

#Mentor4WBL@EU

I.O.8: Exploitation Report

EMPOWERING EU IN-COMPANIES' MENTORS

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Authors	Ilias Georgopoulos, Stavros Iliadis & Maria Pagousi (IME GSEVEE), Jennie Kallergi (DIEK Egaleo), Didier Blanc (EFCoCert), Florence Le Lann (ViaSyst), Prof. Reza Ziarati & Sherida Walker (C4FF), Yaman Erzurumlu, Selcuk Tuzcuoglu, & Ahmet Beskese (BAU) Maria Bartsoka & Aikaterini Gioka (OAED)
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Acknowledgments and Disclaimer

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Ethical Statement for Intellectual Output 8 "Exploitation Report"

We testify on behalf of all co-authors that our report submitted for the current Intellectual Output of the #Mentor4WBL@EU Project is compliant with the rules of the relevant managing authority and EU guiding rules.

All authors declare that:

- 1. this material has not been published in whole or in part elsewhere;*
- 2. all the material used follows the appropriate referencing rules and conventions;*
- 3. the manuscript is not currently being considered for publication in academic journals or projects' deliverables;*
- 4. all authors have been personally and actively involved in substantive work leading to the Output, and will hold themselves jointly and individually responsible for its content.*

Date:

Corresponding author: Maria Bartsoka

Summary

The Exploitation Report investigates the appropriate activities and initiatives that should be implemented after the end of the project in order to ensure the sustainability of #Mentor4WBL@EU results. Moreover, it provides guidelines for further exploitation and capitalization of the project's outputs and aims to reach and inform all interested parties and stakeholders involved in apprenticeships & internships as far as the use of well trained and qualified in-company Mentors is concerned. Furthermore, the proposed Exploitation report contains actions for the proper implementation of project's exploitation strategy. It also proposes the appropriate exploitation activities, in order to maximise the impact of the project's results among all VET stakeholders involved in WBL at national and European level.

In the report, the main findings of the Market Integration Survey about the use of in-company Mentors at apprenticeship schemes of EPAS are presented as well as the proposals of all partners are recorded for the further exploitation of the project's products in the four involved countries (Switzerland, Greece, Turkey, UK), according to KER's methodology. Finally, in terms of capitalization, it would have great value to explore in which way the project's outcomes can be exploited by policy makers, social partners, public authorities and VET providers at national and European level and how they can be used in favour of end-users and VET beneficiaries.

Keywords: Exploitation report, project's results capitalisation, qualified in-company Mentors, upgrade of VET, reskilling of in-company trainers.

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Abbreviations

C4FF	Centre for Future Factories
EU	European Union
IO	Intellectual Output
ISO	International standards Organisation
Mentor4WBL@EU	Mentorship Evaluation aNd Training in Organizations for Work-Based at European Union
SME(s)	Small and Medium Enterprise(s)
VET	Vocational Educational and Training
UK	United Kingdom
WBL	Work-Based Learning

Introduction

Exploitation is referred to by the European Commission as¹:

“The utilisation of results in further research activities other than those covered by the action concerned, or in developing, creating and marketing a product or process, or in creating and providing a service, or in standardisation activities.”

The meaning of the word “results” in this context is broad, and refers to “any tangible or intangible output of the action, such as data, knowledge and information whatever their form or nature, whether or not they can be protected, which are generated in the action as well as any attached rights, including intellectual property rights”.

Erasmus+ considers the activities to disseminate and exploit results from KA2 projects, as an important and integral part of the programme. Enhanced dissemination and exploitation are considered strategic matters for the success of Erasmus+ and for the achievement by the programme of sizeable economic, social and environmental impacts. For this reason, #Mentor4WBL@EU project has planned to produce a Report for the further Exploitation of project’s results showing how the partners intend to communicate and use the results of the project, both during and beyond its execution.

Exploitation of #Mentor4WBL@EU project results in the post-project phase is described and planned in this document. The document is based on a market survey of business needs from organisations that are potential users of the #Mentor4WBL@EU technology and from the partners’ own visions and ideas for re-use of the results of #Mentor4WBL@EU.

The development of the Exploitation Report was a joint effort of the entire #Mentor4WBL@EU consortium. OAED was the responsible partner to:

- Develop the structure of the Exploitation Report,
- Conduct the market study as well as the review and analysis of inputs contributed by the wider consortium.

¹ http://ec.europa.eu/research/participants/portal/desktop/en/support/reference_terms.html

- Finalise the Exploitation Report based on the previous feedback

IME GSEVEE, as the lead partner of the project, has the responsibility to synthesize the different exploitation approaches proposed by the project's partners by designing a total exploitation strategy of #Mentor4WBL@EU project's results products which includes a mix of different but in any case, complementary exploitation activities for each participating country based on their different business and labour environments.

Finally, all partners contributed to the development of the project's exploitation strategy and activities depending on the nature of the specific project's results and activity at national and European level.

Chapter 1 Project overview

1.1. The consortium

In #Mentor4WBL@EU the consortium is composed by the following partners which are experienced in EU-projects and developed the project's deliverables:

- **IME GSEVEE**, Hellenic Confederation of Professionals, Craftsmen and Merchants (GSEVEE) represents employers in micro, small and medium enterprises and self-employed professionals in manufacturing, trade and service business sectors. It is a social partner and the largest employer organization in Greece. The Small Enterprises' Institute of the Hellenic Confederation of Professionals, Craftsmen and Merchants (IME GSEVEE), the project's Lead partner, operates, on behalf of GSEVEE, as a consultancy body and an observatory for policies, on economic and social affairs and issues of interest for small enterprises, following and assessing the results and outcomes of the initiatives and programmes carried out. It's a non-profit organization, established in 2006 which carries out studies and surveys, diffuses knowledge and information and provides support services, focusing on the micro and small enterprises that operate in the fields of manufacture, services and commerce of the Greek economy.
- **EFCoCert** is a Swiss Foundation created in June 2014, in the context of a European project to ensure sustainability and certification of exploitation schemes. EFCoCert expertise and know-how is to develop and operate ISO 17024 compliant competence certification schemes for non-regulated professions in Europe to provide concerned people a recognition and validation of their non-formal and informal learning.
- **Viasyst** is an IT company that designs, develops, and operates as SaaS (Software as a Service) dematerialized IT solutions for operating: E-learning platform and pedagogical engineering, personal competence certification schemes, Management system certification schemes. ViaSyst assists and secures scheme owners in ensuring and monitoring their schemes' implementation consistency and integrity. ViaSyst assists

training providers in providing e-learning platform able to support various type of learning contents respecting various training pedagogical methods.

- **C4FF** (Center for Factories of the is an SME with RTD capacity based in Coventry (UK). C4FF is the instigator of the Factories of the Future projects in the UK and supported similar developments in the EU. C4FF has an established reputation for developing novel manufacturing systems and software for factory management, including for lean practices. They also have many years of experience in ICT and Manufacturing research and development, as well as instrumentation and control projects.
- **Bahcesehir University** is a higher education institution dedicated to teaching, research and excellence. BAU aims to educate the workforce of future, people who have competence in specific subjects by also having an inquiring mind and a critical thinking mindset. The University is sensitive to local and global issues; achieve international standards, contribute to scientific to scientific, technological and cultural knowledge.
- **DIEK Aigaleo** is a public vocational education and training institution aiming at providing its students and accomplishing the highest level of quality courses as a VET provider. It is one of the oldest and the biggest post-secondary VET provider in Greece. It delivers vocational training for working students. These are secondary school graduates who did not accomplish to continue their studies at university level and preferred to attend vocational training at a post-secondary education level. Among them there are adults as well as graduates who wish to change their career or to add more skills for a better professional advancement.
- **OAED**, the IO8 Coordinator, is the Hellenic Public Employment Service (PES). In the field of VET it operates 50 Apprenticeship Vocational Schools (EPAS) and 30 Vocational Institutes (IEK) all over Greece. OAED has successfully transferred in Greece the Central European apprenticeship system which combines in-class vocational education with on-the-job training and is the main apprenticeship provider at national level, since 1952. It's educational policy is designed in cooperation with social partners who participate in the Administrative Board, as well as trade associations and chambers, according to the needs of the local labour market. Annually 7.500-8.000 students are enrolled in Apprenticeship programs implemented by EPAS.

1.2 Main Aims and Activities of the project

#[Mentor4WBL@EU](#) project aims at developing a specific procedure in the selection, the induction, the e-training and certification of in-company mentors in Work Based Learning (WBL). The project's target was the creation of a specific route for the evolution` and recognition of high-quality skills and competences as well as the implementation of an open and innovative procedure which combines e-courses and certification scheme and leads into the professional development of WBL mentors involved in apprenticeship and internship schemes.

Regarding the as-is-situation, it is estimated that in most European countries In-company WBL mentors lack standardized support and guidance which will set the expectations and boundaries clarifying and ensuring their successful contribution in the learning process during on-the-job training in Apprenticeship and Internship schemes.

Based on the above, there is a significant need for the development of standards and qualifications identifying certain knowledge, skills and competences providing adequate assessment that will lead to valid certification ensuring quality in-company WBL mentorship by enterprises providing apprenticeships and internships.

Specifically, “#Mentor4WBL@EU” project aims to:

- develop ECVET compliant qualifications for trans-sectoral vocational skills, knowledge and competences necessary for qualifying high quality in- company WBL mentorship
- boost the skills of in- company WBL mentors, while recognising prior learning which is now underdeveloped and non-qualified, through on-line training based on innovative learner-centred approaches incorporating the use of ICT
- develop VET business partnerships for ensuring labour market relevance through high quality WBL provision from companies and accessibility to continuing VET learning
- enhance, through a European certification scheme for workplace mentors based on a European skill card for mentors, transparency, recognition and validation of skills and qualifications via innovative e-assessment methods through the development of an online platform dedicated to competences examination
- enhance prior learning facilitating the transition from education to work.

