



Valorisation Plan

<http://www.in-diversity.eu/>

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Table of contents

Contents

| | |
|---|----|
| Contents | 3 |
| 1 The challenge – valorisation of the project results | 4 |
| 1.1 The concept of valorisation..... | 4 |
| 1.2 Valorisation strategy | 4 |
| 2 Dissemination plan..... | 6 |
| 3 Exploitation plan..... | 12 |
| 4 ANNEX: List of stakeholders | 17 |

1 The challenge – valorisation of the project results

1.1 The concept of valorisation

Valorisation is a concept which is now widely used and accepted in the European educational and training community. It can be described as the process of **disseminating** and **exploiting** the results of projects with a view to **optimizing** their **value**, **strengthening** their **impact**, **transferring** them, **integrating** them in a **sustainable way** and **using** them **actively** in systems and practices at local, regional, national and European levels.

In the context of the Leonardo programme, this means:

- exploiting the results of projects;
- further developing project results in different contexts and situations (e.g. regions, countries, sectors);
- recognising good practice and encouraging relevant key players to do so;
- embedding project results into the practices of organisations; and
- mainstreaming project results into local, regional, national or European provision.

The **valorisation strategy** -as it is described in the plan below- caters for the **best** and the **maximum exploitation** of the project's results. As every plan, the **valorisation plan** that is presented in this document may be **subject to modifications**, according to the **progress** of the project and the **results** obtained at the different stages with the objective to **optimize the consortium's activities** for the given purposes. This is especially relevant to the valorisation plan. Being so, the dissemination and exploitation strategies identified in this section will be **discussed continuously** by all participants of the consortium and **throughout the project's lifetime**.

1.2 Valorisation strategy

Valorisation of results is built into IN-DIVERSITY project as a continuous process engaging active dissemination and careful exploitation of project results. The valorisation strategy is based on two major building blocks: (a) active collaboration with key stakeholders and (b) user-driven results going through a continuous development process.

Active collaboration with key stakeholders as a building block of IN-DIVERSITY valorisation strategy means that all project partners are committed to invest time and resources in developing synergies and links among key stakeholder organisations and individuals as a means to ensure that project results reach the target audience and that these results will be exploited appropriately.

User-driven results mean that project results are developed according to the users' needs and requirements and, most importantly, project results are going through a dynamic

process of development based on continuous user feedback. The structure of the consortium guarantees active participation of users.

Other potential users of the project (Training Providers, Universities) will be also informed for the project aims by electronic mailing and informational brochures. They will also be encouraged to access and test the material available and give feedback. This will be a good opportunity to gain additional information that could be potentially incorporated into the project results. Furthermore, each partner will search for potential stakeholders/interested parties in countries which are not part of the partnership in order to use and exploit the results as much as possible in Europe.

The IN-DIVERSITY valorisation strategy is not static and will be regularly reviewed and expanded as the project proceeds and new opportunities or obstacles arise. In the context of this document, the valorisation strategy is manifested in two interdependent plans, the Dissemination Plan and the Exploitation Plan, detailed below.

2 Dissemination plan

Dissemination of results plays a very important role in valorisation. **Dissemination will take place in all phases of project lifecycle**, thus ensuring that the dissemination can function as a **diffusion process** as well as a **mechanism to ensure feedback from users** in the results validation, products evaluation, piloting and fine-tuning.

The Dissemination Plan intends to **structure the consortium’s main activities** to unfold the dissemination of knowledge gained during and after the development of IN-DIVERSITY project and its progress. Besides that, the activities of dissemination also aim to **create awareness of the project results**, not only for the **participants**, but also – and principally - for the **different interest groups**: scientific community, employers, employees, human resource managers, training experts, training providers, Enterprises, policy makers, general public. At the same time, it represents a **vehicle to get feedback** not only **internally** from the project consortium but from **external organizations**. The dissemination activities will also contribute to the **validation** of the partial and overall **project results**.

