



Sustainability & Exploitation Strategy & Plan



**THE
~~MISSING~~
ENTREPRENEURS**

The Missing Entrepreneurs Consortium

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1. Introduction

A project can be considered as sustainable if its outcomes continue after the end of EU funding, i.e. if the results of the project are used and exploited continuously after the end of the funding.

The partnership engaged in “The Missing Entrepreneurs” defines Sustainability and Exploitation as:

Sustainability: *the capacity of the project to continue its existence and functioning beyond its end.* The project results are used and exploited continuously and in the long term. The project The Missing Entrepreneurs will be considered as sustainable if its outcomes or parts of these continue after the end of the funded project period.

Sustainability may not concern all the aspects of our project. Therefore we considered results as sustainable if they continue to be used and our products/Intellectual Outputs are maintained or further developed after the end of the Erasmus+ co-funding. Typically, sustainability actions include the maintenance and update of data and software or the provisioning of services and their persistent and self-sustainable maintenance.

We recognise that it is not easy to plan in order to generate the desired sustainability of the project and somehow ensure a return on investment at European level by multiplying the benefits that the assimilation of best practices (videos) can provide.

Exploitation: *the use of the project’s results at different levels, during and after the implementation of the project.* We recognise that exploitation is closely related to the dissemination activities in the project which bring ‘visibility’ to the project in order to inform the target groups, end-users, and stakeholders in the project and engage them in it.

Our exploitation is mostly related to the idea of convincing key actors to use the main products and services (Intellectual Outputs) of the The Missing Entrepreneurs. We also recognise that exploitation is closely associated with the sustainability of the project *after* its conclusion, since exploitation activities should ensure that the results of the project are used by its target groups (i.e. women, immigrants, youth and seniors) and possibly are transferred to other contexts (e.g. other countries; other educational areas, other sectors).

However, since the sustainability of some of the project’s outcomes were difficult to anticipate and to describe – as many are not tangible and therefore more difficult to see, this strategy focuses in particular on the sustainability of:

- The **Intellectual Outputs** – how the innovative approaches and practices developed in the project can be maintained, utilised and further developed after

the end of EU funding. Sustainability actions have included the maintenance and update of data and software systems, and the continued and self-sustainable maintenance of the innovative approaches, methodologies and materials developed; and

- The **Strategic Partnership** itself – how the partners in the consortium could sustain their cooperation and continue to benefit from the exchange of good practices

The overall exploitation plan of the project is based on individual exploitation plans of the project partners.

3. The Sustainability Strategy and Plan

The intention of all partners of the project The Missing Entrepreneurs is precisely to develop a sustainable training solution to contribute covering important digital skills related to entrepreneurship, an offer that the partners will launch accompanied by intense efforts to promote it to become mainstream. All have the possibility and needed networks to promote the project results to key stakeholders even after the project's completion.

The basis for the sustainability of the project outcomes and activities is laid already during the project lifetime, with a key factor being the active invitation of key stakeholders, in particular multipliers and persons active on decision-making levels, among other things by inviting them for feedback and collaboration for the dissemination of the project. First contacts and discussions have even been made during the development of the project application, as a result the consortium has already a strong commitment and support by some associated partners.

Sustainability will be ensure by the following measures:

- Securing **access to website and the training platform** of The Missing Entrepreneurs (see <https://themissingentrepreneurs.eu/> and <https://training.themissingentrepreneurs.eu/>), for at least 10 years after the conclusion of the project, making updates if necessary, including:
 - People can still register on and use the training platform and its contents,
 - Partners can develop complementary training pills and add them to the training platform, and
 - The members of the Academy on Inclusive Digital Entrepreneurship can continue to share best practices, discuss topics of common interest and use and improve the results.
- Setting-up **appropriate IPR agreement** for free access and use (see sub-chapter “Intellectual Property Rights (IPR)” in chapter 3),
- **Continued promotion and advocacy** at decision-making level for the use and further distribution of The Missing Entrepreneurs beyond the end of the project
- **Intensifying and enlarging the cooperation of the project partners**
 - The transnational partnership and its good working relationships are maintained, i.e. partners take care of the follow-up between themselves, including through the development of associated projects; and by continuing to exchange good practices.

