



Quality & Innovation  
in Vocational Training for  
Enterprise Cultural Heritage

## DELIVERABLE 9

### ENTERPRISE CULTURAL HERITAGE MANAGEMENT

#### COMPETENCES AND SKILLS

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



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## Introduction

It is evident that companies value **Enterprise Cultural Heritage (ECH)** as an important asset for many fields of business. However, using ECH to gain competitive advantage and profit isn't easy. It requires many skills. In order to gather more knowledge about the skills required a survey was conducted asking the people interviewed their thoughts on the matter. Companies gave their understanding of the skills needed to exploit their cultural heritage. In the results (needs analysis), there were slight differences between the skills needed in different countries.

This needs analysis indicated that ECH Management is founded on four "pillars":

- Change
- Brand
- Heritage
- Intellectual Property

The ECH methodology indicates a way to view the organization of marketing and production through the four pillars. Starting from this perspective each pillar consists of skills suggested by SMEs in order to manage ECH. It is up to the ECH manager to decide the mix of skills needed to build each pillar.

The table that follows shows the skills required for ECH Management grouped by categories with each category representing one of the pillars. In the rest of the document more detail is given about the skills, possibly with a description concerning the application of the skill in ECH Management. Further minor competences are reported at the end of the document with a short description.

## Skills required for ECH Management

| <i>Category 1 : Skills with considerable expertise required</i>             | level of importance: less important 1 - very important 5 |   |   |   |   |
|---|--|---|---|---|---|
| <b>1. Change Management</b>   | 1  | 2 | 3 | 4 | 5 |
| Information Technology skills   |  |   |   |   |   |
| Skills in managing personnel – particularly training/motivation             |  |   |   |   |   |
| Acceptance of change  |  |   |   |   |   |
| Communication skills  |  |   |   |   |   |
| Skills for top management   |  |   |   |   |   |
|   |  |   |   |   |   |
| <b>2. Brand Management</b>  | 1  | 2 | 3 | 4 | 5 |
| Recognition of brand related issues   |  |   |   |   |   |
| Trademark protection skills   |  |   |   |   |   |
| Corporate culture values-vision management skills                           |  |   |   |   |   |
| Skills that could enhance employee loyalty                                  |  |   |   |   |   |
| Knowledge and ability to implement marketing tools                          |  |   |   |   |   |
|   |  |   |   |   |   |
| <b>3. Heritage Management</b>   | 1  | 2 | 3 | 4 | 5 |
| Skills that can be used to enhance the quality and authenticity of products |  |   |   |   |   |
| Skills that can be used to differentiate products                           |  |   |   |   |   |
| Historical archive management skills  |  |   |   |   |   |
| Preservation of corporate culture skills                                    |  |   |   |   |   |
| Knowledge and use of company's past financial records                       |  |   |   |   |   |
|   |  |   |   |   |   |
| <i>Category 2: Skills that are important</i>                                |  |   |   |   |   |
| <b>1. Skills needed to defend IPR</b>                                       | 1  | 2 | 3 | 4 | 5 |
| Knowledge of laws for protecting IPR  |  |   |   |   |   |
| Market knowledge  |  |   |   |   |   |
| Recognition of IPR as a company priority                                    |  |   |   |   |   |

## **Category 1 Skills with considerable expertise required**

### **Change Management**

**Change management** (Hayes, 2007) is about modifying or transforming organisations in order to maintain or improve their effectiveness.

For an organization, change management means defining and implementing procedures and/or technologies to deal with changes in the business environment and to profit from changing opportunities. Adaptation might involve establishing a structured methodology for responding to changes in the business environment (such as a fluctuation in the economy or a threat from a competitor) or establishing coping mechanisms for responding to changes in the workplace (such as new policies or technologies).

#### **Personnel training**

People and their knowledge are the only source of sustainable competitive advantage, as other resources related to materials, equipment, technology, finances etc. have proved short lived in the absence of human capital capable of deploying these resources effectively and efficiently (Guest, 1987).

