



**A. General Information**

This application form consists of the following main sections:

- Context: this section asks for general information about the type of project proposal you want to submit;
- Participating organisation(s): this section asks for information about the applicant organisation and about other participating organisations involved as partners in the project;
- Description of the project: this section asks for information about the stages of the project which should include: preparation, implementation and follow-up;
- Budget: in this section you will be asked to give information about the amount of the EU grant you request;
- Project Summary: In this section you should describe in a compact way your project's rationale, objectives and how you intend to achieve these.
- Check List/Data Protection Notice/Declaration of Honour: in these sections, the applicant organisation is made aware of important conditions linked to the submission of the grant request;
- Annexes: in this section, the applicant needs to attach additional documents that are mandatory for the completion of the application;
- Submission: in this section, the applicant will be able to confirm the information provided and to submit the form electronically.

For more information on how to fill in this application form, you can read the e-Forms Guideline.

**B. Context**

Programme	Erasmus+
Key Action	Cooperation for innovation and the exchange of good practices
Action	Strategic Partnerships
Which field is the most impacted?	Strategic Partnerships for vocational education and training
Main objective of the project	Development of Innovation
Call	2016
Round	Round 1
Deadline for Submission (dd-mm-yyyy hh:nn:ss - Brussels, Belgium Time)	31-03-2016 12:00:00
Language used to fill in the form	English

**B.1. Project Identification**

Project Title	Boosting Online cross-border Sales for furniture and household SMEs
Project Acronym	BOSS4SMEs
Project Start Date (dd-mm-yyyy)	01-10-2016
Project Total Duration (Months)	24 months
Project End Date (dd-mm-yyyy)	30-09-2018
Applicant Organisation Full Legal Name (Latin characters)	CENTRE DE DIFUSIO TECNOLÓGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA

Form hash code: EEA3F42368027617



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Form hash code



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## B.2. National Agency of the Applicant Organisation

Identification

ES01 (ESPAÑA)

For further details about the available Erasmus+ National Agencies, please consult the following page:

[http://ec.europa.eu/education/erasmus-plus/national-agencies\\_en.htm](http://ec.europa.eu/education/erasmus-plus/national-agencies_en.htm)



**C. Priorities**

Please select the most relevant horizontal or sectoral priority according to the objectives of your project.

VET: Enhancing access to training and qualifications for all through C-VET

Please select other relevant horizontal or sectoral priorities according to the objectives of your project.

VET: Further strengthening key competences in VET curricula

HORIZONTAL: Open and innovative education, training and youth work, embedded in the digital era

Please comment on your choice of priorities.

The project will help furniture and household SMEs companies (managers and employees) to

- improve their knowledge and skills in online marketing and sales;
- acquire new skills directly connected to business needs;
- continue their personal or professional development.

BOSS4SMEs will develop the European Furniture and household Sector through development of the Online Sales Manager profile, a professional capable of devising e-Commerce strategies for increasing revenues from cross-border sales through utilisation of the Internet as a sales channel. The profile and consequent competencies in Europe are still underestimated, while the present e-Commerce environment can facilitate substantial growth. In order to achieve its goals the project will develop a training path and related tools aiming to equip furniture and household professionals with the right skills to start selling online, especially cross-border and increase online sales revenues by addressing a much bigger audience. The project contributes to the use of learning outcomes in the creation of curricula and educational programmes by aligning project outcomes with the ECVET system. In order to comply with the ECVET system, partners will work on the implementation of the technical components undertaking:

- Clear definition of units related to the learning outcomes
- Credit point allocated to each unit
- Assessment procedure of learning outcomes
- Validation and recognition
- Shared agreement among partners regarding the recognition of the training model, stated in a Memorandum of Understanding.

Even though there are countless VET training opportunities for digital marketing and e-Commerce skills, they are generic, lack personalisation and don't adequately address hands on implementation in different sectors. Through the project and its tools, practical skills will be developed to contribute to the intelligent online sales strategies specifically for the furniture and household sector.

In alignment with the ET2020 Strategy and the decision No 1720/2006/EC, the project aims to promote a dynamic knowledge based economy for Europe and sustainable economic growth through the main objective of coaching SMEs in cross border e-Commerce, to boost the use of Internet as a revenue channel and further promote the growth of e-Commerce to help SMEs survive difficult economic times by additional sales and increased revenue.

An additional goal is to make it easier and less costly for furniture and household SMEs, to do business abroad and to enable consumers to reap the full benefit of the Single Market. This goal is aligned with the Europe 2020 strategy – launched on 3 March 2010 (IP/10/225) and with which the Commission is currently tackling bottlenecks in the Single Market to drive economic recovery.

BOSS4SMEs will develop practical tools for SMEs to explore the e-Commerce potential, including changing sales and marketing strategies and new types of organisation and knowledge about Internet technologies with a view to achieve their short term online marketing goals. The project concerns the development of innovative practices (hands on training specifically designed for SMEs) for the personalisation of the training to SMEs depending on their specific characteristics. More specifically, in terms of the Horizontal Priority, the project:

- Targets SMEs with special focus on micro enterprises and provisions for disadvantaged SMEs owned by seniors (55+) and women and to some extent young entrepreneurs. European furniture and household SMEs will be provided with an integrated training on e-Commerce focusing on reaping the benefits of cross border e-Commerce through the use of Internet as a revenue channel.
- Disseminates learning outcomes of non-formal learning activities through mainstreaming and spreading the utilisation of open and innovative education. BOSS4SMEs will develop a training model from the shared experiences of EU countries and implementing



ECVET principles. It contributes to the use of learning outcomes in the creation of curricula and educational programmes and it employs the strategic use of EU VET tools, notably ECVET.

- Supports synergies between VET providers, SMEs and ICT innovators. It establishes a model that will facilitate the dialogue between: VET, labour market, employers association and workers. It transcribes qualified content to interactive multimedia resources delivered in a personalised and levelled approach guided by an ICT tool (e-Commerce Genie) which increases the quality and relevance of training at VET level.
- Mainstreams and spreads the utilisation of open and innovative training by licensing the interactive multimedia content and e-Commerce Genie under a Creative Commons License [Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License].

To achieve its goals the project will set up a strong collaboration among VET providers and economic actors of the furniture and household sector.



**D. Participating organisation(s)**

**D.1. Applicant Organisation**

PIC	989531824
Full legal name (National Language)	CENFIM
Full legal name (Latin characters)	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
Acronym	CENFIM
National ID (if applicable)	2188
Department (if applicable)	
Address	C/Tortosa 1
Country	Spain
Region	
P.O. Box	
Post Code	43560
CEDEX	
City	La Sènia
Website	www.cenfim.org
Email	info@cenfim.org
Telephone 1	+34977570122
Telephone 2	
Fax	+34977576179

**D.1.1. Profile**

Type of Organisation	Foundation
Is your organisation a public body?	No
Is your organisation a non-profit?	Yes

**D.1.2. Background and Experience**

Please briefly present your organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

CENFIM (Centre de Difusió Tecnològica de la Fusta i Moble de Catalunya). Home interiors innovation centre, is a non-profit private



organisation focussed on the wood, furniture and home interiors sectors. It was created by the business demand and conducts and promotes wood and furniture R+D+i activities and technology dissemination in order to support companies' competitiveness. CENFIM's main objective is to promote home interiors competitiveness by innovation and training. Its board is composed by the wood, furniture and home interiors associations of the 4 Catalonia's provinces (Barcelona, Tarragona, Lleida and Girona), by the Confederació Catalana de la Fusta (Catalan Wood Confederation), by the city council of La Sénia (city where the main Catalan furniture sub-cluster is located), by the University Rovira i Virgili (Tarragona) and by the ACC10 (Centre d'Innovació i Desenvolupament Empresarial, Centre for Innovation and Business Development), an autonomous body of the Ministry of Innovation, Universities and Enterprise.

CENFIM is an expert technology centre for innovation in design, production technologies, new materials, and marketing applied to the manufacturing and distribution furniture industry and other habitat/home interior industries. CENFIM provides technological services to the enterprises, promotes their participation in R+D+i projects, provides training courses for companies and unemployed, organizes new market events, helps the enterprises in internationalization and dissemination through conferences and workshops, and impulses technology transfer and innovation to the wood, furniture and home interiors sectors.

CENFIM brings together furniture and home interiors manufacturers, retailers and auxiliary industries motivated by innovation with the main goal of increasing their competitiveness.

CENFIM's key activities are R+D+I projects, staff training courses and services to companies. The knowledge areas are focused on: design (eco-design, creativity, trend analysis), ICT (augmented and virtual reality), materials (new uses promotion) and marketing (e-commerce and social media).

CENFIM belongs to several European Technology Platforms (and the Spanish mirrors) such as FTP (Forest-Based), MANUFUTURE (manufacturing), NESSI (Software and Services) and eVIA (health technologies, Spain). At Spanish level, the centre is member of the Red-IMM (Wood and Furniture Technological Institute Network) and belongs to the TECNIO network ([www.acc10.cat/tecnio](http://www.acc10.cat/tecnio)) which promotes the technology and the business innovation in Catalonia, with more than 100 specialized agents. TECNIO boosts the competitiveness at R+D and at enterprises level.

CENFIM staff is composed by 10 employees and has two branches (La Sénia and Barcelona).

CENFIM is recognized as vocational education and training provider by the Catalan Occupation Service (SOC). The training activities goes from sector skill needs studies to training courses for workers and unemployed (public & private funded).

CENFIM is certified (number FS 593472) in ISO9001:2008.

What are the activities and experience of your organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

CENFIM combines the two key competences to coordinate BOSS4SMEs project: 1) home interiors e-commerce knowledge and 2) learning contents preparation based on skills need detection experience.

On one hand, CENFIM has been very active in the last years in the e-commerce area for home interiors products manufacturers and distributors. The main projects developed are:

- Habitat internet: tools for home interiors companies promotion through social networks. 12 companies participation. Spanish Industry ministry granted.
- Lovingdeco: platform development to facilitate to home interiors products manufacturers B2C strategy development. 53 companies participation. Catalan industry department granted.

On the other hand, CENFIM coordinated ECO4VET project (2014-2015) (539774-LLP-1-2013-1-ES-LEONARDO-LMP).

[www.eco4vet.com](http://www.eco4vet.com) ECO4VET project aimed to:

- Detect the gap between vocational education and training offer related to furniture ecodesign and sustainable production and the green skills needed by companies
- Learning materials development for three training paths belonging to three ESCO profiles
- Pilot course delivery

Furthermore, CENFIM has developed at national level a very complete study of training needs in Catalan furniture sector. Those professional profiles most representative in the sector were described, skills needs detected and VET offer analyzed.

CENFIM has been delivering training courses for the last 8 years. Both professional courses –technical and directive- financed by companies and occupational courses financed by Catalan government.



CENFIM staffs who participate in BOSS4SMEs project put together knowledge on home interiors products e-commerce distribution and knowledge in training studies and projects.

Key people in CENFIM

Joaquim Solana

He is Agricultural Technical Engineer at the UPC (Universitat Politècnica de Catalunya), Agronomist at the UPV (Universitat Politècnica de València) and MBA at ESADE (Barcelona).

Experience:

Mr. Solana has long experience in R+D+i management. He has worked in 17 EC financed projects in the last 15 years both from managerial and from financial responsibilities. He has been working as Technology Transfer Responsible and Research manager in 2 public universities, Operations director in an Innovation center, and since 2006 he is CENFIM general manager.

M. Carmen Cobos

She is Industrial Design Technical Engineer and Master Degree in Technologies for the Furniture Sector. She also has acquired the Educational Competence Certificate.

She has worked in the design department of a furniture manufacturer. From 2008 she has been responsible of design department in CENFIM.

Experience related to the project:

- ECO4VET (2014-2015) (539774-LLP-1-2013-1-ES-LEONARDO-LMP) www.eco4vet.com In charge of the project coordination from the technical point of view. Responsible for skill needs surveys, training paths design and pilot courses supervision.
- Teacher and coordinator of the courses implemented by CENFIM for the Biodiversity Foundation and for Catalan Occupational service
- 6 years experience in project management: 5 project financed at national level (Spanish Industry Ministry and Catalan Industry department): SAMM, INCAMU, ECOINHAB, DTmueble, INNOMAT.

Jordi Albacar

Jordi Albacar is Computer Science Engineer at the Universitat Politècnica de Catalunya.

Experience

Jordi has a long experience in different projects related to logistics, manufacturing processes, communications, electronic payment and fund transfer, point of sales terminals, smart cards and other ICT technologies

He has worked in several European Commission R+D+i Projects: ASAP (Asset Surveillance and Protection), ref IST2000-30071, SEEMseed (Single Electronic European Market), ref FP6-IST 502515, TRUSTCOM, ref FP6-IST 001945, VIP-Data, ref. IST-2001-34080, Akogrimo ref FP6-IST, project 004293.

- 2 years in a professional/vocational training institute (General National Vocational Qualifications)
- Teacher of professional/vocational training teachers
- Teacher at the professional association of Telecommunications Engineers Skills
- Big knowledge of the ICT technologies applied to the home interiors and furniture sector
- Project coordination and management.

Have you participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
Leonardo da Vinci - SSA	2013	539774-LLP-1-2013-1-ES-LEONARDO-LMP	Centre De Difusio Tecnologica De La Fusta I El Moble De Catalunya - CENFIM
H2020 ICT	2014	645067	EURECAT



**D.1.3. Legal Representative**

Title	Mr
Gender	Male
First Name	Joaquim
Family Name	Solana i Monleón
Department	
Position	Director
Email	joaquim.solana@cenfim.org
Telephone 1	+34 607821910

If the address is different from the one of the organisation, please tick this box

**D.1.4. Contact Person**

Title	Mr
Gender	Male
First Name	Jordi
Family Name	Albacar i Garcia
Department	
Position	R+D+i Projects
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Telephone 1	+34 977 57 01 22

If the address is different from the one of the organisation, please tick this box





**D.2. Partner Organisation**

PIC	950559843
Full legal name (National Language)	AMUEBLA
Full legal name (Latin characters)	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
Acronym	AMUEBLA
National ID (if applicable)	30/01561
Department (if applicable)	
Address	C/Gaviota 2
Country	Spain
Region	ES62 - Región de Murcia
P.O. Box	
Post Code	30010
CEDEX	
City	Murcia
Website	www.amueblacooperacion.es
Email	direccion@amueblacooperacion.es
Telephone 1	+34968752040
Telephone 2	+34671631717
Fax	+34968751331

**D.2.1. Profile**

Type of Organisation	Social partner or other representative of working life (chambers of commerce, trade u
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	Yes

**D.2.2. Background and Experience**

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

Founded in 2009, AMUEBLA is a Group of stakeholders working together to address needs in the furniture and habitat sector, representing the interests of important furniture firms from the Mediterranean area. It is a non-profit association, characterized as a



combination of companies, research and training centres, public and private, involved in collaborative exchange processes, aimed at obtaining advantages and benefits derived from the execution of innovative projects.

The purpose of AMUEBLA is facilitated innovative practices to improve the competitiveness of partners companies, to defend its general business interests, and promote its projection and international visibility.

It is a structured and interrelated industrial sub-sector. That it ensures their competitiveness and visibility in the market. AMUEBLA has more than 80 companies, with 2500 employees. The associated companies belong mainly to upholstery subsector.

AMUEBLA represents the interests of important furniture firms from the Mediterranean area, the partnership also involves two Higher Education entities (University of Murcia and Technical University of Cartagena), the Technical Research Centre of Furniture and Wood of the Region of Murcia (CETEM) and public bodies (Murcia's Regional Development Agency and Regional Association of Woodworking Entrepreneurs).

The main activities are based on the promotion of joint actions between the companies and the establishment of convergent and common strategies in ambiances of innovation, environmental management, and training activities, among others.

The involvement of this Cluster in this Strategic Partnership is directly linked with AMUEBLA's 2014-2017 Strategic Plan, which is focused on the training and skills needs of the sector, together with the internationalisation of their members and the cluster itself, new business channels, product innovation and alternative management strategies.

AMUEBLA is registered in the European Cluster Collaboration Platform and has just got the Bronze Cluster Certification. Moreover, AMUEBLA is member of platforms related with the habitat and construction sector such as the Forest-Based Sector Technology Platform or the ESCP European Strategic Cluster Partnership on Sustainable Construction (CROSSCUT).

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

As AMUEBLA is in direct contact with the furniture industry as well as furniture associations, chambers, trade unions, public bodies and VET providers, AMUEBLA will participate in the BOSS4SMES project as a PARTNER 2. With the help of their associated companies and stakeholders, will be on charge of dissemination activities, checking the viability, the quality and the adjustment of the project and the developed content.

AMUEBLA takes part as a partner in other Erasmus+ project, ECO4VET, for the improvement of VET related to Ecodesign and Sustainable Production in the Furniture Sector. With its participation in ECO4VET project, AMUEBLA has previous experience at identifying skills needs and preparing exploitation plans for training programmes. AMUEBLA has also coordinated other projects, such as Design Green or Innovative.

Besides of ECO4VET, AMUEBLA has also participated in other Europeans projects involved by CETEM, as a partner of AMUEBLA. It has collaborated assisting to meetings, checking content and supporting them, and in dissemination tasks. Ecomovel, Ecosign and VETAAL are examples of projects where AMUEBLA has taken part during their development. Apart of those projects AMUEBLA has also been involved in the dissemination of Next1Koat and Ecopresswood projects, examples of good practices for the compliance of the BOSS4SMES project requirements.

Related with BOSS4SMES project, AMUEBLA has developed a multianual initiative with the help of their associated companies denominated "AMUEBLAhome". AMUEBLAhome is a new "e-commerce instrument" in the area of the collaborative economy and based in new technologies. More exactly AMUEBLAhome is based on exchange and share resources through electronic platforms in order to obtain synergies and greater scope for the commercialization systems of the companies.

AMUEBLA staff has an extensive knowledge in the furniture, habitat and related sectors, in managing training projects and in the development and teaching several subjects at VET and HE level:

- Jesús M. Sanz, Chief and Legal Representative of AMUEBLA. He is Industrial and Design Engineer. He has a Master in Business Administration in the Knowledge Economy and currently he is working in projects related with bussines and innovation systems. He has previous experience in a SME company related with the furniture industry, especially in areas related quality assurance and production management. Mr. Sanz is the responsible for designing different training paths (VET) "in companies" and he is also professor of "Quality" and "Productive processes" at the University of Murcia (5 ECTS).



Related with European Projects, Mr. Jesus Sanz has experience in administrative and technical support to the project team, exploitation planning, financial reports and of course, as coordinator projects. More exactly Mr. Sanz in the last 6 years has managed over 2 EU projects and over 25 national projects

- Eva María Serrano Selva, Cluster Manager of AMUEBLA, Technical Engineering in Industrial Design, she has a big experience in the furniture sector (more than 13 years), she previously worked in the Technical Research and Training Centre of Furniture and Wood (CETEM) as Head of Product Engineering Area and Innovation Manager, she also coordinated and taught at the University of Murcia Master's Degree in Industrial Design and Organization for the furniture industry, She has been involved in several activities related with ecodesign, such as projects (Design Green, Innovative, ECOMOVEL) and events (Ecoinnovation Month, etc) . For her credits she has 5 publications and a wide experience in coordinating and participating in Conferences and Seminars.

- Josefina Garrido Lova, European Project Coordinator at AMUEBLA: in the last 6 years he has managed over 2 EU projects and over 14 national projects. She holds a PhD in Communication and Documentation, technology transfer, business model generation and innovation strategies. Furthermore Dr. Garrido is teacher in vocational training specialized in IPR rights, Competitive Intelligence, and technological surveillance. He worked in personnel selection in the University of Murcia and she has extensive experience in economic and bank issues. In The last years she has published 3 articles and 4 books.

Dr. Garrido was also the coordinator of University Master Degree in Design and Business Management for the Furniture and Woodworking Sectors since 2010 to 2012. She is the responsible for designing different training paths (VET) for different companies and she is also professor of "Competitive Intelligence" and "Innovation management" at the University of Murcia (3ECTS).

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
Leonardo da Vinci - SSA	2013	539774-LLP-1-2013-1-ES-LEONARDO-LMP	Centre De Difusio Tecnologica De La Fusta I El Moble De Catalunya - CENFIM

D.2.3. Legal Representative

Title: Mr

Gender: Male

First Name: Jesús

Family Name: Sanz Perpinán

Department:

Position: Chief and Legal Representative

Email: amuebla@amueblacooperacion.es

Telephone 1: +34 687911179

If the address is different from the one of the organisation, please tick this box

D.2.4. Contact Person



Title	Mr
Gender	Male
First Name	Jesús
Family Name	Sanz Perpinán
Department	
Position	Chief and Legal Representative
Email	amuebla@amueblacooperacion.es
Telephone 1	+34 687911179

If the address is different from the one of the organisation, please tick this box

**D.3. Partner Organisation**

PIC	949374600
Full legal name (National Language)	CrystalClearSoft
Full legal name (Latin characters)	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
Acronym	CrystalClearSoft
National ID (if applicable)	293865
Department (if applicable)	
Address	Katechaki 44
Country	Greece
Region	EL30 - Αττική (Attiki)
P.O. Box	
Post Code	11525
CEDEX	
City	Athens
Website	www.ccseducation.com
Email	info@ccseducation.com
Telephone 1	+302106746200
Telephone 2	
Fax	

**D.3.1. Profile**

Type of Organisation	Small and medium sized enterprise
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	No

**D.3.2. Background and Experience**

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

CrystalClearSoft (CCS) was founded in 2005 with the mission propel the teaching-learning process into a new era, increasing its effectiveness through the use of ICT.  
CrystalClearSoft's head office in Athens has 22 full time staff in house comprising 3 project managers, 1 Technical manager, 4



consultants, 2 instructional designers, 1 graphical designer/ animator, 4 Web Developers, 6 multimedia programmers, 1 sales manager. All members of staff are multilingual with in-depth experience in the delivery of services worldwide.

The company offers to its clients integrated solutions and services with high added value, from conceptualization, the design of content visualization (storyboarding) and the development of applications to consulting services for the exploitation of digital media (digital marketing ) and the design of targeted marketing campaigns for customer's applications. Moreover, the company provides both the educational and methodological editing of the software applications it develops.

A key activity of CCS is the development of truly interactive and highly effective educational software that captivates learners of all ages. In particular CCS specializes in:

- Instructional design and storyboarding.
- Development of cross-platform interactive applications (web, desktop, iOS/Android);
- Interactive whiteboard software;
- SCORM / AICC compliant e-learning content suitable for use in e-learning environments;
- Educational games - edutainment applications.

CCS systematically researches developments in the field of educational gaming. Based on the protocols developed by the Game Studies Network of the University of Wyoming, as well as the Games4Learning initiative of the University of North Carolina, CCS educational games offer plenty of opportunity for active learning through trial and error, and convey knowledge in a pleasant and effective manner.

CCS is a leading provider of digital solutions and specialized services for communicating knowledge and raising awareness in the most effective way.

With over 700 projects completed, CCS partners with more than 40 major international organizations in the United States, the United Kingdom, France, Spain, Italy, Poland, China, Singapore, Cyprus, Greece and the UAE.

Notable partnerships include:

- Our partnership with NATIONAL GEOGRAPHIC LEARNING (UK, US, Poland, Greece, Singapore, China, UAE) for the creation of digital educational content to accompany a large number of their major language teaching titles.
- Our work with PEARSON EDUCATION (UK, US, Italy, Poland, Greece) for the development of large numbers of learning objects for inclusion in their digital offering.
- CCS is strategic partner for all innovative interactive training initiatives of "Coca-Cola Hellenic", one of the largest bottlers and vendors of The Coca-Cola Company's products in the world, and the largest based in Europe with a geographical range that stretches from the Republic of Ireland to the eastern-most parts of Russia, and from Estonia to Nigeria, 28 markets in total. CCH / CCS projects include gamified learning activities for sales and marketing staff, as well as development of specialized gamification features (narrative structure, social connections, leaderboards, etc.)
- Our partnership with the CENTER FOR MATHEMATICS AND COMPUTER SCIENCE in Amsterdam and the University of Leiden (department of ICT in Law) for the development of educational content for safer Internet powered by Augmented Reality technology
- Our work with a major Bank in the UAE for the development of their induction e-learning program for new employees in Arabic and English.
- Our collaboration with VODAFONE Greece for the creation of an e-learning program for new employees, as well as for the web-based educational game Netpolis.

Business Sectors

The business sectors the Company operates in are:

- Design and development of corporate training applications.
- Design and development of educational software applications for use by teachers and students, educational content publishers and educational organisations.
- Integrated solutions and development services of educational apps and digital publications (ePublishing, eBooks) for use by students and trainees on portable devices -iOS & Android tablets and smartphones- for educational content publishers and educational organizations and schools.
- Development of SCORM-compliant eLearning training materials for use in learning management systems (LMS) for educational content publishers, educational institutions, organizations and schools, training department of large companies etc.
- Design and development of educational games applications for educational content publishers and educational organizations and schools. Design and development of serious games applications for large organizations and enterprises.