The dissemination plan aims at answering the following questions:

1. **What** to disseminate, in relation to the project outcomes.
2. **When** to disseminate, in order to ensure that the timing of activities is appropriate.
3. **To whom** – the audience / target group for dissemination.
4. **How** to disseminate, including setting a dissemination budget with the appropriate resources (such as personnel and materials). Specific issues include:
 - **Costs**: How much will it cost?
 - **Responsibilities**: Who will be in charge?
 - **Verification**: How do we know that we met our targets? - milestones

These questions are being answered as following for the INDIVERSITY project:

1. **What** to disseminate, in relation to the project outcomes.

| Tangible outcomes | Intangible outcomes |
|---|--|
| <ul style="list-style-type: none"> • The cultural diversity reports • Cultural diversity management toolkit. • E-learning course about managing cultural diversity in the workplace. • Pilot experiences reports • Dissemination products (brochure, newsletters, • Reports of seminars (National and International) • Products transferred from previous projects | <ul style="list-style-type: none"> • An understanding of the situation in countries • Changed attitudes of Enterprises and managers on diversity management • Efficient development of staff • Increased quality of work • Increased sharing of diversity management within the workforce |

2. **When** to disseminate.

- **Early in the project:** Discuss with the target group, understand their needs, create awareness of the project's objectives, plan future activities and ensure participation from the target groups.
- **During the project:** Assess quality of project outputs against the needs of the target groups, assess progress in an international context, inform all parties on good practices and practical solutions.
- **At the end of the project:** Publicise all project outputs, demonstrate benefits, build a constituency of support SMEs, SMEs Associations, Trade Unions, initiate the application of the developed tools.

3. **To whom** – the audience / target group for dissemination.

According to the objectives and purposes of the IN-DIVERSITY project, the main target audience of the dissemination activities will be managers, human resource managers, enterprises with significant number of immigrants, training organisations, trainers, training experts, training providers, policy makers, interested parties, general public.

Another target group for dissemination activities will be the **European scientific community** and other entities that can take benefit from the achieved results.

Target audiences will also include **vocational training institutions**, associations for immigrants and **institutes working on diversity management**.

In this respect, three main target groups for dissemination are identified:

- **End-users:** employers, human resource managers of enterprises with significant number of immigrants, Enterprises interested in diversity management, immigrants;
- **Decision-makers:** This group includes both political and associations of immigrants. Political decision makers are international bodies such as the European Commission, national or regional governments and the responsible ministries (such as Labour and Education, immigration), as well as local authorities (Regions). Associations are the associations of immigrants, NGOs working for the integration of immigrants.
- **Supporters, interested parties or stakeholders:** This group includes international bodies, SMEs associations, national agencies and ministries not directly involved in education, labour and immigration, research agencies and institutes (public or private), as well as private companies and individuals with a professional interest in diversity management.

4. **How** to disseminate, i.e. identifying specific dissemination strategies and vehicles.

The Dissemination Plan is based on **two levels of strategies** for the dissemination of the project's intermediate / final as well as partial / global results and of its progress:

- ◆ The **consortium's overall strategy**, that is the dissemination strategy in which the consortium plans and acts as a whole
- ◆ The **individual strategy of each consortium member**, according to his specific type of organization, businesses, activities (marketing and others), markets, infrastructure, resources, etc.

The dissemination strategy includes activities that can be divided into **internal** and **external dissemination** according to the target audiences they are addressed to.

The **internal dissemination** includes the tools and activities that intend to give awareness of the results to the consortium members and that are not available to the public in general. This kind of dissemination includes:

- ◆ **Project meetings** and their resulting **reports**
- ◆ **Information exchange** by way of an (internal) e-mail list which addresses and includes all project participants
- ◆ A **collaborative workspace document repository (Extranet)**
- ◆ **Video and Phone Conferencing**
- ◆ **Reports, publications, deliverables**, etc.
- ◆ **On-line collaboration**

The **external dissemination** is referred to **activities** and **means** that create awareness of the **project's partial and overall results** and its **progress** and **document** them. The target of those dissemination activities is specific users and interest groups that were identified above as well as the public in general.

The proposed **external dissemination** activities include:

- ◆ **Conception** and realization of a **logo** for the project.
- ◆ Conception of a "**corporate design**" for the IN-DIVERSITY project and **application in different media**, like Web site, flyer, presentations, etc. More specifically dissemination will consist in **advertising the project results** and **the training toolkit** by using a variety of methods: **brochures, newsletters, articles in journals**, participation in **conferences, seminars** and other related **events**.
- ◆ **Conception, realization** and **maintenance** of the official IN-DIVERSITY **Web site**. The site will contain information about the progress of the project at different stages in order to communicate and expand its results. At a later stage of the project it will also be possible for users and other interested parties to access and evaluate work of the project's results with a view to incorporate useful feedback.
- ◆ **Information Brochures** that will be produced in order to disseminate information on the project. Brochures will be **available in English** for all countries, and in local languages where needed. Brochures will be used during the conferences, and at other events in which such brochures will be needed. The brochures will provide an

overview of the project, contact and website details, reflect the benefits and quality of the IN-DIVERSITY project, as well as highlight the aims and objectives of the project consortium and the support of the Leonardo da Vinci Programme and the European Commission. All information brochures will also be available on the project website in pdf format.

