



## **Quality and innovation in vocational training for Enterprise Cultural Heritage management**

Progress Report

Public Part

## Project information

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## Executive Summary

This is the interim report of the project entitled Quality and Innovation in Vocational Training for Enterprise Cultural Heritage Management (hereafter MNEMOS). The report, produced for the Executive Agency, illustrates progress towards the achievement of the project's aims and objectives.

The project, which started November 1<sup>st</sup> 2009, aims to develop an innovative vocational training approach in order to exploit the potential of Enterprise Cultural Heritage (hereafter ECH) management in Small and Medium-sized Enterprises (SMEs) and improve the quality of Vocational Education and Training practices for non-formal learning. The development of new competencies and skills and a more effective use of ECH will enhance the employability of individual workers and the competitiveness of SMEs. The project focuses on mature (i.e. those established before 1970) SMEs (using the standard EU definition) in craft sectors: namely food and drink, textiles, ceramics and jewellery.

This project aim will be achieved through the completion of the following integrated set of objectives:

- a) develop a clear understanding of the training needs of SMEs in the area of ECH management;
- b) create a methodology to introduce ECH Management in SMEs;
- c) develop a training package, organised in learning objects, in order to support the methodology and deployed onto a suitable open source e-learning platform;
- d) introduce guidelines for the validation of non formal learning on ECH management;
- e) validate the project results through 15 test cases with SMEs.

The project brings together a European wide consortium of partners that bring complementary skills, and cuts across sectors. More specifically, the consortium covers all the main geopolitical regions of the EU (South, West, Scandinavia, post-socialist). The partners bring specialist skills in research, training material development, validation processes, linkages with SMEs and ICT competences that will underpin success. Lastly, the consortium includes Universities, private sector firms, and organisations that cut across the world of education and business.

The project is organised into ten Work Packages: these are well integrated and support the achievement of the project objectives. A key parameter of the project is that it aims to produce outputs that are relevant to SMEs and therefore engaged with potential beneficiaries at a very early stage.

The needs analysis was the first major task completed during the reporting period. This included both desk research as well as a survey of seventy five SMEs (fifteen in each country). The identification of SME needs informed the development of an ECH methodology, and helped the project consortium identify the skills needed by SMEs in order to exploit their ECH. Currently training material – responding directly to the skills needed – are being developed alongside the non formal learning validation guidelines.

In parallel the project consortium has developed a detailed dissemination plan alongside a strategy for the exploitation of project results. Together these two aim to maximise the visibility of the project and the use of the project results by entrepreneurs and employees of SMEs in the craft sector. Measures have already been taken in order to maintain the projects outputs in the public domain after the completion of the project.

The MNEMOS activities and outputs can be reached through [www.enterpriseculturalheritage.org](http://www.enterpriseculturalheritage.org)

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# 1. Project Objectives

MNEMOS is developing an innovative vocational training approach in order to enable SMEs<sup>1</sup> to exploit the potential of Enterprise Cultural Heritage (ECH) management and improve the quality of vocational education and training (VET) practices for non-formal learning. The development of new competencies and skills and a more effective use of ECH will enhance the employability of individual workers and the competitiveness of SMEs.

This project aim will be achieved through the completion of the following integrated set of objectives:

- a) develop a clear understanding of the training needs of SMEs in the area of ECH management;
- b) create a methodology to introduce ECH Management in SMEs;
- c) develop a training package, organised in learning objects, in order to support the methodology and deployed onto a suitable open source e-learning platform;
- d) introduce guidelines for the validation of non formal learning on ECH management;
- e) validate the project results through 15 test cases with SMEs.

ECH is a complex combination of a company's own history and creations (technical contents, industrial design, organization, marketing, etc.) with the potential to transform information and materials into "extended products" (Chrissolouris-Mavrikiros, 2006). Effective ECH management has the potential to boost the productivity and performance of those SMEs with a long and rich history. The majority of such SMEs find it difficult to identify and exploit the economic added value of their cultural heritage. Furthermore, the topic is almost entirely a novelty in the area of vocational training which, at best, covers the topic of heritage marketing for cultural institutions or promotional issues (museums, tourism, etc.)