CCS was recently named as one of the top 10 eLearning content development companies for 2015 by eLearningindustry.com. CCS is EN ISO 9001:2008 certified.



What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

CCS develops its own learning tools ranging from e-Learning platforms offering personalised learning environments to serious games, simulations, immersive environments and cross platform social learning tools with gamification capabilities. CC has developed a novel Learning Motivation Environment, Lykio ([www.lykio.com](http://www.lykio.com)). Lykio was originally conceived to address the training of large corporations, such as Coca Cola, Viceroy Hotel, Titan, etc. Then, due to the interest generated around the tool and its uses, the company is now extending the tool so that it can be used in virtual all learning contexts. Lykio features a Content Creation Tool (CCT), gamification mechanics and functionality to define engaging motivational workflows resulting in lasting educational experiences for the learners.

The current project is an excellent opportunity to adapt the Lykio tool and prove its use to the target groups. In the context of the project, several units to serve the learning objectives of the project will be designed and modelled in the tool. These interactive scenarios will be later validated in terms of their learning value. The participation of CCS in the present project is a "win-win" case for all those involved. CCS will have the opportunity to improve its tool and validate it in terms of the target groups while collaborating with serious partners capable of delivering high quality content. The impact on the company is expected to be substantial as the modelling of interactive learning scenarios in the tool will lead to a unique training package, capitalising on state of play technologies providing for cross-platform accessibility, far more advanced and appealing than traditional eLearning programs currently in the market.

In terms of past experiences, CCS coordinated a Leonardo Development of Innovation project ([www.pecos4SMEs.eu](http://www.pecos4SMEs.eu)) aimed directly at SMEs who want to increase cross-border sales through capitalising on e-Commerce. The project results were embraced among others by Payvision, one of the largest provider of payment solutions and a mobile application for e-Commerce was created by Payvision based on the PECOS4SMEs results (<http://payvisionapp.com>). The company has also other experiences with SME-oriented and entrepreneurship LLP/Erasmus+ projects. The current project is perfectly aligned with existing experience and company strategy and the company has both to contribute experience to the partnership and to benefit from the experiences of the partners.

Mr. Mattheos Kakaris  
Mr. Kakaris is a Principal Consultant. He holds a BEng in Electronic Engineering from the University of Lancaster and an MSc in Information Systems Engineering from UMIST. He has extensive experience (>15 years) in managing commercial projects (DG RTD, DG INFSO, OPOCE, OHIM), but also R&D (IST, eTen, eContent) and Vocational Training projects (LdV, Grundtvig, Socrates). In the context of these projects he has executed numerous to most EU countries to present work. He is a member of the Project Management Institute (PMI) and the British Computer Society (BCS) and has been research associate of the Netherlands Cancer Institute and external consultant for the European Institute of Molecular Biology (EMBL).

Mr. Christos Anthis  
Mr. Anthis holds a Bachelor of Arts in English Literature from the University of Sterling and is the founder of CCS where he holds the role of Instructional Designer and R&D Manager. He has many years of experience as an Instructional Designer and producer of educational content for CBT for vocational training and formal education (all levels). He was also responsible for the instructional design and the production of the EXACT learning placement tools for the evaluation of knowledge in the philosophy of science, glossology and A-Level Mathematics at the University of Swansea. As instructional designer he was also involved in numerous projects concerning the development of CBT content for Express Publishing, concerning mostly language learning (English).

Mr. Thanos Angelatos  
Mr. Angelatos has joined CrystalClearSoft in 2015 to spearhead its Software Engineering division. He holds a M.Sc. in Distributed Systems from University of Kent and a B.Sc. in Computer Science from Royal Holloway, University of London, England. Accumulating over 15 years of industry expertise, Thanos has held various technical and managerial roles starting from Developer and Business Analyst to Technical Project Manager and Director of Engineering. In the last 5 years has successfully managed teams of up to 30 developers successfully delivering projects within budget and time constraints. His expertise includes systems analysis and design / architecture of large-scale software projects with high concurrency and transaction throughput written in Java Enterprise, utilizing a range of modern technologies including extensive NoSQL exposure.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
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LLP/KA3-ICT	2013	543128-LLP-1-2013-1-ES-KA3-KA3MP	General Foundation University of Granada-Company
LLP /Leonardo DOI MP SSA	2013	539774-LLP-1-2013-1-ES-LEONARDO-LMP	Centre De Difusio Technologica De La Fusta I El Moble De Catalunya - CENFIM
ERASMUS+/KA2	2014	2014-1-EL01-KA200-001603	NOSIS BUSINESS SOLUTIONS & CONSULTANTS LTD
ERASMUS+/KA2	2015	2015-1-ES01-KA204-015995	Foundation for Development Innovation and Technology, (FUNDITEC)
ERASMUS+/KA2	2015	2015-1-PL01-KA202-016442	Polish Chamber of Shoe and Leather Industry (PIPS)
ERASMUS+/KA2	2015	2015-1-UK01-KA202-013499	Staffordshire University
LLP/Leonardo TOI	2013	2013-1-GR1-LEO05-13907	CRYSTALCLEARSOFT

**D.3.3. Legal Representative**

Title	Mr.
Gender	Male
First Name	Ilias
Family Name	Parlavantzas
Department	
Position	CEO
Email	e.parlavantzas@ccseducation.com
Telephone 1	+302106746200

If the address is different from the one of the organisation, please tick this box

**D.3.4. Contact Person**

Title	Mr.
Gender	Male
First Name	Mattheos
Family Name	Kakaris
Department	
Position	Principal Consultant
Email	m.kakaris@ccseducation.com





Telephone 1

+302106746200

If the address is different from the one of the organisation, please tick this box



**D.4. Partner Organisation**

PIC	948939458
Full legal name (National Language)	Eurocrea Merchant
Full legal name (Latin characters)	Eurocrea Merchant Srl
Acronym	Eurocrea
National ID (if applicable)	IT05586600966
Department (if applicable)	
Address	Via Domenico Scarlatti, 30
Country	Italy
Region	ITC4 - Lombardia
P.O. Box	
Post Code	20124
CEDEX	
City	Milano
Website	www.eurocreamerchant.it
Email	
Telephone 1	+390287284807
Telephone 2	+393356876295
Fax	+390287284808

**D.4.1. Profile**

Type of Organisation	Small and medium sized enterprise
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	No

**D.4.2. Background and Experience**

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

Eurocrea Merchant is a VET training company based in Italy, with two offices located in Milan and Naples. Our mission is to improve the competitiveness of the European society, through business development, training and creation of transnational partnerships.



The company was born 20 years ago with a focus on business and finance and with the aim to support Italian SMEs in the process of start-up and management of the company.

After few years from its creation, however, Eurocrea Merchant has built up a team of professionals experts in education and training. This brought the company to work as a training centre, specialised in topics related on one hand to entrepreneurs, on the other hand to sustainability.

In doing this, Eurocrea has always been looking for the European added value of its activities, thanks to the collaboration with several private and public partners from European countries other than Italy. In this context, Eurocrea gained expertise in the design and management of European projects, which allowed to further develop and increase the company's activities in the field of business and education.

Nowadays our core business is focused on three main lines of expertise, which correspond three qualified business units:

1. Consulting and Advising: with a team of qualified experts (chartered accountants, auditors, PCM experts) we offer highly specialised services to support SMEs development: business plans development, feasibility studies, design of internal management control systems, financial and budget analysis, tax planning, soft financing, grant awards and financial reporting.
2. Education and Training: we conduct researches and studies on the most innovative training methods and tools, for young people and adults lifelong learning. We deal with training materials and contents production on different areas of business development, HR, organisational management and internationalisation. Moreover, we deliver training courses on different subjects relevant to our areas of expertise, such as Project Planning, Business administration, organizational management and internationalization, taxation and budget analysis. Our experience is mainly focused on vocational education and training and curriculum development, with a view to anticipate the skill needs of the labour market. We are particularly active in the field of high level vocational training, not only with regard to the organization of courses, but also for researches and studies related to the needs of the labour market, in order to address the problem of "skills mismatch". We have a team of qualified trainers, experienced in the recognition, validation and transfer of learning outcomes, using transparency tools like ECVET and EQF.
3. European projects: the European projects team is constantly focused on searching the best funding opportunities offered by the European Union to develop innovative projects in the fields of vocational training, adult education, SMEs development and promotion of sustainable development strategies. Thanks to a consolidated experience on project management, we offer consulting services to public and private bodies for what concerns accessing, managing and reporting EU funds.

Over the years, we have been steadily consolidating our multidisciplinary approach and our wide European partners network, that includes public organizations, universities, research and training centres, chambers of commerce, regional development agencies, management consulting firms, with whom we interact every day to share and import know-how.

In particular, in Italy EM collaborates steadily with national associations and networks active in the productive and business sector in the framework of educational activities, collaborative projects and consultancy services:

- Confindustria (National Employer's Association) and its sectorial branches: tourism, manufacturing, food & beverage, accommodation, education, etc.
- ANCE (National Association of Building Industries) and its local branches
- FederManager (National Association of Managers) and its 58 local branches

At European level, EM is Member of the Board of EBN (European Business Network), a network of around 150 quality-certified EU BICs (business and innovation centres) and 100 other organisations that support the development and growth of innovative entrepreneurs, start-ups and SMEs. In particular, EM represents associate members and is proactive in the EBN Special Interest Groups on:

- Education&Entreprenurship: the transnational group conducts studies and researches, develops methodologies and shares best practices in the field of education and training.
- Acceleration, Finance&Growth active in the research of the most innovative funding sources to boost competitiveness of enterprises

In this framework and thanks to its wide networks, EM is able to assure great potential for dissemination and exploitation of results within the business and education sectors.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

Eurocrea Merchant has implemented several projects and initiatives in the field of vocational training, with the aim to promote acquisition of transversal skills and improvement of the educational offer in relation of the labour market needs. EM works steadily with the local authorities of the Lombardia Region and with civil society organisations of the territory, with whom EM organises training courses, events, meetings and conferences. The core staff group of trainers and researchers has a long experience in studies and researches in the field of labour market relevance and skills mismatch.



In recent years EM has developed expertise in the recognition and validation of learning outcomes, favouring the acquisition and implementation of transparency tools such as EQF and ECVET. Based on its EQF/ECVET expertise Eurocrea Merchant will guide the project activities for the development of the ECVET profile of the Online Sales Manager. It will ensure the quality of the project outcomes through definition and application of a results oriented QA methodology. Furthermore, it will engage with furniture companies from the industrial area of Lombardia in order to understand current level of skills and competences and understanding of the important concepts in the field, as well as their needs for training tools in order to upskill their workforce and better meet client demands in a competitive sector.

In a world market estimated in 2014 some 180 billion Euro the Italian furniture's industry clinched the fourth place as producer, with a market share of 10%, and the first place as an exporter, with 19%. It should be stressed that the Italian record export went accentuating the last decade, characterized by growth of the degree of new market openings and thanks to the takeoff of furniture demand in many developing countries some of which become in a short time important markets for the Italian enterprises. A good price / quality, a strong relationship with the customers built on a strong customer service, the success of the Italian offer is easy to realize that is even largely attributable also to the particular organizational form of furniture industry which is often based on small districts and small/medium enterprises, with large production capacity, highly skilled workforce and high degree of flexibility. Nevertheless, the sector suffer of an evident weakness due of organizational reasons. The growing importance of competitive performance-related customer service, growth in size, sell on more distant markets and opening new foreign branches involves a higher demand for professionalism in all business areas, from raw processing the raw material up to the various aspects of management. As such BOSS4SMEs is important for Italy and Eurocrea as VET organisation.

Gianluca Coppola Chartered Accountant, Chartered auditor, expert in design and management of Lifelong Learning policies, EU projects funded by the EU, Education&Entrepreneurship, expert in corporate finance and corporate management. International Relations, transnational mobility of people in the field of higher education, evaluation of investment projects, Business planning and entrepreneurial development, multilateral project management and transnational consortia. Included in the list of experts from the European Commission for the programs: "Leonardo da Vinci," both centralized and de-centralized actions, ERASMUS de-centralized actions, "LDV – Key Activity 1", "LDV – Key Activity 3", "LDV – Key Activity 4", "Europe for citizens" "EURYDICE", and "TEMPUS Programme", 7FP, EACI (ECO-INNOVATION and INTELLIGENT ENERGY).

Alessandro Falco, has a long experience in the field of auditing, market analysis, research, ISO 9001/ISO14001 Quality management and HR's management. In addition, he has been intensively involved in huge operations of project financing in which public bodies have also been implied, thus gaining relevant skills in projects management especially in the area of cost control management and energy management. Moreover, the status of assistant professor at the University of Naples, allows a long familiarity with training system and dynamics.

Alessandra Coronella, senior accounting and administrative manager with a long experience in UNI EN ISO 14001 and 9001 quality and environmental systems.

Silvia Farina, has a Master Degree in European Studies with a focus on environmental policies and International Relations. She also spent a period at the University of Rotterdam in order to broaden her knowledge of European Law and acquire methodological skills in the field of research.

She holds a Master in European Project Management and Communitarian Funds and in the last 7 years she gained a specialisation in European policies related to education, training and youth.

In Eurocrea she is part of the project management team, with the role of Project Manager, dealing with project design, supporting desk, field research, quality assurance and evaluation.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
LLP – LdV – TOI	2013	2013-1-ES1-LEO05-66705	Cluster del turismo de Extremadura - Spain



LLP – LdV – TOI	2013	2013-1-FR1-LEO05-48182	Institute Nationale De l'Energie Solaire - France
LLP – LdV – TOI	2013	LLP-LDV/TOI/2013/RO/026	Adr Nord-Est Local development Agency - Romania
Erasmus + - Strategic Partnership	2014	2014-1-IT02-KA200-003610	Eurocrea Merchant
Erasmus + - Strategic Partnership	2014	2014-1-HR01-KA202-007155	Agency for Rural Development of Zadar County
Erasmus + - Strategic Partnership	2014	2014-1-TR01-KA204-013041	Turkish Food and Beverage Industry Employers Association
Erasmus + - Strategic Partnership	2015	2015-1-IT01-KA202-004636	EUROCREA MERCHANT
Erasmus + - Strategic Partnership	2015	2015-1-IT01-KA202-004624	VISES ONLUS
Erasmus + - Strategic Partnership	2015	2015-1-CY01-KA203-011856	EUROPEAN ASSOCIATION OF ERASMUS COORDINATORS
Erasmus + - Strategic Partnership	2015	2015-1-ES01-KA204-015995	FUNDITEC - FUNDACION PARA EL DESARROLLO Y LA INNOVACION TECNOLOGICA
Erasmus + - Strategic Partnership	2015	2015-1-IE01-KA202-008641	INSTITUTE OF TECHNOLOGY TRALEE
Erasmus + - Strategic Partnership	2015	2015-1-LT01-KA202-0133399	LITHUANIAN COUNTRYSIDE TOURISM ASSOCIATION
Erasmus + - Strategic Partnership	2015	2015-1-PL01-KA204-016599	FEDERACJA POLSKICH BANKÓW ŻYWNOŚCI
Erasmus + - Strategic Partnership	2015	2015-1-UK01-KA202-013499	SUSTAINABLE MANAGER IN TOURISM SECTOR - SMARTOUR
Erasmus + - Strategic Partnership	2015	2015-1-BG01-KA202-014280	BALGARSKA ASOTSIATSIYA ZA ALTERNATIVEN TURIZAM
Erasmus + - Strategic Partnership	2015	2015-1-PL01-KA202-016442	POLSKA IZBA PRZEMYSŁU SKORZANEGO

**D.4.3. Legal Representative**

Title	Mr
Gender	Male
First Name	Gianluca
Family Name	Coppola
Department	
Position	Director
Email	gianluca.coppola@eurocreamerchant.it
Telephone 1	+39 02 87284807



If the address is different from the one of the organisation, please tick this box

**D.4.4. Contact Person**

Title	Mr
Gender	Male
First Name	Gianluca
Family Name	Coppola
Department	
Position	Director
Email	gianluca.coppola@eurocreamerchant.it
Telephone 1	+39 02 87284807

If the address is different from the one of the organisation, please tick this box



**D.5. Partner Organisation**

PIC	950580407
Full legal name (National Language)	AMIC
Full legal name (Latin characters)	Associacio Agrupacio Moble Innovador de Catalunya
Acronym	AMIC
National ID (if applicable)	39582 - J / 1
Department (if applicable)	
Address	Avinguda de la Generalitat 66
Country	Spain
Region	
P.O. Box	58
Post Code	43560
CEDEX	
City	La Sénia
Website	www.amicmoble.org
Email	admin@amicmoble.org
Telephone 1	+34977570166
Telephone 2	
Fax	+34977576179

**D.5.1. Profile**

Type of Organisation	Non-governmental organisation/association/social enterprise
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	Yes

**D.5.2. Background and Experience**

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

AMIC is a private nonprofit employers association based in La Sénia (Tarragona), one of the most important home furniture clusters of Spain.  
AMIC began the activity focused just in furniture sector and later it has expanded to all home interiors sectors. Nowadays, AMIC has



105 affiliated companies from: furniture, home textiles, lighting, bath and paving sectors.

AMIC brings together home interiors products manufacturers, retailers and auxiliary industries motivated by innovation with the main goal of increasing their competitiveness through collaborative activities and training promotion

AMIC main activities are:

- New commercialization channels exploring and promotion: contract business (mainly hotels), shared home interior showrooms for crossed prescription, e-commerce platform developing
- Promotion of collaborative projects: design for all, smart spaces, new materials, new manufacturing technologies
- Vocational training: training courses organization for employees (technicians and managerial) and unemployed, skills needs studies (surveys among associated companies)
- Internationalization: market intelligence and direct and reverse trade missions.

[www.amicmoble.org](http://www.amicmoble.org)

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

AMIC has experience in the area related to the project under three perspectives:

- Skills needs analysis: AMIC has performed learning outcomes needs study of the Catalan home interiors companies
- Vocational training promotion: AMIC organizes courses specific to the detected company's needs (provided by specialized VET)
- E-commerce platform development: AMIC has promoted a new platform in order to help house holding products manufacturers access directly to costumers (B2C)

Key persons in AMIC:

Antoni Zaragoza

Has a degree in marketing research at the UOC (Universitat Oberta de Catalunya, Spain) and he is graduated in business science at the same University.

He owned and has worked in a furniture manufacturing company during more than 25 years. He is responsible of projects in AMIC

Skills:

- Teamwork
- TIC and marketing
- Furniture and home interiors Sector knowledge

Experience:

- Since 2010 till now. AMIC projects department manager, offering support to the associated enterprises in different issues like business plans, new business opportunities, market research, collaborative projects, etc.
- 1989-2010. CEO and owner of the Zaragoza García SL, furniture Company.
- 1983-1989. Working in a family company dedicated to manufacture kitchen furniture in different areas: sales, production, accounting, financial, marketing,

Experience related to the project:

- Responsible of the learning outcomes needs study of the Catalan home interiors companies
- Responsible of the e-commerce platform development

Rocio Martínez

Gas a degree in Publicity and public relations degree and Màster en Communication innovation processes Noves Tendències i Processos d'Innovació en Comunicació at the Universitat Jaume I (Castelló, Spain)

Skills:

- Communication
- Social media
- Web designer





Experience:

- Since 2012 till now CENFIM communication manager. She is in charge of communication of the association. Also, she gives support to the associated companies in their communication strategy to costumers, especially in social media branding.
- 2008-2012 Furniture manufacturer communication responsible.

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

No

D.5.3. Legal Representative

Title	Mr
Gender	Male
First Name	Jordi
Family Name	Marcoval Martí
Department	
Position	President
Email	info@amicmoble.org
Telephone 1	+34 977570166

If the address is different from the one of the organisation, please tick this box

D.5.4. Contact Person

Title	Mr
Gender	Male
First Name	Antoni
Family Name	Zaragoza García
Department	
Position	Project Manager
Email	marketing@amicmoble.org
Telephone 1	+34 648743312

If the address is different from the one of the organisation, please tick this box



**D.6. Partner Organisation**

PIC	942704589
Full legal name (National Language)	Danmar Computers LLC
Full legal name (Latin characters)	Danmar Computers sp z o.o.
Acronym	Danmar
National ID (if applicable)	0000366024
Department (if applicable)	
Address	Hoffmanowej 19
Country	Poland
Region	PL32 - Podkarpackie
P.O. Box	
Post Code	35-016
CEDEX	
City	Rzeszow
Website	danmar-computers.com.pl
Email	
Telephone 1	+48178536672
Telephone 2	
Fax	

**D.6.1. Profile**

Type of Organisation	Small and medium sized enterprise
Is the partner organisation a public body?	No
Is the partner organisation a non-profit?	No

**D.6.2. Background and Experience**

Please briefly present the partner organisation (e.g. its type, size, scope of work, areas of specific expertise, specific social context and, if relevant, the quality system used).

Danmar Computers is a private company providing vocational training in the field of Information Technology and developing e-learning and customised ICT solutions. It deals with: trainings, developing programs and training materials, counselling, designing web pages and mobile applications, web campaigns and e-learning systems. The technical staff has capability to develop any



modern web and mobile applications, utilizing database technologies, web servers and application servers. That includes social and cloud services, both from client and server side. Danmar Computers has designed and developed a project management system - AdminProject. It currently is the only product on the market dedicated to the management of European projects.

Besides expertise related to IT area, Danmar has experience of many years of carrying out European Union educational programs including: Progress, Transfer of Innovation, Erasmus, Leonardo da Vinci and Grundtvig Partnerships. Within the framework of the projects employees work on methodologies of research, conduct research, elaborate reports, design curricula and training materials which often are prepared as an answer to the needs of concrete group of people. As natural field of activity of Danmar Computers is the IT sector, the company often creates various IT tools that support project activities (on-line questionnaires, interactive trainings, mobile applications or Internet based dissemination campaigns).

All company's activities are based on the well-established network of cooperation with domestic and foreign training and counselling organisations, schools, universities, public institutions as well as private sector companies. The activities are directed to various target groups. A significant group of people are young people for whom special training programs are being designed. A special attention is put on those young people that are disadvantaged, which often means that they are unemployed, not in education or training (NEETs).

In summary, Danmar' mission is promoting life-long education and assuring equal opportunities of access to education for everyone with the use of modern technology and with innovative training methodologies.

What are the activities and experience of the partner organisation in the areas relevant for this project? What are the skills and/or expertise of key persons involved in this project?

All company's activities are based on the network of cooperation with domestic and foreign training and counselling organisations, universities, public institutions as well as private sector companies. A significant area of activities is Vocational Education and Training education in the area of SMEs, including e-Commerce. For the past five years, Danmar has been involved into EU funded projects dealing with SME oriented projects. Thanks to participation in these projects, Danmar has built a well-established network of stakeholders and SMEs from the region and in the country but also on European level.

Danmar also has experience with e-Commerce for SMEs and has elaborated e-Commerce strategies for SMEs in the context of the PECOS4SMEs project ([www.pecos4smes.eu](http://www.pecos4smes.eu)). Apart from elaborating personalised e-Commerce strategies for SMEs to be able to increase cross-border sales through e-Commerce it also developed content for supporting the implementation of the actions materialising the personalised strategy by the SMEs.

The experiences of Danmar Computers can guarantee the successful project implementation. The company employs highly qualified people, who will be available and dedicated to providing project outputs in a best possible way:

Małgorzata Mikłosz Director of the Board. Her background education is Information technologies (studies accomplished in New York, USA) and Economy with management specialization (PhD studies accomplished in Cracow, Poland). She has extensive knowledge and experience in managing and coordinating EU founded projects since year 2002 as well as experience in training needs analysis, elaboration of training materials, delivery of trainings in the field of IT.

Krzysztof Ciapała Holds Master's degree in economics and information systems as well as various world-wide recognized IT certificates (MCP, MCSA, MCSE, MCSA). He is experienced in managing and coordinating educational projects within EU programmes. He also has an expertise in designing innovative training solutions based on Information Technology, designing and maintaining computer systems, including Websites and e-solutions. He also has long-term experience in development of training programs and materials, delivery of Information Technology classes and design and implementation of pilot innovative, educational actions in the region. Expert in many IT related fields, including networks, security, messaging and enterprise class systems.

Łukasz Kłapa Holds Master's degree in Information Technology and Econometrics (University of Information Technology and Management in Rzeszów), has good, certified knowledge of foreign languages (LCCI Level 3 English for Business, TELC English Business, TELC Zertifikat Deutsch). He is a programmer and network specialist, with skills acquired during a number of courses and seminars (most important of them are: "Cisco Certified Network Administrator", "Network Infrastructure Essentials – Panduit", "Implementing digital television with the use of IPTV", "Creating applications sharing information through mobile devices", "Business Intelligence and Data Warehousing", "Modern networking systems LANSTER"), and also during professional work in IT



related areas. He has an expertise in designing innovative training solutions based on Information Technology, designing and maintaining computer systems, including Websites and e-solutions. He also has experience in development of training materials to be implemented on e-platforms and design and implementation of innovative, educational activities within various Life Long Learning projects.

