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Qualität & Innovation bei der beruflichen Weiterbildung für kulturelles Erbe in Unternehmen

504470-LLP-1-2009-1-UK-LEONARDO-LMP

http://www.adam-europe.eu/adam/project/view.htm?prj=5529

Projektinformationen

Titel: Qualität & Innovation bei der beruflichen Weiterbildung für kulturelles Erbe in Unternehmen

Projektnummer: 504470-LLP-1-2009-1-UK-LEONARDO-LMP

Jahr: 2009

Projekttyp: Innovationsentwicklung

Status: abgeschlossen

Land: EU-Zentralisierte Projekte

Marketing Text: Dieses zweijährige Forschungsprojekt untersucht den Themenbereich „kulturelles Erbe von Unternehmen“ (English: Enterprise Cultural Heritage - ECH). Das Projekt trägt den Titel „Qualität & Innovation bei der beruflichen Weiterbildung für kulturelles Erbe in Unternehmen (MNEMOS)“. Das Hauptziel ist die Erweiterung des Bewusstseins von ECH in kleinen Unternehmen. Das MNEMOS Team erforscht die Ausbildungsbedürfnisse in diesem Feld und entwickelt Ausbildungsmaterial, das auf einer elektronischen Plattform zur Verfügung gestellt wird. MNEMOS konzentriert sich auf kleine Unternehmen, die seit mehr als 40 Jahren im Handwerksektor tätig sind. Die Universität von Salford (Großbritannien) ist der führender Partner in diesem Projekt zusammen mit Partnern von Universitäten und Kleinunternehmen in Italien, Finnland, Tschechien und Griechenland.

Zusammenfassung: Enterprise Cultural Heritage (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 can increase creativity in production and innovate knowledge management skills, boosting the productivity performances of those SMEs with a long and rich history. Nevertheless, 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 most, cover the topic of heritage marketing for cultural institutions or promotional issues (museums, tourism, etc.) However, to date this area has received only little attention in the field of SME training & support. This is despite the fact that there are large numbers of SMEs that could grow on the basis of their ECH. More specifically, in Italy, there are more than 11,000 SMEs that are more than 40 years old (Enterprises Registry Dataset), 6% of SMEs in the UK also fall in this group (Federation of Small Businesses, 2006), whilst in Greece there are 6,140 enterprises (ICAP, 2008). The number of such firms will be smaller in post-socialist regimes (such as the Czech Republic) however, there are similar opportunities for privatized firms as well as new SMEs that tap into the ECH of the socialist or even pre-socialist era.
Within this context, MNEMOS aims to develop an innovative vocational training approach in order to exploit the potential of ECH management in SMEs and improve the quality of 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.
The project will target SMEs (using the EU definition) that have been operating for 40 years or more in the craft sector. This is defined in the EU SME Observatory as artisan production in food, textiles, ceramics & jewellery industries. The choice of the craft sector is on account of the importance of cultural heritage (e.g. local products, traditional design etc) as a source of competitive advantage. These firms will be collectively referred to as 'established SMEs in craft sectors'.
The main project outcomes include:
a) a clear understanding of the training needs of SMEs in the area of ECH management;
b) the development of a methodology to introduce ECH Management in SMEs;
c) a training package to support the methodology, organised in learning objects and deployed onto a suitable open source e-learning platform;
d) guidelines for the validation of non formal learning on ECH management;
e) 15 test cases with SMEs to validate the project results.
The project is targeting top managers and technical/commercial personnel of

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	established SMEs in craft sectors. Overall, it is expected to reach directly around 100 SME staff and a wider audience through the dissemination activities. To sustain the results after its completion, the project intends to launch an open “web community” on ECH management based on a “copyleft” license to use the material. This fits well with the comprehensive dissemination strategy adopted for the purposes of the project. Partners are located in different geographical and cultural contexts (CZ, GR, FI, IT, UK) with a well balanced composition.
Beschreibung:	
Themen:	*** Lebenslanges Lernen *** Berufsorientierung und -beratung *** Unternehmen, KMU * Interkulturelles Lernen * IKT * Weiterbildung
Sektoren:	*** Erziehung und Unterricht
Produkt Typen:	Homepage Lehrmaterial CD-ROM Unterlagen für offenen Unterricht
Produktinformation:	
Projektwebseite:	www.enterpriseculturalheritage.org

