



Quality & Innovation
in Vocational Training for
Enterprise Cultural Heritage

ENTERPRISE CULTURAL HERITAGE MANAGEMENT:

LITERATURE REVIEW & SUMMARY OF ECH MANAGEMENT
RELATED TRAININGS IN THE UK, GREECE, ITALY AND FINLAND

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PART I: LITERATURE REVIEW OF THE BENEFITS OF ECH MANAGEMENT

1. ENTERPRISE CULTURAL HERITAGE (ECH) AS AN ASSET IN COMPANY CONTEXT

Cultural heritage is something that communities, groups and sometimes even individuals recognize to be part of their cultural heritage (UNESCO 2003). The cultural heritage includes both the intangible elements, such as the practices, representations, expressions, knowledge and skills - as well as the instruments, objects, artefacts and cultural spaces associated therewith (Unesco 2003, Nic Craith 2007).

By definition heritage is something which is valued and named as heritage among those members of the culture who have power to define such a things. Usually those are the professionals and experts, who are engaged in its management and administration such as governments, ministries, museums etc (Throsby 2001). But it is not uncommon to have negotiations over what cultural heritage consists of, because different communities may have placed contradictory values on the same cultural heritage (Nic Craith 2007).

Therefore, not all that is inherited from the past is part of cultural heritage. It is important to distinguish between cultural tradition and heritage. It has been argued that cultural heritage refers to 'cultural patterns, practices and objects that are either no longer handed down in everyday life'... 'or used in ways significantly removed from their historical trajectory' (Kockel 2007). On the other hand, 'tradition' refers to living culture, which is transferred from generation to generation (ibid.). The aspect of socially constructed valuation is more permanent in heritage than in tradition. However, the definitions are in constant move, and far greater and thorough academic discussion has been called for (Ibid, 6).

As cultural heritage is something valuable, we can ask what kind of values it encompasses. Previously the cultural values such as building the national identity and a sense of self-continuity have been almost the only recognized values that cultural heritage has had. Cultural heritage has been closely linked with national and regional identities, and therefore actively used e.g. by the politicians. At that time, it might even happen that the linkage between nation's traditions and the elements which then were to become its cultural heritage were not strong at all. On other words, the heritage was made up for political and economical purposes.

In recent years, however, the potential economic values of cultural heritage have been raised into discussions and public policies (Nic Craith 2007). Heritage can be used as an asset, which can have new meanings in new contexts and eras. Therefore, it can be used to serve contemporary purposes. Cultural heritage's both cultural and economic values have become more visible

recently. The concepts of heritage production and heritage as commodity have been introduced. First venues for this commercialization have been museums, travel and food industry. (Nic Craith 2007, Kockel 2007).

Realizing cultural heritage as an asset for companies has not been widely discussed yet. Company's cultural heritage can be regarded as part of company's cultural capital. And as all forms of capital it is transformable to other forms of capital such as intellectual capital or financial capital. But the exploitation of knowledge or the cultural heritage of an organization as an asset resides not in the knowledge itself, but in the ways to use and re-use it (Sedera et al. 2004, Urde et al. 2007). Hence, in this report we aim to give some insights of how to utilize the cultural heritage of the company in different fields of SME-management.

As important as the ways of exploiting and reproducing the information inside the company is also recognizing valuable information of the company's past from the invaluable. Cultural heritage differentiates from the stock of traditions of the firm. Traditions include all the stories, working methods, habits, values and know-how which are passed from one generation to the next, whereas heritage is that part of tradition, which is valued and nominated as heritage. In our definition of ECH, enterprise cultural heritage is defined as an asset - an asset that can be transformed into different forms of capital. All of which at the end, when wisely managed and used - make the business more prosperous.

For MNEMOS project the following definition for ECH has been constructed:

Enterprise Cultural Heritage (acronym ECH) is a company asset that is derived from its historical evolution. This asset is made up of tacit and explicit knowledge. This knowledge focuses on products/services (and the overall brand identity of the firm), processes (and technologies), functions, and organisational structures. It can be used to underpin future competitiveness through originality, innovation and quality.

Unfortunately there are no ready-to-use procedures how to do this. However, it has been suggested that the valuation process should be linked with the whole strategic planning process of the business and based on cost-benefit analysis, which takes into account both the expected short-term and long-term benefits (Throsby 2001).

Usually the cost-benefit analysis begins with the assessment of benefits. In some cases the benefits can be so unarguable that this phase can be avoided. Those cases a cost-effectiveness analysis is in order. When entering the cost-benefit analysis, there are three categories of benefits: use values, non-use values and externalities. Use values are the economic valuations placed on all the directly used goods and services which the project generates. Non-use values are of three types: existence value, option value and bequest value. The externalities from the project are the spillovers that affect other economic agents. The time span for predicted benefits must also be decided when evaluating the future benefits. (Throsby 2001.)

What would then be the reasons to use company's cultural heritage in its present activities? Won't the utilizing of company heritage be in contradiction with being up to date, high tech and modern? As stated in Urde et al. (2007) there is no contradiction. Heritage gives the companies a possibility to differentiate from its competitors. The advantages of using and expressing ones heritage are:

1. Heritage can provide a basis for distinctiveness in positioning, which can generate *competitive advantage* which will be manifested in higher prices and retaining customers who value heritage.
2. Heritage can increase brand value bringing it more *credibility*, authenticity and meanings, which are important for the customers.
3. Heritage helps also to build a special relationship with *non-customer stakeholders* like the surrounding community. It may also help the HR activities of the company, like recruiting and retaining staff. It may also build internal commitment and pride among employees of the company. (Ibid.)

This report has two parts. In the first part some examples of the anticipated benefits of utilizing and effectively managing Enterprise Cultural Heritage will be introduced. First, the chapter 2 gives examples of the benefits of ECH Management in product development. New product development process will be used in the report as the main example of the mechanisms of ECH utilization. This example will help to understand the potentials of effective ECH management also in other fields of business management. In addition, two short but more human focused examples are given. First some possibilities of the usage of ECH in brand building and marketing will be introduced. Following chapter 4 shows the benefits of ECH management in human relations of the company.

The second part of the report gives an overview of the results of national inventories of the trainings and courses available in the UK, Greece, Italy and Finland in ECH management related topics. These inventories of the supply of trainings potentially needed by the SME-owners and employees in order to better exploit the cultural heritage of their firm form a counterpart for the demand side report of MNEMOS project. This report on training needs of SMEs (based on a survey of over 40 years old SMEs in all partner countries) is published separately.

2. BENEFITS OF ECH MANAGEMENT IN PRODUCT DEVELOPMENT

The existence and the course of a business in the form of enterprise cultural heritage are closely associated with the course of its products. The rapid development of new technologies, the shift change in customer needs and attributes, and the gradual increase of the competition has forced a lot of businesses to adopt. NPD is a complex and time-consuming process, which cannot be taken lightly, since it holds more perils than first meets the eye. The creation of new products is based on ideas that are generated from emerging market needs and customer inquiries. This innovation process requires a strong market orientation and external intelligence management skills. So market success is a single performance indicator for new products entering into the market. According to David S. Hopkins and Earl L. Baily research has shown, 40% of new consumer products, 20% of new industrial products and 18% of new services related products have failed completely as products.

How important is the role of enterprise cultural heritage in new product success and failure? This is a question that must be analyzed carefully taking into account the influence of enterprise cultural heritage in each step of the new product development process from idea generation to the entrance in the market.

2.1. The influence of ECH on idea generation

Every new product and every new product development process starts with the idea generation. Idea generation is a process in which creative thinking is used to produce large amount of ideas for new products. It is very important that all ideas no matter how ludicrous or extreme they may sound, to be gathered. The idea generation process should be on - going, have a specific purpose, involve the whole of the company including its clientele, use a variety of methods, have one person in charge and not evaluate the gathered ideas (Idea generation process, 2007). During the idea generation - gathering process one should not criticize the ideas of others, should be freewheeling and generate as many ideas as possible. The management of ideas is also very important at this stage due to the large number of ideas to be selected and their diversity. Based on what was said above, the problem at this level is to generate as many ideas as possible and manage them in such a way that it will be possible and easy for screening them later on.

The main questions raised on the influence of enterprise cultural heritage in the idea generation process are:

1. Is there an innovative culture within the SME for contiguous investigation of new opportunities raised by ideas for new products?

2. Is there a culture inside an SME that encourages creativity not only within the top management team but throughout the organizational structure?
3. Is there an organizational culture to gather and process these ideas with a formal operational mode?

The answers to these questions highlight the influence of enterprise cultural heritage on the idea generation process. First of all the innovation culture is reflected in the company's product mix. Enterprises must generate ideas that could possibly lead to new products, which in turn must be successfully mature in the market and then decline reaching the end of their cycle. Businesses with innovative cultural characteristics must always feed this cycle with new ideas and potential products in order to have a balanced product mix through this cycle. On the other hand, businesses with strong concentration of product mix on mature products will most probably face the decline face soon (Von Hippel and Katz, 2002). Thus their income sources will be declining and most probably will be too late to raise revenues from new products. On the contrary, they face the danger of bankruptcy since they must invest for new products while at the same time their revenues are declining. Concluding the answer to the first question, innovative enterprise cultural heritage leads to balanced product mix portfolio practices with a spread of products in the stages of design, of entering the market, of maturing and declining.

