

*Project No. PL516752*

**Specific Targeted Research Project  
INCO**

## **D9.3a – Final Activities Report**

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University of Stuttgart

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### **Dissemination Level**

PU	Public	
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	<b>X</b>

## **Editors**

Liza Wohlfart, Lesya Bilan (IAT)

## **Authors**

Liza Wohlfart, Lesya Bilan (IAT)

Robert Slagter, Lilia Efimova (TELIN)

Tanya Emshanova (VVC)

Victor Tisenko (SPbSPU)

Alexandr Prilepin, Irina Alexeeva (RCSME)

Yury Plotinsky (MSU)

Natalia Dmitrievskaia (MESI)

Johann Riedel (UNOTT)

Patricia Wolf, Albert Vollmer (ETH)

Thomas Lötsch (TUEV)

Tatiana Shoubina (EH)

Guy Marchand, Mike Hoinville (EBK)

## Table of Contents

1.	Publishable executive summary	4
1.1	Project objectives	4
1.2	Consortium overview	4
1.3	Coordination Board	5
1.4	Expected results and achievements so far	6
1.5	Intentions for use and impact	7
2.	Project objectives and major achievements	9
2.1	Overview on general project objectives	9
2.2	Progress towards objectives	10
2.3	Review Recommendations	12
2.4	Corrective Actions (Summary)	12
3.	Workpackage progress	15
3.1	Workpackage 1	15
3.2	Workpackage 2	16
3.3	Workpackage 3	16
3.4	Workpackage 4	17
3.5	Workpackage 5	19
3.6	Workpackage 6	21
3.7	Workpackage 7	22
3.8	Workpackage 8	23
3.9	List of deliverables	25
4.	Consortium management	27
4.1	Consortium Management	27
4.2	Contractors	28
4.3	Project Timetable and Status	29
4.4	Co-ordination Activities	29
4.5	Distribution of the Community' Contribution	31
5.	Annex – Plan for using and disseminating the knowledge	33
5.1	Exploitable knowledge and its use	33
5.2	Dissemination of knowledge	33

# 1. Publishable executive summary

## 1.1 Project objectives

The vision of RUSMECO was to explore and create a collaborative network supporting Russian SMEs in business development and collaboration, based on a detailed investigation of their political, cultural and economic context. This was done based on an integrated approach, where instruments (methods, techniques and software tools) and training were adapted, developed, applied and validated. The key focus was on restructuring the Russian industrial sector through enhancing the competitiveness of Russian SMEs on the national and international level. The project RUSMECO focused on small and medium-sized manufacturing or service companies (SMEs) in Russia, who are concerned with innovation and R&D.



Enhancing Russian SME collaboration  
and business development through  
Communities of Practice

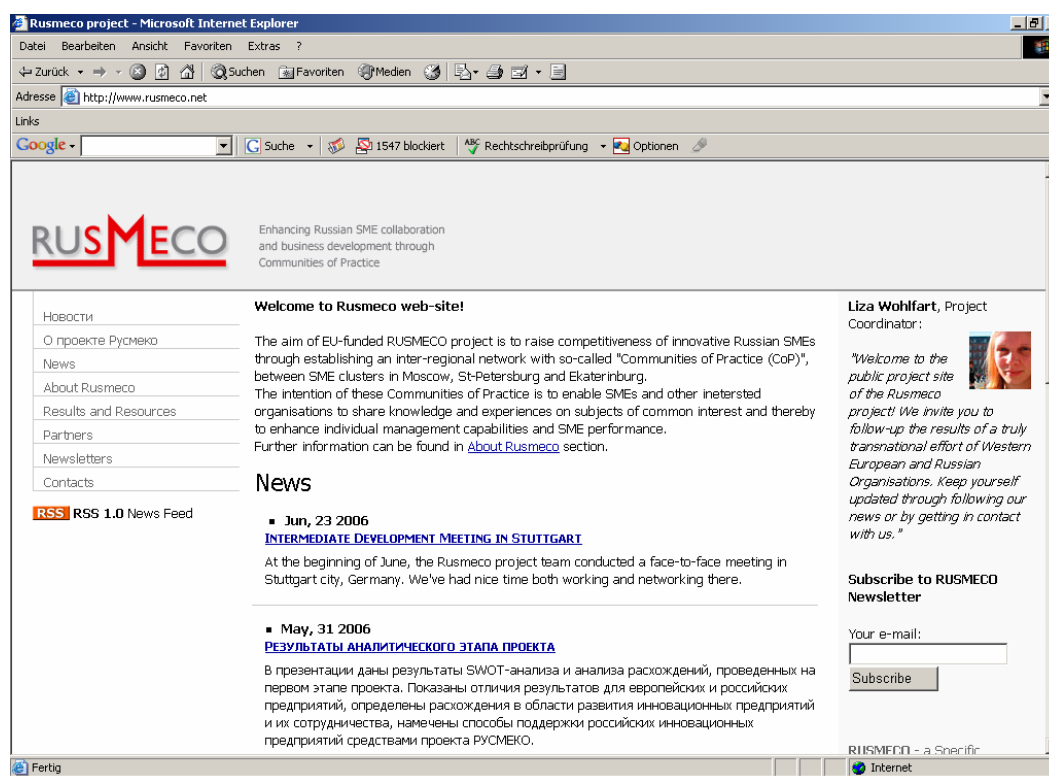


Figure 1: RUSEMCO project website (www.rusmeco.net)

## 1.2 Consortium overview

The RUSMECO consortium included researchers, SMEs and SME support organisations. It covered Western European states (Germany, Netherlands, Great

Britain and Switzerland) and three major Russian regions (Moscow, St. Petersburg, Ekaterinburg).

#### **RUSMECO Consortium**

<b>Participant name</b>	<b>Country</b>
University of Stuttgart, Institute for Technology Management and Human Factors	DE
Stiching Telematica Instituut	NL
Vice Versa Consulting	RU
Saint-Petersburg State Polytechnic University, Science-Intensive Engineering Center	RU
Russian SME Ressource Centre Fund	RU
Moscow State University, Faculty of Sociology	RU
Moscow State University of Economics, Statistics and Informatics	RU
University of Nottingham	UK
Eidgenössische Technische Hochschule Zürich	CH
TÜV Energie Consult	DE
European Business Konsulting	RU
Noncommercial Partnership "The European House for development of business, public, political, social and cultural ties"	RU

### **1.3 Coordination Board**

The RUSMECO Coordination Board (RCB) consisted of the project manager (who is the financial and administrative manager), the scientific manager and the technical manager.

#### **RUSMECO Coordination Board**

<b>Partic. no.</b>	<b>Partic. short name</b>	<b>Function</b>	<b>Country</b>	<b>Contact</b>
1	USTUTT	Project Manager (Admin./ Finance)	DE	Liza Wohlfart University of Stuttgart, IAT, Nobelstraße 12, 70569 Stuttgart , Germany Phone: +49-711-970-5310 Fax: +49-711-970-2299 E-mail: liza.wohlfart@iat.uni-stuttgart.de
2	TELIN	Scientific Manager	NL	Robert Slagter Telematica Instituut, PO Box 589, Enschede, Netherlands Phone: +31 534 850 488 Fax: +31 534 850 400

				E-mail: robert.slagter@telin.nl
3	VVC	Technical Manager	RU	Tatiana V. Emshanova ViceVersa Consulting, Studentcheskaya str., 1a-312, Ekaterinburg, Russian Federation Phone: +7 343 349 04 77 Fax: +7 343 349 04 77 E-mail: tanya@viceversa.ru

## 1.4 Expected results and achievements so far

The current status of the progress towards the expected results of the RUSMECO solution package is the following.

