

# Innovation Agent

## Processes, Products and Results



### PROJECT FINANCING



Educación y cultura

**Leonardo da Vinci**  
Proyectos piloto

### PROMOTER ENTITY



**documenta**

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Financed by European Commission  
through Leonardo da Vinci call





## **PREFACE**

*The use of New Technologies (NT) in small and medium size enterprises (SMEs) has left to be a sustainable competitive advantage. Once it has been overcome the stage in which the main aim was to have final products available in the market, at this moment what really is of vital importance is to have those innovations that actually facilitate the activity of the organization and give an added value to its processes and activities...*

*This is just the challenge assumed by "Innovation Agent": a Project promoted by DOCUMENTA which comes up in a very well defined territorial context as it is Cantabria, with a low culture of innovation and intra businesses' cooperation; Basic elements to solve limits imposed by the reduced sized of our enterprises to face processes of social and technological modernization.*

*"Innovation Agent" has had two main objectives: on the one hand to contribute to increment competitiveness and capacity of innovation of enterprises and, on the other to define, create and test a new professional European profile to foster insertion/reinsertion of qualified women in the labour market.*

*The "Innovation Agent", as professional, will be the one managing intangible assets in small and medium size enterprises (human, structural and relational capital) with the aim of contributing to improve competitiveness by identifying sustainable and competitive advantages in the territory.*

*We believe that only by increasing connectivity of enterprises to the environment in which they act, in a progressive and continuous way, through pilot projects as "Innovation Agent", we will be able of establishing a culture of innovation which goes further on than the use, in a more or less efficient way, of technological tools.*

**Javier Farto López.**  
**President of DOCUMENTA**





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## CHAPTER 1: LEONARDO DA VINCI

Leonardo Da Vinci is a programme created on the year 1994 by the European Union (EU) to promote a ***European cooperation space in terms of education and vocational training***, supporting life long learning policies and the development of knowledge, aptitudes and competences that can favour an active exercise of citizenship and the capacity for professional insertion.

### 1. PROGRAMME GOALS:

The Leonardo Da Vinci programme intends to improve the quality, innovation and European dimension of vocational training systems and practices through international cooperation and through the following **goals**:

- **To strengthen the aptitudes and competences** of individuals -specially of young people- who follow a first vocational training, independently of its level; mainly by rotation training and learning, to promote and boost professional insertion and re-insertion capabilities.

- **To improve the quality** of continuous vocational training and of life long aptitudes and competences acquisition, and to make its accessibility easier, with the aim of increasing the adaptation capacity of people, particularly to accompany technological and organizational changes.

- **To promote and reinforce** vocational training contribution to the innovation process, to improve competitiveness and enterprise spirit with the aim of creating new employment possibilities, putting special attention to the cooperation among the vocational training

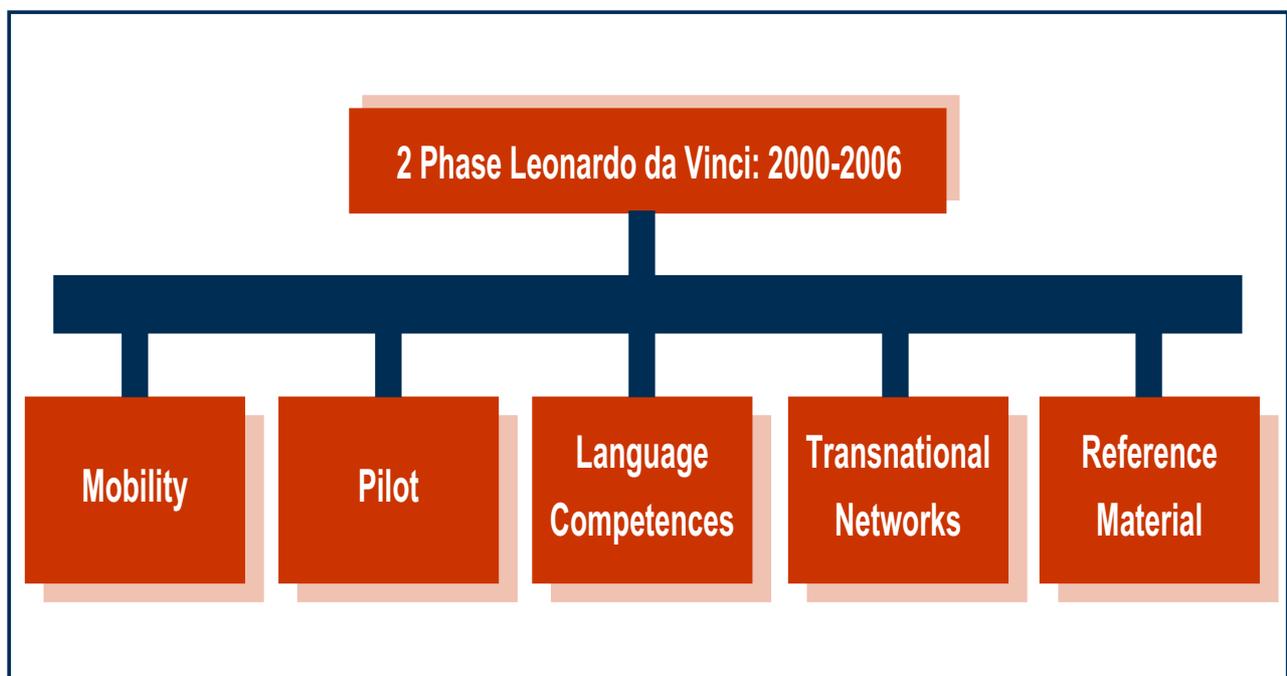
institutions and enterprises.

For the application of such goals, **special attention** has to be put into:

- The development of practices that make the access of most disadvantaged people to the labour market, including those people with disabilities;
- The promotion of equal opportunities between women and men to efficacy fight against discrimination in training.

## 2. TYPES OF PROJECTS

To achieve the goals planned, 3 calls were performed (2000, 2002, 2004) which covered the following 5 measures towards the same number of project types:



### ***Mobility***

Actions in favour of transnational mobility of people in training, particularly young people. Also, they can be addressed to trainers

or people responsible of the management of human resources and to managers of vocational training programmes, specialists in languages and social interlocutors (so called “exchange” projects).

### ***Pilot Projects***

Conception, set into motion, experimentation, evaluation and dissemination of innovative practices related to methods, content, media or training and professional guiding products. Specific products have to be developed which use, as far as possible, information and communication technologies.

### ***Linguistic Competences***

Promotion of linguistic and cultural competences under the frame of vocational training, including lower disseminated and taught languages. It can be referred to projects addressed to the design, experimentation, validation, evaluation and dissemination of didactical materials and innovative pedagogical methods.

### ***Transnational Networks***

Activities of European training networks formed of multiple agents (sectorial, regional, local, public, private level -including researchers-).

### ***Reference Documentation***

Development and updating of the European reference documentation through the support to performing research and analysis, the establishment and updating of comparable data, the dissemination of suitable practices and a wide information exchange.

In this context, DOCUMENTA presented the **“Innovation Agent”**

project to the 2003 – 2004 call which pointed out as specific priorities:

1. Valorisation of learning;
2. New learning and teaching ways and basic competences in vocational training;
3. Guidance and advising.

The project was chosen with a mark of excellent, becoming one of the two only pilot projects approved by the Leonardo Da Vinci programme in this second stage 2000-2006, for the Community of Cantabria.

### 1. ORIGIN

The project idea arises, on the year 2001, as an answer to a series of lacks detected in the labour market environment in our region, mainly related to small and medium sized enterprises (SMEs) which, not in vain, represent a percentage higher than the 95% of the total enterprises.

The identified needs, as a result of the previous studies and projects, responded not only to the own characteristics of the Cantabria region, but it seemed to be a generalised "common evil" throughout the European territory:

- SMEs, in general, do not have capital, resources nor qualified personnel enough to create and maintain a specific R+D+i department which, some way, was in charge of offering the required guidance to include in the enterprise those technological innovations which best contribute to the development of its activity and to train staff in acquired innovations with the aim of maximizing the performance that can be achieved with them;
- Women's **unemployment rate** continues being higher than men's one, especially in a sector as the new technologies where the difference between both rates is increased.

Starting from those two premises –and the demonstrated fact that innovation is not only a challenge that can be limited to be up to date in new technologies, but it has to be conceived as a process that covers both the enterprise culture and the mind of workers and directors of the

enterprise, accompanied by a continuous recycling due to the speed of change and updating that prevails in this medium– the idea was materialised in the search for a new professional profile entitled “Innovation Agent” which allowed alleviating the lacks in technical guidance and training of SMEs at an affordable cost, with the aim of improving the functioning of acquired or to acquire technological innovations in the enterprises, to increase competitiveness and to offer new professional insertion possibilities prioritizing the participation and insertion of women in such sector.



