



FURNITURE INDUSTRY IN RESTRUCTURING : SYSTEMS & TOOLS

FURNITURE INDUSTRY IN RESTRUCTURING : SYSTEMS & TOOLS



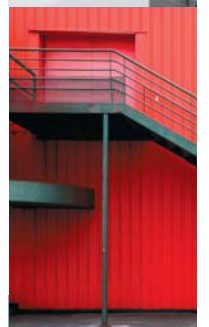
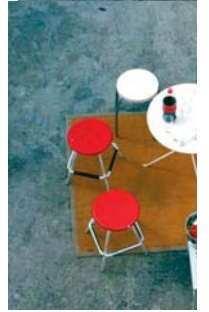
Guidelines

A MARKET DRIVEN APPROACH
IN THE FURNITURE INDUSTRY



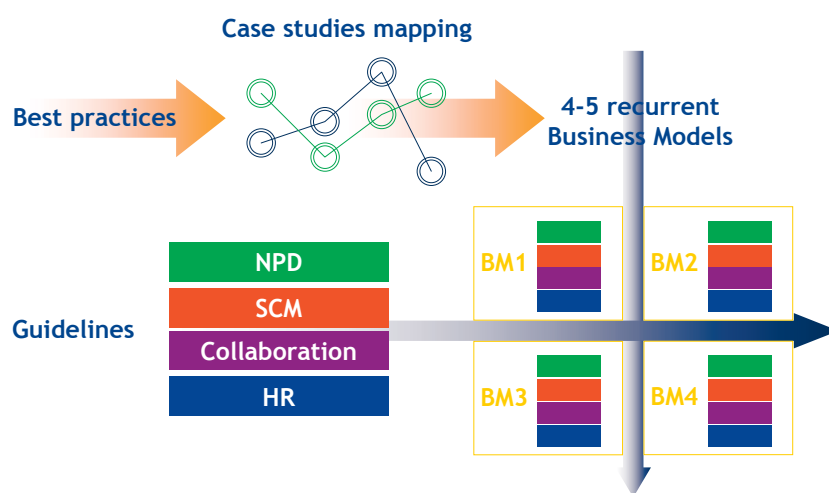
Co-funded by the EUROPEAN UNION
European Social Fund
Article 6 Innovative measures

1	The need for differentiation in the furniture industry	4
	1.1. Furniture markets at present	4
	1.2. Current business model of the furniture industry	5
	1.3. Towards new business models based on value generation	5
	1.4. Three axis for value generation in furniture markets	6
2	Consumers as source of value	7
	2.1. Consumers value approach	7
	2.2. Purchase vs consumption	7
	2.3. Critical questions for identifying targets	8
	2.4. Market research	10
3	Generating value on furniture	11
	3.1. Product dimensions	11
	3.2. Opening minds	11
4	Value generation on retailing	14
	4.1. Percieved value	14
	4.2. Adding value through retailing	14
	4.3. Retail alliances	16
5	Market driven approach within the firm	17
	5.1. The value chain concept	17
	5.2. Interaction of the market approach with internal processes	17



The globalization is changing the structure of labor intensive industries such as the furniture industry. Increased imports at lower prices force the European manufacturers to look for competitive edges and if necessary to restructure their operations. Some looked at their business model, other at the product, the production, productivity or the relation with the final consumer or a combination of some or all of these different aspects. The solutions, some more successful than others they come up with are multiple.

The FIRST project has the ambition to look into this subject with the aim to formulate recommendations to serve as inspiration to manufacturers. The methodology used was to analyze 30 companies that either went to a restructuring or that had particular characteristics in one or more aspects of their business that allows them to (better) cope with the problems arising from the globalization. This analysis should lead to business models from which guidelines on specific strategies could be distilled.



During the work it rapidly became clear that there are almost as many business models as there are companies, and on suggestion of the advisory board of the project, it was decided to concentrate on guidelines for practical strategies in specific fields rather than develop entire business models. The advisory board also suggested to formulate these guidelines in short separate formats easily usable by interested manufacturers.

This way the work resulted in the formulation of six guidelines around specific activities: product development and innovation, supply chain management, industrial co-operation, outsourcing, human resource management and electronic communications. In parallel the partners developed a sub contracting database for manufactures interested in co-operation as an instrument of increasing such co-operation between manufacturers in the EU and especially with manufacturers in the most recent EU Member States. Information on the project and on the database can be found on the UEA web site www.ueanet.com.

The analytical work has been done by the partners under the leadership and guidance of the MIP, the Polytechnic University of Milan and of AIDIMA, the Spanish technical furniture center. BFM, MEDIFA and the UEA and some of its other members contributed in the best practices and the redaction of the guidelines. Ifabrick, the information department of MEDIFA was responsible for the Web site and database.

The current booklet formulates guidelines on a market driven approach in the furniture industry. It is not meant to suggest that European furniture manufacturers should follow the strategies described, but the booklet wants to contribute to the reflection on this subject by those manufacturers who feel that it might fit into their business model. We hope it serves them well.