The question of enterprise cultural heritage on creativity relates to the management style that has been imposed over the company's course. Authoritarian management style usually provides a controlled operational centralized structure that does not encourage creativity. Employees are controlled and supervised to perform their tasks. On the other hand employees that could creatively offer new ideas to the company must feel that they participate in the management and the decision making process. A decentralized management structure offers the creative space for employees to express their ideas and must be awarded for their contribution to the enterprise. The management style originates in the company's founders and it is a part of the cultural heritage that carries on influencing directly the capacity of the firm to creatively generate ideas.

The influence of enterprise organizational culture on idea generation productivity is very essential. Enterprises must capitalize on all the assets for idea generation in an organized manner. Ideas must be gathered and processed within the formal company's procedures. The skills required for institutional innovation must take under consideration all possible sources for idea generation, which are (Jackson, 2002):

- Ideas for new products can easily come from the very customers of the company. This can be accomplished by gathering information about their needs and preferences. Then when all data is collected a series of tools can help the company quantify these needs and translate them into new product ideas. Gathering the customer needs can be done easily using questionnaires either upon the purchase of an existing product, or over the phone (telephone research based on a clientele list) or through the Internet (on-line questionnaires). The golden rule in either case is to ask the proper questions that can give a complete picture of the customer needs. This idea gathering process can also be done in conjunction with a market research. A market research can give a present picture of the market, that the new product is indented, and future market trends. In the case that a market research is used to identify customer needs, a market plan must be formed

beforehand that will keep the research in focus and identify target groups, sampling methods, possible ways of data evaluation, objectives of research etc.

- Company suppliers, dealers, middlemen or partners can also be an invaluable source of new product ideas, since they are the ones that come face to face with customers on a daily basis and can draw from them information about company products. The way that they are communicating with the customers, which is usually informal, can show aspects of customer needs that cannot be shown in any market research. Furthermore, in the case of geographically dispersed customers, where the market is differentiated from place to place, dealers and suppliers or partners are the only ones that can give an accurate picture of the market and subsequently of the customer needs.
- Fairs, seminars, expos and shows that competitors participate are a good place of obtaining new product ideas for either completely new products or supplements of existing products or upgrades of existing products.

This multi-sourced operational function of ideas for new products must be utilised formally by an internal organizational structure in the SME. It is certain that a cultural asset is needed in this case that attempts to organize not only the tangible assets of the company (inventory, orders, and products) but also the intellectual assets, such as ideas for new products. In this respect the personal business values and of the company's founders and the management set their footprint in the cultural heritage of an enterprise.

2.2. The influence of ECH on idea screening

Once all viable ideas are gathered and managed, they must be further developed, examined, prioritised and evaluated so that a single product idea is selected for further development into a product concept. There are many methods to screen ideas and select the best one for further development. Ideas can be screened against company's marketing strategies, against company sales and profitability minimum's, along with key customers and buyers etc. All screening processes should give adequate answers to key questions such as "Is it worth it", "Can the product win into the market", "Is it real". The answers to the following questions may be able to provide documentation related to the influence of enterprise cultural heritage on the idea screening process.

1. Is there an enterprise cultural asset in setting marketing strategies?
2. Is there a product profit monitoring function with the company's operational structure?
3. Is there a cultural asset in valuing customer's opinion?

These are three cultural characteristics that could facilitate a successful idea screening with an SME. The answer to the first question relates to idea screening against new or pre-existing company marketing strategies which will reinforce company focus and use of scarce company resources. In this case, the company's marketing strategy acts as a guideline for action. Such a strategy should consist of the following (Hargadon, 2004):

- A definition of the target customer group, either demographically, or by lifestyle or by using habits etc.
- A translation of the company's mission into a measurable annual objective.
- A set of product standards such as achievement of marketing goal, response to competition, profits, sales etc.
- A check list of accomplishments such as marketing spending, R&D spending, product quality, market positioning, etc.

If any of the product ideas that are screened are not compatible with the company's marketing strategies, then one can either consider altering these strategies or not pursuing at all a new product concept development. A definition of such elaborate marketing plan is not a frequent occurrence in small and medium size enterprises unless there is a strong marketing management orientation between the company's founders and management. Usually due to lack of expertise and resources, marketing is limited to the design of promotional and pricing activities and does not cover all the management aspects of 4Ps. This type of elaborate marketing structure is infused in a company, when key staff members are educated or trained in marketing management courses.

A company must have the ability to generate a minimum amount of sales and subsequent profits. The number of sales and the profit margin depend on the size of the company. For example, large consumer goods companies have an average profit margin of around 60%. This means that for every item they sell, 60% of its price is profit and only 40% covers the development and production costs. If a small company is competing with large ones, knowledge of profit margins and sales potentiality of the competing companies is essential so that to provide a successful business strategy. This strategy can be used to screen new product ideas that will be able to compete in a market. Thus, the answer to the second question relates to the enterprise cultural asset to set and monitor profit goals by product. Setting product cost and profit centres and monitoring their profitability is a difficult task among small and medium enterprises. It requires an organizational and operational structure that relates to cultural modes of decision making and management.

Valuing and formally recording customer opinion is a cultural asset that depends mostly on the value chain that a company has generated over its years of existence. Data, which can be collected along with new product ideas in the first stage of new product development, can be used to screen ideas. This means that input from customers cannot only provide new ideas but also the means to screen them. Managers can get so committed to a product idea and subsequently to a product concept that sometimes proceed to product development before all customer data is analysed and evaluated. This under minded decision is a sign of lack of cultural asset regarding the value of customer opinion.

2.3. The Influence of ECH on product conceptualization

As soon as a single product idea is selected a product concept has to be developed so that a complete product can be emerged in later stages. The product concept must be the best from many and this is accomplished by examining all available concepts for a single product idea. When a single idea is selected from many generated ones through a screening process, it should be an innovative solution that will be sold in the marketplace and produce revenue for the business. The

concept generation process involves the evaluation of several product concepts all based on a single product idea (Denning, 2004).

Product concept generation involves the following tasks:

- Definition of product characteristics.
- Definition of target market and customers to test and validate products before entering into the market.
- Identification of the competition and formation of a competitive strategy.
- Early - preliminary product technical development and testing scheduling.
- Estimation of product development required resources.

The enterprise cultural heritage influence in the realization of the above tasks relates to the following questions:

Is there a company cultural asset to define and plan markets explicitly before the insertion of a new product into the market or the company operates on test and trial basis?

Is there a cultural asset to formally gather information about competition forming a competition intelligence base?

The development of product concept requires a cultural asset of decision making based on sound decision taking documentation and structured process. A developed new product concept is not the product by itself. It's simply a general representation of a product technology and its end-benefits. Sooner or later this idea, fuzzy thought or generalized notion must be translated using a certain method so that potential consumers can evaluate it. Typically this translation is performed in a strategically oriented product positioning statement. The problem is that if a product concept is talking "apples" and the target consumer is hearing "oranges," any evaluation of that particular product concept is surely going straight for disaster. One could discard what could have been the best idea in the lot during the idea screening process. Even worse, one could develop an unwanted apple -- not the required orange that the consumer thought one was promising. In order to overpass these conceptual problems the following product specification issues must be resolved (Amabile, 1998):

- Acquisition of product characteristics or product customer requirements.
- Development of product concepts that can fulfil these requirements.
- Evaluation of each product concept.
- Derivation of low-level product requirements.
- Derivation of high-level product requirements.
- Determination of manufacturing process to meet both low and high-level product requirements.
- Development of process and quality controls.

Obviously, the above product conceptualization requirements demand an organized decision making support mechanism and documentation centre with an enterprise. Such organizational structures are implemented based on the recording of historical and empirical data and are part of the cultural heritage of a company. The overhead cost of maintaining such a system for decision making is imposed by the values inherited by the founders and the management of an enterprise.

Market segmentation and targeting is another aspect of product conceptualization that draws from the business practices inherited in a company. Some companies launch their products in a test and trial basis to see customer responses. Others carefully plan the target segment and define a separate market segment strategy before the introduction of the product to the market. Nevertheless, few SMEs have the resources to contact a proper market research to test the product specification in potential target markets. The form of product specification depends on the norms and customer relations that a company operates and is inherited as practice into the new product development process.

A Competitive Intelligence Programme(CIP) (Malhorta, 1996) uses public recourses to find and develop information on competition, competitors and market environments so that to produce new product ideas than can give an advantage against these competitors. Resources from which information about the competition can be drawn usually include the following.

- Government Agencies. They can produce valuable data, but getting the information is usually very time- consuming.
- Online databases. Faster method for obtaining information but more expensive than others. Drawback is that databases do not contain information that has not been released or included in the on-line reports.
- Companies and investment community resources. Some information can be available from the competitive companies and can be obtained either by contacting the company directly or by contacting investment community sources.
- Surveys and Interviews. Surveys can produce large amount of data about the competition and interviews can give in - depth perspectives from small samples.
- Drive - by and on - site observations. Data can be collected from competition retail outlets, fairs and seminars where usually state of the art new products are on show.
- Competitive benchmarking. This kind of benchmarking can be used to compare one's company or business against the competition.
- Defensive competitive intelligence. It is used as a means to present one's company to the competition.
- Reverse engineering. Acquiring competition products and analysing their quality, features, costs, etc can yield invaluable information.

