BT 4 VET

Business Transformation of VET

Project ref.: 2024-1-IT01-KA220-VET-000254068

WP5 Feasibility Studies and Business Planning

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Introduction, Methodological Background and Purpose

Within WP4, the BT4VET project partners carried out a structured testing and validation process to assess the practical applicability, usability and adaptability of the Business Transformation Model and the BT4VET Business Suite in real VET organisational contexts.

The testing phase represented an important step towards translating the project's conceptual and methodological outputs into operational practices. Participating VET organisations were encouraged to experiment with the tools, assess their relevance to existing business processes, identify opportunities for organisational improvement and reflect on the conditions required for their effective integration.

To support this process, a monitoring framework was developed, consisting of **36 self-assessment questions organised into 12 evaluation parameters[1] and four assessment categories[2]**

1. Implementation & Usage
2. Perceived Value & Effectiveness
3. Business Impact Signals
4. Cross-cutting Factors.

Over four consecutive monitoring periods[3] participating organisations assessed their implementation progress using a five-point scoring system[4]. The resulting monitoring matrices provide quantitative evidence of the evolution of adoption maturity at project level, while the individual Partner Test & Validation Reports offer complementary qualitative insights into practical experiences, perceived benefits, implementation challenges and opportunities for improvement.

Together, these sources provide an evidence base for understanding not only how the BT4VET tools have been received and applied, but also the organisational conditions that may facilitate or hinder their longer-term adoption.

The transition from WP4 to WP5 marks a shift in the project's intervention logic: **from testing and validating the BT4VET tools to operationalising their results and generating sustainable organisational impact.** While WP4 focused primarily on implementation, usability and validation, WP5 builds on these experiences to support the development of **Feasibility Studies and Business Plans**, aimed at translating the project's accumulated knowledge, tools and methodologies into concrete business transformation strategies for the participating VET operators.

In this context:

1. Feasibility Studies will examine the conditions under which the BT4VET Model and Business Suite can be effectively adopted, considering organisational readiness, operational capacity, resource requirements, potential barriers and enabling factors
2. Business Plans will subsequently translate these assessments into actionable strategies, helping VET operators define priorities, allocate resources, integrate selected tools into existing processes and establish realistic pathways towards organisational improvement and long-term sustainability.

Building on the evidence collected during WP4, the present analysis aims to develop **evidence-based recommendations and operational guidelines** supporting the preparation of the WP5 Feasibility Studies and

[1] Full list of 12 evaluation parameters: 1. Frequency of use of BT4VET tools; 2. Number of internal users; 3. Tool integration level; 4. Time/resources required to use tools; 5. Staff satisfaction with tool usability; 6. Perceived value for business improvement; 7. Initial results achieved (qualitative); 8. Change in internal workflows or decision-making; 9. Correlation with business metrics; 10. External feedback; 11. Obstacles / inhibitors encountered; 12. Enabling factors / drivers.
[2] 1. Implementation & Usage; 2. Perceived Value & Effectiveness; 3. Business Impact Signals; 4. Cross-cutting Factors.
[3] Covering from October 2025 to October 2026, 12 months
[4] Scores range from 1 (Very Low) to 5 (Very High), with 2 (Low), 3 (Moderate) and 4 (High) representing intermediate assessment levels.

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Business Plans. The analysis considers three adoption maturity scenarios:

- **Worst Case Scenario:** characterised by limited adoption, operational constraints or significant barriers to implementation.
- **Realistic Case Scenario:** reflecting partial or progressive adoption, with opportunities for further integration and organisational improvement.
- **Best Case Scenario:** characterised by advanced adoption, strong organisational alignment and favourable conditions for institutionalisation and long-term sustainability.

These scenarios provide a common analytical framework for interpreting the monitoring results and identifying differentiated implementation strategies according to the maturity, needs and capacities of VET organisations.

The ultimate objective is to ensure that the transition from WP4 to WP5 is not merely procedural, but represents a meaningful progression **from experimentation to strategic planning, and from validated tools to sustainable business transformation and impact**.

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1. Analytical Approach and Structure of the Report

The present analysis adopts an evidence-based and scenario-oriented approach, designed to establish a clear connection between the monitoring and validation activities conducted under WP4 and the Feasibility Studies and Business Plans to be developed under WP5.

Two possible approaches were considered for structuring the analysis:

- chronological approach, organised around the four monitoring periods
- scenario-based approach, organised around the three levels of adoption maturity defined by the BT4VET assessment framework.

The second approach was selected as the most appropriate for the objectives of WP5. While a chronological structure would primarily describe how implementation progressed over time, a scenario-based structure allows the findings to be translated more directly into **strategic considerations, feasibility conditions and operational recommendations** for VET organisations.

Nevertheless, the chronological dimension remains an essential component of the analysis.

The report therefore combines both perspectives through a two-stage analytical process.

1. **Consolidated assessment of the four monitoring periods** examines the evolution of adoption maturity across the 12 evaluation parameters and four assessment categories. This comparative analysis identifies overall trends, recurring strengths, implementation challenges and variations in organisational readiness. The quantitative findings are complemented by the Partner Test & Validation Reports, which provide additional context and qualitative evidence regarding the practical application of the BT4VET tools.
2. **Consolidated findings are interpreted through three adoption maturity scenarios: Worst Case, Realistic Case and Best Case.** Each scenario represents a different set of organisational conditions, implementation capacities and potential barriers or opportunities affecting the adoption of the BT4VET Business Transformation Model and Business Suite.

Importantly, these scenarios should not be understood as three separate groups of participating organisations, nor as three consecutive stages corresponding to the monitoring periods. Rather, they represent alternative conditions of adoption that may coexist within the same organisation across different operational dimensions.

For each scenario, the analysis follows a common structure:

- **Evidence from WP4:** identification of the quantitative findings and qualitative observations relevant to the scenario.
- **Feasibility Implications:** assessment of the organisational, operational and resource-related conditions affecting implementation.
- **Business Planning Implications:** identification of strategic priorities, resource allocation considerations and opportunities for sustainable integration.
- **Operational Recommendations:** practical guidance to support VET organisations in adapting and implementing the BT4VET tools according to their level of maturity.

This structure ensures that the analysis moves progressively from observed evidence to its interpretation and, ultimately, to actionable recommendations[5].

[5] The resulting guidelines are not intended to prescribe a uniform transformation pathway. Instead, they provide a flexible reference framework through which VET operators can identify their current conditions, assess realistic implementation opportunities and define appropriate business transformation strategies. Ultimately, the chosen approach reflects the broader transition from WP4 to WP5: moving from monitoring implementation progress towards understanding the conditions required to generate sustainable organisational impact.

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1.1. Interpretation of Monitoring Results and Evolution of Adoption Maturity

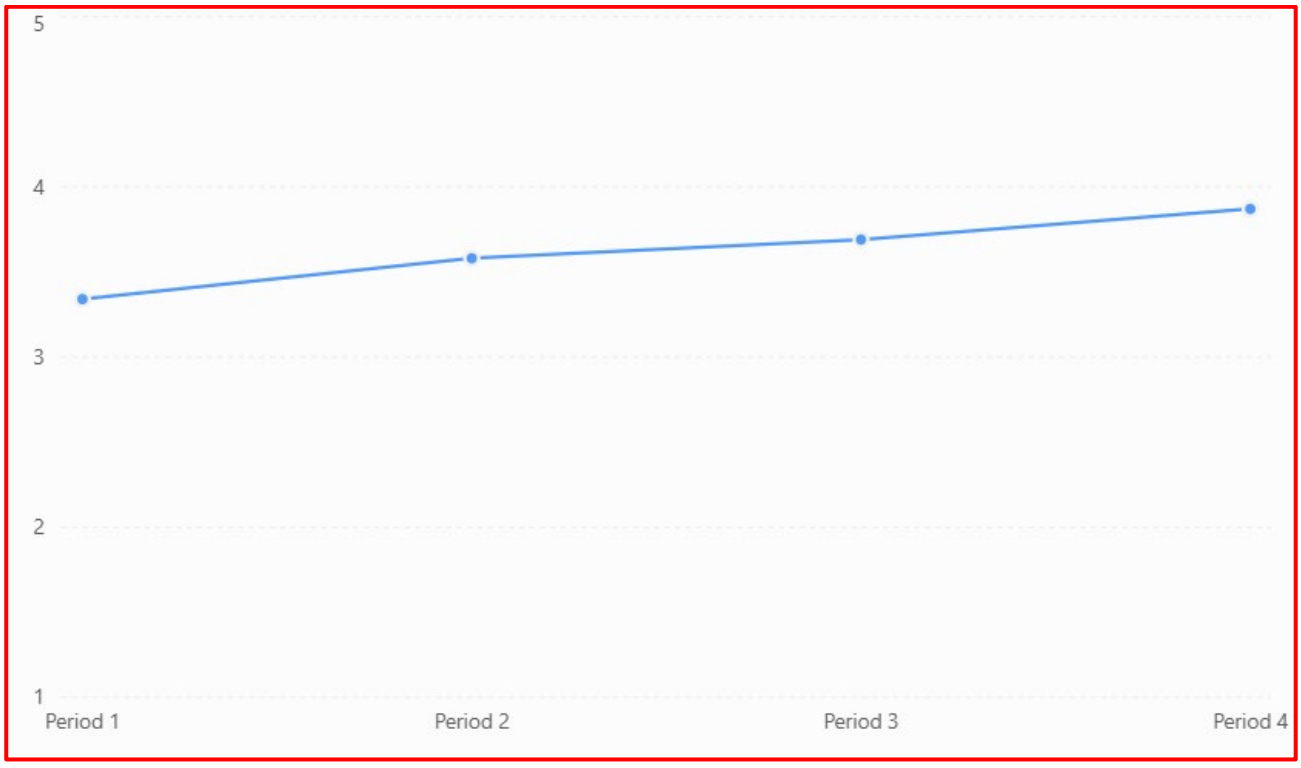
The comparative analysis of the four monitoring periods provides an initial understanding of how the adoption of the BT4VET Business Transformation Model and Business Suite evolved throughout the implementation phase.

At aggregate project level, the monitoring results indicate an overall positive progression, with the average self-assessment score increasing from **3.34 in the first monitoring period to 3.87 in the fourth**. This development suggests a gradual strengthening of organisational confidence in the use and integration of the BT4VET tools[6].

However, the evolution of adoption maturity was neither uniform nor linear across all assessment dimensions. Differences between categories highlight the importance of distinguishing between the practical use of the tools, their perceived organisational value, the emergence of tangible business benefits and the conditions influencing their implementation.

The following chart illustrates the evolution of the overall average self-assessment scores across the four monitoring periods.

Overall Adoption Maturity – Four Monitoring Periods



Comparative results by assessment category:

Assessment category	P1	P2	P3	P4
Implementation & Usage	2.98	3.29	3.54	3.90

[6] According to the monitoring interpretation framework, this represents a transition from Partial / Developing Adoption (2.6–3.5), characterised by ongoing but still uneven implementation, to Advanced Implementation / Maturity (3.6–4.5), where tools are actively used and appreciated, although further refinement and integration remain possible. This progression suggests a gradual consolidation of organisational confidence, moving from initial experimentation towards more established and purposeful use of the BT4VET tools. While the results do not yet indicate full institutionalisation, they provide encouraging evidence of increasing implementation maturity and a stronger foundation for future exploitation.

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Implementation and Usage demonstrated the most consistent progression, increasing from 2.98 to 3.90 across the four monitoring periods. This represents an encouraging development, suggesting that participating organisations progressively strengthened their familiarity with the BT4VET tools and their confidence in practical application. From a feasibility perspective, this trend is particularly relevant because it suggests that adoption maturity may develop progressively through experimentation, organisational learning and repeated use. Consequently, the Feasibility Studies should consider implementation as a gradual process rather than assuming immediate integration of the entire Business Suite.

Assessment category	P1	P2	P3	P4
Perceived Value & Effectiveness	3.97	4.11	3.94	4.14

Perceived Value and Effectiveness remained comparatively high throughout the monitoring process, fluctuating between 3.94 and 4.14. This relative stability suggests that the relevance and potential usefulness of the tools were recognised from the early stages of experimentation. Nevertheless, positive perceptions should not automatically be interpreted as evidence of full operational integration. Recognising the value of a tool and embedding it into established organisational practices represent two distinct levels of adoption. This distinction will be particularly important when defining implementation priorities and resource requirements within the WP5 Business Plans.

Assessment category	P1	P2	P3	P4
Business Impact Signals	3.22	3.25	3.72	3.86

A particularly interesting development concerns **Business Impact Signals**, which increased from 3.22 in the first period to 3.86 in the fourth, with the most significant improvement occurring between the second and third monitoring rounds. This progression may indicate that organisational benefits become more visible after an initial period of experimentation and familiarisation. However, the self-assessment results should be interpreted as perceived or emerging business impact rather than independently verified organisational performance improvements. For WP5, this observation highlights the importance of establishing realistic implementation timeframes, measurable performance indicators and appropriate mechanisms for evaluating the actual contribution of the BT4VET tools to organisational transformation.

