

Interactive Méthodologie de gestion stratégique pour l'amélioration de l'entrepreneuriat agricole en Europe centrale et orientale

2011-1-PL1-LEO05-19891

<http://www.adam-europe.eu/adam/project/view.htm?prj=9622>

Information sur le projet

Titre: Interactive Méthodologie de gestion stratégique pour l'amélioration de l'entrepreneuriat agricole en Europe centrale et orientale

Code Projet: 2011-1-PL1-LEO05-19891

Année: 2011

Type de Projet: Projets de transfert d'innovation

Statut: Accordé

Pays: PL-Pologne

Accroche marketing: Le projet ISM vise à transférer un outil de formation professionnelle efficace et innovant pour aider les professionnels traitant de l'entrepreneuriat et de la gestion stratégique en agriculture. Cela vaut pour le secteur de la vulgarisation agricole, l'environnement de l'enseignement professionnel et les agriculteurs.
Le projet utilise l'approche de Gestion Stratégique Interactive (outil et méthode ISM) de LEI Wageningen UR. Cette méthode de formation vise à aider les entrepreneurs à prendre des décisions stratégiques. Cela comprend la formulation d'un but, une analyse des compétences entrepreneuriales, de la performance de l'entreprise et de l'environnement, la formulation d'une stratégie et d'un plan d'action. La méthode de Gestion Stratégique Interactive et l'outil ISM est appliqué et adapté dans trois pays d'Europe centrale et orientale: la Lituanie, la Slovénie et la Pologne, où ces outils ne sont pas très répandus.

Résumé: The European agricultural sector has experienced numerous changes in the last decade. Developments in the new EU member states have been even more significant – first because of the transition into the market economy after the fall of the communist regime, and second because of the accession to the EU. In such circumstances the ability to apply long term decisions and entrepreneurial skills are key factors for success. Strategic thinking, however, is less present in the agricultural firms, especially in Central and Eastern Europe. Farmers are mainly focused on day by day management, but to improve profitability and respect a dynamically changing environment, long term goals and strategies become important. Therefore, training in entrepreneurial behavior and decision making, as well as tools to support such trainings, are essential. In this project the Interactive Strategic Management method and the ISM-tool were made applicable to three Central and Eastern European countries: Lithuania, Slovenia and Poland.

The main aims of this project are:

- To fulfil the need for support on strategy planning to further develop the farm business and to become competitive;
- To improve the competency and knowledge of consultants/advisors and teachers in strategic management and entrepreneurship; they transfer the know-how to agricultural entrepreneurs and vocational students;
- To improve entrepreneurship of the participating dairy farmers in order to become more aware of their own situation; the same for future plans of vocational agricultural students;
- To ensure the sustainability of the training program with a constant monitoring and evaluation process; this allows the introduction of the ISM tool and accompanying guidelines into consultancy and education in a sustainable way.

The ISM project resulted in strengthening the capacity of teachers and extension workers to help articulate strategies and foster development paths. This also helped to communicate more easily certain strategic choices with the external environment.

Description: European agricultural sector has experienced a huge change in the last decade. Agricultural production has been significantly influenced by the 2003 Common Agricultural Policy (CAP) reform which is expected to change the allocation of on- and off-farm resources, as payments became independent from production and agricultural policy has shifted from a production orientation to more decoupled forms of support. Apart from these policy shifts, farmers also face changing consumer habits, preferences and demands and enhanced requirements concerning the environment, animal welfare and product safety. Market and price fluctuations

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are also important. The New Member States has experienced this changes much stronger than the "old" EU countries – first because of the transition into the market economy after the fall of the communist regime in the 1990s and second, because of the accession to the EU, which introduced agriculture to dynamics and effects of the CAP. Being competitive and surviving in such changing environment became the huge challenge for farmers. In such circumstances the ability to take up long term decisions and entrepreneurship skills seems to be a key factors for success. Farmers are mainly focused on the day by day management, while to improve profitability and respect dynamically changing environment, they should look more for the long term strategy. Therefore training about entrepreneurial behaviour and decision making, as well as tools to support such trainings, are essential. However, such tools are not wide-spread. LEI Wageningen UR in the Netherlands has developed a method and training program to help farmers in their strategic decision making process and to help advisors to improve their capacity to counsel in these processes. The method is called Interactive Strategic Management (ISM). The major reasons supporting the initiative are: the need for development of the agricultural consultancy and vocational education in the sphere of strategic management; the need to improve entrepreneurial abilities of farmers and vocational students, and the need of training tools supporting such development.

