



EUROPEAN COMMISSION
EMPLOYMENT AND SOCIAL AFFAIRS DG

National Employment and Social Inclusion Monitoring and ESF Operations II
Article 6 ESF and Readaptation

Annex 6: GRANT APPLICATION – Project description

**Innovative measures financed under Article 6
of the European Social Fund Regulation**

BUDGET HEADING B2-1630

"Innovative approaches to the management of change"

VP / 2003 / 021

IRON TIME

Innovative Re-Organization & Networking for Telecommunications Industry Medium Enterprises

APPLICATION No: 2003/VP/021/ (to be allocated by the Commission)

01. Application round (tick appropriate box):

2004	<input checked="" type="checkbox"/>	2005	<input type="checkbox"/>	2006	<input type="checkbox"/>
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02. Language for correspondence (tick appropriate box):

English	<input checked="" type="checkbox"/>	French	<input type="checkbox"/>	German	<input type="checkbox"/>
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03. Acronym and title of the project (the title should be clear, distinctive and short, max. 200 characters):

**IRON TIME : Innovative Re - Organization & Networking for
Telecommunication Industry Medium Enterprises**

04. The project concerns (tick one box only):

Management of demographic change	<input type="checkbox"/>	Management of restructuring	<input checked="" type="checkbox"/>
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05. Priority issues addressed (tick appropriate boxes under chosen sub-theme):

Management of demographic change	Management of restructuring
Anticipation of ageing and employment trends in a specific context	Development of anticipation mechanisms and systems at territorial level
Development of strategies for age management and investment in human resources	Development of anticipation mechanisms and systems to better manage restructuring in a specific context
Development and piloting of alternative working arrangements at enterprise level	Development of integrated approaches to confronting the implications of restructuring processes
Development and testing of new ways of delivering training to older workers	Development and piloting of specific systems and tools for supporting restructuring processes in small and medium-sized enterprises
Raising the awareness of the potential of older workers	Capacity building for the stakeholders concerned
Development of alternative strategies to change the practice of using early retirement as a solution to corporate restructuring	

A. DETAILS OF THE APPLICANT ORGANISATION

A1. Official name and address of the applicant organisation:

Full name of the organisation	Abbreviated name
URMET Telecomunicazioni S.p.A.	URMET TLC or URMET
Street and number	Postal Code
Via Bologna 188 / C	10154
City	Country
Torino	ITALY
Telephone (+country code, area code, number)	Fax
+39-06-50294-332	+39-06-50294-420
Email address	Internet site
r.giusto@urmetsistemi.it	www.urmet.it

A2. Names and position of the legal representative, the contact person and the Head of Project¹:

	Name	Position
Legal representative	Alberto CHIAPPINO	Managing Director
Contact person	Roberto GIUSTO	Director of research
Head of Project ²	Lorenza FRANZINO	CEO

A3. Legal status of the organisation:

Privately owned joint-stock company, industrial enterprise, not quoted on the stock market

Official registration number (if applicable)	VAT number (if applicable)
n° 231578 Chamber of Commerce and of Industry of Torino	00487910010

A4. Main objectives and activities of the applicant organisation (describe briefly, using not more than 5 lines):

Design and industrial manufacturing of telecommunication equipment, namely for Telephony and Telecommunication Network Operators and also for Internet Service Providers, as well as for their subscribers, either business or residential. These products are installed in the Telecom Operators' plants and at the premises of their subscribers: homes and offices.

¹ Legal representative is the person having legal capacity to sign the grant agreement; contact person is the person that can be contacted during the selection process; head of project is the person that will be responsible for the technical co-ordination of the project.

² Do not forget to include the CV of the Head of Project.

A5. Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant ³ (€)	Ongoing? Yes/No
1999	19995	Marie Curie Industrial Fellowship	521.000	Yes
			0	No
			0	No
			0	No

A6. Grant applications currently under consideration or intended to be submitted, as leader or partner, to any European Community institution or programme (add rows as necessary):

Month (mm)	Title of the EU Programme	EU Grant requested (€)
	NOT APPLICABLE	0
		0
		0
		0

A7. At what geographic level does your organisation operate (tick only one box)?

local	<input type="checkbox"/>	regional	<input type="checkbox"/>	national	<input type="checkbox"/>	European	<input checked="" type="checkbox"/>
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A8. Describe the administrative structure of your organisation, including associated organisations and networks

Fully paid-up share capital of 20,000,000 Euros; headquarters in Torino, two principal plants in Torino and Roma, spin-off daughter companies whose premises are based in Italy : Milano, Bergamo, Roma, Avezzano, Napoli.

A9. Permanent staff employed by your organisation, part-time and full-time by category, e.g. management, administration, accounting, etc.:

Torino headquarters plant : 217 employees, of which 21 Management, Administration & staff; 53 Research & Development; 40 Sales & Marketing; 103 Production.

Roma plant : 172 employees, of which 21 Management, Administration and staff; 90 R & D; 10 Sales & Marketing; 61 Production.

There results a total of 389 full-time employees in these two principal plants.

The main daughter company MAREL, dedicated to production activities, is based in Avezzano, where 38 staff are employed full-time (1 Administr, 1 R&D, 36 Production).

³ All amounts should be always expressed in euro (€) and not in national currencies.

The other daughter companies are named ET, SPES, SOS, SS, AUDIOTEL, ETM : each of them employs a certain number of qualified engineers, typically ranging from 10 to 20, which are involved full-time in telecommunication system R & D and integration. These companies are structured as small enterprises. Their operations are run on the basis of their own expertise. Their activity is focussed on niche products belonging to the ICT market. Find enclosed some information about the firms involved in this project :

SPES : premises of 162 Mq. in Roma , 17 R&D engineers

SOS : premises of 133 Mq. in Roma , 17 R&D engineers

SS : premises of 147 Mq. in Roma , 14 R&D engineers

A10. Your organisation's usual sources of finance:

State annual income over the past 3 years and indicate the main sources of funding and the proportion of annual income each contributes.

Turnover : because of the recent critical situation of the Telecom market, the revenues decreased significantly in the period 2000-2002; slightly improving in 2003

.Revenues of years 2000 / 2001 / 2002 / 2003 = 147 / 131 / 93 / 97 million Euros

.Cash Flow of years 2000 / 2001 / 2002 / 2003 = 10 / -5 / -4 / -1 million Euros

The main source of funding is the Italian Ministry of Research, contributing each year for approx. 2 million Euros in connection with Research and Innovation activities

A11. Equipment and offices:

Describe the various resources/infrastructure your organisation has access to.

Proprietary plants in Torino and Roma = 9,750 and 7,550 sq. meters respectively;

*Fully equipped R & D telecommunications laboratories of approx. 7,000 sq. meters;
Local Area Networks and PC facilities for most (90%) of the staff, who can use computers.*

A12. Experience of similar projects:

Describe projects managed by your organisation over the past 3 years in the fields covered by this application taking care to identify for each project the objectives, location, results, your organisation's role and degree of involvement, cost.

Not applicable : URMET has never experienced any sort of Re-Organization project.

A13. Summary of the budget estimate (see Budget Estimate, Annex 7):

	Amount in €	%
Estimated total cost	1.694.800,00	100%
Commission grant requested (max 75% of total eligible costs)	1.271.100,00	75,00%
Financial (cash) contribution from applicant, partners and/or third parties (at least 25% of total eligible costs)	423.700,00	25,00%

A14. Indicate what proportion (%) the project would represent of the your organisation's total annual budget or turnover:

1,70%

B. DETAILS OF THE PARTNER ORGANISATIONS

B1. Partner organisations involved in the application:

Please list **all** project partners in the table below starting with the transnational partners (add rows as necessary).

No	Name of organisation (in full)	Country	Providing cash contribution? (Yes/No)
1	<i>MARTECH International</i>	Belgium	Yes
2	<i>Fundacion General Universidad de Salamanca = FUNSAL</i>	Spain	Yes
3	<i>S3-ACTA s.r.l.</i>	Italy	Yes
4	<i>University of Roma 1 - Computer Science Dept.</i>	Italy	Yes
5	<i>Unione Italiana Lavoratori Pubblica Amministrazione Coordinamento Nazionale Università - Ricerca = UIL - Ricerca.</i>	Italy	Yes
6	<i>Federlazio</i>	Italy	No
7	<i>Ente Bilaterale Lavoro e Ambiente = EBLA</i>	Italy	No
8			No
9			No
10			No

IMPORTANT: Do not forget to fill in the details for each of the partners in section B3 and to include their letters of intent/commitment stating their roles and tasks in the project and, where relevant, the amount of their cash contribution (model letter in Annex 5).

B2. Partnership arrangements:

Please refer to section 7.2 on partnership of the Applicant's Guide. Describe the rationale for the choice of partners and how the partners have been selected, including previous co-operation experience. How will the partnership be organised and managed, including the mechanisms for exchange of information, consultation and decision-making between the partners? How does this project fit into the normal activities of the partners?

PARTNERS have been selected on the basis of their complementary experiences:

1. MARTECH : a consulting firm with wide experience and a broad vision on strategies, business processes & improvement, skills transfer and training required for implementing organisational changes. This firm may also provide significant expertise on the most recent research and relevant results in the EU, as well as on Northern and Central Europe scenario of readaptation best-practices, specifically providing information on Telecom and IT market evolution and instabilities.

2. *FUNSAL : Fundación General de la Universidad de Salamanca is a non profit organisation that was founded in 1998. Its patronage is consisted of University of Salamanca, Chambers of Commerce and companies. It is structured in three departments with following activities: University Enterprise Department (Training and employment unit: international programmes, training periods, entrepreneurs support. Innovation and technology transfer unit: promotion of innovative activities for SME's), Continuous Training Department (organization of training programmes fro post-graduates) and Foreign Acts Department (permanent offices in Argentina, Colombia and Portugal arranges different kind of cultural, academic and scientific activities).*

The University Enterprise Department will be partnering IRON TIME project: playing the role of facilitator and of observatory, this organization will provide case-studies relevant to the Southern Europe scenario.

3. *S3-ACTA : a firm providing counselling, research and training in the social - industrial organisational field. This firm may help implement organisational changes after diagnosis of problems related to the work organisation, focussing on innovative approaches and management strategies in private and public structures, including human resources development and potential evaluation.*

4. *Computer Science Dept. of the University of Rome 1 : an academic research organisation, providing deep insight and know-how about the core technologies of the IT scenario; senior and junior researchers of this institution may provide qualified rationale for the solutions to be implemented for readaptation and for organisational change.*

5. *UIL Ricerca is a Trade Union special department frequently involved in studies and research projects on the "working environment & atmosphere" in knowledge-intensive organisations of the public sector. This organisation has the right skill to understand and share the objectives proposed in IRON TIME project. UIL Ricerca will take in charge dissemination activities and will promote replication.*

6. *Federlazio is the local association of SMEs for Latium (Region of Lazio). It will take in charge dissemination activities & promotion of local / national replication.*

7. *EBLA is a bilateral organisation made by Federlazio and by Trade Unions (CGIL - CISL - UIL) promoting studies and conferences on the "working environment". EBLA will undertake dissemination activities.*

B3. Individual partner information:

Please include one fiche for each partner starting with the transnational partners. Below you will find fiches for up to 10 partners - if more than 10 partners are involved please copy fiche 11 and continue the numbering, i.e. Partner No 12, etc.

Partner No 1:

Official name, address and legal status:

Abbreviated name of the organisation	City
S3-ACTA	Roma
Street and number	Postal Code
Via G.P. da Palestrina, 48	00193
Telephone (+country code, area code, number)	Fax
+39-06-3211285	+39-06-3224256
Email address	Internet site
s3acta@s3acta.it	www.s3acta.it
Legal status	Official registration number
S.r.l.	678955

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Giovanna SCARPITTI	Managing Director
Contact person	Pietro RAGNI	CEO
Project Co-ordinator	Giovanna SCARPITTI	M.D.

Main activities of the partner (describe briefly, using not more than 5 lines):

Consulting firm having experience of analysis of work and professions in the framework of processes of economic, technological and organisational change. Previsional research in the social and organisational field. Analysis of training needs, research on the labour market, feasibility studies, etc...

