S E n D I n g

D7.7

EXPLOITATION PLAN

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PROJECT SUMMARY

SEnDIng project aims to address the skills' gap of Data Scientists and Internet of Things engineers that has been identified at the ICT and other sectors (e.g. banking and energy) at which Data Science and Internet of Things have broad applications. To achieve this goal, SEnDIng will develop and deliver to the two aforementioned ICT-related occupational profiles two learning outcome-oriented modular VET programmes using innovative teaching and training delivery methodologies.

Each VET program will be provided to employed ICT professionals into three phases that include: (a) 100 hours of on-line asynchronous training, (b) 20 hours of face-to-face training and (c) 4 months of work-based learning. A certification mechanism will be designed and used for the certification of the skills provided to the trainees of the two vocational programs, while recommendations will be outlined for validation, certification & accreditation of provided VET programs.

Furthermore, SEnDIng will define a reference model for the vocational skills, e-competences and qualifications of the targeted occupational profiles that will be compliant with the European eCompetence Framework (eCF) and the ESCO IT occupations, ensuring transparency, comparability and transferability between European countries.

Various dissemination activities will be performed – including the organization of one workshop at Greece, Bulgaria and Cyprus and one additional conference at Greece at the last month of the project – in order to effectively disseminate project's activities and outcomes to the target groups and all stakeholders. Finally, a set of exploitation tools will be developed, giving guides to stakeholders and especially companies and VET providers, on how they can exploit project's results.

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1 Introduction

1.1 Scope and audience of the document

This deliverable consists the final version of SEnDIng exploitation plan. It aims to maximize the exploitation potential of the project outputs by describing a set of activities implemented during the project lifetime and planned for the post-project period. The structure of the deliverable is the following:

- Section 2 describes the SEnDIng exploitation plan at project level, including the exploitable outputs, the target groups, the exploitation strategies and the SEnDIng toolkits.
- Section 3 describes the exploitation plans of SEnDIng partners as well as the transferability options of the produced outputs at local/regional level and the sector in which operates every partner.
- Section 4 provides 2 annexes attached to the deliverable.

The main audience of this document are the SEnDIng partners and relevant target groups interested for SEnDIng outputs: Higher Education Institutes, VET providers, SMEs, Policy Makers, Associations of IT scientists and companies and Certification Bodies.

1.2 Main aspects of exploitation

The exploitation plan consists of the determination of the processes of multiplication and generalisation of the results achieved in the project, by widening the geographic scope of the project and expanding to other knowledge or professional areas and its possible commercial exploration. Exploitation seeks to make end users use the project results at various levels, during and after the implementation of the project and is closely related to sustainability. The exploitation includes *mainstreaming* and *multiplication*: mainstreaming is related to addressing the decision-makers in order to convince them to consider the results and products of the project, while multiplication is focused on persuading individual end-users to adopt the products.

2 SEnDIng exploitation plan at project level

2.1 Exploitable outputs and target groups

When considering the list of SEnDIng outputs (deliverables), the most evident results for exploitation are the 2 VET programs (Data Science and IoT) developed by the corresponding partners and tested during the pilot trainings and certification exams. Thus, the exploitable outputs of the project are the following:

- D2.1: Learning outcomes in terms of knowledge, skills and competences
- D2.2: Reference model of skills, e-competences and qualifications needs of Data Scientists and IoT Engineers
- D2.3: Vocational curricula/educational modules for Data Science and Internet of Things VET program
- D2.4: Training methodology
- D2.5: Training monitoring and assessment methodology
- D3.1: Training material for Data Science vocational trainings
- D3.2: Training material for IoT vocational trainings
- D3.3: Training material for transversal skills development
- D4.1: Recommendations for validation, certification & accreditation of provided VET programs
- D4.2: Data Science VET program certification
- D4.3: Internet of Things VET program certification
- D5.3.2: Report about the delivery and certification of Data Science vocational trainings
- D5.3.3: Report about the delivery and certification of Internet of Things vocational trainings

Moreover, we have defined the following target groups who have interest for the exploitation of project outputs:

- Higher Education Institutes
- VET providers
- SMEs

- Policy Makers

- Associations of IT scientists and companies

- Certification Bodies

2.2 Exploitation use cases

As mentioned at the introduction, exploitation of outcomes consists of mainstreaming and multiplication of results. The SEnDIng exploitation plan follows a mixed approach with regard to its development. On one hand it integrates and elaborates on the general strategies defined during the project design phase, and on the other hand incorporates partners' ideas and interests about how to use the project's products and results (tangible or intangible) at local, regional, national, European, and/or international level.