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Partner 2

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Land:	CZ-Tschechien
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Homepage:	http://www.tis-praha.cz

Partner 3

Name:	ID TECHNOLOGY
Stadt:	Milan
Land/Region:	Lombardia
Land:	IT-Italien
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Homepage:	http://www.idtech.it/eng/index.html

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Land:	IT-Italien
Organisationstyp:	KMU - Klein- und Mittelunternehmen (bis zu 250 Mitarbeiter)
Homepage:	http://www.consorziospin.it

Partner

Partner 5

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Land:	FI-Finnland
Organisationstyp:	Universität/Fachhochschule/Akademie
Homepage:	http://www.tse.fi

Projektdateien

2009_5044_PR_MNEMOS_pub.pdf

http://www.adam-europe.eu/prj/5529/prj/2009_5044_PR_MNEMOS_pub.pdf

MNEMOS Interim Report - Public

Produkte

1 Project Management Plan

2 Project Meetings Minutes

3 Periodic Financial Monitoring Reports

4 Interim Report

5 Final Report

6 Survey of ECH Management demand in SMEs

7 Literature research report on ECH Management

8 ECH Methodology Guide

9 ECH Management Competences and Skills

10 1st English Draft version of the training material

11 Revised English Version

12 Proofread Localised version of the training material

13 Definition of Quality Assurance processes and assessment

14 Skill based validation methodology of ECH informal

15 ECH Learning platform

16 ECH Learning objects

17 ECH Management training material – Experimentation

18 Dissemination Plan

19 Project Web site

20 Project Brochure

21 Project Newsletter

22 Project CD-Rom

23 Booklet

24 Partnership Exploitation Agreement

25 ECH Open Community Manifesto

26 Internal Project Evaluation reports

27 External Project Evaluation reports

28 Results & Impact indicators

Produkt 'Project Management Plan'

Titel:	Project Management Plan
Produkttyp:	andere
Marketing Text:	Project planning document for all partners. Not publicly available.
Beschreibung:	The Project Management Plan defines the project management system & approach to be used by the partnership , during the project. The plan is based on the development of a Logical Framework matrix that covers the main aspects of the project: the specific and operational objectives, activities, milestones, deliverables, results and indicators. The project management plan approved by all partners in the early stages of the project (kick-off meeting), will be updated and applied throughout.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Project Meetings Minutes'

Titel:	Project Meetings Minutes
Produkttyp:	andere
Marketing Text:	Summary of partner meetings. Not publicly available.
Beschreibung:	Minutes of all project minutes will be taken and circulated among the partners shortly after each meeting. They will include: dates and location, list of participants, agenda, summary of the discussion, decisions made.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Periodic Financial Monitoring Reports'

Titel:	Periodic Financial Monitoring Reports
Produkttyp:	andere
Marketing Text:	Financial claim reports. Not publicly available.
Beschreibung:	Every three months, the coordinator will collect data on partners' expenditures to monitor the project implementation. Data will include: detailed list of expenditures by cost categories, copies of the proof of expenditure. The format of the financial monitoring report will be provided by the Coordinator.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Interim Report'

Titel:	Interim Report
Produkttyp:	andere
Marketing Text:	The report illustrates progress towards the achievement of the project's aims and objectives. It consists of a public and a confidential part, the public part of the report is available for download.
Beschreibung:	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.
Zielgruppe:	All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	Quality and innovation in vocational training for Enterprise Cultural Heritage management. Available for download.

