



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



Case Study Stories – the Facilitator and Participant Perspectives – Summary findings





Table of Contents

1.0 Introduction	3
Table 1.0 Facilitator and Participant Profiles	3
2.0 Perception and understanding of Digital technology and tools prior to your involvement with DIGA programme	4
Table 2.0 Perception of Digital.....	4
3.0 Aspects of the programme that worked well	5
Table 3.0 Aspects of DIGA that worked well.....	5
4.0 The Benefits of practical learning aspects of the IDGA programme.....	9
Table 4.0 General Learnings from DIGA.....	9
5.0 Personal development through DIGA.....	10
Table 5.0 Personal Development from DIGA	10
6.0 The most useful learning from the process and please explain why so?	11
Table 6.0 Learnings from DIGA	11
Table 7.0 Changes to their role as an Enterprise Trainer and Educator (ETE) as a result of DIGA ...	13
7.0 How entrepreneurial learner will benefit from ETE participation in DIGA.....	14
Table 8.0 How the entrepreneurial learner benefits from DIGA.....	15
8.0 Post DIGA engagement with digital and ICT	16
Table 9.0 Change in use of digital post DIGA	16
9.0 Narratives to describe the programme	17
Table 10.0 How DIGA is described	17
10.0 Suggestions on DIGA could be developed	18
Table 11.0 Suggestions on how DIGA can be developed.....	18
11.0 Concluding Comments	19



1.0 Introduction

The Digital Innovations for Growth Academy Project is a Strategic Partnership from seven-member states (UK, Ireland, Slovenia, Bulgaria, Lithuania, Norway and Spain) involved in the enhancement of digital competencies of entrepreneurs and owner-manager through the provision of appropriate small firm context digital training programmes. The DIGA programme (<http://digaproject.eu/learning-programme/>) is designed to support entrepreneurship trainers and educators (ETE) in the development of their digital competencies and skills to enable them to train, advise and mentor entrepreneurs to become more digitally-literate.

The programme was evaluated from a quantitative survey of participants and facilitators and a qualitative case study approach was applied used to expand on the primary themes emerging from the quantitative study.

These case study stories provide more individualised insights, views and commentary from the facilitators and participants about the personal and professional impact of the DIGA learning programme. Both groups were encouraged to provide feedback and examples where possible on the nature of the digital skills and knowledge acquired and examples of where these can be applied. Finally, respondents were encouraged to provide suggestions on how DIGA could be advanced or applied in different entrepreneurial contexts.

Case studies were completed with 14 facilitators and participants and a profile of the sample is presented in Table 1.0 below.

Table 1.0 Facilitator and Participant Profiles

Facilitator Profile	
Role	Organisation, Country
Business Advisor	The Women’s Organisation (UK)
Business Advisor	The Women’s Organisation (UK)
Project manager	Slovenia
Facilitator	SIF, Lithuania
Trainer/Program Coordinator	BCWT, Bulgaria
Business Advisor	University of Huelva, Spain
Participant Profile	
Role	Country
Consultant	UK
Business Advisor	UK
Business Advisor	UK
Professor	Slovenia
Consultant & Trainer	Slovenia
Trainer	Lithuania
Manager and consultant	Lithuania
Trainer – freelance	Spain



2.0 Perception and understanding of Digital technology and tools prior to your involvement with DIGA programme

Overall respondents' perceptions of digital largely resonated around the marketing, promotional and selling areas as depicted in the comments obtained.

