

Result 17

Report of the Validation Process

English Version

Elaborated by



Spain



Portugal



Austria

Compiled by nowa

October 2017

Index of context

1. Objectives of the Validation Process.....	4
2. Methodology and Work Program.....	4
3. Validation Reports.....	7
3.1 Spain	7
Involved Stakeholders	7
Description of the Validation Process in Spain.....	13
Results of the Validation Process in Spain.....	15
Conclusion of the Validation Process in Spain.....	28
3.2 Portugal	31
Involved Stakeholders	31
Description of the Validation Process in Portugal.....	34
Results of the Validation Process in Portugal.....	38
Summary of the Validation Process in Portugal.....	42

3.3 Austria	43
Involved Stakeholders	43
Description of the Validation Process in Austria	48
Results of the Validation Process in Austria	53
Summary of the Validation Process in Austria	58
4. General Conclusions of the Stakeholder Evaluation	59

1. Objectives of the Validation Process

The main objective of the validation activity is to present the first results of ALL-ECOM to stakeholders and key actors to know their opinion on the adequacy of these results regarding the needs of the target sector and project target group (workers and employers of the commerce sector) and the level of adaptation of these results to the requirements of the VET systems in each partner country.

The specific objectives are:

- To collect information, opinions, comments and suggestions from stakeholders which can contribute to include possible changes and improvements in the results analyzed.
- To get feedback about the potential applicability and transferability of the results in the national VET systems.

2. Methodology and Work Program

The review and validation of the project results by stakeholders is the last activity programed in **Work Package 4 “Elaboration of a common map of qualifications”**.

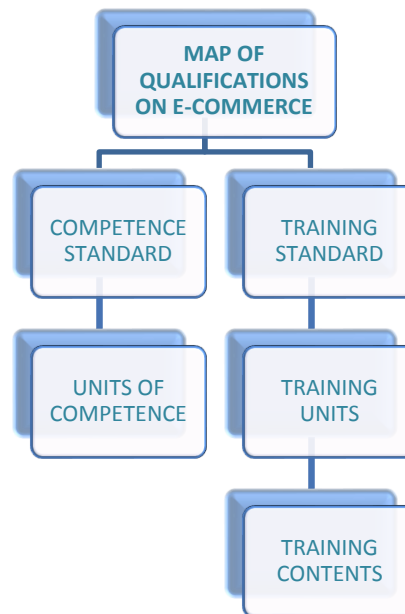
Qualification systems in Spain, Portugal and especially in Austria are significantly different. The implementation of National Qualification Frameworks (NQFs) is differently advanced in the partner countries.

The following methodology was decided at the partner meeting in Graz in November 2015:

- ➔ One stakeholder meeting for validation was agreed as the minimum requirement.
- ➔ Every partner country will have its own procedure and timeline to do the validation.
- ➔ Every partner country will report its validation results and WP-leader nowa will compile them.

What has been validated?

The main results obtained in WP4 have been validated by project stakeholders: methodologies, tools and materials for training developed to create a “Common map of qualifications in e-commerce”, according to the following structure:



The following documents/concrete outputs were validated by the stakeholders

- Result 14: **Definition of New Learning Outcomes**
- Result 15: **Common Map of Qualification**
- Result 16: **Training Curricula and Contents**

These results are based on researches regarding “Skills Gap” and “Training offers/innovative learning methods”, national compilations of already existing qualifications and a common agreement for the further development of qualifications at a staff mobility that took place in Barcelona 2016, involving all partners.

The results mentioned above and the whole processes were **validated by stakeholders** of relevant public and private organizations, employers, employees and VETs, in the field of commerce.

These stakeholders and the project partners assure the sustainability of the project results specifically the integration of the elaborated UCs (Units of Competence) in the national qualification systems.

On the following pages you find the reports of the stakeholder validation in Spain, Portugal and Austria including the list of stakeholders, the description of the validation process and a summary and resume of the validation results.

3. Validation Reports

3.1 Spain

Involved Stakeholders

A total of 34 relevant stakeholders have participated in the working groups, with a very balanced representation of the main project target groups:

- 14 representatives of public bodies with competences in the development of the vocational education and training system at national or regional level
- 12 social agents of the commerce sector: employer's organizations and trade unions
- 8 training centers

Participants in the validation meeting in Madrid

ORGANIZATION	TYPE OF ORGANIZATION	ATTENDANT	POSITION	e-mail contact
STATE FOUNDATION FOR EMPLOYMENT AND TRAINING-FUNDAE	National public body	CRISTINA HERRAIZ	Expert of Directorate for Planning, Assessment and Evaluation of Training	Cristina.herraiz@fundae.es
STATE FOUNDATION FOR EMPLOYMENT AND TRAINING-FUNDAE	National public body	ANA DE LOS REYES MEDINA	Expert of Directorate for Planning, Assessment and Evaluation of Training	Ana.delosreyes@fundae.es
PUBLIC STATE EMPLOYMENT SERVICE – Occupations Observatory	National public body	ISABEL ALVAREZ	Expert of the Observatory	observatorio.madrid@sepe.es
SPANISH CONFEDERATION OF TRAINING COMPANIES -CECAP	Social partner (employer association)	ROCÍO BLANCO GIL	General manager	gestion@cecap.es
ADALID INMARK	Training provider	ANA ISABEL LÓPEZ	Training manager	anabel.lopez@grupoinmark.com
ADALID INMARK	Training provider	ARANCHA MORA	Project manager	arancha.mora@grupoinmark.com

ORGANIZATION	TYPE OF ORGANIZATION	ATTENDANT	POSITION	e-mail contact
INSEM Group	Training provider	JAVIER TABERNEIRO	Training manager	icejudo@grupoinsem.com
MINISTRY OF EDUCATION, SCIENCE AND SPORTS – General Secretary of professional guidance and Training	National public body	ANGEL JAIME CENAMOR LÓPEZ	Expert in regulation of vocational education	subdireccion.fp@mecd.es
SPANISH SERVICE FOR THE INTERNATIONALISATION OF EDUCATION – SEPIE - Erasmus+ Spanish National Agency for Education and Training	National public body	DIANA BUCHÓ REGIDOR	Coordinator of mobility services- KA1	diana.bucho@sepie.es
FEDERATION OF INDEPENDENT WORKERS OF COMMERCE -FETICO	Social partner (trade union)	EMILIA MARTIN	European Projects Manager	emiliamartin@fetico.es
FEDERATION OF INDEPENDENT WORKERS OF COMMERCE -FETICO	Social partner (trade union)	IGNACIO GRANADO	Training manager	ignaciogranado@fetico.es
IBECOM	Training provider	RAMÓN ZAYAS	Technology manager	rzayas@ibecon.org
ICG INTERNACIONAL DE COOPERACIÓN Y GESTIÓN	Management and Consulting services	ARMELA DINO	External evaluator of ALL-ECOM Project	info@icginternacional.com armeladino@gmail.com

Participants in the evaluation meeting in Barcelona

ORGANIZATION	TYPE OF ORGANIZATION	ATTENDANT	POSITION	CONTACT MAIL
FUNDACIÓN BARCELONA FORMACIÓN PROFESIONAL	Public body	ANNA PUNYET	Expert of the Professional Occupations Observatory	annapunyet@fundacionbcnfp.cat
DIRECCIÓN GENERAL DE COMERCIO	Public body	JOAN MORERA	Technician	joan.morera@gencat.cat
CCAM (Consortio de Comercio, Artesanía y Moda de Catalunya)	Public body	IGNACIO CAMPOY	Commerce Technician	icampoy@gencat.cat
CCAM (Consortio de Comercio, Artesanía y Moda de Catalunya)	Public body	MARTA RAURELL	Head of Commerce Unit	marta.raurell@gencat.cat
TADEL FORMACIÓN	Training provider	CRISTINA FERNÁNDEZ	Training Manager	cfernandez@tadelformacio.com
TADEL FORMACIÓN	Training provider	MASSIMO LONGO	Trainer, expert in digital commerce	massimolongo@gmail.com
ADAMS	Training provider	MÓNICA CASTELAO	Trainer, expert in digital commerce	castelao19mail.com
ADAMS	Training provider	RAUL COMÍN	Headteacher	raulcomin@adams.es