Maciej Markowicz He has graduated from University of Rzeszow with a MSA in Sociology. He holds IPMA certificate (level D) as well as PRINCE II Foundation and Practitioner certificate. He works for Danmar Computers as a project manager, evaluator, carries out training and courses monitoring. Furthermore, he has experience in sociological research elaboration and carrying out. The scope of research is regional as well as transnational. Moreover, he has expertise in SWOT analysis, comparative studies and reports elaboration. Maciej took part in implementation of innovative vocational training methodology and in creation of programme frameworks of courses. He also has experience in development of training materials to be implemented on e-platforms. Maciej has a wide knowledge in the field of teleworking and interactive forms of social communication.

Jolanta Smoleń Manager of accounting in Danmar Computers. Holds Master's degree in Finance and Accounting. She has long term experience in financial management of various projects founded by the European Union (Equal, EFS, Life Long Learning and Erasmus + programmes).

Has the partner organisation participated in a European Union granted project in the 3 years preceding this application?

Yes

Please indicate:

EU Programme	Year	Project Identification or Contract Number	Applicant/Beneficiary Name
Leonardo da Vinci Transfer of innovation	2013	2013-1-PL1-LEO05-37769	Danmar Computers Sp. z o.o.
Erasmus+ SP for VET	2014	2014-1-PL01-KA202-003400	Danmar Computers Sp. z o.o.
Community Programme for Employment and Social Solidarity — Progress	2014	VP/2013/010/0201	Pacto Territorial para el Empleo de la Ribera
Erasmus+ SP for adult education	2015	2015-1-CY01-KA204-011868	“CARDET” Centre for Advancement of Research and Development in Educational Technology Ltd
Erasmus+ SP for adult education	2015	2015-1-LT01-KA204-013404	Kauno rajono svietimo centras
Erasmus+ SP for adult education	2015	2015-1-FR01-KA204-015334	Petra Patrimonia Corsica
Erasmus+ SP for adult education	2015	2015-1-IT02-KA204-015181	Diciannove Società Cooperativa
Erasmus+ SP for adult education	2015	2015-1-DE02-KA204-002384	Iberika Education Group
Erasmus+ SP for higher education	2015	2015-1-IE02-KA203-000420	Institute of Technology Tralee
Erasmus+ SP for school education	2015	2015-1-IE01-KA201-008664	Institute of Technology Tralee

### D.6.3. Legal Representative

Title

Mrs

Gender

Female

First Name

Małgorzata



Family Name	Miklosz
Department	
Position	Executive Manager
Email	m.miklosz@danmar-computers.com.pl
Telephone 1	+48 17 8536672 ext. 25

If the address is different from the one of the organisation, please tick this box

**D.6.4. Contact Person**

Title	Mr
Gender	Male
First Name	Krzysztof
Family Name	Ciapala
Department	IT
Position	IT Director
Email	k.ciapala@danmar-computers.com.pl
Telephone 1	48178536672

If the address is different from the one of the organisation, please tick this box



**E. Description of the Project**

What is the rationale of this project, in terms of objectives pursued and needs and target groups to be addressed? Why should this project be carried out transnationally?

**MAIN OBJECTIVE:** Develop the European Furniture and Household Sector through development of the Online Sales Manager ECVET profile, a professional capable of devising e-Commerce strategies for increasing revenues from cross-border sales through utilisation of the Internet as a sales channel. The project targets SMEs from furniture and household sector (furniture and household manufacturers & retailers) as it is a dynamic sector in countries like Spain and Italy retaining a high number of jobs and needs to be supported and boosted.

**CHALLENGES FACED BY THE FURNITURE SECTOR (NACE CODE 36)**

The furniture sector makes a significant contribution to the EU economy. It provides 1.08 million jobs, in close to 124.000 enterprises, mainly micro and small sized, with a turnover of €90 billion. The sector faces significant challenges as it was hit hard by the financial crisis and has not yet recovered. Since 2007 the number of companies dropped down notably, 280.000 job were lost and the turnover decreased by 34%. Also, imports, coupled with pressures from low wage economies, create additional pressure.

**OPORTUNITY:** Using the Internet as a sales channel to increase revenues from cross-border sales.

**JUSTIFICATION:** According to Eurostat e-Commerce statistics, 65 % of internet users in EU shopped online in 2015, but only 16% of SMEs sell online – and less than half of those sell online across borders (7.5%) [<http://bit.ly/1SZOW3i>]. Also, the EU-28 average shows that consumers from Northern Europe shop primarily online (e.g. 87% of Internet users in the U.K.), meaning cross borders sales by Southern SMEs makes sense. Furthermore, the 41% of total e-purchasers bought house hold equipment like furniture (<http://bit.ly/1VR9CKT>). The environment for e-Commerce is very positive and gets better with help from the European Commission [Small Business Act, Electronic Invoicing, Mini1SS, VoeS and recently the Digital Contract Rules under the Digital Single Market Strategy - <http://bit.ly/1ma6Kuv>] to the benefit of businesses that can use e-Commerce to boost cross-border sales. However, the 2015 edition of the Consumer Scoreboard [<http://bit.ly/1ilewur>] shows that cross-border e-Commerce is still an under-developed market in Europe: 61% of consumers feel more confident buying online from their own country (61%) than from another EU country (38%). Cross-border online purchases can be an indicator of the smooth functioning of the single market for e-Commerce and the extent to which consumers make use of wider choices and lower prices. However, statistics show that Northern EU countries are currently reaping more than twice the benefits than their Southern counterparts from the Internet as a contributor to their net GDP. Therefore, in order to boost cross-border sales by Southern SMEs it is necessary to help them understand how to attract foreign consumers. The digital marketplace is highly competitive with SMEs in different countries competing for the same customers. However, there are several examples of SMEs differentiating themselves through brand promotion, advertising strategies, and social networking, and maintaining profits in a highly competitive digital environment. The project intends to develop a training programme concentrated on transforming Web 2.0/3.0 usability potential, social media, SEO/SEM and augmented reality into applicable tools, which the furniture and household SMEs can use to their advantage. Consequently, the project will develop the ECVET profile of the Online Sales Manager specialising in the furniture sector and practical tools for SMEs. This includes changing sales and marketing strategies and new types of organisation and knowledge about e-Commerce technologies. The project will deliver a complete training system for furniture SMEs on how to penetrate foreign markets by making their online presence appealing and trustworthy to foreign consumers in order to increase cross-border sales revenues from using the Internet as a sales channel. The specific needs of these SMEs with regards to personalised, sector specific, Digital Marketing/e-Commerce coaching capable of increasing revenues through Internet will be validated in the context of the project. The training system will be personalised, levelled and aimed at both online newcomers as well as SMEs with experience in online technologies and tools. The training material will also factor in findings related to the high percentage of Internet consumers (millennial and generation X, especially those aged 30-50) who buy household items (45%) and elaborate e-Commerce strategies to attract also other groups such as the low percentage of senior consumers buying online.

**TRANSNATIONAL PROJECT:** The target of the project is the growth of cross-border e-Commerce. As such, it requires a European-level approach to exchange proven e-Commerce strategies among top performers and lagers and promote cross border e-Commerce skills to European furniture and household SMEs.

In what way is the project innovative and/or complementary to other projects already carried out?

The driving force behind the idea is that cross border e-Commerce makes sound business sense for Furniture and household SMEs of Southern Europe. Therefore, what is needed is a specialised training system for furniture and household sector SMEs and the appropriate didactic methodology with e-Commerce strategies addressing company's needs with respect to the use of Internet as a



revenue channel and the necessary tools to implement these strategies to boost cross border sales by efficiently engaging the foreign consumer.

In the past years, there have been attempts to address some aspects of e-Commerce skills and competences needed by SMEs such as the "Personalised e-Commerce Strategies for SMEs - PECOS4SMEs – DOI (527562-LLP-2012-GR-LEONARDO-LMP)" project. The project aim was to deliver personalised online strategies for SMEs. However, it does not directly address cross-border needs of the furniture sector, but tries to address 5 other sectors. The developed materials are outdated, especially as far as Web 2.0 and SEO/SEM is concerned due to the rapid recent developments in the area. Especially when it comes to furniture sector where context sensitive product visualization that takes into account individual consumer preferences is the next big breakthrough in online shopping. Thus, the project lead partner, CENFIM has participated in the ICT H2020 Furnit-saver Innovation action (UE Grant agreement No 645067) for augmented and virtual reality integration for the furniture distribution improvement www.furnit-saver.eu This important functionality is a reality: within the comfort of their home, consumers can make more confident online buying decisions, as they can try and buy the furniture as they wish, making the shopping experience outstanding: seamless, intuitive, innovative and social. These new e-Commerce tools were not addressed by past VET projects and there is no a global and actualized VET offer for furniture e-commerce sale. As a result e-Commerce strategies utilizing the Internet as a sales channel are often perceived as a "dark art" unavailable to most SMEs. This project will develop an innovative training system bringing new types of organisation and knowledge about e-Commerce technologies and trends and concentrated on transforming Internet trends into applicable tools for SMEs to change sales and marketing strategies. The approach to training SMEs is based on their situation (financial capability, educational background, existing infrastructure, etc.). After completion of the training, SMEs are expected to be able to engage foreign consumers by successfully implementing e-Commerce strategies designed specifically for them. The consideration of the SME's specific characteristics through personalisation is also where the project differentiates from offerings following the examples of Search Engine College & DMA Education as personalisation will be embedded in the training methodology and guide the design and development of the training content. An additional innovation is the Digital Strategy Genie tool (I.O.2) which will be situated at the core of the training system. The Genie will utilise SME specific data sets (existing infrastructure, ICT competencies, current practices, etc.) to propose the appropriate Digital strategies to the SMEs. Using the Digital Strategy Genie the SMEs will have a personalised training plan for implementing the proposed e-Commerce strategy. The "Digital Strategy Genie" will develop personalised training pathways by initially testing the knowledge and awareness of SMEs about e-Commerce and then providing personalised training plans composed of phases. The system thus will have a phased approach and be totally interactive. The Genie is intended to work as a truly interactive system, which will favour motivation and curiosity of the users, avoiding the approach of a traditional training delivery.

A phased approach can be more motivating for an SME especially since it will be possible for the SME to choose the actions to implement in each phase in order to implement the personalised strategy. The "Genie" will not only offer a personalised strategy for improving the approach to e-Commerce, but it will also allow the SME to select which actions to perform and at what sequence. The actions will be divided into categories such as the ones below:

- Simple actions that can be implemented immediately without requiring an investment;
- Simple actions that can be implemented immediately, but require an investment;
- Actions that have prerequisites (other actions need to be implemented first), but require no investment;
- Actions that have prerequisites and require an investment.

Even if it is argued that these project results at individual level are offering little innovation over existing tools, the combination of all the results under the proposed training system offers an added value that cannot be downsized.

How did you choose the project partners and what experiences and competences will they bring to the project? How was the partnership established and does it involve organisations that have never previously been involved in a similar project? How will the tasks and responsibilities be distributed among the partners?

The proposal is the result of a consolidated working experience where it was realized the need to implement a training model for the furniture and household sector making use of the ECVET tools to: a) foster and facilitate the increase of online cross-border sales by Southern SMEs, b) promote transfer and validation of learning outcomes across European countries, thus aiming to enhance transparency, permeability and transferability of qualifications at the European level; and c) boost common trust and co-operation between providers of non-formal VET in the furniture sector.

The partnership is composed of highly experienced organizations capable of contributing to the sectoral challenges, representing the different actors playing a leading role in the furniture sector.

The consortium puts together three types of organizations: VET providers (one specialized in furniture, a second specialized in ICT), employers associations (representing the two main specialities in furniture: cabinets and upholstery), innovative learning software producer and VET methodological expert.

The partnership comprises:

P1 – CENFIM, a furniture and household innovation and training centre will lead the project and guide the e-commerce contents



preparation

P2 – AMUEBLA, a furniture employers association –mainly upholstery furniture companies- will coordinate the pilot course and be in charge of dissemination to companies

P3 - CCS, an educational software and content provider who will guide the partners in the preparation of the content, re-purpose the content and deliver it in a proven Learning Motivation Environment capable of engaging learners to the learning process (IO3).

P4 - Europea Merchant, an ECVET expert training organisation and consultancy with expertise also in quality assurance of E&T projects who will guide the activities for the methodological framework and supporting ECVET tools (IO1).

P5 – AMIC, a furniture companies association –mainly cabinet and bedroom furniture companies- will collaborate in pilot course and will be in charge of EU dissemination to stakeholders

P6 - DANMAR, a vocational training organisation in the field of Information Technology and developer of e-learning and customised ICT solutions will guide activities for the implementation of the "Strategy Genie" (IO2).

The project idea is based on the knowledge and results from three previous projects where the partners have participated:

PECOS4SMEs (e-commerce training in 5 sectors), ECO4VET (green skills training for furniture sector) and FurnITsaver (augmented and virtual reality for furniture distribution)

P3-CCS had implemented with P4 - EM and P6 - DANMAR a Leonardo Development of Innovation project targeting SMEs in relation to personalised e-Commerce strategies for boosting online sales. The project, PECOS4SMEs ([www.pecos4smes.eu](http://www.pecos4smes.eu)) run from January 2013 to December 2014. This project targeted 5 SME sectors (not the furniture sector) and it made apparent that there is vast potential in e-Commerce in the EU, especially when it comes to cross-border sales targeting Northern Consumers who are mostly purchasing online. So, what is needed is to boost the confidence of Northern consumers through cross-border online sales strategies focusing specifically on the foreign consumer.

The coordinator P1-CENFIM has implemented as Leonardo Development of Innovation Project addressing furniture manufacturers in relation to sustainable design of furniture (eco-design). The project title was ECO4VET ([www.eco4vet.com](http://www.eco4vet.com)) and it run from December 2013 to March 2016. In this project P3-CCS was a partner and provided the e-Learning environment and transcribed the training content for furniture designers to interactive multimedia resources available as SCORM Learning Objects. P2-AMUEBLA was a partner in ECO4VET responsible for companies "green skills" detection and for new training paths pilot testing.

Furthermore, P1-CENFIM has participated in the ICT H2020 Furnitsaver Innovation action (UE Grant agreement No 645067) for augmented and virtual reality integration for the furniture distribution improvement [www.furnit-saver.eu](http://www.furnit-saver.eu). The project run from December 2014 to March 2016. The CENFIM role in the project was getting and analysing the user's opinion from different scenarios including on-line purchasing scenario.

How will cooperation and communication happen among all project partners and with other relevant stakeholders? What will be the purpose and frequency of the transnational project meetings and who will participate in them?

The rationale for partner involvement is to combine general participation with specific expertise and sectoral experience thus avoiding partner performance based on individual and scattered achievements and promoting strong mutuality. Each partner is assigned work tasks, based on their expertise, competences and experience and wider networking.

The partners will offer their expertise for the benefit of all aspects of the work programme including engagement in transnational activities, partner meetings, local group and platform activities, reporting and contribution as appropriate to project products. The different partner roles are funded accordingly, as demonstrated in the detailed budget.

A key element of the internal communication strategy (among partners and with stakeholders) will be the use of Virtual Collaboration Spaces displaying key project documents for easy reference by the project stakeholders. A cloud based collaboration tool, the ADMINPROJECT ([www.adminproject.eu](http://www.adminproject.eu)) will be used and contain:

- The project charter, milestone chart, and issues log.
- The statement of work, project plan, project schedule, organization chart, responsibility matrix, risk management plan, and other project management information and forms.
- Product development information (design, prototyping, testing, scaling-up, interim deliverables, etc.).

The rationale behind the use of virtual collaboration space is to have a common repository space among the partners for information sharing, organization of tasks, working simultaneously on project documents, coordinate version control, have standard and clear written formal project communication with all partners to ensure more effective project management and productivity.





Furthermore, communication will be supported by e-mails, skype for virtual calls and when necessary video conferencing tools (join.me). This strategy of virtual and physical meetings, designed to ensure smooth and continuous communication, will help keep attention focused on the project and, above all, to prevent the accumulation of delays in activity between the formal transnational project meetings.

A key element of the external communication strategy will be the project website. Ensuring the engagement of the site's users is crucial for improving the site by cashing in on their collective wisdom. Engagement of users will be supported by systematically monitoring its effects on the popularity and usage statistics and updating accordingly the dissemination plan. At the last 6 months of the project, the site will be revamped from a project oriented design to a product oriented design in order to fulfill the purposes of the project after it is finished.

4 partnership meetings at which all partners will attend are foreseen:

- 1.The kick off meeting to launch project activities, share the project implementation strategy, establish processes around financial management, quality plan and dissemination strategy. The meeting will be held in Spain organised by P1 in October 2016
2. The second partnership meeting will be organized and focus on validation of the training methodology, the elaborated e-Commerce strategies and the action list to materialise the strategies. Then, the activities for the development of the Online Sales Manager course will be defined. The meeting will be organized by P3 and held in Greece in May 2017 (M8).
3. The third meeting will be focused on reviewing the OSM course and ECVET tools and design the e-Commerce Genie. The meeting will be held in Italy organized by P4, October 2017 (M13).
4. The fourth meeting will test and validate the completed Learning Motivation Environment and organise the train the trainers training activity and plan for the validation training activities. It will be held in Rzeszow, on February 2018, organized by P6 (M17). The train the trainers training will take place in March 2018 (M18) and during these 5 days the appointed instructors will also have the opportunities to discuss details the validation training.

Up to two staff members from each organization will attend the partnership meetings. All project partnership meetings will involve a review of project milestones, outputs and costs.

A Quality Plan will be developed alongside project delivery. In case of conflict or non-compliance, the cases will be evaluated and addressed according to the Quality Plan protocols led by the Quality Manager. The QM together with the coordination group will regulate the critical relationships between partners, highlighting possible problems and suggesting solutions.

Expectation of partner participation in meetings, protocols for decision making and communication and conflict resolution procedures will be documented in a formal Partnership Agreement to be signed by all parties on receipt of the Grant Agreement for the project.

What are the most relevant topics addressed by your project?

ICT - new technologies - digital competences

Enterprise, industry and SMEs (incl. entrepreneurship)

New innovative curricula/educational methods/development of training courses

What results are expected during the project and on its completion? Please provide a detailed description of the expected results (if they are not listed in intellectual outputs, multiplier events or learning, training, teaching activities).

Southern Europe SMEs lack the knowledge to take advantage of the vast possibilities of e-Commerce for cross-border sales resulting in Southern Europe lagging behind in the European but also global competition within the e-Commerce area. The project targets SMEs from the furniture sector and aims to improve their performance in terms of online sales revenue and specifically cross-border sales revues.



As it has been elsewhere advocated the furniture sector is an appropriate VET sector for implementing ECVET tools and align them to new applied curricula, particularly due to its dynamic occupational performance, but alongside its adverse employment conditions and quality of work, such as work intensification and a fragmentation of employment, its predominant employment structure (low-skilled workers next to highly qualified engineers and designers), and the lack of a modular and transparent qualification system.

Project results foreseen during the project implementation comprise:

- Development of a set of competences and learning outcomes in line with European quality standards;
- Development of a procedure to guide professionals in their daily on-the-job activities in relation to digital strategies for cross-border sales.
- Online strategies boosting cross-border sales that will lead to an improved balanced sheet for furniture sector SMEs and subsequently preservation of current job numbers and growth leading to more jobs in the sector;
- Better professional activity in terms of lowering costs while increasing online revenues. Today, more than ever before, it is important to utilise technology for cutting costs. This cost reduction can be a competitive advantage if it is fully or partially transferred to customers through discounted prices. The project will help reduce costs through e-Commerce by use of cost effective advertising channels such as pay-per-click, SEO/SEM, social media, etc. and limiting the need for a prominent physical location which comes at a high price.

In the longer term, personalised e-Commerce coaching will help furniture SMEs survive tough economic times by additional sales, generation of qualified leads and increased ROI. After completion of the training, SMEs are expected to be able to:

- Establish an Online Marketing strategy that includes social media and best suites their business (e.g. company blog, Twitter account, attaching "Digg This" and "Tweet This" tags to the end of articles, social networking and viral videos through YouTube, etc.)
- Monitor forums and blogs: Forums is where consumers discuss for a specific topic and give their opinion on it; consumers who visit these online places are ready to accept others' opinion and give theirs. Blogs is where most of the times consumers look for an expert opinion
- Using social media for communicating with customers
- Make their website more appealing to foreign consumers (usability, personalised products, transparency, security, payment flexibility, delivery/return options, powerful "try-vertising" features such as Augmented Reality, etc.)
- Generate exposure for their business in other EU countries (rank high on search engines, crowdfsource, maintain & grow social media groups)
- Bring in new, qualified leads from other countries

Results on completion:

- Learning Outcomes for ECVET profile of the Onilne Sales Manager and their description
- Onilne Sales Manager Training Content
- ECVET supporting tools
- e-Commerce Strategy Genie
- BOSS4SMEs Learning Motivation Environment
- BOSS4SMEs Academy

Project's intellectual outputs will make qualifications' systems in the field meet the above mentioned pathways and requirements, the target groups will be trained in line with European quality standards, and VET providers offered with high-quality, modular and well-structured training content and ICT tools in the form of OERs to support their training needs. The delivery of the training content and the learning environment as multilingual OERs in the field, thus responding to UNESCO's Paris OER declaration 2012 recommendations a, e, g and j: a. to a) Foster awareness and use of OER, e) Support capacity building for the sustainable development of quality learning materials, g) Encourage the development and adaptation of OER in a variety of languages and cultural contexts, and j) Encourage the open licensing of educational materials produced with public funds in order to maximize the impact of the investment.

### E.1. Participants

Approximately, how many persons will benefit indirectly from or will be target of the activities organised by the project? (i.e. participants for whom a specific grant is not foreseen, such as local participants in multiplier events, or other types of events, etc.)

3000

Please describe briefly how and in which activities these persons will be involved



The project foresees different kinds of direct target groups:

- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees in these SMEs dealing with sales.
- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.
- Employers and employees associations from the wider furniture sector.
- Digital marketing and advertising agencies offering specialised training in online sales.
- People working in the digital marketing/e-Commerce fields or in sales and looking to up-skill or individuals seeking employment in relation to online sales, digital marketing, e-Commerce.

An indirect target group of the project are officials and decision makers in the areas of vocational training. During the project lifespan, with regards to the first phase of project implementation, partners will engage with target group representatives in order to understand their current skills, level of awareness about the topic and consequently their training needs in relation to online sales channels ("AS IS" situation) but also their viewpoint in terms of training and tools needed.

Indirect beneficiaries will also be local communities as local business may not only retain current employment numbers but also grow to create new work opportunities. The same applies at national level as the nature of the job of the Online Sales Manager does not necessitate physical presence on daily bases. Chambers may also encourage their micro-SME members from the sector to join up and collectively hire an online sales manager as a single micro-SME may not have needs for a full time OSM.

Partners will engage with primary target group representatives: 30 - 40 SME managers and sales personnel and trainers per country who will receive questionnaires to fill in, with the intention to validate the elaborated needs of the OSM profile in terms of skills and competences, for a total of up to 200 respondents.

Organization of multiplier events: Approximately 300 persons will be reached through the scheduled multiplier events. The project foresees events (information event, promotional events and a conference) where many relevant local stakeholders will be involved. Each partner will organize such events in its Country, contacting and engaging stakeholders with a strong capacity for dissemination in relation to the project results in order to enforce their efficacy and the expected impact among large groups within local population. It is expected that each of the 300 individuals participating in the foreseen events will have a multiplier effect on an average of other 10/15 individuals generating a lot of awareness about the project and its objectives.

Stakeholders that will take part to the multiplier events will be contacted with standard communication tools as newsletters, e-mail, direct contact, invitations, letters, telephone, etc. They will be informed about the project in general, its results and the developed training material and may be involved in further brief pilot tests related to training tools. After that, they will fill in questionnaires to evaluate the quality, the efficacy and the relevance of the training program.

During the validation phase, about 120 individuals will be exposed to the project outcomes through instructor led classroom training and through remote sessions (Pilot course). Following the validation, the possibility to follow the training course remotely will remain completely open for all.

Other local/participating organizations events: partners organizations will organize also other kinds of event related to their ordinary core business activity and all these could become good occasions to inform participants about the project and stimulate them to try the developed training tools. It is foreseen, that at least 120 people, part of a more general audience, will be reached through activities related to the project development and the evaluation of the efficacy of its results. A strong role at this point is attributed to the Spanish partners who have direct links to the furniture sector. Thus, P2-AMUEBLA will be carrying project presentation activities to companies in Furniture fairs at European and national level to ensure maximum project dissemination, P5-AMIC will bring the project results to the European Social Dialogue Furniture meeting in Brussels (EFIC, UEA and EFBWW representatives), put in contact with every main employers and workers association in UE and prepare personalized information to EU VET regulatory entities.

Participants with fewer opportunities: does your project involve participants facing situations that make their participation more difficult?

No



**F. Preparation**

Please describe what will be done in preparation by your organisation and by your partners before the actual project activities take place, e.g. administrative arrangements, etc.

Substantial preparatory work has been done in various aspects.