Assessment category	P1	P2	P3	P4
Cross-cutting Factors	3.29	3.88	3.54	3.42

The **Cross-cutting Factors** category followed a less consistent trajectory, increasing from 3.29 to 3.88 between the first and second periods before declining to 3.42 in the fourth. This variation deserves particular attention. Organisational readiness, internal support, resource availability and implementation barriers may evolve differently throughout the adoption process. Moreover, some questions within this category address obstacles and constraints, requiring careful consideration of their scoring direction before interpreting the overall results. More generally, fluctuations or decreases in individual assessment scores should not necessarily be interpreted as evidence of unsuccessful implementation. As organisations progress from initial experimentation towards more systematic application, they may develop a more sophisticated understanding of the operational requirements, limitations and organisational adjustments associated with the tools.

Assessment category	P1	P2	P3	P4
Overall average	3.34	3.58	3.69	3.87

Taken together, the monitoring results suggest a **progressive but differentiated process of adoption maturity**, in which practical implementation, perceived usefulness and emerging business impact do not necessarily develop at the same pace. The observed trends should be interpreted as collective patterns rather than evidence of specific improvements or difficulties experienced by individual VET operators. This distinction is particularly relevant for the transition towards WP5.

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The preparation of Feasibility Studies and Business Plans should not assume that all participating organisations possess equivalent levels of readiness, resources or implementation capacities. Instead, the observed differences reinforce the need for differentiated adoption pathways, capable of accommodating different organisational conditions and strategic ambitions.

The three scenarios adopted for the subsequent analysis — **Worst Case, Realistic Case and Best Case** — will provide the framework for translating these findings into practical feasibility considerations, business planning priorities and operational recommendations. In this way, the monitoring exercise moves beyond the measurement of implementation progress and becomes an evidence base for identifying the conditions under which the BT4VET Business Transformation Model and Business Suite can contribute to sustainable organisational transformation.

1.2. Parameter-Level Analysis of Adoption Maturity

The parameter-level analysis provides a more detailed understanding of the organisational transformation processes observed during WP4. While the aggregate results indicate a generally positive evolution, the twelve parameters reveal differences in the pace and nature of adoption.

Assessment category	P1	P2	P3	P4	Δ P1–P4
1. Frequency of Use	2.92	3.08	3.33	3.67	+0.75
2. Organisational Coverage	2.75	3.17	3.42	3.75	+1.00
3. Integration into Processes	2.83	3.17	3.58	4.00	+1.17
4. Cost–Benefit Perception	3.42	3.75	3.83	4.17	+0.75
5. Usability & Accessibility	4.08	4.25	4.25	4.33	+0.25
6. Strategic Usefulness	4.58	4.33	3.92	4.25	−0.33
7. Internal Benefits	3.25	3.75	3.67	3.83	+0.58
8. Organisational Change	3.50	3.33	3.58	3.83	+0.33
9. Performance Improvements	3.00	3.17	3.75	3.83	+0.83
10. External Recognition	3.17	3.25	3.83	3.92	+0.75
11. Obstacles / Inhibitors	3.50	3.50	2.83	2.50	−1.00
12. Enabling Factors	3.08	4.25	4.25	4.33	+1.25

A first significant finding concerns the progressive integration of BT4VET tools into organisational practices. Frequency of Use, Organisational Coverage and Integration into Processes all registered improvements across the four monitoring periods. Particularly noteworthy is Integration into Processes, which increased from 2.83 to 4.00, suggesting that the tools progressively moved beyond initial experimentation towards more structured application in organisational workflows and decision-making[7].

A second finding concerns the relationship between perceived usefulness and actual organisational change. Usability & Accessibility remained consistently high, increasing from 4.08 to 4.33, while Strategic Usefulness started at a particularly high level of 4.58 before fluctuating and reaching 4.25 in the final period. These results suggest that the BT4VET approach was perceived as accessible and strategically relevant throughout the experimentation. However, the more gradual improvements recorded in Internal Benefits and Organisational Change indicate that translating perceived value into observable organisational transformation may require additional time and effort[8].

A third important finding relates to the emergence of business-oriented results. Performance Improvements

[7] This development is especially relevant for WP5, as it indicates that the feasibility of business transformation should be assessed not only in terms of whether organisations can use the tools, but also whether they possess the internal capacities, procedures and responsibilities required to integrate them into routine operations.
[8] This distinction should inform the development of Business Plans, particularly when defining realistic implementation milestones and expected organisational benefits.

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increased from 3.00 to 3.83, while External Recognition rose from 3.17 to 3.92. Both parameters registered particularly visible improvements between the second and third monitoring periods. These developments suggest that the perceived contribution of BT4VET tools may become more evident as organisations gain experience in their practical application. For WP5, they highlight the importance of connecting business transformation objectives with measurable indicators, monitoring arrangements and realistic expectations regarding the timing of potential benefits.

Finally, the results highlight the importance of organisational enabling conditions. Enabling Factors recorded the largest positive variation among the twelve parameters, increasing from 3.08 to 4.33. This suggests that leadership support, internal motivation and favourable organisational circumstances may play an important role in facilitating the adoption of BT4VET tools. Conversely, the Obstacles / Inhibitors parameter shows a declining trend, which should be interpreted as a positive development. Unlike the other monitoring parameters, a lower score indicates that participating organisations progressively encountered fewer barriers and implementation difficulties over time. This suggests that initial challenges were gradually overcome as organisations became more familiar with the BT4VET tools, reflecting improved implementation conditions and increasing organisational readiness.

Overall, the parameter-level analysis reinforces the understanding that **business transformation is a multidimensional process**, involving the interaction of operational adoption, strategic relevance, organisational change, performance measurement and enabling conditions.

For the development of WP5 Feasibility Studies and Business Plans, this implies that implementation strategies should be differentiated according to the specific organisational dimensions requiring consolidation, rather than relying exclusively on a single overall maturity score.

1.3. Qualitative Validation of Monitoring Findings

The quantitative evidence collected through the four monitoring periods is complemented by the findings documented in the WP4 Partner Test & Validation Reports, prepared by ANCCP (Spain), ADN Institute (Poland), IAL FVG (Italy) and Victoria secondary school (Latvia).

These reports provide additional insights into the relevance, usability, adaptability and potential implementation of the BT4VET Business Transformation Model and Business Suite. While the monitoring matrices capture the evolution of aggregate self-assessment scores, the validation reports offer a broader perspective on how the tools were received and tested by VET managers, practitioners and other stakeholders.

Strategic relevance and practical value: Across the validation activities, participants generally recognised the BT4VET Model and Business Suite as relevant resources for supporting organisational development, strategic planning and continuous improvement[9]. These observations are consistent with the comparatively high scores recorded under Perceived Value and Effectiveness. They suggest that the potential usefulness of the BT4VET approach extends beyond individual management tools, offering VET organisations a structured framework for reflecting on their development priorities.

Flexibility and adaptability to different organisational contexts: A second recurring finding concerns the importance of flexible implementation. The validation activities highlighted that VET organisations differ in size, available resources, management capacities and previous experience with strategic planning. Consequently, participants valued the possibility of selecting and adapting individual Business Suite tools according to their specific needs[10]. These findings provide qualitative support for the differentiated scenario-

[9] Particular appreciation was expressed for the integrated approach connecting stakeholder engagement, market analysis, service development, staff competences and organisational management.

[10] For instance: ADN Institute's validation particularly emphasised the applicability of the Model to both smaller and larger training providers, provided that the selection and level of detail of the tools are adjusted to organisational maturity. Similarly, the validation conducted by Victoria highlighted the value of modular implementation and suggested introducing clearer maturity levels and staged implementation pathways.

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based approach adopted in the present analysis.

Practical guidance and organisational capacity: Although the overall assessment of the BT4VET outputs was positive, the validation reports also identified opportunities to facilitate their implementation. Recurring suggestions included additional practical examples, completed templates, simplified terminology, clearer implementation instructions and guidance on the resources required to apply individual tools[11]. These observations indicate that the successful adoption of BT4VET tools may depend not only on their intrinsic relevance and usability, but also on the availability of appropriate organisational support and practical implementation guidance.

From adoption to measurable organisational improvement: A final recurring finding concerns the transition from using individual tools towards embedding them within broader organisational development processes. Participants recognised the value of structured decision-making, strategic planning and performance-oriented management. At the same time, several validation activities highlighted the usefulness of clearer indicators, monitoring arrangements and follow-up mechanisms. This finding is particularly relevant when considered alongside the progressive improvement recorded under Business Impact Signals in the monitoring matrices.

Overall Interpretation and Relevance for WP5: Although the validation reports do not independently demonstrate the achievement of measurable business improvements, they reinforce the importance of connecting the practical application of BT4VET tools with clearly defined organisational objectives and mechanisms for assessing progress. Taken together, the quantitative monitoring results and qualitative validation findings provide a coherent, although not exhaustive, picture of the potential conditions supporting the adoption of the BT4VET Model and Business Suite[12].

1.4. Consolidated Findings from WP4

The combined analysis of the four monitoring periods and the Partner Test & Validation Reports provides a consolidated understanding of the conditions influencing the adoption of the BT4VET Business Transformation Model and Business Suite.

While the quantitative monitoring results indicate a generally positive evolution in adoption maturity, the qualitative validation activities offer complementary insights into the practical conditions, opportunities and requirements associated with their implementation. Six overarching findings emerge from this combined assessment[13].

Finding 1 – Adoption maturity develops progressively rather than immediately

The monitoring results indicate a progressive improvement in the practical use and organisational integration of BT4VET tools across the four assessment periods. This suggests that business transformation should be approached as a gradual process, requiring time for experimentation, familiarisation, internal adaptation and consolidation. This finding highlights the importance of defining realistic implementation timelines and

[11] The IAL FVG validation highlighted the importance of progressively integrating the tools into existing organisational processes, while the Latvian validation emphasised the need to clarify tool sequencing, implementation time and data requirements.

[12] The available evidence suggests that the tools are generally perceived as relevant, practical and adaptable, while their effective integration requires consideration of organisational maturity, resource availability, implementation capacities and strategic priorities. For WP5, the principal implication is that the feasibility of business transformation cannot be assessed solely through the perceived quality or usefulness of the proposed tools. It must also consider the organisational conditions required for their implementation, the resources needed to sustain their use and the mechanisms through which expected benefits can be translated into measurable results. These considerations provide the qualitative foundation for the subsequent analysis of the Worst Case, Realistic Case and Best Case scenarios.

[13] The six consolidated findings establish the analytical foundation for translating WP4 evidence into practical guidance for WP5. Rather than prescribing a uniform implementation strategy, the subsequent analysis considers three alternative adoption conditions:

- Worst Case Scenario: limited organisational readiness, significant implementation constraints and low levels of tool adoption.
- Realistic Case Scenario: partial or developing adoption, with opportunities for progressive integration and consolidation.
- Best Case Scenario: advanced adoption maturity, favourable organisational conditions and opportunities for institutionalisation and further development.

For each scenario, the analysis will identify the relevant WP4 evidence, examine its implications for organisational feasibility, consider the corresponding business planning requirements and formulate practical operational recommendations. This approach ensures that the results of WP4 are not treated solely as an evaluation of completed activities, but as an evidence base for supporting informed, realistic and sustainable business transformation decisions under WP5.

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progressive milestones rather than assuming that organisations can immediately adopt the entire Business Suite.

Finding 2 – Perceived value represents a favourable starting point, but does not guarantee operational integration

The comparatively high scores recorded under Perceived Value and Effectiveness, together with the positive feedback collected during validation activities, indicate broad recognition of the relevance and potential usefulness of the BT4VET approach. However, the evidence also suggests that recognising the value of a tool and embedding it into established organisational practices are distinct processes. Consequently, Feasibility Studies and Business Plans should address not only the expected benefits of the tools, but also the organisational arrangements necessary to translate their potential into routine application.

Finding 3 – Organisational maturity and available capacities influence implementation pathways

The validation reports consistently highlighted the adaptability of the Business Transformation Model and Business Suite to different VET organisational contexts. At the same time, participants recognised that organisational size, available resources, management experience and existing procedures may influence the scope and intensity of implementation. This finding supports the development of differentiated adoption strategies, allowing VET operators to select, prioritise and adapt tools according to their actual conditions and capacities.

Finding 4 – Practical guidance and enabling conditions are essential for sustainable adoption

The qualitative validation activities identified recurring opportunities to facilitate implementation through practical examples, simplified instructions, staged implementation pathways and clearer guidance on resource requirements. These observations underline the importance of complementing the availability of management tools with appropriate organisational support, staff engagement and implementation guidance. This suggests that feasibility assessments should consider not only the technical applicability of the BT4VET tools, but also the human, organisational and operational resources required for their sustained use.

Finding 5 – Business impact requires time, measurement and organisational follow-up

The monitoring results indicate an improvement in Business Impact Signals, particularly during the later assessment periods. Although these results are based on self-assessment and do not independently demonstrate financial or operational improvements, they suggest that the potential organisational benefits of BT4VET tools may become more visible as implementation progresses.
The validation reports further emphasised the usefulness of structured decision-making, performance indicators and monitoring mechanisms. Accordingly, WP5 Business Plans should establish measurable objectives, realistic expectations and appropriate arrangements for assessing whether the adoption of BT4VET tools contributes to the intended organisational improvements.

