

D.5.3 Exploitation Plan



Lifelong
Learning
Programme



Network to strengthen the relation between VET and the world of work at the governance and implementation level

Project Number: 527826-LLP-1-2012-1-BE-LEONARDO-LNW

D.5.3 Exploitation Plan

D.5.3 Exploitation Plan

CONTROL SHEET

Project title	VETWORK
Programme	Lifelong Learning Programme, Leonardo da Vinci Network
Project n°	527826-LLP-1-2012-1-BE-LEONARDO-LNW
Work-Package n°	WP 5
Deliverable n°	D.5.3
Authors	SOPHIA R&I, Raniero Chelli and Martina Zipoli
Contact details	vetwork@sophiari.eu
Contributors	All Partners
Contractual Date of Delivery	31/06/2015
Actual Date of Delivery	30/11/2015
Approval Status:	Final Version
Method of Distribution:	Email; Dropbox

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein.



@ VETWORK Partnership 2012-2015. Reproduction is authorised, except for commercial purposes, provided the source is acknowledged

D.5.3 Exploitation Plan

Abstract

This report is an overview on the Exploitation Strategy of VETWORK (Network to strengthen the relation between VET and the world of work at the governance and implementation level) Project, supported by Leonardo da Vinci - Life Long Learning Education program, under the Audiovisual and Culture Executive Agency of the European Commission, which deals with the integration of Vocational Educational Training (VET) and the world of work. VETWORK project's primary focus is on contribute to innovate and improve the integration between VET and the workplace by providing benchmarking systems, guidelines, recommendations and suggestions on the design, implementation, assessment and certification that will address methodological, functional, content and organisational innovation in line with the priorities and strategic objectives of the Bruges Communiqué and new skills for new jobs.

The report presents:

- the Consortium exploitation strategy
- the exploitation strategy for each Partner
- the strategy to support transferability and adaptation of the benchmarking system and on-line tool to educational sectors other than VET

Approval Status:

Final Version

Method of Distribution:Distribution by mail to VETWORK partners only

Table of Contents

INTRODUCTION	5
RATIONALE	6
1. EXPLOITATION PHASE: Overall view	7
1. Stakeholders involvement	8
2. Exploitation through VETWORK on line community	8
3. Direct exploitation at Consortium level.....	9
2. Individual exploitation plans	11
2.1. Rationale for partner's exploitation.....	11
2.2. Direct exploitation plan at partner level	15

INTRODUCTION

The VETWORK (Network to strengthen the relation between VET and the world of work at the governance and implementation level) Project, supported by Leonardo da Vinci - Life Long Learning Education program, under the Audiovisual and Culture Executive Agency of the European Commission deals with the integration of Vocational Educational Training (VET) and the world of work. The VETWORK project aimed to contribute to innovate and improve the integration between VET and the workplace by providing VET institutions with a Benchmarking system, (D.3.1), a set of Recommendation and Guidelines (D.5.1), research data and tools for organizational innovation in line with the priorities and strategic objectives of the Bruges Communiqué for new skills for new jobs. The project had also foreseen the involvement of a stakeholders' networks and a wider community (D.5.2, D.5.3), as a necessary condition for sustainability of project outcomes and results at two levels:

- 1) The governance level through stakeholders' systematic collaboration (on e.g.: identification of new skills for learners, VET and in-company trainers, definition of agreed quality criteria and processes, etc.) and;
- 2) The implementation level to maximize effectiveness and impact of mixed/blended VET/workplace training paths. To do so, the project implied three main components: research, development and networking. The focus area of the project will be the area of training integrating Work Based Learning and VET providers training.

In other words, the project wanted to adapt and apply benchmarking methodologies and tools within the VETWORK framework and to find an efficient way for VET providers to meet the needs of work world. Indeed, VETWORK as an integration between VET and WORK strategy project aimed to support the stakeholders with guidance to best practices and in cooperation between the two worlds.

