



DEVELOPMENT OF THE EUROPEAN BUSINESS ADVISOR TRAINING AND EXCHANGE

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FINLAND // ESTONIA // GREECE // HUNGARY // ITALY // LATVIA // SWEDEN

>>> WORKSHOP 1  
>>> May 30-31, 2005, Jelgava, Latvia  
>>> REPORT

debate

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## 1. WHAT IS DEBATE? – introduction to the Project

DEBATE – Development of the European Business Advisor Training and Exchange – is an international operation (project) being implemented under INTERREG IIC programme. It is a joint initiative of 16 partner institutions in Sweden, Estonia, Latvia, Hungary, Italia, Greece and Finland, representing public and public-equivalent business advisory agencies and higher level educational institutions.

The overall objective of DEBATE is to improve the level and quality of business advisory in Europe and, consequently, to support the success of entrepreneurs, SME's in particular, as the backbone of any region in Europe.

The today's economy and society is characterised by internationalisation, manifesting itself in rapid, constant changes and uncertainty. At the same time, internationalisation is identified as a key factor of the success of tomorrow's businesses. However, business advisors and the advisory system are not fully equipped to support small and medium-sized enterprises to enter international markets and to make use of the opportunities that emerge from cross-border activities. This deficit is reflected negatively on the regional economies.

Business advisors lack both qualifications to assist their clients with international business affairs like exports and imports or professional networking, and also the tools and methods to facilitate the learning of their clients in international contexts and networks. The "DEBATErs" share these problems. Together they want to develop and exchange tools and approaches of business advisory to promote successful entrepreneurship and flourishing businesses in their regions, not only in the framework of the Operation but beyond.

The objective of the operation DEBATE is to build a support structure for European business advisors, in order to provide them with resources and qualifications to assist their clients in the modern globalising economy and transforming society. Further objectives are to establish a professional profile, i.e. to identify the qualifications for a European Business Advisor, to create a more positive image for the profession and to develop a structure for in-service education and training as well as a model for an international exchange programme for business advisors.

The DEBATE project contributes to an increased quality of business advisory services in Europe. Based on a vast survey and several workshops, the Partners conduct a description of professional qualifications of a European Business Advisor, formulate criteria for the eventual certification of the profession "European Business Advisor" and enter into a dialogue with the appropriate authorities in order to establish systems of certification procedures.

Furthermore, an E-network of Business Advisory in Europe is developed including a database of methods, good practices, tools and techniques for business advisory. The European Network (Association) of Business Advisors is founded; regional working groups for the dialogue between business advisory, research and education are set up; and a model for an international exchange programme of business advisors is developed and tested. All these activities result in a strengthened intellectual and social capital of business advisors. Also, the quality of business advisory education and training is raised through the development of systematic and flexible training programmes.

The value-added of the Project lies with the powerful union of the educational sector and the field of business promotion, highlighting learning and know-how as tools of sustainable regional development. The Project will also bring the business advisory as a professional field to a new era, with the development of a more crystallised professional self-image and self-confidence, focused on qualifications of the advisors as facilitators of learning of entrepreneurs.

The DEBATE activities started in February 2005 and the Operation will be closed in December 2007. The total budget of the Operation is appr. 1,4 MEUR for 35 months and it is coordinated by North Karelia Polytechnic, Finland.

The six international workshops, to be arranged approximately every half year, are a central element and the most important interregional forum of the Operation. Each workshop has a particular theme, interconnected with the contents and objectives of the Components (fields of activities), which is focused on through appropriate working methods and types of activities.

In addition, the Workshops held in the participating countries, would provide a valuable view on the local business environments of the participating countries. Accordingly, beside the goal-oriented action taken in the particular content-related fields of the Operation, two excursions at each Workshop have been scheduled for each Workshop, one concentrating on the local business support systems and the other focusing on the local circumstances of making business and getting to know the local entrepreneurs.