<http://www.alagse.com/hr/hr2.php>

Training implies putting skills into people, when actually we should be developing people from the inside out, beyond skills, i.e. facilitating learning, so the focus is on facilitating learning, not imposing training.

<http://www.businessballs.com/organizationalchange.htm>

#### **Acceptance of change**

Most employees tend to react with resistance to change rather than seeing change as a chance to initiate improvements. They are afraid of losing something, because they have incomplete information on how the change processes will affect their personal situation; tasks, workload, responsibilities.

[http://www.themanager.org/strategy/change\\_phases.htm](http://www.themanager.org/strategy/change_phases.htm)

#### **Communication/Motivation**

Communication involves sending a variety of important messages, it is important that when you communicate about change you know what kind of messages you wish to send, and what you want people to take away from your communication.

<http://work911.com/articles/comchan.htm>

#### **Issues around family businesses and change management in ECH organization**

There is both explicit and tacit knowledge in the firm. Explicit knowledge can be acquired through education, but the tacit knowledge of the firm is harder to transfer from person to person. It is embedded in the skills, habits and values of the management and employees of the company. More complex and longer processes are needed to share and transfer tacit knowledge

than are needed for explicit knowledge. ECH consists of both types of knowledge. In family firms especially, company knowledge and the ability to create and transfer it is regarded as a key strategic asset which all other resources depend on. It is essential to learn how to accumulate knowledge-related human capital, how to create, share and transfer it in family businesses. Effectively done, it can gain and maintain a competitive advantage for the company across generations. (Cabrera-Suarez et al 2001, Chirico et al 2008)

The effective transfer of knowledge is especially important during the succession process. It is not only vital to ensure the transfer of knowledge from predecessor to successor but also from the whole organisation to successor – as well as to other newcomers in the firm. An encouraging environment has been regarded important factor for successful knowledge transfer (Cabrera-Suarez et al. 2001). The predecessor should value the successor's achievements and knowledge, and the successor should "appreciate the predecessor's knowledge and his or her contribution to the firm, not rejecting established work methods and practices without having considered their value to the firm (ibid, 44)". Studies have identified several factors promoting efficient transfer of knowledge within family businesses (Chirico et al. 2008). Those are:

- 1) successor working within family firm,
- 2) high level of social interactions,
- 3) motivation and commitment of successors and predecessors,
- 4) emotional attachments to the company - "psychological ownership",
- 5) academic courses and practical training courses,
- 6) successor working outside the family firm,
- 7) employing / using talented non-family members.

For ECH management purposes in family businesses the essential questions might be:

- 1) Is there more than one generation of your family working in your firm simultaneously?
- 2) Have you ever explicitly discussed the traditions of your company with other members of the family?
- 3) Have you thought how to transfer knowledge between generations of your family?
- 4) Do you have a succession strategy which includes knowledge management issues?
- 5) Do the current generation and the future generation of your family share the same values?
- 6) Have you thought about the most fundamental values that you have in common with the next generation?

### **Top management support**

Leaders and managers continually make efforts to accomplish successful and significant change; it's inherent in their jobs. Some are very good at this effort (probably more than we realise), while others continually struggle and fail. That's often the difference between people who thrive in their roles and those that get shuttled around from job to job, ultimately settling into a role where they're frustrated and ineffective.

[http://managementhelp.org/org\\_chng/org\\_chng.htm](http://managementhelp.org/org_chng/org_chng.htm)

### **Information technology**

Understanding of new developments in IT must be carefully examined before applying them to the organization. The systems are designed by an IT expert, the design is approved by the business partners (users), developed by the IT team, tested by a combination of IT and users, and the final product is approved by both. Changes in the system may affect the existing system therefore; there must be a collaborative effort between the business users and the IT team.