Progress Report Public Part

Project information
Project acronym: MNEMOS
Project title: Quality & innovation in vocational training for Enterprise Cultural Heritage management
Project number: 504470-LLP-1-2009-1-Uk-LEONARDO-LMP
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Project website: http://www.enterpriseculturalheritage.org

Reporting period: From 1-11-2009
To 30/10/2010
Report version: 1
Date of preparation: 30/11/2010

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Produkt 'Interim Report'

Resultat:

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

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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 1st 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

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Resultat: 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
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1. Project Objectives
MNEMOS is developing an innovative vocational training approach in order to enable SMEs 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

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Resultat: 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.
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

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Resultat: 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

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Resultat: 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

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Resultat: 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 1st 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 1st 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 2nd 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 3rd 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 3rd Newsletter. The following items were discussed and agreed by partners at the 3rd 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 3rd Newsletter; the External Evaluation framework,

Produkt 'Interim Report'

Resultat: 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, 1st 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)

Produkt 'Interim Report'

Resultat: 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 2nd 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 2nd 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 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

Produkt 'Interim Report'

Resultat: 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 1st 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.

Produkt 'Interim Report'

Resultat: 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 2nd 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

Produkt 'Interim Report'

Resultat: 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.
OTHER EU PROGRAMME OBJECTIVES &
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

Produkt 'Interim Report'

Resultat: 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.

Anwendungsbereich:

Homepage:

Produktsprachen: Englisch

product files

2009_5044_PR_MNEMOS_pub.pdf

http://www.adam-europe.eu/prj/5529/prd/4/1/2009_5044_PR_MNEMOS_pub.pdf
MNEMOS Interim Report - Public Part

Produkt 'Final Report'

Titel:	Final Report
Produkttyp:	andere
Marketing Text:	Information about project implementation, deliverables and achieved results for the full 24 months period. Report is not yet available.
Beschreibung:	The Final Report contains information about the project implementation, the deliverables, the achieved results and the related expenditures for the full 24 months period, in the format provided by EACEA. It includes a public and a confidential part, the public part will be uploaded when available.
Zielgruppe:	All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	Public part of the report will be available for download when approved.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

2009_2195_FR_MNEMOS_pub.pdf
http://www.adam-europe.eu/prj/5529/prd/5/1/2009_2195_FR_MNEMOS_pub.pdf

Produkt 'Survey of ECH Management demand in SMEs'

Titel:	Survey of ECH Management demand in SMEs
Produkttyp:	andere
Marketing Text:	Report identifying the ECH training needs of SMEs across Europe & existing gaps in current heritage management training.
Beschreibung:	The report shows and analyses the data gathered from the survey carried out by the partners in their own countries. The report covers: the composition of the sample; the methodology adopted; the quantitative and qualitative results; the analysis of the data as described above.
Zielgruppe:	All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	Needs Analysis Survey Results from the UK, Greece, Italy, Czech Republic and Finland available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

NEEDS ANALYSIS SURVEY RESULTS.pdf

http://www.adam-europe.eu/prj/5529/prd/6/1/NEEDS%20ANALYSIS%20SURVEY%20RESULTS.pdf
Needs Analysis Survey Results from the UK, Greece, Italy, Czech Republic and Finland

Produkt 'Literature research report on ECH Management'

Titel:	Literature research report on ECH Management
Produkttyp:	andere
Marketing Text:	Broad literature research on topics related to Enterprise Cultural Heritage management: heritage marketing, enterprise culture, industrial museum, family business, business and marketing cultural differences among EU countries, archival techniques/standards, known case history.
Beschreibung:	The report presents the literature on ECH Management covering- Enterprise Cultural Heritage (ECH) as an asset in the company context; benefits of ECH Management in product development; ECH management in brand building and marketing; benefits of ECH Management in HR; overview of ECH management related training in the UK, Greece , Italy and Finland; summary of national results; literature.
Zielgruppe:	All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	Literature Review Summary of ECH Management Related Training in the UK, Greece, Italy and Finland available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

LITERATURE REVIEW SUMMARY OF ECH MANAGEMENT RELATED TRAINING.pdf

http://www.adam-europe.eu/prj/5529/prd/7/1/LITERATURE%20REVIEW%20SUMMARY%20OF%20ECH%20MANAGEMENT%20RELATED%20TRAINING.pdf
Literature Review Summary of ECH Management Related Training in the UK, Greece, Italy and Finland