The present Report wants to present the Exploitation Strategy for the VETWORK project, in line with what stated as project objectives. The Rationale behind the strategy is presented in the following paragraph.

D.5.3 Exploitation Plan

RATIONALE

The verb “to exploit” means to make good use of something so that it is more productive or beneficial. In the context of the LLP, this involves maximizing the potential of project activities so that our results are used to the best advantage. Exploitation consists of mainstreaming and multiplication. Mainstreaming is the planned process of transferring the successful results of programmes and initiatives to appropriate decision-makers in regulated local, regional, national or European systems; Multiplication is the planned process of convincing individual end-users to adopt and/or apply the results of programmes and initiatives.

The dissemination and the exploitation activities, as carried out within WP5 and WP6, are activities known as Valorization. Their key objective is to maximize the impact of project results by optimising their value, strengthening their impact, transferring them to different contexts, integrating them in a sustainable way and using them actively in systems and practices at local, regional, national and European levels. More people will therefore share the success, experiences and lessons learned from our project through the local, regional, national and European organizations.

The Exploitation Strategy for the VETWORK project is based on the will of the Partners to reach project objectives and make project results to stay alive and transferable the longest possible. The project goals were indeed:

To provide a set of success stories of integration between VET and the world of work (D.2.1). Such good practices show innovative and creative elements and strategies to reduce the implementation gap existing between what is learnt through VET and what is applied (and needed) at the workplace;

To design, develop and test a benchmarking system (D.3.1, D.3.2, D.4.2) matching the micro-meso needs of companies, employers and VET providers (measuring effectiveness in reducing the implementation gap and assisting them in strategy redefinition for performance improvement) and the macro-needs of European VET as expressed in the Bruges Communiqué (methodological and organizational innovation, excellence, quality assurance, assessment and certification of formal and informal learning, mobility);

To launch, maintain and make sustainable a consensus building exercise involving networks representing relevant stakeholders in VET and the world of work on challenges and recommendations for the innovation of European VET on methodological and organizational innovation, excellence, quality assurance, assessment and certification of formal and informal learning, mobility (D.5.2);

D.5.3 Exploitation Plan

To launch, maintain and make sustainable an on-line Learning Community (D.5.4) where all Benchmarking users and stakeholders can virtually meet and exchange contents, share a discussions and experiences in a bench learning perspective;

To provide of a set of Guidelines and Recommendations addressing both VET providers and decision makers for VET innovation, assessment and certification practice, in a more integrated perspective between VET and the world of work (D.5.1).

EXPLOITATION PHASE: Overall view

In this paragraph, the Exploitation Strategy is described more in details, explaining how the Partners have defined and implemented activities to mainstream project results.

When to undertake dissemination and exploitation activities?

Partners have set up a timetable of activities for the project and have allocated appropriate resources for dissemination, stakeholders involvement, networking and sustainability. All partners involved in the project shared the responsibility of carrying out several activities within their own networks, especially for activities involving big networks such as EVTA and EVBB. The dissemination and exploitation activities were set along with project's aims and objectives and were linked to the different stages of the work program. Partners tried to be as much flexible as possible as project activities and outcomes developed, changing from general awareness-raising to more specific information-giving. First of all we develop the benchmarking tool on the basis of the good practice research report, then we boosted the involvement of our target groups and stakeholders to match project activities and project goals, and collect relevant feedback on it.

Who are the target audiences?

It is important to think about a specific audience in order to strengthen the sustainability of the project and identify appropriate stakeholders and actions. In other words, it is important to identify those who will benefit from knowing about our project. This includes for example end-users of our Benchmarking Tool, decision-makers especially at European level, organizations and networks in the field of Vocational Education and Training, and other stakeholders from the business world.

Different types of exploitation activity

There are various types of exploitation activities. However it is important to choose the most appropriate for the purpose of the project. For implementing the Benchmarking Tool (D.3.1, D.4.2) and make the Recommendations (D.5.1) effective, it was recommendable to transfer them to different groups, disseminate results, and make them sustainable by mainstreaming.