The four main steps in designing an effective CIP are: Setting up the system, collecting the data, evaluating and analysing the data and disseminating information and responding to queries. These are described bellow (Prescott and Gibbons, 1993):

1. Setting up the system: The first step requires the identification of the types of vital competitive information, identifying the best information sources and assigning someone to manage the system. In the case of SME's, which usually cannot afford a formal competitive intelligence officer, specific executives must be assigned to watch specific competitors. So when someone needs information on a particular competitor they will be able to contact the executive assigned to him.
2. Collecting the data: Data must be collected on a continuous basis from the field i.e. from the sources mentioned above.

3. Evaluating and analysing the data: In this step, company managers check the data that they have collected for validity and reliability. Then they interpret the results; organize them so users can find what they need more easily.
4. Disseminating information and responding: Key information is then sent to decision makers and managers. All inquiries are hopefully answered and all the people involved have adequate information about the competition. Based on the information gathered, managers can also interpret the competition's practices, if any, and his response to the company's moves.

Effective implementation of a CIP requires not only information about the competitor's products but also information about the market trends in existence, the technological advances available, and the economic conditions in hand and the legal and regulatory mandates in force. Only when the above factors are taken into account, new product ideas can be generated from the information gathered on competitor products that can give a competition advantage against them. It is important that all raw data is evaluated and screened for accuracy. Double-checking and cross-reference must always be in mind of those that perform a CIP. Miscalculations and assumptions made about the competitor's products can lead to false new product ideas that usually fail miserably after their full development. The implementation of a structured competitor intelligence system requires time and resources that most of the time are considered to be a luxury by SMEs. The detailed implementation of such a system depends on the normative behaviour of a company's management, their capacity to capitalize on such a system and their business practices. If there is a cultural asset to investigate for new opportunities based on competitor actions, it usually operates under a formal or an informal CIP.

2.4. The Influence of ECH on business planning

Since the company has a great idea for a new product chosen, the product concept has been developed and the marketing strategy seems feasible, the next step is to check whether the finances are there to back up such a project. The business analysis level looks more deeply into the cash flow the product could generate, what the cost will be, how much market shares the product may achieve and the expected life of the product forming a business plan (BP). The purpose of creating a business plan is to find and secure financing internal or external for the product development process or more generally for the start up or expansion of a business venture.

Since no real money was spent until the product idea screening phase and product concept development, it is crucial that a BP is formed before going into development. A BP requires information from different persons coming from different principles of a company. There is no way that a single person can provide all the answers needed for the creation of it. The result of a BP is usually an estimate of whether there will be a profitable return, in this case, to the product development investment. The question that relates planning and operational management to enterprise cultural heritage is the following: (Pugh, 1996):

Is there a cultural asset to long term planning over a product lifecycle or planning is made depending on the current product status?

While business planning is a conventional management planning tool to monitor the progress of an enterprise, it is sometimes undermined by SMEs. Especially where the plan is not the result of an endogenous plan generation process but it is delivered or imposed by external consultants. A planned based on operational management is based on commonly agreed plans of an enterprise asset that is gained upon carefully evaluating the product life cycle. Thus, this planning culture is an important and complicated cultural asset. The product's life cycle - period usually consists of five major steps or phases: Product development, Product introduction, Product growth, Product maturity and finally Product decline.

These phases exist and are applicable to all products or services from a certain make of automobile to a multimillion-dollar lithography tool to a one-cent capacitor. These phases can be split into smaller ones depending on the product and must be considered when a new product is to be introduced into a market since they dictate the product's sales performance.

The product development phase begins when a company finds and develops a new product idea. This involves translating various pieces of information and incorporating them into a new product. A product usually undergoes several changes involving a lot of money and time during development, before it is exposed to target customers via test markets. Those products that survive the test market are then introduced into a real marketplace and the introduction phase of the product begins. During the product development phase, sales are zero and revenues are negative. It is the time of spending with absolute no return (Daha and Hauser, 2001).

The introduction phase of a product includes the product launch with its requirements to getting it launched in such a way so that it will have maximum impact at the moment of sale. This period can be described as a money sinkhole compared to the maturity phase of a product. Large expenditure on promotion and advertising is common, and quick but costly service requirements are introduced.

The growth phase offers the satisfaction of seeing the product take-off in the marketplace. This is the appropriate timing to focus on increasing the market share. If the product has been introduced first into the market, (introduction into a "virgin" market or into an existing market) then it is in a position to gain market share relatively easily. A new growing market alerts the competition's attention.

When the market becomes saturated with variations of the basic product, and all competitors are represented in terms of an alternative product, the maturity phase arrives. In this phase, market share growth is at the expense of someone else's business, rather than the growth of the market itself. This period is the period of the highest returns from the product. A company that has achieved its market share goal enjoys the most profitable period, while, a company that falls behind its market share goal, must reconsider its market positioning into the marketplace.

The decision for withdrawing a product seems to be a complex task and there a lot of issues to be resolved before deciding to take it out of the market. Dilemmas such as maintenance, spare part availability, service competitions reaction in filling the market gap are some issues that increase the complexity of the decision process to withdraw a product from the market. Often companies retain a high price policy for the declining products that increase the profit margin and gradually discourage the "few" loyal remaining customers from buying it. Such an example is the telegraph submission over facsimile or email.

This long term design, planning and monitoring functions require a cultural notion to foresee dilemmas and plan future actions. On the contrary, another cultural norm is to face problems and then react.

2.5. The Influence of ECH on testing and validation

Product testing can occur in all levels of the NPD process. It can take the form of concept testing at the end of concept development, of prototype and beta testing at the end of the prototype development or of final product testing at the end of the technical implementation. Regardless of the phase of the NPD process, the product testing process consists of three components: the creation of a testing strategy (which often includes the creation of test cases), the creation of a test plan (which includes test cases and test procedures and the execution of the tests). The test strategy is a formal description of how a product will be tested. For the creation of such a strategy the testing team must analyze all the product requirements, write the test strategy and review the plan. The test plan may include test cases, conditions, the test environment, a list of related tasks, pass / fail criteria and some kind of risk assessment referenced by the Better Product Design, Institute of Manufacturing and University of Cambridge.

The test plan is prepared by reviewing all the functional requirements of the product. These requirements can be easily broken down into specific test procedures. The test procedures can define the test conditions, data to be used for testing and the expected results. The test plan should include tests cases or scenarios, which should be designed to represent typical and extreme situations that may occur during the product's life. Tests execution is completed, by following the test documents in a methodical manner. Test documents are the results of the test strategy creation and the test plan development. As each test is executed, a record of the test result must be kept in a test execution log. All test results noted in the execution log must be evaluated by engineers and screened against the pass / fail criteria set in the test plan. Any faults or bugs in the operation of the product should be fixed before the product goes through the technical implementation and manufacturing phase. There are cases where faults are not fixed since they are noted as of low importance in the risk assessment prepared in earlier levels of development. After all tests are completed, a summary is prepared and delivered to the project manager, the quality assurance manager and the leader of the test team. When all tests in the test summary are certified then the product takes the go ahead to the next level of development.

This ideal description of product testing requirements is influenced from the company's value chain and the approaches used in relation to quality and customer respect. This comment is outlined by the following question related to product testing before the market introduction.

Does the company possess the quality cultural tradition and total quality management functions in order to provide products to the market with a specified quality, respect culture that avoids any entrance into the market products with faulty or misleading characteristics?

The solution or solutions that deal with quality issues and are related to beta and market product testing vary and cover a lot of different aspects and issues. One should look into product development testing and the tests that must be carried out during this stage, one must give extra notice into major market research issues and must know what kind of tests are available. Also

some basic or in some cases specialized knowledge of prototyping techniques and testing must be in hand. The above mentioned are discussed as tools or methods or techniques aiming to give a spherical informative point of view of what are available and what can be done to solve the problem of testing. Apart from that, the most important testing techniques are given below:

Unit testing. Unit testing occurs when all product components are tested and the expected test results are met or their differences are explained and accepted. It involves the testing of the product as a whole.

Functional testing. It is a black-box testing procedure designed to examine the functionality of the product. It is performed by specialized test engineers.

Usability testing. During this test the user-friendliness of the product is examined. This product characteristic is purely subjective and depends on the targeted product end-user or consumer. User interviews, surveys, market research results and other techniques can be used to define and analyze the test procedure and the test results.

Integration testing. Integration testing is the continuous testing of an application as new functionality is recommended. Programmers, engineers and testing personnel usually perform this type of testing.

System testing. System testing is a black box testing performed by the test team as the complete product is configured in a controlled environment. The purpose of the system testing is the validation of the products or application accuracy, its ability to perform all the tasks designed for and the simulation of real life scenarios.

End-to-End testing. This kind of testing is very similar to system testing since during the test situations that mimic real life are used. During this test the product or service or application is put to interact with other components that it will usually be connected to or incorporated with in real life.

Performance testing. This kind of testing verifies possible loads, volumes and response times that the product may be specified to have.

Installation testing. This test examines the way a new product or service can be installed, uninstalled, upgraded or changed.

Alpha testing. This test takes place when development is near completion. End-users or customers usually perform it and its results can only be used for minor design changes to be made.

