

510007-LLP-1-2010-1-CZ-LEONARDO-LMP

WORK PACKAGE 5

Dissemination of products

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D9 DISSEMINATION STRATEGY

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Public

January 2011

510007-LLP-1-2010-1-CZ-LEONARDO-LMP

This report has been prepared thanks to international project **Efficiency Measurement of Lifelong Learning, using of Balanced Scorecard Concept (EMOLL)**, no. 510007-LLP-1-2010-1-CZ-LEONARDO-LMP, which is supported by **Lifelong Learning Programme of European Union, Leonardo da Vinci – Development of Innovations**.

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.

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Version history	Date	Comments
1.0	January 2011	First version
2.0	April 2011	Second version <i>Reflection and incorporation of partners' comments provided within the 1st international project meeting in March 2011.</i>
3.0	September 2011	Final version <i>Updated after consultation process with EACEA (05-08/2011) concerning the project website and knowledge network concept. After EACEA decision final version was approved by partner consortium in the 2nd international partner meeting in 09/2011).</i>
3.0	September 2012	Final version update <i>Reflection and incorporation of external evaluation suggestions and of the experience acquired by the partnership during the implementation project phase.</i>

1. INTRODUCTION

The purpose of the dissemination strategy document is to clearly define dissemination objectives for the entire duration of the EMOLL project as well as to determine the dissemination channels, tools and activities required to achieve our dissemination objectives. A project and its results can be successful only when they are of sustainable value. For this reason it is necessary to provide a valuable dissemination strategy. The actual use of project outcomes is also dependent upon successful dissemination activities.

Therefore, it is important to understand that a good dissemination strategy is the basis for successful exploitation of project results (*A Guide to Dissemination, DfEE, May 1998*).

General information about dissemination and exploitation of project results

Promotion and awareness rising is an important part of the dissemination process. These activities take place at the very beginning of the project, or even before it starts, in order to inform about the existence of a project, its aims and objectives and planned outcomes. Initial discussions on the project outline and its development, and early contacts within future project partners and with stakeholders are the first steps that go on long before the project starts.

The dissemination in general is a planned process of providing information to the target group and key actors in regard to project process, activities and results by the use of different dissemination channels at the local, regional, national, EU and international levels.

In sum the dissemination aims to achieve the following objectives:

- To promote and raise awareness with regard to the project contents and developments
- To provide information on the quality, relevance and effectiveness of the results
- To successfully transfer the results to appropriate decision makers in order to achieve their sustainable promotion and support

These objectives are fully discussed in *Managing Multilateral Projects in the Lifelong Learning Programme, Survival Kit* (Holger Bienzle, Eerika Hedman, Ray Kirtley, Vesa Purokuro, Calin Rus, Silvia Wiesinger, Eija Wilen, 2010).

Follow picture presented main steps of dissemination process:

- **Purpose of dissemination** - To promote and raise awareness with regard to the project contents and developments. To provide information on the quality, relevance and effectiveness of the results. To successfully transfer the results to appropriate decision makers in order to achieve their sustainable promotion and support;

- **Target groups** - Two target groups for dissemination will be defined in the very beginning of EMOLL project. So that we could influence the impact of dissemination policy appoint different target groups;
- **Important information to be shared** - important information about every stage of EMOLL project and project results will be shared aiming different target groups
- **Instruments of dissemination** - all different communication channels-media, web-based platforms, printed materials and events will be deployed;
- **Dissemination plan** - the dissemination plan will be developed at the beginning of EMOLL project enlarged and adjusted (if needed) during the project and after consultation within the partnership;
- **Evaluation**- the evaluation is a significant step for improving and adjusting the dissemination plan and the activities to the requirements to target groups.