The following table presents strategies/use cases for the exploitation of SEnDIng outputs.

Target group	Exploitation Use cases
Higher Education Institutes	Incorporation of the 2 VET programs at undergraduate and postgraduate academic programs
	Development of new vocational training programs through Life Long Learning centers based on SEnDIng outputs
	Enrichment of current curricula based on SEnDIng curricula
	Guide students and faculty to SEnDIng MOOC in order to enrich their knowledge and skills at the Data Science and IoT domains
	Reuse and extend the training material for education and training purposes
VET providers	Incorporation of the 2 VET programs at their training offerings
	Enrichment of existent training offerings based on SEnDIng curricula
	Reuse and extend the training material for education and training purposes
SMEs, Associations of IT scientists and companies	Use the SEnDIng MOOC for upskilling/reskilling employees
	Develop new in-house training programs for employees
	Reuse and extend the training material for education and training purposes

Policy Makers	Access to recommendations for the validation, certification and accreditation of the provided VET programs and their alignment with NQFs, EQF and ECVET. Use the reference model of skills, e-competences and qualifications needs of Data Scientists and IoT Engineers to update existent EU tools and frameworks (like eCF and ESCO) for the Data Science and IoT domains
Certification Bodies	Build new certifications for Data Science and IoT based on SEnDIng certification schemes

Table 1: Exploitation use cases by relevant target groups

In order to support the exploitation of project outputs, we have developed three toolkits targeting companies, VET providers and Employees. These toolkits, provide a short set of instructions on how the project approach & MOOC can be used by the aforementioned stakeholder and are accessible at the following link:

http://sending-project.eu/index.php/en/dissemination/exploitation-toolkits

For more information, please refer to the deliverable "D7.9: SEnDIng Toolkits".

2.3 Exploitation strategies

The SEnDIng exploitation strategies are intended to go beyond dissemination with an explicit emphasis on:

- Promoting the resulting models and tools for exploitation in European, national and regional learning opportunity provision systems, practices and related EU policies.
- Providing high-quality educational tools and resources that can be used to address the sector's identified needs and requirements.
- Enabling the transfer, adaptation and implementation of developed approaches into other branches and sectors.

The SEnDIng exploitation strategies include both actions implemented during the project lifetime and actions planned after its end.

The actions implemented during the project lifetime are the following:

- **Involvement of relevant sectoral stakeholders in SEnDIng activities.** The involvement of relevant stakeholders on regional, national or/and European levels are critical in order to maximize the exploitation perspectives during the project lifetime. Taking this into account, we have involved SEnDIng stakeholders during different stages of the project:

- Definition of learning outcomes of Data Science and IoT VET programs. At this phase potential end-users have been involved in order to discover the characteristics and learning expectations of the audience.
- National workshops and final conference. At this phase, relevant target groups have been involved at focus groups with regard to the exploitation potentials of the project outputs.
- Pilot testing and evaluation of the Data Science and IoT VET programs. At this phase IT professionals and companies have been involved in the testing and evaluation of the VET programs.

- **Adoption, transfer and adaptation.** The development of solutions that are easily adopted to the needs of different target groups, as well as are easily transferred to different sectors and national contexts through the elaboration of concrete scenarios and use cases will enable the wider uptake and implementation of SEnDIng outputs.
- **Synergies with other projects.** The establishment of synergies with other projects is essential in order to maximize the exploitation perspectives of the project.