Beta testing. As with alpha testing this test is performed by end-users or customers. The test is performed when all development is completed and just before the product or service is launched into a market.

All these testing techniques are not entirely included in any quality standard. So apart from any required quality standards or safety regulations that must be implemented there is a series of testing steps that must be taken before a product enters into the market. These quality procedures are imposed by the company's quality standards set by the founders and management. These quality standards follow the company's products so customers must receive stable products with the same specification level.

2.6. The Influence of ECH on product design

Issues that need to be looked at and solved in this phase have to do with manufacturing and the ways this can be performed easily and effectively inside the cost and time limits set, and according to the specifications that have been laid out during the previous levels of development.

Also this level deals and gives some insight solutions with some major manufacturing issues such as mass manufacturing, bill of materials management, quality assurance and value engineering and major tools that can be a great help for engineers and production personnel are discussed. These include CAD/CAM, Design for X, Industrial Design, Reengineering, Reverse Engineering and others.

Solutions for specific industry related issues are not given since the Level contents are set to give general directions in solving management problems that can arise in all industries and to provide some insight of the situations that must be dealt in product production.

The term "Design for Manufacture" was used in the past to describe a product design approach that ensured that a product is both manufacturable and simple to assemble. Nowadays the term "Design for X" is used to include activities such as the design for manufacture that express product design using a collection of tools, techniques and philosophies to link customer requirements and quality criteria such as robustness, serviceability and others as they are presented by the Better Product Design, Institute of Manufacturing and the University of Cambridge. There are dozens of Design for X methodologies; tools and techniques, each of them have impact on specific markets and for specific types of products. Some of the Design for X methodologies are given below (Ulrich and Eppinger, 2004):

- Design for manufacture.
- Design for assembly.
- Design for disassembly.
- Design for life cycle.
- Design for ease of use.
- Design for installation.
- Design for maintenance.
- Design for validation.
- Design for reliability.
- Design for reuse.
- Design for cost.
- Design for the environment.
- Design for quality.
- Design for speed.

The most important of all the design approaches that are given above are the Design for Manufacture and the Design for Assembly since they have direct and recognizable impact on product costs. Following the product specification and testing phases the product design is an important engineering phase that the actual prototype comes in place. These engineering skills are

knowledge repositories stored in a company's reservoir and culture related to each other with the following question:

Does a company possess the engineering knowledge and background to resolve complex design problems ensuring the viability of the new products?

Design for Manufacture is more a philosophy than a practice. It is a way of thinking, which can be applied to any product component, product or product family tree. Its purpose is to minimize the overall component count and to optimize the remaining components so that the manufacturing costs are reduced.

The Design of Assembly (DfA) can be considered as part of DfM since it also supports the minimization of the total number of product components. In addition DfA focuses on the optimisation of how product components can be moved, held, located and joint during the manufacturing process.

For many durable goods, there are a variety of other design considerations related to the total product life cycle. For consumable products, some of these life cycle factors may be of lesser importance. Life cycle factors that may need to be addressed during product design include: Testability / Inspectability, Reliability / Availability, Maintainability / Serviceability, Design for the Environment, Upgradeability, Installability, Safety and Product Liability and Human Factors.

Test and inspection processes can consume a significant amount of effort and the development or acquisition of test equipment can require considerable time and expenses for some products. Early involvement of the test engineering or quality assurance functions can lead to design choices that can minimize the cost of developing or acquiring necessary equipment and the effort to test or inspect the product at the various stages of production. Reliability consideration has tended to be more of an after-thought in the development of many new products. Many companies' reliability activities have been performed primarily to satisfy internal procedures or customer requirements.

Consideration of product maintainability/serviceability tends to be an after-thought in the design of many products. Personnel responsible for maintenance and service need to be involved early to share their concerns and requirements. The design of the support processes needs to be developed in parallel with the design of the product. This can lead to lower overall life cycle costs and a product design that is optimized to its support processes.

There are three major elements of design for the environment: design for environmental manufacturing, design for environmental packaging, and design for disposal and recycle ability. Design for environmental manufacturing involves the following considerations:

- Non-toxic processes & production materials.
- Minimum energy utilization.
- Minimize emissions.
- Minimize waste, scrap & by-products.

Industrial Design as any of the design methods and processes available for NPD needs to be well planned and managed. SMEs often are engaged in hiring external industrial designers or outsourcing expert design organisations. Beside the external support that SMEs could receive, an endogenous design capacity must exist inside an enterprise to direct and drive the design process.

This cultural inherited knowledge derives from the accumulated technical and manufacturing skills. Product failures often lead to new product design tips to improve their functionality. This internal knowledge is accumulated in the production and product design functions and is the most valuable engineering resource.

2.1. Conclusions

This Chapter follows a stepwise approach to analyze the influence of enterprise culture heritage on new product design. Although the design of a new product could be outsourced to external experts, the reserved historical knowledge of the company's products, customers, competitors, suppliers, markets and technical product details are valuable reserved information that could not be hired externally. The design of a new product reflects the norms, wills, ideas and visions of the staff members of a company.

3. ECH MANAGEMENT IN BRAND BUILDING AND MARKETING

Brand building and marketing are closely related in company heritage marketing. There are many organizations that use heritage branding in their marketing. And in fact, the number is increasing. There have been argued to be some significant shifts in the future in terms of branding strategies. Those are 1) many organizations will focus more on stressing philanthropic causes of their actions, 2) global messages will be increasingly tailored for local markets, 3) there is a trend for authenticity, which means re-association of the firms with their heritage and traditions, 4) there will be increase in investment to find new uses for existing products, 5) employees will become more involved with the branding strategies of the company and 6) in the future, the branding will be based more on research and measurement than today. (Misiura 2006.)

In this chapter we introduce some of the benefits that efficient ECH Management will produce on brand building and marketing. We will report them separately for the clarity, even if we do realize them to be heavily intervened.

3.1. Benefits of ECH Management in Brand Building

Alongside marketing, branding is a key dimension for the exploitation of products and services. There are a number of competing definitions of a “brand” which make it difficult to compare the results of different brand related studies (Kollat et al., 1970). In their study Chernatony and Riley (1998) found 12 brand definition themes which are: legal instrument, logo, company name, shorthand, risk reducer, identity system, image, value system, personality, relationship, added value and finally evolving entity. Therefore, for the purpose of the current study we define “Brand” as a multidimensional concept that aligns the functional and emotional values of an organisation with the performance and psychological needs of the prospects (Chernatony and Riley, 1998).

Enterprise Cultural Heritage (ECH) could be considered as one of the dimensions developed by a brand to differentiate it and give it a competitive advantage. Brands can tap into emotional needs and create a bond with their customers, therefore branding can drive sales and create loyalty over time, drawing customers in on perceived value as developed from ECH.

Brand building as value system is a long-term commitment to meet customers’ needs which, due to its long time spans is also closely related to the ECH. The brand values, such as ECH, have to have a meaning at the high-level organisational vision and being shared by all employees of an organisation in order to keep these values consistent with customer’s experiences (Chernatony and Riley, 1998). It can also be broken down into four stages: 1) establishing brand identity, 2) creating appropriate brand meaning, 3) eliciting positive brand responses 4) developing brand relationships with the customers (Keller, 2001). Both internal and external communications play a key role in building a successful brand. For example internal staff training that includes ECH ensures that brand image is being communicated and upheld at every level.

The brand differentiation may be achieved by prospects being aware of ECH in a certain organisation and be able to identify with its history, for example as a local employer. Also, prospects may identify with a product that was purchased for them when they were a child or simply with a product that makes them appreciate the time and craft that was put into the item or that perhaps has an ethical dimension.

For example, if a consumer has to make a purchasing decision between a garment that was locally produced and one that was manufactured in a country where labour costs and therefore the end price are low, psychologically the consumer's ethical values may wish to support the developing country. On the other hand, strong branding can also support a purchasing decision. Where someone wishes to support local crafts and can at the same time, purchase a product of superior quality, bread from an artisan bakery for example, they might feel more inclined to purchase bread made locally, incorporating years of 'know how', as a 'value added' element, as opposed to buying a loaf of supermarket bread made on the premises but from bread mixes. Price of course plays an important role, but people may be willing to pay more for a product that has brand integrity and quality associated with its long history and reputation. This is where the ECH element within an organisation could potentially become an important differentiating factor leading to competitive advantage.

In the same way that a heritage site or a museum attracts those who treasure history, crafts produced in the traditional way, with the emphasis on quality rather than mass production and price develop a certain following of prospects who value and are curious to learn more about their products and services. Therefore, in order to meet the needs of such prospects and develop the ECH dimension of the brand, thereby attracting more customers, organisations need to communicate this brand dimension to as wide an audience as possible.

For example, a company could publish its history and vision to its desired market segment through a web page, a booklet or a book. Each communication method could include the year of establishment prominently placed for example on business cards, sales invoices etc. thus communicating the message of experience, longstanding and reliability (and an inherent implication of quality).

To meet the psychological needs of the prospects it is important to listen to them and identify what their needs are and to address these where possible. Conventional customer satisfaction questionnaires could therefore include questions that relate to ECH such as – you have been our customer for X number of years please could you tell us what makes us special for you?

