

## Holistic Marketing for Micro-enterprises in the Handicraft Sector

# QUALITY MANAGEMENT PLAN

Project number: LLP-LDV-TOI-03/12

*This is your personal copy!*

Name: \_\_\_\_\_

Organisation: \_\_\_\_\_

*You are kindly asked to*

- *read and understand it!*
- *use it for regular checking to find out if what happens in reality is in line with the project objectives!*
- *inform the project coordinator if you think that the project seems to leave the described path*

"This project has been funded with support from the European Commission. This publication [communication] reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein."

### **Your contact person for questions concerning the Quality Management Plan:**

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**Dates for meetings:**

Type of meeting	Place	from	to
Kickoff meeting			
Workshop 1			
Workshop 2			
Mid-term planary meeting			
Final meeting			

## **Purpose of the Quality Management Plan**

The Purpose of the Quality Management Plan (QMP) is to

- define the project's quality-related procedures, the areas of application, the implementation processes and the roles and responsibilities of the partners
- document how the project will plan, implement, and assess the effectiveness of its quality assurance (QA) and quality control (QC) operations

Any operational partner participating in this project and receiving funding from the European Commission must contribute to and benefit from this Quality System.

All collaborators (at all levels) have a responsibility for understanding and implementing the Quality System.

### What is the Quality System?

- A framework of management and technical activities, which evolves around a cycle of planning, implementing, and assessing
- It describes the policies, objectives, principles, organizational lines of authority, responsibilities, accountability, and implementation plan of the project
- It ensures the quality of the project's work processes and products
- It ensures that the project's outcomes are of adequate quality and usability for their intended purpose

### Definitions:

- **Quality System:** The quality system provides the framework for planning, implementing, and documenting work performed by the project organization and for carrying out required QA & QC activities
- **Quality Management:** The aspect of the project's overall management system that determines and implements the quality policy. Quality management includes strategic planning, allocation of resources, and other systematic activities pertaining to the quality activities.
- **Quality Assurance:** A system of project management activities involving planning, implementation, documentation, assessment, reporting, to ensure that the project outcomes show the quality expected by the European Commission.
- **Quality Control:** The overall system of activities that measure the performance of the project's processes against defined standards to verify that they meet the stated requirements, and activities that are used to fulfill requirements for quality.

### Tools of the Quality System

- Planning: Quality Management Plan (QMP)
- Implementation: Quality Assurance Activities (in connection with the interim and final report)
- Assessment: Management assessments (self and independent) of project activity, evaluation questionnaires, validation and verification through pilot tests

### Elements of the Quality Management Plan

For each workpackage, the QMP will monitor the following areas:



### **The mission of the project “MicroCraft”**

Our mission is to empower micro-enterprises in the handicraft sector to remain and strengthen their function as a lever for social and territorial cohesion, with positive spillover effects on the rest of the economy and on society as a whole, and to maintain and promote the economic development of these enterprises through better marketing.

### **The background of the project “MicroCraft”**

In the European Union, small and medium sized enterprises (SME) employ more than two thirds of the work force, and contribute more than 60 to the gross national product. Within this group, the largest proportions are the so-called micro-enterprises that employ less than 10 persons. In arts and handicrafts, micro enterprises count for more than 90 percent of all enterprises and constitute an important segment of the identity and visibility of the country’s economic identity, and also contribute very much to the economic success of countries.

However, many micro-enterprises are facing problems how to present and penetrate the market or how to promote the products. Especially in the handicraft sector, owners of micro-enterprises often did not have opportunities to acquire knowledge in the fields of marketing, which would enable them to do better business. Often, lack of professional planning and marketing skills is the reason why despite knowledge of the traditions, many handicraft enterprises decline.

Slovenian Arts and Crafts include 45 different activities and professions. Due to difficulties in selling their products, the number of active craftsmen decline each year. In the year 2002 there were 569 registered entrepreneurs, in 2011 only 421 craftsmen and 12 corporations were registered in the Chamber of Craft. Given the huge problem of unemployment, economically sound micro-enterprises could ameliorate this situation.