Once the general project idea and the aim to achieve were sketched, contacts were made with different organizations to create **a multi-agent network** which, through different actions, collaborate in the design,

development and successful closure of the project that was being thought out; finally presenting the project proposal on November the 4<sup>th</sup>, 2002 resulting pre-selected by the end of the year.

This selection did not supposed the project approval, but it was the previous step required to be able to present the complete project enlarging and detailing the information collected in the selected proposal. The complete project was sent both to the National Leonardo Da Vinci Agency and to the European Commission on March the 7<sup>th</sup>, 2003.

The definitive approval was received at the beginning of July 2003 by DOCUMENTA, as the promoter entity; covering from that moment the official procedures required to be able to start the project development in the terms in which it had been defined from October the 1<sup>st</sup>, 2003.

***From those over 600 proposals for pilot projects presented to the National Leonardo Da Vinci Agency in this call, 138 were pre-selected and, from those 138, only 21 were finally approved.***

“Innovation Agent” had became a reality and just from that moment it was to be set into motion. The project started from an in depth analysis of the situation in the different territories in which the project was to be developed and, form that, it established the guidelines and paths required for the definition of such professional profile and its following testing in the real market. But before starting, it was essential to communicate to participant organizations the news and to agree the stages and actions to develop during the 2 years that the pilot experience would last.



Transnational meeting hold in DOCUMENTA with representation of all partners

The first transnational meeting, in which both regional and transnational partner entities participated, took place in DOCUMENTA's offices on March 2004, once the signature of agreements with the European Commission and all partner organizations was concluded, the definition of specific actions and the edition of the first dissemination brochure which allowed the knowledge of the project by the target public, not in vain project's benefits should go to the society as a whole and, particularly, to SMEs of the participant territories.



## 2. PARTNERSHIP

The **network of organizations** that, from the first moment, had decided to bet and had committed with the project, ratified that commitment in the moment of approval and participated in the development of all the actions foreseen.

**At regional level**, and with the purpose of promoting the equal opportunities principle and the professional insertion of women, both the Women D. G. and the Employment Service of Cantabria got implied in the project.

Taking into account the goal for creating the new "Innovation Agent" professional profile and its future official approval, it also participated as partner the Vocational Training, Planning and Education Promotion D. G.

As the main beneficiary public were SMEs, the project had the participation of two associations of enterprises such are Foundation CEOE-CEPYME Cantabria and the Association of Labour Enterprises of Cantabria (ACEL) as partners.

Finally, and as it could not be any other way considering the European character of the project, the European Affairs and Cooperation for Development D.G. was also a project partner.

**At European level** the network followed that same multi-agent principle, apart from trying to cover the largest possible territory with representation from countries with different characteristics to be able to define a valid European profile which respond to the generic needs detected in SMEs independently of their physical location. The cross-disciplinary character

of the European network was provided by the inclusion of as diverse organizations as a University, an organization with know-how in local development and training, an entity with a strong experience in New Technologies and distance learning and the last one immersed in the development of concepts so linked to our working goals as is "learning organizations".

<p><b>Promoter</b></p>	<p><b>DOCUMENTA</b>, European Institute for Training and Development Studies, Spain.</p>
<p><b>Regional Network</b></p>	<p>Association of Labour Enterprises of Cantabria (<b>ACEL</b>)</p> <p>Foundation <b>CEOE-CEPYME</b> Cantabria</p> <p><b>Government of Cantabria</b> through</p> <ul style="list-style-type: none"> <li>■ European Affairs and Cooperation for Development D.G.</li> <li>■ Vocational Training, Planning and Educative Promotion D.G.</li> <li>■ Women D.G.</li> <li>■ Employment Service of Cantabria</li> </ul>
<p><b>European Network</b></p>	<p><b>Dimitra</b>, Greece.</p> <p><b>Folkuniversitetet</b>, Sweden.</p> <p><b>Partena</b>, France.</p> <p><b>Persyst</b>, The Netherlands.</p>

At the same time that this first transnational project boosting meeting took place, and taking advantage of the attendance of all the organizations of the network, a **public presentation** of the “Innovation Agent” was performed as the official starting point.



Cantabria’s Employment Service G.D.; Women G.D., Vocational Training, Planning and Educative Promotion G.D. and President of DOCUMENTA in official kick off.

### 3. AIMS

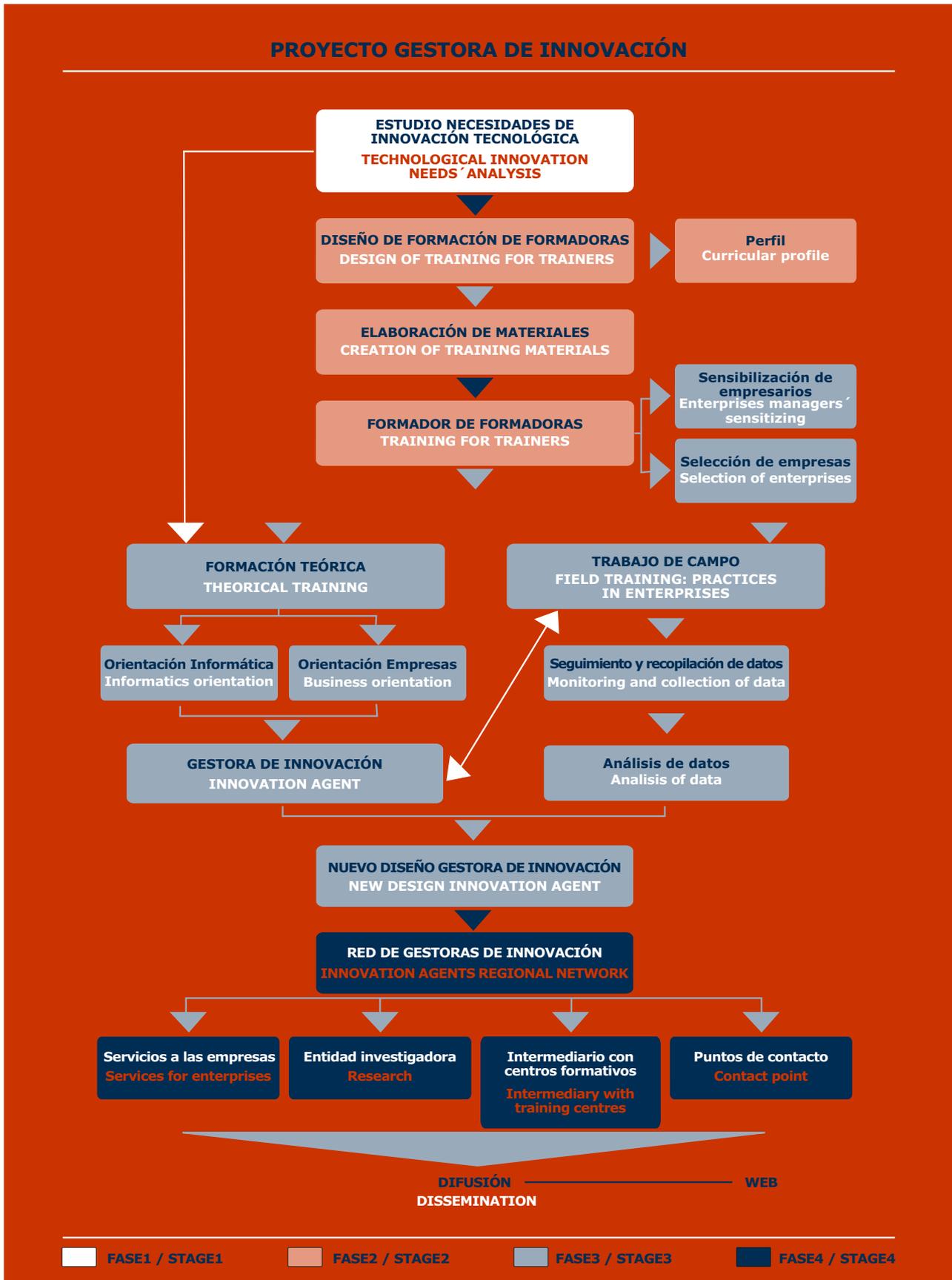
In such official presentation, the **general goals** of the project which was starting were released:

- To define, create and test a new European professional profile entitled “INNOVATON AGENT” which promotes professional insertion or re-insertion of women in the labour market, in a sector in which they are under-represented, such as the New Technologies one.