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2001	I-00-B-F-PP 120788	Leonardo	46000	Yes
			0	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

Partner No 2:

Official name, address and legal status:

Abbreviated name of the organisation	City
MARTEC	Genvall
Street and number	Postal Code
Ave. du Bosquet, 24	B-1332
Telephone (+country code, area code, number)	Fax
+32-2-6522227	+32-2-6531486
Email address	Internet site
ian.culpin@martech-intl.com	www.martech-intl.com
Legal status	Official registration number
S.A.	71696

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Ian CULPIN	Managing Director
Contact person	"	"
Project Co-ordinator	"	"

Main activities of the partner (describe briefly, using not more than 5 lines):

Consulting firm assisting SMEs on issues relating to the Information Society
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Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
			0	Yes
			0	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

Partner No 3:

Official name, address and legal status:

Abbreviated name of the organisation	City
FUNSAL	Salamanca
Street and number	Postal Code
C/ Cardenal Plày Deniel, 22	37008
Telephone (+country code, area code, number)	Fax
+34-923-294772	+34-923-294702
Email address	Internet site
fundacionue@universitas.usal.es	fundacion.usal.es
Legal status	Official registration number
University foundation	=

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Susana SANCHEZ GALVE	University - Enterprise Departm. Manager
Contact person	"	"
Project Co-ordinator	"	"

Main activities of the partner (describe briefly, using not more than 5 lines):

Coordination of actions promoting the role of entrepreneurs in the university, promotion of management of technology innovation and SME networking

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2001	II		0	Yes
			0	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

FUNSAL

Main activities of the partner (describe briefly, using not more than 5 lines):

Fundación General de la Universidad de Salamanca is a non profit organisation that was founded in 1998. Its patronage is consisted of University of Salamanca, Chambers of Commerce and companies. It is structured in three departments with following activities: University Enterprise Department (Training and employment unit: international programmes, training periods, entrepreneurs support. Innovation and technology transfer unit: promotion of innovative activities for SME's), Continuous Training Department (organization of training programmes fro post-graduates) and Foreign Acts Department (permanent offices in Argentina, Colombia and Portugal arranges different kind of cultural, academic and scientific activities).

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2001	II 0014A	ALFA II	146.300	No
2001	SO2-610B6E	Sócrates	11.538	No
2001	E/01/A/PL3-116469	Leonardo da Vinci	16.135	No
2001	E/01/A/PL-116483	Leonardo da Vinci	18.825	No
2001	P/NT125067	Leonardo da Vinci	37.056	Yes
2002	E/02/F/PL-116855	Leonardo da Vinci	231.178	Yes
2002	E/02/B/F/PP115806	Leonardo da Vinci	153.758	Yes
2002	2001/GRO/039	Grotius Penal II	211.730	No
2002	ES-ES484	eQual	97.456	Yes
2002	ES-ES243	eQual	60.468	Yes
2003	IRC/03/B/F/LA/153180	Leonardo da Vinci	21.028	Yes
2003	E/03/A/F/PL-150-153	Leonardo da Vinci	431.339	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
October 2003	ALFA II	135.620
February 2004	Leonardo da Vinci	60.000

Partner No 4:

Official name, address and legal status:

Abbreviated name of the organisation	City
Univ. Roma1 (Computer Science Dept.)	Roma
Street and number	Postal Code
Via Salaria 113	00198
Telephone (+country code, area code, number)	Fax
+39-06-4991-8315	+39-06-8841964
Email address	Internet site
cinque@dsi.uniroma1.it	www.dsi.uniroma1.it
Legal status	Official registration number
University	=

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Rossella PETRESCHI	Dept. Director
Contact person	Luigi CINQUE	Professor
Project Co-ordinator	Stefano LEVIALDI	Full Professor

Main activities of the partner (describe briefly, using not more than 5 lines):

The applied research of the Dept. covers different multimedia technologies to be applied to computer vision and surveillance systems, real-time audio video minutes and, more specifically, human-computer interaction usability studies within enterprise organization.

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2003	HPRN-CT-2002-00275	SEGRAVIS	140.000	Yes
2003	IST-2001-34734	EYES	389.000	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

Partner No 5:

Official name, address and legal status:

Abbreviated name of the organisation	City
UIL Ricerca	Roma
Street and number	Postal Code
Via Aureliana, 63	00187
Telephone (+country code, area code, number)	Fax
+39-06-4870125	+39-06-486510
Email address	Internet site
uilpaur@tin.it	www.uilpa-ur.org
Legal status	Official registration number
Trade Union	=

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Alberto CIVICA	General Secretary
Contact person	"	"
Project Co-ordinator	"	"

Main activities of the partner (describe briefly, using not more than 5 lines):

Trade Union with expertise of knowledge-intensive labour & organisations
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Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2001	I-01-B-F-PP-120019	Leonardo da Vinci	13.000	No
			0	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

Partner No 6:

Official name, address and legal status:

Abbreviated name of the organisation	City
Federlazio	Roma
Street and number	Postal Code
Viale Libano, 62	00144
Telephone (+country code, area code, number)	Fax
+39-06-549121	+39-06-5914253
Email address	Internet site
federlazio@federlazio.it	www.federlazio.it
Legal status	Official registration number
SME association	=

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Massimo TABACCHIERA	President
Contact person	Giovanni QUINTIERI	Director
Project Co-ordinator	"	"

Main activities of the partner (describe briefly, using not more than 5 lines):

SMEnterprises Association for the Italian regional area of Latium (Lazio)

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2002	IT-G-LAZ-047	EQUAL	73.909	Yes
2003	I-03-B-F-PP-154001	LEONARDO	26.138	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

Partner No 7:

Official name, address and legal status:

Abbreviated name of the organisation	City
EBLA	ROMA
Street and number	Postal Code
Viale Libano 62	00144
Telephone (+country code, area code, number)	Fax
+39-06-5919924	+39-06-5914251
Email address	Internet site
ebla@federlazio.it	=
Legal status	Official registration number
Bilateral organisation	=

Name and position of the applicant's legal representative, contact person and Project Co-ordinator:

	Name	Position
Legal representative	Roberto CAPRI	President
Contact person	"	"
Project Co-ordinator	"	"

Main activities of the partner (describe briefly, using not more than 5 lines):

Promotion of researches and value added services relevant to the working environment and training

Grants obtained as leader or partner from any European Community institution/programme since January 2001 (add rows as necessary):

Year (yyy)	Contract N°	Title of the EU Programme	EU Grant (€)	Ongoing? Yes/No
2001	VS-2001-0388	art.6 - NASCO	56.102	Yes
2003	I-03-B-F-PP-154001	LEONARDO	53.103	Yes
			0	Yes
			0	Yes

Grant applications currently under consideration or intended to be submitted, as leader or partner to any European Community institution or programme:

Month (mm)	Title of the EU Programme	EU Grant requested (€)
		0
		0
		0
		0

C. PROJECT DESCRIPTION

C1. Summary (not more than 10 lines) of the project's main characteristics:

Summarise the aims, purpose, approach and methods, transnational scope, stakeholders, expected results. **Please note that this text should be translated into English, French or German and inserted into the "Applicant's Contact Details Fiche" (Annex 8).**

IRON TIME aims to design, implement & test adaptive reorganisation methods tailored for SMEs grouped together, following new models of management and speeding-up best re-positioning on turbulent markets by creation of coherent networks of continuously evolving SMEs. This pilot-project will test a new approach to the market sector of Telecommunications, fostering competitive & innovation skills of SMEs either by improving working environment & atmosphere or by augmenting flexibility & motivation of the teams for the purpose of stimulating staff creativity & loyalty. As a result of this project, the renewed visual identity of SMEs grouped together will be able to attract new economical & financial resources and new expertise & know-how.

C2. Main objectives of the project:

Describe the main objectives and activities of the project, how these address the chosen sub-theme and priority issues, and how you aim to achieve them. Please read Sections 3, 4, 5 and 7 of the Applicant's Guide.

IRON TIME (which stands for Innovation for Re-Organization and Networking of Telecom Industry Medium Enterprises) addresses and undertakes the design of innovative management and reorganisation models which are strongly required to foster and preserve SME enterprise groups currently at the mercy of turbulent markets. Nowadays this kind of enterprises, such as the proposer URMET, have run into harsh difficulties, because they suffer from the main drawback of behaving like a sparse constellation of many non-coherent SME firms, each of them running its own small business independently of the others, without any substantial synergy, embedded into very competitive frameworks, such as the Telecommunication & Information Technology market.

Firms are called upon today to abandon their traditional emphasis on lowering costs, rigid organisational structures and "command & control" management styles. Instead, they are urged to direct their attention to creating value for the customer, to innovation and flexibility. Change, even radical change, is not enough in an era of hyper-competition:

We believe that what is truly essential is the capability for continuous adaptive organisational change.

Quality management strategies and improvements, according to ISO9001 - Vision 2000, hardly take place in many SMEs, where they usually remain pure declarations of sound and good principles.

It seems that SMEs cannot afford these quality improvement strategies for many reasons: lack of vision & skills, lack of time & resources for training, lack of financial resources. SMEs are strictly restrained (basically, they are below critical mass) regarding the dimension of their business as well as their investment capability; they feel at the

mercy of the uncertainty into turbulent markets, therefore, cannot easily afford time for thinking changes in their strategy, organisational structure, processes and people-management.

IRON TIME intends to undertake actions enabling successful organisational changes:

- to improve top management commitment level & awareness*
- to identify & prioritize innovative changes that the organisation can afford*
- to develop the corporate culture and human capability*
- to nurture people's acceptance of the changes required*

IRON TIME will undertake demonstration of affordable ICT tools enabling extended connectivity for the purpose of functional networking (embedded into integrated supply chains). Then, SMEs may virtually overcome their intrinsic limitations and may become worldclass, innovative and flexible to survive and grow in the present hyper-competitive market.

The dynamic adaptive shaping of strategy, structure, processes, human resources should regard the IT technology as the key-enabler for facilitating implementation of changes, re-adaptations and innovations in SMEnterprises' organisation.

The main activities proposed for IRON TIME pilot-project are:

- 1. research & analysis*
- 2. innovative design*
- 3. pilot-implementation & trial*
- 4. evaluation & benchmarking*
- 5. results exploitation & dissemination*

The selected approach of the pilot-project activities is twofold : scientific & operational. Indeed, IRON TIME refers to well-proved (Mintzberg, Morgan, etc...) scientific models for enterprise reorganisation and change management. This model has been proposed for analysis, design and implementation, as shown in the enclosed diagram of Figure 1.

Leading activity of research & analysis will create proper awareness of the main issues. Therefore, diagnosis & identification of critical problems should be performed in such a way that candidate solutions may be defined, taking into account all requirements for adaptive & continuous re-organisation of SMEnterprises.

Evaluation & trade-offs are required for selection of the best suited candidate solution.

Preliminary design and assessment will produce, as a deliverable result, the "change management action-plan", as needed for further design & implementation activities.

The innovative design activity will be tailored, according to the research & analysis outcome, to the practical requirements of "SME network operation & readaptation", taking into account (from qualitative/quantitative results obtained by analysis methods) any potential networking synergy between SME operated in an integrated supply chain.

We believe that Networking is the key-strategy, enabling coherent operation & structure of SMEs.

The activity of detailed design will define all leverages and tools suitable to optimize networking synergy in a general context. Therefore, the design-to-implement process will be tailored according to the SME network available in the trial context.

Implementation design will consider a framework configuration (namely: URMET TLC + MAREL + SPES + SOS + SS) and a proper choice of "measurable" indicators for the purpose of evaluation and benchmarking.

In this frame of activities, Information Technology (IT) will play the role of the main critical enabler, supporting change efforts, affecting adaptive change of objectives, providing

"tools" as levers and boosters for change implementation and for evaluation of results. Building IT tools inside SME organisations will be decisive for adaptive knowledge management and for culture development & fast updating. These are required not only to afford flexibility & innovation, but to run worldclass competitive firms.

IRON TIME is undertaking an advanced model of SMEs' adaptive organisation, devoted to knowledge-based human capability development, sustaining innovation and firm culture, staff learning and performance rewarding.

The pilot-implementation activity includes the realization of an affordable high reliability IT platform for knowledge management, supporting the need for extensive teamwork and horizontal communication-networking. The expected results from this implementation will demonstrate how it is possible to extend SME boundaries to the global world of business & competition.

Global worldclass IT networking will enable accelerated development of SME assets :

- innovation, knowledge & staff culture
- partnership identification & development
- business strategy & vendor partnering
- capital & technologies attraction
- adaptive organisation (matched to market needs)
- continuous change & grow

On the other hand, from the beginning of IRON TIME workplan, the remarkable investment needed to implement a Knowledge Management IT-platform will be further exploited supporting the following key-tasks:

- evaluation and benchmarking by use of appropriate indicators
- evaluation of parameters with reference to the selected model (Fig. 1)
- comparisons and dynamic tracing of the degree of organisation flexibility-efficiency-adaptivity-innovation, measured at different stages of IRON TIME project implementation (namely: every 6 months) and monitoring of the "step-by-step" improvements gained.

The "adaptive organisation" expected after IRON TIME will be easy to observe, as it benefits from URMET framework of trial (namely, configured as: URMET TLC + MAREL + SPES + SOS + SS), where these SMEs will be grouped together as a coherent functional network, well balanced according to research, analysis, design and evaluation requirements .

Therefore, design-trial-evaluation-benchmarking activities of the pilot-project will refer not only to URMET framework, but also to the applicable case-study provided by the qualified transnational Partners. Replication analysis and evaluation will be undertaken.

The best-practice case-studies belonging to Northern Europe scenario will be provided by MARTEC, while, in addition, the Spanish Partner, Fundacion of the University of Salamanca, will provide significant case-studies and helpful best-practices relevant to the Mediterranean region of Europe.