<http://www.wikihow.com/Develop-an-IT-Change-Management-Program>

### **Enterprise Heritage Asset Management Systems**

Enterprise Heritage Asset Management is a way to manage digital objects representing the heritage assets of a company. These assets can be in different formats (text, images, audio, video, software). The term asset is used to emphasise the value of the objects. This value can be of different kinds: historical, financial, technical, etc. Heritage assets can be both physical objects (products, craftworks, samples, ...) and logical objects (projects), both physical documents (books) and logic documents (documentaries, films). The meaning, the consistency, and the type of asset are chosen by the ECH company. The main features of an Enterprise Heritage Asset Management Systems are the following:

- Asset properties should be flexible and configurable (objects may have idiosyncratic properties)
- Assets can be organized by collections.
- System access should be authenticated and secured
- Addition of digital assets to the system should be supported by a stepwise management process
- Object search and navigation through different attributes (by collection, by timeline, by mind maps, by structure, by features,...)
- Multilanguage
- Long- term preservation of digital assets is supported
- Flexible architecture to allow new user interfaces, and new application integration.

## Brand Management

**Brand management** comprises the effort to translate core characteristics of an entity (the thing being branded) into various forms of communication. The aim is to transfer brand identity into a favourable brand image, which clarifies the entity's value proposition and distinguishes it from similar others. As summarised in (Pickton and Broderick, 2001) "branding is about the values generated in the minds of people as a consequence of the sum total of marketing communication effort". In the process of branding, brand owners make use of a number of brand elements. These include things that surround or connect to the entity indicated by the brand; like brand name, logotype or other symbols, product design, website, web-address, characters and spokespersons, slogans, jingles, and packaging (Keller et al., 2008). Brand elements are important as they can establish and conjure recognition for a branded entity. Furthermore, they add to the meaning of the brand in audiences' minds. Decisions regarding brand elements are therefore essential in branding. Depending on what sort of entity is considered, the range and nature of significant elements vary, research on industrial and service markets, for example, add advertising themes, employee behaviour and appearance and plan orderliness, to the list of possibly critical brand elements (Berry, 2000, Blombäck and Axelsson, 2007).

### Harvard Business Review on Brand Management

[www.books.google.gr/books?isbn=1578511445](http://www.books.google.gr/books?isbn=1578511445)

Source: Philip Kotler, Waldemar Pfoertsch, B2B Brand Management, Springer, 2006

[www.books.google.gr/books?isbn=3540253602](http://www.books.google.gr/books?isbn=3540253602)

### Recognition

Recognition is a core component of branding. If a brand strategy doesn't employ visual or aural cues, then establishing brand perceptions and evoking memories is a lot more difficult and complicated. The reason is that without cues, the brain has to rely solely on recall to remember a brand. Studies have shown that the brain's ability for recognition is greater than for recall. It's one of the reasons why a multiple choice quiz is easier than one requiring total recall.

[http://findarticles.com/p/articles/mi\\_m0FWE/is\\_1\\_8/ai\\_n6008392/](http://findarticles.com/p/articles/mi_m0FWE/is_1_8/ai_n6008392/)

<http://onlinelibrary.wiley.com/doi/10.1111/j.1540-5885.2009.00696.x/full>

### Recognition in Enterprise Cultural Heritage

ECH is a strategic resource that may be used to develop the marketing policies of a company (Montemaggi and Severino, 2007). An "established" SME (i.e. a SME that has been operating for 40 years or more) is an enterprise with a well established image and its history is a passepartout for the market (Fanfani, 2004).

*Brand differentiation may be achieved by prospects being aware of ECH in a certain organisation and being 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.*  
(excerpt from needs analysis)

### **Trademark protection**

A brand is an identifiable entity that makes specific promises of value. While brand refers to names (e.g. Atkinson, Leo, ...) logos and slogans it is also what makes a product or service different from its competitors. Trademarking is something you can do to brands. If a company trademarks a brand, then it owns the "intellectual property" of that brand and the company is the only one allowed to use that brand name, slogan etc. If others want to use that brand, they must ask permission or pay.

Therefore, trademarking brand names is one of the most effective ways of obtaining legal protection for them. Trademark registration has traditionally protected names, logos and slogans but now includes sounds, shapes, colours and smells. In fact it is fair to say that any distinctive mark, shape, sound, colour or even smell can now function as a brand.