Pre - grant activities:

- P1-CENFIM carried out in 2015 a skills needs analysis in furniture sector granted by Catalan government that includes a digital skills set. Partners have checked the results on the perceived profile of the online sales manager in their countries in order to determine what skills and competences are needed at national level. This proved the need for facilitating a change to current e-Commerce practices of SMEs from the sector and was background work for preparing the proposal.
- The Spanish partners have engaged into discussions with furniture businesses to determine the current and emerging problems to be addressed by initiatives such as the BOSS4SMEs.
- All partners have acquired knowledge regarding the Intellectual Outputs and key supporting functionality. This action aimed at the best possible preparation for validating the BOSS4SMEs training program specifications.
- The partners have been presented (virtual demo) by P3 a current deployment of the Lykio Learning Motivation Environment as it is used today by the Viceroy Hotel Group in the UAE in order to train employees (instructor led) as well as for skill retention (remotely). This motivated plenty of discussions on the possible uses and the great potential of the Learning Motivation Environment in the furniture sector.
- In order to achieve best possible configuration of validation (pilot) exercises in an initial stage, early discussions have been conducted among the coordinator and the social partners of the furniture sector regarding their specific contribution to the project. Together, they have identified the most optimal pilot exercises they can execute for the validation of the BOSS4SMEs programme, after having considered the quality and maturity of the contributed training content, as well as their experiences from training specific groups from the sector, especially furniture manufacturers.

Pre - Kick-off activities:

- 1) If the project is selected for funding, the partners will immediately set-up a virtual collaboration space and a cloud-based repository where they will upload the content and supporting resources to be used by the project. This will allow P1 to make an initial assessment in terms of instructional design and content authoring effort necessary, as well as needs in terms of visualisations and interactive resources. This will ensure the project will kick off with a practical and realistic time plan.
- 2) Internal organization: each partner will distribute its staff duties and responsibilities in relation to the project, providing human resources, materials and time required. The project activities will be included in the ordinary work plan of each partner, to ensure that the deadlines of the project are met and the quality of the project is assured by advanced planning.
- 3) Also, a web conferencing facility (join.me) will be set-up to facilitate regular and ad-hoc conference calls while the final project team members will be identified.
- 4) The Quality Manager from P4 will also prepare the Project Quality Plan and its annexes (time plan, issue reporting tool, deliverable checklist, quality metrics, etc.) to be finalised during the kick off meeting.
- 5) Internal discussion about the potential revenue streams for all the partners involved for both instructor led and remote training. This is the preliminary work for an IPR agreement to include a revenue distribution model.
- 6) Initial contacts with the stakeholders: the project aims to actively involve managers, employees, trainers, coaches and individuals in various phases of the project. Moreover, the partners intend to involve in the project a big number of society associations and stakeholders active in Europe in the field of education. Therefore, the partners will start the preliminary actions and contacts necessary to ensure that the various stakeholders are well informed and motivated to participate in the project. The associated social partners (employers and employees associations) from the furniture sector will be also mobilised.
- 7) The BOSS4SMEs project will be created in the Admin project management tool ([www.adminproject.eu](http://www.adminproject.eu)) and the partners will be shown how to use it (virtual demo) by P6 who created the product.
- 8) Finally, P6 will prepare static designs for the BOSS4SMEs website to be validated during the kick off meeting. The design will be product-oriented focusing on features & benefits of BOSS4SMEs as a complete E&T solution instead of a project oriented website listing project specific information only. This will align the partners from the beginning to the objective of delivering a validated market ready solution rather than simply carrying out yet another publicly funded project. The features, infrastructure and operational mode of the BOSS4SMEs academy will be also discussed during the kick off meeting.

**F.1. Project Management**

How will you ensure proper budget control and time management in your project?

To address the on-time, on-budget aspect of the project, the Coordinator's staff will combine its past experiences from managing



large, complex projects comprising remote multicultural teams with the experiences of the partners in coordinating and collaborating under Life Long Learning projects.

Based on the feedback already received by the most experienced partners of the partnership in publicly funded projects focusing on VET, the Coordinator is planning the following:

- P4 will prepare a Project Quality Plan describing the project management and quality assurance procedures and process to be followed in BOSS4SMEs providing also a detailed time plan, explanation of responsibilities and obligations and an explanation of the approved distribution of resources per partner at the level of individual activity.
- Establish a monitoring mechanism facilitated by a Quarterly Progress Report (QPR) providing a consolidated status of the project and providing in annexes (a) report of valorisation activities carried out, (b) results on the application of quality metrics to key activities/deliverables of the reporting quarter, (c) updated Deliverables Tracking Matrix (DTM) with due dates and actual dates of project outcomes, (d) update effort tracking excel showing the consumption of effort by each partner.
- Set up a virtual collaboration space using the adminproject.eu project management and collaboration tool and utilising the following features: (a) project management plan, (b) task assignment, (c) timesheets - to be updated at least monthly by the partners, (d) document management, (e) reporting tools and key project metrics tracking (f) project wiki.

Bilateral agreements - which will be attached to the grant agreement - will contain articles on the obligations of the Applicant, the Partners, the timeplan, the terms of payment, interim and final reports requirements, monitoring and any preventive measures. The budget will be shared by all the partners according to their expected costs, the cash flows will be centrally controlled and monitored regularly. Each partner will be responsible for the payments within their own budget. As for the payments, the first installment of 40% of the grant will be provided to each partner following the signing of the contract. The second 40% will be paid at month 14, having carefully evaluated the results and outcomes produced through a peer review procedure (described in the following section). The balance (20%) will be paid following approval of the final report by the NA.

A series of indicators has been established to measure the work evaluation and the degree of achievement of the expected results: performance, efficiency evaluation and management indicators. The measurement is established according to EFQM indicators. The PHILOSOPHY governing the management of the project is to maximize the success of the project by:

- Establishing results to obtain as a key for future reviews and to provide adequate confidence that the project development process conforms to the established standards and baseline.
- Defining clearly the tasks to perform and assigning responsibility of tasks to each partner asking partners for commitment to fulfill their tasks: partners are committed to the work they will agree on implementing before starting the work.
- Establishing formal milestones as measurable checkpoints for the project with corresponding progress reports.
- Performing consistent coordination of the partners, keeping the relationships as simple as possible, allowing exchange of their experience in their respective fields of competence.
- Control of time and resources required to perform

Regardless however of all the tools and process put in place, the key as always is managing communication. This is something well known to the Project Manager. The Project Manager will be Mr. Joaquim Solana who has adequate experiences in managing complex educational related projects. While managing the project he will be in the fortunate position of having to collaborate with highly skilled professionals from the partner organisations with proven attitude to deliver. This, coupled with the proven tools and processes to be established in the BOSS4SMEs project will guarantee the on-time/on-budget aspect of the project delivering a market ready solution ready to generate revenues for the partners.

How will the quality of the project's activities and results be monitored and evaluated? Please mention the involved staff profiles and frequency of such quality checks.

Quality of the project activities

The quality assurance and control procedures to be followed in the life of the project will be described in detail in the Project Quality Plan (PQP) which will be prepared by the Quality Manager from P4 before the kick off of the project. The quality expert will be appointed after agreement with the project partners, and will have at least ten years of experience in quality assessment/certification and management of EU co-funded projects.

The preliminary PQP will set in place the following measures:

- the project coordinator will assign a project manager for day-to-day project implementation and quality control;
- a communication plan to facilitate efficient communication among project partners as it is essential for project quality;
- the partners will collectively agree on the process for collecting project specific information of acceptable quality to be used for validation of the results;
- in order to ensure the quality of translations the partners will use previously certified subcontractors and will check the quality of their work;
- the developed content and pilot scenarios will be double-tested – first by the same partners, then with the end beneficiaries (pilot



trainees);

- after the trainees complete the pilot exercises they will be asked to fill in evaluation questionnaires that will contain questions on the quality of the contents and presentation of the training programme and the level to which the project results and especially the BOSS4SMEs facilitating tools meet their needs. A series of indicators will be established to measure the work evaluation and the degree of achievement of the expected results.

The PQP will define quality requirements for assessing project results. These will be broken down into categories (project management, requirements specifications, development, testing, training, etc.) and depending on the result the appropriate metrics will be applied at the end of each reporting period. Example metrics to be defined in the PQP are given below for "documentation" and "project management":

1. Action List (Documentation of action)
  - Quality Requirement: Completeness
  - Quality Criterion: Items left to be specified
  - Metric: Items left to be specified without bringing it up as an assumption or unresolved issue
  - Threshold: < 5
  - Tool: Manual Review
2. Project Management Metric
  - Quality Requirement: Planning
  - Quality Criterion: Any deviation from the project plan should be contained
  - Metric: Count the number of deviation days and compare against the total number of days for executing all tasks.
  - Threshold: < 5%
  - Tool: This validation can be assisted by the project management tool (e.g. Gantt) < 5%

The quality metrics will be applied to key results every quarter and the outcome from the application of the metrics will be annexed to the Quarterly Progress Report. Based on the outcome, it may be necessary for the partner(s) responsible to prepare and updated, improved version of the result that failed to meet one or more thresholds and the Quality Manager will need to apply the metrics again on the new version. In the case of pilots, results from the application of metrics to each pilot will be used for improving the next pilots each time.

Internal evaluation is also envisaged. To collect information for internal evaluation the partners will be asked to fill in various questionnaires designed by the external quality expert and facilitated by an electronic tool such as the SurveyMonkey tool. The establishment of a Continuous Improvement Programme comprising the collection and documentation of Best Practices / Lessons Learned will be also envisaged by the PQP. A continuous improvement programme is a valuable method to increase awareness of key project results and disseminate knowledge to the Project Team and the stakeholders. P4 has substantial experience in designing and implementing continuous improvement programs to projects and so this will be a main responsibility of the Quality Manager from P4.

Quality of the results

In order to guarantee the quality of the learning materials delivery and assessment systems, they will be evaluated and reviewed according EQAVET quality circle principles (4 phases) based on learners and stakeholder's opinions:

- Planning: The PQP will define the learning materials delivery and include an explanation on how they will be evaluated (KPI definitions)
- Implementation: The partners will develop and deliver the training course.
- Evaluation: after the course delivery the course functioning and effectiveness will be evaluated against KPI and learners and stakeholders opinions
- Review: The course contents and/or delivery systems will be adapted

At the end of the project, the Quality Manager will prepare a Project Assessment and Closure Report to assess the project's overall implementation and documenting findings and recommendations.

What are your plans for handling project risks (e.g. conflict resolution processes)?

The process for handling risks will be described in the Project Quality Plan by the Quality Manager. The risk management process envisaged comprises the following key processes:

- Risk Assessment involving the identification of risks, the analysis of risks and the prioritisation of risks, and
- Risk Control involving the risk mitigation planning, risk reduction and risk resolution.

These processes interact with each other, while each one of them may involve effort from one or more individuals or groups of



individuals based on the needs of the project. Each process generally occurs at least once in every project phase. The description of each process can be found in most project management resources. Their application in the context of the BOSS4SMEs project will be guided by a Risk Management Tool (facilitated by an Excel template - annexed to the Project Quality Plan). The purpose of this tool is:

1. To ensure that preventive and tracking measures are in place to cope with the principal risks;
2. To identify any gaps in preventive measures;
3. To provide an effective tool in recording, maintaining, tracking and controlling identified risks in co-operation with the project plan.

The Risk Management Tool fields (columns of the Excel) are explained below:

1. ID: Unique identification of the risk in the form of Rnn, where nn is a sequential number to avoid unnecessary complexity
2. Priority: Value obtained by multiplying the likelihood by the impact; values range from 5.0 (certain high-impact risk) to 0.0 (not to be considered at all unless the preventive measures are applied)
3. Probability: Value representing an estimate of the probability of the risk actually occurring; it takes a value from 0.0 ("will definitely not happen") to 1.0 ("will definitely happen")
4. Impact: Level of impact that would occur if the Risk identified actually happened; it contains a value from 0 to 5:
  - High: 5
  - Medium: 3
  - Low: 1
  - No Impact: 0
5. Milestone/Task ID: ID (Work-Package or deliverable ID)
6. Description: Description of the risk
7. Identification Date: The date when the risk was identified
8. Risk Area: The logical grouping that the identified risk belongs to, e.g. timeline, scope, effort
9. Mitigation Strategy: Description of the mitigation strategy
10. Contingency Plan: Description of the contingency plan(s) and the events that trigger them
11. Risk Status: Description of the risk status
12. Closure Date: The date when the risk was closed
13. Events that change Priority

**Conflict Resolution**

In the course of the project, the partners will have to agree on and develop technical, scientific and commercial ideas and specifications. Usually, agreement will be reached first by informal contact, followed by official confirmation via electronic mail, letter or agreed written minutes. For important issues, the agreement may take the form of a short report that needs to be signed by those responsible for decision-making. Non-technical factors such as resource allocation and contractual terms will also need to be agreed and documented in writing. The Project Manager should immediately take action if potential conflict situations arise. Technical issues / conflicts within given contractual commitments that do not involve a change of contract, a change of budget and / or a change of resources / overall focus will be discussed / solved by the Project Manager. Decisions will normally be taken by seeking consensus. However, after a reasonable amount of time has been allowed to illustration and defence of conflicting positions, in order to avoid deadlock in project operational progress, the approval of a two-third majority of partners will be sufficient. If the decision being taken is unacceptable to partners found in the minority positions, then the problem is elevated to the higher authorities of the partners in conflict. If again the problem cannot be resolved the Project Manager has to call a management meeting to vote it out and in the case of a tie cast the decisive vote or call a new management meeting within 4 weeks. Major conflicts that involve the change of the contract will be discussed and resolved at managerial level. If no resolution is possible, then the standard Red-Flag procedure will be used as the last resort. The Project Manager has to inform the partners in written form of his decision to enforce a final solution by majority vote at least one week in advance. In addition, the Project Manager will inform the Agency in writing and will discuss the topics with the responsible Project Officer before a final decision is made. Any changes regarding budget / contractual issues (hard and soft contract amendments) will be reported to the Agency and will occur only with its approval.

Which activities and indicators of achievement (quantitative and qualitative) will you put in place in order to assess whether and to what extent, the project reaches its objectives and results?

Indicators will be detailed by the Quality Manager and shared with during the kick off meeting, to guarantee the involvement and alignment of all partners according to the topics and tools to measure effectiveness. The Quality Manager will use indicators to measure on a regular basis the rate of success of foreseen results. The appraisal will be carried out from the beginning, while simultaneously designing awareness and diffusion tools to present to



recipients and potential users the opportunities and advantages, both from a professional and personal point of view, which can be offered by the products and results of the project.

As for each output/activity a series of indicators are established to measure the work evaluation and the degree of achievement of the expected results, both in qualitative and quantitative form. Indicators of achievements will be used during the process of monitoring and evaluation by each partner in the relevant project country concerning selected implemented activity.

Indicators are described from a qualitative and quantitative point of view from the perspectives of the overall implementation of the project and particular project objectives. The quality will be measured by the results of the monitoring and evaluation questionnaires issued regularly by P4 and answered by all partners, as well as evidences collected during project activities.

#### QUALITATIVE AND QUANTITATIVE INDICATORS

##### Overall project management:

- Quality of Project management arrangements – no more than 20% rate of delays in delivering results throughout the project
- Effectiveness of coordination – no more than 20% rate of issues and problems detected in coordination
- Effectiveness of monitoring and evaluation – 100% of partners and coordinator compliance with quality monitoring process tasks.
- Effectiveness of quality arrangements – 100% compliance with P4 recommendations based on problems detected.

##### Interactive Multimedia Training Content and Resources Indicators

##### Media:

- Audio: Volume levels are consistent. Threshold TBD
- Video: Consistent quality. Threshold TBD
- Synchronization: Text, graphics and audio are correctly synchronized. Threshold TBD

##### Appearance:

- Consistency: activity templates used in a consistent way. Threshold < 5%
- Fonts: used consistently across all screens. Threshold < 1%
- Captions: consistent and accurate. Threshold < 1%

##### Instructional design:

- Consistency: implemented scenarios match storyboards. Threshold < 1%
- Strategy: Instructional strategies support learning objectives. Threshold < 5%
- Efficiency: Interactions facilitate and guide meaningful learning. Threshold < 5%
- Feedback: Instructional feedback supports the task the learner is performing. Threshold < 10%

##### Dissemination Indicators:

##### Completeness:

- Completion of dissemination activities: Percentage of activities remaining to be completed without resulting to unfinished activities is < 20%

##### Professionalism and effectiveness:

- Dissemination material effectiveness: Rating of statement "The dissemination material was effective and helpful" is 3 or higher >75%
- Dissemination material quality: Rating of statement "The dissemination material is of good quality and adequately supporting the project objectives" is 3 or higher >75%

##### Impact:

Overall: 50 approximately per country attending events and 2000 stakeholder reached at the end of the project through newsletters and publicity materials. At least 500 followers on the social networks, an average of 500/month visitors to project web page.

- Intended users reached: Number of intended users reached / Envisaged number of intended users to be reached >75%
- User readiness: Rating of statement "I am in position to start implementing the actions of my provided strategy" is 3 or higher >75%

##### Validation (piloting) Indicators

##### Feedback:

- Evaluation Forms Completion: Percentage of pilot participants that completed and handed in the evaluation forms. Threshold >80%
- Professionalism and effectiveness: Rating of statement "The instructor was effective and helpful" is 3 or higher
- Quality of Training Tool: "The tool is of good quality and efficiently supports the training session" is 3 or higher
- Quality of Training Material: Rating of statement "The training material is of good quality and adequately supporting the training session" is 3 or higher
- Learning Effectiveness: Rating of statement "This training session was helpful and increased my knowledge about cross-border e-Commerce" is 3 or higher
- Learners Alignment to Learning Objectives: Rating of statement "After having completed this training session, I am in a position to perform better in relation to the training subject" is 3 or higher.





## G. Implementation

Please elaborate on the methodology you intend to apply in your project. Please also provide detailed information about the project activities that you will carry out with the support of the grant requested under the item "Project Management and Implementation".

The BOSS4SMEs will deliver a complete training program on cross-border e-Commerce for furniture sector SMEs. The project methodology can be summarized as follows:

- Make a comparative analysis from a critical viewpoint of the current state of play in e-Commerce practices of furniture sector in the partner countries (analysed at proposal level initially) and identify the winning practices from furniture sector SMEs from countries topping the e-Commerce charts in terms of cross-border sales.
- Validate the needs of furniture SMEs from the partner countries in relation to knowledge and skills for implementing the winning practices and identify and describe the learning outcomes for the Online Sales Manager.
- Elaborate a training methodology and a set of e-Commerce strategies for the furniture sector SMEs.
- Devise the list of actions to be implemented by the SMEs for materialising each of the strategies.
- Design and develop the Online Sales Manager (OSM) course to support the implementation of the actions.
- Localise the strategies, actions and content.
- Implement the ECVET tools.
- Design the e-Commerce Genie to facilitate the personalisation of the e-Commerce strategies at individual SME level and deliver the actions for materialising each strategy.
- Deploy, set-up and configure the Learning Motivation Environment.
- Re-purpose and integrate the content as interactive multimedia resources for skills retention.
- Train a number of appointed instructors/trainers to the methodology, course and delivery tools.
- Organise pilots.
- Process results.

The work-plan to implement the project methodology is organized on a 24 months basis and foresees 3 intellectual outputs which are analysed in the section below.

The activities funded under the heading Project management include all actions related to the management, coordination, communication, quality assurance, described in detail in section E.1 Project Management. They can be summarized as follows:

A1: Overall Project Management and coordination of the project: Comprises the coordination of the project by P1 and the daily management activities by all partners, the collection and provision of documents for interim and final report to EC and the organisation and execution of the 4 project meetings: M1 to M4

A2: Quality Assurance: Comprises the development of Quality Management Plan and the application of the defined quality controls by P4, as well as the establishment of the continuous improvement programme including the collection and documentation of best practices and lessons learned and the final project assessment and closure report.

A3: Dissemination activities: Dissemination will function as a diffusion process to promote the adoption of BOSS4SMEs and establish a mechanism to ensure feedback from target groups. Dissemination activities planned in the project manifest in various ways: World Wide Web presence through project website, partners' websites, social media and publications in relevant forums and blogs. Media coverage in furniture sector publications. Dissemination activities will run continuously from the 2nd month of the project starting with the preparation of the dissemination plan and continue throughout the life of the project and for some time after the end of the project. More specifically, the following activities are envisaged:

- Preparation of dissemination plan – P1
- Publications of articles, news and press releases - all
- Creation and maintenance of project website – P6
- Preparation of 4-newsletters – P4 with contributions from all partners
- Backlinks to the project site on the websites of partners
- Utilisation of Web 2.0 groups (#BOSS4SMEs twitter tag used by partners and twitter search results on #BOSS4SMEs linked to project website along with link to project Facebook page)
- 5 promotional events for generating awareness about the training activities

A4: Exploitation & Outreach: The exploitation approach will start with an exploitation plan describing envisaged exploitation activities and a process for following up ad-hoc opportunities/leads generated due to dissemination activities. IPRs and revenue distribution model are also envisaged to support further exploitation at project level or at unilateral, bi-lateral or multi-lateral level. More specifically, the following activities are envisaged:

- Preparation of Exploitation Plan (including IPR and revenue distribution) – P1
- Creation and support of the BOSS4SMEs Academy: A dedicated virtual space, accessible from the project website which will



integrate all the project activities and outputs and support learners and trainers who want to use the BOSS4SMEs results. Ultimately a network of BOSS4SMEs enthusiasts will be developed and once a critical mass of learners and trainers is established they will adopt the project and ensure its continuation past the funding period.

- 1 promotional event for introducing the Academy to the target groups
- 1 conference

Please provide detailed information about the activities that your project will organise and elaborate on the methods you intend to use.

O1: Online Sales Manager Training Course (OSM): Comprises activities for the development of the OSM course that will be made off "hard" and "online" material, i.e. the course will be designed to support:

- Instructor led training in a classroom environment;
- remote self-paced learning;
- skills retention for those that have undertaken the course.

The remote learning will be facilitated by an Learning Management System transparent to the learner as it will be situated at the back end of the e-Commerce Genie which will guide the actions for implementing each personalised strategy. The skills retention part will require re-purposing of the content and will be supported by the Lykio Learning Motivation Environment ([www.lykio.com](http://www.lykio.com)) which will use micro-learning (e.g. educational mini-games) principles and motivational workflows to validate the learning achievements of those that have followed either the instructor led or the remote e-Learning course.

The 1st output foresees the implementation of the following activities:

O1/A1 - Rationalisation Phase: Elaboration of concrete conclusions from the proposal level analysis of the current state of play in e-Commerce practices of furniture sector SMEs in partner countries (National Phase) and identification of winning practices from furniture sector SMEs from countries topping the e-Commerce charts in terms of cross-border sales (transnational phase). (P1 leads)

O1/A2 - Needs Validation Phase: Elaboration of the envisaged needs of furniture sector SMEs in relation to knowledge and skills and identification and description of learning outcomes for the Online Sales Manager. (P2 leads validation, P3 leads identification of Learning Outcomes)

O1/A3 - Training Methodology and e-Commerce Strategies Definition: Design of a training methodology and a set of winning e-Commerce strategies for the furniture sector SMEs to increase online revenues from cross-border sales. (P1 leads training methodology and P3 designs e-Commerce strategies)

O1/A4 - Action List: Inception and description of the concrete actions per e-Commerce lifecycle element (e.g. ordering, dispatching, payment, etc.) for the implementation of each e-Commerce strategy conceived in A3. (P3 leads action identification and P6 leads action documentation by partners)

O1/A5 - OSM Course Development: Design and development of the Online Sales Manager (OSM) course to support the implementation of the actions. The course is action based in response to the identified actions. The modules originate from e-Commerce lifecycle elements (ordering, delivery, payment, communication, overall service, promotion). (P1 leads, modules distributed to partners)

O1/A6 - Localisation: Translations and any adaptations to the strategies, actions and content.

O1/A7 - ECVET Supporting Tools: Allocation of the ECVET points, transfer process procedures through Credit Allocation Chart, elaboration of the processes for assessment, validation and recognition of partial or complete qualifications, elaboration of the Memorandum of Understanding, elaboration of the Learning Agreement. (P4)

O2: e-Commerce Strategy Genie: Concerns the design and development of the "e-Commerce Strategy Genie" which will develop personalised training pathways by initially testing the current knowledge and awareness of furniture SMEs about e-Commerce ("AS-IS" situation) and then provide personalised training plans composed of phases in order to improve their online sales performance ("TO-BE" situation). The following activities are envisaged:

O2/A1 - Genie Development: The Genie will be made interactive and make it possible for the SME to choose themselves the actions to implement in each phase in order to implement the strategy at their own time and pace. (P6 develops)

O2/A2 - Actions Integration: The actions and supporting content for implementing the strategies will be integrated to the Genie back end (LMS), linked to actions and made available to Genie users in the form of all inclusive 'action cards' (P6 integrates actions and content to Genie)

O3: Validated OSM Training programme: Concerns the delivery of the Learning Motivation Environment (LME) which will facilitate skills retention. The following activities are envisaged:

O3/A1: Learning environment set up and configuration: A dedicated instance of the LME will be deployed and the BOSS4SMEs workgroup will be created to support the project.