More specifically the project's main intellectual outputs/deliverables (IO's) are:

1. The development of the Course Design for apprenticeship and internship in-company WBL mentors: Course for the training of apprenticeship & internship in-company WBL mentors, defining best practices concerning courses for in-company mentors and developing a competence matrix included the main skills needed to be acquired by an in-company mentor.
2. Syllabus for apprenticeship and internship in-company WBL mentors (IO2): Syllabus for the training of apprenticeship & internship in-company WBL mentors defining the main educational needs of in-company mentors, the specific learning outcomes to be acquired by trainees during the course. Moreover, the main prerequisites the course should have, & a methodology for the allocation of ECVET points & the grading of each component of the course.
3. The Certification scheme for workplace mentors (IO3): Certification scheme for in-company mentors based on ISO 17024 directives including all the necessary preconditions for the certification of in-company mentors, namely the requirements of the Certification Bodies in order to participate in the procedure, the main characteristics of the examiners, the examination process itself and the attained certification.
4. The Assessment Development for apprenticeship and internship in-company WBL mentors (IO4): Assessment procedure for the validation of apprenticeship & internship in-company WBL containing a fully assessment system for the in-company mentors course and specific ECVET points for the assessment of outcomes of individuals learning experience.
5. The E-Course Development for apprenticeship and internship in-company WBL mentors (IO5): 65 hours synchronous and asynchronous e-course training via Moodle e-learning platform (based on the initial Moodle platform developed by OAED for INNAPPRENET) for apprenticeship & internship in-company WBL mentors, aiming to provide specific training for the WBL mentors combining synchronous and asynchronous e-learning and self-assessment methods.
6. The IT competence certification platform (IO6): IT competence certification platform by adapting and transposing the existing EFCOCERT/Viasyst IT platform for remote competence certification of the WBL mentors.

7. Test Report and Optimization of project's products (IO7): Testing of the training course & of the certification scheme in selected users (candidates and examiners) based on specific criteria and after an open invitation. Moreover, a beta field test of the certification scheme has been organised by the relevant task leader (EFCoCert) by involving 2 certification bodies.
8. Exploitation Report (IO8) which defines the further steps of the project, mainly after its completion for further capitalisation of the project's outcomes.

1.3 Project's Target Groups

The Project's Target Groups and beneficiaries are the following:

- Candidate mentors
- In-company trainers in apprenticeships and internships
- SME's, micro and large companies that offer apprenticeship and internship positions
- Self-employed persons who are interested in mentoring
- Social partners and chambers (at central and local level)
- Sectoral and local employers' associations
- VET and Apprenticeship Schools and Institutes (e.g., EPAS OAED, IEK EPAL Post-secondary class),
- Ministries of Education and Labour (policy makers)
- Apprentices, interns and mentees in general
- Other public or private entities such as research Institutes, Universities etc.

Chapter 2 IOs' Objectives and Implementation

Methodology

The main output of IO8 is the Project's Results Exploitation Report. It provides guidelines for further exploitation and capitalization of the project's outputs and outcomes. It aims to reach and inform all interested parties and stakeholders involved in WBL (apprenticeships & internships) within the human performance technology field.

The Exploitation Report:

- helps all partners to decide on further action and develop specific exploitation activities.
- contains actions for the proper implementation of project's exploitation strategy.
- appeals to possible target audience, beneficiaries and stakeholders.
- proposes the appropriate exploitation activities, in order to maximise the impact of the project's results among all VET stakeholders involved in WBL

The IO8 includes exploitation activities that will take place during and after the implementation of the project.

2.1. Implementation Methodology

OAED is responsible for the development and coordination of the Exploitation Report in collaboration with IME GSEVEE, the lead partner, and all partners who are also involved in the design of the exploitation activities, in order to ensure the dissemination of the project's results to other national and European stakeholders.

In this concept, the implemented methodology of the Exploitation report included the following phases, as described in the following flowchart (Figure 1):



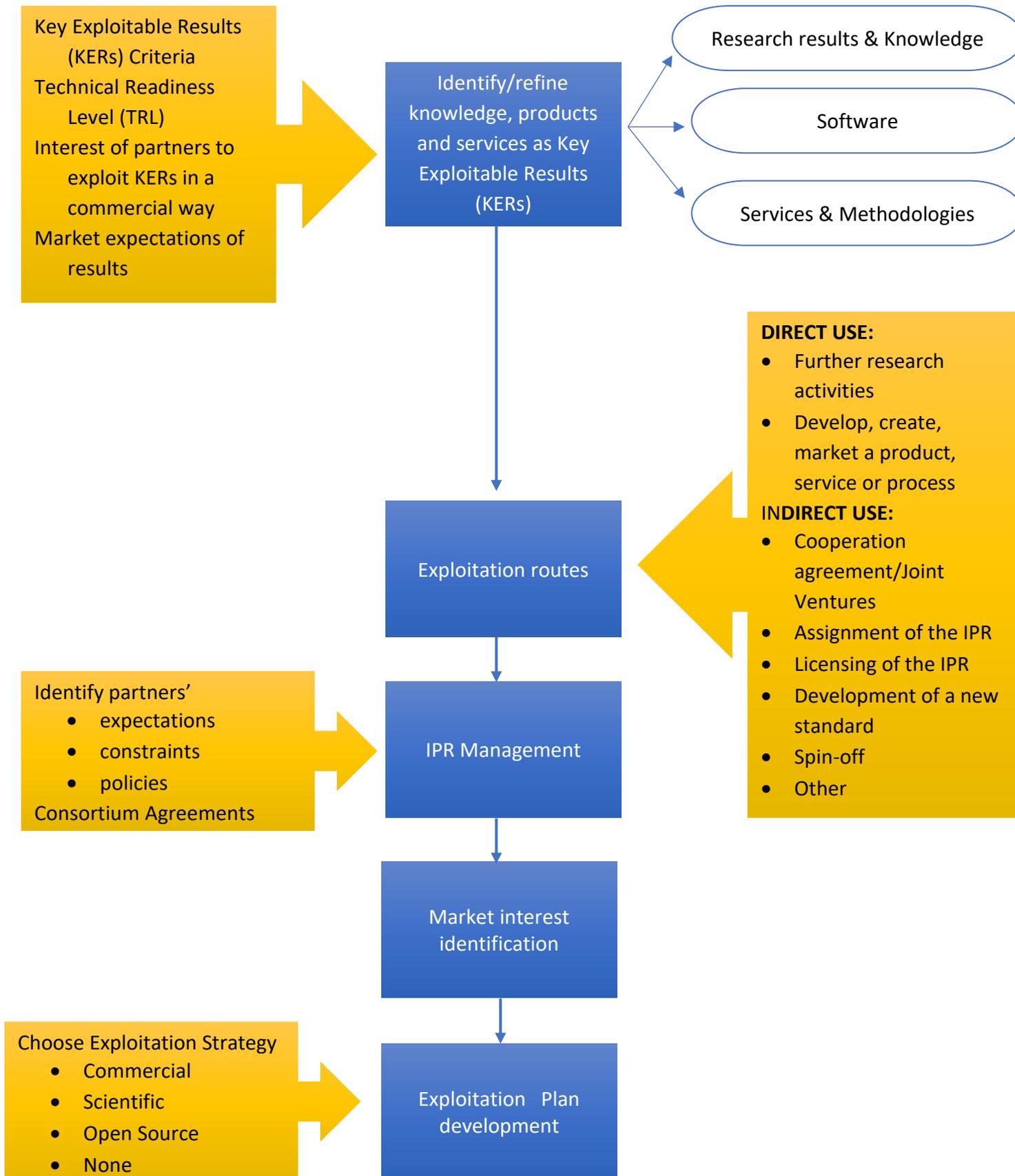


Figure 1 IO8 methodology flowchart

Phase 1:

A brief survey was conducted among partners as a tool to summarise ways, methods, plans, interests, proposed practices and actions that could be implemented in order to better exploit the project's products in the future. Key Exploitable Results (KERs) Identification method was used to identify possible exploitation routes suggested by partners. Three (3) templates were used as recording tools of further exploitation possibilities of the project's outcomes according to the market interest in the partners' countries (Greece, UK, Turkey and Switzerland) – See Appendices A,B, and C.

Phase 2:

OAED also ran a survey for in-company WBL mentoring schemes integration interest – an Exploitation Questionnaire (See Appendix D) - which was addressed to a selected number of companies involved in apprenticeship or internship schemes, aiming to monitor their views as far as launching of trained and certified Mentors/In company trainers is concerned at national level.

Four OAED's Vocational Apprenticeship Schools (EPAS) participated into the survey and a number of selected companies gave their feedback on the use of trained and certified in-company mentors in WBL, as described in Chapter 3.

Phase 3:

Based on the above data, OAED developed the first draft of the Exploitation Report which included the necessary activities for the capitalisation and dissemination of the project's products.

Phase 4:

The main objectives and activities of the Exploitation Report were presented by OAED during the 3rd on-line multiplier event, organised by OAED on 3rd of November 2020. There was also a reference to the target groups that can possibly be benefited by the project's e-training course and certification, the benefits of launching in-company mentors for micro and SME's companies and for the apprentices and interns,

Moreover, a draft version of the “survey for in-company WBL mentoring schemes integration interest” addressed to companies in order to track their views and record their input regarding the use of WBL mentors in VET schemes was also presented by OAED.

Subsequently, the pre-final version of the Exploitation Report was presented by OAED during:

- The on-line Transnational Final Conference organized by IME GSEVEE at 18th of January 2021,
- 2 specific on-line meeting among partners took place at 21st & 27th of January 2021.
- 1 bilateral online meeting with the National Organisation for the Certification of Qualifications & Vocational Guidance (EOPPEP) in Greece took place at 29/01/2021.

During the above-mentioned meetings and events all partners and relevant stakeholders made their comments on the proposed Exploitation Report taking also into consideration the results of the project's pilot test phase (IO7).

Moreover, all partners proposed other further exploitation activities that could take place in their countries in the direction of investigating possibilities for further capitalisation and commercialisation of the project's outcomes in the future. It was also mentioned that in some participating countries (Switzerland, UK) the institution of WBL mentoring already exists while in other countries such as Greece and Turkey, launching qualified in-company mentors or trainers in apprenticeships and internships would be innovative. Certainly, it would contribute to the improvement and standardisation of quality in WBL and have benefits for both mentees and SME's involved in VET and Apprenticeship schemes.

As mentioned before, the above partners' views on the further exploitation and commercialization of the project's results at their countries were recorded on KERs templates (See Appendix E).

Finally, based on the above partner's contributions and survey's findings, OAED proceeded to the finalization of the Project's Exploitation Strategy, as described in Chapter 4, and Project's Exploitation Activities as described in Chapter 5 of this Intellectual Output.

Chapter 3 Main Findings of the Market

Integration Survey

OAED as the main Apprenticeship provider at national level so far, conducted a survey for in-company WBL Mentor integration interest. A questionnaire was developed and addressed to a selected number of companies which are involved or have been involved in apprenticeship or internship schemes aiming to monitor their views as far as launching of trained and certified Mentors/In company trainers is concerned. More concretely, the main goal of the survey was to collect data in the context of recording and evaluating companies views about the benefits of the use of in-company mentors/trainers and the difficulties that may arise from the implementation of mentoring in WBL.

