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FoRWaRD Exploitation Plan

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FORWARD-WP10-ExploitationPlan

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- GREENPORT INNOVATION CENTER
- TEMPO TRAINING & CONSULTING
- EUROPEAN RETAIL ACADEMY
- FEDERATION OF POLISH FOOD BANKS
- CHARITABLE FOUNDATION "THE FOOD BANK"

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EXECUTIVE SUMMARY

This document forms the Exploitation Plan for the implementation of the FORWARD project (henceforth, "Project"). The present Plan may be updated in the course of the Project.

The project intends to develop a free online training plan for representatives of the food supply sector, a practical guide to help them starting a food waste reduction and recovery program at their facilities in favor of charitable associations.

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The Purpose of the Exploitation Plan are to:

- Lay out the exploitation strategy and methodology, in order to maximise the impact of the work undertaken during the project lifetime;
- Describe the activities to take place;
- Share the exploitation tasks and responsibilities among project partners.

The FORWARD Project is co-funded by the Education and Culture DG under the Lifelong Learning Programme, Leonardo da Vinci Multilateral Project, Development of Innovation.

1 PROJECT OVERVIEW

The project aims at promoting the integration of learning with working, in line with the provision “New skills for new jobs”. In particular, there is a need for a massive recovery of food waste, given that food suppliers are not prepared to reduce food waste and they have to turn to consultants and external experts. The project wants to promote a work-placed training specifically outlined on their needs, as a basis for development of vocational skills relevant to the labour market.

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Specific objectives of the project:

- **To identify common strategies to bridge the gap of the labour market skill needs in the field of waste reduction and re-use of unsold foodstuff**
- **To train food suppliers in two directions: 1) how to reduce food waste, 2) how to recovery unsold and uneaten food. In brief, to train food waste managers**
- **To create, thanks to ICT, a virtual space, where training contents will be available, enriched with visual elements and simulations**
- **To give a practical simple solution to enable the natural matching of demand and supply of left-over foodstuff through an online platform**
- **To train also representatives of the charitable association willing to take part in the recovery phase**
- **To promote Corporate Social Responsibility in the European food supply sector**

It is expected that the project main result will be an improvement of the order-supply-recovery chain, which would lead to a change of some unsustainable commercial behaviour of the target group and, in turn, of the customers/consumers, a reduction of natural resources waste and disposal costs and indirectly a cut to GHG emissions and water consumption.

Besides economic actors, the project wants to affect also charitable associations offering food services to people in need, who can act as recipient and collectors of unsold foodstuff. They will participate in the project with a double aim:

- To create links between supply and demand of unsold food in order to organise an efficient recovery;

- To train members of charitable associations to become managers of food waste, so that they can spend acquired skills to improve their services and work with the supply sector as recovery manager.

1.1 The target group

The project's target group is already defined and narrowed-down. It is important to have a well-defined target group as the more specific the target group is, the easier for it to recognize that you are talking to it. The target group doesn't have to be confused with the stakeholder nor with the beneficiaries.

Beneficiaries do not directly benefit from the project, but indirectly they do. While the stakeholder has a similar meaning but it embraces more people than the target and in general it represents a person or a group that can affect or be affected by the organization's actions, objectives and policies.

In this project the target group is twofold:

- 1) **Small and Medium Sized companies** (with no more than 250 employees) of the Food Industry and Food retailers, in particular coming from the following sectors: 1) agriculture; 2) Food industry/producers; 3) Food retail; 4) catering/hospitality.
- 2) **NGOs and charitable associations**

The two groups will benefit from the project because **participants** will be trained as food waste managers: **they'll be put in the conditions to adequately identify where and how waste is produced and the best solutions to reduce and collect it, saving money, pollution and time.**

While target group 1) will directly exploit the acquired skills in their facilities/business, target group 2) – charities and NGOs - could also exploit such knowledge in order to work as "consultants" for food suppliers and/or to organise recovery systems in their territory. A good practice of this field is that of Food Banks, represented by three member of the consortium (Hungarian Food Bank Association, Federation of Polish Food Banks, Lithuanian Charitable Association "The Food Bank").

The target group will be involved in various ways.

Besides the concrete people involved in the development and testing of the training plan, a wider target group made of stakeholders, representatives of the food supply chain, charitable associations and the public in general will be reached and involved during the overall duration of the project, thanks to dissemination and exploitation activities.

The first beneficiary in this case is for sure the person in need, suffering from poverty, benefiting from a more generous food offer.