O3/A2: Content Re-purposing and modeling: The OSM content will be re-purposed following micro-learning principles and it will be



nfused with digital resources to support skills retention in an engaging and motivational environment.  
O3/A3: Pilot Test – Validation Workshops: Following a specialised training on all outputs the appointed instructors will validate the outcomes through dedicated activities in the pilot period

**G.1. Intellectual Outputs**

Do you plan to include intellectual outputs in your project?

Yes

When filling in the Intellectual outputs section, please specify the leading and the participating organisations under each output that have a significant contribution in terms of potential impact and transferability (e.g. new curricula, pedagogical materials, IT Tools, analysis and studies, etc.). This will allow for specifying the corresponding costs in the specific section of the budget.

Output Identification	O1
Output Title	Online Sales Manager Training Course – OSM course
Output Description	<p>The training course is the core of the project and it aims to offer valid training contents to professionals from the furniture sector in order to support them in the acquisition of competences to become an “Online Sales Manager”. The current output comprises the set of activities for the development of the OSM course. These activities are described in detail in the next section while in the present section we describe the Online Sales Manager training course as output.</p> <p>The OSM course will be a hands on training course with its modules directly addressing the learning outcomes of the Online Sales Manager ECVET profile, as derived during the execution of the initial activities leading to the present output.</p> <p>Based on a training methodology to address SMEs from the furniture sector, the OSM course will be designed in response to a set of elaborated proven e-Commerce strategies for boosting cross-border sales and will comprise a series of modules each addressing one of the elements of the e-Commerce lifecycle which normally features the following core processes:</p> <ul style="list-style-type: none"> <li>- Ordering</li> <li>- Payment</li> <li>- Delivery</li> </ul> <p>and the following supporting processes:</p> <ul style="list-style-type: none"> <li>- Communication</li> <li>- Promotion</li> <li>- Overall Service</li> </ul> <p>For each of the core and supporting processes distinct features/practices will be identified. For example, for Ordering the analysis of winning practices may conclude upon the following practices/features for attracting foreign consumers:</p> <ul style="list-style-type: none"> <li>- Product suggestions</li> <li>- Consumer reviews</li> <li>- Product comparisons</li> <li>- Product demos</li> <li>- Search box</li> <li>- Ease of selecting and amending orders</li> <li>- Display of customer progress</li> <li>- etc.</li> </ul> <p>These practices will be described in terms of their impact and implementation details and for each practice there will be a very detailed 'action card' delivering all the necessary information for the implementation of the action, including details such as:</p> <ul style="list-style-type: none"> <li>- General description</li> <li>- Action type: one of:</li> </ul>



(a) "Quick wins": simple actions that the SME can immediately implement to improve its cross-border e-Commerce potential;

(b) Simple actions that can be implemented immediately by the SME without requiring an investment;

(c) Simple actions that can be implemented immediately, but require an investment;

(d) Actions that have prerequisites (other actions need to be implemented first), but require no investment;

(e) Actions that have prerequisites and require an investment.

- Time required for implementation and associated cost
- Any positive and/or negative aspects from implementation
- Estimated exploitation time (time to rip the benefits from implementation)
- Further links and reading on implementation (includes also third party resources)
- Specific cross-border components

The elaborated e-Commerce strategies will be described in terms of e-Commerce lifecycle elements and associated actions for their implementation. Each e-Commerce strategy will comprise several different actions per lifecycle element and the Strategy Genie (IO2) will elaborate strategies at SME level based on the specific characteristics of the SME comprising a set of situational and behavioural data. In other words the e-Commerce strategies are personalised because they are adaptive. The Genie will elaborate the strategy and deliver it to the learners in the form of sets of actions to be implemented per lifecycle element. Therefore, the OSM course will cover the implementation of all actions. The knowledge and skills to implement the actions of a strategy should be acquired by those undertaking either the instructor led course of the remote e-Learning course, while the skills they will acquire they will be able to retain by using the skills retention course. While using the skills retention course they will be helping BOSS4AMEs to improve all aspects of the course because of the detailed reporting mechanisms supported by the Learning Motivation Environment. As such, the OSM course is a complete action based training program facilitating the immediate application of acquired knowledge and skills at the workplace leading to an increase in revenues from online sales.

Finally, elements of the OSM course are the following ECVET tools:

- allocation of the ECVET points,
- transfer process procedures through Credit Allocation Chart,
- processes for assessment, validation and recognition of partial or complete qualifications,
- Memorandum of Understanding for credit recognition among partners,
- Learning Agreement.

Please describe the tasks leading to the production of the intellectual output and the applied methodology

O1: Online Sales Manager Training Course (OSM): Comprises activities for the development of the OSM course that will be made off "hard" and "online" material, i.e. the course will be designed to support:

- Instructor led training in a classroom environment;
- remote self-paced learning;
- skills retention for those that have undertaken the course.

The remote learning will be facilitated by a Learning Management System transparent to the learner as it will be situated at the back end of the e-Commerce Genie which will guide the actions for implementing each personalised strategy. The skills retention part will require re-purposing of the content and will be supported by the Lykio Learning Motivation Environment ([www.lykio.com](http://www.lykio.com)) which will use micro-learning (e.g. educational mini-games) principles and motivational workflows to validate the learning achievements of those that have followed either the instructor led or the remote e-Learning course.

The current output foresees the implementation of the following activities:

O1/A1 - Rationalisation Phase: During this phase, the partners will elaborate concrete conclusions from the analysis they carried out at the proposal level in relation to the current state of play in e-Commerce practices of furniture sector SMEs in partner countries. We will



refer to this phase as the National Phase.  
 The conclusions of the National Phase will reveal the present situation ("AS-IS"). Then, partners will identify the winning practices from furniture sector SMEs from countries topping the e-Commerce charts in terms of cross-border sales. We will refer to this phase as the Transnational phase. The comparative analysis of the Transnational Phase with the National Phase will reveal the gap between the desired situation ("TO-BE") and the present situation ("AS-IS"). (P1 leads)

O1/A2 - Needs Validation Phase: In this phase the partners will conceive the envisaged needs of furniture sector SMEs in relation to knowledge and skills for implementing the winning practices and thus progress from the AS-IS to the TO-BE situation by improving their online sales performance. The conceived needs will be validated with the target groups through interviews facilitated by a questionnaire engineered to provide also insight into the target group's vision of tools to support them. Then, the learning outcomes for the Online Sales Manager profile will be identified and described. (P2 leads validation, P3 leads identification of Learning Outcomes)

O1/A3 - Training Methodology and e-Commerce Strategies Definition: The SME target group has certain characteristics which necessitate an SME oriented training methodology. In this case the training methodology will be action driven so that SMEs will be immediately able to see the relevance of each action to their workplace and understand the benefits from their implementation. The design of the training methodology will support a set of elaborated winning e-Commerce strategies for the furniture sector SMEs to increase online revenues from cross-border sales. Based on the winning practices, different e-Commerce strategies will be designed in response to the needs of the target groups and their implementation will be supported by the training methodology (P1 leads training methodology and P3 designs e-Commerce strategies)

O1/A4 - Action List: Inception and description of the concrete actions per e-Commerce lifecycle element (e.g. ordering, dispatching, payment, etc.) for the implementation of each e-Commerce strategy conceived in A3. The strategies will comprise actions per lifecycle element to be implemented by the SMEs for fulfilling the strategy. (P3 leads action identification and P6 leads action documentation by partners)

O1/A5 - OSM Course Development: Design and development of the Online Sales Manager (OSM) course to support the implementation of the actions. The course will be action based in response to the identified actions which need to be supported for their implementation. The modules of the course will originate from e-Commerce lifecycle elements (ordering, delivery, payment, communication, overall service, promotion) and for each module actions the content will support their implementation. (P1 leads, modules distributed to partners)

O1/A6 - Localisation: Translations and any adaptations to the strategies, actions and content.

O1/A7 - ECVET Supporting Tools: Implementation of the ECVET system by:

- allocation of the ECVET points,
- transfer of processes and procedures through Credit Allocation Chart,
- elaboration of the processes for assessment, validation and recognition of partial or complete qualifications,
- elaboration of the Memorandum of Understanding,
- elaboration of the Learning Agreement. (P4 will handle these tasks as ECVET expert)

Start Date (dd-mm-yyyy)	01-10-2016
End Date (dd-mm-yyyy)	30-09-2017



Languages	English
	Polish
	Italian
	Spanish
	Greek
Media(s)	Dataset
	Text
	Interactive Resource
Activity Leading Organisation	CENTRE DE DIFUSIO TECNOLÓGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
Participating Organisations	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
	Eurocrea Merchant Srl
	Associacio Agrupacio Moble Innovador de Catalunya
	Danmar Computers sp z o.o.
Output Identification	O2
Output Title	e-Commerce Strategy Genie
Output Description	<p>The “e-Commerce Strategy Genie” will develop personalised training pathways by initially testing the knowledge and awareness of SMEs about e-Commerce and then providing personalised training plans composed of phases. The system will thus have a phased approach and be totally interactive. The Genie is intended to work as a truly interactive system, which will favour motivation and curiosity of the users, avoiding the approach of a traditional training delivery.</p> <p>Using the “e-Commerce Genie”, the SME will select the type of furniture SME it belongs to (e.g. manufacturer, retailer, both, other) and then provide answers to a series of e-Commerce related questions relative to the type of SME. Depending on the type, the evaluation methodology will address the SME with questions, then, on the basis of the answers provided, the “e-Commerce Genie” will generate a report indicating to the SME the weak points of its current approach to e-Commerce. The “e-Commerce Genie” will also elaborate a personalised strategy for the SMEs to be able to address the weak points and empower its approach to e-Commerce. It will be the most innovative instrument of the proposed project and is aimed at guaranteeing a totally interactive way to develop and deliver training contents and tools.</p> <p>The phased Genie approach will be more motivating for an SME especially since it will be possible for the SME to choose the actions to implement in each phase in order to implement the personalised e-Commerce strategy. The “Genie” will not only offer a personalised strategy</p>



for improving the approach to e-Commerce, but it will also allow the SMEs to select which actions to perform and at what sequence. The actions will be divided into categories such as the ones below:

- Simple actions that can be implemented immediately without requiring an investment ("Quick wins");
- Simple actions that can be implemented immediately, but require an investment;
- Actions that have prerequisites (other actions need to be implemented first), but require no investment;
- Actions that have prerequisites and require an investment.

Apart from Action Categories, additional filters for the actions will be defined based on the outcomes of IO1 in terms of the current knowledge and skills of the target groups. Examples of potential action filters are:

- English language skills: Basic/Intermediate/Advanced
- ICT Competence: Basic/Intermediate/Advanced
- Webshop level: Starting/Established/Well-developed

The users will be able to use such filters to interact with the strategy devised for them by the Genie and execute the actions which fulfill the strategy at their own time and preference.

Each action will be linked to content relevant for the implementation of the particular action. Sets of actions will be very different to each other and similarly, the supporting content may differ accordingly from simple interactive learning objects to animated videos or simulations. The relationship between actions and supporting content is envisaged as "n to n" as one action may be associated to several learning objectives for its implementation while a single learning object may support the implementation of several actions.

All training content in support of the e-Commerce strategies will be modeled in the Genie back end as Learning Objects, each supporting the implementation of one or more actions. These Learning Objects will have the form of "action cards" comprising different tabs under which the knowledge and information for supporting the implementation of each action will be made available to the learner. More specifically, each action card will comprise tabs such as:

- Abstract: A brief introduction to the action and its purpose.
- General description: A general description comprising all the information and knowledge necessary for implementing the action. Information can be in any form, video, multimedia presentation, animation, etc.
- Action Type (e.g. Simple action that can be implemented immediately without requiring an investment)
- Connected Actions: Any actions which are relevant, especially if the Action Type indicates that other actions must be implemented before this action
- Time required/Associated costs: The time required to implement the action and associated cost (when the Action Type indicates that this actions has cost).
- Positive/Negative Aspects: Any positive and/or negative aspects from implementing the action.
- Expected Exploitation: The expected benefits from implementation (e.g. Lower bounce rates; above benchmark funnel conversion percentages; higher customer loyalty)
- Links & Further Reading: Additional information and knowledge in relation to the action and its potential for boosting online sales.
- Cross-border Components: Specific details on how the action boosts cross-border sales

It will be possible for the learner to mark an action as complete if it is implemented and then the action will be marked as complete in the strategy.

Please describe the tasks leading to the production of the intellectual output and the applied methodology	Initially the Genie will receive inputs from the first layer of personalisation, the Situational layer which will be partly populated by the user profile which will comprise information about the type of business, the size, the location, the turn over from online sales, etc.
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Then, the Genie will prompt the user to provide information about its current practices in relation to e-Commerce, digital marketing and online sales in general in order to populate the second layer of personalisation, the Behavioural layer.

Based on the information from these two layers the Genie will provide a report on the user describing its current approach and providing recommendations for improving current performance and reaching the TO-BE situation. The recommendations will be integrated in the elaborated strategy.

The activities leading to the implementation of the "e-Commerce Strategy Genie" are the following:

O2/A1 - Genie Design & Development: Initially the Genie needs to be designed in response to the feedback from the target groups in relation to tools to support them. The perception of the target groups needs to be coupled with the training methodology which delivers action based training supporting hands on implementation at the workplace. Then, the design needs to be able to devise personalised strategies adapted to the characteristics of each user. Finally, the collective wisdom of all the partners will need to be reflected in the design. The first task is to design the user profiles and the metadata they will hold. The user profiles need to be easy to extend without the need for programming (e.g. XML). It should also be possible to integrate results from automated assessment of learner type in the future (e.g. VARK can be used to automatically classify the user as a specific learner type with visual over oral learning preferences). Then, the partners need to define the input data which will provide the Situational and Behavioural data necessary by the Genie for the elaboration of the personalised strategy. At the same time these inputs need to be associated to recommendations for improvement. Also, the back end of the Genie needs to be designed in terms of the functionality to support, the action cards to display and also to be transparent to the user who should perceive the Genie with the action cards as one. At last but not least the Genie needs to be developed to fulfill the design.

O2/A2 - Actions Integration: Following the development of the Genie, the elaborated course of IO1 needs to be injected into the Genie back end and populate the action cards of each e-Commerce lifecycle element. Automated scripts will migrate the content and its elements to the Genie back end and the Genie front end will display the action cards and fulfill the functionality for filtering the actions of the strategy and follow their implementation progress. Finally, everything needs to be tested before the Genie is provided in all the project languages.

P6 will develop the e-Commerce Strategy Genie while P3 will lead the activity of designing the Genie which needs to capture the collective intelligence of all partners.

Start Date (dd-mm-yyyy)	01-10-2017
End Date (dd-mm-yyyy)	31-01-2018
Languages	English
	Greek
	Italian
	Polish
	Spanish





Media(s)	Dataset
	Software
	Other
Activity Leading Organisation	Danmar Computers sp z o.o.
Participating Organisations	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
	Eurocrea Merchant Srl
	Associacio Agrupacio Moble Innovador de Catalunya
Output Identification	O3
Output Title	Validated OSM Training Programme
Output Description	<p>The previous outputs have covered the Online Sales Manager profile and course and can facilitate both the instructor led training in a classroom environment and also the remote e-Learning option. To complete the training program it is necessary to cover also the skills retention feature. All those that have undertaken the training making use of one of the two options will go back to their workplace and start using their newly acquired skills and competences. In some things they will do well while other things they will not manage to do well or they will not do them at all. The performance of each learner at the workplace under real conditions should be captured and used for improving future versions of the training program. At the same time learners should be able to assess their performance and also recap on things previously learned. This is where the Learning Motivation Environment (LME) for skills retention comes into play to complete the offering and facilitate the sustainability of the training program through continuous improvement.</p> <p>The training course for Online Sales Manager will be re-purposed according to instructional design principles and will be offered through a novel learning environment to support skills retention and function as a knowledge dissemination platform facilitating social learning and collaboration between learners.</p> <p>The LME will motivate learners to:</p> <ul style="list-style-type: none"> <li>- Want to learn on their own</li> <li>- Take knowledge out of their hands, share it</li> <li>- Actively discuss and analyse educational content amongst them</li> <li>- Contribute ideas and thoughts</li> </ul> <p>The LME belongs to a new era of cloud-based Learning Environments designed to motivate learners to achieve goals and share experience. It achieves this by acting on three senses:</p> <ul style="list-style-type: none"> <li>- Purpose: being part of something bigger</li> <li>- Autonomy: the freedom of choice</li> <li>- Mastery: feel and sense your progress</li> </ul> <p>The BOSS4SMEs LME will systematically promote the senses of Autonomy, Mastery and</p>



Purpose, the three core components of intrinsic motivation. Autonomy is fully reflected in the roles structure by allowing learners to select from a multitude of ways to engage and progress. A sense of Mastery is fostered by both quantitative and qualitative rewards. Purpose is felt by clear and personalized indicators of progression possibilities, as well as the sense of impact that my choices have on me and my organization. Consequently, the BOSS4SMEs LME will encourage relationships between learners and create conditions in which they will feel free and encouraged to find what they need to learn and share what they know, regardless of their level.

The BOSS4SMEs LME will be delivered following the re-purposing of the course content for skills retention and its provision through the environment of the LME. During the modeling of the re-purposed content inside the LME, motivational workflows will be defined to engage the learners in the learning process while gamification mechanics will be used to deliver a lasting learning experience. Ultimately, the BOSS4SMEs LME is probably going to be an output which will generate revenues, especially if the BOSS4SMEs is complemented by a certification in which case the skills retention environment will be a valuable tool for achieving and maintaining the certification.

After the BOSS4SMEs training program is completed with the delivery of the BOSS4SMEs LME, the validation process will take place in a pilot period leading to the validated OSM Training Program as the final output of this project.

Please describe the tasks leading to the production of the intellectual output and the applied methodology

The activities leading to the validated OSM training program comprise:

O3/A1: Learning environment set up and configuration: A dedicated instance of the Lykio LME ([www.lykio.com](http://www.lykio.com)) will be deployed on a fast cloud infrastructure to support the project and the BOSS4SMEs workgroup will be created as a virtual space for the project stakeholders and learners. Each learner will be able to customise their profile and landing page at will, while the OpenSocial API may facilitate profile integration with the e-Commerce Strategy Genie and social media profiles to avoid the creation of separate profiles. The level of detail captured per user profile and the rights and roles will be managed at user or trainer level. The reporting functionality provides for the design of detailed reports on learner progress which can be used by the learners to see their progress and identify weaknesses while the trainers will be able to see from the performance of learners, especially by comparing performances, which parts of the course need to be improved in order to enhance comprehension and subsequently learner performance. Hence, the reporting functionality of the LME will be key to supporting the sustainability of the training course through continuous improvement. P3 - CCS will implement this activity as developer of the Lykio LME on which the BOSS4SMEs LME will be based.

O3/A2: Content Re-purposing and modeling: The content of the training course will be re-purposed and modeled inside the BOSS4SMEs environment as interactive multimedia content infused with digital resources following the principles of micro-learning. All kinds of Learning Objects will be possible (video, animated video, mini-games, quizzes, simulations, infographics, static/dynamic demonstrators, etc.). Lykio features a content creation tool facilitating the development of SCORM objects from within the tool but also the upload of any SCORM compliant content and its integration to the learning paths. Instructional design principles will guide the transcription of learning content to skills retention scenarios materialised with interactive multimedia resources while learner motivation and engagement will be facilitated by functionality to define motivational workflows and configurable gamification mechanics. P3 - CCS will guide the partners, utilising its instructional design expertise, for the re-purposing of the content for skills retention purposes. The provided Content Creation Tool will be also used for adding interactivity and infusing the content with digital resources.

O3/A3: Pilot Test – Validation Workshops: Following the delivery of the BOSS4SMEs LME it will



be necessary to validate all project outputs, at the level of the Online Sales Manager course quality and efficiency and at the level of the supporting tools suitability comprising the e-Commerce strategy Genie and the skills retention environment. The partners will appoint instructors/trainers who will later execute the training activities for the validation under real conditions. These trainers will travel to Spain for 5 days to follow a training course on the OSM training program, the delivery approach and the supporting tools (Training Activity C1). During the pilot experiences, participants will provide their feedback on:

- Platform usability, efficiency and effectiveness
- Ability of the training system to enhance learning

More specifically, the assessment will cover:

- Selection of participants – at least 90 (approx. 45 from Spain and 45 from the other countries) chosen among managers, directors of furniture sector SMEs
- Organization & execution of pilot exercises
- Description of tools for capturing user feedback
- Methodology for assessment of results and identification of improvements and corrections
- Application of quality metrics defined in the Quality Plan for the pilot exercises
- Time plan for integration of feedback, corrections and improvements

The assessment methodology will articulate in three purposes:

1. Operational purpose: how the products are being developed.
2. Summative purpose: the match between expected results and achieved results.
3. Learning purpose: identification of the critical factors which determine the success of the project activities, and to overall recommendations that can be drawn.

Following the completion of the pilot exercises, the overall assessment of the results will take place during which all the findings will be assessed and documented in a project assessment report, followed by conclusions, corrective actions already taken, suggested next steps until end of project, but also after.

The assessment report will record the combined findings of the pilot exercises, will specifically refer to the weaknesses identified and will suggest corrective actions. These fine-tuning actions will take place during the last month of the project. P1 will guide the assessment activities while P4 will assess the quality of the performed validation activities.

Start Date (dd-mm-yyyy)	01-10-2017
End Date (dd-mm-yyyy)	30-09-2018
Languages	English
	Greek
	Spanish
	Italian
	Polish
Media(s)	Workspace
	Software
	Service
Activity Leading Organisation	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
Participating Organisations	CENTRE DE DIFUSIO TECNOLÓGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA



	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
	Eurocrea Merchant Srl
	Associacio Agrupacio Moble Innovador de Catalunya
	Danmar Computers sp z o.o.



**G.2. Multiplier Events**

Do you plan to include Multiplier Events in your project?

Yes

Grant support for Multiplier Events can only be asked for if the project intends to produce substantial Intellectual Outputs. Other dissemination activities will be supported via the grant item Project Management and Implementation.