## 2. 1<sup>ST</sup> WORKSHOP – facts and figures

The 1<sup>st</sup> DEBATE Workshop was organised on May 30-31, 2005 in Jelgava, the capital of Zemgale region in Latvia.

The Workshop was hosted by, one of the two Latvian DEBATE partners. The Centre was established in 1997. It aims to support every individual's mental and social growth, encouraging the implementation of the idea of long-life education and learning. The Centre offers not only conventional educational programmes but also business support services, for example advisory, consultation and mentoring through several business support programmes. It has also been active in various regional and international projects. (Please see [www.pic.jelgava.lv](http://www.pic.jelgava.lv) for more details.)

The practical arrangements and preparations of the Workshop on spot were coordinated by Dr. **Daina Kanaska**, a Business Adviser of Jelgava Regional Adult Educational Centre and the DEBATE Regional Coordinator in Latvia.

Dr. Kanaska was assisted by **Mr. Kaspars Skalbergs**, a Member of the Board of Technology Development Forum (TDF), another Latvian Partner institution. TDF is a public organisation established in March 2004 joining research and academic institutions, consultancy companies as well as competent individual persons in the field of innovation and entrepreneurship support, including Latvian Academy of Sciences. The Forum has experience in several European development and research programmes and it operates in the fields of business consultancy, innovation support and company valuation, e.g.

The Workshop was organised in the meeting rooms and with the help of the technical support of the staff of Jelgava Adult Educational Centre (Svetes 33, Jelgava). All the delegates were accommodated at Hotel Zemgale (Skautu ielā 2). Approximately 40 participants from almost all the Partner institutions joined the Workshop (**APPENDIX 1**),

resulting in a multidisciplinary team of experts representing the fields of business advisory and education.

The Workshop was the first major milestone of the Operation, not only as a kick-off meeting for a three-year project with ambitious objectives, but also as it already focused on one of the most central theme of the Operation, the construction of the Professional Profile of a European Business Advisory. During the two-day Workshop several sessions with various interactive methods were organised in which the key qualifications and competences of a European Business Advisor were discussed, analysed, identified and finally synthesised, to result eventually in the 1<sup>st</sup>, preliminary draft of the Professional Profile which would provide a foundation for all the remaining fields of activities and objectives of the Operation.

The sessions related to the Professional Profile were organised and coordinated by **Mr. Heikki Pietarinen**, a Business Adviser representing Jobs and Society of North Karelia (Finland), the leader of the DEBATE team in charge of the process connected to the Professional Profile.

In addition to the several sessions related to the Professional Profile, two excursions in the surrounding region and Riga, the capital of Latvia, were organised, in order to get acquainted with the local business support systems and the business environment of the local entrepreneurs, the two themes which would follow the DEBATErs to each Workshop. The arrangements of the excursions were appointed to the Latvian hosts who established the contacts with the local actors.

While the sessions related to Professional Profile and the excursions were clearly investments in the advancement of the consciousness of the participants on the particular themes and theme-related objectives of the Workshop, the *Official Project Meeting* (meeting of the *Steering Group*) as well as the opening session facilitated the understanding of the background, overall administrative structure and operational framework of the Operation of the participants.

The opening session was also a significant forum for the launch of team-building activities which manifested themselves not only in short presentations by the partner institutions, but also informal ice-breaking games, with the aspiration of creating a relaxed, friendly atmosphere (**APPENDIX 2**).

Apart from the sessions shared by all the participants, a *meeting of the Team of the Regional Coordinators* concentrating on the up-to-date issues of administration and financial and contractual management took place partly parallel to the Workshop. The meeting has been reported independently.

Please see **APPENDIX 3** for more details on the overall agenda of the Workshop.



### 3. JELGAVA – a friendly host city in the heart of Zemgale Region

#### General information on Jelgava

The Workshop was held in the city of Jelgava, approximately 40 kilometres south of Riga, the capital of Latvia. Jelgava is situated in the southern part of Zemgale plain. The city has a population of 66 100, being the fourth largest city in Latvia, and it is the centre of Jelgava District. The city is also one of the nodes of Zemgale Region.



