



LLP – Leonardo da Vinci, Transfer of Innovation

Business Strategy Development Training

BeSTrain / LLP-LdV-TOI-2011-LT-0093

Exploitation Plan

Developed by P1

KTU Regional Science Park

With support of other project partners

KAUNAS, 2013 September

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Introduction

This document describes project BeSTrain exploitation and sustainability implementation. The exploitation strategy concentrates on the project's results in the 2nd year of the project and goes in parallel with dissemination.

The BeSTrain has set out as **dissemination and exploitation goals** the following main objectives:

- Make the results of the project visible not only to the core target group but also to other organizations which can promote the project to their own networks;
- Guarantee continuous use of project results and to enable further development.

Small and Micro Enterprises (SMEs) across the EU often struggle with various problems pertaining to their products, work force, costs and processes. Business strategic planning (BSP) knowledge can be used to reduce or even eliminate many of the problems which SMEs may face, allowing them to compete more effectively in the market. However, due to their nature, SMEs may not possess the necessary BSP skills required to tackle certain problems. Additionally, BSP training programmes are not adequately designed and failing to cater to the exact needs of SMEs.

This ambitious programme is **based on** a previous project Strategy-Train and has been developed to augment the capacities of VET teachers/ managers/owners and mentors/ consultants alike in order to successfully compete in increasingly competitive markets in Europe and beyond.

The project was implemented by a **consortium** made of 5 partners from 4 EU countries:

- Marijampole Vocational Education and Training Centre, Lithuania
- KTU Regional Science Park, Lithuania
- X-panel Ltd, Cyprus
- Multidisciplinary European Research Institute Graz, Austria
- IES Xabier Zubiri Manteo BHI, Spain

Project partners have extensive experience in international projects that have always placed high emphasis on dissemination and exploitation of project results.

Project partners have good contacts with business VET training institutions across EU, has a membership in European Forum of Technical and Vocational Education and Training (EfVET), and with support and training institutions and asked them to promote the pilot testing of project results among VET institutions in Lithuania, Spain and Cyprus and SMEs will also be reached through business support institutions with an aim to develop business strategy to start a new business.

This experience, wide contacts and connections allow ensure effective implementation of the valorisation strategy.

1. Project Description

The **general goal** of BeSTrain is to improve the knowledge and skills, rise qualification in business strategy development training and strategic management of teachers at VET institutions and trainers at business support organizations and SMEs, improve their access to training and increase the quality of teaching of entrepreneurship. BeSTrain provides information about the analysis, formulation and implementation of strategies in business and uses modern learning scenarios and creative and applied techniques in a supportive individual and group setting. For this purpose this programme is designed with VET teachers and owners/managers of SMEs in mind as well as their consultants / mentors in order to augment their knowledge, skills and abilities (KSAs) in specific and practically applicable fields related to Strategic Planning.

The **potential users** of project results: teachers (especially of business and entrepreneurship modules, but also profession teachers) at VET institutions also trainers at business support organizations and SMEs – will be addressed and involved in the valorisation activities.

The BeSTrain **course** can identify different phases by applying the BeSTrain curriculum and materials:

- Introduction Phase
- Practical animated interactive tool – strategic management game
- Training Modules / Units

The BeSTrain contains 10 Training Units.

The project team created many **products** in the course of the project. Some of them:

- A Detailed Work Plan
- Meeting Minutes
- Training Needs Analysis (TNA) Questionnaire
- Training Needs Analysis Report
- Training Material (in the E-learning platform)
- Interactive Animated Practical Tool (Game)
- Dissemination and Exploitation Plan
- Leaflets
- E-book
- CDs with the results of the project
- Final Project Report

Some of the products are for the usage of the team (Meeting minutes, Detailed work plan, Training Needs Analysis (TNA) Questionnaire, Periodic reports on on-going activities, Evaluation questionnaire). Some products were finalised at the end of the project (E-book, CDs with the results of the project, Final Project Report).

The BeSTrain training **material** is developed in a modular fashion. Each of the modules/units can be included in individual training solutions. The material is designed to allow for easy adaptation to different needs of SMEs and VET teachers. In addition to material for face-to-face group meetings and individual counselling sessions, e-learning elements, problem-based exercises, self-study material and practical animated interactive tool form an integral part of the training.