### Expected results and achievements

Results	Status of progress
R1: Report on Russian state of the art in business development and collaboration	Done. The RUSMECO consortium has done an intensive literature analyses, various interviews and a survey. Reports D1.1a and D1.1b give a summary of the results.
R2: Gap analysis indicating collaboration and business development needs of Russian SMEs comparing it with Western European standards.	Done. The findings of reports D1.1a and D1.1b were compared and contrasted in a report on the gaps between current practice and envisioned achievements on the basis of SWOT analyses.
R3: Roadmap on the further development of the SME sector in Russia, including recommendations for the Russian Government, administrative bodies and the European Commission.	Done. Research into the current status of innovative SMEs in Russia was conducted, and the future challenges of the Russian SME sector were analysed within the RUSMECO gap analysis (tasks 1.3 and 1.4). Scenarios of the further development of the Russian SME sector, as well as recommendations for the Russian Government were also derived within the WP7.
R4: Framework indicating success factors and barriers with respect to the transferability of western European management approaches to Russia.	Done. Initial analyses of the success factors and barriers concerning the transferability of management approaches have been done in WP1 and WP2. They provided the basis for the research and deeper analysis of these factors in the frame of WP7. The success factors and the barriers were indicated, the similarities and the differences in the applied Russian and West-European management practices were identified, and the possible transferability approaches were suggested and tried out during collaboration events and training courses conducted within the project.
R5 : Set of methodological modules for business development and collaboration, consisting of	Contents, trainings and a self-assessment tool for the community members along the three themes organisation of innovation, organisation of internal

instruments and training modules for virtual collaboration, SME self-assessment, organisation of innovation, organisation of internal processes and organisation of external relationships.	processes and organisation of external relationships were successfully developed. In addition, training for the facilitators was developed.
R6: Software prototype for supporting virtual collaboration among Russian SMEs as well as SME self-assessment.	The CoP platform was successfully tested and deployed. It contains the following modules: Content Management, User Management, Collaboration facilities, Personal workspace facilities, Search, Subscription. CoP Portal, Brokerage Area and Self-Assessment specifications were added too.
R7: Model collaboration network among Russian SMEs.	The project regional coordinators have conducted a series of meetings with Russian iSMEs representatives, as well as representatives of different Business Support Organisations and Governments. Besides the project was presented at the important regional innovation events – conferences, meetings, forums.
R8: Empirical validation report on validation of RUSMECO hypotheses, concepts and solutions.	An initial validation of the RUSMECO hypotheses, concepts and solutions has been done in the feedback workshops in the course of task 1.2 (with survey/interview participants). Another first validation was done in the focus group tests with iSME members (testing the CoP platform) of task 5.5. Further tests were conducted in the reflection workshops of task 7.1.
R9: Book describing and reflecting about the project process, the developed methods and tools as well as barriers and success factors.	The RUSMECO book was prepared. It is now nearly finished and will be printed in the next days. The book describes the project itself, the community and its development, as well as the various contents and trainings. In addition, it contains practical recommendations – how to overcome barriers, i.e. the social and managerial traps that prevent collaborative processes. The book also includes recommendations for the Russian Government and business support organizations for the further development of the Russian innovative SME sector. Besides there will be an electronic version of the book and some other project outputs (e.g. dissemination materials) on CD-ROM, which can be easily disseminated during the subsequent events in- and outside the community.

## 1.5 Intentions for use and impact

**Impact on third country level:** The RUSMECO community activities have improved the position of the participating SMEs as well as their region by stimulating knowledge exchange and providing training on important issues

necessary for improving the situation of the local SMEs (e.g. quality management, innovation management, international business). The SMEs who were part of the community by the project end are eager to go on with common activities, so that long-term benefits for them and their region are expected.

**Innovation-related activities:** The innovation-related activities in this project relate to the protection and dissemination of knowledge, studies on the wider societal impact of that knowledge, activities to promote the exploitation of the results, and "take-up" actions. These activities are inter-related and will be conceived and implemented in a coherent way.

**Impact on EU level:** The successful implementation of this project may serve as a springboard for further work and as a 'lighthouse' of encouragement and successful endeavour to many other sectors within Russia. These advantages include an increase in motivation of Russian SMEs to seek EU involvement on a national, regional and individual level, the improvement of the knowledge of Russian SME on European SMEs and commercial markets in general and an increase of awareness of both EU and Russian stakeholders on the specific requirements of the transfer of Western European management approaches to Russia (with respect to different cultural, economic and social situations).

**Contributions to standards:** One of the major objectives was to achieve a status of common understanding of the importance on Quality Management within the collaboration network. One of the topics the RUSMECO CoP has dealt with was Quality Management (QM). The work conducted in this area aimed at raising awareness among Russian SMEs about QM issues through the provision of learning material and training sessions. In the long term, the adaptation of Western European Quality Management standards through Russian SMEs will enhance their qualification profile and stimulate collaboration among Western European companies and Russian SMEs. The SMEs participating in the training on QM and the related community event were highly enthusiastic about the topic, so that it can be assumed that a first step towards a common understanding of the importance of the topic has been done.



## 2. Project objectives and major achievements

### 2.1 Overview on general project objectives

RUSMECO strives for a high potential impact of the project by pursuing the project objectives specified in below (Annex I to the contract, DoW, page 11-12).

#### RUSMECO Project Objectives - General

Project Objective	WP	Means/methods	Measures of success	Milestones
1. Research into current practice of Russian SMEs in business development and collaboration.	1	Conduct interviews and a survey with SMEs involved in the project and make literature surveys.	Report on Russian state of the art (RUSMECO-STUDY) in business development and collaboration practices.	Project Month 5
2. Identify gaps between current Russian SME practice and Western European standards.	1	Report on current practice, literature surveys and interviews with European companies in Russia.	Gap analysis indicating collaboration and business development needs of Russian SMEs (RUSMECO-ANALYSIS).	Project Month 6
3. Research into the further development of the Russian SME sector and provide recommendations for the Russian Government.	7	Literature research, industrial survey and road mapping methods/ tools	Roadmap on the further development of the SME sector in Russia (RUSMECO-FUTURE).	Project Month 23
4. Identify success factors and barriers concerning the transferability of Western European management approaches to Russia.	7	Literature research, survey, observation, gap analysis, comparative studies	Framework indicating success factors and barriers for transferring Western European management approaches to Russia (RUSMECO-FRAME).	Project month 6: First hypotheses, finished project month 23

5. Develop methods for improving business development and collaboration of Russian SMEs	3, 4	Development of instruments and training modules for virtual collaboration, organisation of innovation, organisation of internal processes and organisation of external relationships.	Set of methodological modules for business development and collaboration (RUSMECO-METHS) available.	Project month 16 Validation & adaptation project month 20-22.
6. Develop software for supporting virtual collaboration of SMEs.	5	Software programming skills.	Software prototype (RUSMECO-PROTO) for supporting virtual collaboration among Russian SMEs available.	Project month 16 Validation & adaptation project month 20-22.
7. Set up a model collaboration network among Russian SMEs to demonstrate feasibility and enable continuous exchange even after end of project.	6	Marketing activities to gain network members.	Model collaboration network among Russian SMEs (RUSMECO-NETWORK).	Project month 16 Validation & adaptation project month 20-22.
8. Validate RUSMECO hypotheses, concepts and solutions.	7	Validation workshops and surveys.	Empirical validation report (RUSMECO-VALID).	Project Month 23
9. Describe RUSMECO process, developed methods and tools as well as barriers and success factors.	8	Continuous dissemination activities (congresses, articles,...), deliverables and book design.	Book describing and reflecting the project process, the methods and tools and the barriers and success factors (RUSMECO-BOOK).	Continuousl y, finished project month 24

## 2.2 Progress towards objectives

The following is a short description of the progress towards each objectives by the end of reporting period 1. It includes some notes on the work performed, the results achieved and the contractors involved.

**Obj 1:** The RUSMECO consortium has done intensive literature analyses on business development and collaboration in Western Europe and Russia. The results of this State-of-the-Art research have been summarised in the report D1.1a (incl. Appendix to D1.1a). In addition, various interviews and a survey have been

conducted in Russia in order to assess the practice of business development and collaboration. The report D1.1b gives a summary of the results.

**Obj 2:** The findings of reports D1.1a and D1.1b were compared and contrasted in a report on the gaps between current practice ("As Is") and envisioned achievements ("To Be"). This was done on the basis of SWOT analyses on the Strengths, Weaknesses, Opportunities and Threats of the Russian and the European SME sector, with respect to business development and collaboration.

**Obj 3:** Research into the current status and the future challenges of the Russian SME sector have been analysed in the RUSMECO gap analysis (tasks 1.3 and 1.4). Scenarios of the further development of the Russian SME sector, as well as recommendations for the Russian Government have been derived in the process of WP7.

**Obj 4:** Initial analyses of the success factors and barriers concerning the transferability of management approaches have been done in WP1 and 2; this primary research was continued and successfully finished in the frame of WP7.

**Obj 5:** Training for the CoP members has been developed, as well as for the facilitators. All trainings have been done in face-to-face events as well as online sessions. The trainings are still available on the community portal.

**Obj 6:** For the CoP software development purposes the following activity results were found during the project. The high-level requirements to the learning material, content and collaboration aspects that should be included in the RUSMECO Solution was developed (Deliverable D2), The basis for the iterative design process was formed by the findings from the project activities, conducted in WP1: survey, interviews, state of the art exploration and subsequent gap analysis. The process was finished by the 5-day design workshop with all project participants, where we discussed design issues, synchronise activities and made decisions concerning the high-level design of the RUSMECO Solution.

After considering a variety of content management and collaboration platform alternatives we selected the Drupal open source software [<http://www.drupal.org>] as a base for the RUSMECO Solution. To provide e-learning functionality the Moodle software [<http://www.moodle.com>] has been chosen, on the understanding that we should provide a single sign-on and the same look & feel CoP portal interface design. A matrix with content clusters and types of content objects has been developed. This matrix is taken as a basis for the portal taxonomy, structure of e-learning courses schedule and the self-assessment procedure.

