

Passage is a project supported by the European Union in the frame of the Seventh Framework Programme for Research and Technological Development (Fp7). FP7 bundles all research-related EU initiatives together under a common roof playing a crucial role in reaching the goals of growth, competitiveness and employment.

THE CONSORTIUM

The project consortium involves 14 research and industrial partners from 5 EU member states:

INDUSTRIAL PARTNERS

TexClubTec [ITALY]

Project Coordinator
www.texclubtec.it

Chamber of Commerce and Industry Vratsa [BULGARIA]

www.cci-vratsa.org

Cluj Employers Association - APM Cluj [ROMANIA]

www.apm.ro

Hellenic Fashion Industry Association - SEPEE [GREECE]

www.greekfashion.gr

Ouest Mode Industrie [FRANCE]

www.ouestmode.fr

SME Partners: Marchi & Fildi (Italy), Mirage (Bulgaria), Nota (Greece), Textile du Maine (France)

RESEARCH & DEVELOPMENT PARTNERS

Institut Français Textile Habillement [FRANCE]

Technical Coordinator
www.ifth.org

Sol-Tec Soluzioni Tecnologiche [ITALY]

www.sol-tec.it

Athens Technology Center [GREECE]

www.atc.gr

Clothing Textile & Fibre Technology Development Company [GREECE]

www.etakei.gr

Raliant [ROMANIA]

www.raliant.net

CONTACT

For more information please contact

Dr. Aldo Tempesti - Project Coordinator

TexClubTec
Viale Sarca 223 20126 Milano, ITALY
Email: info@texclubtec.it

Athanase Contargyris - Technical Coordinator

Institut Français Textile Habillement
14 rue des Reculletes, 75013 Paris, FRANCE
Email: tcontargyris @ ifth.org

Find out more information, on our Project Website: www.passage-project.eu

NATIONAL CONTACT:

Industrial Knowledge

- **identify!**
- **capture!**
- **preserve!**
- **transfer!**

→ **ENHANCE!**

Corporate Industrial Knowledge
→ action: **preserve, transfer!**

Emerging Strategic Expertise
→ action: **identify!**

Specific Critical Know-How
→ action: **capture!**

Competitive Advantage
→ action: **enhance!**

Passage



An integrated knowledge management solution for the manufacturing sector, to identify, capture and preserve critical industrial know-how.

WHAT ARE WE TRYING TO ACHIEVE?

The objectives of the project are to support industrial SMEs in better preserving and managing core industrial knowledge and enhancing their competitive position based on a better capitalization of knowledge-based advantages.

PASSAGE offers answers to 4 acute problems that SMEs encounter in human resource management:

1. Losses of critical industrial know-how due caused by workforce attrition, due not only to ageing population (retirement) but also to downsizing and restructuring, linked to the process of migration of production capacities to low wage labour countries.
2. Needs of acquiring know-how for mastering new technics, processes, linked to increased speeds of innovation in any domain.
3. Needs to improve their know-how each day to remain competitive.
4. Needs to transfer know-how they have to their partners, due to the development of a widely distributed working processes (externalization of tasks, sub-contracting, enrichment of services to clients with knowledge).

For this, the PASSAGE project will develop a web-based "Capability Management Platform", providing industrial associations and their affiliated SMEs with on-line tools to assess risks of know-how loss, capture, preserve and transfer the existing key industrial expertise and forecast emerging competencies of strategic interest, taking into account the technological evolution and the industrial context.

WHY IS THIS INITIATIVE CRITICAL?

In particular, for the next five to seven years, maintaining a professional, skilled and qualified labour force will be a major issue in thousands of European businesses.

In fact, paralleling the steady aging of the population and the associated retirement wave, some other troubling facts are emerging, such as a growing migration of workers from their country of origin to a higher wage country or lowering investments in manufacturing and research in highly industrialized regions. This scenario will make it more difficult to reach a satisfactory result in an effort to re-train and keep those strategic skills that can support a far-sighted strategy for this industry. There is a serious risk of losing a scientific, technological and professional heritage that, once lost or wasted, would take many years to regain. The problem is exacerbated when the person is regarded as an expert in its field, either through skills



and qualifications or simply through length of time in employment.

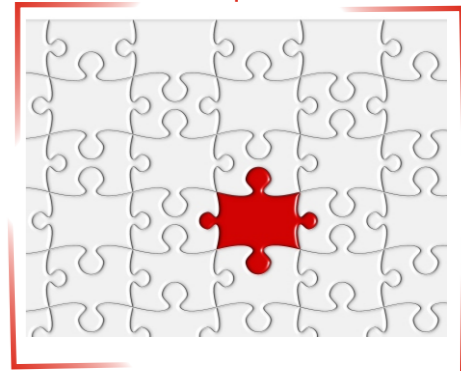
Even with regular staff attrition (mostly in sectors facing re-structuring and/or downsizing), most companies will need to find ways of addressing this serious organisational crisis, within a short period of time. The loss of knowledge has implications for HR departments and learning and development professionals, as strategies will need to be developed to enhance knowledge retention, accelerate the learning curve of any new staff as well as attempt to contribute to the existing corporate memory, where it exists.

In this context, PASSAGE relies on 3 competitive advantages:

1. It aims to provide friendly knowledge management solutions to SMEs, on a shared cost basis (accessible at cost and level of complexity)
2. It facilitates formalising implicit knowledge, a need rarely addressed
3. It facilitates identifying knowledge in context and connecting know-how to enterprise roles and real persons

IDENTIFY, FORECAST

One of the first steps in the PASSAGE approach is identifying the job profiles which are strategic and essential to an existing business and the associated critical knowledge, that might be at risk in the organization as a result of attrition. These functions are supported by dedicated web-based diagnostic and forecast modules. This differs from traditional knowledge management, which focuses on connecting the right people at the right time to the right information. Another aspect is assessing the impact of lost knowledge and building awareness of it as a strategic issue.



CAPTURE, FORMALIZE

PASSAGE provides web-based tools and methods to capture and formalize the industrial knowledge of a company, whether explicit or implicit. Derived from the proven MASK methodology, this light and intuitive approach, facilitates an efficient capturing of complex industrial experiences, concepts and relationships. It is an innovative approach, facilitating the work of human resource experts, consultants and managing staff, faced with growing demands, complexity and problems in HR management.



STORE, MANAGE, PRESERVE

The collected information finds a safe place in dedicated remote repositories, where the "Corporate Memory" can be stored and preserved. As knowledge evolves, collaborative features allow overtime enrichment, updating and sharing of know-how. Rights for distributed corporate access can be easily set and collaboration teams for formalization of know-how easy maintained.



TRANSFER

In the last step, captured knowledge of experienced employees, structured through models and documented with references, technical sheets, multimedia files, is prepared for an efficient transfer to new-comers or industrial partners. The structured learning content is extracted for authoring and deployment on e-learning platforms. Profiling and fast knowledge transfer functions lead to a smooth appropriation of the know-how by the new employees, reducing the duration and risks of integration and leading to an efficient succession process.