The project objectives are focused on the need of implementation of the innovative e-learning training activities in acquisition and use of knowledge, skills and qualifications, to facilitate their personal development to improve and develop their professional skills and fulfilment in the labour market, conforming to the **LdV priorities**.

2. Exploitation of Results

In this chapter, the exploitation plans are presented. A general approach is given in the beginning, by grouping partners by sector, and then the specific perspectives of each partner are shown.

2.1. General Approach

Dissemination started from the beginning of the project. Information about the project progress and results were disseminated not only to the target group – teachers at VET institutions also trainers at business support organizations and SMEs. A number of tools (e-book, website, leaflets, CDs, presentations, articles etc.) were used for dissemination purposes. This helped:

- to raise awareness about the Business Strategy development;
- to inform and motivate the target groups and at the same time to get more information about target group's needs and expectations.

The second part of the valorisation activities aiming to **exploit the project results** - bring them to the target group –started in the 2nd year of the project and went in parallel with dissemination.

The e-learning material supported by tutoring were delivered to the target group **free of charge**. The e-learning environment is available in English (this would enable people from other counties to use the updates e-learning training material) and all project partners' countries languages (Lithuanian, Spanish and Greek), making it more attractive and easier to use.

As Business Strategy Development (BSD) training material and the Animated Interactive practical tool was placed to an e-learning platform the project results will remain available for the target group for at least 2 years after the project completion. Each partner will also integrate the project developed results (e-book, articles and links to the e-learning platform) summary into their websites. On-going (even after the formal ending of the project) activities for dissemination of the e-learning training material e-book and information uploaded on the Partners websites.

Project partners have **extensive experience** in international projects that have always placed high emphasis on dissemination and exploitation of project results. This experience, **good contacts** with VET institutions as well as business support institutions in partners' countries, developed cooperation with other training institutions, as well as participation in a number of networks and associations (European Forum of Technical and Vocational Education and Training, Baltic Association of Science Parks and Innovation Centres BASTIC, etc.) allow to ensure effective implementation of the valorisation strategy. The exploitation structure is summarised in next parts.

2.2. Valorisation activities

- **Project website (www.bestrain.eu)** - the major platform for dissemination and exploitation activities. It was developed gradually starting in the Month 2 of the project and it contains:
 - the e-learning platform for distance learning with the Animated interactive practical (AIP) tool;
 - general information about the project, its progress and results;
 - all information and materials on the public part of the website are available in Lithuanian, Spanish, Greek and English.

- General information about project is placed on **partners' homepages** (in their national languages) that will also contain the summarized project developed results description into their websites in the respective languages.
- **4 articles** (at least) about project, its activities and results were published (1 per P3, P4 and 2 by P1 in their national languages). Partners chose **where and when to publish the project articles** having in mind that the target groups should be reached.
- **Presentations** about the project were made by all project partners during conferences and other events. Each partner made at least two presentations in the lifetime of the project. The project presentations were made in project partners' countries or, if relevant, abroad, during conferences and other events. The P1 developed a stationery template for PowerPoint slides. P0 participated at the EfVET conference in 2012. All other partners are also involved in that activity and makes plans for presentations on project.
- Project **leaflets** are published in Lithuanian, Spanish and Greek languages (500 copies in each language) additionally partners developed and printed project leaflets in English. They are and will be disseminated to the target group, potential users and other interested organizations during conferences and other events, visits to VET institutions and other business support institutions aiming to raise awareness and motivate the target group to use the project results.
- The project leaflets are and will be disseminated to the target groups through the contacts of Marijampole vocational education centre which is also a member of European Forum of Technical and Vocational Education and Training (EfVET). The small and micro enterprises will be reached through the KTU Regional science Parks' close day-to-day contacts, membership in

European business networks and other vocational education and vocational training institutions and business organizations the other partners cooperate with.

- **Project CDs** with training material modules in English, Lithuanian, Spanish, Greek languages and project e-book were produced. Project e-book consists of training material available in EN, LT, ES and EL will be disseminated to the target group and potential users of project results through the same dissemination channels as project leaflets, complementing traditional written information with more interactive and motivating approach.
- **Project final trainings** (1 per Partners P0, P1, P3 and P4) were organized at the end of the project. They were held in Lithuania, Spain and Cyprus with the purpose to present project results and to raise awareness about e-learning opportunities for BSD Representatives of target group, potential users and all interested in project results were invited to participate in these trainings. The final trainings were 1 working day long and were organized and implemented by Partner responsible in the country.
- Potential participants were addressed by e-mail, mail and during other events and meetings. At least 20 participants attracted by each Partner coming from the target groups and potential users of project results were expected to attend the workshops.
- Each partner responsible for testing in their country assigned qualified member(s) of their staff in order to provide necessary training/tutoring support to the testing participants.

