

## Final report



KEMI-TORNIO POLYTECHNIC

**m**enningarstovan  
Faroe Islands Trade Council



*PROFILE – Project for  
Female Leaders.*

Administration of  
Arkhangelsk Region



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Northern  
Periphery



Länsstyrelsen  
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LÄNSSTYRELSEN  
I NORRBOTTENS LÄN



MINISTRY OF THE INTERIOR

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## Background, aim and target.



*It is always exciting to take part in innovative work and we have a good deal to tell about the project PROFILE – Project for Female Leaders. We hope that our report can be of interest to those starting the new projects which are certain to follow, aimed to make the skills of female leaders more visible.*

When we developed the project we had a good base to build on. The County Administrative Boards in Norrbotten and Västerbotten had granted funds for a feasibility study. This grant was aimed at the creation of the partnership and mutual development of the project. The goals were set jointly by Norwegian, Swedish and Finnish partners. The target group consisted of female leaders from companies, organisations and authorities. The final mix was 8 participants from Sweden, 8 from Finland, 8 from Russia and 2 from the Faroe Islands. One project aim was to strengthen the participants in their role as leaders, to set up robust networks for mutual benefit amongst

the participants and to make the competence of female leaders more visible. In this brochure we will tell you how we have worked, both leaders and participants. In fact, we could have written much more about our experiences but let us illustrate them by just a few examples. Text and photos are a joint effort by us all. To learn and develop personally through people-to-people meetings, gaining support from each other, has been an important part of the pedagogical approach. Dialogue, cooperation with other participants, possibilities to meet and re-align our own perspectives in line with those of others has given important conditions for sustainable learning and under-

standing. The project activities were a mix of widely-used traditional methods, such as lectures in the transnational and national seminars, moving on to the high level of flexibility in the practical work in mini-projects including practice in two different countries. We can call it our NETWORK MODEL FOR COMPETENCE IMPROVING.

### Transnational partners

The project owner and lead partner was Arctic Vocational Foundation (Stiftelsen Utbildning Nordkalotten) from Sweden, a vocational education centre owned by the Swedish, Finnish and Norwegian governments. The other partners were the Regional Administration of Arkhangelsk, Faroe Islands Trade Council and Kemi-Tornio Polytechnic.



Map of interest III area, see [www.profilenet.org](http://www.profilenet.org) for full map

Each partner country had a national project leader who was responsible for the activities in the respective country. During the project the leaders have had interesting interchanges with all partners, but at national level these project leaders played different roles, depending on the needs and wishes of the participants. The Faroe Islands was very successful at creating a national network and business contacts, Russian participants' needs were concentrated to

development of concrete business contacts etc. Project leaders had meetings or telephone conferences in general every third month, in addition to meetings in transnational seminars. The minutes of these meetings were important tools in bringing about continuous project development.

### Some words about the methods

Three keywords: Leadership, Internationalisation and Networking. We tried to adopt a universal approach to our project using a diversity of methods: transnational seminars, national seminars, study visits, practical work, project work and reports. In this way we encouraged the

*"To learn and personally develop in people-to-people meetings, gaining support from each other has been an important part of the pedagogical approach,"*

participants to work with the selected subjects from different perspectives.

A major part of the project was based on the participants' own demands and interests in a "Bottom up" approach which in brief encompasses: responsibility, reflection, activity, impact, flexibility and personal choices. These issues were particularly valid in national activities, mini-projects and practical work.

In general the project was considered to meet high standards, corresponding to expectations. Some discussion arose as to whether the project would have benefited by having the first meeting in smaller groups or by carrying out a large mutual project, making the diversity of individuals' previous knowledge more visible. In this way the group could have gained more from each participant's competence.



*Group work in Ylläs*



*Seminar in Haparanda.*



*Kerstin Hammas, Chairperson of the steering group*

## **To lead a transnational project**

Transnational projects are often complex, it is a question of leadership, roles and conditions in a diverse environment. For that reason we chose to carry out an ongoing evaluation which continuously monitored the project and gave a basis for and provided advice for development during the whole project duration.

We have learnt how important it is to clarify the conception in the transnational work. The goals must be very clear, much more so than in national projects, because the possibilities for meetings are few. Some more very important aspects to discuss in the planning stage are the role of every country and partners' responsibilities for the activities. The discussions during the meetings very easy end up addressing solely the practical arrangements. We concluded that we should have decided to reserve more time for discussing our own group, project leaders, and the mutual work just as leaders.

A usual problem, which the project leaders were very soon confronted with, was how we can keep each other informed and updated. The whole project concerned collaboration and contacts between different stake-holders.

The project leaders acted on different arenas, so it was important to get information from those arenas passed on to all the national leaders, and through them all participants. It is our experience that it is necessary to find a cooperation model for information from the very outset and to maintain it, a matter which often is forgotten through lack of time.