Finding 6 – Sustainable business transformation requires a flexible and context-sensitive approach

Taken together, the quantitative and qualitative findings indicate that there is no single implementation pathway equally suitable for all VET organisations. Different levels of organisational readiness, operational capacity and strategic ambition may require different combinations of tools, implementation priorities and support mechanisms. The evidence therefore supports a flexible approach to business transformation, in which the intensity, sequence and scope of adoption are adapted to the conditions of individual organisations.

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2. Worst Case Scenario – Limited Organisational Readiness and Adoption

The Worst-Case Scenario considers the conditions under which a VET organisation experiences substantial constraints in adopting and integrating the BT4VET Business Transformation Model and Business Suite into its organisational processes, management practices and business development activities.

Within the WP4 monitoring framework, this scenario corresponds to the two lowest adoption maturity bands: **Failure to Launch (1.0–1.5)** and **Initial Stage (1.6–2.5)**. These bands describe potential organisational conditions rather than the observed performance of individual organisations participating in WP4.

The aggregate monitoring results indicate an overall positive evolution in adoption maturity and do not establish that any participating organisation experienced the Worst-Case Scenario.

Nevertheless, examining less favourable adoption conditions is essential for developing realistic Feasibility Studies and Business Plans. VET providers operate in diverse institutional, financial and operational environments, and their capacity to introduce business transformation practices may differ significantly.

The Worst-Case Scenario therefore serves as a precautionary planning framework. Its purpose is to identify the minimum conditions required to initiate implementation, anticipate potential risks and establish proportionate measures for overcoming organisational constraints. Rather than assuming immediate and comprehensive adoption, this scenario considers business transformation as a gradual process, beginning with the establishment of basic capacities and progressing towards more structured implementation when organisational conditions permit.

2.1. Evidence from WP4

The WP4 monitoring results and Partner Test & Validation Reports provide several indications relevant to understanding the conditions that could contribute to a less favourable implementation scenario.

1. Monitoring results show that **Implementation and Usage** started from a comparatively moderate level, increasing from 2.98 in the first monitoring period to 3.90 in the fourth. Similarly, Integration into Processes increased from 2.83 to 4.00, indicating progressive development in the practical incorporation of BT4VET tools into organisational activities. These findings suggest that operational adoption and process integration are dimensions that may require time, familiarisation and organisational adaptation.
2. **Perceived Value and Effectiveness** remained comparatively high throughout the monitoring process, with a final score of 4.14. This indicates that the perceived relevance of the BT4VET approach may be more advanced than its immediate operational application. The distinction is particularly important for the Worst-Case Scenario: an organisation may recognise the strategic usefulness of the Business Suite while lacking the resources, internal arrangements or implementation capacity required to use it effectively.
3. Qualitative validation activities highlighted the importance of practical guidance, accessible examples, staff competences, resource availability and implementation pathways adapted to different organisational contexts. These observations do not demonstrate widespread implementation difficulties. However, they identify requirements that may become particularly significant for VET providers operating with limited organisational readiness.

The following assessment translates these considerations into five complementary dimensions: technical, economic, legal and regulatory, operational, and executive planning.

Technical Feasibility

Technical feasibility concerns the extent to which a VET provider possesses, or can reasonably access, the technical and technological resources necessary to implement the selected BT4VET tools.

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Under the Worst-Case Scenario, an organisation may operate with limited digital infrastructure, fragmented information-management systems or insufficient technical competences among staff. These conditions could complicate the application of tools requiring structured data collection, analysis, digital collaboration or the regular monitoring of organisational performance.

The initial assessment should therefore establish whether the selected Business Suite tools are compatible with the organisation's existing technological environment. This includes examining the availability of appropriate hardware and software, internet connectivity, data storage arrangements, digital working environments and relevant technical support.

Particular attention should be given to the information requirements of each tool. Even where no advanced technological infrastructure is necessary, implementation may depend on the availability of reliable organisational data, such as information on training provision, operational costs, stakeholder relationships or internal performance.

Where such information is fragmented or unavailable, the organisation may need to introduce basic data collection and management procedures before undertaking more complex analyses.

Technical feasibility should also consider staff competences. The availability of suitable technologies does not automatically guarantee that personnel can use them effectively. Initial implementation may therefore require introductory training, simplified instructions or targeted technical assistance.

In this scenario, technological investment should remain proportionate to the organisation's immediate needs. Existing solutions should be prioritised where they can adequately support the intended activities, while additional software or infrastructure should be considered only when their necessity and expected benefits can be demonstrated[14].

Under the Worst-Case Scenario, implementation should initially concentrate on technically accessible tools that can be operated with existing or readily available resources. The introduction of more demanding technological solutions should follow a demonstrated improvement in organisational readiness.

Economic Feasibility

Economic feasibility examines whether the expected benefits of adopting the BT4VET Business Transformation Model and Business Suite justify the financial and organisational resources required for implementation.

Under the Worst-Case Scenario, VET providers may face limited investment capacity, constrained operating budgets, competing expenditure priorities or uncertainty regarding the financial returns associated with organisational transformation. These conditions require a cautious assessment of both implementation costs and potential benefits.

The first step should consist of identifying the full range of resources necessary for initial adoption. Direct costs may include software, training, external technical assistance or additional equipment. Indirect costs may arise from staff time, administrative work, internal coordination and temporary adjustments to established procedures.

Although some BT4VET tools may be implemented without substantial direct expenditure, their application

[14] Recommended technical assessment includes:

- Identify the technical and technological requirements of the selected Business Suite tools.
- Assess the adequacy of existing hardware, software, connectivity and information-management arrangements.
- Verify the availability, accessibility and reliability of the organisational data required for implementation.
- Examine compatibility with existing digital systems and working procedures.
- Identify staff training and technical assistance requirements.
- Estimate the costs and organisational implications of any necessary technological adaptations.

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still requires organisational resources. Economic feasibility should therefore consider the opportunity costs associated with reallocating staff time and management attention.

The assessment of expected benefits should distinguish between financial and non-financial outcomes:

- Financial benefits may include potential reductions in administrative costs, more efficient resource allocation or improved financial planning. Depending on the intended organisational changes, future revenue opportunities may also be considered.
- Non-financial benefits may include stronger strategic planning, improved management information, better coordination and more structured decision-making. While these benefits may contribute to long-term organisational sustainability, they should not automatically be treated as measurable financial returns.

Where sufficient information is available, the Feasibility Study should apply basic economic indicators to support investment decisions.

1. Cost–benefit analysis should compare the expected costs of implementation with the financial and organisational benefits anticipated over an appropriate period.
2. Break-even analysis may be relevant where adoption supports the introduction or restructuring of revenue-generating training services. In such cases, the organisation should estimate the level of activity or revenue necessary to cover the associated fixed and variable costs.
3. Return on Investment (ROI) can help assess the financial attractiveness of specific investments when attributable costs and financial returns can be estimated with reasonable reliability.
4. Payback period may also be considered to estimate the time required to recover an initial investment through expected net financial benefits.

However, these indicators should not be applied mechanically. Where the intended benefits concern internal management improvements rather than identifiable revenue or cost savings, a qualitative or multicriteria cost–benefit assessment may be more appropriate. Importantly, the WP4 monitoring results provide evidence of perceived adoption maturity and organisational benefits, but do not supply the financial data necessary to calculate actual profitability, investment returns or break-even points for individual VET providers[15].

Economic sustainability should take precedence over ambitious investment objectives. The organisation should initially prioritise low-cost, manageable activities and expand its commitments only when sufficient evidence supports their affordability and expected value.

Legal and Regulatory Feasibility

Legal and regulatory feasibility concerns the compatibility of the proposed transformation activities with the legal obligations, institutional rules and regulatory requirements applicable to the VET provider. The adoption of management and business planning tools does not necessarily require additional authorisations or certifications. Nevertheless, certain organisational changes or new activities developed through the BT4VET approach may have legal or regulatory implications.
These implications depend on the organisation's legal status, national context, existing accreditations and the nature of the activities being considered[16].

The Feasibility Study should therefore begin by identifying the legal and regulatory framework relevant to the

[15] Recommended economic assessment includes:

- Identify direct, indirect and opportunity costs associated with initial adoption.
- Distinguish essential expenditure from optional or deferrable investments.
- Estimate expected financial and non-financial benefits.
- Examine affordability against available budgets and financial commitments.
- Apply cost–benefit analysis and appropriate investment indicators where reliable data are available.
- Assess financial risks, including cost overruns and lower-than-expected benefits.
- Establish financial conditions for maintaining or expanding implementation.

[16] For example, changes involving the collection or processing of personal information may require specific data protection arrangements. The introduction of new training services may be subject to national or regional education and training regulations, while modifications to internal responsibilities or working arrangements may have employment-related implications. Where the organisation intends to introduce accredited training provision, new qualifications or other formally recognised services, additional authorisations or institutional approvals may be required.

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proposed activities. Under the Worst-Case Scenario, particular attention should be given to compliance requirements that could generate significant costs, administrative burdens or implementation delays.

The organisation should distinguish between activities that can be undertaken within its existing institutional framework and those requiring additional approvals or changes to established procedures. This distinction is important for maintaining a realistic implementation scope. Where regulatory requirements are uncertain or potentially demanding, initial adoption should prioritise activities that do not depend on unresolved authorisations.

Legal and regulatory feasibility should also consider the organisation's internal governance arrangements, including decision-making responsibilities and any formal approval procedures necessary for adopting new management practices[17]. Implementation should prioritise activities that are compatible with existing legal and institutional conditions.

More complex organisational changes should proceed only after the relevant requirements have been identified and their implications assessed.

Operational Feasibility

Operational feasibility examines whether the organisation possesses the internal capacities, human resources, management arrangements and logistical conditions necessary to implement and sustain the selected BT4VET tools.

This dimension is particularly important under the Worst-Case Scenario. The WP4 monitoring results indicate that organisational integration develops progressively, while the qualitative validation reports highlight the relevance of practical guidance, resource availability and appropriately sequenced implementation.

For organisations with limited readiness, the principal difficulty may therefore concern the translation of recognised strategic value into routine management practices. Potential constraints include:

- Limited staff availability.
- Insufficient management involvement.
- Unclear responsibilities.
- Fragmented organisational procedures.
- Competing operational priorities.
- …and much more.

The Feasibility Study should begin with an assessment of existing organisational capacities. This assessment should examine the distribution of responsibilities, staff competences, available working time, internal coordination mechanisms and the extent to which existing procedures can accommodate additional management activities. It should also identify the organisational functions most likely to benefit from the initial adoption of BT4VET tools. These may concern strategic planning, internal management, stakeholder engagement or the organisation of training-related services, depending on the specific needs of the provider.

Under less favourable conditions, introducing several tools simultaneously could increase administrative pressure and reduce staff engagement. A selective approach is therefore preferable.

Operational feasibility should also consider the role of management commitment. Even relatively simple tools

[17] Recommended legal and regulatory assessment includes:

- Identify the legal and institutional framework applicable to the proposed transformation activities.
- Verify whether additional authorisations, accreditations, certifications or formal approvals are necessary.
- Assess relevant data protection and information-management obligations.
- Examine potential contractual, employment and governance implications.
- Estimate compliance-related costs, administrative requirements and potential delays.
- Identify activities that can be implemented within existing institutional arrangements.
- Establish responsibilities for verifying and maintaining regulatory compliance.

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may be difficult to sustain without clear ownership, consistent coordination and recognition of their relevance to organisational priorities. For this reason, implementation should be supported by a designated responsible person or small working group, with clearly defined tasks and realistic time allocations.

Logistical considerations should also be examined, including the availability of appropriate working arrangements, access to relevant information, scheduling of internal meetings and coordination between departments or operational units.

Where capacity gaps are identified, the organisation should assess whether they can be addressed through internal adjustments, introductory training, peer support or limited external assistance[18]. Operational sustainability depends on the organisation's ability to introduce a limited number of manageable activities, assign clear responsibilities and progressively integrate the selected tools into ordinary organisational practices.

[18] Recommended operational assessment includes:

- Evaluate existing staff availability, competences and management capacity.
- Identify the organisational processes most suitable for initial implementation.
- Assess the compatibility of new activities with existing workloads and procedures.
- Define responsibilities for implementation, coordination and monitoring.
- Examine logistical requirements and internal communication arrangements.
- Identify capacity gaps and appropriate support measures.
- Establish practical arrangements for maintaining continuity beyond the initial testing phase.

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2.2. Executive Planning

The Business Plan associated with the Worst-Case Scenario should translate the findings of the technical, economic, legal and operational assessments into a practical implementation programme.

Given the assumed organisational constraints, executive planning should be based on limited commitments, clearly defined priorities and progressive implementation. The objective is not to achieve comprehensive business transformation immediately, but to establish the organisational conditions necessary for more structured adoption. A phased approach is therefore recommended.