Knowledge gained from engaging with the customer in this way has the following benefits for the organisation:

- Helps the organisation to determine what role its heritage plays in attracting and retaining customers;
- Helps to create brand loyalty through an ongoing relationship with customers;
- Makes repeat purchasing easier for customers because of their understanding of the organisation's mission and history;
- Helps a firm introduce new products that may appeal to their customers.

The benefits to the consumer of an increased knowledge of an organisation's ECH could be:

- Helps to reduce the perceived risk/disappointment of trying an unknown or new product;
- Allows self expression, i.e. status, tribe – lovers of organic food, green consumers;
- Helps to assess product quality and may even guarantee a specific level of quality (through the associations with heritage and reputation);
- Enables buyers to recognise and identify products they like (or don't like);
- Simplifies shopping;
- Facilitates promotional efforts through other branded products;
- Fosters brand loyalty, leading to resource efficiency, pricing ability and market share stability.

3.2. Benefits of ECH Management in Marketing

Marketing includes all activities that transform the firm's capabilities into profitable sales. In other words: supplying the right products to the right place at the right time. By definition of American Marketing Association "marketing is the activity, set of institutions, and processes for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and society at large" (<http://www.marketingpower.com/aboutama/pages/definitionofmarketing.aspx>).

Marketing mix is a concept describing the aspect to be considered and balanced in the marketing strategy. Most quoted marketing mixes are called 4P and 7P. The concept of 4Ps has been used for the product industry since 1950's. The Ps stand for Product, Price, Place and Promotion. The extension of 7Ps was designed for service industry. It's 7P's stand for

Product - Introducing new products or improvising the existing products, which bring value to the customers

Price - Pricing strategy that is competitive and entails profit.

Place - The places where the customers can buy the product and how the product reaches out to that place.

Promotion - Ways of communicating to the customers of the benefits and features of products and services the company has to offer.

People - The customers, employees, management and external non-customer stakeholders of the company. In the minds and valuations of these people is the reputation of the brand of the company and its products.

Process - The quality of processes of providing the service/product to the customers.

Physical (evidence) - It refers to brochures, leaflets etc which offer a testimony of the experiences of using a product or service.

All these aspects of marketing mix should be considered from the point of possible benefits, which could be gained, if ECH was integrated into the marketing strategy of the company. And if benefits can be anticipated, then heritage should be integrated to the marketing strategy and thus also the product/service/company brand.

There is not much written about the relationship between heritage and marketing, except in relation to heritage tourism. However, marketing has a role to play in turning the company heritage into competitive advantage. Marketing is the way to bring the heritage to the people through appropriate targeting of consumers and suitable physical interpretation. As Misiura (2006, 15) states in her text book 'Heritage marketing' the consumers have "never been more keen than they are today to increase their personal cultural capital, and certain age / life-stage groups have never had more disposable income and time with which to achieve this". Her suggestions of the generic principles to be applied in the context of heritage marketing are presented in figure 1.

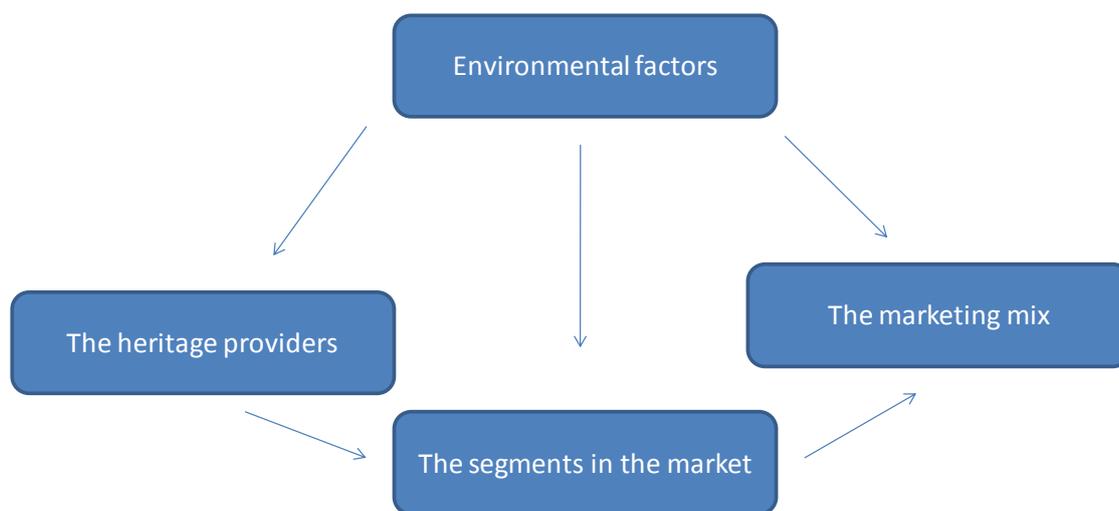


Figure 1. The context of heritage marketing (modified from Misiura 2006)

Important questions when thinking, how to incorporate the heritage aspect to the marketing strategy are *what to market* and *to whom*. The role of ECH in product development was discussed in previous chapters. But how should we address the question of whom to? Market segmentation is a tool to be used to divide a total market using criteria such as demographic characteristics, socio-economic and cultural characteristics and psychographic characteristics (see figure 2). When the segments of markets are identified, they can be targeted more effectively. Market segmentation must be backed by appropriate targeting of the marketing acts and careful planning of the positioning of the product.

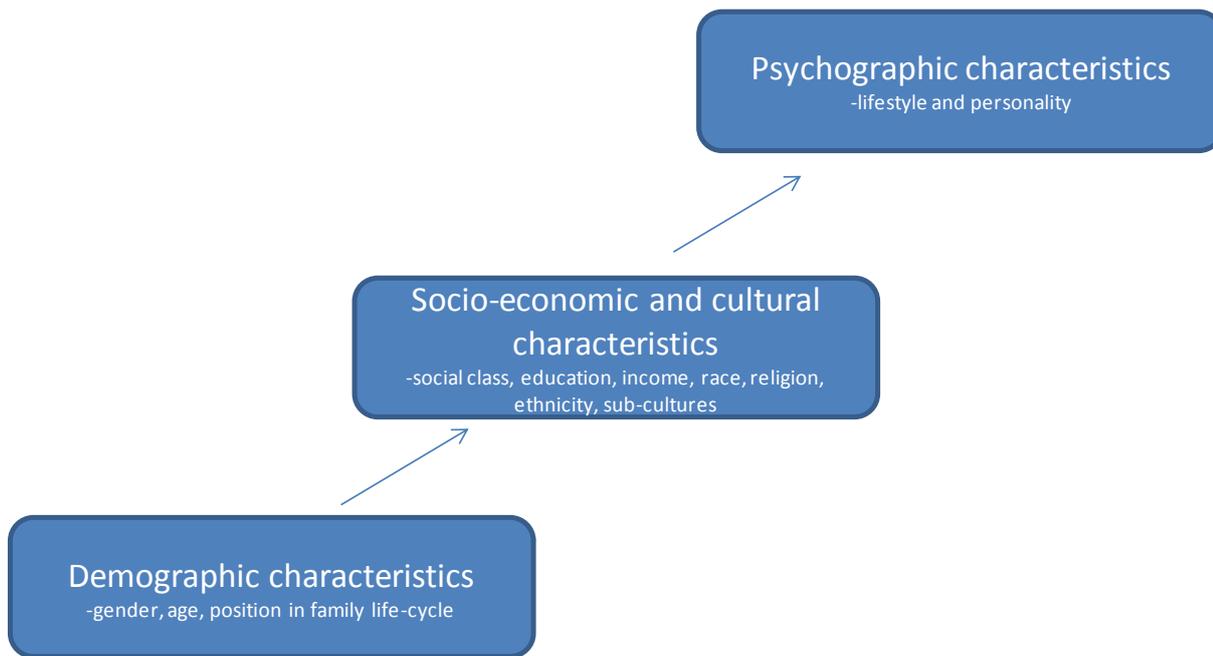


Figure 2. The three steps of segmentation (modified from Misiura 2006)

What segments would then be the most lucrative for heritage marketers? This depends on what you are trying to sell. It's important to realize that always when selling a heritage related product, service or company brand, you are also selling symbolic meanings and emotions, sometimes even a lifestyle together with the product itself. The studies from heritage tourism have shown that women are more likely to spend time and money on services and products that have some aspects of the past or symbols of them than men. The 50+ generation, whose children have moved on their own (Empty Nesters), has the greatest amount of wealth and leisure time to spend. But also other categories of consumers can be identified and targeted. Possible groups could be e.g. 25–35 years old couples with no kids, young urban professionals or wealthy baby boomers. However, these groups are not the only potential target groups. (Ibid.)

Important step in creating a marketing plan is finding out the distinct needs of customers in that market segment you are targeting, as well as their profiles and characteristics. This can be accomplished by the following six stages (Simkin 2004 cit in Misiura 2006, 80):

Stage 1 - make a description of the current customer classification scheme used

Stage 2 - collect a cross-functional team to address the buying proforma for each existing customer group or sector

Stage 3 - enable an extensive debate on customer profile characteristics and key customer values

Stage 4 - the team splits the current customer types until there is agreement amongst the team

Stage 5 - make a thorough examination of the buying decision-making processes of the agreed set of the customer types (make sure that there are clear differences between the types)

Stage 6 - team identifies common traits across the proformas that have been established in earlier stages for the different customer types.