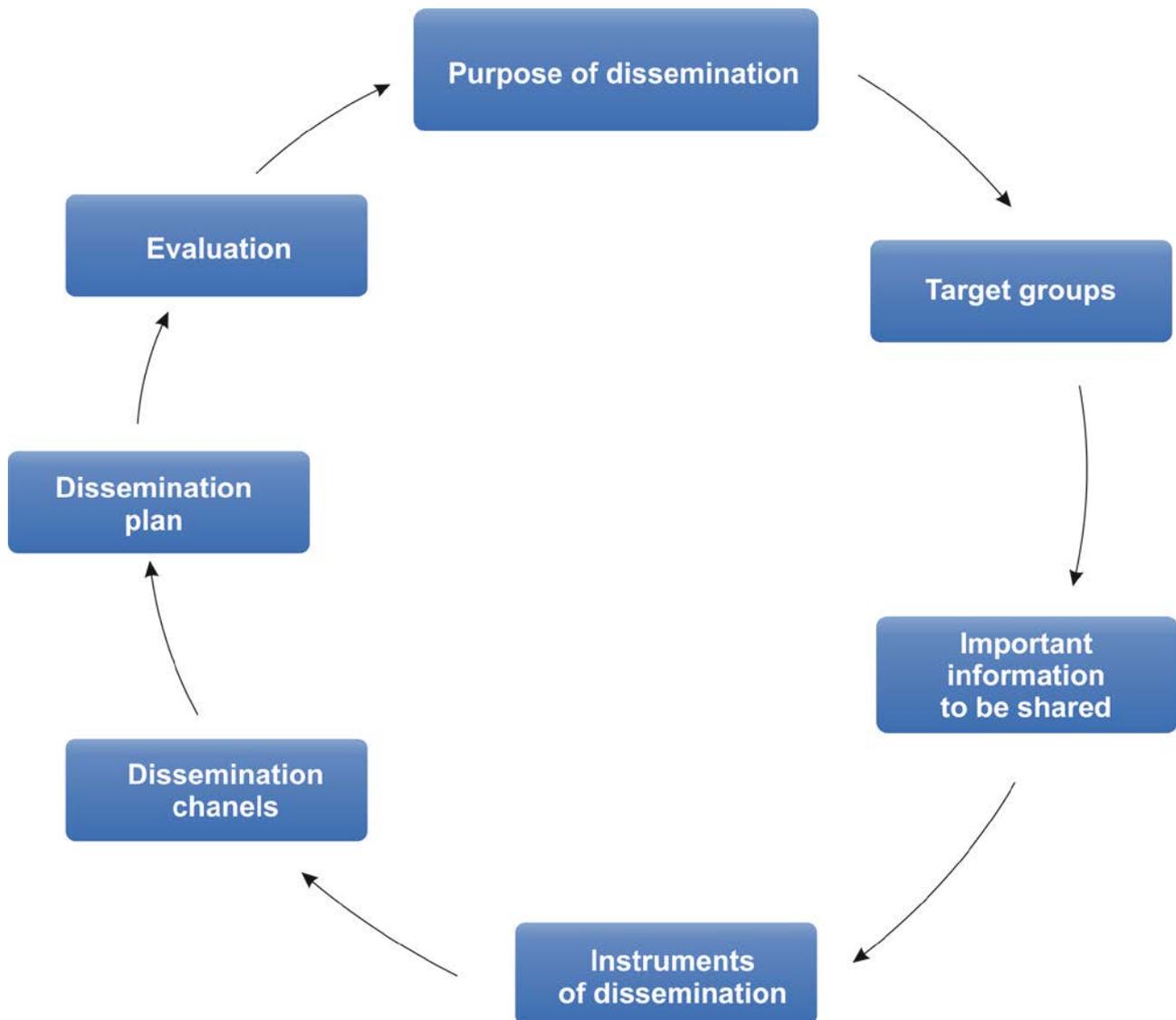


Fig.1 Dissemination steps according to the results of E.N.T.E.R project; <http://www.enter-network.eu/>)

2. EMOLL PROJECT

In a knowledge-based society, a special place should be granted to the management of the skills necessary for organizations to be at the top in a competitive environment.

The money invested in this process is wasted due to lack of tools for measurement of the efficiency of trainings, especially with accent on link between organization performance, strategy and trainings of individual employees.

The EMOLL project responds to the lack of clear methodology for educational efficiency measurement applicable for organizations and companies standing out formal and non-formal lifelong educational system by delivering both, a global and general approach, with a set of indicators as well as a framework that needs to be adapted to the particular environment of each company or organization on the basis of its objectives, contexts, strategy.

The EMOLL methodology is based on the Balanced Scorecard (BSC), which is a strategic management tool aimed at formalizing, communicating the company's strategy and measuring its financial and non-financial results. The basic principles of the BSC method are projected in EMOLL methodology. They were applied, within the EMOLL project, for the level of HR development with dominant orientation to education of employees.