- ◆ **Publications** in scientific and/or specialized magazines (not mandatory) at critical times of the project lifecycle and namely at the end of the project. Such publications will be useful in order to generate a level of awareness and constructive feedback from the scientific community and potential users. The articles will focus on practice rather than contain theoretical descriptions.
- ◆ **Newsletters.** Four newsletters will be issued periodically. They will be sent to selected parties with a key interest in the project (depending on the contacts and interest gathered), informing them on the results and progress of the IN-DIVERSITY project.
- ◆ **Reports** and other documents throughout the entire project lifecycle.
- ◆ Participations in **conferences, workshops, trade fairs** and **exhibitions** around Europe throughout the project's lifecycle. Events of general European interest with the greatest possible impact will be targeted. These events will bring together project promoters and potentials users further promoting diversity management and dissemination of project results. A **list of potential events – database**, accompanies this plan and will be **updated regularly** with the contribution of all partners.
- ◆ Participation in **Leonardo da Vinci events.** IN-DIVERSITY will take part in seminars and conferences organised by Leonardo da Vinci in order to take advantage of this excellent tool for valorisation of project results.
- ◆ IN-DIVERSITY will **organize national seminars and one international Conference** to present project results and products, attract interest to the project's objectives and disseminate results.

The main objectives of the seminars will be:

- a) To **contribute to the dissemination of the toolkit within companies**
 - b) To **raise awareness** of the **project's results.**
- ◆ **Press releases** announcing the **project's progress** or an **important achievement.** All project members are expected to contribute to the dissemination of project results through appropriate press releases in their respective countries within duration of the project.
 - ◆ **E-mail/Mailing Distribution list**, which will **disseminate information about IN-DIVERSITY** as well as policy developments and practices, latest developments etc.

It is expected that **two major Mailing lists will be set up** to support communications with two different groups: one list of companies with a high level of foreign national workers and a high level of migrant workers; and another list of entrepreneurs, associations, trade unions, immigrants, and cultural associations, and NGOs related to cultural diversity and immigration.

- ◆ **Other activities** and means that may come up **during the execution** of the project and that may be considered as useful.

The aforementioned dissemination activities will take place **from the start of the project** and will **continue throughout the entire lifecycle** of IN-DIVERSITY.

The partners roles are defined as following:

- Training 2000
 - Prepare a valorisation plan
 - Identify dissemination opportunities
 - Prepare newsletter and manage circulation lists
 - Prepare dissemination templates (.ppt, .doc, etc) to be used by the partners in their own activities Web-site, publications, events (conferences, Leonardo da Vinci events)
 - Prepare dissemination reporting documents
- All partners
 - Contribute to the development of the valorisation plan
 - Provide the content for the dissemination means (publications, etc)
 - Provide list of target groups
 - Conduct dissemination activities
 - Report on dissemination activities