Event Identification	E1
Event Title	Training Promotion Event - ES
Country of Venue	Spain
Event Description	<p>The first promotion event will take place in Spain (Murcia-Valencia Regions). The objective of the event is to generate awareness among the target groups about the project results, the BOSS4SMEs Training Program and Tools comprising:</p> <ul style="list-style-type: none"> <li>- Learning Outcomes and their description</li> <li>- Training Content</li> <li>- ECVET supporting tools</li> <li>- BOSS4SMEs Learning Environment (LME &amp; GENIE)</li> <li>- BOSS4SMEs Academy</li> </ul> <p>The main goal is to generate awareness about results in order to advertise the forthcoming training activities in Spain and achieve the necessary participation numbers for activity C2</p> <p>Participants will be from the direct and indirect target groups, namely:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees in these SMEs dealing with sales. Special focus on female and senior (55+) entrepreneurs from the furniture sector but also young entrepreneurs.</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> <li>- Chambers of industry and commerce with members from the wider furniture sector.</li> <li>- Digital marketing and advertising agencies offering specialised training in online sales.</li> <li>- People working in the digital marketing/e-Commerce fields or in sales and looking to up-skill or individuals seeking employment in relation to online sales, digital marketing, e-Commerce.</li> </ul> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> <li>- Effectiveness of the event in terms of promoting the training activities.</li> </ul> <p>P2 will be responsible for the organisation of the event.</p>
Start Date (dd-mm-yyyy)	30-01-2018
End Date (dd-mm-yyyy)	30-01-2018



Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
Participating Organisations	CENTRE DE DIFUSIO TECNOLÓGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
	Associacio Agrupacio Moble Innovador de Catalunya

Event Identification	E2
Event Title	Training Promotion Event - IT
Country of Venue	Italy
Event Description	<p>The second promotion event will take place in Italy. The objective of the event is to generate awareness among the target groups about the project results, the BOSS4SMEs Training Program and Tools comprising:</p> <ul style="list-style-type: none"> <li>- Learning Outcomes and their description</li> <li>- Training Content</li> <li>- ECVET supporting tools</li> <li>- BOSS4SMEs Learning Environment (LME &amp; GENIE)</li> <li>- BOSS4SMEs Academy</li> </ul> <p>The main goal is to advertise the forthcoming training activities in Italy and achieve the necessary participation numbers for activity C3.</p> <p>Participants will be from the direct and indirect target groups, namely:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees in these SMEs dealing with sales. Special focus on female and senior (55+) entrepreneurs from the furniture sector but also young entrepreneurs.</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> <li>- Chambers of industry and commerce with members from the wider furniture sector.</li> <li>- Digital marketing and advertising agencies offering specialised training in online sales.</li> <li>- People working in the digital marketing/e-Commerce fields or in sales and looking to up-skill or individuals seeking employment in relation to online sales, digital marketing, e-Commerce.</li> </ul> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> <li>- Effectiveness of the event in terms of promoting the training activities.</li> </ul> <p>P4 will be responsible for the organisation of the event.</p>



Start Date (dd-mm-yyyy)	28-02-2018
End Date (dd-mm-yyyy)	28-02-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	Eurocrea Merchant Srl
Participating Organisations	

Event Identification	E3
Event Title	Training Promotion Event - EL
Country of Venue	Greece
Event Description	<p>The third promotion event will take place in Greece. The objective of the event is to generate awareness among the target groups about the project results, the BOSS4SMEs Training Program and Tools comprising:</p> <ul style="list-style-type: none"> <li>- Learning Outcomes and their description</li> <li>- Training Content</li> <li>- ECVET supporting tools</li> <li>- BOSS4SMEs Learning Environment (LME &amp; GENIE)</li> <li>- BOSS4SMEs Academy</li> </ul> <p>The main goal is to advertise the forthcoming training activities in Greece and achieve the necessary participation numbers for activity C4.</p> <p>Participants will be from the direct and indirect target groups, namely:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees in these SMEs dealing with sales. Special focus on female and senior (55+) entrepreneurs from the furniture sector but also young entrepreneurs.</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> <li>- Chambers of industry and commerce with members from the wider furniture sector.</li> <li>- Digital marketing and advertising agencies offering specialised training in online sales.</li> <li>- People working in the digital marketing/e-Commerce fields or in sales and looking to up-skill or individuals seeking employment in relation to online sales, digital marketing, e-Commerce.</li> </ul> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> <li>- Effectiveness of the event in terms of promoting the training activities.</li> </ul> <p>P3 will be responsible for the organisation of the event.</p>



Start Date (dd-mm-yyyy)	29-03-2018
End Date (dd-mm-yyyy)	29-03-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
Participating Organisations	

Event Identification	E4
Event Title	Training Promotion Event - PL
Country of Venue	Poland
Event Description	<p>The fourth promotion event will take place in Poland. The objective of the event is to generate awareness among the target groups about the project results, the BOSS4SMEs Training Program and Tools comprising:</p> <ul style="list-style-type: none"> <li>- Learning Outcomes and their description</li> <li>- Training Content</li> <li>- ECVET supporting tools</li> <li>- BOSS4SMEs Learning Environment (LME &amp; GENIE)</li> <li>- BOSS4SMEs Academy</li> </ul> <p>The main goal is to advertise the forthcoming training activities in Poland and achieve the necessary participation numbers for activity C5.</p> <p>Participants will be from the direct and indirect target groups, namely:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees in these SMEs dealing with sales. Special focus on female and senior (55+) entrepreneurs from the furniture sector but also young entrepreneurs.</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> <li>- Chambers of industry and commerce with members from the wider furniture sector.</li> <li>- Digital marketing and advertising agencies offering specialised training in online sales.</li> <li>- People working in the digital marketing/e-Commerce fields or in sales and looking to up-skill or individuals seeking employment in relation to online sales, digital marketing, e-Commerce.</li> </ul> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> <li>- Effectiveness of the event in terms of promoting the training activities.</li> </ul> <p>P6 will be responsible for the organisation of the event.</p>





Start Date (dd-mm-yyyy)	26-04-2018
End Date (dd-mm-yyyy)	26-04-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course e-Commerce Strategy Genie Validated OSM Training Programme
Activity Leading Organisation	Danmar Computers sp z o.o.
Participating Organisations	

Event Identification	E5
Event Title	Remote Training Promotion Event - ES
Country of Venue	Spain
Event Description	<p>The fifth promotion event will take place from Spain (Barcelona, Catalonia region) with a remote attendance system (Webex)</p> <p>The objective of the event is to generate awareness among the target groups about the project results, the BOSS4SMEs Training Program and Tools comprising:</p> <ul style="list-style-type: none"> <li>- Learning Outcomes and their description</li> <li>- Training Content</li> <li>- ECVET supporting tools</li> <li>- BOSS4SMEs Learning Environment (LME &amp; GENIE)</li> <li>- BOSS4SMEs Academy</li> </ul> <p>The main goal is to advertise the forthcoming remote training activities and achieve the necessary participation numbers for a successful e-Learning exercise. The "silent" partner UEA (European Furniture Manufacturers Federation) will also help in facilitating the dissemination to other EU countries for the remote trainings.</p> <p>Participants will be from the participating countries and other EU countries. Especial focus will be putted on:</p> <ul style="list-style-type: none"> <li>- Chambers of industry and commerce with members from the wider furniture sector. Including PanEuropean entities EFIC and UEA</li> <li>- Employees associations. Including PanEuropean entity EFBWW</li> <li>- Entities providing VET in furniture and household sector</li> </ul> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> <li>- Effectiveness of the event in terms of promoting the training activities.</li> </ul> <p>P5 will be responsible for the organisation of the event.</p>
Start Date (dd-mm-yyyy)	23-05-2018



End Date (dd-mm-yyyy)	23-05-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	Associacio Agrupacio Moble Innovador de Catalunya
Participating Organisations	

Event Identification	E6
Event Title	BOSS4SMEs Academy Promotion - ES
Country of Venue	Spain
Event Description	<p>An event for the launch of the BOSS4SMEs Academy will take place on month 21 in Barcelona (Spain) . The aim will be to present the results of the project and favour exploitation at local, national and European level. The BOSS4SMEs Academy with the main exploitation instrument of the project as the single entry point to all usable project results accompanied by information on how to use them and supported by a growing network of adopters. The Academy will facilitate the growth of the network after project completion and will provide synchronous and asynchronous support to all those wishing to use the project results. It is thus important to introduce it to the target groups and establish it as the continuation phase of the project.</p> <p>P1 is experienced in the organisation of activities oriented towards raising awareness of the importance of new technologies among the different social collectives, to disseminate the advantages of its personal and professional use, and to offer training for those people who want to start using the BOSS4SMEs outcomes. Partners will assist with the activities for the successful introduction of the BOSS4SMEs Academy.</p> <p>A minimum of 40 participants are envisaged, that will be selected and invited with the aim to involve representatives of the direct and indirect target groups:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.) and employees it these SMEs dealing with sales. Special focus on female and senior (55+) entrepreneurs from the furniture sector but also young entrepreneurs.</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> <li>- Furniture and householdins sector companies' associations and clusters</li> </ul> <p>The event will have a practical approach, participants will be invited to try the outcomes of the project.</p> <p>The event will be evaluated by asking feedback from the participants through an anonymous questionnaire. Criteria for evaluation are:</p> <ul style="list-style-type: none"> <li>- Organisation of the event (clear planning, location, logistic, practical details)</li> <li>- Effectiveness and relevance of contents (Clear relation between the contents dealt with and the aim of the event)</li> <li>- Appropriateness of speakers</li> <li>- Level of satisfaction of participants</li> </ul>



- Effectiveness of the event in terms of exploitation of project results	
It is envisaged that each of the 40 participants will disseminate news about the project to another 10 to 15 individuals, potentially leading to 500 people reached.	
Start Date (dd-mm-yyyy)	13-06-2018
End Date (dd-mm-yyyy)	13-06-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
Participating Organisations	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
	Associacio Agrupacio Moble Innovador de Catalunya
Event Identification	E7
Event Title	BOSS4SMEs Conference - ES
Country of Venue	Spain
Event Description	<p>A conference addressing the wider furniture and household sector and e-Commerce issues, with the intention of stressing the need for better training on issues related to sales digitalization and exports.</p> <p>40 stakeholders will participate at a minimum and they will also have the opportunity to receive a guided introduction to the BOSS4SMEs Academy and discuss how such initiatives can be adopted and promoted by the VET sector. A sessions to planify new VET projects according detected need and gaps will be adressed.</p> <p>Among the target audiences there will be:</p> <ul style="list-style-type: none"> <li>- SMEs from the wider furniture sector (manufacturers, sellers, household SMEs, etc.)</li> <li>- Furniture and household companies associations</li> <li>- Training organisations, VET schools, trainers already providing a digital marketing/e-Commerce training or looking to introduce such a service but vertically targeting a specific sector instead.</li> </ul> <p>This event is planned to be partly a professional conference, and partly a workshop. It will also provide detailed information about the process and the results of the project. The plan is to hold an interactive section of the event, where organisers can answer the guests' questions. The presentation will take using visuals and prepared printed materials. The event will be documented by a working group (photo, video, written material), and the partners will publish the information on their websites.</p> <p>Project outputs will be presented to participants while speakers will include important figures from the VET sector, furniture, e-Commerce sectors and entrepreneurship.</p> <p>The conference will be organized by P2. The partners and especially P1 and P5 will support</p>



<p>the conference and P3 will prepare audio-visual material for creating a lasting impression on the participants.</p> <p>For quality assurance purposes the participants will be given a questionnaire to complete at the end in order to provide their viewpoint on the organisation and execution of the conference.</p>	
Start Date (dd-mm-yyyy)	03-07-2018
End Date (dd-mm-yyyy)	03-07-2018
Intellectual Outputs Covered	Online Sales Manager Training Course – OSM course
	e-Commerce Strategy Genie
	Validated OSM Training Programme
Activity Leading Organisation	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCI
Participating Organisations	CENTRE DE DIFUSIO TECNOLÓGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
	Associacio Agrupacio Moble Innovador de Catalunya



**G.3. Learning/Teaching/Training Activities**

Do you plan to include transnational learning, teaching or training activities in your project?

Yes

What is the added value of these learning, teaching or training activities (including long-term activities) with regards to the achievement of the project objectives?

The BOSS4SMEs partnership will design, develop, test, implement and disseminate an innovative training framework (modular training course along with online and conventional training materials facilitated by two innovative tools, the e-Commerce Genie and the Learning Motivation Environment) that will support the in-service training and up-skill of the target groups.

The development of the proposed training framework will be based on the adoption of a user-centred approach. The assessment of the training program will include extended cycles of training activities and work place centred work including skills retention. Trainers will continuously give feedback to the project team about their experiences gained at the workplace. This not only will increase the motivation of the trainers, and give weight to their practical experiences, but will also provide the necessary cross-links between theory and practice. Upon suggestions of the trainers, the project team will perform the necessary adjustments to the training approach (EQAVET 4 phases principle).

In order to facilitate the proper validation of the project outcomes which will guarantee optimal conditions for success in terms of achieving objectives and sustainability, the partners have organised a train the trainers learning activity. The partners will appoint trainers who will travel to Spain for 5 days in order to be trained on how to deliver the training course making best use of the provided modules, the Genie and the Learning Motivation Environment.

These trainers can be later involved in validating the outcomes of the project through the instructor led workshops which will take place in the partner countries.

Then, we envisage a number of instructor led training activities (workshops) which are the minimum envisaged training activities to take place in the life of the project. These training activities will serve as validation instruments but they will be actual training activities targeting individuals from the group of direct beneficiaries with the intention of providing them with the necessary skills and competences to be able to work as online sales managers in the furniture sector in most EU countries as the ECVET profile of the online sales manager for the furniture sector will be based on the real needs of the very representative countries of the partnership.

The instructor led training activity (workshop) is envisaged at 8 to 10 sessions of 90 minutes each, delivered in two separate days within a duration of two to 3 weeks in order it easier for people to participate (for example 4 sessions on one day and another 4 sessions on another day in the following week)

More specifically, apart from the train the trainers activity which is budgeted, the following instructor led classroom based training activities are envisaged to take place with local participants at the partner countries:

- P1 will organise a training activity in Spain involving 10-15 participants from VET providers in furniture sector (C6)
- P2 will organise a training activity in Spain involving 25-30 participants from companies in furniture sector, with emphasis also on seniors (55+), women and young entrepreneurs (C2)
- P3 will organise a training activity in Greece involving 10-15 trainees from the wider furniture sector and digital marketing professionals (C4)
- P4 will organise a training activity in Italy involving 25-30 trainees from the wider furniture sector and VET (C3)
- P6 will organise a training activity in Poland involving 15-20 trainees from the VET providers in ICT/furniture sector (C5)

Apart from the classroom training, P5 will organise a remote training activity involving learners from other EU countries involving 20 trainees from the wider furniture sector.

Please describe each of the learning, teaching or training activities you intend to include in your project:

Activity No.	C1
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	Train the trainers workshop. The partners will appoint trainers who will be trained on the training program and facilitating tools. A number of trainers will be appointed by each partner depending on the partners



capacity. The appointed trainers should have relevant experience in VET training of the target groups or of similar groups. The trainers should also have speak functional English in order for the training to be effective. However, if they are accompanied by other trainers from their country speaking adequate English then it will be possible also for trainers with a lesser capacity in English to benefit from the training as other trainers will help their comprehension.

During these 5 days the trainers will:

- follow a training on the modules of the training course,
- discuss with the instructors the best ways to deliver the OSM training to the target groups,
- become familiar with the Learning Motivation Environment and learn how to create and use reports
- learn how to use the Content Creation Tool (CCT) to develop their own content, change existing content or create new multimedia elements such as quizzes and mini-games.
- learn how the motivational workflows work
- devise ways of using the environment and the course for skills retention by remote learners
- exchange views and experiences with other trainers
- design the training courses which i will take place in the last months of the project serving also for validation

No. of Participants	15
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	5
Duration (months)	
Participating Organisations	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
	Eurocrea Merchant Srl
	Associacio Agrupacio Moble Innovador de Catalunya
	Danmar Computers sp z o.o.

Activity No.	C2
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	Training Activity - ES P2 will organise a training activity in Spain involving 30 trainees from the furniture sector with emphasis also on seniors (55+), women and young entrepreneurs. This training will last 2 days and will cover all sessions of the OSM training (8 sessions of 90 minutes each, divided in 2 training days). The training will be a normal training under real conditions and will serve towards validating the BOSS4SMEs training program in real conditions.
No. of Participants	30



Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	2
Duration (months)	
Participating Organisations	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA

Activity No.	C3
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	<p>Training Activity - IT</p> <p>P4 will organise a training activity in Italy involving 30 trainees from the wider furniture sector and VET. This training will last 2 days and will cover all sessions of the OSM training (8 sessions of 90 minutes each, divided in 2 training days). The training will be a normal training under real conditions and will serve towards validating the BOSS4SMEs training program in real conditions.</p>
No. of Participants	30
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	2
Duration (months)	
Participating Organisations	Eurocrea Merchant Srl

Activity No.	C4
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	<p>Training Activity - EL</p> <p>P3 will organise a training activity in Greece involving 15 trainees from the wider furniture sector and digital marketing professionals. This training will last 2 days and will cover all sessions of the OSM training (8 sessions of 90 minutes each, divided in 2 training days). The training will be a normal training under real conditions and will serve towards validating the BOSS4SMEs training program in real conditions.</p>
No. of Participants	15



Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	2
Duration (months)	
Participating Organisations	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou

Activity No.	C5
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	<p>Training Activity - PL</p> <p>P6 will organise a training activity in Poland involving 20 VET providers in ICT/furniture sector. This training will last 2 days and will cover all sessions of the OSM training (8 sessions of 90 minutes each, divided in 2 training days). The training will be a normal training under real conditions and will serve towards validating the BOSS4SMEs training program in real conditions.</p>
No. of Participants	20
Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	2
Duration (months)	
Participating Organisations	Danmar Computers sp z o.o.

Activity No.	C6
Fields	Vocational Education and Training
Activity Type	Short-term joint staff training events
Activity Description	<p>Remote Training Activity - ES</p> <p>P5 will organise a remote training activity in Spain involving 15 trainees from the VET furniture sector in all Europe. This training will cover all sessions of the OSM training. In order to be easily followed by learners, the 8 sessions, will be divided in 2 training days. The remote training will use a Webex system and will serve towards validating the BOSS4SMEs LME program in real conditions.</p>
No. of Participants	15





Participants with Special Needs (out of total number of Participants)	0
Accompanying Persons (out of total number of Participants)	0
Duration (days)	2
Duration (months)	
Participating Organisations	Associacio Agrupacio Moble Innovador de Catalunya

Please also describe the arrangements for recognition or validation of the learning outcomes of the participants in learning, teaching or training activities. Will your project make use of European instruments like Europass, ECVET, Youthpass, ECTS etc. or any national instruments/certificates?

The applicant entity P1-CENFIM, is a recognised VET centre from Occupancy Catalan Service. It's allowed to perform learning outcomes validation against Catalan official training paths.

**Validation of the learning outcomes**  
The partners -led by P1- will design a validation system that will include a series of instruments and evaluation tools and will introduce more effective and user-friendly assessment methods beyond the traditional ones. The proposed methodology will study the expected impacts from multiple perspectives, allowing comparisons between instructor led training contributing in the deeper understanding of the field and purely remote learning but also the skills retention viewpoint for individuals already employed in the furniture sector and SME owners/managers who are ideal for remote learning when it comes to skills retention. It will develop a set of validation and evaluation tools that will allow the realization of a two-fold study based on a qualitative and a quantitative approach.

The partnership brings together a rich expertise in the use of multiple validations methods like: portfolio assessment, classroom observation and video analysis, user-behaviour interaction analysis (based on log file data from learning platforms), screen video analysis of activity on and in front of the user, questionnaires, interview surveys, Google analytics and learning analytics. Further to this the Lykio environment provides functionality for designing reports which can be used for monitoring progress.

**ECVET principles**  
The training path of the online sales manager developed under the guidance of the ECVET expert, P4, will be compliant to the ECVET system. They will be developed assigning ECVET points to the learning outcomes of the course and considering the global new qualification of online furniture sales manager.

**Recognition**  
A Memorandum of Understanding among the partners will set the conditions for the recognition of the learning outcomes of the participant trainers, but also the individuals who will be trained in the activities which will be organised in the participating countries or on-line course.  
A certificate will be issued which will be accompanied by a unique ID which will make it possible to verify its authenticity through the BOSS4SMEs academy.



## H. Follow-up

### H.1. Impact

What is the expected impact on the participants, participating organisations, target groups and other relevant stakeholders?

BOSS4SMEs will develop the European Furniture Sector through development of the Online Sales Manager Profile, a professional capable of devising e-Commerce strategies to uncover the potential from a range of services available to a virtual, "border-less" online community with customers in different locations. In order to achieve its goals the project will develop a training path and related tools aiming to equip furniture professionals with the right skills to start doing business online, especially cross-border, increase revenues and reduce costs. The project contributes to the use of learning outcomes in the creation of curricula and educational programmes. Project outcomes are strongly focused on the ECVET system.

As a result of the BOSS4SMEs training and the implementation of the e-Commerce strategies fitting best to their situation, participants implicated through the training activities (instructor led or remote) will be in position to increase revenues from online sales, especially cross-border sales while at the same time become more competitive by improving their performance and reducing their operating costs through the adoption of online business process. Competitiveness of the EU furniture sector will increase because the reduction in operating costs and increased turn over from cross border sales can be passed as a reduction in prices to consumers.

Impact on participants:

BOSS4SMEs provide researchers, teachers and technical staff involved in the project:

- A complete overview of the methodology from acquisition of training needs, to the preparation of the learning units and pilot training delivery
- Knowledge of the practical application of the European credit system ECVET in the preparation of - new learning outcomes
- An opportunity for practical application of the EQAVET: training planning, training pilot, verifying the results and improvement to the initial design
- A knowledge of the state of the art technology in gamification training contents

Impact on the participating organizations:

The impact on participant organisations starts with the learning obtained which will be shared within the organisations to encourage further work in this area. Improved links through the training delivery, multiplier events and validation will provide opportunity for further training and research opportunities. More specifically:

- Growth of collective capacities for the development of new educational content based on the needs assessment, use of ECVET and EQAVET systems
- Increase European level relationship regarding entities with complementary capabilities (sector knowledge, ICT and gamification, ECVET methodology, etc) which will tackle new projects in the future
- Right to use the training system developed (or property according consortium IPR agreement). It allows to use the new courses delivery once the project will finish. New editions joint courses and the extension of the MoU to other organizations in EU countries will increase the project impact.

Impact on target groups:

- Furniture and house hold manufacturers and distributors (mainly SMEs). They have a new tool (BOSS4SMEs Academy) to increase their capabilities for transnational e-commerce and hence their economic viability.
- Sales managers and employees: have a new tool that will facilitate their professional qualifications as e-commerce manager and the best performance of their tasks in the company
- Students and unemployed: increase their capacities to facilitate their employability by sector companies
- VET providers: capacity of offering new innovative curricula, improve their training materials and methodology through the delivery of the developed training materials

Impact on other relevant stakeholders:

- Companies associations: helping associated companies to fulfill existing skills and competences needs related to e-commerce, improve members' competitiveness, opportunity for collect and disseminate among their members new training materials, acquire knowledge related to sector challenges
- Employees associations: better supporting professional in identifying skills needed by companies (through the BOSS4SMEs academy promotion and new courses organization).
- VET regulatory entities (accreditation, certification): enable them to offer recognition for new innovative curriculum (through



joining the MoU), better supporting companies finding qualified employees

What is the desired impact of the project at the local, regional, national, European and/or international levels?

The project aims impacting the overall furniture sector at:

European level:  
 The furniture sector is an important economic sector for several European countries and retains plenty of jobs while it is hard hit by the economic downturn. BOSS4SMEs impact is expected to be positive by:

- Improving/updating VET providers offer for e-Commerce in furniture
- Improving companies' sales performances increasing their e-commerce cross-border capabilities
- Improving companies' capacity to respond to new consumers trends
- Increasing EU companies competitiveness in world markets and answering to competitive threats coming from low-costs countries producers
- Stimulate high qualified profiles and help the EU to get an higher rate of active population in the ICT economy

The envisaged positive impact of BOSS4SMEs to the European furniture sector is supported also by the European Furniture Manufacturers Federation - UEA which will collaborate with the partners, especially with regards to dissemination (please refer to attached letter of support by the UEA).

At regional and national level:  
 The fiercely competitive situation in the furniture sector is apparent inter alia from the strong pressure to drive down prices ever lower. A major adverse effect of the competitive pressure is the relatively high number of bankruptcies in the wider sector. As the majority of stakeholders are SMEs, investments in new technology and innovative solutions are often driven by client demands or regulation. Furniture companies also depend on access to finance and knowledge, to which SMEs tend to have limited access. So, cross border activity makes sense, either directly or through collaborations with local SMEs. This is exactly where BOSS4SMEs targets. To help SMEs escape the narrow boundaries they operate today and expand much further from their regions harnessing the power of e-Commerce to increase revenues, improve performance and reduce operating costs thus managing to stay afloat with a positive impact at local/regional level on employment and economic activity. Furthermore, BOSS4SMEs will also achieve a positive impact by providing a new curriculum for furniture professionals to be recognized for VET regulatory entities at national or regional level.

At local level:  
 e-Commerce is less developed in the furniture industry than in other sectors (e.g. retail, tourism). In the wider furniture industry, e-Commerce is today used mostly by the big players and its true potential is maybe ignored to some large extent by smaller companies of the sector. BOSS4SMEs aims to increase cross border activity for furniture SMEs so that they don't have to compete all the time in the same market for the same customers but they will be able to reach larger markets and attract customers by offering competitive prices (e.g. Spanish SME sells to Swedish consumers while keeping costs low by harnessing the power of e-Commerce). Therefore, BOSS4SMEs fosters the development of the furniture sector at local level with a positive impact on creation of jobs and economic activity. In the long run, BOSS4SMEs will help local communities with high furniture industry concentration to be more sustainable.

How will you measure the previously mentioned impacts?

To measure the impact we will take into consideration the performance indicators, to evaluate the quality of the processes and the achievement of expected results in terms of project management, both the results and contents indicators.

The project aims to provide training tools for the furniture sector to improve the performance of online sales, especially cross-borders. Therefore this will lead to an impact that can be measured in two terms:

Qualitative:  
 During the project and after the end those attending the training will continue using the training environment for skills retention. We envisage that at least the 70% of the people trained will use regularly the training environment for skills retention purposes. Project partners will monitor this process by accessing the platform and consulting the usage reports which can be designed to serve many different purposes and provide a complete view of the situation as regards usage numbers and patterns. Also, past trainees will be interviewed at predefined times in order to acquire an understanding of how the skills they acquired are being used at the work place and how useful they consider the skills retention offering of the training program for work place learning. To this end, trainees also have the possibility to provide feedback through the platform giving valuable information to the content authors and trainers. Finally, the BOSS4SMEs Academy will connect all those using or wanting to use the BOSS4SMEs training program and tools, provide synchronous and asynchronous support through designated instructors from the partners but also volunteering externals and facilitate discussions for the evolution of the training program.

Other qualitative indicators comprise:  
 - overall satisfaction of project partners about project implementation, progress and results (monitoring every 6 months through



quality procedures, in depth evaluation every 12 months)

- overall satisfaction of partners staff after project meetings (monitoring through questionnaire after each meeting)
- overall satisfaction of participants in the multiplier events (to be measured distributing anonymous questionnaires)
- overall satisfaction of participants about the training modules and material (based on the results of the pilot training). An evaluation questionnaire will be developed in order to collect the evaluation data and all participants in pilot training will be asked to participate in the evaluation.

Quantitative Measurement:  
The project impact will be measured from a quantitative point of view:

- 200 individuals and professionals attending the training in total in the countries of the partnership
- at least 80% positive results in the overall evaluation of the training experience
- at least 80% positive results in the overall evaluation of the platform
- at least 90% positive results regarding the overall experience with the training and the Learning Motivation Environment.
- at least 50 participants per country attending each multiplier event and at least 1500 stakeholders reached at the end of the project through newsletters and publicity material.
- at least 800 followers on social network of choice, and an average of 500-800/month unique users accessing the project web page in the last 4 months of the project.