The RUSMECO classification scheme (taxonomy) was created and put on the portal, as well as content object templates with metadata. The content was uploaded onto the portal.

CoP platform functionality modules were implemented and tested: Content Management, User Management, Collaboration facilities, Personal workspace facilities, Search, Subscription, Training (E-learning) Area, Brokerage Area and Self-Assessment tool.

Focus Group and User Test has been conducted to get the feedback concerning the RUSMECO portal functionality and technological features from users. Necessary modification and refinement of the portal has been done according the feedback analysis results.

**Obj 7:** To gain network members and set up a model collaboration network among Russian SMEs the project regional co-ordinators (RCSME, SPbSU, VVC) have conducted a series of meetings with Russian iSMEs representatives, as well as representatives of different Business Support Organisations and Governments. Besides, the project was presented at the important regional innovation events – conferences, meetings, forums. In December 2005 there were Round Tables in each region, where the project objectives and iSMEs benefits were discussed with real businessmen and government officers. Very useful feedback was gained for understanding specific requirements and conditions for effective Community of Practice organisation in Russia.

The consortium succeeded, by means of the various activities, to activate a core group of community members in all the project focus regions and to support them via portal contents, trainings and the organisation of face-to-face community events. By the end of the project, there was a core group of community members in all of the three project focus regions, which was eager to go on with their community events.

**Obj 8:** An initial validation of the RUSMECO hypotheses, concepts and solutions has been done in the feed-back workshops in the course of task 1.2 (with survey/interview participants). Another first validation was done in the focus group tests with iSME members (testing the CoP platform) of task 5.5. Further tests were done in the reflection workshops of task 7.1.

**Obj 9:** The RUSMECO book was prepared and is currently being finished and printed. The book describes the project itself, the community and its development, as well as the various contents and trainings. In addition, it contains practical recommendations – how to overcome barriers, i.e. the social and managerial traps that prevent collaborative processes. The book also includes recommendations for the Russian Government and business support organizations for the further development of the Russian innovative SME sector. Besides there will be an electronic version of the book and some other project outputs (e.g. dissemination materials) on CD-ROM, which can be easily disseminated during the subsequent events in- and outside the community.

## 2.3 Review Recommendations

No review recommendations were given after the first project period.

## 2.4 Corrective Actions (Summary)

Corrective Actions		
Task	Issue description	Actions
T1.1/ T1.2	It was hard to explain the concept of CoPs to interview/survey partners.	Investing of additional time and resources on doing specific slides on Western CoPs as practical examples.
T1.2	The report D1.1b contained rather personal data from Russian SMEs.	D1.1b changed from public to confidential.

T2.2	The project partner MSU had relatively many hours in this task, given the nature of the activities.	Hours have been relocated from MSU to project partner VVC in accordance with the required activities. In other tasks, hours will be relocated from VVC to MSU to compensate.
T2.2	The work on defining content clusters, self-assessment tool and brokerage area was not keeping pace with the work on platform and training material.	During the design workshop extra effort has been paid to the work items that were behind schedule. Regarding these parts, the resulting design is still least detailed.
T4.1	Design of training material	Tasks 4.1 and 4.2 were combined in one to avoid overlaps between them. This included the shifting of the responsibility of task 4.2 from EBK to MESI.
T4.3	Shift of 1MM from task 4.3 (Make learning material online) to 4.2 (course design).	Learning material has been made online by MESI, there was no effort by ETH needed. By contrast, ETH had a double effort to spend on T 4.2 as we did not only develop the course but had to translate all related material from German into Russian language.
T 4.4	Train Facilitators	Since TELIN did become responsible for T4.4, more person-months were needed for the work than planned in the original DoW: the facilitator training required developing training material and administering the courses.
WP5	Delay of WP1 results.	The consortium decided to move the end date of the deliverables to 02.10.2006.
T5.1	An appropriate choose of software platform for the portal	Well-developed software platforms were chosen as the portal basis, it allowed to adjust systems without spending all planned man/months
T5.2	Subcontracting for Brokerage Area development and integration	Because of there is not an appropriate Drupal module for Brokerage Area it was decided to develop the module. Since VVC was not be able to provide necessary resources for BA module programming it was decided to subcontract this task.
T5.5	At the Design Workshop meeting (February, St. Petersburg), the consortium decided to add in T5.5 "User test" an additional sub-task "Focus group testing" for testing and adjusting the platform at an early stage.	Delay of deliverables: D5.1 deadline was moved from 15.07.2006 to the end of WP5 - 02.10.2006 (to be able to integrate results).
WP6		VVC – WP leader

T6.1	More responsibility of TELIN in WP4 (task 4.4 leadership) after redistribution of lead from EBK.	Change of responsibility of task 6.1 to USTUTT (including menmonth shift)
WP6	Kick-offs	As TELIN had no Russian speaking people available to facilitate the community kick-off, it was decided by the project management to redistribute the hours and allocate the tasks to USTUTT and Russian-speaking project partners. As a result, TELIN has booked less person-months on WP6 then planned in the DoW.
T7.1	Delay of WP1 results.	CoP was launched only in November-December and there were only few months for analysis and refinement. CoP members only started to work and understand their possibilities in the CoP, so there was not a big feedback from them during the first 3-4 months. VVC thus spend less menmonths than planned.
8.1	Scientific publications	In the original DoW no hours were reserved for TELIN to write scientific publications, although TELIN was responsible for linking up with the scientific community. Therefore, the project management decided to redistribute hours so TELIN could contribute to the RUSMECO book and write a scientific publication for the I-KNOW 2007 conference.
8.5	Budget	The initial budget for translation was insufficient for the amount of all translations under the project
WP8	Need to shift responsibilities for the management of WP8 and reporting on it in 2006-2007	The WP8 leadership was shifted fm partner 12, EBK, to partner 5, RCSME

### 3. Workpackage progress

**WP Progress Overview**

WP/tasks	Not started	On schedule	Running with timepl. adap.	Almost terminated	Completed
1					X
2					X
3					X
4					X
5					X
6					X
7					X
8				X	

#### 3.1 Workpackage 1

WP1 objectives: To describe and analyse the current state of the art in business and research concerning business development in and collaboration among western European and Russian SMEs. To develop a first framework on the transferability of management approaches from Western Europe to Russia.

**WP 1 Progress and Main Contributions**

Tasks	Action	Contributors
T1.1	State-of-the-Art research on business development and collaboration in Russia and Western Europe. Summarising of results in report D1.1a (+ appendix).	USTUTT, TELIN, VVC, SPbSPU, RCSME, MSU, ETH
T1.2	Interviews and a survey with Russian SMES on business development and collaboration. Summary of the results in report D1.1b.	USTUTT, TELIN, VVC, SPbSPU, RCSME, MSU, EH
T1.3	SWOT analyses on the gaps between as-is and to-be in Russian business development and collaboration, based on D1.1a+b. Summary of results in D1.2.	USTUTT, TELIN, SPbSPU, RCSME, UNOTT, EH
T1.4		USTUTT, TELIN, MSU, ETH

**Corrective Actions WP 1**

Tasks	Issue description	Actions
T1.1/ T1.2	It was hard to explain the concept of CoPs to interview/survey partners.	Investing of additional time and resources on doing specific slides on Western CoPs as a practical examples.



T1.2	The inputs to report D1.1b from the survey and the interviews were considered to be too confidential to be open to the public.	D1.1b changed from public to confidential. In addition, a summary of the main results was published on the project website.
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## 3.2 Workpackage 2

WP2 objectives: To design a concept for the RUSMECO network collaboration solution.

### WP 2 Progress and Main Contributions

Tasks	Action	Contributors
T2.1	The work has been completed by producing a description of the top requirements concerning the content, training material and RUSMECO platform. These requirements were input for T2.2. To gather the requirements the project Wiki and Skype were heavily used. For reporting to the commission, the results have also been put into a report.	All project partners
T2.2	The work has been completed by producing a high-level design of the RUSMECO solution. This high-level design describes the organisational and technology aspects of the solution, and forms a basis for more detailed designs of the learning material, content and collaboration aspects. As part of the activities a highly interactive 5-day design workshop was held in St. Petersburg with all project participants. Although the results were captured as Wiki content, they have also been put into a document for reporting to the commission.	All project partners

### Corrective Actions WP 2

Tasks	Issue description	Actions
T2.2	The project partner MSU had relatively many hours in this task, given the nature of the activities.	Hours have been relocated from MSU to project partner VVC in accordance with the required activities. In other tasks, hours were be relocated from VVC to MSU to compensate.
T2.2	The work on defining content clusters, self-assessment tool and brokerage area was not keeping pace with the work on platform and training material.	During the design workshop extra effort has been paid to the work items that were behind schedule. Regarding these parts, the resulting design is still least detailed.

## 3.3 Workpackage 3

WP3 objectives: To realise the designed solution with respect to the contents.