Produkt 'ECH Methodology Guide'

Titel:	ECH Methodology Guide
Produkttyp:	andere
Marketing Text:	A Methodology Guide to plan & implement an Enterprise Cultural Heritage Management Model in SMEs characterized by a rich “enterprise history”.
Beschreibung:	The Enterprise Cultural Heritage Management Methodology Guide is intended to be used be used, alongside other resources generated by the MNEMOS project, to help established SMEs exploit their enterprise cultural heritage. The methodology focuses particularly on established SMEs, the rationale behind this is that these companies are likely to have passed on their product and service knowledge through at least one generation of employees. The methodology has been developed combining information gathered from a sample of established SMEs in the craft sector; textiles, ceramics, food and beverage, jewellery, together with a desk analysis of competences and best practices in ECH in MNEMOS partners’ countries. This methodology includes a mix of processes for established SMEs and organizations (cultural organizations, Higher Education and continuous VET providers, craft organizations, public and private bodies) founded on four pillars: • Change Management • Brand Management • Heritage Management • Intellectual Property Rights Management
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	ECH Methodology Guide available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

ECH_Methodology_Guide.pdf

http://www.adam-europe.eu/prj/5529/prd/8/1/ECH_Methodology_Guide.pdf
ECH Methodology Guide

Produkt 'ECH Management Competences and Skills'

Titel:	ECH Management Competences and Skills
Produkttyp:	
Marketing Text:	A report which defines and discusses the competences and skills required for ECH management.
Beschreibung:	The report defines competences and skills required for ECH management. The skills required for ECH Management are 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.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	ECH Management Competences and Skills available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

ECH_Management_Competences_and_Skills.pdf

http://www.adam-europe.eu/prj/5529/prd/9/1/ECH_Management_Competences_and_Skills.pdf
ECH Management Competences and Skills

Produkt '1st English Draft version of the training material'

Titel:	1st English Draft version of the training material
Produkttyp:	Unterlagen für offenen Unterricht
Marketing Text:	Training material(Modules and Units) developed in English.
Beschreibung:	A first English draft of the training material for cross review and proofreading in order to improve and/or integrate the content.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Revised English Version'

Titel:	Revised English Version
Produkttyp:	Unterlagen für offenen Unterricht
Marketing Text:	The ECH Management Training Material
Beschreibung:	The ECH Management Training Material is organised in four learning modules which offer entrepreneurs, managers and workers the opportunity to develop new competencies which will enhance the competitiveness of their SME by helping them to use the economic value of their unique cultural heritage. Brand Management Identification of the key elements of a brand and planning brand strategies. Heritage Management. Enhance creativity and quality and organisation of tacit and explicit knowledge to manage SMEs' cultural heritage. Change Management. Processes, tools and techniques to effectively realise and. manage business change. IPR Management. Understanding the benefits of protecting the intellectual property represented by the SME's cultural heritage.
Zielgruppe:	Partners
Resultat:	Materials can be found at http://www.enterpriseculturalheritage.org/en/e-learning.html
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Proofread Localised version of the training material'

Titel:	Proofread Localised version of the training material
Produkttyp:	andere
Marketing Text:	The ECH Management Training Material available in Czech, English, Finnish, Greek and Italian.
Beschreibung:	Description The ECH Management Training Material is organised in four learning modules which offer entrepreneurs, managers and workers the opportunity to develop new competencies which will enhance the competitiveness of their SME by helping them to use the economic value of their unique cultural heritage. Brand Management Identification of the key elements of a brand and planning brand strategies. Heritage Management. Enhance creativity and quality and organisation of tacit and explicit knowledge to manage SMEs' cultural heritage. Change Management. Processes, tools and techniques to effectively realise and. manage business change. IPR Management. Understanding the benefits of protecting the intellectual property represented by the SME's cultural heritage
Zielgruppe:	Partners
Resultat:	Materials in Czech, English, Finnish, Greek and Italian can be found at: http://www.enterpriseculturalheritage.org/en/e-learning.html
Anwendungsbereich:	
Homepage:	http://www.enterpriseculturalheritage.org/en/e-learning.html
Produktsprachen:	Italienisch Finnisch Griechisch Tschechisch Englisch

