



LdV/TOI

Project Nr° 538379-LLP-1-2013-AT-LEONARDO-LMP

WP 4: Exploitation and Sustainability

Sustainability Strategy

provided by P1, bfi Steiermark

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1 Introduction

A European project and its results are only successful when they are of sustainable value. For this reason it is necessary to provide a sustainability strategy. The further use of the project outcomes is basically dependent upon successful projects results and exploitation activities.

The sustainability strategy constitutes the deliverable number 14 of the Work Package 4 (Exploitation and Sustainability) and has been written for the Transfer of Innovation project “Q- PLM– Quality Assurance for VET Providers using Product Lifecycle Management” (538379-LLP-1-2013-AT-LEONARDO_LMP) funded with the financial support of the Lifelong Learning Programme of the European Commission.

The main aim of the sustainability strategy is to discuss and develop ways how the project outputs can be led to a further sustainable use.

The sustainability strategy does not focus only on the individual suggestions of each partner, but also provides some general information and suggestions on how to use the results of the Q-PLM project after the end of the funding period. This paper tries to give useful recommendations on how to achieve this objective.

Karin Wiedner, bfi Steiermark

2 Sustainability of EU project results

Sustainability is the capacity of the project to continue its existence and functioning beyond its end. The project results should be used and exploited continuously not only during the project's lifetime but also after its end.

„A project is sustainable when it continues to deliver benefits to the project beneficiaries and/or other constituencies for an extended period after the Commission's financial assistance has been terminated“.

(cf. <http://eacea.ec.europa.eu/tempus/doc/sustainhandbook.pdf>)

A project can be considered as sustainable if its outcomes continue after the end of EU funding. A project can therefore be considered as sustainable if relevant results are pursued and products are maintained or developed after the end of the EU funding.

The sustainability of project outcomes may be difficult to anticipate and to describe. It is not easy to achieve a planning in order to generate the desired sustainability of the project and to ensure a return on investment at European level by multiplying the benefits.

It is crucially important that the activities for fostering exploitation and sustainability of results start as early as possible, even before first results are available. Moreover sustainability can only be successful if it is planned in a strategic way. It's important to analyze deeply the motivation of potential end-users and stakeholders as well as the channels to reach these users with the project outputs.

Even if the sustainable exploitation takes place after the project's lifetime, when all project results exist as final products, it is necessary to plan sustainability activities from the start. The basis for successful exploitation is a well-planned and implemented sustainability strategy at different levels. Furthermore, the identification of stakeholders was carried out in the first months of the project, in January 2014 when the research and investigation phases were started (e.g. needs analysis, questionnaires ...).

It is of crucial importance to involve stakeholders or possible end-users as soon as possible in the project process. On the one hand they can be more easily convinced of the project outcomes when they have the chance to follow the development from an early time on, but on the other hand also project consortia can benefit by including suggestions or recommendations from the stakeholder side in the development process as early as possible.

The following two key aspects are very important for a successful exploitation of EU project results:

- Producing relevant results of good quality to satisfy the demands of providers, policy-makers and stakeholders.
- Ensuring that results reach the right target audiences in a format and at a time, that provides greatest benefit.

2.1 Key factors for the sustainability of EU project results

The successful exploitation of project results in terms of sustainable use and the permanent further development of results and outputs, especially after the funding for the development and pilot implementation of the outputs has ended, is highly dependent upon a number of crucial key factors and criteria, which should be presented as the basis for the sustainability strategy. From our experience, we consider the following key factors to be relevant:

- Output quality:** To achieve a certain degree of value for sustainability and further use, the outputs produced need to be of very high quality. It is important to pay considerable attention to the output quality during the entire project development, and therefore it is always advisable to introduce procedures and responsibilities for quality management in project processes in order to guarantee a high quality final output. Outputs must be up-to-date and appealing to the customers, otherwise exploitation and further use cannot be expected.
- Adaptability of outputs to the specific circumstances of the countries and organizations involved:** From our point of view it is an important precondition that the results and outputs of the project are highly adaptable to the circumstances of different countries and companies. This is particularly important as the developed materials and approaches should be relevant to different types of companies and target groups. We need to be aware that the results must have the necessary methodological and content flexibility to be adaptable to different backgrounds. A major problem concerning European project outputs and results, that are frequently encountered, is that they are not adaptable enough to country specific conditions and requirements.
- Clear definition of advantages for users:** A high degree of usability is, in our opinion, mainly dependent upon the capacity of the project and the partnership to

clearly show the advantages of using the instruments and outputs for the final target group. For this reason, all the partner institutions should always try to make the advantages of the project and its results transparent and evident, in relation to all events and possibilities. The project website in particular should express very clearly the added value of the outputs and its use to the potential customer.

- d) **Early identification of stakeholders and potential users:** It is vital that relevant stakeholders and potential users (customers) of the project results are clearly identified and defined at a very early stage in the project's life. It is not advisable to change user groups when the project is already in process. Identified stakeholders were contacted and kept informed throughout the whole project process in order to ensure the sustainable use of the results after the project ends.

3 Background, objectives and aims of the Q-PLM project

A vast number of factors and variables are influencing services and products on the vocational education and training (VET) market. Product lifecycle management is a conceptual approach which takes a product throughout its entire lifetime into consideration. Each product on the economic market has a certain product lifecycle- so do VET products. Product lifecycle management can be an appropriate tool for the measurement of indicators of a VET product and the management of its lifetime. There is a high demand for a coherent and practical instrument for the monitoring of the lifecycles of VET products, with consideration of several variables influencing VET offers, at the VET provider level.

Analysis shows clearly that VET providers are in need of easy to use, flexible and reliable quality assurance methods. The Q-PLM project will analyse the background of Product Lifecycle Management from other sectors, identify the relevant variables impacting on the VET offer's lifecycle and based on this develop the beta version of an IT based instrument (software) for product lifecycle management for VET providers as well as a handbook for product lifecycle management.

3.1 Project outputs

The main aim of the Q-PLM project is the development of an IT-based tool for the integrated product lifecycle management for VET providers.

The Q-PLM project delivers the following main outputs:

- Analysis of existing PLM (Product Lifecycle Management) software
- Research of variables influencing the product lifecycle of a VET offer
- Identification of indicators for variables for product lifecycles in VET
- Handbook for Active Product Lifecycle Management for VET providers
- Software product for Active Product Lifecycle Management for VET providers
- Testing phase for the software
- Final conference event in Graz / Austria in September 2015

3.2 Q-PLM partnership

The Q-PLM partnership consists of the following 8 European partners:

	P1	AUSTRIA	Berufsförderungsinstitut Steiermark, www.bfi-stmk.at
	P2	GERMANY	INIT Developments, Ltd, www.init-developments.eu
	P3	BELGIUM	Syntra West vzw, www.syntrawest.be
	P4	SPAIN	Fondo Formación Euskadi, www.ffeuskadi.net
	P5	FINLAND	WinNova, www.winnova.fi
	P6	IRELAND	City of Cork Vocational Education Committee, www.corkvec.ie
	P7	SLOVENIA	Gospodarska zbornica Slovenije, www.gzs.si
	P8	ROMANIA	Universitatea Ștefan cel Mare din Suceava , www.usv.ro

3.3 The project objectives

The Q-PLM project focuses centrally on the development of easy and flexible to use quality assurance method for VET providers in the European lifelong learning arena. VET providers, social partners, labour market authorities and experts in the VET field are co-operating within this project to develop a software and handbook for VET providers to apply product lifecycle management as basis of quality assurance of their VET offers and services.