Transnational projects make high demands on project leaders skills to create contacts and on their ability to adapt the special frameworks where transnational work is done. On other hand participating in transnational projects offers good training in these skills. If you want to work in transnational projects you have to be open to new ideas, contacts, cultures and working methods and you need A LARGE PORTION OF PATIENCE.

## **Gender perspective**

In our transnational work gender issues have played a central role throughout all our activities. What does it mean in reality? In "A Guide to gender impact assessment", European Commission Unit V/D.5 1997, page 5 we can read: " not restricting efforts to promote equality

to the implementation of specific measures, but mobilising all general policies and measures specifically for the purpose of achieving equality". The project was a direct contribution to gender equality. The participants were women, the goals were set to support women, the project was started entirely by women and implementation was by women.

Although the concrete activities have been of a general character, the gender aspect has always been taken into account. But mainstreaming does not mean merely adding female issues to the agenda. It implies a change of the agenda to meet the needs of both women and men. Therefore, during the whole process, the project has also involved men in the steering group, as lecturers, business partners, in practice...

### **---and after this**

We knew already from the beginning that building up functioning transnational relations takes a long time. This understanding is particularly important if participants come from several different cultures and different businesses like in our project. Both leaders and participants felt that time was too short and hopes of a continuation were in everyone's mind.



*The first seminar in Archangelsk.*

## **Conclusion**

Let the words in the report of our Scottish observer, Helena Harcourt, form the conclusion. "The Profile project has proved to more than fulfil its ambitions; it built networks of fantastic, intelligent and powerful women; it provided innovative and useful training; it carried out interesting and fruitful mini-projects. Above all the most important achievement was that a communality, a sympathy, a recognition and understanding was discovered between these multifaceted high-achieving women from so many cultures, from different businesses and belonging to such a vast array of countries as from the Faroe Islands to North West Russia."

Ritva Lind, Arctic Vocational Foundation  
Elena Kudriashova, Archangelsk Regional Administration  
Janet Friða Johannesen, Faroe Islands Trade Council  
Hannele Keränen, Kemi-Tornio Polytechnic



*Culture activities in Archangelsk.*

## MINI-PROJECTS



### MINI-PROJECT. FAROES QUALITY FISH – IS THERE A MARKET IN NORTHERN SWEDEN AND FINLAND?

*Faroe Seafood exports on a limited scale to Sweden and Finland, but not under its own label. With our project idea and cooperation with the project members we discovered that there are good prospects for Faroe Seafood to move on into the market in Northern Sweden and Finland.*

#### The project idea is born?

Karin and Ulla visited Gudrun at Faroe Seafood to study the company organisation and vision for the future. After that, we communicated by e-mail to find a strategy for the future work. Our project idea was “FAROE QUALITY FISH – IS THERE A MARKET IN NORTHERN SWEDEN AND FINLAND? We made use of the facts and information about the company’s future and our own experience from this industry. After some environmental scanning, we could see that the interesting in caring for oneself healthwise is growing and that we are more and more interested in what we are eating. So we decided to carry out a limited market study. We contacted students at Kemi-Tornio Polytechnic for the research.

#### Result of the market study

The result of the non-scientific investigation shows that most people in both Northern Sweden and Northern Finland eat fish 1-2 times a week. Salmon is the most popular fish. In Sweden it seems that people prefer frozen fish to fresh fish, and consumers are mostly young people. About 50 per cent care about which country the fish comes from.

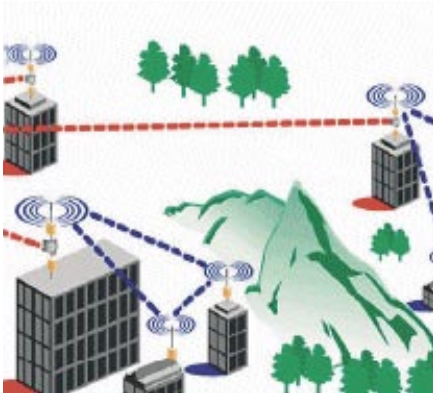
#### Suggestions for a marketing strategy and how to move forward...

The company’s vision is an important tool for the identity and positioning in relation to other fishery companies. After that we will decide on a communication strategy, which will give us the answer to the questions What shall we say, how shall we say it, to whom shall we say it and where shall we do it, and with what purpose will we do it? When we have the answers to these questions, we can move on and present a communication concept that will make Northern Swedes and Finnish people interested in our label and our quality products. Important questions that the company must solve are the retail side, distribution and the opportunity to sell the products under a separate label, and to do so in their own packaging.

