu](http://www.badge-project.eu)) will be provided by DANMAR computers in order to ensure its existence in the first three years following the completion of the project. In order to make the website more attractive to target groups the project partners will commit to regularly update and publish relevant articles such as updates and news, success stories, interactive multimedia material (webinars, online presentations, videos, etc.) , practices and cases, available publications on mentoring (national and international), news on various events, contacts databases etc.

**Prospected date:** Depending on the interest to the resources

**Action:** BADGE website, E-learning platform and online community;

**Type of activity:** BADGE website and social media update and maintenance;

### 2.5.7. Promote the project at events and conferences

**Main description:** In order to achieve additional level of exploitation and sustainability of project results each project partner will commit to continue to promote the project and the achieved results at attended or organised conferences and events. Such events might have regional, national or international scope. At the end of the proposed period each partner will provide a list of the attended events where dissemination activities of BADGE project and outputs has been conducted if needed.

As defined in the BADGE project, a transnational conference will take place in Greece early on during the final month of the project.

The conference will represent an opportunity to present the project results to a wide audience, made up of stakeholders and policy makers, and to raise the

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awareness on the importance on the Diversity in Business Workshops and the tangible project products.
<b>Prospected date:</b> October 2015
<b>Action:</b> Dissemination
<b>Type of activity:</b> Promotion of the project (all types) in events;



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## 2.5.8. Preparation of a Report on the implemented exploitation and sustainability activities

**Main description:** In order to summarise implemented tasks and activities as part of the project proposal the Project partner Association BICC-Sandanski will prepare a Common Narrative Progress Report on the implemented exploitation, dissemination and sustainability activities till the project completion (October 2015).

Partners will be encouraged to draft separate reports (by using the draft provided in **Annex 1**) on the carried out exploitation and commercialisation activities till the end of the project (October 2015).

The report will encompass information provided by each partner and will serve as a basis for the evaluation of the results of the exploitation and sustainability activities carried out by the project.

**Prospected date:** November 2015

**Action:** Reporting

**Type of activity:** Narrative report on the performed valorisation and exploitation activities

Detailed Action Plan for implementation of the activities under the present Exploitation Plan will be provided in the Business Plan of the project part of the Exploitation and Sustainability Work Package 7 of the BADGE project. The partners should follow the plan in order to ensure that all exploitation activities have been completed and the widest possible outreach has been achieved. All relevant annexes related to the reporting requirements and format of all exploitation activities are included in section Annexes of the present document.



#### IV. COPYRIGHT AND IPR ISSUES

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The copyright and IPR issues resulting of the implementation of the present Exploitation Strategy have been regulated by the Intellectual Property Rights Agreement as part of the activities of Work Package 7: Exploitation.

The goal of IPR agreement is to guarantee the intellectual property rights of each project partner with respect to the codes decreed by the European Commission, as well as to regulate the future use of project results (exploitation, commercialisation or dissemination).

#### V. MONITORING AND EVALUATION

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The Exploitation Strategy is a key document of the Exploitation Work Package of project "BADGE" as it lists all activities and steps needed for the achievement of broader exploitation, dissemination and sustainability of project results. As a result of the successful approach in disseminating project results during the project lifecycle and as specified in the project Dissemination Plan the project partners agreed that in terms of exploitation it is recommended to launch exploitation and dissemination activities on a smaller scale such as region or a specific economic area where the partner has contacts or expertise. After assessing the results each partner can adjust bigger scale activities as needed. This approach proved successful in terms saving resources and time in the process of disseminating the project results in the framework of project implementation. The effectiveness of both dissemination (during the project lifecycle) and exploitation (after the project end) largely depends on communication effectiveness and feedback. In this aspect the present Exploitation Strategy provides as Annexes (see the relevant section) unified forms for reporting and collection of information on the implemented exploitation activities. During the monitoring process dissemination and exploitation activities must be carefully checked, verified and, if necessary - reoriented and adapted.

#### VI. RELATED PROJECT DOCUMENTS

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The Exploitation and Commercialisation Plan is an integrated part of the sustainability activities of the Project as part of WP7 of the work programme and therefore it is related to the following documents:

- Intellectual Property Rights Agreement; Dissemination Plan;



## VII. ANNEXES

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The following represent the proposed tables and other templates to collect information about each partner's exploitation and commercialisation activities that were carried out in the process of implementation of the task as per the present Exploitation and Sustainability Plan.