The project develops an IT based tool for integrated product lifecycle which is:

- a) **Flexible** to be adapted to national, regional and organisational backgrounds and situations (e.g. organisational quality cultures and systems, legal backgrounds etc.)
- b) **Comprehensive and scientifically valid** in the background (taking into account all relevant indicators and variables, analysis of their impact on VET offers together with a profound strategy for actions in product lifecycle phases)
- c) **Easy to use for VET providers** (easy and quick input of quality data, interfaces to existing data resources in the organisation, clear and feasible presentation of results together with clear actions for lifecycle management for the single VET offer / service)
- d) **Indicator based** (the lifecycle of a VET offer is influenced by a number of variables, the tool will reflect the most crucial ones and give room for adaptation to national, regional and additional local and organisational variables)
- e) **Weighted and balanced** (different variables have a different weight in their impact on the lifecycle of a VET offer. The tool developed must allow for a full reflection of these weights)
- f) **IT based** (VET providers in many cases already have quality information and data in electronic format, are processing data in electronic format. Out of this reason an IT based tool can create interfaces to existing quality data in the organisation and will allow for a quick and efficient product lifecycle management procedure on VET provider level)

3.4 Specific target groups and beneficiaries of the Q-PLM project

In general, the sustainable use of a European project can only be successful through close cooperation of all partners involved. Not only the communication but also the individual use of national dissemination channels, contacts and networks have great influence on the sustainable impact of a project. The partners of the Q-PLM project have excellent networks and contacts to all the potential groups of stakeholders in the partner countries. From the perspective of the sustainability of the Q-PLM project there is no cause for concern.

The main target groups and stakeholders proposed by the partnership for the exploitative and sustainable use of the project are the following ones:

- European networks for the quality assurance in VET, like the EQARF (The European Quality Assurance Reference Framework)
- European VET- providers at all levels (professional schools, vocational education providers, universities of applied sciences, universities, postgraduate universities,...)
- VET providers at all geographic levels: local, regional, national, European
- European project managers
- VET providers participating in European projects
- National Agencies

- National boards of education and training
- Management staff in VET organizations
- Head of departments in VET organizations
- Head of training centers, schools, universities
- Product developers for VET programmes
- Competence centers in VET
- Marketing managers in the VET sector
- Members of the national feedback panels
- Members and stakeholders of the partner organizations
- Staff in the partner organizations
- Academics and researchers
- Trainers and teachers
- Associations, associated partners of all partner organizations
- Professional associations
- Public authorities
- Research centers
- Social partners and unions
- Governmental and non-governmental organizations
- Umbrella associations

Within the Q-PLM project some hundred European target groups and stakeholders, who guarantee a sustainable use the project, could be identified already within the exploitation questionnaire. The whole partnership disposes of a large number of stakeholders and target groups for the exploitative use of the Q-PLM software and handbook. The dissemination strategy shows clearly that according to the national dissemination plans approximately 165,448 persons and more than 386 organisations can be reached.

The stakeholder analysis reflected the amount of provided stakeholders of each partner. Altogether 310 stakeholders could have been listed since the beginning of the project, which is a very representative quantity at all.

The main target group of the Q-PLM project and its results are: VET providers from the IVET and CVET sector who will receive an easy to use and flexible IT based instrument as well as a handbook to better manage their VET offers and so improve their quality on the market. Policy makers, social partners, labour market authorities and adult education providers which create a significant impact with their decisions and policies on the offers established by VET providers are also part of the target group. All target groups are directly represented in the project partnership, which is a significant impact beyond the consortium.

4 Sustainability in the Q-PLM project

In addition to the dissemination and exploitation strategies, the sustainability strategy for the project results has been developed in spring 2015 and finalized in July 2015. The sustainability strategy shows a long term perspective for the project outputs, how they are going to be exploited and how they will create a long term impact on the target groups defined. The sustainability strategy analyzes the different possibilities to maintain and update results and gives a clear picture of necessary activities to ensure that the main project outputs are used in a long term perspective and the long term impact targets and indicators are met.

In summary exploitation and sustainability, both strategies, aim to achieve the following objectives:

- To promote and raise awareness with regard to the project contents and developments
- To provide information on the quality, relevance and effectiveness of the results
- To successfully transfer the results to appropriate decision-makers in order to achieve their sustainable promotion and support
- To convince individual end-users to adopt and/or apply the results, also after the end of the project

The exploitation strategy of the Q-PLM project proposed already general guidelines of exploitation and sustainability. The definitive sustainability strategy was developed with the support of all project partners. Templates to identify the sustainability channels of each partner were distributed and were used as the basis for the development of this Q-PLM sustainability strategy. The sustainability of Q-PLM consists of individual national sustainability plans that can be enlarged and adjusted by each partner at any time. The annex at the end of this strategy shows the template for the exploitation research on partner level. The sustainability results from every partner are also integrated in chapter 5.6 in this strategy document.

1) Why exploitate the project's results after the end of the project?

- To ensure the sustainability of the project and its results after the end of the funding period
- To provide recommendations and guidelines for the continuous use of the project's results also after the end of the project
- To promote the outputs (Q-PLM Software and Handbook) to a large public
- To increase the impact of the project by extending it to multipliers
- To support and enhance the image of the own organization

2) What to exploitate after the end of the funding period?

- The deliverables (Q-PLM software and Q-PLM handbook)
- The Q-PLM partnership
- The benefits for the target groups, for VET providers, for stakeholders

3) Who will benefit from the project's outputs in future?

- End-users: European VET providers, training institutes, VET colleges, universities, universities of applied sciences, schools
- Organizations and platforms, as well as social partners that can help to reach other VET organizations
- Organizations that can enhance the impact of the project in other ways

4) Who will do it?

The whole project partnership is responsible for their national sustainability plans including the involvement of stakeholders. The partner organizations have at their disposal excellent networks and contacts and have rich experiences in the field of vocational education and training. The WP leader, bfi Steiermark, is responsible for the overall sustainability and will guide and coordinate the sustainability activities.

5) When will it be done?

The sustainability strategy ensures the sustainability of the project and its results after the end of the funding period and will provide recommendations and guidelines for the continuous use of the project's results also after the end of the project. It is crucially important to say, that the activities for fostering exploitation of results started as early as possible, even before first results were available.

6) How will it be done?

The project delivers gives specific outputs which can be used for exploitation activities after the end of the project such as the Q-PLM software and Q-PLM website. Additional dissemination instrument like the project website and Facebook page will also be available 3 years after the end of the project.

7) How will the sustainability be evaluated?

A very useful way of evaluating the sustainability activities is the documentation of all activities by each partner. This documentation can be in form of lists of participants, presentations, agendas, meeting minutes, pictures, copies of documents such as emails, articles or newsletters. The documentation should be based on the use of quantitative and qualitative indicators.

5 Plans for the future

Active Product Lifecycle Management, including the use of suitable PLM software, should be used as a tool for monitoring and controlling the product portfolio of an educational institution. The ambitious main aim of the sustainability phase is that as many as possible VET providers, stakeholders and policy makers in VET as well as all relevant actors in the VET system are getting convinced to use the results (Q-PLM software and Q-PLM handbook) of the project beyond its lifetime. The Q-PLM software and handbook can be recommended not only for reasons of quality assurance, but also for the facilitation of the product development, for more transparency in the strategic business areas and last but not least for the maintenance of the competitiveness of VET providers.

