Co-funded by the
Erasmus+ Programme
of the European Union

HEIn4.⏻

Boosting the role of HEIs in the industrial transformation towards the Industry 4.0 paradigm in Georgia and Ukraine
609939-EPP-1-2019-1-BE-EPPKA2-CBHE-JP
www.hein4.net

EXPLOITATION STRATEGY

General aspects

Exploitation of deliverables in HEIn4.0 starts from its second half in order to make sure that the deliverables are being piloted during the project to enable adjustment and guarantee optimal use. The main focus of the Exploitation strategy is to initiate exploitation of the deliverables (e.g. courses for industry, modules for students, Labs with their services and day-to-day business, stakeholders' Round Table as a method to facilitate collaboration with industry, staff coaching in order to maintain and upgrade human resource etc) in order to detect possible drawbacks and to bring in place the mechanisms needed to ensure lasting sustainability of the results achieved and activities initiated.

Business Sustainability Plans will be developed by each Lab covering period from 2023 through 2025 to outline strategic aspects needed to ensure sustainable exploitation after the EU funding is seized.

Assumptions and risks

- During exploitation it will be crucial to achieve consensus with wider academic community outside project group and to ensure recognition of project as good practice by Ministries in Georgia and Ukraine;
- Even though piloting starts early, some of the drawbacks of new curriculum might be undetected within the project lifetime, so it will need permanent follow up and upgrade;
- Covid-19 situation may require piloting of new discipline and short courses in an online or a mixed format which was not foreseen at the time of application, so relevant efforts shall be made in order to make such piloting possible;
- It might be challenging to find the common ground to ensure meaningful networking amongst the Labs of the various HEIs, so communication and collaborative spirit shall be nurtured.

Outcomes and related measures:

1. *Courses for industry validated*

   Target group here are people from local businesses including both large and SME. At least one course developed shall be launched in each HEI since Fall 2021 and delivered three times. Expansion of portfolio is planned beyond the project lifetime to cover various sectors. With average group of 12 students about 250 trainees will attend the courses during the project lifetime in all HEIs involved. Course validation includes assessment of quality based on course description, checking the tutorials, attendance of open lecture by Reference Group representative and collection of feedback from the attendees.

Boosting the role of HEIs in the industrial transformation towards the Industry 4.0 paradigm in Georgia and Ukraine
609939-EPP-1-2019-1-BE-EPPKA2-CBHE-JP
www.hein4.net

2. *Modules for students validated*

Newly developed taught module for Master students will be piloted since September 2021 and delivered to various groups of students on Master level. Module validation includes assessment of quality based on course description, checking the tutorials, attendance of open lecture by Reference Group representative and collection of feedback from the attendees. The drawbacks identified as well as recommendations will be addressed in recommendations and taken into account in further model update. This will ensure robust pilot trial and gaps identifications.

3. *Labs attain practice in services*

We pay key attention to institution-building by making Virtual Factory Learning Labs a focal point for continued action in the project context. While rendering valuable services these new units staffed with motivated and trained people will be self-sustainable which will guarantee that the EU funding is spent appropriately. However, to ensure meaningfulness and sustainability of services we plan to pilot them since January 2022. We plan to start from simple services (e.g. consultancy) and based on the experience attained and feedback from customers the services' content will be updated. Gradually expansion of the portfolio to more complex services is envisaged.

4. *Deliverables tuned to cutting edge*

Based on the experience attained, results of validation and feedback collected the Reference Groups at each HEI will develop recommendations for updating of the major deliverables. Adjustment measures will be defined by September 2022 on the consortium meeting.

Adjustment of the curriculum:

After the pilot trial of the course for industry and module for students is completed project team will analyse the results based on the feedback from trainees and knowledge benchmarking. The decisions undertaken at the consortium meeting will be the basis for the adjustment: e.g. the courses structure and tutorials might be revised with emphasis given to some specific topics.

Adjustment of the reform:

By September 2022 Higher Education 4.0 Concept will be already published with the feedback obtained. Some aspects might be revised.

Adjustment of the structure:

Period of Labs operation by September 2022 will encompass 8 months. Issues related to staffing, subordination, working methods and responsibilities might be revised.

All adjustment measures will be developed and implemented by Sep 2022 in order to ensure that from the Fall semester of 2022/2023 academic year and beyond project is fully functional and sustainable.

5. *Round Table meetings practiced*

Round Tables will be organised at each PC HEI by Labs and held semi-annually since February 2022 (2 sessions at each HEI during the project lifetime) for collegiate

Boosting the role of HEIs in the industrial transformation towards the Industry 4.0 paradigm in Georgia and Ukraine
609939-EPP-1-2019-1-BE-EPPKA2-CBHE-JP
www.hein4.net

discussion of the project implementation with stakeholders (predominantly - industry) outside the project team. Round Tables will bring together representatives from academia, industry and authorities thus inculcating the culture of dialogue towards socio-economic challenges of 4th Industrial Revolution (e.g. competitiveness, employability, skills shortage etc).

6. *System for staff coaching established*

   Staff coaching scheme is designed to bring more staff members into project action. Since March 2022 each HEI launches recurrent colloquiums where the staff trained during the project will share the knowledge and experience attained. Invitation of lecturers from outside to reflect on some specific topics of Industry 4.0 is also planned. During the project 4 coaching sessions will be conducted in each HEI to ensure that the system will fit into normal practices after the project lifetime.

7. *Business Sustainability Plans*

   Business Sustainability Plans will be developed by each Lab by April 2022 covering period from 2023 through 2025 to outline strategic aspects needed to ensure sustainable exploitation after the EU funding is seized. Plans will cover both strategic aspects as well as practical issues needed to ensure financial and institutional sustainability (e.g. fundraising, partnerships, portfolio expansion, human resource development, Key Performance Indicators etc)

8. *International network of Labs*

   The Labs' web-site will be delivered as international platform for networking and for collaboration with industry (common content plus web-pages of each Lab in national and English languages). International networking (starts in May 2022) may bring additional projects and resources for the Labs thus serving the project's sustainability in a long-term.

   Major tasks
   - to pilot and validate short courses for industry;
   - to pilot and validate modules for students (be ready to deliver in an online or mixed formats, depending upon Covid-19 situation);
   - to ensure inclusion in training and retraining and provide such a format for involving participants with disadvantaged backgrounds and fewer opportunities;
   - to initiate and pilot Labs' services;
   - to update deliverables to drawbacks identified and to maintain them on a cutting edge;
   - to bring stakeholders' Round Table meetings into practice;
   - to establish the system for staff coaching via colloquium;
   - to develop and approve Business Sustainability Plans;
   - to initiate and maintain international network of Labs.