



Introduction:

IC Report version 1.0

Mai 2005

This report is version 1.0 in the way that it describes de initial fazes in the process of working with IC indicators. This report is a not a fully established IC report but more a status of use of indicators from the start-up of the company 5 years ago until now and a presentation of the key assets in the company. Furthermore there is a prospect for the initiatives and use of IC indicators for the years to come.

Content:

- 1.0 Mercantilius – learning e-learning**
- 2.0 Employee competences**
- 3.0 Scheme of indicators**
- 4.0 Evaluation of use of indicators**
- 5.0 A perspective of the future**

1. 0 Mercantilius – learning e-learning

The company is a leading operator in consultancy and supply of solutions within the sphere of Virtual Learning Environment (VLE), Learning Management Systems (LMS), e-learning and knowledge management,

Vision:

To develop IT supported learning in the educational sector, public- and private organisations under the overall theme: First pedagogy – then IT. We will change 200 years of educational practice.

Core competencies:

- To analyze the internal and/or external knowledge management in organizations
- To teach, coach and manage implementations
- To maintain and exploit long term relations with our customers

Mission: Through a professional team and leading partners and/or products we will create value for our customers in IT supported knowledge management and learning.

Customers:

We have more than 200 customers both in the private and public sector. Especially we have a stronghold in the school sector where we have introduced the Norwegian VLE >>fronter to more than 190,000 users.

Products and brands:

Mercantilius delivers a comprehensive line of products within the e-learning industry. It is all products that compliment each other well which often gives us a very close customer relationship involving several products.

We market, implement and support the Norwegian Learning Management System >>fronter (www.fronter.dk). It is a web based platform facilitating cooperation, knowledge management, learning, evaluation and more. The price model is a rental model where the customer pays a fee to have access to the

solution for a period of time – typically 12 months. It gives recurring revenue model which also mean we have to sell again after 12 months. All this demands for a tight relationship with the customer.

We also market, implement and support an e-learning author tool – CourseGenie. It is a small pc based application there is activated as an add-on to MS Word. It makes it possible to create advanced e-learning content from MS Word.

Through **Center for Kompetencedeling** (www.kompetencedeling.dk) we arrange seminars, conferences and knowledge sharing events within the field of pedagogy, IT, learning portfolios, e-learning, etc. It is typically one day seminars with both customers and potential customers.

Mercantilius delivers a range of technical integrations between >>fronter and various databases. It is through both our own products and through partnerships such as Itai (www.itai.dk), CSC (www.csc.com), and others.

Furthermore we market a wide range of consultancy products among others project management, training and courses, etc. These products are all in the field of IT and Learning.

2.0 Employee competence

Mercantilius has 9 employees and 3 freelancers. The company is a young company and the employee average age is 31. We always try to overlap the competences which is to secure backup and competence durability within the company. Furthermore it secures a relevant feedback from co-workers.

Jochum Kirsebom, age 40

Jochum is the CEO of Mercantilius – learning e-learning which he established in 1999. Jochum has got some 13 years of experience in sales, management and has taken part in starting up two companies. Jochum is a member of the e-learning council of the Confederation of Danish Industry. And he is a member of the Danish e-learning community.

Jochum is often asked to do a presentation about Innovation, company start up and e-learning. Jochum has done a master in economics
+45 40 52 27 47 / jochum@mercantilius.com

Gustav Piper, age 34

Gustav is responsible for sales, project initiation and administration. He has been an officer in the Danish defence. Gustav has got a bachelor in economics and is currently doing a master in Organization and leadership. Gustav has started up

an internet based Application Service Provider company within the field of terrain modelling.

+45 26 79 08 85 / gustav@mercantilius.com

Thomas Boe Frederiksen, age 32

Since 1st January 2004 Thomas has been appointed CTO in Mercantilius and is responsible for support administration, technical development internal and with partners.

Thomas is educated in software programming, system development and network configuration. Earlier Thomas has been working with IT training and 2½ year as Regional Expert Services Manager with Fronter AS in Oslo, Norway.

+45 20 23 85 95 / tbf@mercantilius.com

Thomas Christensen, age 35

Thomas is a Bachelor from Frederiksberg Seminarium with IT & Pedagogy as focus area. Thomas has been working two years on Tre Falke Skolen – a secondary school in Copenhagen and furthermore he has got a vast experience in setting up VLE's. Thomas has been in our service since August 2003 and the area of responsibility is content development, training, pedagogy and HR development. Thomas is doing lectures on IT and pedagogy from time to time. He also is responsible for keeping himself updated on potential new software and solutions of interest.

+45 26 22 88 61 / tc@mercantilius.com

Sabina Nötzli, age 29

Sabina is a Master in Pedagogy and Culture studies from Roskilde University. She has been in our service since 2004 and responsible for development of didactical content and theory, case stories and more. Sabina teaches in pedagogy, portfolio and content development. She is also arranging excursions that take customers on field trips to various institutions of interest all over the world. Furthermore Sabina is responsible of internal and external communication.

+45 25 48 88 91 / sabina@mercantilius.com

Theresa Blicher, age 28

Theresa is educated in graphic design and has been employed on an advertising agency as an Art Director assistant and coordinator. Theresa was employed in Mercantilius in September 2003 with responsibility of arranging seminars, conferences and events.