2.3. Partners' Perspectives and Plans

Marijampole Vocational Education and Training Centre



Marijampole Vocational Education and Training Centre is the biggest vocational institution in the South of Lithuania, taking in all 5 Municipalities of the region. The centre has five departments, preparing specialists of different kinds. They vary from secretaries, florists, cooks, waiters, bartenders, dressmakers in Services Department to specialists in the field of construction, metal mechanization, vehicle fitting and etc.

The main activity of the centre is vocational education and training of young people, but it is involved in adult (or unemployed) training and re-training as well. At present there are more than 2000 students whose age varies from 15 to 20. The teaching staff consists of 200 persons, which are profession teachers and general subjects' teachers. 28 professional teaching programs are run at VET centre. Marijampole VET Centre is a member of the EfVET and is part of many EU networks. During years of existing Centre participated in about 50 international projects.

Marijampole Vocational Education and Training Centre is planning to use the knowledge and training/learning products developed in BeSTrain in the following ways:

- In August-September 2013 MPRC prepared documents for the project "Development of youth entrepreneurship is the future of successful and competitive business of Marijampole and Alytus regions" for Lithuanian Business Agency programme VP2-2.2—ŪM-02-K "Asistentas-4". It is planned the consultations and training for young people of Marijampolė and Alytus regions using "Bestrain" products-learning material, game, etc.

- MPRC will develop the Bestrain project material (Interactive animated Tools) in the new TOI project E-DECO (Developing teachers' skills on coaching, e-environments and entrepreneurship).
- MPRC will use project products for the development of students entrepreneurship in the MPRC business club "VEIK".

KTU Regional Science Park



KTU Regional Science Park is a public institution established in 1998 with an intention to increase an efficiency of research and development (R&D) activities at Kaunas University of Technology and Kaunas region. KTC has internal business incubation facilities and comprehensive support services for start-ups and spin-offs. KTC has more than 10 years of experience in assisting and supporting innovative and technology-oriented SMEs, start-up and spin-off companies in Kaunas region and Lithuania. KTC's services include business and technology transfer consultancy, technical-administrative services, organisation of workshops and training courses for entrepreneurs, access to laboratories of Kaunas University of Technology.

KTC has an extensive experience in implementing national and EU-projects including Leonardo da Vinci, 5th, 6th and 7th Framework Programmes, National Support Programmes, EU Structural Funds, etc.

A number of results have been developed in BeSTRain project. After the end of the project, KTU Regional Science Park is planning to use the knowledge and training/learning products in the following ways:

- Develop and adapt some modules and practical examples to potential incubates as a **pre-incubation programme**.

- **Follow up on the expressions of interest** received by the end of the project – participants from dissemination and pilot testing events.
- Offer **Combination of online training and training events** where the participants would have some networking opportunities.
- **Promote the BeSTrain e-learning platform** to our clients. KTC is going to promote it through its link in the website and also in direct contacts with its clients and partners in Lithuania.
- Project results will be **presented in international conferences and articles**, the information about its results will also reach the potential beneficiaries in other European countries.

KTU Regional Science Park strongly believes that all those activities will serve as BeSTrain products promotion and will help to disseminate information about it to potential clients target group.

X-Panel Ltd



X-Panel Ltd is a private company with the main office in Larnaca, Cyprus. The company enjoys an extensive experience in business support services, focussing on business strategy, innovation management, quality and standards.

It mainly works with SMEs, helping them to develop specific competences and skills, products or projects. It provides consulting and training and is using some innovative facilitation methods that bring outstanding results in increasing personal and team efficiency and commitment.

X-Panel Ltd sees promotion of entrepreneurship and excellence in business management and innovation as its mission, and take part in relevant local and international projects. Members of the core team of the company have previously worked on over 30 European (Leonardo da Vinci, FP5, FP6, Interreg, Equal) and

numerous national projects and are experienced in training/ curriculum development and international project management.