Partner organizations that will develop the EMOLL project are:

- Partner 1 (P1) - EuroProfis s.r.o. (Czech Republic)
- Partner 2 (P2) - SCIENTER, Ricerca e Innovazione per la Formazione (Italy)
- Partner 3 (P3) - CTC Polska Sp. z o.o. (Poland)
- Partner 4 (P4) - Université Blaise Pascal (France)
- Partner 5 (P5) - Personnel Consult – G. Popov (Bulgaria)
- Partner 6 (P6) - OPAL YAYINCILIK ORGANİZASYON ve TİCARET LİMİTED ŞİRKETİ (Turkey)
- Partner 7 (P7) - TRW Automotive Czech s.r.o. (Czech Republic)

2.1 AIMS OF EMOLL PROJECT

The main objectives of the EMOLL project are:

- To gather and analyse the existing methods, approaches and tools in the area of measurement of in-service VET efficiency in partner countries (Czech Republic, Italy, Poland, France, Bulgaria and Turkey).
- To develop an innovative EMOLL methodology, applicable in all different sectors (industry, public sector, administration, NGO's, commercial organizations) that would bring new views to the above mentioned areas by reflecting 4 perspectives: learning and

growth of employees (of organization), financial liability, value for customer and efficiency of internal processes within HR area. It will be enriched and **completed with a set of measurable key performance indicators** that will be identified within each beneficiary (pilot) organization.

- **To familiarize (train) the target users with the innovative EMOLL methodology and to provide ICT-based training environment** by using a simulation model that will help to look at human resources as a managerial discipline. The model will enable the learners to understand the methodology and imagine the running in practice to ensure the tailoring to specific situation and needs of concrete beneficiary.
- **To implement and verify the EMOLL methodology** in 12 pilot organization, i.e. 2 organizations per partner country.
- **To collect best practices from the pilot implementation of EMOLL and provide recommendations** for future exploitation of EMOLL products.

2.2 EMOLL TARGET GROUPS

EMOLL project is focused on two basic target groups:

- **Target group 1:** The members of top-management of organizations, human resources (HR) managers, specialist in in-service training, members of middle (line) management, i.e. staff of the organization, who is responsible for decision-making in the field of management and development of human resources and shall closely cooperate during the implementation of the EMOLL methodology for evaluation and measurement of educational efficiency within organization.
- **Target group 2:** Trainers, lecturers, consultants, facilitators etc., i.e. staff of educational, consultation and such similar organizations providing their expert services to the other organizations mentioned above as a target group nr. 1., and will be also the multipliers for this project results.

2.3 STAKEHOLDERS

A “stakeholder” is any person or organization that is actively involved in a project, or whose interests may be affected positively or negatively by execution of a project.

The stakeholders analysis process is used to identify all people or organizations that might be impacted by or have an impact on a project. For EMOLL project we identified as potential stakeholders following organisations: Business organisations, Universities, Municipalities, Trade

unions, Chamber of Commerce, Lifelong Learning Organisations, General education providers, Adult education providers, Vocational education providers, NGO´s.

During the dissemination process we will try to reach most of them, by publications and activities distributed/performed within our national and international knowledge networks (for more on EMOLL knowledge network see chapter 3.1 *Dissemination tools*, and/or document *Knowledge network concept, national and international level*), e.g. Linked In, Human Resources magazine and other, by organising a conference, providing outcomes of EMOLL project on our websites, distributing newsletters, organizing lectures and workshops, etc.

2.4 PROJECT RESULTS

The key results of the project are conceived for the direct use of both target groups - complete packet introducing and describing the innovative EMOLL methodology (with inspiring KPI set, simulation model as a learning supporting tool and verified implementation process with best practices). They will be made public; the key outcomes will also be translated in national languages (TR, CZ, BG, FR, IT, PL) of 7 EMOLL partners and will be shared with the stakeholders through EMOLL knowledge networks.

It is special and unique for the project that 12 pilot target organizations/companies will be involved in the project activities. As a result pilot organisations will take part in implementation and exploitation of EMOLL products. They will become familiar with EMOLL methodology and the related issues/processes and will proactively participate in the process of identification of KPIs and measurement/evaluation of training benefits within the respective organization.

3. DISSEMINATION OF THE EMOLL PROJECT

The key questions that are to be answered by the EMOLL dissemination strategy are:

Why to disseminate?

- To tell end users about the EMOLL project
- To increase the impact of the EMOLL project by extending it to multipliers
- To support and enhance the image of partner organisations
- To inform society about European commission support for EMOLL project development

What to disseminate?

