



Quality & Innovation
in Vocational Training for
Enterprise Cultural Heritage

**Welcome to
the MNEMOS Project Newsletter.**

In this second issue you will find a case study of a UK company successfully exploiting its Enterprise Cultural Heritage together with articles about the new skills needed for effective Enterprise Cultural Heritage exploitation and the role of Enterprise Cultural Heritage in the evolution of a company's product mix.

Extended versions of the articles can be found on the MNEMOS website at <http://www.enterprise-cultural-heritage.org>.

**J. Atkinson & Co:
a successful case of Enterprise Cultural Heritage in UK**



Set in the historic city of Lancaster and hugged by a freshly roasted coffee aroma sits J. Atkinson & Co. who have been roasting some of the world's best coffees and blending the finest teas since 1837. J. Atkinson and Co. has always been a family run business and continues to be one, run as it is by a husband and wife team, Ian and Sue Steele, who took it over six years ago.

The owners recognise the importance of preserving the heritage of the business, always trying to mend existing tools, which create the artisan atmosphere. Ian says "The decision to stick with using vintage roasters (above) is far more than just a marketing exercise, it has been a crucial qualitative decision, an important element for us as purveyors of flavour is preserving those elusive flavour profiles imparted to the coffee beans during the process of direct flame roasting on these particular roasters. To modernise here would have been to throw the baby out with the bath water i.e. the very thing that makes this product so unique and so much loved by its loyal customers."

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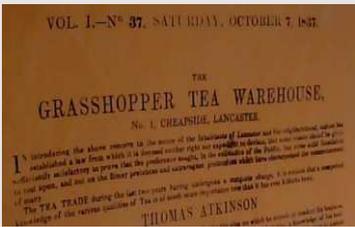
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The aroma is created by blends that are based on modifications of the original blends updated and developed to meet current tastes. Ian describes the process whereby he creates his coffee blends:

“I have taken the principles that I learnt from the old recipes, about how they are put together, and used contemporary thinking about what goes together.”



The business model has not changed much over the 170 years. The original offers as illustrated by the early advert shown below included “coffee, refined sugar, chocolate and spices”. The current owners found the notice which dates back to October 1837 in

the archive of the Lancaster Guardian. Although the spices have been replaced by offers of Professional Espresso machines to satisfy the needs of today’s customers, the original vision and mission carries on in the enthusiastic hands of the owners and loyal customers.

The owners are aware that the heritage element carries a number of benefits for their business. One of their main strategic decisions to preserve and promote this was to actively get involved in heritage marketing. Ian has sat on The Vision Board and the Heritage & Internal Strategy Think Tank. Lancaster, being a historic city as it is, offers a great potential with tourists visiting Lancaster castle or the surrounding museums who would benefit from having a coffee break in the nearby vicinity.

Its cultural heritage offers this business a unique selling point that no coffee chain could imitate. By enjoying J. Atkinson & Co coffee the customers are buying into a local brand that supports local people as well as those suppliers who have sustained this business for generations. The use of new technology such as Twitter and blogs blend nicely with a vintage coffee roaster creating a special atmosphere for visitors whether they are browsing online and purchasing from around the world www.thecoffeehopper.com or just happen to be in the vicinity and need afternoon refreshment.

A video of Ian Steel talking about ECH and J. Atkinson and Co can be found at: <http://www.enterprise-cultural-heritage.org>

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New skills needed for effective Enterprise Cultural Heritage exploitation by SMEs

The MNEMOS project conducted a survey in 2010 in five countries: the UK, Italy, Greece, the Czech Republic and Finland, to discover the awareness of companies of Enterprise Cultural Heritage (ECH), possible repositories of ECH, the companies' perceptions of the skills needed to exploit their cultural heritage and the level of those skills in the companies. The survey was aimed at SMEs at least 40 years old operating in the following craft sectors: food & beverages, textiles & clothing, and ceramics & jewellery. A total of 77 interviews were completed. Based on these interviews an analysis was carried out to establish training needs in the area of ECH exploitation.

Half of the companies interviewed lacked some skills although they were utilising their ECH. In the food sector and jewellery the majority of the companies needed some skills that they did not have or needed to develop them further. The shortage of skills was not so strong in the Czech Republic and in Greece while the greatest need for training was in the UK and Finland. Over 70% of the companies were willing to consider training their staff in order to fill these skill gaps. All Italian and Greek companies interviewed were willing to train their staff in ECH management. In Finland and the UK the share was between 45 and 60%. About 80% of the companies would consider using new media for training purposes and sharing information on ECH with their staff.

The survey gives strong indications that these older SMEs in the craft sector are interested in exploiting their cultural heritage. However, there are differences in familiarity with the subject; the Italian companies seem to be most aware and the Greek companies least aware. Although the Finnish companies claim an awareness of ECH they have made hardly any investment in it. Creativity, originality and innovation are seen as being of increasing importance for companies' competitive advantage in the future. ECH has the potential to become an important asset for companies if there is the skill in the company to use ECH effectively. The next phases of the MNEMOS project aim to meet these skill shortages by developing a methodology to introduce ECH Management in SMEs and a training package to support the methodology.

More information about the survey results is available on the MNEMOS web site: <http://www.enterpriseculturalheritage.org/>

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The role of Enterprise Cultural Heritage in the evolution of the product mix

The history of a business in the form of its Enterprise Cultural Heritage (ECH) is closely associated with the history of its products. New product development is a complex and time-consuming process based on ideas that are generated from emerging market needs and customer enquiries. The development process starts with the production of many new product ideas. The main questions raised about the influence of ECH in the idea generation process are:

Is there an innovative culture within the SME supporting continuous investigation of new opportunities raised by ideas for new products?

Enterprises must generate ideas that can lead to new products, which in turn successfully mature in the market and then decline reaching the end of their cycle. Businesses with innovative cultural characteristics feed this cycle with new ideas and potential products in order to have a balanced product mix through this cycle. An innovative ECH leads to a balanced product mix portfolio.

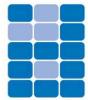
Is there a culture inside the SME that encourages creativity not only within the top management team but throughout the organizational structure?

The influence of ECH on creativity relates to the management style that has been imposed over the company's history originating with the founders. For employees to offer new ideas to the company they must feel free to participate; a decentralized management structure offers the creative space for employees to express their ideas and to be rewarded for their contribution to the enterprise.

Is there an organizational culture to gather and process these ideas within a formal operational mode?

Enterprises must capitalize on idea generation in an organized manner; ideas should be gathered and processed from all possible sources; customers, competitors, suppliers and experts. The cultural asset needed in this case is one that attempts to organize not only the tangible assets of the company but also the intellectual assets. In this respect the personal business values of the company's founders leave their footprint in the cultural heritage of the enterprise.

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