MNEMOS targets SMEs that have been operating for 40 years or more in the craft sector; artisan production in the food, textiles, ceramics and jewellery industries. The craft sector has been chosen because of the importance of cultural heritage (e.g. local products, traditional design etc) as a source of competitive advantage for enterprises in this area. In partnership with a group of these SMEs the project is working to establish how they currently use their ECH and how this can be developed. With this knowledge the project will develop an innovative vocational training approach which will enable enterprises to work with their ECH enabling them to recognise and manage the strategic value of their ECH, to improve creativity and competitiveness in production. This innovative vocational training approach will benefit providers by improving the quality and attractiveness of vocational and educational training practices for SMEs as a result of the development of a training delivery methodology for ECH management which is supported by Quality Assurance procedures and coherent with common principles for valuing non-formal learning.

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<sup>1</sup> ' The category of micro, small and medium-sized enterprises (SMEs) is made up of enterprises which employ fewer than 250 persons and which have an annual turnover not exceeding 50 million euro, and/or an annual balance sheet total not exceeding 43 million euro.'

Extract of Article 2 of the Annex of Recommendation 2003/361/EC

## 2. Project Approach

### 1. Describe methodology

The work of the project is broken down into ten work packages which correlate with the objectives of the project and will generate the project's outputs and results. The work packages are arranged chronologically although some such as Management and Coordination run throughout the life of the project. Each work package is organized logically and has clearly defined aims, structure and tasks.

The ten work packages are;

- Project Management and Administration which follows standard practices and provides continuous support and coordination activities during the project to ensure implementation and the achievement of the required outcomes. This will include five project meetings at which representatives of all partners will be present.
- Enterprise Cultural Heritage Needs Analysis which includes both desk research on topics related to ECH management and the strengths and weaknesses of existing training opportunities as well as a survey of seventy seven SMEs (fifteen in each partner country) based on a structured interview conducted over the telephone. The survey aimed to capture the level of knowledge about the topic in SMEs and the main shortages in the necessary competences and skills among their personnel.
- Enterprise Cultural Heritage Methodology; the methodology has been developed by combining the results of the two elements of the Needs Analysis and the different partners' competences and experiences of ECH management. This will be used to produce a Methodology Guide enabling SMEs to identify the skills they need to develop to exploit ECH. This methodology is accessible to everyone and will be suitable for self administration by SMEs. Other training providers could also tap into the resources.
- Training Material Development; this is being developed based on the skills and competences identified by the Needs Analysis and the stages outlined in the Methodology so that it forms a natural progression for the users. The training material will be organised in learning units, provided with suitable reference materials, case studies, student work and tests. It will be possible to devise different learning paths, according to the specific users' needs. The material will reuse existing available content (on archivist / resource description standards, business management, BPR, marketing, heritage marketing, etc.) combined with newly developed elements covering issues identified by the needs analysis and by the methodology itself. The material developed will be made available through the website in PDF format and loaded into the e-learning platform as a standard learning package.
- Enterprise Cultural Heritage Non Formal Learning Validation Guidelines will define mechanisms for validation of non-formal learning outcomes that are specific to the European Cultural Heritage methodology. They will be based on common EU principles for the identification and validation of non- formal and informal learning and coupled with sustainable practices for skills management in SMEs. The overall aim of the validation is to make visible and value the full range of qualifications and competences held by an individual, irrespective of where these have been acquired. The purpose of this validation may be formative (supporting an ongoing learning

process) as well as summative (aiming at certification) for competences and skills recognition in SMEs.