- To improve the competitiveness of small and medium sized enterprises, fostering the correct acquisition of technological innovation and the maximization of their use, adequating them to the organization and activity of each specific enterprise.

## 4. ACTIVITIES

And the key **work stages** foreseen, collected in a graphical way in the following organization chart:



The key 4 work stages, correlative in time, agreed by partner entities were:

**Stage 1:** Analysis of the territory and first definition of the profile

**Stage 2:** Design and validation of the "Innovation Agent" profile and of the curricular itinerary

**Stage 3:** Test of the profile –training of trainers and work location in enterprises

**Stage 4:** Creation of a network of "Innovation Agents"

There also were two **transversal work axes** summed up to the actions of each of the previous stages: evaluation and dissemination.

Just from that moment it was a question of developing the different foreseen activities for each stage. The first step was the design and development of a series of studies addressed to know the socio-economic situation of the different territories and the innovation level of their enterprises, to be able to define subsequently the "Innovation Agent" professional profile based on the results and conclusions of the joint analysis of such studies.

### **A - Stage 1: Analysis of the territory and first definition of the profile**



The first study was performed by the promoter entity and in it the different existing technologies in the market for SMEs were analysed, considering their advantages and disadvantages and their relevance for the different enterprise departments. Once this study was concluded, it was required to continue advancing in the process for the definition of the European profile. We found then the first difficulty to solve:

*Should we talk about New Technologies limiting the concept to New Information and Communication Technologies or should we talk in wider terms? Should we analyse the situation of New Technologies in a specific sector or should we try to cover all sectors? Is it possible to define a profile in that areas which is capable of update itself at the same speed as the sector advances? Should we talk about innovation as a process instead of New Technologies? In that case, do all organizations and countries understand the same about innovation?*

It was so essential to limit the terms on which work was to be done if we intended to arrive to a successful profile. In this stage joint work and debate was intense among partner entities and, based on the results of the previous study and to the knowledge of the different territories by each of the organizations, it was, on the one hand, decided that one of the common and essential departments in any SME, independently of its size and formality in design, was the department of **Human Resources** as people are the main active, although intangible, of organizations; and so we should work with the concept of **innovation** in a wide sense, concept which already included the new technologies as a tool to apply in the desired innovation. From this point, a common index was to be defined to be followed in the analysis that each entity had to perform

in their own territory, and the conclusions of such studies were the ones that settled the basis for the definition of the target profile.

So, it was observed that starting from very different territories and socio-economic contexts, in each of them a series of common aspects were detected which allowed establishing solid basis for the joint definition of the “Innovation Agent” professional profile.

Firstly, it was observed that in each country the set of enterprises was mainly composed of SMEs, being in some cases the 99% of the total number of enterprises, and so being such SMEs of vital importance both for local economies and for employment in those territories.

A need of enterprises for innovation was also detected, mainly due to the changes that occur in markets, the continuous globalization of economy, the technological advances, etc., that affect all enterprises no matter their physical location. This way SMEs perceive innovation as a fighting, adapting and survival mechanism.

However, this need for innovation is not accompanied by a real interest or application of new technologies in their businesses. Furthermore, SMEs currently show scepticism towards new technologies and their use, fact that can become a weakness or even a threat for their enterprising future.

This obliges enterprises, and especially SMEs, to need a knowledge and understanding of what innovation supposes to help them detecting and applying in their businesses those technologies which are useful and provide them a real benefit.

Focusing on the area of **People Management** chosen, the study performs a concretion of all the systems that provide new visions in the People Management in enterprises with the aim of knowing what does each provide for the promotion of innovation and new technologies and reinforces the advance of the knowledge society which requires a new vision of human capital. The accelerated technological change is translated this way in a need for adequately trained human resources with an adaptation capacity and who can generate by themselves changes in their environments.

We had so detected the common weaknesses and lacks in all the territories, but before going through the next stage for the definition of the profile there was to check that effectively the starting hypothesis which said that the unemployment rate of women was higher than that for men, and especially, that women were under-represented in the labour market in this sector was a real coincidence in all the territories and to treat to discover the reasons which motivate that scarce participation.

To do so, each entity proceeded to perform a study that under the title **“Women and New Technologies”** analysed the situation of women in their territory from different points of view as employment, training, etc. and compared it with the situation of men.

From the joint analysis of the different studies it was proved that women’s activity rate was lower than the men’s one in all participant territories. The same occurs with the unemployment rate, which although it has decreased faster than that for men in the last years, it continues being quite higher.

And this occurs despite the legislation in all participant countries promotes and demands the equal principle in all fields. However, real data show that there are still significant differences in the labour field between men and women.

In addition, women continue finding larger obstacles than men in their professional insertion trajectory. This is joint to the existing segregation in jobs towards women; both horizontal segregation referred to the types of jobs that are considered as "men's ones" and in which the presence of women is very low, and vertical segregation, with the so called "glass ceiling", which limits the possibilities of women to reach responsibility jobs within the structure of enterprises.

The second fact that can be extracted from the studies is the low participation in formal education and in the labour market in the studied sector, despite the numerous efforts that from the different governments are been carried out to promote such participation mainly through different training and sensitizing actions.

So, it is observed that women choose little technical studies despite in general terms women do enrol more in university than men.

This issue is comparable to the employment rate that women have in those professions and activities related to this type of technical studies.

Despite all this, it is observed a progressive insertion of women both at academic or training level and at labour level to the most masculinized professions, being new information and communication technologies among them.

GESTORA DE INNOVACIÓN

Leonardo da Vinci  
Proyecto LEONARDO

documenta

Buenas Prácticas

NOMBRE DE LA BUENA PRÁCTICA  
Diversity Best Practices Award - L'Oréal

Elemento	Descripción
Tema	<input type="checkbox"/> Tema A <input type="checkbox"/> Tema B
Categoría	<input checked="" type="checkbox"/> Formación <input type="checkbox"/> Empleo
Título	<b>Diversity Best Practices Award - L'Oréal</b> <small>(Aspecto clave)</small>
Resumen	La cultura de la empresa L'Oréal fomenta y valora la diversidad. A grandes rasgos, sus fortalezas vienen de la diversidad de sus equipos de trabajo. Gente de todas las orígenes y culturas diferentes edades y niveles de experiencia, trabajan juntos cada día, estimulando la innovación y fomentando el crecimiento personal. De hecho, L'Oréal ha tenido tanto éxito en implementar una política de personal dirigida a la diversidad y fomentando a las mujeres hacia posiciones directivas que ha recibido el Diversity Best Practices 2004 Global Leadership Award.
Elemento	Descripción

Database of best practices

As a complement to the previous study, and trying to know the policies that were being implemented in each territory and to ascertain their incidence according to the results with the aim of analysing their possible transference -previous adaptation- **200 best practices at European level** were analysed, collecting and classifying them in a so purposed designed database.

We had already identified the key issues:

- The higher unemployment rate of women and their scarce participation in the sector of new technologies is a proved fact.
- Innovation is an essential element for the adaptation and survival of enterprises.
- The People Management department is one of the base and common departments in all the SMEs independently of its location and size.

And a **common definition** of innovation validated for all the organizations

which allowed us to advance in the process for the definition of the “Innovation Agent” profile.

***Innovation is achieved through people who generate new ideas, new products or even new ways of doing things. Innovation is not so synonym of technology, but technology is just a tool that allows achieving innovation.***

So, if people are who perform innovations, there would be required to foster such generation of ideas within the enterprise and search for formulas that enable improving enterprise performance.

This way, knowledge and information management in enterprises is considered as their most valuable resource to allow them getting organised and being competitive, giving an increasing importance to the people who own such knowledge.

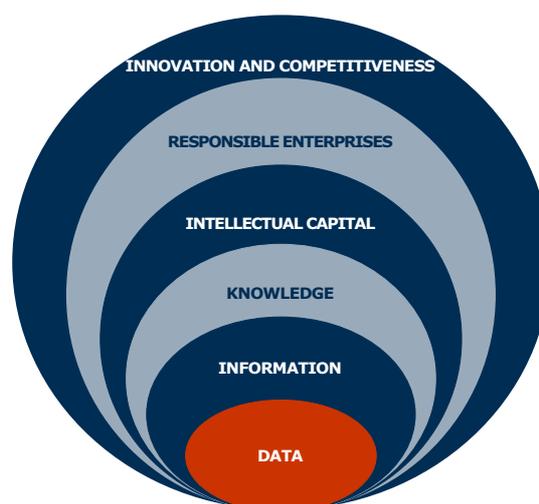
In this context, the fact that the enterprise has qualified and prepared staff acquires great importance for the adoption and implantation of innovations and the new technologies that make them possible. To do so, it will be required to put special attention in the training required to make the staff in enterprises be successful in their jobs within the enterprise.

