



B-PLAN Build Personal Labour Acting in Net

Final Report

Public Part

Project information

Project acronym: B-PLAN
Project title: B-PLAN Build Personal Labour Acting in Net
Project number: 504648-LLP-1-2009-1-IT-LEONARDO-LPM
Sub-programme or KA: LEONARDO DA VINCI MULTILATERAL PROJECT
Project website: <http://www.bplanproject.eu>

Reporting period: From 01/10/09
To 31/12/11

Report version: Final Report
Date of preparation: 29/02/12

Beneficiary organisation: Speha Fresia Co-operative company

Project coordinator: Mrs. Elisabetta Cannova
Project coordinator organisation: Speha Fresia Co-operative company
Project coordinator telephone number: +39 06 455 07 650
Project coordinator email address: betticannova@speha-fresia.it

This project has been funded with support from the European Commission.

This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

© 2009 Copyright Education, Audiovisual & Culture Executive Agency.
The document may be freely copied and distributed provided that no modifications are made, that the source is acknowledged and that this copyright notice is included.

Executive Summary

This report is targeting the funding body of the project, i.e. the European Commission, as well as policy makers, researchers and practitioners interested and engaged in fostering the Entrepreneurial policies and services development, with a specific focus on the Entrepreneurial Guidance for an aware and informed choice.

The project central core is the study and implementation of a **Guidance Path** for business creation that duly takes into consideration the different aspects arising from the creation of an independent activity, analysing beyond the market and the monetary aspects also the following ones:

1. The coherence between the entrepreneurial project and the competences, attitudes, wishes, needs and personal bindings;
2. The relationship among members of the company team as well as the sharing of their role, expectations, values and priorities of every member.

The chance of sharing with other entrepreneurs/professionals the lack of reference points, the lack of economical resources during the first period of the company life, thus creating a net in order to activating synergies and shared solutions, also for guidance suppliers.

The specific objectives are:

- Offering new practical tools to suppliers of guidance and business creation services;
- Supporting new economical subjects in their entrepreneurial or professional choice;
- Rising the chance of success of start-ups.

In order to achieve its aims the project takes advantage of the contribution of 8 partners coming from 6 countries (Italy, Belgium, Spain, France, Bulgaria, Turkey). The partnership is represented by:

- Five longstanding organisations in the field of guidance, counselling and technical assistance for business creation;
- An NGO, engaged in the field of dialogue and social management with particular attention to the entrepreneurship growth based on sharing practices;
- A University Research Institute in the position of implementing a methodological elaboration thanks to its scientific contribution;
- An Association of women entrepreneur and professionals that grants the required attention to the enterprises with a gender perspective.

The approach applied by the consortium combines action-research and field work activities: it is based on 8 Work-packages, the first four dedicated to the development phase, and the last four related to the fundamental dissemination and exploitation phases, and to the management and the quality planning.

The achieved results are the Guidance Prototype, based on the knowledge sharing thanks to the national researches about enterprise creation. The Guidance Model contains a methodological frame and the tools adopted for the testing phase with 77 final users/clients. All the outputs are downloadable from our website with an On-Line Support targeted to guidance dealers and start-ups coaches to help them in adopting our Guidance Model and to share our B-Plan Guidance Model for the entrepreneurial choice. Our motto is: A lifelong guidance model for the entrepreneurial choice or the self-employment as informed solution to enter (or re-enter) the labour market successfully!

Table of Contents

- 1. PROJECT OBJECTIVES5
- 2. PROJECT APPROACH6
- 3. PROJECT OUTCOMES & RESULTS.....7
- 4. PARTNERSHIPS.....8
- 5. PLANS FOR THE FUTURE10
- 6. CONTRIBUTION TO EU POLICIES11

1. Project Objectives

B-PLAN main objective is the implementation of a guidance path based on the assumption that the actual weak points about business creation can be reduced by integrated and individualised path that guides the self and therefore the newborn enterprise in the phases of definition, planning and development of the entrepreneurial project.