Finally, the IRON TIME objectives of vital interest for SMEs are summarized as follows :

- to stimulate upgrading changes by means of full involvement of human resources
- to foster innovation and continuous change by means of the creation of a new firm culture based upon knowledge accumulation, duly rewarding learning and performance
- to bring up innovative IT knowledge management approaches for speeding up changes
- to readapt positioning of SME enterprises even in harsh markets (Telecom / IT markets)
- to match SMEs' organizations to the fast evolution of these turbulent markets
- to foster competitive and coherent innovation skills of SME enterprises
- to reinforce SME change mechanisms by means of a synergic network organisation
- to improve working environment and atmosphere by means of SME networking
- to optimize the motivation of the teams and to stimulate staff creativity and loyalty.

We believe that people-management improvement should include continuous learning and employees empowerment which encompass motivation, creativity & horizontal networking of staffs.

C3. Background to the project:

Describe the issues and/or situation, i.e. the baseline situation, you intend to address through this project and why you think the project is needed. Describe the main stakeholders, economic/industrial sectors, geographic territories, etc. that are concerned.

URMET TLC leads a group of Italian SMEs, belonging to SOSTEL, a financial holding company doing business in the Telecommunications market. Despite the recent economic crisis, the financial capability of URMET Group is not jeopardized yet.

For the purpose of lowering costs, these firms have already undertaken staff downsizing actions.

URMET's industrial and commercial tradition is tied to a specific historical market situation, consequent to the presence of a telephony monopolist in Italy (TETI - SIP - TELECOM ITALIA, as its name evolved in the past half century). A large part of Italian and European economy is tied to these historical conditions. The advent of EEC and EU, with changing conditions of international competition, destroyed these niches of protected economy, thus causing crises in the relation between firms (with a company culture formed in that tradition) and the market (no longer a protected niche but open to competition). It is exactly this situation which makes this project necessary, in order to find solutions for a whole class of companies which have to be made competitive in the new global market.

The consequence of past monopolies in Telecommunications can be a diffuse "culture of mediocrity", so that some telecommunication industrial firms neither manage to become attractive and to grow nor to sustain harsh competition. This culture is so deeply ingrained (after half a century of monopolistic regime) that all attempts to change may meet with strong passive resistance.

One of URMET's new CEO's main goals is to introduce changes to foster productivity and competitiveness, with the full awareness of possible inertia and resistance for the reasons described above. We are also fully aware that this situation is not unique to our company, but it may be described as a sort of "European syndrome" in the Telecom sector, as opposed to what takes place in other countries, where free competition and open markets are an age-old tradition. This is the global market in which we have to compete and this is the reason why this project is necessary.

Although they exceed SME parameters (because of their connection to the SOSTEL holding company), the URMET group still suffers from all usual SME limits.

IRON TIME would be the perfect turnaround for URMET firms and for many other Telecommunication companies suffering from similar problems (as described above), as it will demonstrate the feasibility & profitability of innovative changes.

URMET's (and many other Telecom industrial companies') re-adaptation plan is based upon the following urgent issues :

- firms' culture & performance dominated by traditional mediocrity (caused by historical monopoly) & by day-to-day problem-solving (tied to monopolist's contingent requests)*
- ICT technology explosion, further increasing the gap between competitors in the market*
- turbulent Telecommunications market, worsened (from the industry's point of view) by the virtually global competition*
- inconsistent management strategy/structure and inability to exploit synergy from its own assets*

- "lowering the costs" & "downsizing" have been identified as inadequate measures, unsuited to face harsh competition in this market.

Scarce flexibility, inefficiency, poor quality and weak competitiveness: these characteristics summarize the current mediocrity of some organisations in the Telecom industry, where a company culture fairly rewarding innovation, knowledge and performance of staff has not been yet established.

Therefore, the current visual identity of some firms is still poor and may not appeal to qualified players in the market or, even internally, to the most educated and experienced internal staff.

URMET's history and enterprise started in 1937 in the industry of Telephony equipment. Nowadays, the core business is still focussed on Telephony products (payphones & payment systems) and on value-added systems for telephony and telecommunications. Telephony service liberalization allowed competition and the appearance of new network operators. The Telecom industrial market is now competitive, much more than before, when it was dominated by the monopolistic operator.

The transition to Telecom services liberalisation has been so slow and graceful in Italy that the role of Telecom Italia, the incumbent operator, is still strong and, therefore, this specific circumstance has delayed and misled the process of URMET's organisational change to face new competitive landscapes. This avoided a shock, but caused a slow decline in production and profits.

Such accumulation of delay has already produced remarkable losses :

- market share (see URMET's revenues 2000-2003)*
- employees (downsized about 20% in the period 2000-2003)*
- capability and profitability (see cash-flow 2000-2003)*

A new CEO - Dr. Lorenza Franzino - has been recently hired in Nov. 2003, clearly committed to some objectives of change :

- "one-Customer" : Telecom Italia will not remain the sole incumbent customer anymore*
- "one-Product" : Telephony on fixed-lines will not remain the only business anymore*
- "one-Owner" : It is time to grow, become competitive and attractive, so that the Board may consider turning URMET into a public company, quoted in the stock market*

The new CEO, Dr. Franzino, already started new investments relevant to reinforcement of facilities for IT & communication framework for the purpose of readapting the functional management structure of URMET.

The CEO is now looking for new human resources able to lead autonomous teams and innovative reorganisation actions, to strengthen the group of innovators that are to ferry the company from the old monopolistic tradition to the new competitive situation. This is aimed at increasing the mass of innovators, in order to avoid the risk that existing capabilities will be unable to adapt, in a reasonable timeframe, to the new competitive landscape.

Independently of this pilot-project and even in the absence of the ESF financial contribution, URMET Group of SME enterprises should in any case undertake remarkable efforts according to the said guidelines for the purpose of its own reorganization, readaptation and market repositioning. These actions would be much more limited and restrained compared with the extension of activities envisaged in the frame of the IRON TIME workplan.

C4. What are the innovative elements of the project? How will the project identify, promote and demonstrate innovation?

Fast-moving markets, like Telecommunications, dominated by technology explosion, are disregarding the traditional concept of product life-cycle : many products no longer reach maturity stage, as they are killed in full growth because the technology upon which they are based is replaced by something new. Hence, there is no room for market followers duplicating the pioneers; there is only room for innovators developing niche products and keeping up with technology through virtual links to a network of expert players. Innovation should be central to strategy facing hyper-changing markets, as well as partnering with other organizations (developers, laboratories, suppliers, competitors, etc..)

Dynamic and adaptive strategy dictates that top-managers provide employees with moral and physical support, together with the managerial reactivity they need to internalise a culture of entrepreneurship in their day-to-day activities and act correspondingly.

There is a need not only for empowerment of staff, but also for highly visible and transparent performance monitoring and rewarding systems well-aligned with corporate objectives. These cannot always be achieved by means of internal resources.

Therefore, outsourcing is always a hot topic: it is important to find the right dynamic balance between core capabilities and expertise services provided by suppliers.

Transformation to the lean enterprise means re-focussing on a limited number of core activities and strong collaborative ties with other players in each individual value stream.

Definitely, downsizing the structure is out of fashion within SMEs, because it has been demonstrated to be the most limited and wrong interpretation (cost-cutting) for lean production. Understaffed services can only ensure the most urgent tasks and there is no time for innovation and creativity. Indeed, structure should remain agile, with flat communication channels and rapid decision-making paths, crucial for sustained competitive advantage.

There are cases, as in our proposal, in which a change of the structure is strongly required: from the traditional approach of vertical hierarchies of power to modern webs of virtual collaboration, where the employees are exposed and directly linked to contact customer representatives.

Instead of being formal and rigid, the structure needs to become a flexible skeleton, able to adapt and transform itself according to innovation in the processes of creation and exploitation of knowledge. Decision-making should take place within teams at regular stage-gate meetings where functional managers come to the teams for direct briefing and knowledge sharing.

Knowledge management is more than fashionable : it is able to visualise the knowledge existing within an organization, to direct and control it. Therefore, in each organisation individual knowledge has to be developed and transformed into organisational knowledge. Activities should focus on the cognitive processes of knowledge creation, dissemination, learning and use of innovation (new knowledge).

Information Technology plays a fundamental role for development of innovative organisations which rely on intensive knowledge management:

- *IT facilitates communications and cooperative work of the teams*
- *specific IT tools support archiving, mapping and sharing of all kind of knowledge*
- *IT formalises and renders explicit the knowledge created on each critical occasion*
- *Networking makes knowledge available throughout the whole organisation & externally to the partnering organisations and to the customers (CRM - Customer Relationship Management)*

IT tools supporting Employee Relationship Management (ERM) play a fundamental role in the development of human or intellectual capital and attracting and keeping the best people. Advanced human resource management has to foster employees motivation: emotional payment, including empowerment and encouragement, acts complementarily to the standard raise in pay and is among the critical issues for today's organisations.

Key-actions and innovative elements for readapting URMET's organisation are :

- 1. to undertake recurring forecast researches, updated on a regular basis, tracing the most probable vision of the future, for the purpose of being as close as possible to the market needs and to the production change required;*
- 2. to be linked with expectations of customers & partners (either internal or external) and to pay special attention to their change;*
- 3. to improve exploitation and motivation of professional staff present in the firms;*
- 4. to take care of the communications, avoiding overlapping & dispersions of messages;*
- 5. to build a visual identity of the organisation in line with the updated strategies (service and quality orientation, customer satisfaction, employee satisfaction)*

The most valued characteristics of the innovative methodology proposed for project implementation are the following :

- reference to scientific models (Mintzberg, Morgan, etc...) for Re-Organisation and Networking of SMEs for fast change, dissemination and replication of best-practice*
- recurrent analysis and predictive evaluation & assessment of the change management strategy and workplan by means of quantitative approaches (scientific methods: Delphi, Moreno, Teamworking analysis, etc...)*
- support to quality improvement, innovation of processes and accelerated re-adaptation of operational structure, by means of easy-to-use affordable ICT technologies, taylored for SMEs:*
 - Communication & Knowledge Management tools*
 - Information Technology (IT) tools*
 - Customer/Employee Relationship Management (CRM & ERM) tools*
- extended workprogram for training, teleworking, process optimization and improvement*
- staff's capability development workshops according to specific quality & market needs*

One of the most remarkable value-added expectations of IRON TIME will be the renewed visual identity of URMET Group of SMEs, gained as protagonist of this truly European scenario, together with qualified transnational partners from Northern Europe and from Spain, a very proactive sister-country of the Mediterranean region.

The lessons learned and the improvements in terms of innovation and flexibility will increase the assets of all the European Partners.

Knowledge & quality gained after this pilot-project will provide URMET with attraction of capital investments and resources; at the same time, new qualified human resources, expertise and know-how will be attracted too.

Finally, agile overcoming of SME boundaries and creation of a virtual large size and capability company would be viable, as the new "IT platform of tools" will support the required "worldclass of excellence" , reinforcing a new culture of change and enabling fast readaptation, true dissemination of best-practice and replication.

The improved capability of the staff and the knowledge accumulation shared in this SME network will enable process development for any creative business, even in the most severe environment of turbulent market.

The "IT platform" supporting the IRON TIME project will provide and process data relevant to the dynamics of the organisational change model undertaken (See scheme of Figure 1).

The system of dynamic capabilities will be analyzed according to this scientific model description in terms of : strategy / structure / processes / human capital / IT enabler and will take into account the following basic change objectives :

- from SME mediocrity to excellence of virtual worldclass firm;*
- from formal rigor to adaptivity in a global environment;*
- from sequenced steps to systemic workflows;*
- from employees as workforce to competitive teams;*
- from strictly retained investments to affordable IT tools enabling success.*

The "IT platform" built into IRON TIME framework will make innovative measurement and easy management of qualitative-quantitative indicators, duly designed for reporting, demonstration and dissemination purposes.

C5. Dissemination and mainstreaming of the project results and outputs:

Describe how you intend to publish/disseminate information on the project, its activities, results, key events and outputs (e.g. printed publications, conferences, websites, etc.). Specify the target audiences, methods of publication and dissemination.

It is important to recognize that any network of SMEEnterprises, not only those belonging to the same financial holding (like URMET firms), may benefit from the results of this project.

In fact, IRON TIME may be considered a case-study and a best-practice term of reference for any SME having connections to networks of firms or to organisations like:

- Industrial Park and firm Incubators, BICs, etc...*
- Associations, Syndicates, Consortia, etc...*

SMEEnterprises may benefit from this type of network connections, provided that these organisations will receive dissemination information and will promote application of lessons learned for best-practice.

Thanks to networking, these SMEs may easily afford to share the investments required to update their management model on the basis of the innovative "IRON TIME - IT platform".

Application of best practices will require undertaking just a small investment : IRON TIME lessons will be learned by many SMEs, which will gain competitive advantages and innovation skills, supporting their products and developing their management expertise.

IRON TIME will perform dissemination of innovation & culture suitable for continuously adapting SME organizations to the requirements of the market and to its harsh tendencies.

The "IT platform" built into IRON TIME framework will efficiently support the production and collection of significant data & statistics (creation and measurements of indicators, delivery of questionnaires to Top-managers / functional managers & even the collection of the results of WEB-based interviews to the staff belonging to the different SMEs in the pilot-project network).