In addition, we have defined the following post-project actions to support the sustainability of project outputs

- **Keep alive main outputs.** We will keep alive the following outputs of the project:
    - The project website, http://sending-project.eu/.
    - The MOOC platform, http://mooc.sending-project.eu/.
    - The Data Science, IoT and transversal skills training material in the form of OERs.
    - The training approach (transversal skills training and work-based learning).
    - The project channel at YouTube, as well as groups at Twitter, Facebook and LinkedIn.
    - The mailing list "sending-all@ceid.upatras.gr" that includes representatives of all SEnDIng partners.
    - The mailing list "sending-trainees@ceid.upatras.gr" that includes the IT professionals who participated in the trainings. We have already received requests to keep it as a communication tool between professionals sharing common interests at the Data Science and IoT domains.
- **Design follow-up projects**. The SEnDIng products, methodologies and technology can offer important opportunities for setting up initiatives for new innovative projects within the European Learning, Education and Training setting where new learning curricula are required. The SEnDIng partners, leveraging the knowledge, experience and expertise gained through the project, are exploring and discussing the design of

follow-up projects. The sources for the funding of these projects that are currently considered are two:

- o EC funding by the Erasmus+ 2021-2017 or Horizon Europe programs.
- o Private funding aiming to develop a commercial training program based on SEnDIng outputs. The training providers of the consortium are in discussions on how they can develop a such commercial training program at Data Science and IoT.

- **Memorandum of Understanding.** This document is a statement in which partner organisations explain how they intend to use the produced outputs, as well as the actions planned to ensure the sustainability of the produced outputs. The Memorandum of Understanding signed between the SEnDIng partners is provided at the Annex.

- **Accreditation of VET programs by national agencies.** This is essential in order to ensure the sustainability and visibility of the Data Science and IoT VET programs developed by SEnDIng. In line with this, UNICERT S.A. has applied the SEnDIng certification process for accreditation by the Hellenic Accreditation System (E.SY.D) in order to be officially valid among European countries. The official European Accreditation from the National Accreditxation Bodies of the Countries-States of E.A. by E.SY.D., is giving high value in academic level and a tool for the personal and professional development in the job market of the trainees that will obtain this certification. This achievement will raise and maintain the interest of potential trainees to attend the SEnDing MOOC, even after the completion of the project, and to participate in such certification exams.

3 SEnDIng partners exploitation plans

The main aim of this section is to define how the main outputs of the project will be exploited by the SEnDIng partners, as well as transferred at local/regional level and the sector in which each partner operates. Taking into account that the SEnDIng consortium has been established considering the strong and complementary profiles of the partners, an Exploitation Questionnaire has been designed (see Annex 1) aiming to probe about the different strategies, and in particular the individual exploitation intentions of the SEnDIng outputs.

During the project's lifetime and in response to the requirement for update of the exploitation plan, the questionnaire included at the first version of this deliverable has been amended in order to represent possible modifications or new exploitation aspects resulting from the evolving partners' experience throughout the implementation of the project. The Exploitation Questionnaire was filled by all SEnDIng partners (12 partners) during the third year of the project.

3.1 Exploitation of outputs by SEnDIng partners

The following graphs depict the results collected with regard to the exploitation of project outputs by SEnDIng partners. Before capturing the exploitation plans of each partner, we initially asked them to declare the reason for participation in the SEnDIng project (Figure 1). 46% of partners declared that the exchange of knowledge and expertise among European organization was the main reason for participation. 31% of partners declared that building their capacity at the domains of Data Science and IoT was the main reason for participation. Finally, 23% of partners declared that networking with key stakeholders of the VET ecosystem was the main reason for participation.
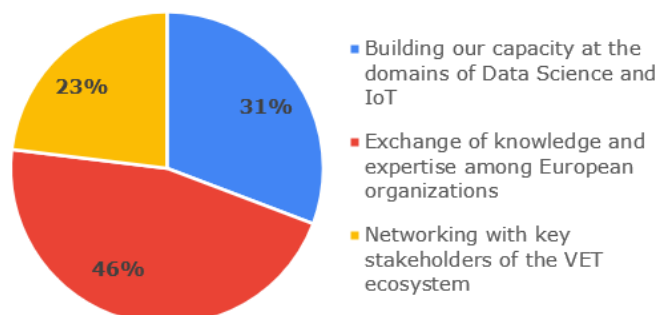