In Austria, the statistics claim that the economic situation of micro enterprises is slightly better, but a closer look reveals that this is due only through the high number of ICT and new technology companies, most of them being one person enterprises. Also here, the number of arts and handicrafts enterprises is decreasing, and also bankruptcy statistics show a high proportion of these enterprises.

This situation is also not much different in the Czech Republic. Due to the economic revolution 20 years ago, the number of micro-enterprises that was before 1990 almost nil grew considerably, but like in Austria, ICT and financial service enterprises are the most numerous, while persons who are skilled in manual crafts are reluctant to become entrepreneur because they are afraid of entering the market.

The transfer of the self learning materials from the project „Holistic Marketing for Women Farmers“ to the sector of arts and crafts will allow the selected target group to obtain skills and knowledge in the field of marketing.

### **The objectives of the project “MicroCraft”**

The strategic objectives, through introduction of modern marketing approaches, are:

- Opportunities for micro-enterprise development and growth
- Creation of new employment opportunities based on heritage and local and regional knowledge, materials, skills
- Opening opportunities for new jobs through better economic performance

In order to achieve these general objectives, the specific objectives are to

- Transfer and modify a successfully introduced self-learning concept and produce a structured internet based self learning programme and a toolbox for gaining marketing skills
- Produce a marketing education module for manufactures of arts and crafts
- Deliver, in the pilot phase, the tools to manufactures of arts and crafts and give training in their use
- Re-evaluate the tools and the materials (marketing competences) in the light of the response of the pilot tests and make revisions as necessary
- Focus on sustainable and long-term optimisation in the marketing approach
- Publish the description of the concept, of the programme and of the tools on the multilingual project web site
- Provide the concept for training seminars in marketing and communication competences for manufactures of arts and craftshold a multiplier conference for experts from Slovenian stakeholders
- Sustain the access to marketing learning materials through the web site, that will remain in place for at least five years after the end of project funding
- Disseminate the project to education institutions, co-operatives, chambers of craft
- Arrange exploitation of the results so that they are multiplied and mainstreamed.

## **Work Package 1 – Project Management**

### **Start and Finish, Duration:**

October 2012- March 2014, 14 months

### **Lead partner: KoViViS**

### **Aims:**

- To ensure that the project runs according to budget and schedule and the quality of the deliverables are according to the standard acceptable to the Partners and the LLP programme.

### **Activities:**

- Project coordination (communication flows, meeting structure, support actions, working language, monitoring/evaluation/performance indicators)

### **Support actions:**

Special attention will be paid to those support partners who are new to this Programme, in order to empower them to acquire competences in EU project management.

### **Result:**

#### **RN1: Project Report**

The report will describe the entire project, its activities and the partners. It will contain elements from the official final report that are suitable for communication to the public. It will be designed in the same way like all other products, and it will be used by the partners at dissemination events after the lifetime of the project, in order to achieve a long-lasting sustainability.

**Deadline: 31.1.2014**

### **Quality Assurance Activities:**

- Regular contact with other project partners
- Explanation of the organisational and financial process requirements to all partners
- Planning of sufficient buffer periods that allow for delay of project activities without impeding the work in subsequent work-packages

### **Quality Control Parameters:**

- Financial transactions according to schedules
- Budget control through regularly updated financial tables
- Feedback from the evaluator

## **Work Package 2 – Framework analysis**

### **Start and Finish, Duration:**

November 2011 – January 2013, 3 months

**Lead partner: ECC**

### **Aims:**

- To update the investigation that has been made in the preparation of the project proposal
- To provide the framework for the subsequent adaptation and customization activities
- To inform stakeholders about the project activities and to create a basis for exploitation and dissemination

### **Activities:**

- An analysis of the current situation regarding the lack of know-how and the manufacturers of arts and crafts

### **Result:**

#### **RN2: WP2-Report**

Based on a framework analysis, which has to be finished by the end of January 2013, WP 2 Report will be prepared. It will answer questions regarding the potential for producers of handicraft products, the requirements for product quality, product presentation and marketing channels, economic situation for producers of handicraft products, educational requirements to succeed in their own micro marketing and which special themes are relevant in which context (regional marketing, internet marketing, fair trade, home sales etc.)