Four OAED's Vocational Apprenticeship Schools (EPAS) participated into the pilot process (Galatsi, Aigaleo, Larisa and 1st EPAS Thessaloniki). 18 companies answered the questionnaire and gave their feedback on the use of qualified in-company mentors/trainers during on-the-job training.

It is worth mentioning the main results of the survey:

- The great majority of companies that participated into the survey (76%) have 1-10 employees (micro & SME's companies)

Number of Apprentices vs. Number of Employees

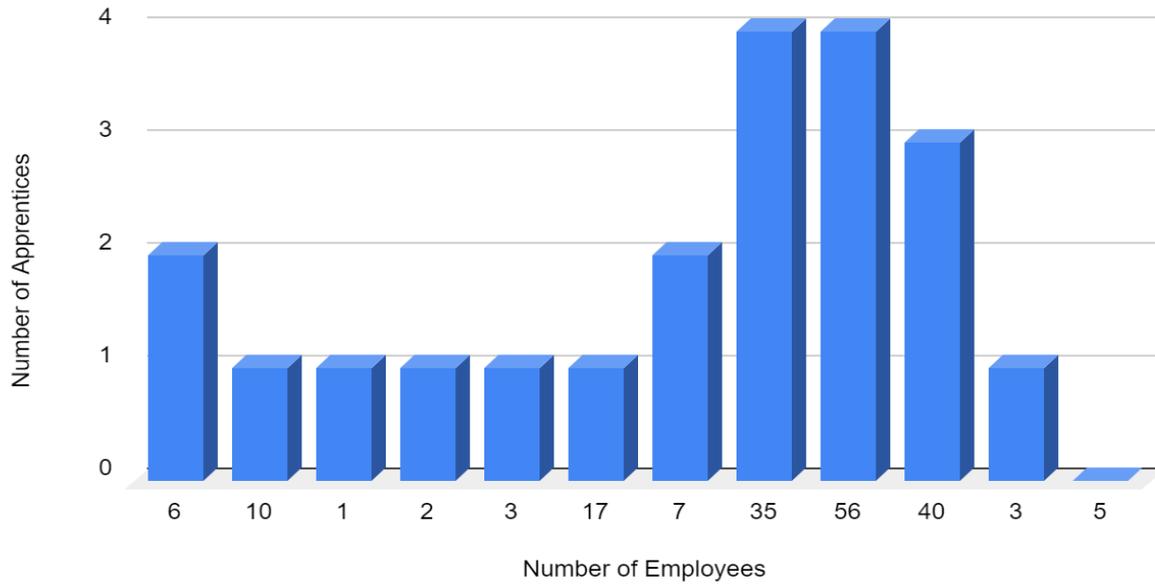


Figure 2 Number of employees in companies involved in Apprenticeship at EPAS

→ 67% of the employers are VET graduates themselves. It was something to be expected since many EPAS OAED graduates traditionally become self-employed persons and entrepreneurs.

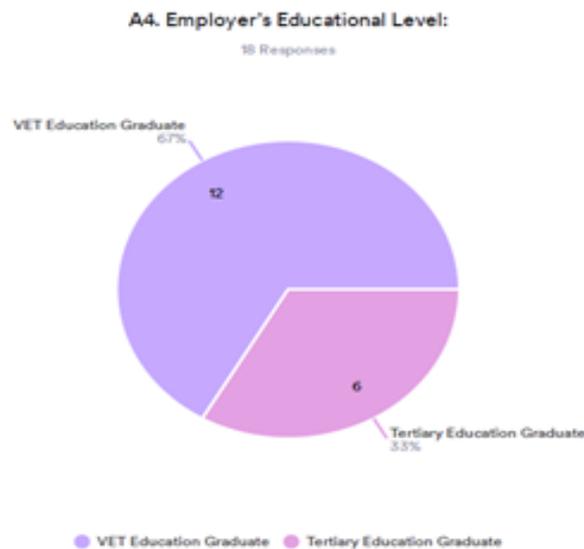


Figure 3 The Employer's Educational Level



→ The owner or manager of the company is, in most cases, actively involved in Work Based Learning (WBL). It was also expected as we have to do with owners of micro and SME's.

A10. Is the owner or manager of the company actively involved in apprenticeship or internship schemes (in WBL)?



Figure 4 Involvement of owner or manager in apprenticeship schemes?

→ 56% of the employers agree and 33% totally agree that the existence of a WBL Mentor is a crucial factor for quality apprenticeships.

- 50% of them do not believe that an external partner would be more effective in the role of Mentor in order to coordinate better the work of in-company trainers.
- At the same time 61% of the employers believe that a WBL Mentor should be chosen from the company's existing staff, probably because in this case he/she would have better knowledge of the company's culture and policy that could be transferred to apprentices.

B1. WHAT'S YOUR OPINION ABOUT WBL MENTOR? Please express your agreement or disagreement in the following statements:



Figure 5 Companies' opinion about WBL Mentors

→ As far as the position of the person who is in charge of monitoring on-the-job training of apprentices is concerned in most cases (39%) is an experienced employee or technician, 28% is the CEO, 28% the Head of Unit and 6% the Personnel Manager.

A11. The position of the person in charge of monitoring on-the-job training of interns/apprentices in the organizational chart of the company is:

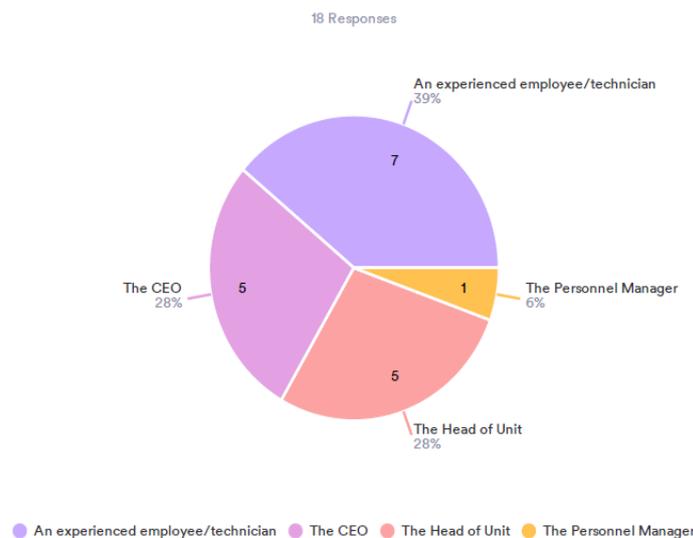


Figure 6 The position of the person in charge of monitoring on-the-job training of apprentices



→ 82% believe that close cooperation between WBL Mentor and VET school is essential.

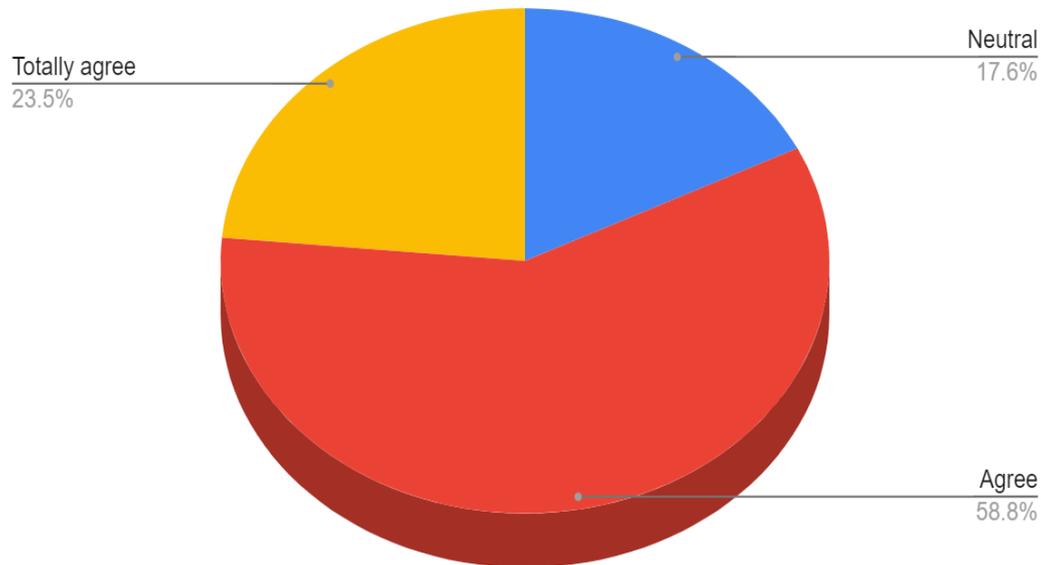


Figure 7 The in-company mentor must cooperate closely with the school in order to implement effectively WBL

- 56% agree and 22% strongly agree that the use of a well-trained and certified Mentor / in-company trainer is necessary to upgrade the Apprenticeship / Internship programs.
- 88% agrees that the in-company Mentor must have the appropriate training to provide quality mentoring to apprenticeships and internships.
- 66% estimates that the certification of the person who'll take on the role of Mentor is essential.
- Almost 90%) agree that the mentor acts as a role model for young apprentices and can inspire them as professionals but as personalities too.
- The vast majority (85%) state that they can't bear the cost of hiring a mentor, themselves which is fully justified as Greek companies are mainly micro, small and medium-sized and many of them family-owned. Apart from the companies' size, the economic crisis of the last decade as well as the outbreak of the pandemic, also play an important role in this statement.

- As a result of the above, 83% believe that companies should be subsidized (by the state, European Social Fund -ESF), to hire a mentor.
- Another obstacle that arises is that 50% of the participants fear that the obligatory use of WBL Mentors may burden the Apprenticeship with additional bureaucracy which probably they can't afford. Obviously, the lack or impossibility of universal use of technology should be taken into account here.
- Finally, 80% express their fear that it would be time consuming to integrate a WBL Mentor in their company implying that they don't have the luxury or are not willing to spend time for this task.

B2. BENEFITS AND DIFFICULTIES FOR COMPANIES LAUNCHING WBL MENTORS. Please state your degree of agreement or disagreement with the following statements:



Figure 8 Benefits and difficulties for companies launching WBL Mentors

From the above, it is concluded that Greek companies which take part into apprenticeship programs, realise and admit at a theoretical level the important role of Mentors/Trainers regarding the improvement of quality in WBL and Apprenticeships. They do care for the proper implementation of apprentices at their workplace since 67% of them have active involvement in WBL.

We must not forget that in our country there are many self-employed persons, who are personally involved in WBL of apprentices. It is assumed that the fact that the majority of the employers are very reluctant or unable to finance the innovative role of WBL Mentor/Trainer is closely related to the size of the companies involved in Apprenticeships and Internships.