Dissemination of results will focus on the following deliverables :

- statistics of interview results (qualitative and quantitative perceptions)
- comparative analyses of indicators (six-monthly)
- workplan guidelines and further on-going assessments & rationales
- lessons learned : hot-topics, tips for best-practice, "how to", FAQ, etc...
- quantitative results of the improvements gained
- description of further work to be undertaken after IRON TIME completion
- critical issues and open issues to be discussed further (open forum)
- proposal for further research

All this information will be useful for public dissemination and replication purposes.

Partnering organisations as key-actors for dissemination are :

- Federlazio (SME association), duly involved in the dissemination actions at local and regional levels and in the links with other SME associations (API, national Conf-API)
- UIL RICERCA (Trade Union organisation) playing a role at national level, dealing with specific issues relevant to advanced readaptation & barriers against innovation
- EBLA (bilateral organisation involving SME entrepreneurs and Trade Unions) will be the link with national levels of the Trade Union organisations (CGIL, CISL, UIL)
- transnational Partners, FUNSAL and MARTEC Intl., will support dissemination and replication efforts at the European level.

Dissemination actions will drive four promotional initiatives as follows :

1. IRON TIME - CD-ROM distribution

Information recording & dissemination has been envisaged by means of an easy-to-use Hyper-Text final-report (Acrobat formatted, universally accepted .PDF file) to be distributed upon request submitted by email, FAX or mail (to this purpose a budgetary production of 1000 CD-ROM has been duly included in the project costs).

Project partners which are members of the entrepreneurial or union class (Federlazio, UIL Ricerca, EBLA) will promote project results directly and distribute the CD-ROM to their associates or to others in the frame of social events relevant to themes like : Innovation & Enterprises, SME & competitiveness, Employment, etc.

2. IRON TIME - WEB-site promotion

After the project completion, URMET will host (for 24 months and over) 4 WEB-pages containing an executive summary and short description of the project, including objectives, implementation actions and results achieved. This information will be widely disseminated by means of WEB-registration of combinations of keyword pairs :

- | | | |
|--------------------------|--------------------------------|----------------------------|
| - SME & Management | - SME & Innovation | - Competitive & Landscape |
| - Managing & Change | - Innovation & Management | - Organisation & Change |
| - Management & Strategy | - SME & Readaptation | - Capability & Development |
| - Management & Processes | - Management & Organisation | - Management & Structure |
| - SME & Employment | - Management & Human Resources | |

3. IRON TIME - International Conference to be held at the end of the pilot-project. Entrepreneur Associations and Trade Unions, as partners of this project (Federlazio & EBLA, UIL-RICERCA), will draw the attention of their associated SMEs and of all Labour

and Trade Union organisations at regional and national level. Further invitations will be extended to institutional organisations, such as BIC-Lazio, BIC-Abruzzo, BIC-Piemonte (the Italian regions involved in the project) for the purpose of supporting dissemination efforts, as well as inviting all interested local, regional, national authorities, including representatives of the Cities and Provinces of Roma, Torino, L'Aquila, of the Regions of Lazio, Piemonte, Abruzzo, of the Ministries of Work and of Industry.

International personages will be invited following the valued suggestions collected from transnational project-Partners (FUNSAL & MARTEC) and following further suggestions possibly provided by European Commission officers.

4. IRON TIME book (aimed at the general public), describing the project initiative in detail, its circumstances and rationales, the workplan together with the history of its activities and outcomes.

This book will include a specific "technical chapter" dealing with discussion of research and innovation issues, presentation of the strategies and methods for pilot-project implementation, all intermediate and final results achieved, further activities to be undertaken in the future, including research work. The summary of this "technical chapter" will include a suitable presentation of the lessons learned, tips and useful suggestions for replication.

This book will be distributed during the International Conference (mentioned above) and also during any other public or social event, promoted by Partners, enterprise Associations & Syndacates, Trade Unions, BICs, etc...

What measures will be taken during and after the project to mainstream its lessons and results? What contacts, if any, have you made with key stakeholders in preparing this application?

Mainstreaming of innovations originated by IRON TIME follow-up will produce URMET's organisation re-building and further optimization actions, according to best-practices learned.

Successful demonstration of IRON TIME actions will create a very high level of commitment and awareness, enabling mainstreaming processes, such as:

- first-time adoption and internal exploitation of best-practices learned
- organisation re-building for the purposes of achieving innovation and flexibility
- refinement of best-practices and transformation towards "learning organisation"
- assessment of best-practices in the renewed organisation
- dynamic adaptation of the organisation (innovation & flexibility as mainstream)

It is worth to stress that URMET is currently looking for its "way of transformation" , moving its first steps towards true "worldclass levels of excellence" for the purpose of competing in global turbulent markets.

The confidence gained, after IRON TIME successful outcome, by all actors involved (Board of Directors, Top & Functional Managers, Staff) will sustain further internal efforts, improvement and adaptive changes needed in the mainstream actions.

On the other hand, having demonstrated how affordable and usable advanced ICT is, "IRON TIME - IT platform" will hold its crucial role in the mainstream, sustaining capability development of Top managers, of functional managers, of staff in the whole organisation, for the purpose of facilitating innovation and flexibility.

Organisational change, made of adaptive strategies, flexible structures, innovative processes, human resources development, worldclass internal-external communications, will rely on the best available ICT tools, as critical factor of success in the mainstream.

The usefulness of these tools will be demonstrated and setup in the pilot-project and they will be needed for day-to-day operation of SMEEnterprise activities. Further mainstreaming implementations in the fields of Knowledge Management, CRM-ERM and Communications will be undertaken to advance best-practices in the phase of "ever renewing organisation"

The best measures to mainstream further innovation developments rely on :

- *standardisation of valued ICT tools and relevant improvement*
- *standardisation of valued partnership and further development*

Contacts and cooperative work with key-stakeholders have been undertaken since the earliest ideation of IRON TIME project : after several preliminary consultations with candidate organisations, the partnering consulting firm S3-ACTA has been selected on the basis of its qualified experience and of its availability to sustain and to cofinance the implementation efforts required for this pilot-project.

S3-ACTA helped to search and to identify other European organisations holding very similar expertise, MARTEC and FUNSAL, needed to establish, from very beginning of the project, the proper links to the current European scenario (available know-how and case-studies in the Northern Europe and in the Mediterranean region, with relevant most updated best-practices and lessons learned) .

After writing the preliminary project workplan in close cooperation with the Partners mentioned above, the next partner involved has been UIL-RICERCA, which is a Trade Union dealing with labour relations and with issues, which are recurrent in knowledge-intensive firms to cope with innovation and competitive market. Finally, two more partners specifically involved in the project for dissemination activities have been identified as Federlazio (the entrepreneurial association of which URMET is member) and also EBLA, the bi-lateral organisation where Federlazio and the main Trade Unions (CGIL, CISL, UIL) are associated together for the purpose of studying and promoting new approaches for the improvement of labour conditions.

C6. How do you intend to ensure the sustainability of the project partnership and actions beyond the ESF Article 6 funding period?

As already said in "C3. Background to the project" section, the financial capability of the proposer is not jeopardized yet, in spite of the scarce flexibility and poor innovation of the current organisation.

IRON TIME project and further development actions are of so vital consequence to URMET's repositioning in the competitive market, that the proposer intends to cofinance this project with the expectation of facilitating its organisational change in the follow-up.

Partnerships and tools built into this project would definitely sustain further internal efforts, improvements and adaptive changes needed in the mainstream. Sustainability of the said mainstreaming actions will rely, as usual, on the firms' self-financing capability.

The proposer still has excellent prospects of readaptation, because recent "cost-cutting" & "downsizing" have been seen just as temporary measures for cash-flow improvement. Undertaking the said metamorphosis to "excellence", URMET will implement innovation & flexibility in a new "learning organisation" and will add higher value to the integrated supply framework (already referred to as a Network of SMEs).

Far-reaching business in the new harsh landscape will become sustainable and further, much more remarkable, cash-flow improvements may be expected, thanks to the competitive advantage gained .

A sustained growing process should start and will look like a "virtuous circle" which takes the form of a threefold action in three different layers (market-financial layer, knowledge layer, social-human layer) :

innovation & flexibility > far-reaching business > cash-flow improvement > self-financing

renewed actions

*of partnership > sustained competitive > attraction of resources > best-practice
& new ICT tools advantage Human R. & Financial of flexibility*

*capability/creativity > learning organisation > far-reaching excellence > partnership
development & networking development*

In summary, the proposer intends to ensure that this growing process be initiated and, then, duly calibrated in cooperation with all qualified Partners. This growth should become self-sustained, because of its "virtuous" (positive) feedback and of its threefold action which makes it difficult to stop. This process also has a "threefold-diversity", which ensures rugged sustainability of its growth, by adaptive balancing of actions relevant to the three different layers involved.

Harmonisation of growth in this "threefold adaptive virtuous circle" would mainly rely on the judicious choice of the number of qualified people committed to succeed as innovators and to drive followers by setting examples and demonstrating best practices.

C7. On-going monitoring and evaluation of the project activities:

On-going monitoring and evaluation of the project will be important in order

- to enable the project partners to assess project progress with a view to ensuring efficient project implementation and the continued relevance of the planned activities, i.e. that the project is 'on track', and to continuously optimise the development processes (formative evaluation); and
- to give information on results and outputs, to understand and demonstrate to what extent the objectives of the project have been met, and to provide information that can be mainstreamed into the European Social Fund (summative evaluation).

a. Monitoring and evaluation strategies:

- Describe the monitoring and evaluation strategies to be carried out during the project period and whether these will be undertaken internally by the project partners or by an external evaluator.

With reference to the organisational model schematic of the enclosed Figure 1, it is clear that Monitoring/Evaluation strategies play a critical role in the adaptive change of the organisation, as conditioning the following actions :

- to properly sense/monitor any implementation outcomes
- to evaluate impact of enabling change levers (strategy levers, structure levers, process levers, Human Resources Management levers, ICT tools and levers)
- to sense feedback to the system of dynamic capabilities of the organisation
- to evaluate the degree of matching of the organisational change to innovation & flexibility requirements driven by market needs
- to monitor the balance of changing actions undertaken in the organisation
- areas involved (strategy, structure, process, human resource management)

The IRON TIME strategy consists of replicating all the sets of monitoring and evaluation tests every six-months. These tests are duly performed at the beginning of the project to the aim of getting appropriate preliminary knowledge of organisational issues. Development of good diagnostic skills are essential for managers and leaders who need arrangements that fit the requirements of readaptation.

The results of these tests are carefully read across the range of circumstances as well as specific readaptation needs :

- useful reference for setting up any further evaluation (undertaken six-monthly)
- term of comparison for subsequent monitoring & analysis results
- analysis of tendencies and anticipation of reorganisation issues
- analysis of strengths and limitations of each existing structural configuration
- analysis of changes having minimal disruption of existing configuration
- identification and measurement of main tensions that organization face
- forecast of the course of organisation evolution, designed to balance tensions when searching for an appropriate structure.

Case examples proposed and shown by the qualified project-partners (S3-ACTA, MARTEC, FUNSAL, UIL-RICERCA) will support exploration of the principles that guide readaptation and any applicable variety of possibilities.

Additional evaluations and contributions from external players are not mandatory, because IRON TIME aims to create and reinforce the so called "Technostructure" (according to the Mintzberg's model definition), the internal supporting structure made of specialists and analysts able to standardize, measure and inspect approaches, outputs and processes in the whole organisation.

- What measures will be taken to test and evaluate the approaches and outputs produced?

The internal "Technostructure" mentioned just above will standardize, measure and inspect approaches, outputs and processes in the adaptive / readapting organisation in subject.

Evaluation of the readaptation outputs will be straightforward :

- *Specialists will assemble and setup a reference model of the organisation, built on the basis of the proper choice of a set of functional parameters, defined by preliminary analysis and according to testing at the beginning of the project*
- *Computer-Aided simulation runs of this reference model will provide quantitative data about strengths and limitations of the current organisation and will suggest several candidate design options for appropriate readaptation*
- *Specialists rerun the relevant simulations with suitable new sets of parameters in place, according to the new structures and processes envisaged by design*
- *Simulation results will be useful for the main purpose of focussing design on the appropriateness of the changes to be undertaken*
- *Implementation of the selected changes occurs in the real organisation*
- *Six months after having implemented these changes, a new set of "living" tests has to be performed for the sake of comparison between outcomes of real readaptation and expected results foreseen by design simulations*
- *Comparison between these outcomes and the simulations will support further analysis and evaluations enabling setup of design & implementation methods*
- *Assessment and final validation of best-practices, identification of critical issues and of difficulties met (lessons learned to improve product quality & employee satisfaction) will be finally obtained at the end of this evaluation process.*

b. Operational objectives:

- Following the description of objectives in point C2, what are the intended immediate effects on the stakeholders?

IRON TIME will produce the following effects, whose causes are summarized in short :

- *Top management & functional managers will reinforce their awareness and will raise their commitment level, after practicing and leading the demonstration of feasibility & profitability of organisational change and innovation*
- *Development of a new corporate culture after successful actions aimed at innovative change for product quality improvement and employee satisfaction*
- *Development of human resource capabilities and acceptance of changes, derived from the positive feedback from the results of this project*
- *Communication development and networking between SMEs as a consequence of the advantages resulting from synergic operations, lessons learned and practices experienced during the project*
- *Knowledge and capability development of innovative levers and tools supporting change efforts, as experienced during the implementation phase*
- *Acceleration of company assets development after full involvement of Human Resources and working environment & atmosphere improvement gained.*

- What are the expected benefits and to whom will they go? What improvements or changes will the project bring about?