Performance indicators:  
Based on EFQM standards, several quality indicators will be combined in the overall project evaluation:

- Fulfillment indicators, related to a task conclusion. They are related to ratios that indicate the achievement degree of task and/or duties, e.g. number and quality of duties fulfilled, minimum number of participants, etc.;
- Evaluation indicators, related to related to the ratios and/or methods that help in performance identification and improvement opportunities for tasks, process or work packages. Some examples includes the qualitative and quantitative results obtained in the validation phase, or the internal communication indicators;
- Efficiency indicators, related to the ratios that indicate the invested time for the fulfillment of tasks/duties and the costs of it. Some example: the use of resources in different work packages, the incurred costs in management, etc.;
- Efficacy indicators: related to ratios that indicate the capacity or success in the fulfillment of task and duties, such as the percentage of task accomplished at any moment or evaluation of results quality.
- Management indicators, related to management and/or establishment of concrete actions to realize the planned activities. They are related to the ratios allowing the actual management of a project, like project management tools use, quality of communication between the coordinator and partners, accuracy of the procedures, etc.

The dissemination plan which is described in point H.2 of this proposal will guide the elaboration of the project specific activities to get desired impact on target groups and defines in detail measurements and indicators.

**H.2. Dissemination and Use of Projects' Results**

You are requested to make plans for the dissemination of your project results. Please provide answers to the questions below.  
To whom will you disseminate the project results inside and outside your organisation? Please define in particular your target audience(s) at local/regional/national/EU level and motivate your choice.

Internally, project knowledge will be disseminated initially to the individuals who will be asked to explicitly contribute to the activities of the project based on their expertise. This groups comprises profiles such as project managers, project assistants, instructional designers, content developers, analysts, trainers, graphic designers, editors, IT support, marketing, financial assistant. These people will be called to work on the project in the lifetime of the project and should be informed as early as possible in order to be prepared to contribute when asked and keep themselves informed about project progress prior to their engagement making their introduction to the project activities easier. Also, at an early stage, key people in the company will be informed about the project and its objectives so as to be in position to help the project at any point in time in the context of their regular activities. Such individuals comprise:

- Sales people who can benefit from knowing of another case study in the furniture sector but they can also help the project by providing the project team with important leads to follow up on and key contacts that are in position to help in aspects of the project. Examples are contacts of training organisations, furniture companies, certification bodies, public officials, etc.
- Board of directors who can provide ideas for exploitation means but also support exploitation and provide intelligence as regards revenue generation steams and workable revenue distribution models and also provide useful contacts, especially as regards the organisation of multiplication events for generating awareness



- Marketing people who can include the project to regular dissemination activities of the company such as newsletters and can provide contacts of interest from the database of company contacts but can also provide advice on the dissemination material and actions including effective use of social media for generating awareness.

Inside the organisations, project knowledge will be disseminated through personal communication or through private social networks: Most of the partners use Yammer which is a private social network that helps employees collaborate across departments, locations, and business apps. So, one of the first things to be done in order to disseminate project knowledge inside the organisation will be to announce the project on Yammer and define a dedicated channel.

Outside the organisation for disseminating project results we can identify the following target groups as direct or indirect beneficiaries at national and EU level:

For disseminating project results we can identify the following target groups as direct or indirect beneficiaries at national and EU level:

- EU VET Providers already offering or intend to offer furniture courses and other non furniture sector VET providers offering marketing and sales courses
- Main EU furniture employers' associations. The association representing every UE 28 state will be target. The multiplication effect to EU furniture companies will be ensured through the inclusion of the new in their newsletters.
- European furniture social dialogue (<http://bit.ly/1WXaJqK>) representatives: especially the pan-European employers associations (European Federation of Industries Council – EFIC, and Union Européen de l'Ameublement – UEA) and the pan-European workers associations (European Federation of Building and Woodworkers Association – EFBWW). The coordinator partner P1-CENFIM is a regular member of the European furniture social dialogue and participates in its meetings from 2015.
- VET National Regulatory entities in countries with a centralized system and regional ones for countries with decentralized systems. The regulatory entities contacts have been already identified in the ECO4VET project where the coordinator P1-CENFIM participated.

Who will be responsible for the dissemination activities within your partnership and which specific expertise do they have in this area? What resources will you make available to allow for the proper implementation of your dissemination plans?

P1-CENFIM who will lead the dissemination activities in BOSS4SMEs project has wide furniture sector connections at European, national and regional level: employers associations, workers associations, clusters and technology centres. This connections set allows that its dissemination activities become very extensive.

At European level, P1-CENFIM is a regular member of the European furniture social dialogue (<http://bit.ly/1WXaJqK>) and participates in its meetings from 2015. A complete BOSS4SMEs project presentation is expected to be held in Brussels in one of the social dialogue meetings.

CENFIM is the organizer of InteriHotel, a marketplace/meeting point dedicated to the “contract channel” or “collectivity furnishing”, mainly hotels. The scope of this marketplace (last [2015] and next edition [2016] are in Barcelona) is at Spanish and at international level (last edition, 26 countries).

At national level, P1-CENFIM belongs to the Red-IMM, a Spanish wood and furniture network with other wood and furniture innovation centres in Spain such as AIDIMA (Valencia), CETEM (Murcia), CIS-Madeira (Galicia), Tecnalía (Basque Country), CITMA (Andalucía) all of them.

Furthermore, at regional level, P1-CENFIM belongs to Catalonia clusters network and HabiCAT (Catalonian Home interiors clusters network), where participate other Catalonian clusters like CICAT (lighting), DOMOTYS (home automation systems) and CGEA (taps).

In terms of resources to be mobilised for implementing the dissemination strategy, partners envisage the following:

- P1 will commit a person to prepare the dissemination plan and coordinate the dissemination activities of partners, promote the project through a dedicated facebook page and organise the project conference. This person will also collect contacts and maintain the contacts database with contacts of people to sent the newsletters, invite to events and inform about project progress. A person will be later assigned to moderate the BOSS4SMEs Academy. P1 will also assign a person which will deal with the promotion of the project through twitter using the #BOSS4SMEs tag and publish articles about the project in Open Education Europa ([openeducationeuropa.eu](http://openeducationeuropa.eu)) and project specific publications in major knowledge dissemination platforms such as Merlot ([merlot.org](http://merlot.org)), Gutenberg ([gutenberg.org](http://gutenberg.org)), Scribd ([scribd.com](http://scribd.com)), Slideshare ([slideshare.net](http://slideshare.net)) to make the results widely available.
- P2 will commit a person for writing text about the project for the newsletters and publish articles about the project on blogs of



interest to the furniture and household industry and VET in general. The person will be responsible for organising the multiplier events and promoting the project through a linkedin group.

- P3 will commit a graphics designer to prepare project visuals for the all dissemination instruments and a person for writing the text for the project website and publish articles about the project on blogs of interest to ECVET and VET in general. The person will be responsible for creating an infographic (cheat sheet) and organising the multiplier event.
- P4 will commit a person for preparing the project brochure and writing the texts for the BOSS4SMEs Academy and for preparing the project presentation (online and offline),
- P5 will commit a person for contributing news items for the website, gather contributions from the partners and prepare the newsletters and publish postings on blogs of interest to the VET community and organise a multiplier event
- P6 will commit a web designer and a web developer to design and develop the project website, BOSS4SMEs Academy. Then, P6 will commit a person provide news items for the website and the newsletter and organise the multiplier event.

In total we envisage that in the lifetime of the projects a minimum of 9 individuals will be involved in the dissemination activities of the project.

What kind of dissemination activities do you intend to carry out and through which channels?

Dissemination activities to be defined in the dissemination plan scheduled for the 2nd month of the project comprise:

1) Online project presence & distribution of digital information:

- Project website: Website will be ready towards the end of month 2 as P6 will already provide mock ups at the kick off meeting while the drafting of web sites texts will start upon approval of the project for funding. The idea is not to end up with yet another EU project website which will just reproduce proposal/project information of little interest to the general public but also to most of the target groups. The design will be product oriented from the beginning focusing on features and benefits of the BOSS4SMEs training program communicating what is to be gained by the target groups by following the BOSS4SMEs training program through either instructor led training, remote training or for skills retention purposes. It will introduce the outcomes and provide access to the Learning Motivation Environment. Later on, it will provide access to the BOSS4SMEs Academy.

- BOSS4SMEs Academy: The Academy will be a dedicated virtual space functioning as the point of entry to all usable project results and will be made available in the last 6 months of the project for ensuring the sustainability of the project. The Academy will be a free online resource for trainers, learners providing relevant up-to-date information on the BOSS4SMEs platform functionality and courses as well as information on its uses. Through the BOSS4SMEs network space, the Academy will provide to partners the opportunity to network with trainers, VET schools, learners and other enthusiasts, exchanging ideas about the future of e-Commerce training and inclusiveness leading to new ideas and opportunities.

- Social Media: The power of social media for general awareness will be harnessed at least through: (a) the use of the #BOSS4SMEs hash tag on twitter by partner's organisational accounts which already have substantial followers; the search results on #BOSS4SMEs will be linked to the twitter icon of the project website so that visitors can find BOSS4SMEs references on twitter, (b) a dedicated facebook page for the BOSS4SMEs project which initially will inform about project related activities and progress will be later used to power the BOSS4SMEs Network facilitated by the BOSS4SMEs Academy, (c) a linkedin group targeting furniture and household companies, VET organisations and stakeholders of the wider furniture sector who can exchange views on issues emerging from the execution of the project.

- Backlinks from partner's websites: A dedicated project page will be created at the website of each partner and link to the project website.

- Dissemination Wiki: A project wiki for tracking dissemination activities by partners enhancing transparency in terms of who does what for disseminating the project and functioning as the single point of entry to all dissemination activities carried out in the life of the project.

- Public results repository: A dedicated virtual space with all publicly available results of the project for quick reference by the BOSS4SMEs users. The virtual space will be accessible from the project website.

- Online promotional material: This comprises online presentations (prezi.com, slideshare.net), newsletters (mailchimp), press releases (prlog.org), articles (openeducationeuropa.eu) and publications (openaire.eu, merlot.org, gutenber.org, scribd.com), cheatsheets/infographics

2) Multiplier Events:

- Training Promotion Events: Five multiplier events will take place (ES, EL, PL, IT). These events will focus on creating awareness about the project and attracting attention for the planned training activities which will serve also for validation in real conditions.

- BOSS4SMEs Academy Promotion Event (ES): This event will introduce the Academy to the target groups of the project and lay the foundations for continuation of the project past the funding period by mobilising a critical mass of interested individuals and organisations who will adopt the BOSS4SMEs program with the help of the partners initially and other enthusiasts later on and thus sustain the project for as long as it continues to benefit its target groups.



- BOSS4SMEs Conference (ES): A conference will be organised to disseminate the project results to representatives from the target groups and prepare the ground for the continuation of the project past the funding period by generating interest, leads and collaborations.

3) Participation in Annual Events of the furniture sector:

The project will be presented in the most relevant furniture fairs at participating countries: Isaloni (Milano, Italy, aprox in May 2018), Showroom del mobile (Barcelona, aprox March 2018), Medwood (Athens, aprox. April 2018), Meble Polska (Poznan, apro. March 2018).

A full project presentation will be done in Brussels in the furniture social dialogue meeting to be held in June 2018 (aprox) (<http://bit.ly/1WXaJqK>).

Erasmus+ has an open access requirement for all materials developed through its projects. If your project is producing intellectual outputs/ tangible deliverables, please describe how you intend to ensure free access for the public to a digital form of this material. If you intend to put any limitation on the use of the open licence, please specify the reasons, extent and nature of this limitation.

All the Learning Objects will be licensed under Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License and made available as OER through main repositories such as the Open Discovery Space (ODS). The content will be compliant to the SCORM standard and so it will be possible to download and use with all SCORM compliant LMS and e-Learning tools (e.g. Moodle, Sakai, etc.)

All content will be developed based on the OER approach, creating teaching materials in digital format, available and free of copyright which allow reuse, modification and distribution. The intent is to contribute as much as possible to achieve the goals set by UNESCO (2002) then systematized and identified in a European strategy launched by the European Commission, i.e. "Opening Up Education". The strategy aims to open and make accessible knowledge, ideas, teaching methods, infrastructure, software tools, sharing them for free and not necessarily structured in an educational project.

Regarding the Learning Motivation Environment, access to the BOSS4SMEs workgroup will remain free for all users (learners, trainers) while designated content developers will have access to the Content Creation Tool in order to maintain and evolve the content. The request for being designated as a BOSS4SMEs content author will be handled through the BOSS4SMEs Academy.

The SCORMed course will be also made available through Moodle SCORM Cloud and it will be downloadable from the BOSS4SMEs Academy so that it is possible to upload on every eLearning tool which supports the SCORM standard.

The Learning Motivation Environment as such is proprietary software which precedes the project and its source code cannot be made available. It is the BOSS4SMEs workgroup which will be an outcome of the project and all visuals of the BOSS4SMEs workgroup will be made available along with all the digital content which will be possible to use with most prominent LMS tools of today, while access to the BOSS4SMEs workgroup will remain open. Under this model we do not see any limitation as regards any of the outcomes of the project which will be completely open while we see many benefits as P3 constantly maintains the LME because it is also using it for commercial purposes. As such there is guarantee that the BOSS4SMEs environment will be open to all for many years past the project completion.

How will you ensure that the project's results will remain available and will be used by others?

For the project's economic sustainability a plan will be developed, including a strategy addressing financial sustainability. A key aspect of the exploitation strategy will be the BOSS4SMEs Academy, a dedicated virtual space of the project website which will be "live" during the last 6 months. The Academy will be the single entry point to all project results and resources and it will facilitate, through online tools, the BOSS4SMEs network, a network of BOSS4SMEs practitioners which will be build up gradually in the final 6 months of the project and continue to grow after its completion. The intention is to mobilise a critical mass of practitioners who will continue to use the results after the end of the project and the BOSS4SMEs Academy will facilitate this Network by allowing the partners, and later experienced practitioners, to support others in adopting BOSS4SMEs.

The actions for making sure the results will remain available for as long as they are being used started with the introduction of the quality assurance process at project start which foresees mechanisms for checking the quality of results. Introducing sustainability into the requirements of the project which will shape the outcomes is the first step and assuring the quality of the produced outcomes is the second step in order to ensure results can be used by others. Then, dissemination activities will ensure that all those that can use the results know it and are able to find them. All dissemination activities to take place in the life of the project and the BOSS4SMEs Academy providing access to results and support for their use through the BOSS4SMEs Network aim at making aware about the project all those who can benefit from the project results. The BOSS4SMEs Academy will have tools to facilitate synchronous (real time live help) and asynchronous (email, forum) support to those wanting to use the BOSS4SMEs outcomes and



will sustain an active network of users who will support newcomers.  
Having ensured the design of sustainable results of high quality which are made widely available to potential users, a critical step for ensuring long term availability is the identification of revenue streams which can sustain the upkeep of the results. This is going to be addressed by the training organisations of the partnership who either already provide training in the field and will enhance their offering with the project results or will introduce the BOSS4SMEs training program as a new service. So, with a fair revenue distribution model to be agreed, the training organisations will be able to integrate the results to their offering and extent it through new services next to the traditional instructor led training, such as the skills retention. For this purpose a shared revenue agreement will be made between each partner wanting to use the LME as part of their paid training offering and P3 as provider of the environment. Based on the agreement, the partners can use freely the project outcomes for instructor led training but profit making services based on skills retention through the LME will be governed by the shared revenue model to be agreed upon.

- Measures to ensure the benefits will endure beyond project life have been defined in the project methodology:
- incorporation of sustainability into project requirements at the level of specific result by addressing also preservation (where will the result be preserved) and maintenance issues (additional provisions and associated cost for maintaining outcomes);
  - introduction of quality metrics/indicators for monitoring the quality of produced outcomes;
  - elaboration of sustainability scenarios for products that should live after the project ends by putting into perspective who is most appropriate to carry them forward, how, and any issues that need to be addressed to make these outputs self-sustaining;
  - introduction of a best practices/lessons learned programme;
  - recommendation and promotion of appropriate valorisation models at the inception phase, emphasizing on economic, social and environmental aspects governing each partner/country participating in the project ;
  - establishment and maintenance of links with existing European Networks.

Project partners will sign an intellectual property rights agreement covering all project outcomes as exploitation activities may well lead to commercial exploitation. However, all content which will result from the project will not be commercialised as such but it will be contributed under a Creative Commons license as an Open Education Resource, so that the community will benefit and the content will continue to improve and extend past the life of the project capitalising on the efforts of knowledge sharing enthusiasts.

Furthermore, the use of the project training materials could be extended by joining new VET providers to the Memorandum of Understanding for a wider learning outcomes recognition in EU countries.

If relevant, please provide any other information you consider appropriate to give a full understanding of your dissemination plan and its expected impact (e.g. how you have identified which results are most relevant to disseminate; how you will ensure the involvement of all partners; how you see synergies with other stakeholders, etc.)

The results which are most relevant in terms of dissemination comprise:

- Learning Outcomes and their description
- OSM Training Content
- ECVET supporting tools
- e-Commerce Strategy Genie
- BOSS4SMEs Learning Motivation Environment
- BOSS4SMEs Academy

The dissemination will work as a diffusion process as well as a mechanism to ensure feedback from users in the evaluation, testing and fine-tuning of results. The dissemination activities will start from the 2nd month of the project with the preparation of a Dissemination Plan and continue for the duration of the project and beyond its conclusion. The dissemination plan will define the specific responsibilities for each partner based on an assessment of the capacity of dissemination of the partner (organization's location, size and type, size of involved networks, affiliations, skills, staff, customers/audience, etc.). The Dissemination Plan defines the strategy for dissemination of project products, in order to maximize the impact of the work done by the team and the relevant results. It includes a description of the activities to be carried out, accompanied by a detailed time schedule for their implementation and the allocation of responsibilities and tasks to each partner. The models developed for dissemination will be customized according to the economic, social and environmental factors of each partner/country.

A dissemination plan which lists the instruments to be developed in order to support the dissemination activities is attached to the proposal together with a description of each instrument, the time when it will be developed and by whom. These are generic instruments. The dissemination plan with the actual activities which will be supported by these instruments will be ready on month 2. Two levels for dissemination of the results are envisaged :

- The dissemination strategy of the partnership, where it acts as a single entity;





- The strategy of each single organization, in relation to its specific type, core business (marketing or other), markets, resources, etc.

All partners will contribute to the continuous updating of the Dissemination Plan, by preparing bi-annual reports to be updated, with the list of dissemination activities and outcomes during that period while the dissemination wiki will be updated each time an action is executed so as not to lose track of executed activities each period. This will be an essential tool for monitoring dissemination activities; each partner will use it to report to the coordinator and to the QM at the conclusion of dissemination activities for the implementation of dissemination metrics/indicators that will serve to evaluate the success of the activities and necessary improvements of future actions. The dissemination indicators are also part of the attached dissemination plan and may be updated upon finalisation of the dissemination plan following the identification of distinct activities at partner and partnership level.

All partners will be involved in the day to day operation of the BOSS4SMEs Academy by distributing the responsibility for monitoring and responding to requests. In effect this means that each partner will be "on duty" once per week while it is expected that as the network grows, the responsibility for supporting newcomers will be also undertaken by other enthusiasts who have been using the results for some time and will volunteer to help other.

In terms of collaborations with other relevant projects, P1, P2 and P3 have participated in a project addressing ECO-Design in the furniture sector while P3 with P4 and P6 have collaborated in a project targeting SMEs from 5 sectors (not furniture) in relation to e-Commerce. Furthermore, P1 has participated in a project to improve the use of virtual and augmented reality in furniture distribution.

All partners have large networks comprising VET organisations and furniture and household companies making it easy to reach other projects of interest for networking and collaboration purposes. Backlinks to the project website from other organisations active in the field and relevant projects will also help.

Moreover, very important will be the connection with existing events. Among the events of particular interest to the project are the furniture events which will be attended by partners. Thus, BOSS4SMEs will be presented in mid 2018 in international furniture fairs ISaloni (Milano-Italy), Showroom del mobile (Barcelona, Spain) Medwood (Athens, Greece) and Meble (Poznan, Poland).

The sector networks of P1-CENFIM, P2-AMUEBLA and P5-AMIC that are complementary in terms of type contacts (VET providers, companies, companies associations, employees associations and VET regulatory entities) will be also utilised in the life of the project as they provide an excellent opportunity for reaching wide numbers of stakeholders and achieving high impact.

### H.3. Sustainability

What are the activities and results that will be maintained after the end of the EU funding, and how will you ensure the resources needed to sustain them?

The results which need to be maintained after the end of the project comprise:

- Learning Outcomes and their description
- OSM Training Content
- ECVET supporting tools
- e-Commerce Strategy Genie
- BOSS4SMEs Learning Motivation Environment
- BOSS4SMEs Academy

The results will be made available through a dedicated virtual sub domain accessible through the project website. Complete access to the results including support for their use will be provided through the BOSS4SMEs Academy. For the day to day operation of the Academy each partner will be "on duty" 1 day per week with the responsibility of monitoring requests for assistance and handling them as appropriate. In effect this means 5 days per month per partner while the "duty" service is not expected to always be a full day's work. The commitment of this resource will be possible for the partner to sustain for a substantial amount of time past the life of the project. After this it is expected that as the BOSS4SMEs network grows, other enthusiasts who are already using the outcomes of the project will volunteer to help others, newcomers, to use the results. "Older" users will be encouraged to become volunteers in the network and frequently intervene to assist newcomers.

The training content, apart from being available through the learning environment will be also made available through Moodle SCORM Cloud while it will be possible for everyone to download and upload on their LMS of choice provided it is SCORM compliant (e.g. Moodle, Sakai, etc.). If it is not SCORM compliant, some work will be needed for structuring the course in the LMS but all prominent LMS are SCORM compliant. All content will be licensed under Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License and made available as OER through main repositories such as the Open Discovery Space (ODS).



The BOSS4SMEs workgroup of the Learning Motivation Environment will remain freely accessible for as long as it is being used. P3 is maintaining and evolving the Learning Motivation Environment as it is an important revenue generation source for the company. As such the resources for maintaining the LME are anyway committed and there is no need for a dedicated revenue stream since the BOSS4SMEs workgroup will not need excessive effort to maintain as part of the LME. It is expected that about 1 day per month only will be needed for a developer to prepare database scripts to make sure the BOSS4SMEs workgroup will remain functional every time the LME is upgraded. So, not only free access will remain, but will be complemented with new functionality and features of the LME.

Nevertheless, the intention is to pursue every possible way for exploiting the results of the project and generating revenues for the partners. For this purpose, the BOSS4SMEs Academy was originally conceived while the organisation of a promotional event for its introduction and a conference are foreseen in order to open the way for exploitation. The exploitation plan to be elaborated by P1 on month 7, apart from the activities to be carried out by the partners in support of commercial exploitation it will include also the management of IPRs and a revenue distribution model. The integration of outcomes in the normal service provision of the partners which is instructor led will be permitted without any provisions for sharing revenues. The revenue distribution model will cover the situation where one or more partner providing training services wish to extend their service provision with a paid service for skills retention. In this case, it will be necessary to respect a shared revenue agreement to distribute a percentage of the revenues to the supplier of the environment which will also handle the subscription fees (P3) and the partners which contributed to the re-purposing of the content for the skills retention function. Successful exploitation will also ensure long term viability of the BOSS4SMEs Academy as it will function as a dissemination channel for the paid services which will extend past the freely available resources which will be supported but will not be complemented by personalised assistance, learning analytics reports and certification.

**I. Budget**

For further information please consult the Programme Guide for the overview of funding rules. Please note that all amounts must be expressed in Euros.

**I.1. Project Management and Implementation**

PIC of Organisation	Role of Organisation	Name of the Organisation
989531824	Applicant Organisation	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA
950559843	Partner Organisation	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA
949374600	Partner Organisation	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou
948939458	Partner Organisation	Eurocrea Merchant Srl
950580407	Partner Organisation	Associacio Agrupacio Moble Innovador de Catalunya
942704589	Partner Organisation	Danmar Computers sp z o.o.
		Total Grant Requested
		42000.00

**I.2. Transnational Project Meetings**

PIC of Sending Organisation	Total No. of Meetings	Total No. of Participants	Distance Band	Grant per Participant	Grant Requested
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATA	3	6	100 - 1999 km	575.00	3450.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATA	1	2	>= 2000 km	760.00	1520.00
950559843: ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE	3	3	100 - 1999 km	575.00	1725.00
950559843: ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE	1	1	>= 2000 km	760.00	760.00
949374600: CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou	1	2	>= 2000 km	760.00	1520.00
				Total	18360.00



PIC of Sending Organisation	Total No. of Meetings	Total No. of Participants	Distance Band	Grant per Participant	Grant Requested
949374600: CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou	2	3	100 - 1999 km	575.00	1725.00
948939458: Eurocrea Merchant Srl	3	3	100 - 1999 km	575.00	1725.00
950580407: Associacio Agrupacio Moble Innovador de Catalunya	3	3	100 - 1999 km	575.00	1725.00
950580407: Associacio Agrupacio Moble Innovador de Catalunya	1	1	>= 2000 km	760.00	760.00
942704589: Danmar Computers sp z o.o.	3	6	100 - 1999 km	575.00	3450.00
				<b>Total</b>	<b>18360.00</b>

### I.3. Intellectual Outputs

Which concrete participating organisations' staff resources are you planning to use in the production of outputs that have a significant contribution in terms of potential impact and transferability (e.g. new curricula, pedagogical materials, IT Tools, analysis and studies, etc.)?