UGT	Social partner (trade union)	ROSA CIURANA	Head of Training and Communication	rciurana@catalunya.ugt.org
UGT	Social partner (trade union)	ROSA DATO	Federación FESMC, Sector Comercio	mrosa@catalunya.ugt.org
UGT	Social partner (trade union)	SONIA ROMÁN	Deputy Director of Programs	sroman@idfo.com
CC.OO SERVEIS	Social partner (trade union)	NATALIA CASTRO FONT		nataliacastro@ccoo.cat
CC.OO SERVEIS	Social partner (trade union)	JORDI ARDANUY MEDIANO		jardanuy@ccoo.cat
PIMEC	Social partner (employers' organization)	ESTHER DELPUEYO	Head of the Training Center	edelpueyo@pimec.org
BARCELONA ACTIVA	Public body	ESPERANZA FOMBELLA	Head of Training Unit	Esperanza.fontabella@barcelo nactiva.cat
FOMENT DEL TRABALL NACIONAL	Social partner (employers' organization)	MANU MONASTERIO	Trainer, expert in digital marketing	manu.s.monasterio@clubmark etingbarcelona.com

FOMENT DEL TRABALL NACIONAL/ FEPI ME	Social partner (employers' organization)	IRIS MOLINA	Expert of the Training and Communication Department	imolina@foment.com
FETICO	Social partner (trade union)	EMILIA MARTIN	European Projects Manager	emiliamartin@fetico.es
SOC ÀREA DE PROJECTOS INTERNACIONALES	Public body	ESTHER ESTANY	International Projects Manager	esther.estany@gencat.cat
CONSORCI PER A LA FORMACIÓ CONTÍNUA DE CATALUNYA	Public body	ROBERT RAMOS	Head of Training Programs Area	robert.ramos@gencat.cat
CONSORCI PER A LA FORMACIÓ CONTÍNUA DE CATALUNYA	Public body	ÁUREA DOMÍNGUEZ	Leader of the coordination programs team.	aurea.dominguez@gencat.cat
CONSORCI PER A LA FORMACIÓ CONTÍNUA DE CATALUNYA	Public body	ESTER MORANTE	Programs management Technician	ester.morante@gencat.cat

Description of the Validation Process in Spain

The methodology used to assess the results has been based on expert judgment. This technique consists of asking external experts on their opinion to the project outputs.

Regarding the criteria of election of these experts and the process of recruitment; the experts are project stakeholders: experts in the commerce sector or in the field of education and training, representatives of the following target groups:

- Public bodies with competences in the development of the vocational education and training system at national and regional level
- Social agents of the commerce sector: employer's organizations and trade unions
- Training centers
- Other institutions involved in the sector and thematic of the project

The method used for collecting the information provided by the experts, has been a discussion group technique. Two working groups have been organized in Madrid and Barcelona with 10-15 experts of the target institutions mentioned above. In relation to the tool used to know the individual opinion of each expert about the project results, a structured questionnaire has been designed to collect these opinions.

The validation questionnaire has 10 close questions in the different criteria defined for the assessment of the results (see Annex) to be valued according to a Likert scale and a section of "comments" to express any opinion, proposal or suggestion the experts consider about each criterion. Also three general open questions have been included at the end of the questionnaire to know the strong and weak points underlining by the participants about project results.

As mentioned two working groups have been held in Madrid and Barcelona.



Annexes:

- Agenda “Validation Meeting Madrid” 22.06.2017
- Attendance list “Validation Meeting Madrid” 22.06.2017
- Agenda “Validation Meeting Barcelona” 13.07.2017
- Attendance list “Validation Meeting Barcelona” 13.07.2017
- Presentation of Results
- Pictures Validation Meetings
- Validation Questionnaire

Results of the Validation Process in Spain

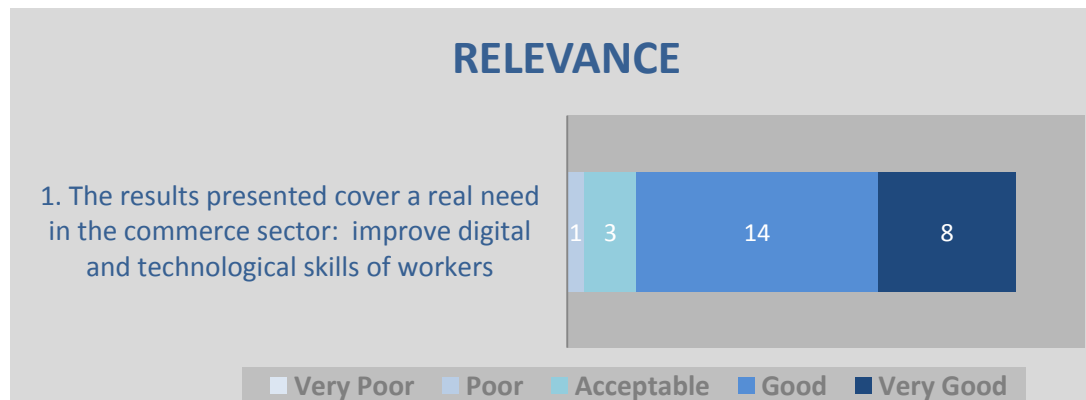
This report shows the results of the validation questionnaire filled by the stakeholders who have participated in the working groups in Madrid and Barcelona. The results reflect the opinions and impressions of these experts about project outputs obtained in the working package 4 of the project “Elaboration of a common map of qualifications“. The relevant stakeholders involved have provided inputs very useful to improve the results during project implementation phase.

The results have been validated against the following predefined criteria:

Relevance

The guiding question asked to structure the discussion with stakeholders about the relevance of the results presented has been:

To what extent the results presented cover a real need in the commerce sector?



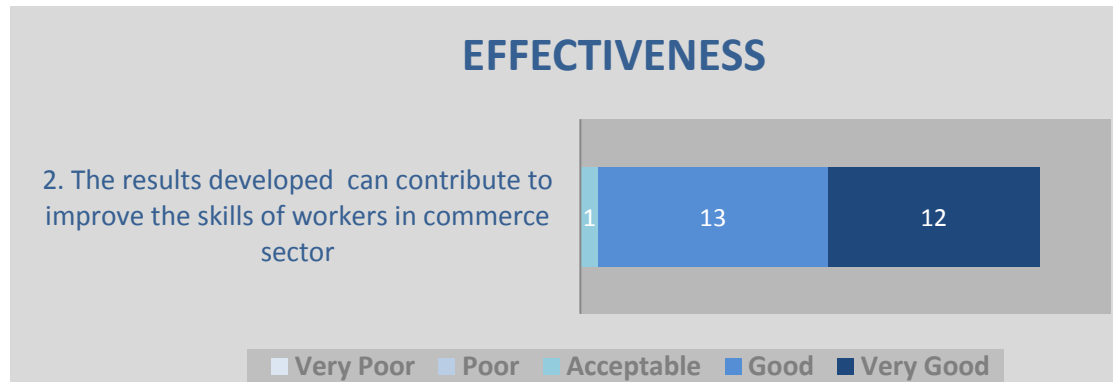
The 85% of the participating stakeholders consider good or very good the relevance of the project results presented in the sense these results cover a real need: the necessity to boost digital skills in the commerce sector to take the advantage of the digital market.

Some participants mention that all recent studies confirm the digital skills gap in the labour market in Spain, a high percentage of Spanish workers in the commerce sector do not have basic digital skills despite the increasing need for such skills.

A study of the Foundation BCN Vocational Training, entity that has taken part in the validation process confirms also this need: the e-commerce is an emerging economic sector but it is necessary to adapt the qualifications and skills of the workers to prepare them for the digital economy.

Effectiveness

To assess the effectiveness of project results stakeholders has been asked about the contribution of the project results to the improvement of workers' skills in the commerce sector.