Chart 1. Location of Jelgava

Geographical location of Jelgava is favourable. The city is the junction of railroads and railway lines leading East-West and North-South directions. An up – dated roundabout was built around the city's border in 1996, which joins Jelgava - Riga and Lithuania - Western Europe arterial roads. This pretty city situated on the banks of the Lielupe River is the provincial capital of Zemgale. The total area of Jelgava is 60 km<sup>2</sup>, of which 2,34 km<sup>2</sup> is an open water area and 1,62 km<sup>2</sup> is the park area.

Jelgava acquired its city rights and the coat of arms, depicting the crowned stag's head on a crimson background in 1573. It was first mentioned in historical documents in 1264, when the Livonian Order began to build a wood castle on what is now Jelgava. In the time of Duke Biron (1737 - 1769) the new Jelgavas castle was built. In 1795 the Duchy of Courland was united with Russia.

Over the centuries Jelgava developed into a trade and manufacturing centre. In the 18th century, Jelgava was Latvia's major printing centre. The first Latvian-language newspaper

was printed here. After becoming a rail centre in the 19th century, the city was nearly destroyed in WWII. Today, it is the only inland maritime harbour in Latvia and it's also the most significant industrial centre of the Zemgale region.

Jelgava boasts being the birthplace of independent Latvia's last president, **Karlis Ulmanis**, **Janis Cakste**, Latvia's first president, and **Alberts Kviesis**, Latvia's third president, both graduated from the same Jelgava high school.

### ***As a tourist in Jelgava***

In the city of Jelgava you will want to see the Jelgava Palace, the most spectacular Baroque palace in the Baltics. This Palace was built in 1738 - 1772 under the supervision of Rastrelli, in what at that time was the capital of the Courland Dukedom. Since 1939 the Latvian Agriculture University has been located in the Palace. Nearby you will find Academia Petrina, a rare example of late Baroque architecture of the 18th century, which today houses the Jelgava History and Art Museum. Many other castles and manor houses testify to the old-good Golden Age of Courland Dukedom.

From many of the castle mounds you can see splendid views of a gently undulating countryside. You will also want to explore Tervete, a scenic forest park imbued with legends. Tervete is known as a nature park with the oldest and tallest pine trees in Latvia. Some are as much as 250 years old and as tall as 40 meters. A museum commemorating the famous Latvian writer, Anna Brigadere (1861-1933), is also located at Tervete. Place names in the park have been inspired by literature: the Park of Sunny Moods, the Forest of Elves and the Fairy-tale Forest. Magical sculpted images of characters and contemporaries of the writer inhabit the park making this a wonderful place to visit and photograph.

### ***The economy of Jelgava***

In 2002, there were 961 active businesses in Jelgava, or 14 businesses per 1000 residents. The pace of growth in the number of economically active companies in the period 1999-2002 is one of the highest nationwide – 7,6 % or 1,9 % per year. In 2002, the number of economically active companies in Jelgava reached 961, 45,2 % of which (434) dealt with the commerce, repair of cars and household appliances, 12 % (115) manufactured, 7,6 % (73) engaged in construction. Other companies were engaged in different business activities.

Jelgava accounts for about 2 % of the total gross domestic product of Latvia. In 2001, GDP in Jelgava was Ls 1.533 per capita. In 1999, the total value added growth was 30 % in comparison to 2001. The major growth was in the sectors of whole and retail sale and consumers services. In 2002, the non-financial amount per capita in Jelgava was 257 LVL. In comparison with 2001, it has grown by 39 %.

In 2002, wages in the public sector in Jelgava grew by 24,8 %. Approximately 15 thousand residents of Jelgava have a job beyond the city boundaries, a bulk of which works in Riga. In 2002, the average wages in Riga were 231,32 LVL, which is 45,17 LVL more than in Jelgava.