Bart De Turck
UEA secretary general
FIRST project manager

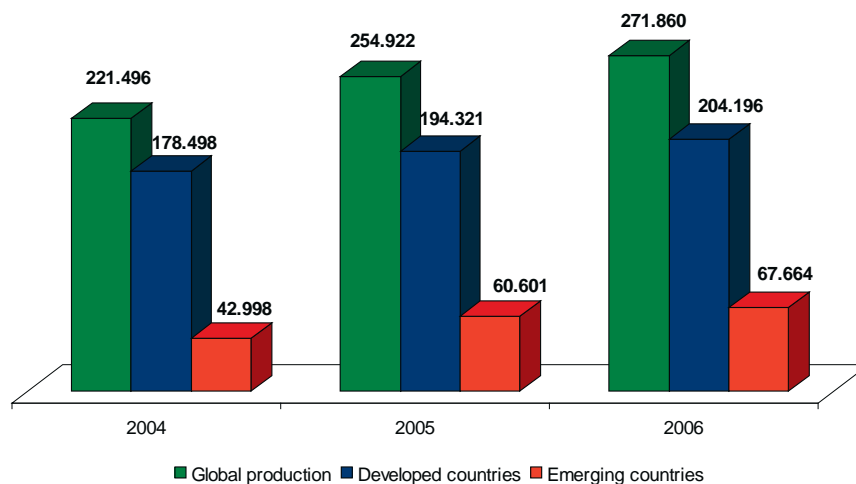
I. The need for differentiation in the furniture industry

II. Furniture markets at present

Between 2004 and 2006 the worldwide furniture production has grown from 221,496 million Euros to 271,860 million Euros which means a growth of 22.7 % in that period. This variation is more marked if the values are expressed in US dollars (+35.2%).

The developed countries have contributed to this growth, increasing the furniture production by 14.4% (+26% in US\$). On the other hand, in the emerging countries the furniture production's growth achieved 57.4% in the same period between 2004 and 2006 (+73.4% in US\$), that shows the productive potential of the furniture sector in those countries.

Evolution of the global furniture production between 2004 and 2006 (millions Euros)



Sources: UEA & AIDIMA

According to an analysis based on geographic areas; the EU has maintained the role of the main furniture producer with a 37% share of the total production in 2006.

One of the main competitors of the EU has become Asia with a 27% share of the total production. However, in 2006, the second biggest furniture manufacturer area in the world was NAFTA countries with the 29 % of the global production.

The global furniture exports have achieved 79,328 million Euros (+7.8%). The global apparent consumption of furniture in 2006 was 271 860 millions Euros.

The global apparent consumption hides wide differences. The highest growth of furniture apparent consumption can be observed in Asia, where the growth reached 12.1% (+22.3% in US\$) in 2006 compared with a growth rate of 4.7% (+14.3% in US\$) in the EU27 and a growth rate of 7.4% (+17.1% in US\$) in the NAFTA countries. This growth is demonstrating that Asia is not only an enormous producing power, but the consumption of the region is becoming significant at a global level.

The foreseen global average growth of furniture consumption for 2008 is about 5,5%, China and Russia are predicted to have a higher consumption growth (around 9% and 7%) and the Asian countries are maintaining the foreseen level of consumption growth demonstrating that the region might turn into an important furniture consumer.





Due to the current furniture market situation, the globalization of the markets and the production growing capacity of the emerging countries, there can be seen a really increased competition in the sector at a global level, joined by a relatively low consumption.

GLOBAL TRENDS OF THE FURNITURE SECTOR	
PRODUCTION	Increasing (more intensive increase in emerging countries)
DISTRIBUTION	Concentration (internationalization of buying)
CONSUMPTION	Non-differentiated product

I.2. Current business model of the furniture industry

In zones like the EU where the actual business model is based mainly on production, the former competitive advantages are losing their weight due to the increasing competition.

CURRENT BUSINESS MODEL IN THE FURNITURE INDUSTRY
Oriented to the furniture production, not to the consumer
Based on the "traditional" value chain: supplier-manufacturer-retailer
Based on the individual capabilities and resources of the companies
Local / national activity approach
Company size as a problem

Following the business model that is not taking into account the value generation for the consumer, European companies have to compete with the competitive advantages of the strengthened emerging countries (low labour costs, known and accessible technologies) due to the globalization and the import facilitating factors.

I.3. Towards new business models based on value generation

To make the actual furniture industry be able to gain advantages against the increasing competition created by the emerging countries, other competitive advantage should be searched through updating the business models. Creating value for the consumer could be the key aspect for product differentiation

FUTURE BUSINESS MODEL IN THE FURNITURE INDUSTRY
Consumer oriented who demands tangible and intangible aspects (surprise, buying experience, global habitat offer, etc...)
Operative efficiency search, improving the inter-cluster cooperations (sectors of habitat)
Global approach of activity (think global, act local)
Flexible organizations to apply (Strategy, organization, resources and capabilities, knowledge, technologies)

1.4. Three axis for value generation in furniture markets

The value generation axis of furniture production has always been focusing on the product. Actually through a change in the business model is possible to find new ways of value generation in the furniture industry. For differentiating the product it is very important to focus the value generation to the consumer demands.