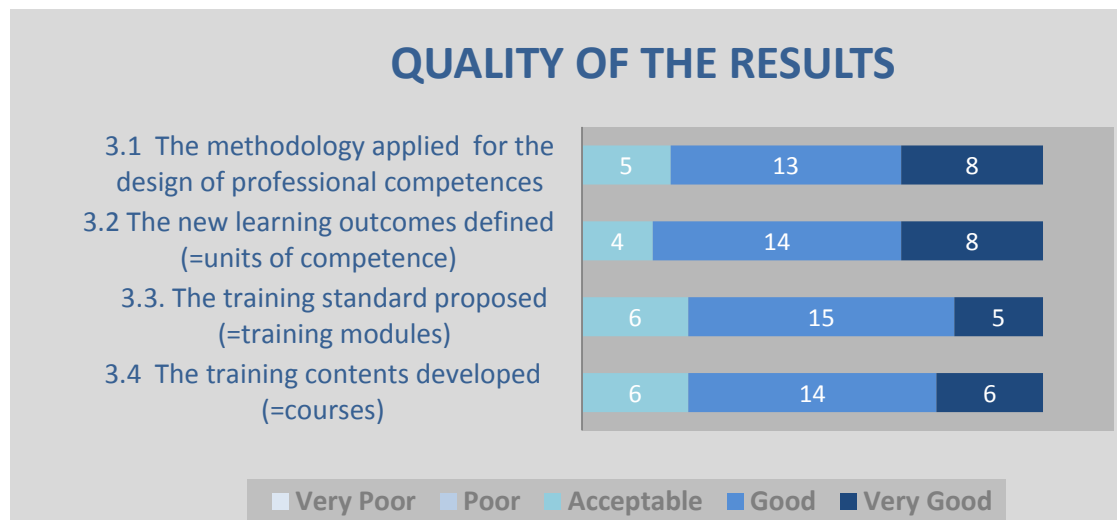


More than 95% of the stakeholders state that the contribution of project result to improve the digital skills in the sector will be good or very good. Some consider the contribution very positive due to the project outputs respond to real training needs of the target group identified in the project.

Quality of the results

Stakeholders have been asked to evaluate individually the concrete outputs developed to design the “Common Map of Qualifications”.

In general participants mention the good quality of the results, taking into account criteria as suitability, usefulness...

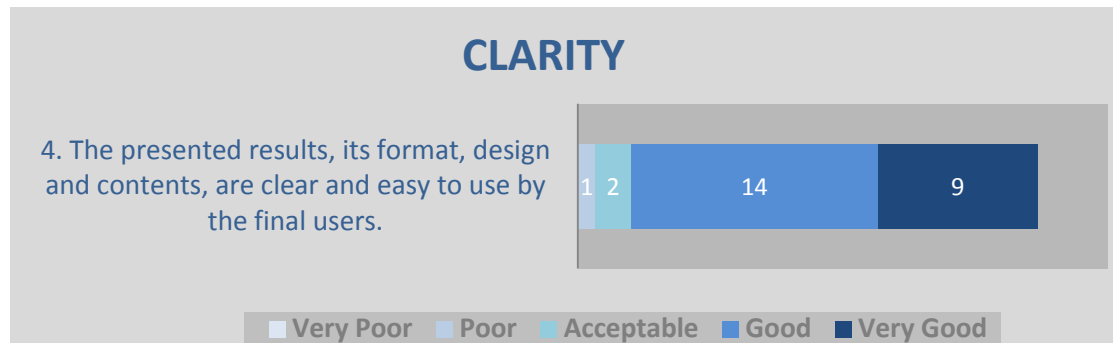


In the section “Comments”, some participants mention:

- Some results should be more adapted to the methodology of the national VET system and also to have a more sectoral approach, especially the training contents with examples related to the activities developed in the commerce sector.

Clarity

The guiding question to assess the clarity of the project results presented refers to the format, design and contents of these results.



About 89% of the stakeholders consider these results are clear and easy to use by final beneficiaries.

Some participants mention that taking into account the project beneficiaries it would be convenient:

- To use a language more focused on occupations of the sector.
- To segment by types of commerce and by the size of the companies.

Added value

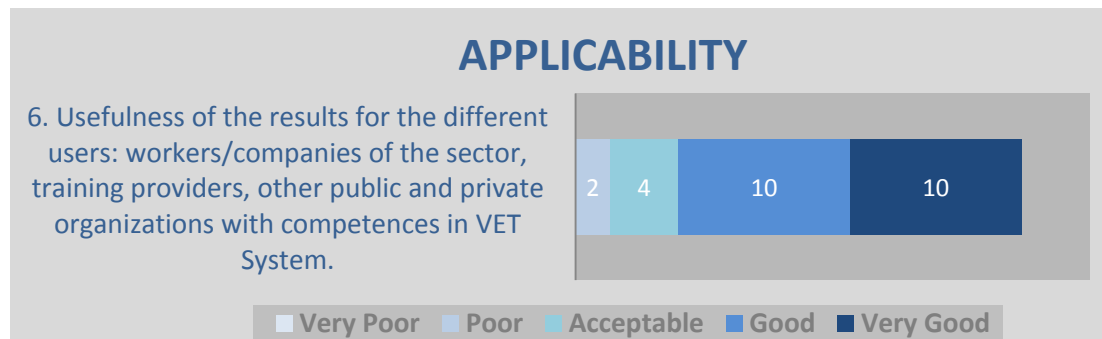
The discussion about the added value of the project results has been focus on the level of contribution of these results to the existing training offer.



More than 85% of the stakeholders consider good or very good the added value of the results in the sense these training materials and tools can contribution to improve the current training offer in commerce sector and to boost digital skills in the sector.

Applicability

The applicability of the project results has been evaluated through the assessment of its usefulness for the different project target groups. The majority of these groups represented in the validation process have qualified the applicability of the outputs presented as good or very good (77%).

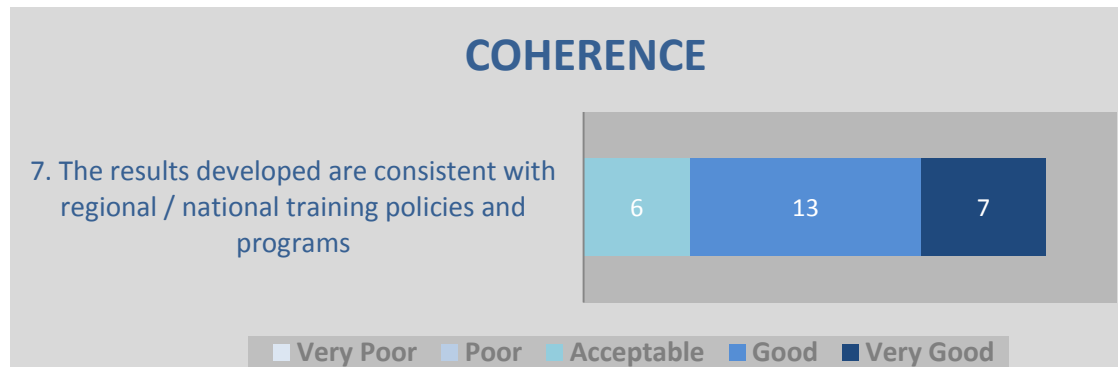


Among the comments of the different stakeholders:

- The occupational and training standards will be very useful for the key agents involved in the programming of training.
- The training material can be used directly for final users, beneficiaries of the project.
- The results can be adapted to different training projects.
- The training centers and companies can use the results directly in the national training bonus system.

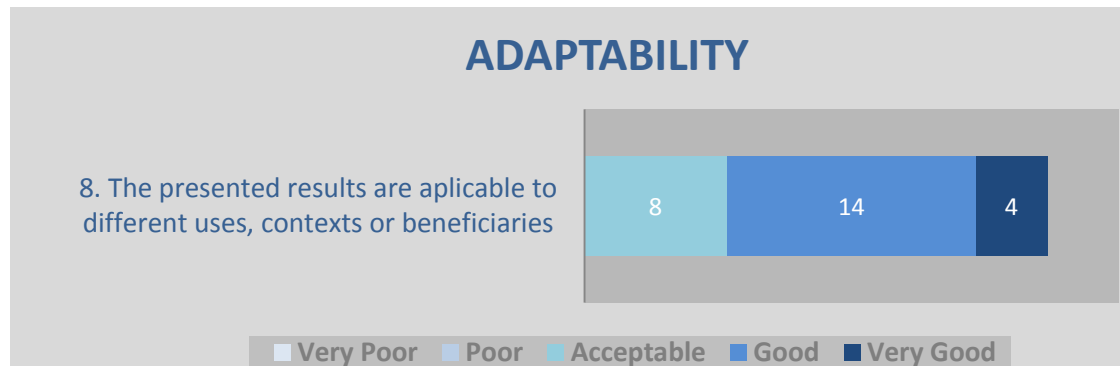
Coherence

The coherence of the results with the regional/national VET systems, policies and programs has been valued as good or very good for a 77% of the stakeholders. Although some participants have stated that due to the national qualification system of the participating countries is different it will be required an adaptation process of the project results to the requirements of our national system.