Phase	Main activities	Expected outputs
1. Initial feasibility assessment	Review technical, economic, legal and operational conditions; identify major implementation constraints	Initial feasibility assessment and risk overview
2. Prioritisation of tools	Select a limited number of Business Suite tools based on organisational needs and available capacities	Prioritised implementation scope
3. Resource and responsibility allocation	Identify staff, budgets, technical support and internal coordination arrangements	Basic implementation plan
4. Small-scale implementation	Test selected tools within existing organisational processes	Initial application and documented experience
5. Monitoring and evaluation	Review implementation progress, resource use, practical difficulties and initial benefits	Monitoring findings and corrective measures
6. Consolidation and progression	Determine whether implementation should be maintained, adjusted or expanded	Revised implementation roadmap

The duration of each phase should be determined according to the organisation's resources, existing procedures and implementation requirements rather than through a uniform timetable.

Executive planning should address five practical elements.

1. **Implementation responsibilities.** Each activity should be assigned to a responsible person or organisational unit. Responsibilities should be proportionate to available staff capacity and supported by appropriate management oversight.
2. **Resource allocation.** The Business Plan should specify the staff time, technical resources and financial commitments required for each activity. Where additional resources are necessary, their availability should be verified before implementation begins.
3. **Timeline and milestones.** Activities should be organised into a realistic sequence, with milestones that allow progress to be assessed without creating unnecessary administrative complexity.
4. **Risk management.** The plan should identify the principal factors that could delay or prevent implementation, including insufficient staff availability, technological limitations, unexpected costs or unresolved regulatory requirements. Corresponding mitigation measures should be proportionate to the risks identified.
5. **Monitoring and decision-making.** A limited number of indicators should be established to assess whether implementation is progressing as intended and whether conditions are favourable for subsequent expansion.

Performance indicators should primarily concern implementation progress and organisational readiness rather than ambitious financial or business outcomes[19].

The Business Plan should also establish clear decision points at which management can determine whether

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to continue, adjust, postpone or expand implementation. This approach allows the organisation to maintain control over resource commitments while progressively developing the capacities required for more advanced business transformation.

2.3. Expected Outcomes and Transition to Higher Maturity

Under the Worst-Case Scenario, successful implementation should not be defined by the immediate adoption of the complete BT4VET Business Suite. Instead, success should be understood as the establishment of minimum technical, economic, legal and operational conditions for continued organisational development[20].

The principal expected outcomes concern the organisation's ability to move from limited readiness towards an initial, structured capacity for implementation. These outcomes may include:

- Clearer understanding of organisational readiness and implementation constraints.
- Identification of technically accessible tools and minimum technological requirements.
- Preliminary assessment of implementation costs, affordability and expected benefits.
- Verification of applicable legal and regulatory requirements.
- Establishment of basic responsibilities, staff arrangements and operational procedures.
- Completion of initial implementation activities and associated monitoring.
- Identification of priority improvements necessary for expanding adoption.

The achievement of these outcomes should provide the organisation with a more reliable basis for future investment and management decisions. Progression towards the Realistic Case Scenario should depend on demonstrated improvements in organisational readiness rather than the simple completion of a predetermined implementation period.

Relevant progression conditions may include the regular use of selected tools, the availability of sufficient staff capacity, manageable implementation costs, compliance with applicable requirements and evidence that the introduced practices can be maintained within ordinary organisational operations.

Once these conditions are sufficiently established, the VET provider may progressively move towards partial but increasingly structured adoption, characterised by broader organisational integration and more systematic business planning.

[19] Examples include the completion of feasibility assessments, the number of tools introduced, staff participation, adherence to implementation milestones, actual expenditure against budget and the establishment of basic management procedures. Where possible, these indicators should be complemented by initial evidence of practical usefulness, such as improvements in information availability, planning consistency or internal coordination.
[20] The Worst-Case Scenario should therefore be interpreted as a risk-sensitive entry pathway into business transformation, designed to establish the foundations for feasible, affordable and sustainable implementation.

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3. Realistic Case Scenario – Progressive Adoption and Organisational Consolidation

The Realistic Case Scenario considers the conditions under which a VET organisation possesses sufficient organisational readiness to initiate and progressively consolidate the adoption of the BT4VET Business Transformation Model and Business Suite, while still facing certain limitations in resources, management capacities or internal integration.

Within the WP4 monitoring framework, this scenario corresponds to the **Partial / Developing maturity band (2.6–3.5)**. It represents a condition in which the organisation has moved beyond initial awareness and experimentation but has not yet achieved systematic or institution-wide adoption.

This scenario should not be interpreted as the average or most probable outcome for all VET providers. Rather, it provides a reference framework for organisations operating under intermediate adoption conditions, where the principal challenge is to translate initial implementation efforts into sustainable management practices.

The WP4 monitoring results demonstrate a generally positive evolution across the four assessment periods, while the qualitative validation activities confirm the relevance of flexible, gradual and context-sensitive implementation approaches.

Against this background, the Realistic Case Scenario focuses on the consolidation of existing capacities, the progressive integration of selected tools and the establishment of organisational and financial arrangements capable of sustaining implementation over time.

3.1. Evidence from WP4

The WP4 monitoring results provide several indications supporting the relevance of a progressive adoption pathway.

1. **Implementation and Usage** increased from 2.98 in the first monitoring period to 3.90 in the fourth. Within this category, Organisational Coverage improved from 2.75 to 3.75, while Integration into Processes increased from 2.83 to 4.00. These developments indicate a progression from comparatively limited initial application towards broader organisational use and more structured integration into existing procedures.
2. **Perceived Value and Effectiveness** remained consistently high, reaching 4.14 in the final monitoring period. This suggests that the potential value of the BT4VET tools was recognised throughout implementation, providing a favourable basis for their progressive consolidation.
3. **Business Impact Signals** increased from 3.22 to 3.86, with particularly visible improvements during the later monitoring periods. Although these results reflect self-reported perceptions rather than independently verified financial or operational outcomes, they suggest that the potential benefits of the tools may become more apparent as adoption progresses.

The Partner Test & Validation Reports provide complementary evidence. Across the validation activities, participants recognised the practical relevance and adaptability of the BT4VET approach while highlighting the usefulness of implementation guidance, concrete examples, differentiated adoption pathways and clearer arrangements for measuring organisational results[21].

The following assessment translates these considerations into five complementary dimensions relevant to WP5.

[21] Taken together, these findings support an implementation approach in which VET providers progressively expand the use of the Business Suite, strengthen internal capacities and integrate selected tools into established organisational practices.

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Technical Feasibility

Technical feasibility under the Realistic Case Scenario concerns the organisation's capacity to support the regular and coordinated use of BT4VET tools through its existing technological infrastructure, information systems and staff competences.

Unlike the Worst-Case Scenario, where the principal objective is to establish minimum technical conditions, the Realistic Case assumes that basic infrastructure and digital resources are already available.

The main challenge is therefore to ensure that the selected tools can be integrated efficiently into existing organisational systems and used consistently across relevant departments or operational functions.

The Feasibility Study should assess the adequacy of current hardware, software, connectivity, information-management arrangements and technical support services in relation to the intended scope of adoption. Attention should be given to the compatibility of the Business Suite with existing management procedures and digital working environments.

Where implementation requires the collection and analysis of organisational information, the provider should assess whether relevant data are sufficiently accessible, reliable and consistently organised. This may involve reviewing internal data collection procedures, clarifying responsibilities for information management and establishing common practices for storing, updating and sharing relevant information.

Technical feasibility should also consider the potential for integrating selected tools with existing digital platforms, management applications or administrative systems. However, technological integration should remain proportionate to the organisation's objectives. The introduction of additional software or more sophisticated information systems should be justified by identifiable operational benefits rather than technological innovation alone.

Staff competences represent another important consideration. As adoption expands beyond initial experimentation, a larger number of personnel may need to acquire the technical knowledge necessary to apply the tools independently and consistently.

In conclusion, under the Realistic Case Scenario, technical feasibility should support the transition from individual or occasional tool use towards coordinated and reliable application within established organisational processes[22].

Economic Feasibility

Economic feasibility under the Realistic Case Scenario examines whether the progressive adoption of the BT4VET Business Transformation Model and Business Suite can generate sufficient organisational value to justify the resources required for implementation and continued operation.

At this maturity level, the organisation is assumed to possess a basic capacity to allocate resources to business transformation activities. However, financial commitments must remain consistent with available budgets, operational priorities and realistic expectations regarding future benefits. The Feasibility Study should therefore move beyond the assessment of minimum affordability and consider the medium-term economic sustainability of implementation.

[22] Recommended technical assessment includes:

- Evaluate the adequacy of existing technological infrastructure for regular and expanded use of the Business Suite.
- Assess the compatibility of selected tools with existing information systems and management procedures.
- Verify the availability, reliability and accessibility of organisational data.
- Identify opportunities for improving information sharing and interoperability between relevant organisational functions.
- Assess staff digital competences and requirements for additional technical training.
- Estimate the costs and expected benefits of targeted technological improvements.
- Establish arrangements for technical support, maintenance and continuity of use.

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The first step consists of estimating the costs associated with expanding and consolidating the use of the selected tools. These may include additional staff time, internal training, technical support, software adjustments, external assistance and the administrative resources required to maintain new management procedures.

- Where adoption is expected to improve organisational efficiency, the assessment should identify potential cost savings, productivity gains or improvements in resource allocation.
- Where the tools support the development of new services, training offers or business opportunities, the analysis may also consider potential revenue generation and diversification.

However, these opportunities should be assessed against realistic market conditions, organisational capacities and implementation costs. For example, improved planning, stronger stakeholder relationships and better management information may enhance organisational sustainability without immediately producing identifiable financial returns:

- Cost–benefit analysis should compare the expected costs of implementation with the anticipated financial and organisational benefits over a defined assessment period.
- Return on Investment (ROI) may be used to evaluate investments for which attributable financial returns can be reasonably estimated.
- Payback period can support decisions concerning technological upgrades, staff development or other investments by indicating the expected time required to recover initial expenditure.
- Break-even analysis may be appropriate where the implementation strategy involves introducing or expanding revenue-generating services. In such cases, the organisation should estimate fixed and variable costs, expected service demand and the minimum activity level necessary to cover expenditure.

Where several implementation options are available, comparative investment analysis may help identify the alternative offering the most favourable balance between expected benefits, resource requirements and financial risks. The WP4 monitoring results provide a useful indication of perceived organisational value and benefits, but they do not contain the financial information necessary to calculate these indicators for individual VET providers[23].

Economic feasibility should demonstrate that the progressive adoption of BT4VET tools can be maintained within the organisation's financial capacities while generating identifiable value and supporting medium-term organisational sustainability.

Legal and Regulatory Feasibility

Legal and regulatory feasibility under the Realistic Case Scenario concerns the organisation's capacity to maintain compliance while progressively integrating new management practices, operational procedures and potential business development activities.

The main challenge is therefore not necessarily to obtain the basic authorisations required for operation, but to ensure that the expansion of BT4VET-related activities remains consistent with applicable legal obligations and institutional requirements.

The Feasibility Study should assess whether the intended organisational changes have implications for existing accreditation arrangements, education and training regulations, contractual obligations, employment

[23] Recommended economic assessment includes:

- Estimate the direct, indirect and recurring costs of expanded implementation.
- Identify potential cost savings, efficiency improvements and revenue opportunities.
- Distinguish quantifiable financial benefits from broader organisational benefits.
- Conduct cost–benefit analysis using realistic implementation assumptions.
- Apply ROI, payback period or break-even analysis where relevant and supported by reliable data.
- Compare alternative investment options and implementation priorities.
- Assess financial risks and the organisation's capacity to sustain recurring expenditure.
- Establish financial performance indicators and periodic budget review arrangements.

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conditions or internal governance procedures.

Where the Business Suite supports the development of new training services or organisational activities, the provider should determine whether these initiatives require additional authorisations, certifications or institutional approvals.

Depending on the nature of the data involved, this may require the review of internal policies, access arrangements, data processing responsibilities and information security measures. The assessment should also consider the compatibility of new procedures with existing quality assurance arrangements and any applicable national or sector-specific requirements.

Regulatory compliance should

1. Increasingly be integrated into ordinary management procedures rather than treated as a separate activity undertaken only when difficulties arise. This may involve assigning compliance responsibilities, establishing periodic reviews and ensuring that relevant legal considerations are incorporated into organisational planning[24].
2. Ensure that progressive organisational transformation is supported by appropriate compliance arrangements and does not generate avoidable institutional or administrative risks.

Operational Feasibility

Operational feasibility represents a central dimension of the Realistic Case Scenario, as the principal objective is to move from initial adoption towards the regular and coordinated use of BT4VET tools. The WP4 monitoring results indicate progressive improvements in organisational coverage, process integration and perceived internal benefits.

These findings support the relevance of examining how VET providers can consolidate implementation within their existing management and operational structures.