As described in WP5, the activities foreseen during the project life were defined to ensure the effectiveness exploitation and mainstreaming of the VETWORK results in VET and the world of

D.5.3 Exploitation Plan

work both at the practice and policy level. This report will present the VETWORK exploitation, transferability and scalability strategy with a specific focus on:

the strategy to maintain and enlarge Stakeholders' involvement and keep it active beyond the contractual end of the project, so to allow periodic provision of recommendations from stakeholders on a continuous basis. Involving representatives from VET providers and companies is meant to propose suggestions and strategies for an improved integration between VET and the world of work;

the strategy to support transferability and adaptation of the Benchmarking system and on-line tool to educational sectors other than VET;

the strategy to keep the learning community alive.

Stakeholders involvement

Activities under Work Package 5 - Consensus Building and Mainstreaming - were exactly meant to plan and implement activities to boost sustainability and exploitation of VETWORK results. Contributions became especially crucial during the last year of the project, when the Benchmarking Tool become public and the validation process was complete.

Networking

First step fostering mainstreaming and Stakeholders Involvement was the attempt to involve stakeholders on a periodic bases, in key moment of the project life, to provide support to key steps in the production of deliverables and project results. Given the focus of the project, networking and organizational involvement served the need of representing enterprises, VET providers, quality agencies, chambers of commerce and others during the process of integration.

Second of all, involvement of the stakeholders was meant to collect feedback and suggestions about how to proceed and how to transform the process put in place by the project in a long-lasting and more stable process in the field of VET and WBL.

Lastly, the involvement of stakeholders helped Partners to collect a report of Best Practices which constitute a reference for future research and improvement; and allowed interaction among participants fostering virtual discussions, enhancing the benchmarking exercise, promoting reflection on key themes such as training methodologies and quality assessment.

Stakeholders involvement happened during face to face events, such as EVBB and/or EVTA General Assemblies, with the Online Community living through a FB Group, with the participation of stakeholders to key events (such as the VETWORK Final Conference) and/or through general dissemination activities and networking. Indeed, Partners contacted key stakeholders from our target groups to organize interviews, workshops, mainstreaming and dissemination actions.

Exploitation through VETWORK on line community

Online Learning Community - the Facebook Group

D.5.3 Exploitation Plan

The VETWORK project has its own page for disseminating events on Facebook, where documents and products of the Project are uploaded: <https://www.facebook.com/groups/843931942352196/>. Facebook is a web space where all users - as for example Partners, stakeholders, benchmarking users - can upload and download files sharing it instantly with other European partners, associations, National and International organizations and stakeholders.

The Online Community build through the Facebook social platform will stay alive as a networking space, where users become part of a learning community, enhancing benchmarking and sharing of good practices, ensuring sustainability beyond the project end, maintaining the discussion on the integration of VET and work animated and effective.

Facebook was a useful tool of dissemination and exploitation because it allows to:

- have a space where documents and files are widely accessible in addition to the website;
- make public and easily accessible VETWORK results and contents;
- a quantitative evaluation of the interest of people about the content of the Project.

Direct exploitation at Consortium level

Free use by others - Content available through the VETWORK website

Sharing information on the internet has become increasingly popular. Content and research has also become more and more accessible. Making project results freely available, through the Online Community and the VETWORK website, is essential to create discussions among the key themes of the project and ensure they will be available also after the project has finished. This may also generate feedback on the project work from a wider audience than our target groups. Indeed, also the Benchmarking Tool developed by the Consortium is freely available to all through the website.

Mainstreaming

For a more long-term future, mainstreaming can be the best way to guarantee that our VETWORK project maintains its impact. The European Commission define this as 'the planned process of transferring the successful results of programs and initiatives to appropriate decision-makers in regulated local, regional, national or European systems'. By influencing policy and practice, with VETWORK exploitation and valorization activities, Partners have attempted to embed project outcomes in training methodologies, or into the practices of relevant VET organizations, therefore securing their longevity and the longevity of the effects produced by VETWORK.

