



**A Transfer of Innovation Project  
supported by the  
EU Lifelong Learning Programme**

**WP7: EXPLOITATION**

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## 1. Introduction

### 1.1 *The project in a nutshell*

The Innovative Trainer Project (ITP) is a 24-month project co-financed by the European Commission’s Directorate-General (DG) for Education and Culture under its Lifelong Learning Programme. The project will identify the vocational education and training (VET) needs of business trainers and mentors (BTMs) and other actors providing training to SMEs in the field of innovation. On the basis of this needs analysis, project partners will create a new, multilingual, blended learning course addressing these needs by adapting existing training materials and developing new materials as appropriate and necessary.

The training course will be made available as an online and DVD resource pack for use both as “Train the Trainer” and directly with start-up and early stage SMEs. It will also be presented to policy and decision makers so that they are more attuned to the changing needs of SMEs and thus better equipped to provide relevant support services at the appropriate level.

The project consortium includes the following partners from the United Kingdom, Ireland, Romania, France, Spain and Belgium:

**Table 1.1 – Project Consortium**

Partner name	Short name	Country
Newry and Mourne Enterprise Agency	NMEA	United Kingdom
Louth County Enterprise Board	LCEB	Ireland
Universitatea Politehnica din Buceresti	UPB	Romania
Canice Consulting	CC	United Kingdom
Mindshare	MS	France
Universidad Politécnica de Valencia	UPV	Spain
European Business and Innovation Centre Network	EBN	Belgium
National Enterprise Network	NEN	United Kingdom

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Training materials and other project results will be translated into partners’ national languages as appropriate.

In order to ensure that all partners are clear on their roles, the project is divided into a set of eight distinct but intertwined work packages (WP), each led by a consortium member, as follows:

**Table 1.2 – Work Package (WP) List**

WP Number	WP Name	WP Leader
1	Project Management	NMEA
2	Baseline Audit	UPV
3	Materials Adaptation	MS
4	Technical Realisation	CC
5	Pilot Testing	UPB
6	Dissemination	LCEB
7	Exploitation	EBN
8	Quality Management and Evaluation	LCEB

**1.2 Aim and structure of the exploitation plan**

This document is the first deliverable of WP7, Exploitation, led by EBN. The overarching aim of WP7 is to ensure that the results of the ITP are sustained beyond the project’s 24-month lifecycle. Led by EBN, it builds on and is complemented by the dissemination activities carried out under the LCEB-led WP6.

This exploitation plan should thus serve as a tool to ensure:

- the widespread uptake and use of the Innovative Trainer training course following its launch (*multiplication*);
- the continued use of the Innovative Trainer training materials beyond the lifecycle of the project (*sustainability*); and

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- the transfer of the Innovative Trainer project findings to policy makers at all levels of the decision-making process (*mainstreaming*)

In order to achieve these aims it must address the different needs and demands of three target audiences:

- i. business trainers and mentors
- ii. start-up and early stage SMEs
- iii. policymakers at local, national and European level

To this end, the exploitation plan that follows will:

- i. identify the exploitable results of the ITP and the audiences they target;
- ii. identify exploitation channels and activities for the ITP;
- iii. address key complementarities between WP6 (Dissemination) and WP7 (Exploitation); and
- iv. identify indicators of success to measure the impact of the ITP

It is a living document and will be updated as appropriate based on feedback from consortium members after each partner meeting.

## 2. Exploitable Results, Target Audiences and Channels

### 2.1 Exploitable results

ITP's exploitable results comprise:

- i. the baseline needs analysis of BTMs and SMEs innovation training needs
- ii. the lessons learned about the changing needs of SMEs
- iii. the training course (online and DVD resources)

### 2.2 Exploitation channels

The main exploitation channels foreseen by project are:

- i. Face-to-face meetings (with policymakers and BTMs)
- ii. Public events
- iii. Continuing professional development (CPD) accreditation
- iv. IPR

In addition, the exploitation activities will use the dissemination tools developed under WP6 to ensure maximum impact. These include:

- i. Four six-monthly e-zines
- ii. Project website
- iii. Project social media presence

### 2.3 Overview of exploitation opportunities

The following table provides an overview of exploitable results and identifies the relevant target audiences and exploitation channels. It also identifies the dissemination channels that will be used to complement the exploitation activities by keeping stakeholders engaged and informed throughout the project. The momentum developed through the dissemination activities will play a key role in ensuring the sustainability of the ITP training materials beyond the life cycle of the project.