- The EMOLL project mission or message
- The key outcomes of EMOLL project (innovative EMOLL methodology, EMOLL simulation model, EMOLL best practices from implementation and exploitation in pilot organisations)
- Implementation of EMOLL methodology in pilot organisations
- The EMOLL experience of international project/partnership

Who to disseminate to?

- End users – HRM Departments, line managers, HRM experts, training managers
- Organisations that can help to reach others business organisations, universities, municipalities, trade unions, chambers of commerce, Lifelong Learning Organisations, general education providers, adult education providers, vocational education providers
- Organisations that can enhance the impact of the project in other ways – NGO´s- association of human resource managers, association of business organisations etc.

Who will do it?

- All partners are responsible for their national dissemination activities including the involvement of stakeholders. The partner organisations have at their disposal good networks and contacts at national level and experience in the field of European cooperation in order to carry out dissemination activities also beyond the borders.

When it will be done?

- The EMOLL dissemination plan (for more see chapter 4) presents scheduled activities and terms with regard to the completion of the project results and identified dissemination instruments. Dissemination activities will be performed during the whole project lifecycle and also will follow after the EMOLL project´s life span in order to achieve best possible and sustainable results.

How it will be done?

- The channels and tools of dissemination are summarized in EMOLL dissemination plan (for more see chapter 4 and the text below). In general we foresee there will be several publications in magazines; seminars; conference; workshops; participation of project partners in events with related subject; elaboration of dissemination materials as brochure, notepads, pens, calendars; creation and updating of project web site, etc.
- All different communication channels-media, web-based platforms, printed materials and events will be deployed.

How it will be evaluated?

- The quality and success of dissemination activities will be assessed within internal and external project evaluation. And will be subject to permanent monitoring and peer reviews within the EMOLL partnership. Each partner will follow the designed dissemination plan. Any adaptations to dissemination plan that might support and strengthen the dissemination activities are possible according to the dissemination strategy, conditions of the partner country and possibilities of each partner. Every partner will give feedback information about performed disseminations activities.

3.1 DISSEMINATION TOOLS

EMOLL partners will adopt a systematic approach to networking: preferring to make contact with organisations and firms rather than individual experts, and furthermore segmenting by target platforms/network segments. The underlying reasoning has emphasized getting greater effectiveness in EMOLL methodology dissemination and improving positive feedback prospects.

The dissemination instruments and tools identified in the strategy will be used within each partner national knowledge network and within the international knowledge network; both will be the backbone of EMOLL products dissemination and exploitation on national and international level (for more on EMOLL knowledge network see the document *Knowledge network concept, national and international level* EMOLL project. Available in: <http://www.emoll.eu/results/>).