5.1 Proceeding of the Q-PLM project after the end of the funding period

The project consortium discussed and agreed on the following ideas for a sustainable use of the Q-PLM outputs after the end of the funding period on European and national level:

5.1.1 Continuation on European level

- Link to European networks for the quality assurance in VET, like the EQARF (The European Quality Assurance Reference Framework)
- The project's results will continue to be disseminated via the E.N.T.E.R. network - the European Network for Transfer and Exploitation of EU Project Results with more than 600 member organizations all over Europe.
- All partners have excellent contacts and links to other European projects and institutions which will be used for continuous dissemination amongst European projects and networks.
- Participation in dissemination conferences organized by the E.N.T.E.R network
- Article published in the European Magazine "Focus Europe"
- The Q-PLM project will be linked to other European projects in the partner countries

- Presentation of the project outcomes in the conferences and workshops of relevant European networks and platforms (EQAVET, or also events of national reference points for quality in VET in the partner countries etc.) also after the end of the funding period
- Active promotion of the Q-PLM outputs amongst the partnership and its existing and future stakeholders and Continuous marketing actions for the further dissemination of the Q-PLM results (the software and the handbook)
- New European project to guarantee the use of the Q-PLM outputs in the European vET sector. Further development of the Q-PLM software.
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5.1.2 Continuation on national level

- Continuous dissemination of existing results to VET providers, stakeholders, developing bodies, institutions in all partner countries
- Continuous contact with the National Agencies
- Development and establishment of training lessons for the use of the Q-PLM software and handbook amongst the training partner organizations
- Continuous dissemination amongst national, regional and local networks by all partners.
- Continuous testing and improvement of the Q-PLM software on national level within national product developers for VET programs, teachers and trainers
- Participation in national events for VET providers with the aim to promote the Q-PLM project also after the end of the funding period
- Presentation of Q-PLM at national conferences/seminars/project fairs/events etc.
- Contacts and events with national VET institution to have workshops and contributions about the project results
- Seminars for users of the Q-PLM software

5.2 Topics for a future co-operation amongst the Q-PLM partnership

THE Q-PLM partnership discussed about the following topics for a future cooperation:

- Continuation of testing and improvement of the project's results
- Dissemination of existing results to other developing countries
- Transfer of innovation project
- Project for testing and implementing the Q-PLM software and handbook in European VET institutions
- Influence on European policy makers
- Development and establishment of training lessons for the use of the Q-Workshops for quality management in VET with the aim to improve the quality in the European VET sector
- PLM software amongst the training partner organizations

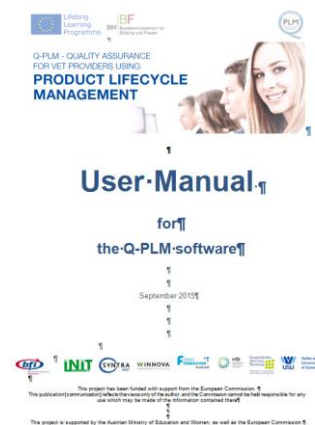
5.3 Networking / Lobbying

Influencing high-level changes in policy and systems is a real possibility if project managers co-operate effectively and at the right levels. This process of networking with all relevant stakeholders, building contacts and attending meetings is hard work, but it's vital and the only way of a successful exploitation and sustainability of a European project. The European Commission, European and National Agencies, National Committees and Programme Committees organize events to facilitate such co-operations.

The partnership agreed on attending events, such as conferences, seminars and discussions, round tables, etc. to disseminate the Q-PLM results and also lead to fruitful contacts to enhance the networking and lobbying. The European ENTER network (<http://www.enter-network.eu/>) organizes many different conferences with a high amount of participants. The Q-PLM project has used the ENTER network as a platform a dissemination at European level since the beginning of the project.

Q-PLM user manual

The user manual contains the description of the Q-PLM software and delivers some general information about the project. It is mainly foreseen for the daily use during the application of the Q-PLM software.



Project Website

Just because a project is completed does not mean that its results disappear. It is important to keep them visible and available, especially through the project website, so that target audiences can access them, learn from them, adapt them to their own needs and even build on them and take them to the next level.



The Q-PLM website (www.q-plm.eu) was developed at the initial phase of the project to promote the project online and to inform the target groups and the general public about the project, its aims, outputs, news and progress. It contains information about the project, the partnership, the development of the project, the entire project's outcomes, etc.

The site is available in all partners' languages and ensures the sustainability of the project. The site will be online even after the end of the funding period of the project for at least 2 years. P1, bfi Steiermark, will maintain the website further on and upload the latest information, results and developments.

Online Strategy: Facebook, ADAM, E.N.T.E.R.

The online strategy outlines the Q-PLM outputs and summarizes the main virtual activities of Q-PLM which are: project website, Facebook profile, registration of Q-PLM at ADAM and E.N.T.E.R. databases to create awareness of the project and its results. P1 (bfi Steiermark) will maintain the update of the webpage, the Facebook page and the ADAM platform and whenever results, outputs and exploitation results are available. These channels will be updated 2 years after the end of the project with latest information, results and developments.



Conferences, workshops and seminars

Presentation of the project outcomes in the conferences and workshops of relevant networks and platforms (EQAVET, or also events of national reference points for quality in VET in the partner countries etc.) also after the end of the funding period: All partners agreed to present the Q-PLM project to a larger public. P1 will organize workshops in Austria after the end of the project. The workshops and seminars will help to promote the Q-PLM software and handbook and guarantee a sustainable use. The workshops will explain in the usage of the Q-PLM software not only to the staff of bfi Steiermark but also to a wider public (e.g. VET organisations in Austria, stakeholders, labour market authorities, universities, university colleges, etc.). Bfi Steiermark will provide information about the workshops on the Q-PLM website and social media (Facebook, Enter network and Adam platform).

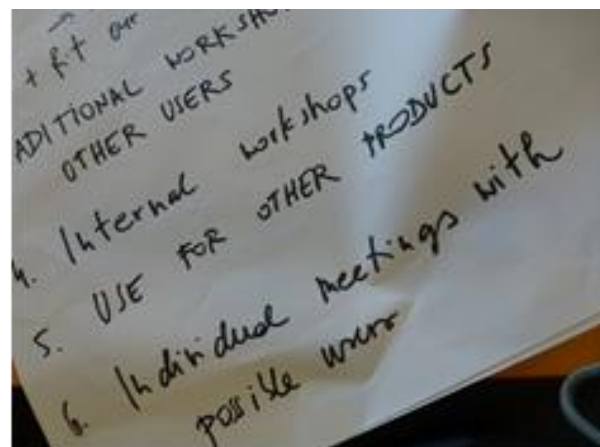
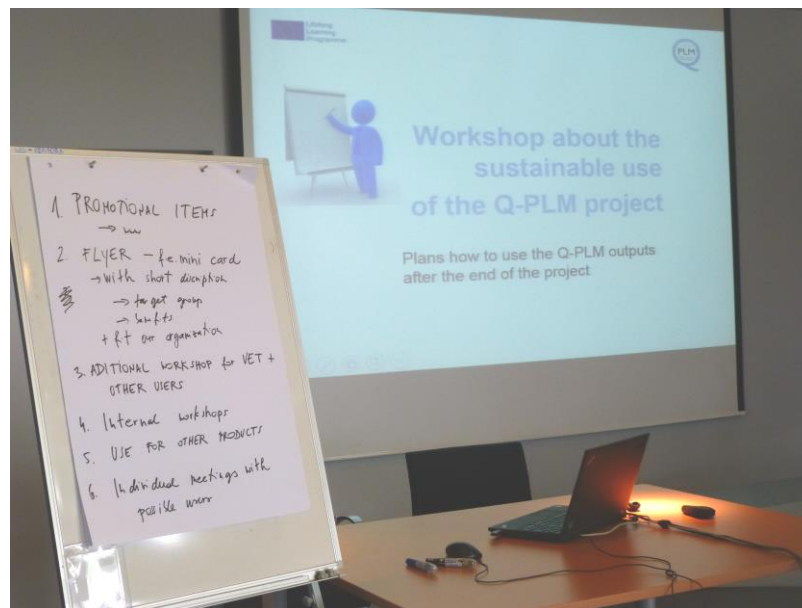
Dissemination and exploitation panels

Panel workshops were organized amongst the partnership during the lifetime of the project. The first panels started in March 2014 with the aim to investigate stakeholders about the indicators for the PLM software. Further panels followed especially in the second half of the project with the aim to get feedback to the use and usage of the PLM software and to possible updates.