X-Panel Ltd is planning to use the knowledge and training/learning products developed in BeSTrain in the following ways:

The products/ results of BESTRAIN project - the main one being the e-learning materials on strategic management - have been tested and evaluated during the pilot testing in June-July 2013, and positively evaluated by the target groups in Cyprus.

After the end of the project, X-Panel Ltd is planning to use the knowledge and training/learning products developed in BeSTrain in the following ways:

- **Offer in-company workshops on strategic management.** During BeSTrain dissemination activities and in the process of organisation of the pilot and final training workshops some SMEs expressed a wish for in-company training on strategic management. In-company training is in general more popular in Cyprus. It is planning to follow-up on the expressions of interest and offer the in-company training opportunities in winter 2014 and later on. These workshops would be based on BeSTrain contents but adapted to the needs of individual companies by adjusting the practical exercises, length of the event, etc.;
- **Promote the BeSTrain e-learning materials to our clients.** Most SMEs in Cyprus would benefit from using the BeSTrain e-learning materials. It is going to promote it through a link in its own website and also in direct contacts with its clients and partners in Cyprus;
- **Promote the use of BeSTrain e-learning materials in vocational schools** in Cyprus. Entrepreneurship and management courses are still under development in our vocational education system; based on the discussion with the Head of Vocational Education of the Cyprus Ministry of Education and Culture, we could contribute to this process.

Es Xabier Zubiri-Manteo



ES XABIER ZUBIRI-MANTEO BHI is a school located in the centre of San Sebastian. School provides vocational education for young people (business, computing, tourism and marketing) and secondary education as well as business and computer re-training courses for adult in the evening. One of the school aims is to help their students to find a job or put them on the path to set their own business start-up once they have completed their professional studies.

There are 1500 students and 150 teaching staff.

The school is involved in several innovative and international projects with TKNIKA and IKASLAN.

IES Zubiri-Manteo BHI Vocational Education and Training Centre is planning to use the knowledge and training/learning products developed in BeSTrain in the following ways:

- Develop some modules and more practical examples to use in a Vocational and training **module *Empresa e iniciativa emprendedora*** (*Business and Entrepreneurship*).
- Bestrain material and e-learning platform will be presented to ***Urrats bat*** (support for entrepreneurial initiatives, coordinated by Tknika (Centre for innovation in Basque Vocational Training)).
- The Bestrain e-learning platform will be presented to Ikaslan to show the Bestrain products in VET centres(Ikaslan: Association of Basque VET and Training Centres).
- The project will be uploaded to **elebasque** community. Elebasque's aim is to work in plurilinguism using networks, promoting best practice, sharing

knowledge and fostering common initiatives that develop the learning process and projects based on teamwork.

IES Zubiri-manteo BHI thinks this project can help other VET teachers to improve their knowledge in business strategies in order to transfer the knowledge and experience to the community.

The Multidisciplinary European Research Institute Graz



The Multidisciplinary European Research Institute Graz aims to link researchers and institutions from diverse research areas in order to pursue and support common research, development and intermediation activities. The core fields of expertise deal with social, cultural, political, ecological and economic issues in addition to more general issues in connection with the internal and external relations within the European Union. MERIG has extensive experience in evaluating projects, applications and products in a multitude of different projects and programme lines including acting as evaluators for the LLP on national level for the National Agency and on European level for the EACEA.

MERIG key role in the BeSTrain project is two-fold: on one hand it acts by providing training content from the Strategy-Train project and further elaborating it to the needs of the BeSTrain project, as content provider, and on the other hand MERIG is responsible for quality assurance in BeSTrain, acting as lead partner of WP6 'Evaluation and Quality Assurance'. As Austria is not a target country, like Cyprus, Lithuania and Spain dissemination and exploitation activities play a minor role for it as so-called 'export partner'. However, it is intended to disseminate the project and to make it results sustainable by using the following channels:

- Presentation at conferences at national and European level;

- Presentation and discussion at MERIGs internal network meetings;
- Announcement at MERIGs website;
- Distribution of BeSTrain fact sheet at all possible occasions.

The commercialization of the BeSTrain results is not intended since MERIG is not a commercial training and consulting provider but a non-profit research organization.