1.2 Consortium profile

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The consortium is composed by 8 bodies representing 8 different countries. The dissemination materials will all be translated and distributed in the 8 national languages (IT, HU, GR, NL, CZ, DE, PL, LT) plus English. This is crucial for the effective and efficient wide spreading of the project.

P1- EUROCREA MERCHANT (Coordinator)- IT

Eurocrea Merchant is a management consulting company with two offices located in Milan and Naples. Over the years, it has steadily consolidated its multidisciplinary approach assisting business projects of excellence in various economic sectors. The team developed skills in the area of R&D management, finance, innovative management tools, HRs management, energy saving, quality control and assessment.

Eurocrea is linked to a wide European network of public organizations, universities, research centres, chambers of commerce, regional development agencies, management consulting firms with whom we interact every day to distribute and import know-how. The team dedicated to the European projects is constantly focused on looking for the best funding opportunities offered by the European Community, in order to participate directly with the company and/or for its customers, especially in research and development, training and adult learning, local SMEs development, sustainability.

Role in the project: Eurocrea will be in charge of the overall performance in terms of good management, financial and economic conduct and quality assurance.

P2 - HUNGARIAN FOODBANK ASSOCIATION - HU

The main goal of the Hungarian Food Bank Association, which is part of the European Federation of Food Banks (FEBA) that brings together 241 food banks in 18 countries in Europe, is to support the reduction of malnutrition and poverty by recovering food from

the food industry and supply stores, European and National food aid programs or from individuals, and redistributing it to the charitable organisations and social services who support the most deprived. The Food Bank is searching for food that cannot be sold on the market for some reason but is still consumable, and takes care of the transportation, safe storage and distribution of the collected food stocks.

Role in the project: HFB represents in the project, together with the other Food Banks, the no-profit sector and in particular the actors working in the recovery of food waste.

P3 - AVACA TECHNOLOGIES S.A. - EL

Avaca Technologies S.A. is an independent software development house and IT integrator based in Athens, Greece, which provides advanced IT services (technical and consulting) in Greece and abroad. AT has an internal R&D team and has participated in the past in research projects either EU (FP5, FP6, LLP) or funded by the Greek Government. AT's personnel has worked for many IT projects across many key areas (eProcurement, IP/trademarks, HRM, eServices, interoperability, B2B marketplaces) involving large EU governmental organization (DG RTD, OHIM, OPOCE) and is researching areas such as Green ICT, eVoting, Opinion Mining and Sentiment Analysis, augmented reality, user modelling and serious games.

Role in the project: AVACA is the technological partner for the project.

P4 - GREENPORT INNOVATION CENTER - NL

Greenport Venlo (Venlo, The Netherlands) is an economic network of businesses, organisations and institutions associated with the horticulture supply chain. Its Innovation Center was set up to support innovation in SMEs, focusing on 2 sectors: food & fresh and (agro) logistics. One of the actions lines is the aim to optimize waste streams and to transfer the knowledge and skills to boost the competitiveness and performance of SMEs of the sector. The programme foresees to link back continuously with public government and research, and has links with cross-border organisations such as Agro Business Region Niederrhein, Foodvalley Wageningen, Health-Valley Maastricht and Nijmegen, Foodspot Helmond and Brainport Eindhoven. As such it is extremely well places to disseminate the acquired knowledge throughout the sector and beyond.

Role in the project: Greenport Innovation Center represents in the project the technical skills necessary to develop a food waste reduction and recovery training plan for producers and suppliers of food and beverage.

P5 - TEMPO TRAINING & CONSULTING - CZ

TEMPO is the biggest private training organization in the Czech Republic, operating in the field of adults training and vocational education and training since 1996. Currently composed by 3 independent divisions, this organization is covering areas related to the training, work with human resources and implementation of EU development projects. TEMPO disposes by highly expertise professionals from the fields of management, education & training, human resources and EU initiatives, who help to assure excellent services for customers from private and public sector as well as provide with unique quality in the preparation and implementation of the projects under the Structural and Community funds. Furthermore, TEMPO disposes by a large network of external experts and cooperating organizations that enables to effectively address different target groups and solve different issues in cross-sectorial contexts.

Role in the project: TEMPO represents in the project the contribution of the experts in vocational training and innovation in education.