**Table 2.1 – Exploitable results by target audience and channel**

Result	Exploitation Goal	Target Audience	Dissemination Channel	Exploitation Channel
Needs analysis	Mainstreaming, sustainability	Policy and decision makers	E-zine; website; social media	Face-to-face meetings; targeted emails; events

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Online training course and DVD	Multiplication, sustainability	BTMs, SMEs, policy and decision makers	E-zine; website; social media	Events; CPD accreditation; face-to-face meetings
Lessons learned about changing needs of SMEs	Mainstreaming, sustainability	BTMs, policy and decision makers	E-zine; website; social media	Face-to-face meetings; targeted emails; events

### 2.4 Face-to-face meetings

Face-to-face meetings with BTMs, policymakers and other SME intermediaries will be initiated in the first six months of the project in order to inform the baseline needs analysis. These first contacts will be nurtured and built upon by keeping interviewees informed via the ITP's e-zines, social media.

Moreover, in order to mainstream the findings of the ITP on the changing needs of SMEs in the area of innovation training and transfer them to policy makers at all levels of the decision-making process, EBN will oversee and coordinate a series of face-to-face meetings between partners and high-level actors (policymakers, SME intermediaries) in their region and country.

In addition, partners will actively promote the ITP whenever the opportunity presents itself in the course of their ordinary work – attendance at conferences, workshops, etc. Dissemination materials prepared under Work Package 6, such as the project logo, PowerPoint template and e-zine, will facilitate this.

### 2.5 Public events

In September 2014, partners will mark the end of the project and the launch of the Innovative Trainer training materials with a series of national launch events in the UK, Ireland, Spain, Romania and France and a transnational European launch event coordinated by EBN.

The transnational European launch event will be an interactive, full-day event, with at least 50 organisations participating. It will include a demonstration of the training course and workshops allowing organisations to test it for themselves, as well as round table discussions to generate ideas on how to:

- i. integrate the course into existing voluntary VET programmes
- ii. mainstream the lessons learned on the changing needs of SMEs

As leader of the exploitation work package, EBN will liaise closely with European policymakers and other stakeholders to identify any large-scale pan-European VET events scheduled for September 2014 which the Innovative Trainer transnational launch could be a part of it, thereby ensuring it reaches as wide and relevant an audience as possible.

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The national launch events will follow a similar model on a reduced scale, targeting 10-15 multiplier organisations each. EBN will support all other partners in the preparation of these national launches.

Moreover, throughout the lifecycle of the project, all partners will endeavour to engage with related initiatives at regional, national and European levels.

### ***2.6 Continuing Professional Development (CPD) accreditation***

In order to maximise the uptake of the ITP training materials, both during and beyond the project, completion of the ITP training course and its various modules by BTMs and SME owners / employees will be certified. Certificates will be automatically generated via the project website upon successful completion of the ITP modules. Partners will also explore the possibility of linking this certification to existing CPD accreditation schemes at national and European level.

### ***2.7 Intellectual Property Rights (IPR) agreement***

Commercialisation may prove an attractive incentive for partners to sustain and keep up-to-date the ITP results, especially the training materials, beyond the lifecycle of the project. This is something that each partner will have to decide for itself, taking into account the local factors, such as needs-driven demand, the availability of free alternatives, etc.

However, in order to ensure that commercialisation remains a viable option, it is essential that all partners agree on an approach to IPR from the outset. To this end, EBN has prepared and all partners have agreed to the IPR agreement included in Annex 1 to this document.

### 3. Dissemination and Exploitation as Complementary Activities

#### 3.1 Interaction and overlap between WP6 (Dissemination) and WP7 (Exploitation)

As already mentioned, WP7 (Exploitation) builds upon and is complemented by the dissemination activities carried out under the LCEB-led WP6 (Dissemination). The ITP e-zines, website and social media presence developed under WP6 will be particularly instrumental in generating and maintaining the stakeholder engagement upon which the success of WP7's exploitation activities pivot. Therefore a brief summary of these tools is provided below.