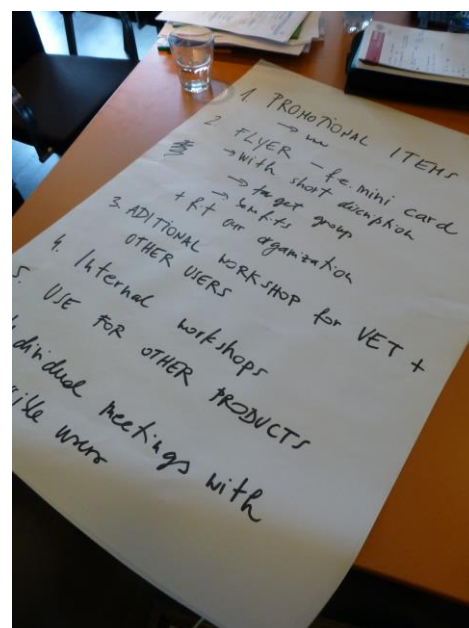
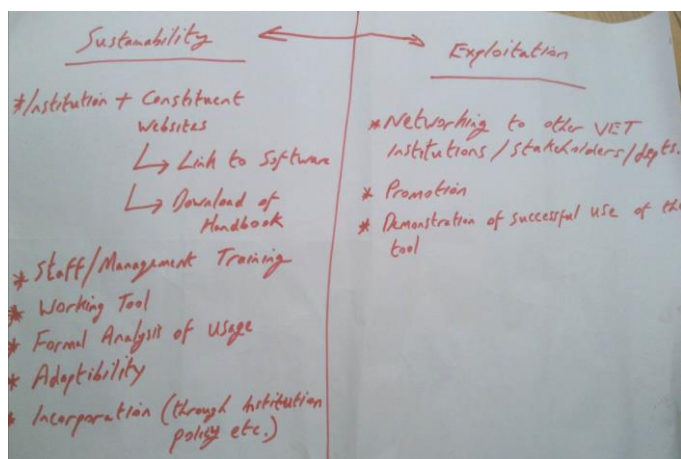
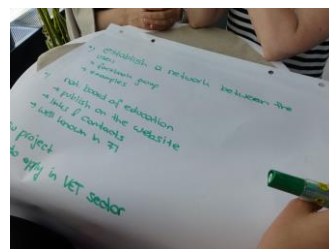
All partners agreed to use exploitation panels also after the end of the funding period to get feedback about the use and usability of the Q-PLM software and handbook and to continuously promote the outputs to a larger public.

5.5 Workshop for a sustainable use of the Q-PLM project

During the 4th project meeting in Ljubljana, Slovenia in June 2015 the partnership discussed in a workshop specific suggestions for a sustainable use of the project outputs after the end of the funding period and on a long term perspective.



Workshop for the sustainable use of the Q-PLM project, Ljubljana, Slovenia, 10th of June 2015



The following specific suggestions for a sustainable use of the outputs of the Q-PLM project were elaborated during this workshop:

Networking

Establishments of networks between training centers, stakeholders and users of the software. Contacts to national boards of education should be regularly kept.

Paper media

The promotion material should be used for dissemination also after the end of the funding period. Our posters, flyers, newsletters and the Q-PLM handbook should spread information on the project also after the end of the funding period.

Social Media

Social media is in general an important technological trend for communication and collaboration also in European projects. Therefore, P1 will update the information on the social media (Facebook, E.N.T.E.R. network, ADAM platform). These channels will be updated 2 years after the end of the project with latest information, results and developments.

Events

Events are probably the best way of communicating because it's a two way-communication with specific target groups and the participants in events is the best audience to promote projects. Presentations at meetings, conferences, aggregated workshops, roundtables, seminars, meetings, fairs, campaigns in the context of quality management for European VET providers also after the end of the funding period.

Workshops about the use and usability of the Q-PLM software and Q-PLM handbook with end users, such as product developers for VET programmes, competence centers in VET, marketing managers in VET, stakeholders, members of national feedback panels, staff

in partner organizations, research centers, social partners, trainers and teachers, academics and researchers. The whole partnership will organize workshops in the last 3 months of the project and also after the end of the project. The workshops and seminars will help to promote the Q-PLM software and handbook and guarantee a sustainable use.

Training for users of the Q-PLM software

The whole partnership will organize trainings for the users of the Q-PLM software in the last 3 months of the project and also after the end of the project. The seminars will explain the usage of the Q-PLM software to a wider public (e.g. VET organizations in Austria, stakeholders, labour market authorities, universities, university colleges, etc.).

New promotional items

Production of e.g. minicards with a short description of the Q-PLM project. The partnership has also the idea of a development of a Q-PLM app.

5.6 Partner report about the sustainable use of the Q-PLM project

The Q-PLM partnership was asked to fill in a questionnaire about the sustainable use of the project with the aim to get concrete suggestions about the sustainability of the Q-PLM project in each partner country. The questionnaire is annexed the chapter 10 of this sustainability strategy.

Partners were asked about which outputs/instruments/tools they will use to promote the sustainable use of the project.

Q-PLM software	P1, P3, P4, P5, P6, P7, P8
Q-PLM handbook	P1, P3, P4, P5, P6, P7, P8
Project website	P1, P3, P4, P5, P6, P7, P8
Social media: Facebook, Adam, Enter	P1, P3, P5, P6, P7, P8
Conferences, workshops, seminars	P1, P3, P5, P6, P7, P8
Dissemination panels	P1
Dissemination at relevant conferences and workshops	P1, P3, P4, P5, P6, P7, P8
Paper media (poster, flyer, newsletter)	P1, P3, P4, P5, P6, P7, P8
Events:	P1
Other, please describe:	<p>P1, Austria, bfi Steiermark</p> <p>Q-PLM screen cleaner</p> <p>Q-PLM user manual</p> <p>Q-PLM newsletters also after the end of the funding period</p> <p>Ongoing contact to the Q-PLM partnership after the end of the funding period to stay in contact and develop the Q-PLM idea in the next years.</p> <p>P4, Spain, Fondo Formación Euscadi</p>

	<p>Bilateral meetings with VET providers, relevant stakeholders,..</p> <p>P5, Finland, WinNova</p> <p>At Project-meetings concerning quality management projects and also international cooperation project meetings.</p> <p>P7, Slovenia, Gospodarska zbornica Slovenije</p> <p>P8, Romania, Ștefan cel Mare University of Suceava</p> <p>The items mentioned above are covering all events and tools that USV could use for future promotion of QPLM Results.</p>
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Partners were asked about their plans for the future within the Q-PLM project after the end of the funding period and if and in which way the outputs (Q-PLM software and Q-PLM Handbook) will be used:

P1, Austria, bfi Steiermark

Bfi Steiermark will use the Q-PLM outputs (Q-PLM software and handbook) in the daily working routine after the end of the funding period. The handbook will be used not only as a guide to the Q-PLM software, but also and mainly as an introduction to PLM in the VET sector, to describe what we mean by indicators and key success factors, to illustrate the ones that have been incorporated into the handbook and to provide ideas as to which other indicators could be employed.

The software will be used as a practical tool in the evaluation of proposed VET courses and existing courses. At the bfi Steiermark we run a very large number of VET courses in all our regional training centers. The QPLM software will be one of the tools employed to enhance the level of success of these courses and to help in the decision process regarding the retention of courses and the introduction of new VET products.

