Projects and Products Portal for Leonardo da Vinci

E.M.M.E. EUROPEAN MANAGERIAL MODEL EMPOWERMENT

LLP/LDV/TOI/08/IT/506

http://www.adam-europe.eu/adam/project/view.htm?prj=4386

Project Information

Title:	E.M.M.E. EUROPEAN MANAGERIAL MODEL EMPOWERMENT
Project Number:	LLP/LDV/TOI/08/IT/506
Year:	2008
Project Type:	Transfer of Innovation
Status:	completed
Country:	IT-Italy
Marketing Text:	The EMME project is born out of the will to transfer a “Made in Italy” initiative in countries other than Italy (Spain, Greece and Romania). The model that is at the heart of the transfer is the one developed by the Management Forum which is a project of analysis, in-depth study and dissemination of management culture which has now reached its third year of activity. The initiative that is being proposed intends to transfer the structure, methodology and tools adopted from the MF in the three European partners with the goal of reproducing the model and making it usable in different contexts and territories. The EMME project sets forth the following goals: 1) to transfer, update and match, also linguistically, the MF model to other realities; 2) to integrate the model with specific contents; 3) to disseminate and guarantee the use of the tools, operative modes and training contents by other national and European realities. Once reviewed and updated, the following shall be made available and transferable: research tools, guidelines for the definition of distinguishing features; grids for the identification of strong and weak points of management; structured questionnaires; lists of of key issues for the conduction of focus groups. By transferring the MF model it will then be possible to promote a broader comparison on management culture, the strong and weak points of the competences that managers of innovative SMEs’ must have in order to positively impact the competitive success of their organization and the local development.
Summary:	The project aims to transfer and adapt to three different European countries the model, methodology and results implemented in the frame of ‘Management Forum’ initiative, which was launched by Fondirigenti at a national level with the purpose of analysing, detecting and communicating the characteristics of Italian business and management style. The E.M.M.E. project intends to fulfil the following objectives: 1) to update and adapt the Management Forum model, also to other languages; 2) to integrate the model with specific contents; 3) to arrange focus meetings to investigate and disseminate the model. Work programme The activities to be implemented in the innovation transfer project are the following: 1)Preliminary research for adaptation of model and methodologies to different national settings. 2)Transfer and implementation of the model by stakeholders and by managers. 3)Development of IT tools. 4)Dissemination and exploitation of results.
Description:	The EMME project is born out of the will to transfer a “Made in Italy” initiative in countries other than Italy. The model that is at the heart of the transfer is the one developed by the Management Forum which is a project of analysis, in-depth study and dissemination of management culture which has now reached its third year of activity. The structure of the MF is based on four macro areas of activity and related products: Research; Analysis; Good Practices and Dissemination. At the base of the transfer there is not a single product but the structure, the methods and the tools used during the MF activity that will be applied, tested and transferred through this new, Europe-wide scale initiatives thanks to the participation of the project partners. Specifically, we are referring to a well-defined structure with desk research, field research, analysis and dissemination. The transfer shall allow to: • provide territorial contextualization of management styles • define points of strength and weakness of the competences that innovative SMEs’ managers must have in order to have a positive impact on the competitive success of their organization and on local development

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• identify a tool and method for managers' continuing education consistently with the experimented model and the results achieved.
Comparing it with the basic project, the added value of the EMME project depends precisely on the opportunity for a broadened discussion on management culture. The set up of the comparative analysis and the assessment of territorial influences on management styles are both particularly fit for the European dimension of this project and allow to anticipate broad interest and a high potential both of transferability and of improvement of the innovative model that is being proposed through the exchange of experiences among participants. The interaction among participants shall be facilitated by the presence of an information technology platform that will allow also the access on a volunteer basis by other potential users.
The model shall be transferred to a European sample group of SME managers and entrepreneurs, in the manufacturing and service fields. The choice of companies shall be subordinated to some performance indicators such as capacity for innovation; internationalization; agreement-building, as well as development of the financial side, and presence on the stock exchange market. The transfer also includes a widened participation by successive "concentric circles" to all the main actors committed to defining a common "corporate culture" such as the system of representatives' associations; human resource managers; management schools; universities and research centers.