Table 2.0 Perception of Digital

Facilitators
<i>'I had a good idea what digital meant, however my main focus was on digital marketing and not thought much about digital across all business functions</i>
<i>'Digital with the marketing function i.e. social media marketing etc. as opposed to all business functions including HR, Finance, Operations etc.'</i>
<i>'My understanding basically was "the application of ICT tools for solving problems in business life'</i>
<i>'As I am young and involved in digital era I thought that most of the things are well known to me'</i>
<i>'Current lifestyle nowadays is everybody digital, organizations or individuals are using digital tools every day'</i>
Participants
<i>'Very limited in terms connecting all the various methods and modes and with regards to their strategic use as business support'.</i>
<i>'Not aware of Digital Competencies. Digital technology was often an "add on" to my business support instead of a key part of the overall strategy and planning'.</i>
<i>'Prior to the workshops I had a good knowledge of digital technology as I would consider myself as having good basic knowledge and confidence with digital technology and have worked in a digital marketing role in The Women's Organisation. That said, I would have really only thought of digital technologies as part of marketing functions and the training really opened up my eyes to think about digital tools across the wider business functions which is very useful'.</i>
<i>'The Workshop has certainly broadened my knowledge of variety of digital tools for every aspect of business. I was more confident in explaining those tools and their benefits to businesses and design integrated digital strategy competence'.</i>
<i>'The Business Canvas was particular useful when used to give clients an overview of their business'.</i>
<i>'To get more information and use it at my lessons at school'</i>
<i>'I had knowledge on ICT and digital technologies, I knew how to use them, but I haven't given</i>



enough attention that digital development is going in line with marketing. Before DIGA my impression was that as trainers we should have separate trainings: training on business and training o ICT. Now I have a different view: as a trainer I could use integrated approach, I could use techniques which will help learners to develop their digital competence and sense of initiative and entrepreneurship’

‘When I was invited to participate in the DIGA Programme, I was quite sceptical regarding the usefulness of the course for my professional work. I thought that I will learn how to use some additional digital tools, some new techniques and develop my digital competence. For sure it is great – new knowledge and skills helps for personal development’.

‘In the training course I have got much broader competences, which could be transported to my professional work. After completion of the DIGA Programme I have realized that I as a manager of a small consultation company could use more digital tools (for example advertising our services via social media), or we as consultants can create webinars, which can enhance our services’.

In alignment with the above perceptions all respondents displayed a good working knowledge of digital tools which were predominately in social media or related to specific administrative task.

All respondents demonstrated a keen interest in learning about additional digital tools and building their knowledge of how the ones they are familiar with can be used in different contexts or how knowledge and tools can be ‘transferred to others’.

3.0 Aspects of the programme that worked well

This question allowed case study participants to discuss what aspects of the overall DIGA programme worked well for them in their specific country contexts. From a module context perspective to the novel BMC which was very positively received as a new tool that the participants could apply and use across a variety of enterprises irrespective of sector.

There was a commonality amongst case participants on the interest in and benefits of the overarching modules (modules 1 and 2) which provided a strategic understanding into the policy governing digital and its importance in establishing the digital context in terms of the regulations, and trends on where and how digital is and will impact on individuals and business activities. These modules generated discussion and demonstrated to respondents of the critical need to know and be able to advise about digital as it will be an issue of increasing importance for both the ETE and the entrepreneur.

Table 3.0 Aspects of DIGA that worked well

Facilitators

*‘The video case studies worked really well and we had really good feedback on these’
‘The BMC was well received as a new tool to use with clients instead of a traditional business plan’*





'Participants really liked module 1 learning about the EU and local context of digital strategy, how this training fitted into overall strategies and set the scene for the following modules'

'Module 1 - The EU Digital Strategy; 6 Business Functions; Business Model Canvas; Video Case Studies'

'Module 2: Presentation of digital Tools – the participants was also invited to present the tools that they use in their work, so a lively discussion and exchange of experience took place there. The tools that got most positive feedback were Productive and virtual classrooms (different examples of them).'

'Module 3: Video Case Studies – Jodo's Chop Shop. It was a good example of how digital can transform a "traditional" business, not only for marketing purposes but also for logistics, organization, and management of stock'...

'Module 4: Digital Canvass – the participants liked the fact that it enabled them to put the entire business model on a sheet of paper and combine it with the digital dimension. They thought it was a very good tool for working with their clients/entrepreneurs.'