**Deadline: 28.2.2013**

#### **Quality Assurance Activities:**

- Circulation of research samples among the partnership
- Telephone survey one month before the WP2 meeting

#### **Quality Control Parameters:**

- Has each partner provided the analysis for his country?

## **Work Package 3 – Adaptation of the learning materials for micro- entrepreneurs in the handicraft sector**

### **Start and Finish, Duration:**

January - April 2013, 6 months

### **Lead partner: FHWN**

### **Aims:**

- to develop a self-learning programme for handicraft manufacturers that they can use for production and marketing of their products
- to take into account the socio-economic situation of those manufacturers in their respective societies
- to develop this programme in a modular form
- to integrate best practice examples

### **Activities:**

- adapting of the learning materials
- Workshop 1
- Workshop 2

### **Results**

#### **RN 3: WP 3 self- learning programme (draft version)**

The programme will contain self-learning materials and a toolbox with practice oriented hints, checklists and questionnaires that will enable users to check their own strengths and weaknesses related to marketing.

**Deadline: 31.5.2013**

#### **RN 4: Developers` Workshop 1**

Main agenda: framework analysis presentation; distribution of development tasks; formation of work teams; elaboration of detailed work plan.

**Planned date: 31.1.2013**

#### **RN 5: Developers` Workshop 2**

Main agenda: presentation of development results produced so far, country specific modifications; aspects regarding the transfer of the contents onto the website; preparation of pilot test procedures.

**Planned date: 30.4.2013**

### **Quality Assurance Activities:**

- Circulation of research samples among the partnership
- Additional participation of the evaluator at workgroup meetings

**Quality Control Parameters:**

- Do the contents of the self-learning programme aim at the vision of the project?
- Do they explain how the motivation of disadvantaged learners can be increased and their willingness to participate in education and training can be fostered?
- Do they show ways how learners can overcome their resistance to qualification and training?
- Do they show awareness can be raised among educational policy makers in order to lead to sustainable results?

## **Work Package 4 – Validation phase**

### **Start and Finish, Duration:**

May – July 2013, 3 months

### **Lead partner: OZS**

### **Aims:**

- to incorporate the feedback from the draft version programme and to indicate which modifications are necessary
- to finalize the development process and to achieve the main objective of the project
- the partners will match outcomes of the pilot (draft version) tests
- feedback from expert partners

### **Activities:**

- validation tests
- internal staff meetings
- validation meeting

### **Result:**

#### **RN6: Validation report**

The report will contain a summarized description of the pilot validation measures in the respective countries. It will also contain audiovisual materials that will be exploited in various forms (production of final products, for the project homepage, production of the DVD, ...)

**Deadline: 31.8.2013**

### **Quality Assurance Activities:**

- Circulation of information among the pilot partners
- Distribution of pilot test reports of similar projects to the partners

### **Quality Control Parameters:**

- Feedback from expert partners and expert opinion from the external evaluator on sufficient relevant feedback to the draft version of the projects

## **Work Package 5 - Production of materials**

### **Start and Finish, Duration:**

April –October 2013 , 7 months

### **Lead partner: FHWN**

### **Aims:**

- to produce the final versions of the products
- to inform the partnership about these project results and to enable them, on the basis of those products, to initiate the subsequent project steps
- to provide the materials for national and trans-national dissemination activities

### **Activities:**

- production of draft versions of the self-learning programme and toolbox in the languages of the partners
- production of final versions of the self-learning programme

### **Result:**

#### **RN 7: “Micromarketing for Producers of Handicraft Products – Self-Learning Programme”**

The programme will cover the following areas:

- Product development,
- Business planning and financing
- Quality management and quality assurance
- Legal framework
- Positioning of the products
- Distribution and
- Market communication

It will be produced with linguistic and socio-cultural modifications for the countries of the partnership. It will be located at the project’s website.