The software tool will be used mainly at the administrative level. Therefore, we plan to make workshops with our product developers, marketing and controlling experts.

We would also plan to make the software and handbook available to other Education and Training boards in Austria, to social makers, to labour market authorities as well as all stakeholders of bfi Steiermark.

Bfi Steiermark is completely convinced that active product lifecycle management, including the use of suitable PLM software, is a useful tool for monitoring and controlling the product portfolio of an educational institution. It can be recommended not only for reasons of quality assurance, but also for the facilitation of the product development, for more transparency in the strategic business areas and, last but not least, for the maintenance of the competitiveness of VET providers.

P3, Belgium, Syntra West

Syntra West is planning to use the software:

- Syntra West – technical trainings
- Syntra West – general trainings
- Decision yes or no to start a training (phase development)
- Decision yes or no to prolong/continue a training (phase evaluation)

Syntra West is planning to present (parts of) the software to:

- Training coordinators from Syntra West
- Training coordinators from the wider Syntra network (rest of Flanders)
- Quality coordinator
- We will prepare and organize several workshops

Syntra West is planning to create a mini-manual with Dutch print screens on how to use the software for several target groups. The entire handbook is already translated, but some things in the software have changed along the way.

P4, Spain, Fondo Formación Euskadi

- Train FFE staff in the use of QPLM-Software for the use at internal level.
- Integrate both ways of Quality Management in FFE: QPLM software and ISO standard

P5, Finland, WinNova

Handbook and software : Inside WinNova:

We will deliver the Q-plm handbook to staff of quality management team and present the Q-plm software.

We will present the software and handbook also to educational managers

They could be interested to manage and evaluate their products by this software.

Adult education managers and also youngsters education managers.

Outside WinNova:

We will present the handbook and software to:

“Hyvin tekemistä länteen”- project partners group. This is a group of 13 VET providers in Western part of Finland.

Regional TYKE –network, over 10 regional VET –providers.

Some of our feedback panel –partners can also tell their experiences about the testing phase.

We will deliver the information of these to our national agency CIMO, which can also promote these forward.

P6, Ireland, Cork Education and Training Board

We would plan to use both the Handbook and software after the funding period. The handbook would be used primarily as a guide to the software use but in some circumstances could also be used as an introduction to PLM at a VET level, to describe what we mean by indicators and key success factors, to illustrate the ones that have been incorporated into the handbook and to provide ideas as to which other indicators could be employed.

The software will be used as a practical tool in the evaluation of proposed VET courses and existing courses. We run a very large number of VET courses across multiple colleges as well as apprenticeship courses, adult literacy, community development and courses at secondary level. The QPLM software will be one of the tools employed to gauge the level of success of these courses and to help in the decision process regarding the retention of courses and the introduction of new VET products.

The software tool will be used both at an administrative level and at an individual college level. We would plan to make the software and handbook available to all principals and managers within our organization.

We would also plan to make the software and handbook available to other Education and Training boards in the country.

P7, Slovenia, Gospodarska zbornica Slovenije

We will adjust Q-PLM software to use it at our regular work regarding organization of trainings.

P8, Romania, Ștefan cel Mare University of Suceava

Partners were asked about the actions that could be set on European level within the Q-PLM project after the end of the funding period:

P1, Austria, bfi Steiermark

Bfi Steiermark is engaged in a large number of partnership projects within the European Union and through these contacts we plan to make the handbook and software available to these partners. In turn these institutions will act as multipliers for the QPLM outputs.

P3, Belgium, Syntra West

- disseminate the tool
- disseminate (parts of) the handbook
- create awareness on the importance of quality and product lifecycle management in VET

P4, Spain, Fondo Formación Euskadi

Use other projects meeting for make known the products of the project and its possibilities.

P5, Finland, WinNova

“We can disseminate our international network about the final version of the handbook and software. We will make a longer e-mail, when sending the last Newsletter of the project”

P6, Ireland, Cork Education and Training Board

As an organization we are engaged in a large number of partnership projects within the European Union and through these contacts we plan to make the handbook and software available to these partners. In turn these institutions will act as multipliers for the QPLM tool.

P7, Slovenia, Gospodarska zbornica Slovenije

We will promote it within other European projects groups and at international events that we organize.

P8, Romania, Ștefan cel Mare University of Suceava

The materials will be use in the future:

- for self-evaluation of study programs and improvement of study programs of USV and FSEAP (Faculty for Economics and Public Administration);
- improvement of quality of study programs in planning and delivering phase;
- for planning of future joint study programs, with VET providers ,or organized in partnership with representatives of the industry.

The Q-PLM Handbook will be presented to the master students of the program Human Resources Management / Administration and Training of Human Resources in Organizations. Q-PLM Handbook will be distributed to the students of above mentioned program and they would be as well initiated in the Q-PLM Software.

Partners were asked about the actions that could be set on national level, in your country within the Q-PLM project after the end of the funding period:

P1, Austria, bfi Steiermark

- Dissemination and promotion of the software through workshops and events.
- Network to stakeholders, contacts and partner organizations.
- Ongoing dissemination of the software and handbook by making links to them, and direct download in the case of the handbook, available from our own website
- Seminar / workshops for staff within our organization to make them aware and competent in the use of the QPLM tool.

P3, Belgium, Syntra West

- disseminate the tools
- disseminate (parts of) the handbook
- create awareness on the importance of quality and product lifecycle management in VET

P4, Spain, Fondo Formación Euskadi

- Meet with VET providers to transfer QPLM software and the manual.
- Meet with Educational Decision Makers to show them the usefulness of the software and its possibilities.

P5, Finland, WinNova

We could organize a presentation of the software and handbook in seminars related to the quality management among Finnish VET organizations.

We can inform our National board of Education about this software and also think about the possibilities to developed implementation and ideas to use it in future projects.

P6, Ireland, Cork Education and Training Board

Seminar / workshops for staff within our organization to make them aware and competent in the use of the QPLM tool.

Ongoing dissemination of the software and handbook by making links to them, and direct download in the case of the handbook, available from our own website

Dissemination and promotion of the software through workshops and other events that we would be involved with. Also through our normal network of contacts and partner organizations.

P7, Slovenia, Gospodarska zbornica Slovenije

Q-PLM software will be mentioned and promoted on VET national board meetings by the Chambers representatives.

P8, Romania, Ștefan cel Mare University of Suceava

Further development of the software, and promotion of this as "open tool", meant to improve the overall quality of VET programs.

Development of a future EU program that could develop in depth the results of Q-PLM Project.

Partners were asked about their suggestions about topics for a future cooperation amongst the Q-PLM partnership:

P1, Austria, bfi Steiermark

- Quality management for European VET providers
- Marketing management for European VET providers
- Portfolio management for European VET providers
- Indicators for European VET offers
- Transfer of innovation: get used to the Q-PLM software and handbook – European wide
- Market demands for European VET providers

P3, Belgium, Syntra West

- further development of the software (other functions, more reporting options, better lay-out, compatible with other software systems, ...)
- quality management
- product development

P4, Spain, Fondo Formación Euskadi

Development of innovative training methodologies and open resources.
Open Collaborations between Educational Systems and Labour market, Fondo Formación Euskadi

P5, Finland, WinNova

New project ideas can be reached, when implementing this software in different potential users. The experiences and profits of the use of the software when evaluating and developing the quality of educational products. What kind of examples can be found?

How to exploit the use of the PLM software use when developing the products and innovating new VET products.

Technical improvements of the use of software, use in mobile applications, the flexibility of the software, if we want to update the KSF and indicator list. Version 2.
The support and administration of the software in future.

Also other levels of education than VET, how can this be used in different needs?
Changing the good examples between users and partners.