<http://www.allbusiness.com/marketing-advertising/branding-brand-development/297995->

### **Trademark protection in Enterprise Cultural Heritage: the case of the fashion craft subsector.**

*In craft sectors, such as fashion (i.e. clothing, shoes, perfumes, textile, ...) companies benefit from trademarking to transfer creative knowledge heritage assets over time trying not to separate them from the personality of their creators.*

*The value of brand image is especially important for some products in the fashion industry; in some cases the value of raw materials represents less than 10 per cent of the price; the greatest value is imparted by the brand image and the general image of fashion goods, such as in the French perfume industry.*

*Trademark application often is used to protect brand, but its influence in protecting fashion designs, as distinct from fashion brands, is quite limited. For these goods sometimes the brand logo is part of the design, and thus trademark provides significant protection against design copying. But for the vast majority of apparel goods, the trademarks are either inside the garment or subtly displayed on small portions such as buttons. Thus for most garments, trademarks protect the brand but do not block design copying.*

(based on Barrere, 2004)

### **Corporate culture values-vision**

As markets continue to mature and competition within industries grows fiercer, companies will not succeed purely on the basis of the products or services they offer. Although these core functions of the business are unquestionably still crucial, other aspects such as company culture and corporate citizenship have increased in relative importance in determining a company's ability to compete. As a result, the success of a 21st century business will be defined as much by who it is as what it does. Historically, the identity of a company was solely a consequence of what that company did. Increasingly, the reverse will be true, and the former will impact the latter. Successful branding is about promoting your strengths. You need to be sure that you can always deliver your promises using these strengths, sometimes referred to as 'brand values'. You can start by thinking about what your business is good at and what you believe in as a business.

### **The importance of corporate brand personality traits to a successful 21st century business**

<http://www.palgrave-journals.com/bm/journal/v14/n1/full/2550055a.html>

### **Enterprise Cultural Heritage and corporate culture values-vision**

*Elements coming from Enterprise Cultural Heritage (design elements, logos, materials, merchandising, colours) can be used to attract the prospects/consumers attention over the average homologated references of today's society.*

*The intent is to make the customer feel part of an authentic world with an identity based upon elements from the past and continuing through heritage and products into the present and future. These principles are also used to build the corporate identity of a brand. Heritage elements of a brand often come from the company archives and can be used to build a logo or a business opportunity. Corporate identity can have an impact on the company website, documents, business cards, company offices design/colour, product packages, and workers' uniforms.*

(based on Montemaggi and Severino, 2007)

### **Employee loyalty**

Employee loyalty refers to employees being loyal to a company, because they believe in what the company does, like the culture, or generally have a good experience working for that company. A loyal employee wants to do a good job for her company. This, in turn, helps the company build a better product or service, because employees are engaged with their work. While employee loyalty doesn't matter much to some companies, others see it as a competitive advantage and work to build it.

<http://www.businesspundit.com/encyclopedia/marketing-and-advertising/loyalty/>

*Enterprise Cultural Heritage (ECH) may be considered 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 through perceived value developed from ECH.*

*Brand building as a value system is a long-term commitment to meet customers' needs which, due to its long time span is also closely related to ECH. Brand values, such as ECH, have to have a meaning at the high-level organisational vision and be shared by all employees of an organisation in order to keep these values consistent with customer's experiences (de Chernatony and Dall'Olmo 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.*

(excerpt from needs analysis)

### **Marketing tools (mix)**

Applying a specific marketing mix to a product is essential in brand management; product, promotion, pricing, and distribution contribute a great deal to a brand's reputation. To meet the psychological needs of the prospects it is important to listen to them and identify their needs and address these where possible (needs analysis). 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 (Ibid):

- 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 the organisation 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.