For this reason it is very important to know the consumers; their characteristics, values, lifestyles, etc. to understand what the needs and buying motivations of the consumers are. All these information allows to adapt the product and distribution to the consumer demands, making the communication more effective and the product more valuable.

1.4.1. Consumer

The consumer as an active agent incorporated into the value chain as buyer and user of the product, actually is saturated by the factors that are influencing at the moment of buying: by the wide range of products and by the intensive communication. Understanding the behaviour of the consumer at the moment of buying through its characteristics, it is essential to grant a value added to the client and differentiate the product from the product of the competence.

The decision on buying is highly influenced by those factors that are belonging to the world of the buyer, such as cultural, social, psychological and personal factors, habits, values and preferences. Most of them can not be controlled by the offer side, but they should be well known and taken into account when the product is designed, when the price policies and strategies, communication and distribution are defined.

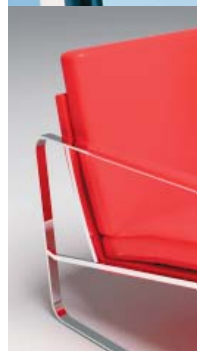
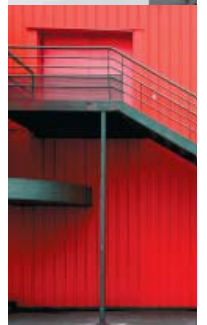
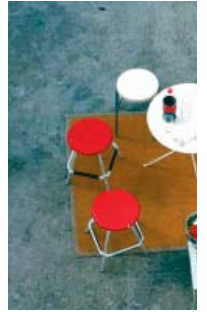
1.4.2. Product

The consumer is acquiring the product to satisfy a basic need. In case the product meets the expectations of the consumer and satisfies the need that it was acquired for, fulfills its basic dimension and becomes a source of satisfaction.

The satisfaction can be increased by offering a product of extended dimension, bearing characteristics which are generating extra value added for the consumer, which was not demanded by the consumer. To surprise the consumer and provide him a value added that he did not expect, is allowing the differentiation of the product from those ones that are focused on the basic dimension.

1.4.3. Retailing

The meeting point of the product and the final consumer is the retail. It is an important part in the development of the buying process being the frame surrounding it. The possibilities to use the distribution as an aspect which is increasing the value provided by the manufacturer makes it being an essential element of the buying process for new business models.





2. Consumers as source of value

The consumer is considered to be one of the key aspects of generating value in the furniture industry. Knowing the consumers makes it easier to provide them a more attractive product. In the present chapter we would like to provide a vision of the aspects that should be taken into account at the consumer analysis.

2.1. Consumers value approach

The main value for a product to be acquired by the consumer is the functional value. The utility of the product is the motivation of the buying. The overabundance of adverts and products and the increased purchasing power of the consumers are allowing the appearance of new values around the product on top of the functional:

1. Social value : the furniture consumption reflects the social status. Through brands and products the consumer is building up his own identity and the companies should exploit the hidden aspirations and self-concept of each consumer
2. Emotional value: everyone has his own experiences, sensations, and give a clearly subjective value to the product that is only recognizable and comprehensible by the consumer.
3. Circumstantial value: The same product can be evaluated by the consumer in different ways. Other ways of increasing the consumption are the occasions of granting an additional value to certain extraordinary circumstances.
4. Novelty value: renewal and constant updating are parts of the consumption's driving forces. The attraction for novelties and breaking the routines can be exploited by the companies for guaranteeing the consumers' attention and attraction for the sales point.

Functional value	Price, quality, (expected utility, durability, ergonomoy, ecology) and services
Social value	Self-concept, social image acceptance, status, aspirations
Emotional value	Emocional evaluation
Novelty value	New ideas, renewal
Circumstantial value	Particular and temporal conditions of the consumer

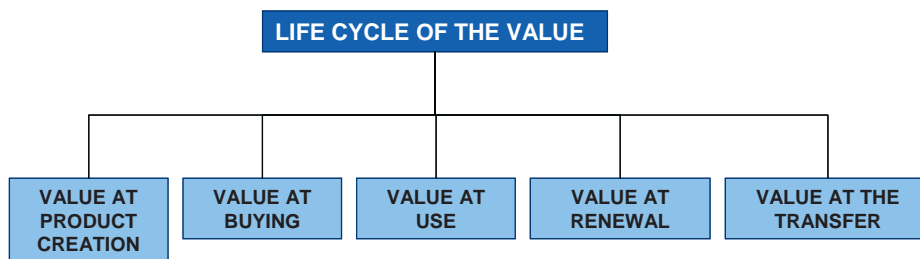
CONSUMER'S VALUE PERCEPTIONS

2.2. Purchase vs consumption

Not only the product can create value for the consumer, but the moment of furniture buying as well. The distributor is able to increase the perceived value of the product at the stage of buying the product.

Currently in the focus of creating value for the consumer are the product and the sales point. This is increasing the satisfaction of the consumers at the moment of buying the product, but when the buying process has been finished, the producer and the distributor are breaking up their connection to the product and the consumer, finishing their contribution to the value generation process in the moment of the buying process.

Not only at the production and at the purchasing process of the goods can be created a value to the product, but also at other stages of the product's life cycle is possible to generate value for the consumers.