PIC of Organisation	Output Identification	Category of Staff	Country	No. of Working Days	Grant per Day	Grant Requested
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O1	Managers	Spain	10	164.00	1640.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O1	Teachers/Trainers/Researchers	Spain	100	137.00	13700.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O1	Technicians	Spain	50	102.00	5100.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O1	Managers	Spain	4	164.00	656.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O1	Teachers/Trainers/Researchers	Spain	40	137.00	5480.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O1	Technicians	Spain	15	102.00	1530.00
				<b>Total</b>	<b>1270</b>	<b>Total</b>
						<b>144960.00</b>



PIC of Organisation	Output Identification	Category of Staff	Country	No. of Working Days	Grant per Day	Grant Requested
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O1	Managers	Greece	2	164.00	328.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O1	Teachers/Trainers/Researchers	Greece	20	137.00	2740.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O1	Technicians	Greece	20	102.00	2040.00
948939458: Eurocrea Merchant Srl	O1	Managers	Italy	4	280.00	1120.00
948939458: Eurocrea Merchant Srl	O1	Teachers/Trainers/Researchers	Italy	50	214.00	10700.00
948939458: Eurocrea Merchant Srl	O1	Technicians	Italy	25	162.00	4050.00
950580407: Associacio Agrupacio Moble Innovador de	O1	Managers	Spain	4	164.00	656.00
950580407: Associacio Agrupacio Moble Innovador de	O1	Teachers/Trainers/Researchers	Spain	40	137.00	5480.00
950580407: Associacio Agrupacio Moble Innovador de	O1	Technicians	Spain	15	102.00	1530.00
942704589: Danmar Computers sp z o.o.	O1	Managers	Poland	3	88.00	264.00
942704589: Danmar Computers sp z o.o.	O1	Teachers/Trainers/Researchers	Poland	20	74.00	1480.00
942704589: Danmar Computers sp z o.o.	O1	Technicians	Poland	20	55.00	1100.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O2	Managers	Spain	5	164.00	820.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O2	Teachers/Trainers/Researchers	Spain	30	137.00	4110.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O2	Technicians	Spain	10	102.00	1020.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O2	Managers	Spain	2	164.00	328.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O2	Teachers/Trainers/Researchers	Spain	10	137.00	1370.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O2	Technicians	Spain	5	102.00	510.00

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949374600: CrystalClearSoft Anonymos Etaireia Paroch	O2	Managers	Greece	2	164.00	328.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O2	Teachers/Trainers/Researchers	Greece	10	137.00	1370.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O2	Technicians	Greece	40	102.00	4080.00
948939458: Eurocrea Merchant Srl	O2	Managers	Italy	2	280.00	560.00
948939458: Eurocrea Merchant Srl	O2	Teachers/Trainers/Researchers	Italy	10	214.00	2140.00
948939458: Eurocrea Merchant Srl	O2	Technicians	Italy	10	162.00	1620.00
950580407: Associacio Agrupacio Moble Innovador de	O2	Managers	Spain	2	164.00	328.00
950580407: Associacio Agrupacio Moble Innovador de	O2	Teachers/Trainers/Researchers	Spain	10	137.00	1370.00
950580407: Associacio Agrupacio Moble Innovador de	O2	Technicians	Spain	5	102.00	510.00
942704589: Danmar Computers sp z o.o.	O2	Managers	Poland	4	88.00	352.00
942704589: Danmar Computers sp z o.o.	O2	Teachers/Trainers/Researchers	Poland	90	74.00	6660.00
942704589: Danmar Computers sp z o.o.	O2	Technicians	Poland	140	55.00	7700.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O3	Managers	Spain	5	164.00	820.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O3	Teachers/Trainers/Researchers	Spain	50	137.00	6850.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	O3	Technicians	Spain	20	102.00	2040.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O3	Managers	Spain	4	164.00	656.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O3	Teachers/Trainers/Researchers	Spain	10	137.00	1370.00
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	O3	Technicians	Spain	20	102.00	2040.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O3	Managers	Greece	6	164.00	984.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	O3	Teachers/Trainers/Researchers	Greece	30	137.00	4110.00

Form hash code: EEA3F42368027617

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949374600: CrystalClearSoft Anonymos Etaireia Paroch	O3	Technicians	Greece	180	102.00	18360.00
948939458: Eurocrea Merchant Srl	O3	Managers	Italy	4	280.00	1120.00
948939458: Eurocrea Merchant Srl	O3	Teachers/Trainers/Researchers	Italy	10	214.00	2140.00
948939458: Eurocrea Merchant Srl	O3	Technicians	Italy	15	162.00	2430.00
950580407: Associacio Agrupacio Moble Innovador de	O3	Managers	Spain	4	164.00	656.00
950580407: Associacio Agrupacio Moble Innovador de	O3	Teachers/Trainers/Researchers	Spain	10	137.00	1370.00
950580407: Associacio Agrupacio Moble Innovador de	O3	Technicians	Spain	20	102.00	2040.00
942704589: Danmar Computers sp z o.o.	O3	Managers	Poland	3	88.00	264.00
942704589: Danmar Computers sp z o.o.	O3	Teachers/Trainers/Researchers	Poland	10	74.00	740.00
942704589: Danmar Computers sp z o.o.	O3	Technicians	Poland	40	55.00	2200.00
Total				1270	Total	144960.00

#### I.4. Multiplier Events

PIC of Organisation	Event Identification	Country of Venue	No. of Local Participants	Grant per Local Participant	No. of Foreign Participants	Grant per Foreign Participant	Grant Requested
950559843: ASOCIACION EMPRESARIAL DE	E1	Spain	40	100.00	0	200.00	4000.00
948939458: Eurocrea Merchant Srl	E2	Italy	40	100.00	0	200.00	4000.00
949374600: CrystalClearSoft Anonymos Etai	E3	Greece	40	100.00	0	200.00	4000.00
Total			280	Total	0	Total	28000.00

Form hash code: EEA3F42368027617

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PIC of Organisation	Event Identification	Country of Venue	No. of Local Participants	Grant per Local Participant	No. of Foreign Participants	Grant per Foreign Participant	Grant Requested
942704589: Danmar Computers sp z o.o.	E4	Poland	40	100.00	0	200.00	4000.00
950580407: Associacio Agrupacio Moble Inn	E5	Spain	30	100.00	0	200.00	3000.00
989531824: CENTRE DE DIFUSIO TECNOLOG	E6	Spain	50	100.00	0	200.00	5000.00
950559843: ASOCIACION EMPRESARIAL DE I	E7	Spain	40	100.00	0	200.00	4000.00
Total			280	Total	0	Total	28000.00

## I.5. Learning/Teaching/Training Activities

### I.5.1. Travel

PIC of Organisation	Activity No.	Activity Type	No. of Participants (including accompanying persons)	Distance Band	Travel Grant per Participant	Grant Requested
950559843: ASOCIACION EMPRESARIAL DE FABRICAN	C1	Short-term joint staff training events	2	100 - 1999 km	275.00	550.00
949374600: CrystalClearSoft Anonymos Etaireia Parock	C1	Short-term joint staff training events	2	>= 2000 km	360.00	720.00
948939458: Eurocrea Merchant Srl	C1	Short-term joint staff training events	2	100 - 1999 km	275.00	550.00
942704589: Danmar Computers sp z o.o.	C1	Short-term joint staff training events	2	100 - 1999 km	275.00	550.00
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	C1	Short-term joint staff training events	2	100 - 1999 km	275.00	550.00
950580407: Associacio Agrupacio Moble Innovador de	C1	Short-term joint staff training events	2	100 - 1999 km	275.00	550.00
Total			12		Total	3470.00





PIC of Organisation	Activity No.	Activity Type	No. of Participants (including accompanying persons)	Distance Band	Travel Grant per Participant	Grant Requested
Total			12	Total		3470.00

**I.5.2. Individual Support**

## Short-term Learning/Teaching/Training Activities

PIC of Organisation	Activity No.	Activity Type	Duration per Participant (days)	No. of Participants (without accompanying persons)	Grant per Participant	Duration per Accompanying Person (days)	No. of Accompanying Persons	Grant per Accompanying Persons	Grant Requested
949374600: CrystalC	C4	Short-term joint staff training events	2	15	200.00	0	0	0.00	3000.00
948939458: Eurocre	C3	Short-term joint staff training events	2	30	200.00	0	0	0.00	6000.00
989531824: CENTRE	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
950559843: ASOCIA	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
949374600: CrystalC	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
948939458: Eurocre	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
950580407: Associa	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
Total			38	92	Total	0	0	Total	22000.00



PIC of Organisation	Activity No.	Activity Type	Duration per Participant (days)	No. of Participants (without accompanying persons)	Grant per Participant	Duration per Accompanying Person (days)	No. of Accompanying Persons	Grant per Accompanying Persons	Grant Requested
942704589: Danma	C1	Short-term joint staff training events	5	2	500.00	0	0	0.00	1000.00
942704589: Danma	C5	Short-term joint staff training events	2	20	200.00	0	0	0.00	4000.00
950580407: Associa	C6	Short-term joint staff training events	2	15	200.00	0	0	0.00	3000.00
Total			38	92	Total	0	0	Total	22000.00

**I.5.3. Exceptional Costs (Overseas Countries and Territories Travel Costs)**

PIC of Organisation	Activity No.	Activity Type	No. of Participants (including accompanying persons)	Purpose and description of Costs	Grant requested (up to 80% of eligible costs)
Total				Total	

**I.6. Special Needs**

PIC of Organisation	No. of Participants With Special Needs	Description	Grant Requested
Total			

Form hash code: EEA3F42368027617

This form has been submitted on: 2016-03-31 11:34:09. Status: OK (1354043).



**I.7. Exceptional Costs**

PIC of Organisation	Description of Cost Item	Grant Requested (75% of Total)
989531824: CENTRE DE DIFUSIO TECNOLOGICA DE LA	Translations (ES)	2250.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	Translations (EL)	2250.00
948939458: Eurocrea Merchant Srl	Translations (IT)	2250.00
942704589: Danmar Computers sp z o.o.	Translations (PL)	2250.00
948939458: Eurocrea Merchant Srl	Room for C3	1125.00
949374600: CrystalClearSoft Anonymos Etaireia Paroch	Room for C4	1125.00
<b>Total</b>		<b>11250.00</b>

Please provide any further comments you may have concerning the above entered budget.

The management days allocated to the partners have nothing to do with operational day to day management tasks which are budgeted under project management but have to do only with the managerial skills needed at the level of each intellectual output depending on each partners contribution to the intellectual output. It is expected that manager days will be needed per partner per intellectual output in order to ensure the proper distribution of tasks within the project team at partner level and to resolve issues that need more authority and a more general overview of the project reality.

Then, the detailed allocation of staff days per profile, per partner is attached to the proposal for transparency as it is easy to see the distribution between the partners and who is expected to lead the activities for each intellectual output. The number of days has to do with the envisaged work which is described in the proposal. The envisage work is very demanding in terms of required effort as it requires coordinated efforts from many members of staff from all partner organisations and it is expected to mobilise skilled personnel from all profiles.

Other cost categories of the budget are self explanatory, such as the costs for translations and rental of training rooms for partners who do not have a room with adequate capacity to carry out



Erasmus+

Application Form

Call: 2016

KA2 - Cooperation for Innovation and the Exchange of Good Practices  
Strategic Partnerships for vocational education and training

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the envisaged training activity (P3, P4).

The project envisages that 4 partner meetings will be enough to coordinate the work.

The multiplier events are carefully scheduled and very necessary for ensuring the necessary participation numbers during the validation phase but also very importantly to ensure sustainability of the project by promoting the B-CAPP Academy.

Form hash code: EEA3F42368027617

This form has been submitted on: 2016-03-31 11:34:09. Status: OK (1354043).

EN



**J. Project Summary**

Please provide a short summary of your project. Please recall that this section [or part of it] may be used by the European Commission, Executive Agency or National Agencies in their publications. It will also feed the Erasmus+ dissemination platform.

Be concise and clear and mention at least the following elements: context/background of project; objectives of your project; number and profile of participants; description of activities; methodology to be used in carrying out the project; a short description of the results and impact envisaged and finally the potential longer term benefits.

In view of further publication on the Erasmus+ dissemination platform, please also be aware that a comprehensive public summary of project results will be requested at report stage(s). Final payment provisions in the contract will be linked to the availability of such summary.

**CONTEXT**

**CHALLENGES FACED BY THE FURNITURE SECTOR (NACE CODE 36)**

The furniture sector makes a significant contribution to the EU economy. It provides 1.08 million jobs, in close to 124.000 enterprises, mainly micro and small sized, with a turnover of €90 billion. The sector faces significant challenges as it was hit hard by the financial crisis and has not yet recovered. Since 2007 the number of companies dropped down notably, 280.000 job were lost and the turnover decreased by 34%. Also, imports, coupled with additional pressures from low wage economies, creates additional pressure.

**SOLUTION:** Using the Internet as a sales channel to increase revenues from cross-border sales.

**OBJECTIVES**

BOSS4SMEs will develop the European Furniture Sector through development of the Online Sales Manager profile, a professional capable of devising e-Commerce strategies for increasing revenues from cross-border sales through utilisation of the Internet as a sales channel. The project targets SMEs from furniture and household sector (furniture and household manufacturers & retailers) as it is a dynamic sector in countries like Spain and Italy retaining a high number of jobs and needs to be supported and boosted. The profile and consequent competences in Europe are still underestimated, while the present e-Commerce environment can facilitate substantial growth.

**PARTICIPANTS**

The partnership comprises 6 partners and an associate social partner:

1. CENFIM, a furniture and household innovation and training centre will lead the project and guide the e-commerce contents preparation
2. AMUEBLA, a furniture employers association –mainly upholstery furniture companies- will coordinate the pilot course and be in charge of dissemination to companies
3. CCS, an educational software and content provider who will guide the partners in the preparation of the content, re-purpose the content and deliver it in a proven Learning Motivation Environment capable of engaging learners to the learning process (Project Output 3).
4. Europea Merchant, an ECVET expert training organisation and consultancy with expertise also in quality assurance of E&T projects who will guide the activities for the methodological framework and supporting ECVET tools (Project Output 1).
5. AMIC, a furniture companies association –mainly cabinet and bedroom furniture companies- will collaborate in pilot course and will be in charge of EU dissemination to stakeholders
6. DANMAR, a vocational training organisation in the field of Information Technology and developer of e-learning and customised ICT solutions will guide activities for the implementation of a "Strategy Genie" (Project Output 2).

Associate Partner: UEA - European Furniture Manufacturers Association

**METHODOLOGY**

The BOSS4SMEs will deliver a complete training program on cross-border e-Commerce for furniture sector SMEs. The project methodology can be summarized as follows:

- Make a comparative analysis from a critical viewpoint of the current state of play in e-Commerce practices of furniture sector in the partner countries (analysed at proposal level initially) and identify the winning practices from furniture sector SMEs from countries topping the e-Commerce charts in terms of cross-border sales
- Validate the needs of furniture SMEs from the partner countries in relation to knowledge and skills for implementing the winning practices and identify and describe the learning outcomes for the Online Sales Manager
- Elaborate a training methodology and a set of e-Commerce strategies for the furniture sector SMEs
- Devise the list of actions to be implemented by the SMEs for materialising each of the strategies
- Design and develop the Online Sales Manager (OSM) course to support the implementation of the actions



- Localise the strategies, actions and content
- Implement the ECVET tools
- Design the e-Commerce Genie to facilitate the personalisation of the e-Commerce strategies at individual SME level and deliver the actions for materialising each strategy
- Deploy, set-up and configure the Learning Motivation Environment.
- Re-purpose and integrate the content as interactive multimedia resources for skills retention
- Train a number of appointed instructors/trainers to the methodology, course and delivery tools
- Organise pilots
- Process results

#### RESULTS

- Online Sales Manager Training Content
- ECVET supporting tools
- e-Commerce Strategy Genie
- BOSS4SMEs Learning Motivation Environment
- BOSS4SMEs Academy

#### LONG TERM BENEFITS

- Improvement of VET providers offer for e-Commerce in furniture
- Improvement of companies' sales performances increasing their e-Commerce cross-border capabilities
- Improvement of companies' capacity to respond to new consumers trends
- Increase in EU companies competitiveness in world markets and answering to competitive threats coming from low-costs countries producers
- Stimulating high qualified profiles and helping the EU achieve a higher rate of active population in ICT economy.



**J.1. Summary of participating organisations**

PIC of Organisation	Name of the Organisation	Country of the Organisation
989531824	CENTRE DE DIFUSIO TECNOLOGICA DE LA FUSTA I DEL MOBLE DE CATALUNYA	Spain
950559843	ASOCIACION EMPRESARIAL DE FABRICANTES DE MUEBLES Y AFINES DE LA REGIÓN DE MURCIA	Spain
949374600	CrystalClearSoft Anonymos Etaireia Parochis Ypiresion Logismikou	Greece
948939458	Eurocrea Merchant Srl	Italy
950580407	Associacio Agrupacio Moble Innovador de Catalunya	Spain
942704589	Danmar Computers sp z o.o.	Poland
Total number of participating organisations		6



**J.2. Budget Summary**

PIC of Organisation	Transnational Project Meetings	Intellectual Outputs	Multiplier Events	Learning/Teaching/Training Activities				Special Needs	Exceptional Costs	Total
				Travel	Individual Support	Linguistic Support	Exceptional Costs (Overseas Countries and Territories Travel Costs)			
989531824	4970.00	36100.00	5000.00	550.00	1000.00			2250.00	49870.00	
950559843	2485.00	13940.00	8000.00	550.00	1000.00				25975.00	
949374600	3245.00	34340.00	4000.00	720.00	4000.00			3375.00	49680.00	
948939458	1725.00	25880.00	4000.00	550.00	7000.00			3375.00	42530.00	
950580407	2485.00	13940.00	3000.00	550.00	4000.00				23975.00	
942704589	3450.00	20760.00	4000.00	550.00	5000.00			2250.00	36010.00	
<b>Total</b>	<b>18360.00</b>	<b>144960.00</b>	<b>28000.00</b>	<b>3470.00</b>	<b>22000.00</b>			<b>11250.00</b>	<b>228040.00</b>	
<b>Project Management and Implementation</b>									<b>42000.00</b>	

**J.2.1. Project Total Grant**

Grant Calculated	270040.00
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## K. Checklist

Before submitting online your application form to the National Agency, please make sure that it fulfils the eligibility criteria listed in the Programme Guide and check that:

- you have used the official Key Action 2 application form.
- all relevant fields in the application form have been completed.
- you have chosen the correct National Agency of the country in which your organisation is established.
- the application form has been completed using one of the official languages of the Erasmus+ Programme Countries.
- you have annexed all the relevant documents:
  - the Declaration of Honour signed by the legal representative mentioned in the application.
  - the mandates of each partner to the applicant signed by both parties (recommended).
  - the timeline for the project activities and outputs using the template provided.
- all participating organisations have uploaded the documents to give proof of their legal status in the participants' portal (for more details, see the section "Selection Criteria" in Part C of the Programme Guide).
- for grants exceeding 60 000 EUR, you have uploaded the documents to give proof of your financial capacity in the participants' portal (for more details, see the section "Selection Criteria" in Part C of the Programme Guide). Not applicable in the case of public bodies or international organisations.
- you are complying with the deadline published in the Programme Guide.
- you have saved or printed the copy of the completed form for yourself.



## L. Data Protection Notice

### PROTECTION OF PERSONAL DATA

The application form will be processed electronically. All personal data (such as names, addresses, CVs, etc.) will be processed in pursuant to Regulation (EC) No 45/2001 on the protection of individuals with regard to the processing of personal data by the Community institutions and bodies and on the free movement of such data. Any personal data requested will only be used for the intended purpose, i.e.:

- In the case of grant application forms: the evaluation of your application in accordance with the specifications of the call for proposals, the management of the administrative and financial aspects of the project if selected and the dissemination of results through appropriate Erasmus+ IT tools. For the latter, as regards the details of the contact persons, an unambiguous consent will be requested.
- In the case of application for accreditation forms: the evaluation of your application in accordance with the specifications of the call for proposals,
- In the case of report forms: statistical and financial (if applicable) follow-up of the projects.

For the exact description of the collected personal data, the purpose of the collection and the description of the processing, please refer to the Specific Privacy Statement (see link below) associated with this form.

[http://ec.europa.eu/programmes/erasmus-plus/documents/epluslink-eforms-privacy\\_en.htm](http://ec.europa.eu/programmes/erasmus-plus/documents/epluslink-eforms-privacy_en.htm)



**M. Declaration of Honour**

To be signed by the person legally authorised to enter into legally binding commitments on behalf of the applicant organisation.

I, the undersigned, certify that the information contained in this application form is correct to the best of my knowledge. I put forward a request of an Erasmus+ grant as set out in section BUDGET of this application form.

Declare that:

- All information contained in this application, is correct to the best of my knowledge.
- In the case of projects in the field of youth, the participants involved in the activities fall in the age limits defined by the Programme.
- The organisation I represent has the adequate legal capacity to participate in the call for proposals.

EITHER

The organisation I represent has financial and operational capacity to complete the proposed action or work programme

OR

The organisation I represent is considered to be a "public body" in the terms defined within the Call and can provide proof, if requested of this status, namely:

It provides learning opportunities and

- Either (a) at least 50% of its annual revenues over the last two years have been received from public sources;
- Or (b) it is controlled by public bodies or their representatives

I am authorised by my organisation to sign Community grant agreements on its behalf.

Certify that (in case the grant requested exceeds 60 000€):

The organisation I represent:

- is not bankrupt, being wound up, or having its affairs administered by the courts, has not entered into an arrangement with creditors, has not suspended business activities, is not the subject of proceedings concerning those matters, nor is it in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- has not been convicted of an offence concerning its professional conduct by a judgment which has the force of 'res judicata';
- has not been guilty of grave professional misconduct proven by any means which the National Agency can justify;
- has fulfilled its obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which it is established or those of the country where the grant agreement is to be performed;
- has not been the subject of a judgment which has the force of 'res judicata' for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Communities' financial interests;
- it is not currently subject to an administrative penalty referred to in Article 109(1) of the Financial regulations (Council Regulation 966/2012).

Acknowledge that:

The organisation I represent will not be awarded a grant if it finds itself, at the time of the grant award procedure, in contradiction with any of the statements certified above, or in the following situations:

- subject to a conflict of interest (for family, personal or political reason or through national, economic or any other interest shared with an organisation or an individual directly or indirectly involved in the grant award procedure);
- guilty of misrepresentation in supplying the information required by the National Agency as a condition of participation in the grant award procedure or has failed to supply this information.

In the event of this application being approved, the National Agency has the right to publish the name and address of this organisation, the subject of the grant and the amount awarded and the rate of funding.

Commit:



- my organisation and the other partner organisations herein, to take part upon request in dissemination and exploitation activities conducted by National Agencies, the Executive Agency and/or the European Commission, where the participation of individual participants may also be required.

I acknowledge that administrative and financial penalties may be imposed on the organisation I represent if it is guilty of misrepresentation or is found to have seriously failed to meet its contractual obligations under a previous contract or grant award procedure.

Place: Date (dd-mm-yyyy):

Name of the applicant organisation:

Name of legal representative:

Signature:

National ID number of the signing person (if requested by the National Agency):

Stamp of the applicant organisation (if applicable):





**O. Submission**

Before submitting the form electronically, please validate it. Please note that only the final version of your form should be submitted electronically.

**O.1. Data Validation**

Validation of compulsory fields and rules

**O.2. Standard Submission Procedure**

Online submission (requires internet connection)

Submitted	YES
Submission ID	1354043
Submission date (Brussels, Belgium Time)	2016-03-31 11:34:09
Hash code	EEA3F42368027617

**O.3. Alternative Submission Procedure**

If you cannot submit your form online you can still do it by sending an email to your National Agency within the 2 hours following the official deadline. The email must contain the complete electronic form and any file attachments you wish to send. You must also attach a snapshot of section "Submission Summary" indicating that this electronic form could not be submitted online. Your National Agency will analyse your situation and provide you with further instructions.

**O.4. Submission Summary**

This table provides additional information (log) of all form online submission attempts, particularly useful for the National Agencies in case of multiple form submissions.

Number	Time	Form Hash Code	Submitted	Description
1	2016-03-31 11:34:09 (Brussels, Belgium Time)	EEA3F42368027617	YES	Your submission was successful. Submission ID: 1354043

**O.5. Form Printing**

Print the entire form