It is also important that the vast majority of employers prefer to use as a mentor a person from the existing staff, either because they are more familiar with the company's concept, or they are aware of their professional experience, and also have knowledge of the specific characteristics of their business.

Chapter 4 Project's Exploitation Strategy

A coherent and well-structured strategy describing how to exploit the project results further is necessary in order to keep the #Mentor4WBL@EU knowledge, products and services alive after the end of the project. An Exploitation strategy in this sense is a plan or method for achieving our goals over time by describing how we want to go further with the #Mentor4WBL@EU products.

4.1. Exploitation Objectives

The main aim of the project is to improve the quality of Work Based Learning (WBL) by boosting the initial and continuous professional development of WBL mentor in apprenticeships & internships through their competence-based training with an open and innovative e-course and e-certification paving the way for their professionalization in EU. The recruitment of well trained and certified in-company mentors is expected to contribute to the upgrade of on-the-job training and to the re-skilling of WBL professionals as well while the transparency and recognition of the skills qualification of the in-company WBL mentor resulting from professional task-based learning outcomes will validate the quality of the WBL services provided and facilitate the in-company WBL mentors employability as well.

The above-mentioned project's objectives are closely connected with the following Horizontal and field-specific priorities of Erasmus+ programme as included in the project's proposal:

- Strengthening the recruitment, selection and induction of Educators
- Transparency and recognition of skills and qualifications:
- Introducing systematic approaches to, and opportunities for, the initial and continuous professional development of VET teachers, trainers and mentors in both school and work-based settings

Particularly, the main aim of #Mentor4WBL@EU project is the building of a specific procedure for the selection and induction of in- company mentors, participating in work-based learning (WBL), a parameter which constitutes a horizontal priority of Erasmus+ program.

In addition, the specific developed route for the evolution and recognition of high-quality skills and competences (horizontal), as well as, the implementation of an open and innovative procedure which combines e-courses and certification targeting in the professional development of WBL mentors (sectoral), constitutes two additional priorities of Erasmus+.

Moreover, the project contributes to the improvement / recognition, validation and transparency of the relevant competences including basic, transversal and soft skills together with digital skills leading to the education/training, assessment and certification for the work-based learning (WBL) mentors, by developing:

- a joint Qualification Profile for WBL mentors
- a European certification scheme for WBL mentors.
- an e-learning course structured in specific ECVET and EQF level compliant learning outcomes for WBL Mentors .
- an IT competence certification platform promoting the assessment of the necessary knowledge, skills and competences for WBL mentors.

In this context the main project's exploitation objectives are:

- Promote the institution of well trained and qualified in-company Mentor at national and European level as an innovative and effective WBL approach.
- Found the professionalization of mentors providing in-company WBL mentoring services to apprentices and interns.
- Attract new candidates to upskill and/or reskill to become qualified in-company WBL Mentors
- Motivate companies to be involved in the process of WBL Mentoring
- Develop guidelines for the appropriate implementation of the in-company WBL Mentoring to companies involved in apprenticeships and internships. At national level, OAED's training staff with its experience and expertise could be involved in this procedure.
- Develop relevant methods and tools for the assessment of WBL with the use of qualified in-company mentors in apprenticeship and internship schemes.

- Develop the professional profile of the in-company WBL Mentor at national level, according to the proposal of the lead partner GSEVEE (social partner).
- Promote the project's results to all relevant stakeholders in VET and policy makers at national and European level
- Examine national and/or EU funding for the pilot training e-course of in-company Mentors in apprenticeship schemes
- Continuously improve the training e-course and the e-certification scheme.

4.2 Target Audience and Beneficiaries

Target groups which will benefit from the use of the project's outcomes are :

- Enterprises that offer Apprenticeships and Internships (Micro, SME's, self-employed)
- Employees who are responsible for on-the-job training (in-company trainers)
- Professionals who wish to become trained and certified in-company Mentors
- Vocational Education and Training Providers
- Apprentices, Interns and Mentees in general
- Social partners and Chambers
- Policy makers (Ministries and VET organizations)
- VET teachers and trainers
- Certification bodies at national and European level
- Career Counsellors
- Local and Regional Authorities
- DG Employment and EU Organizations (Cedefop, European Foundation-ETF, European Alliance for Apprenticeship-EafA)
- National and European Economic and Social Committee

4.3 Exploitation Strategy

At national and European level, #Mentor4WBL@EU project, managed to achieve a significant level of innovative know-how procedures with the development of an open and innovative training e-course and e-certification for in-company mentors/trainers. Taking into consideration these very added-value project's results and based on the main findings and feedback from:

- a) the implemented survey for in-company WBL Mentor integration market interest

- b) the Key Exploitable Results (KERs) identification procedure took place among partners
- c) the 3rd Multiplier Event and the Final Conference and the specific meetings among the partners and other stakeholders.
- d) The project's pilot test phase (IO7).

The developed Exploitation Strategy aiming at the investigation of alternative possibilities for further exploitation of the project's results in order to assist consortium to decide on further courses of action and plan subsequent development, marketing and exploitation activities.

Moreover, the Exploitation Strategy aims to propose the most appropriate business model approaches at national and European level trying to identify a competitive advantage among several exploitation opportunities.

In terms of capitalization, it is essential to explore in which way the project's outcomes can be exploited by policy makers, social partners and VET providers and how it can be used in favour of end-users and other beneficiaries.

Taking into account that the as-is situation in Work Based Learning (WBL) and Vocational Education and Training (VET) differs among the project countries (Greece, UK, Switzerland and Turkey), as it was also noted in the Literature review of current practices for WBL Mentors in European countries, the developed Exploitation Strategy consisted of the following 4 main categories of activities:

- Demonstration and promotional activities of the most important exploitable project's results to other relevant stakeholders in order to be adopted by them.
- Networking activities in cooperation with other relevant VET stakeholders, social partners and public authorities in order to assure the transferability and sustainability of the main project's results.
- Adjusting of the main project's outcomes according to the national institutional framework and specific characteristics and labour market and business environment of each country
 - to all VET stakeholders at national and EU level the project's products.
- Influencing the relevant policy making decisions in VET and in Apprenticeships at national and European level.

Finally, in the case of Greece the profession of an in-company WBL Mentor doesn't typically exist so far, it's worth mentioning that according to the National Quality Framework for

Apprenticeship (Joint Ministerial Decision 26385/491 FEK B/20-2-2017), article 8 “Prerequisites for in-company trainers” it is foreseen that:

“The employer that participates into apprentices has to designate an in-company trainer whose name is mentioned in the Apprenticeship Contract. The WBL trainer must have attended a short and flexible training program focused on pedagogical content knowledge and skills. The program must be adjusted to the specific educational circumstances and should also be certified. The training program and certification of the trainers is carried out by sectoral bodies and chambers according to the program developed by OAE and the social partners in collaboration with scientific bodies and educational institutions. During the transitional stage which lasts until the creation of a register for certified trainers, short seminars will take place and education and training providers will be used at local level in order to improve the skills of the in-company trainers. The in-company trainer is the employer’s liaison with the VET school and must cooperate on a regular basis with the school.”

From the above legislative framework in Greece, it is assumed that the conditions are now mature for the formal introduction of the WBL mentor’s profession in the Greek labour market through:

- the development of the relevant Professional Profile for the in-company WBL mentors based on the developed Qualification Profile in the frame work of IO1.
- the re-skilling of existing experienced in-company or VET trainers in order to be evolved to WBL mentors capitalising the syllabus developed in the framework of IO2 and using the e-course developed in the framework of IO5
- the recognition of pro-existing or acquired skills for WBL mentors based on the competence certification scheme and IT platform developed in the framework of IO3 and IO6.

In this case, the role of in-company mentor will be crucial in order to promote the quality of WBL in combination with the above legislative quality assurance procedures in WBL (e.g., in-company training contents, Learning Agreement, wages and social insurance for apprentices and interns).

More specifically, apprentices and interns will become more qualified and acquire better vocational skills on the profession they have chosen, so future employees at companies, will be well trained professionals.

In addition, mentees will have more personalized coaching, support and professional guidance at workplace that will allow them to have more job opportunities.

Last but not least, we must take into account that the great majority of apprenticeship positions is offered by micro and SME's in Greece that can't afford to hire a mentor. As a result of this, re-skilling of the existing employees involved in apprenticeships/internships would have an added value for the improvement of quality in WBL.

Chapter 5 Exploitation Mechanisms and Activities

5.1. Exploitable project's results

The consortium in Mentor4WBL project has developed the following knowledge-based products and services:

- Best Practices Matrix classification tool
- Literature review of current practices,
- In-company WBL Mentor's profile,
- In-company WBL competence Matrix,
- In-company WBL Mentor's course design,
- In-company WBL mentor's course syllabus,
- In-company WBL mentor's ECVET compliant professional qualification, EU WBL Mentor 3000 Competence Certification Scheme,
- EU WBL Mentor 3001 Competence Certification Scheme,
- EU WBL Mentor 3024 Competence Certification Scheme,
- EU WBL Mentor test items bank,
- In-company WBL mentor's assessment process,
- In-company WBL mentor's training e-course,
- E-learning Platform for In-Company WBL Mentors,
- In-company WBL mentor's e-certification.

5.2. Exploitation mechanisms

It is obvious that the implementation of e-training courses for in-company Mentors and the use of well trained and qualified mentors in WBL requires the involvement and cooperation of companies, VET schools, social partners and other relevant bodies.

Thus, the ultimate exploitation of the project's products will be achieved in terms of partnership and collaboration of VET stakeholders both at national and European level.

In this point, we should emphasize that the possible market exploitation and commercialization of the project's products and especially of the e-training courses and the certification scheme of in-company mentors does not seem to have any appeal to the Greek market. From the employers' feedback we assume that there is no commercial interest as far as the project's products are concerned. At present, companies involved in Apprenticeships can't take up the economic burden of hiring well trained and qualified Trainers and Mentors, due to the existing economic and social conditions and COVID pandemic.

Micro and SME's which are the backbone of the Greek economy and are represented by GSEVEE (social partner), also provide most of the apprenticeship positions at OAED VET schools (EPAS). Therefore, they must be supported in their effort to upgrade the quality of WBL by public authorities.

Besides IME GSEVEE also estimates that at present there will be low level of interest for commercialisation of the project's results from Greek companies. At the same time is willing to launch in cooperation with Apprenticeship providers new training and consulting services dealing with WBL Mentoring.