Main benefits are schematically identified and listed as follows:

- *to the staff : working environment & atmosphere improvement, capability development & continuous training-on-the-job, satisfaction for expertise accumulation, empowerment, emotional reward and raise in pay, knowledge & motivation improvement;*
- *to the managers : same benefits as for staff + satisfaction for being successful and for improving their diagnostic skills & leading capability*
- *to the firms : competitiveness & flexibility improvement, far-reaching business development, worldclass excellence capabilities needed to cope with the market, learning/reacting organisation, adaptive structure appropriate for know-how exploitation & synergic networking*
- *to the customers : improved confidence & satisfaction for their supply chain higher value associated with their own products / services*
- *to the market : growth and diversification of niches, because of the increased diffusion of innovative products & services at lower cost*
- *to the financial holding company: cash-flow improvement & self-financed growth*
- *to the shareholders & investors : perspective of stable & profitable investments*
- *to the entrepreneurs' associations: new lessons learned & replication guidelines improved labour relations*
- *to the trade unions : new guidelines & positive claims for the labour relations*
- *to municipal/regional areas involved: employment growth & quality improvement*
- *to national/transnational communities : promotion of innovation & best practices for dissemination / replication purposes*

c. Performance indicators:

- What are the quantitative and/or qualitative methods of documenting and measuring whether the objectives of the project have been achieved? Describe the indicators that you intend to use to measure the effects and results of the project. These should not be regarded as definitive since more specific indicators may be identified once the project is implemented.

Quantitative indicators (facts and figures): These indicators could include, for example, the number of direct beneficiaries (persons/companies/other) and their distribution by gender and age group (persons), economic/industrial sector (as appropriate), types of stakeholders and organisations concerned (other).

We believe that IRON TIME pilot-project is addressing issues of vital importance for improving SME re-positioning in the Telecommunication industry.

The number of interested people is actually impressive, considering the complex European scenario, the current status of crisis and the development perspective.

IRON TIME direct beneficiaries are more than 1.000, including : employees and their families, managers, entrepreneurs and investors, union representatives, local-regional-national-transnational community representatives.

Measure of effectiveness of the pilot-project will refer to improvement gained, and will follow a threefold evaluation and monitoring approach :

- Interaction Analysis (based on "Moreno's sociogramme" looking at the scheme & at the frequency of the relationships in the organisation)*
- Delphi's previsional analysis (limited to few subjects & critical issues and to the interviews of experts)*
- Teamworking analysis (based for reference on a set of "maturity tests")*

All subjects involved in the project framework will be targeted & reached by email and will be led to use internet facilities for the purpose of sending their answers: this approach will be fast & inexpensive, because data processing will be automated.

Quantitative results will be extracted from the tests and evaluation analysis, which will be repeated six-monthly for the sake of progress reporting and tendency analysis (by means of six-monthly comparisons of progress results achieved).

The detailed setup of these test & processing methods will take place at the beginning of the pilot-project, in the frame of the evaluation & benchmarking activities. In principle, the most typical quantitative indicators to be used for performance measurement in a knowledge-intensive organisation are :

- Number of active relationships with proper classification of their nature*
- Number & nature of critical situations solved during operations*
- Number of complaints collected from other subjects (external / internal)*
- Number of complaints addressed to other subjects (external / internal)*
- Number of knowledge-related events in the team network*
- Number & nature of innovations (process, organisation, technical, market)*
- Number of events of specialists recruitment or of partnership negotiations*
- Number of events relying on the internal resistance to change*
- Number of cooperative teamworking groups (activations and conclusions)*
- Number of knowledge diffusion formal events (seminars & participants involved)*
- Number & nature of knowledge sharing informal events*
- Number of events rewarding creativity and innovation*
- Quantitative forecast (using 3 or 4 indicators) of the firm operating scenario*
- Quantitative forecast (using few indicators) of the firm market repositioning*
- Quantitative forecast of the market-related innovation priorities*
- Quantitative forecast of the firm structure & processes changes*
- Quantitative forecast of the firm management readaptation*
- Quantitative forecast of staff empowerment & differentiation*
- Quantitative forecast of the innovations required (prioritization scheduling)*
- Measure (using proper models & indicators) of the maturity of teamworkers*
- Measure of the knowledge-sharing capability of teamworkers*
- Measure of the meetings & communications effectiveness*
- Measure of employees creativity & overall satisfaction*
- Measure of interactions (internal / external) efficiency*

- *Measure of overlapping / gaps in the teamworks*
- *Measure of underuse / overload of teamworkers*
- *Measure of autonomy / interdependence of teamworkers*

Qualitative indicators: These should provide transferable evidence in terms of qualitative information about the effectiveness of the project. This group of indicators comprises documented experiences, changes to attitudes and opinions of the participating actors and other stakeholders. Qualitative indicators also include changes to structures, processes and systems within or outside the participating organisations as a result of the project's activities.

The same quantitative test methodologies (Moreno's, Delphi and Teamworking) already envisaged for diagnosis and for progress monitoring purposes will be usable, after appropriate customization, to provide qualitative information and evidence about the effectiveness of the pilot-project.

Simplified easy-to-use questionnaires will be defined at the start of IRON TIME and will be addressed by email and by phone interview to an extended number of subjects, working and living in touch with the people directly involved in the project activities.

These data, collected by means of such questionnaires, will report human perceptions and will depict a comprehensive "environmental & atmosphere" scenario associated to IRON TIME. The information about the qualitative improvements gained and about the effectiveness of the project will take into account the personal profile of the interviewed subjects, their starting opinions and expertise, their potential bias resulting from past experience and role in some working environment. Definitely, some preliminary caution is required and data will be processed depending on the need of validating qualitative indicators.

In principle, the most typical qualitative indicators (based on the common perceptions of staff) for evaluating a knowledge-intensive organisation are :

- *degree of differentiation and of integration*
- *degree of autonomy & of satisfaction*
- *degree of management support*
- *degree of overload & of efficiency*
- *degree of innovation & of creativity*
- *degree of interconnections & of networking capability*
- *degree of responsibility, of empowerment and of centralization*
- *degree of clarity & of goal-bound effectiveness*
- *degree of knowledge sharing & of transparency*
- *degree of organisational flexibility & of self-renewing capability*

C8. Description of the project:

Please read Sections 5 and 7 of the Applicant's Guide. The description of the project must be structured as a logical, progressive sequence of project phases. Each project phase must be presented according to the standard format below.

IMPORTANT: The following three project phases are **compulsory**:

- Project phase X: Project management & co-ordination (Please note that **all** administration activities and costs, budget heading D.4, should be included here)
- Project phase Y: On-going monitoring and evaluation

The two above project phases should cover the entire project duration.

- Project phase Z: Dissemination and mainstreaming

***** **IRON TIME – WORK Description** *****

Project phase No: **WP 1**

Title of project phase: **PROJECT MANAGEMENT & CO-ORDINATION**

Duration of project phase: from **01/11/2004** to **31/10/2006**

1.1 Purpose of project phase: project management and administration, addressing both the internal project organisation, as well as the progress on status-reports with the work package leaders and the financial interface towards the European Commission. Assessment of the project planning, progress reports, project deliverables, cost statements and budgetary overviews. For these purposes the steering committee of Partners will assist the Project Leader. The Steering Committee will consist of representatives of the consortium partners and will decide about the high level management issues, overall project planning, financial and exploitation co-ordination and control matters. The chairman of the committee will be Dr. Lorenza Franzino, from URMET, the proposer, acting as Project Coordinator. The members of the Steering Committee will meet at least once per six months or more often in the case of special issues to be discussed. For decisions which affect the overall running of the project and for modification of the technical activities or contractual terms, full attendance of all the steering committee members is required. If full consensus cannot be achieved for these issues, decisions are only binding if approved by a qualified majority of the Steering Committee members. **WP-Leader : URMET**

1.2 Description of **WP1** actions:

1.2.1 Action 1:

title: **PLANNING**

description: *This action aims to make the pilot-project a success according to the general objective of ESF Article 6 and to drive the exploitation of intermediate & final results. The project coordinator will set-up a detailed planning including the top-down workflow of the pilot-project activities to be shared with the other partners. After this workplan is agreed upon, the partners will become responsible for managing their activities.*

Review of activities in progress will occur monthly. Periodic assessment of the workplan will be performed six-monthly. Contingency actions will be proposed, agreed upon and duly undertaken according to needs. Planning & assessment activities will require resources for approx. 84 person-days, distributed on the whole duration of the project: 24 months.

Measures for success : activities on schedule, successful exploitation of intermediate and final results, project on track and on budget.

Responsible organisation : URMET

1.2.2 Action 2:

title: REPORTING

description: This action aims to create an up-to-date scope on the running activities coherently with objectives & contents of the pilot-project, including also work-sharing & organisational aspects. Once a month the Project Leader, acting as coordinator, will organise tele-working meetings using teleconference and email means for exchanging information & documents with the Partners and for discussing the progress of running activities and relevant problems. A monthly report will be made of these sessions for the purpose of tracing progress of activities and intermediate results achieved. Six-monthly comprehensive reports will provide information about the detailed planning, updates, status of activities undertaken, results, dissemination and exploitation.

Reporting activities will need resources for approx. 34 person-days distributed on the duration of the project (24 months).

Measures for success : correct and clear monthly reports, six-monthly reports including planning assessment and cost statement deliverable documents.

Responsible organisation : URMET

1.3 Role and contribution of the applicant/each partner to individual actions (by action, one line per organisation):

Action	Organisation	Description of role & contribution
1.2.1	URMET	Project-Leader, coordinates actions & schedules
	S3-ACTA	Italian Partner, assists with top-down activity flows
	MARTEC	B – Partner, assists with training & design flows
	FUNSAL	E – Partner, assists with training & design flows
	Roma1 University	Italian Partner, assists with ICT design flows
	UIL Ricerca	Italian Trade Union, assists with HR & dissem. flows
	Federlazio	Firms' Association, assists with dissemination flows
	EBLA	Bilateral Org., assists with dissemination flows
1.2.2	URMET	Project-manager, collects information, makes reports
	S3-ACTA	Italian Partner, provides information & action reports
	MARTEC	B – Partner, provides information & action reports
	FUNSAL	E – Partner, provides information & action reports
	Roma1 University	Italian Partner, provides information & action reports
	UIL Ricerca	Trade Union, provides information & action reports
	Federlazio	Firms' Assoc., provides information & action reports
	EBLA	Bilateral Org., provides information & action reports

WP = Working Package

ICT = Information & Communication Technology

H R = Human Resources

1.4 Expected results and outcomes, including key events and outputs:

Project plans and six-monthly assessments, Activity reports (Monthly Reports and Six-monthly Reports), Cost statements, Results Exploitation Reports, Dissemination Reports and Replication Reports.

Key-events : Partners attend monthly “tele-working” sessions to keep the project on schedule; their Team-Leaders & staff attend management meetings of the steering committee (six-monthly). After these meetings, activity reports and planning assessment, action item list, contingency plan & exploitation action plan are provided together with dissemination & replication reports.

1.5 Resources required (by action, one line per individual function/activity/service):

WP1 : Management & Coordination	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.1 STAFF		days			
Action 1.2.1 Planning					
Project-Leader & staff	URMET	days	32	400	12800
Team Leader & staff	S3-ACTA	days	20	400	8000
Team Leader & staff	MARTEC	days	8	400	3200
Team Leader & staff	FUNSAL	days	8	400	3200
Team Leader & staff	ROMA Univ.	days	8	400	3200
Team Leader & staff	UIL Ricerca	days	8	300	2400
Team Leader & staff	Federlazio	days	2	=	
Team Leader	EBLA	days	1	=	
Action 1.2.2 Reporting					
Proj-coordinator & staff	URMET	days	12	400	4800
Team Leader & staff	S3-ACTA	days	8	400	3200
Team Leader & staff	MARTEC	days	4	400	1600
Team Leader & staff	FUNSAL	days	4	400	1600
Team Leader & staff	ROMA Univ.	days	4	400	1600
Team Leader & staff	UIL Ricerca	days	2	300	600
Team Leader & staff	Federlazio	days	2	=	
Team Leader	EBLA	days	1	=	
TOTAL STAFF COSTS			118		46200
	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.2 TRAVEL		trips			
Action 1.2.1					
Local travel	URMET	trips	3	300	900
International travel	URMET	trips	4	1100	4400
Local travel	S3-ACTA	trips	6	700	4200
International travel	S3-ACTA	trips	4	1100	4400
International travel	MARTEC	trips	4	1100	4400
International travel	FUNSAL	trips	4	1100	4400
International travel	ROMA1 Univ.	trips	4	1100	4400
International travel	UIL Ricerca	trips	4	1100	4400
TOTAL TRAVEL COST			33		31500

Project phase No (to be numbered sequentially): **WP 2**

Title of project phase: **RESEARCH & TRAINING**

Duration of project phase: from **01/11/2004** to **31/10/2005**

2.1 Purpose of project phase:

To perform all analysis activities (desk analysis, operational analysis, organisation diagnosis, design and implementation planning) and actions required for producing a detailed design & implementation plan.