At this maturity level, the organisation is assumed to possess a basic level of staff engagement, management commitment and familiarity with selected tools. Nevertheless, the expansion of implementation may generate additional requirements concerning internal coordination, workload distribution, staff competences and organisational procedures. The Feasibility Study should:

- Assess whether the organisation can integrate the Business Suite into its ordinary activities without creating excessive administrative complexity or disrupting established service delivery.
- Identify organisational functions in which the tools can generate the greatest practical value. Depending on the provider's characteristics, these may include strategic planning, financial management, training portfolio development, stakeholder engagement, internal quality management or organisational performance monitoring.
- Examine how the selected tools interact with existing procedures and whether implementation requires adjustments to responsibilities, workflows or internal communication arrangements.

A key consideration is the transition from individual tool ownership towards broader organisational participation. Where implementation initially depends on a limited number of motivated staff members, the organisation should progressively establish shared responsibilities and procedures that reduce dependence on individual initiative. Staff development should therefore extend beyond introductory familiarisation and address the competences necessary for independent and consistent application. Operational feasibility should also examine the availability of management support and the extent to which business transformation

[24] Recommended legal and regulatory assessment includes:

- Review the compatibility of proposed organisational changes with existing legal and institutional requirements.
- Verify whether new or expanded activities require additional authorisations, accreditations or certifications.
- Assess relevant data protection, information security and contractual obligations.
- Examine potential implications for staff responsibilities and employment arrangements.
- Review the alignment of new procedures with applicable quality assurance requirements.
- Estimate the costs and administrative implications of regulatory compliance.
- Establish internal responsibilities and periodic mechanisms for reviewing compliance

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objectives are reflected in organisational priorities. Where competing workloads or limited resources remain significant, implementation should proceed through clearly defined stages, allowing the organisation to consolidate one set of practices before expanding to additional areas.

Logistical requirements should also be assessed, including staff scheduling, internal coordination, access to relevant information and the availability of appropriate working arrangements. operational feasibility should support the consolidation of BT4VET tools as regular management instruments, progressively embedded within organisational processes and supported by appropriate internal capacities[25].

[25] Recommended operational assessment includes:

- Identify the organisational functions most suitable for expanded adoption.
- Assess staff availability, competences and training requirements.
- Review existing workflows and identify opportunities for integrating selected tools.
- Establish clear responsibilities for implementation, coordination and monitoring.
- Evaluate internal communication and collaboration arrangements.
- Examine workload, scheduling and logistical implications.
- Identify opportunities for standardising successful practices across relevant organisational units.
- Establish mechanisms for collecting staff feedback and addressing implementation difficulties.

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3.2. Executive Planning

The Business Plan associated with the Realistic Case Scenario should translate the technical, economic, legal and operational feasibility findings into a structured and progressive implementation programme.

Unlike the Worst-Case Scenario, where planning primarily focuses on establishing minimum implementation conditions, the Realistic Case should aim to consolidate existing adoption efforts and extend the use of selected tools across relevant organisational functions.

Executive planning should therefore combine clear implementation priorities with realistic resource allocation, measurable objectives and periodic performance assessment.

Phase	Main activities	Expected outputs
1. Consolidated feasibility assessment	Review technical, economic, legal and operational conditions; identify priorities for expanded adoption	Updated feasibility assessment and implementation priorities
2. Implementation design	Select tools, organisational functions and expected improvements; define scope and objectives	Structured implementation roadmap
3. Resource and responsibility allocation	Assign staff, budgets, technical support and management responsibilities	Operational and financial implementation arrangements
4. Progressive integration	Introduce selected tools into relevant organisational procedures and management activities	Expanded and more consistent organisational application
5. Performance monitoring	Assess implementation progress, costs, operational benefits and emerging difficulties	Monitoring reports and corrective actions
6. Consolidation and further development	Review results, standardise effective practices and identify opportunities for broader adoption	Updated Business Plan and consolidation strategy

The duration and intensity of each phase should reflect the organisation's maturity, available resources and operational priorities. Executive planning should address the same five interconnected elements as before.

1. **Implementation responsibilities.** The Business Plan should identify the organisational units and personnel responsible for implementation, coordination and monitoring. Responsibilities should be distributed in a manner that supports continuity and avoids excessive dependence on individual staff members.
2. **Resource allocation.** The plan should specify the financial, technical and human resources required for each activity. Particular attention should be given to recurring expenditure and the capacity to maintain implementation beyond the initial phase.
3. **Timeline and milestones.** Activities should be organised into a realistic sequence, with clearly defined milestones for the introduction, integration and consolidation of selected tools.
4. **Risk management.** The plan should identify risks associated with implementation delays, resource limitations, staff turnover, technological incompatibilities, regulatory requirements or lower-than-expected benefits. Corresponding mitigation measures should be incorporated into the implementation programme.
5. **Performance monitoring and decision-making.** A structured set of indicators should be established to assess both implementation progress and emerging organisational benefits. Relevant indicators may include the number of tools regularly applied, the organisational functions involved, staff participation, adherence to implementation milestones, budget performance and improvements in selected management processes. Where sufficient data are available, the organisation may also

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monitor cost savings, productivity improvements, service development outcomes or other relevant financial and operational indicators. Monitoring arrangements should enable management to compare expected and actual results, identify corrective actions and determine whether implementation should be maintained, adjusted or expanded.

The Business Plan should also establish periodic decision points at which the organisation can review its implementation priorities and assess readiness for further development.

3.3. Expected Outcomes and Transition to Higher Maturity

Under the Realistic Case Scenario, successful implementation should be defined by the progressive consolidation of BT4VET tools within established organisational practices. The principal objective is to move beyond initial experimentation towards a more structured, coordinated and sustainable approach to business transformation.

Expected outcomes may include:

- More consistent and coordinated use of selected Business Suite tools.
- Improved compatibility between technological resources and organisational management requirements.
- Greater clarity regarding implementation costs, expected benefits and financial sustainability.
- Appropriate legal and regulatory arrangements supporting expanded activities.
- Stronger staff competences, management coordination and internal ownership.
- Progressive integration of selected tools into established organisational processes.
- More systematic monitoring of implementation progress and organisational benefits.
- A structured basis for further investment and business development decisions.

The achievement of these outcomes should contribute to strengthening the organisation's capacity to manage business transformation as a continuous process rather than a collection of isolated activities. Progression towards the Best-Case Scenario should depend on evidence that the selected tools are being used consistently, that implementation costs remain manageable and that the organisation possesses the capacities necessary for broader institutional integration[26].

The Realistic Case Scenario should therefore be interpreted as a structured pathway towards sustainable organisational consolidation, designed to transform initial adoption efforts into regular management practices and establish the conditions for more advanced business development.

[26] Additional progression conditions may include the availability of reliable performance information, demonstrated improvements in selected organisational processes, stronger management ownership and the identification of viable opportunities for further development. Once these conditions are sufficiently established, the VET provider may progressively move towards advanced implementation and institutionalisation.

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4. Best Case Scenario – Advanced Implementation and Institutionalisation

The Best-Case Scenario considers the conditions under which a VET organisation possesses advanced organisational readiness, adequate management capacities and favourable technical, economic and operational conditions for the systematic adoption of the BT4VET Business Transformation Model and Business Suite.

Within the WP4 monitoring framework, this scenario corresponds to the **Advanced Implementation (3.6–4.5)** and **Excellence / Institutionalisation (4.6–5.0)** maturity bands. These bands describe favourable organisational conditions rather than the verified performance of individual organisations participating in WP4. Although the monitoring results indicate positive developments and several final aggregate scores fall within the Advanced Implementation band, they do not establish that individual VET providers have achieved comprehensive institutionalisation.

The Best-Case Scenario should therefore be understood as a reference framework for organisations capable of moving beyond progressive adoption towards systematic integration, performance optimisation and long-term business development.

At this level, the principal objective is not simply to increase the number of tools adopted, but to ensure that their application contributes to coherent organisational decision-making, efficient resource management, service development and sustainable institutional growth. The scenario also considers opportunities for extending successful practices across organisational functions, strengthening external partnerships and developing more advanced approaches to performance management.

4.1. Evidence from WP4

The WP4 monitoring results provide several indications relevant to understanding the conditions associated with advanced adoption maturity.

1. **Implementation and Usage** increased from 2.98 in the first monitoring period to 3.90 in the fourth, reaching the Advanced Implementation band at aggregate category level. Integration into Processes recorded particularly substantial progress, increasing from 2.83 to 4.00. This development suggests that the participating organisations progressively strengthened the incorporation of BT4VET tools into their existing organisational practices.
2. **Perceived Value and Effectiveness** remained consistently high throughout the monitoring process, reaching 4.14 in the final assessment. This provides a favourable indication of the perceived strategic relevance and practical usefulness of the BT4VET approach.
3. **Business Impact Signals** increased from 3.22 to 3.86. Within this category, Performance Improvements increased from 3.00 to 3.83, while External Recognition increased from 3.17 to 3.92.

The qualitative validation reports provide complementary insights. Participants generally recognised the strategic relevance, adaptability and practical potential of the BT4VET Model and Business Suite. The validation activities also highlighted the importance of measurable indicators, implementation guidance and appropriately structured adoption pathways. These considerations remain relevant under advanced implementation conditions, where the principal challenge is to consolidate and extend the value generated by the tools[27].

The following assessment translates these considerations into five complementary dimensions relevant to WP5.

[27] Taken together, the WP4 findings support the examination of a favourable scenario in which organisational capacities are sufficiently developed to enable more systematic integration, performance management and long-term business planning.

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Technical Feasibility

Technical feasibility under the Best-Case Scenario concerns the organisation's capacity to support advanced, coordinated and sustainable application of the BT4VET Business Suite through appropriate technological infrastructure, reliable information systems and well-developed staff competences. Unlike the Worst and Realistic Case Scenarios, the Best Case assumes that the organisation has already established the technical conditions necessary for regular implementation. The principal objective is therefore to optimise the technological environment supporting business transformation and ensure that the selected tools can operate effectively across relevant organisational functions.

The Feasibility Study should examine whether existing information systems, digital platforms and data-management procedures adequately support the organisation's strategic and operational objectives. Particular attention should be given to the consistency, accessibility and reliability of organisational information.

At advanced maturity levels, effective business planning increasingly depends on the organisation's capacity to collect, consolidate and analyse information concerning financial performance, training provision, operational efficiency, stakeholder relationships and other relevant management dimensions.

The organisation should therefore assess opportunities to improve information flows between departments and reduce duplication in data collection or administrative procedures. Where appropriate, technical feasibility may also consider the integration of existing management applications, digital collaboration environments and performance-monitoring systems. However, technological sophistication should not be treated as an objective in itself. Any proposed technological investment should respond to identifiable organisational needs and demonstrate a credible contribution to efficiency, information quality or management effectiveness.

Technical feasibility should also address system reliability, maintenance requirements, data security and continuity of operations. As the organisation becomes more dependent on structured digital information and management tools, arrangements for technical support, system maintenance and information protection become increasingly important.

Staff competences should be assessed not only in relation to basic tool use, but also in terms of independent application, data interpretation and the capacity to support colleagues across organisational functions. The organisation may also consider developing internal technical expertise to reduce dependence on external assistance and strengthen long-term implementation autonomy. Technical feasibility should support the transition from reliable tool adoption towards an integrated and efficient technological environment capable of sustaining advanced organisational management and continuous improvement[28].

Economic Feasibility

Economic feasibility under the Best-Case Scenario examines the extent to which the systematic adoption of the BT4VET Business Transformation Model and Business Suite can contribute to organisational efficiency, financial sustainability and long-term development. At this maturity level, the organisation is assumed to possess sufficient management capacity and financial planning arrangements to evaluate more ambitious transformation initiatives.
Objective is therefore to move beyond the affordability and sustainability considerations emphasised in the previous scenarios and assess the economic value of further organisational development.

[28] Recommended technical assessment includes:

- Evaluate the performance and adequacy of existing technological infrastructure.
- Assess opportunities for improving interoperability and information sharing across organisational functions.
- Verify the reliability, accessibility and quality of data used for strategic and operational decision-making.
- Identify opportunities to streamline digital procedures and reduce administrative duplication.
- Assess the technical requirements of advanced monitoring and performance-management arrangements.
- Examine system maintenance, information security and business continuity requirements.
- Evaluate staff competences and opportunities for developing internal technical expertise.
- Estimate the costs and expected benefits of further technological optimisation.

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The Feasibility Study should identify the costs associated with maintaining, optimising and potentially expanding the use of the Business Suite. These may include continued staff development, technological improvements, specialist support, additional management activities and investments associated with new organisational or business development initiatives.

The assessment should also examine whether the systematic application of the tools can support improvements in resource allocation, cost management, administrative efficiency or the quality and competitiveness of training-related services.

Where the organisation intends to introduce new services, expand existing provision or diversify its activities, the Feasibility Study should assess the corresponding market conditions, financial requirements and expected economic returns. This may involve analysing potential demand, service delivery costs, pricing arrangements, available funding sources and the financial implications of different development options.

Where reliable organisation-specific data are available, the Feasibility Study should apply appropriate economic and financial indicators.