Adaptability

In terms of applicability of project results to different uses, context and beneficiaries the stakeholders consider this is good (54%) or very good (15%).



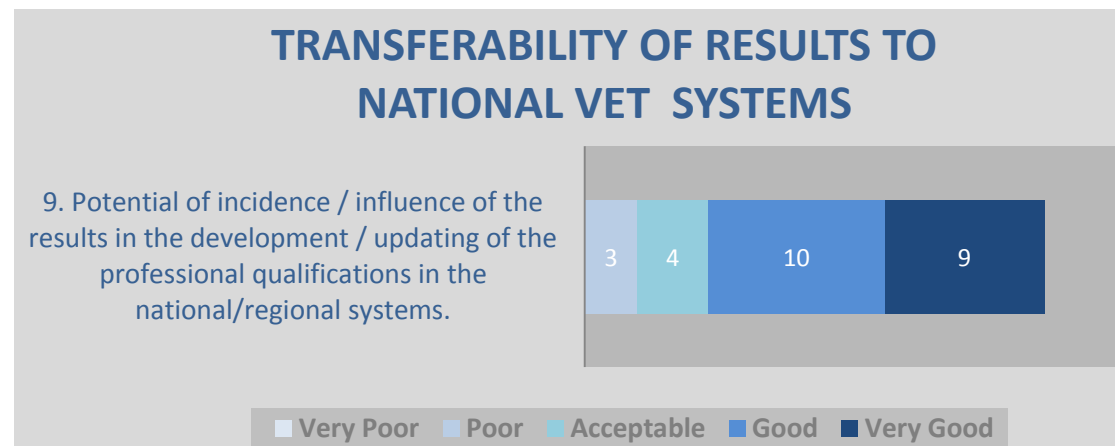
Participants mention:

- Project results can be applicable to different uses with a previous adaptation to the context.
- The methodology applied can be extrapolated to other sectors.

Transferability of results to national VET Systems

Regarding to the criterion about the transferability of project results to national system the guiding question to structure the discussion with stakeholders refers to the potential of incidence of the results in the development of the professional qualifications in the national systems.

The graphic below shows that more than 73% of the participants think the potential of project results to be transfer to national qualifications systems is good or very good.



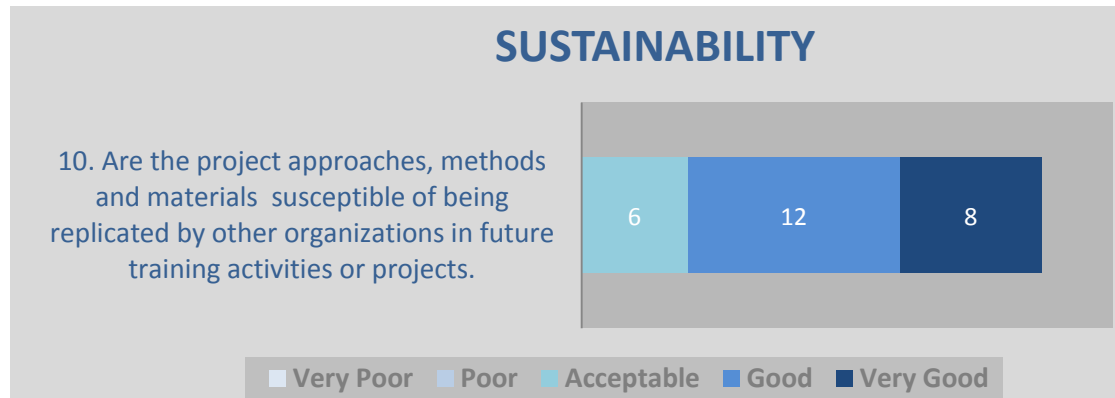
Among the comments of the participants about the transferability of results:

- High potential of incidence.
- To develop the professional qualification system the procedures and requirement established in the Spanish system must be met.
- The dissemination of final results among key political actors will be very important to ensure the transferability of results.

Sustainability

The sustainability has been assessed through the opinions of stakeholders about the possibility to reply project approaches, methods and materials in future training activities and projects.

Roughly 80% of the stakeholders consider the sustainability of project results presented good or very good.



25

Among the comments mentioned:

- ..Great potential for use of the results once the project is completed, but with the necessary adaptation to the specific context..”

Strong and weak points underlined by stakeholders regarding project results

STRONG POINTS	ASPECTS TO IMPROVE
The comparability between national qualifications systems in different European countries and between these and the European Qualification framework.	More efforts should be done to work on a common European training framework.
Great potential for transferability of project results in the same sector in other countries The transferability of project methodology used to other sectors of activity.	Presentation of a methodological document with a clear definition of key concepts and their equivalence in our system.
The transversality of project results. The transversality of training modules that allows its use in different sectors. The e-commerce is a sector with similar needs in all Europe	Definition of the prior knowledge that should have the users of the training modules and courses. The level of qualification of the UCs, training modules and courses seems to be high for a level 2 according to the Spanish system that correspond with a level 4 of the EQF.
The contribution of the project to development of digital skills for reducing the existing digital gap. The objective of adaptability of the commerce sector to the new digital environment. Adaptability to the evolution of the sector.	Take in mind the size of the companies in the sector where a big percentage are micro-companies or entrepreneurs with limited resources of staff and time, due to this it is necessary to boost e-learning resources and training courses of short duration.
The opportunity to develop training offer that respond to the necessities of the digital market. Facilitating training very necessary in the sector as digital communication and marketing. The results cover a real training need in the sector. The evidence of the need to improve training and qualifications in digital competences in the sector.	More depth development of the training modules. The duration of training modules is too short (25 hours). In the Spanish system the minimum duration is 50 h. Concrete and more specific development of training contents.

STRONG POINTS	ASPECTS TO IMPROVE
<p>The methodology applied is very similar to that used in the Spanish System to development the professional qualification. The methodology standardized and coherent.</p>	<p>Focus the competences more on the type of user (workers of commerce sector). The majority of the companies of the commerce sector are very small and it is very common that the same person covers several positions. This means that the references to the Director of Marketing or Sales Manager made in the materials are not applicable in most of the companies.</p>
<p>Transnationality. The integration of different realities and contexts in the field of training in the participating countries and the search for common points. The objective of trying to unify and coordinate training policies in different EU countries.</p>	<p>Be more precise in the definition of UCs and training modules so that they clearly defined to whom they are addressed (level of qualification). A more detailed description of UCs especially, the context of the sector, its processes, its occupations and job positions.</p>

OTHER COMMENTS, SUGGESTIONS, CONTRIBUTIONS OF THE STAKEHOLDERS IN RELATION TO THE PROJECT RESULTS VALIDATED
<p><i>To exchange of information about project results with other entities involved in the programing and development of training to ensure the maximum use of these results together with others that are being developed in different scopes.</i></p>
<p><i>The tools and contents developed are in constant technological evolution, consequently, its review and update is recommended to ensure its continuous validity.</i></p>
<p><i>To seek the widest dissemination of the project results making them accessible to all organizations and agents in the sector.</i></p>
<p><i>Involve the National Qualifications Agency in Spain-INCUAL so that the Agency takes into account these results to develop and update the qualifications related to e-commerce</i></p>
<p><i>A very interesting and necessary project, one problem can be the rapid obsolescence of the contents if they are not constantly updated.</i></p>

Conclusion of the Validation Process in Spain

The contribution of the ALL-ECOM project results to the improvement of digital skills in the commerce sector has been valued as very positive. One of the main strengths of these results is the relevance for the target sector and for the target groups due to the all recent studies and reports confirm it is necessary to develop digital skills and competences to reduce the existing digital gap in the labour market in all sectors of activity but particularly in the commerce sector to take advantage of the challenges and opportunities that offers the digital commerce.

Among the improvements that can be introduce in the different results according to the recommendations and suggestions set by the stakeholders and based on their experience and knowledge about the subject matter.

About the Common Map of Qualifications and the methodology applied

Although the methodology applied for the development of new competences related to e-commerce is similar to the methodology used in the Spanish qualification system it will be very useful to include a clear definition of key concepts and their equivalence in the Spanish system.