- Learning Environment Development; an on-line learning environment will be developed to make available the training materials as “learning objects” and offer an assessment suite supporting the validation guidelines. The platform will be an LCMS (Learning Content Management System) based on Open Source standards. The platform will include: user authentication and role management (student, tutor, teacher, author, director), training areas to differentiate learning paths in relation to the different training phases and learner competences, monitoring and reporting of training activities, integrated tools to run assessment sessions and user profiling, creating, editing and managing learning objects, multilanguage support and will be compliant with e-learning technologies standards.
- Case Studies and Validation of Project Results; the validation of project results will be carried out through trialling of the training material in companies from the partners’ countries. From this fifteen case studies, three per partner country, will be developed based on the activities carried out and on the results achieved by each company involved in the trials.
- Dissemination; the project results will be promoted to direct beneficiaries (SMEs) and other relevant bodies (SME associations, business support organisations, VET organizations/institutions, academic institutions, etc.). Dissemination will take place via a web site, a project brochure, newsletters, events, conferences and press releases. Training material will be made available in a variety of formats (for further details see Dissemination and Exploitation Strategies below).
- Exploitation of Results will promote the adoption of the project outputs by the widest possible number of direct beneficiaries, established SMEs, or intermediate bodies, associations of SMEs, consultants, trainers and training organisations, etc. (for further details see Dissemination and Exploitation Strategies below).
- Project Evaluation; internal evaluation is carried out by the University of Salford and an external evaluator, Innovas Consulting Ltd. has been appointed to guarantee the fairness and validity of the whole evaluation process (for further details see Evaluation Strategy below).

**Added value:**

The range of countries within which the MNEMOS project is operating will enable the transfer of the current state of the art in ECH management in these countries across a number of EU countries. Thus, it broadens the scope for exploitation of ECH in countries, such as the UK and Greece that have significant numbers of established SMEs in craft sectors and where the use of ECH may be underdeveloped. In addition it ensures that the material will be immediately available in several languages.

The content and characteristics of the ECH of a company is defined by the context within which it operates, therefore cultural diversity among European countries will affect the management of European Cultural Heritage. The partners in MNEMOS include both more economically advanced and less developed regions, covering northern, southern and eastern European countries. This enabled the Needs Analysis to capture European regional variations in the field. Thus reflecting the influence of business cultural differences (in communication, organization, working habits and values) on ECH management is an added value of the European nature of the project.

The partnership involved in the project is sufficiently diverse to support the generalisability of outputs and results across the EU, which diminishes the need for validation of project results in every single EU country, and, in turn, facilitates the valorization of the results upon the completion of the project. This means that VET providers and SMEs can access a readily usable knowledge base, supported by existing infrastructure (Passport to Trade), the result of other EU projects, that deciphers cultural diversity.

The impact of the project could add value at the European level. Enhanced ability in ECH management among established SMEs in craft sectors could be a source of competitive advantage for Europe in global markets, and by implication enhance growth and employment in the EU.

## ***2. Evaluation strategy***

Evaluation will be carried out by both external and internal evaluators using a consolidated methodology (Utilization-Focused Evaluation).

Internal evaluation is carried out by Dr Alex Avramenko of the University of Salford and focuses on providing objective advice and support, particularly as part of the formative evaluation process, in order to judge the worth of the project while the project activities are progressing. The primary intended users will be involved at all stages of the evaluation design and implementation. The internal evaluation report consists of three updates: Initial Report, Intermediate Report and Final Report.

An external evaluator: Innovas Consulting Ltd, appointed using an application process, will guarantee the fairness and validity of the whole evaluation process. The external evaluation focuses on the impact of the project and the summative evaluation, in order to judge the worth of the project; outcomes and performance. The evaluator has developed a detailed Framework and Forward Action Plan, which has been agreed by all partners. During the project the external evaluator will produce an Interim report and at the end of the project draw up a full report.

Three indicators to capture results and one indicator capturing the impact of ECH management on established SMEs will also be developed.