## B - Stage 2: Design and validation of the "Innovation Agent" profile and the curricular itinerary



With such considerations, summary of the conclusions arisen from the different studies, the basis for the definition of the "Innovation Agent" **professional profile** were established, with the **required competences, skills and aptitudes** that such professionals should have to be able to successfully develop their guidance, advising and training activities that European enterprises demand.

Those bases started from the fact that the largest challenge that organizations have to face is that of efficiency, an efficiency based on knowledge and on the management of intangible assets as the relevant element in the generation of value in enterprises. But, how can enterprises arise that value? If we analyse the following chart



We can deduce that enterprises are constantly obtaining **data**, both human and material data; those data, efficacy collected suppose the adequate management of **information**, which sorted and classified allows achieving **knowledge**. An adequate management of such knowledge joint to the management of **Intellectual Capital** eases the transformation from traditional enterprises into **Responsible Enterprises**, addressed towards continuous **Innovation** and improvement of the **competitiveness**. In other words, Innovation Agents will contribute their knowledge to benefit a responsible, intelligent, innovative set of enterprises which uses learning and intellectual capital as sources for value creation.

So that was the chain that the "Innovation Agent" had to activate to generate value in organizations; defining, therefore, the profile around 5 big knowledge areas:

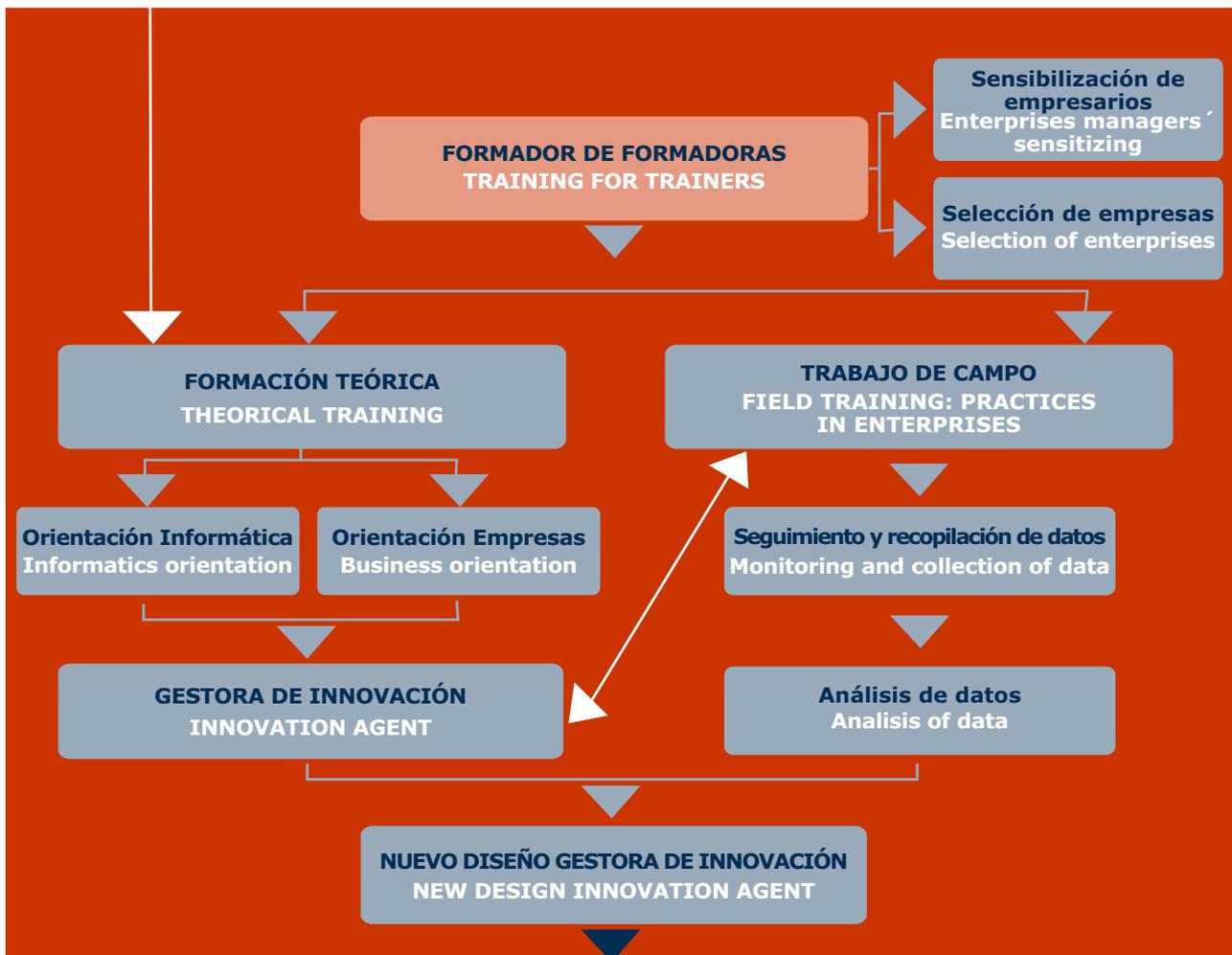
- Strategic Management,
- People Management,
- Knowledge Management,
- Corporate Social Responsibility,
- New Information and Communication Technologies.

### TRAINING AREAS



Not forgetting that New Technologies are tools that contribute to innovation and which should be considered as horizontal and complementary to the rest of knowledge areas defined.

### C - Stage 3: Test of the profile-training of trainers and work location in enterprises



Once the curricular profile of the “**Innovation Agent**”, and all the different training materials required (subject to an independent publishing), are formalised and validated, following with the foreseen action plan, its validity had to be tested in the market. To do so, **15 people** were selected who started their training as trainers of trainers to, once they have acquired the required knowledge, check and assess their activity in a real enterprise.

Dissemination actions were multiplied from that moment, both for enabling the access to the training of trainers to the largest number of beneficiaries and for transmitting to the organizations in the territories the ideas in which it was being working and open possibilities to promote their direct and active participation.

So, different leaflets were created, information was sent via e-mail and postal mail, interviews with different professional colleges, speeches at University through the Centre for Guidance and Information on Employment were given, etc.



"Informative activities"

And it was at this precise moment when we found the second difficulty to solve for the correct performance of the project. Although the set into motion of the training for trainers was foreseen for November 2004, it had to be delayed until March 2005 as those final months of 2004 the regional training offer was boosted and so it was difficult to select a number of people enough which covered the minimum training requisites

demanded. Those months were used to reinforce the dissemination of the project and the profile, to contact with organizations and to increase the number of best practices chosen.

FICHA DE INSCRIPCIÓN:

**Datos Personales:**

Apellidos y nombre:.....

D.N.I.:.....

Dirección:.....

C.P.:.....

Población:.....

Provincia:.....

Teléfono:.....

Correo Electrónico:.....

**Otros datos:**

Situación desempleo.

Estudiante.

Trabajador/a

Empresa:.....

Organización:.....

Otros:.....



**Dirección de Inscripción: documenta**

Polígono Industrial de Guarnizo. Edif. La Canaluca, Nave 1 – Guarnizo.

Teléfono: 942 544 920 - Fax: 942 544 922

E-mail: mpastor@documenta.es

## Compites?

### Gestora de Innovación

FINANCIACIÓN DEL PROYECTO




**Leonardo da Vinci**  
Proyectos piloto

ENTIDAD PROMOTORA



**documenta**

SOCIOS REGIONALES



CONSEJERÍA de INDUSTRIA, TRABAJO y DESARROLLO TECNOLÓGICO  
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CONSEJERÍA de RELACIONES INSTITUCIONALES y ASUNTOS EUROPEOS  
Dirección General de Mujer  
CONSEJERÍA de EDUCACIÓN  
Dirección General de Formación Profesional,  
Orientación y Promoción Educativa



Agrupación de Empresas Laborales y Economía Social de Cantabria



Agrupación de Empresas Laborales y Economía Social de Cantabria

SOCIOS TRANSNACIONALES



FRANCIA



HOLANDA



SUECIA



GRECIA

Finally, on March 2005, the entities that form the regional network opened the **training of trainers** action; a **400 hour** training action, from March to July 2005, addressed to (higher and medium) University graduates, students from the last University course and Higher Technicians from Vocational Training, with previous knowledge in New Technologies.