### **Marketing communication tools in Enterprise Cultural Heritage**

*Marketing communication tools can contribute satisfying the needs of users that may be translated into sense of connection between the product and the product buyers. In order to gain distinction over the average market communication companies try to utilise their Enterprise Cultural Heritage. Customers buying the product become part of a wider history started years ago. Often companies try to use that history emphasising in that history the strategy they want to apply in the current / short / medium period.*

*Enterprise Cultural Heritage is selected on the basis of product strategies and of product time to market, making concrete elements which consumers can accept and respect in the present period.*

*This strategy takes place by choosing from the company heritage the elements (e.g. historical archive, warehouse, workers, materials) reflecting the actions to be undertaken to reach the strategic objectives.*

(based on Montemaggi and Severino, 2007)

For example a SME in the food sector wishing to profit from organic products could use old recipes and use a packaging recalling old country elements.

### **The marketing mix and the brand reputation of Nokia**

<http://www.pafkiet.edu.pk/LinkClick.aspx?fileticket=yCqBRq7rXHM%3D&tabid=390&mid=1558>

## Heritage Management

**Heritage management** involves anything that someone wishes to conserve or to collect and to pass on to future generations.

[http://books.google.gr/books?id=l20i11BjGocC&printsec=frontcover&dq=Heritage+management&source=bl&ots=NRt7WfVbOX&sig=O5kn2PnyG29NBef8JNutVvVH92Y&hl=el&ei=bm2kTO3XDs6OjAf0psXFDA&sa=X&oi=book\\_result&ct=result&resnum=2&ved=0CBkQ6AEwATgK#v=onepage&q&f=false](http://books.google.gr/books?id=l20i11BjGocC&printsec=frontcover&dq=Heritage+management&source=bl&ots=NRt7WfVbOX&sig=O5kn2PnyG29NBef8JNutVvVH92Y&hl=el&ei=bm2kTO3XDs6OjAf0psXFDA&sa=X&oi=book_result&ct=result&resnum=2&ved=0CBkQ6AEwATgK#v=onepage&q&f=false)

Cultural heritage relates to the material and non-material expressions of traditions, ideas and values that we consciously or unconsciously inherit from previous generations. Cultural heritage changes with time and is an expression of society's changing values.

[http://www.raa.se/cms/showdocument/documents/extern\\_webbplats/2007/juni/9789172094581.pdf](http://www.raa.se/cms/showdocument/documents/extern_webbplats/2007/juni/9789172094581.pdf)

### Quality and authenticity of products

In order for an enterprise to preserve its cultural heritage, the quality and authenticity of its products must be maintained.

### Texmedin project digital library

<http://www.texmedindigitalibrary.eu/>

### Enterprise Cultural Heritage in quality and authenticity of products

*A company's cultural heritage can be regarded as part of company's cultural capital and as all forms of capital it is transferable to other forms of capital such as intellectual capital or financial capital.*

*The exploitation of knowledge or the cultural heritage of an organization as an asset resides [...] in the ways it can be used and re-used.*

*(Sedera et al. 2004, Urde et al. 2007)*

*As important as the ways of exploiting and reproducing the information inside the company is distinguishing the valuable information from the company's past from the valueless. Cultural heritage is different 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. The MNEMOS project defines Enterprise Cultural Heritage as an asset that can be transformed into different forms of capital all of which at the end, when wisely managed and used, can make the business more prosperous.*

*(excerpt from needs analysis)*

## Uniqueness and differentiation

The products must present something different and unique in order to have an advantage.

### Enterprise Cultural Heritage in the uniqueness and differentiation of products

*Heritage gives the company the opportunity to differentiate itself from its competitors. The advantages of using and expressing heritage are:*

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

(excerpt from needs analysis)

## Historical archives

The historical archive is the collection, organization and available research that an enterprise/organization preserves. Since the needs of enterprises vary in terms of enterprise size, there are many diverse enterprise archives and their organization is very different case by case. In some cases enterprise archives can be important elements of the history of a country, and are *historical*. Countries regulate the organization and expertise of historical archives, often giving to the ministry of cultural heritage the power to establish issues and rules to regulate archive management in order to make them comply with the *historical* definition.