## ***3. Dissemination & Exploitation strategies***

The project has produced a detailed dissemination plan closely linked to exploitation of the results. These are aimed at clearly identified groups of primary and secondary beneficiaries. The primary target groups are: entrepreneurs and top managers in established SMEs in the craft sector, technical personnel or consultants mainly IT and marketing and SME associations and consortia. During the first 12 months of the project around 400 SME employees or entrepreneurs were reached through the Needs. The secondary target groups for the project include academics working in ECH management and professionals working in bodies involved in cultural management and economic development. Collectively the dissemination and exploitation of project results are based on the principles of openness and inclusivity and a pursuit of the maximum adoption of the VET created by the project.

The dissemination plan includes direct involvement of end users during the project in the needs analysis and validation phases. Dissemination activities are planned for intermediate results and final results using the internet, newsletters, project brochures, connections to networks such as Enterprise European Network and G2G and other initiatives. The means used for dissemination are electronic; website and newsletters, as well as physical events.

The latter are particularly important in facilitating two way communication between those included in the MNEMOS partnership and the primary and secondary target groups.

Dissemination of the project and its results will be facilitated by the open web community that the project will develop further. The new training opportunities afforded by the packages developed within the project will be made very accessible by making the training package (organised in learning objects) available on a suitable open source e-learning platform. During the project this will be tested with SMEs, and after the project results have been analyzed the open web community on ECH management will be launched based on a CopyLeft licence for use of the material making the benefits of the project available to the wider SME community.

The exploitation strategy is based on a partnership agreement to keep the MNEMOS website live beyond the project lifetime and to establish a CopyLeft statement to allow for the widest possible diffusion of the material. The partners have also produced and will sign an Exploitation Agreement which details: the definition and purpose of the agreement, the duration and termination terms, the rights and responsibilities of partners, the Intellectual Property Rights, and the general conditions for exploitation.

### 3. Project Outcomes & Results

The main project outcomes include:

- a clear understanding of the training needs of SMEs in the area of ECH management derived from the ECH Needs Analysis
- the development of a methodology and a competencies and skills matrix to introduce ECH Management into SMEs
- a training package to support the methodology organised in learning objects and deployed onto a suitable open source e-learning platform
- guidelines for the validation of non formal learning on ECH management
- 15 test cases with SMEs to validate the project results.

Results are available in the first two of these together with work in the areas of dissemination and exploitation continuing throughout the project. They can be found on the project website.

#### Project Management and Administration (WP1)

The main objective of WP1 is to provide continuous support and coordinate all activities of the project to ensure a smooth implementation and the achievement of the required results.

The project started with the 1<sup>st</sup> partners meeting which took place 10-11 December 2009 at the University of Salford, Manchester. The meeting started with discussion about an innovative concept of ECH and what the concept means for SMEs. The partners developed a comprehensive definition of ECH to use to introduce the concept to participating SMEs. The following issues were discussed and agreed at the 1<sup>st</sup> Meeting: WPs, deliverables and activities; detailed project Plan, partners' budgets, Financial Monitoring Protocol and Procedures, Partnership Agreement, dissemination and exploitation activities. The Work Package leaders presented their workplans for Stage 1 of the project which were approved and agreed by all partners.

The 2<sup>nd</sup> partners meeting took place 3-4 June 2010 in Rende, Italy. Turku School of Economics, Finland, presented the results of WP2 – ECH Needs analysis. The results were discussed in detail and amendments were agreed and accepted by all partners. IDTECH, Italy presented an overview and a work plan for WP3, the ECH Methodology Guide, which was discussed and agreed by all partners. Dissemination activities for the next period were also discussed and agreed by all partners. The partners were updated on evaluation progress. The Exploitation Agreement and ECH Open Community manifesto were also discussed and agreed.

