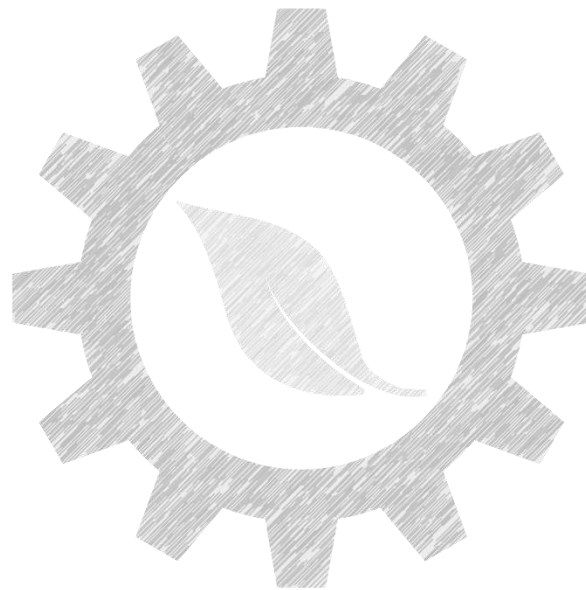




SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES AND GAP ANALYSIS IN CROATIA

NATIONAL REPORT



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PREFACE

The 2nd step of the SINTRA IO1 ‘Good Practices and Gap Analysis’ implementation is about examining relevant practices in the field of sustainability-related intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees’/employers’ intrapreneurial skills and mindset. This, together with the in-depth investigation of the national and sectoral settings for the development of environmental, social and economic sustainability, conducted at the preceding stage of IO1 implementation, will serve the purpose of filling a gap in the systematic mapping of sustainability-focused intrapreneurship-related training needs of employees and employers in the partner countries.

This National Report presents the results of both structured survey questionnaires and semi-structured interviews conducted in the participating organisations in Croatia, aimed at studying how the support for developing intrapreneurial skills and mindset among both employees and employers in organisations can lead to the introduction of sustainability-focused practices, processes and priorities within organisations. The results presented in this Report together with those contained in the National Reports, prepared for the other 5 SINTRA partner countries, will be combined in a Synthesis Report, which will summarise the results of the surveys and interviews conducted, from a transnational perspective and serve as a basis for the elaboration of training methodology and content for the development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental/social/economic sustainability therein (IO2 – ‘Innovative SINTRA Training Material and Services’).

The National Report follows the generic structure, proposed by the IO1 Leader – Tora Consult (P6), to allow for comparability of reported information and outcomes across SINTRA partner countries, and includes the following chapters:

- Chapter 1. Existing practices in the field of sustainability-oriented intrapreneurship in Croatia – analysis of survey results;
- Chapter 2. Sustainability through INTRAprenurship in Croatia – success stories’ in-depth interviews findings.

The VEGORA’s team would like to acknowledge the cooperation of all participants, both employers and their employees in contributing to this report.

Razvojna agencija Grada Velika Gorica -VE-GO-RA
January 2021

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EXECUTIVE SUMMARY

The first part of the research aimed to analyse existing practices in the field of sustainability-oriented intrapreneurship in Croatia was conducted among 42 employees and 10 employers working in organizations from different activity sector, various size, different ages and education level.

60% of employees and 80% of employers believe that their organisation is based on sustainability. For the employees, the most important “sustainability driver” is a demonstration of social responsibility, while the employers find the impact on the production cost the most important one. The majority of employees think that initiative for making changes is on the side of the employer, while 70% of employers find that it should be mutual responsibility – both employers and employees. The intrapreneurial minded employees seemed to have the highest potential for achieving development goals: “Promoting decent work, full employment and economic growth” and “Promoting sustainable industrialization” while the employers estimate their contribution the most in terms of ensuring quality education and promoting lifelong learning and also in achieving cities and communities safer, more inclusive and sustainable.

To identify differences and gaps in the understanding of importance, adequacy and frequency, participants were offered six sustainability-oriented activities and these results were presented in the form of SINTRA indicators. On the whole, there is not much difference in the assessments of employees and employers. Both consider the activities offered to be important or very important, with employers giving slightly more importance to the activities. There is a slightly more pronounced difference in the assessment of the adequacy of the skills of employees for the implementation of such activities – employers, expectedly, assess employees’ ability with slightly lower grades, with an average score of 3.69 from employees and 3.38 from employers. Unfortunately, the frequency of these activities is even lower estimated by both employees and employers, with an even greater difference in perceptions of both - employees rate the frequency with a relatively high average of 3,49, while employers give a barely satisfactory average score of 2.98. The biggest gap between the marks of employees and employers is identified on activities” Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas” and “Provisional assessment of intrapreneurial initiatives’ sustainability impact”, both, for the adequacy and the frequency.