## Enterprise Cultural Heritage and historical archives

*In archiving, while public body archives are regulated by law, private enterprise bodies can choose how to manage their archives, what items to deal with (documents, materials, products, ads...) and what is the organization of the heritage memories.*

*For example the archive of a ceramics maker may contain the customer data together with the sketch of the shape of the ceramic pot, a sample of the material used to make it and the colours used to paint it, further it may contain the payment receipt and other data (e.g. shipping address of the person who received the pot).*

*Private bodies can register their archives in order to become historical. This regulation varies country by country, and can provide the archive with public funding. On the other hand historical archive regulation can be very strict and may give the archive owner the disadvantage of relinquishing control over archive management strategies and decisions.*

(based on Montemaggi and Severino, 2007)

*Despite the disadvantages of maintenance and management costs, it is a current priority to value the enterprise historical archive as an asset of the company, giving the company a source of inspiration for marketing and brand management strategies (see the brand management section of this document), and influencing the success of new product development.*

*Often historical enterprises make their historical archives a source of business and cover direct and indirect costs with related editorial heritage products, merchandising, trademarking.*

(ibid)

## Preservation of corporate culture

Corporate culture is the medium in which the business of the company takes place, it's reflected in anything that occurs in the organization (e.g. the way company decisions are made). It is the social and political environment in which people work: common behaviour patterns, organizational values and beliefs, and personal attitudes and assumptions. (Johnson and Phillips, 2003).

### Knowledge and use of the company's past financial records

All companies possess past knowledge concerning their finances, but the extent of this knowledge (its intensity), its direction and focus, and the way in which it is embedded in the company all differ considerably. Its use in making strategic decisions is vital for a company's success.

*Financial records are wider than enterprise archives, since public archives are involved as well as private (enterprise) archives. The objectives of financial archives are related to the country's regulation of finance and are concerned with the sustainability of business, strategy, financial control of industry.*

*Usually cultural heritage public bodies are not interested in private financial records unless those have a public value (heritage, succession, company fiscal records, balance and turnover...). For these documents, countries regulate authenticity issues and the time for which documents have to be preserved before they can be destroyed as they are an element of proof of the truth and authenticity of financial assets of the companies.*

*There is special interest in documents such as merchant, crafts agreements, being a collective social memory. This part of financial records specifies the relation between the archive and the archive producer, reconstructing the decisions taken by the owner of the enterprise on the enterprise strategies, on enterprise brands, products, market.*

(based on Montemaggi and Severino, 2007)

## Category 2: Skills that are important

### Skills needed to defend IPR

#### **Knowledge of laws for protecting IPR**

The national legislation of different countries elaborates and provides legal protection of intellectual property rights to different degrees. Legislation systems worldwide provide rights over inventions (patent rights); rights over literary, artistic and scientific works, including software, performances of performing artists, phonograms, radio and TV broadcasts, scientific discoveries and data bases (copyrights); rights over trademarks and appellations of origin; rights over company names, etc. There are differences between the protected intellectual property in each case. For instance copyrights give wider range of opportunities to their owner than trademark rights. Generally speaking all intellectual property rights provide the exclusive right of use and the right to prohibit the use of the result by others. (Project Q.Lime, *IPR handbook*, 2006)

#### **Intellectual property protection and traditional knowledge**

<http://www.wipo.int/tk/en/hr/paneldiscussion/papers/pdf/mugabe.pdf>

## The impact of cultural heritage assets on IPR on creativity-based goods

*Creativity-based goods make it difficult to implement IPR. The act of producing takes inputs which are consumed in the production process and transformed into output. Labour is a type of intermediary consumption and, as a spending of labour, is made homogeneous as energy expenditure (human energy, energy from equipment, natural energy). That entails a lot of implicit conditions: inputs have to be identifiable, separable, homogeneous, reproducible, measurable, organized in stable and known combinations. Creativity and heritage are special inputs and do not generally satisfy these conditions.*

*It is very difficult to identify and to separate the productive contributions of each input: is the success of a fashion collection, and if so to what extent, the result of the creator, of her or his assistants, of the top models, of the manager of the show, of the marketing managers? Moreover, the creation function is generally non additive. Each input or condition of the production process may play a decisive role. Non separability and non additivity prevent the market or society from assigning perfect property rights. The identification of the resource holder or holders is often problematic, making it not obvious what can be assigned and who can be defined as the owner.*