P6, Ireland, Cork Education and Training Board

The QPLM software could be seen as a tool within a larger suite of tools to assist in the provision of Quality in VET provision. Other quality based tools could be developed to work alongside the QPLM software.

P7, Slovenia, Gospodarska zbornica Slovenije

To see examples of good practices on different and innovative use of Q-PLM software. To get an idea to use the Q-PLM software in other area.

P8, Romania, Ștefan cel Mare University of Suceava

- Further improvement of Q-PLM tools;
- Testing for new types of trainings, that were not yet introduced as new products in Q PLM platform;
- Exchange of knowledge and transfer of best practices reg. Quality Management in VET.

Partners were asked to describe their specific suggestions for a sustainable use of the Q-PLM project:

P1, Austria, bfi Steiermark

The incorporation of the QPLM software into the development process for new VET products and into the evaluation phase of existing products at the bfi Steiermark. This would include the use of the software in the production of reports for management team of bfi Steiermark.

Dissemination and promotion of the software through workshops and events.

Network to stakeholders, contacts and partner organizations.

Ongoing dissemination of the software and handbook by making links to them, and direct download in the case of the handbook, available from our own website

Seminar / workshops for staff of other VET institutions to make them aware of the concept of PLM for VET providers, to make them aware and competent in the use of the QPLM software and to make them familiar with the Q-PLM handbook

Seminar / workshops for staff within our organization to make them aware and competent in the use of the QPLM tool.

Ongoing dissemination of the Q-PLM posters, flyers, newsletters, screensavers, DVDs

Continuous demonstration of the use and usefulness of using the tool and consequently encouraging a European wide use.

P3, Belgium, Syntra West

- organize workshop on Product Lifecycle Management
- organize workshop on Product Lifecycle Management
- organize workshops on how to use the software for VET institutions
- organize workshops on how to use the software for companies
- extra dissemination material as suggested in Ljubljana

P4, Spain, Fondo Formación Euskadi

Use and implement in the own organization. Know the possibilities and the options that the software offers will be possible to “sell” it better.

Send to VET providers the product and contact them for solve questions and have better feedback.

P5, Finland, WinNova

The user Organisation should get the software easily to everyday use. Simple way to copy the program and get the software. Maybe some kind free or low cost license system?

We should organize and establish national users –team of the software.

The team could organize meetings (in NET), change experiences and maybe developed the use of the software, and PLM – in VET in future projects possibly.

P6, Ireland, Cork Education and Training Board

Phase 1: A series of workshops to make principals / managers in our VET institutions aware of the concept of PLM at VET product level, to make them familiar with the used of indicators and key success factors in a formal way and to provide training in the use of the QPLM software.

Phase 2: The incorporation of the QPLM software into the development process for new VET products and into the evaluation phase of existing products. This would include the use of the software in the production of reports for head office staff and government funding agencies, department of Social protection etc.

Phase 3: Through the use of the software to demonstrate to other VET institutions the usefulness of using the tool and consequently encouraging more widespread use.

P7, Slovenia, Gospodarska zbornica Slovenije

Promotion of Q-PLM software on various kind of communication channels.
Promotion of good examples of using Q-PLM software in other countries.

P8, Romania, Ștefan cel Mare University of Suceava

- Dissemination of Q-PLM tools to as many as possible VET Providers;
- Distribution of e-form of Q-PLM Handbook on the web page, as a useful resource;
- Dissemination at relevant conferences and workshops;
- Presentation of Q-PLM concept and tools at the training fairs.
- On-going use of the tools.

6 Sustainability Declaration

We suggest – and we think that it is possible - to collect sustainable declarations, written and signed statements in which individuals/organizations explain how they intend to use/are using the products of the Q-PLM project. If the declarations are obtained, the number can be an interesting indicator to document the project's sustainability and are simultaneously clear exploitation evidences.

Example of a sustainability declaration for the Q-PLM project:

Sustainability Declaration

I, [Name], the Coordinator of at [Institution] in [Country] advised and gave the link to the Q-PLM outputs (Q-PLM software and Q-PLM handbook) to the following person:

Name:

Institution:

Address:

E-Mail:

Mr./Mrs._____ confirms that he/she considers the Q-PLM software and Q-PLM handbook very interesting and enriching the quality im VET and that it will be used for individual testing of the programme.

Additional comments:

Date and place:

Signature and Stamp:

7 Regulation of the project's intellectual property rights

The Intellectual Property Rights (IPR) agreement aims to establish a multilateral agreement by all partners on intellectual property clarifying the rights of use of the products originated from the project and covering any commercial utilization of products after the end of the project.

It needed to be defined what each partner gets out of the project and how products may be used after the project end. This is written down in a consortium agreement, where also the rights and duties are defined clearly.

During the 3th international project meeting in Cork / Ireland in November 2014 the partnership began to discuss about the IPR and a commercial or non-commercial use of the projects outputs. On the basis of these discussions, P1 elaborated the IPR agreement which was presented to the partnership during the 4th project meeting in Ljubljana/Slovenia in June 2015.

The partnership agreed on the following regulation of the project's intellectual property rights:

Intellectual Property Rights Agreement

Q-PLM

Quality Assurance for VET Providers

Using Product Lifecycle Management

Project Number: 538379-LLP-1-2013-1-AT-LEONARDO-LMP

Scope of the contract

The present contract deals with the intellectual property rights and copyrights of the products developed within the framework of the project

Q-PLM

Quality Assurance for VET Providers
Using Product Lifecycle Management

Project Number: **538379**-LLP-1-2013-1-AT-LEONARDO-LMP

which was implemented by a transnational consortium with the support of the Leonardo da Vinci Multilateral Projects for Development of Innovation of the *Lifelong learning Programme*. According to *Article II.8. pre-existing rights and ownership/use of the results* of the grant agreement signed between the *EACEA* and the promoting Organisation, all intellectual property rights have so far been held by the *Berufsförderungsinstitut Steiermark*. With this present agreement, the rights will now be divided among the partners for good.

Parties concerned

The parties concerned are the partners of the project that were involved in the development of the products of the project:

- **P1: bfi Steiermark (Promoter)**, Keplerstraße 109, 8020 Graz, AUSTRIA, represented for this project by Dr. Wilhelm Techt, MBA (Managing Director)
- **P2: INIT Developments Ltd. (Coordinator)**, Mecklenburg Straße 32a, 19053 Schwerin, Germany, represented for this project by Mr. Michael Schwaiger (Managing Director)
- **P3: Syntra West, Spoorwegstraat 14, 8200 Brugge, Belgium**, represented for this project by Mr. Johan De Neve (General Manager-Chief Executive)
- **P4: Fondo Foramcion Euskadi S.L.L., Carretera San Vicente Km 10, ES-48510 Trapagaran**, represented for this project by Mr. Cosme Garay Aguirre
- **P5: Länsirannikon Koulutus Oy WinNova**, Satamakatu 19, 26100 Rauma, Finland, Italy, represented for this project by Mr. Lasse Schultz (Managing Director)
- **P6: Cork Education and Training Board, 21 Lavitt's Quay, Cork, Ireland**, represented for this project by Mr. Timothy Owens (CEO)
- **P7: Chamber of Commerce and Industry of Slovenia (CCIS), Dimiceva 13, 1000 Ljubljana, Slovenia**, represented for this project by Mr. Samo Hribar Milic (President)
- **P8: University "Stefan cel Mare"**, Universitatii Street no. 13, 720229, Suceava, Romania, represented for this project by Prof. Dr. Valentin Popa (Rector)

Duration of the contract

This contract enters into effect on the date the last contract versions was signed by the last party and is valid for five years; in any case, the contract ends with 01/10/2019 at the latest.