P6 - EUROPEAN RETAIL ACADEMY - DE

The European Retail Academy is an academic network, created in the first place to generate a B2B-dialogue amongst universities/colleges of applied science, but also to help those in the retail industry who might be looking for addresses of institutions in selected countries. Adhering to the so-called 'Bologna Process', ERA promotes the international transfer of know-how between business on the one side and universities at the other side, with the scope to act as a virtual platform and as an initiator of workshops/seminars/conferences to bring more transparency about retail-research and retail-education at universities or universities of applied sciences.

Role in the project: According to its fields of expertise, ERA will contribute to project implementation and give particular attention to the needs analysis, being specialised in the retail sector practices.

P7 - FEDERATION OF POLISH FOOD BANKS - PL

Federation of Polish Food Banks is a non-profit organization, a voluntary association jointly created by different Food Banks in Poland. The mission of the FPFb is to fight food waste and to reduce the extent of malnutrition in Poland through its own activity and by supporting its members. Today, the Federation embraces 27 Food Banks and it distributes help systematically to approximately 3500 organisations and institutions, through which

around 1 ml people are supported. The FPFB participates in a number of government initiatives and is also an active organization, with a relevant experience in working on international projects fighting food waste and malnutrition.

Role in the project: FPFB represents in the project, together with the other Food Banks, the no-profit sector and in particular the actors working in the recovery of food waste.

P8 - CHARITABLE FOUNDATION "THE FOOD BANK" - LT

The Lithuanian Food Bank was started in 2001 as a program run by the charity and since 2007 it operates as independent foundation. It coordinates 4 regional offices and warehouses, manages 150 volunteers and 13 employees, daily collects and distributes food in 32 Lithuanian cities, mostly food collected from the retailers that otherwise would be wasted. At the moment the Food Bank collects food from one retail chain, but three more chains are operating in Lithuania, thus there are great possibilities to expand. The Food Bank run public campaigns advocating for food waste reduction, responsible consumption and healthy lifestyle.

Role in the project: LFB represents in the project, together with the other Food Banks, the no-profit sector and in particular the actors working in the recovery of food waste

In addition, the consortium will count on the non-fee support of **PARTENALIA**, a European non-profit association of intermediate local authorities (Nuts III) for inter-territorial cooperation. PARTENALIA will support for free dissemination activities in its network, website and events, by spreading materials and information about the project, the training and the IT recovery solution.

1.3 Workplan

TASKS DIVISION	WP LEADER	2012		2013										2014												
		Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	
		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
WP1: PROJECT MANAGEMENT	P1 EUROCREA																									
WP2: DEVELOPMENT OF THE METHODOLOGY OF ANALYSIS	P5 TEMPO																									
WP3: TRAINING NEEDS ANALYSIS	P2 HFB																									
WP4: DEFINITION OF TRAINING PLAN	P5 TEMPO																									
WP5: DEVELOPMENT OF TRAINING CONTENTS	P4 GREEN																									
WP6: DEVELOPMENT OF IT TOOLS	P3 AVACA																									
WP7: PILOT TEST	P3 GREEN																									
WP8: EVALUATION OF IT TOOLS	P7 FPFB																									
WP9: DISSEMINATION OF RESULTS	P6 ERA																									
WP10: EXPLOITATION OF RESULTS	P1 EUROCREA																									
WP11: QUALITY PLAN	P1 EUROCREA																									

2 EXPLOITATION STRATEGY

The exploitation strategy is based on few single principles:

- The results of FORWARD project need to achieve **maximum impact**: they should radiate as widely as possible so that the valuable lessons and experience gained by the consortium and the representatives of the target group directly involved can benefit others.
- Moreover, what is learnt from FORWARD should **inform future policy**. All this can happen only if connections are made between the organisers of the project and the wider community.
- The aim is to create a **virtuous cycle of influence** making results more sustainable, maximising their impact, optimising investment, improving systems, pooling knowledge to avoid overlap of effort, and then feeding back into policy-making.

2.1 Target groups of exploitation activities

The potential target of FORWARD exploitation activities are all those groups and companies that can find interesting and useful the training, as for instance:

- Food producers, food suppliers, food distributors;
- Supermarkets, small shops as bakeries, fruit sellers, greengroceries, butcheries, bars, etc;
- Charities and NGOs offering services to people in need, as well as civil society organisation interested in starting the recollection of unsold food;
- education and vocational training bodies working in the field of sustainable development, efficient use of natural resources, CSR, etc.
- Citizens and households
- Public authorities in charge of social policies and welfare

2.1.1 Mechanisms for exploitation of results

In the current section we will describe the potentially exploitable project results. The training System, made of distant learning contents and simulation tool is the main result to be exploited, through the following mechanisms.