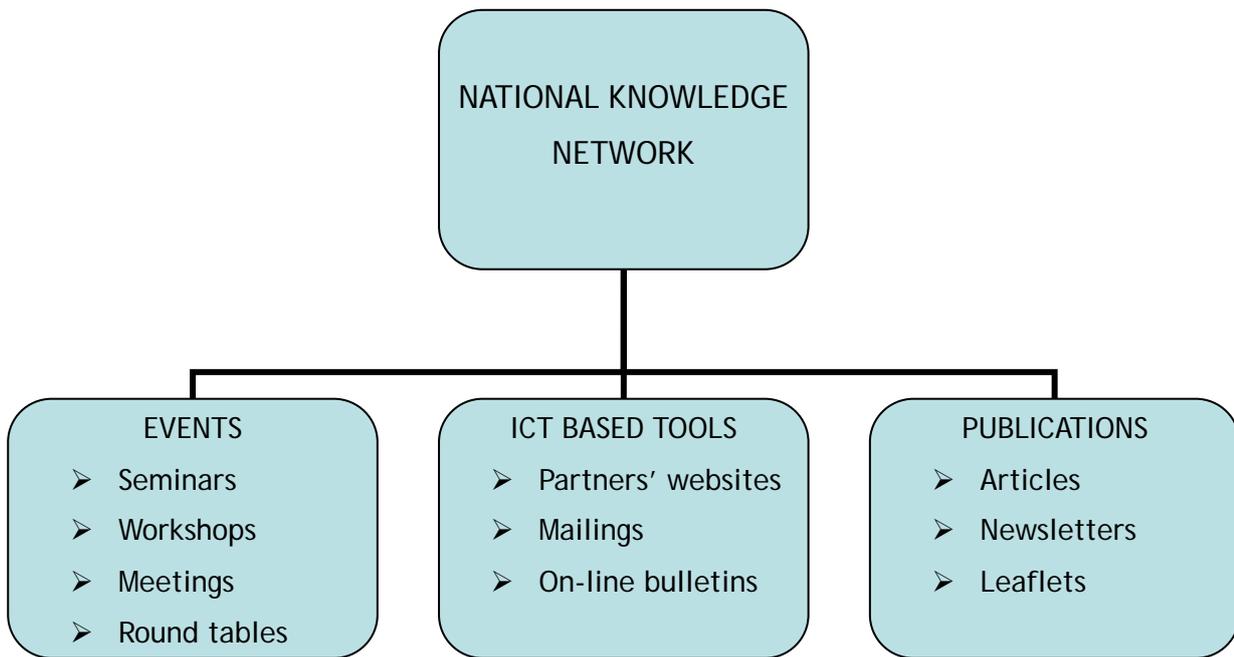


Fig.2 EMOLL project National knowledge network dissemination tools

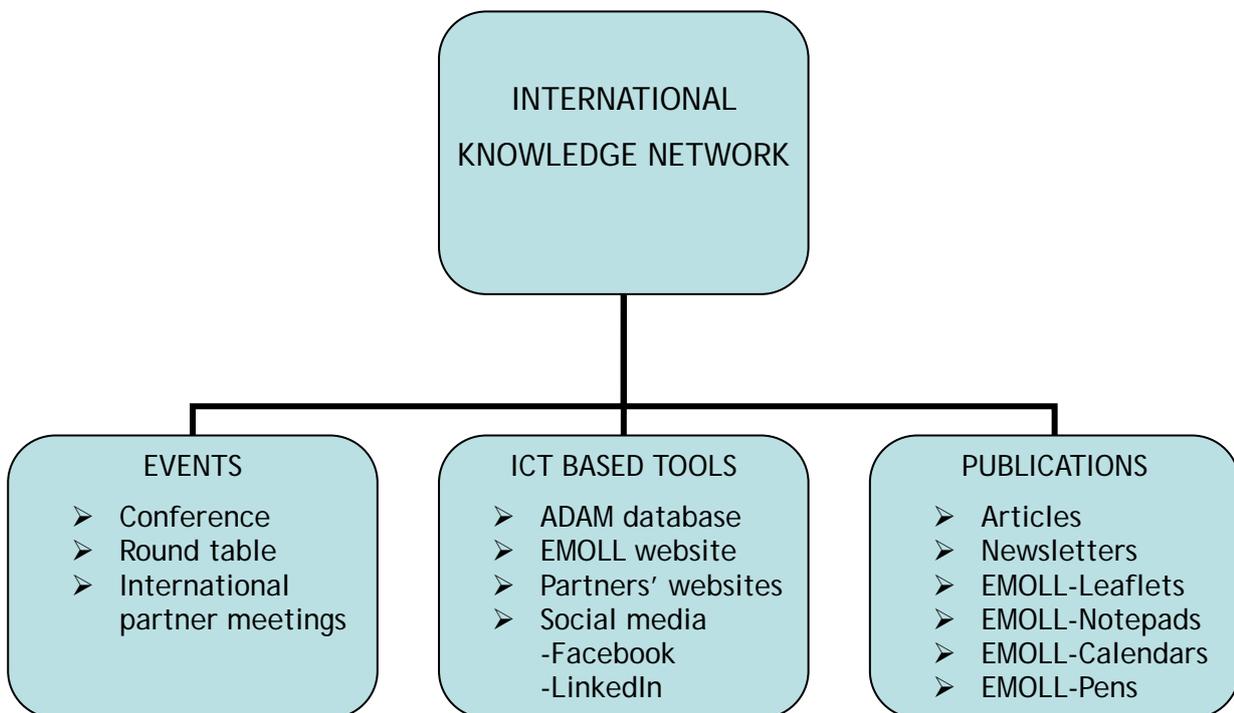


Fig.3 EMOLL project International knowledge network dissemination tools

The appropriate tools for development of the national and international networking are elaboration and dissemination of printed materials (leaflet, notepads, calendars, pens);

organizing workshops, seminars, presentations; publications in magazines; constructing of EMOLL website and providing information in all six partners' national languages. All partners will promote project results via own national networks and will support the dissemination within the EMOLL international network.