#### Facts about participants

**Gudrun Olsen, marketing director of Faroe Seafood, the largest and leading company in fish production. Ulla Anttila, project manager at Avalon, a leading advertising company in Finland, and Karin Klockare Järilström, project manager at Vinter, a leading advertising company in Sweden.**

## MINI-PROJECTS



### **When miniproject became maxiproject...**

*Soleyd Hoofgaard had a clear project idea but she was looking for a partner. The Profile project gave her an exciting opening - to Russia.*

*A large joint business plan was worked out and negotiations were started with financiers.*

### **When east meet the west.**

The PrimeNet project was initiated by Soleyd Hoofgaard from the company Magnet Sp/f Faroe Islands who found an interesting partner in Elvira Sostavkina of the Tandem Group Ltd in Murmansk for cooperation in development work and implementation of the results in Russia.

The PrimeNet project is an initiative aimed at providing the population and businesses of Murmansk with modern Internet access and information services by implementing a unique combination of wireless and wired technologies in an urban environment.

PrimeNet target markets are the general population of the areas surrounding Murmansk, which is well educated but lacks an adequate network infrastructure for the area to grow and to attract investments and high-tech jobs. By offering network infrastructure service to this area we will provide Murmansk with the ability to expand the well-educated public and attract jobs, thereby increasing the wealth of the entire area.

### **Project mission.**

The project mission is to bring a new quality of life to the people providing a modern means of accessing and using all kinds of information, as well as focusing on the specific information needs of the people.

### **Partners**

**Soleyd Hoofgard from the company Magnet SP/f in the Faroe Islands. The Russian partner is the company Tandem Group Ltd represented by Elvira Sostavkina, director of the company and Dennis Kreminsky employed by Tandem Group as an IT specialist.**

## MINI-PROJECTS



Christina Lugnet and Margareta Strömbäck

### **On the Border Knowledge Centre, Haparanda-Tornio**

*Christina Lugnet, Chief Executive Officer of Haparanda Municipality, and Margareta Strömbäck, Director of Education at the Association of Higher Education in Eastern Norrbotten, worked together on the project. They have cooperated on different projects before, and know the benefits of co-operation.*

*Now we had an opportunity implement a major plan.*

### **Coordination and combining of knowledge and experiences**

A new On the Border International Knowledge Centre is going to become reality. The Centre will be an umbrella organisation, a node for information and cooperation between different organisations and authorities working to promote valuable contacts, and to expand cooperation, trade and the exchange of knowledge. The target group in this region comprises companies, organisations, authorities and citizens wanting information, answers and help with questions associated with cross-border activities, new markets, contacts or co-operation.

### **A new opportunity to create a stronger and more competitive region?**

Centre is just one of the targets. The others are professional service on the border interacting as an information and cooperation one-stop shop supplying the northern part of the Nordic countries. Is it a pipe dream? No, it is not!

### **What will the On the Border Knowledge Centre contain?**

The services that will be available include letting of rooms and equipment, recruitment and employment of staff, networking, a chamber of commerce, training of personnel in cross-border issues, the marketing of services, organisation of conferences and other meetings, information on border issues, collation of cross-border statistics.

### **Tornio + Haparanda = Eurocity**

Eurocity is made up of the twin towns Haparanda, on the Swedish side of the River Tornio, and Tornio on the Finnish side. This region is also called the Province. The Province is in many ways highly remarkable and unique. This area has a strategic position in the Barents Region at the apex of the Gulf of Bothnia. Cooperation today between these two towns is opening up new opportunities to create a stronger and more competitive region, but should also be seen as playing an important role in the development of the whole of Northern Europe. Right on the frontier, the two towns are currently building a common town centre area for business, education, work, culture and leisure. The population in this area is just under 34,000.

## MINI-PROJECTS



*Elvira Sostavkina and Elena Muravyova*

### **The triumphal Arch**

This quarterly colour magazine is published in two languages, Russian and English, and its readership is people from North-West part of Russia and Europe whose business today is based on economics, culture and education. The magazine addresses different topical themes and problems and introduces modern writers, poets and artists from Russia and Europe. It also has articles about interesting people acting as role models, “heroes” as the magazine call them, and describes their roads to success. The magazine pays special attention to positive image promotion of women in all kind of activities. The magazine has been published in Archangelsk for two years. The first issue of the Murmansk edition of The Triumphal Arch is due in August 2005. Both the

### **A new joint business**

*Fruitful contacts were also created on national level, as we can see from Elena’s and Elvira’s example. Participation in the project provided Elena Muravyova, the publisher and editor-in-chief of the Triumphal Arch magazine and Elvira Sostavkina, Director of Tandem Group Ltd in Murmansk, with a chance to start a new joint business to publish The Triumphal Arch magazine in Murmansk.*

Murmansk and Archangelsk editions of the magazine will be distributed over North-West regions of Russia and to some extent also in Norway, Sweden and Finland.