2.1.2 Transfer.

Transfer enhances good practice by spreading results. The transfer can take place at all levels and the results can be used into new contexts or other organisations can customise the results to suit their conditions. In the specific case of FORWARD project, it is possible to transfer the results as follows:

- An Erasmus +Strategic Partnership project could transfer the results in other countries and sectors all over in Europe;
- The training system could be used to train different types of groups and in different contexts, as for example, the training developed for food suppliers can be used by consumers associations in order to train their staff or to inform the general public.

2.1.3 Commercialisation

Commercialisation is especially appropriate to tangible products and is suitable for the end users. The consortium will need an **entrepreneurial streak** to persuade trainers, publishers or other commercial concerns to take up the product. But it is necessary to beware! There can be complications for results that involve complex intellectual property rights or where a lack of clarity in product ownership exists.

In general, the consortium is orientated toward a free use of the results by the general public, without any fee to be paid by users. The matter will however be regulated by the IPR agreement.

2.1.4 Sustainability

Just because a project is completed does not mean its results disappear. It is important to keep it visible and available, especially through websites, so that target audiences can access them, learn from them, adapt them to their own needs and even build on them and take them to the next level. And of course both transfer and commercialisation aid sustainability.

Besides, the e-learning system will remain online for three years.

Another strategy can be to influence high-level change in policy and systems if project managers learn how to co-operate effectively and at the right levels. This is essentially a process of networking with all relevant stakeholders, so building contacts and attending meetings is vital – which is hard work but the only way.

The European Commission, National Agencies, National Committees and Programme Committees organise events to facilitate such co-operation.

Attending events, such as conferences, seminars and debates, provides an ideal opportunity to showcase the results and also leads to fruitful contacts to enhance networking.

2.1.5 Steps

The steps to be followed by the partners towards the successful exploitation of FORWARD products and ideas into the environmental sustainability domain are:

- Make FORWARD Training system publicly available, as well as display during (education/training) events;
- Implement successful pilots and prove the concept, which will then be presented to potential buyers/users;
- Involve several sector-specific associations
- Subsequently enhance the resulted software in order to become more attractive;
- Make FORWARD platform production-ready;
- Create strategic alliances with other key-vendors and service providers

The approach to be followed is to present the conceptual features and capabilities of FORWARD, providing online demo environments for interested parties to experiment, providing full demos with technical/functional discussions, emphasising on learning aspects and requirements, and focusing on the open source and open content approach (vs. conditions of ownership and production readiness cost)

3 INDIVIDUAL EXPLOITATION PLANS

3.1 Eurocrea Merchant Srl

EUROCREA has considerable experience in European and national public funding programmes and naturally will lead all efforts for obtaining additional funding for taking the project to the next level.

Options include a KA2 project under the Erasmus + Programme aiming to transfer and adapt FORWARD results to other countries and/or sectors.

Another option can be further continuation of specific results of the project, such as the training contents which could be customised for different target groups:

- Citizens and households, to favour the exploitation of the brokering platform by local communities;
- Restaurants and catering sector to promote the reduction of food waste and the recovery for cooked meals, which have different specific needs and require a different approach;
- Other representatives of the retail sector in order to promote the practice of waste reduction and re-use of products different from food (medicines, books, etc);
- Civil society organisations or agencies active in the field of efficient use of natural resources and promotion of sustainability;
- Third sector organisations and charities working with people in need and distributing food;
- Public authorities in charge of social policies and welfare, aiming to favour the exploitation and spread of project results in the design and implementation of their initiatives aimed to reduce food waste, improve the quality of services to people in need and promote sustainability.

A third important option is to exploit the wide European network of partners and potential contacts Eurocrea can reach in its usual activities of dissemination and participation in transnational events and conferences focused on themes related to vocational training, education and sustainability.

A fifth option is the idea of further develop the training developed in order to implement the ECVET system and other European transparency tools to favour the recognition of skills and competences of the food waste manager in the EU.

3.2 Hungarian Food Bank Association

- We are planning to start local food rescue hubs in cities in Hungary. We are now resubmitting a proposal to obtain funding for this. If this is successful then we will be able to use the e-learning materials for the foreseen trainings for charities.
- We will use the e-learning content to develop live (not online) trainings for our charity partners. Each year we organise a consultation day – on this we can also share these.
- The e-learning materials can also be recommended for retail chains we work with to train their shop managers in those shops where food rescue is started.
- The game can be used in schools for English language education.
- The experiences we gained from developing the brokering platform will be very useful for us when we start developing our internal integrated administration software.
- We will continue to dissemination of the platform in Hungarian and transnational events and conferences focused on themes related to food waste and food rescue.