The aims of the proposed model are:

- Enhance the choosing process of the self helping he/she in the evaluation of his/her motivation and personal aspects;
- Putting the self in the position of gaining a satisfactory awareness in his/her choice focusing the business idea, its personal bindings and resources (competences, expectations, values, etc) even for what concerns the project, its context, as well as the firm members (deciding roles, professional tasks, etc).

The model is meant at:

- Enhancing the success level and the survival rate of enterprises;
- Allowing the self to enter/re-enter the labour market and enhancing the social and working development;
- Supporting the self in the development of his/her identity;
- Enhance and strengthen the autonomy and the transparency of the empowerment process;
- Stimulate the building of nets for the sharing of resources, and the open exchange of would be solutions for common problems of newborn enterprises.

Our mission statement:

B-Plan is a guidance methodology aiming at strengthening the individual awareness on the entrepreneurial skills necessary to start-up a successful business mainly among those underrepresented individuals, like young people, women, persons with migrant background or low skilled.

Personal satisfaction and market sustainability are the two poles taken into account, focusing with our guidance model the individual empowerment through a “*bilan de compétence*” able to support the personal efforts to an informed and aware decision making process.

Self-employees or micro-enterprises members need to focus more their reflexion on the personal strength and weak points to better cope with the market sustainability, promoting collaborative and cooperative approaches versus competition, through the creation of social networks, the generation of partnerships and the active stakeholders engagement.

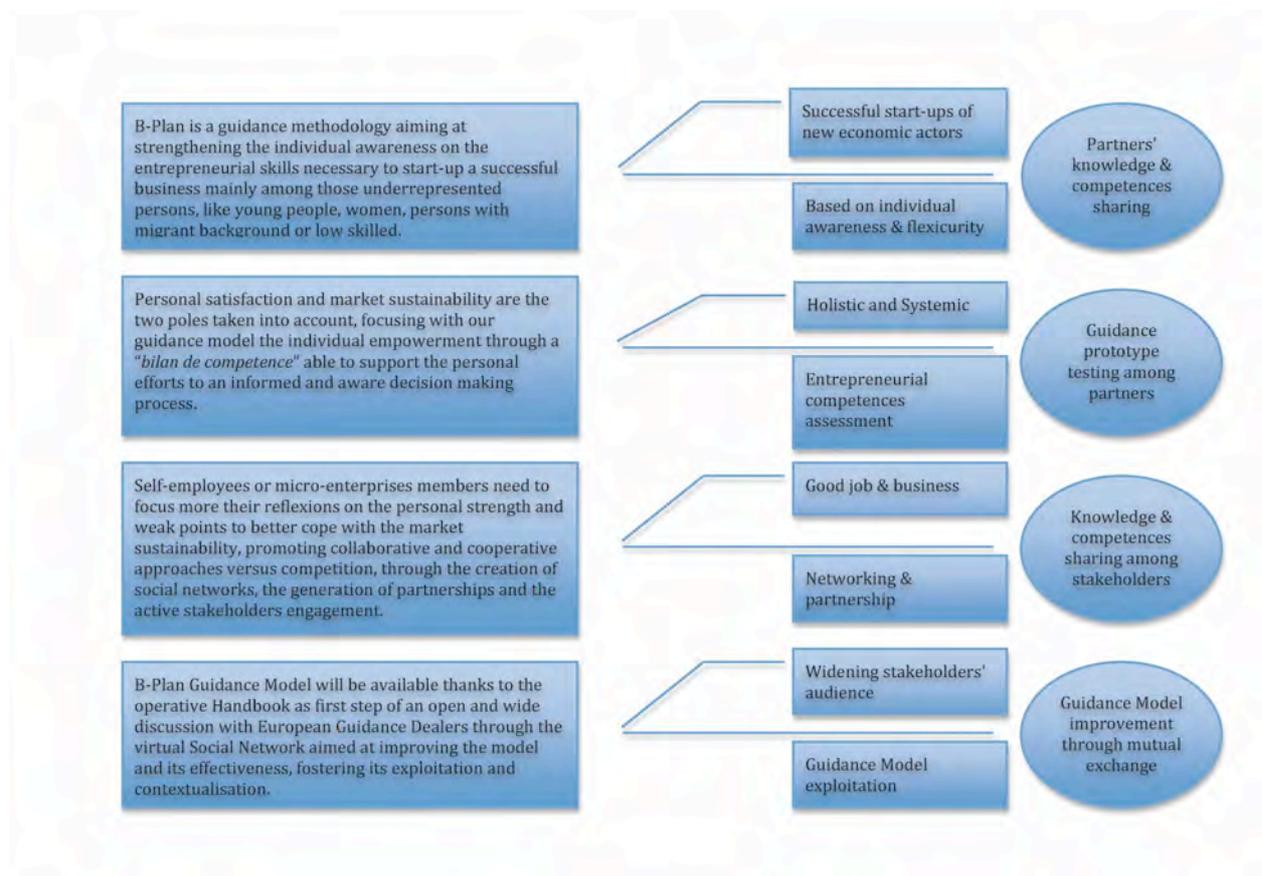
B-Plan Guidance Model is available through the Handbook and its annexes as first step of an open and wider debate with European Guidance Practitioners through the On-line Support and the Social Network (discussion group on LinkedIn) aimed at improving the model and its effectiveness, fostering its further exploitation and context adaptation.