### **Developing of Scandinavian contacts**

Some chapters of the magazine under the name of “Bridge to Scandinavia” address the search for business partners and the development of further co-operation with countries in The Barents Region, namely Norway, Sweden and Finland, in various fields of activities. This part is under development and project Profile has given considerable support to this effort.

## MINI-PROJECTS



*Kjell Ericsson, LuleBuss in discussion with Svetlana Kyzmina from Pur-Navolok*

### Looking for partners

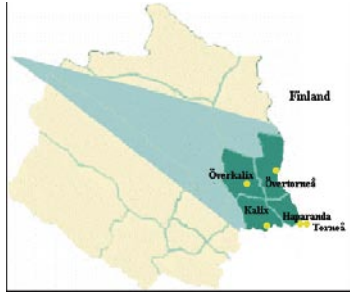
LuleBuss, operating solely in Arctic Scandinavia, decided to extend its activities within the Barents Region. LuleBuss acquired the rights to act as representative for Arkhangelsk Airlines in Sweden, employed a Russian specialist and created a new company - RyssLine. At the same time, LuleBuss came into contact with the Profile project and Hotel Pur-Navolok. A joint development project centred on tourist products was started and Hotel Pur-Navolok also opened a special section for excursions in the Arkhangelsk region. Other services were created. However, there were other challenges to be overcome. The nearest office for issuing visas to Russia is situated in Stockholm. After successful negotiations, RyssLine acquired the rights to be the official visa representative. Another issue was the inefficient voucher system. This too was resolved, through an agreement between RyssLine, Hotel Pur-Navolok and Hotel Poljarny Zory in Murmansk, offering all necessary services for safe and pleasant travel to Russia.

*“ Contacts created within the framework of the project Profile between Hotel Pur-Navolok, Arkhangelsk and RyssLine of Luleå have led to mutually beneficial development work”*

### NEW PARTNERS

**Pur-Navolok Hotel is a four-star hotel with 234 rooms from economy class to four-room luxury suites. It is situated on the bank of the beautiful Dvina River in the historical site which bears the historic name Pur-Navolok. LuleBuss AB is a travel agency specialising in tours in the Barents Region. LuleBuss is well-known for the professionalism of its guides and its good service.**

## MINI-PROJECTS



*Margareta Strömbäck, Director of Education and Executive Manager, with four Directors of Studies working under her, realised there was a considerable shortage of social workers in the region. Everything started through a chance meeting at a conference in Canada, sitting around a dinner table. Annikki Pulkkinen, International Coordinator at Kemi-Tornio Polytechnic in Finland, took the idea of developing an international education course for social workers home to the unit for Social Education and Social Care. That is how it all began.*

### Recognized needs

In the northern part of Sweden in the four municipalities, there is a considerable shortage of social workers. To meet that demand, Margareta Strömbäck proposed that Kemi-Tornio Polytechnic develop and offer an international course for social workers to students from Sweden, primarily Norrbotten. There is no comparable university course in Northern Sweden. In Kemi-Tornio there is already an international Bachelor's degree programme in Healthcare.

### Evaluate education programmes outside Sweden...

The National Agency for Higher Education is a central body responsible for matters relating to institutions of higher education. It evaluates qualifications awarded on completion of higher education programmes outside Sweden. This evaluation determines to which Swedish programme the overseas programme corresponds. The agency has evaluated qualifications awarded abroad (Finland) related to the degree programme in social education and social care (210 ECTS). Its opinion is that the Finnish

programme is equivalent to the Swedish if the student takes supplementary studies in Swedish social legislation.

### Future

Still preliminary work and negotiations are going on. The language of instructions in the programme will be a combination of Swedish and English. Soon I hope there will be such a programme, Margareta Strömbäck says.

### Facts about participants..

The Association of Higher Education in Eastern Norrbotten was founded in 1998/1999. Four local municipalities (Haparanda, Kalix, Övertorneå and Övertorneå), situated in the northern part of Sweden, decided by joining forces to co-operate on issues related to higher education and academic research.

Kemi-Tornio Polytechnic is situated in Finnish Lapland, close to the Swedish border. Today it provides training leading to polytechnic degrees in the fields of Business and Administration, Media and Culture, Technology, Healthcare and Social Services and post-graduate degrees in Healthcare and Social Services.

## Practical work and studies



*Inga Solnes welcomes tourists to Iceland*

### **Our trip to Iceland**

The purpose of our visit was to study tourism and gender issues in Iceland. We also wanted to find business partners for our group and an Icelandic representative to be invited to the last seminar. Our meeting with representatives from different organisations was organised at the Swedish Embassy by Director Elinora Inga Sigurdardottir. Ambassador Bertil Jobeus' friendly interest in developments in Norrbotten in combination with good coffee meant that a fruitful meeting was also an enjoyable one and a pleasure.