#### 3.2 E-zines

Over the course of the ITP's lifecycle four six-monthly e-zines will be published and disseminated to relevant stakeholders in all partner countries and beyond.

In order to raise awareness of and encourage engagement with the project most effectively, each e-zine will have a specific focus as follows:

E-zine 1: Raising awareness about the project and inviting end users feedback for the baseline audit of existing innovation training tools and support services for SMEs

E-zine 2: Presenting findings of baseline audit

E-zine 3: Pilot test results

E-zine 4: Product launch

EBN, as leader of WP7, Exploitation, will work closely with LCEB, leader of WP6, Dissemination, to ensure that all key stakeholders are included in the project's dissemination database as e-zine recipients.

#### 3.3 Website

The function of the project website will be two-fold: firstly, to serve as a window to the project for all interested parties and stakeholders; and, secondly, to house the project's e-learning portal. It must thus be attractive to view and intuitive to use. Interest in and uptake of the ITP training materials will to a large extent hinge on the usability of the website.

In order to ensure that these objectives can be met and the ITP training materials exploited effectively and efficiently for optimal uptake and impact, CC, leader of WP4 on technical realisation, will seek feedback from all partners and potential website users at all stages in its development, from month 1 of the project on.

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In order to channel traffic to the website all partners will include a link to the ITP website on their own web portal.

### **3.4 Social media**

Social media platforms such as Facebook, Twitter and LinkedIn will be used to gather information from as well as disseminate the work of the ITP consortium to SMEs, BTMs, intermediaries and policy makers. These tools can help raise the ITP's brand and profile and generate new leads and enquiries. Moreover, the sense of community and ownership among stakeholders that these interactive communication tools can generate will be capitalised upon near the end of the project

## 4. Measuring Impact

### 4.1 Indicators of success

In order to ensure the success and monitor the impact of exploitation activities, the following ten indicators have been identified:

- i. E-zine subscribers
- ii. Social media followers
- iii. Website hits
- iv. Registration for online training course
- v. Completion of online training
- vi. Event attendance
- vii. Feedback on event quality
- viii. Demand for CPD accreditation
- ix. Commitments from policymakers
- x. Transfer of results to other sectors

EBN will work closely with all partners to establish targets for each indicator in the first six months of the project.

## Annex 1 – IPR Agreement

### LEONARDO Innovative Trainer

#### THE PARTIES

The following partners are engaged to cooperate on the European Commission funded Leonardo da Vinci – Transfer of Innovation project, *Innovative Trainer* (hereafter the project):

- Newry and Mourne Enterprise Agency, UK
- Louth County Enterprise Board, Ireland
- Universitatea Politehnica din Bucuresti, Romania
- Canice Consulting, UK
- Mindshare Consulting, France
- Universidad Politecnica de Valencia, Spain
- European Business and Innovation Centre Network, Belgium
- The National Enterprise Network, UK

Pledging their respective full capacity and authority to assign all the rights and obligations that emerge from this agreement:

#### WHEREAS

I.- The aim of the project is to identify the vocational education and training (VET) needs of business trainers and mentors (BTMs) and other actors providing training to SMEs in the field of innovation and, on the basis of this needs analysis, create a new, multilingual, blended learning course (hereafter learning course) addressing these needs by adapting existing training materials and developing new materials as appropriate and necessary. The learning course will be made available as an online and DVD resource pack for use both as “Train the Trainer” and directly with start-up and early stage SMEs.

II.- All partners wish to enter into an Agreement about the property rights, use licences, and commercial distribution of the above mentioned learning course, according to the terms and conditions defined below:

##### *A.- Definitions.-*

The learning course for SMEs and BTMs will comprise modules to be made available as an online resource and DVD in the framework of the project

##### *B.- Versions in different languages*

The learning course will be made available in the following languages:  
English, Romanian, French and Spanish

*C.- Rights and Compromises.-*

- All partners shall join in the ownership of the property rights of the complete set of materials produced in the project
- Each partner shall enjoy sole commercial rights within his country of the training materials
- Each partner may use the material commercially outside of their own country with the agreement of the lead partner (Newry and Mourne Enterprise Agency) or the Education and Culture DG of the European Commission.

