



Knowledge-Intensive Freight Transport SMEs For a new generation of smart, sustainable and inclusive oriented Road Managers KNOW-IN

Final Report

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Executive Summary

Transport, one of the **largest sectors of activity** in Europe with more than 9 million persons employed, has been severely affected by **restructuring processes**. **Globalisation, technological change, climate change and demographic developments** (including ageing and migration) in that respect pose huge challenges, especially to **freight road transport sector** (New Skills and New Jobs; Comprehensive Sectoral Analysis of Emerging Competences and Economic Activities in the European Union – 2009).

If looking at the ongoing changes can be seen that the **qualification requirements are getting higher** throughout the sector. Thus, active labour market measures must be implemented across the EU in order to provide the sector with **tools for a better anticipation and positive management of change**, and also to face skills shortages, better adapting to the sector's future skills need (Lisbon Strategy 2008-2010).

Regarding above information, this project is focused on the three main problems affecting the freight road transport sector:

(1) Due to the changing nature of jobs, predefined technical knowledge capabilities will become somewhat less important while skills to **adapt and learn new competences and life-long learning** will be put at a premium. Emerging competences mostly refer to how to learn, communicate, interact and adapt to changing environments in addition to a high quality education.

(2) Ageing, as well as a lack of higher qualified people are a considerable problem for Europe's transport sector, which is experiencing a **general "up-skilling" process**. The sector is already experiencing a **shortage of skilled workers** according to the sector experts. Since **many will enter retirement** in the near future, there is not only the concern over recruiting enough young people, but also over losing important skills due to experienced people leaving the sector. **Recruiting is especially**

difficult because certain standards in quality, skills and sense of responsibility have to be fulfilled.

Among the other problems being faced by the road transport sector is an apparent ongoing recruitment and retention shortage in many countries. This is partly due to the perceived **negative image of the sector** linked to the relatively low pay levels and long working hours.

(3) The transport sector is under a lot of pressure to **reduce its emissions and become more environmentally friendly**. Quite a number of initiatives are under way to make the transport and logistics sector greener. The industry is in particular interested in finding solutions that can create win-win situations, i.e. solutions that are not only good for the environment but also for the profitability of the industry.

Thus, it is **very difficult for the sector to implement a lifelong learning developmental strategy**, with negative consequences for people working in the field and for the whole sustainable development depending on the sector.

This project will improve the competitiveness of the European system through an acquired capability to encouraging SMEs in promoting learning in the workplace environment, through the creation of attractive models of learning provision about the most needed skills for the future, enabling learning everywhere and at any time, and creating the new figure of “Knowledge-Intensive Road Manager” (KIRM), able to bring innovation within SMEs facing the main trends affecting the sector: (1) Globalisation; (2) Ageing and difficulties in recruiting Qualified people; and (3) political and societal demands for Sustainability.

The KIRM will be able to create learning conducive environments at the workplace, properly coordinating workers in a Safe, Sustainable and Ethical-oriented way, balancing ‘lean’ thinking with a developmental approach to HR management and improving the image of the sector. Thus resulting in improved working conditions, including health and safety, in the transport sector, and in the creation of preconditions to attracting and retaining a future workforce.

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1. Project Objectives

KNOW-IN objectives are a better **anticipation of skill needs** together with the **reduction of labour markets mismatches** in the EU freight road transport sector are highly needed.

The proposed strategy aims at **minimising social costs and facilitating adaptation during restructuring processes** through a better anticipation and positive management of change, via the promotion of a strategic management of human resources and fostering stronger synergies between innovation, skills and jobs, taking into account the global context and encouraging adaptations to national and regional level in an **ethical oriented way**.

In this sense, KNOW-IN is carrying out a strategy focusing on overall key objectives of **smart, sustainable and inclusive growth** in the European Union road transport sector, namely:

1. Enhance the development of **human capital** in the EU road freight transport sector
2. Improve the **image of the sector**, as well as health and safety conditions
3. Improve **environmentally friendly and sustainable** strategies.

Road transport is hugely dominated by SMEs. Due to these specific circumstances, **strategic and visionary skills** as well as **initiative-taking** are even more important for road managers, i.e. top management and company owners/ entrepreneurs, but also including different specialist managers, such as HRM, finance, production, sales, and R&D management.