The “Innovation Agent” training of trainers was developed under attendance, semi-attendance, and seminar form, with the intervention through speeches, visits, etc. of professionals and experts in all the course’s knowledge areas, through the participation both of partner

entities and of many other enterprises in the region that in an active and unselfish way, did collaborate in this stage and in the testing of the profile. Enterprises such as **Lácteos de Santander, Café Dromedario, Saint Gobain, Vitrinor**, etc... were visited and a vision in the different areas of the enterprises and organizations was provided by enterprises as **Softec, Sodercan, CEOE-CEPYME**, etc... with the aim of making the action the most possible dynamic and active as so is the labour market they have to face.



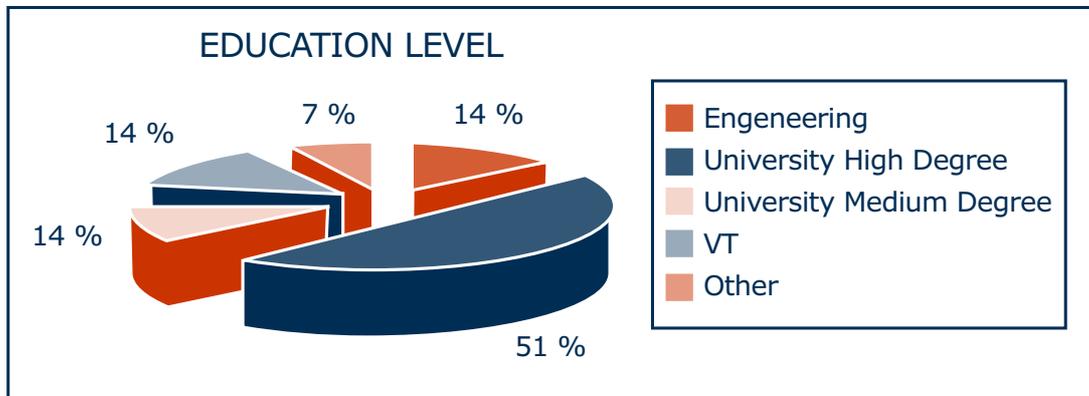
Women D.G., Regional Employment Service, European Affairs D.G., CEOE; ACEL and DOCUMENTA in the official inauguration of training of trainers.

The collaboration of such enterprises and entities with the project has allowed "Innovation Agents" to know in a nearer way the enterprise reality, providing them a much more oriented vision towards the real characteristics and needs of enterprises and the labour market in which they will have to put their knowledge and competences acquired in practice.

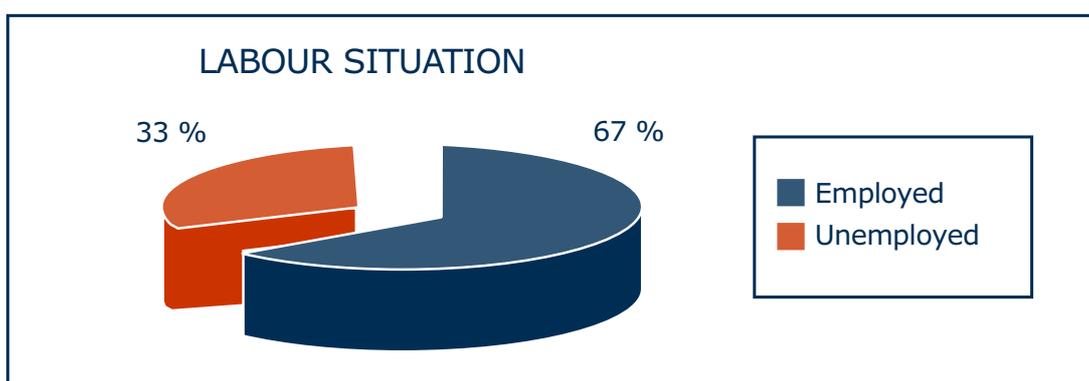
### ***Main characteristics of Innovation Agents***

Initially selected people to be trained as future "Innovation Agents" were

mainly women -there was a man-, with university studies, under unemployment and living in the region.

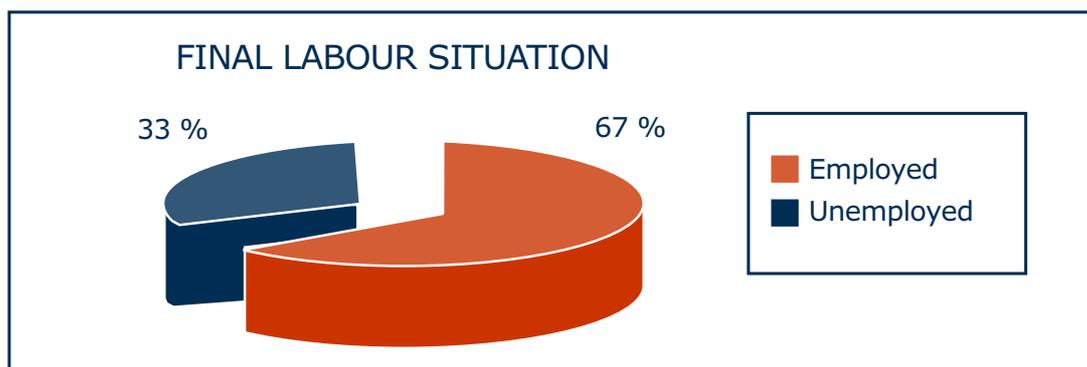


However, those characteristics changed throughout the training months, mainly related to the employment variable, as several people who started training as unemployed accessed the labour market during this stage; some cases as a consequence of the training they were receiving and otherwise. Nevertheless, practically of all of them, except one, could be able to make work and training compatible completing the foreseen training hours.



Throughout the whole training period, Innovation Agents had at their own disposal a **virtual forum** within the project's website ([www.documenta.es/gestoradeinnovacion](http://www.documenta.es/gestoradeinnovacion)), as a tool for supporting and promoting participation enabling the exchange of information among

them in issues related to the training areas covered.



This forum remains active after the conclusion of the training of trainers to allow Innovation Agents continue with their collaboration and exchange started favouring networking and the necessary conditions for the creation of the Network of Innovation Agents.

Subsequently to the training of trainers action described, as the second stage for the testing of the profile, "Innovation Agents" started a two months period of work location in enterprises, from which part could be done in some of the countries of the European Union which were project partners (France, Greece, The Netherlands and Sweden).

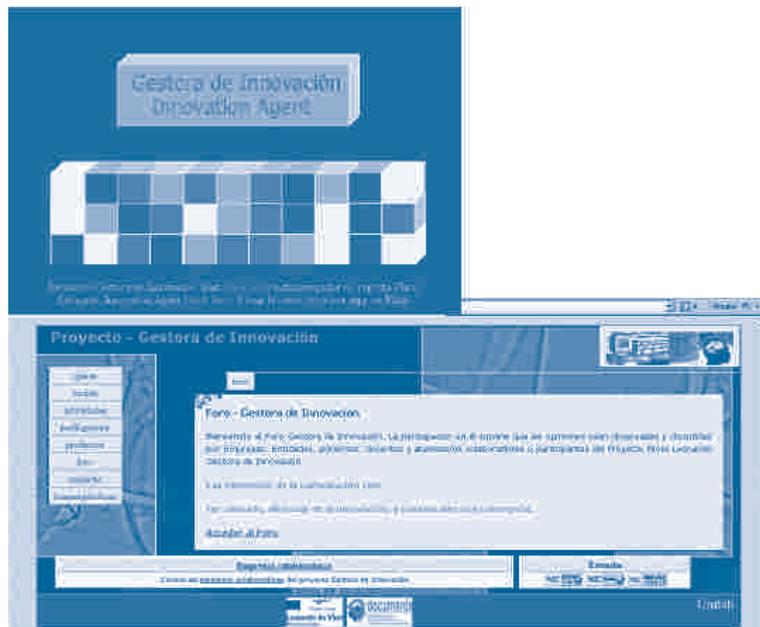
And here appears the third encountered difficulty, in this case double: on the one hand it was foreseen that all "Innovation Agents" performed the work location for testing and validating the defined profile -which was no longer possible due to the large percentage of access to employment that had been produced-, and on the other hand, the certification of the taught training included those work locations valued in 40 hours.

It was so required to favour the work locations of those people who were not working and, at the same time, to find an alternative for the rest



Training of Trainers

which enable them covering the pending and required 40 hours to conclude the action; So they were offered the possibility to perform the work locations in the enterprises where they were working at, or develop and deliver a final project which could also serve to analyse the validity and pertinence of the defined profile. Due to different reasons the possibility to perform the work locations in the enterprises where they were working was not materialised and only 2 people presented the required final project.