*D.- Jurisdiction*

All parties, expressly renouncing their own jurisdiction, agree that any legal matters which may arise in the course of the fulfilment and implementation of this contract, will be subject to the jurisdiction and competence of Belgian Courts.



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WP7: EXPLOITATION – MARKETING PLAN**

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### **1. *The Innovative Trainer Project in a nutshell***

Innovative Trainer is a 24-month project co-financed by the European Commission's Directorate-General (DG) for Education and Culture under its Lifelong Learning Programme. The project will identify the vocational education and training (VET) needs of business trainers and mentors (BTMs) and other actors providing training to SMEs in the field of innovation. On the basis of this needs analysis, project partners will create a new, multilingual, blended learning course addressing these needs by adapting existing training materials and developing new materials as appropriate and necessary.

The training course will be made available as an online and DVD resource pack for use both as "Train the Trainer" and directly with start-up and early stage SMEs. It will also be presented to policy and decision makers so that they are more attuned to the changing needs of SMEs and thus better equipped to provide relevant support services at the appropriate level.

The project consortium includes partners in the United Kingdom, Ireland, Romania, France, Spain and Belgium. Training materials and other project results will be translated into partners' national languages as appropriate.

### **2. *Aim of the marketing plan***

This marketing plan should serve as tool that all partners can draw on to:

- i. ensure *consistency of communication* and a *strong brand identity* for the Innovative Trainer Project; and
- ii. *raise awareness* of the project among BTMs but also a wider public, including policy makers and industry stakeholders.

To these ends, the next sections focus on:

- i. *marketing instruments* designed to reinforce the Innovative Trainer Project's brand identity
- ii. *types of marketing activities* designed to raise awareness about the

Innovative Trainer Project

**3. Marketing Instruments**

In order to ensure consistency of communication and a strong brand identity for the Innovative Trainer Project the following marketing instruments will be developed at a very early stage in the project and made available to all partners via TRAC, their shared online document and resource repository:

- **Logo:** the project has its own graphical identity and based on the logo, a set of communication tools, e.g. Power Point template, and supports has been created and distributed among all partners, to ensure harmonized communication of the project.
- **Website:** a dedicated project website will be made available in English, French, Romanian and Spanish. It will include all relevant information about the project – such as project background, objectives, activities and outcomes and a brief presentation of the partners – and host the e-learning course.
- **Social Media:** The Innovative Trainer Project will be present on Facebook, LinkedIn and Twitter. These social media tools will be integrated with the project website to ensure that website updates reach as wide a potential audience as possible.
- **Brochure:** A promotional brochure will be prepared in all partner languages
- **E-zine:** Regular (six-monthly) e-zines will be used to generate awareness of the project and its different phases
- **Promotion at events:** Throughout the project, partners will promote the project at relevant events. At the end of the project, partners will organise a series of national events in the UK, Ireland, Spain, Romania and France to launch the Innovative Trainer training materials with a series of national launch events and a transnational European launch event coordinated by EBN.
- **Face-to-face meetings:** In order to identify the training needs of BTMs and transfer them to policy makers at all levels of the decision-making process, all partners will

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organise a series of face-to-face meetings with BTMs and high-level actors in their region and country

**4. Marketing activities**

Dissemination activities will cover the lifetime of the project, ensuring continuous dissemination of all relevant project information, activities and events during the following three phases:

**Awareness-oriented phase:** to raise awareness within a qualified community about the project and its objectives and engage the target groups all over Europe to participate in the project activities. This involves activities such as: announcing the project objectives, starting online presence (e.g. website, social networks), etc.;

**Result-oriented phase:** to promote the result of the projects, informing potentially interested parties about the achievements and the related benefits of the project, and build new contacts and relations for the involvement of European stakeholders in dedicated workshops and events;

**Exploitation-oriented phase:** to exploit project results successfully. This stage is also related to the promotion of the future sustainability of the project with activities such as announcing final results and achievements of the project, presenting the advantages of materials and services developed and identifying stakeholders willing to promote the results in the future.

Partners can find more detailed information about the Innovative Trainer Project's marketing activities in the Dissemination and Exploitation Plans.