The responses collected through interviews are very similar to those collected through surveys, both in terms of required characteristics and in terms of responsibilities for launching sustainability-oriented initiatives. All the participants emphasized the importance of an open working environment for promoting sustainability-oriented intrapreneurship.

SAŽETAK

Prvi dio istraživanja, usmjeren na analizu postojećih praksi na polju održivosti orijentiranog poduzetništva u Hrvatskoj proveden je među 42 zaposlenika i 10 poslodavaca koji rade u organizacijama iz različitih djelatnosti, različite veličine, različite dobi i različite razine obrazovanja.

60% zaposlenika i 80% poslodavaca vjeruje da se njihova organizacija temelji na održivosti. Za zaposlenike najvažniji „pokretač održivosti“ je pokazivanje društvene odgovornosti, dok poslodavci najvažnijim smatraju utjecaj na troškove proizvodnje. Većina zaposlenika smatra da je inicijativa za promjenom na strani poslodavca, dok 70% poslodavaca smatra da bi to trebala biti uzajamna odgovornost - i poslodavaca i zaposlenika. Čini se da, po mišljenju zaposlenika, zaposlenici koji imaju intrapoduzetničko razmišljanje imaju najveći potencijal za postizanje razvojnih ciljeva: „Promicanje dostojanstvenog rada, pune zaposlenosti i gospodarskog rasta“ i „Promicanje održive industrijalizacije“, dok poslodavci njihov doprinos najviše procjenjuju u smislu osiguranja kvalitetnog obrazovanja i promicanja cjeloživotnog učenja i također u postizanju sigurnijih, inkluzivnih i održivih gradova i zajednica.

Kako bi se identificirale razlike i jazovi u razumijevanju važnosti, adekvatnosti i učestalosti primjene principa održivosti u poslovanju, sudionicima je ponuđeno šest aktivnosti usmjerenih na održivost, a ti su rezultati predstavljeni u obliku SINTRA pokazatelja. U cjelini, nema velike razlike u procjenama zaposlenika i poslodavaca. Obje smatraju da su ponuđene aktivnosti važne ili vrlo važne, a poslodavci daju neznatno višu razinu važnosti. Nešto je izraženija razlika u procjeni adekvatnosti vještina zaposlenika za provođenje takvih aktivnosti - očekivano poslodavci procjenjuju sposobnost zaposlenika s nešto nižim ocjenama, uz razliku u prosječnoj ocjeni od 3,69 od zaposlenih i 3,38 od poslodavaca. Nažalost, učestalost primjene ovih aktivnosti čak je i niže procijenjena i od strane zaposlenika i poslodavaca, s još većom razlikom u percepciji oboje - zaposlenici ocjenjuju učestalost s relativno visokim prosjekom od 3,49, dok poslodavci daju jedva zadovoljavajuću prosječnu ocjenu 2,98. Najveći jaz između ocjena zaposlenika i poslodavaca identificiran je u aktivnostima „Utvrdjivanje inovacijskih mogućnosti i perspektiva usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja“ i „Privremena procjena utjecaja održivosti unutar poduzetničkih inicijativa“, kako za adekvatnost, tako i za učestalost.

Odgovori prikupljeni putem intervjua vrlo su slični odgovorima prikupljenim anketama, kako u pogledu potrebnih karakteristika, tako i u smislu odgovornosti za pokretanje inicijativa usmjerenih na održivost. Svi sudionici naglasili su važnost otvorenog radnog okruženja za promicanje održivosti orijentiranog poduzetništva.

INTRODUCTION

For the needs of this project, VEGORA researched in the area of the City of Velika Gorica and Zagreb County. Part of the research was conducted through surveys on a sample of 42 employees and 10 employers. For the most part, one employer/manager and 3-5 employees from the same organization are included. The survey was conducted online, with a brief description and objectives of the project and a telephone explanation of the content of the survey. The selection of companies was done at random, to include organizations that have more than 5 employees.

The second part of the research concerns identifying three examples of success stories and interviewing one employer and two employees from the same organization. The organizations covered by the research were selected based on publicly available data on activities and projects they implement, which are focused on sustainability.

Results of the investigation process are given in this National Report containing executive summary (in English and Croatian), introduction, two chapters in which are presented the results of Existing practices in the field of sustainability-oriented intrapreneurship in Croatia Survey and In-depth interviews, concluding remarks and annexes.

CHAPTER 1. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP IN CROATIA – ANALYSIS OF SURVEY RESULTS

1.1. Employees' survey findings

1.1.1. Survey participants' personal characteristics

The survey findings are based on the responses of 42 participants, employees, from randomly chosen organisations. 18 of them, or 43% per cent are male and 24, or 57% are female.

