



NETWORKS in Germany

FEATURES/IDENTIFICATION	Ulixes European Union Training and Research E.E.I.G.	Hotelnetzwerk Bayerischer Wald: 5 Elemente
<p>Partners/stakeholders</p> <ul style="list-style-type: none"> - Size of network - Background of the partners/ stakeholders - Representatives of organizations - Roles and positions - Personality - Heterogeneity/homogeneity 	<ul style="list-style-type: none"> - CÁMARA OVIEDO (E) - IFOA Istituto Operatori Aziendali (I) - NORTH WEST INSTITUTE (UK) - VHS Volkshochschule Passau (D) - Weiterbildungsakademie Dresden (D) - HUNGARIAN INSTITUTE FOR CULTURE (HU) - GROUPE ECOLE 	<ul style="list-style-type: none"> - 8 hotels and tourism enterprises in the administrative district of Regen

	<p>SUPÉRIEURE COMMERCE & INDUSTRIE DE L'AIN (F)</p> <ul style="list-style-type: none"> - Kaunas Business College (Kauno Verslo Kolegija, LT) - Kielce Business and Administration School (Wyzsza Szkola Ekonomii i Administracji, PL) - Artemisszió Alapítvány (HU) 	
<p>Cause and Purpose</p> <ul style="list-style-type: none"> - Origin and causation - Expectations - Added value - Formulation of objectives, goals and aims - Development of a mission statement and overall concept - Level of identification 	<p>Development and delivery of high quality, innovative transnational programmes of Vocational Training and Research and Technology, utilising the skills and experience of its constituent members to develop a European response to the problems and challenges facing the future development of Human Resources</p>	<ul style="list-style-type: none"> - combining of power and capabilities (cluster) - bringing out the advantages of the region "Bayerischer Wald" - enlarge the target group - corporate marketing and advertisement - Exchange of know-how and experience
<p>Characteristics of networks</p> <p>Network model Formal/informal Binding character/level of obligation</p>	<ul style="list-style-type: none"> - Statute - very formally - hierarchic - strict commitments, members can be debarred 	<ul style="list-style-type: none"> - The 4 elements: water, fire, air and earth - The fifth element is the special character of the hotel
<p>Steering and Controlling</p> <ul style="list-style-type: none"> - Type/Model of steering and controlling - Responsible steering group - Motivation of steering group 	<ul style="list-style-type: none"> - rules and law must be strictly adhered - 2 Manager - general meeting once a year - president and vice-president 	

Duration and intensity	Durable	Durable
Character of the Network/Relationship within the network - Type and structure of relationship - Quality of relationship between partners/stakeholders - Participation and Empowerment - Code of conduct - Communication/flow of information	All the member of ULIXES have many years of experience in working together and in cooperation with the European Commission in the design and implementation of Training and Research and Technology programmes, in particular those aimed at young people, disadvantaged groups and those seeking to re-enter the labour market	
Conditions - Internal/external - Resources (financial, human etc.) - Access to decision-making power		
Positive experiences /Success factors		
Negative experiences/Barriers and obstacles		
Sustainability		

Budapest, 8./9. March 2006