- The local network is maintained, e.g. the partners meet regularly with the associated partners involved in the project.
- The initial network is enlarged to incorporate other entities and markets, and countries, e.g. new training organisations interested in using the The Missing Entrepreneurs products.
- Recognising that sustainability includes, but is not confined to, **obtaining further funding for** activities, the consortium also refers to sustainability through:
 - The integration of results into current practice within our own organisations and those of our target groups,
 - The use of new approaches to training under-represented groups in (digital) entrepreneurship aspects and maintaining their learning throughout their working lives and
 - In ways in which learning programmes and materials will be updated to take into account methods for successfully engaging the end users of The Missing Entrepreneurs (women, immigrants, youth, seniors) in effective learning and skill development.
- Commitment to follow up on the publication of IO1:A3 and to keep the web-platform updated and further steps to use and promote the project results on local and national level
- Commitment of partners to contribute to the exploitation strategy and plan (see chapter 3)

5. The Exploitation Strategy and Plan

The exploitation activities of the project The Missing Entrepreneurs consist of two phases: mainstreaming and multiplication:

- **Multiplication:** the planned process of convincing individual end-users to adopt and/or apply the project results during and after the lifespan of the project.
- **Mainstreaming:** planning for the transference of the successful project results to appropriate decision-makers and interested groups on local, regional, national or European level.

The Missing Entrepreneur's exploitation plan is based on individual exploitation plans drafted by the project partners. Moreover, it reflects also the series of brainstorming discussions where partners have reflected on how the project should address exploitation opportunities held during the transnational meetings of the consortium.

Exploitable Project Results

There are two different types of results we consider are exploitable within the project The Missing Entrepreneurs. The first type is tangible results (primarily the Intellectual Outputs e.g. learning resources, tools, guides) that can continue to be used by the partners, shared with new stakeholders, and potentially promoted to new and additional target groups including, potentially, end-users themselves.

The second type is intangible results (knowledge, methods, approaches, know-how and experience that we have developed during the project and/or shared). We will exploit these by embedding them within the services provided by the partners and also by sharing examples of what we consider to be best practice with others, including other Erasmus+ projects.

The Main Tangible Results (all available via the project website (<https://themissingentrepreneurs.eu/>) and the training platform of the project: (<https://training.themissingentrepreneurs.eu>))

1. A **comprehensive framework of digital skill gaps** of under-represented population groups in digital entrepreneurship in the partner countries and on the European level, allowing to identify common trends and shared understanding against two related EU competence frameworks: DigComp for digital competences and EntreComp for entrepreneurship. (IO1)
2. **Training Platform** with:
 - Database on available e-learning offers on (digital) entrepreneurship. (IO2)
 - 9 Training modules and associated learning resources including, ...assessments (competence validation?), videos, presentations (IO3)

- Personalised training path descriptions (IO5)
 - Intro/Guide Videos about how to use the Training platform
3. **Information** (in 8 languages) about The Missing Entrepreneurs, the European Academy on Inclusive Digital Entrepreneurship and its opportunities for users and stakeholders (website, flyer, newsletters, promotional videos, Erasmus+ results platform, social media posts, articles and publications).
 4. **Transferability Manual** about integrating the The Missing Entrepreneur Methodology into other training contexts
 5. An **educational and raising awareness campaign**, to combat the stereotype that digital entrepreneurs are young males, by showcasing a wide range of role models and success stories (including videos). (IO4)

The Intangible Results

- The well-established and cohesive **partnership** – its alignment and good working environment - and the experience shared by the partnership which we will continue to exploit and benefit from. The partnership is an important ‘value-added’ gained from the project through the establishment of a strong coalition of like-minded partners working together in cooperative, constructive, and friendly manner. We consider that there is a considerable potential for most of the partners to continue working together in developing educational products and services, in particular in relation to entrepreneurship, as part of an international network.
- New and extended **networks** and working relationships gained (for all partners) with organisations, trainers and representative groups, which we will all continue to work with and exploit after the end of the project under the umbrella of the “European Academy on Inclusive Digital Entrepreneurship”.