The 3<sup>rd</sup> Partners meeting took place 14-15 October 2010 in Thessaloniki, Greece. The partners had an opportunity to visit a company which has a rich tradition in producing a delicacy called HALVA. **Haitoglou Bros** is a family run business established in Thessaloniki in 1924. Throughout the years it has been expanding its product line to related products, maintaining its traditional products. It was decided by the partners that a case study based on the visit will be included in the 3<sup>rd</sup> Newsletter. The following items were discussed and agreed by partners at the 3<sup>rd</sup> meeting: the draft of ECH Methodology Guide and the amendments to it, dissemination activities for the next period including the final

version of the project brochure and the content of the 3<sup>rd</sup> Newsletter; the External Evaluation framework, and the work plan for the next stage of the Project, Training Material development and ECH Validation Guidelines for non-formal learning.

Action plans and detailed minutes from all meetings were produced and sent to the partners for reference.

To summarise: the main results of WP1 for this reporting period are: three project meetings, signed Partnership Agreement, Financial Monitoring Protocol and procedure, detailed Project plan, Project Quality plan, 1<sup>st</sup> financial monitoring point reports and constant monitoring of the project progress.

## **Enterprise Cultural Heritage Needs Analysis (WP2)**

The objective of the ECH Needs Analysis was to identify both the supply of and demand for ECH related training across Europe and thus to discover the existing gaps in current heritage management training. In order to increase the research group's own understanding of the benefits of utilizing and effectively managing ECH, an extensive literature review was conducted. This focused on the benefits for product development, brand building, marketing, and human resources in the company.

On the supply side a desk analysis was carried out by the partners to establish what training is available relating to ECH, major shortages were found. Cultural heritage related topics are rare and mostly related to museums, archives and tourism, rather than company level cultural heritage. The training that is available is not easily accessible for SMEs because of issues such as length, accessibility, cost and pre-requirements. This indicates that a free online product might be needed by the SMEs. 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.

The demand side was measured by a survey which was conducted in all partner countries to gain knowledge of the awareness of the companies in the target group about ECH. Information was gathered also about the possible repositories of ECH and perceptions of the skills needed to exploit their cultural heritage as well as the level of those skills in the companies. Companies not exploiting their ECH were asked why they did not. The survey gave strong indications that older SMEs in crafts sectors are interested in exploiting their cultural heritage although many lack some of the necessary skills to do so. The next phase of the MNEMOS project aims to meet the identified skill shortages.

Two documents were produced as a result of the Needs Analysis: "Enterprise Cultural Heritage management: Literature review and summary of Enterprise Cultural Heritage management related trainings in the UK, Greece, Italy and Finland" and "Enterprise cultural heritage management: Needs analysis survey results from the UK, Greece, Italy, Czech Republic and Finland". An academic paper: "Power of the Past and SME Competitiveness: A European Study", was also written by the partnership which was presented at the International Council for Small Business World Conference 2010. The papers can be found at <http://www.enterpriseculturalheritage.org>

The Needs Analysis impacted on SMEs by increasing awareness of the potential for ECH management; in the course of collecting the data for the survey more than 400 companies were contacted and offered basic information on the benefits of effective ECH management. However, the most important target group for this work are the partners themselves, as it forms a starting point for the later work packages.

### **Enterprise Cultural Heritage Methodology (WP3)**

The main objective of WP3 was to develop a Methodology Guide and to define an ECH Management profile in terms of competences and skills required to implement an ECH Management Model into SMEs with a rich enterprise history.

The methodology was developed by combining the results of the Needs Analysis and the different partners' competences and experiences of ECH. IDTECH, the WP3 leader, developed a draft methodology proposal. The first draft of the proposal was discussed by partners during the 2<sup>nd</sup> project meeting, and a new revised action plan was proposed.

It was agreed that the ECH Methodology Guide will consist of two parts. The first part of the methodology addresses ECH specialists such as academics or representatives from VET institutions and acts as a theoretical introduction to the Methodology covering the following topics: organisations' needs analysis, organisations' information workflow, ECH strategic plan; ECH knowledge base, ICT infrastructures and ECH skills and competences.