The EMOLL project will envisage also existing social media and ICT-based tools to support dissemination and exploitation activities and to extend the EMOLL knowledge network beyond the standard communication structures. EMOLL project will use LinkedIn for professional networking and DropBox for internal management and sharing of strategic documentation.

Partner experts are welcome to join other professional groups related to Human Resources management and development (for example Balanced Scorecard Practitioners Global Network LinkedIn group, etc.). The discussion will be animated and information about EMOLL methodology will be uploaded on LinkedIn EMOLL group and BSC group. The information about key EMOLL results will be sent to other international partner consortiums active on projects in the field of human resource management and development.

EMOLL project publications and results, that will be distributed, will make reference to the co-financing that European Union has provided and should incorporate the LLP logo to help increase awareness of the Lifelong Learning Programme. Further information can be found on following websites:

http://eacea.ec.europa.eu/about/eacea_logos_en.php

http://ec.europa.eu/dgs/education_culture/publ/graphics/identity_en.html

It is also highly recommended to use the EMOLL logo design to promote EMOLL project itself and ensure its easy identification and continuity of all project activities. The creation of EMOLL logo will be assigned to a professional designer and will be agreed upon by all partners. A common design for project leaflets, notepads, calendars, pens, newsletters and presentations will be provided.



Fig.4 EMOLL logo

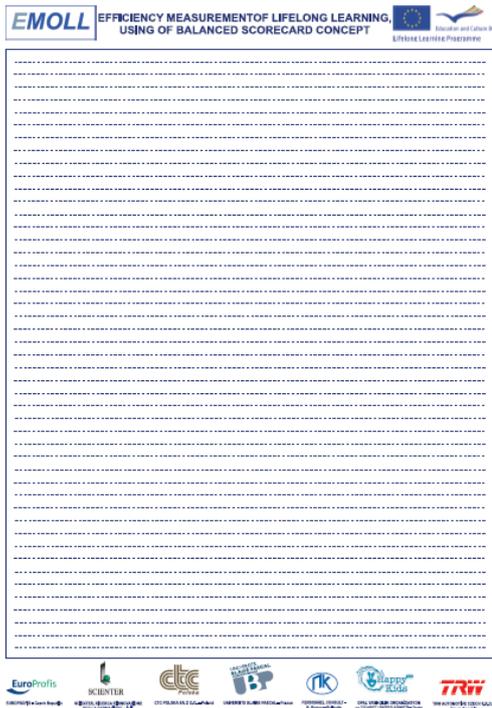


Fig. 5 EMOLL notepad, EMOLL pens



Fig. 6 EMOLL calendar

3.2 DISSEMINATION MATERIALS

- **Articles** – Selected presentations at the EMOLL conference will be published by partner 5 (Personal consult-G.Popov) as articles in the Bulgarian professional magazine named *Human Resources magazine*. Some articles about the best practices of EMOLL project will be also published after the project´s life span. Information about the main objectives of EMOLL project will be published in the Bulgarian magazine *Funds Programs Projects*.
- **EMOLL newsletters** – Three newsletters will be released and distributed within the EMOLL network. They will provide actual information about EMOLL project progress and main results.
- **Publicity printed materials** – Notepads, calendars, pens and leaflets will be available in English and distributed within the national and international EMOLL networks.

4. DISSEMINATION PLAN

No	ACTIVITIES	TERMS	TARGET GROUPS	LEVEL	HOW	WHO
1	Information in ADAM database	the whole duration of the project	wider society	Internationally	Virtually www.adam-europe.eu	Partner 1
2.	Creation of website	In the beginning of march 2011	HR managers, lecturers, education managers, social partners, consultants, trainers, facilitators	Internationally	Subcontracting	Partner 5
3	Maintenance and Updating Information in Project Website	01.03. 2011 - 30. 9. 2012 (and two years after - from own funds)	HR managers, lecturers, education managers, social partners, consultants, trainers, facilitators, wider society	Internationally	Virtually www.emoll.eu will be oriented mainly to content and to end-users	Partner 5
4	Project products dissemination in Project Website	The whole duration of the project	HR managers, lecturers, education managers, consultants, social partners, wider society	Internationally	Virtually www.emoll.eu	Partner consortium
5	Links of project www in partners organizations websites	As soon as site appears online and two year after formal end of project	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider society	National	Link from www.personal-consult.com and other partners (7partners)	Partner consortium
6	Information of the project in mother tongue on each partner organizations webpage	The whole duration of the project	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider society	Europe-level	Virtually 6 web pages	Partner consortium
7.	Project products delivery to target groups	After availability of products during the whole duration of the project	HR managers, lecturers, education managers, social partners, consultants, trainers, facilitators	Europe-level	Conferences, training, seminars, workshops/round tables	Partner consortium
8.	Brochure, notepads, calendars, distribution	From beginning of November 2011 to the formal end of project and after	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider	National for each partner	Direct mailing, at seminars, training courses 250	Partner 5 - responsible for creating and printing; Partner