Transfer of outcomes

Transferring project outcomes to different contexts is a good way to make the most of VETWORK results. Our target groups have been involved in the project activities along the whole project life, consulting them in our best practice analysis, in piloting and validating the benchmarking, in defining guidelines and recommendations for the integration of VET and the world of work. Feedback from our target groups were used to tailor the outcomes of the project to the objectives set at the beginning. This is a route for multiplication, a term used by the European Commission to describe 'the planned process of convincing individual end-users to adopt and/or apply the results of programs and initiatives'. Wide dissemination and stakeholders involvement during the project had guaranteed that outcomes are in line with stakeholders interest and future perspectives.

D.5.3 Exploitation Plan

Sustainability

Making our results sustainable is another route for exploitation. Keeping our results on a website after our project has finished, free-of-charge, is one way of ensuring they stay alive beyond the funding period. In addition, Partners commit to keep alive the Benchmarking Tool. Mainstreaming is a more long-term approach to embed results into local, regional, national or European provision. That is why representative of wide european networks as well as representative of European DG and the Commission itself have been involved during the project implementation.

D.5.3 Exploitation Plan

1. Individual exploitation plans

1.1. Rationale for partner's exploitation

SOPHIA R&I

Sophia Research and Innovation has decided to become the Operational coordinator of the VETWORK project because implementing innovative solutions in the area Education and Training at the European level is a key component on its mission. In fact, it must be highlighted that Sophia R&I is part of wider group which includes Sophia srl, a commercial company which delivers professional services to its industrial customers in a number of areas which includes management consulting, and therefore the experience gathered and the Benchmarking tool developed in VETWORK can be an additional asset for the company in its relationship with their customers. Furthermore, both organisations are actually training providers although they do not belong to the category of VET providers, however both are interested in being up-to-date with the most recent developments in the training area.

European Vocational Training Association – EVTA

EVTA, the European Vocational Training Association, entered the project considering its relevance for the mission pursued by the association. Indeed, EVTA has a long-term experience on topics linked to the improvement of vocational training offers, anticipation of labour market needs and the skills upgrading.

Given its nature of network, EVTA will not be directly affected by the practical results of the project. However, being part of the Vetwork consortium, EVTA will gain many benefits:

- representing several VET provider organisations around Europe, EVTA considers the Vetwork experience as a good opportunity, in particular for the development of the Benchmarking system, a tool that can be then exploited by its members and partners.

- promoting the signature of a memorandum of Agreement, EVTA will raise awareness and commitment of many stakeholders at European level;

- creating a closer relationship with European Institutions, EVTA will put the basis for a productive dialogue with policy makers, in particular the European Commission (dg Employment, Social Affairs and Inclusion).

FIATEST

Activities for the exploitation of VETWORK results are conceived as a framework of intervention through the project lifecycle to ensure that they are consistent, adaptable, visible and accessible. Therefore, this plan include activities whose aim is to: maximise the potential of the VETWORK results; ensure maximum impact and long term sustainability after the end of VETWORK project; have exploitation activities adapted to and suitable for the project goals and beneficiaries.

D.5.3 Exploitation Plan

The main objectives of the Exploitation strategy are the following:

to look for cooperation with policy makers, VET providers and companies, identifying specific channels for dissemination and exploitation;

to create a core group of stakeholders interested in exploiting VETWORK results, thus encouraging interactions and networking;

to successfully transfer the results to appropriate policy makers to achieve their sustainable promotion and support;

to plan specific activities for exploitation during and after the project lifetime.