2. Project Approach

Economical situation and employment difficulties take into consideration that business creation can be an answer to enter a satisfactory working position and to promote economical development. Incentive policies for enterprises support new potential economical actors, who are mainly youngsters, women, migrants and over 45. Technical assistance and support services mainly help individuals with the business plan elaboration, taking almost exclusively into consideration market, economical and financial aspects, without taking into due account personal and social dimensions, which play an important role for the business success. Our specific aims are: to provide updated guidance tools for operators, to support new economical actors in choosing self-employment solutions, rising the success chances of start-up processes. Innovative aspects foreseen: competences approach towards business creation (entrepreneurial key skills); adaptation of times, means and personal needs with the entrepreneurial idea (balanced growth); work on membership (team building); activation of entrepreneurial partnerships (mentoring & networking). Counsellors and advisors for technical assistance and support for business creation compose the main users' group.

B-Plan proposal tested lifelong guidance pathways for the entrepreneurial choice, targeted to young people and persons over 45, disables or migrants, women and unemployed searching for accompanying services to support them in the integration in the economic life of the community through an independent work. B-Plan Guidance Model takes into account, on one side, the competitive scenario and, on the other one, how to support adult people in a deep process of self-evaluation, analysing with them opportunities and barriers, empowering individuals through the decision making process and supporting them in the acquisition of entrepreneurial key skills and fostering their further education.

The overall view of our process underlines the collaborative approach among institutions and the empowerment philosophy for final users:



3. Project Outcomes & Results

The two years project provided the following products: background research reports, a prototype of the guidance model for entrepreneurial choice tested in the different partners' countries, a full report of the testing phase and the publishing of an Handbook, supported by digital demo and the project website, where there are links to the In-line Support for counsellors and the social network on lifelong guidance for self-employment solutions. All project outcomes and outputs are available for downloading on the project website and on the ADAM portal.

Our project is based on 8 Work-packages and for the outputs of some of them we have foreseen the public delivering of the final products, as follow:

WP1 Transnational data collection - Research Report – It contains the data collection of the local inquiries realised in each partner country and it is published on our website for downloading. Languages versions: English, French, Italian, Bulgarian, Turkish, and Spanish.

WP2 Development of the guidance model - Prototype of the Guidance path

The Guidance path prototype contains: a methodological introduction for guidance providers that will carry out the test, indicating aims and targets, the path process and tools. Prototype is available in English and in all partners' languages.

WP3 Test of the Guidance path prototype - Report of the testing phase – The focus of this document is related to the common experience during the testing phase of the guidance prototype for business creation, with suggestions coming from the counsellors and the technical assistants engaged in this test. It is published on our website in English. The other languages versions are available on chapter 3 of the Handbook.