'I think one of the best examples could be the practical exercises, when thanks to initiated discussion one participant shared experience of digital tools use that helps in everyday life and other participant understood that she could also easily use such tool and it would lead to saving time and even money'

'Provided content is well done and understandable thanks for the practical examples'

'Course was delivered without any problem, the activities, videos and other materials were helpful and made the delivery easier'

'Assignments and practical cases/examples helped learners to understand topics easily and clarify the questions'

Participants

Practical tips and tools to integrate digital strategy in work

Business Model Canvas as a planning tool'

'Broadened ability to recognise digital across business functionalities'

'Knowledge of Digital Competencies and their links to entrepreneurial development learning what competencies are

Understanding their building blocks of domains, tools, competencies, mode and purpose

Connection between competencies and profit

Broadened knowledge on use of ICT tools in business development and planning

Awareness of how to process consumer, and market information, test ideas and support creative thinking

Understanding and empathy with regards to customer barriers and fears

'Segmenting the different business functions was a really useful exercise as it encouraged me to think about applying digital tools and technologies across functions other than just marketing'.



'The Case Studies were very useful as a way of using real examples to highlight the benefits of digital tools'.

'it was useful to do an exercise where we all shared different tools that we had heard of for the different functions as this provided an opportunity to then come back and research and pass on to clients'.

'Business Model Canvas was a useful tool/session although I didn't personally think it fit into the objectives of that particular training session. My understanding is that we would develop a digital strategy. That said though, the BMC is a useful tool'

'I used to show client a business plan template to give them an overview and only focus on the digital tool for marketing.

'Practically experience on case studies'

'Different case studies'

'Experience from other participants'

'New methods'

'For me the Module 2 was very interesting, as the correlation between six business functions and ICT usage was discussed'.

'I liked the videos and discussions on videos, especially the Socialnomics and influence of Social Medias on modern business. Using such type of video during the trainings is it not only exciting for learners, but also motivates and gives energy for them to develop new ideas.

For me great impression was made by module on Business Model Canvas. I think it very useful tool in general'.

'All the workshops were interesting: it was very nice to work together, discuss the benefits and challenges of ICT. As a psychologist I prefer to work with my clients face-to-face, but the reality shows that youth of new generation cannot "survive" without internet and mobiles. Thus, as a consultants and trainers we do need to adapt ourselves, to create new methods-approaches and utilise possibilities of digital applications'.

A broad range of positive aspects of the programme highlighted the multiple positive benefits of the programme and incorporated both the theory modules which provided knowledge of the broader topic of digital and they simplified the jargon of digital and moreover provided participants with a more business wide holistic comprehension as to what digital means for strategic business cross functional decisions beyond marketing and social media.

The need to learn more about the strategic uses of digital were reinforced by facilitators and participants and the use of the Business Model Canvas as a practical guiding framework or model on which to develop a business digital strategy.



The acquisition of knowledge on the Business Model Canvas was new for many participants and comments on this novel approach indicate its potential for development as part of any digital competency training programme.

Facilitators

'Video Case studies: Hearing real life examples of how businesses had integrated digital which resulted in business growth, demonstrated all the learning in short films'

'BMC: very relevant to business advisers and could immediately see how to use them in work'

'Module one set the context to understand the research and policies that this training had come from'

'Module 1 – The EU Digital Strategy set the scene, justification, importance and buys in for the participants for the rest of the forthcoming modules'.

'6 Key Business Functions Exercise (Module 2) Worksheet 2.1 – Worked well with the participants as the exercise got them to identify some of the typical activities relating to a small business owner within the 6 business functions, followed by identifying what digital tools could be used for such activities in each function. I.e. Business Function (Finance) activities would include (Book Keeping) of which the digital tool Quick Books could be utilised to enhance performance/ improve time efficiencies'

Business Model Canvas – Was received well by participants as it helped them to identify the benefits of an integrated digital strategy in enhancing business performance by using the BMC tool / exercise in relation to their own organisation.'

'Video Case Studies – Worked really well as it brought all the previous modules and activities together with a real live business'.

'The combination of practical examples and exchange of experience and knowledge among participants of the training programme was the most beneficial aspect of the DIGA'

'They enjoyed the case studies and real stories'

'Because they educate practitioners and they know that these stories and case studies are the ones that would make sense to the people they train. They provoke interest, they are easy to understand and therefore preferred by the audience'

'Examples have friendly and understandable explanation. Helped in the learning process and clarified most of the questions. They were essential part of the course.'