Products of the project

The property rights of following products and outcomes of the project are settled by this agreement:

Q-PLM software for active product lifecycle management for VET providers, available in ENG

Q-PLM software for active product lifecycle management for VET providers available in DE, ES, FI, NL, SI, RO

Q-PLM handbook for active product lifecycle management for VET providers available in ENG

Q-PLM handbook for active product lifecycle management for VET providers available in DE, ES, FI, NL, SI, RO

Pre-existing material

The Q-PLM software for active product lifecycle management for VET providers is not based on any pre-existing material/software.

Third parties agreements

The development of the Q-PLM software and some parts of the products listed under Article 4, were subcontracted to third parties. According to the subcontracts made with these subcontractors no intellectual property rights can be deducted from their contributions.

Intellectual property rights

As suggested to, discussed within and agreed by the consortium during the 3rd transnational project meeting in Cork, Ireland in November 2014 the intellectual property rights shall be settled as follows:

- 7.1. Berufsförderungsinstitut Steiermark generally represents the authority of the entire project group as owner of the intellectual property rights.
- 7.2. The idea for the development of the Q-PLM Software originates of bfi Steiermark.
- 7.3. The original source codes of the Q-PLM software stay with P1 Berufsförderungsinstitut Steiermark.

Additional regulations are the following:

- 7.4. Each project partner holds unrestricted rights for the usage of the Q-PLM software in EN language version. This includes the rights to develop further, to adapt and to

combine with other content or structures, to reproduce and publish and, last but not least, to use commercially.

- 7.5. Each project partner holds unrestricted rights for the usage of the national Q-PLM software developed in the own country and in native language (including the translation into ENG). This includes the rights to develop further, to adapt and to combine with other content or structures, to reproduce and publish and last but not least to use commercially in the own country, as indicated and planned in the original project application submitted to the EACEA.
- 7.6. Each project partner holds unrestricted rights for the usage of the Q-PLM handbook in national language version. This includes the rights to develop further, to adapt and to combine with other content or structures, to reproduce and publish and, last but not least, to use commercially in the own country.
- 7.7. No project partner needs to inform the consortium nor has to ask for any permission in case it wishes to make use of its property rights.
- 7.8. Concerning issues as listed under 7.5., 7.6., each project partner holds the same share (12.5%).
- 7.9. In case of any commercial usage (also in own language and/or own country) each partner is solely responsible to meet all copyright regulations concerning pictures, videos and all other materials used; the Q-PLM consortium cannot be made responsible for any copyright abuse.
- 7.10. However, under no circumstances neither representatives of the consortium nor third parties must make use of the intellectual property rights if any kind of activity:
 - is not aligned with the objectives, aims and spirit of the project as expressed in the original application documents as well as in the other products and outcomes produced during the Q-PLM project's lifetime
 - is in conflict with frameworks, regulations, content and aims of official European Commission policies
 - could harm the interests or prestige of any of the consortium organizations.
- 7.11. In the following cases the intellectual property rights of the Q-PLM products stay as indivisible rights with the entire consortium:
 - translation of any content parts into any languages other than those represented by the consortium
 - transfer of any content into countries other than those represented by the consortium
 - any kind of promotion, development, publication, implementation or commercial use outside the languages and/or countries represented by the consortium
 - any kind of promotion, development, publication, implementation or commercial use intended by a person or legal entity not listed under *Article 2*.
- 7.12. In such cases, P1 Berufsförderungsinstitut Steiermark, generally represents the authority of the entire project group as owner of the intellectual property rights.
- 7.13. Any kind of request of a third party dealing with issues as listed under 7.11., an official written request has to be addressed to P1 by a third party. P1 will distribute this request in a proposal to all project partners asking for their opinion.
- 7.14. Project partners need to respond within 10 working days after P1 had distributed the proposal; partner can vote "for" or "against" a proposal; also an "abstention" is possible.
- 7.15. Each project partner organization has one vote.
- 7.16. Not responding at all to the distributed proposal will be counted as "vote for the proposal".
- 7.17. A proposal is approved by simple majority.
- 7.18. In case of a tie vote, the vote of P1 counts double.

Language of contract

This contract is compiled in English and it is not translated into any other languages.

Nature of the agreement

This agreement is based on 7 bilateral agreements signed and stamped in two original versions by the legal representative of P1, *Berufsförderungsinstitut Steiermark*, and the individual organizations of the consortium. After the last bilateral agreement is signed and stamped, the overall agreement enters into effect. Any kind of amendment suggested to this agreement must be submitted to P1 in writing and needs the support of at least 50% of the organizations in the consortium. To be legally binding, any amendment to this agreement must be confirmed by 7 bilateral amendment documents signed and stamped by the legal representatives of the contracting parties.

Jurisdiction clause

Failing amicable settlement, the Courts of Graz shall have sole jurisdiction to rule on any dispute between the contracting parties in respect of this contract. The law applicable to this contract will be the law of Austria.

Made in 2 copies

For the promoter

Berufsförderungsinstitut Steiermark

[signature, stamp]

represented by Mag. Harald Senkl
(Deputy General Manager)

For the partner

[signature, stamp]

represented by XXX

8 General recommendations for the sustainability and further steps in the Q-PLM project

PLM - software systems enable companies to facilitate the control of product life cycles and to manage the wide range of product data in an efficient way. Optimally coordinated processes across multiple locations allow a quick response to changes in market demand. Thus, the right product, at the right time, is brought to market at the right price.

The Q-PLM partnership agreed on the following recommendations for the sustainability and further steps in the Q-PLM project. These are suggestions that could be and will be taken into account after the Commission's financial assistance has been terminated in the project's process:

- Continuous communication within the project partnership, also after the end of the funding period
- Active promotion of the Q-PLM outputs amongst the partnership and its existing and future stakeholders and Continuous marketing actions for the further dissemination of the Q-PLM results (the software and the handbook)
- The Q-PLM-software should be used for the coordination of training programmes in the VET market and for the control of the processes and product portfolios of the training providers, thus making it easier to monitor and better visualize the business processes and the product.
- Link to European networks for the quality assurance in VET, like the EQARF (The European Quality Assurance Reference Framework)
- Continuation on thematic networking, dissemination and exploitation on regional and national level
- Continuous dissemination of existing results to VET providers, stakeholder, developing bodies, institutions and countries
- Continuous collection of feedback about the use and usability of the Q-PLM software and handbook
- Use of the corporate identity of Q-PLM dissemination materials and Q-PLM products
- Connecting with other European projects working in the same thematic or related fields as well as with project teams in other funding programmes

- ➡ Presentation of Q-PLM at other conferences/seminars/project fairs/events etc.
- ➡ Contacts and events with VET institution to have workshops and contributions about the project results
- ➡ Continuations and updates of the Q-PLM website and Facebook page 2 years after the end of the funding period maintaining of the project's results
- ➡ Please contact Carina Bachner and Karin Wiedner, bfi Steiermark, in case of questions or any kind of further use of the Q-PLM project's results

9 Conclusion

To sum it all up, active Product Lifecycle Management including the use of suitable PLM software is a tool to monitor and to control the product portfolio of an educational institution. It can be recommended not only for reasons of quality assurance, but also for the facilitating of the product development, for more transparency in the strategic business areas and last but not least for the maintenance of the competitiveness of VET providers. Services and products on the vocational education and training (VET) market are being influenced by a vast number of factors and variables. VET products have a certain product lifecycle, as do all products on the economic market - is a conceptual approach which takes into consideration the entire lifetime of a product. A PLM - software system enables VET providers to facilitate the control of product life cycles and to manage the wide range of product data in an efficient way. Optimally coordinated processes across multiple locations allow a quick response to changes in market demand. Thus, the right product, at the right time, is brought to market at the right price.