WP4 Definition of entrepreneurial Guidance Model - Model of Guidance path for business creation – This tool is centred on the target groups, the methodology and the operational measures and instruments to follow for a successful guidance process in business creation. The model is published on different supports. Languages versions: English, French, Italian, Bulgarian, Turkish, and Spanish.

WP5 Quality Plan - Interim & Final Reports – With the results of the monitoring and the evaluation process of the project life, partnership took into account: efficiency, product quality, final users involvement, partnership, suitability of procedures and financial flows. The reports are available in English in the partners' community (restricted area).

WP6 Dissemination - Information materials & Project Website – Available in all partnership languages: English, French, Italian, Bulgarian, Turkish, and Spanish: <http://www.bplanproject.eu>.

WP7 Exploitation - Handbook on entrepreneurial guidance – Containing all useful information about the development project phases and the main outcomes from the common experience in testing the model. It is published on different supports (paper, CD-Rom, virtual demo). Languages versions: English, French, Italian, Bulgarian, Turkish, and Spanish.

On-line support & Network Community – Tools integrated in our project Website and activated to involve all stakeholders in a common dialogue and knowledge sharing on the proposed and tested entrepreneurial guidance pathways. The On-line support for guidance practitioners is implemented in English, while the Network Community is Italian and English (LinkedIn – B-Plan Project Group).

WP8 Management - Public events – Two key opportunities to exchange with our main stakeholders the on-going work and the final outcomes were in France on March '11 and in Perugia, with the Final Conference held on 15th December 2011.

4. Partnerships

All contacts are available on <http://www.bplanproject.eu>

(IT) Speha Fresia, not for-profit cooperative, has been operating since 1983 in the areas of Labour market policies, Local development and Research. Since 1986 it has been developing several actions aiming to social and labour market insertion of disadvantaged groups, working in partnership with public and private bodies, through guidance and training activities targeted to adults. Since 2003 we are conformed to the quality management systems standard UNI EN ISO 9001:2000, as regards: Guidance counselling, Services for local development, Design of systemic measures in support of disadvantaged groups, Social research, Continuous vocational training and Lifelong learning. We are registered as certificated body in the short lists of the Ministry of Labour and Social Welfare to work with people with migrant background, and of the Ministry Council Presidency – Equal opportunity Department to fight against all forms of discrimination.

(IT) People was born in 2007, it is a counselling company. It deals in the field of active policies of the labour market supporting local authorities and institutions in the creation and the realisation of local development projects. In 2008 it became part of the European net Euroreso, it is also a partner of the net FECBOP (Fédération Européenne des Centres de Bilan et Orientation Professionnelle), at national level it is part of a consortium named Ulisse that is a certified training centre with different seats in Italy. Our activities are:

- Guidance
- Business creation
- Transnational projects
- Training activities
- Planning and management of national and transnational projects
- Training needs analysis
- CSR (Corporate Social Responsibility)
- Social research

(IT) Sviluppumbria is the Regional Agency for the promotion of the economic development of Umbria instituted by the Region of Umbria and whose shareholders include public and local territorial bodies, state-owned companies, banks and private entities. Its aims are: support to enterprises, Organisation of a range of services, Qualification of location and support to location queries from enterprises, Technical support to the Regional Government in economic matters. Means to carry out the aims described above are: Projects and researches to identify new economic initiatives, Technical assistance for enterprises, Promotion and participation in the construction of technical and financial services to support small and medium enterprises, Financial activity, through participation as minority shareholders for limited periods of time in small and medium enterprises, Majority shareholding in entities and companies whose aims are the development and promotion of productive activities of the region.

(BE) LEA has a long-standing experience in the field of guidance and labour insertion for people over 45. He works on the *Bilan de Compétences* (French methodology), for which it gained the certification *Qualité Europe* given by the *Fédération européenne des Centres de bilan et d'orientation*. It is a partner of the official organisation that is in charge of employment of the Region *Bruxelles Capitale*.

The LEA is in charge of adult vocational guidance and constantly realises audit of analysis for public and private organisation in charge of labour insertion and training. Since 1992 LEA has been participating to a number of European projects. As concerns business creation it participated to an equal project that stressed the importance of trans-disciplinarily in this field.

