



Quality and innovation in vocational training for Enterprise Cultural Heritage Management (**MNEMOS**)

Internal Evaluation Initial Report

University of Salford
June 2010

Project Number: 504470-LLP-1-2009-1-Uk-LEONARDO-LMP Grant Agreement Number: 2009 – 2195 / 001 – 001

This project has been funded with support from the European Commission.

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1. Introduction

The evaluation of the project consists of two elements: internal and external (WP10). Both elements can be formative, summative, or developmental, guided towards achieving reliable and project valid outcomes. The internal evaluation has been carried out by Alex Avramenko (a.avramenko@salford.ac.uk). Its purpose was to provide objective advice and support, particularly as a part of the formative evaluation process, in order to judge the worth of the project while the project activities are being formed. This process was guided by a ‘utilization-focused evaluation’ methodology that requires the involvement of the primary intended users at all stages of evaluation.

2. Progress overview

This report covers evaluation of the first (WP1, 2, 8 and 9) and partially the second (WP1, 3, 8 and 9) stages of the project.

a. First partners meeting

The first partners’ meeting took place in December 2009 and was the cornerstone of establishing working relationships amongst the partners. All partners have contributed to the discussion about the essence of the project and its most effective outcomes.

The key theme emerged: re-thinking of the role of Enterprise Cultural Heritage in the context of organisational culture of an organisation as accumulated in organisational memory over time of its existence. The main challenge has been identified as how to capture that cultural heritage rather than developing another piece of information technology. All partners have agreed with such rationalisation of the project’s focus.

A clear definition of Enterprise Cultural Heritage has been discussed and agreed upon, which provides a unique reference point for the current and future research.

b. Partnership exploitation agreement

The main purpose of the partnership agreement was to delineate specific Intellectual Property Rights exploitation related activities with the outcomes of the project during and beyond the project life cycle.

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All partners have been involved in the discussion of the agreement. No issues have been identified at all three levels of outcomes utilisation: dissemination, licensing and sub-licensing, and selling.

c. ECH management: Needs analysis

It has been identified and agreed by all partners that a comprehensive literature review has to be compiled for the Needs analysis to be more grounded. It however represents a challenge as available literature on Enterprise Cultural Heritage and its management is rather limited. To overcome this issue it has been agreed that a questionnaire to be developed to draw more insights into cultural heritage from its elaborating on the subject areas of knowledge and culture management.

On the practical scale, the Needs analysis has to be implemented in two stages: desk-based analysis (TSE, UoS, URENIO and IDTECH) and surveying of relevant companies (all partners). It has emerged during discussions that the latter has to be conducted as a structured interview in order to get better response rate and more reliable information. Both stages have been completed by March 2010.

d. Project website

The project's website has been launched as planned and represents an opportunity for creative online collaboration. The website provides an opportunity for the efficient project partners' communication and project information flow, with a single contact point and all documents shared on the partners-only area. The agreement has been reached that the website will be maintained for two years after the project completion.

The website also serves as a media for the project updates and information dissemination. All partners welcomed the release of the project newsletters, which promotes the main project outcomes as well as presenting an overview of Enterprise Cultural Heritage in Italy and UK.

e. ECH management methodology

Due to the novelty of the Enterprise Cultural Heritage area, developing an appropriate methodology has not been without certain complications. Firstly, it has to be flexible enough as cultural heritage has different meanings for different companies. For instance, in some companies enterprising culture remains almost unchanged for years, while in others it changes fairly often influenced by ever changing products' portfolio. Secondly, it has been envisaged at this stage that the methodology needs to consider (1) company's business processes and (2) procedures or practices for cultural heritage exploitation.

3. Other findings

The two other main findings relates to the partners' communications and timing of work packages.

It has to be noted that all partners contributed enthusiastically to an ongoing discussion about the project matters. The launch of the project website has facilitated the close working relationships between the partners and effectively reduced the volume of information distributed by email correspondence.

Lack of research about Enterprise Cultural Heritage and especially its developmental impact on small and medium enterprises has been effectively compensated by the partners' efforts in bridging that gap. This however led to a minor delay in initiating the second stage of the project, namely work package ECH management methodology. Due to established close collaboration of all partners this deviation can be compensated at the project's later stages.

4. Conclusion

The purpose of this initial evaluation report was to provide the partners and the project management with feedback on the project's progress and matters that will need to be considered following the second partner meeting in Rende, Italy on June 3rd/4th 2010. This report is primarily based on communications with all project partners.

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