Heritage based services and products have three levels as follows: 1) core, for example, the heritage site or heritage product itself, 2) actual, for example, interpretation facilities or packing, and 3) augmented, the brand or 'added-value' services such as retail/shopping and eating opportunities. However, the marketers should be aware of the danger that in being customer-responsive and providing three levels of product, the heritage marketer is compartmentalizing activities too intensively, whereas what customers really want is an individual experience and to provide their own interpretative slant. (Ibid.)

4. BENEFITS OF ECH MANAGEMENT IN HUMAN RELATIONS

4.1. Human resource management (HRM)

Nowadays business environment is complex process which needs understanding of human behavior. Human relations are at the center of that process. Thus, it is crucial for managers and for workers too, to understand the role of human relations at the workplace. Human relations are covered by four major areas: individual worker, group or team, working environment and responsible manager who take care if the work to be done. Therefore, managers should pay attention to the individual worker and at the same time remember the organization's overall objectives. The effective manager is taking care of both people and work. (Hodgetts & Hegar 2007.)

The term human resource management is difficult to define because typically it is used in two different ways. First it is used to describe the management activities in general. In other words, HRM is modern name for what is long called personnel management. On the other hand, the term is philosophy which carries out people-oriented organizational activities. This approach is more modern, business-oriented and effective than traditional personnel management. (Torrington et al 2008.) However, HRM involves many different management aspects like next picture illustrates.

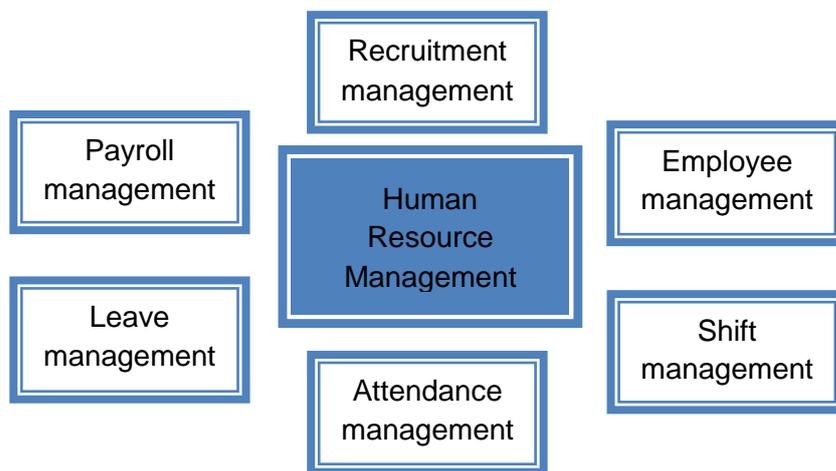


Figure 3. Management aspects in HRM

Figure 3 shows that HRM is based on many management division. HRM is defined as a strategic approach to the management of organizations' very valuable assets, the people (Armstrong 2006).

In addition, HRM is a set of practices that define the nature of work and regulate the employment relationship. It covers the following areas:

- Staffing (manpower planning and recruitment)
- Rewards (promotion, compensation in wage)
- Employee development (training and skills management)
- Employee maintenance (regulations, standards, guidance and supervision)
- Employee relations (motivation, securing staff commitment, legal issues and welfare)

Staffing is one of HR practices which include manpower planning and recruitment. This practice is crucial in obtaining appropriate persons with needed skills, abilities, knowledge and experience. HRM is responsible for design and administrate the reward system which is included promotion and monetary rewarding. Employee training contains for example analysis of training requirements to ensure that employees have the knowledge and skills to perform in their jobs. Following the regulations and guidance are examples of employee maintenance. Employee relations include practices which are securing staff commitment. Taking care of employees' motivation and welfare assists also the organization to meet their goals. (Armstrong 2006; Bratton & Gold 2001.)

The activities and practices related to HRM vary from one workplace to another. Affecting factors are for example the size and structure of organization, management's philosophy and employment strategy. (Bratton & Gold 2001.) It is obvious that larger organizations focus more on areas of HRM and employ specialized people in those activities (Torrington et al 2008). In addition, HRM brings out the important values of trust, care, teamwork, encouragement and development (Guide to HRM 1995).

4.2. Strategic Human Resource Management (SHRM)

Understanding organizational strategy and contribution to it is becoming more important to HRM. Therefore strategic integration is one of the most important features of HRM. Strategic human resource management (SHRM) aims to gain or keep a competitive advantage, strategic intent, resource-based strategy, strategic capability and fit. In addition, it supports top management's vision and leadership. As a whole, SHRM aims to make decisions which ensuring that the organization has the skilled, committed and well-motivated people. (Armstrong 2006; Mathis & Jackson 2008.)

How to compete successfully, survive and grow are few examples of the strategy of organization generally. HRM is an one approach to strategy formation. Regardless of chosen and specific strategies, the HR strategy helps the overall strategy to work by putting the right people in the right place at the right time. SHRM is not only input to the strategy of organization and its planning but also meeting organizational goals with performance needed from employees. To sum up, HR should be a part of implementation of strategies that affect and is influences by employees. (Mathis & Jackson 2008.)

4.3. Corporate Culture and HRM

Corporate culture is covered by values, norms, beliefs, attitudes and assumptions. For example, values mean what is believed to be crucial about how employees and organizations behave. Well defined values give employees an instinctive feel for decisions expected from them and, thus, reduce the amount of time spent consulting others for example before making a decision. HRM helps employees to do so in structured way, by linking performance management and training to organization's aims and values. (Armstrong 2006; Guide to HRM 1995.)

The ability of an organization to use its human resources as a one competitive advantage depends at least partly on organizational or corporate culture (Mathis & Jackson 2008). However, all organizations don't see that human resource functions are involved in attempting to influence corporate culture. Corporate culture can be seen positive matter when performing HR practices like recruitment. For example positive perceptions of the organization's culture may add potential applicants' interest. (Redman & Wilkinson 2009.) In addition, corporate culture may add commitment of employees if they are adopted the features of organization culture.

4.4. Benefits of ECH Management in HR

Enterprise cultural heritage (ECH) is closely linked with the corporate culture and identity. Culture refers to collective feeling of employees that they belong to the same entity where certain conventions, rules and values are shared. Company's historical roots and heritage as well as the core values of the company are the building bricks of this identity (Balmer & Greyser 2006, Urde, Greyser & Balmer 2007). Utilizing the heritage which will be carried out by both internal and external marketing may at best lead to building of internal commitment and pride among the employees of the company of working for that particular firm. Effective ECH management can help to build a special relationship also with external non-customer stakeholders of the company and, thus, ease the recruiting of motivated employees (Urde et al. 2007).

Reinforcing the existing heritage brand among the staff has therefore many benefits – on one hand the employees will communicate clearer towards the customers when the company brand is clear to themselves and on the other hand they will have a stronger emotional bond with their co-workers and the company as a whole when they are willing to identify with the corporate identity. King and Grace's (2008) definition of internal brand management comes close to our understanding of reinforcing the existing heritage brand among the staff. They argue that a central component to managing a customer's experience with a brand is to effectively manage employees' experiences within the company, because through the internalization of the brand, employees are better prepared to act in line with the external brand image.

In their study Herrbach and Mignonac (2004) showed that perceived external prestige (PEP) of a company is related to job satisfaction, affective organizational commitment and affective well-being at work. In other words, there is a relationship between organizational image and employee outcomes. In relation to ECH management this means that if the enterprise cultural heritage will be turned into competitive advantage and thus the company brand strengthened, also the commitment and job satisfaction of the employees will increase.

However, the ECH will not be converted into benefits in the field of HR management without efforts. As stated previously in this report, heritage does not create any new value by itself, but acts as a resource that can be revealed and molded into valuable company asset (Urde et al. 2007). Internal marketing is one method of converting the goals of management into the practice of the staff. By definition internal marketing is “management philosophy of promoting the firm and its policies to employees as if they are the (internal) customers of the firm” (www.businessdictionary.com).