Participants

‘My understanding of how an integrated digital strategy improves business performance dramatically increased. This has encouraged me to stress the importance of digital strategies and competencies to my clients in my management consultancy business.’

‘I am better able to demonstrate to my customers the importance of market information, how to use technology to grow their businesses. Overall I am more able to direct ICT responses to my clients that are more useful and appropriate. In particular, I now use the Business Model Canvas to help develop both overall business plans as well as digital strategies’.

‘I am now able to explain a variety of digital tools to support my clients business in more depth and integrate the digital strategy’.

‘Am now using the digital canvas more often to present their ideas and identify gaps in their business idea. I am able to design integrated digital strategy for businesses’

‘I got more insight into the matter, but it was too little concrete practical experience that I could benefit direct for my practical work’

‘I got more insight into DiGA tools. I can use new tools in classroom’.

‘As well I liked the methods used in DIGA project – discussions, group work, analysing good practices and case studies’.

Finally, complementing the knowledge based modules there was consistency of positive endorsements for the variety of practical exercise, assessments, videos etc. used throughout the programme. These allowed participants to test and apply their digital learning in a personalised manner generating targeted context relevant learning and also resulted in peer learning.

4.0 The Benefits of practical learning aspects of the IDGA programme

The practical action learning components of DIGA were deemed to have impact as they directly engaged the learner in the practice of digital and it also afforded the ETE to gauge and monitor the digital learning (knowledge and skills) being acquired as they progressed the modules. The following are comments obtained from the case study participants.

Table 4.0 General Learnings from DIGA

The sample of comments obtained resonate with a good balance of knowledge provision and application of same in a practical applied and personalised context which allows for self-assessment of own digital competency development.



5.0 Personal development through DIGA

The development of digital knowledge and skills generates confidence in the use of digital and in particular with the language and terminologies used providing greater enablement to talk about digital with their clients. The following comments describe the personal benefits obtained by DIGA participants.

Table 5.0 Personal Development from DIGA

Facilitators
<i>‘Understanding how important it is to introduce digital to all clients at all levels as their business will grow quicker, be more efficient and cost effective. Especially looking at other business functions and not just marketing’</i>
<i>‘It allowed them to identify the importance of digital technologies and tools for business growth and development’</i>
<i>‘It reinforced that digital is not primarily associated with the marketing function; all business functions need to be considered for an overall cohesive digital strategy’.</i>
<i>‘It enabled the participants to build up their knowledge and tool kit of a wide variety of digital tools that can be used for a wide range of business activities across the 6 business functions’</i>
<i>‘I think the main benefit was to try and think about digital in a broader sense (during the training programme, it often showed that internet and social media are primarily perceived as marketing tools) – not just for marketing, but also for organisation, collaboration and other functions. Other than that the participants learned about some new tools which were specifically mentioned during the programme’</i>
<i>‘I think it worked so well because of great atmosphere that was in DIGA Programme, everyone felt open for discussions and sharing their experience and it led to success’</i>
<i>‘As mentioned before people got to know about new tools that help save money and time by making their work more effective. Saving time and money might lead to more time and money for their own development instead of working long hours in old way. ‘</i>
<i>‘Secondly the DIGA Programme touched personal development area because of the practical exercises and participants definitely benefited from team work’.</i>
<i>‘Got familiar with a multi-cultural/multi-organizational approach that has been formed from a more academic perspective and was able to provide some feedback coming from more practical background’</i>
Participants
<i>Increased confidence and knowledge of digital strategies, awareness raising of what I already (surprisingly!) knew. Use of some of the tools for my own business, such as the</i>



business canvas.

In the sense that we were encouraged as a team to have the time/resource to research new tools as part of our workload.

Yes, it certainly has given me the opportunity for building digital knowledge for myself and my clients.

The programme provided opportunities for personal development – it informed me with latest findings

I have an opportunity to learn new tools and my personal development – it informed me with these latest findings in DIGA’

‘I improved my skills to design training courses in general: joined up approach allowed me to prepare interesting lessons plan on the digital tools for business’

‘I have met new people, expanded my Network’.