### WP 3 Progress and Main Contributions

Tasks	Action	Contributors
T3.1	The list of content clusters was created and discussed with RUSMECO team The list of types of documents was created and discussed with RUSMECO team Both lists were discussed with the focus group of iSMEs, the corrections in the lists were made	VVC, RCSME, MSU, TUVEC
T3.2	The first version of the technical platform was created and filled with the first examples of documents The list of corrections was prepared The final templates for the documents were discussed and realized All topics of library in portal were filled with materials as first examples for future members of Community (articles were found, abstracts were prepared) Materials for all sections of portal were collected from all participants of WP3, were analyzed and were placed in sections	VVC, RCSME, MSU, TUVEC
T3.3	The self-assessment system was created The main features of this system were discussed with the representatives of iSMEs Criteria for self-assessment of SMEs were discussed and were chosen. Idea and method of self-assessment were discussed and algorithm of future tool was created after discussions	VVC, RCSME, UoN

### Corrective Actions WP 3

Tasks	Issue description	Actions
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## 3.4 Workpackage 4

WP4 objectives: To develop an adequate training & learning environment development taking into account the identified requirements of the SME network partners.

### WP 4 Progress and Main Contributions

Tasks	Action	Contributors
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T4.1	<p>Design of training material:</p> <ul style="list-style-type: none"> <li>Identifying training needs (based on d1.1) and matching existing training materials as well as capabilities of specific partners to develop materials we do not have yet</li> <li>Definition of learning material priorities</li> <li>Choice and development of a learning strategy based on target audience characteristics;</li> <li>Choice of learning material design strategy based on target audience characteristics</li> <li>Structuring existing content for pragmatic use, development of training aids</li> <li>Training materials for face-to-face and online trainings for CoP members and CoP facilitator was designed</li> <li>List of trainings according needs of target audience and delivery methods</li> <li>Description of learning concept , of learning strategy target audience</li> <li>Development of a course script (scenario) for online and offline training</li> </ul>	MESI, MSU, ETH, TUV, EBK, TELIN, VVC, RCSME
T4.2	<p>Course design:</p> <ul style="list-style-type: none"> <li>Development of a course descriptions and scripts (scenarios) for online and offline training</li> <li>Development of material for learning activities: tests, assignments, case studies, questions to discuss, model exam questions for online and offline training</li> <li>Development of learning modules / training (online and offline training)</li> <li>Courses for online and offline trainings were developed</li> <li>Development of learning modules / training (online and offline training)</li> <li>Development of material for learning activities: tests, assignments, case studies, questions to discuss, model exam questions for online and offline training</li> <li>All materials evaluation and adjusting</li> </ul>	MESI, ETH, TUV, EBK, TELIN, VVC RCSME
T4.3	<p>Make learning material available online:</p> <ul style="list-style-type: none"> <li>Check the readiness of platform and its requirements</li> <li>Learning material codification, making LM are available on the collaboration platform <a href="http://www.rusmeco.ru/moodle">www.rusmeco.ru/moodle</a></li> </ul>	MESI, VVC

T4.4	Train Facilitators: <ul style="list-style-type: none"> <li>• Determination of qualification characteristics for facilitator- Facilitators competency model</li> <li>• Facilitators competency model was designedCoP facilitator training materials was developedFacilitators training and certification was conductedCollection of feedback and adjusting of the facilitator training module</li> </ul>	ETH, VVC, SPbSPU, RCSME, MESI, Telin
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#### Corrective Actions WP 4

Tasks	Issue description	Actions
T4.1	Design of training material	Tasks 4.1 and 4.2 were combined in one to avoid overlaps between them. This included the shifting of the responsibility of task 4.2 from EBK to MESI.
T4.3	Shift of 1MM from task 4.3 (Make learning material online) to 4.2 (course design).	Learning material has been made online by MESI, there was no effort by ETH needed. By contrast, ETH had a double effort to spend on T 4.2 as we did not only develop the course but had to translate all related material from German into Russian language.
T 4.4	Train Facilitators	Since TELIN did become responsible for T4.4, more person-months were needed for the work than planned in the original DoW: the facilitator training required developing training material and administering the courses.

### 3.5 Workpackage 5

WP5 objectives: To develop and apply an ICT-tool for network collaboration.

#### WP 5 Progress and Main Contributions

Tasks	Action	Contributors
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T5.1	<p>After considering a variety of content management / e-learning and collaboration platform alternatives Drupal has been selected as a basis for the Rusmeco solution, with the assistance of Moodle for e-learning supporting.</p> <p>The following CoP platform functionality modules were implemented and tested: Content Management, User Management, Collaboration facilities, Personal workspace facilities, Search, Subscription, Training (E-learnin) Area, Brokerage Area and Self-Assessment tool.</p> <p>Focus Group and User Test has been conducted to get the feedback concerning the Rusmeco portal functionality and technological features from users. Necessary modification and refinement of the portal has been done according the feedback analysis results.</p> <p>The RUSMECO CoP portal was ready for using to the CoP launching (November 2006). The Portal specification and user documentation has been developed.</p>	USTUTT, TELIN, VVC, MESI, ETH
T5.2	<p>Currently the possibilities of how the Brokerage functionality can be implemented in the Drupal platform are being looked for and discussed.</p> <p>A demand-driven Brokerage Area Specification has been developed in the first version. Different possibilities of how the Brokerage Area functionality can be implemented in the Drupal platform are being looked for and discussed. A demand-driven Brokerage Area Specification has been developed. Finally it was decided to develop the Brokerage Area module with subcontracting.</p>	UNOTT, VVC
T5.3	<p>The first version of the specifications of the assessment tool is being completed. Also the issues around the self-assessment set of criterias as well as the integration the assessment tool with CoP platform (user authentication information, etc.) are being discussed.</p> <p>The issues around the self-assessment set of criterias as well as the integration the assessment tool with CoP platform (user authentication information, etc.) are being discussed a lot. The specifications of the assessment tool have been developed. The self-assessment tool was developed and integrated into the RUSMECO portal.</p>	UNOTT, VVC
T5.4	<p>Initial suggestions on the help system and tutorial are already being gathered from the RUSMECO partners.</p> <p>Suggestions on the help system and tutorial have being gathered from the RUSMECO partners. On-line help system was developed on the portal.</p>	VVC

T5.5	<p>As a part of the common Rusmecoco portal user testing procedure the Focus Group for testing the platform has been determined for the first stage. The Focus Group scenario has been developed. It has been send to the regional coordinators. Their comments / feedback are currently being collected.</p> <p>The Focus Group and User Testing scenarios have been developed. Then the procedures have been conducted. Necessary modification and refinement of the portal has been done according the feedback analysis results.</p>	VVC
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### Corrective Actions WP 5

Tasks	Issue description	Actions
WP5	Delay of WP1 results.	The consortium decided to move the end date of the deliverables to 02.10.2006.
T5.1	An appropriate choose of software platform for the portal	Well-developed software platforms were chosen as the portal basis, it allowed to adjust systems without spending all planned man/months
T5.2	Subcontracting for Brokerage Area development and integration	Because of there is not an appropriate Drupal module for Brokerage Area it was decided to develop the module. Since VVC was not be able to provide necessary resources for BA module programming it was decided to subcontract this task.
T5.5	At the Design Workshop meeting (February, St. Petersburg), the consortium decided to add in T5.5 "User test" an additional sub-task "Focus group testing" for testing and adjusting the platform at an early stage.	Delay of deliverables: D5.1 deadline was moved from 15.07.2006 to the end of WP5 - 02.10.2006 (to be able to integrate results).

## 3.6 Workpackage 6

WP6 objectives: Kick off the RUSMECO collaboration network, operationalise and support the CoPs.

### WP 6 Progress and Main Contributions

Tasks	Action	Contributors
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T6.1	An overall concept and concepts for the three regional Kick-off workshops have been developed. Preparation of three Kick-off events in Moscow (Zelenograd), St-Petersburg and Ekaterinburg was done (agenda, logistics, invitation of the CoP members, experts and politicians). A concept for further CoP support and development has been developed.	USTUTT, VVC, SPbSPU, RCSME, ETH
T6.2	Three regional Kick-off events were held in Moscow (Zelenograd), St-Petersburg and Ekaterinburg. Then follow up on-line activity was provided on the RUSMECO portal.	USTUTT, VVC, SPbSPU, RCSME, ETH
T6.3	The RUSMECO CoP support activity was provided according the RUSMECO CoP support concept. The RUSMECO CoP support team includes representatives from the RUSMECO project partners, representatives from regional innovation support infrastructures as well as representatives from some innovative companies interested in the CoP development.	USTUTT, VVC, SPbSPU, RCSME, ETH, UNOTT, TUV

#### Corrective Actions WP 6

Tasks	Issue description	Actions
WP6		VVC – WP leader
T6.1	More responsibility of TELIN in WP4 (task 4.4 leadership) after redistribution of lead from EBK.	Change of responsibility of task 6.1 to USTUTT (including menmonth shift)
WP6	Kick-offs	As TELIN had no Russian speaking people available to facilitate the community kick-off, it was decided by the project management to redistribute the hours and allocate the tasks to USTUTT and Russian-speaking project partners. As a result, TELIN has booked less person-months on WP6 then planned in the DoW.