Produkt 'Definition of Quality Assurance processes and assessment'

Titel:	Definition of Quality Assurance processes and assessment
Produkttyp:	andere
Marketing Text:	A report which defines the Quality Assurance for non-formal learning processes for ECH management in SMEs. It will also include the relative indicators for assessing each non-formal process. These indicators will be used as a suitable checklist for the evaluation of the progress of these processes and the effectiveness of non-formal learning.
Beschreibung:	The objective of the report is to define mechanisms for validation of non-formal learning outcomes that are specific to the ECH methodology. The validation of learning outputs of a non-formal ECH management learning process in SMEs will be based on Common EU principles for the identification & validation of non-formal & informal learning and coupled with sustainable practices for skills management in SMEs (i.e., equal access and privacy of individuals; well identified responsibilities and competences of bodies involved, eg. SMEs, training providers, consultants; validation process must be fair, transparent, performed by experts, based on Quality Assurance mechanisms). The national VET standards will play a crucial role in the validation process, joining occupation, education and assessment elements.
Zielgruppe:	All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	The report 'QA processes and Assessment' is available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

QA_processes_and_assessment.pdf

http://www.adam-europe.eu/prj/5529/prd/13/1/QA_processes_and_assessment.pdf
Definition of Quality Assurance processes and assessment

Produkt 'Skill based validation methodology of ECH informal'

Titel:	Skill based validation methodology of ECH informal
Produkttyp:	andere
Marketing Text:	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.
Beschreibung:	Definition of the required organisational skill matrix & key personnel skill profiles (personal dossier; mapping of individual learning needs) for eliminating the learning gaps in the three management levels: strategic level, operational level & content level. It will also include the skill validation methodology performed by external expert organisations which will act as the certification bodies. Also, the validation modules could be used for self assessment of individual informal skill bases.
Zielgruppe:	
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

Skills_based_validation_methodology_of_ECH_informal.pdf

http://www.adam-europe.eu/prj/5529/prd/14/1/Skills_based_validation_methodology_of_ECH_informal.pdf
Skill based validation methodology of Enterprise Cultural Heritage informal.

Produkt 'ECH Learning platform'

Titel:	ECH Learning platform
Produkttyp:	Homepage
Marketing Text:	Web-based platform used to deliver, and exploit ECH Methodology and Training providing on-line management training program in Enterprise Cultural Heritage. How can you use your Enterprise Cultural Heritage to gain a competitive advantage for your enterprise? This innovative approach to Enterprise Cultural Heritage training is integrated in the following four areas of management: •Brand management •Change management •Heritage management •Intellectual Property (IP) management
Beschreibung:	Web-based platform used to deliver, and exploit ECH Methodology. The product includes: - Open Source and other pre-existing software components; - all specifically developed software components.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	The learning platform in all project languages can be found at http://training.enterpriseculturalheritage.org/
Anwendungsbereich:	
Homepage:	http://training.enterpriseculturalheritage.org/
Produktsprachen:	Englisch Finnisch Griechisch Italienisch Tschechisch

Produkt 'ECH Learning objects'

Titel: ECH Learning objects

Produkttyp: Unterlagen für offenen Unterricht

Marketing Text: On-line management training program in Enterprise Cultural Heritage.

How can you use your Enterprise Cultural Heritage to gain a competitive advantage for your enterprise? This innovative approach to Enterprise Cultural Heritage training is integrated in the following four areas of management:

•Brand management
•Change management
•Heritage management
•Intellectual Property (IP) management

Beschreibung: Digital Learning Packages, compliant with learning object standards (e.g. IMS and/or SCORM) organising the ECH training and assessment content developed by the project.

