

## Newsletter

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## EDITORIAL

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## SMEs' managers will benefit from the advantages of the "distance virtual learning"

If general education, entrepreneurship, intuition and perseverance have helped many people becoming entrepreneurs or SME managers, nowadays these are not enough to maintain a business in a market defined by increased competition and globalisation of local affairs. Presently, the EU strategy for SMEs is focused on creativity and innovation — pillars for sustainable society and economic growth — and it requires ever more qualified and skilled managers.

Courses designed to create and develop different management competences, using flexible and modern methods of training, evaluation and certification are delivered all over Europe. Only few of them can bring together the theoretical knowledge for the development of „managerial skills and competences“ using ICT methodologies and infrastructure for learning, evaluation and certification in a virtual context.

VITA project will provide the favourable climate to entrepreneurship without any investment effort, avoiding the risk for starting and conducting a business and will facilitate the reconciliation between the time dedicated to business and the time dedicated to continuous training.

VITA will create and deliver a “distance virtual learning campus” and will develop a learning strategy especially designed for the needs of SMEs' managers.

At the end of the **2<sup>nd</sup> meeting, hosted by Hyvinkää-Riihimäki** Vocational Adult Education Centre (Finland) partners, under the validation of national experts have reached a transnational list of competencies/ skills/ knowledge for the SMEs' managers. This list became the basis for the survey to be conducted with more than 300 SMEs from 6 European countries that will provide the consortium targets' specific training needs.

## VITA extended Romanian consortium

**SC Formenerg SA – Training and Development Centre and POLITEHNICA University of Bucharest Human Resources Training Center - Business Technology Incubator.** The structure of the partnership fits the responsibilities for the project implementation at the local level and creates the context for the appropriate sustainability of the project .

In October 2009 POLITEHNICA University of Bucharest Human Resources Training Center will open a **“Master for innovative young people”** which will include VITA' s results.

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## Managers for SMEs:

### Competence, Skill and Knowledge and personal features

*"In today's economy, the most important resource is no longer labour, capital or land: it is knowledge."* Ptter Drucken

VITA's partnership has carried out an exploratory research on official reports, academic works and other relevant material published around Europe about the competences for SMEs managers. The following list was achieved as the transversal profile in all studied countries in Europe.

As next step, partners will focus on framing these items in the European Qualifications Framework (EQF)



## Competences defining the European entrepreneur profile in terms of SME's management

- Attitude towards uncertainty and risk
- Innovative spirit
- Fulfillment of tasks and goals
- Self-confidence
- Communication skills
- Ability to discover new opportunities
- Conceptual ability (understanding the business as a system)
- Negotiation and decision-making abilities
- Time management for own work and team's work
- Communication to the team of clear expectations of performance
- Regularly provide information to the team about its performance
- Fully leverage the capacities and the knowledge of employees
- Promote mutual confidence
- Develop autonomy of a group
- Raise awareness of collective responsibility
- Ability to build and lead a team (leadership spirit)
- Project management ability
- Ability to create and provide Strategic/Tactic/Operational plans
- Management of human resources as part of an organization (allocation/attribution of tasks)
- Management of other (non-human) resources
- Knowledge of the basic aspects to consider before deciding to found a company
- Awareness of corporate social responsibility
- Knowledge of legal requirements for business
- Knowledge of the most important legal forms of business ownership
- Process analysis and change management
- Knowledge of the process for founding a company
- Knowledge of general business conditions and functions
- Knowledge about foreign trade and international business relations
- Know the difference in financial issues between different types of enterprises (manufacturing vs. services, for instance)
- Knowledge about how to manage the different functions within an enterprise (production, sales, financial management, research and development...)
- Understanding the different forms of financing (self-financing, external financing)
- Basic skills for sales planning
- Knowledge about accountancy and taxes
- Ability to plan and control: direct costs, overhead costs, cost prices, gross and net sales price, and earnings/profit.

## Partnership meets the Finnish expert Kari Järvenpää



The Finish Partner HRAKK ([www.hrakk.fi](http://www.hrakk.fi)) invited Mr. Kari Järvenpää to participate in the 2nd partnership Meeting in Hyvinkää.

