

An **Ex**cellence based **C**urriculum for the improvement of management **S**kills in SME

SME often have problems in addressing recent challenges like circular economy, digital transformation of production cycles and the COVID-accelerated trend to move all administrative tasks into home-offices. They often stop at just enabling the existing processes with some ITC based support tools instead of revisiting the old business model in order to maximise the benefits of using digitally enriched work environments.

ExCurS aims at support SME in the transformation needs by offering them trainings that explain the new opportunities relevant to them, as well as support tools that help with the identification of change requirements and help with planning the required business process reengineering.

The project wants to make use of all existing results from former EU projects (modules, assessments, methodologies, industrial engineering concepts and tools) to find a cost and resource effective way to support the personal and organisational development of SME and Micro enterprises. The advantage would be to use selected European best practise results for assessment, training and consultancy developed and validated in previous projects of the partners, thus having a flying start as well as avoiding IPR issues regarding the content.

Using the EFQM Framework as a background and entry point, will allow to address specific issues in the individual organisation without neglecting a company specific holistic view. All stakeholders can thus understand their position in the change process, enabling them to follow the change approach and increase the percentage of work-based self-learning activities.

Objectives:

ExCurS aims to offer a self-assessment tool that allows a match of organisational needs for skills and knowledge for a strategic growth with the personal development plan of individuals based on assessing existing and future potentials. This concept will be validated by delivering and piloting a training programme focussed on teaching LEAN & Green Management Skills for

SME, thus supporting the EU new Green deal and by its hybrid training structure the digitalisation efforts.

Implementation activities:

Besides Project Management and a WP dealing with all topics of Project Dissemination, Exploitation and Impact, ExCurS will have 3 main operational activities:

IO1: ExCurS Concept & Self-Assessment Support

IO2: ExCurS Training Modules and Platform

IO3: Integrated and validated ExCurS Solution

Main project results

Management methods matched against EFQM 4.0 & Green Deal to align personal development with organisational growth plans via self-assessment.

Blended Learning for managers and staff, based on Work Based Learning to build up professional, cognitive and digital competences for economically and environmentally sustainable SMEs.

Validated Online Platform delivering the integrated solution in the partner languages, incl. Library, Glossary (definitions), trainer guidelines & documented use cases

Innovation

As a complex solution is ExCurS representing an innovative approach bringing specific tailor made blended learning approach in combination with the systematic and efficient way for organisational planning supported via online tools.

Innovative training solution combining the Excellence approach with entrepreneurial skills development

Developing an online platform to deliver the tools and modules needed for a WBL self-training approach.

Main project outcomes:

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Products foreseen:

Blended learning concept and training platform with WBL focus

Training material modules

Manuals for trainers and trainees

Assessment software to define the individual needs of a given organisation

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ExCurS




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