Some of the partners have already successfully established partnership networks and promoted services related to The Missing Entrepreneurs at the local level. The local networks, which grew mainly during the piloting process, could be further utilized for expansion of the range of The Missing Entrepreneurs services and deployment of exploitable products of the project.

- The Missing Entrepreneurship’s **methodology** itself and the know-how gained for providing accessible learning opportunities for potential (digital) entrepreneurs. They could be used directly by the project partners within the consultancy and training provided by them. In order to achieve the widest possible reach, the learning offer has been designed for self-learning.

- The **new knowledge, working practices and skills gained** by the project partners and project managers, the **experience and learning** – in particular in terms of product development which they will continue to apply and exploit within new markets, with additional trainers/CPD professional and in new and related projects
- **Synergies with other projects** - The Missing Entrepreneur's products and methods complement and enhance other Erasmus+ projects which focus on training and support of under-represented population groups in (digital) entrepreneurship. A Publication on the Erasmus+ Project Results Platform (<http://ec.europa.eu/programmes/erasmus-plus/project>) is intended to encourage other projects that are still active to use and exploit both our tangible and intangible results.

Preconditions to successful exploitation

Achieving **quality** and **relevance** for the project results will be crucial for satisfying the potential demand and the sharing of resources and processes. For example, guaranteeing the quality and integrity of the online learning modules, its accessibility, its relevance and customisation were all major challenges faced by the project partners.

Finding effective approaches to gain sustainability based on a **continuous improvement process** both in terms of upgrading the products and providing further adequate training of those that would further deliver the methodology of The Missing Entrepreneurs in partners' countries.

The **continued free online availability** (see <https://themissingentrepreneurs.eu/> <https://training.themissingentrepreneurs.eu/>) of the project results extends the range of learners but also trainers, organisations and other interested stakeholders that could benefit from using these products post project (see chapter "Intellectual Property Rights (IPR)"), including in other projects. This will also allow for more flexibility in regard to product versioning for different target groups.

Multiplication

Key to our success in ensuring sustainability and exploitation of The Missing Entrepreneurs' results will be selecting the appropriate multiplication mechanisms. Multiplication mechanisms will be different for different partners, as they will depend on the respective "markets", existing specific target groups, local demand, availability of local project funding, institutional capacity and expertise of the partner, etc.

On a strategic level partners agreed on the following measures:

- During the project lifetime the partners will hold strategic meetings with institutions for social support, training institutions and policy makers, in order to promote the integration of the project results into their internal training offers and in training offers of other institutions of their network.
- The partners create national exploitation plans that will be drafted in the frame of the implementation and piloting of the project (see IO5: A2) and describe the activities to be carried out continuously until the project's end and afterwards. The partners' plans will be reviewed, re-evaluated and updated reflecting the partners' experience and the results from piloting experience.

An additional appropriate mechanism for early-stage multiplication could be to incorporate the project results into new projects funded by national and international programs. This could provide good opportunity for potential users (individual end-users, teacher, trainers, education centers, schools, youth organizations, ONGs, career counselors) to use the project's results and approaches free of charge and eventually to continue using them within their own resources in long-term.

