



# The importance of strategic planning in internationalisation of VET

- Why strategic planning at all?
- How does a strategic outlook on internationalisation differ from general, overall strategy?
- Strategy as a process or action



# At the background

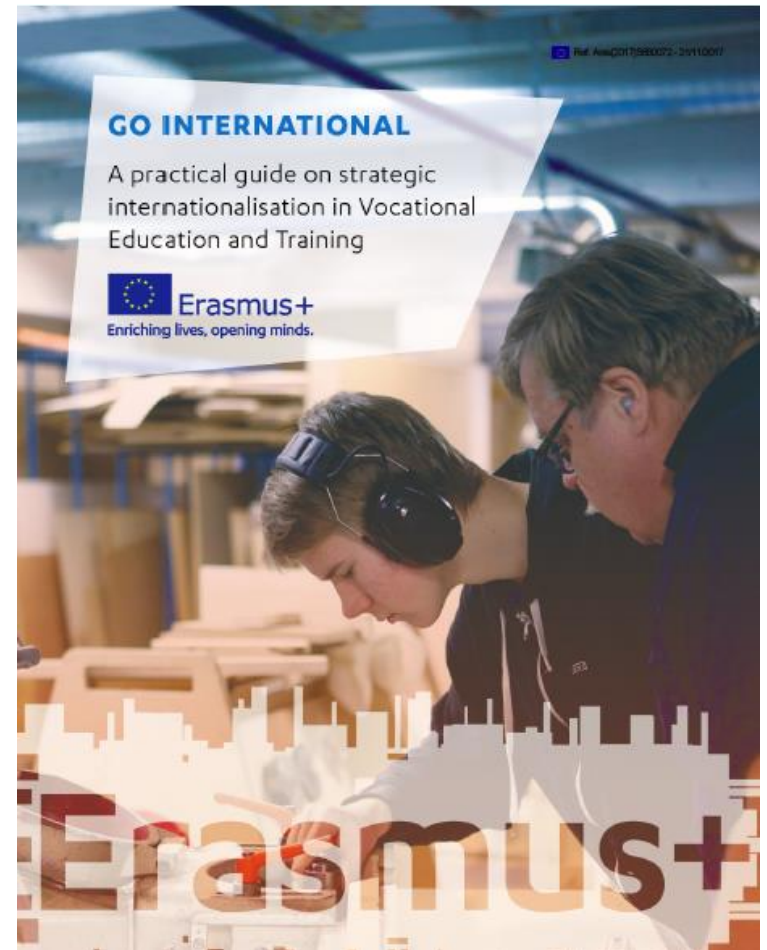
- The Finnish guide "Strength from International Cooperation"  
[http://www.cimo.fi/services/publications/strength\\_from\\_international\\_cooperation](http://www.cimo.fi/services/publications/strength_from_international_cooperation)
- The Dutch "Quality and Impact Scan 2020"  
<http://www.erasmusplusvet.nl/QIS2020/home.aspx>



# Now available!

- The common, European guide "Go International – A practical guide on strategic internationalisation in Vocational Education and Training"

[http://www.cimo.fi/instancedata/prime\\_product\\_julkaisu/cimo/embeds/cimowwwstructure/164479\\_Go\\_International.pdf](http://www.cimo.fi/instancedata/prime_product_julkaisu/cimo/embeds/cimowwwstructure/164479_Go_International.pdf)



# Why strategy?

”If you don’t plan your future it can be fine...”

”... but if you do, then you can more likely make sure.”

What is strategy?

”Strategy is about dealing with **the future**, here and now.

Or, more precisely with **alternative futures.**”