In this direction IME GSEVEE took the initiative to organize a teleconference with the National Organisation for the Certification of Qualifications & Vocational Guidance (EOPPEP) in order to inform them about the project's outcomes. More specifically, the e-training platform for in-company Mentors was presented to EOPPEP and the certification scheme procedures at national level were examined in the direction of further exploitation of the project's results.

The meeting which took place with the presence of IME GSEVEE, DIEK Aigaleo and OAED, as mentioned above, was very fruitful. The development and certification of the professional profile for in-company Mentor/Trainer, was set, on behalf of IME GSEVEE as a social partner, and was also discussed thoroughly with EOPPEP. We must point out that the accreditation of the in-company Mentor profile would be very innovative and contribute to the upgrade of apprenticeship and internship schemes at national level, taking into account that the specific profession doesn't typically exist in Greece so far.

In this context, it's important that VET and Apprenticeship providers in collaboration with social partners and market stakeholders launch a pilot implementation in the use of trained and qualified in-company Mentors.

The launching the institution of qualified in-company mentors moves in the direction of encouraging micro and SME's involved in apprenticeships to contribute to the upgrade of WBL in favour of the apprentices. Companies could be motivated with financial and non-financial incentives (e.g., tax reduction or excellence awards for the companies that use trained mentors/trainers in apprenticeships and internships), in order to improve the skills and knowledge of mentors and trainers . Apprentices and interns will have more personalised on-the-job training, support and professional guidance that will allow them to have more job opportunities.

5.3. Exploitation Activities

The proposed Exploitation Activities are divided in the following two (2) categories:

Short Term Activities

The proposed short-term activities that will be implemented at national and European level to further exploit the project's outcomes include:

- The project's website will continue to be operating under the responsibility of IME GSEVEE for at least 3 years after the project is finalised.
- Launching an agreement among partners about the further exploitation of the project's results based on the conclusions of the Exploitation Report in order to. ensure the sustainability of the project's results (e.g., Commercial Setting for the Use of Assets owned by the other Parties, the roles and responsibilities of each party the revenue sharing framework, Limitations of Contractual Liability, Survival of Rights and Obligations, Expiration etc.)
- Disseminate and discuss the project's results with VET stakeholders and policy makers
- Inform all VET stakeholders (companies, social partners, chambers, public authorities) about the project's final deliverables (the e-learning platform, the training modules and the e-certification platform for in-company Mentors) and encourage them to adopt the results, after the end of the project
- Linking the project's website with VET schools and with the Ministries of Labour and Education

Medium Term Activities

Based on the findings from the Key Exploitable Results (KERs) identification procedure, different business model approaches for the further exploitation of the project's results are proposed per each participating country.

For this reason, the proposed medium-term activities differentiate per each participating country taking into consideration their specific characteristics of the national labour market and business environment, as follows:

→ **Greece**

The 3 project's partners from Greece (IME GSEVEE, OAED, DIEK Aigaleo) will implement the following activities:

- OAED in cooperation with the lead partner IME GSEVEE plan to implement a pilot e-training course for the re-skilling of in-company Trainers involved at EPAS apprenticeship schemes to become in-company WBL mentors.
- The re-skilling of 40 in-company trainers in order to transform them to WBL mentors. They will participate into the training courses that will last for 65 hours and take place via Moodle platform (<https://elearn.oaed.gr>) of #Mentor4WBL
- The training e-course will include the training contents of Modules 1 & 2 and the candidate mentors will be submitted to a final examination test. DIEK Aigaleo will also participate into the project contributing with its expertise and know-how on VET.
- A number of OAED's teachers (40) that audit and supervise WBL in Apprenticeship programs implemented by EPAS will also take part into the e-training courses.
- During the school year 2021-22 a pilot introduction of the above well-trained WBL Mentors will take place the companies involved in EPAS OAED Apprenticeship programs.
- A post-assessment of WBL pilot testing with the use of qualified Mentors will take place by the end of the 2022, in order to investigate whether their use had an added value for the improvement of the quality of on-the-job training.

→ **Switzerland**

EfCoCert and Viasyst proposes direct exploitation after the end of the project of the following key outcomes: EU WBL Mentor 3000 Competence Certification Scheme, EU WBL Mentor 3001 Competence Certification Scheme, EU WBL Mentor 3024 Competence Certification Scheme, In-

company Mentor's training e-course and In-company WBL mentor's e-certification. They also consider as possible market barriers the recognition by local authorities and local market bodies.

More specific, EfCoCert proposes a “WBL Mentor Competence certification Scheme-Scheme Owner Business Model” which is the classical and most efficient business model that aims to deploy the scheme through affiliated certification bodies. In this perspective, in order to bring field validation and to promote use of the certification scheme, personal certification bodies (PCBs) will be invited to:

“Review the design of the certification scheme manual by bringing comments based on all the experience already gained in the certification of people”

“Participate to the test of the online certification process”

The scheme owner business model is explicitly addressed at several places within the circulated, commented, and approved scheme documents – and no single comment did put it into question. EU WBL Mentor CCS impact. The EU WBL Mentor CCS reinforces the professional value, mobility and employability of WBL mentors on a European scale. Such a certification is the best way for WBL mentors to have their competences recognized in terms of providing professional WBL mentoring services and provide all guarantees of reliability thanks to ISO 17024 accredited third-party certification.

The availability of the EU WBL Mentor CCS throughout the EU is ensured by the applied scheme owner business model, in which the scheme owner contracts and monitors PCBs offering certification services against EU WBL Mentor CCS in any country demonstrating market demand. Potential scheme owners can be any authorized scheme owner shall comply with the ISO 17024 and WBL Mentor scheme requirements. Each partner has equal rights to apply as scheme owner, whereby authorisation and recognition lies within the consortium, a wide consensus being required. EfCoCert already has a scheme owner’s status, operational rules and provisions, and experience”. EfCoCert proposes an Intellectual Protection Rights (IPR) Agreement, too.

→ **United Kingdom**

As far as the market interest of key results are concerned, **Center for Factories of Future (C4FF-UK)** estimates that possible exploitation routes could include further research activities and projects, assignment of the IPR, joint ventures or/and spin-off.

C4FF, in the direction of further exploitation and commercialization of the project's outputs, after the end of the project, proposes an Intellectual Property Rights Agreement. According to it:

- a) All Consortium members have the intellectual property rights to the final products.
- b) All partners retain the right to disseminate and use the project platform for aims with no financial impact (no income generated from them).
- c) Each party agrees that the products will be used for further development in a new project and the coordinator will invite all the partners to take part in the new project.

Moreover, the terms and conditions in order to commercialise the products of the Mentor project in the future, are also foreseen in an IPR arrangement that could be set among partners. According to it, "any party, if it has a proposal to commercialise the products, will declare to the other parties what it requires the other party to do in order to carry out the sale. If any of the other parties is willing to undertake the work that needs to be done it will quote the cost price. The party undertaking the sale can either accept or reject the offer. In any case the party undertaking the sale will deduct all the costs from its sale price. Then, from the resultant profit will keep seventy per cent (70%) for itself and distribute the remaining thirty per cent (30%) among all the other parties equally.

In case the selling party accepts the offer from other party in order to get the work done, the said parties can liaise with each other to carry out the required tasks. This arrangement is applicable to all recurring transactions relating to the commercialisation of the products of the Mentor project".

→ **Turkey**

Bahcesehir University (BAU) expresses its interest for further capitalization of the in-company mentors e-training course, the e-platform and the certification scheme and estimates that the training course could be updated and used for local certification in Turkey. As far as EU WBL Mentor 3000, 3001 and 3024 Competence Certification Schemes are concerned, BAU states that collaboration with a local certification body will be necessary.

Long Term Activities

→ **EU level**

Finally, on **European level**, a transnational in-company Mentor Network will be established among the four participating countries (Greece, UK, Switzerland and Turkey). The main aim of this network will be the exchange of best practices and transfer of know-how in training and certification of

Mentors in Vocational Education and Training (VET). Moreover, it will assure a continuous feedback about the implementation of Mentor's outcomes in the 4 involved countries as well as the possibility of future collaboration in the field of WBL Mentorship.

Chapter 6 Conclusions

Based on the above-mentioned sections, #Mentor4WBL@EU project is an innovative project that can enhance the improvement and upgrade of Work Based Learning (WBL) in Apprenticeships and Internships. All partners contributed to the prospect to further exploit the project's outcomes in the future to VET stakeholders, beneficiaries and end-users.

In addition, the proposed exploitation activities could be implemented as a tool of further exploitation & capitalization of project's results, in order to:

- Promote the institution of well trained and qualified in-company Mentor at national and European level as an innovative and effective WBL approach.
- Found the professionalization of mentors providing in-company WBL mentoring services to apprentices and interns.
- Attract new candidates to upskill and/or reskill to become qualified in-company WBL Mentors
- Motivate companies to be involved in the process of WBL Mentoring
- Develop guidelines for the appropriate implementation of the in-company WBL Mentoring to companies involved in apprenticeships and internships. At national level, OAED's training staff with its experience and expertise could be involved in this procedure.
- Develop relevant methods and tools for the assessment of WBL with the use of qualified in-company mentors in apprenticeship and internship schemes.
- Develop the professional profile of the in-company WBL Mentor at national level, according to the proposal of the lead partner GSEVEE (social partner).
- Promote the project's results to all relevant stakeholders in VET and policy makers at national and European level
- Examine national and/or EU funding for the pilot training e-course of in-company Mentors in apprenticeship schemes
- Continuously improve the training e-course and the e-certification scheme.

Finally, the Mentor4WBL@EU project's results can be exploitable and transferable at European level through the creation of a transnational network for in-company trained and certified mentors. Through this network it will be possible to update information on further exploitation activities of the project's outcomes which would take place in the future in the four countries involved (Switzerland, UK, Turkey, Greece). It would also be useful in order to transfer know-how and good practices that could be implemented in the direction of further capitalisation of #Mentor4WBL@EU results.