The Spanish qualifications framework is characterized by the rigidity of the system and the complexity of the processes to develop new qualifications or to update the existing ones. This can make it lose its applicability unable to respond to quick digital market evolution. It is crucial the key agents from educational system and economy sector have a permanent understanding in order to work for promoting the improvement of skills and the job opportunities.

It is recommended to have the involvement and contribution of the National Institute of Qualifications INCUAL, which has already launched a working group focus on commerce to work in the development of the qualifications in this sector. The collaboration with this group could be useful for both the ALL-ECOM project and the group itself.

The Occupations Observatory of the Public State Employment Service is working in a Study of professional competences in the retail sector, under recommendation of the Ministry of Economy, Industry and Competitiveness and the collaboration with the All-ECOM project could be also relevant.

- ✓ Improvements to implement:
 - Elaboration of a Glossary with the definition of the key concepts used in the development of the Common Map of qualifications and their equivalence in the Spanish Qualifications System.

About the new learning outcomes defined (= units of competence-UCs)

To ensure the use and integration of the UCs developed in the Spanish System stakeholders consider when the project is finished it will be necessary to redefine these UCs to meet the requirements of the national qualifications system.

The level of qualification assigned to the UC and training modules seems to be high for the level assigned (level 2 in the Spanish System equivalent to a level 4 of the European Qualification Framework) given the complexity of some activities.

It is recommended to describe in more detail the units of competence developed focusing the competences more on the type of users (workers of the commerce sector) the context of the sector, its processes, the type of companies, and the related occupations and jobs positions.

- ✓ Improvements to implement:
 - Suppression of the references to the Director of Marketing or Sales Manager made in the UCs due to these are not applicable in the majority of companies of the commerce sector given their size.
 - Indicate the level of qualification of each UCs and their equivalence in the Spanish System.
 - Description of the occupations related to each unit of competence as an indicative element and clarifying of the level of qualification.

About the training standard proposed (= training modules)

Given that the final beneficiaries of the training actions are mainly workers from small and medium-sized enterprises in commerce sector, whose needs in terms of commercial development are different from those of big companies and whose resource are lower, it is convenient to develop the proposed units orienting them to the real needs of these companies.

This adjustment of contents should not modify the structure of contents of the training modules proposed just in the development of them it will be necessary to emphasize those topics that are more interesting for the workers of the commerce sector from the perspective of their practical application in the companies.

- ✓ Improvements to implement:
 - Indicate the level of qualification of each training module and their equivalence in the Spanish System.
 - Indicate the number of hours in each training module.

About the training contents developed (= courses)

As mentioned above it is recommended to take into account a sectoral approach, and the specific needs of the small companies, which are the majority, when developing the training contents.

Some stakeholders consider the duration of training modules is too short (25 hours) for the contents structure developed. In the Spanish system the minimum duration of modules is 50 h., this means that they should be adapted for their inclusion and use in the national system.

30

- ✓ Improvements to implement:
 - Because technology and digital issues are in constant evolution, it is critical to review and update continuously the training contents developed to ensure their validity and avoid their obsolescence.

In summary, the objective of trying to work on a common European qualification framework among EU countries with different contexts and level of implementation of their qualifications systems is a complex task. The participants in the validation groups have considered the ALL-ECOM project and their results as a good example of transnational cooperation to integrate different realities and contexts and to find a common understanding, nevertheless the results presented will require contextualization and methodological adaptation to ensure the inclusion and use in the national and regional VET systems.

3.2 Portugal

Involved Stakeholders

The Sectorial Councils for Qualification are composed, among others, by experts appointed by the ministry that is responsible for the policy of the sector of activity, by trade unions and associations of employers representative of the sector of activity, by reference enterprises, by training providers (training entities, schools,...) and by independent experts, in the maximum of 10 members.

Besides the members appointed, and according to the different matters of discussion, it's possible to invite other specialists to certain meetings. It's even possible to meet without the presence of all the members when the discussions focus on a very specialized (sectorial) matter.

Two meetings were attended by 28 elements, consisting of:

	Organization	Type of organization	Attendant	Position
1	ANQEP	Public body	Gonçalo Xufre	President of ANQEP
2	ANQEP	Public body	Sandra Lameira	Head of department
3	ANQEP	Public body	Catarina Curado	Senior Officer
4	ANQEP	Public body	Teresa Duarte	Senior officer
5	ANQEP	Public body	Vanina Marcelino	Senior officer
6	CCP – Confederação do Comércio e Serviços de Portugal (Portuguese Commerce and Services Confederation)	Social partner	Ana Carmo	Senior officer
7	CCP – Confederação do Comércio e Serviços de Portugal	Social partner	Rita Siborro	Training projects manager
8	CECOA - Centro de Formação Profissional para o Comércio e Afins (Vocational Training Centre for the Commerce and	Training provider	Isabel Silva Luís	Director of CECOA

	Services)			
9	CECOA - Centro de Formação Profissional para o Comércio e Afins	Training provider	Cristina Dimas	Coordinator of the Innovation and Business Unit
10	CECOA - Centro de Formação Profissional para o Comércio e Afins	Training provider	Sílvia Coelho	Coordinator of the Qualification and Certification Unit
11	CITEFORMA	Training provider (Professional Centre of Participated Administration, created in 1987, through agreement between SITESE (Clerks, Commerce, Hotel and Services Union) and IEFP (Institute of Employment and Professional Training))	Cristina Tavares	Manager of the Training Department
12	DGAE – Direção Geral das Atividades Económicas	Public body	Pedro Ferreira	Senior officer
13	DGAE – Direção Geral das Atividades Económicas	Public body	Paulo Simões	Service Manager of Trade, Services and Restaurant
14	DGAE – Direção Geral das Atividades Económicas	Public body	Rui Carneiro	Senior officer
15	DGAE – Direção Geral das Atividades Económicas	Public body	Elsa Belo	Senior officer
16	DGRDN – Direção-Geral de Recursos da Defesa Nacional	Public body	Paulo Branco	Head of Teaching and Qualification Division
17	DGRDN – Direção-Geral de Recursos da Defesa Nacional	Public body	Joana Caldeira	Senior officer

18	Escola de Comércio de Lisboa	Professional school	Piedade Pereira	School director
19	Escola Profissional Profitecla	Professional school	Bruno Nogueira	Senior officer
20	Escola Profissional Profitecla	Professional school	Pedro Isidro	Senior officer
21	Grupo Jerónimo Martins	The Jerónimo Martins Group has a business portfolio focused on food, in Portugal and in Poland, and, more recently, in Colombia	Nuno Calado	Digital Marketing Specialist
22	Grupo Jerónimo Martins	idem	Filipa Oiveira	Senior officer
23	IEFP – Instituto de Emprego e Formação Profissional (Institute of Employment and Vocational Training)	Public body	Olívia Matos	Senior officer
24	MAGESTIL – Escola Profissional	Professional school	Sandra Oliveira	Pedagogical coordinator (project management)
25	MAGESTIL – Escola Profissional	Professional school	Carla Laranjeira	Course coordinator
26	RESTART - Instituto de Criatividade e Novas Tecnologias	Training provider	Joana Carpelho	Pedagogical coordinator (project management)
27	SONAE	Multinational company managing a diversified portfolio of businesses in retail, financial services, technology, shopping centres and telecommunications	Elisabete Robalo	Human Resources coordinator
28	SONAE	idem	Angela Borges	

Annexes:

- Annex 1 - Attendance list 22.06.2017
- Annex 2 – Attendance list 09.10.2017

Description of the Validation Process in Portugal

Objectives of the validation process

The main objective of the validation activity is to present the first results of ALL-ECOM project to stakeholders and key actors, mainly in what concerns the design of a common map of qualifications and the level of adaptation of these results to the requirements of the VET Systems in each partner country.

In Portugal, we had as specific objectives:

- To collect information, comments and suggestions from stakeholders in order to make some changes and improvements in Units of Competence (UC) and correspondent Short Term Training Units (UFCD);
- To have feedback about the potential applicability and transferability of the results in the national VET systems.

34

Methodology and work program (agenda)

Considering that the objective was to gather information about the designed UC and UFCD and to get feedback on their possible integration in the National Catalogue of Qualifications (CNQ), two meetings of the Sectorial Council for Qualification have been scheduled.