Themes: *** Lifelong learning
*** Social dialog
*** Enterprise, SME
** Utilization and distribution of results

Sectors: *** Education

Product Types: CD-ROM
evaluation methods
modules
others
website

Product information: The innovation that the partners intend to transfer is the output of a research activity, including mutual exchange, in-depth analysis and dissemination, carried out in the past three years called 'Management Forum'. The structure of Management Forum is based on four fields of activity such as: Research, Investigation, Best Practices, Dissemination.
The research has been addressed to increase the knowledge of characteristics and training needs of Italian management group and to contribute to export the Italian managerial model abroad through an international benchmarking activity. The research outlined the peculiar competence of Italian managers and assessed the strength and weakness point of the managerial profile through a survey tool (questionnaire).
The survey has been carried out also through semi-directed interviews to Italian companies, through workshops and focus group meetings, in which the core issues of competitiveness were dealt with, such as: innovation, internationalization, cooperation, generation shift, business finance, gender leadership, access to capital markets, corporate social responsibility as a key to growth and development. The focus group meetings have been organised in different Italian regions to check any territorial influence on the business model and management style, to assess the national results into different settings and to welcome new inputs for further investigations coming from the participants' feedback and interaction.

Projecthomepage: http://www.emmeleonardo.eu/

Project Contractor

Name:	Fondazione Fondirigenti G. Taliercio
City:	Rome
Country/Region:	Lazio
Country:	IT-Italy
Organization Type:	National Agency
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Partner

Partner 1

Name:	UETP ACTION LINK/ ACTION SYNERGY S.A.
City:	Athens
Country/Region:	Attiki
Country:	EL-Greece
Organization Type:	National Agency
Homepage:	http://www.action.gr

Partner 2

Name:	Consiliul National al Intreprinderilor Private Mici si Mijlocii din Romania (CNIPMMR)
City:	BUCHAREST
Country/Region:	Nord Est
Country:	RO-Romania
Organization Type:	National Agency
Homepage:	http://www.smeprojects.ro

Partner 3

Name:	CONFEDERACIÓN EMPRESARIAL VASCA
City:	Bilbao
Country/Region:	Pais Vasco
Country:	ES-Spain
Organization Type:	National Agency
Homepage:	http://www.confebask.es

Partner 4

Name:	SDI - SOLUZIONI D'IMPRESA
City:	Palermo
Country/Region:	Sicilia
Country:	IT-Italy
Organization Type:	National Agency
Homepage:	http://www.soluzionidimpresa.it

Partner

Partner 5

Name:	Fondazione Centro Studi Investimenti Sociali - Censis
City:	Rome
Country/Region:	Lazio
Country:	IT-Italy
Organization Type:	National Agency
Homepage:	

Project Files

c.3.11 final conference_press review.pdf

http://www.adam-europe.eu/prj/4386/prj/c.3.11%20final%20conference_press%20review.pdf

Final conference - Press review and programme

c.3.11 presentation final conference Greece.ppt

http://www.adam-europe.eu/prj/4386/prj/c.3.11%20%20presentation%20final%20conference%20Greece.ppt

Presentation for the final conference in Italy.

c.3.11 presentation final conference Romania.ppt

http://www.adam-europe.eu/prj/4386/prj/c.3.11%20presentation%20final%20conference%20Romania.ppt

Presentation for the final conference in Italy.

c.3.11 presentation final conference Spain.ppt

http://www.adam-europe.eu/prj/4386/prj/c.3.11%20%20presentation%20final%20conference%20Spain.ppt

Presentation for the final conference in Italy.

c.3.13 guidelines for the transfer.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.13%20guidelines%20for%20the%20transfer.doc

Guidelines were useful to provide the project partners with the methodologies and tools used in MF, in order to transfer them into the different steps of E.M.M.E. project. The document traced back to main activities of MF with a focus on research activity and in-depth analysis

c.3.13 Quality Plan EMME.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.13%20Quality%20Plan%20EMME.doc