Appendix A – KERs Identification tool 1

N	Result-Brief description	IO	Lead Partner	Contributor partners	KER ? Y/N	Definition	Possible exploitation Route*	M/ U/ R/ I/ O/ X**	Comments
1	Best Practices Matrix classification tool	1	IME GSEVEE	All		Research results & Knowledge			
2	Literature review of current practices	1	IME GSEVEE	All		Research results & Knowledge			
3	In-company WBL mentor's profile	1	IME GSEVEE	All		Research results & Knowledge			
4	In-company WBL mentor's competence matrix	1	IME GSEVEE	All		Research results & Knowledge			
5	In-company WBL mentor's course design	1	IME GSEVEE	All		Research results & Knowledge			
6	In-company WBL mentor's course syllabus	2	IME GSEVEE	All		Research results & Knowledge			
7	In-company WBL mentor's ECVET compliant professional qualification	2	IME GSEVEE	All		Research results & Knowledge			
8	EU WBL Mentor 3000 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge			
9	EU WBL Mentor 3001 Competence	3	EFCoCert	All		Research results & Knowledge			

	Certification Scheme							
10	EU WBL Mentor Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge		
11	EU WBL Mentor test items bank	3	EFCoCert	All		Research results & Knowledge		
12	In-company WBL mentor's assessment process	4	C4FF	All		Research results & Knowledge		
13	In-company WBL mentor's training e-course	5	BAU	All		Services, Methodologies		
14	E-learning Platform for In-Company WBL Mentors	5	OAED	All		Services, Methodologies		
15	In-company WBL mentor's e-certification	6	EFCoCert / ViaSyst	All		Services, Methodologies		
16	#Mentor4WBL@EU website		IME GSEVEE	All				
17	#Mentor4WBL@EU social media		IME GSEVEE	All				
18	#Mentor4WBL@EU YouTube channel		IME GSEVEE	All				

* DIRECT USE:

- Further research activities
- Develop, create, market a product, service or process

INDIRECT USE:

- Cooperation agreement/Joint Ventures
- Assignment of the IPR
- Licensing of the IPR
- Development of a new standard

- Spin-off
- Other

****** Please, indicate the nature of activity foreseen for this result by the partners involved using the following claim keys:

(M) Make result and sell it; (U) Use result internally to make a new result to be sold; (R) Use result for further research; (L) License result to a 3rd party; (O) Provide services pertaining to result (training, consultancy...); (X) Other exploitation route not already listed.

Appendix B – KERs Identification tool 2

	Name and Organisation: Please Specify	Type of Organisation: Please Specify				
No #	<u>Key Exploitable Results/Deliverables</u>	<u>Your interest in the exploitation</u>	<u>Your role in exploitation</u>	<u>Expectation strategy</u>	<u>Target sector</u>	<u>Targeted users/clients/audience</u>
	<p><i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional exploitable results if necessary.</i></p>	<p><i>Please indicate your level of interest in the exploitation of the result. High interest = to exploit such result is very important for my activity Medium interest = I would like to exploit such result at the end of the project but I'm not sure Low interest = I may decide to exploit such result at the end of the project</i></p>	<p><i>Please note that you are one of the owners of the exploitable results if you contributed to its development. You are a beneficiary partner if you are interested in exploiting a result produced by other partners.</i></p>	<p><i>Please explain how you intend to exploit such result.</i></p>	<p><i>Please describe your target sector of application, try to be as specific as possible in the description. Example of target sectors could be "CPD in EU", "LL in Greece", International research on Mentoring"</i></p>	<p><i>Please describe the target users/clients/audience of your exploitation activity, trying to be as specific as possible.</i></p>
1	Best Practices Matrix classification tool					
2	Literature review of current practices					
3	In-company WBL					

	mentor's profile					
4	In-company WBL mentor's competence matrix					
5	In-company WBL mentor's course design					
6	In-company WBL mentor's course syllabus					
7	In-company WBL mentor's ECVET compliant professional qualification					
8	EU WBL Mentor 3000 Competence Certification Scheme					
9	EU WBL Mentor 3001 Competence Certification Scheme					
10	EU WBL Mentor 3024 Competence Certification Scheme					
11	EU WBL Mentor test items bank					
12	In-company WBL mentor's assessment process					
13	In-company WBL mentor's training e-course					
14	E-learning Platform for In- Company WBL Mentors					
15	In-company WBL mentor's e-certification					
16	#Mentor4WBL@EU website					
17	#Mentor4WBL@EU social media					
18	#Mentor4WBL@EU YouTube channel					

Appendix C – KERs Identification tool 3

	Name and Organisation: Please Specify	Type of Organisation: Please Specify					
No #	<u>Key Exploitable Results</u>	<u>Possible competitors</u>	<u>Expected added value</u>	<u>Possible market barriers</u>	<u>Timetable of exploitation</u>	<u>Impact on your portfolio</u>	<u>IPR measures</u>
	<p><i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional exploitable results if necessary.</i></p>	<p><i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i></p>	<p><i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i></p>	<p><i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i></p>	<p><i>Please explain the process that you foresee for the exploitation and provide target exploitation date if available. Example: commercialization by 2022.</i></p>	<p><i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example, disclosing new markets for your activity, or opening the way to new clients).</i></p>	<p><i>Please describe how you plan to protect your intellectual property rights.</i></p>
1	Best Practices Matrix classification tool						
2	Literature review of						

	current practices						
3	In-company WBL mentor's profile						
4	In-company WBL mentor's competence matrix						
5	In-company WBL mentor's course design						
6	In-company WBL mentor's course syllabus						
7	In-company WBL mentor's ECVET compliant professional qualification						
8	EU WBL Mentor 3000 Competence Certification Scheme						
9	EU WBL Mentor 3001 Competence Certification Scheme						
10	EU WBL Mentor 3024 Competence Certification Scheme						
11	EU WBL Mentor test items bank						
12	In-company WBL mentor's assessment process						
13	In-company WBL mentor's training e-course						
14	E-learning platform for In Company WBL mentors						
15	In-company WBL mentor's e-certification						
16	#Mentor4WBL@EU website						
17	#Mentor4WBL@EU social media						
18	#Mentor4WBL@EU YouTube channel						



Appendix D – KERs Identification Results

IME GSEVEE

	Name and Organisation: IME GSEVEE	Type of Organisation: Social Partner					
No#	<u>Key Exploitable Results</u>	<u>Possible competitors</u>	<u>Expected added value</u>	<u>Possible market barriers</u>	<u>Timetable of exploitation</u>	<u>Impact on your portfolio</u>	<u>IPR measures</u>
	<i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional exploitable results if necessary.</i>	<i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i>	<i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i>	<i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could</i>	<i>Please explain the process that you foresee for the exploitation and provide target exploitation date if available. Example: commercialization by 2022.</i>	<i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example, disclosing</i>	<i>Please describe how you plan to protect your intellectual property rights.</i>

				<i>be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i>		<i>new markets for your activity, or opening the way to new clients).</i>	
1	Best Practices Matrix classification tool						
2	Literature review of current practices						
3	In-company WBL mentor's profile	I am not aware of possible competitors offering similar products.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Promotion to the relevant National Qualification Authorities for accreditation during 2021	IME GSEVEE will have the chance to provide new training and consulting services dealing with the WBL Mentoring	Via the signing of a specific Exploitation Agreement
4	In-company WBL mentor's competence matrix						
5	In-company WBL mentor's course design						
6	In-company WBL mentor's course						

	syllabus						
7	In-company WBL mentor's ECVET compliant professional qualification						
8	EU WBL Mentor 3000 Competence Certification Scheme	Possible competitors could be existing private /public organisations dealing with the certification of qualifications.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022		Via the signing of a specific Exploitation Agreement
9	EU WBL Mentor 3001 Competence Certification Scheme	Possible competitors could be existing private /public organisations dealing with the certification of qualifications.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022		Via the signing of a specific Exploitation Agreement
10	EU WBL Mentor 3024 Competence Certification Scheme	Possible competitors could be existing private /public organisations dealing with the	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022		Via the signing of a specific Exploitation Agreement

		certification of qualifications.					
11	EU WBL Mentor test items bank						
12	In-company WBL mentor's assessment process	Possible competitors could be existing private /public organisations dealing with the assessment of qualifications.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022	IME GSEVEE will have the chance to provide new training and consulting services dealing with the WBL Mentoring	Via the signing of a specific Exploitation Agreement
13	In-company WBL mentor's training e-course	Possible competitors could be existing private /public VET providers.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022	IME GSEVEE will have the chance to provide new training and consulting services dealing with the WBL Mentoring	Via the signing of a specific Exploitation Agreement
14	E-learning platform for In Company WBL mentors	Possible competitors could be existing private /public VET providers.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022	IME GSEVEE will have the chance to provide new training and consulting services dealing with the WBL	Via the signing of a specific Exploitation Agreement

						Mentoring	
15	In-company WBL mentor's e-certification	Possible competitors could be existing private /public VET providers.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Commercialization by 2022		
16	#Mentor4WBL@EU website	I am not aware of possible competitors offering similar products.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Continue to operate and after the end of the project		
17	#Mentor4WBL@EU social media	I am not aware of possible competitors offering similar products.	No relevant products are available on the Greek market	Low level of interest to use this product by the potential users	Continue to operate and after the end of the project		
18	#Mentor4WBL@EU YouTube channel	I am not aware of possible competitors offering similar products.	No relevant products are available on the Greek market	Low level of interest to use this product by the	Continue to operate and after the end of the project		

potential
users

EfCoCert & Viasyst

	<p><i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional exploitable results if necessary.</i></p>	<p><i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i></p>	<p><i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i></p>	<p><i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i></p>	<p><i>Please explain the process that you foresee for the exploitation and provide target exploitation date if available. Example: commercialization by 2022.</i></p>	<p><i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example, disclosing new markets for your activity, or opening the way to new clients).</i></p>	<p><i>Please describe how you plan to protect your intellectual property rights.</i></p>
1	Best Practices						

	Matrix classification tool						
2	Literature review of current practices						
3	In-company WBL mentor's profile						
4	In-company WBL mentor's competence matrix						
5	In-company WBL mentor's course design						
6	In-company WBL mentor's course syllabus						
7	In-company WBL mentor's ECVET compliant professional qualification						
8	EU WBL Mentor 3000 Competence Certification Scheme	No exact competitor for this output	See project application	Recognition by local authorities and local market	Direct exploitation after project closure	disclosing new markets for our activity	NA
9	EU WBL Mentor 3001 Competence Certification Scheme	No exact competitor for this output	See project application	Recognition by local authorities and local market	Direct exploitation after project closure	disclosing new markets for our activity	NA

10	EU WBL Mentor 3024 Competence Certification Scheme	No exact competitor for this output	See project application	Recognition by local authorities and local market	Direct exploitation after project closure	disclosing new markets for our activity	NA
11	EU WBL Mentor test items bank						
12	In-company WBL mentor's assessment process						
13	In-company WBL mentor's training e-course	See output Literature review of current practices	See project application	Recognition by local authorities and local market	Direct exploitation after project closure	complementary to disclosing new markets for our activity	NA
14	E-learning platform for In Company WBL mentors						
15	In-company WBL mentor's e-certification	No exact competitor for this output	See project application	Recognition by local authorities and local market	Direct exploitation after project closure	disclosing new markets for our activity	NA
16	#Mentor4WBL@EU website						
17	#Mentor4WBL@EU social media						
18	#Mentor4WBL@EU YouTube channel						