FiaTest aims to promote the main results of the project across Vocational Educational Institutions, Companies and Policy Makers. The main result of the VETWORK project is the Benchmarking Tool. The pursued aim is to have it integrated into VET and work sectors. That is why the involvement of policy makers is crucial to their sustainability. To do so, the benefits of Benchmarking tool will have to be made clear to the defined target groups. The purposes of the exploitation activities proposed by FiaTest are:

To promote and raise awareness about the project contents, developments and results;

To convince individual end-users to apply the Benchmarking Tool, also after the project and support by its partnership has ended.

The exploitation activities have also the aim of identifying broader target groups with a potential interest in the results, to reach for mainstreaming and multiplication, such as:

VET providers participating in European projects

National Agency for Qualification (ANC Romania)

National Agencies for Quality Assurance in Education (ARACIP, ARACIS)

National boards of education and training (e.g. CNDIPT, CNFP)

VET providers at local, regional and national level

Management staff in VET organizations

Head of training centres, schools, universities

Competence centres in VET

Marketing managers in the VET sector

Academics and researchers

Trainers and teachers

Associations, associated partners of all partner organizations (e.g. APFFPR)

D.5.3 Exploitation Plan

Labour market organizations (public/private)

Currently, while maintaining stable collaboration agreements with different public and private entities, FiaTest is part of various networks, and will promote the application of VETWORK results (ID card of good practice, Good Practice identification and analysis Methodology, Benchmarking tool, VETWORK Guideline) in order for the participants to find ways of eliminating the gap between VET and work. The exploitation approach will be accompanied by the following activities:

Market examinations for the best use of project results and for creating new opportunities

Engaging the Labour market organizations to offer support to VET providers for practical trainings in the real work environment.

CAMARA OFICIAL DE COMERCIO, INDUSTRIA Y NAVEGACIÓN

The qualification of human resources and the precise adaptation of their qualification to the fast changing needs of the companies is one of the key for competitiveness of European Companies, which at the same time is a premise for achieving the necessary economic growth of our market.

Since the Chamber itself is a VET provider to companies in the region of Granada, we considered the VETWORK project as strategic for contributing to our goals of providing high quality training and contributing to the competitiveness of the business fabric of our region.

In fact, once the project has been completed we consider that the tool that the partnership managed to develop is a quality one with a high potential for helping VET providers and companies to improve the quality of their training actions and adapting them to the real needs of the final users.

Therefore, we renovate our commitment with the VETWORK concept and results and with the necessary dissemination of exploitation of such results, using all means that we count on.

The main asset of the Chamber for carrying out the exploitation process is the network of contacts and potential users of the tool. During the piloting session carried out at the Chamber we realized that the companies are interested but need to know more on how to integrate this benchmarking tool into their quality and management processes at internal level.

This will be the main line of exploitation of the VETWORK results that the Chamber will undertake, that is, exploring and developing ways to integrate the benchmarking tool within the rest of tools that VET providers and companies normally use for the planning and implementation of training actions.

D.5.3 Exploitation Plan

Berufsförderungsinstitut Oberösterreich – Institute for Vocational Advancement

Since 2004 BFI Upper Austria is a member at EVBB (European Association of Institutes for Vocational Training) and has therefore a close working cooperation with EVBB, also related to VET-Work Project.

Therefore EVBB has involved BFI as a main contributing member in the project-consortium. The core business of BFI are vocational training activities in close relation to companies and other relevant regional and national stakeholders. Therefore BFI has been able to contribute to “Testing of the Benchmark tool” and piloting the common results in close cooperation with companies. It can also be said that BFI has close relations to regional and local authorities in the VET Sector.

As an example of best practice serves the IPE (institute for personnel development of the building industry). Owners and trainers alike have been interviewed about the training requirements and cooperation with VET providers. Furthermore once a year a round table takes place with the representatives of the building economy, in order to evaluate Trainings and necessary adaptations.

Therefore, a growing number of EU countries have developed an interest in the Austrian approach to vocational education and training (VET) and notably its dual apprentice training system, which is characterized by practical training combined with general education. Apprenticeship training in Austria is a well-founded and future-oriented vocational training pathway, offering an ideal combination of practical skills, theoretical background knowledge, and important key qualifications.