*Piracy and opportunistic behaviours result from difficulties in identifying resources and in entitling them to define exclusive rights.*

*Creative production is often a team effort. Moreover creation frequently uses heritage and, thus, it is difficult to separate new creativity and old creativity accumulated in heritage and used in the creation process.*

*Heritage assets are not standard inputs the value of which is given by the market. And, if the creator produces thanks to a social heritage, it is impossible to conceive a production function incorporating that heritage with which to evaluate marginal productivity.*

*While production by processing of inputs is an operation which can be repeated ad infinitum through the consumption of the necessary inputs, some creations arise as one-off phenomena which are so radically unique that no similar outcome can be obtained by buying further input. In order to define property rights that can be transferred by a market process, resources have to be evaluated. But non separability, non additivity, and the difficulties of measurability disrupt the evaluation of the effects of the resources. Idiosyncratic properties of creativity join them to make it difficult to infer the value of resources used from the value of their effects and, then, assigning a resource a value.*

*The open-ended effects of tangible and intangible cultural heritage assets generate further problems in measuring the value of the effects. Assigning value to creativity and to creativity accumulated in heritage resources is peculiarly difficult. It is difficult to know what effects a creation might produce across space and, even more so, in time. The different values of their uses have to be added and the list of their effects is never complete because new effects may appear later. This point is reinforced by the non incrementality of creative processes. While technical objects disappear, the more recent supplanting the former, the purely creative object is a final result, it is not substituted by a new, better, powerful item.*

*(based on Barrere, 2004).*

### **Market knowledge**

The success of business depends on extensive knowledge of the market, the industry and the technology. The market impacts on and directs all aspects of the company's activities. Knowing your product or service and ensuring that the product or service meets market (customer) needs is an important factor in the future success of the product/service. Defending IPR for products with a short life cycle, is an unprofitable decision that could cost the company not only money but a lot of time as well.

### **Company Priority**

In a company's new product development process, even early in the business start-up phase, attention and care should be given not only to the choice of the name that will identify the new business or product, but also to the protection of that name. As a business grows and expands its range of offerings and reach in the marketplace, the value of its trademark rights becomes a valuable asset for the company. Regardless of the ultimate goal of your business model, protection of your intellectual property should be a priority early in the game to ensure a return on your investment down the road. (Project Q.Lime, IPR handbook, 2006)

### **Protection in merchandising discontinued products and serial heritage products**

*Merchandising heritage is the way the firms reproduce enterprise cultural heritage outside the firm through using merchandising producers and external networks to sell products. This branding policy has become a significant source of income for companies. To this end companies open their archives and choose elements to show off in current production (postcards, pins, calendars, gadgets, ...).*

*Despite the source of income the company willing to enter the merchandising market should always keep control on item type and quality, in order to keep the merchandising policy coherent to the company brand (e.g. name, logo).*

*Sometimes the way to give value to merchandising is to limit production in order to create exclusivity for target customers.*

(based on Montemaggi and Severino, 2007)

## Category 3: Skills where little expertise is needed

### Skills in archiving

Archiving is the act of collecting records that have been selected for permanent or long-term preservation on grounds of their enduring cultural, historical or evidential value. Archival records are normally unpublished and almost always unique, unlike books or magazines of which many identical copies exist.

#### Organising historical documents

The organisation of a collection of historical records, as well as their identification is essential in archiving. Archives contain primary source documents that have accumulated over the course of an organization's lifetime. Business archives serve the purpose of helping the company maintain control over their product/brand by retaining memories of the company's past.

#### Scottish Textile Heritage

<http://scottishtextileheritage.org.uk>

#### Critical selection of historical documents and records

There is often an enormous amount of information that a company maintains. The selection of valid and reliable documents and records can be vital for archiving. Business archives are concerned with maintaining the reputation of their company, and therefore selective about how their material may be used.