Annex I of the present document of the BADGE project will be used to summarise the contribution provided by all project partners. Following this, the leader of WP7 "Exploitation" will prepare a consolidated version of the report which will be uploaded to the project website.



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## ANNEX I: EXPLOITATION ACTIVITIES REPORTING FORM

### TEMPLATE FOR PARTNERS

Collection of information and reporting form to be used in the frame of the exploitation and commercialisation plan of the project

#### 1. Information about the submitting BADGE partner

Name (partner organisation)	
Name of the responsible person	

#### Part I: Exploitation activities

#### 2. Information on the identified additional target groups, stakeholders, policy makers, key actors, etc.

Partner	Name of organisation	Category (e.g. target group, stakeholder, policy maker, key actor, end-user, etc.)	Contact person (name of the contact person)	Email / url



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### 3. Information on the implemented exploitation activities

(Please state here any exploitation, liaising and dissemination activity that has taken place during the period of implementation of the Exploitation and Sustainability part of the project)

Partner	Description of the activity (e.g. email communication, personal contact, other type of liaising activity)	Category (e.g. target group, stakeholder, policy maker, key actor, end-user, etc.)

### 4. Information on the participation at events/conferences

(Please state here any exploitation and dissemination activity that has taken place at conferences, workshops or other events during the period of implementation of the Exploitation and Sustainability part of the project)



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Partner	Date	Description of event (e.g. workshop, conference, seminar, round table, etc)	Description of audience (type, scope, numbers)

### 5. Information on existing European / International project and initiatives

(Please state here identified European or International projects or initiatives that have the potential to relate, liaise or exploit the results and tangible outcomes of the BADGE project )

Name of project	Description (e.g. workshop, conference, seminar, round table, etc)

### 6. Information on potential multipliers and networks

(Please state here identified National or European Networks that might have potential to multiply, disseminate or exploit the results of the project. Please provide a brief description of the identified entity and ways in which it can be involved in the exploitation)



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Name of organisation	Brief description	Email	URL



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## 7. Information on links and articles for the BADGE website and social media

(Please provide links to or articles to be uploaded to the BADGE website and social media services)

Link to article	Target service to be uploaded to	Language

## Part II: Exploitation activities

### 2.1. Information on implemented exploitation activities

(Please provide describe the progress on exploitation activities as provided in the Exploitation Strategy that have been implemented by your organisation in its capacity as a project partner in the BADGE Consortium)

Please describe:



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## **Annex 2: Questionnaire for stakeholders' feedback and validation activities**

Dear Name/ Good morning/afternoon,

The present questionnaire has the purpose to receive additional feedback and comments on the produced tangible results of the BADGE project (Diversity in Business Workshops –the Business Advisors' Kit together with 10 guided workshops presentations, the Learners' Kit, the E-learning platform and online community) from experts and stakeholders in the field of mentoring, VET and training of trainers.

The questionnaire forms part of the Exploitation activities of the European project *BADGE* was **co-funded by the European Commission**, under the Directorate-General for Education and Culture, and was implemented by a consortium of nine partners in Poland, Greece, the United Kingdom, Bulgaria, Cyprus, Romania, Croatia and Lithuania during the period November 2013 – October 2015. All project related materials are available at [www.badge-project.eu](http://www.badge-project.eu).

Our task is to collect, analyse and use your opinion to identify the exploitation and commercialization potential of the produced tangible results of the BADGE project.

Thank you! Your contribution to making mentoring a tool with which to help entrepreneurs to grow their business is greatly appreciated.

The *BADGE* consortium



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## 1. Personal information

Name	
Surname	
Institution	
Address	
Country	
Email	

## 2. We would very much appreciate your answers to the following questions:

Please provide us with your opinion on the reviewed BADGE tangible results as listed below: <ol style="list-style-type: none"><li>1. Diversity in Business Workshops</li><li>2. Business Advisors' Kit together with 10 guided workshops presentations;</li><li>3. Learners' Kit;</li><li>4. E-learning platform and online community</li></ol>	
In your opinion, what are the countries in which the BADGE results could be transferred to (adapted, localised, translated and adopted)?	
In your opinion what are the specific users and specific entrepreneurship sectors that the methodology and tools could be transferred to?	
How do you see the additional exploitation and commercialisation potential of the BADGE training programme?	
Is there anything you would like to propose in order to improve the BADGE training programme?	



**Thank you for your participation!**

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