This phase includes remarkable training-on-the-job efforts, which will be propaedeutic for successful implementation of the project. Training will raise people's level of acceptance of organisational change (setting people awareness, sharing operational proposals, introducing best practices and innovations, etc...) and will help to identify & to analyse existing barriers to be overcome for implementation.

Innovative design concepts and changes will be defined and shared between Partners at the beginning of this project-phase. Analysis and diagnosis results, based on quantitative & qualitative measurements made in the organisation, will be studied and reported.

While analysis activities proceed, staff and management will be proactively involved in information exchange processes for the purpose of supporting the diagnosis process and the measurements undertaken. Training & information workshop sessions, on-the-web interviews, email distribution of questionnaires will be performed with reference to the main areas of the organisation : strategy, structure, processes, human resources.

Information Technology platform design & implementation will be studied and analysed as critical enabler, facilitator, accelerating catalyst.

Case studies provided by the transnational European Partners will be carefully studied, analysed and compared to the current status of the organisation under consideration. Selected case studies will provide stimulus and real references for training to the best practices, accelerating not only the definition of guidelines, but also an earlier acceptance of changes by staff & management people, duly involved in this pilot-project.

"Training-on-the-job" workshops will be undertaken to the twofold purpose of promoting the innovation process and of overcoming people's mistrust.

Guidelines for innovation and preliminary design of change operations will be obtained, given the diagnosis results relevant to the current organisational capabilities; further assessments will require additional measurements, periodically made on a regular basis (six-monthly) for the purpose of project monitoring and organisational change evaluation (see WP 4 : monitoring description and methods).

Final assessment of guidelines & preliminary design of change / implementation workflow will be provided as a deliverable, 12 months after project startup.

At the end of this phase staff and management will reach a high degree of awareness and will feel trained and confident to properly manage & support the "design & implementation" phase.

*This "research & training" phase includes the design and the preliminary implementation (mainly for demonstration purposes) of an ICT platform with a DEMO set of innovative tools aimed at improving information & communication, knowledge-intensive management, CRM & ERM. Staff and managers of the proposer will be duly trained about the use and the exploitation of these ICT tools. **WP-Leader: S3-ACTA***

2.2 Description of actions:

2.2.1 Action 1:

title: **ANALYSIS**

description: *Two different sets of analyses are planned : desk analyses and operational analyses. Desk analyses will consider case studies provided by the European Partners, with close reference to the type of organisation under consideration (the proposer) and to the specific market addressed (Telecommunications). Operational analyses will focus on observation, on organisational diagnosis and on competitive landscape characterization, using a modified-Delphi method for anticipating scenarios and for proposing actions. Interviews will involve managers and staff in charge of operational units inside the organisation. Focus groups will be attended by experts, local institution representatives, trade unions, manufacturing trust, employers' associations. Analysis actions will need resources fo approx. 214 person-days distributed on the first 6 months of the project workplan .*

Measures for success : acquisition of best-practice & know-how for design and future replication, setup and assessment of a modified-Delphi procedure for anticipatory analysis with reference to the Telecommunication market, collection of contributions from social subjects, six-monthly reporting of the analysis and diagnosis results achieved in the period. Responsible organisation : S3-ACTA

2.2.2 Action 2:

title: **TRAINING**

description: *Organisational areas analysed by experts in close cooperation and relevant issues will be discussed together with managers and staff in charge of operational responsibilities. "Training-on-the-job" will focus on awareness development about innovative change of : Strategy, Structure, Processes, Human Resources. The facilitating role of IT technology will be introduced and demonstrations will be given with reference to these areas.*

Case studies provide good references and will support people sharing knowledge of best practices. Focus groups, attended by managers, staff and trade union's representatives, European experts, will compare organisational current practices (identified by analysis & diagnosis) with the best practices available in Europe.

Diagnosis & Training actions will require an effort of approx. 616 person-days distributed on 6 months in the second-half of this project-phase.

Measures for success : acquisition of know-how for change actions and replication, development of managers' and staff's awareness, people trained and ready for supporting design & implementation phase. Six-monthly reporting of the results achieved in this period. Responsible organisation : S3-ACTA

2.2.3 Action 3:

title: **DESIGN**

description: *This action undertakes the Design of Organisational Change (DOC), according to the guidelines for innovation and implementation duly identified by analysis for all areas considered (Strategy, Structure, Processes, Human Resources). Available diagnosis of the organisational capabilities and of the competitive landscape will be updated six-monthly by means of the repetition of modified-Delphi test.*

Final assessment of the "Implementation workplan" will be delivered at the end of this phase, that is 12 months after the beginning of the project. The ICT platform needed to boost organisational changes (providing Knowledge Management techniques, CRM-ERM tools, Information & Communication facilities), will be

completely designed and implemented in this action framework. People will be duly trained to the use of ICT tools.

Partners' personnel will exchange informations on a regular basis (by Internet and using ICT tools) aiming to establish relationships for exploitation of the results achieved and for promoting dissemination & external replication. This DOC action will produce an exploitation plan of intermediate and final results of the whole project activities.

Preliminary Design action will need resources for approx. 716 person-days distributed on the first period of 12 months of the project workplan.

Measures for success : definition of the implementation workplan, acquisition of know-how for replication & dissemination, managers and staff aware, trained and confident about changes to be undertaken, IT platform tools (preliminary release) available for the purpose of supporting next design & implementation phase, two six-monthly reports of the results achieved, exploitation plan.

Responsible organisation : URMET

2.3 Role and contribution of the applicant/each partner to individual actions (by action, one line per organisation):

Action	Organisation	Description of role & contribution
2.2.1	URMET	Provides access to its own organisation & ICT tools
	S3-ACTA	Action-Leader, coordinating the Research activities
	MARTEC	B – Partner, best practice & management support
	FUNSAL	E – Partner, best practice & management support
	ROMA1 Univ.	supports Action-Leader with ICT developments
	UIL Ricerca	observer
	Federlazio	observer
	EBLA	observer
	2.2.2	URMET
S3-ACTA		Action-Leader, coordinating Diagnosis/Training actions
MARTEC		B – Partner, provides Diagnosis/Training support
FUNSAL		E – Partner, provides Diagnosis/Training support
ROMA1 Univ.		Partner : provides ICT support & training needed
UIL Ricerca		observer
Federlazio		observer
EBLA		observer
2.2.3		URMET
	S3-ACTA	Partner, responsible for Design activity & assessments
	MARTEC	Partner : exchanges info & provides Design support
	FUNSAL	Partner : exchanges info & provides Design support
	ROMA1 Univ.	Partner : undertaking ICT platform Design & support
	UIL Ricerca	observer
	Federlazio	observer
	EBLA	observer

2.4 Expected results and outcomes, including key events and outputs:

One of the expected results will be the best-practice know-how acquired from the European Partners for the purpose of designing the organisational change implementation with reference to EU scenario. Immediate dissemination of this know-how for exploitation and local replication will be considered too.

On the other hand, a modified-Delphi procedure for anticipatory analysis with proper reference to the Telecommunication market will be setup.

Comments and suggestions relevant to the “Implementation workplan” will be collected from social subjects involved as observers (trade unions, employers’ associations, local institutions, experts, etc...) and duly discussed in the frame of a mid-term public event: this workshop will be held approx. six-month after project commencement.

One of the expected benefits of this phase is the development of managers’ and staff’s awareness; their knowledge & acceptance of the innovations has to support the implementation phase. Their confidence will be measured, as this is the key-enabler of successful changes.

Important deliverable results of this phase will be the design & implementation of an advanced IT platform (DEMO), providing information & communication tools (Knowledge Management, CRM, ERM, etc...). On the basis of this platform, innovations will take root with reduced efforts and the turn around of organisational change will be accelerated in all critical areas (strategy, structure, processes, Human Resources) according to the “Implementation Workplan”. Public presentation of preliminary design results achieved and of the implementation guidelines will occur during a public conference to be held 12 months after project commencement, at the end of the project-phase in subject.

2.5 Resources required (by action, one line per individual function/activity/service):

WP2 : Research & Training	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.1 STAFF		Days			
Action 2.2.1 Analysis					
Project-Leader & staff	URMET	Days	80	400	32000
Action-Leader & staff	S3-ACTA	Days	80	400	32000
Team Leader & Staff	MARTEC	Days	15	400	6000
Team Leader & Staff	FUNSAL	Days	15	400	6000
Team Leader & Staff	ROMA1 Univ.	Days	24	400	9600
Action 2.2.2 Training					
Project-Leader & staff	URMET	Days	480	400	192000
Action-Leader & Staff	S3-ACTA	Days	100	400	40000
Team Leader & Staff	MARTEC	Days	12	400	4800
Team Leader & Staff	FUNSAL	Days	12	400	4800
Team Leader & Staff	Roma1 Univ.	Days	12	400	4800
Action 2.2.3 Design					
Project-Leader & staff	URMET	Days	480	400	192000
Design-Leader & Staff	S3-ACTA	Days	100	400	40000
Team Leader & Staff	MARTEC	Days	20	400	8000
Team Leader & Staff	FUNSAL	Days	20	400	8000
Team Leader & Staff	Roma1 Univ.	Days	96	400	38400
Team Leader & Staff	UIL Ricerca	Days	4	300	1200
TOTAL STAFF COSTS			1550		619600
	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.2 TRAVEL		Trips			
Action 2.2.3					
Local travel	URMET	Trips	4	300	1200
International travel	URMET	Trips	3	1100	3300

International travel	S3-ACTA	Trips	3	1100	3300
International travel	MARTEC	Trips	3	1100	3300
International travel	FUNSAL	Trips	3	1100	3300
International travel	ROMA Univ.	Trips	3	1100	3300
TOTAL TRAVEL COST					17.700
	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.4 ADMINISTRATION		items			
Action 2.2.3	URMET				
Premises	=				
Equipment	URMET	items	4	22.500	90.000
Computer software	URMET	items	4	22.500	90.000
TOTAL COST OF ADMINISTRATION					180.000

Project phase No (to be numbered sequentially): **WP 3**

Title of project phase: **IMPLEMENTATION & RE-ADAPTATION**

Duration of project phase: from **01/11/2005** to **31/10/2006**

3.1 Purpose of project phase:

To perform all implementation activities formerly planned in the Research phase and to undertake, according to the envisaged priorities, all actions needed for capability development in order to build an adaptive organisation.

Capability development will require implementations of workshops, focussing on the thematic areas and relevant levers, as identified in the reference model (see: Figure 1, enclosed). In this framework, Partners having management change expertise (S3-ACTA, MARTEC, FUNSAL) will provide knowledge transfer about :

- Telecommunications strategic planning and Project Management*
- Customer Relationship Management (CRM) methodologies*
- Computer Network Planning & Design-Implementation Management*
- Business Process Design/Re-Design using IT support*
- Successful Relocation Management*
- Teamwork & Group Facilitation*
- Organisation Development*
- Performance Management*

The design refinement of the ICT platform will provide an extended set of innovative tools supporting information & communication, knowledge management, CRM & ERM. Staff and managers will be duly trained in the use and the exploitation of these tools.

Organisational change implementation will have impact on the following areas :

- STRATEGY
- STRUCTURE
- PROCESSES
- HUMAN RESOURCES
- ICT supporting Tools

Appropriate indicators will provide feedback on the effectiveness of changes undertaken and will suggest how to optimize and accelerate organisational change by means of tailored actions or by special modifications of the implementation activity workplan.

WP-Leader: S3-ACTA

3.2 Description of actions:

3.2.1 Action 1:

title: **STRATEGY & STRUCTURE**

description: *3 sets of implementation objectives are envisaged:*

- Capability development from culture of Mediocrity to Virtual Worldclass, use of adaptive strategy as an “incubator for change” moving towards the customer individualization. IT technology (by means of Knowledge Management – Business Intelligence Tools – Advanced Research Engines – etc...) will nurture core capability by means of connectivity to the World frontline of innovation & flexibility and by means of the intelligent collection/selection/presentation of data collected.

- Webs of collaboration empowered by ICT, replacing vertical hierarchies, promoting circular structures, supported by appropriate new workflow methods. Employees shall be suitably exposed to the frontline of value creation, while being confronted with the customers’ needs outside the traditional hierarchies.

- Agile right-sizing (re-sizing should replace downsizing) enabling flexibility and sustained competitive advantage. Companies redundancies and degrees of freedom shall be identified and used (not underused) for innovation experimenting and for adaptive networking with other SMEs, improving employees relationship capabilities and autonomy. Knowledge and creativity development of employees, duly supported by ICT tools, will open new business opportunities.

This action will need resources for approx. 460 person-days distributed on the 12 months period in the second-half of the project-workplan.

Measures for success : acquisition of know-how for developing an innovative organisation, useful data for replication, development of managers’ and staff’s expertise and awareness, people trained to use advanced ICT tools, six-monthly reporting of the results achieved in this period.