This proposal aims at creating a new professional figure for the road freight transport sector: the **Road Manager for Knowledge Intensive SMEs (KIRM)**, endowed with innovative management skills, tools and intervention methods needed in order to face the main trends affecting the sector (Globalisation, Ageing and lack of higher qualified people, Low-carbon economy).

2. Project Approach

The transport sector is one of the most important sectors for the European economy. Its importance stems not only from its size (which is estimated to be € 803 billion or 6.6% of European GDP in 2007), but also from the fact that it plays a crucial role in connecting other economic actors with each other and for enabling the mobility of goods and persons. A larger and more efficient European transport network is boosted by the requirements of European unification and enlargement.

Globalisation, technological change, climate change and demographic developments (including ageing and migration) in that respect pose huge challenges, comprising both risks and opportunities.

KNOW-IN project, starting from reflections on existing literature, and thanks to an high involvement of the sector, will calibrate and exploit tools **near to everyday work settings**. Moreover, it will create the Peer Developmental community for transnational sharing of experience among SMEs managers in the field, whose innovativeness stands in the clear, simple and operative way in which contributions will be presented.

The KNOW-IN partnership was created in order to:

- **develop the needed vocational skills** considering the labour market needs
- support **close links to working life** in order to make VET more responsive to labour market needs;
- improve **sectoral identification and anticipation of skill** and competence needs and their integration in VET provision
- **promote integration of learning with working** at a sectoral level.

It will achieve this by developing **brand new solutions** not yet available in any of the countries participating in the Lifelong Learning Programme.

The innovative aspect of KNOW-IN project stands in its capability to **face the difficulties of SMEs in the freight road transport sector** in improving working conditions, including personnel development and ethics, so as to create

preconditions to attracting and retaining a future workforce, and on the other hand to face properly the current crisis.

3. Project Outcomes & Results

The future scenario for road transport will put the most stress on road managers, requiring new specific skills. Due to the changing nature of jobs, predefined technical knowledge capabilities will become somewhat less important while skills to **adapt and learn new competences** and life-long learning will be put at a premium. Emerging competences of higher skilled jobs mostly refer to **how to learn, communicate, interact and adapt to changing environments** in addition to a high quality education.

KNOW-IN will provide new solutions in terms of:

- Development of sectoral methods for **anticipation of skills needs** (New skills for Knowledge-Intensive Road Managers (KIRM); References to main sectoral observatories/ associations at different national levels and at European level and a list of contact person per country).
- Designing and implementation of specific initiatives that **stimulate sector SMEs' incentives to invest in training** (Decalogue for future knowledge intensive transport SMEs + motivational guidelines for companies in all the project languages + a Label for companies accepting the agreement).
- Development of a **new model of training provision** within an overall lifelong learning strategy for the transport sector, taking into account barriers existing among SMEs and micro enterprises (New model of training provision for the freight road transport sector - all the languages).
- Set up of the **EU curricula of the new professional figure of the Knowledge-Intensive Road Manager** (KIRM), endowed with more advanced planning and management skills (The new European Qualification Framework of the KIRM, in terms of knowledge, skills and competencies needed in order to be able to (1) quickly pick up new trends, explore new markets and channels, invest in customer relations, (2) providing attractive working conditions as well as learning conducive

environments; (3) organise the logistics of the transport process to become more environmentally friendly).

- Developing **flexible devices for validation, transfer and recognition of learning outcomes**, using ECVET principles (Device for validation, transfer and recognition of learning outcomes).
- Development of the **Info Formative Toolkit** for the new KIRM – with a strong use of simulation and blended learning modalities (Info Formative Toolkit for the new KIRM in all the languages).
- **Training** of a number of KIRM varying from 100 to 200 (6 Training sessions for the new KIRM).
- Set up of an **European Peer Development Network** for KIRM (European Peer Development Network for KIRM).

4. Partnerships

Partners' networks composition:

The **project coordinator, European Business and Innovation Centre of Albacete**, is part of the European Network EBN (European Business and Innovation Centres -BIC- Network) that gathers 170 CEEI/BIC throughout Europe. It is also part of the National Association of Spanish CEEI (ANCES) which unites 23 CEEI/BIC in the whole of Spain. It is mainly in contact to organisations related to business field such as: Chamber of Commerce, BIC, Technological Centres, Businessman association. Apart from that, BIC Albacete is the public agency in charge of representing Albacete Municipality in EU projects, so it has close links to public sector organisations such as: Development agencies, Municipalities, International Promotion Agencies and so on.