Available in Czech, English, Finnish, Greek and Italian.

Zielgruppe: Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations.

Resultat: The learning objects can be accessed via the e-learning page of the MNEMOS website at: http://www.enterpriseculturalheritage.org/en/e-learning.html or via the learning platform at: http://training.enterpriseculturalheritage.org/

Anwendungsbereich:

Homepage: http://training.enterpriseculturalheritage.org/

Produktsprachen: Tschechisch
Englisch
Finnisch
Griechisch
Italienisch

Produkt 'ECH Management training material – Experimentation'

Titel:	ECH Management training material – Experimentation
Produkttyp:	andere
Marketing Text:	Experimentationa and testing of the ECH Management training material carried out to validate the project results.
Beschreibung:	Part I - The Process: to describe the actual implementation of the experimentation &validation process (including the single case studies reports) Part II – The Evaluation: to provide a critical assessment of the ECH Methodology, Training Material & delivery environment Part III – The Revision: to provide detailed summary of the revisions required to update the ECH Methodology & ECH Training Material according to the results, including. Minor amendments if needed to final versions.
Zielgruppe:	
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

ECH Management Training Material Experimentation - Report (WP7) (17).pdf

http://www.adam-europe.eu/prj/5529/prd/17/1/ECH%20Management%20Training%20Material%20Experimentation%20-%20Report%20%28WP7%29%20%2817%29.pdf

Produkt 'Dissemination Plan'

Titel:	Dissemination Plan
Produkttyp:	andere
Marketing Text:	The dissemination plan will include dissemination objectives, activities, outputs and results and will be updated at each project milestone. The final version will include: - A list of all dissemination events with aim, title, date, description, target. - A list of articles, papers, publications, news, web references to present project results on business press, scientific journals, conferences proceedings, events. - Copies of the relevant documentation of the events. - Copies of the original publications.
Beschreibung:	
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'Project Web site'

Titel:	Project Web site
Produkttyp:	Homepage
Marketing Text:	The website for the project offering an introduction to ECH management and providing access to all the project outputs including the ECH Management training materials, newsletters, etc.
Beschreibung:	Project web site, presenting the project aims, activities and results, equipped with information tools (newsletter, etc.), introduction to the e-learning platform and to the “ECH open community”.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All parties interested in the MNEMOS project.
Resultat:	Website can be seen at http://www.enterpriseculturalheritage.org/
Anwendungsbereich:	
Homepage:	http://www.enterpriseculturalheritage.org/
Produktsprachen:	Englisch

Produkt 'Project Brochure'

Titel:	Project Brochure
Produkttyp:	andere
Marketing Text:	Brochure introducing the project. Available in Czech, English, Finnish, Greek and Italian.
Beschreibung:	A short brochure outlining the project, its aims,results, training material, target groups and partners.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	The brochure is available for download in Czech, English, Finnish, Greek and Italian.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Tschechisch Englisch Italienisch Finnisch Griechisch

product files

Brochure_CZ.pdf

http://www.adam-europe.eu/prj/5529/prd/20/1/Brochure_CZ.pdf
MNEMOS Brochue - Czech

Brochure_EN.pdf

http://www.adam-europe.eu/prj/5529/prd/20/1/Brochure_EN.pdf
MNEMOS Brochure - English

Brochure_FI.pdf

http://www.adam-europe.eu/prj/5529/prd/20/1/Brochure_FI.pdf
MNEMOS Brochure - Finnish

Brochure_GR.pdf

http://www.adam-europe.eu/prj/5529/prd/20/1/Brochure_GR.pdf
MNEMOS Brochure - Greek

Brochure_IT.pdf

http://www.adam-europe.eu/prj/5529/prd/20/1/Brochure_IT.pdf
MNEMOS brochure - Italian

Produkt 'Project Newsletter'

Titel:	Project Newsletter
Produkttyp:	andere
Marketing Text:	Newsletters giving information on the project, its progress and case studies in ECH Management.
Beschreibung:	Five newsletters will be produced over the lifetime of the project.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	All five newsletters are available for download.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