From "My Little Book of Strategy" by Jack E. Earner, 2014

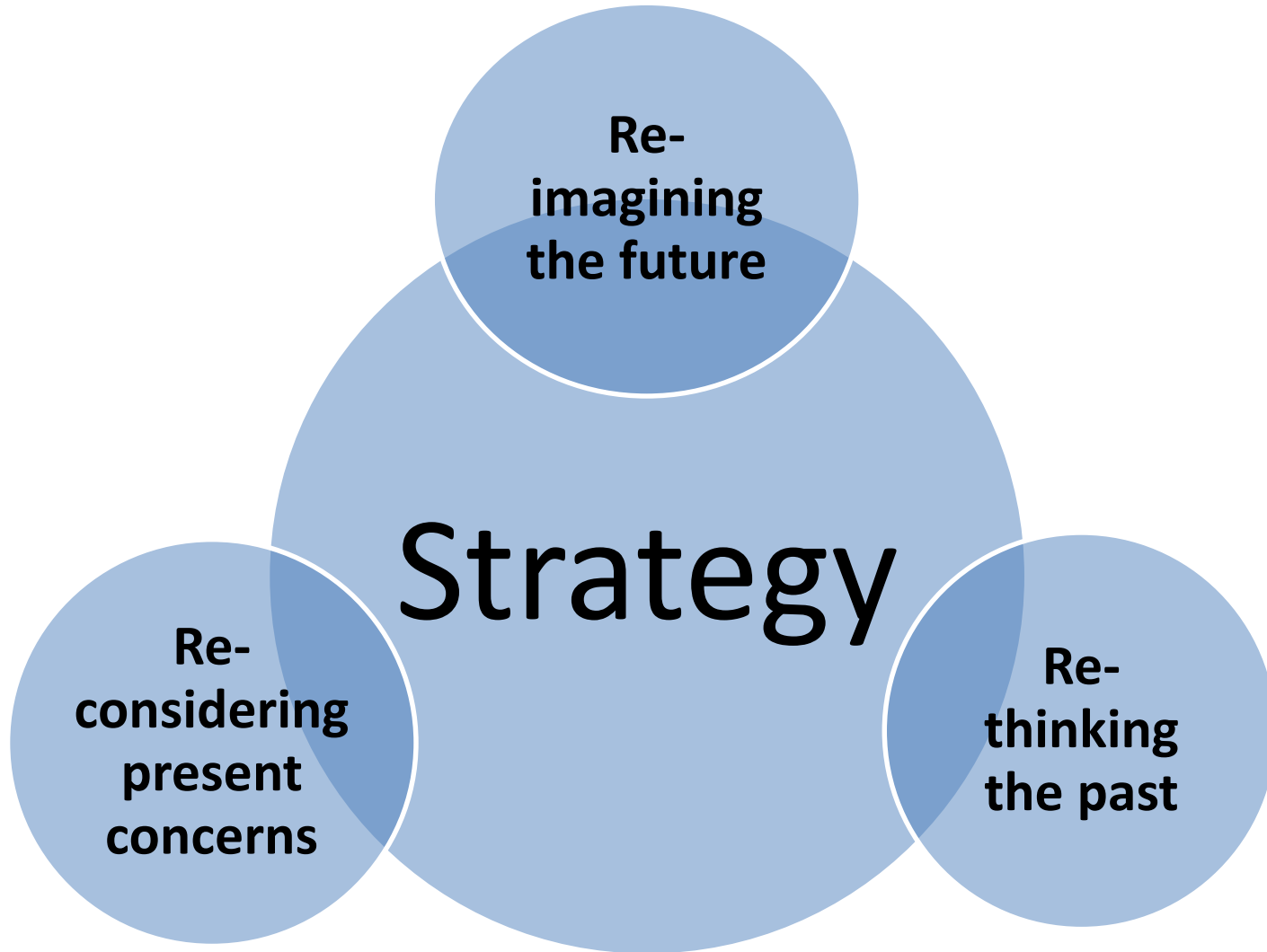
# How to do strategy?

Strategic action =

The ***willpower*** to think up  
an alternative reality and

the ***foresight and determination*** to  
make it come true.

Strategy is more than forecasting...





## Common strategy pitfalls

Mystification

Strategy as "punishment"