He is a expert in entrepreneurship and chairman of the **Uusimaa Entrepreneurs Association—Federation of Finnish Enterprises** ([www.yrittajat.fi](http://www.yrittajat.fi)).

Kari Järvenpää presented the region and Finnish entrepreneurship and shared with the partners some challenges and demands, notably for SMEs. He explained the way associations of enterprises are organized to support the managers: local associations, regional

associations and the national federation.

His experience in business lead him to be leading one of the successful companies in the region.

Realprojekti Ltd is a consulting company providing customers with added value resorting to a solid expertise in the key areas of the real estate market. The company has strong, established foothold in the real estate market and clients include several municipalities and cities around Finland as well as a number of real estate owners and construction companies. Find more at [www.realprojekti.fi](http://www.realprojekti.fi).

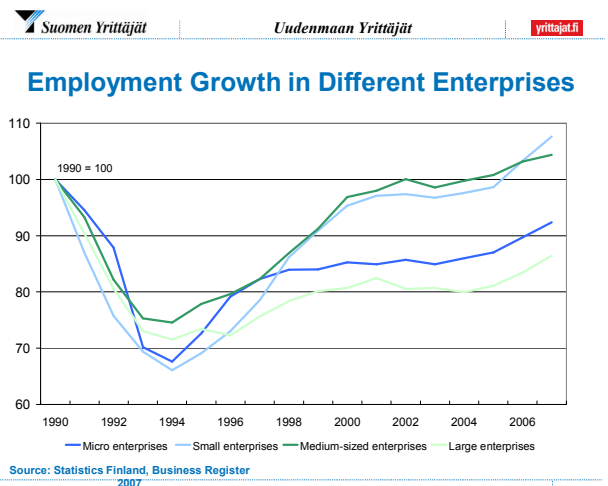
*The entrepreneurs, based on their own requirements and funding, have created their own means to pursue matters.*

Kari Järvenpää

## Finnish Entrepreneurship scenario

In the meeting with Kari Järvenpää, partners could learn more about Finnish SMEs, their entrepreneurs and what are the challenges putted to them at the moment.

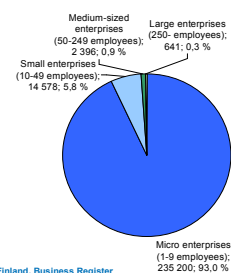
Information received confirms the VITA fundamentals: the success of SMEs is a major factor for the success of economy, markets competitiveness and innovation development.



### Impact through Entrepreneurial chains

- Local associations influence municipal and regional policy in matters involving lines of business.
- Regional associations have an influence in their own province.
- Federation of Finnish Enterprises pursues the interests of SME's through government, parliament and central unions, as well as in the EU

### Enterprises in Finland



Source: Statistics Finland, Business Register 2007  
Total 308 817 enterprises.  
Total 252 815 without Agriculture, Forestry and Fishing (in diagram).



## Next events

### ➤ Next Meeting in Graz

Partners will meet for the third VITA Meeting in Graz (Austria), in the beginning of October 2009, hosted by **bit media** ([www.bitmedia.cc](http://www.bitmedia.cc)). By then, partners will have validated the profile by transnational survey within more than 300 SMEs managers, as well as a first version of the training courses and campus.

### ➤ Large SMEs Event in Paris, 15th –16th September

Consolidating research and Innovation for European SMES, meet our Idealist team there!

One of the major events in the French Presidency will be devoted to concrete reflection with a view to looking at how to consolidate the place of SMEs in research, development and innovation programs.

More information : Michel GANOOTE, European Delegate, Strategy & Development, FP7 SMEs  
[michel.ganoote@oseo.fr](mailto:michel.ganoote@oseo.fr).



### ➤ DG Employment, Social Affairs and Equal Opportunities offers a valuable tool for supporting the SMEs training

The Guide for Training in SMEs illustrates how training and skills development could successfully be developed and implemented in SMEs .

This tool has been prepared by ORSEU for the key actors involved in SME training at the sector and national level.

The Guide is based on practical experience and it is accompanied by around 50 practical examples.

More information at [ec.europa.eu/social/BlobServlet?docId=2651&langId=en](http://ec.europa.eu/social/BlobServlet?docId=2651&langId=en)



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