The manufacturer could provide value added to the product at the stages after purchasing the product, such as during the years of use, at the moment of renewal of furniture and at the transport process after the replacement of the furniture.

2.3. Critical questions for identifying targets

Generally the buying decisions, the way of consumption and use of the products, especially in case of furniture are influenced by the personal characteristics of consumers. Understanding the particularity of the consumers allows to adapt marketing variables with a higher precision to the criteria of consumers.

This work is usually carried out through segmentation. This process consists of identifying the consumer groups and their desires, their purchasing power, buying attitudes or equivalent needs, that could be satisfied similarly by the product characteristics.

There are existing several market segmenting variables:

The demographic variables (sex, age, social circumstances, nationality, ...) are the most simple ones to identify, but the information obtained through them is incomplete.

The socio-economic variables (income levels, profession, educational level, socio-economic level) are relatively easy to identify in a quantitative way and through them the consumer target groups can be identified with a higher precision.

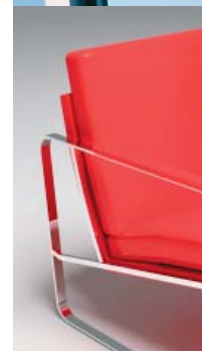
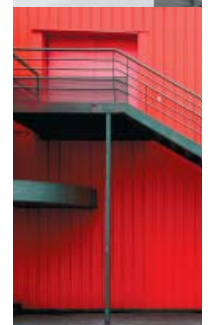
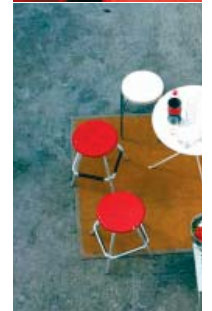
Through the variables explained earlier, the changes of the consumers' home life-cycles can be observed, but they are not describing the different attitudes of customers towards the stimulating aspects of the market that the consumers are facing. People with the same socio-demographic profile and similar home life cycle might act different ways concerning the same product.

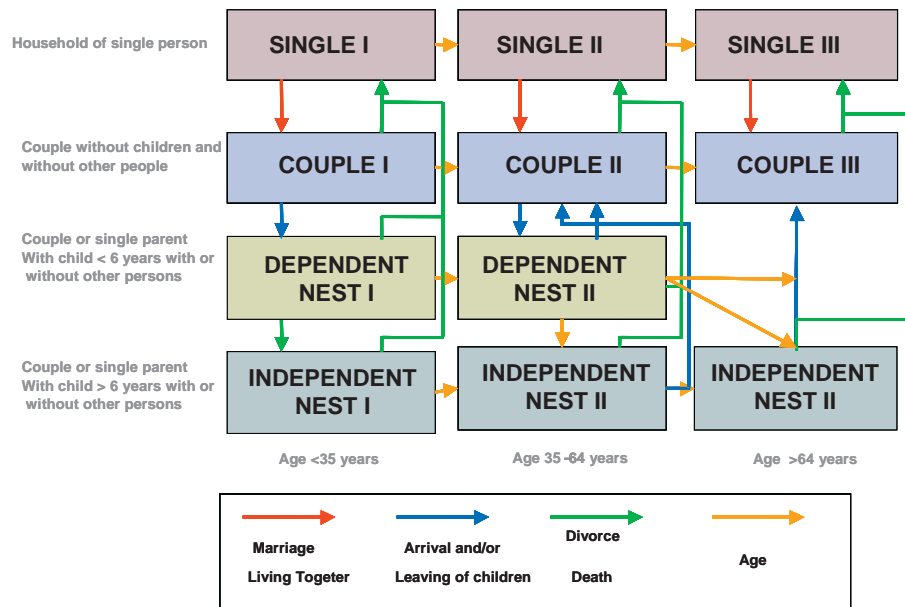
There is existing a more qualitative method of segmentation, called psychographic segmentation. By the use of this method and other variables, for example the lifestyles, there could be obtained a deeper definition of the personality and values of consumers that is allowing to obtain more information on the buying motivations of the different segments.

2.3.1. Home Life Cycle

As a first step for understanding the furniture consumers, is to prepare a research on Home Life Cycle. It is an objective way of segmentation which is classifying the furniture consumers upon the characteristics and stage of their homes.

The components of this segmentation are: the age of the main family sustaining person, marital status, the existence and age of children in the homes. Examining together these variables we obtain the following scheme:



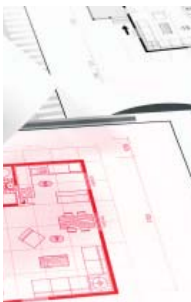


THE HOME LIFE CYCLE

The description of the different segments is the following:

- Single I: Households of singles, where the age of the sustaining person is less than 35 years.
- Single II: Households of singles, where the age of the sustaining person is between 35 and 64 years.
- Single III: Households of singles, where the age of the sustaining person is over 64 years.
- Couple I: Households of more than one person, without children, where the age of the main sustaining person is less than 35 years.
- Couple II: Households of more than one person, without children, where the age of the main sustaining person is between 35 and 64 years.
- Couple III: Households of more than one person, without children, where the age of the main sustaining person is over 64 years.
- Dependent nest I: Households of more than one person, with children, where the age of the youngest child is less than 6 years and the age of the main sustaining person is less than 35 years.
- Dependent nest II: Households of more than one person, with children where the age of the main sustaining person is between 35 and 64 years.
- Independent nest I: Households of more than one person, with children, where the age of the youngest child is over 6 years and the age of the main sustaining person is less than 35 years.
- Independent nest II: Households of more than one person, with children, where the age of the youngest child is over 6 years and the age of the main sustaining person is between 35 and 64 years..
- Independent nest III: Households of more than one person, with children, where the age of the youngest child is over 6 years and the age of the main sustaining person is over 64 years.