Strategy as technologization

Strategy as a report

"Informing about" strategy

## Brighter side of strategy

Analysing and  
understanding

Creating meaning

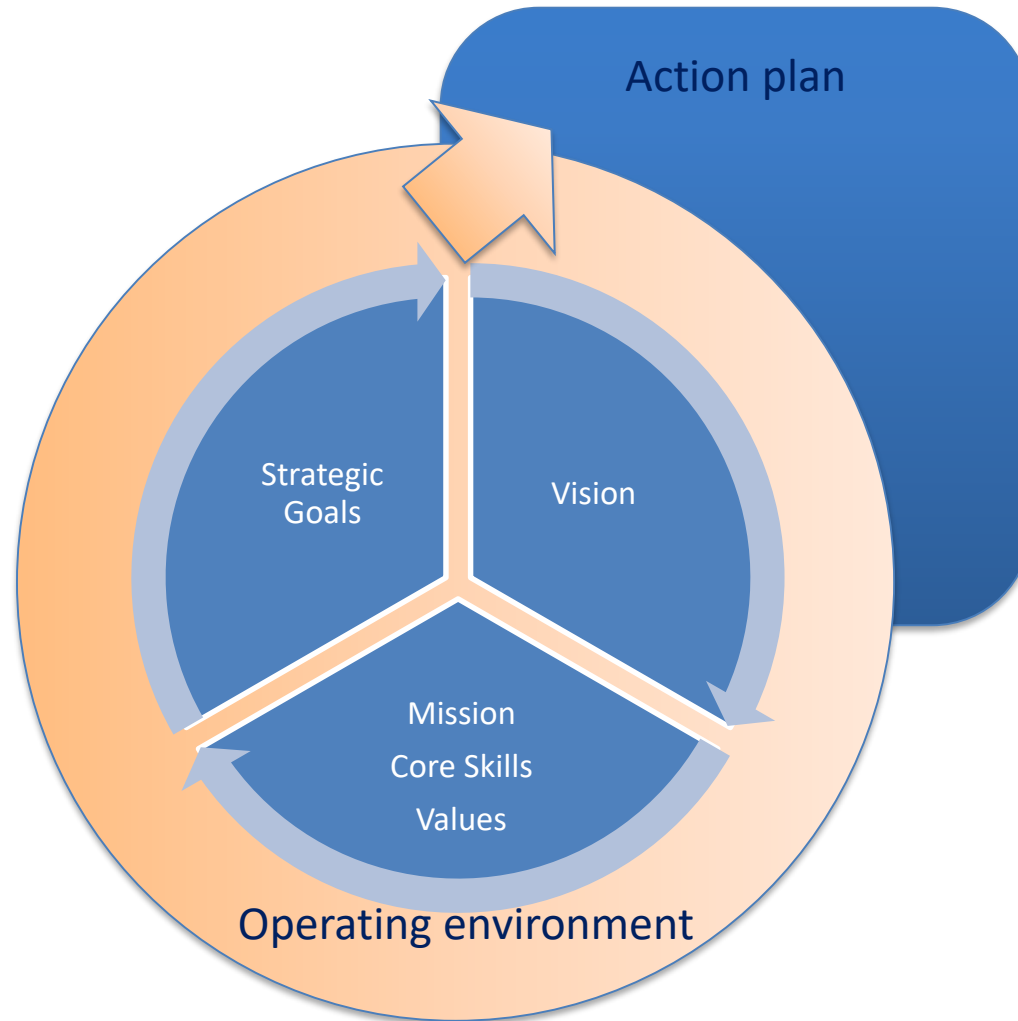
Involvement

Compelling  
stories/narratives

Concrete actions/  
daily work

Putting into practice

# The strategy model



# Introducing an EU and international perspective into the strategy process

- **Mission, core skills and values**
  - How is EU- and international cooperation present in the mission?
  - What are the internationalisation core skills/competences of our organisation?
  - How are the core values of our organisation reflected in the EU- and international cooperation, or if not at all, how could they be?
- **Operating environment**
  - Changes in the operating environment?
  - Future profession and skills demands
  - National and EU-strategies

# Introducing an EU and international perspective into the strategy process

- **Vision**

- What kind of a VET-organisation would we want to be 2020 or 2030?
- How can we be more qualitative? More competitive? Possibly also more international, and what does that really mean?

- **Strategic Goals**

- How is EU- and international cooperation reflected in the strategic goals of the institution?
- What are our central operational areas that need development?
- What long term goals (whole strategy period, normally 3-4 years) should be set for the EU and international cooperation, so that the organisational vision can be reached?

# Introducing an EU and international perspective into the strategy process

- **Action plan**
  - What are our short term (1 year) goals and are there possible milestones during the year?
    - What are the concrete actions in short term, which would help in achieving the strategic goals?
    - Are there any possible alternative actions (if needed)?
  - Where do we get the personell resources? The contacts and partners?  
The know-how and competences?
  - How is it financed?