In 2002, there were 115 industrial enterprises in Jelgava. The most developed industries in Jelgava are food and beverage production, textile industry, metal-fabrication industry and woodworking industry. The total value added in Jelgava in 2001 was 88.648 million LVL.

**Food and beverage production.** The largest food producers are the companies: “Jelgavas cukurfabrika” (518 employees), “Jelgavas maiznieks” (360 employees), and “Jelgavas gaļas kombināts” (151 employees), “Zemgales piens” (82 employees) and “Jelgavas Dzirnavas” (110 employees).

**Metal-fabricating industry.** The largest metal-fabricating companies are a/s „Jelgavas Mašīnbūves rūpnīca” (turnover – 848861 LVL, 218 employees), SIA “Madara” (turnover – 2004796 LVL, 219 employees). In 2003, the following metal-fabricating companies with foreign capital share started operating: “Baltic Coating”, SIA “Stram”, and SIA “TS Rīga”, which provides 112 persons with jobs. In this industry there is a shortage of qualified workforce. A training centre was established in Jelgava computer-operated machines, where about 100 employees can be trained a year.

**Textile and garment industry.** The largest manufacturing companies in Jelgava in the sector of textile and garment production are SIA “Larelini” (turnover -1 694 391 LVL, 300 employees), SIA “KKR” (turnover – 1 580 520 LVL, 636 employees), SIA KLLT” (turnover - 524 965, 25 employees), and SIA “Berling” (turnover – 466 258 LVL employees -27). Development prospects of this industry are rather limited. With average wages growing, it becomes more likely that the companies may relocate their production units to countries where wages are lower.

**Woodworking.** In Jelgava, woodworking production with high value added is produced. The largest wood-working companies are: SIA “Flora”- carpentry articles, SIA “Eibe” – glued-wood furniture for export, SIA “Dialogs” – upholstered furniture and office furniture, “Zemgales tehnoloģiskais centrs”- log cabins etc.

**Commerce and service.** A bulk of Jelgava’s companies is active in the commerce. The largest shopping centres of Jelgava are “Laimdota”, “Vivo”, “NELSS”, and “MNL”. In the city there is a developed network of consumer service. Broker service is also available. Real-estate transactions have become quite active. Branches of the largest Latvian banks are represented in the city. There are also branches of the largest insurance companies.

**Tourism.** In Jelgava, there are six lodging facilities with 295 places in total. The largest are: youth hostel “Universitāte”, the hotel “Jelgava” and the motel “Akva”. The Jelgava and Jelgava District Tourism Information Centre and Jelgava Region Tourism Information Centre are in charge for tourism promotion and informational activities. Accessibility to tourism information is rather problematic. In Jelgava, there are also active leisure opportunities. In the city, there are: the Ice Hall, the Tennis Centre, the Bowling Hall, carting, the Lielupe basin for water sports, as well as a small yacht dock. The Latvian Academy of Agriculture serves as a centre for agriculture-related conferences and seminars.

**IT related business.** In Jelgava, there are now 15 IT companies employing approximately 50 persons, including 30 specialists. The main fields of activity are sale of computer hardware, maintenance, Internet providing, and less with software development. Sale of computer hardware and maintenance is the most important IT sector in Jelgava. Only a few companies are active in the field of software development. It mainly involves adapting the existing systems (for instance, accountancy system) and developing web solutions. IT companies are orientated towards sale and standard services. Hindering factors of this sector are the market (demand) shortage, the limited number of ICT specialists (particularly in the field of research and innovations) and the poorly developed communication infrastructure on the periphery of the city.

**Entrepreneurship support organisations.** In Jelgava, the following entrepreneurship support organisations are active the Jelgava Manufacturers and Merchant Association, the Jelgava Branch of the Latvian Chamber of Commerce and Industry and the Adult Education Centre.