| Timing When to disseminate? | Aim Why to disseminate? | Audience To whom to disseminate? | Methods/ Activities How to disseminate (tools, activities)? | Costs How much will this cost? | Responsibilities Who will be in charge? | Measure How do we know that we are arrived? |
|--|---|--|---|--|---|--|
| <ul style="list-style-type: none"> • Start of project ➢ 1-6 months | <ul style="list-style-type: none"> ➢ Create awareness about the project, particularly on its innovation and content | <ul style="list-style-type: none"> ➢ Project beneficiaries ➢ Training organisations ➢ Potential companies ➢ Policy-makers ➢ Human resource managers and employers | <ul style="list-style-type: none"> ➢ Present / discuss the project's aims with staff/beneficiaries in each partner's organisation ➢ Prepare a brochure ➢ Present / discuss the project's aims with potential users ➢ Set up a web-site ➢ Prepare and send the 1st newsletter | <ul style="list-style-type: none"> ➢ Costs mainly born by each organisation ➢ Web site – IEGD costs ➢ Brochure costs for each partner | <ul style="list-style-type: none"> ➢ All partners but responsibility lies with Training 2000 | <ul style="list-style-type: none"> ➢ Response level ➢ Number of activities ➢ Feedback from target audience |
| <ul style="list-style-type: none"> • Production period ➢ 6-12 months | <ul style="list-style-type: none"> ➢ Create understanding on the project and its capacity and innovation | <ul style="list-style-type: none"> ➢ Project beneficiaries ➢ Educational Specialists ➢ Potential Companies and associations ➢ EU/national organisations ➢ Policy-makers | <ul style="list-style-type: none"> ➢ capacities and progress ➢ Operate the web-site ➢ Participate in events and conferences ➢ identify training targets ➢ Prepare and send the 2nd newsletter | <ul style="list-style-type: none"> ➢ Costs for producing brochure to all partners for national versions ➢ Costs for participating in other events | <ul style="list-style-type: none"> ➢ All partners but responsibility lies with Training 2000 | <ul style="list-style-type: none"> ➢ Response level ➢ Number of activities ➢ Feedback from target audience ➢ Feedback on Website |
| <ul style="list-style-type: none"> • Testing period ➢ 12-18 months | <ul style="list-style-type: none"> ➢ Convince the audience of the project's innovation, added-value and importance | <ul style="list-style-type: none"> ➢ Project beneficiaries ➢ Educational Specialists ➢ Potential Companies and associations ➢ EU/national organisations ➢ Policy-makers | <ul style="list-style-type: none"> ➢ Prepare and send the 3rd newsletter ➢ Organise Conferences / Seminars / trainings in each partner country ➢ Organise visits / meetings with selected audience | <ul style="list-style-type: none"> ➢ Costs for organising events and visits (People, Time and Resources available) ➢ Costs for participating in other events | <ul style="list-style-type: none"> ➢ All partners but responsibility lies with Training 2000 | <ul style="list-style-type: none"> ➢ Response level ➢ Number of participants in each event ➢ Feedback from target audience |
| <ul style="list-style-type: none"> • Final period ➢ 18-24 months | <ul style="list-style-type: none"> ➢ Use the product with the target audience ➢ Info to buy the product in future | <ul style="list-style-type: none"> ➢ Project beneficiaries ➢ Educational Specialists ➢ Potential Companies and associations ➢ EU/national organisations ➢ Policy-makers | <ul style="list-style-type: none"> ➢ Prepare and send the 4th newsletter ➢ Organise visits/ meetings to specific audience ➢ Present Demos of the products ➢ Leave a sample ➢ Organise a final conference | <ul style="list-style-type: none"> ➢ Costs for organising visits / events / conference ➢ Costs for participating in other events ➢ Costs of producing the toolkit | <ul style="list-style-type: none"> ➢ All partners but responsibility lies with Training 2000 | <ul style="list-style-type: none"> ➢ Response level ➢ Number of participants ➢ Feedback from target audience ➢ Feedback on product |

3 Exploitation plan

The exploitation strategy for IN-DIVERSITY will not be static but will be regularly reviewed and expanded as the project proceeds and new opportunities or obstacles arise.

It is planned that all the partners will **nominate qualified persons as exploitation managers** to coordinate the **exploitation activities**. The **exploitation team** will **continuously try to create an active network** aiming at establishing strong working relationships with key people and public organizations involved in or having an interest in the area of diversity management and integration of immigrants at the workplace.

It is envisaged that at the end of the project, a **viable exploitation agreement** satisfactory to all partners, will be established to cover the **exploitation** of the IN-DIVERSITY project results. The management of the exploitation will be led by the **consortium that will be formed at the end of the project** in order to **manage the project results**.

A very important aspect of the exploitation plan and corresponding activities is the **self-sustainability of the project's results**, especially after the end of the project. At first, the project's exploitation activities will include a **sound management** of the developed **common projects** and **training material**. Both the co-ordinator partner and the exploitation team will lead the management of the succession issues.

Towards the same direction and within the scope of the project's exploitation strategy, the consortium will take action in view of **exploiting the project's results**. For this reason, the consortium members will try to **promote** and **incorporate** the developed material into **national** and **European policies and practices**. This will be achieved through identification of the **appropriate organizations / initiatives / policies** in national and European level and the effort to incorporate the developed knowledge in accordance with the project objectives.