The Sectorial Councils for Qualification are working groups with technical and advisory competences, created by the National Agency for Qualification and Professional Education to participate in the updating and developing of the Catalogue. Namely, they were created to identify the evolutions in the different sectors of activity; identify the needs for qualifications and competences; present suggestions to update/develop the catalogue; support the definition of the qualifications standards; facilitate and support the processes of

articulation/cooperation among relevant entities as far as qualifications are concerned in each sector of activity; identify technical and methodological skills to support the ANQEP in the conception of standards.

In this case, it was agreed to convene the meetings of the Trade and Marketing Sectorial Council for Qualification at the request of ANQEP. The meetings took place in ANQEP, I.P. premises on 22nd June 2017 at 10:30 am and on 9th October 2017 at 10:30 am.

The two meetings of the Sectorial Council for Qualification had the following agenda concerned with ALL-ECOM:

1. Presentation of the designed UC and UFCD in learning outcomes of Spain, Portugal and Austria
2. Other matters

To allow a better preparation of the first meeting, 2 documents have been enclosed to the email with the notice of the meeting: a Methodological synthesis which contextualizes the approach of qualifications based on learning outcomes and briefly describes the main component elements of the methodology adopted in the design of qualifications in the project ALL-ECOM; the other enclosed document describes the project objectives and the result of the previous Working Packages (WP) and presents the 7 UC and the 15 UFCD developed in the project. After a brief enumeration of the UC and the UFCD, this document details the 3 UC and 5 UFCD which were developed by Portugal and were subject to validation under the scope of the Sectorial Council for Qualification. In what concerns the second meeting, one document has been enclosed to the email: the same document that describes the project objectives and the result of the previous Working Packages (WP) but this document details the 4 UC and 10 UFCD which were developed by Austria and Spain.

The first meeting started with the presentation of a PPT which describes the objectives of the project, the main results achieved so far, that support the created UC/UFCD, the methodology followed in the WP4, the global map of the UC/UFCD and a proposal for the identification of the CNQ qualifications which can integrate the UC/UFCD created within the scope of the project and which were designed by the Portuguese partners.

The second meeting started with the presentation of a PPT which presents the global map of the UC/UFCD and a proposal for the identification of the CNQ qualifications which can integrate the UC/UFCD created by the Austrian and Spanish partners within the scope of the project.

The concrete outputs validated were the following:

- The new learning outcomes defined (= units of competence);
- The training standard proposed (= training units);
- The training contents developed (= courses);
- The UC/UFCD that can integrate some qualifications of the CNQ.

The methodology used was based on expert judgement. The members of the CSQ were asked to deliver their opinion on the concrete outputs of the project. All the participants in the meeting have given their opinion in person and were asked to provide their written observations later. Only 2 entities sent written comments.

36

Annexes:

- Annex 2 - Notice of Meeting
- Annex 3 - Methodological Synthesis
- Annex 4 - UC and UFCD Presentation
- Annex 5 - PPT-Presentation



Results of the Validation Process in Portugal

In general terms, the members of the CSQ meeting considered the work developed so far very relevant and important, because it focused on e-commerce. This work was considered conceptually well organized and aligned with the sector needs.

It was also referred that this work is considered an important point of departure to update the existing qualification standards in the CNQ. In this respect, and considering that there is a proposal of development of qualifications in the area of e-commerce, it was suggested that a working group should be created to design competence standards and training standards in this area.

The new learning outcomes defined (= units of competence)

Some of the participants have made more detailed comments on the learning outcomes of the UC, namely:

- The skills “Distinguish the concepts and fundamental principles on the market and market segmentation”; “Characterize the different types of client and their needs”; “Interpret technical documentation about the commercial services and products”; “Interpret and analyze e-commerce rules and regulations” and “Analyze commercial conditions or agreements” which integrate UC2 (“To assist and advise the customers on products through interactive or digital means”) should apply to phone service and email information;
- In the UC3 (“To sell products through interactive or digital means”), the skill “Control the circuit and the delivery of the order” should be added to the task “To register orders and guarantee the product delivery”;
- The performance criteria “Selecting the information adequate to the interests and objectives expressed by the client”; “Consulting information regarding the products and services in the information system”; “Informing about the product characteristics, service, price, purchasing conditions, etc. according to the customer’s requests” and “Respecting the e-marketing plan guidelines and the set strategies”, which belong to UC2, should also apply to phone service and email information.

The training standard proposed (= training units) and the training contents developed (= courses)

Regarding the UFCD proposed and their content, there were not only general comments but also some specific ones in terms of the elements which integrate the learning outcomes. The participants in the meeting considered that:

- The omnichannel approach should be preferred, instead of the multichannel, allowing to emphasize the interactivity and the similarity between the live and virtual contexts;
- The UFCD are very focused on the company-client movement, instead of the approach based on the client (customer centric) and his needs.
 - *“It’s important to ensure that the focus is on the customer and his needs (customer dimension), which will then be reflected in the company (company dimension), materializing and organizing itself internally to meet its customer needs.” (CSQ member)*
- The content related to the digital channels must be addressed as support to the customer and the company, apart from being important to explicit the importance and relevance of each channel in accordance with the objectives set;
- In the UFCD 3.1/2.1 (“Communication through interactive or digital means”) it should be specified what the content “Communication over the phone” and “Communication through interactive or digital means” focus on;
- The UFCD 3.2 (“Selling through interactive or digital means: process”) should include aspects related to deliveries, returns, trade policies, terms and responsibilities, transport of goods, stocks, supplies, payment systems and IT base infrastructures;

- The User Experience (UX) dimension should be considered in the construction and evaluation of the ecom sites, as well as in the logic of customer contact, processes and feedback (UFCD 1.1- “Commercial prospection and sales planning through interactive or digital means”, 2.1/3.1 and 3.2);
- There should be a reinforcement of the content related to the data analysis in the UFCD 2.1/3.1, 2.2 – “Customer service through interactive or digital means “and 3.2.
 - *“(…) the part of analytics which allows to improve the User Experience (UX) and the company’s results. Construction of KPI’s, analysis of metrics and relevant data to business applied to the specific scope of each UFCD. (CSQ member)*
- It would be appropriate to include “closing and farewell” in the phases of the telephone service.

Lastly, some participants mentioned that there is some overlap of content in the UFCD, warning about the need to revise it in case the UFCD are included in a full qualification.

- *“In modalities which implement the full qualification (ex: EFA), the aspects related to the excessive overlap of content must be taken into account, as in the case of the UFCD 2.2 and 2.3 (content: distance commerce – general concepts), UFCD 2.2, 3.1 and 2.1 (content: customer service in phone context), etc.” (CSQ member)*

Integration of the UC/UFCD in some CNQ qualifications

The participants, who have spoken about the integration of the proposed UC/UFCD in the CNQ qualifications, considered that the UFCD should integrate the training standards of the current “Trade technician” and “Sales and Marketing technician”. They should be part of the mandatory UFCD of those qualifications and, therefore, be compulsory.

In the light of all the comments and the discussion in the CSQ, the Portuguese partnership decided to propose some changes in the UC and UFCD. These changes can be found enclosed (*See Annex*).

Annexes:

- Annex 6 - Changes in UC and UFCDs (Training Units of Short Duration) after the meeting of the Sectorial Council for Qualification

Summary of the Validation Process in Portugal

The validation process showed and confirmed the importance of the ALL-ECOM project to the country. E-commerce is currently very important and the topic must be reflected in the competences of the sector.

The participants in the CSQ meeting considered the work developed so far very relevant and important and this work was considered conceptually well organized and aligned with the sector needs.

The work done is considered an important point of departure to update the existing qualification standards in the CNQ and even to create new qualifications. Taking this in view, there will be a new CSQ meeting in the first days of October in order to discuss the UC/UFCD developed by Spain and Austria.

Considering that there is a proposal of development of qualifications in the area of e-commerce, it was suggested that a working group should be created to design competence standards and training standards in this area.

In short, Portugal is in the right path to update the existing qualifications in the sector driven by the ALL-ECOM project.

3.3 Austria

Involved Stakeholders

In the elaboration of the list of stakeholders involved in the evaluation, it was taken into account that all relevant target groups are represented:

EMPLOYERS

Twelve representatives of the commerce sector, including the management board of the supreme body of the sector commerce in Styria, executives and operative managers from the division commerce and other relevant sectors on regional and national level.