The ISM project is aiming to introduce instruments to help professionals dealing with entrepreneurship and strategic management development. This applies to personnel of the advisory/consultancy sector and the vocational teaching environment. Also the second target group, the farmers themselves will be affected because they will participate in ISM sessions which will be facilitated by the new trained professionals mentioned above.

In order to achieve the above mentioned aims the consortium set four objectives as follows:

- As first objective, the consortium is aiming to fulfil the need for support on strategy planning to further develop the farm business and to become or remain competitive in the agricultural sector.
- As second objective, the consortium is aiming to improve the competencies, skills and knowledge of advisors and teachers, who transfer the competences to agricultural entrepreneurs and vocational students. Moreover, this project increases the awareness of the persons who are currently working in agriculture advisory services and vocational education about the importance of life long learning activities and on-going improvement of their competencies on entrepreneurship and strategic management.
- A third objective is to improve strategic management and entrepreneurship of the participating dairy farmers in order that they become more aware of their own situation which may help them to keep their farm viable in an increasingly complex environment.
- The fourth objective puts emphasis on ensuring the sustainability of the transferred training, with a constant monitoring and evaluation process. This allows the introduction of the ISM tool and accompanying guidelines into consultancy and education in the participating countries in a sustainable way.

The ISM-project intended to transfer a successful and innovative vocational training tool in the field of long term decision making from LEI Wageningen UR to the Consulting services, Cattle Associations and to vocational education in Poland, Lithuania and Slovenia. In order to achieve a successful adaptation in a different environment, the materials and methodology were adapted to the local circumstances in the first phase of the project. This was followed by the train the trainer sessions aiming to educate the local facilitators, who come from the participating extension/consulting services and from the universities. After this, trainings in the field took place with various groups of dairy farmers. The teachers and advisors trained during the train the trainer phase were the facilitators of these field sessions. Special emphasis was put on a monitoring and evaluation of these ISM sessions which allowed proper analysis of the quality and effects of the tools in use,

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and which enabled a final adaptation to the needs of the various target groups involved. The structure of the project ensured a sustainable and continued use of the methods and tools discussed in this project in the countries involved. The international approach chosen guarantees the development of a network supporting the know-how relating to strategic management.

In the project, we used the Interactive strategic management approach (ISM) of LEI Wageningen UR. This training method aims to help entrepreneurs in making strategic decisions. ISM is a training method related to principles of strategic management, entrepreneurship and decision making. The learning cycle of Kolb is part of it. It comprises the formulation of a goal, an analysis of the entrepreneurial competences, enterprise performance and environment, formulation of a strategy and an action plan.

Thèmes: *** Formation tout au long de la vie
 *** Orientation professionnelle
 ** TIC
 ** Formation initiale
 * Développement durable

Sectors: *** Agriculture, Sylviculture et Pêche
 ** Enseignement
 * Activités Spécialisées, Scientifiques Et Techniques

Types de Produit: Matériel pour l'enseignement
 Autres
 Programme/curriculum
 Matériel d'apprentissage
 CD-ROM

Information sur le produit: List of main products of a project:
 Result number 1. Interactive Strategic Management Tool - Trial version

Result number 2. ISM Handbook "Entrepreneurship with vision - interactive strategic management"

Result number 3. Facilitator guidelines booklet.

Result number 4. Training and background materials for participants of training courses

Result number 5. Internal report about "Analysis of outcome strategies and evaluation of the ISM program"

Result number 6 Interactive Strategic Management Tool in final version improved and adjusted

Result number 7 BOOK "Supporting farmers in making strategic choices" in 4 languages - PL, LT, SL, ENG

Result number 8 EAAP BOOK – Cattle Husbandry in Eastern Europe and China: structures, development paths and optimization.