The goals of internal marketing

The methods of internal marketing

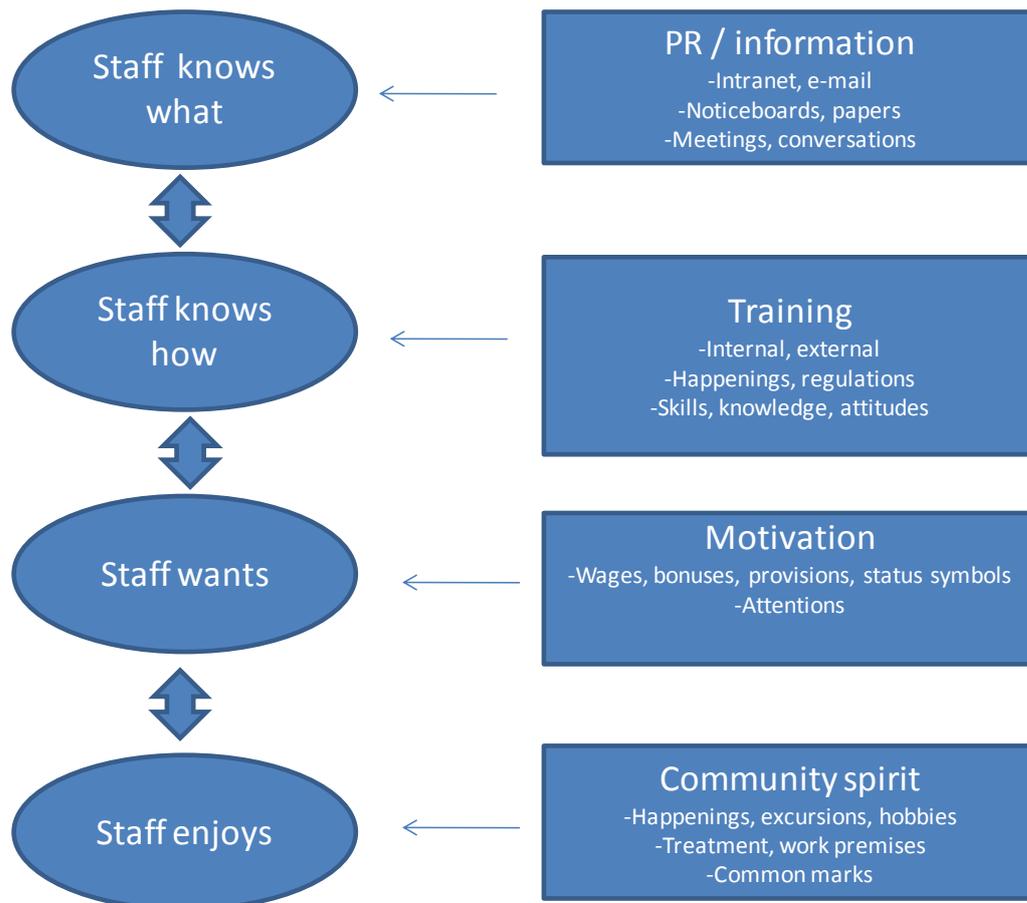


Figure 4. Aspects of internal marketing (modified from Haaga-Helia, Markkinoinnin perusteet)

The goals of internal marketing are to increase knowledge, skills, motivation and job satisfaction of the staff. These will be pursued by internal communications, training, various kinds of incentives and building up the community spirit (see figure 4). Verbal and visual material stemming from ECH can be used in all aspects of internal marketing and all aspects (happenings, materials, selection of employer subsidized hobbies, clothing, etc.).

Many cultural heritage related products and services are offered seasonally or in different fairs and happenings. In these occasions the workforce is often quite diverse and with a short term contract. This makes the HRM even challenging. There has been, for example, studies underlining the need for more efficient SHRM in visitor attraction sector in order to minimize the effects of conflicting interest among short term staff. The first goals of SHRM should be to generate a mutual

understanding between staff and the HR manager. Some attention should also be paid to the incentives of the company. They should effectively motivate and influence the staff to redirect their behavior towards a commitment to achieving organizational objectives. (Graham & Lennon 2002.)

However, it is important to keep in mind that in different cultures people respond to internal marketing in different ways. Different methods of persuasion, training and motivation are efficient in different cultures. Also the effectiveness of using cultural heritage in internal marketing is dependent of the cultural environment.

PART II: SUMMARY OF THE SUPPLY OF THE TRAININGS IN RELATION TO ECH MANAGEMENT

The results of national inventories of the availability of ECH management related trainings are presented in the following Chapters. We'll start with the UK, then following by Italy, Greece and Finland. After the national summaries a short summary of the previous is presented in Chapter 9.

In the preliminary inventories we found out that there is hardly any training available which would be titled ECH management. Therefore, seven ECH management related keywords were chosen and the searches were done using those keywords. The words were: succession planning, knowledge management, information management, economic history of companies, innovation, brand building and heritage marketing. The inventories the level of education provided, the costs and the length of the trainings as well as their appropriateness for crafts sector entrepreneurs and employees were studied.

5. OVERVIEW OF ECH MANAGEMENT RELATED TRAININGS IN THE UK

The following Table 1 provides an overview of the results found during the training inventories research activity. Research was undertaken to find the availability of training in Enterprise Cultural Heritage for the economic activities of: Ceramics, Fashion, Food & Beverage, Wearing Apparel & Footware, Textiles in the Craft sector.

Keywords addressed are: Succession planning, Knowledge management, Economic history of companies, Information management, Innovation, Brand building.

Table 1. Available VET in ECH management according to addressed keywords.

IT	Succession planning	Knowledge management & Information management	Economic history of companies	Innovation	Brand building	Heritage marketing
VET	YES	YES	NO	YES	YES	YES
Higher Education	NO	YES	YES	YES	YES	YES

The findings are discussed in the following section. The subsequent section provides examples of these activities. Each of the areas identified in Table 1 are summarised below and discussed in relation to their potential co-ordination with Enterprise Cultural Heritage material.

SUCCESSION PLANNING

Succession planning is predominantly found in the commercial training market and does not feature prominently in Higher Education institutions as part of the curriculum. Some of the main commercial players in succession planning are management consultancies and organisations such as the Chartered Institute of Professional Development (CIPD). The emphasis in these courses is on strategic personnel development and business skills continuity. The main target audience is human resources teams and senior management and company directors. Whilst focusing on staff development this measure is not a substitute for training in enterprise cultural heritage, but could be used as an additional tool in the succession planning toolkit.

KNOWLEDGE MANAGEMENT & INFORMATION MANAGEMENT

The area of knowledge management is perhaps one of the most developed training domains identified. Several course providers combine the area or knowledge management with information management and therefore these two keywords are examined in combination. The Higher Education competition in this subject area is very high with nearly 100 related postgraduate courses being highlighted by the <http://www.findamasters.com> website in the UK. There are some major organisations such as AIIM the Global Enterprise Content Management Association, which would be a good partner for the distribution and sharing of Enterprise Cultural Heritage information. In addition, some higher education institutions have their courses endorsed by the Chartered Institute of Library and Information Professionals. The majority of these measures tend to rely on the domains of information systems and management science. Several postgraduate course providers have affiliation with industry bodies. Some MSc's are endorsed by major technological solution providers such as SAP – for example, MSc Business Systems Integration (with SAP Technology) at Brunel University. It would seem reasonable to suppose that these organisations might be interested in being updated in terms of ECH.

ECONOMIC HISTORY

There are a range of courses offered on the subject of economic history. However, these do tend to focus on the general economic history perspective and are not tailored to individual organisations or companies. The breadth of these courses includes both undergraduate and postgraduate levels of teaching and learning. Of particular interest is the subject specific centre at the London School of Economics which runs a total of seven different programmes associated with this area. According to <http://www.hotcourses.com> there are 12 colleges that run economic history courses in England and according to <http://www.whatuni.com> there are 17 universities that offer full time degrees in this area. Commercial training in economic history is more focused on current international economies and the training of organisations and individuals to integrate with the international cultural business history, along with the practical aspects of how to do business in culturally diverse countries. An example of an organisation that provides tailored courses is Communicaid.

INNOVATION

The area of innovation training is dominated by commercial providers. These offer flexible courses that integrate certification with Continuous Professional Development points and are endorsed by

organisations such as the Chartered Institute of Marketing. Higher education provision is also well developed in the innovation area, with several universities offering MSc programmes that help graduates to become more entrepreneurial and open to learn about creativity and innovation. The programmes tend to combine Innovation with Entrepreneurship and Creativity as illustrated by the example from of the MSc in Innovation, Creativity and Entrepreneurship (MSc ICE) at the Newcastle Business School. However, there is no mention in the description of these programmes that they refer to Enterprise Cultural Heritage. Some courses combine the use of technology in the curriculum such as the MSc in E-Business & Innovation offered by Lancaster University. Those commercial organisations which offer tailored training are most likely to benefit from the ECH's contribution to their curriculum, particularly since it will be offered free of charge.

BRAND BUILDING

Like the previous measure, brand building has a popular take up in the commercial market. Management consultancies as well as commercial training providers have developed a range of courses that deal with various aspects of brand building. The most recent sessions deal with the internet and social brand building tools and techniques and there is a wealth of traditional brand management training courses. The range of courses is exemplified by a list of 42 different courses as publicised by <http://www.trainingpages.com/x/category,kw-1726,.html>. The higher education provision of conventional marketing and short courses in the area is also well represented. Several further education colleges also provide an opportunity to study brand management related modules that are part of marketing programmes. As with other measures, the courses provisions for brand building and management training do not include the element of Enterprise Cultural Heritage.

HERITAGE MARKETING

The area of heritage marketing is dominated by higher education programmes offered at postgraduate level. There is a range of subject areas that target heritage marketing with the notable emphasis on tourism and heritage facilities management and marketing. There are also specialist programmes that are aimed at archivists, such as the Master of Archives and Records Management (MARM) that are a compulsory requirement for professional archivists. These programmes are offered throughout the UK in four universities. Management consultants, who offer their services in the form of customised in-house training programmes, dominate the commercial training market of heritage marketing. Again, the main focus of these measures is physical tourist attractions and not necessarily organisational heritage, which would be the case in enterprise heritage marketing. However, the commercial trainers in particular might be a great target market for our training offering in enterprise heritage marketing.