(ES) The Institute of Training Sciences (ICE) is a research institute of the Complutense University of Madrid (UCM), one of the most known Spanish Universities, it is a member of the Europaeum, the association of the first important 10 European Universities.

ICE is aimed at raising the quality level of education throughout the long-life learning of its teachers, active research in the teaching fields, a technical and pedagogic approach, as well as methodological innovation and introduction of new technologies for Education.

It is a member of International organisations such as: ISCHE (International Standing Conference for the History of Education), GEFIL (*Grupo de Investigación Hispano-Portugues de Estudios para la Formación e Inserción Laboral*) and it participates to a number of European and non European projects.

(BG) Second Chance Association Bulgaria, was established in year 2000 by the team of ASO 90 Ltd., a R&D company that wanted to use their expertise gained in the business field into more social activities and initiatives.

Till 2004 the Association has operated only on national level trying to foster and facilitate the re-entering of disadvantaged groups back to the social and business life. Since 2004 the Association has widened its scope and start operating internationally via the participation and promotion of European projects, till now more than 15 projects. Activities: PROMOTION AND SOCIAL DIALOGUE - Exploring ways of promoting the sharing of experience on follow-up practices, Providing support for the social partners which share our mission, Reinforcing financial support for joint follow-up actions, Organising national seminars.

RESEARCH AND DEVELOPMENT IN Lifelong learning-related areas, Social studies, Social inclusion, New channels for promotion and dissemination, etc.

(TR) The International Federation of Business and Professional Women was founded in August 1930 by the professional and businesswomen to help the women obtain equal opportunities at the economic, social and political life, increase their social status and eliminate the discrimination that they are faced with. Among the main aims of the association: providing literacy education, occupational training and advanced training to the women, ensuring that the women receiving these trainings use such to the benefit of other women, strengthen the position of the women in the business, commercial and economic life, inoculate responsibility awareness to the women on a local, national and international level, to encourage the women to perform their responsibilities in these fields and ensure that the women work at high standards in the business and professional life. BPW Club Ankara was founded in Ankara in December 2005 and plays an important role at the national and international equality mechanisms.

(FR) The CIBC Bourgogne Sud has been created within the frame of experimentation of the "*Bilan de Compétences*" methodology in France in 1986. It participates to the «*Fédération Nationale des CIBC*» and of the «*Fédération Européenne des Centres de Bilan et d'Orientation Professionnelle*». The CIBC Bourgogne Sud is a well-known actor of public policies for employment and guidance for labour insertion. It has a yearly reception of say 1600 people requiring counselling guidance, and competences validation. Since 1995, the CIBC Bourgogne Sud has been directly involved in transferring methodologies and/or creating centres of *Bilan de Compétences* either for Eu or non-Eu partners. The CIBC Bourgogne Sud starts the national path of quality of French CIBC as well as of the European path of quality "*Labellisation Qualité Europe Bilan de Compétences*".

5. Plans for the Future

B-PLAN Guidance Model can be surely used by the partners after the project end, and also the activation of the virtual communities will help to improve the model, to share the experience with other organisations, also in other European countries, also after the project end.

At the Final Conference in Perugia we received further stimulus from some key stakeholders to go further with B-Plan implementation through the submission of a LdV Transfer of Innovation project in Italy, in partnership with other European organisations from Italy, Poland, Romania and Slovakia. The application, as further exploitation of B-plan experience, is targeted to engage the entrepreneurial world and the promoter is Confapi Umbria, the regional trade associations of SMEs. In the new consortium we have the three old Italian partners (Speha Fresia, People and Sviluppumbria) and another enterprises association (Confcommercio) of the Region Umbria. The other new partners are: one university, the Faculty of Economic and Financial Management in Slovakia, one adult education centre engaged with unemployment issues and active citizenship in Romania, and one private company in Poland expert in communication and new information technologies.