Quality plan

c.3.14 1st Focus_group_guidelines.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.14%201st%20Focus_group_guidelines.doc

The methodology was tested and transferred to the European Partners on the basis of the MF model. Fondirigenti together with CNIPMMR furnished the guidelines to conduct the focus groups.

c.3.141st Focus Group Report Greece.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.141st%20Focus%20Group%20Report%20Greece.doc

Focus groups report

c.3.14 1st Focus Group Report in Romania.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.14%201st%20Focus%20Group%20Report%20in%20Romania.doc

Focus groups report

c.3.15 2nd focus group_ guidelines.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.15%202nd%20focus%20group_%20guidelines.doc

The methodology was tested and transferred to the European Partners on the basis of MF model. Fondirigenti furnished the guidelines to conduct the focus groups.

c.3.15 2nd Focus Group Report in Romania.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.15%202nd%20Focus%20Group%20Report%20in%20Romania.doc

These meeting were useful to gather information about the appropriateness of methodological approach, of delivery mechanisms, of contents related to beneficiaries competence needs, and revise the model further.

Project Files

c.3.15 Focus Group Report in Spain.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.15%20Focus%20Group%20Report%20in%20Spain.doc

These meeting were useful to gather information about the appropriateness of methodological approach, of delivery mechanisms, of contents related to beneficiaries competence needs, and revise the model further.

c.3.15 Second Focus Group Report greece.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.15%20Second%20Focus%20Group%20Report%20greece.doc

These meeting were useful to gather information about the appropriateness of methodological approach, of delivery mechanisms, of contents related to beneficiaries competence needs, and revise the model further.

c.3.17comparative results.ppt

http://www.adam-europe.eu/prj/4386/prj/c.3.17comparative%20results.ppt

Comparative analysis following the field research.
it gives evidence of the main results of the delivering of questionnaires and of the field survey.

c.3.3 grids for definition of competencies.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.3%20grids%20for%20definition%20of%20competencies.doc

Grids for definition of managerial competence.

c.3.3 Questionnaire_the managerial model.xls

http://www.adam-europe.eu/prj/4386/prj/c.3.3%20Questionnaire_the%20managerial%20model.xls

The questionnaire The managerial model together with the model of competencies helped to test the EMME model with stakeholders and managers.
The questionnaire helped to provide a balance of managerial competence and to offer a tool for sketching the distinctive characteristics of companies and managers / entrepreneurs based on the presence of some critical success factors and on the level of achievement of 16 managerial competences/skills.
The questionnaire also allowed to interpret the links between managerial skills and the competitive performance of the company.

c.3.7 Exploitation plan.doc

http://www.adam-europe.eu/prj/4386/prj/c.3.7%20Exploitation%20plan.doc

The plan helped the consortium to identify the main channels and tools to disseminate the project.

c.3.8 Communication plan.ppt

http://www.adam-europe.eu/prj/4386/prj/c.3.8%20Communication%20plan.ppt

The plan was useful to identity the graphic line and the project logo. The graphic line include:
- the EMME Logo, that has been designed to convey the central role of the manager within the project frame
- communication tools like headed paper, power point model

c.3.9 emme brochure_english.pdf

http://www.adam-europe.eu/prj/4386/prj/c.3.9%20emme%20brochure_english.pdf

Project brochure.
It helped the communication activities because it included the most relevant information concerning the project.
The brochure is also available on the website.

Products

1 Final conference video

2 Website www.emmeleonardo.eu

3 Web pills

4 Summary report

5 European and national report

Product 'Final conference video'

Title:	Final conference video
Product Type:	others
Marketing Text:	The final conference in Catania was realized on the 25th of May with the expected number of 100 participants.
Description:	
Target group:	
Result:	
Area of application:	
Homepage:	http://www.youtube.com/watch?v=6ij__-ZF0iQ
Product Languages:	Italian

Product 'Website www.emmeleonardo.eu'