1. **Cost–benefit analysis** should compare the expected costs of further investment with anticipated financial and organisational benefits over a defined assessment period.
2. **Return on Investment (ROI)** may be used to assess the profitability of investments generating identifiable financial returns.
3. **Payback period** can support investment decisions by estimating the time required to recover initial expenditure.
4. **Break-even analysis** is particularly relevant where the organisation intends to introduce or expand revenue-generating services. The assessment should determine the activity or revenue level necessary to cover the associated fixed and variable costs.

Where investment decisions involve several alternative development options, comparative financial analysis may help identify the most advantageous allocation of resources[29]. Under the Best-Case Scenario, economic feasibility should support informed investment decisions, optimise the allocation of organisational resources and identify financially sustainable opportunities for further business development. Financial sensitivity analysis should be incorporated where appropriate to examine how changes in costs, demand, revenues or implementation timelines could affect expected results. These analyses should be based on actual organisational information and credible projections[30].

Legal and Regulatory Feasibility

Legal and regulatory feasibility under the Best-Case Scenario concerns the organisation's capacity to support advanced business transformation while maintaining compliance with applicable legal, institutional and sector-specific requirements.

The Feasibility Study should examine whether the proposed development initiatives remain compatible with the organisation's legal status, accreditation conditions, contractual obligations and applicable education and training regulations. Where business transformation involves introducing new training programmes, qualifications, delivery arrangements or other services, the organisation should verify whether additional

[29] For investments extending over several years, the organisation may also consider discounted cash-flow indicators, such as Net Present Value (NPV), where sufficiently reliable financial projections and discount-rate assumptions are available.

[30] Recommended economic assessment includes:

- Estimate the costs of maintaining, optimising and expanding implementation.
- Identify opportunities for cost savings, productivity improvements and more efficient resource allocation.
- Assess potential revenue opportunities and service diversification strategies.
- Conduct cost–benefit analysis using realistic financial and organisational assumptions.
- Apply ROI, payback period, break-even analysis or NPV where relevant and supported by reliable data.
- Compare alternative investment options and development priorities.
- Conduct sensitivity analysis to assess the implications of changes in costs, demand or expected benefits.
- Evaluate the financial sustainability of proposed growth initiatives.
- Establish appropriate financial performance indicators and investment review arrangements.

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authorisations, certifications or institutional approvals are required[31].

As information systems and monitoring arrangements become more integrated, the organisation should also assess whether existing data protection and information security procedures remain adequate. Legal and regulatory feasibility should increasingly be incorporated into strategic planning and organisational risk management. This may involve establishing clear compliance responsibilities, periodic internal reviews and procedures for assessing the regulatory implications of new activities before implementation. Where appropriate, the organisation may also examine opportunities to strengthen its institutional position through recognised accreditation, certification or quality assurance arrangements.

However, such opportunities should be pursued only where they are relevant to the organisation's objectives and supported by a credible assessment of their costs and expected benefits[32]. Under the Best-Case Scenario, legal and regulatory feasibility should provide a stable framework for advanced organisational development, ensuring that expansion and innovation remain compatible with applicable requirements and institutional responsibilities.

Operational Feasibility

Operational feasibility under the Best-Case Scenario examines the organisation's capacity to institutionalise the BT4VET Business Transformation Model and Business Suite as integral components of its management and operational practices. It should support the institutionalisation of BT4VET tools as established management practices, while ensuring that the organisation possesses the capacities necessary for continued improvement and sustainable development.

The WP4 monitoring results indicate progressive improvements in organisational coverage, process integration and perceived business impact. These developments support the relevance of examining how advanced VET providers can move from consolidated implementation towards systematic organisational integration and continuous improvement.

Challenge is to ensure that implementation is sustained across organisational functions and contributes consistently to strategic and operational decision-making. Where tools are applied across several departments or operational units, the organisation should examine whether responsibilities, information flows and coordination mechanisms are sufficiently clear and consistent.
Advanced operational feasibility also requires consideration of organisational resilience.

The regular use of management tools should not depend exclusively on individual staff members or temporary project-related arrangements. The organisation should therefore assess opportunities to institutionalise responsibilities, document procedures and establish mechanisms for transferring relevant knowledge and competences. Staff development should focus on maintaining and extending the capacity to use the Business Suite independently, interpret performance information and contribute to organisational improvement.

The Feasibility Study should also examine whether the organisation possesses the operational capacity to support new services, additional partnerships or other business development initiatives.

Where expansion is envisaged, the assessment should consider potential implications for staffing, facilities, scheduling, administrative procedures, service quality and stakeholder coordination.

[31] Depending on the national context and the nature of the proposed initiatives, this may involve reviewing requirements related to education and training provision, quality assurance, employment, contractual relationships and the processing of organisational or personal information.
[32] Recommended legal and regulatory assessment includes:

- Review the compatibility of proposed development initiatives with applicable legal and institutional requirements.
- Identify any additional authorisations, accreditations or certifications required for new activities.
- Assess the regulatory implications of service expansion and organisational development.
- Review data protection, information security and contractual obligations.
- Examine the adequacy of existing quality assurance and compliance arrangements.
- Estimate the costs and administrative requirements associated with additional regulatory obligations.
- Integrate legal and regulatory considerations into strategic planning and investment decisions.
- Establish mechanisms for periodic compliance review and regulatory risk management.

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The organisation should distinguish between opportunities that can be accommodated within existing capacities and those requiring additional operational investment. Performance monitoring should become an established management practice, allowing the organisation to identify inefficiencies, assess emerging needs and introduce corrective measures[33].

[33] Recommended operational assessment includes:

- Evaluate the integration of BT4VET tools into formal organisational procedures and management cycles.
- Assess the alignment between implementation practices and institutional strategic objectives.
- Review the distribution of responsibilities and coordination across organisational functions.
- Identify opportunities for standardising effective management practices.
- Examine organisational resilience, staff continuity and knowledge-transfer arrangements.
- Assess operational capacities for service development and potential expansion.
- Evaluate staffing, logistical and administrative requirements associated with growth initiatives.
- Strengthen arrangements for performance monitoring, internal feedback and continuous improvement.

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4.2 Executive Planning

The Business Plan associated with the Best-Case Scenario should translate the findings of the technical, economic, legal and operational assessments into an integrated programme for organisational optimisation, institutionalisation and long-term development.

Unlike the first two scenarios, where planning focuses respectively on establishing minimum implementation conditions and consolidating progressive adoption, the Best Case should aim to maximise the strategic value generated by the systematic application of the BT4VET tools. Executive planning should therefore combine operational consolidation with performance optimisation, investment prioritisation and the identification of viable development opportunities.

Phase	Main activities	Expected outputs
1. Advanced feasibility assessment	Review technical, economic, legal and operational conditions; identify optimisation and development opportunities	Advanced feasibility assessment and strategic priorities
2. Strategic development planning	Define organisational objectives, investment priorities and potential growth initiatives	Integrated business development roadmap
3. Investment and resource allocation	Assign budgets, staff, technological resources and management responsibilities	Financial and operational investment plan
4. Institutionalisation and optimisation	Integrate selected tools into formal management procedures and improve organisational processes	Standardised management practices and improved coordination
5. Performance and financial evaluation	Assess organisational results, financial performance, investment effectiveness and emerging risks	Performance reports and investment review findings
6. Expansion and continuous improvement	Consolidate successful practices and evaluate opportunities for service development, partnerships or scaling	Updated Business Plan and long-term development strategy

The duration and scope of each phase should reflect the organisation's strategic priorities, available resources and the nature of the development initiatives being considered. Highlight is on the same five interconnected elements as before.

1. **Strategic responsibilities and governance.** The Business Plan should identify the management bodies, organisational units and personnel responsible for strategic decisions, implementation oversight and performance evaluation. Responsibilities should be formally established to ensure continuity and accountability.
2. **Investment and resource allocation.** The plan should specify the financial, technical and human resources required for maintaining existing practices and pursuing further development. Investment decisions should be supported by appropriate feasibility assessments and realistic financial projections.
3. **Timeline and strategic milestones.** Activities should be organised into a coherent implementation sequence, with milestones addressing organisational integration, performance improvements, investment decisions and potential expansion.
4. **Risk management and organisational resilience.** The plan should assess risks associated with investment performance, technological dependence, regulatory changes, operational expansion and resource availability. Appropriate mitigation and contingency measures should be incorporated into the development programme.

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5. **Performance management and decision-making.** A structured system of indicators should be established to assess implementation quality, organisational efficiency, financial sustainability and the achievement of strategic objectives. Relevant indicators may include the regular use of Business Suite tools across organisational functions, the integration of management procedures, staff competences, operational efficiency and the achievement of planned organisational improvements. Where reliable financial data are available, the organisation may also monitor cost efficiency, investment returns, revenue development, service profitability or other relevant economic indicators. Performance monitoring should support periodic management reviews and provide a basis for adjusting investment priorities, improving organisational procedures and evaluating new development opportunities.

The Business Plan should also identify decision points at which management can determine whether the organisation possesses sufficient technical, financial, legal and operational capacity to pursue further expansion.

4.3. Expected Outcomes and Long-Term Institutional Development

Under the Best-Case Scenario, successful implementation should be defined by the systematic integration of BT4VET tools into organisational management practices and their contribution to sustainable institutional development. The principal objective is to move beyond consolidated adoption towards an advanced capacity for strategic planning, performance management and continuous organisational improvement. Expected outcomes may include:

- Systematic and coordinated application of the Business Suite across relevant organisational functions.
- Improved technological integration and more reliable management information.
- Stronger financial planning, investment assessment and resource allocation practices.
- Established legal and regulatory arrangements supporting organisational development.
- Institutionalised management responsibilities and operational procedures.
- Greater organisational capacity to assess and improve performance.
- More informed decisions concerning service development, investment and strategic partnerships.
- Enhanced capacity to identify and pursue sustainable opportunities for growth and scaling.
- A structured framework for continuous improvement and long-term business transformation.

Their achievement should be verified through appropriate performance indicators and organisation-specific evidence rather than assumed solely from adoption maturity scores. The BT4VET Business Transformation Model and Business Suite should no longer be treated as separate project-related instruments, but as established resources supporting organisational decision-making and business development. Long-term sustainability should depend on the organisation's ability to maintain the necessary technical, economic, legal and operational conditions, periodically review its performance and adapt its management practices to evolving institutional and market requirements.

The Best-Case Scenario should therefore be interpreted as a strategic pathway towards institutionalised business transformation, designed to consolidate advanced management capacities, optimise organisational performance and support sustainable long-term development.

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5. Consolidated Comparison of Adoption Scenarios

The following table provides a consolidated comparison of the three adoption scenarios, translating the findings of WP4 into differentiated feasibility and business planning priorities.

Structured around five key dimensions—technical, economic, legal and regulatory, operational feasibility, and executive planning—the framework illustrates how implementation requirements, resource commitments, management priorities and expected outcomes evolve according to organisational maturity.

Rather than prescribing a uniform approach, it offers VET providers a practical reference for identifying the most appropriate implementation pathway, assessing their organisational conditions and informing the development of context-sensitive Feasibility Studies and Business Plans under WP5.