### **Conclusion of the trip.**

During our trip we gained a good deal of knowledge and impressions and would like to summarise them. We found that co-operation is necessary in refining different lines of business. Tourism in Iceland is a very good example of this. The key words in tourism are service and accessibility. We felt that the whole society was permeated by the word "service"

- Norrbotten should have lots to gain if tourism from

*Practical work in two countries was included as one of the activities in the project PROFILE. Some of the work was carried out in small groups like the examples here, others were more individual, connected to the mini-projects.*

Norrbotten could find good and solid co-operation with partners from Iceland

- Icelanders are interested in theme trips to our area
- that networks are functional and active if all partners can profit from them.

In addition to our meetings, Elinora and her husband gave us very good information about the structure of society from kindergarten to working life, and a presentation of Reykjavik and other nearby communities, a real trip of knowledge.

We want to thank you all who made our trip a never-to-be-forgotten experience. You can find more detailed information about the results of our trip on [www.profilenet.org](http://www.profilenet.org) under the line activities

Christina Lugnet, City of Haparanda  
Ritva Lind, Arctic Vocational Foundation.

## Practical work and studies



*Fish industri is dominating*



*Team Profile FO and SWE*



*Old city in Torshavn*

### **The Faroes, the magical Islands in the Atlantic Ocean**

Beautiful, dramatic and powerful islands of the Faroes rise out of the sea between Scotland and Iceland. It was very exciting to see them from the sky. Marie Johansson, Ann-Christine Gustavsson, Birgitta Corin and Karin Klockare Järström had the opportunity to visit our members from Profile and Faroe Islands for four days. Filled with interesting meetings, studies and company visits. We also had a nice tour of the historical town of Torshavn, a boat trip and a visit to the art museum .

### **Studies we made together**

Kjartan Kristensen of the Faroe Islands Trade Council told us about the problem of being part of Europe, but still feeling outside of it. Few of the people are positive to EU: 48,000 people live on the Faroe Islands and the fish industry is dominant. We visited Faroe Seafood, the Head Office and the industrial facility in Fuglafjørður. We also made a visit to the House of Industry.

### **Individuella studies**

Marie had a meeting with the director of Føroya Spar-kassi. They talked about the differences and similarities

in the way of working in a bank. She also had a meeting with the Minister of Industry, where business development was an interesting topic of the discussion. Finally Marie also paid a visit to Atlantic Petroleum, an offshore company in the oil business.

Birgitta's first visit was to the agency for incoming tourism, Green Gate. To have a communications company to cooperate with was very important for Green Gate. She also visited the Tourist Board of the Faroe Islands. It is interesting and positive to note that the number of tourists to the Faroe Islands is growing.

Anki visited three companies in the IT industry, among them a fairly big IT company, Elektron, with 60 employees (11 of them women).

Karin's main purpose in visiting the Faroe Islands was to visit Faroe Seafood. She carried out detailed studies in the company's marketing strategy for fish products. Another interesting visit was that to the Faroe Islands' largest marketing agency, Team 85.

Our visit to Faroe Islands gave memories for the life And we want to thank all Profile members, Gudrun, Janet and Soleyd for their hospitality.

## Practical work and studies

### Study visit to Scotland and Faroe Island

The aim of the study visit was to find contacts and ideas for business development, see the culture and women's opportunities in society.

### Scotland, Aberdeen-Inverness-Aberdeen

The first aim for this journey was to gain familiarity with Scottish business life and culture. Our contact in Scotland was Helen Harcourt. She gave us good insights into Scottish life and culture. Thanks a lot Helen! Our first visit was to the Glenmorangie Whisky Distillery and then Cawdor Castle, which is a famous tourist destination.

In Scotland, we visited many small enterprises and we tried to learn as much as possible from Scottish culture. Two days makes a very short visit to Scotland, which is a country with an ancient culture, long history and many places to see. Our visit was at the weekend, so we had a lot to do on Friday. Saturday and Sunday were days devoted to culture and meetings with small enterprises.

### The Faroe Island

The first visit was to the Kjarstan's office, where he told us about the Faroe Islands, gave some statistics, and spoke



*Helena invited us for an excellent dinner*

of the culture and way of life. Then we met the managing director of Faroe Seafood, who told us about the company, its export business and markets. At the end of the first day, we had a traditional Faroese evening in Hotel Foroyar. On Tuesday, Marika met Danjal Petur Hansen, who is a local development officer and Ulla visited Tema 85, which is a local advertising company. At the end of this evening we had a great dinner in Soleyd's home. It made a change to get to know Faroe Islands family life! Thanks to Soleyd and Janet for organising an excellent programme for us! On Wednesday we paid visits to El & Tele, to the Faroes Tourism and Information Centre, to Soleyd's home island Sydroy by helicopter, which is also called the "local taxi" for island-hopping. In the evening there was a sightseeing trip by boat to see Mykines island, which is a famous bird island.