Figure 1: Reason for participation in SEnDIng project

The next figure presents the intention of SEnDIng partners about the exploitation of specific project outputs. The partners have been asked to evaluate the possibility of exploitation using a scale from 1 (very low) up to 5 (very high). Figure 2 presents the average value obtained by each examined parameter. It is observed that the IoT curriculum and the training methodology got the highest score (4,1), while the certification scheme obtained the lowest score. This is narrative due to the different profile of each partner, i.e., HEIs, VET providers, enterprises and a certification body. However, the exploitation perspectives of the project outputs by SEnDIng partners is very high, given that the average values among the examined parameter is 4,0.
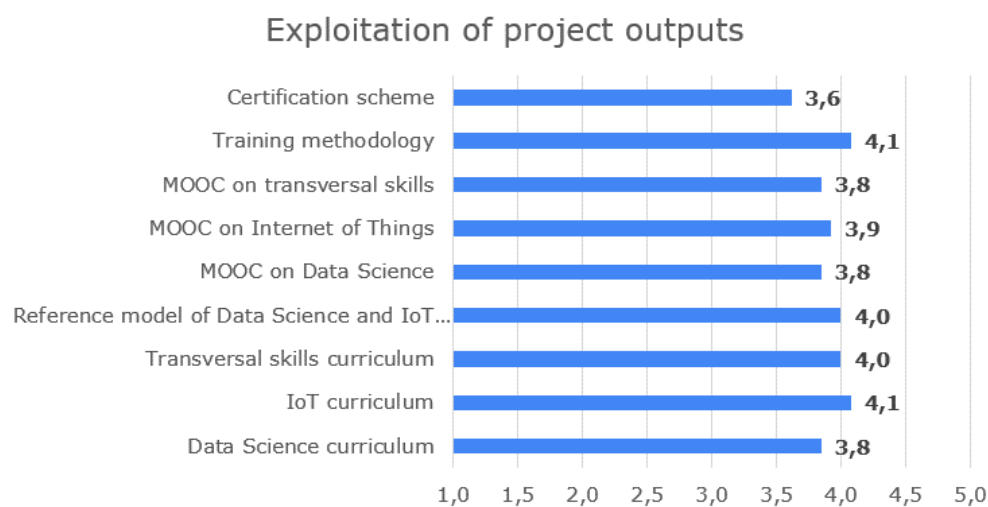
Exploitation of project outputs

	Value
Certification scheme	3,6
Training methodology	4,1
MOOC on transversal skills	3,8
MOOC on Internet of Things	3,9
MOOC on Data Science	3,8
Reference model of Data Science and IoT...	4,0
Transversal skills curriculum	4,0
IoT curriculum	4,1
Data Science curriculum	3,8

Figure 2: Exploitation of project outputs (1: very low, 5 very high)

Exploitation of SEnDIng curricula

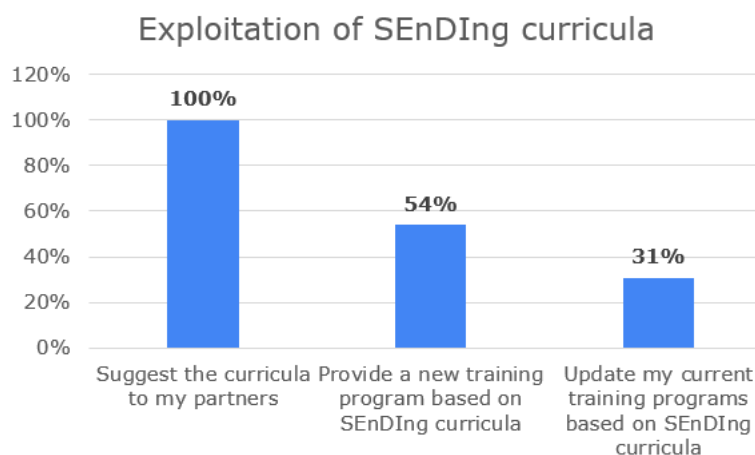|	Percentage
Suggest the curricula to my partners	100%
Provide a new training program based on SEnDIng curricula	54%
Update my current training programs based on SEnDIng curricula	31%

Figure 3: Exploitation of SEnDIng curricula

Figure 3 presents the exploitation options for the SEnDIng curricula (Data Science, IoT and transversal skills). This was a multiple-choice question, so the partners were able to choose

more than one answer. 100% of partners declared that they will suggest the curricula to their partners, 54% that they will provide a new training program based on SEnDIng curricula and 31% that they will update their training programs based on SEnDIng curricula.