The arrows of the chart are demonstrating the possible movements of the consumers within the different segments, signing the logical directions. This is a flexible segmentation that can explain the different family types according to the household structures. Helps to recognize the evolution of the consumer's spendings from segment to segment through relatively simple data to compile and process.



2.3.2. Lifestyles

Other way of consumer segmentation is based on lifestyles, that is describing the activities, interests and opinions of the consumers. The lifestyles are reflecting something more than the social situation or personality of the consumers.

There is not existing a unique lifestyle classification, all of them are based on a certain research-methodology, the classification selected by the company should answer and be adapted to the particular needs of the segmentation. There is an example chart of five mentalities in Spanish households and the defining values.



2.3.3. Values

Other type of segmentation is based on values. Identifying the actual consumer mindstyles is indispensable for offering a product according to the mindstyles and to achieve a product that contains an increased level of values.

The segmentation based on values is the most complete one and is the most difficult to influence, because it is complicated to identify the values of each segment and certain values could be common in different target groups.

2.4. Market research

The market research could have a double importance at the moment of approaching the company to the consumer. Through market research the target group of the company can be identified and quantified, on the other hand the consumers' perceptions and satisfaction on the company values can be identified.

It is a useful and effective way to support decisions on strategy and marketing mix. The next chart is showing some current market analyzis technics and is signing the moments of reducing decision making risks and apporting useful information.

	Habit Survey	Concept Test	Price Test	Motivation Studies	Sales Experiment	Market Test	Market Survey	Image Studies
PRODUCT								
RETAIL								
CONSUMER								

	Segmentation and Positioning	Product test	Packaging Test	Shop Audit	Rtail Surveys	Pre-testing	Post testing	Promotion Studies
PRODUCT								
RETAIL								
CONSUMER								

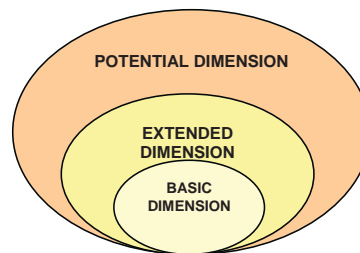
3. Generating value on furniture

Currently the companies are focusing on generating value for the consumers through a tangible product which is covering their needs, but few real differentiation may be found in furniture markets. Product dimensions are also a source for adding value to consumers.

3.1. Product dimensions

There are three dimensions in accordance with the product characteristics that are satisfying or overstepping the needs of consumer:

- Basic dimension of the product: general characteristics of the product. The products should meet the basic needs of the consumers.
- Extended dimension: the companies are usually differing their products from the products of the competence. Adding characteristics, accessories, services to the product is allowing to sell a differentiated product instead of general product.
- Potential dimension: improvements which the product should contain in the future.



3.2. Opening minds

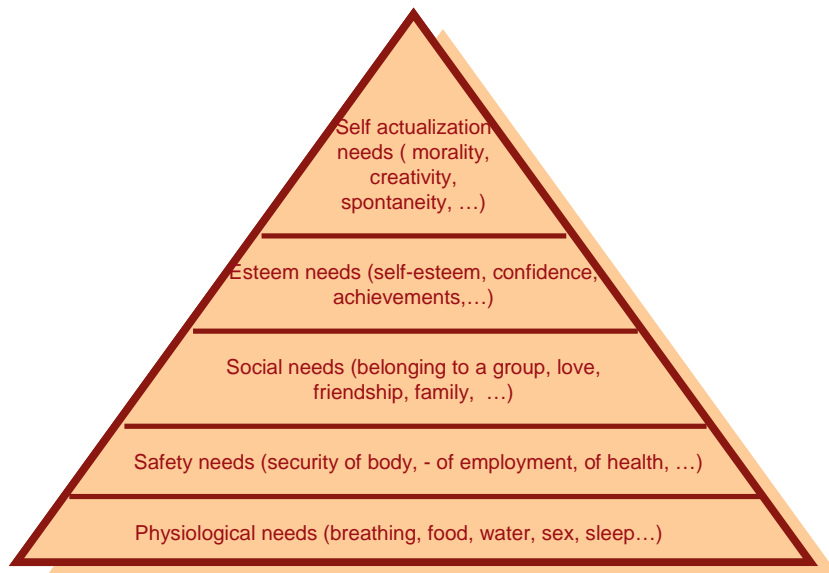
The consumers are buying furniture on the benefit expectations that the product can provide them. Surprising the consumers by offering them value that were not expected is providing them a higher level of satisfaction that they would have perceived without the increased functions.