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ASSESSMENT DIMENSION	WORST CASE SCENARIO	REALISTIC CASE SCENARIO	BEST CASE SCENARIO
Adoption Maturity	Failure to Launch / Initial Stage (1.0–2.5)	Partial / Developing (2.6–3.5)	Advanced Implementation / Institutionalisation (3.6–5.0)
Overall Strategic Priority	Establish minimum conditions for adoption	Consolidate and progressively integrate adoption	Institutionalise adoption and optimise organisational performance
TECHNICAL FEASIBILITY			
Technological Infrastructure	Ensure availability of essential hardware, software and connectivity	Improve the reliability and adequacy of existing technological resources	Optimise technological infrastructure to support advanced organisational management
Digital Tools and Systems	Prioritise accessible tools requiring limited technical resources	Integrate selected tools into existing digital working environments	Strengthen interoperability and coordinated application across organisational functions
Data Availability and Management	Establish basic data collection and information-management procedures	Improve data reliability, accessibility and internal information sharing	Consolidate integrated information systems and data-driven decision-making
Technical Competences	Provide introductory training and essential technical assistance	Strengthen staff autonomy and consistent tool application	Develop advanced internal expertise and continuous technical improvement
ECONOMIC FEASIBILITY			
Financial Priority	Minimise costs and verify basic affordability	Ensure medium-term financial sustainability	Optimise investment performance and support sustainable growth
Cost Structure	Identify essential costs and avoid unnecessary expenditure	Assess direct, indirect and recurring implementation costs	Evaluate investment, maintenance and expansion costs
Cost–Benefit Assessment	Identify minimum expected benefits relative to implementation costs	Compare implementation costs with expected organisational and financial benefits	Maximise the value generated by investments and organisational improvements
Profitability and Investment Indicators	Apply basic financial indicators where reliable data are available	Use ROI, payback period and break-even analysis where relevant	Apply advanced investment analysis, including NPV and sensitivity analysis where appropriate
Revenue and Business Opportunities	Prioritise existing activities and avoid financially demanding expansion	Explore viable service improvements and selective revenue opportunities	Assess service diversification, revenue growth and strategic investment opportunities
Financial Risk	Contain expenditure and minimise financial exposure	Balance investment commitments with available resources and expected returns	Manage investment risks and assess alternative development strategies
LEGAL AND REGULATORY FEASIBILITY			
Regulatory Compliance	Verify minimum legal and institutional requirements	Maintain compliance during progressive organisational changes	Integrate compliance into strategic development and institutional governance
Authorisations and Certifications	Identify essential permits, approvals or accreditations required for initial activities	Verify additional requirements associated with expanded activities	Assess regulatory requirements supporting new services and institutional expansion
Data Protection and Information Security	Establish basic compliance with applicable data protection requirements	Strengthen internal procedures for data processing and information management	Consolidate structured data governance and information security arrangements
Quality Assurance	Ensure compatibility with existing institutional requirements	Align new procedures with applicable quality assurance arrangements	Integrate quality assurance into continuous improvement and strategic management
OPERATIONAL FEASIBILITY			
Organisational Capacity	Establish minimum implementation capacity and basic responsibilities	Strengthen internal coordination and consolidate organisational readiness	Institutionalise management practices and support organisational development
Human Resources	Assign a limited number of staff and provide essential training	Develop staff competences and distribute implementation responsibilities	Strengthen advanced competences, knowledge transfer and organisational continuity
Internal Processes	Test selected tools within existing procedures	Progressively integrate tools into regular management activities	Standardise and optimise practices across relevant organisational functions
Management and Governance	Establish initial ownership and management commitment	Strengthen coordination, accountability and management oversight	Embed business transformation within formal governance and strategic decision-making
Logistics and Workload	Minimise additional administrative and logistical burdens	Coordinate implementation with existing operational requirements	Optimise resource allocation and operational arrangements for further development
EXECUTIVE PLANNING			
Planning Approach	Small-scale and incremental implementation	Structured and progressive implementation	Integrated strategic planning and long-term development
Implementation Scope	Select a limited number of priority tools	Expand adoption across relevant organisational functions	Consolidate systematic application and evaluate opportunities for scaling
Resource Allocation	Commit minimum necessary financial, technical and human resources	Allocate resources according to implementation priorities and expected benefits	Optimise resource allocation and support strategic investments
Timeline and Milestones	Establish short-term and achievable implementation milestones	Define phased implementation and consolidation milestones	Establish strategic milestones for optimisation, investment and expansion
Performance Monitoring	Track initial adoption, resource use and basic implementation progress	Monitor regular tool use, operational improvements and financial sustainability	Assess organisational performance, investment effectiveness and strategic outcomes
Risk Management	Identify and mitigate barriers that could prevent implementation	Manage operational, financial and organisational risks during integration	Anticipate investment, regulatory and expansion-related risks
EXPECTED OUTCOME	Minimum organisational readiness and initial adoption	Sustainable integration and consolidated management practices	Institutionalised business transformation and long-term organisational development

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6. Comparative Analysis and Strategic Recommendations

The three scenarios presented in the previous sections provide a differentiated framework for assessing the feasibility of adopting and integrating the BT4VET Business Transformation Model and Business Suite under varying organisational conditions. The Worst, Realistic and Best-Case Scenarios are not intended to represent fixed categories of VET providers or predetermined implementation outcomes. Rather, they describe alternative conditions of organisational readiness, resource availability and adoption maturity that may influence the technical, economic, legal, operational and managerial requirements of business transformation.

The comparative framework presented above illustrates how implementation priorities evolve across these conditions, from establishing minimum adoption capacities to consolidating organisational integration and pursuing advanced institutional development. Building on this analysis, the present section identifies the principal considerations for selecting an appropriate implementation pathway and formulates strategic recommendations for translating WP4 evidence into the Feasibility Studies and Business Plans developed under WP5.

6.1. Selecting the Appropriate Adoption Scenario

The selection of an appropriate adoption scenario should begin with an assessment of the VET provider's actual organisational conditions. Although the WP4 monitoring framework provides five maturity bands, scenario selection should not depend exclusively on a numerical score. Organisational readiness is multidimensional, and different aspects of implementation may develop at different rates[34]. The following considerations should guide this process:

1. **Organisational maturity.** Assess the current extent of tool adoption, organisational coverage and integration into established management processes.
2. **Technical readiness.** Determine whether the organisation possesses the technological infrastructure, information resources and staff competences required for the intended implementation activities.
3. **Economic capacity.** Evaluate available financial resources, expected implementation costs and the organisation's capacity to sustain expenditure over time.
4. **Legal and regulatory conditions.** Identify any authorisations, compliance obligations or institutional requirements that may influence the implementation scope or timeline.
5. **Operational capacity.** Examine internal responsibilities, staff availability, management commitment, logistical arrangements and the compatibility of proposed activities with existing procedures.

These considerations should support a reasoned assessment of the organisation's overall implementation conditions.

- Worst Case Scenario may be appropriate where substantial constraints prevent the organisation from initiating structured adoption.

[34] For example, a provider may demonstrate strong recognition of the strategic value of BT4VET tools while possessing more limited capacities for their technical or operational integration. Similarly, an organisation may have adequate technological resources but face financial, regulatory or management constraints affecting the feasibility of further adoption. Consequently, scenario selection should combine the results of organisational self-assessment with a structured examination of the five feasibility dimensions.

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- Realistic Case Scenario may be appropriate where initial capacities are established but further consolidation and integration remain necessary.
- Best Case Scenario may be appropriate where advanced management capacities and favourable organisational conditions support systematic integration, optimisation and potential expansion.

Where different feasibility dimensions indicate different levels of readiness, the organisation should avoid assigning itself to a more advanced scenario solely on the basis of favourable results in one area[35].

6.2. Cross-Scenario Strategic Recommendations

The comparative analysis identifies several strategic recommendations applicable across all three scenarios, although their practical implications may differ according to organisational maturity.

Recommendation 1 – Align implementation ambitions with actual organisational capacities

The scope and intensity of BT4VET adoption should reflect the organisation's technical, economic, legal and operational conditions. Organisations with limited readiness should prioritise manageable activities and essential tools, while more advanced providers may consider broader integration and development initiatives. This approach reduces the risk of disproportionate resource commitments and supports more realistic implementation objectives.

Recommendation 2 – Prioritise organisational needs over the comprehensive adoption of tools

The Business Suite should be approached as a set of resources supporting organisational development rather than as a collection of instruments that must necessarily be implemented simultaneously. Tool selection should be guided by identified management needs, strategic priorities and expected organisational benefits. The Feasibility Study should therefore establish a clear relationship between the challenges faced by the VET provider, the selected BT4VET tools and the improvements these tools are expected to support.

Recommendation 3 – Integrate economic considerations into implementation decisions

Business transformation requires organisational resources, even where the direct financial costs of individual tools are limited. Feasibility assessments should therefore consider staff time, technical assistance, training, administrative requirements and any additional investment needs. Where appropriate, cost–benefit analysis, break-even calculations and investment indicators should support decisions concerning the introduction or expansion of activities. However, financial analysis should remain proportionate to the nature of the intended intervention and the reliability of available information. Expected financial returns should not be inferred directly from adoption maturity scores or self-reported organisational benefits.

[35] Instead, the Feasibility Study should identify the principal constraints affecting the intended activities and determine whether these can be addressed through appropriate implementation measures. Scenario selection should therefore be treated as an informed management decision, rather than a mechanical classification exercise.

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Recommendation 4 – Strengthen internal ownership and management accountability

The sustainability of BT4VET adoption depends on the organisation's capacity to maintain implementation beyond initial testing activities. Clear responsibilities, management oversight and appropriate staff involvement should therefore be established from the outset. As organisational maturity increases, these arrangements should progressively evolve from basic implementation coordination towards more formalised governance and performance-management practices.

Recommendation 5 – Establish measurable objectives and proportionate monitoring arrangements

Each Business Plan should identify expected results and establish indicators appropriate to the organisation's maturity and implementation objectives.

1. Under less favourable conditions, monitoring may focus primarily on initial adoption, staff participation and the completion of essential activities.
2. At intermediate maturity levels, indicators should increasingly address process integration, operational improvements and financial sustainability.
3. Under advanced conditions, monitoring may extend to investment performance, organisational efficiency, service development and other strategic outcomes. In all cases, monitoring should support practical decision-making rather than generate unnecessary administrative complexity.

Recommendation 6 – Treat scenario progression as an evidence-based process

The three scenarios should not be interpreted as rigid or permanent organisational categories. A VET provider may progressively move from one scenario to another as its resources, competences and management capacities develop. However, progression should depend on demonstrated improvements in organisational readiness and implementation results rather than the passage of time alone. Periodic feasibility reviews should therefore identify whether the conditions necessary for broader adoption have been established and whether the corresponding resource commitments remain sustainable.

6.3. From Feasibility Assessment to Business Planning

Once the appropriate adoption scenario has been identified and the relevant feasibility conditions assessed, the findings should be translated into a practical Business Plan. The Business Plan should establish a clear relationship between organisational objectives, selected BT4VET tools, available resources, implementation activities and expected outcomes.

Regardless of the scenario adopted, the planning process should address six essential components.

- **Strategic objectives.** Define the organisational improvements that the implementation of BT4VET tools is expected to support.
- **Implementation scope.** Identify the tools, organisational functions and activities included in the proposed intervention.

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- **Resource requirements.** Specify the human, technical and financial resources necessary for implementation and continued operation.
- **Executive arrangements.** Establish responsibilities, timelines, milestones and coordination procedures.
- **Performance indicators.** Define measurable criteria for assessing implementation progress and expected organisational benefits.
- **Risk management and review.** Identify principal implementation risks, corresponding mitigation measures and decision points for adjusting the plan.

The level of detail and complexity of these components should remain proportionate to the organisation's maturity and the scale of the intended activities[36].

6.4. Final Strategic Considerations

The combined analysis of WP4 monitoring results, qualitative validation findings and scenario-based feasibility considerations highlights the importance of adopting a flexible and evidence-informed approach to business transformation in VET organisations. The monitoring results indicate an overall positive evolution in the adoption and integration of BT4VET tools, while the validation activities confirm their perceived relevance and adaptability to different organisational contexts. At the same time, the evidence suggests that implementation requires attention to organisational capacities, practical guidance, resource availability and the progressive consolidation of management practices. These considerations reinforce the rationale for adopting differentiated implementation pathways rather than prescribing a uniform transformation model[37].

The central recommendation emerging from the analysis is that successful business transformation should be guided not by the maximum number of tools adopted, but by the organisation's capacity to apply the most relevant tools effectively, sustainably and in alignment with its strategic objectives.

[36] For organisations operating under the Worst-Case Scenario, the Business Plan should primarily establish a manageable implementation pathway and the minimum conditions for continued adoption. Under the Realistic Case Scenario, planning should focus on the progressive integration of selected tools, the consolidation of internal capacities and the sustainability of implementation. Under the Best-Case Scenario, the Business Plan may address more advanced objectives concerning performance optimisation, investment prioritisation, institutionalisation and potential organisational development. In all three cases, the Business Plan should remain adaptable to changing organisational conditions and to the evidence generated during implementation.

[37] The three scenarios provide a structured framework for addressing this diversity. Worst- Case Scenario identifies the minimum conditions necessary for initiating adoption under constrained circumstances. Realistic Case Scenario supports the progressive consolidation of tools within ordinary organisational practices. Best-Case Scenario provides a reference for advanced integration, performance optimisation and long-term institutional development. Together, these scenarios offer a practical basis for assessing organisational readiness, defining proportionate implementation priorities and supporting informed decisions concerning resource allocation and business development.

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Annex – Quantitative Evolution of WP4 Monitoring Parameters

The classification of the 12 WP4 monitoring parameters according to their final assessment scores (P4) reveals a predominantly advanced level of adoption maturity. Eleven out of twelve parameters (91.7%) fall within the Best-Case Scenario, specifically the Advanced Implementation / Maturity band (3.6–4.5). No parameter falls within the Realistic Case Scenario (2.6–3.5), while the remaining parameter, Obstacles / Inhibitors Encountered, records a score of 2.50, numerically corresponding to the Worst-Case Scenario. However, this latter result requires methodological caution due to differences in the scoring direction of the underlying assessment items.

Overall, the distribution indicates favourable aggregate monitoring results across most dimensions of adoption, without implying that individual participating organisations have necessarily achieved comprehensive institutionalisation or that the three prospective feasibility scenarios represent directly observed organisational outcomes.

Master Quantitative Table – Evolution of the 12 WP4 Monitoring Parameters

Assessment category	P1	P2	P3	P4	Δ P1–P4
1. Frequency of Use	2.92	3.08	3.33	3.67	+0.75
2. Organisational Coverage	2.75	3.17	3.42	3.75	+1.00
3. Integration into Processes	2.83	3.17	3.58	4.00	+1.17
4. Cost–Benefit Perception	3.42	3.75	3.83	4.17	+0.75
5. Usability & Accessibility	4.08	4.25	4.25	4.33	+0.25
6. Strategic Usefulness	4.58	4.33	3.92	4.25	−0.33
7. Internal Benefits	3.25	3.75	3.67	3.83	+0.58
8. Organisational Change	3.50	3.33	3.58	3.83	+0.33
9. Performance Improvements	3.00	3.17	3.75	3.83	+0.83
10. External Recognition	3.17	3.25	3.83	3.92	+0.75
11. Obstacles / Inhibitors	3.50	3.50	2.83	2.50	−1.00
12. Enabling Factors	3.08	4.25	4.25	4.33	+1.25

Period-to-period incremental changes are calculated from unrounded means and displayed to two decimal places.