Other personal learning occurred through teamwork and this provided a new learning opportunity for some participants. In addition to learning about how they themselves operated in a team scenario they also obtained ideas on how to manage teamwork in the future delivery of programmes. Additionally, mention was made on a few occasions on the benefits of peer learning and the informal learning that occurs outside as well as inside the class room.

6.0 The most useful learning from the process and please explain why so?

As with responses on the positive aspects of the modules and action learning components of DIGA there was positive reinforcement of this learning as it was transferable to their roles and duties as summarised in the comments below:

Table 6.0 Learnings from DIGA

Facilitators

‘Having gone through the course fully from start to finish I now appreciate how absolutely essential this training is for business advisers. This course could also be adapted for businesses to attend themselves’

‘The most useful aspect was to change my own thinking of digital strategy to a holistic way as opposed to primarily relating it to the marketing function and to also realise the



limitations of encouraging and enabling entrepreneurs to adopt digital tools in relation to their own digital competence’.

‘I learned new things from materials that other partners developed and during our Partner’s meetings. Also I learned useful things from the participants as they were experts in their field of work. From the perspective of delivery of the training programme and the topic “digital”

In general, think that there should be a constant emphasis on broad thinking in order to really achieve awareness among participants that digital tools don’t only have to be used for marketing purposes’.

The materials of the course pleased me, made the learning process easier not only for me, but also for the learners, I found most useful the session plan and activities which provided new ideas applicable for my job’

Participants

‘DIGA program enhanced my competences: now I feel more confidence while I work with students. The digital technologies are developing very fast and it is impossible to know all the tools suitable for business. The DIGA program was useful – as it allowed analysing the new digital tools in more structural way: Mobility and Mobile Apps; Cloud computing, Big data analytics, Social media technologies, Internet of Things.

*‘Awareness raised of importance of digital competencies for businesses
New knowledge with regards to what is digital competency*

‘Better understanding of ict across business functionalities (it’s everywhere and it impacts all aspects of business!’

‘I now know more about what I don’t know! (I.e. cannot be expert at everything.... google analytics!’

‘The DIGA training was very useful. It was a great opportunity to have designated time with other ETE’s to share knowledge and info. Day one was really useful and built up real momentum. For me personally, day two didn’t function as well and I wasn’t sure we fulfilled the objectives of the training. That said, the learning in day two was useful and something that I have since used in an advisory setting. Like with most of these things, there’s an element of ‘keeping momentum’ following the sessions but by being allowed to have the time to do research and work with colleagues I feel we are enabled to do this’.

‘I am aware of the importance of enhancing digital awareness and knowledge’

‘I now understand the role and the use of digital technologies and their benefits to business’

‘It improves my development of an entrepreneurial digital strategy.’

I am able to design integrated digital strategy competence support for entrepreneurs’.

‘How to organize a concrete small business more effective with using IT’



'As a business consultant I will use my DIGA knowledge by improving company's digital process and using IT'

'DIGA program enhanced my competences: now I feel more confidence while I work with students. The digital technologies are developing very fast and it is impossible to know all the tools suitable for business. The DIGA program was useful – as it allowed analysing the new digital tools in more structural way: Mobility and Mobile Apps; Cloud computing, Big data analytics, Social media technologies, Internet of Things.

The program is innovative, interesting. It is well designed, and energizes professionals to design better courses for their learners: attractive and interactive. For example, I like such tools as kahoot.it or slido.com.

Overall comments indicated a mind-set and attitudinal change as to what digital is about which generated an interest to learn more about digital in a business context and how to transfer and share that learning with their entrepreneurial clients.

Table 7.0 Changes to their role as an Enterprise Trainer and Educator (ETE) as a result of DIGA

Facilitators

'Previously prior to the workshop I responded to client's questions about digital tools etc. I only ever really talked about digital in terms of digital marketing'

'As an ETE I mainly discussed digital strategy in solely in terms of the marketing function. I was also not that confident to introduce digital tools across other business functions with colleagues and clients before DIGA'

'Until now I haven't done any other training for enterprises, but in general I think I'll try to incorporate the digital dimension into other business functions as well'

'Learning that the same tools I used are already transferred online and that it is much easier working in such way. Also I understood that sometimes even if you think that you know a lot it doesn't mean that you are right and constant learning is important because things change. For me it was a great experience and I am not happy to say that I got cold shower, realising that "wait a minute, this is something new, and I should keep attention and use it later on'.