N o	Result-Brief description	I O	Lead Partner	Contributor partners	KER? Y/N	Definiti on	Possible exploitation Route	M/ U/ R/ I/ O/ X
1	Best Practices Matrix classification tool	1	IME GSEVEE	All		Researc h results & Knowle dge		
2	Literature review of current practices	1	IME GSEVEE	All		Researc h results & Knowle dge		
3	In-company WBL mentor's profile	1	IME GSEVEE	All		Researc h results & Knowle dge		
4	In-company WBL mentor's competence matrix	1	IME GSEVEE	All		Researc h results & Knowle dge		
5	In-company WBL mentor's course design	1	IME GSEVEE	All		Researc h results & Knowle dge		
6	In-company WBL mentor's course syllabus	2	IME GSEVEE	All		Researc h results &		

					Knowledge		
7	In-company WBL mentor's ECVET compliant professional qualification	2	IME GSEVEE	All	Research results & Knowledge		
8	EU WBL Mentor 3000 Competence Certification Scheme	3	EFCoCert	All	Research results & Knowledge	Exploitation as a direct product	0
9	EU WBL Mentor 3001 Competence Certification Scheme	3	EFCoCert	All	Research results & Knowledge	Exploitation as a direct product	0
10	EU WBL Mentor 3024 Competence Certification Scheme	3	EFCoCert	All	Research results & Knowledge	Exploitation as a direct product	0
11	EU WBL Mentor test items bank	3	EFCoCert	All	Research results & Knowledge		
12	In-company WBL mentor's assessment	4	C4FF	All	Research results &		

	process				Knowledge		
13	In-company WBL mentor's training e-course	5	BAU	All	Services, Methodologies		
14	E-learning Platform for In-Company WBL Mentors	5	OAED	All	Services, Methodologies	Exploitation as a direct product	0
15	In-company WBL mentor's e-certification	6	EFCoCert / ViaSyst	All	Services, Methodologies	Exploitation as a direct product	0
16	#Mentor4WBL@EU website		IME GSEVEE	All			
17	#Mentor4WBL@EU social media		IME GSEVEE	All			
18	#Mentor4WBL@EU YouTube channel		IME GSEVEE	All			

DIEK AIGALEO

Type of Organisation: Post-Secondary					
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VET provider					
Possible competitors	Expected added value	Possible market barriers	Timetable of exploitation	Impact on your portfolio	IPR measures
<i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i>	<i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i>	<i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i>	<i>Please explain the process that you foresee for the exploitation and provide target exploitation date if available. Example: commercialization by 2022.</i>	<i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example, disclosing new markets for your activity, or opening the way to new clients).</i>	<i>Please describe how you plan to protect your intellectual property rights.</i>
N/A	open source, user friendly & practical	low dissemination of the existence of such product	after the end of the project	new research, new projects	
N/A	consistent & up-to-date	low dissemination of the existence of such product	after the end of the project	new research, new projects	
N/A	innovative, well-documented, high	low dissemination of the existence of such	after the end of the project	new market, new clients	

	quality, validated	product			
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	open source, consistent	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	open source, consistent	low dissemination of the existence of such product	after the end of the project	new market, new clients	
N/A	innovative, well-	absence of awareness	after the end of	new market, new	

	documented, high quality, validated	about the needs of such product	the project	clients, additional services	
N/A	open source, convenience	absence of awareness about the needs of such product	after the end of the project	new market, new clients, additional services	
N/A	convenience	absence of awareness about the needs of such product	after the end of the project	new market, new clients, additional services	
N/A	N/A	low dissemination of the existence of such product	after the end of the project	new market, new clients, additional services	
N/A	N/A	low dissemination of the existence of such product	after the end of the project	new market, new clients, additional services	
N/A	N/A	low dissemination of the existence of such product	after the end of the project	new market, new clients, additional services	

DIEK AIGALEO

	Name and Organisation: DIEK Aigaleo	Type of Organisation: Post-Secondary					
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No#	VET provider		Expected added value	Possible market barriers	Timetable of exploitation	Impact on your portfolio	IPR measures
	Key Exploitable Results	Possible competitors					
	<p><i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional exploitable results if necessary.</i></p>	<p><i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i></p>	<p><i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i></p>	<p><i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i></p>	<p><i>Please explain the process that you foresee for the exploitation and provide target date if available. Example: commercialization by 2022.</i></p>	<p><i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example, disclosing new markets for your activity, or opening the way to new clients).</i></p>	<p><i>Please describe how you plan to protect your intellectual property rights.</i></p>
1	Best Practices Matrix classification	N/A	open source, user friendly	low dissemination	after the end of the	new research, new projects	

	tool		& practical	n of the existence of such product	project		
2	Literature review of current practices	N/A	consistent & up-to-date	low dissemination of the existence of such product	after the end of the project	new research, new projects	
3	In-company WBL mentor's profile	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
4	In-company WBL mentor's competence matrix	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
5	In-company WBL mentor's course design	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
6	In-company WBL mentor's course	N/A	innovative, well-	low dissemination	after the end of the	new market, new clients	

	syllabus		documented, high quality, validated	n of the existence of such product	project		
7	In-company WBL mentor's ECVET compliant professional qualification	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
8	EU WBL Mentor 3000 Competence Certification Scheme	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
9	EU WBL Mentor 3001 Competence Certification Scheme	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
10	EU WBL Mentor 3024 Competence Certification Scheme	N/A	innovative, well-documented, high quality, validated	low dissemination of the existence of such product	after the end of the project	new market, new clients	
11	EU WBL Mentor test items bank	N/A	open source, consistent	low dissemination	after the end of the	new market, new clients	

				n of the existence of such product	project		
12	In-company WBL mentor's assessment process	N/A	open source, consistent	low dissemination of the existence of such product	after the end of the project	new market, new clients	
13	In-company WBL mentor's training e-course	N/A	innovative, well-documented, high quality, validated	absence of awareness about the needs of such product	after the end of the project	new market, new clients, additional services	
14	E-learning Platform for In-Company WBL Mentors	N/A	open source, convenience	absence of awareness about the needs of such product	after the end of the project	new market, new clients, additional services	
15	In-company WBL mentor's e-certification	N/A	convenience	absence of awareness about the needs of such product	after the end of the project	new market, new clients, additional services	
16	#Mentor4WBL@EU website	N/A	N/A	low dissemination	after the end of the	new market, new clients,	

				n of the existence of such product	project	additional services	
17	#Mentor4WBL@EU social media	N/A	N/A	low dissemination of the existence of such product	after the end of the project	new market, new clients, additional services	
18	#Mentor4WBL@EU YouTube channel	N/A	N/A	low dissemination of the existence of such product	after the end of the project	new market, new clients, additional services	

C4FF

No	Result-Brief description	IO	Lead Partner	Contributor partners	KER ? Y/N	Definition	Possible exploitation Route	M/ U/ R/ I/ O/ X	C4FFComments
1	Best Practices Matrix classification tool	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR	R	R, U

2	Literature review of current practices	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR	R	R, U
3	In-company WBL mentor's profile	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U
4	In-company WBL mentor's competence matrix	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U
5	In-company WBL mentor's course design	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures, Development of a new standard	U, R, O	R, U
6	In-company WBL mentor's course syllabus	2	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures, Development of a new standard	U, R, O	R, U

7	In-company WBL mentor's ECVET compliant professional qualification	2	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U, X
8	EU WBL Mentor 3000 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, O	R, U, X
9	EU WBL Mentor 3001 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X
10	EU WBL Mentor 3024 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X

11	EU WBL Mentor test items bank	3	EFCoCert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X
12	In-company WBL mentor's assessment process	4	C4FF	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X
13	In-company WBL mentor's training e-course	5	BAU	All		Services, Methodologies	Develop a service, Licensing of the IPR, Joint Ventures, Spin-off	M, U, L, O	R, U, X
14	E-learning Platform for In-Company WBL Mentors	5	OAED	All		Services, Methodologies	Develop a service, Licensing of the IPR, Joint Ventures, Spin-off	M, U, L, O	R, U, X
15	In-company WBL mentor's e-certification	6	EFCoCert / ViaSyst	All		Services, Methodologies	Develop a service, Licensing of the IPR, Joint Ventures, Spin-off	M, U, L, O	R, U, X

16	#Mentor4WBL@EU website		IME GSEVEE	All		Services	Develop a service, Assigning of the IPR, Joint Ventures	U, R, L, O	R, U, X
17	#Mentor4WBL@EU social media		IME GSEVEE	All		Services	Develop a service, Assigning of the IPR, Joint Ventures	U, R, L, O	R, U, X
18	#Mentor4WBL@EU YouTube channel		IME GSEVEE	All		Services	Develop a service, Assigning of the IPR, Joint Ventures	U, R, L, O	R, U, X
19									

BAU

No	Result-Brief description	IO	Lead Partner	Contributor partners	KER ? Y/N	Definition	Possible exploitation Route	M/ U/ R/ I/ O/ X	C4FFComments	BAU Comments
1	Best Practices Matrix classification tool	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR	R	R, U	R
2	Literature review of	1	IME GSEVEE	All		Research	Further research	R	R, U	R

	current practices		EE			result s & Knowledge	activities & projects, Assignment of the IPR				
3	In-company WBL mentor's profile	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U	U,R,O	
4	In-company WBL mentor's competence matrix	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U	U,R,O	
5	In-company WBL mentor's course design	1	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures, Development of a new standard	U, R, O	R, U	U,R,O	

6	In-company WBL mentor's course syllabus	2	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects ,Assignment of the IPR, Joint Ventures, Development of a new standard	U, R, O	R, U	U,R,O	
7	In-company WBL mentor's ECVET compliant professional qualification	2	IME GSEVEE	All		Research results & Knowledge	Further research activities & projects, Assignment of the IPR, Joint Ventures	U, R, O	R, U, X	U,R,O	
8	EU WBL Mentor 3000 Competence Certification Scheme	3	EFCo Cert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, O	R, U, X	U,R,O, X	Collaboration with a local certification body. BAU could not provide certification alone
9	EU WBL Mentor 3001 Competence	3	EFCo Cert	All		Research results & Knowledge	Further research activities & projects, Licensing of the	U, R, L, O	R, U, X	U,R,O, X	Collaboration with a local certification body. BAU