6. OVERVIEW OF ECH MANAGEMENT RELATED TRAININGS IN GREECE

SUMMARY OF THE MEASURES FOUND

There are opportunities in Greece for vocational training in ECH related issues, although, there is no educational reference that approaches the ECH concept. These related to the ECH concept training opportunities are mostly related to topics of knowledge management and innovation. There

are also courses offered for information management and branding in the universities as part of a degree, which could not be delivered modularly to SMEs since they are intended mostly for higher education students that have to pass through the national entry to the university exam system. At the vocational training level the courses offered are mostly targeted to build computer skills (office automation, web usage) and they advance to higher knowledge levels such as information management and digital archives. There are also some crafting training courses delivered mainly by the crafting association to preserve traditional crafting techniques.

Conclusively SMEs would be able to receive training in knowledge management and innovation and traditional crafts techniques through various knowledge hubs that offer training opportunities. Other related to ECH management related topics are fragmented into the tertiary education system that is not accessible by SMEs.

SUMMARY OF THEIR TARGET GROUPS

The target groups for the available related to ECH training programmes are mostly intended for SME staff members as continuing education. There also available courses for unemployed and second chance training. The majority of the courses do not require a university degree.

7. OVERVIEW OF ECH MANAGEMENT RELATED TRAININGS IN ITALY

The following Table 1 gives an overview of the measures found during the training inventories research activity. Research was performed finding training supply in Enterprise Cultural Heritage topics for economic activities of Ceramics, Fashion, Food&Beverage, Wearing Apparel&Footware, Textile of the Craft sector. Focus to sectorial activities becomes more specific in the lower level of VET, while in higher level focus becomes more specific on Keywords addressed by research.

Keywords addressed are Succession strategies, Knowledge management, Economic history of companies, Information management, Innovation, Brand building.

Table 2. Available VET in ECH management according to addressed keywords.

IT	Succession strategies	Knowledge management	Economic history of companies	Information management	Innovation	Brand building
1st-level VET		<i>Basic skills Covered by compulsory education</i>			10	
2 nd -level VET		4		18	6, 17	

Higher Education	5, 8	15	3, 9	7	1, 16	2
Continuous VET	 0	14	 0	13	12	11

Legend.



No measure



Measure(s) found, the number represents the index of the measure reported in the following sections (e.g. 5 stands for Master in Enterprise Management and Strategy (5) ...)

While at a first glance measures seem to cover most ECH topics addressed by keywords, only measures (7), and (13) focus directly Enterprise Cultural Heritage, those measures are singular training experiences that could not be compared with any other competitive measure, since any other training agency provide comparable training measures.

Despite basic knowledge management topics, provided by VET, and technical institutes in compulsory education pathways, 1st level VET for ECH seems to remain uncovered. A better situation is provided for higher VET level and for higher education as far as concerned with respect to the previous statement about the focus of higher education ECH pathways on keywords rather than on ECH itself.

In Italy ECH seems to be related to local territorial systems historical evolution. This better applies for craft sectors since in Italy industrial production is organized in industrial districts organized by sector of activity. Figure 1 shows the map of industrial districts in Italy.

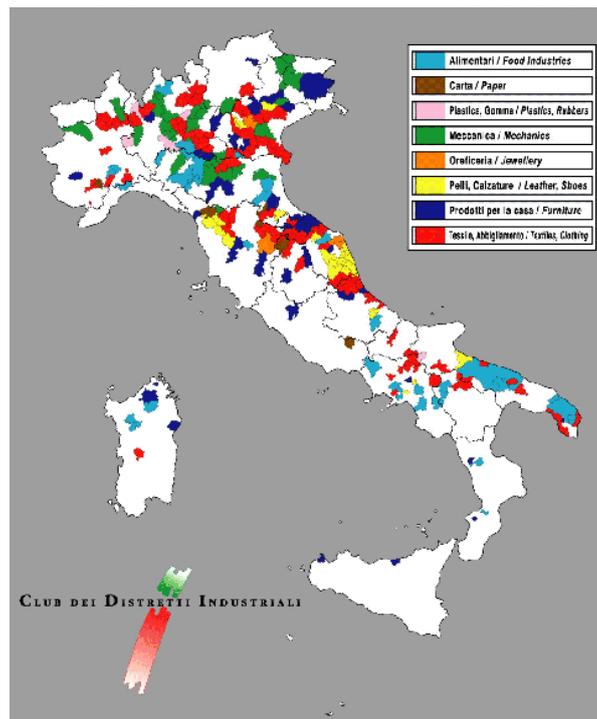


Figure 5. Map of industrial districts in Italy (According to the Italian National Institute of Statistics ISTAT, published on the Italian Industrial Districts Club portal www.distretti.org).

An educational gap seems to exist among cultural heritage related topics (e.g. preservation, history, memory management, museum oriented business activities) and enterprise management related topics (knowledge management, change management, strategic business development, innovation, research, etc) in measures. A synthesis of the topics towards the concept of Enterprise Cultural Heritage as the value to mainstream innovation and creativity, learn the lessons of the past rather than merely preserving it.

All available training is short to medium range from weekly up to 9 month courses. The on-line e-learning modules do not set a predefined length of study. Trainees set their own time frames in the learning procedure.

In most cases there is no certification or a certification of attendance provided without any accredited quality level. In the case of crafting training sessions, the exams are based upon the success of the craft project.

APPROPRIATENESS FOR CRAFTS SECTOR ENTREPRENEURS AND EMPLOYEES

Training in ECH is very limited to mostly bits and pieces of various training components that could indirectly relate to ECH without any cohesion and continuity among these components. The available training opportunities to SMEs are very limited across the Greek vocational training system.

8. OVERVIEW OF ECH MANAGEMENT RELATED TRAININGS IN FINLAND

SUMMARY OF THE MEASURES FOUND

In Finland trainings of the following subjects were found: succession planning, knowledge and information management, innovation (processes and management) and brand building (see table 3)

Succession planning trainings are provided mostly by adult education centres and associations for entrepreneurs and farmers. The trainings are targeted to entrepreneurs and financial staff. The length of the studies varies between one day and two months. The topics on the courses focus mostly on the financial, legal and taxation issues. In the curriculums of the available trainings there were no references to enterprise history or culture. In higher education no courses or trainings were found with this keyword.

Table 3. Available ECH management related trainings in Finland according to addressed keywords

	Succession planning	Knowledge / information management	Economic history of companies	Innovation	Brand building	Heritage marketing
VET & Continuous vocational education	X	X		X	X	
Higher Education		X		X	X	

Courses on **Knowledge management and information management** are available both in VET, adult education sector and higher education. However, the inventory gave a feeling that more courses on these subjects is available on higher education. These courses are mostly part of larger degree (e.g. master's degree). They are quite theoretical and quite far from day-to-day practices of companies. In the vocational upper secondary training information management is one of the compulsory courses. These courses mentioned are free of charge and are mostly targeted to young students (16+ in vocational upper secondary level and 18+ in higher education).

Innovation studies focus mostly on innovation management. There are courses and trainings available at all levels of education. The target groups vary and so do the lengths and costs of the trainings. The courses offered in public sector are either free of charge (as part of degree studies) or subsidized. The private training organisations offer courses on market prices.

Brand building is a subject that is also quite well covered in Finnish education system. The topic is covered as a part of degree studies in higher education, in vocational education as well as in the short term courses for business people. Usually the private short term courses which would be the

most suitable for small-business owners are quite expensive since they are produced in the market price.

The trainings which are available in Finland on the topics related to ECH management are quite far from what we understand with ECH management. As stated before no trainings directly dealing with the issues of ECH management in the company level are available. The trainings found are mostly targeted to young students who are aiming for the whole degree (vocational or academic). Hence, the courses are mostly long term and the lectures are provided during the day time. Short term courses at a reasonable price, which might be the most suitable for managers and employees of small and medium sized businesses, are scarce.

9. SUMMARY OF NATIONAL RESULTS

The results of national overviews presented in earlier chapters can be added up as shown in table 4. As can be seen, some topics related to ECH management are

Table 4. Available trainings in ECH management in the United Kingdom, Italy, Greece

	Succession planning	Knowledge / information management	Economic history of companies	Innovation	Brand building	Heritage marketing
VET & Continuous vocational education	UK / FIN	UK / IT / GR / FIN		UK / IT / GR / FIN	UK / (IT) / FIN	UK / (IT)
Higher Education	IT	UK / IT / GR / FIN	UK / IT	UK / IT GR / FIN	UK / IT / FIN	UK / (IT)

The findings both from the national inventories can be summed up in six points as follows:

- 1) Education on knowledge and information management, brand building as well as innovation processes are well provided – but...
 - There is hardly any explicit connection to ECH issues
- 2) Training for innovation and succession planning is mostly provided by commercial providers
 - The courses are quite expensive, which limits the access of small companies
 - Free online product might be needed!
- 3) There is a lack of training on economic history of companies in all countries
 - There are courses on economic history, but they tend to focus mostly on general economic history
- 4) Cultural heritage related topics are rare in some countries (e.g. Finland), and everywhere they are mostly related to museums, archives and tourism, not company level cultural heritage
- 5) ECH management related topics are better represented in official vocational education system than in continuous VET
- 6) They are not easily accessible for SMEs (they take too much time, maybe in Greece the length, accessibility and pre requirements suite best the needs of SMEs).

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