Assessment category	P1 → P2	P2 → P3	P3 → P4
1. Frequency of Use	+0.17	+0.25	+0.33
2. Organisational Coverage	+0.42	+0.25	+0.33
3. Integration into Processes	+0.33	+0.42	+0.42
4. Cost–Benefit Perception	+0.33	+0.08	+0.33
5. Usability & Accessibility	+0.17	0.00	+0.08
6. Strategic Usefulness	−0.25	−0.42	+0.33
7. Internal Benefits	+0.50	−0.08	+0.17
8. Organisational Change	−0.17	+0.25	+0.25
9. Performance Improvements	+0.17	+0.58	+0.08

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10. External Recognition	+0.08	+0.58	+0.08
11. Obstacles / Inhibitors	0.00	−0.67	−0.33
12. Enabling Factors	+1.17	0.00	+0.08

This Annex provides a visual overview of the evolution of the 12 WP4 monitoring parameters across the four assessment periods (P1–P4). The parameters are organised into four categories: Implementation & Usage, Perceived Value & Effectiveness, Business Impact Signals, and Cross-cutting Factors. Each chart is accompanied by a brief narrative interpretation highlighting the main trends and developments observed throughout the monitoring process. The Annex complements the analysis presented in the main report by offering a consolidated, evidence-based perspective on the progression of BT4VET tool adoption, independently of the three prospective feasibility scenarios.

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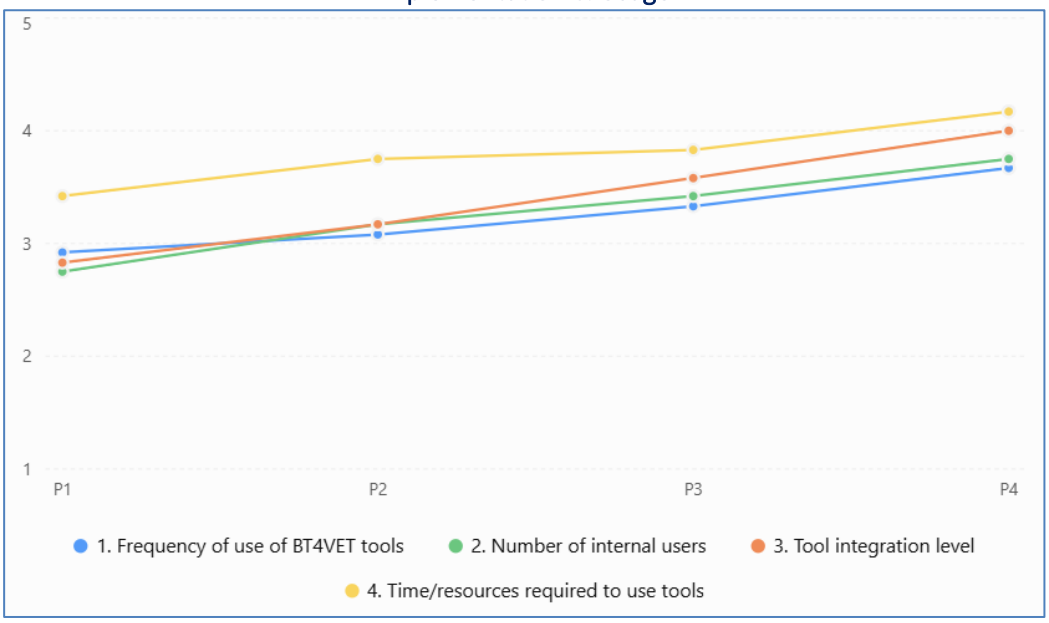
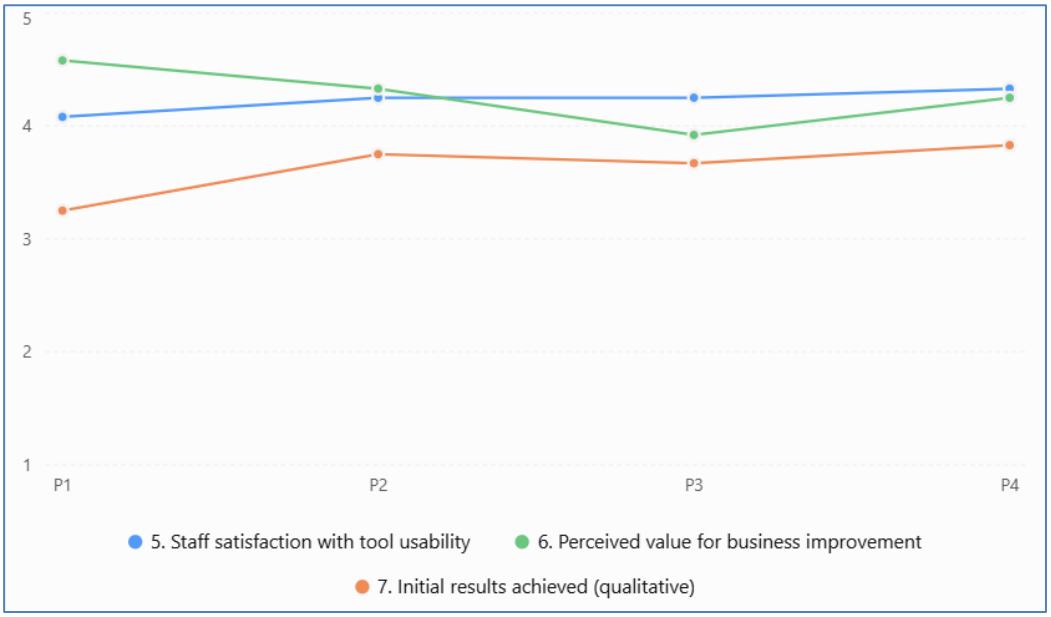
Implementation & Usage



The monitoring results indicate a consistent improvement across all four parameters associated with the implementation and use of BT4VET tools. Frequency of use increased from 2.92 to 3.67, while the number of internal users increased from 2.75 to 3.75, suggesting a gradual expansion of tool adoption within the participating organisations. The most substantial development concerned tool integration, which increased from 2.83 to 4.00, indicating a progressive incorporation of the tools into organisational practices. The parameter concerning time and resources required to use the tools also increased from 3.42 to 4.17. Overall, the findings suggest a positive evolution from initial adoption towards more frequent, widespread and structured implementation, although the precise implications of resource-related scores depend on the wording and direction of the underlying assessment items.

Perceived Value & Effectiveness



The results demonstrate consistently favourable perceptions of the BT4VET tools throughout the monitoring process. Staff satisfaction with tool usability remained particularly high, increasing from 4.08 in the first period to 4.33 in the fourth. Perceived value for business improvement also remained at a high level, with a final score of 4.25, confirming the continued recognition of the tools' potential

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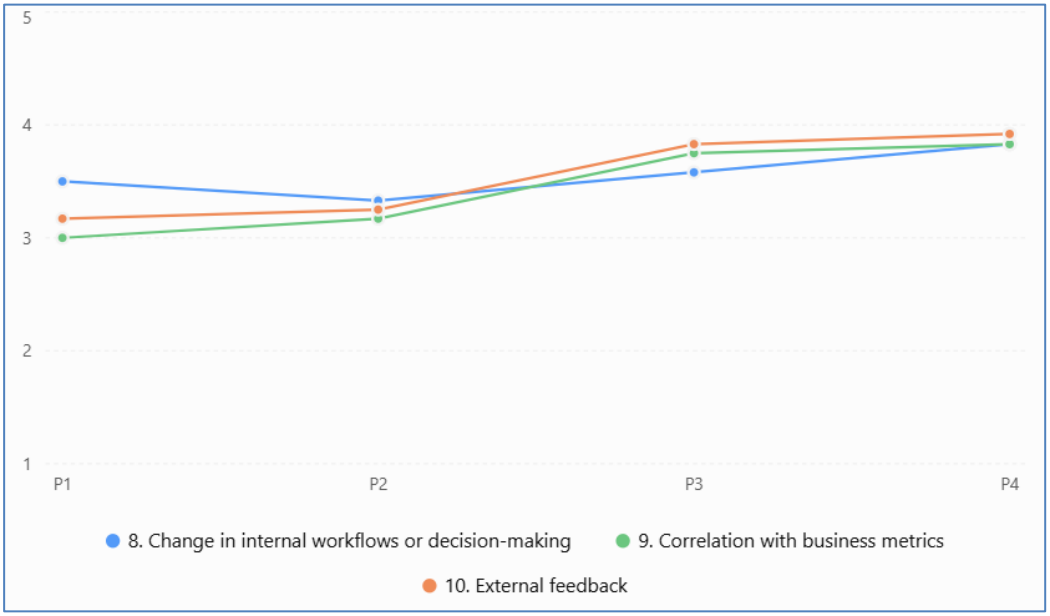
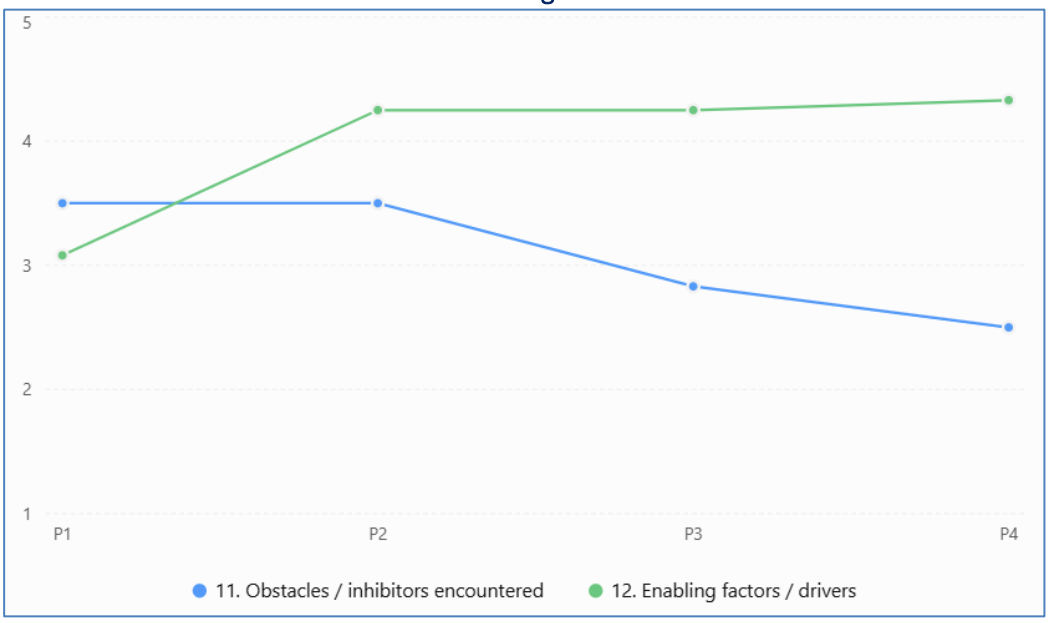
contribution to organisational development. Meanwhile, the assessment of initial qualitative results increased from 3.25 to 3.83, suggesting that participants progressively identified more tangible benefits associated with implementation. Taken together, these findings indicate that the perceived relevance and usability of the tools were accompanied by an increasingly positive assessment of their practical results.

Business Impact Signals



The third category provides indications of progressively stronger perceived organisational effects associated with BT4VET implementation. Changes in internal workflows and decision-making increased from 3.50 to 3.83, suggesting that the tools became more relevant to established management practices. The perceived correlation with business metrics recorded a more substantial improvement, from 3.00 to 3.83, while external feedback increased from 3.17 to 3.92. Particularly notable is the improvement between the second and third monitoring periods in the latter two parameters. Overall, the findings suggest that the potential organisational effects of implementation became more visible over time. Nevertheless, these results should be interpreted as self-reported impact signals rather than independently verified evidence of improvements in financial or operational performance.

Cross-cutting Factors



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The monitoring results highlight the importance of organisational conditions that may either support or constrain the adoption of BT4VET tools. Enabling factors and drivers recorded a substantial increase from 3.08 in the first monitoring period to 4.33 in the fourth, with the most significant improvement occurring between the first and second assessments. This suggests an increasingly favourable perception of the conditions supporting implementation. The aggregate score for Obstacles and Inhibitors decreased from 3.50 to 2.50, representing a positive development over the monitoring period. Unlike other parameters, a declining score indicates a progressive reduction in the barriers and difficulties encountered by participating organisations. This trend suggests that initial implementation challenges became less significant over time, reflecting growing familiarity with the BT4VET tools, improved organisational readiness and increasingly favourable conditions for their continued adoption.

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