'Interacting with trainers from different fields who are on the job all the time and are executing more technical trainings gave me the chance to get familiar with their own perspective and their needs as trainers. They have a practical view and require specific materials to conduct effective trainings. Less theory and more practice is a must have'.

'Discuss digital tools with clients in a more structured way and include in the business planning process. I now use the BMC with some clients and we also use it in training for established businesses'



*'Post DIGA I now discuss and emphasise digital strategy in a holistic way as opposed to primarily relating it to the marketing function. I am now much more confident with discussing digital tools with colleagues and clients'
'I use CANVAS Digital model'.*

'After DIGA my knowledge about ICT slightly increased and the context gave me new ideas and examples which I can use'

Participants

'I will be better able to assist clients in understanding the key role that ICT plays in today's business world and thus be able to better advise them on development, including when to buy in extra ICT knowledge or capacity'.

'I will encourage clients to think about embracing digital tools from the outset when planning their enterprises and consider all business functions'.

'I have and will use the BMC as a tool when looking at business planning with clients'.

'The Workshop has certainly broadened my knowledge of variety of digital tools for every aspect of business. I was more confident in explaining those tools and their benefits to businesses and design integrated digital strategy competence'

'I will use the knowledge and information about IT in my lectures'

'I will use the knowledge and information about IT in my lectures and in my company consulting'

'I understood that in trainings on digital tools for business my role is facilitation. As a facilitator, I can guide learners in searching for new technologies'.

'I would suggest attending training course: by completing the DIGA Programme you will increase your transferable competence and will be able to design new own courses with the attractive digital elements'

Consistently across all respondents was their enhanced knowledge and complementary skills/competencies in applying digital across functions in an integrated strategic manner for the enterprise. All respondents indicated that participation in DIGA had resulted in them making changes to the content of digital and the methods of delivery that they have and would use with their clients and in training programmes.

7.0 How entrepreneurial learners will benefit from ETE participation in DIGA

With increased knowledge and practical skills in digital respondents gained more confidence in proactively approaching and mentioning digital to their clients which would have a



positive impact on the entrepreneurial clients. The evidence of the benefits of training of ETEs in digital for the entrepreneurial learner is described in Table 8.0

Table 8.0 How the entrepreneurial learner benefits from DIGA

<p>Facilitators</p> <p><i>Entrepreneurs are encouraged and supported in integrating digital into their business plans and within their business functions</i></p> <p><i>As mentioned earlier, the learner has benefited by realising that digital strategy needs to be taken into account across all business functions and not just the marketing function, in order to enable business growth and sustainability.</i></p> <p><i>Broader thinking about using digital technology to carry out tasks from different business functions and Knowledge about new digital tools</i></p> <p><i>Now they learn more about digital tools that were new even for me, (I use CANVAS digital model).</i></p> <p><i>In the training programme, some data were mentioned that show a clear link between going digital and growth of the company'</i></p> <p><i>Pay more attention to the practical assignments and make sure that they are more in quantity as well as they are taken out of real life context so they make sense. Giving homework for the sake of giving homework does not work well in such situations, it is pointless even in others</i></p> <p><i>DIGA offered the possibility to learners to take part in the European project, what was highly appreciated.</i></p> <p><i>Materials created under DIGA project are well-prepared and explained, examples and activities clarified the context and increased knowledge of participants.</i></p>
<p>Participants</p> <p><i>'ICT lies at the heart of the entire world now. It's here to stay and if we don't advise our entrepreneurs and enterprises to become knowledgeable and use the force of ICT to its fullest extent they are not likely to be sustainable, competitive or successful in any sense.</i></p> <p><i>'Suggest ways on how best digital training can be delivered in enterprise training programmes</i></p> <p><i>'As an integrated component in business planning especially with regards to research, development, marketing and risk'.</i></p> <p><i>'It is a powerful tool for business to start and grow.'</i></p> <p><i>'To raise the general computer competence of employees to achieve better competitive position in the market'</i></p> <p><i>'To raise IT knowledge and awareness and importance of DIGA in companies and study</i></p>



more best practise case studies'

'We live in innovative digital era. Entrepreneurs who use innovative digital tools are going ahead of others and utilize the benefits of ICT, saves money, time and increase their profit'.