It has a quite well developed network of contacts due to its huge experience in EU projects. So, currently BIC Albacete will be able to spread project challenges and results among more than 30 transnational organisations.

Skills for Logistics is the Sector Skills Council for the Logistics Sector in the UK. It works to ensure that employers and individuals can access the skills and training required to be productive and competitive. It does this by a variety of means. It seeks to reform the qualification offer to ensure relevance and appropriateness. It works to raise the profile of a career in the sector. We support employers and individuals with information which allows them to make informed investment decisions. It explores and develops innovative skills solutions

SfL expects to be the lead UK partner in this project. It believes we are well placed to work with employers and individuals in the Logistics Sector. It has a licence to be the SSC for the Logistics Sector from the UK government. Skills for Logistics is an employer-led organisation which is a registered charity. It has a board of senior UK employers who guide our strategic direction and maintain good governance. We

have a Financial and Resources Committee which is specifically charged with ensuring good financial management.

Skills for Logistics operates on a Programme Management basis. This means that we have dedicated Programme and Project Managers and a pool of technical specialists (administrative/skills/research/implementation) who are involved in different projects depending on where their expertise is required. The Programme Office will underpin all of the milestones/delivery required activity.

Todor Kableshkov Higher School of Transport (VTU) as a modern university, Todor Kableshkov University of Transport successfully defends its mission to participate actively in the formation and implementation of the state policies for the development of higher education and research in the areas of land transport, transport infrastructure and telecommunications.

It has trained over 30,000 employees for the transport sector in Bulgaria. Main companies belonging to their network: 1. SOMAT AG - a leading road transport operator with international experience in Europe and Asia; part of the German forwarding company Willi Betz - <http://www.somat-sofia.com>; 2. Ecologistics Ltd. - operator of intermodal terminal located near Sofia; member of the EUROPEAN INTERMODAL ASSOCIATION - <http://www.ecologistics.bg>; 3. Trans Balkani Ltd. - a leading forwarding company, a member of International Federation of Freight Forwarders Associations - <http://www.transbalkani.com/>; 4. Discordia PLC - international transport and forwarding, a member of FIATA - Federation of International Freight Forwarders Association - <http://www.discordia.bg/>. Organizations: 1. NSBS - Bulgarian Association for Freight Forwarding, Transport and Logistics, a member of FIATA, CLECAT (European Association for forwarding, transport, logistics and customs services), etc. - <http://www.nsbs.bg>; 2. BASAT - Bulgarian Association of Road Transport Associations - protect the interests of large transport companies and private carriers and professional drivers of trucks and buses, a member of of the European Union of Road Transport – UETR.

CORTE is the Confederation of Organisations in Road Transport Enforcement, which brings together the following members: 40 national bodies from 22 EU and 13 non-EU countries representing enforcement bodies and customs having a responsibility and interest in the field of transport; 24 non-government organisations representing the main transport stakeholders (car manufacturers - ACEA, transport industry -IRU, professional drivers -ETF, ordinary drivers and automobile clubs -FIA, insurance companies -CEA, etc); and 10 industrial partners.

EUROMASC is a consultancy with experience and competences from a longtime cooperation with national and international organisations within vocational education and training (VET) in managing, monitoring as well as partnering in projects.

Main target areas for the operation are the implementation of instruments for validation, recognition and accreditation of skills and competences, facilitating transparency and permeability between different strands of education and training and supporting lifelong learning in general.

EUROMASC is, in particular, in contact with: Social partner organisations (both employee and employer), The main sector organisation covering the transport area; Adult education and VET institutions where these themes are relevant; The teacher training college with responsibility of transport related VET teachers.

4METX is a company providing high quality services in the field of education at international level.

Key activities: to devise, to plan and to realize educational projects and orientation services for professional, intermediate, superior and high education also with master courses financed and not through tender participation.