### ***Zemgale – a historical region***

Zemgale is the smallest of Latvia's regions and is blessed with a great number of distinctive castles and manor houses where you can see and touch history. The Bauska region in particular gives you an opportunity to travel along the path of history from the 9th century through the Medieval to the Baroque period. Bauska lies in the southeast section of Zemgale. This is where the Memele and Musa Rivers meet. On the hill between the two rivers stand the ruins of a Livonian Order Castle under restoration.

During the third week of July, visitors can enjoy the Ancient Music Festival held at the castle. Another tourist attraction is Rundale Palace near Bauska. Designed in the 18th century by the world-famous architect Rastrelli, who was also the architect of St. Petersburg's Hermitage, Rundale Palace is an outstanding blend of Baroque architecture and Rococo decorative art. Not far from Bauska are three other palaces built after 1795 - Mezotne, Kaucminde and Bornsminde.

[Source: Jelgava Development Strategy, Jelgava City Council, 16.12.2004]

## **4. IN THE MIDST OF A REAL “DEBATE” - drafting the Professional Profile of a European Business Adviser**

The primary aim of the 1<sup>st</sup> Workshop was to outline the first draft of the “Professional Profile” of a European Business Adviser (under Comp 3), i.e. to make an attempt to identify the key fields of know-how and skills of “genuine” professionals of the field. This would later offer a mirror and starting point for the development of the Curricula of the (in-service) training programmes as well as the execution of the eventual certification process of the profession of BA, both central objectives of the Operation DEBATE.

From this point of view the questions like “What kind of organisations do we have onboard the DEBATE Team?”, “What kind of expertise and specialisation do they host?” and “Who will contribute to the results and outcomes of DEBATE?” were interesting and intriguing not only as regular topics of any kick-off meeting but as a starting point for the reflections on the Professional Profile. Thus, as a piece of “home work” the participants were, e.g., asked to prepare short presentations on their background institutions and also illustrate their personal “professional paths” (histories, stories); please see **APPENDIX 4** for the description of the home work.

After the orientation sessions and the discovery of the institutions and the personal stories and a stimulating presentation on the “Environment of a Business Adviser” (**APPENDIX 5**) the “Professional Profiles” were processed in groups, to take the form of “qualification circles” (**APPENDIX 6**). The groups entered lively discussions on the key competences of a qualified Business Advisor in Europe, i.e. the skills and knowledge, qualifications and competences which would be relevant, useful and desired, not only in the eyes of BA's

themselves but also their clients, i.e. the entrepreneurs and other stakeholder groups. Also the question of the level which the professionals of the field should acquire was addressed, followed by a short self-evaluation by the participants.

As a result of the group sessions, six qualification circles were produced and presented (**APPENDIX 7**). The circles would later be processed and “refined” and finally a single circle, the Professional Profile, a summary of the variety of perceptions, would emerge for the final evaluation by the BA’s, entrepreneurs and other stakeholder groups.

The session on the construction of the Professional Profile was led and the introductory presentation given by Mr. **Heikki Pietarinen**, a Business Adviser of the Jobs and Society of North Karelia, a Finnish Partner organisation.

## **5. EXCURSIONS – interface with the Latvian business environment**

The predestined themes of the DEBATE workshop excursions mentioned above, the local business support systems and the local circumstances of making business took the participants of the Jelgava Workshops around the city of Jelgava as well as to the capital of Riga.

During the Excursion 1 the business support systems of Latvia were illuminated by a visit to **Nordic Industrial Park** and the **Latvian Chamber of Commerce and Industry**.

The President of Nordic Industrial Park, **Ms. Elita Moiseja**, introduced the history, premises and the wide range of services of the first industrial park in Baltics, with the objective of attracting foreign companies to Latvia. The Park is located in an industrial zone of Olaine City, approximately 25 km from the centre of Riga.