#### Historical analysis of company documents

<http://www.google.com/books?hl=el&lr=&id=fuKzv0-zzEwC&oi=fnd&pg=PT292&dq=archiving+critical+selection+of+historical+documents&ots=APMogCHwF&sig=bLDoAUMZLpIFZo8i8GP9qU0kOn8#v=onepage&q&f=false>

#### Personnel competence

Employees collecting and organising company archives may have any combination of training and degrees. The selection of competent and reliable employees who can organise and select the documents and records necessary for highlighting the company's history can facilitate top management in making strategic decisions.

#### Exploitation of historical information

Companies must exploit historical information for the purpose of creating a knowledge base necessary for the growth and sustainability of the company.

[http://www.pg.com/en\\_US/sustainability/heritage\\_recognition.shtml](http://www.pg.com/en_US/sustainability/heritage_recognition.shtml)

## Skills in digitising

Digitising requires the production of an electronic and physical archive of historically significant documents, storage of these scanned images into a database repository with electronic access for searching and indexing capabilities. The creation of the electronic archive would involve the configuration and operation of a production-scanning environment, and the processes to identify, select, preserve, organize, and describe each document, book and image in the collection.

<http://culture.thessaloniki.gr/eng/about.asp>

## Information Technology

As the digital revolution continues to transform the business landscape, successful organizations must sustain their profits in a rapidly changing, intensely competitive global marketplace, while surviving upheavals in world politics that change their markets and labour sources. For an organization to thrive in today's economy, managers and functional specialists in all areas (accounting, finance, marketing, production and operations management and human resources management) must perform their jobs even more effectively and efficiently. Information technology provides the tools that enable all organizational personnel to solve increasingly complex problems and to capitalize on opportunities that contribute to the success, or even the survival, of the organization. (Turban et al, 2005).

## Human resources

The availability of qualified personnel who are capable of creating an electronic data base for the company's historical documents, records, pictures, etc. facilitates the digitization process. The best state of the art IT systems will not be effective if the appropriate personnel are not selected to work with them.

## Acceptance by top management

The level of acceptance by top management can influence the success of the digitisation process. The more accepting and cooperative top management is, the better the results.

## Recognition of added-value

Digital collections make documents more easily accessible; they allow new links to be created or new interactions with the audience to be maintained.

<http://www.ub.edu/bid/24/serra3.htm>

<http://www.dlib.org/dlib/september09/ooghe/09ooghe.html>

## Skills in project management

Project management is a carefully planned and organized effort to accomplish specific project goals and objectives.

### Planning

Creating a project plan is the first thing that should be done when undertaking any kind of project. The value of a project plan lies in the saving of time, money and many problems. Goals, deliverables, schedule, human resources, cost estimates, are included in the planning process.

<http://www.projectsmart.co.uk/project-planning-step-by-step.html>

<http://www.ee.ed.ac.uk/~gerard/Management/art8.html>

### Team motivation

Individual and team motivation is the leading factor affecting the productivity of a project team. The three things required for a motivated employee: first, provide clear ownership of a defined task; second, ensure the person has the ways and means to do the task; and finally, follow-up with timely feedback and hold the individual accountable for results.

[http://www.hyperhot.com/pm\\_motiv.htm](http://www.hyperhot.com/pm_motiv.htm)

### Availability of resources

People, equipment and material are the resources required for the implementation of a project. This includes the time of the people involved as well as other resources which encompass more than people management. A project may require material and equipment without which the project may not be successfully implemented. Therefore, the project manager must also manage the equipment used for the project and the materials needed by the people and equipment assigned to the project.

<http://management.about.com/cs/projectmanagement/a/PM101.htm>

### Communication

Communication is essentially the effective and complete exchange of information between people within and outside the project team. Communication continues on a daily basis, if not hourly basis, throughout the life cycle of a project. It is the key to successful project management.

### Time-scale

Planning a realistic schedule will give the project manager the opportunity to deliver on time. Accurate time estimation is a skill essential for good project management.

<http://www.businessballs.com/project.htm>

<http://www.projectsmart.co.uk/project-management-time-estimates-and-planning.html>

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