### 3.7 Workpackage 7

WP7 objectives: To validate both the collaboration platform functionalities and the collaboration network and to adapt them according to the validation reports.

#### WP 7 Progress and Main Contributions

Tasks	Action	Contributors
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7.1	Meetings and discussions with iSMEs from St-Petersburg and North-Western region were realized. Acknowledgement of state of art in the innovative small business was received On-line feedback mechanisms were designed and prepared for using.	VVC RCSME
7.2	Roadmap for the further development of the Russian SME sector was planned. Possible scheme of future innovative network of SME was created. Collaboration with the regional system for support of Russian SME began to work. Situation with different forms of Community life was analyzed in accordance with opinions of project participants and representatives of iSMEs Positive and negative features of portal and f2f meetings were identified Different suggestions for improvements of portal and f2f meetings were defined for realization.	RCSME MSU MESI
7.3	Analysis of current situation in Russian iSME's sector was made. Prognoses of future of RUSMECO Community was presented as the results of previous analysis.	

#### Corrective Actions WP 7

Tasks	Issue description	Actions
T7.1	Delay of WP1 results.	CoP was launched only in November-December and there were only few months for analysis and refinement. CoP members only started to work and understand their possibilities in the CoP, so there was not a big feedback from them during the first 3-4 months. VVC thus spend less menmonths than planned.

### 3.8 Workpackage 8

WP8 objectives: To disseminate, promote and sustain the project results.

#### WP 8 Progress and Main Contributions

Tasks	Action	Contributors
T8.1	Development of dissemination concept Writing 6 newspaper articles promoting the network/project Promotion of RUSMECO project in business support community through events, expositions, forums and media events	All

T8.2	<p>Development of concept for the knowledge exchange with the research community and projects of common interest</p> <p>Preparation and conduction of an on-line event at the Knowledgeboard <a href="http://www.knowledgeboard.com/cgi-bin/item.cgi?id=2812">http://www.knowledgeboard.com/cgi-bin/item.cgi?id=2812</a> 14 February 07, 14:00 CET to discuss regional experience of creating CoPs for iSMEs in Russia in Moscow, St.-Petersburg, Yekaterinburg</p> <p>Writing and publication of 12 scientific papers on RUSMECO project, CoP creation and operation</p> <p>Writing RUSMECO book containing 150 pages describing results of research, RUSMECO solution, lessons learned and practical experience, roadmap for further development and CoP support</p>	All
T8.3	<p>Development and production of marketing materials in Russian and in English</p> <p>Development and production of promotion and marketing materials in Russian and in English for the project and CoP (flyers, business cards, posters, folders, letterhead, calendar, flag, cups, pens, mugs, training certificate)</p> <p>Development and production of monthly RUSMECO newswire for CoP members. Dissemination of the newswire to CoP members in Moscow, St.-Petersburg, Yekaterinburg</p>	EH, EBK, USTUTT, VVC, SPBSPU, ETH, RCSME, TELIN, MESI
T8.4	<p>Creation of an interactive Web-site <a href="http://www.rusmeco.ru">www.rusmeco.ru</a> and <a href="http://www.rusmeco.net">www.rusmeco.net</a> presenting the project and RUSMECO network. The content includes the following topics: - Knowledge management- Quality management-Financial management- International marketing- IPR- Innovation- Collaboration- International business- Business English- R&amp;D and innovation programs and contains news, events, training programs, library, forums, profiles of companies and people – CoP members</p>	All
T8.5	<p>Translation of all printed marketing and promotional materials (texts in flyers, folders, business cards, posters, presentations, RUSMECO book, hand-outs for f2f events); materials, papers and documents for the RUSMECO portal and Web-site; project documents; proof reading of most important outgoing materials and documents from Russian into English and vice versa</p>	RCSME

### Corrective Actions WP 8

Tasks	Issue description	Actions
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8.1	Scientific publications	In the original DoW no hours were reserved for TELIN to write scientific publications, although TELIN was responsible for linking up with the scientific community. Therefore, the project management decided to redistribute hours so TELIN could contribute to the RUSMECO book and write a scientific publication for the I-KNOW 2007 conference.
8.5	Budget	The initial budget for translation was insufficient for the amount of all translations under the project
WP8	Need to shift responsibilities for the management of WP8 and reporting on it in 2006-2007	The WP8 leadership was shifted from partner 12, EBK, to partner 5, RCSME

### 3.9 List of deliverables

The following deliverables are due in the course of the project. The ones already submitted to the European Commission are marked.

#### Deliverables List

Deliv. no.	WP no.	Deliverable name	Lead partner	Due date	Status
D1.1a	1	Current state of business development and collaboration in research report	USTUTT	15 Nov 05	submitted
D1.1b	1	Current state of business development and collaboration in industry report	USTUTT	15 Dez 05	submitted
D1.2	1	Business development and collaboration needs report	USTUTT	15 Feb 06	submitted
D2	2	Requirements definition and solution design report	TELIN	15 Feb 06	submitted
D3.1	3	Report on contents	SPbSU	15 Apr 06	submitted
D3.2	3	Self-assessment concept and criteria	SPbSU	15 Apr 06	submitted
D4	4	Training concept and	MESI	15 Jun 06	submitted

		material			
D5.1	5	Collaboration platform software specifications	VVC	15 Jul 06	submitted
D5.2	5	Collaboration platform prototype	VVC	15 Jul 06	submitted
D6	6	Report on CoPs (kick-off workshops, support)	VVC	15 Dez 06	submitted
D7.1	7	Validation and adaptation report (online feedback, workshops)	SPbSU	15 May 07	submitted
D7.2	7	Transferability framework	SPbSU	15 May 07	submitted
D7.3	7	Roadmap for the further development of the Russian SME sector	SPbSU	15 May 07	submitted
D8.1	8	Dissemination Report (1st, 2nd, 3rd, final version)	RCSME	15 May 06, 15 Nov 06, 15 May 07, 15 Nov 07	submitted
D8.2	8	RUSMECO - book	RCSME	15 May 07	in progress (nearly finished)
D9.1	9	1st Periodic Progress Report (PPR) and 1st Cost Statement (CS)	USTUTT	15 May 06	submitted
D9.2	9	2nd Periodic Progress Report and Final Cost Statement	USTUTT	15 May 07	submitted
D9.3	9	Final Activities and Management Report	USTUTT	15 May 07	submitted

## 4. Consortium management

### 4.1 Consortium Management

WP9 objectives: In order to ensure an effective and efficient project management, a separate work package is necessary. This work package ensures efficient co-operation among the partners, controls the work results, and supports co-operation and communication within and beyond the project partners and members.

#### WP 9 Progress and Main Contributions

Tasks	Action	Contributors
T9.1	Organisation of f2f meetings and phone conferences; contact to EC; providing report templates; advising and supporting partners conc. EU-project management (financial issues, reporting); collection of regular WP progress reports; watching deadlines; collecting, review, support of reports and sending out reports.	USTUTT
T9.2	Member of RUSMECO coordination board. Preparation and facilitation of consortia meetings. Monitoring quality of the results (including introduction of quality control milestones and review procedures). Mediation between EU and Russian partners. Development, introduction and adjustment of the project communication and working practices in distributed multicultural settings. Introducing collaboration technologies (Skype, wiki).	TELIN
T9.3	The technical coordination tasks included the surveillance of all technical developments (Project Collaboration Space, e.g. Wiki, mailing list), providing technology consulting inside the Project to use technologies effectively (including manuals developing), domain name registration and hosting for RUSMECO project web-resources (web-site, Wiki, CoP portal, mailing list) and the participation in the Coordination Board.	VVC
T9.4	The regional coordinators were responsible for all activities in their region, including e.g. organisation of regional workshops with local iSMEs, coordination of interviews/surveys in their region, establishing contacts to iSME clusters.	SPbSPU, RCSME, VVC

#### Corrective Actions WP 9

Tasks	Issue description	Actions
	-	

## 4.2 Contractors

**TELIN:** There is a new Scientific Coordinator from TELIN: Robert Slagter (phone: +31 53 4850 488; e-mail: Robert.Slagter@telin.nl).

**RCSME** have moved to a new office, so their contact information has changed. Moreover, they have a new legal address (effective since April 14, 2006).

Legal address: Office 612, Nametkina str. 14, block 2, 117420 Moscow, Russia

Office address: Russian SME Resource Centre, Zhitnaya str., 14, building 1, 119049 Moscow, Russia

Mailing address: POB 381, Central Post Office, Moscow 101000, Russia

Phone/fax: +7-495-332-00-34

Mobile: + 8-903-297-20-80

**ETH** have changed their address. The new address is the following.

Eidgenössische Technische Hochschule (ETH) Zürich

Zentrum für Organisations- und Arbeitswissenschaften (ZOA)

Forschungsgruppe "Psychologie der Arbeit in Organisation und Gesellschaft" (PdA)

KPL G22

Kreuzplatz 5 (KPL J 12)

CH-8032 Zürich

They have also changed their bank account. The new one is the following.