Our Company supplies technical educations in all fields and disciplines for all kind of organizations, public and private companies, associations and confederations, banks and insurance corporations with the main aim to transmit, to spread and to convey innovation of procedures concerning the real meaning of ethics in all the following

fields: business accounting, business organization, HW&SW and computer technology, in work environment safety measures, in medical social and first aid culture and prevention of disease, in the company compliance and governance, and in the CSR, in peacekeeping, conciliation and prevention of conflict, in HR relationship, in the safety and protection of environment, in HR selection and education, in professional orientation and qualification and all activities connected with all mentioned items.

5. Plans for the Future

Know In project has carried out and impressive and well developed exploitation activities during project lifetime, especially in the last phase of the project.

The action plan drafted took into account different stakeholders profiles with the aim of reaching potential direct and indirect users. Thank you to this quite active way of working it was possible to catch the attention of transport colleagues during the implementation of the project, involving them in the assessment and validation of the different products done. Main figures of the project:

1. Road Managers, top management and company owners/ entrepreneurs- target reached: 716
2. Transport micro and small-sized enterprises. target reached: 288
3. Organisations. target reached: 87 with nearly 2.000 associates.

So, thanks to this effort of enrollment EU Education and Training Institutions will calibrate their programs in the light of the new “EQF of Knowledge-Intensive Road Managers”, with the possibility to provide a Certification to the new “Innovation, Sustainability and HRM oriented Road Managers”. Notably important to reach this is the contribution of Todor Kableshkov Higher School of Transport (VTU) in this issue in order to increase the network of participants' training institutions. They will also obtain an online free access to specific training material addressed to Road Managers (flexible, short and job-oriented training solutions relevant to adults who may not have participated in formal education for years, with a strong use of simulation and blended learning modalities).

Chambers of commerce and sectoral association will have at disposal a set of evidence based Competitive advantages, convincing SMEs on the necessity of a strategic direction that puts a premium on skills as a precondition to competitiveness, and a manifesto to be distributed to transport companies. Especially important is the fact that the project counts on 164 members of the peer development network willing to collaborate from now in order to share expertise, ideas and potentially cooperate from a technical and commercial viewpoint. The consortium is planning ways of exploiting this network of contacts, i.e through on line training provided by the project partners in each country and at European Level.

Additionally, Road Managers will be able to see their “shadow Competencies” recognized and valorised, through a device for validation of prior learning outcomes based on ECVET principles. They will also become part of a European Peer network among Road Managers, where they can share their experiences and learn from each other (Forum). In this sense, Know In project counts on different partners involving in consulting services such as: Euromasc, 4METX and BIC Albacete that will include this training into their portfolio services.

Through a long experience in EU Life Long Learning programmes and Local projects, all the project partners have built a wide network in Europe (VET institutions, municipalities, chambers of commerce, sectoral companies). It should be remarkable that two project partners are really strong players on transport sector in the UK, Skills for Logistics, and in all around Europe, CORTE. Hence, the products will be offered to a huge range transport sector associations and companies looking for new training material intended to cover gaps and tendencies of the sector in a near future.

The partners will send information about the project to all their various stakeholders and members of their networks, at local, regional, national and European levels.

In addition, other essential measure to sustain the project is the label signed by more than 50 companies and association around Europe (for example in Italy ASSORTI with more than 2.000 members has signed the label). In this sense, it should be mentioned that in May 2014 it is going to take place in Italy a conference of ASSORTI where the products of KNOW-IN project are going to be introduced to their associated and it will be explore with them the way of monetizing the products done.

6. Contribution to EU policies

Political priorities and Sectoral specific needs/challenges

The renewed Lisbon strategy and European Employment strategy stress the need for Europe to place more emphasis on a **better anticipation of skill needs** together with the need to **reduce labour markets mismatches**. These policies should aim also at **minimising social costs** and facilitating **adaptation** during restructuring processes through a better anticipation and **positive management of change**.

In that context, the Commission has introduced the **New Skills for New Jobs initiative**, with the aim to serve as a guide in launching further EU and other actions to promote the **strategic management of human resources** and to foster **stronger synergies between innovation, skills and jobs**, taking into account the **global context** and encouraging **adaptations** to national and regional level.

If looking at the ongoing changes can be seen that the **qualification requirements are getting higher** throughout the sector. Thus, active labour market measures must be implemented across the EU in order to provide the sector with **tools for a better anticipation and positive management of change**, and also to face skills shortages, better adapting to the sector's future skills need (Lisbon Strategy 2008-2010).