The second part of the methodology mainly addresses the primary target groups of the project: SMEs and SME associations and acts as a guideline to introduce ECH to SMEs. A skills and competences matrix was developed based of the results of the Needs Analysis. The partners discussed the matrix during the 2<sup>nd</sup> meeting and refined it. It was also decided that the Part 2 of the ECH Methodology Guide along with the skills and competences matrix will be tested with SMEs from partners' countries and their feedback will be integrated into the final version of the Methodology Guide.

### **Dissemination – WP8**

Dissemination will occur throughout the life of the project. The specific objectives during the reporting period were the identification of specific target groups for dissemination, awareness raising about ECH to potential users and promoters. A dissemination strategy has been devised, activities have been planned and a dissemination toolkit has been created.

The MNEMOS website [www.enterpriseculturalheritage.org](http://www.enterpriseculturalheritage.org) has been created and provides information about the project together with news about its activities and results. It is fully operational and further information will be uploaded as the project progresses. It has been agreed between the partners that the website will be maintained for two years after the end of the project. During the most recent four months of the project the MNEMOS website had 2711 hits, 405 newsletter downloads and 339 downloads of articles.

All partners identified in their own countries SMEs, VET institutions and organisations, SME associations, other business support organisations and academic institutions which would be interested in the project and information such as the newsletter is circulated to them. The contact list consists of more than 1000 names and includes VET organisations and institutions, business support organisations, SME associations and universities as well as SMEs. SMEs in the target groups received information about the project by e-mail and/or phone especially during the Needs Analysis Survey and through the project newsletters.

Two editions of the project newsletter have been published on the web site and distributed via the mailing lists of each partner. The newsletters inform the target audience and wider audience about ECH issues and the latest developments in the project. The MNEMOS brochure has been designed and agreed by the partners. It has been translated into each of the partners' languages; printed copies in each language will be distributed.

## Exploitation of Results WP9

The main objectives in exploitation are; to promote the adoption of the project outputs by direct beneficiaries and intermediate bodies, mainstreaming the project results into the VET systems at local, national and European level, to define agreements with stakeholders, SME associations, Chambers of Commerce, SMEs training organisations, EU initiatives and networks in order to promote and disseminate the project outcomes to specific key actors. During the reporting period the specific objectives were to define overall sustainability principles, IPR issues, partners' obligations in case of commercial and/or non commercial exploitation of the results, contribution of the partners after project completion. To this end a Partnership Exploitation Agreement has been agreed. An Open Community Manifesto to support the ECH Open Community on the web has been created and agreed by all partners.

## Evaluation WP10

The WP10 includes two evaluations: Internal and External.

The Internal Evaluation is performed by the University of Salford and acts more like a 'critical friend' focusing mainly on providing objective advice and support in order to judge the worth of the project during the lifetime of the project. The internal evaluator has produced an initial report which provided the partners and the project management team with feedback on the project's progress and matters that will need to be considered by partners. This report is primarily based on communications with all project partners, analysis of project documentation and meeting with the Project Management team.

The External Evaluation focuses mainly on the impact of the project and a summative evaluation in order to assess the worth of project performance at the end of the project activities. The external evaluators submitted an Evaluation Framework & Forward Action Plan which concluded 1<sup>st</sup> Phase of evaluation; it was approved by partners.

The Framework outlines the following aspects:

A full logic model linking project actions, decisions and outputs to outcomes and impacts;

- Identified a menu of indicators to monitor and measure performance in terms of project progress, achievement of stated outputs, proxying outcomes and the distance travelled towards achieving the project's aims and objectives
- Identified the time frame within which impacts and outcomes may be achieved.

The framework also sets out the methodology for the interim evaluation:

- Review project files and identify project progress against that proposed in project application by individual work package
- Review time allocated on project against that proposed in project application
- Canvass delivery partners for views on progress
- Report on fieldwork to date with SMEs, report on any feedback given by SMEs
- Undertake a 'count' of SMEs engaged in MNEMOS so far.