- Partners will aim to hold strategic meetings with social support institutions, training institutions, and policy makers during the project period to promote the integration of project results into their internal training offerings and into the training offerings of other institutions in their network.
- The "local and national strategy plan to embed the materials and resources produced in this project into digital entrepreneurship modules in entrepreneurship education being taught at different education levels" that will be developed in IO5:A2 and will be adjusted taking into consideration the lessons learned from the implementation of the abovementioned "strategy plan" at local level. The successful integration of the training materials into already existing entrepreneurship training programmes will ensure the long-term sustainability of the training materials

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Mainstreaming

The mainstreaming phase of exploitation activities is of significant importance, as it contributes to promoting and raising awareness about the project contents, developments and results and is precondition for creating demand for future adoption and application of the project results. Our consortium will use (but not be limited to) the following mainstreaming measures and channels:

- A specific **educational and awareness raising campaign** will be performed (IO4) and presentations to various interested parties and the **Multiplier Events** in order to attract potential stakeholders, etc. Publications, newsletters, social media, e-mail campaigns and other dissemination activities will be used for promotion of The Missing Entrepreneurs and the training platform provided by "European Academy on Inclusive Digital Entrepreneurship", its outcomes and opportunities to the stakeholders and broader audience.
- Project partners will use the **implementation of the pilots** to test out and demonstrate The Missing Entrepreneurs' methodology and its associated products, their benefits, importance and possibilities (IO5).
- **Each project partner will organise at least one virtual roundtable with at least five stakeholders on entrepreneurship, adult education and on social support, resident in countries not represented by this partnership.** These roundtables will be composed of two parts:
 - o Part 1 - Presentation of the project and of its results;
 - o Part 2 - Discussion on the transferability of the project results to the countries of residence of these stakeholders.

Subsequently, a **virtual roundtable between the partners** will be organised, to discuss the suggestions of the 6 virtual round-tables with non-national stakeholders and to discuss the evaluation results of the pilot-testing, highlighting the differences between the countries (IO5).

- The results of the roundtables will feed into a **transferability manual** to be produced, highlighting the main factors to be considered when transferring the project results to other countries (IO5).
- Specific events (trade fairs, conferences or workshops run by other organizations involved in training and development) can be targeted after the end of the project to make direct contact with different groups of stakeholders.

Intellectual Property Rights (IPR)

The grant agreement legally established the framework for cooperation within the consortium. It outlines the IP management rules with respect to the partners in the consortium and the European Commission. In addition, the members of the consortium

gave due consideration to the Intellectual Property Rights (IPR) for the outputs of the project (primarily the Intellectual Outputs). Accordingly:

- Each partner remains the sole owner of its IPR over its background (e.g. proprietary teaching materials, cases, etc.), which have been shared by the partner within the project. As a general rule, prior explicit consent will always be necessary in order to make public information that is owned by one partner.
- The Intellectual Outputs and public reports developed by the partners during the implementation of the project will be published under a **Creative Commons license** to ensure largest up-take by the target groups of the project: women, immigrants, youth, seniors, representatives from adult education centers, school representatives, youth organizations representatives, ONGs, policymakers, career counselors, teachers/trainers, SMEs representatives.

These Outputs will be licensed under a **Attribution-NonCommercial: CC BY-NC license** that lets users remix, 'tweak', and build upon the work of The Missing Entrepreneur partnership for non-commercial purposes.



Users can therefore:

- Share — copy and redistribute the material in any medium or format
- Adapt — remix, transform, and build upon the material

However, they must also:

- Give appropriate credit to the authors (ie. the consortium of The Missing Entrepreneurs), provide a link to the license, and indicate if changes were made (attribution). They don't have to license their derivative works on the same terms.
- Not use the materials/approaches/methodologies for purposes without the express permission and endorsement of The Missing Entrepreneurs consortium.

The trainings platform

In order to keep the website maintained and up to date the partners have agreed on the following points:

- The training materials will be reviewed and updated in English by all partners periodically. If online training materials are no longer available, they will be replaced with other new links and resources.
- Each partner is responsible for its own language version. The changes have to be done by the respective partners themselves.
- A kind of plug-in will be installed for the platform, which will serve as a kind of link checker. Automated messages will be sent to the partners, which will then draw their attention to the unavailable materials.
- This linkchecker will be carried out in a regular interval of 4-5 weeks.