Responsible organisation : S3-ACTA

3.2.2 Action 2:

title: **PROCESSES**

description: *Focussed on the concept of “Coherent Networking”, this action should demonstrate how to create flexible cooperative webs (integrated supply chain) inside/outside the company borders.*

The most relevant topics will be : classification of potential suppliers, adoption of appropriate indicators, linking and integrating processes, negotiations and involvement of partners, capability and contribution to the supply chain.

Knowledge Management support (from IT platform) will be duly demonstrated in this context : employees will be trained on-the-job and the resulting improvement will be measured.

Knowledge Management powerful IT engine will enable integrated sourcing, innovation and flexibility.

This action will need resources of approx. 460 person-days distributed on the 12 months period in the second-half of the project-workplan.

Measures for success : demonstration outcome, improvement measured, acquisition of know-how for further implementations of innovative organisational changes and replication, development of managers’ and staffs’ expertise and awareness, people trained for using ICT tools, six-monthly reporting of the results achieved in this period. Responsible organisation : S3-ACTA

3.2.3 Action 3:

title: **Human Resources Management (HRM) & ICT**

description: *People will be considered members of competitive teams, replacing the elderly concept of workforce. Employees Relationship Management, duly supported by appropriate tools of the IT Platform, will be demonstrated, enabling managers & operational team-leaders taking into account individual behaviour, wants and needs.*

Coordination/Leadership will be replaced by knowledge sharing and responsibility balancing, in order to internalize entrepreneurship and to instill a new culture open to innovation.

Implementation problems & barriers in managing change will be considered too.

Appropriate workshops will be held on the following subjects :

- Top Management should provide support to manage change processes*
- Barriers of perception (stereotypes, narrow vision, lack of visibility, information overload, misjudgement)*
- Emotional barriers (risk-aversion, lack of ability to solve complex problems, preference to consider stereotypes rather than new ideas, over-pressure to deliver results may stop thinking)*
- Cultural barriers (Taboos in the organisation, rejection of imagination, stable traditions)*
- Environmental barriers (lack of support to staff, lack of trust)*
- Cognitive barriers (misuse of language & terminology, lack of information)*

The implementation of changes will have effects on the employees: hence, since they are a measure of acceptance of further changes, their satisfaction about change outcomes is a vital indicator . Measurements of satisfaction will be duly undertaken during this action.

Improved acceptance of organisational change will require extended participation of employees in all phases of the change process. This in turn will build wide commitment. Appropriate workshops will be held for this purpose, with the proactive participation of Trade Union Partner, UIL Ricerca.

This action will need resources of approx. 470 person-days distributed on a period of 12 months in the second-half of the project-workplan.

Measures for success : improved satisfaction of employees, measurement of the innovation acceptance, best practice internalization, acquisition of know-how for implementation of innovations and for replication, development of managers' and staff's expertise and awareness, people trained for using ICT tools and six-monthly reporting of the results achieved in this period.

Responsible organisation : URMET

3.3 Role and contribution of the applicant/each partner to individual actions (by action, one line per organisation):

Action	Organisation	Description of role & contribution
3.2.1	URMET	Partner, providing access to resources & supporting
	S3-ACTA	Action-Leader, coordinating the implementation action
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides ICT / KM Design / Training support
	UIL Ricerca	Observer
	Federlazio	Observer
	EBLA	Observer
3.2.2	URMET	Partner, providing access to resources & supporting
	S3-ACTA	Action-Leader, coordinating the implementation action
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides ICT / KM Design / Training support
	UIL Ricerca	Observer
	Federlazio	Observer
	EBLA	Observer
3.2.3	URMET	Action-Leader, coordinating the implementation action
	S3-ACTA	WP-Leader: supporting action by training & counselling
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides IT / ERM Design & Training support
	UIL Ricerca	Partner : provides know-how & suggestions for HRM
	Federlazio	Observer
	EBLA	Observer

IT = Information Technology

ICT = Information & Communication Technology

KM = Knowledge Management

CRM = Customer Relationship Management

ERM = Employees Relationship Management

HRM = Human Resources Management

3.4 Expected results and outcomes, including key events and outputs:

Important results of this phase will be the design & implementation of innovations relevant to the organisation considered, in terms of Strategy, Structure, Processes and Human Resources Management. All of these aspects will be duly supported by current improvement of the advanced ICT platform, (already activated in the previous phase), providing information / communication tools and intelligent engines supporting intensive knowledge processing (Knowledge Management, CRM, ERM, etc...).

The most valuable outcomes of this phase, measurable by means of appropriate indicators (defined in the monitoring phase) are:

- *staff's acceptance of changes*
- *staff's level of motivation / satisfaction*
- *level of adaptivity in the strategy*
- *level of flexibility & innovation of web-structures created for lean production*
- *level of process optimization (using advanced knowledge management)*

Public presentation of results obtained and of the trial outcomes will be performed during the final conference at the end of the project.

3.5 Resources required (by action, one line per individual function/activity/service):

WP3 : Implementation & Re-Adaptation	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.1 STAFF		Days			
Action 3.2.1 Strategy & Structure					
Project-Leader & staff	URMET	Days	320	400	128000
Action-Leader & staff	S3-ACTA	Days	70	400	28000
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	ROMA1 Univ.	Days	60	400	24000
Action 3.2.2 Processes					
Project-Leader & staff	URMET	Days	320	400	128000
Action-Leader & Staff	S3-ACTA	Days	70	400	28000
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	Roma1 Univ.	Days	60	400	24000
Action 3.2.3 HRM & ICT					
Action-Leader & staff	URMET	Days	320	400	128000
WP-Leader & Staff	S3-ACTA	Days	70	400	28000
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	Roma1 Univ.	Days	60	400	24000
Team Leader & Staff	UIL Ricerca	Days	4	300	1200
TOTAL STAFF COSTS			1384		553200
D.2 TRAVEL		Trips			
Action 2.2.3					
Local travel	S3-ACTA	Trips	8	700	5600

Project phase No: **WP 4**

Title of project phase: **ON-GOING MONITORING & EVALUATION**

Duration of project phase: from **01/11/2004** to **31/10/2006**

4.1 Purpose of project phase: To undertake appropriate test methods for qualitative & quantitative monitoring of organisational changes. To adopt appropriate indicators relevant to the flexibility & innovation capability of the structures under consideration. To create, internally to the project, a supporting team made of specialists and analysts able to standardize, measure and inspect approaches, outputs and processes in the organisation subject to change. To perform qualitative tests providing evidence of the changes undertaken and to perform quantitative measurements of the relevant improvement gained.

Three independent methods will be adopted for gathering and process data :

- Moreno's interaction analysis
- Delphi's previsional analysis
- Teamworking maturity analysis

The detailed setup of testing and measurement procedures will be undertaken at the very beginning of the project. Typical quantitative and qualitative indicators will be defined accordingly.

Evaluation analyses will be repeated six-monthly for the purpose of monitoring implementation progress. Results extracted from tests will be recorded & evaluated for further comparison and for reference in the framework of tendency analysis. **WP-Leader : S3-ACTA**

4.2 Description of actions:

4.2.1 Action 1:

title: **M-MORENO**

description: **MONITORING using MORENO's interaction analysis.**

Two different sets of evaluations are planned : quantitative and qualitative monitoring, both are based on the method of "Moreno's sociogramme" looking at the scheme and at the frequency of the relationships in any type of organisation. Development work and setup of the method are required for tailoring data collection (using e-questionnaires and/or interviews) and for processing them according to the monitoring requirements.

M-MORENO action will need an effort of approx. 95 person-days "spot"-like distributed according to the six-monthly periodic repetition assumed for all monitoring-evaluation sessions.

Measures for success : setup of the method in the first period of the project (earliest 6 months) ; acquisition of best-practice & know-how for further refinements and future replication ; setup and assessment of a procedure for analysis of data; six-monthly reporting of the interaction analysis outcomes.

Responsible organisation : S3-ACTA

4.2.2 Action 2:

title: **M-DELPHI**

description: **MONITORING using DELPHI's previsional analysis.**

Two different sets of evaluations are planned : quantitative and qualitative monitoring, both are based on the method of "DELPHI prevision", optimized and modified. This method evaluates few critical subjects at the same time and questionnaires or interviews are submitted to experts only. A great amount of work is required for developing & setting up the method and for tailoring data collection (by using special sets of questions regarding Telecommunications in the frame of interviewing) and for processing the results of interviews according to the monitoring requirements.

M-DELPHI action will need an effort of approx. 183 person-days "spot"-like distributed according to the six-monthly periodic repetition assumed for all monitoring evaluation sessions.

Measures for success : setup of the method in the first period of the project (earliest 6 months) ; acquisition of best-practice & know-how for further refinements and future replication ; setup and assessment of a procedure for analysis of data; six-monthly reporting of the previsional analysis outcomes.

Responsible organisation : S3-ACTA

4.2.3 Action 3:

title: **M-TEAMWORKING**

description: **MONITORING using TEAMWORKING maturity tests.**

Two different sets of evaluations are planned : quantitative and qualitative monitoring, both are based on the method of teamworking maturity test useful for any type of organisation. Development work and setup of the method are required for tailoring data collection (using e-questionnaires and/or interviews) and for processing them according to the monitoring requirements.

M-TEAMWORKING action will need an effort of approx. 97 person-days "spot"-like distributed according to the six-monthly periodic repetition assumed for all monitoring evaluations.

Measures for success : setup of method in the first period of the project (earliest 6 months) ; acquisition of best-practice & know-how for further refinements and future replication ; setup and assessment of a procedure for analysis of data; six-monthly reporting of the analysis outcomes.

Responsible organisation : S3-ACTA

4.3 Role and contribution of the applicant/each partner to individual actions (by action, one line per organisation):

Action	Organisation	Description of role & contribution
4.2.1	URMET	Project-Leader, providing access to its resources
	S3-ACTA	WP-Leader, creates & coordinates monitoring actions
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides IT support needed
	UIL Ricerca	Partner : provides know-how & suggestions for HRM
	Federlazio	observer
	EBLA	observer

4.2.2	URMET	Project-Leader, providing access to its resources
	S3-ACTA	WP-Leader, creates & coordinates monitoring actions
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides IT support needed
	UIL Ricerca	observer
	Federlazio	observer
	EBLA	observer
4.2.3	URMET	Project-Leader, providing access to its resources
	S3-ACTA	WP-Leader, creates & coordinates monitoring actions
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	ROMA1 Univ.	Partner : provides IT support needed
	UIL Ricerca	Partner : provides know-how & suggestions for HRM
	Federlazio	observer
	EBLA	observer

WP = Working Package

IT = Information Technology

HRM = Human Resources Management

4.4 Expected results and outcomes, including key events and outputs:

Important results of this phase will be the definition and setup of new indicators tailored for the purpose of implementing and evaluating innovations relevant to Strategy, Structure, Processes and Human Resources Management. All evaluations using the selected monitoring methods will be duly supported by the IT platform, providing tools and intelligent engines for knowledge processing.

Some of the most significant outcomes of this phase are :

- measurement of staff's acceptance of changes*
- measurement of staff's level of motivation / satisfaction*
- measurement of level of adaptivity in the strategy*
- measurement of the level of flexibility & innovation of web-structures for production*
- measurement of level of process optimization*
- measurement of many aspects relevant to teamworking maturity (knowledge transfer effectiveness, work-modules reusability, quality of leadership, etc...)*
- measurement of social and working interactions between staff in the organisation*
- measurement of social and working interactions outside the organisation*
- evaluation of the most critical pending issues (e.g.: labour cost, quality of product, volume production and sales, customer satisfaction, export, new niche-market opportunities, R&D activities, management of innovation)*
- prevision and evaluation of scenario evolution for risk analysis*
- proposal of candidate solutions, with evaluation of the most likely plan.*

Six-monthly reporting of the monitoring results will be regularly provided as deliverable. Public presentation of results and outcomes will be performed during the final conference at the end of the project.

4.5 Resources required (by action, one line per individual function/activity/service):

WP4 : On-Going Monitoring & Evaluation	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.1 STAFF		Days			
Action 4.2.1 M-Moreno					
Project-Leader & staff	URMET	Days	64	400	25600
Action-Leader & staff	S3-ACTA	Days	16	400	6400
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	ROMA1 Univ.	Days	5	400	2000
Action 4.2.2 M-Delphi					
Project-Leader & staff	URMET	Days	120	400	48000
Action-Leader & Staff	S3-ACTA	Days	48	400	19200
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	Roma1 Univ.	Days	5	400	2000
Action 4.2.3 M-Teamw					
Project-Leader & staff	URMET	Days	64	400	25600
Action-Leader & Staff	S3-ACTA	Days	18	400	7200
Team Leader & Staff	MARTEC	Days	5	400	2000
Team Leader & Staff	FUNSAL	Days	5	400	2000
Team Leader & Staff	Roma1 Univ.	Days	5	400	2000
Team Leader & Staff	UIL Ricerca	Days	2	300	600
TOTAL STAFF COSTS			377		150600

Project phase No: **WP 5**

Title of project phase: **DISSEMINATION & MAINSTREAMING**

Duration of project phase: from **01/12/2004** to **31/10/2006**

5.1 Purpose of project phase: to undertake dissemination of project information and to promote replication of best practices at local-regional-national-transnational level. To provide appropriate reinforcement of awareness and commitment level of all players involved in this project for the purpose of mainstreaming best practices learned in the day-to-day working activity and innovation. **WP-Leader : URMET**

5.2 Description of **WP5** actions:

5.2.1 Action 1:

title: **DISSEMINATION**

Benefits and improvements will be gained from the exploitation of intermediate and final results of the project activities. All relevant information will be described and reported for dissemination purposes and for promoting appropriate replication actions.