Page Web du projet:

Contractant du projet

Nom: SZKOLA GLOWNA GOSPODARSTWA WIEJSKIEGO W WARSZAWIE
Ville: WARSAW
Pays/Région: Mazowieckie
Pays: PL-Pologne
Type d'organisation: Université/école supérieure spécialisée/academie
Site Internet: <http://www.sggw.pl>

Personne de contact

Nom: Agata MALAK-RAWLIKOWSKA
Adresse: UL. NOWOURSYNOWSKA 166
Ville: WARSAW
Pays: PL-Pologne
Téléphone: 225934220
Fax: 225934213
E-mail: agata_malak_rawlikowska@sggw.pl
Site internet:

Coordinateur

Nom: SZKOLA GLOWNA GOSPODARSTWA WIEJSKIEGO W WARSZAWIE
Ville: WARSAW
Pays/Région: Mazowieckie
Pays: PL-Pologne
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Pays: PL-Pologne
Téléphone: 225934220
Fax: 225934213
E-mail: agata_malak_rawlikowska@sggw.pl
Site internet:

Partenaire

Partner 1

Nom: The Lithuanian Institute of Agrarian Economics
Ville: Vilnius
Pays/Région: Lietuva
Pays: LT-Lituanie
Type d'organisation: Institution de recherche
Site Internet: <http://www.laei.lt>

Partner 2

Nom: Public institution Lithuanian agricultural advisory service
Ville: Akademija
Pays/Région: Lietuva
Pays: LT-Lituanie
Type d'organisation: Autres
Site Internet: <http://www.lzukt.lt>

Partner 3

Nom: University of Ljubljana
Ville: Ljubljana
Pays/Région: Extra Regio
Pays: SL-Slovénie
Type d'organisation: Université/école supérieure spécialisée/academie
Site Internet: <http://www.uni-lj.si>

Partner 4

Nom: SLOVENIAN CHAMBER OF AGRICULTURE AND FORESTRY - AGRICULTURAL EXTENSION SERVICE
Ville: Ljubljana
Pays/Région: Extra Regio
Pays: SL-Slovénie
Type d'organisation: Chambre
Site Internet: <http://www.kgzs.si>

Partenaire

Partner 5

Nom: Mazowiecki Orodek Doradztwa Rolniczego o/Powitne
Ville: Warsaw
Pays/Région: Mazowieckie
Pays: PL-Pologne
Type d'organisation: Autres
Site Internet: <http://www.modr.mazowsze.pl>

Partner 6

Nom: LEI, institute within the legal entity Stichting Dienst Landbouwkundig Onderzoek
Ville: The Hague
Pays/Région: Zuid-Holland
Pays: NL-Pays-Bas
Type d'organisation: Autres
Site Internet: <http://www.lei.wur.nl>

Produits

- 1 Interactive Strategic Management Tool - Trial version
- 2 ISM Handbook "Entrepreneurship with vision - interactive strategic management"
- 3 Facilitator guidelines booklet.
- 4 Training and background materials for participants of training courses
- 5 Supporting farmers in making strategic choices. The method and implementation of Interactive
- 6 Supporting farmers in making strategic choices. The method and implementation of Interactive

Produit 'Interactive Strategic Management Tool - Trial version'

Titre: Interactive Strategic Management Tool - Trial version

Type de Produit: Autres

Texte marketing: Web tool - interactive application used during the training for strategic management and entrepreneurship teaching. Method is designed to support entrepreneurs in strategy development.

Description: Web tool - interactive application used during the training for strategic management and entrepreneurship teaching. Method is designed to support farmers in strategy development. ISM has three basic principles: (1) the emphasis is on the entrepreneur, (2) interaction with the environment and (3) focus on actual progress or actions of the entrepreneur. The tool consists of a list of questions the farmer has to answer, to make sure that all aspects are taken into account. Within the tool the farmer also has to score for the three E-elements: Entrepreneur, Enterprise and Environment. After this analyzing part the switch is made to the future strategy. Starting point for this is the farmers personal ambition and vision. The farmer himself has to combine all the gathered information to a few possible strategies, he has to evaluate these alternatives and finally comes up with his personal strategy. The tool also calculates a 'fitting score' for 15 categories based on the score the farmers has given to the different aspects of the three E's. The farmer can use this calculation as inspiration or to reflect on his own choice. In the last step the farmer makes an action plan and a presentation of the background and content of his strategic plan.

Cible: trainers/consultants/VET teachers/farmers and vocational students

Résultat: web-tool

Domaine d'application: Training in strategic management and entrepreneurship.