For increasing the product's perceived value, it is necessary to be realized by the consumer that the purchased product covers the needs that it was bought for.

The intention of buying is based on the perception of a lack of the consumer. When the consumer is getting aware of the lack of something, it is turning into a need which should be satisfied through purchasing.

There are several theories on motivations, the most known is the Theory of Maslow:

Through this theory Maslow is looking for an explanation to the question: why the people are motivated by certain needs in certain moments? According to his theory the human needs are hierarchically ordered, from the most urgent needs to the less urgent needs. According to their importance there are: physiological needs, safety needs, social needs, esteem needs, and needs for self-actualization. The necessity is causing restlessness and imbalance in the people which should be solved, so everyone is making an effort to satisfy the most important needs which will not be motivating anymore, so the following needs will be satisfied as the most important ones:



The basic necessities must be satisfied first. When these needs have already been satisfied, then people turn to satisfy the needs that are located at higher levels of the pyramid. Their personal growth is driven by satisfying the needs of self actualization. Once a person has moved upwards satisfying the needs represented in the higher parts of the pyramid, the necessities of the bottom of the pyramid will not be important anymore.

At the moment of discovering a necessity, there is appearing the motive for buying the product. In this case the motivation can be defined as a search for satisfying the need. It should be taken into account that the motivations are connected to the needs, and that the same need might be related to different motivations.

Furnishing a home is satisfying simultaneously several necessities, even if the consumer is not aware of it.

There are existing basic needs associated to the definition of the product and to the tangible elements of it, and other necessities of intangible or symbolic character.

Not all the furniture consumers are having the same needs, some of them are preferring the tangible elements, and others could prefer the symbolic ones, all depends on the level of complexity of the potential buyer. In the following chart there are assumed the main identified potential needs of the furniture buyers. The relation is presented in between two extremes: the tangible and intangible elements of the furniture.

Potential needs of a furniture buyer

<p>Tangibility</p> <p>↑</p> <p>↓</p> <p>Intangibility</p>	Product	Functional need (storing, relaxing, ...) Need of comfort
	Home	Aesthetic need (design) Need of security
	Personal	Need of identification Need of realization
	Social	Need of social approval Need of distinction

3.2.1. Relation between furniture and home

All these former needs are linked to the furniture products, but are also appearing in the habitat. Considering the furniture as a part of the home there can be observed more necessities, that are going beyond the ones that could be satisfied by an only isolated product.





Understanding the furniture products in the context of the home that it has been conceived is increasing the possibilities of obtaining a global vision of the necessities which the consumer is intending to satisfy by the purchase. Analyzing the product as a part of a context, is discovering some opportunities to increase the value to the consumers, for example at the moment of buying offering wider range of products sharing the commercial space, generating a shop oriented to the lifestyles of the consumer target group.

3.2.2. Product and services

The increase of demand complexity caused by the emotional value that each person is giving to the products is an opportunity to generate value through the services. Including more services in the offer transferring tangibility to the product is an opportunity the offer value added.

VALUE PROPOSAL OF THE MANUFACTURER	
BASIC DIMENSION	Product (furniture)
EXTENDED DIMENSION	Global vision (furniture/home)
POTENTIAL DIMENSION	Services for using

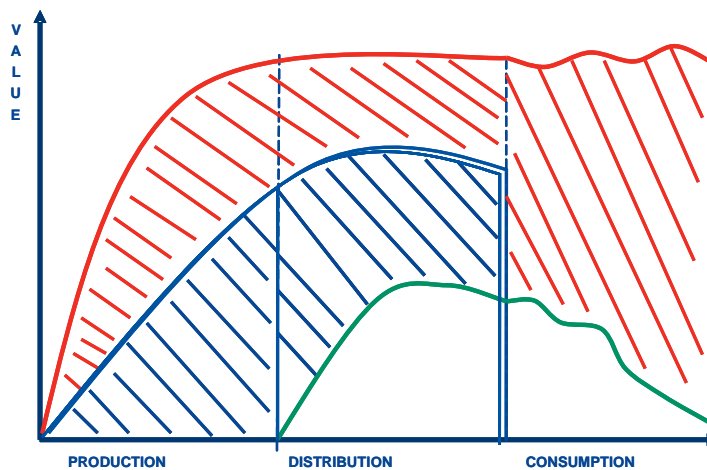
4. Value generation on retailing

Currently the sales points are link between the consumers and the product, that could be a virtual or physical place.

The consumer is maintaining a contact with the sales point where he is buying, which means that the distributor is part of the purchasing process, the same way as the product, it is a source of generating value. The value perceived by the consumer can be increased by a good management of the sales.

4.1. Percieved value

The next graphic is showing the gap between the value provided by the manufacturer (signed by blue color) and the value percieved by the consumer (green line). The red area shows value opportunities for manufacturers (increasing value in the stages of production and distribution, and in the stage of consumption-use).