Dissemination action will drive four dissemination initiatives :

Hyper-text information publishing (Acrobat .PDF format) for a 1000 CD-ROM distribution to be delivered to entrepreneurs and union leaders.

WEB-site information publishing from the beginning of the project and maintenance up to 24 months after project completion

International conference to be held in Roma, drawing the attention of SMEs, entrepreneurial and labour organisations, authorities, etc...

Book publishing for distribution to the Intl. Conference mentioned above.

Dissemination action will need an effort of approx. 84 person-days. The effort required for preparation of Hyper-Text, Book and Intl. Conference will be concentrated in the last 3 months of the project. Some effort will be also needed for WEB-publishing information provided by the six-monthly progress reports.

Measures for success : setup of the WEB-site at very beginning of the project (earliest 3 months) ; recording and publication of easy-to-access information for further promotion of the best practices learned and for future replication.

six-monthly reporting of the dissemination progress of activities.

Responsible organisation : URMET

5.2.2 Action 2:

title: **MAINSTREAMING**

Project results exploitation (mainstreaming) will be as simple as follows :

- *refinement & standardisation of best practices learned, of partnerships & IT tools*
- *organisation re-building & transformation in a "learning organisation"*

Awareness and commitment level of all players involved in mainstreaming innovative results of this project will be reinforced in their day-to-day activity, because they will receive rewarding expression of interest by entrepreneurial & labour organisations as well as by local-regional-national-EU authorities. The Intl. Conference mentioned above will provide a first "resonance box" for IRON TIME project, arousing a great deal of interest, because of its pragmatic approach, which is twofold : scientific & operational

Mainstreaming action will need an effort of approx. 43 person-days. The effort required will be mainly concentrated in the last 3 months of the project.

Measures for success : setup of the innovative partnerships and optimization of ICT tools & Enterprise Resource Management (ERP) procedures useful in the day-to-day activities. Deliverable: final report on the mainstreaming outcomes.

Responsible organisation : S3-ACTA

5.3 Role and contribution of the applicant/each partner to individual actions (by action, one line per organisation):

Action	Organisation	Description of role & contribution
5.2.1	URMET	WP-Leader, coordinates & provides resources
	S3-ACTA	Partner, gathers & selects contents for dissemination
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	Roma1 University	Italian Partner, assists with ICT support / organisation
	UIL Ricerca	Italian Trade Union, assists with dissemination activity
	Federlazio	Firms' Association, assists with dissemination activity
	EBLA	Bilateral Org., assists with dissemination activity
5.2.2	URMET	WP-Leader, coordinates & provides resources
	S3-ACTA	Action-Leader, responsible for the outcomes
	MARTEC	B – Partner, best practice & management expertise
	FUNSAL	E – Partner, best practice & management expertise
	Roma1 University	Italian Partner, assists with ICT support / organisation
	UIL Ricerca	Trade Union, disseminates information for replication
	Federlazio	Firms' Assoc., disseminates information for replication
	EBLA	Bilateral Org., disseminates information for replication

WP = Working Package

ICT = Information & Communication Technology

5.4 Expected results and outcomes, including key events and outputs:

Project information recording and publishing (Hypertext – WEBSITE – Book – Final Conference) as deliverables. Activity reports (Monthly Reports and Six-monthly Reports). Final deliverable documents : Dissemination Report, Exploitation Report, Replication Report.

Key-events : WEBSITE publishing available from the beginning of the project, Hypertext & Book available for distribution at the final International Conference.

5.5 Resources required (by action, one line per individual function/activity/service):

WP5 : Dissemination & Mainstreaming	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.1 STAFF		days			
Action 5.2.1 Dissemination					
Project-Leader & staff	URMET	days	26	400	10400
WP-Leader & staff	S3-ACTA	days	12	400	4800
Team Leader & staff	MARTEC	days	12	400	4800
Team Leader & staff	FUNSAL	days	12	400	4800
Team Leader & staff	ROMA Univ.	days	12	400	4800
Team Leader & staff	UIL Ricerca	days	10	300	3000

Team Leader & staff	Federlazio	days	2	=	
Team Leader	EBLA	days	2	=	
Action 5.2.2 Mainstreaming					
Proj-coordinator & staff	URMET	days	15	400	6000
WP-Leader & staff	S3-ACTA	days	8	400	3200
Team Leader & staff	MARTEC	days	4	400	1600
Team Leader & staff	FUNSAL	days	4	400	1600
Team Leader & staff	ROMA Univ.	days	4	400	1600
Team Leader & staff	UIL Ricerca	days	8	300	2400
Team Leader & staff	Federlazio	days	2	=	
Team Leader	EBLA	days	1	=	
TOTAL STAFF COSTS			127		49000
	Organisation	Unit type	N° of units	Unit cost	Total cost €
D.2 TRAVEL		trips			
Action 5.2.1					
Local travel	S3-ACTA	trips	2	700	1400
TOTAL TRAVEL COST			2		1400

C9. Timetable and duration (insert rows as required and shade the relevant months to indicate the duration of individual actions and project phases):
 Please ensure that the time-scale and the start and end dates of the project conform to the requirements set out in Section 8 of the Applicant's Guide. Also, do make sure that this summary timetable is consistent with the project phases in the project description.

Project start: 01-11-2004 (dd/mm/yyyy)

Year 1														
Project phases /	Month 1	2	3	4	5	6	7	8	9	10	11	12	Lead organisation	
Phase 1 Mngmnt & Coord													URMET	
Action 1.1 Planning	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Action 1.2 Reporting	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Phase 2 Research & Training													S3-ACTA	
Action 2.1 Analysis	X	X	X	X	X	X							S3-Acta	
Action 2.2 Training							X	X	X	X	X	X	S3-Acta	
Action 2.3 Design	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Phase 4 Monitoring & Evaluat													S3-ACTA	
Action 4.1 M-Moreno		X					X						S3-Acta	
Action 4.2 M-Delphi		X					X							
Action 4.3 TeamWork		X					X							

Year 2														
Project phases /	Month 1	2	3	4	5	6	7	8	9	10	11	12	Lead organisation	
Phase 1 Mngmnt & Coord													URMET	
Action 1.1 Planning	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Action 1.2 Reporting	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Phase 3 Implement & Readapt													S3-ACTA	
Action 3.1 Strategy & Structure	X	X	X	X	X	X	X	X	X	X	X	X	S3-Acta	
Action 3.2 Processes	X	X	X	X	X	X	X	X	X	X	X	X	S3-Acta	
Action 3.3 HRM & ICT	X	X	X	X	X	X	X	X	X	X	X	X	Urmnet	
Phase 4 Monitoring & Evaluat													S3-ACTA	
Action 4.1 M-Moreno	X						X					X	S3-Acta	
Action 4.2 M-Delphi	X						X					X	S3-Acta	
Action 4.3 TeamWork	X						X					X	S3-Acta	
Phase 5 Dissemination & Mainstreaming													URMET	
Action 5.1 Disseminat	X						X			X	X	X	Urmnet	
Action 5.2 Mainstream										X	X	X	S3-Acta	

Project end: 31/10/2006 (dd/mm/yyyy)

Project duration: 24 months (max. 24 months)

Declaration:

On behalf of my organisation, URMET TLC⁴, I hereby declare that I agree to the basic conditions of participation in the call for proposals VP/2003/021 for innovative measures under Article 6 of the European Social Fund Regulation: "Innovative approaches to the management of change" (Budget heading B2-1630).

I confirm that the information contained in the present request is correct and that all relevant information, which the European Commission may need in assessing the application and the appropriateness of making a grant, will be produced upon request.

I declare that my organisation and I, and our partners, will comply with and abide by these basic conditions and that we will co-operate fully with measures taken by the European Commission to oversee the actions.

Should my application be selected, I hereby agree that the name and address of my organisation as well as the subject of the grant, the grant amount and the rate of funding be published on the Commission's Internet site. I also undertake to mention clearly the Community funding in every instance, public or not, official or not, and on all information material.

Name of representative of the organisation signing the application

Alberto CHIAPPINO

Position

Managing Director

Date 16/02/2004⁵

Place *Torino*

Signature

Official stamp

⁴ Insert name of the applicant organisation.

⁵ Format: (dd/mm/yyyy).

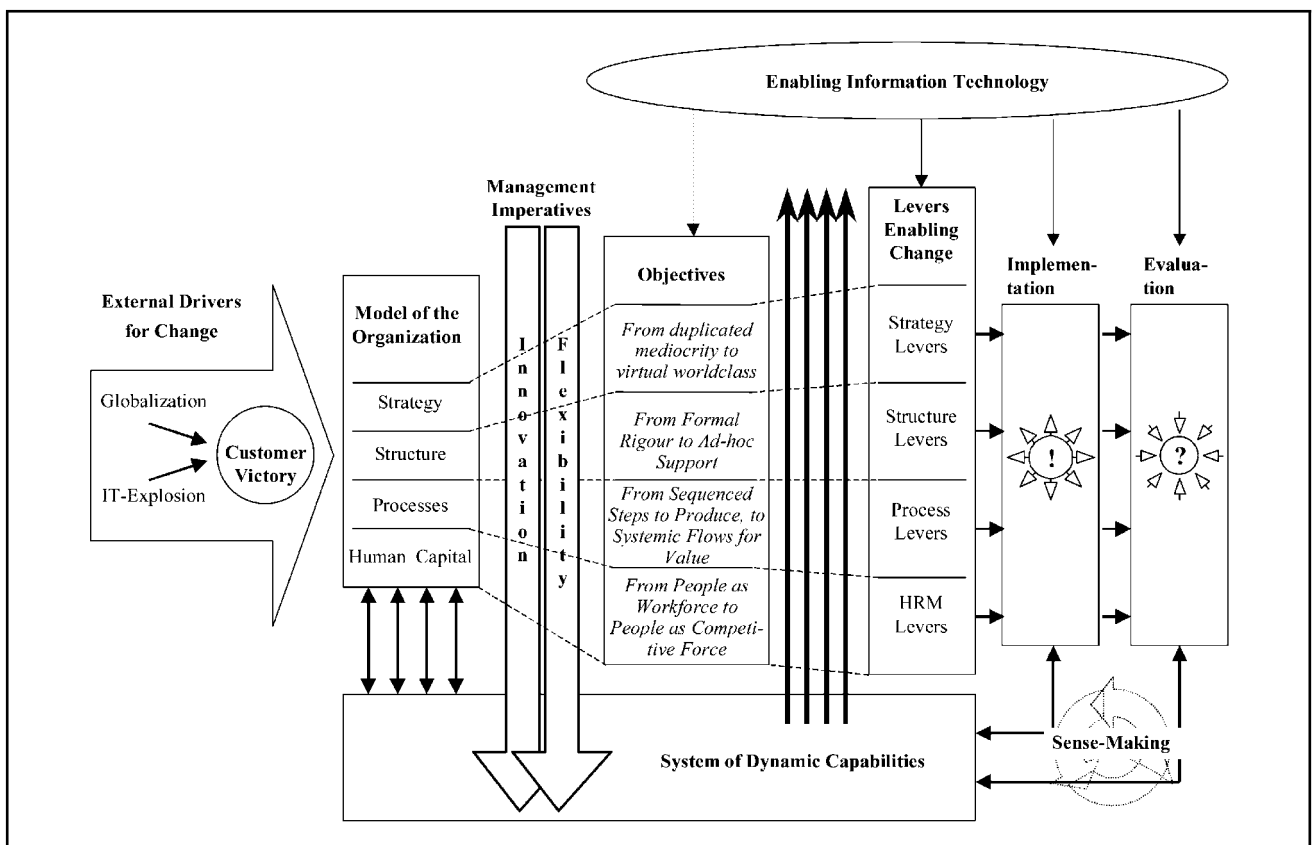


Figure 1 An Integrated Framework for Managing Change in the New Competitive Landscape

ALLEGATO 7 (a) PREVISIONE DI BILANCIO DEL PROGETTO - BILANCIO COMPLESSIVO

Approcci innovativi alla gestione del cambiamento

Domanda n.: 2003/VP021/_____

Nome dell'organizzazione richiedente:

URMET TLC S.p.A.

Numero di conferenze:

1

Entrate

C. Contributo finanziario (in denaro) (almeno 25%) 423700
R. Reddito generato dal progetto 0
S. Sovvenzione UE 1271100

TOTALE delle entrate 1694800

Uscite

1694800 D.+I. Costi ammissibili

1694800 TOTALE delle uscite

Non inserire nessun importo.
Gli importi sono trasferiti
automaticamente dagli allegati 7 (b) e 7
(c).

Titolo del progetto IRON TIME

Nome del rappresentante legale Dr. Alberto CHIAPPINO

Luogo e data Torino, 16 Feb. 2004

Firma