Holder of the bank account: Eidgenössische Technische Hochschule Zürich

Address: Rämistrasse 101, CH-8092 Zürich

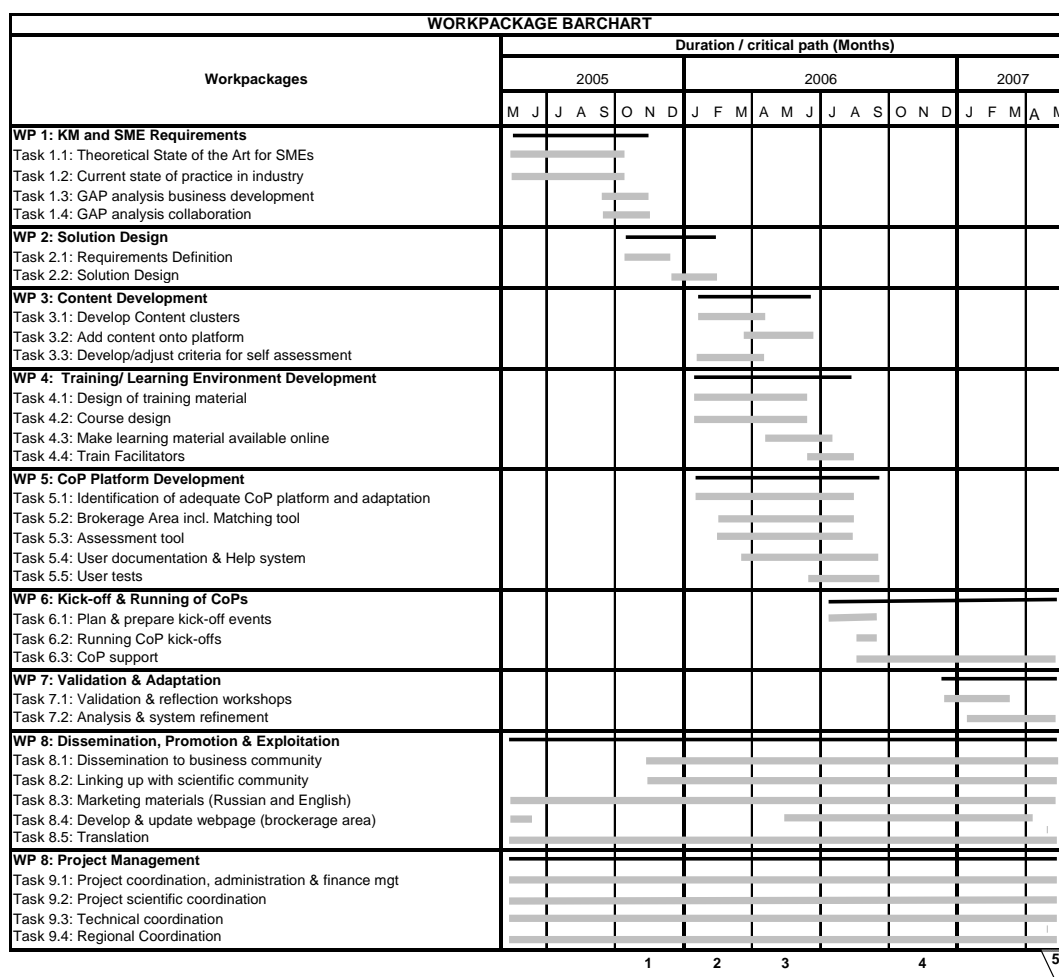
Name of the Bank: Zürcher Kantonalbank

Address: Bahnhofstrasse 9, 8001 Zürich

IBAN Number: CH07 0070 0131 5000 3913 6

SWIFT Code: ZKBKCHZZ80A

## 4.3 Project Timetable and Status



 : Milestones

## 4.4 Co-ordination Activities

There were monthly phone conferences of the RUSMECO coordination board, including managers of running work packages and the dissemination manager. For all of these conferences, a status of the currently running tasks was provided. The minutes of the conferences were put on the project server; in addition, a summary was presented to all in the so-called "RUSMECO gazetta" (monthly newswire to project partners).

In addition, we had the following physical meetings:

- Kick-off meeting: whole consortium, Moscow, May 05
- WP1 meeting: TELIN and USTUTT, Düsseldorf, June 05
- WP1 meeting: TELIN and USTUTT, Stuttgart, Nov 05

- WP1 meeting: Russian partners, TELIN, ETH, Moscow, Dez 05
- WP2 Solution Design Meeting: whole consortium, St. Petersburg, Feb 06
- WP3-6 Intermediate Development Meeting: whole consortium, Stuttgart, June 06
- WP3-7 Whole consortium meeting in Peterburg, February 2006
- WP3-7 Whole consortium meeting in Zelenograd, November 2006
- WP3-7 Final meeting in Moscow, April 07
- WP4 Training of facilitators, Moscow, 17-18 September 2006
- WP6 CoP Kick-off meeting, Zelenograd – Moscow, topic – “Management of intellectual property”, November 16, 2006
- WP6 Roundtable at the RF Chamber of Commerce, Moscow. Presentation of RUSMECO portal and project to RF Chamber of Commerce and TACIS project to support export-oriented iSMEs, December 2006.
- WP6 Information Day on FP7 at the Russian National Contact Point for FP6-FP7, December 2006, Moscow.
- WP6 Organisation of CoP support meeting at ETH in Zurich (January 2007)
- WP6 Workshop prior to All-Russia SME Conference, Moscow, RF Chamber of Commerce, March 2007.
- WP6 A meeting prior to the video-link and a video-link at the British Council, Moscow Office, topic “Support programs for innovative SMEs” , March 23, 2007.
- WP6 CoP f2f meeting in Zelenograd, topic – “Practical experiences of participation in international programs for support of innovative SMEs”, March 30, 2007.
- WP6 CoP meeting in St. Petersburg (April 2007)
- WP6 CoP meeting in Yekaterinburg (April 2007)
- WP6 CoP f2f meeting, May 2007, Zelenograd, topic “Prospects and opportunities of further support of CoPs in Zelenograd”.
- WP6 Meetings with iSMEs and Business Support Centre in Zelenograd and with a journalist of “Le Soir” and “Figaro” newspapers, June 2006
- WP6 International Workshop in Zelenograd on support to export-oriented SMEs, topic “How RUSMECO project and CoPs support iSMEs” , September 2006
- WP7 RUSMECO feed-back workshop in Chamber of Commerce, Moscow, December 2005
- WP8 A meeting at the Foundation for iSME support “Innovations and Investments”, Moscow, to present RUSMECO project, April 2007.

The task of these meetings were documented in the meeting minutes and consolidated with the running tasks monitored during the RCB phone conferences.