The project's main objective was to, in an adapted form, transfer the product lifecycle management that is primarily being used in the industrial and IT area to the field of further education. Active PLM facilitates the product control, planning, adaptation and innovation, thus enabling a market-orientated approach of the portfolios in further education.

PLM in VET as a chance

Active product lifecycle management, including the use of suitable PLM software, is a useful tool for monitoring and controlling the product portfolio of an educational institution. It can be recommended not only for reasons of quality assurance, but also for the facilitation of the product development, for more transparency in the strategic business areas and, last but not least, for the maintenance of the competitiveness of VET providers. There is a high demand for a coherent and practical instrument for the monitoring the lifecycles of VET products, with consideration to several key success factors and indicators influencing vocational training and education programmes.

Karin Wiedner
bfi Steiermark
Fürstenfeld, Austria

10 Annex: Sustainability Strategy – Research report on partner level

PLM

LdV/TOI

Project Nr° 538379-LLP-1-2013-AT-LEONARDO-LMP

WP 4: Exploitation and sustainability

Sustainability Strategy Research report on partner level

The following evaluation is a questionnaire of the sustainability evaluation of the Q-PLM project. Partners and stakeholders are asked within this questionnaire about the sustainable use of the Q-PLM project's outputs.

It takes about 30 minutes to complete the questionnaire, which gives you the opportunity to review the main issues that affect the sustainability of the Q-PLM software and Q-PLM handbook.

Organisation data

Name of organisation	
Type of the organisation (Vocational training center, university, Chamber, ...)	
Size of the organisation (staff)	
City	
Country	
Provided by	
Place / Date	

The sustainability strategy constitutes the deliverable number 14 of the Work Package 4 (Exploitation and Sustainability) of the Transfer of Innovation project “Q- PLM– Quality Assurance for VET Providers using Product Lifecycle Management” (538379-LLP-1-2013-AT-LEONARDO_LMP).

The main aim of the sustainability strategy is to discuss and develop ways how the project outputs can be led to a further sustainable use.

We would like to ask you, dear project partner, to describe the activities you plan in your country within your target groups to guarantee the sustainability of the projects results after the project’s lifetime in a long-term perspective.

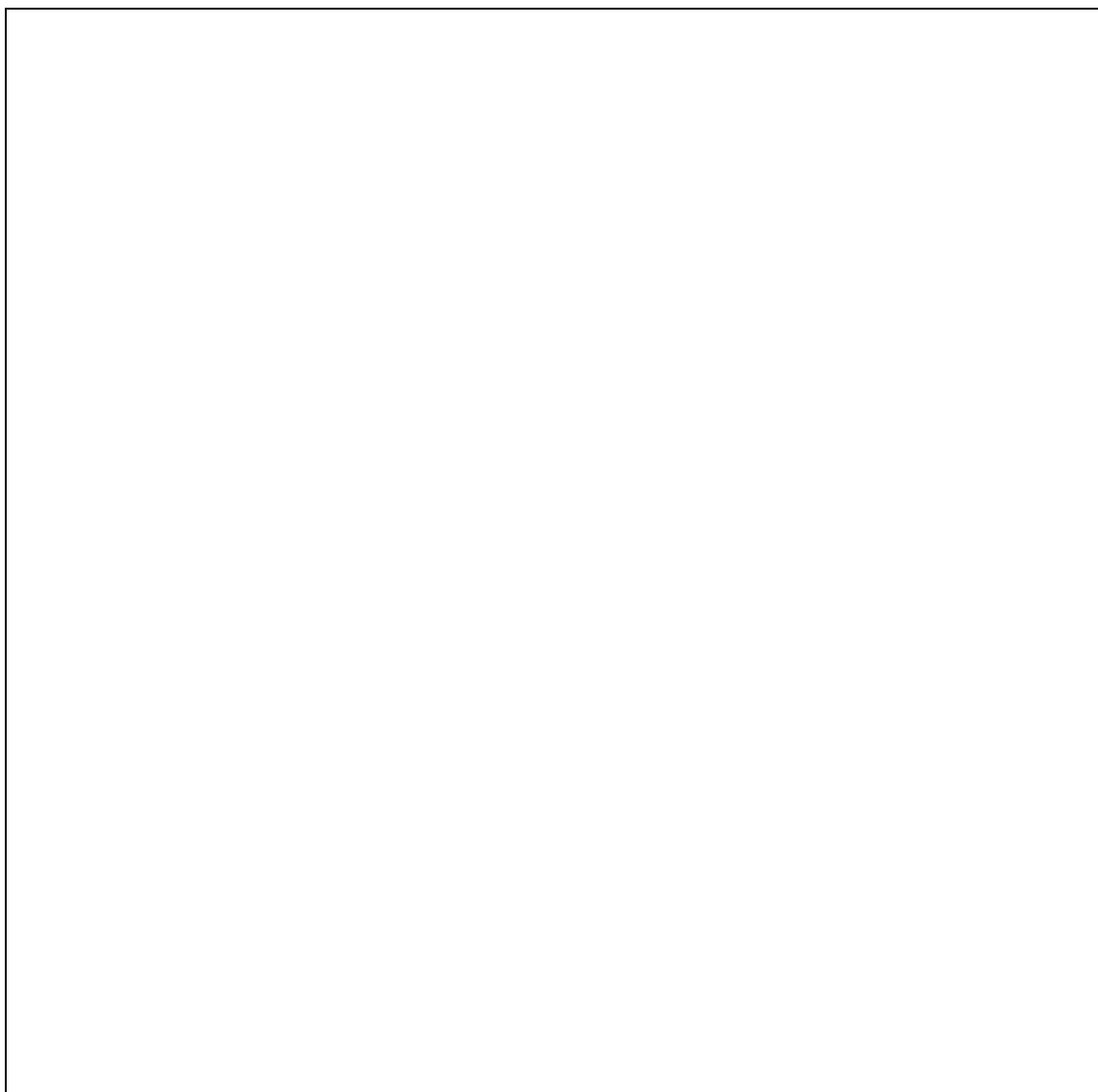
I would like to ask you to complete the following questionnaire and to send it back to karin.wiedner@bfi-stmk.at not later than the 30th of June 2015.

**Many thanks for your cooperation
and your support 😊**

Sustainability instruments: which outputs / instruments / tools could you use to promote the sustainable use of the project? (please tick: ✓)

Q-PLM software	
Q-PLM handbook	
Project website	
Social media: Facebook, Adam, Enter	
Conferences, workshops, seminars	
Dissemination panels	
Dissemination at relevant conferences and workshops	
Paper media (poster, flyer, newsletter)	
Events:	
Other, please describe:	

Plans for the future: what are your plans for the future within the Q-PLM project after the end of the funding period. Will you use the outputs (Q-PLM software and Q-PLM Handbook)? In which way? Please describe in detail:



Which actions could be set on European level within the Q-PLM project after the end of the funding period?

Which actions could be set on national level, in your country within the Q-PLM project after the end of the funding period?

Which could be the topics for a future cooperation amongst the Q-PLM partnership?

Please describe your specific suggestions for a sustainable use of the Q-PLM project:

National sustainability plan

Who are the target groups and stakeholders for a future sustainable use of the project's results (the Q-PLM software and the Q-PLM handbook), please specify and describe.

Please note that this questionnaire is used to get an estimation of your ideas, your channels, instruments and opportunities for the project's sustainability.

Do not worry to include events or activities that are not confirmed by date yet because you will receive a similar reporting template in order to document the activities that have been implemented at a later stage of the project.

Activity	Date	Size / numbers of Organizations, persons reached (approximately)	Level: L: local R: regional N: national E: Europäern	Target group	Feedback	Documentation available, please describe