B-Plan consortium, with the addition of the National Council of Research in Italy and two private Bulgarian companies skilled on financial and new technologies fields, is preparing a further development of B-Plan under the Key Action 3 – ICT called “BIG – Business Innovation Guidance”, Call 2011. The proposal, starting from the lesson learnt with B-Plan, intends to develop ICT guidance/learning environments for guidance and technical assistance professionals and for final beneficiaries: would-be entrepreneurs and start-ups.

At this stage, the partners consider the engagement of other organisations of VET/Labour market/Enterprises in the design, preparation and submission of new proposals as a good indicator on B-Plan achievements.

6. Contribution to EU policies

B-Plan intended to contribute:

- To improve the quality, attractiveness and accessibility of the opportunities for lifelong learning

B-plan's networking reinforcement intends to promote a better accessibility and efficacy of lifelong learning, improving the process from the individual action plan, through targeted guidance paths, to the matching of the training needs with the training offer, at local, national and European level.

- To reinforce the contribution of life-long learning to social cohesion, active citizenship, intercultural issues

B-plan having links with Intercultural Mediators-Educators working in Rome with ethnic minorities (Rom), takes into account the needs to improve their competences in listening/counselling individuals or little groups about entrepreneurial ideas.

- To promote creativity, competitiveness, employability and the growth of entrepreneurship

B-plan stresses on the problems which are: lack of consideration of projects sustainability in relation to competences, attitudes, needs and of personal bindings; absence of a shared reflection on roles, expectations, values and priorities of company members; lack of reference elements and economical resources.

- To increase the participation in lifelong learning by people of all ages

B-plan aims are targeted to offer more competences on entrepreneurial guidance among operators who could bridge more people of all ages to a more effective participation in lifelong learning and to facilitate their access to public services.

- To support the development of innovative ICT-based content, services, pedagogies and practices

B-Plan website supports a platform for mutual exchange of knowledge, practices, and sources, among stakeholders: guidance and social operators, counsellors, educators, trainers, cultural mediators, pedagogical and organisational staff of guidance, training and employment centres. **B-plan** foresees the establishment of a virtual platform to be used as on-line agora and as ICT-based tool to accompany potential start-ups in the decision-making process.

- To support participants in training and further guidance activities in the acquisition

B-plan's model of guidance path is based on holistic and systemic approaches.

- To improve the quality and to increase the amount of cooperation between institutions or organisations

B-Plan partnership foresees the cooperation among different bodies: a guidance-training centre (leading partner/not-for profit), one University (ES), a Regional Public body dedicated to enterprises incubation (IT), a business association (TR), a professional association (BG), three guidance centres (IT, BE, FR) all with high professional expertises on human resources management.

- To facilitate the development of innovative practices in the field of vocational education

B-plan guidance path model, is targeted to be user friendly, through the involvement of counsellors and advisors, will allow its practical use and the new practices development.

- To develop the quality and attractiveness of VET systems and practices

B-plan developed a specific guidance pathway for the entrepreneurial choice, offering an important experience of self-evaluation and awareness rising, useful for any future choice to attract those potential users (like young people, women, adult over 45 and people with migrant background) generally excluded by the entrepreneurial perspective.

- To develop the skills and competences of VET teachers, trainers and tutors

The B-Plan Model for entrepreneurial guidance, usable on different means (paper, cd-rom, website), is a concrete and operational tool for guidance operators and is available in all partners' languages.

- To develop vocational skills considering the labour market needs

B-plan searches a balanced growth of the individual and his/her business idea, and the feasibility takes into account the market potentialities and the entrepreneur's profile.

- To promote equality between men and women and contributing to combating all forms of discrimination

The individual and holistic approaches support a balanced growth of individuals and their entrepreneurial ideas, regardless of their socio-economic background, valorising their age, gender, ethnic origin, etc.

- To provide equal opportunities men and women

European Programmes experiences on equal opportunities between men and women, with the best practice of Women Enterprises Incubators and all forms of conciliation of private and working life are taken into account and valorised.

- Education and Training 2010 Work Programme

Guidance pathways for adults can improve lifelong learning and bridge new potential learners into training processes. Potentialities of migrants, older and low skilled users will be supported.

