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Small Enterprise
Strategic Development Training



Education and Culture DG

Lifelong Learning Programme

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Education and Culture DG

Lifelong Learning Programme

IN SHORT

ACRONYM

STRATEGY-TRAIN

TITLE

Small Enterprise Strategic Development Training

PROJECT DURATION

1. November 2008 – 31. October 2010 (24 months)

SHORT DESCRIPTION

The **STRATEGY-TRAIN** project intends to develop a learning programme on enterprise strategy and strategic management for decision-makers in small enterprises. The programme will be based on a combined learning model, curriculum and (e-) learning content, which is flexible enough to address the specific needs of small enterprises (i.e. is flexible in terms of time and place), is adoptable and modular (i.e. addressing employees' different backgrounds, sectors, etc.) and reflects the practical needs of the decision-makers. Therefore, a blended learning approach will be applied, containing on-line and face-to-face elements. For trainers, tutors, coaches and consultants the project will provide guidelines on how to implement the training programme in order to meet the needs of the target groups.

TARGET GROUPS

STRATEGY-TRAIN focuses on managers / decision-makers of small enterprises (< 50 employees), regardless of the sector to which they belong. Small companies, regardless of sector and level of strategic planning, and who wish to receive training on strategic planning, will be addressed by the project team.

- Primary target group: Managers / owners / decision-makers of small sized enterprises
- Secondary target group: Trainers, tutors, coaches, consultants

FUNDING

STRATEGY-TRAIN has been selected for co-financing under the Lifelong Learning Programme, Leonardo da Vinci.

BACKGROUND

In order to be able to respond to the changing global economic environment, those enterprises which look to the future and which plan strategically have a distinct advantage over their competitors. Strategic planning is considered one of the most important indicators for innovation and development processes, balanced growth and strengthening of a company's profile.

In most medium sized and larger enterprises the design and implementation of strategic development processes and strategic management is an important issue. Very often in these organisations, external consultants guide and support processes leading to the formulation of strategic plans.

In most small (< 50 employees) and specifically micro enterprises (< 10) there is a lack of strategic planning. Even if a business plan has been developed for these enterprises, it is less likely to demonstrate evidence of strategic thinking and planning when compared to larger businesses. The reasons for this are manifold including heavy involvement of decision-makers in the day-to-day business, less resources and lack of awareness in relation to the benefits of training, specifically in managerial topics, etc.

RESULTS

The main outcomes of the **STRATEGY-TRAIN** project phases are:

- Cross-cultural analysis: The basis for the development of the learning model and content is an analysis of the needs of small and micro enterprises in all participating countries as far as strategic planning and innovation management practices are concerned.
- Learning model: A blended learning model combining on site and e-learning components will be set up which transfers the results of the analysis to the context of training.
- **STRATEGY-TRAIN** curriculum: A modular curriculum for strategy training and additional instructions for those trainers / coaches delivering the face-to-face training will be formulated.
- Learning content: Learning materials will be produced, which will include different modules so that they can be used as a whole programme or as single components to address specific needs. The final learning content will be available online (e-learning) in the six partner languages.
- Pilot testing of products: The main products including the curriculum, instructions and learning content will be tested in four countries with the assistance of selected SMEs.



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