The Internationaler Bund (IB)

The IB Germany is a founding member of EVBB (European Association of Institutes for VET) The network was established in 1992. IB is one of the main Actor in this network.

From 1996 to 2008, the IB was also a member of EVTA.

The IB has been working in both VET Work with members of the EVBB and EVTA. Presentations of the BMT was done by EVBB and EVTA events. IB participated in both events.

The IB is a German training provider of vocational training measures, in close relationship with enterprises and other relevant regional and national stakeholders. IB has good contacts with companies that are heavily involved in the vocational training, so we could to test the Benchmark Tool contributed by presenting it in companies and conducted a survey. Even with regional and local authorities of Vocational Training (for example chambers), the BMT was presented ..

It is known that a growing number of EU countries have an interest in the German dual vocational training. Vocational training in Germany is a sound and future-oriented Path-way and offers an ideal combination of practical skills, theoretical background knowledge and key skills.

TAVISTOCK INSTITUTE OF HUMAN RELATIONS

The Tavistock Institute of Human Relations (TIHR) applies social science to contemporary issues and problems. It was established as a not for profit organisation with charitable purpose in 1947.

D.5.3 Exploitation Plan

The Institute is engaged with evaluation and action research, organisational development and change consultancy, executive coaching and professional development. Its aim is supporting sustainable change and ongoing learning, focused in the areas of employment, health and social welfare, partnerships, learning, families, and local & regional development.

The TIHR is dedicated to the study of human relations for the purpose of bettering working life and conditions for all humans within their organisations, communities and broader societies and to the influence of environment in all its aspects on the formation or development of human character or capacity.

The Institute works nationally and internationally to promote a learning culture in organisations and communities through developing individuals, groups and organisations in their capacity to think through actions, to change and put into practice new insights and in accompanying a process of change of quality of conversations and engagement.

Disseminating research results is within the objectives the Tavistock Institute. Thus, we will disseminate the main project results through our regular dissemination means, especially the Institute's webpage.

The idea is to inform our stakeholders about the project results and potentially contribute to broaden the users and people aware and interested in the relation between the world of work and training. Moreover, the redirection to the project website is expected to contribute to a broader engagement of stakeholders.

1.2. Direct exploitation plan at partner level

SOPHIA R&I

Based on the motivations expressed above, SOPHIA as a group will exploit the VETWORK results at least in the following ways:

By animating the Online Community, as a means to improve its contents to the benefit of the Community's members and at the same time as a means of increasing the visibility and brand of the group as a qualified operator in the field of management consulting for VET providers;

By maintaining and promoting the Benchmarking tool (BMT) as a means of providing consultancy services to interested operators. We are in fact considering the possibility of providing the follow up actions generated by using the BMT in the form of commercial consultancy services;

By using the experience and knowledge acquired through the VETWORK project to further our knowledge of the relationships between the VET world and the world of businesses, as a possible basis for future, more advanced projects e.g. in the area of Human Resources Management.

D.5.3 Exploitation Plan

European Vocational Training Association – EVTA

As other members of the consortium, EVTA will keep on exploiting the Vetwork results at national and European level. The exploitation strategy will be put in place on three main directions:

given its nature of network, EVTA will continue to disseminate the project results among its members and other concerned organisations, stressing the benefits that VET providers can gain from the Benchmarking system, offering its support in the use of the tool and its advice on needed improvements to be put in place;

EVTA will spread the “Vetwork message” at European level, disseminating the project results and keeping on promoting the signature of the Memorandum of Agreement not only among the other five VET providers’ networks, but also among associations representing the labour market dimension (industry associations, trade unions, chambers of commerce);

EVTA will lobby policy makers in the European Institutions to take in serious consideration topics addressed by Vetwork.