3.3 AVACA Technologies

- Starting with the dissemination activities of Forward we are trying to reach as wide audience as possible. We are targeting first the donation side since from the pilot test it is apparent that it is a key approach for attracting users.
- We will continue to develop and enhance the platform in order to increase its value
- We are also planning to contact some large companies that could act as sponsors and also provide marketing channels for promoting the portal
- The training material and game is going to be an added value for attracting the users
- In collaboration with some mediators in Greece we are planning also to extend the user base and exposure of the platform.

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- Monetization of the platform, due to its nature is difficult to achieve expect for advertising and sponsoring. Towards this direction we are planning to add a banner area which can be used for such purposes by the rest of the partners also.

3.4 Greenport VENLO

We continue the results of the project, especially the training contents which could be customised for different target groups.

- We will inform the Kids University of Cooking about the existence of the brokering platform and the possibilities to use this.
- We will inform citizens and households by our website.
- Charitative restaurants and catering (for example Resto van harte) are already informed by two specific meetings.
- The retail sector will constantly be informed by "green brains" the developer of the e-learning content. They are going to use the content in their relations with producers and retailers. More specific, they will use the e-learning content in workshops and training programmes.
- Producers in the Dutch German border region "Rijn Maas Noord" are informed and asked about the issue of food waste (79% NL and 77% German are interested in this theme). In the Greenport Venlo Campus which will be established in 2015 the theme will be introduced as an important issue for training and as a part of the individual business process.
- Public authorities are already informed about the existence of the project. The aldermen of the Regio Venlo municipalities are informed about the project.
- During the project we discuss about the contents for the e-reading programme with the WUR. Then we decide to participate in the project FUSIONS as a member. On this way there is for Greenport Venlo the possibility in contact with this European project and the relationship with the WUR to use and develop the results of FoRWaRd in a wide European network of partners and potential contacts.

3.5 TEMPO Training & Consulting

We can see that FORWARD results can be very useful for charity and food supply sectors. That is why we will continue in using FORWARD results, especially the training platform and brokering platform. In cooperation with our new partners from ECR (Efficient Consumer Response) and Charity Ostrava we will continue with spreading the FORWARD brokering platform and e-learning through food supply and charity sectors and developing the e-learning sector for custom use by specific target groups throughout the food supply and charity sectors.

- Spreading the brokering platform and e-learning among ECR food supply sector partners.
- Spreading the brokering platform and e-learning among Czech charities in cooperation with Charity Ostrava.
- Information about the project will stay available at our websites.

3.6 Federation of Polish Food Banks

- Federation of Polish Food Banks is already working on the strategy of the organization for next 10 years. Reducing of food waste is one of the main aims of Federation. So that is why all tools such as Forward, that help to achieved food waste reduction, will be strongly take it into consideration and use it for daily work activities as long useful.
- Federation is planning to use e-learning materials for training activities address both to food suppliers and food banks as there are our partners.
- Federation will recommend the platform for 31 food bank, that are associate in Federation as complex tool, that help to reduce food waste.
- Federation as a first step it will focus on using brokering platform between Federation and 31 food bank to make sure, that all participant are get familiar with the platform.
- As a second step Federation will suggest to our business partners to use platform to cover common needs of communicating and processing food donations.
- As a third part of communication and adjusting platform we will by cooperation with food banks, make proposition to charity organization to use it.

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- Parallel Federation will make dissemination activities on our websites such as www.bankizywnosci.pl and www.niemarnuje.pl by posting news and encouraging partners, charities and consumers to use it.

3.7 Charitable Foundation The Food Bank

Charitable Foundation The Food Bank acts as intermediary between companies, which has surplus food and charities which are in need of food. The FORWARD platform will be used for two main purposes.

- Firstly, training content will be used to educate social institutions who receives or would like to receive food support from The Food Bank. Organisations, which are already receiving the food, will be provided with an opportunity to increase the quality of their operations by using the online training module. New organisations, who would like to join the Food bank network will be required to use the training module and pass the quiz for training modules 5.1, 5.2, 5.3, 5.6a.
- Secondly, the brokering platform will be used for managing the food exchange between the food donors and the food recipient. At the moment this process is managed mostly by phone. The brokering platform will make this process easier and more efficient