MNEMOS_1st_newsletter.pdf

http://www.adam-europe.eu/prj/5529/prd/21/1/MNEMOS_1st_newsletter.pdf
First MNEMOS Newsletter

MNEMOS_2nd_newsletter.pdf

http://www.adam-europe.eu/prj/5529/prd/21/1/MNEMOS_2nd_newsletter.pdf
Second MNEMOS Newsletter

MNEMOS_3rd_newsletter.pdf

http://www.adam-europe.eu/prj/5529/prd/21/1/MNEMOS_3rd_newsletter.pdf
Third MNEMOS Newsletter

MNEMOS_4th_newsletter.pdf

http://www.adam-europe.eu/prj/5529/prd/21/1/MNEMOS_4th_newsletter.pdf
Fourth MNEMOS newsletter

MNEMOS_5th_newsletter.pdf

http://www.adam-europe.eu/prj/5529/prd/21/1/MNEMOS_5th_newsletter.pdf
Fifth MNEMOS Newsletter

Produkt 'Project CD-Rom'

Titel:	Project CD-Rom
Produkttyp:	CD-ROM
Marketing Text:	CD-Rom presenting an introduction to ECH Management, the ECH Management Approach, the ECH Management Training Material and the project and partners. Material is available in Czech, English, Finnish, Greek and Italian.
Beschreibung:	The CD-Rom contains an introduction to the idea of ECH Management and how it can help an enterprise, an outline of the ECH Management Approach, the full ECH Management training material in pdf form, further information about the project and details of the partners involved in the project.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	CD-Rom will be available shortly.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch Italienisch Finnisch Griechisch Tschechisch

product files

cd_exe.zip

http://www.adam-europe.eu/prj/5529/prd/22/1/cd_exe.zip
CD-Rom presenting an introduction to ECH Management, the ECH Management Approach, the ECH Management Training Material and the project and partners.
Material is available in Czech, English, Finnish, Greek and Italian.

Produkt 'Booklet'

Titel:	Booklet
Produkttyp:	andere
Marketing Text:	A booklet containing extracts from the ECH Management Approach and the training materials.
Beschreibung:	The CD-Rom contains an outline of the ECH Management Approach with significant extracts form the ECH Management training material. Booklet is in full colour and is available in Czech, English, Finnish, Greek and Italian.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and those interested in Enterprise Cultural Heritage.
Resultat:	The booklet will be available shortly.
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Tschechisch Englisch Finnisch Griechisch Italienisch

product files

MNEMOS_booklet.pdf

http://www.adam-europe.eu/prj/5529/prd/23/1/MNEMOS_booklet.pdf
Booklet containing extracts from the ECH Management Approach and the training materials.

Produkt 'Partnership Exploitation Agreement'

Titel:	Partnership Exploitation Agreement
Produkttyp:	andere
Marketing Text:	An agreement between the partners to regulate the future exploitation of the project results.
Beschreibung:	The Partnership Exploitation Agreement will regulate: - general aim of the exploitation activities; - IPR issues among the partners; - partners contribution to maintain the project web site after project completion - partners obligation as to communication, mutual involvement, etc. in case of commercial exploitation of the results
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

Produkt 'ECH Open Community Manifesto'

Titel:	ECH Open Community Manifesto
Produkttyp:	andere
Marketing Text:	This Manifesto defines the model as tools and etiquette to join and contribute to the ECH Open Community.
Beschreibung:	Based on the content of the Partnership Exploitation Agreement, the “Manifesto” will define a “licence” model as well as the tools and etiquette available to join and contribute to the community.
Zielgruppe:	Established SMEs, cultural organizations, Higher Education and continuous VET providers, craft organizations. All those interested in the MNEMOS project and developing the concept and use of ECH management.
Resultat:	The ECH Open Community Manifesto is available to download, an Enterprise Cultural Heritage LinkedIn group has been developed.
Anwendungsbereich:	
Homepage:	http://www.enterpriseculturalheritage.org/en/component/content/article/39-home/66-ech-open-community-manifesto.html
Produktsprachen:	Englisch

product files

ECH Open Community Manifesto.pdf

http://www.adam-europe.eu/prj/5529/prd/25/1/ECH%20Open%20Community%20Manifesto.pdf
ECH Open Community Manifesto