The Latvian Chamber of Commerce and Industry (LCCI) is a non-governmental, politically neutral organisation uniting Latvian businesses of various sectors country wide. It promotes sound business environment and represent interests of its members, the almost 1 000 Latvian enterprises, more than 85 % of which are SMEs. It has established a dialogue with national and local governments and it participates in the drafting of commercial legislation in Latvia on regular basis. The visit to the Chamber was hosted by Ms. **Aina Biljone**.

Excursion 2 took the Workshop delegates to two SME’s in the vicinity of Jelgava. **“Latvijas Keramika A” Ltd.** ([www.keramika.lv](http://www.keramika.lv)), represented by Mr. **Janis Janovskis**, the Managing Director of the company. It is one of the biggest ceramics producers in Eastern Europe. It has been established in 1963. The company utilises ecologically clean material, modern technology as well as precise handcrafting and over 2000 different ceramic items can be created at any given time: Ceramic bottles for alcoholic drinks; Table serving dishes; Beer mugs and glasses; Steam dishes; Candlesticks; Vases; Flower pots; Decorative garden ceramics; Ceramic souvenirs, Presentation articles; Christmas, Valentine’s Day, Easter and Mid-Summer ceramic items; Cordierite for technical applications. The products are certified as a "hygiene products" by the Ministry of Welfare and the National Centre for a Healthy Environment. The company annually participates in several international and local exhibitions. "Latvijas Keramika A" Ltd. operates 2 stores in Riga and Jelgava. Its export markets are in Scandinavia, Italy, Russia, Belarus, Ukraine, Lithuania and Estonia.

**“Stram”**, a metal working enterprise, manufactures folding beds both for the domestic and international (mainly Nordic) market. The company was presented by Mr. **Igors**

**Ignatuskins**, the Director. Stram is a Latvian-Swedish joint company. The company uses intensively self-adjusted equipment. This is why they are economical in amount of employees and can keep the production costs low. The supply of Stram is exported mainly to the Nordic IKEA and JYSK furniture companies.

## **6. OFFICIAL PROJECT MEETING – meeting of the Steering Group**

In accordance with the administrative structure of the Operation DEBATE, the Official Project Meeting to be organised with each biannual Workshop would have the status of the Steering Group. Thus, with the first Official Project Meeting attached to the Jelgava Workshop, the activities of the Steering Group were officially commenced and the status of the meeting confirmed.

The objective of Official Project Meetings would be

1. To facilitate the transparency of the administration (financial and contractual management) of the Operation
2. To contribute to the perceptions of the shared ownership of the Project by the individual participants
3. To inform on the work accomplished and confirm the decisions proposed by the Team of Regional Coordinators, responsible for the preparation of the agendas and items on the agenda of the Steering Group

The first Official Project Meeting was led by Mr. Kaspars Skalbergs, the Member of the Board of Technology Development Forum, one of the two Latvian Partners, who was appointed the Chairman of the meeting. The agenda covered the confirmation of the financial, contractual as well as operational status of the Operation and the formal decision on the logo and virtual platform, i.e. The memorandum of the meeting is attached to this report as **APPENDIX 8**.

## **7. HOW ARE WE DOING? – self-evaluation and feedback on the Workshop**

### ***7.1 The launch of the self-evaluation***

The evaluation activities related to the Operation DEBATE would cover both the evaluation of the *products* and that of the *process*. The products would be eventually assessed by external experts while the process would be analysed and reflected on by the participants of the Operation themselves, through self-evaluation.

The process of self-evaluation was launched at Jelgava Workshop, in a session prepared and led by the team of the University of West-Hungary, the Partner in charge of the overall coordination of the evaluation process.

In the session an interactive method “GIVE” was used, with eight reflective questions posed on flipcharts and an opportunity for the participants of the Workshop to walk freely around in the room and put on answers, comments, reactions, ideas etc. around the questions on the flipchart. The questions dealt with personal impressions and perceptions, born out of the personal experiences in the project so far. The comments would later be summarised and analysed and conclusions on the eventual need for improvements in the

management or leadership strategies of the Operation would be made by the Team of Regional Coordinators.