Title:	Website www.emmeleonardo.eu
Product Type:	website
Marketing Text:	Project website helped the communication among project partners and represented the main channel for communication and diffusion of the initiative.
Description:	It was helpful to: • inform stakeholders (employers' associations, research centres, local institutions, innovation and development agencies) and managers before the realization of focus group meetings, dissemination meeting and final conference; • disseminate information outside the European partner regions through the SME networks of each partner organization. Project platform's features (www.emmeleonardo.eu): • Open web site area provides general information of the project, through the links included in Main Menu (project's information, partners involved, output/results). Most relevant Web site's pages was translated in English, Italian, Greek, Romanian languages. • Open access tools (search module, access to cawi area, newsletter module, flash news section) • Open forum area • Intranet area: section with restricted access (partners)
Target group:	
Result:	
Area of application:	
Homepage:	www.emmeleonardo.eu
Product Languages:	English

Product 'Web pills'

Title: Web pills

Product Type: website

Marketing Text: The multimedia pills helped to trace guidelines to transfer the model and to make it reproducible in other countries. They synthesized the main steps of the EMME activities and the necessary conditions for a positive transfer. The pills are available on EMME website and on the final CD.

Description: This products represented a multimedia support (audio-video multimedia product and text printing) useful to sum up the results achieved. It was created n° 3 multimedia products:
1. MANAGEMENT FORUM: THE MODEL – This product summarize main features of the Management Forum, the object of the transfer, with reference to the results that was achieved in Italy studies and application.
2. Grids for identying strenghts and weakness points – This product summarize the main aspects of research tools that was used for analyse the distinctive features of managers and companies involved and to identify strength and weakness points of the management.
3. Guidelines for definition of competences AND TRANSFERRING RESULTS – This product summarize the main aspects of project guidelines that was created with the aim to provides experts of EU countries with a handbook to use in planning activities to realize the EMME model in their country.

Target group:

Result:

Area of application:

Homepage: www.emmeleonardo.eu

Product Languages: English

Product 'Summary report'

Title:	Summary report
Product Type:	others
Marketing Text:	It represents one of the final dissemination tools. It contains a general summary of the transfer results and processes that were applied.
Description:	
Target group:	
Result:	
Area of application:	
Homepage:	
Product Languages:	English

product files

summary report

c.3.18 Summary Report_project results.pdf

http://www.adam-europe.eu/prj/4386/prd/4/2/c.3.18%20Summary%20Report_project%20results.pdf
It represents one of the final dissemination tools. It contains a general summary of the transfer results and processes that were applied.

summary report 2

c.3.18 Summary Report_ guidelines.pdf

http://www.adam-europe.eu/prj/4386/prd/4/3/c.3.18%20Summary%20Report_%20guidelines.pdf
It represents one of the final dissemination tools. It contains a general summary of the transfer results and processes that were applied.

Product 'European and national report'

Title:	European and national report
Product Type:	others
Marketing Text:	The European report refers to the comparative evaluation and benchmarking of the 3 national reports
Description:	It helped to give evidence of the differences and common points of the national reports. The comparative report was focused on some key aspects of the national reports (national framework, manager profile, role of training). The comparative analysis is available in the final summary report and final CD.
Target group:	
Result:	
Area of application:	
Homepage:	
Product Languages:	English

product files

european report

c.3.2 European and national report.doc

http://www.adam-europe.eu/prj/4386/prd/5/2/c.3.2%20European%20and%20national%20report.doc
The European report refers to the comparative evaluation and benchmarking of the 3 national reports

Events

GENERARE CLASSE DIRIGENTE

Date	25.05.2010
Description	Final conference progect EMME European Managerial Model Empowerment. Presentation of the results and experience of the transfer. http://www.youtube.com/watch?v=6ij__-ZF0iQ
Target audience	100 participants (managers/entrepeneurs/social partners,unniversity representants and students).
Public	Event is open to the public
Contact Information	Segreteria Organizzativa e Comunicazione: I PRESS Sala Stampa e Comunicazione Viale XX Settembre, 45 Catania Tel. / Fax 095 505133 staff@i-press.it stampa@i-press.it www.i-press.it
Time and place	25 May 2010 - 10.00 a.m. Facoltà di Economia - Palazzo delle Scienze Catania