EMPLOYEES

Thirty one representatives, six from organizations and interest groups as chamber of commerce, employment service, trade union on regional and national level and twenty-five work councils from various trade sectors (cloth, food, construction materials, stationary, books, furniture, agriculture, sports,...), wholesale and retail, as experts for the demands of their clients/colleagues.

VETs

Five representatives - the vocational school inspector of the education board responsible for the education of apprentices in the commerce sector, the managing director of the Styrian economic society providing trainings and orientation for young people (StVG) and the director and a manager of the Institute for Economic Development (Wifi) which will test, implement and transfer the trainings into daily business and anchor them in our vocational educational system.

In total forty-eight stakeholders were involved in the evaluation process.

List of Stakeholders for Validation

	Name	Organisation	Target Group
1	Aigner-Haas Susanne, Mag.a	Company Deputy Chairwoman of the Sector Commerce, WK Styria	Owner EMPLOYER
2	Bodonji Claudia	Unito, Work Council	EMPLOYEES
3	Brantner Andrea	SPAR HRM	EMPLOYER
4	Buchner Eva-Maria	Lidl, Work Council	EMPLOYEES
5	Dressler-Korp Christine, Mag. ^a	Company Deputy Chairwoman of the Sector Commerce, WK Styria	Owner EMPLOYER
6	Eisl Monika	Unito, Work Council	EMPLOYEES
7	Fößleitner Ulla. Mag. ^a	Institute for Economic Development- Wifi Styria	VET
8	Gady Philipp, Mag.	Company Deputy Chairman of the Sector Commerce , WK Styria	Owner EMPLOYER
9	Greistorfer Kerstin	Sports Direct, Work Council	EMPLOYEES
10	Gruber Bernhard	Pfeiffer Logistik, Work Council	EMPLOYEES

44

11	Haeuplik Karl	Leiner, Work Council	EMPLOYEES
12	Hainzl Barbara	Vocational School Inspector, Education Board for Vocational Schools	VET
13	Hammerl Gerhard	Sports Direct, Work Council	EMPLOYEES
14	Heiss Natascha	Pagro, Work Council	EMPLOYEES
15	Jost Bernhard	Liebmarkt, Work Council	EMPLOYEES
16	Klemm Johannes, Mag.	Director of the Sector Commerce, WK Styria	EMPLOYER
17	Köhldorfer Gerhard, KommR.	Company Owner Deputy Chairwoman the sector commerce, WK Steiermark	EMPLOYER
18	Kreuzer Barbara	Pagro, Work Council	EMPLOYEES
19	Kühweider Judith, Mag.a	Manager, Division Commerce, WK Styria	EMPLOYER
20	Lukas Sonja	Regional Secretary GPA	EMPLOYEES
21	Marterer Michaela, Dr. ⁱⁿ	Styrian Economic Society - StVG Styria	VET
22	Maurer Kerstin	Primark, Work Council	EMPLOYEES
23	Moser Martina	Employment Service Styria	EMPLOYEES
24	Münzer Bettina	SPAR, Work Council	EMPLOYEES

45

25	NeubauerMartin, Dr.	Director- Institute for Economic Development- Wifi Styria	VET
26	Palkovic Anita	Economic sector secretary, GPA Austria	EMPLOYEES
27	Pitteroff Bernd, Mag.	Manager, Division Commerce, WK Styria	EMPLOYER
28	Plotsch Martina	Obi, Work Council	EMPLOYEES
29	Pöcheim Bernadette, Mag. ^a	Head of the Department of Women & Equality Chamber of Labour Styria	EMPLOYEES
30	Pojer Andrea	Primark, Work Council	EMPLOYEES
31	Prdien Gerlinde	Metro, Work Council	EMPLOYEES
32	Puntigam Franz	Liebmarkt, Work Council	EMPLOYEES
33	Reiterer Corinna	Kastner&Öhler, Work Council	EMPLOYEES
34	Ropposch Ute	Go-Online Service , Further Education and Funding Sector Commerce, WK Styria	EMPLOYER/VET
35	Schloffer Franz	Landring, Work Council	EMPLOYEES
36	Schober Waltraud	Kastner&Öhler, Work Council	EMPLOYEES
37	Schönthaler Ludwig	Landring, Work Council	EMPLOYEES
38	Schrank Fritz	SHT, Work Council	EMPLOYEES

39	Seitinger Johanna	Work Council and Regional Management GPA-djp Styria, Sector Commerce	EMPLOYEES
40	Steinborn Christian	Kastner&Öhler, Work Council	EMPLOYEES
41	Trocha Rene	Leder&Schuh, Work Council	EMPLOYEES
42	Verhounig Ewald, Mag.	Director, Institute for Economics and Location Development, WK Styria	EMPLOYER
43	Vodeb Isabella	Carles Vögele, Work Council	EMPLOYEES
44	Weber Christoph	Sports Direct, Work Council	EMPLOYEES
45	Weigelt-Okrasa Sylke , M.A.	WKO - Sector Commerce, National Section	EMPLOYER
46	Wohlmuth Gerhard, KommR.	Company Owner Chairman of the Sector Commerce, WK Styria	EMPLOYER
47	Wolf Manfred	work@point-of-sale, GPA-djp - National Sector	EMPLOYEES
48	Zaponig Helmut, Mag.	Managing Director Sector Commerce, WK Styria	EMPLOYER

47

Description of the Validation Process in Austria

Information regarding “Skills Gap Study” and “Training needs and innovative learning methods”

Preparations for the validation process started on a very early stage. In March 2016, the results of the research in WP 2 + 3 were sent to relevant stakeholders, employers, employees and VETs (see 2nd dissemination report).

In April 2016 in the “Spartenkonferenz”, a meeting of all representatives of the division commerce in Styria and in the “Bildungspolitischen Ausschuss” (Education policy committee) with representatives of the sector commerce from all over Austria the results of the research were presented.

An important group for evaluation was the “Spartenpräsidium” as the operating body of the commerce sector in the Styrian economy.

On the part of employees, relevant interests representatives and works councils of all trading divisions were informed about the results.

All information materials were translated and provided in German.

On-going information about the development process and the individual steps and results

During the entire development process, the stakeholders were kept informed of the steps and results. Three newsletters regarding the project progress and results were disseminated.

In May 2017 in the “Spartenkonferenz”, a meeting of all representatives of the division commerce in Styria, result 14 “Definition of New Learning Outcomes” and result 15 “Common Map of Qualification” and the already developed UFCDs were presented and discussed.

Above all, the representatives of the division commerce (Spartenpräsidium) at WK Styria were kept up to date and made significant contributions. ALL-ECOM's progress was presented and discussed at the presidium in July 2016 and January 2017.

Philipp Gady, businessman and deputy chairman of the sector commerce, was in constant contact with Dr.ⁱⁿ Isabella Schachenreiter-Kollerics and gave regular feedback and recommendations, which contributed to the development of learning contents and training adapted to the target group.

A high level of practical integration has been achieved through continuous contact with managers of the WK at the operational level and by involving representatives of the Wifi-Institute for Economic Development and the Education Board for Vocational Schools.

Mag.^a Silke Weigelt-Okrasa from the WKO's educational policy committee, responsible for the development and adaption of curricula for apprenticeship and vocational education in the sector commerce including new modules for e-commerce was regularly informed. Updates and a lively exchange concerning synergies and adaptations took place.

The progress of the project was presented and discussed in the “Bildungspolitischen Ausschuss” (Education Policy Committee) Austria in October 2016 and April 2017. Feedbacks and recommendations were given and were incorporated into the results.

Works Councils and VETs were also constantly informed about the developments by the Austrian partners.

Annexes:

- Agenda “Spartenpräsidium Handel” 02.02.2016
- Agenda “Spartenpräsidium Handel” 06.07.2016
- Minutes “Spartenpräsidium Handel” 23.01.2017

Stakeholder Validation Meetings

Three stakeholder evaluation meetings took place in Graz in April and July 2017.