The aforementioned aims and actions will be achieved through:

◆ **Personal Contacts with Key People**

In this way the **project will be introduced to selected parties** through lobbying key people, who may be difficult to reach through other means, e.g. through the media. **All project partners** will have their **own informal networks**, which provide excellent vehicles for exploitation. The project will **make use** of these **existing relationships** and identify **new collaboration opportunities** to engage user interest and participation in the project.

◆ **Participation in conferences/workshops**

Participation in conferences and workshops improves the exploitation of IN-DIVERSITY results in terms of **disseminating project information, contact making** and **lobbying**. Additionally it is a good tool for **receiving valuable feedback** from a wide user audience of immigration and diversity management professionals. Events such as conferences and workshops are expected to **gather experts and stakeholders** who will **elaborate on the**

requirements and corresponding training material will **provide recommendations** for future actions, tailored to the specific theme.

All the partners of IN-DIVERSITY project are involved in the dissemination and exploitation activities that are integrated together in a balanced way to form a single, coherent valorisation plan. The table that follows summarizes this plan:

| Activities | | Means | Time | |
|----------------------|-------------------------------|--------------------------------------|---|--------|
| DISSEMINATION | Internal Dissemination | | <ul style="list-style-type: none"> ▪ Project Meetings ▪ Projects Reports ▪ Reports, Publications, Deliverables ▪ E-Mail Lists ▪ Internet ▪ Video & Phone Conference | M1-M24 |
| | External Dissemination | Dissemination on the internet | <ul style="list-style-type: none"> ▪ Project Website ▪ E-mail / Mailing Distribution list | M1-M24 |

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| | | <p style="text-align: center;">Distribution of Promotion Materials</p> | <ul style="list-style-type: none"> ▪ Logo & “corporate design” ▪ Publications in scientific/specialized magazines ▪ Press Releases ▪ Brochures, Notices in journal, Posters, Folders, Flyers & Advertising ▪ Reports ▪ Newsletters ▪ Mailing List ▪ Toolkit | <p>M1-M24 M7-M24</p> <p>M1-M24 M1-M24</p> <p>M1-M24 M6-M24 M7-M24 M18-M24</p> <p>M18-M24</p> |
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|---------------------|--|---|--|---|
| | | <p style="text-align: center;">Organisation/ Participation of/in Events</p> | <ul style="list-style-type: none"> ▪ Participation in Leonardo events ▪ Participation in conferences, workshops(not mandatory), trade fairs, exhibitions ▪ Organization of Local seminars/conferences ▪ Actions of Targeting of scientific community, authorities, Policy Makers | <p>M1-M24</p> <p>M1-M24</p> <p>M12-M24</p> <p>M12-M24</p> <p>M1-M24</p> |
| EXPLOITATION | | <p style="text-align: center;">Establishing Contacts/ Networking/' Exploitation Issues</p> | <ul style="list-style-type: none"> ▪ Personal Contacts with Key People ▪ Participation in Workshops/Conferences ▪ Project Meetings (formal & informal) ▪ E-mail/Mailing List ▪ Continuation Issues | <p>M1-M24</p> <p>M1-M24</p> <p>M1-M24</p> <p>M13-M24</p> <p>M13-M24</p> |

4 ANNEX: List of stakeholders

1. SPAIN

| END USERS (companies, universities, training centres, professional associations, associations of immigrants) | DECISION MAKERS (Entrepreneurial organisations, trade unions, public authorities) | THIRD INTERESTED PARTIES (organisations in other countries) |
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2. ITALY

| END USERS (companies, universities, training centres, professional associations, associations of immigrants) | DECISION MAKERS (Entrepreneurial organisations, trade unions, public authorities) | THIRD INTERESTED PARTIES (organisations in other countries) |
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3. IRELAND

| END USERS (companies, universities, training centres, professional associations, associations of immigrants) | DECISION MAKERS (Entrepreneurial organisations, trade unions, public authorities) | THIRD INTERESTED PARTIES (organisations in other countries) |
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4. SWEDEN

| END USERS (companies, universities, training centres, professional associations, associations of immigrants) | DECISION MAKERS (Entrepreneurial organisations, trade unions, public authorities) | THIRD INTERESTED PARTIES (organisations in other countries) |
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5. FRANCE

| END USERS (companies, universities, training centres, professional associations, associations of immigrants) | DECISION MAKERS (Entrepreneurial organisations, trade unions, public authorities) | THIRD INTERESTED PARTIES (organisations in other countries) |
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