However, the 5 people who were unemployed proceeded to perform the practical testing of the knowledge acquired, always guided, advised and under tutoring by DOCUMENTA as the promoter entity; this action could

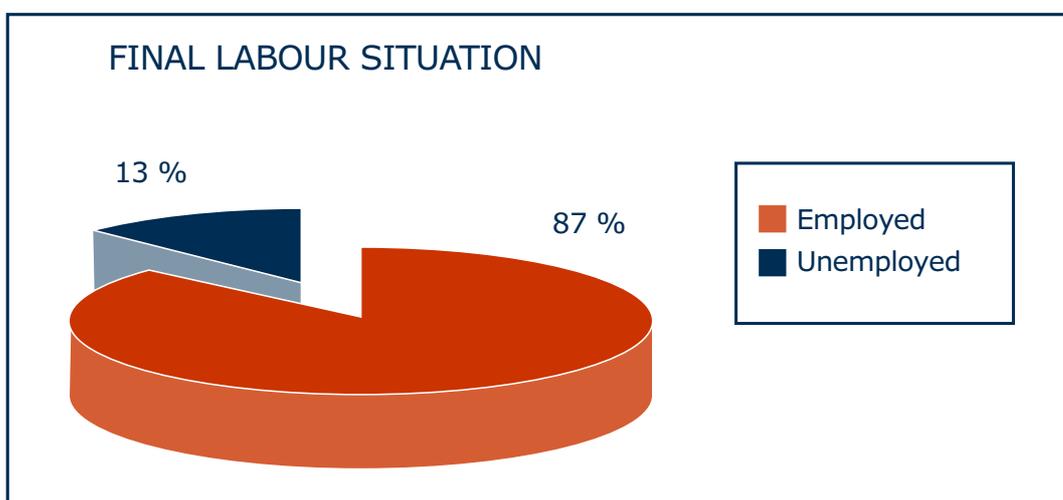
have not been possible without the support and participation of entities such as:

- **AMICA**
- **CAE S.L.**
- **COORCOPAR**

In addition, Innovation Agents were given the possibility to perform a week of their work locations in a foreign organization of any of the partner countries, whenever they fulfil the minimum requisite of required language level, and 2 of the 5 people who participated in this activity developed that part of the work locations in Greek enterprises.

Throughout these months, “Innovation Agents” acquired information from the enterprises through different mechanisms such as interviews, questionnaires, observation... which they were collecting in work files over which they developed a series of recommendation reports by knowledge area.

Once they concluded the different intermediate reports, “Innovation Agents”, monitored by DOCUMENTA, completed the ***final***



**recommendations report** to be sent to enterprises which covers all the knowledge areas of Innovation Agents and which enumerated the weaknesses and strengths detected to complete the previously defined value chain in each area.

From those 5 “Innovation Agents”, one of them accessed the labour market a week before concluding the work location stage and 2 other ones were hired by the enterprise where they were carrying their work locations out.

<b>No. of people who started the training of trainers</b>	<b>15</b>
Employed	5
Unemployed	10
<b>No. of people who concluded the training of trainers</b>	<b>15</b>
Employed	10
Unemployed	5
<b>No. of “Innovation Agents” who developed the work locations</b>	<b>5</b>
No. of “Innovation Agents” who found a job during the work locations	3
No. of people who concluded the project unemployed	2

#### **D - Stage 4: Creation of a network of “Innovation Agents”.**



So, finally, from the 15 people who started the training of trainers on March 2005 only 2 were still unemployed on August 2005. This leads us to the last of the problems the project had to face: how to create a formal network of Innovation Agents if more than the 85% of them had already inserted into the labour market? It was decided that, nevertheless, continue the forum active to facilitate its future creation if so considered.

### **E - Complementary actions.**

All the activities carried out were accordingly evaluated, and in that evaluation participated all the implied agents -Innovation Agents, enterprises, organizations ...- leading to touching the defined profile up and validating the "Innovation Agent" professional profile in a definitive way by all the partner organizations.

Other activities performed under the frame of the "Innovation Agent" project and as a complement to all the previous ones, have consisted in the development of **seminars and thematic sessions** on innovation management from different points of view addressed to technicians and responsables of local employment and socio-economic promotion, representatives of enterprises associations, town councillors and members of social entities, as well as to the women integrated in the project and specially the SMEs in the region.

These seminars and sessions performed throughout the project have had as the main goal to sensitize the target public on the need to innovate for continue being competitive.

The project was closed on September 2005 with a **Final Closing Seminar** in which participated responsables of enterprises and national organizations who stand out by having set into motion innovative approaches that promote a real management of corporate change, within an improvement and continuous learning dynamics.



The first session, entitled "Innovation in organizations", had the participation of **EL DIARIO MONTAÑES** and **SODERCAN**. During the second one under the title "Teams management", the presentations performed by **MRW** and **VITRINOR** were given; the third session which tackled about "Corporate Social Responsibility" offered to the audience such interesting experiences as those of **SAINT GOBAIN CANALIZACIÓN** and **HARINERAS VILLAMAYOR**.



Apart from those thematic sessions, as the official closing of the project, a round table was performed in which representatives of every transnational partner organizations exposed their participation in the project and a summary of the situation of women related to innovation in their own territories.

This final seminar was opened by the Foundation CEOE-CEPYME, the Employment Service of Cantabria and DOCUMENTA, and closed by the Vocational Training, Planning and Education Promotion D.G. and the Women D.G. from the Government of Cantabria.

It is not the will of the implied parties in the development of the project that this concludes with the Leonardo Da Vinci financing, which has allowed to develop the activities shown, but to give it continuity as an element which generates value for organizations.

## 5. LIST OF PRODUCTS

<b>Stage 1</b>	<ul style="list-style-type: none"><li>■ Study "New Technologies applied to SMEs".</li><li>■ 5 Territorial studies "Innovation and SMEs" (Spain, France, Greece, Netherlands, Sweden).</li><li>■ Comparative study "Innovation and SMEs in Europe".</li><li>■ 5 studies "Women and New Technologies" (Spain, France, Greece, Netherlands, Sweden).</li><li>■ Comparative study "Women and New Technologies in Europe".</li><li>■ Best Practices document on training and employment: Women and New Technologies.</li><li>■ Bilingual database (English and Spanish) of Best Practices on training and employment: Women and New Technologies.</li></ul>
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<b>Stage 2</b>	<ul style="list-style-type: none"><li>■ Design of the professional profile "Innovation Agent".</li><li>■ Curricular Programme.</li><li>■ Training materials.</li></ul>
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<b>Stage 3</b>	<ul style="list-style-type: none"><li>■ 15 people trained as "Innovation Agents".</li><li>■ Reports from enterprises (national and foreign ones).</li></ul>
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<p><b>Stage 3</b></p>	<ul style="list-style-type: none"> <li>■ Final projects.</li> <li>■ Testing, definitive validation and translation of the “Innovation Agent profile”.</li> </ul>
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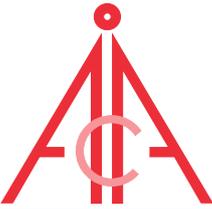
<p><b>Fase 4</b></p>	<ul style="list-style-type: none"> <li>■ Virtual Forum “Network of Innovation Agents”.</li> </ul>
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<p><b>Trans- versal</b></p>	<ul style="list-style-type: none"> <li>■ Project presentation leaflet.</li> <li>■ Leaflet for the presentation of the “Innovation Agent” training for trainers.</li> <li>■ Dissemination leaflet of the final closing seminar.</li> <li>■ Final publication: Project and profile.</li> <li>■ Project website <b><a href="http://www.documenta.es/gestoradeinnovacion">www.documenta.es/gestoradeinnovacion</a></b></li> <li>■ Methodological evaluation document.</li> <li>■ Evaluation of the “Innovation Agent” professional profile.</li> <li>■ Evaluation of the project.</li> </ul>
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## CHAPTER 3: NETWORK OF INNOVATIVE ENTERPRISES



<b>AMICA</b>		
<b>Name</b>	AMICA	
<b>Legal form</b>	Association	
<b>VAT</b>	G-39041710	
<b>Contact information</b>		
<b>Address</b>	Barrio Sierra Pando, 508. Torrelavega (Cantabria)	
<b>Contact person</b>	Tomás Castillo Arenal	
<b>Telephone</b>	942 89 52 09	
<b>Fax</b>	942 80 21 15	
<b>E-mail</b>	<a href="mailto:correo@amica.es">correo@amica.es</a>	
<b>Website</b>	<a href="http://www.amica.es">www.amica.es</a>	
<b>Activities information</b>		
<b>Activity sector</b>	Social Services	
<b>Geographical scope</b>	National	
<b>Staff number</b>	85	
<b>Date of foundation</b>	12/06/1984	
<b>Activities</b>	Attention to people with disabilities	
<b>Marks/branches</b>		
<b>Products</b>		
<b>Other</b>		