WKO Events		
Heutige Veranstaltungen		
	08:30	Taucher Zimmer
ALL-ECOM Stakeholdermeeting	09:30	4. Stock 424 Sigmundt Zimmer
Spartenpräsidium 'Sparte Handel'	10:00	4. Stock 417 Obmannzimmer
Vorbesprechung Fassaden-Studie	14:30	2. Stock 213 Spartenzimmer 1
SCSW Key User: CUVE	15:15	Zi 545 5. Stock
Mitgliederbefragung 2017 - Abstimmungsmeeting	16:30	7. OG 733

03.04.2017, 08:56

50



In the meetings the previous project results in seven jointly defined Units of Competences (UCs) in e-commerce, which are based on skills gaps and training / innovative learning methods were presented. The participants were informed that the seven UCs in SALES and MARKETING are considered as a jointly developed product of all partners. They will be integrated into existing national / regional qualifications and / or as such incorporated into the national qualifications systems of the partner countries according to defined national strategies.

Stakeholders were informed regarding the planned testing of the training units developed and that in Styria a training module is currently being developed in cooperation with Wifi – "E-Commerce Basics", which will be available free of charge for the training of employees in autumn 2017 in a test run. A presentation and information material, most of them in German, was elaborated and sent by mail before the meeting in order to give the stakeholders the opportunity to prepare themselves.

The information folder for the stakeholders included:

- Presentation/overview regarding steps and results in German
- Summary of "Skills Gap Study" and "Analysis of training offers and innovativ learning methods" in German
- "Transnational compilation of methodologies for the design of qualifications and the recognition of competences" in English
- "Definition of new Learning Outcomes" in English
- "Common Map of Qualifications" in German
- UFCDs – Austria: 4/5-1, 4-2, 4-3, 5-2 in German

The agenda and strategy of the event was based on the process in WP 4 and the results obtained. A presentation was provided and the individual steps in WP 4 were pointed out and discussed with the stakeholders.

In Austria all stakeholders meetings took place within the agreed deadline.

Due to the delay of the project, result 16 “Curricula and Training Contents” could not be presented during the meetings. This document was handed out and evaluated later via several communication channels (meeting WK, 10.07.2017, mailings and telephone calls).

Feedback and recommendations were collected and incorporated.



Annexes:

- Presentation Stakeholder Validation Meeting
- Folder for Stakeholder Meeting
- Photos

Results of the Validation Process in Austria

1st Stakeholder Meeting Austria - Employers

03.04.2017, WK Styria, 15 participants

Resume:

The results were seen as very valuable by the representatives of the employers. There was consensus that additional training in e-commerce for employees in the sector commerce is urgently needed and that the presented results cover the needs very well.

As all stakeholders were informed constantly regarding the progress of the project a lot of recommendations of the experts were already taken into account and the elaborated results were considered as “tailor-made” for the target group.

The representatives of the Chamber of Commerce Styria, namely the Chairman of the Sector Commerce, his deputies and the executives of the relevant departments as well as the representatives of the VETs agreed to undertake efforts to implement all developed UFCDs and start with the testing phase on UFCD “E-Commerce Basics”. Further steps and if necessary a follow-up project to improve and implement these new forms of training and education, are taken into account and are really appreciated by experts and executives.

First contacts regarding further implementation possibilities on national level already took place.

Annexes:

- Text for invitation/mailing
- Attendance list 03.04.2017

2nd Stakeholder Meeting Austria – Employees- Work Councils-Extended Sectoral Meeting

25.04.2017, ÖGB/GPA-djp Styria, 30 participants

Resume:

The works councils received the presentation and their content very positively and are already looking forward to the implementation. From the point of view of the employee representation and the trade union, the developed modules for education and training are necessary in order to meet the growing challenges in the various sectors of commerce.

Works councils from various sectors of commerce, wholesale and retail, showed great interest to participate in the training themselves, since the content is also of great relevance to them and meets the challenges of the market.

So far, there have been no offers for works councils or for employees on this level.

Annexes:

- Attendance list 25.04.2017

3rd Stakeholder Meeting Austria – Employers – Presentation and validation of result 16.1.

10.07.2017, WK Styria, 8 participants

Resume:

All UFCDs are very interesting and an excellent addition to the existing educational landscape in the field of e-commerce. However, the training of employees must be based on the basic tool. Due to the strong growth in the online area, the UFCDs developed are a major contribution to the current planning and development of e-commerce training in the Austrian economy.

Annexes:

- Attendance list 10.07.2017

55

Additionally the final version of result 16.1 in German was sent to the following stakeholders with the request for validation and reply:

- Mag.^a Silke Weigelt-Okrasa, WKO's educational policy committee
- Manfred Wolf, work@point-of-sale, GPA-djp - National Sector
- Anita Palkovic, Economic sector secretary, GPA Austria
- Mag.^a Bernadette Pöcheim, Head of the Department of Women & Equality, Chamber of Labour Styria
- Martina Moser, Employment Service Styria
- 22 Work Councils, Sector Commerce Styria

The answers were sent via e-mail; Mrs. Moser from the Employment Service Styria was interviewed.

Stakeholder comments:

“The contents fit very well. In particular the module "e-commerce basic" is OK regarding learning objectives, but the contents of "legal regulations, security on the internet, tactics of the use of the web and the development and use of databases" are very comprehensive. I think especially with this module one should consider to extent the contents.”

“Basically OK, what I am missing are forms of offline marketing: Print in all forms (advertisements, direct mails, catalogs, posters), TV, radio. These are often used by mail order companies and online shops for new customer acquisition apart from various online marketing activities (Well illustrated in the training plan).”

Feedback Martina Moser, Employment Service Styria

The **Head of the department for employers of the Employment Service Styria, Hannes Graf** points out that elaborated qualifications and trainings fit very well to the program they are launching in close cooperation with WK Styria. They will contact us to include our contributions into their activities.

The **Head of the department for unemployed of the Employment Service Styria, Christina Lind** is very pleased about our developed trainings. It is planned to consider them in the strategic planning of the organisation and to include them into their training program. A very important issue in this context is the low threshold of the trainings, taking into account the qualification level esp. of unemployed women in the sector of commerce.

Resume:

It is important to include not only employees but also unemployed people to increase their chances on the labor market. Especially in the beginning – E-Commerce Basics - it is very important to be aware of the anxiety and the inhibition threshold in digital media and to act accordingly didactically. This underlines our approach in the first module to focus more strongly on face to face training (20 h) but also introduce e-learning (5h).

The feedback of the stakeholders also pointed out that 25 hours might not be enough regarding legal regulations, safer internet and structure and use of databases. The proposal to develop an "Advanced Module" should be considered.

Regarding contents our stakeholders pointed out that mail order houses and online shops use offline forms of marketing very often. It could be helpful to include types of offline marketing into the module to understand the whole process.

All stakeholders pointed out that the Training Curricula and contents are well planned and very helpful to train employees on their way to *omnichannel market*.

Annexes:

- Mailing Stakeholders – request for feedback result 16.1, 12.07.2017

Summary of the Validation Process in Austria

In summary, it can be seen that the current developments and results in the project ALL-ECOM fit very well with the current efforts of the actors from economy and education. E-commerce and the training of employees in the sector is currently a very important topic that companies and their employees can no longer evade.

Both companies and works councils appreciate the offer and consider it very important to support workers to meet these new challenges and act successfully on the connected market.

The strong commitment and the great support given by leading executives from economy, interest groups, VETs, trade unions and works councils, who are in close contact with workers in the sector, guaranteed a practical evaluation with target group-oriented results.

There is great interest and a strong will not only to test the UFCDs in the testing phase of the project, but also to implement them into the regular training programs and to transfer further developed UFCDs into practice, also in the national context.

First discussions on the further development and implementation of the results after the project have already been conducted and the project partners are very optimistic about the sustainable implementation of the elaborated training contents.

4. General Conclusions of the Stakeholder Evaluation

Although there are different contexts and levels of implementation of the national qualification systems in the partner countries, the newly developed learning outcomes for e-commerce are rated as very relevant and important. The experts of each country see a high degree of transferability of results to regional/national VET systems and sustainability.

Especially employees with highest qualification level 4 (EQF) of small and medium-sized enterprises in commerce sector need digital skills and competences to reduce the existing digital gap.

All stakeholders appreciate the offer and consider it very important to support employees to meet new challenges of the commerce sector and act successfully on the connected market.

The duration of the developed training modules is considered too short by two countries (Spain and Austria).

There is great interest and a strong will not only to test the UFCDs in the testing phase of the project, but to include, expand and implement them into the national and regional VET Systems - possibly in an adapted form.