+45 20 71 47 57 / theresa@kompetencedeling.dk

Christopher Olesen, age 24

Christopher is a Marketing Economy from Niels Brock – Copenhagen Business Academy. He was appointed in Mercantilius right after graduation with the responsibility to market CourseGenie in Scandinavia and Germany. Christopher also teaches and run training in CourseGenie.

+45 26 23 30 82 / christopher@mercantilius.com

Marie Spetz, age 34

Marie is a teacher in math, Swedish and music and has furthermore taken University courses in economics, IT in teaching and more. Currently Marie is writing a thesis in Digital Portfolio on her Master in IT and Learning on the IT University in Gothenburg. Marie has been the project manager in Stenungsund Kommune for 7 years. Marie was appointed in Mercantilius in August 2004 in a part time job marketing coursegenie in Sweden.

+46 76 801 3149 / marie@mercantilius.com

Lars Berger, age 31

Lars is educated as a 'Realschullehrer' – teacher in Germany in the topics math and Germany. Lars has been teaching both in Germany and Denmark. He is soon to graduate a Master in IT on the IT University in Copenhagen specialized in E- & M-learning. Lars was appointed November 2004 in a part time job marketing CourseGenie on the German market.

lb@mercantilius.com

Jesper Jensen, age 24

Jesper has been working in Mercantilius since autumn 2004. He is currently Studying to be a market economist on Niels Brock – Copenhagen Business Academy and will finish that in June 2005. In Mercantilius Jesper has primarily been working on a market analysis towards the public market in Denmark. Before coming to Mercantilius Jesper has among other things been an account manager in Compaq Computer and Computerstore A/S.

+45 30 29 29 82 / jesper@mercantilius.com

3.0 Scheme of indicators

Made on the model: "Guideline for Videnregnskaber" from Ministry of Science, Technology and Innovation.

Story of Knowledge	Leadership challenges	Action	Indicators
Value of use: Mercantilius offers effective e-learning for schools, public- and private organizations.	Recruitment, Competences and employee development	"Open – broad" job adds.	No. of job applications
			No. of articles in the press
		Many job interviews	No of job interviews
		Continuous training	No. of training days.

<p>What: Mercantilius delivers e-learning solution primarily as a LMS, author tools, integration software but also consultancy in relation to implementation.</p> <p>Knowledge resources: Merge of pedagogical insight, IT competences and organizational insight. The competences are managed as in-house competences and external competences via partnerships.</p>		"Minute-boss" – many employee interviews	Employee interviews – target 2 per month
	Customer need insight	Customer meetings without set agenda	No. Of customer meetings
			Registration of relevant customer data
		Use of Customer Reference groups	No. Of Reference group meetings.
	Effective sales and management.	Questionnaire to exploit customer needs	Use of CRM to manage customer relevant knowledge
		Training – Internal and External	No. of training days
	Product management	Who and how many employees.	Use of employee skill maps
		Innovation – to maintain innovative processes.	No. of change request from employees
			No. of internal innovation seminars.
		Degree of customer involvement.	No. of change request from customers
	No. of support contacts		
	Customer participation in development meetings		
	Establish and maintain partnerships	Partner involvement.	No. of partner meetings
Models of incentive			
	High level of information	Use of IT platforms – knowledge man.	

4.0 Evaluation of use of indicators.

Mercantilius is a small company with a relatively young staff in terms of years the company has existed and in terms of staff average age.

The company is still a start-up company in many ways and we do still have an extensive informal sharing of knowledge. In many ways we do not have IT systems to support the sharing of information and the systems we have, are small “bubble-strategize” systems. They are put into action when the demand occurs and it will lead to many small individual systems and it does make it hard to implement an overall strategy.

We have chosen the number of indicators we find relevant to implement and use. It is important to us that this is practical and realistic and not a theoretical issue. And therefore we expect the numbers of indicators to rise the coming years.

But we have been working quite a lot with benchmarking the relationships to the customers and partners. It is measured in the number of meetings, support actions, level of contact, persons of contact and more. We already have those data available and they are a vital part of our customer evaluation.

The indicator scheme is developed on the model from the Ministry of Science, Technology and Innovation and their “Guideline for IC reports” because this model links strategy via challenges and actions to the indicator. The scheme above is not complete; it is a static picture of a dynamic development. We have stated the first 3 columns based on the current assessment. And this will with no doubt develop over time as the company develops.

Furthermore we have chosen the indicators there are available now along with a few there is almost ready to integrate. This is indicators where we very soon have the relevant data available.

5.0 A perspective of the future

In developing knowledge management and IC reports in Mercantilius we have planned several activities the coming months.

We have had – and will have more - employee seminars in relation to the usage of indicators. Currently we are using the indicators as an internal management tool. But it is our objective to develop an annual IC report 2005. We will later decide whether or how to use this work and the report externally.

In the coming months we will implement a new CRM system. It is a relatively large project giving us the possibility to incorporate a lot of these indicators. CRM systems today have got an extensive functionality which will present us with a long line of possibilities to manage knowledge in relation to our customers, partners, internal procedures and more. This is a high prioritized project because we believe the knowledge that accumulates in the CRM system is the best way to document the vital bridge between competences of the company and the needs of the customers.

It is the company's ambition to contribute in the development of the IC report. We believe the IC report will be fully implemented when there are developed generic key figures. Both IC key figures and combined IC and Financial key figures.