In addition the framework sets out the value in capturing the following information (even though progress to date may be limited):

- Any planned conference presentations, early draft working papers, seminars etc. related to ECH/MNEMOS
- Knowledge of any other institutions/partnerships undertaking research into ECH
- Any discussions between partners on taking research forward through further collaboration
- Any other evidence presented by partners as to the project's progress.

This information was collected via partners' survey, examination of project documents and material and meetings with the project team.

## 4. Partnerships

The transnational partnership is well balanced with complementary competences (learning methodologies, NFL validation, IT, marketing, cultural asset management, etc.) and a diversified composition (Universities, SME training and service providers, business support organization). This offers diverse perspectives on ECH management, and ease of access to resources and networks of SMEs.

Partners are located in different geographical and cultural contexts: which in turn influences the characteristics of ECH. Thus, profound differences are anticipated between the case of established industrial economies (Italy, Finland, UK), intermediate (Greece) and post-socialist (Czech Republic) regimes.

All partners have a great deal of experience in transnational cooperation and, moreover, all of them have already positively collaborated in Leonardo da Vinci and other European projects.

All partners are involved in horizontal activities, such as needs analysis, adaptation of the model to cultural diversity, validation and dissemination in the partners countries, but leading roles are assigned on the basis of the specific competencies and experiences (TSE on family business, marketing, SMEs needs analysis; University of Salford on material validation, project evaluation, and project co-ordination; IdTech on technologies and services for heritage management; URENIO on learning validation; Spin on multi-cultural learning material and e-learning).

## 5. Plans for the Future

In the 2<sup>nd</sup> stage of the project the partners will develop Training Materials (WP4) for SMEs based on the skills and competences identified in the Needs Analysis (WP2) and the stages outlined in the Methodology Guide (WP3). The Training Material will be made available through the MNEMOS website and loaded into the e-learning platform.

We will define a mechanism for validation of learning outputs of a non-formal ECH management learning process in SMEs (WP5). It will consist of an overview of EU guidelines, a validation process map, a description of the processes, quality assurance procedures and validation indicators.

The Learning Environment (WP6) will be developed in order to publish the Training Material and make it available to SMEs. The learning platform will be a Learning Content Management System (LCMS) based on Open Source standards. The platform will be designed in such a way that it will be easy accessible and easy to use by SMEs and other interested organisations.

The validation of the Training Material and project results will be carried out through experimentation (WP7) and testing of the training material with participating SMEs. The companies will be selected from the interview sample from the partners' countries used for the Needs Analysis. The project will draw up 15 case studies, 3 per country involved in the project. The case studies will be developed based on the activities carried out and on the results achieved by each company involved in the trials.

We will carry on the dissemination activities (WP8) and will publish three Newsletters which will cover the project progress and project results, a CD-Rom (3000 copies) which will present the Methodology and the Training Material in all partners' languages. We will publish a project booklet (2000 copies) with an excerpt of the Methodology and the Training material in English with the summary in partners' languages. We will also continue to promote and raise awareness of the MNEMOS project through attending communication events, conferences and seminars.

Both project evaluations (WP10), Internal and External, will be completed. The internal evaluator will produce an interim report at the end of this year and the final report at the end of the project. The University of Salford will also develop 3 indicators which will capture the number of SMEs interested in the project results, contributions of ECH management by other resources and increased rate of knowledge based services. The external evaluator will complete an interim report (by the end of the year) and produce the final report at the end of the project.

There are two other Partners Meetings planned (WP1); in May 2011 (Turku, Finland) and September 2011 (Prague, Czech Republic), where project progress and results will be discussed. The University of Salford's monitoring team will carry out two Financial Monitoring points in February and June 2011 to monitor the financial progress of the project. The final project report will be submitted in November 2011.

## 6. Contribution to EU policies

### **LLP-Obj-e: To help promote creativity, competitiveness, employability and the growth of an entrepreneurial spirit**

By turning the intangible asset of 'business heritage' into a key competitiveness factor the project will help promote creativity, competitiveness, employability and the growth of an entrepreneurial spirit.