**Deadline: 30.11.2013**

### **Quality Assurance Activities:**

- Establishment of a working group during the validation meeting that decides on the structure of the products
- Circulation of draft versions among the partners

### **Quality Control Parameters:**

- The products are in accordance with the product description

## **Work Package 6 - Exploitation: assuring the sustainability of the results**

### **Start and Finish, Duration:**

December 2013 – March 2014, 4 months

### **Lead partner: KoViViS**

### **Aims:**

- to create a structure that the project results can survive LPP funding
- to design steps that will support the sustainability of the outcomes
- to identify and to contact relevant policy makers and to communicate the results
- to describe to which extent the project partners will commit themselves to integrate the results in their own organization

### **Activities:**

- feedback from users, their advice and requirements

### **Result:**

#### **RN 8: Deployment Plan**

The Deployment Plan describes the valorization and deployment activities of operative and strategic partners, as well as of external network partners, for each country that participates in the project and for outer European countries where the dissemination activities lead to sustainable actions. It contains indications about implementation plans of project partners, strategic partners and/or other network partners how to make use of the project`s products.

**Deadline: 28.2.2014**

#### **Quality Assurance Activities:**

- Participation of labour administration stakeholders in the development phase
- Exchange synergy effects with other projects that are also developing similar deployment plans

#### **Quality Control Parameters:**

- Feedback from external experts and strategic partners

## **Work Package 7 – Dissemination activities**

### **Start and Finish, Duration:**

November 2012 – March 2014, 17 months

### **Lead partner: KTP**

### **Aims:**

- to enable the widest possible dissemination of project outcomes
- to inform the producers of arts and handicraft products about the self-learning programme
- to enlarge the partnership through integration of multipliers from other countries
- to lay the foundations that the results will be used also beyond LLP funding
- to foster new groupings of partners, new initiatives and/or products

### **Activities:**

- dissemination materials and events

### **Results:**

#### **RN 9: The project web site**

The project web site will provide details of the project in consortium. Within the project's life time, it will be further developed with all development results and dissemination papers. The learning programme, the tool box and all other learning materials will be available for free download. The web site will be maintained for at least five years after the project.

**Deadline: 28.2.2013**

#### **RN 10: Short film “Holistic Micromarketing for Producers Handicraft Products”**

The activities of the project are such that they justify the production of a short film. The film will be produced according to a script that will cover the following aspects: background of the project; current situation of producers of arts and handy crafts products; and the potentials of professional marketing.

**Deadline: 31.10.2013**

#### **RN 11: Flyers “Holistic Micromarketing for Producers of Handicraft Products”**

The project will produce flyers in English language and in each language of the partnership. They will be distributed at national and European meetings, also at other EU project meetings, and will mainly serve as an entry point to obtain further information at the project web site.

**Deadline: 31.5.2013**

**RN 12: Dissemination seminar or workshop (national conference)**

The seminar or workshop will be held in each country and will cover the following aspects: background of the project, current situation; development of didactic tools for empowerment; experiences during the pilot testing mobilities; and possibilities for mainstreaming the results.

**Deadline: 31.12.2013**

**Quality Assurance Activities:**

- Mutual and regular information of the partners about ongoing activities
- Circulation of dissemination materials among the partners

**Quality Control Parameters:**

- Performance of the above mentioned (or similar) activities
- Feedback from external evaluator

## **Work Package 8 – Evaluation and Quality Management**

### **Start and Finish, Duration:**

October 2012 – March 2014, 18 months

**Lead partner: ECC**

### **Aims:**

- to provide an evaluation of the project of a whole, its effectiveness and value
- to evaluate the operation and management of the project
- to implement a Quality Management Plan in order to optimize the exchange process within the partnership on key project aspects and strategies

### **Activities:**

- evaluation (with an evaluation team, which will consist of evaluators from the lead partner and of external experts)

### **Results:**

#### **RN 13: Evaluation Report**

The report will contain the accumulated findings of the entire project period and will describe the background of the project; the project environment and its context in other European programmes; the purpose and design of the evaluation; and the evaluation results. In general, it will focus on the outputs produced by the project, impacts achieved as a result of project activities, sections of the educational environment supported by the project and the context in which the project can be positioned.

**Deadline: 28.2.2014**

#### **RN 14: Quality Management Plan**

This document will contain the following sections: the purpose of the QMP; definitions; the vision of the project; quality assurance activities for each package; and quality control parameters for each work package.

**Deadline: 30.11.2012**