## 4.5 Distribution of the Community'

## Contribution

Report on the Distribution of the Community's contribution																				
Type of Instrument			STREP		Project Title (or Acronym)				RUSMECO				Contract N°			516752				
Part I			Community's prefinancing (or payment) sent to the coordinator <sup>(1)</sup>																	
			Reporting Period 1 <sup>(2)</sup>		Reporting Period 2 <sup>(2)</sup>		Reporting Period 3 <sup>(2)</sup>		Reporting Period 4 <sup>(2)</sup>		Reporting Period 5 <sup>(2)</sup>		Reporting Period 6 <sup>(2)</sup>		Reporting Period 7 <sup>(2)</sup>		Final payment		Total Amount (I) <sup>(3)</sup>	
			From	To	From	To	From	To	From	To	From	To	From	To	From	To				
			15.05.2005	14.05.2006	15.05.2006	14.05.2007														
			Date	Amount (A)	Date	Amount (B)	Date	Amount (C)	Date	Amount (D)	Date	Amount (E)	Date	Amount (F)	Date	Amount (G)	Date	Amount (H)		
Total (X)			4.08.2006	695.040,00	20.12.2006	318.296,90													1.013.336,90	
Part II			Distribution of the Community's prefinancing (or payment) between contractors according to the consortium decision(s) <sup>(4)</sup>																	
Contractor n°	Organisation Short Name	Country Code	Reporting Period 1		Reporting Period 2		Reporting Period 3		Reporting Period 4		Reporting Period 5		Reporting Period 6		Reporting Period 7		Final payment		Total Amount (I) <sup>(6)</sup>	
			Date(s) <sup>(5)</sup>	Amount(s) (A') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (B') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (C') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (D') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (E') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (F') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (G') <sup>(5)</sup>	Date(s) <sup>(5)</sup>	Amount(s) (H') <sup>(5)</sup>		
1	USTUTT	DE			13.07.2007	-2.059,51													-2.059,51	
					10.05.2007	-1.500,00													-1.500,00	
					13.04.2007	-1.500,00													-1.500,00	
					29.05.2007	-2.250,00														-2.250,00
					30.03.2007	-3.392,39														-3.392,39
					27.03.2007	-760,00														-760,00
					8.03.2007	-673,10														-673,10
					27.02.2007	-7.600,00														-7.600,00
			4.08.2006	127.342,00	20.12.2006	79.758,37														207.100,37
			Total	127.342,00	Total	60.023,37	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00
2	TELIN	NL			8.03.2007	673,10													673,10	
			11.08.2006	76.340,00	20.02.2007	34.287,55													110.627,55	
			Total	76.340,00	Total	34.960,65	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	111.300,65	
																			0,00	
																			0,00	
3	VVC	RU			13.07.2007	2.059,51													2.059,51	
					30.03.2007	3.392,39													3.392,39	
			9.09.2006	57.091,00	20.02.2007	21.345,20													78.436,20	
			Total	57.091,00	Total	26.797,10	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	83.888,10	
																			0,00	
4	SPbSPU	RU			29.05.2007	2.250,00													2.250,00	
			23.08.2006	35.841,00	20.02.2007	13.246,69													49.087,69	
			Total	35.841,00	Total	15.496,69	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	51.337,69	
																			0,00	
																			0,00	
5	RCSME	RU			10.05.2007	1.500,00													1.500,00	
					13.04.2007	1.500,00													1.500,00	
			12.08.2006	47.898,00	23.02.2007	21.935,11													69.833,11	
			Total	47.898,00	Total	24.935,11	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	72.833,11	
																			0,00	
6	MSU	RU			23.08.2006	29.265,00	20.02.2007	13.402,00											42.667,00	
			Total	29.265,00	Total	13.402,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	42.667,00	
																			0,00	
																			0,00	
																			0,00	
7	MESI	RU			27.03.2007	760,00													760,00	
			23.08.2006	44.062,00	20.02.2007	20.178,29													64.240,29	
			Total	44.062,00	Total	20.938,29	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	65.000,29	
																			0,00	
																			0,00	
8	UNOTT	GB			11.08.2006	85.329,00	20.02.2007	39.076,62											124.405,62	
			Total	85.329,00	Total	39.076,62	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	124.405,62	
																			0,00	
																			0,00	
																			0,00	
9	ETH	CH			10.08.2006	83.060,00	20.02.2007	38.037,59											121.097,59	
			Total	83.060,00	Total	38.037,59	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	121.097,59	
																			0,00	
																			0,00	
																			0,00	
10	TÜVEC	DE			11.08.2006	42.609,00	24.01.2007	19.513,21											62.122,21	
			Total	42.609,00	Total	19.513,21	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	62.122,21	
																			0,00	
																			0,00	
																			0,00	
Page n° / 1 2																				

Report on the Distribution of the Community's contribution																				
Type of Instrument			STREP		RUSMECO				RUSMECO				Contract N°				516752			
Part II			Distribution of the Community's prefinancing (or payment) between contractors according to the consortium decision(s) (4)																	
Contractor n°	Organisation Short Name	Country Code	Reporting Period 1		Reporting Period 2		Reporting Period 3		Reporting Period 4		Reporting Period 5		Reporting Period 6		Reporting Period 7		Final payment		Total Amount (I') (€)	
			Date(s) (5)	Amount(s) (A') (5)	Date(s) (5)	Amount(s) (B') (5)	Date(s) (5)	Amount(s) (C') (5)	Date(s) (5)	Amount(s) (D') (5)	Date(s) (5)	Amount(s) (E') (5)	Date(s) (5)	Amount(s) (F') (5)	Date(s) (5)	Amount(s) (G') (5)	Date(s) (5)	Amount(s) (H') (5)		
11	EH	RU																	0,00	
																		0,00		
			11.08.2006	13.332,00	20.02.2007	6.115,57													19.447,57	
			Total	13.332,00	Total	6.115,57	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	19.447,57	
12	EBK	RU																0,00		
					27.02.2007	7.600,00												7.600,00		
			23.08.2006	52.871,00	27.02.2007	11.400,70												64.271,70		
			Total	52.871,00	Total	19.000,70	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	71.871,70	
13																		0,00		
																		0,00		
																		0,00		
			Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	0,00	
14																		0,00		
																		0,00		
																		0,00		
			Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	0,00	
15																		0,00		
																		0,00		
																		0,00		
			Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	Total	0,00	0,00	
Total (Y)				695.040,00		318.296,90		0,00		0,00		0,00		0,00		0,00		0,00	1.013.336,90	
Part III			Difference between Community's prefinancing (or payment) sent to the coordinator and Total Distribution of the Community's prefinancing (or payment) between contractors according to the consortium decision(s) (4)																	
Community's prefinancing (or payment) not yet distributed between contractors (Z) (7)	Reporting Period 1		Reporting Period 2		Reporting Period 3		Reporting Period 4		Reporting Period 5		Reporting Period 6		Reporting Period 7		Final payment		Total Amount			
		0,00		0,00		0,00		0,00		0,00		0,00		0,00		0,00		0,00		
																			0,00	
			Page n° /		2														2	



## 5. Annex – Plan for using and disseminating the knowledge

### 5.1 Exploitable knowledge and its use

Overview table

Exploitable knowledge (description)	Exploitable product(s)/measure(s)	Sector(s) of application	Timetable for comm. use	Patents or other IPR protection	Owner & Other Partner(s) involved
CoP platform with contents, training, self-assessment tool, brokerage area		Russian SME sector	after project end (May 07)	-	all

### 5.2 Dissemination of knowledge

Promotion Events to (Russian) SMEs during the project

Month	Partner	Type	Theme / Participant	Place	Dissemination material used
Oct. 2005	RCSME	Conference		Moscow	Flyers, slides
Oct. 2005	VVC	Conference	II Euro-Asian Forum for Innovation and Investment	Ekaterinburg	Flyers, slides
Oct. 2005	VVC	Face-to-face meeting	The Science and Innovation Department in the Ministry of Industry, Energy and Science of Sverdlovsk region	Ekaterinburg	Flyers
Nov20 05	VVC	Conference	Small and Medium Business Days in Ekaterinburg	Ekaterinburg	Flyers
Nov 2005	VVC	Face-to-face meeting	Ural Regional Centre for Technology Transfer	Ekaterinburg	Flyers

Nov 2005	VVC	Face-to-face meeting	Russian President's Management Training Initiatives (RPMTI) Alumni Club in Sverdlovsk region	Ekaterinburg	Flyers
Dec 2005	RCSME	Conference	Innovation and external relations	Moscow	Flyers, slides, case studies
Dec 2005	SPbSPU	Conference	Innovation and external relations	San Peterburg	Flyers, slides, case studies
Dec 2005	MESI	Conference	Innovation and external relations	Ekaterinburg	Flyers, slides, case studies
Dec 2005	USTUTT	Conference	Learning at the Workplace	Stuttgart	Poster, flyers
Dec 2005	VVC	Conference	Input of the RPMTI graduates' and alumni activities in the development of Ural region	Ekaterinburg	Flyers, slides
Dec 2005	VVC	Face-to-face meeting	Centre for Innovation Business	Ekaterinburg	Flyers, slides
Nov 2005	VVC	Conference	SME business days in Yekaterinburg	Yekaterinburg	flyers
Nov 2005	VVC	Face-to-face meeting	Ural Regional Centre for Technology Transfer	Yekaterinburg	flyers
April 2006	RCSME	Workshop	INTAS – Russian Foundation for Support of Innovative Business	Moscow	flyers
April 2006	RUSMECO consortium	Meeting	Meeting with representative of local Community	Stuttgart	flyers

July- Septe mber 2006	USTUTT, TELIN	interviews	Interviews with EU CoP members	Germany, The Netherlands	Flyers
July 2006	RCSME	Face-to-face meetings	Zelenograd iSMEs, Business Support Centre	Zelenograd (Moscow)	Flyers
Septe mber 2006	RCSME	Workshop	How RUSMECO project and CoPs support iSMEs	Zelenograd (Moscow)	Presentation (Slides)
Septe mber 2006	EBK, TELIN, VVC, RCSME, MESI, SPBSPU	Training workshop	Facilitator Training for RUSMECO CoPs	Moscow	Flyers, caps, slides
Octob er 2006	VVC	Conference	Regional Conference on Technology Transfer	Yekaterinburg	Flyers, slides
Octob er 2006	USTUTT	Workshop	E-challenges	Barcelona	Flyers, business cards
Nov 2006	EBK, RCSME, VV C, SPBSPU, US TUTT, TELIN, MSU, ETH, MESI, UNOTT	Kick-Off event	Formal kick-off of RUSMECO Community of Practice	Moscow (Zelenograd)	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides
Nov 2006	EBK, SPSPU , TELIN, VVC	Kick-Off event	Formal kick-off of RUSMECO Community of Practice	St.- Petersburg	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides
Nov 2006	ETH		Presentation of RUSMECO as an example during the presentation 'CoPs in the innovative automotive sector'	CURIA (Portugal), INOCOP Comunidades de Prática (COP) Launch (automotive Cluster)	Slides, flyers, business cards