Figure 4 presents the exploitation options for the SEnDIng MOOC (Data Science, IoT and transversal skills). This was also a multiple-choice question, so the partners were able to choose more than one answer. 69% of partners declared that they will promote the MOOC through their dissemination channels, 62% that they will suggest the MOOC to their partners, 46% that they will guide their employees to attend the online courses, 38% that they will integrate the online courses at their training offerings and 31% that they will reuse/extend the OERs to enrich their training offerings.
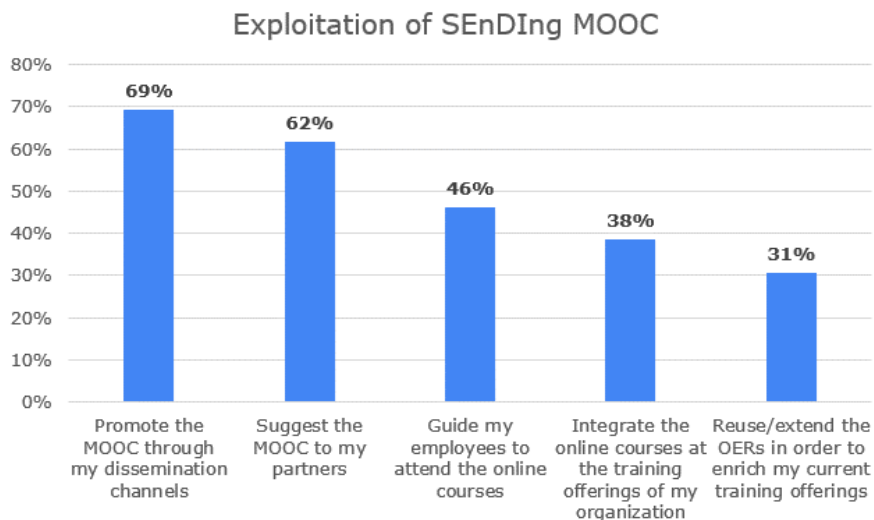

Figure 4: Exploitation of SEnDIng MOOC

Finally, the following table presents the specific exploitation plan for each SEnDIng partner.

Organization	SEnDIng partners' plans for exploiting the SEnDIng outcomes aiming to produce further opportunities and follow up activities after the end of the project.
Yodiwo	We will leverage the IoT curriculum and we will encourage our partners who are asking for training on IoT technologies to study it.
University of Cyprus	UCY Computer Science Department is starting a new MSc Program in Data Science in September 2021. That MSc in Data Scienc is multidisciplinary and multi-departmental and will be offered between the Computer Science, Mathematics and Business Departments at

Organization	SEnDIng partners' plans for exploiting the SEnDIng outcomes aiming to produce further opportunities and follow up activities after the end of the project.
	University of Cyprus. The admitted students will definitely not all have a solid background in all areas. The Educational Material and the MOOC developed by the SEnDIng may be used as a supporting tool for bringing BSc students of different disciplines up to speed with the basic knowledge to be further developed within the MSc in Data Science. At the same time, the Computer Science department is a major partner in the CYENS Center of Excellence (www.cyens.org.cy). CYENS has been developing a Doctoral Training Program in which PhD students from many disciplines will go through a training scheme, which may include the Transversal skills modules developed within SEnDIng. Moreover, the material from the IoT modules are already been used (not as is in the MOOC, but with variations) in at least two undergraduate courses in the existing program of studies: EPL422 Advanced Networks and EPL427 Mobile Computer Networks
Olympic Training and Consulting	OTC plans to provide short online training programs and practical workshops for the development of transversal skills as well as to offer asynchronous courses using the e-learning portal. In addition, parts of all of the developed methodologies and training material is considered to be included in OTC standard support portfolio for targeted use to support not just ICT professionals but also other beneficiaries of our services.
Mixanografiki	Communicate the SEnDIng benefits for our organization through our channels
Bulgarian Association of Software Companies	The established partnership network could be used for further development of the delivered project results, as well as for future joint activities aiming at improvement of the professional vocational training systems in the participating countries and at EC level, as a whole. The partnership relations between the involved organizations after the formal completion of the project should not only be maintained at the same level but even extended. Thus, will ensure a long-term sustainability of the consortium and the project outcomes. The expertise and know-how obtained during the SEnDIng project