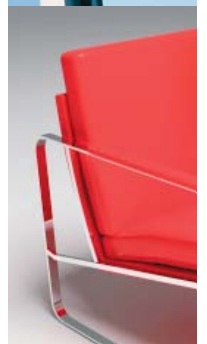
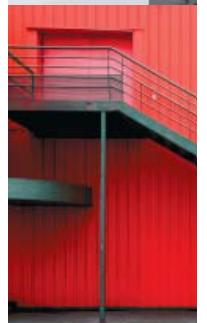
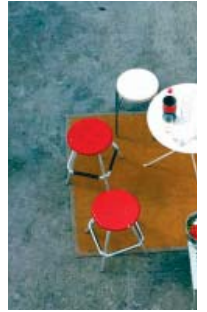
The consumer percieves the value at the moment when is getting in touch the first time with the product through the distribution.

The manufacturer is making efforts to provide value for the consumers from the first moment of the production till the product is arriving to the hands of the distributors.

The manufacturing companies companies normally are making efforts on generating value directed to the distributor because generally they are considering them as their clients and only in some rare cases are orienting their value creating efforts to the final consumers.

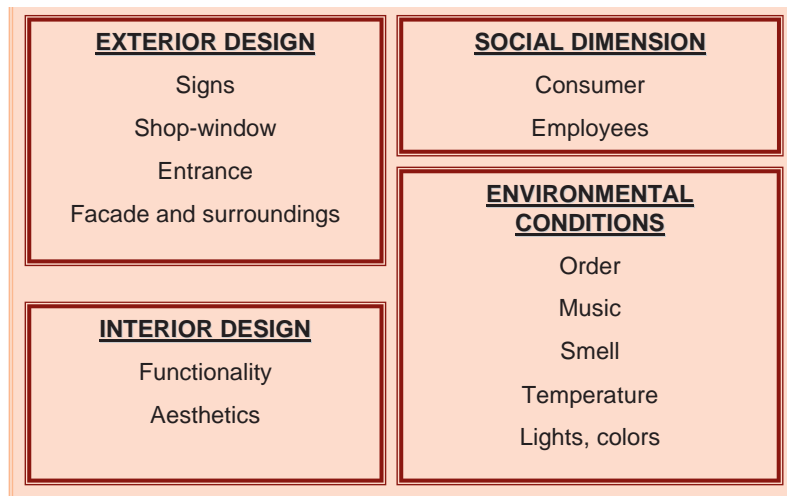
4.2. Adding value through retailing

The sales point is becoming a basic element for creating value for the consumers, and all the elements of the store must be considered as cirtical factors for increasing the value offer to consumers.



4.2.1. Store merchandising

By adapting the following elements of merchandising to the sales points, the distribution can increase the satisfaction in the moment of the visit to the establishment and add value at the moment of buying.

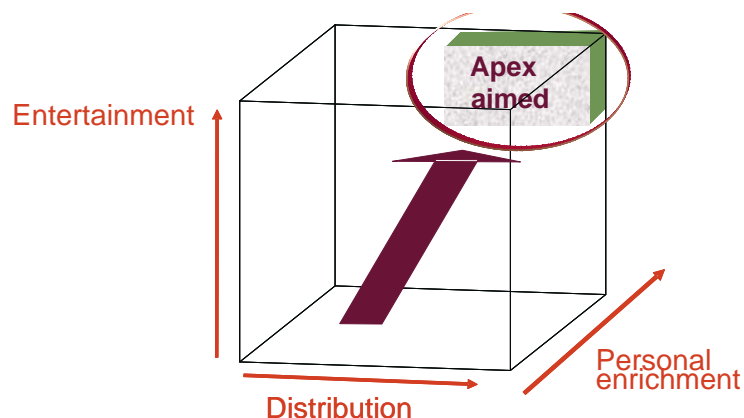


STORE DIMENSIONS THAT CREATE VALUE FOR CONSUMERS

4.2.2. Buying experience

Due to the lifestyles and to the evolution of consumption, nowadays people are not buying only because of the usefulness of the products. There are some cases when the buying process itself is becoming a value generating factor.

For this reason it is essential to think about new distribution models based on a conceptual cube where product, entertainment and personal enrichment are taken into account.

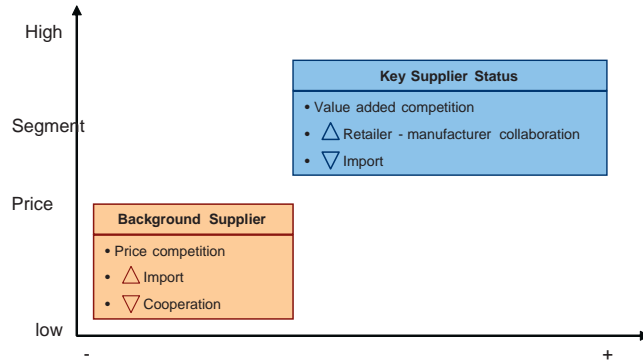


Webb, B. (2000). "Shopping redefined: towards a new concept of retailing". *International Journal of Retailing & Distribution Management*. Vol.28. No.12. 2000. pp. 503 - 507.