'The courses with integrated approach are more attractive for learners'

'In my opinion trainers could use digital technologies in their trainings as well. For example to develop practical exercises for online trainings'.

'The trainings will be more attractive for learners'

'It could expand the learning outcomes of the trainings. Participants of those courses will get abilities to incorporate ICT in business and become more competitive.

'At least 2-3 lessons have to be dedicated for the digital tools in business development.

Comments strongly suggest and show how entrepreneurial learners will benefit from the ETE being more digitally competent and confident. Further, as ETEs are and will be dealing with younger and more digital-savvy entrepreneurs the ETE needs to be able to converse and assist a very heterogeneous digitally aware and enabled entrepreneurial population.

8.0 Post DIGA engagement with digital and ICT

Broadening the research into the ICT usage and if digital knowledge and skills acquired resulted in a more integrated perspective and application in their role as ETE. Overall the results suggest an increase usage of a greater variety of tools and more frequently and more so in an integrated manner. A summary of comments obtained on each area is presented in Table 9.0.

Table 9.0 Change in use of digital post DIGA

Participants were asked about their use of digital and ICT post DIGA	Summary Findings & Commentary
Increased computer usage or digital tools in your work?	The majority of respondents indicated an increased use in digital tools and most pronounced beyond social media applications
Integrated ICT /Digital into your enterprise training and education activities?	A key learning was about the need for and how to integrate digital across the business functions and a number of respondents cited that they had used and will continue to incorporate the Business Model Canvas Instructure and also virtual classroom in order to create standalone training programmes or to supplement "classical" training programmes.
Been more open to and	All respondents are more open to and less risk adverse in



interested in learning more about DIGA?	including digital and discussing it with entrepreneurial clients
More confident in discussing digital tools with colleagues and clients?	Yes
Participated in more virtual meetings and / or networking activities?	This area was least positive with comments suggesting it was an area of interest but had not tried it out due to a lack of knowledge on how it could be used. This points to an important area for further investigation to determine ETE needs and skills development for virtual teaching and learning
Tried out and use new digital tools and ideas?	Yes Even before DIGA I enjoyed trying out new tools, so I can't say that DIGA has changed that. Perhaps I became more active in searching for free online courses for learning.

In addition to, and perhaps as a consequence of, respondents indicated unanimously that they have increased confidence in the use of, discussing and introducing digital with their clients. This was also true for applying learning to add to their range of services to clients. Importantly respondents indicated that they had 'tried out' new and more digital tools post DIGA which demonstrates a less risk adverse approach to digital and an openness to ongoing learning in this area. With this approach digital will become more embedded as a natural business tool.

9.0 Narratives to describe the programme

Table 10.0 How DIGA is described

Facilitators
<i>It's an important programme as businesses that embrace and integrate digital into their business will grow a lot quicker and create jobs quicker. It also emphasises that digital is not just about digital marketing, but digital tools can be used across all business functions.</i>
<i>It enables the businesses to grow at a faster rate when they embrace digital technologies. It will increase your knowledge of the vast arrange of digital tools and technologies available that will enhance business performance.</i>
<i>It will enable you to identify the benefits of an integrated digital strategy across all business functions in enhancing business performance, business growth and sustainability.</i>
<i>The Programme will enable you to gain awareness about the importance of digital technologies for development and growth of your business and give you some tips in order to</i>



*find out about digital tools which are appropriate for your business.
It is worth to participate in programme. It brings benefits that you even might not think about.*

‘I would start with the explanation of Erasmus+ and the project, than I would procedure to the materials that are available and on the fact that everybody can benefit from the project. I would explain the importance of ICT and the companies in order to demonstrate its meaning as only a very small percentage of companies use ICT. I would explain the benefits of ICT for any kind of organization, but also for individuals’.