Adresse du site Internet:

Langues de produit: polonais
slovène
anglais
lituanien

Produit 'ISM Handbook "Entrepreneurship with vision - interactive strategic management"'

Titre: ISM Handbook "Entrepreneurship with vision - interactive strategic management"

Type de Produit: Matériel d'apprentissage

Texte marketing: The ISM handbook contains the detailed description and guidelines for the Interactive Strategic Management training. It explains goals of the training, method and all the parts of the training, including questions from the ISM tool and practical examples.

Description: The product is supporting element of the the method of ISM. It supports the trainings and facilitate usage of the ISM Tool and learning process. It serves also as a guideline for trainees, when they use the tool at home.

Cible: trainers/consultants/VET teachers/farmers and vocational students during trainings

Résultat: handbook

Domaine d'application: strategic management and entrepreneurship training

Adresse du site Internet:

Langues de produit: lituanien
polonais
slovène

Produit 'Facilitator guidelines booklet.'

Titre: Facilitator guidelines booklet.

Type de Produit: Matériel d'apprentissage

Texte marketing: The product contains the detailed description of the training schedule, technical guidelines (creation of an account), 3 ppt. presentations (with notes) and ISM handbook for trainer.

Description: The product is supporting element of the method of Interactive Strategic Management training. It supports the trainers and facilitate usage of the ISM Tool and learning process. It serves as a guideline for trainers before and during trainings.

Cible: trainers/consultants/vet teachers

Résultat: training material and guidelines

Domaine d'application: Interactive strategic management and enterpreneurship teaching

Adresse du site Internet:

Langues de produit: slovène
polonais
lituanien

Produit 'Training and background materials for participants of training courses'

Titre: Training and background materials for participants of training courses

Type de Produit: Matériel d'apprentissage

Texte marketing: The training materials contain all materials from the training on the CD and include: ISM Handbook, 3 Power Point presentations; SMR-Individual Strategic Management Report of participant including SMT (Strategic management Tool); PPT Presentation of farm/strategy prepared during training; Investment tool in Excel.

Description: The product is supporting element of the project and the method of ISM. It supports the trainings and learning process. Besides it provides/save results of the learning process for each individual trainee, improve sustainability of newly acquired knowledge and facilitates its usage after the end of the project.

Cible: trainers/consultants/Vet teachers/ farmers and vocational students

Résultat: training materials

Domaine d'application: strategic management and entrepreneurship teaching

Adresse du site Internet:

Langues de produit: slovène
lituanien
polonais

Produit 'Supporting farmers in making strategic choices. The method and implementation of Interactive Strategic Management in Lithuania, Poland and Slovenia'

Titre: Supporting farmers in making strategic choices. The method and implementation of Interactive Strategic Management in Lithuania, Poland and Slovenia

Type de Produit: Matériel pour l'enseignement

Texte marketing: A main dissemination product of the Leonardo da Vinci ISM project involves producing a book which describes the method of interactive strategic management, the role of the facilitator and the main items of the web application of this web-based tool. At the same time, this book presents the results of the ISM trainings using the ISM method.

Description: The project content and the participating institutions and associations from the four countries are presented in the first introductory chapter, as well as the principles behind the Interactive Strategic Management method. The set-up of interactive strategic management trainings is described in the second chapter. In the third chapter, selected dairy farmer cases from all three countries and also farmer-student cases from two countries are presented, along with some interviews of participating farmers with businesspeople from other sectors so as to learn from each other's views. The fourth chapter deals with the training results, i.e. strategic choices, critical success factors and the learning process. In the fifth chapter, an analysis is presented of the effect of the ISM trainings on the participants self perceived competencies and entrepreneurial features. The final sixth chapter presents concluding remarks, as drawn by the project team.

Cible: We dedicate this book to those farmers who would like to improve their entrepreneurial skills and observe some positive examples of their business colleagues; vocational teachers and agricultural advisors who deal with teaching and advising farmers in the strategy-building process and entrepreneurship; scientific workers to observe the transfer of the innovative methodology; policy makers who may wish to use this approach to stimulate the process of the strategic development of the farming sector; and to all other interested stakeholders who may benefit from the method, tool and new approach.