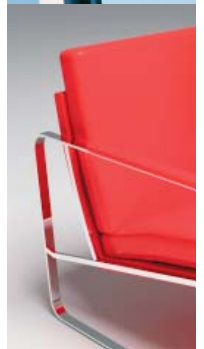
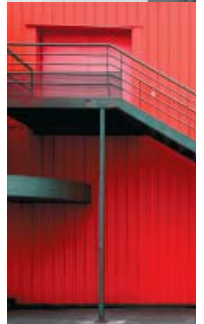
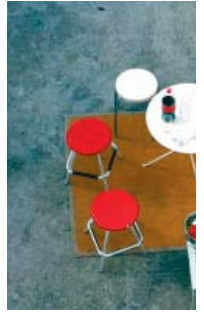
4.3. Retail alliances

Manufacturers and distributors might cooperate between each other for increasing the value added of the product to the final consumer. This cooperation is possible in certain price segments.

In case of a product that is of the low price segment, generally the distribution is highly concentrated, and the manufacturer is only a background supplier, and the distribution is providing a big amount of the product. In case the product is of a high price segment, and the distributor's concentration level is low, competing by the value added, not by prices, the cooperation with the manufacturer is necessary in certain areas, for example store merchandising.



FURNITURE MANUFACTURER POSSIBILITIES OF COOPERATION WITH RETAILERS



5. Market driven approach within the firm

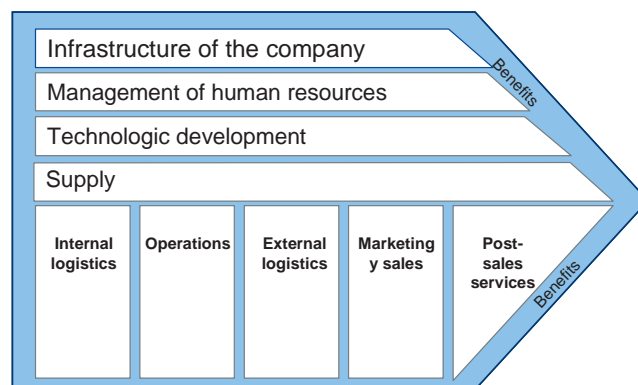
The market driven approach in the company means that all the internal processes of the company should adapt the idea of creating value for the consumer.

5.1. The value chain concept

Michael E. Porter (1985) has proposed the value chain as a tool for identifying the value generating processes for the consumers within the company organization.

The identified activities are divided into two types: primary and supplementary activities.

The primary activities are directly related to the production, sales and post sales services of the product. The supplementary activities are those which are supporting the value creating processes of the primary activities without direct contribution to the manufacturing processes of the product.

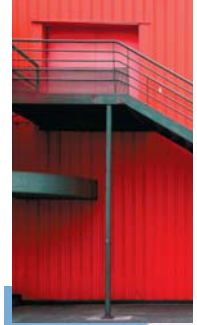


5.2. Interaction of the market approach with internal processes

All the processes of the company should be focusing on generating value for the consumer, not only the marketing and sales. For example in case of adapting a CRM (Customer Relations Management) is necessary a cooperation in the entire value chain from the marketing department considered as a primary activity to the technology adjustment that is considered to be a horizontal activity.

Hence, value generation is not an isolated responsibility of one department of the firm, but a global aim of the whole organisation.

Notes





Institute of Technology for Furniture
and Related Industry
C\ Benjamin Franklin, 13. Parque Tecnológico.
Apdo. nº 50 - 46980 Paterna. (Valencia)
Spain
Tel : 00 34 96 136 60 70
Fax : 00 34 96 136 61 85
vsales@aidima.es
www.aidima.es



BFM
British Furniture Manufacturers Federation
Wycombe House
9 Amersham Hill
High Wycombe
Bucks HP13 6NR
Great Britain
Tel : 00 44 1494 523021,
Fax : 00 44 1494 474270
info@bfm.org.uk
www.bfm.org.uk



EFBWW
European Federation of Building & Wood Workers
Rue Royale 45/3
1000 Brussels
Belgium
Tel : 00 32 2 2271040
Fax : 00 32 2 2198228
info@efbh.be
www.efbww.org



EIAS
European Industry Associations Services
Rue de la Loi 26
1040 Brussels
Belgium
Tel : 00 32 2 2181889
Fax : 00 32 2 2192701
www.eiasnet.com



IFA
French Furniture Manufacturers Federation
28 bis avenue Daumesnil
75012 Paris
France
Tel : 00 33 1 44 68 18 00
Fax : 00 33 1 44 74 37 55
unifa@mobilier.com
www.mobilier.com



MIP
Piazza Leonardo Da Vinci 32
20133 Milan
Italy
Tel : 00 39 0223992804
Fax : 00 39 0223992720
alessio.marchesi@polimi.it
www.polimi.it



UEA
European Furniture Manufacturers Federation
Rue de la Loi 26
1040 Brussels
Belgium
Tel : 00 32 2 2181889
Fax : 00 32 2 2192701
secretariat@uea.be
www.ueanet.com



FURNITURE INDUSTRY IN RESTRUCTURING : SYSTEMS & TOOLS



Editeur responsable

UEA

Wetstraat 26 rue de la Loi
B-1040 Brussels
Tel. 003222181889
Fax 003222192701
secretariat@uea.be
www.ueanet.com



Co-funded by the EUROPEAN UNION
European Social Fund
Article 6 Innovative measures