The European dimension of the project allow to disseminate the project results in 4 EU Member States and make the training available to a big number of potential creators of knowledge-based business. As the e-learning package is also available in English and information about the project is planned to be disseminated through the international networks the project partners belong to, the e-learning tool will become available to the target group and other beneficiaries all over Europe, as well as to foreign researchers working in the project countries. Thus, the project partnership geographically covers Europe and project results to easily reach by the target organisations all over Europe.

2.4. Further exploitation possibilities of training material

The BeSTrain course may be further used in three different ways:

The Individual Path: This path concentrates on individual learning using the platform and corresponding support material. It includes the 10 BeSTrain modules and practical animated interactive tool – a game on strategic management. The individual path is where most of the information and theoretic background and learning material can be found. The content of these modules is provided on an e-platform to allow for self-paced training, which can be done by VET teachers and SME owners/ managers whenever they have time. The material is presented in a very concise way, focusing on explaining the more central concepts of strategic training preparing the participants for the Group- and Mentor paths and providing the necessary basic knowledge. The individual path can be seen as an introduction course for strategic management. Each module provided tackles one specific area of strategic management. The theoretical knowledge can be tested and strengthened by playing the strategic management game that is also available on BeSTrain website.

The Group Path: This path includes peer group activities. Peer groups should be quite small to allow for intensive mentor support and for in-depth knowledge exchange. The path includes one-two face-to-face seminar units, where the participants can work on their knowledge but also (perhaps even more importantly) on their strategy plans. The group will also exchange contacts and can support and call upon each other. The peer group support will also be facilitated through the exchange of ideas and Module 1 – Unit 1 4 corresponding feedback. In this way the managers/owners can learn from each other and synergies in the strategy development process can be optimally used.

The Mentor Path: This path includes activities that are based on direct mentoring and consulting, and is mostly useful for SME owners/ managers. These activities include only the mentor and one manager/ owner in private, on site meetings, at the company's location. The focus of these activities is direct consulting work, tailored exactly for the respective SME.

The modules of the individual path presented here can also be used as teaching material for a course on strategic management or as self-study material.

But, according to different needs, individual coaching or in-company training could be provided too. All project partners have close relations with other training organizations, which are certificated to provide coaching sessions in different business topics. Foreseen, that meetings with platform members could also help participants find the answers to any specific questions or other issues.

2.5. Intellectual property rights / copy left agreement

All materials produced as part of the BeSTrain project are CopyLeft. CopyLeft is in this project understood as a way to license a work so that unrestricted redistribution, copying, and modification is permitted, provided that all copies and derivatives retain the exact same licensing and contain the funding disclaimer and BeSTrain project name.

Each partner is responsible for ensuring that all resources produced in the BeSTrain project are CopyLeft.

I agree on the above terms for the use resources produced by me as part of the BeSTrain project and it is my responsibility to ensure that all materials I produce as part of the project are CopyLeft (e.g. graphics, photos, video, audio, and texts).

Signed by BeSTrain partnership in Kaunas, 2013 September 10

Summary

This document contains the Exploitation Plan of the BeSTrain project. This plan has been done through the contribution of project partners. This plan describes the actions to follow for the sustainability of results.

Dissemination and exploitation of the results are one of the major activities within Leonardo da Vinci programme, jointly with transfer of innovation.

Dissemination and exploitation plan describes achievements by the project BeSTrain in the dissemination of project results into target group's communities. It encompasses the whole project months from October 2011 to September 2013.

Dissemination and exploitation plan is produced with the aim to promote and disseminate the information about the project and to prepare for further exploitation of project results.

BeSTrain aims to improve the knowledge and skills, rise qualification in business strategy development training and strategic management of teachers at VET institutions also trainers at business support organizations and SMEs, improve their access to training and increase the quality of teaching of entrepreneurship. The specific aims of the project: to provide an innovative e-learning material and practical animated interactive tool (AIP) in BSP training; rise qualification (knowledge, skills) of VET teachers, trainers and tutors in BSP training and improve their access to innovative training and increase the quality of teaching.

The exploitation and dissemination in BeSTrain, involving all partners, includes a number of activities. The purpose of this document is to present in detail the possibilities of using the results, process the outlines of possible and planned

activities. Such an outline is the first step to define the whole process, which can of course be developed and changed in the future. All goals will however remain valid and the consortium as a whole will be responsible for implementing measures.

Approval by

Marijampole Vocational Education and Training Centre, Lithuania

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X-panel Ltd, Cyprus

Multidisciplinary European Research Institute Graz, Austria

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