Participants

It is an essential part of business planning and competency. DIGA will raise your awareness, increase your knowledge and improve your ability to help your clients succeed. It is an essential part of enterprise educator training

I am really interested in learning more about digital technology in an entrepreneurial context as it is so powerful and effective tool to start and grow the business.

It will help you to understand and use digital technologies in an entrepreneurial context

DIGA programme will help you to understand and use digital technologies in an entrepreneurial and learning context’

The DIGA program is clear, useful. If you attend it you will get maximum transfer of competences in the short time. Having completed DIGA you will be ready to integrate ICT in your business for excellent and profit.

DIGA – is the intensive program for your professional growth.

10.0 Suggestions on DIGA could be developed

All respondents were positive about the need to make the DIGA programme available to more entrepreneurs and provided suggestions on how this could be achieved as described in the comments below:

Table 11.0 Suggestions on how DIGA can be developed

Facilitators

Opportunity to segment modules to provide – have ala crate where participants could choose to do one or one that is most applicable to them without having to undertake all the modules – issue of not diminishing

This programme could easily be developed to be delivered direct to entrepreneurs. It would then also be useful for any SMEs, for CEOs, managers etc.

I think it would be useful to “break up” the entire programme into smaller sections (even smaller than the five modules) and the participants could pick and choose the parts that are



most relevant to them.
It should be promoted for as much as possible wide community because there are still people who do not imagine the possibilities that digital word could bring.
Digitally marketed online not only by the organizations that have been participants in the project, but proactively marketed to centers and other places that have such courses in place. Organizing events for dissemination are not the most cost-effective ones. Paid Facebook ads for example being targeted very well would have a better reach than organizing a dissemination event'

Participants

Beginning modules, a bit complex for average business consultant. Stream line a bit with an emphasis on the concrete tools and links to improved practice /profits.
I really enjoyed the workshop. Claire and Fran presented the workshop in a very professional way. The workshop combines the theory and practical example very well. I will continue develop my knowledge in building a digital confidence both for myself and my clients.
It would be good to organize an advanced workshop
DIGA advanced programme for companies

The DIGA program could be integrated into other programs as a whole program. It also is possibility to use only one of few modules. It is very good that program is comprehensive: for each module the training plan, theory, PowerPoint presentations and case studies are prepared.
The program could be developed as OERs and available online.
'The program could be used as well for NGOs. Some of these organizations are led for social disadvantaged or elderly people, who have not enough knowledge on ICT and digital tools usage for the in the organization development.

The suggestions for the advancement of the DIGA learning programme demonstrates the flexibility of the programme. Therefore, an 'al a carte menu' approach can be applied to allow for customisation of the programme to accommodate the needs of entrepreneurial learners at different stages of business, and further to needs of the ETE and the range and variety of services they offer their clients and their digital needs.

11.0 Concluding Comments

Feedback on the experiences of respondents on overall programme and module specific experiences were consistently positive and reported a definite improvement of digital competencies, knowledge of national and EU digital polices increased engagement with and application of new digital tools in an integrated manner. Through this, participants become proficient in the knowledge of how to design a holistic entrepreneurial digital competency initiative.

The importance of personal development as a precursor for professional development was mentioned on numerous occasions. Personal development provides the ETE with a



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



confidence in their own knowledge and digital capabilities thus rendering them more eager and capable of engaging in a more proactive and confident manner with their entrepreneurial clients. Digital is an ever-changing concept and as such requires ongoing learning and re-learning; thus, opportunities to update and provide DIGA learning in an advanced manner or via a suite of modules to accommodate varying needs of the entrepreneurial learner.

Further information on the DIGA Project is available here: <http://digaproject.eu/>

Note:

This paper is an output of the Erasmus+ Strategic Partnership Project Digital Innovations for Growth Academy (DIGA) [2014-1-UK01-KA202-001780]. It presents research and analysis to inform the development of the DIGA training programme to enhance the digital competencies of enterprise educators and trainers. Digital Innovations for Growth Academy operates as a Strategic Partnership from seven-member states. The partners are from the social, private and public sectors.

Disclaimer:

This publication has been produced in the frame of DIGA (Digital Innovation for Growth Academy) Project. The project has been funded with support from the European Commission, ERASMUS+ Programme. The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