Résultat: BOOK

Domaine d'application: Agricultural consultancy, extension, vocational trainings, agricultural production,

Adresse du site Internet:

Langues de produit: anglais
polonais
slovène
lituanien

product files

"Supporting farmers in making strategic choices" - Lithuanian version

ISM Book_LITHUANIA.pdf

http://www.adam-europe.eu/prj/9622/prd/5/6/ISM%20Book_LITHUANIA.pdf

"Supporting farmers in making strategic choices" - Polish version

product files

ISM Book_POLAND.pdf

http://www.adam-europe.eu/prj/9622/prd/5/4/ISM%20Book_POLAND.pdf

"Supporting farmers in making strategic choices" - Slovenian

ISM Book_SLOVENIA.pdf

http://www.adam-europe.eu/prj/9622/prd/5/5/ISM%20Book_SLOVENIA.pdf

Produit 'Supporting farmers in making strategic choices. The method and implementation of Interactive Strategic Management in Lithuania, Poland and Slovenia'

Titre: Supporting farmers in making strategic choices. The method and implementation of Interactive Strategic Management in Lithuania, Poland and Slovenia

Type de Produit: Matériel pour l'enseignement

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Résultat: BOOK

Domaine d'application: agricultural consultancy, extension, vocational trainings, agricultural production,

Adresse du site Internet:

Langues de produit: anglais

product files

"Supporting farmers in making strategic choices" - English Version

ISM Book_ENGLISH.pdf

http://www.adam-europe.eu/prj/9622/prd/6/2/ISM%20Book_ENGLISH.pdf

Événements

Organised session at 19 IFMA Congress (International Farm Management Association) on 26.07.2013

Date	26.07.2013
Description	Special session devoted ISM project and Strategic Management Training is organized at the IFMA Congress (International Farm Management Association) on 26.07.2013. The session will disseminate the results of the project internationally to about 300 participants of the Congress from whole over the world www.ifma19.org
Cible	farmers, agribusiness, researchers, policymakers, VET teachers, consultants and extension workers
Public	Événement public
Informations de contact	www.ifma19.org agata_malak_rawlikowska@sggw.pl
Date et lieu	Warsaw, Poland, Szkoa Gówna Gospodarstwa Wiejskiego, 22-26.07.2013

63 EAAP (European Association for Animal Production) conference in Bratislava, Slovakia

Date	29.08.2012
Description	Organised Session 27 on "Entrepreneurship, farm and herd management" on Wednesday, August 29th, 2012 Presentations devoted the ISM Project: "Interactive strategic management methodology for improvement of entrepreneurship: case of a farmer" – Authors: Prezelj K., Klopi M. & A. Beldman; "Livestock production in West Balkan countries and development paths of dairy farmers in Slovenia" – Authors: Klopi M., DeLauwere C. & A. Kuipers "Grazing livestock in Baltic countries and development paths of dairy farmers in Lithuania" Authors: Stalgiene A., Preisegoleviciute-Mozuraitiene D., Jankauskas I.; "Changing conditions require higher level of entrepreneurship for farmers" Authors: Alfons Beldman, Dora Lakner, Bert Smit "Dairy sector development and farm strategies in Poland" Agata Malak-Rawlikowska, Marcin ekao
Cible	VET teachers, Consultants, farmers, researchers, policymakers,
Public	Événement public
Informations de contact	agata_malak_rawlikowska@sggw.pl abele.kuipers@wur.nl
Date et lieu	Bratislava, Slovakia, 29.08.2012

Événements

International Open Seminar in Lithuania "Interactive Strategic Management method for improvement of agricultural entrepreneurship in Central-Eastern europe"

Date 05.07.2012

Description The seminar was organised to disseminate and discuss project results and ISM method. During the meeting, after short introduction about the farming sector in Poland Lithuania and Slovenia, the ISM method was detaily presented. Then the results and experiences with the ISM trainings in Poland, Lithuania and Slovenia has been discussed with the audience.

Cible extension workers, policymakers (representatives of the Ministry of Agriculture and local government), VET representatives, (agricultural) researchers.

Public Événement public

Informations de contact Dr Agata Malak-Rawlikowska agata_malak_rawlikowska@sggw.pl

Date et lieu Vilnius, Lithuanian Institute of Agarian Economics

International seminar in Poland "Interactive Strategic Management methodology and its aopplication in farmer trainings"

Date 25.11.2011

Description During the Polish meeting the idea of the project and ISM Method was presented, with some experiences (examples) from the pilot project in Slovenia.

Cible farmers, extension workers, VET representatives, (agricultural) researchers.

Public Événement public

Informations de contact dr. Agata Malak-Rawlikowska agata_malak_rawlikowska@sggw.pl

Date et lieu Mazovian Extension Service- Department Powitne, Posk POLAND