<b>CAE</b>		
<b>Name</b>	CAE S.L.	
<b>Legal form</b>	Private Limited Company	
<b>VAT</b>	B-39298096	
<b>Contact information</b>		
<b>Address</b>	Políg. Ind. Trascueto, Parc. A2 A3, 39600 Revilla de Camargo (Cantabria)	
<b>Contact person</b>	Miguel Alonso Rodríguez	
<b>Telephone</b>	942 26 93 22	
<b>Fax</b>	942 26 21 20	
<b>E-mail</b>	<a href="mailto:plascae@infonegocio.com">plascae@infonegocio.com</a>	
<b>Website</b>	<a href="http://www.ventanascae.com">www.ventanascae.com</a>	
<b>Activities information</b>		
<b>Activity sector</b>	Secondary Sector Manufacture of metallic carpentry (28120)	
<b>Geographical scope</b>	Cantabria, Basque Country and France.	
<b>Staff number</b>	35	
<b>Date of foundation</b>	1996	
<b>Activities</b>	Manufacture and installation of aluminium and PVC windows and doors	
<b>Marks/branches</b>	Norwind	
<b>Products</b>	Windows, doors, screens and any other closing system	
<b>Other</b>	Activity addressed to construction companies, dealers and citizens	

## CAFE DROMEDARIO

<b>Name</b>	CAFE DROMEDARIO	
<b>Legal form</b>	Corporation	
<b>VAT</b>	A-39000690	
<b>Contact information</b>		
<b>Address</b>	Recta de Heras, s/n. 39792 Heras (Cantabria)	
<b>Contact person</b>	Jesús Barros López	
<b>Telephone</b>	942 54 07 25 / 610 217 529	
<b>Fax</b>	942 54 11 23	
<b>E-mail</b>	<a href="mailto:jbarros@cafedromedario.com">jbarros@cafedromedario.com</a>	
<b>Website</b>	<a href="http://www.cafedromedario.com">www.cafedromedario.com</a>	
<b>Activities information</b>		
<b>Activity sector</b>	Importing, manufacturing and commercialisation of coffees	
<b>Geographical scope</b>	National	
<b>Staff number</b>	110	
<b>Date of foundation</b>	1871	
<b>Activities</b>	Commercialisation of coffees and similar products	
<b>Marks/branches</b>	Café Dromedario, Cafés La Brasileña, Cafés EL Pozo, Café El Cafeto, Cafés La Tostadora, Cafés Casado, Cafés Delavilla	
<b>Products</b>	Coffees, infusions, Teas, Liquors, Sugar, etc	
<b>Other</b>		

<b>COORCOPAR</b>	
<b>Name</b>	COORCOPAR
<b>Legal form</b>	NGO
<b>VAT</b>	G-39059050
	
<b>Contact information</b>	
<b>Address</b>	Paseo El Niño, 4. 39300 Torrelavega (Cantabria)
<b>Contact person</b>	Valentín Aguado
<b>Telephone</b>	942 80 00 03
<b>Fax</b>	942 80 35 24
<b>E-mail</b>	<a href="mailto:proyectos@coorcopar.com">proyectos@coorcopar.com</a>
<b>Website</b>	<a href="http://www.coorcopar.com">www.coorcopar.com</a>
<b>Activities information</b>	
<b>Activity sector</b>	Social Services
<b>Geographical scope</b>	Torrelavega and surroundings
<b>Staff number</b>	105 approximately
<b>Date of foundation</b>	1996
<b>Activities</b>	Supermarket, wood recycling, environmental education, nursery, catering service, farm.
<b>Marks/branches</b>	
<b>Products</b>	
<b>Other</b>	

## ORYGES INGENIEROS

<b>Name</b>	ORYGES INGENIEROS	
<b>Legal form</b>	Private Limited Company	
<b>VAT</b>	B-39599923	

### Contact information

<b>Address</b>	C/ Joaquín Costa, 27 4º Dcha. 39005 Santander. (Cantabria)
<b>Contact person</b>	Guillermo Linares Celis
<b>Telephone</b>	942 27 20 18
<b>Fax</b>	942 27 20 18
<b>E-mail</b>	<a href="mailto:oryges@telefonica.net">oryges@telefonica.net</a>
<b>Website</b>	-

### Activities information

<b>Activity sector</b>	Consultancy, Auditing and Training
<b>Geographical scope</b>	Cantabria, Asturias, Basque Country
<b>Staff number</b>	Full time: 1, Collaborators: 8
<b>Date of foundation</b>	April 2005
<b>Activities</b>	Consultancy, Auditing and Training
<b>Marks/branches</b>	
<b>Products</b>	
<b>Other</b>	

## SAINT-GOBAIN CANALIZACIÓN

<b>Name</b>	SAINT-GOBAIN CANAL.	
<b>Legal form</b>	Corporation	
<b>VAT</b>	A-28143014	

### Contact information

<b>Address</b>	B° de la Estación, s/n - Nueva Montaña 39011 Santander. (Cantabria)
<b>Contact person</b>	Luis Miguel Graullera Fonfría
<b>Telephone</b>	942 24 91 57
<b>Fax</b>	942 24 91 02
<b>E-mail</b>	<a href="mailto:luis.graullera@saint-gobain.com">luis.graullera@saint-gobain.com</a>
<b>Website</b>	<a href="http://www.sgcanalizacion.com">www.sgcanalizacion.com</a>

### Activities information

<b>Activity sector</b>	Iron and steel industry (Foundry)
<b>Geographical scope</b>	Spain, Export
<b>Staff number</b>	276
<b>Date of foundation</b>	1910
<b>Activities</b>	Manufacture of ductile foundry pipes and commercialisation of systems for water piping on ductile foundry
<b>Marks/branches</b>	PAM
<b>Products</b>	Pipes and accessories, valvules, registers and grids, building products
<b>Other</b>	

<b>SOFTEC INTERNET</b>		
<b>Name</b>	SOFTEC INTERNET	
<b>Legal form</b>	Private Limited Company	
<b>VAT</b>	B - 39492566	
<b>Contact information</b>		
<b>Address</b>	Pintor Gutiérrez Solana s/n. Edificio EUROPA, Fachada Norte Santander. (Cantabria)	
<b>Contact person</b>	Roberto Fernández Grau	
<b>Telephone</b>	942 35 41 60	
<b>Fax</b>	942 35 41 61	
<b>E-mail</b>	<a href="mailto:ventas@softec-internet.com">ventas@softec-internet.com</a>	
<b>Website</b>	<a href="http://www.softec-internet.com">www.softec-internet.com</a>	
<b>Activities information</b>		
<b>Activity sector</b>	New Technologies	
<b>Geographical scope</b>	National, International	
<b>Staff number</b>	23	
<b>Date of foundation</b>	22/10/2000	
<b>Activities</b>	Third Party Electronic Services.	
<b>Marks/branches</b>	Softec-internet, Publimundo, Register, Saceonline, Bannerpyme, Ibericahosting, Awi	
<b>Products</b>	Domains, hosting, online advertising, security certificates, web design, integratin of web applications, tailored made software, computer consultancy.	
<b>Other</b>		

## UNIVERSIDAD DE CANTABRIA - COIE

<b>Name</b>	UNIV. DE CANTABRIA - COIE	
<b>Legal form</b>	Public Entity	
<b>VAT</b>	Q-3918001 C	

### Contact information

<b>Address</b>	Avda. Los Castros s/n. Facultad de Ciencias Santander. (Cantabria)
<b>Contact person</b>	Roberto Revuelta San Julián
<b>Telephone</b>	942 20 14 14
<b>Fax</b>	942 20 14 15
<b>E-mail</b>	<a href="mailto:coieuc@gestion.unican.es">coieuc@gestion.unican.es</a>
<b>Website</b>	<a href="http://www.coie.unican.es">www.coie.unican.es</a>

### Activities information

<b>Activity sector</b>	Education
<b>Geographical scope</b>	Cantabria
<b>Staff number</b>	The whole population
<b>Date of foundation</b>	1787
<b>Activities</b>	Teaching and Research
<b>Marks/branches</b>	
<b>Products</b>	
<b>Other</b>	

## VITRINOR Vitrificados del Norte

<b>Name</b>	VITRIFICADOS DEL NORTE	
<b>Legal form</b>	Workers' Cooperative	
<b>VAT</b>	A-39374483	