	Certification Scheme					ledge	IPR, Joint Ventures				could not provide certification alone
10	EU WBL Mentor 3024 Competence Certification Scheme	3	EFCo Cert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X	U,R,O, X	Collaboration with a local certification body. BAU could not provide certification alone
11	EU WBL Mentor test items bank	3	EFCo Cert	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X	U,R,L, O	
12	In-company WBL mentor's assessment process	4	C4FF	All		Research results & Knowledge	Further research activities & projects, Licensing of the IPR, Joint Ventures	U, R, L, O	R, U, X	U,R,L, O	
13	In-company WBL mentor's	5	BAU	All		Services, Methods	Develop a service, Licensing of the	M, U, L, O	R, U, X	M,U,R, O	Training course could be

	training e-course				odologies	IPR, Joint Ventures, Spin-off				updated and used for local certification
14	E-learning Platform for In-Company WBL Mentors	5	OAE D	All	Services, Methodologies	Develop a service, Licensing of the IPR, Joint Ventures, Spin-off	M, U, L, O	R, U, X	M,U,R,O	Training course could be updated and used for local certification
15	In-company WBL mentor's e-certification	6	EFCo Cert / ViaSyst	All	Services, Methodologies	Develop a service, Licensing of the IPR, Joint Ventures, Spin-off	M, U, L, O	R, U, X	M,U,R,O,X	Collaboration with a local certification body
16	#Mentor4WBL@EU website		IME GSEVEE	All	Services	Develop a service, Assigning of the IPR, Joint Ventures	U, R, L, O	R, U, X	U,R,O	
17	#Mentor4WBL@EU social media		IME GSEVEE	All	Services	Develop a service, Assigning of the IPR, Joint Ventures	U, R, L, O	R, U, X	U,R,O	
18	#Mentor4WBL@EU YouTube		IME GSEVEE	All	Services	Develop a service, Assigning of the	U, R, L, O	R, U, X	U,R,O	

4	In-company WBL mentor's competence matrix	1	IME GSEVEE	All	yes	Research results & Knowledge		M, R, X, O	
5	In-company WBL mentor's course design	1	IME GSEVEE	All	yes	Research results & Knowledge		M, R, X, O	
6	In-company WBL mentor's course syllabus	2	IME GSEVEE	All	yes	Research results & Knowledge		M, R, X, O	
7	In-company WBL mentor's ECVET compliant professional qualification	2	IME GSEVEE	All	yes	Research results & Knowledge		M, R, X, O	
8	EU WBL Mentor 3000 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge		M, R, X, O	

9	EU WBL Mentor 3001 Competence Certification Scheme	3	EFCoCert	All	yes	Research results & Knowledge	M, R, X, O
10	EU WBL Mentor 3024 Competence Certification Scheme	3	EFCoCert	All		Research results & Knowledge	M, R, X, O
11	EU WBL Mentor test items bank	3	EFCoCert	All	yes	Research results & Knowledge	M, R, X, O
12	In-company WBL mentor's assessment process	4	C4FF	All	yes	Research results & Knowledge	M, R, X, O
13	In-company WBL mentor's training e-course	5	BAU	All	yes	Services, Methodologies	M, R, X, O

14	E-learning Platform for In-Company WBL Mentors	5	OAED	All	yes	Services, Methodologies	M, R, X, O	Pilot implementation of Mentor's e-training course in cooperation with social partners, as GSEVEE, in order to launch the use of trained in-company mentors in Apprenticeships at national level
15	In-company WBL mentor's e-certification	6	EFCoCert / ViaSyst	All	yes	Services, Methodologies		Cooperation with VET stakeholders at national and European level for the use of qualified and certified in-company mentors at apprenticeships and internships
16	#Mentor4WBL@EU website		IME GSEVEE	All	yes			
17	#Mentor4WBL@EU social media		IME GSEVEE	All	yes			
18	#Mentor4WBL@EU YouTube channel		IME GSEVEE	All				

It depends on the plans of lead partner	Name and Organisation: OAED	Type of Organisation: GREEK PES-Apprenticeship provider					
No#	Key Exploitable Results	Possible competitors	Expected added value	Possible market barriers	Timetable of exploitation	Impact on your portfolio	IPR measures
	<i>This column contains the key exploitable results identified. Please fill in JUST the rows concerning the results that you intend to exploit at the end of the project and feel free to introduce additional</i>	<i>Please describe if you are aware of possible competitors offering similar products and in case what they do in which sector. This is important to understand the differences we what you offer.</i>	<i>Please explain the added value of your exploitable result with respect to other products currently available on the market.</i>	<i>Please list here are the barriers having the potential to affect the market penetration of the exploitable result. Examples of market barriers could be related to "absence of awareness about the needs of such product", "potential users not accepting it", "high cost of commercialisation".</i>	<i>Please explain the process that you foresee for the exploitation and provide target date if available. Example: commercialization by 2022.</i>	<i>Please describe if they exploitable result is intended to integrate your current portfolio (for instance it will give you the possibility to offer additional services to your clients) or rather is expected to extend your portfolio (for example,</i>	<i>Please describe how you plan to protect your intellectual property rights.</i>

	<i>exploitable results if necessary.</i>					<i>disclosing new markets for your activity, or opening the way to new clients).</i>	
1	Best Practices Matrix classification tool	N/A	There are no other similar products available in Greek market	Limited interest at present from market stakeholders at national level	It depends on the plans of the lead partner		OAED is a public authority with Law Dpt.
2	Literature review of current practices	N/A	There are no other similar products available in Greek market				
3	In-company WBL mentor's profile	N/A	There are no other similar products available in Greek market				
4	In-company WBL	N/A	There are no other similar				

	mentor's competence matrix		products available in Greek market				
5	In-company WBL mentor's course design	N/A	There are no other similar products available in Greek market				
6	In-company WBL mentor's course syllabus	N/A	There are no other similar products available in Greek market				
7	In-company WBL mentor's ECVET compliant professional qualification	N/A					
8	EU WBL Mentor	N/A	There are no other				



	3000 Competence Certification Scheme		similar products available in Greek market				
9	EU WBL Mentor 3001 Competence Certification Scheme	N/A					
10	EU WBL Mentor 3024 Competence Certification Scheme	N/A					
11	EU WBL Mentor test items bank	N/A					
12	In-company WBL mentor's	N/A	There are no other similar products				

	assessment process		available in Greek market				
13	In-company WBL mentor's training e-course	N/A	There are no other similar products available in Greek market	Limited interest at present from market stakeholders at national level. It's essential to motivate micro SME's involved in apprenticeships and internships to implement it		It will contribute to the upgrade of VET and the improvement of on-the-training at apprenticeships and internships	
14	E-learning platform for In Company WBL mentors	N/A	There are no other similar products available in Greek market	Limited interest at present from market stakeholders at national level		It will contribute to the upgrade of VET and the improvement of on-the-training at apprenticeships and internships	
15	In-company WBL mentor's e-certificati	N/A	There are no other similar products available in Greek			It will contribute to the upgrade of VET and the improvement	

	on		market			t of on-the- training at apprenticesh ips and internships	
16	#Mentor4 WBL@EU website						
17	#Mentor4 WBL@EU social media						
18	#Mentor4 WBL@EU YouTube channel						

Appendix E - Survey Questionnaire for in-company WBL Mentor integration interest

This questionnaire aims to collect data on a survey conducted in the context of recording and monitoring companies and/or VET stakeholders views concerning the role of WBL Mentor / In-Company Trainer.

The benefits and difficulties that may arise during the implementation of the institution of WBL Mentor by companies will also be examined. To achieve this goal, it is planned to send the questionnaire to a selected number of companies.

We kindly ask you to complete the following questionnaire.

Your answers will remain confidential and will be used solely for the purposes of this study.

Thank you in advance for your time and cooperation.

PART A- GENERAL INFORMATION FOR THE EMPLOYER/IN-COMPANY MENTOR

A1. Gender of Employer (or In-Company Trainer):
(Answer by putting an X in the corresponding box)

MALE FEMALE PREFER NOT TO DISCLOSE

A2. Age Group: (Answer by putting an X in the corresponding box)

25–35 36-45 46-55 56-65 66 and above

A3. Employer’s Specialty /Profession:

.....

A4. Employer’s Educational Level

Primary education graduate Secondary education graduate VET graduate

Tertiary education graduate

A5. Company’s Head Office Location:

.....

A6. Which year was the company established



A7. Main sector of economic activity :

.....

A8. Number of employees (staff).....

A9. Number of apprentices/internships :

A10. Is the owner or manager of the company actively involved in apprentices or internship schemes (in WBL)?

(Answer by putting an X in the corresponding box) Yes No

A11. The position of the person in charge of monitoring on-the-job training of interns/apprentices in the organizational chart of the company is: *

(Answer by putting an X in the corresponding box)

The CEO

The Personnel Manager

The Head of Unit

An experienced employee/technician

An external partner/freelancer

PART B

WHAT'S YOUR OPINION ABOUT WBL MENTOR

B1. Please state your agreement or disagreement in the following suggestions:

(Answer by putting an X in the corresponding box)

Totally disagree Disagree Not agree/disagree Agree Totally Agree

- The existence of a WBL mentor is a crucial factor for qualitative Apprenticeship / Internship schemes
- An external partner would be more efficient in the role of WBL mentor in order to coordinate better the work of in-company trainers
- The company must choose a WBL Mentor /Trainer from the company's existing staff
- Your business could bear the cost of hiring a mentor
- The company must be subsidized to hire a mentor
- The in - company WBL mentor must have the appropriate training to provide quality mentoring to interns/apprentices
- The certification of the person who will take on the role of the in-company WBL Mentor is essential
- The mentor / in-company trainer must cooperate closely with the school in order to implement effectively WBL
- The mentor acts as a role model for the in-company trainer and the apprentice



- The existence of modern technological equipment in the company is as important as having a specialized mentor in the company, as far as qualitative apprenticeship and internship schemes are concerned
- The essential benefit for the business arises after the end of on- the-job training, in case that the skilled apprentice is employed by the company.

B2. BENEFITS AND DIFFICULTIES FOR COMPANIES LAUNCHING MENTORS

Please state your degree of agreement or disagreement with the following suggestions

(Answer by putting an X in the corresponding box)

Totally Disagree Disagree Not agree/diasgree Agree Totally agree

- The use of a well trained and certified Mentor / in-company trainer is essential for upgrading Apprenticeship / Internship schemes (WBL)
- Mandatory use of WBL mentors may burden the Apprenticeship / Internship program with additional bureaucracy.
- The turnover of the company and the number of staff determine the possibility of a company to hire a certified mentor
- It is time consuming to integrate WBL mentors in my organisation