7. Partner Contributions to Sustainability and Exploitation

AMARIS FRANCE SAS (FR)

- A. **Which, of results of the project do you envisage exploiting further after the project finishes, and how?**

The online platform with trainings on useful tools for future entrepreneurs can be exploited in the future. We have the possibility for schools of business-related degrees to include them as teaching material in their classes, as it is freely accessible and covers professionally oriented knowledge.

- B. **Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?**

Students in business-related careers could potentially be interested in using The Missing Entrepreneurs' products, as they are geared towards hands-on learning of useful tools for anyone wanting to enter this sector of the working world. In addition, professionals in charge of business development could be interested as well

- C. **Which aspects of the The Missing Entrepreneurs project will your organisation / you continue to use after funding finishes. How will you do this?**

The online platform with the training can be used after the end of the project as a training tool for the company's internal staff who are interested in learning how to use certain tools in their work.

- D. **What resources, including financial resources, will be used to assure sustainability?**

The online courses that have been developed will be used and promoted to our employees and customers.

APSU – ASSOCIACAO PORTUGUESA DE STARTUPS (PT)

- A. **Which of the results of the project do you envisage *exploiting further* after the project finishes, and how?**

The **online platform** will be the main result to be exploited after the project

finishes. The platform will be included in some of the courses of the partner VET schools of APSU, especially in courses related to business areas. The developed platform will also be used by trainers in adult learning centers.

B. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

Anyone who is interested in the business area or in entrepreneurship can benefit from the project's products, since they help in the preparation of future business owners as well as in the development of multiple digital skills. **Unemployed people** can also be considered as an interest target group since they can be prepared to initiate businesses and improve their skills. Include this platform in the training given to people in employment situations would be very beneficial to them.

C. Which aspects of the The Missing Entrepreneurs project will your organisation/you continue to use after funding finishes. How will you do this?

The **online platform** will be used by the organisation's staff and shared with other partners who work side by side with APSU (VET schools, adult training centers, enterprises, etc), through training activities and events. Teachers will also be encouraged to participate in training sessions about the platform so they can use it for personal development and during classes.

D. What resources, including financial resources, will be used to assure sustainability?

The main resources used to assure sustainability will be **APSU's website and social media**. However, we will also share The Missing Entrepreneurs online platforms to national enterprises and organisations through email, in order to keep the engagement of our platform. There will be mainly used technological resources for this purpose.

BLUE ROOM INNOVATION SL (ES)

A. Which of the results of the project do you envisage *exploiting further* after the project finishes, and how?

The training platform will be the main result we will promote among the target groups. We will focus on promoting and growing the platform as part of other erasmus+ projects that are aligned with similar objectives as the missing entrepreneurs project.

B. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

Business School's students, High Schools who promote and include entrepreneurship in their curriculum and through city councils who promote inclusion and carry on and entrepreneurship training.

C. Which aspects of the The Missing Entrepreneurs project will your organisation /you continue to use after funding finishes. How will you do this?

As mentioned before the platform, we will include the platform as part of other training, we will promote the platform through public institutions in order to include and promote the platform among the specific target groups.

D. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

We will promote the platform through all our channels, we will send the platform to the relevant stakeholders in order to find and engage new people in the platform.

CSI CENTER FOR SOCIAL INNOVATION LTD (CY)

A. Which of the results of the project do you envisage *exploiting further* after the project finishes, and how?

The result of the project that will be further exploited after the completion of the project is the platform. All partners contributed with their knowledge and research. Many businesses digital tools are provided for users related to entrepreneurship and beyond. As a member of CSI, I will use the platform as a good practice and a useful tool for other European projects that we are running under the same topic. Furthermore, the IO1 result and more specifically the

executive summary report contains many interesting resources that other project managers can benefit from. Personally, I will also try to promote it to as many people as I know who can benefit from this. Finally, we are reaching out to schools and businesses on a regular basis and the platform will be disseminated through these visits.

B. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

Entrepreneurs who are in the early stages of their businesses or even people who have been in this field for many years can benefit from the platform of The Missing Entrepreneurs project. In addition, students in the field of entrepreneurship can benefit from all the digital tools provided on the platform.

C. Which aspects of the The Missing Entrepreneurs project will your organisation /you continue to use after funding finishes. How will you do this?

As mentioned before, the IO1 and the executive report includes best practices and many resources regarding entrepreneurship that will be useful and can be easily used by other members of the organisation. In addition, all national reports under the intellectual output 1 contain interesting desk research and good practices that could be useful for other people. The platform is one of the main aspects that can be used after funding finishes. As the platform will remain active for at least 5 years for audit purposes, this can be beneficial for everyone interested in this topic. The internal staff of CSI company can benefit from the results of the platform and therefore share them with participants from other related projects.

D. What resources, including financial resources, will be used to assure sustainability?

All CSI social media accounts will be used to share the platform of The Missing Entrepreneurs project to ensure sustainability. This way, it can be shared as a good outcome to all companies we work with who may find the digital tools interesting and useful.

EUROPEAN GRANTS INTERNATIONAL ACADEMY (IT)

A. Which of the results of the project do you envisage *exploiting further* after the project finishes, and how?

The pillar result that is to be exploited after the end of the project is the learning platform. This can be integrated in future Erasmus+ projects on entrepreneurship and exploited in other types of activities EGIInA carries out: our organisation has a wide network of schools of all levels, at local and national level, including centres for adult learning.

The platform can be included in the workshops and work placement activities we carry out with these institutes. Moreover, the platform will be promoted through EGIInA's social networks and website. IO4 campaign can be further exploited through the project social pages after the project ends.

B. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

NEETs and students in the field of entrepreneurship (high school level, particularly) may benefit from using the platform.

C. Which aspects of the The Missing Entrepreneurs project will your organisation /you continue to use after funding finishes. How will you do this?

The results of IO1 desk and field-based research will be used to integrate other research in the field. The platform will be proposed as a tool in workshops and activities our organisation carries out with schools and learning centres, as well as promoted through our communication activities.

D. What resources, including financial resources, will be used to assure sustainability?

The main resources used to assure sustainability will be EGIInA's website and social media channels.

The learning platform will be promoted through these channels, as well as through the communication channels of European networks EGIInA is part of (ALL DIGITAL).

No additional financial resources will be used for this purpose.

DIE BERATER (AT)

A. Which of the results of the project do you envisage *exploiting further after the project finishes*, and how?

die Berater intends to primarily exploit the center piece of the project results: the online Training Platform <https://training.themissingentrepreneurs.eu/tools> in German language. In the frame of *die Berater*'s internal training offers, we will regularly provide introductions to the platform for our training colleagues.

B. Which new/additional target groups do you consider would be potentially interested in using the The Missing Entrepreneurs products?

At the moment, also against the background that the project already addresses a very broad spectrum of target groups, we do not see any further groups beyond that. Our focus will certainly be on female and male youths, with a migration background, with socio-economic disadvantages, who attend our orientation and training services for currently unemployed persons and are interested in self-employment. A second option is to use the training platform in relevant cases as part of our individual coaching offers to private individuals and companies.

C. Which aspects of the The Missing Entrepreneurs project will your organisation /you continue to use after funding finishes. How will you do this?

In addition to using the training platform as described in question 1, we as an organisation have been able to build personal capacity by participating in this project. The colleagues who were and are involved in the project have acquired very detailed knowledge about the diverse aspects of digital self-employment, the target groups addressed by the project in Austria, as well as detailed knowledge and skills related to the use of the tools presented on the learning

platform. They will be able to use these capacities in the creation and delivery of new learning opportunities.

D. What resources, including financial resources, will be used to assure sustainability?

die Berater will primarily provide human resources. The learning offered by The Missing Entrepreneurs works in the mode of independent learning. However, we are convinced that it is useful and even necessary to assist the learners, and here especially the target groups of the project, in conquering the new tools.