Our visit to Scotland and the Faroe Islands was excellent; we learned a lot about the culture, business community and people.

Ulla Anttila, Avalon Group Ltd  
Marika Saranne, Keminmaa municipality



*Beautiful spring in Torshavn*

## Practical work and studies



*Margaretha, Carina, Karin K och Karin J*



*Inverness Castle*



*A scott in national traditional dress*

### **Inverness, Scotland**

In late August 2004, four participants in the Profile project went to Scotland. They were Karin Klockare-Järlström, Carina Thellbro, Margareta Strömbäck and Karin Jansson. During our 4-day stay, we had quite a tight schedule visiting a lot of companies.

### **Electronic procurement**

Since Karin J works at Avantra, which develops software used in the procurement process as well as in the contract process, she had a meeting arranged with purchasers from the public sector together with a company called Virtual Property Market. We found that the procurement process in Sweden and Scotland seems to be quite similar. We also decided to keep in touch and perhaps work together.

### **Equality matters**

During our stay, we met many people working with equality issues. The Scots are striving to introduce one law to cover all equality matters, between people of different races, religions and even people of different ages.

### **University in the Highlands and Islands?**

We had an interesting meeting with Helena Harcourt of the Millennium Institute. She told us that their goal is to becoming a qualified university in a few years. The institute contains 15 colleges and research institutes spread all over the northern Scotland. We were also told that in Scotland education is partly financed by the private sector which sometimes leads to short-sighted solutions.

### **Wayfinding**

Carina and Karin K went to visit the advertising agency, Designmill, outside Inverness. Designmill works in two areas, graphical design and what they call wayfinding. Wayfinding is not only signs but also accessibility and logistics inside buildings. Designmill has won prizes for its wayfinding solutions.

Finally we thank all people who made this very nice and interesting journey possible, both by accepting us as guests and by fixing interesting visits to different organisations.

## Seminars and lectures



**Anette Engström**

Industrins Internationaliserings-Center AB

The first seminar was organised in Arkhangelsk in November 2003. It was cold, windy and snowing when we landed at the airport. What a pity, we thought, because we knew that this trip was the first one to Russia for most of participants. But next morning when we sat listening to the greetings from different countries we felt the sunshine start to appear. The theme of the seminar was “Internationalisation” and our speaker, internationalisation consultant Anette Engström from Industrins Internationaliserings Center, was one of the absolutely best and most experienced experts in the topic. There were not only lectures, there were discussions, group projects, case studies and a simulation game. It was real training in cross-cultural issues.

### **What did we learn**

Anette described her objectives for this two-day seminar: “The purpose is to increase awareness of cultures concerned, to create a better understanding and more empathy concerning values, norms and strengths. In that way the participants will see new ways and solutions to

challenges to be faced in the future. This will, in return, result in high efficiency and less friction in the work to come.” This was exactly what we needed for successful continuation. On the first day we talked more generally about cultures, frames of reference, and cultural stress, and we ended the day with a cross-cultural simulation game. The second day was spent on work with “Country specialities” on the themes such as different cultures’ management style, way of working, communication and the time concept. There were lots of interesting discussions, laughs and serious insights. The seminar was a good launching pad for our future international work.

### **How can we adapt this in our daily work?**

There are so many women with interesting views. How can I find time to get to know them? Who will be my partner in the mini-project and what shall we do? There were lots of questions, as yet unanswered, but no-one could mistake the enthusiasm of those successful and powerful women.

## Seminars and lectures



*Kerstin Eiserman, Persona Consulting AB*



*Time for dinner - Irina Norina and Tatjana Klimova*



*Domenico La Corte, Kwalet AB*

### **Transnational seminar in Övertorneå**

Expectations ran high as the new meeting approached. It was characterised by new thoughts, new ideas and increasing enthusiasm but also an emphasis on the ability to start the concrete co-operation. The theme of the seminar was “Leadership” dealing with the topic from different perspectives.

### **Leadership from different perspectives**

The programme started with a talk and analysis of leadership qualities by Kerstin Eiserman from Persona, specialising in Management & Leadership. She had previously received questionnaires from each participant filled out for analysis, and after her talk she spent one hour per person analysing the outcome, face to face according to the Aspect method. The Aspect analysis aims to evaluate individuals’ strengths and weaknesses in order to assess their capacity for development and judgement. Charlotte Holgerzon, researcher at the Stockholm School of Economics, talked about her thesis “Recruitment of top

executives”. The speech elaborated more or less hidden discriminatory practices affecting women’s chances of employment at management level. She emphasised tokenism as a self-perpetuating system. System phenomena require system level intervention. The situation rather than the person needs to be addressed, because discrimination is built into the structure. Her speech was very enlightening and probably encouraged the participants to be braver in pointing out unfair practices in their own organisation.