Produkt 'Internal Project Evaluation reports'

Titel:	Internal Project Evaluation reports
Produkttyp:	andere
Marketing Text:	Evaluation of the project carried out by the University of Salford with three updates: initial report, intermediate report, final report. Not publicly available.
Beschreibung:	The internal evaluation will be carried out by the UoS & will focus 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 forming.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

Final Internal Evaluation Report (25).pdf
http://www.adam-europe.eu/prj/5529/prd/26/1/Final%20Internal%20Evaluation%20Report%20%2825%29.pdf

Initial_Internal_Evaluation_Report(25).pdf
http://www.adam-europe.eu/prj/5529/prd/26/1/Initial_Internal_Evaluation_Report%2825%29.pdf

Interim Internal Evaluation Report (25).pdf
http://www.adam-europe.eu/prj/5529/prd/26/1/Interim%20Internal%20Evaluation%20Report%20%2825%29.pdf

Produkt 'External Project Evaluation reports'

Titel:	External Project Evaluation reports
Produkttyp:	andere
Marketing Text:	Report on external evelauation carried out by an external evaluator identified from within a group of experts, report has two sections: intermediate report, final report. Not publicly available.
Beschreibung:	The external evaluation will focus more on the impact of the project & the summative evaluation, in order to judge the worth of the project (outcomes and performance) at the end of the project activities. The evaluator will work with the project team acting as planner, decision support and expert troubleshooter. During the project the external evaluator will produce progress reports and at the end of the project draw up a full report.
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

External_Evaluation_Framework_and_Forward_Acction_Plan (26).pdf
http://www.adam-europe.eu/prj/5529/prd/27/1/External_Evaluation_Framework_and_Forward_Acction_Plan%20%2826%29.pdf

Final External Evaluation report -FINAL VERSION.pdf
http://www.adam-europe.eu/prj/5529/prd/27/1/Final%20External%20Evaluation%20report%20-FINAL%20VERSION.pdf

Interim External Evaluation report-FINAL.pdf
http://www.adam-europe.eu/prj/5529/prd/27/1/Interim%20External%20Evaluation%20report-FINAL.pdf

Produkt 'Results & Impact indicators'

Titel:	Results & Impact indicators
Produkttyp:	andere
Marketing Text:	3 results indicators capturing impact of ECH Management.
Beschreibung:	3 results indicators capturing: number of SME interested in experimenting with ECH contributions of ECH management by other resources increase rate of knowledge based services 1 indicator of impact capturing change in pre- and post-production revenues, deciphering that part that is ECH based
Zielgruppe:	Partners
Resultat:	
Anwendungsbereich:	
Homepage:	
Produktsprachen:	Englisch

product files

Results & Impact Indicators (27).pdf

http://www.adam-europe.eu/prj/5529/prd/28/1/Results%20%26%20Impact%20Indicators%20%2827%29.pdf

Veranstaltungen

Innovation through Heritage

Datum	11.11.2011
Beschreibung	How do we maximise the use of heritage assets in businesses, the cultural sector and higher education?
Zielgruppe	This interdisciplinary and entertaining afternoon will be of interest to SMEs, heritage, visitor attractions, theatres and cinemas, live music venues, academics, students, leisure and recreation practitioners' and many others.
Öffentlich	Öffentliche Veranstaltung
Kontaktinformation	Liz Walker on 0161 295 2888 l.walker@salford.ac.uk Elena Vasilieva on 0161 295 3510 e.vasilieva@salford.ac.uk
Zeitpunkt und Ort	Date: - 11th November 2011 Time: - 12.00 noon until 4 p.m. FREE LUNCH Location: The Old Fire Station, Acton Square, The Crescent, University of Salford M5 4WT