### Contact information

<b>Address</b>	B° de Rioseco s/n. 39786 Guriezo (Cantabria)
<b>Contact person</b>	Eugenio Gómez
<b>Telephone</b>	942 85 00 11
<b>Fax</b>	942 87 70 72
<b>E-mail</b>	<a href="mailto:vitrinor@vitrinor.es">vitrinor@vitrinor.es</a>
<b>Website</b>	<a href="http://www.vitrinor.es">www.vitrinor.es</a>

### Activities information

<b>Activity sector</b>	Manufacture and commercialisation of kitchenware
<b>Geographical scope</b>	Worldwide
<b>Staff number</b>	140
<b>Date of foundation</b>	March 1995
<b>Activities</b>	Manufacture and sales
<b>Marks/branches</b>	Magefesa, Vitrinor, Vitral
<b>Products</b>	Kitchenware
<b>Other</b>	

## ABOGADOS Y ASESORES VERTEX

<b>Name</b>	ABOGADOS Y ASESORES VERTEX	ABOGADOS Y ASESORES <i>VERTEX S.L.</i>
<b>Legal form</b>	Private Limited Company	
<b>VAT</b>	B-84140219	

### Contact information

<b>Address</b>	C/ Don Ramón de la Cruz, 91-2º A. Madrid
<b>Contact person</b>	David Tagle Ruiz
<b>Telephone</b>	91 402 96 73
<b>Fax</b>	91 401 11 62
<b>E-mail</b>	<a href="mailto:abogadosyasesoresvertex@yahoo.es">abogadosyasesoresvertex@yahoo.es</a>
<b>Website</b>	<a href="http://www.asvertex.com">www.asvertex.com</a>

### Activities information

<b>Activity sector</b>	Consultancy
<b>Geographical scope</b>	National
<b>Staff number</b>	3
<b>Date of foundation</b>	28/10/2004
<b>Activities</b>	Quality management; environmental management; cooperation programmes; legal advising, administrative management
<b>Marks/branches</b>	
<b>Products</b>	
<b>Other</b>	

## Other collaborating enterprises:

- SODERCAN
- HARINERAS VILLAMAYOR
- MRW
- EL DIARIO MONTAÑES
- ESPYME Business School
- Fundación Iberemprende
- CESI IBERIA

## PROMOTER

<b>DOCUMENTA</b>	
<b>Name</b>	DOCUMENTA
<b>Legal form</b>	Association
 <b>documenta</b> <small>INSTITUTO EUROPEO DE ESTUDIOS PARA LA FORMACIÓN Y EL DESARROLLO</small>	
<b>Contact information</b>	
<b>Address</b>	Pol. Industrial de Guarnizo Edif. la Canaluca, Nave 1 39611 Guarnizo (Cantabria) SPAIN
<b>Persona de contacto</b>	Javier Farto / Gema Díaz Domínguez
<b>Telephone</b>	+34 942 54 49 21
<b>E-mail</b>	<a href="mailto:info@documenta.es">info@documenta.es</a>
<b>Website</b>	<a href="http://www.documenta.es">www.documenta.es</a>
<b>Main activities</b>	
<p>DOCUMENTA is a non profit organisation working in the field of “applied social research”, whose main aim is the introduction of a model of sustainable local development in Intelligent Territories.</p> <p>During the last years, DOCUMENTA has consolidated an experienced cross-disciplinary professional team, forged through a methodology of its own, which combines reflection and action around 9 areas of activity:</p> <ol style="list-style-type: none"> <li>1. Territorial planning and applied social research.</li> <li>2. Training, employment and promotion of enterprising culture.</li> <li>3. Euro-management.</li> <li>4. Environment and Agenda 21.</li> <li>5. Cultural Management and Tourist Development.</li> <li>6. Social Economy, Third Sector and Equal Opportunities.</li> <li>7. Micro-financing of Sustainable Local Development.</li> <li>8. Corporate Social Responsibility.</li> <li>9. Creation of Social Capital, Governance and net-working.</li> </ol> <p>In some cases as promoters, in other cases as active partners, the acquired experience in the design and management of numerous European projects approved through different European initiatives (Youthstart, Adapt, Prince, Preparatory Measures for a Local Commitment for Employment, Training and Support Services for SMEs, Leonardo Da Vinci, eQual, Interreg, Innovative Measures under Article 6 of the ESF Regulation, etc...) support us as experts in euro-management; bringing also our experience to cooperation projects within different countries: Morocco, Uruguay, Argentina, Colombia, Ecuador, Peru...</p>	

## REGINAL NETWORK

REGIONAL GOVERNMENT	
<b>Partners</b>	
Cantabria's Employment Service	
Women D.G.	
Vocational Training, Planning and Educative Promotion D.G.	
<b>Associated</b>	
European Affairs and Cooperation for Development D.G.	
<b>Contact</b>	
<b>Website</b>	<a href="http://www.gobcantabria.es">www.gobcantabria.es</a>

FOUNDATION SERVICES TO ENTERPRISES CEOE-CEPYME	
<b>Name</b>	Foundation Services to Enterprises CEOE-CEPYME
<b>Legal form</b>	Foundation
<b>Contact information</b>	
<b>Address</b>	Rualasal, 8, Planta 6 39001 Santander (Cantabria) SPAIN
<b>Telephone</b>	+34 942 36 53 65
<b>E-mail</b>	<a href="mailto:ceoe@ceoecant.es">ceoe@ceoecant.es</a>
<b>Website</b>	<a href="http://www.ceoecant.es">www.ceoecant.es</a>
<b>Main activities</b>	
Business organization representative of enterprises in Cantabria which develops numerous initiatives related to information, training and advice to entrepreneurs and businesses.	

## **ACEL, Agrupación de Empresas Laborales y de Economía Social**

<b>Name</b>	ACEL CANTABRIA
<b>Legal form</b>	Association of Enterprises
<b>Contact information</b>	
<b>Address</b>	Lealtad, 14, 3º, 3ª Puerta 39002 Santander (Cantabria) SPAIN
<b>Telephone</b>	+34 942 31 83 77
<b>E-mail</b>	<a href="mailto:info@acelcantabria.com">info@acelcantabria.com</a>
<b>Website</b>	<a href="http://www.acelcantabria.com">www.acelcantabria.com</a>
<b>Main activities</b>	
Dissemination, fostering and support of initiatives of social economy and representation and collaboration with its associated enterprises.	

## EUROPEAN NETWORK

<b>Association PARTENA International</b>	
<b>Name</b>	Association PARTENA International
<b>Legal form</b>	Association
<b>Contact information</b>	
<b>Address</b>	Hameau de Grigny 62650 Bezinghem (Francia)
<b>Telephone</b>	+33 321 060634
<b>E-mail</b>	<a href="mailto:grensonnet@wanadoo.fr">grensonnet@wanadoo.fr</a>
<b>Main activities</b>	
Association created in 1999 with main aim of promoting distance learning and fostering the use of New Technologies	

<b>DIMITRA S.A.</b>	
<b>Name</b>	DIMITRA S.A., Institute of Training and Development
<b>Legal form</b>	Corporation
<b>Contact information</b>	
<b>Address</b>	Palaiologou 19 GR-41221 Larissa. (Greece)
<b>Telephone</b>	+30 41 55 40 26
<b>E-mail</b>	<a href="mailto:contact@dimitra.gr">contact@dimitra.gr</a>
<b>Website</b>	<a href="http://www.dimitra.gr">www.dimitra.gr</a>
<b>Main activities</b>	
Organization with wide European experience which, focusing on adult education and innovation, offers vocational training, guidance and consultancy to individuals, professionals and businesses.	

## PERSYST

<b>Name</b>	PERSYST, European Consultants in Personnel Management
<b>Legal form</b>	Private Enterprise
<b>Contact information</b>	
<b>Address</b>	J.P. Coenstraat 70 NL-5018CT Tilburg. (Netherlands)
<b>Telephone</b>	+31 13 580 2848
<b>E-mail</b>	<a href="mailto:info@revalento.nl">info@revalento.nl</a>
<b>Website</b>	<a href="http://www.revalento.nl">www.revalento.nl</a>
<b>Main activities</b>	
Consultancy that offers support to organisations and institutions that would like to work on a systematic level to optimise the relationship between the goals of an organisation or institute and the possibilities of its personnel.	

## FOLKUNIVERSITETET I UPPSALA

<b>Name</b>	FOLKUNIVERSITETET I UPPSALA
<b>Legal form</b>	University
<b>Contact information</b>	
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<b>Main activities</b>	
Adult educational association that offers a wide range of adult education. It is an association of five foundations: the extra-mural departments attached to the Universities of Stockholm, Uppsala, Göteborg, Lund and Umeå	