Organization	SEnDIng partners' plans for exploiting the SEnDIng outcomes aiming to produce further opportunities and follow up activities after the end of the project.
	implementation, as well as the lessons learned will be used as a basis for future actions in the field of education, ensuring more precise and timely planning, implementation and control. The already established stakeholder network will continue being promoted, maintained and expanded. It could be used as a source of valuable information on the current trends, employers' and other stakeholders' requirements, validation of the recent or future training courses, their content and quality. Finally, BASSCOM will (a) continue disseminating information on the elaborated training courses and the extended ones (if any) in the future, (b) continue providing up-to-date information on requirements, needs and demands of ICT employers and specialists to the project partners and (c) continue providing feedback from target groups regarding content and quality of training materials.
Code Runners	We plan to certify as many developers as possible.
European Software Institute - Center Eastern Europe	Content update and developing the e-learning platform, integrating with other trainings.
Universal Learning Systems	We intend to develop and extend our course offerings and to do this in collaboration with our partners. There is a significant demand for continuing education and training, particularly in view of the implications of the Covid pandemic. Working in liaison with HEI providers also opens significant possibilities.
Universal Certification Solutions	UNICERT S.A. is intend to officially accreditate the certification scheme of SEnDIng project, according to ISO/IEC 17024:2012 in Certification of Persons by E.SY.D. (Hellenic Accreditation System), which bears testament to the fact that the certification process is conducted with impartiality based on substantiated competency, while, at the same time, it renders certificates recognized and valid as being equivalent to those awarded by the National Accreditation Bodies of the Countries-States of E.A. (European Cooperation for

Organization	SEnDIng partners' plans for exploiting the SEnDIng outcomes aiming to produce further opportunities and follow up activities after the end of the project.
	Accreditation). This is a step forward to promote and give strong benefit and leverage to the project and for a further development even after the completion of the EU funding. UNICERT S.A. will include the SEnDIng certification after the official accreditation, into the certification schemes of its IT sector, in order to have access to the certification exams all the potential professionals.
University of Patras	We are in discussions with the lifelong learning center of our university in order to exploit the main results of the project for designing new VET programs for Data Science and IoT.
Greek Computer Society	The SEnDIng project outcomes offer a unique opportunity for engineers and and scientists involved in IoT and Data science to enhance their knowledge, skills, and competences. This also applies to the members of the Greek Computer Society. In GCS we intend to exploit the results of the project to enhance the skills of our members offering the opportunity to immerse themselves to the knowledge offered by the MOOC. The educational material of SEnDIng will be used in future educational VET programs, possibly enriched and updated.
Nemetschek	If the companies needs new experts in the area of IoT and Data Science, we will promote the SEnDIng curricula and MOOC to help them to improve their knowledge and skills.

Table 2: Exploitation plans of SEnDIng partners

3.2 Transferability of outputs at local and regional level

The following table presents the transferability potential of SEnDIng outputs at local regional level, as well as the sector in which operates each SEnDIng partner.

Organization	Transferability/exploitation of projects results at local/regional level as well as within the sectors that SEnDIng partners operate
Yodiwo	It is very high since our sector is quickly transformed with the use of IoT technologies

Organization	Transferability/exploitation of projects results at local/regional level as well as within the sectors that SEnDIng partners operate
University of Cyprus	University of Cyprus together with CYENS are major partners in a new European Digital Innovation Hub to be developed in Cyprus. As part of their involvement, they will be offering training and consultancy services to SMEs and other enterprises in many high technology areas, such as Performance Computing, AI, Cybersecurity, Data Science and 5G/IoT. We expect that the training material and MOOC of SEnDIng can be used easily and as-is in those offerings, which by the way will be free. In addition, the Data Science and IoT modules can be combined with AI modules in order to create VET training schemes within the Cyprus Human Development Authority's scheme. Those offerings will be coordinated by an existing VET provider who has better knowledge of the administrative processes. Personnel from University of Cyprus will be trainers in those programs.
Mixanografiki	Promote further the project through our dissemination channels
Bulgarian Association of Software Companies	BASSCOM, as an industrial association, will continue promoting the competence-based approach in the development of training curricula, modules and courses in Bulgaria. The organization will present the project results to the national policy and decision makers and will make an effort to convince them to expand its application at all stages of the educational system. BASSCOM will multiply the impact of the SEnDIng project, by applying the competence-based approach in the development and execution of any VET-related project, financed by its own budget, national or EC funds.
Code Runners	We actively recommend the project to all software companies that we're in contact with in Bulgaria.
European Software Institute - Center Eastern Europe	The MOOCs and SENDING methodology will be used in other qualification and education projects