November 2006	USTUTT	International Conference	IST + publication on RUSMECO project in brochure "Spotlight on Russia in IST"	Helsinki + On-line <a href="http://rp7.ffg.at/spotlight">http://rp7.ffg.at/spotlight</a>	Flyers, business cards, publication
Dec 2006	EBK, SPSPU, TELIN, VVC	Kick-Off	Formal kick-off of RUSMECO Community of Practice	Yekaterinburg	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides
14.12. 2006	ETH	Workshop	Presentation of RUSMECO to the Executive MBA class for 23 SME managers (middle level in hierarchy).	Lucerne School of Business	flyers
December 2006	RCSME	Round Table Discussion	Presentation of RUSMECO portal and project to RF Chamber of Commerce and export-oriented iSMEs	Moscow	Slides, business cards, flyers
December 2006	RCSME	Information Day towards FP7 launch	Presentation of RUSMECO portal and project	Moscow	Business cards, flyers
Dec 2006	MSU	Workshop	CoPs and cooperation practices	Moscow	Flyers, business cards
November 2005	VVC	Conference	SME business days in Yekaterinburg	Yekaterinburg	flyers
November 2005	VVC	Face-to-face meeting	Ural Regional Centre for Technology Transfer	Yekaterinburg	flyers

April 2006	RCSME	Workshop	INTAS – Russian Foundation for Support of Innovative Business	Moscow	flyers
April 2006	RUSMECO consortium	Meeting	Meeting with representative of local Community	Stuttgart	flyers
July-September 2006	USTUTT, TELIN	interviews	Interviews with EU CoP members	Germany, The Netherlands	Flyers
July 2006	RCSME	Face-to-face meetings	Zelenograd iSMEs, Business Support Centre	Zelenograd (Moscow)	Flyers
September 2006	RCSME	Workshop	How RUSMECO project and CoPs support iSMEs	Zelenograd (Moscow)	Presentation (Slides)
September 2006	EBK, TELIN, VVC, RCSME, MESI, SPBSPU	Training workshop	Facilitator Training for RUSMECO CoPs	Moscow	Flyers, caps, slides
October 2006	VVC	Conference	Regional Conference on Technology Transfer	Yekaterinburg	Flyers, slides
October 2006	USTUTT	Workshop	E-challenges	Barcelona	Flyers, business cards
November 2006	EBK, RCSME, VVC, SPBSPU, USTUTT, TELIN, MSU, ETH, MESI, UNOTT	Kick-Off event	Formal kick-off of RUSMECO Community of Practice	Moscow (Zelenograd)	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides

November 2006	EBK, SPSPU, TELIN, VVC	Kick-Off event	Formal kick-off of RUSMECO Community of Practice	St.-Petersburg	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides
November 2006	ETH		Presentation of RUSMECO as an example during the presentation 'CoPs in the innovative automotive sector'	CURIA (Portugal), INOCOP Comunidades de Prática (COP) Launch (automotive Cluster)	Slides, flyers, business cards
November 2006	USTUTT	International Conference	IST + publication on RUSMECO project in brochure "Spotlight on Russia in IST"	Helsinki + On-line <a href="http://rp7.ffg.at/spotlight">http://rp7.ffg.at/spotlight</a>	Flyers, business cards, publication
November 2006	VVC	Conference	Technology Transfer CONference	Yekaterinburg	Business cards, flyers
December 2006	EBK, SPSPU, TELIN, VVC	Kick-Off	Formal kick-off of RUSMECO Community of Practice	Yekaterinburg	RUSMECO flag, posters, flyers, business cards, pens, mugs, caps, slides
December 2006	ETH	Workshop	Presentation of RUSMECO to the Executive MBA class for 23 SME managers (middle level in hierarchy).	Lucerne School of Business	flyers
December 2006	RCSME	Round Table Discussion	Presentation of RUSMECO portal and project to RF Chamber of Commerce and export-oriented iSMEs	Moscow	Slides, business cards, flyers

December 2006	RCSME	Information Day towards FP7 launch	Presentation of RUSMECO portal and project	Moscow	Business cards, flyers
December 2006	MSU	Workshop	CoPs and cooperation practices	Moscow	Flyers, business cards
January 2007	VVC, SBPSPU, UNOTT, ETH	UnBla 2007	Presentation of regional Russian CoPs	Luzern	Flyers, business cards
February 2007	RCSME, VVC, SPBSPU	F2f meetings	Quality management	Moscow-Yekaterinburg-St.-Petersburg	Folders, posters, business cards
March 2007	RCSME	Workshop prior to All-Russia SME Conference	Presentation of CoP activities, benefits and practices	Moscow	Flyers, business cards
March 2007	VVC, SPBSPU, RCSME	Video-conference	National and International Programs for iSMEs	Moscow-Yekaterinburg-St.-Petersburg	Folders, posters, business cards
March 2007	EH	European Business Summit	Integration of Russia into European Innovative Community	Brussels	Flyers, business cards, folders
April – May 2007	VVC, SPBSPU, RCSME	F2f meetings	International Business	Moscow-Yekaterinburg-St.-Petersburg	Folders, posters, business cards
April 2007	VVC, MSU	KM Russia 2007, plenary session and round table	Presentation of regional Russian CoPs if iSMEs	Moscow	Flyers, business cards
May 2007	VVC	XII Russian Economic Forum 2007	Presentation of cooperation practices and regional Russian CoPs	Yekaterinburg	Flyers, business cards, posters
May 2007	SPBSPU	International Forum from Science to Business	Presentation of cooperation practices and regional Russian CoPs	St.-Petersburg	Flyers, business cards, posters

January 2007	VVC	Announcements and briefings	CoP Results	<a href="http://www.innov.ur.ru/">http://www.innov.ur.ru/</a> - the innovation web-portal for Ural region	Publication, links
2007	SPBSPU	Publications	RUSMECO CoP	Journal "Innovations" <a href="http://innov.eltech.ru">http://innov.eltech.ru</a> , <a href="http://www.mag.innov.ru">www.mag.innov.ru</a>	Articles
2007	SPBSPU	Publications	RUSMECO CoP	"Innovations in science, education and industry" ("Collection of scientific articles from St.-Petersburg State Technical University")	Articles
2007	RCSME	A number of Publication in local mass media (journals, newspapers)	RUSMECO CoP	Moscow	Press releases, articles
April 2007	RUSMECO consortium	Final Conference	RUSMECO CoP	Moscow	Presentations, posters, flyers
May 2007	RCSME, EBK	RUSMECO project to support iSMEs	Russian Annual Conference on SME support	May 2007	Presentations, posters, flyers

#### Dissemination Activities to Research during the project

Month	Partner	Type	Theme/Participant	Place	Dissemination material used
Oct. 2005	all	Project: Admire-P	Supporting Russian participation in EC research		Activities: Link to RUSMECO on homepage, promotion of RUSMECO events



December 2005	MSU	Workshop	CoPs and evolution of cognitive approach	Moscow	Slides
December 2005	MSU	Workshop	CoPs and evolution of cognitive approach	Moscow	Slides
June 2006	USTUTT	International Conference	ICE	Milan	
December 2005	MSU	Conference	Knowledge management and collaboration technologies	Moscow	Slides
April 2006	MSU	Conference	Collaboration of SMEs; survey results	Moscow	Slides
April 2006	MSU	Conference	Integration in collaboration and cooperation	Moscow	Flyers, publication of abstract
Nov 2006	MSU	International Conference	Development of integration cooperation forms	Moscow	Flyers, business cards
December 2005	MSU	Workshop	CoPs and evolution of cognitive approach	Moscow	Slides
December 2005	MSU	Workshop	CoPs and evolution of cognitive approach	Moscow	Slides
June 2006	USTUTT	International Conference	ICE	Milan	
December 2005	MSU	Conference	Knowledge management and collaboration technologies	Moscow	Slides
April 2006	MSU	Conference	Collaboration of SMEs; survey results	Moscow	Slides
April 2006	MSU	Conference	Integration in collaboration and cooperation	Moscow	Flyers, publication of abstract
Nov 2006	MSU	International Conference	Development of integration cooperation forms	Moscow	Flyers, business cards
March 2007	ETH, EH, SPBSPU	International Conference	Russian Session: innovation and CoPs	Brussels	Flyers, business cards

April 2007	MSU	Scientific Conference "Lomonosov Readings"	Promotion of collaboration: networks and CoPs	Moscow	Flyers, business cards
May	SPBSPU	International Conference From Science to Business	Experience of creating CoP for innovative SMEs in Russia	St.-Petersburg	Flyers, business cards, posters