Our lecturer on coaching was Dominico La Corte from the Consulting Company Kwalet AB. Most of the Saturday was spent with a coaching workshop. Many exercises were undertaken in different constellations to make sure that the participants clearly understood and could carry out coaching. Coaching, from a line manager’s perspective, is the ability to make employees grow in their role. When dealing with staff, line managers need to be clear over how and when to act as a manager, a leader and a coach. This is a useful tool in daily work as managers.

## Seminars and lectures

### Transnational seminar in Ylläs

The third transnational seminar was held in the beautiful surroundings of Ylläs Fell in the Finnish Lapland. Seminar The seminar lasted for three days. Spa Hotel Ylläs Saaga hosted the guests and Profile participants.

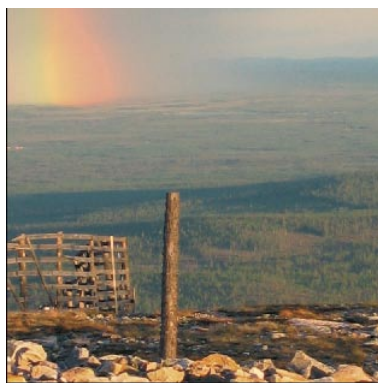
During the seminar, several examples of successful networking were presented both from Finland and Russia. Petri Sipilä from Verkostokonsultit gave a theoretical background for creation of a network: what is networking in reality, construction of a network, understanding difficulties of networking and building of a network step by step. This lecture gave new understanding for Profile participants of networking in practice.

Tuulikki Laine-Kangas from the Employment and Economic Development Centre in Finland presented the tasks of centres and particularly their role in supporting women: financial support, training and development services and advisory services. The presentation also included also examples of two Finnish networking projects in network-

ing. An interesting point item was a survey carried out in one of the projects concerning the Finnish women entrepreneurs' need for support services: networks presented the most important part with at 40 %, training was seen as the second most important with at 34 % followed by advisory services 15 % and financial support 11 %.

Besides lectures, the seminar included a workshop on future planning, both concerning the Profile network and the last transnational seminar in Haparanda, Sweden. The workshop was lead by Eero Pekkarinen from Kemi-Tornio Polytechnic. An interesting project planning method GOPP (Goal Oriented Project Planning) was introduced to the participants and with using this method a preliminary plan for continuing the Profile network was made.

The programme included company visits and excursions. Two Lappish companies presented their operations and product range, and an excursion to the top of fell Ylläs Fell was also made.



*Rainbow colours the surrounding valley*



*Impressed by the view.*



*Good dinner after a wonderful day*

## Seminars and lectures



*Gunilla Kleberg presented the network Svea Britt, London*



*The evening started with beautiful music.*



*Carita Peltonen from the Nordic Council of Ministers*

### **Seminar in Haparanda**

The aim of the last seminar, located in Eurocity, was dissemination of the results, and meetings with different European networks. Representatives from eight invited organisations made presentations, not only of their activities, but also of some examples of “best practice” as a result of networking. More than 80 persons attended this meeting.

The principal speaker was Carita Peltonen of the Nordic Council of Ministers. Carita is senior adviser on gender perspective, and coordinates work with gender issues in the Nordic countries. She pointed out that advancement on gender issues, e.g. work-life balance, will only take place if men are included. She talked also about violence against women, and concluded that what is needed now is for society to turn against this violence just as it did in 1950 against the beating of children.

### **Networks in practice**

Consultant Francesca Di Concetto proceeded to elaborate on how important networking has proven to revitalising

small business development in Emilia Romagna, Italy. In this rural, mountainous region, micro-SMEs have managed to flourish through strong specialisation and networking.

Gunilla Kleberg, Property Director at Wallenius Ltd in London, presented the network Svea Britt, which unites Swedish women abroad. Membership is open to members who are proposed and assessed by the group as being of “good character”.

Elinora Inga Sigurdardottir, President of the Federation of Icelandic Inventors and Quinnet in Iceland. Quinnet (Women Inventors in Nordic Countries) work to make the female innovators more visible. Elinora highlighted the business networking in countryside tourism as a good example of “Best Practice” from Iceland.

Lenna Heiskala from the Women’s Agency of Finland talked about the importance of interlinking networks. We need different networks for successful international co-operation.