### **LLP-Obj-a: To contribute to the development of quality lifelong learning and to promote high performance, innovation and a European dimension in systems and practices in the field**

By supporting SMEs who currently do not have access to specialised training and encouraging the development and availability of new practices in the field the project will contribute to the development of quality lifelong learning and promote high performance, innovation and a European dimension in systems and practices.

### **LLP-Obj-c : To help improve the quality, attractiveness and accessibility of the opportunities for lifelong learning available within member states**

By making the training package available on a suitable open source e-learning platform and launching an open web community the project will help improve the quality, attractiveness and accessibility of the opportunities for lifelong learning available within Member States.

### **LLP-Obj-d: To reinforce the contribution of lifelong learning to social cohesion, active citizenship, intercultural dialogue, gender equality and personal fulfilment**

The project will reinforce the contribution of lifelong learning to social cohesion, active citizenship, intercultural dialogue, gender equality and personal fulfilment as training opportunities are open to men & women and will provide SME employees with the chance to develop skills and personal fulfilment especially those individuals who have taken personal risks to establish businesses.

### **LEO-SpObj-b: To support improvements in quality and innovation in vocational education and training systems, institutions and practices**

The project will improve the employability of managerial and technical personnel by developing new skills based on a creative use of knowledge. It helps entrepreneurs to recognise and manage the strategic value of the ECH. This supports improvements in quality and innovation in vocational education and training systems, institutions and practices

### **LEO-SpObj-a: To support participants in training and further training activities in the acquisition and the use**

MNEMOS will support participants in training and further training activities to facilitate personal development, employability and participation in the European labour market by encouraging employees of SMEs to facilitate their personal development and that of their companies by developing new skills & knowledge.

### **LEO-OpObj-2: To improve the quality and to increase the volume of cooperation between institutions or organisations providing learning opportunities**

SMEs will have direct access to training offered by the consortium of partners, key stakeholder organisations will be aware of the project, creating an open flow of communication which will improve the quality and increase the volume of cooperation between institutions and organisations providing learning opportunities, enterprises, social partners and other relevant bodies throughout Europe.

**LEO-OpObj-6: To support the development of innovative ICT-based content, services, pedagogies and practice for lifelong learning**

Developing training content in ECH is entirely innovative. To ensure the widest possible impact this will be offered online using an online open source platform and an open web community providing wide accessibility. The project therefore supports the development of innovative ICT-based content, services, pedagogies and practice for lifelong learning.

**LEO-MultProj-4: Develop Vocational Skills considering the labour market needs**

MNEMOS will develop Vocational Skills meeting labour market needs by improving the quality and attractiveness of VET practices for SMEs developing a training delivery methodology for ECH management supported by Quality Assurance procedures, coherent with common principles for valuing non-formal learning.

**CulDiv: Cultural and linguistic diversity**

The project will chart the influence of cultural values on ECH in different countries & adjust these differences in the national business models within the training material so supporting cultural and linguistic diversity.

**Discr: Promoting equality between men and women and contributing to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation contributing to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation**

As the project will provide equality of opportunity for all those undertaking pilots it promotes equality between men and women and contributes to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation contributing to combating all forms of discrimination based on sex, racial or ethnic origin, religion or belief, disability, age or sexual orientation.

**RacEth: Racial or ethnic origin**

The University of Salford's Equal Opportunity Policy will be used by all partners stating that no individual will receive less favourable treatment on the grounds of racial or ethnic origin.

**ENTR: Enterprise**

MNEMOS addresses the issue of skill upgrading for productivity growth in SMEs that often lack resources to attract skilled workers so supporting and encouraging enterprise.

**LISBON: Lisbon partnership for growth and jobs**

By making learning more attractive and supporting pro-active involvement of entrepreneurs, managers & technical staff in CVT adopting this new approach to introduce ECH management in SMEs with a rich cultural tradition the project supports the objectives of the Lisbon partnership for growth and jobs.