# The quality circle, the PDCA+ built into the action plan



Source: QIS 2020

# The strategy model

Chosen path for future: 'visionary' goals and/or qualitative and quantitative improvement goals (max 5-6)

**DAILY WORK**

Action plan based on strategic goals:

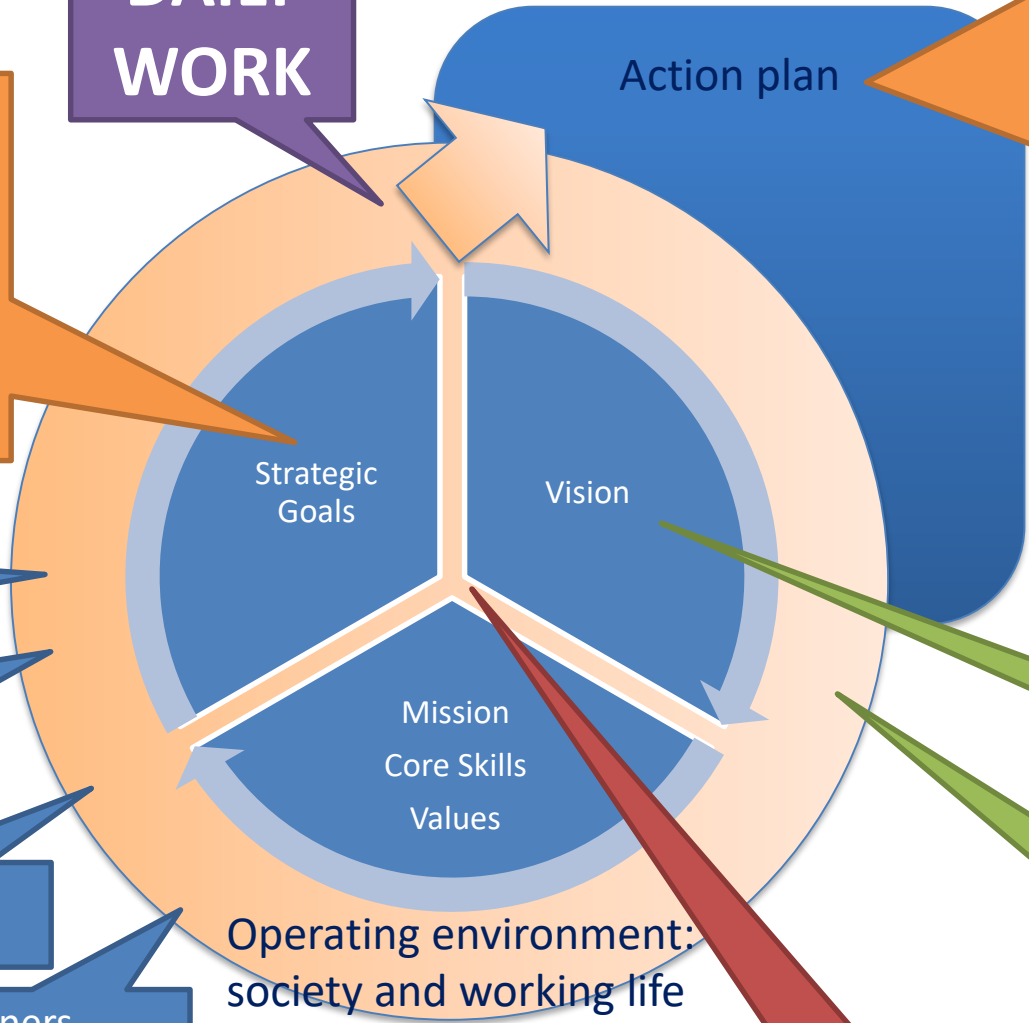
- 1) Short-term actions
- 2) Procedures, resources, milestones/schedules, performance targets
- 3) "Space" for experiments and innovation?

Students

Teachers, staff and management

Work places, companies

Partners



Meta-strategies

Analysis of institutions general strategic aims

Different scenarios

# But we are all different...

- Scenario 1: no strategy framework
- Scenario 2: institutional strategy, but not internationalisation
- Scenario 3: institutional strategy with internationalisation (intergrated or separate)
- Scenario 4: national or regional strategy framework
- Scenario 5: a combination of the above
- ...