Organization	Transferability/exploitation of projects results at local/regional level as well as within the sectors that SEnDIng partners operate
Universal Learning Systems	We work closely with Limerick Institute of Technology as well as various employer clusters in Ireland. These have a strong interest in such materials and we shall promote accordingly.
Universal Certification Solutions	UNICERT S.A. as an expert in the certification sector in Greece, intends to promote all the results among its network which consists from universities, VET schools, VET centers and IT companies. The direct goal is to promote and engage professionals from the IT sector, both workers and students or trainees, to attend the MOOC and participate into certification process. The result of this procedure is to reinforce the training and the certificate in order to have impact and value in the real market economy, to be an essential tool for the trainees and a requirement for the employers.
University of Patras	The project results are applicable to other education levels than VET (i.e., Higher Education)
Greek Computer Society	The SEnDIng project outcomes offer a unique opportunity for engineers and and scientists involved in IoT and Data science to enhance their knowledge, skills, and competences. We intend to exploit the results of the project to enhance the skills of our partners offering the opportunity to immerse themselves to the knowledge offered by the MOOC. Educational material of SEnDIng will be used in future educational VET programs provided by our partners, possibly enriched and updated.
Nemetschek	As Bulgaria is a very important technological hub, we are sure that the results of the project will be very interesting for many companies and specialists from the domain.

Table 3: Transferability/exploitation of projects results at local/regional level

4 Annexes

The following Annexes are attached to the deliverable:

- Annex 1: Questionnaire about the SEnDIng exploitation plan
- Annex 2: Memorandum of Understanding between SEnDIng partners

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Annex 1

Questionnaire about the SEnDIng exploitation plan

SEnDIng exploitation plan

* Required

1. Name, Surname *

   _____

2. Organization *

   Mark only one oval.

   ( ) University of Patras

   ( ) Greek Computer Society

   ( ) Olympic Training and Consulting

   ( ) Bulgarian Association of Software Companies

   ( ) European Software Institute - Center Eastern Europe

   ( ) University of Cyprus

   ( ) Universal Learning Systems

   ( ) Yodiwo

   ( ) Mixanografiki

   ( ) Code Runners

   ( ) Nemetschek

   ( ) Universal Certification Solutions

3.   What is the main reason your organization have been involved in the project? *

Mark only one oval.

- ( ) Networking with key stakeholders of the VET ecosystem
- ( ) Building our capacity at the domains of Data Science and IoT
- ( ) Exchange of knowledge and expertise among European organizations
- ( ) Access to EU funding
- ( ) Other

4.   How likely it is to exploit the following project outputs in the near future? *

Mark only one oval per row.

	Very Low	Low	Moderate	High	Very High
Data Science curriculum	( )	( )	( )	( )	( )
IoT curriculum	( )	( )	( )	( )	( )
Transversal skills curriculum	( )	( )	( )	( )	( )
Reference model of Data Science and IoT knowledge, skills and competences	( )	( )	( )	( )	( )
MOOC on Data Science	( )	( )	( )	( )	( )
MOOC on Internet of Things	( )	( )	( )	( )	( )
MOOC on transversal skills	( )	( )	( )	( )	( )
Training methodology	( )	( )	( )	( )	( )
Certification scheme	( )	( )	( )	( )	( )

5.   How do you plan to exploit the SEnDIng curricula?

Check all that apply.

☐ Provide a new training program based on SEnDIng curricula

☐ Update my current training programs based on SEnDIng curricula

☐ Suggest the curricula to my partners

☐ Other

☐ Not applicable

6.   How do you plan to exploit the MOOC http://mooc.sending-project.eu/? *

Check all that apply.

☐ Integrate the online courses at the training offerings of my organization

☐ Reuse/extend the OERs in order to enrich my current training offerings

☐ Guide my employees to attend the online courses

☐ Promote the MOOC through my dissemination channels

☐ Suggest the MOOC to my partners

☐ Other

☐ Not applicable

7.   Please explain your organisation's plans for exploiting the SEnDIng outcomes to produce further opportunities and follow up activities after the end of the project. *

_____

_____

_____

_____

_____

8. Please explain the possibility of transferability/exploitation of projects results at your local/regional level as well as within the sector you are operating *

_____

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Annex 2

Memorandum of Understanding between SEnDIng partners

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