Later a similar process would be launched within the Regional Working Groups in the regions.

The summary of the results of the 1<sup>st</sup> round of the self-evaluation process performed in Jelgava are attached to this report as **APPENDIX 9**. The key messages were, however, clear. Considering the undeniable complexity of the Operation, the participants look for support for their inputs, either from their DEBATE colleagues at home or abroad or even in the form of extra training. The clear division of duties as well as the strict definition and identification of objectives were mentioned as supporting factors on the way to the achievement of the objectives.

Similarly, the still unclear division of duties as well as the vagueness of the eventual outcomes and results of the Operation were among the most still puzzling questions about the Operation.

The personal motives to join the Operation in the first place varied from the desire for new experiences, learning and self-development at one end to plain “money” at the other end. Also the expectations dealt with new skills and abilities but also with new contacts, networks and practical tools for one’s work.

The list of the anticipated risks and difficulties which might impede the process was not surprising: the overload of bureaucracy and administrative obligations, lack of time and danger of not all the partners contributing equally.

## ***7.2 Feedback on the Workshop***

While the self-evaluation session described above concentrated on the investigation of the general perceptions and impressions by the participants on the Operation as a whole, feedback on the Workshop itself was collected through a standard questionnaire which was filled in individually by each delegate at the very end of the Workshop.

The questionnaire dealt with the “general impressions” (e.g. the experiences and perceptions vis-à-vis expectations), sessions and excursions (the content-related part of the Workshop) and practical arrangements (structure of programme, premises, accommodation, meals, material, transportation).

The expectations of the outcome of the Workshop were twofold: on one hand, the participants were looking forward to the clarification of the objectives of the Operation and the tasks and duties expected of them personally and their background institutions and, on the other hand, the establishment of a network of colleagues, through getting acquainted with the delegates from the other institutions and countries.

In view of the shortness and a multitude of the different functions of the Workshop it was obvious that a definite, detailed division of tasks was a “mission impossible”. Consequently, many delegates left the Workshop continually puzzled and frustrated about their role and the input expected of them. This clearly puts pressures and demands on Regional Coordinators and Institutional Contact Persons over the up-coming months: the operational framework, i.e. the objectives and work plan of the Operation, should still be examined with the participants in more detail and the division of tasks and individual assignments clarified.

All the participants appreciated the relaxed atmosphere and good spirit of the Workshop as well as the “right” attitude of the colleagues, with the anticipation of the Workshop building a good foundation for the future activities and success of the Operation. Most of the delegates also expressed their satisfaction with the practical arrangements and the flow of the programme of the Workshop.

The sessions related to the construction of the Professional Profile of the European Business Adviser were assessed the most important forums during the Workshop and the delegates reported on their enthusiasm about the outcome of the process.

The dense and intensive timetable, caused by the regrettable time and budgetary limits, was obviously a source of dissatisfaction for some of the participants and more time off for reflections and “digestion” of the experiences and impressions was looked forward to in the future Workshops.

The two excursions were found useful and interesting as such but the connection to the objectives and contents of the Workshop itself was obviously missing. Thus, the objective of getting acquainted with the local business support system and the local ways of making business is undeniably important and should not be abandoned but the interrelatedness to the themes of the Workshop should be clarified and conveyed to the participants. This could, for example, be accomplished simply through a brief orientation session and a concise concluding discussion.

The results are drawn up on **APPENDIX 10** in more detail.

## **8. DEBATE GOES FAMOUS – results of the publicity measures of the Workshop**

During the Workshop a press conference was organised, resulting in a newspaper article in the local newspaper “Zemgales Zinas” with a circulation of approximately 10 000 (**APPENDIX 11**) and two TV broadcastings on the Business News (with approximately 38 000 – 50 000 viewers at a time), with the interview of two Latvian DEBATErs, Mr. Kaspars Skalbergs, a representative of Technology Development Forum, and Dr. Daina Kanaska, the representative of Jelgava Regional Adult Educational Centre.

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