## Seminars and lectures



Elena Kudriashova, the Russian project leader, published a book “Values of Leadership - Leadership of Values”, which was presented for the first time at the Murmansk seminar. These findings were underpinned by a further publication spotlighting the role of women in leadership, co-authored by Natalja Koukarenko who also took opportunities offered to study gender issues in Sweden in connection with her doctoral dissertation.



The Faroe Islands have only two participants and in the beginning of the project, 7 female leaders were invited to join the national network's group of female managers. There have been meetings in the group and a feature day for the female managers was also arranged. The course leaders were business psychologists Maibritt Højgaard and Helgi Rasmussen. The main themes were: “How do social systems influence leadership?” and “Female Company Leaders in the Faroe Islands”.

The Finnish group made a number of study visits to several interesting companies, among them Marttiini Ltd, a very famous Finnish producer of knives both for the household and for outdoor life. Marttiini Ltd. Exports extensively and also has subsidiaries abroad. Even though the industry has a very masculine image, several women hold key positions in the company. A traditional Finnish lunch was included in the visits.



In Sweden we organised meetings with successful women speakers, role models for all leaders. One of them was Siv Olofsson of Umeå University, director of University Services with 300 employees. Her way of working stressed clear game rules and freedom to find optimal ways. As she says: “If you have invited your personnel to dance, let them dance. Never mind if the band is playing tango, waltz or techno.”



## And we all...



*Ulf Olovzon, Managing Director, Arctic Vocational Foundation*

### **The lead partner has the floor**

We at the Arctic Vocational Foundation have learned a great deal through the project, much of it to do with leadership and gender equality. We have gained many fruitful contacts in a region in some respects new to us — the east.

We would like to thank our sponsors and cooperation partners, the committed and engaged steering group, project leaders who have wholeheartedly fulfilled their duties — in short, a project that was carried out in a thoroughly professional manner.

Most important of all in a project however, are the project participants. 26 highly motivated and dedicated women have been active participants in the many high quality seminars and mini-projects.

I myself have had the privilege to participate in some of the seminars and cultural events, where there has been a constant exchange of experiences.

Many mini-projects have already led to results and I am convinced that there will be many more exchanges of business experience in the future.



*Steering group and partners In front of the Nordic House in Torshavn*

Thank you for your excellent project implementation — something which has, and will continue to have, impact in the northern periphery.

*Ulf Olovzon*

### **Steering group**

**Kerstin Hammas**, *Arctic Vocational Foundation, Chairperson of the steering group*

**Britt-Marie Lugnet-Häggberg**, *Director of Equal Opportunities, Regional Expert, County Administrative Board of Norrbotten*

**Margareta Berggren**, *Director of Equal Opportunities, Regional Expert, County Administrative Board of Västerbotten*  
**Hans Dahlin**, *Programme Manager Interreg North Calotte, County Administrative Board of Norrbotten*

**Leena Alalääkkölä**, *Dean, Kemi-Tornio Polytechnic*  
**Pirkko Saarela**, *Director, Employment and Economic Development Centre of Lapland*

**Kjartan Kristiansen**, *Director, Faroe Islands Trade Council*

**Janet Johannesen**, *Director, Atlanticon Ltd*

**Elena Kudriashova**, *Head of The Committee of Research and Higher Education, Arkhangelsk Regional Administration*

And we all...



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And we all...



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And we all...



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And we all...



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## Evaluation

Finnut Consult AS, a consulting company from Vadsø in the region of Finnmark, Norway, was hired to do the external evaluation of the project. The evaluation was based on questionnaires and interviews with the participants and organisers. In this way the evaluator has collected the participants' own views. In addition the evaluator has participated in some of the organised activities in the project and has thus been given the opportunity to observe directly the organising of the project and to feel the atmosphere among the participants. The purpose of the evaluation was not only to assess the project's overall achievements according to a given set of criterias, but the evaluation process was also intended to give inputs for adjustments during the project period. During the project period the evaluator has delivered reports summing up the views of the participants on the running activities to the steering group, and has had regular contact with the project leader.

The evaluator concluded in the evaluation report, that the Profile project has been a succesful response to a clearly felt wish among female leaders in the Northern Periphery area to get a wider network internationally as well as nationally in order to discuss management issues and business cooperation. The responses from the participants indicate that the themes of the lectures have been regarded as very relevant and useful for all the participants. Through seminars, cultural programs, visits in companies in Russia, Sweden and Finland, the participants have gai-

ned valuable insight in conditions and business culture in other countries. It was also stated in the evaluation report that the project has on the whole been well organised and coordinated considering the fact that it is a project with almost 30 participants from 4 countries with different languages, and from an area with huge distances. The wide range of activities seems, from the evaluator's point of view, to have been organised with acceptable respect of schedules and progress goals.



Trude Riksdag

Ole Henrik Brinchmann-Hansen



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