CAMARA OFICIAL DE COMERCIO, INDUSTRIA Y NAVEGACIÓN

The exploitation strategy of the Chamber has two main goals:

1. To continue disseminating the project results more in depth among the target users of the project, undertaking any potential activity that may allow the extension of the VETWORK outcomes
2. To identify other potential target groups which would be beneficiaries of the VETWORK benchmarking tools , to to reach for mainstreaming and multiplication, such as:
 - VET providers participating in European projects
 - National Institute for Qualification (INCUAL Spain)
 - VET providers at local, regional and national level
 - Trainers and teachers
 - Labour market organizations (public/private)

For achieving the first goal, the Chamber will present the results of the VETWORK project in any workshop, conference or event in which the Chamber will participate together with members of the project target group, namely VET providers and companies. The idea is to bring more and more members to the VETWORK community and make them aware on the importance of matching the VET provision with the real needs of companies and how the use of the VETWORK benchmarking tool can help them to this fine tuning of the VET provision to the market needs at the same time that increasing the quality of the training actions.

D.5.3 Exploitation Plan

The Chamber also counts on the network of Chambers of Commerce in Spain and Europe to strengthen the dissemination and find new opportunities for exploitation of the project results.

The project was already presented in the Committee People & Skills of Eurochambers and the project idea and goals as well as the main result, that is the benchmarking tool raised the interest of participants so we hope to continue working in the future in the exploitation of the VETWORK results within the framework of our network of Chambers across Europe.

Finally, we also commit to animate and disseminate the VETWORK online community for continuing gaining members of the community through the social media.

FIATEST

FiaTest raised awareness about the Online Benchmarking Tool at the target group of stakeholders and will remain to do so in the future. In order to help maintaining the Stakeholders' Roundtable active, we will invite the stakeholders to join online learning community.

We will ensure that VETWORK outputs are made available so that they become replicable and usable by others, and for this purpose they will be promoted through the different educational, professional and academic networks of which FiaTest is member.

Berufsförderungsinstitut Oberösterreich – Institute for Vocational Advancement

In order to implement the on-line tool with Austrian companies and VET institutes, we see the necessity to customize the on-line tool according to the lines of industry (e.g. financial services, tourism, production etc.). This approach would result into a comparability among companies and VET institutes. Moreover there is an Austria specific feature (e.g. chamber of commerce) which defines the curricula of the vocational schools for apprentices. Companies approach these institutions directly with their request for specific trainings to be included into the curricula. This practice leads already to a strong entanglement between the theoretical requirements of the dual education and the practical internal training of the companies.

The following dissemination activities have already taken place:

- Presentation of Vetwork at conferences in Athens (2013) and Zagreb (2014)
- Publication on Vetwork in the internal company magazine „InTeam” (1/2015)
- Linking Vetwork to the digital BFI customer newsletter
- Linking to BFI homepage (access to On-line tool)

<http://www.bfi-ooe.at/bfiweb/vetwork.html>

D.5.3 Exploitation Plan

The Internationaler Bund (IB)

The online tool can be implemented in companies and training institutions in Germany when EA will be adapted to existing conditions. The course of vocational training in enterprises and educational institutions is carried out by the same rate for both curriculum. As in Austria, the curricula of the chambers are defined. The dual vocational training system as it is known in Germany, already guaranteed to a strong interdependence between the theoretical training requirements and practical internal training of companies. This is the specificity and the nature of the system.

The following dissemination activities have already taken place:

- Presentation of Vetwork on Conferences in Athens (2013) and Zagreb (2014)
- Linking Vetwork to the digital newsletter
- Connection to IB website (access to on-line work)

www.internationaler-bund.de

TAVISTOCK INSTITUTE OF HUMAN RELATIONS

We will use the project results to inform news at the webpage, as well as to include the BMT system as a potential tool to incorporate in our relation with clients who may be interested about it.

The exploitation may include the intellectual incorporation of the project partnership and process, as a way of reflecting on internationally groups working remotely in an uncertainty environment.