No	ACTIVITIES	TERMS	TARGET GROUPS	LEVEL	HOW	WHO
			society		brochures/ partner	consortium responsible for translation to mother tongue and distribution
9	Consulting of consultants and different organizations seeking to implement the EMOLL methodology	Spring 2012	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider society	National	Consulting seminars, training sessions, open discussions 2 per partner	Partner consortium
10.	Presentation of EMOLL project and product in associations, networks, etc.	From January 2011 till end of project and after	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider society	National	Meetings, conferences 3-per partner	Partner consortium
11.	Three newsletters with the milestone results will be sent to all stakeholders and published in www.emoll.eu and partners' websites	June-September 2012	HR managers, lecturers, education managers, consultants, facilitators, social partners, wider society	National	e-mail, web site publication 3 publications per partner	Partner consortium
12.	Addressing/advertising campaign to enrol pilot companies	spring 2011	target companies - top management, HR management	national	visiting companies, direct advertising, using partners' networks etc.	Partner consortium
13	Presentation of EMOLL project progress and products via social media <ul style="list-style-type: none"> • Creating EMOLL group in LinkedIn * • Creating EMOLL Facebook page 	In the beginning of second project year and maintain after the end of the project	HR managers, lecturers, education managers, Wide society	Internationally	Virtually	Partner 5

The dissemination plan will be enlarged and adjusted (if needed) during the project and after consultation within the partnership. Annexed to the *Dissemination strategy* we provide summary of dissemination activities of all EMOLL partners.

5. MONITORING AND ASSESSMENT OF DISSEMINATION ACTIVITIES

The dissemination activities will be subjected to permanent internal monitoring and assessment and discussed within the EMOLL partnership to assure their maximum efficiency. The evaluation of EMOLL dissemination will be presented within the internal and external evaluation and the recommendations projected in its results and activities for the upcoming periods. Thus the dissemination plan might be adjusted accordingly to the needs of the project and current status.

6. CONCLUSIONS

Project results can only be of sustainable value and use if the dissemination is well planned and implemented at different levels.

The strategy aims to support all activities in the fields of dissemination by presenting general aspects as well as specific information to be used by each project partner according to dissemination on national level.

Finally, the dissemination can only be successful thanks to close cooperation between all partners. Not only the valuable and flexible dissemination plan, but also the individual approach to national dissemination channels, contacts and networks has great influence on the impact of a project as a whole.

7. APPENDICES

The following table summarizes documents related to the *Dissemination strategy* document. The document specified below forms an integral part of this document.

Appendix	Title	Language	Medium
1	<i>Summary of dissemination activities</i>	EN	PDF document

8. REFERENCES

A Guide to Dissemination, DfEE, May 1998

ENTER project, <http://www.enter-network.eu/>)

External evaluation report. EMOLL project (confidential - internal EMOLL material)

Final interim evaluation report. EMOLL project (confidential - internal EMOLL material)

Interim evaluation report for period October 2010 - March 2012. EMOLL project (confidential - internal EMOLL material)

Interim evaluation report for period April 2012 - September 2012. EMOLL project (confidential - internal EMOLL material)

Knowledge network concept, national and international level. EMOLL project. Available in:
<<http://www.emoll.eu/results/>>

Managing Multilateral Projects in the Lifelong Learning Programme, Survival Kit, Holger Bienzle, Eerika Hedman, Ray Kirtley, Vesa Purokuro, Calin Rus, Silvia Wiesinger, Eija Wilen, 2010. Available in : <http://www.european-project-management.eu/fileadmin/images/Survival_Kit_EN.pdf>

Quality assurance instrument. EMOLL project (confidential - internal EMOLL material)