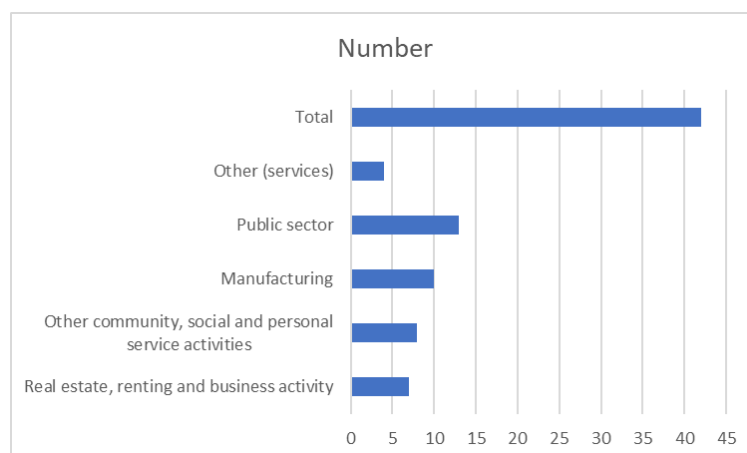
Among the respondents, 14 % per cent (6/42) are in the age group of 20-29 years, 38 per cent (16/42) are in the group of 30 – 39, 31 percent (13/42) are from the group of 40 – 49, and 17 per cent of them (7/42) are older than 50 years.

Considering education 57 per cent of respondents (24/42) have the university or even post-graduate level, while 43 per cent of them (18/42) finished secondary or vocational school.

1.1.2. Characteristics of the survey participant's organisation

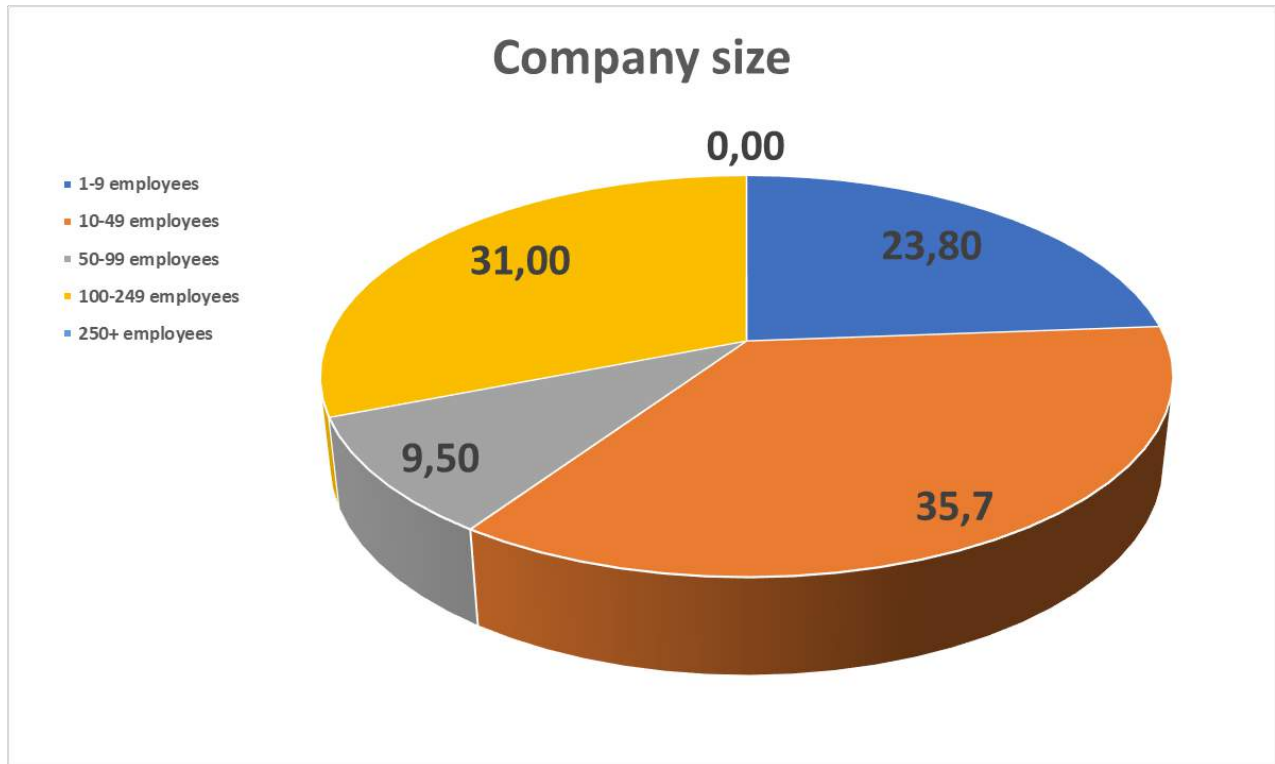
The questionnaire was conducted among 42 employees working in organisations from different activity sector, various size according to the number of employees and longevity.

Activity by sectors is given in the chart below:



The organisations in which the surveyed participants work are different in age - from a company that has been operating since 1935 to a company founded in 2016, all of which are located in the City of Zagreb and Zagreb County.

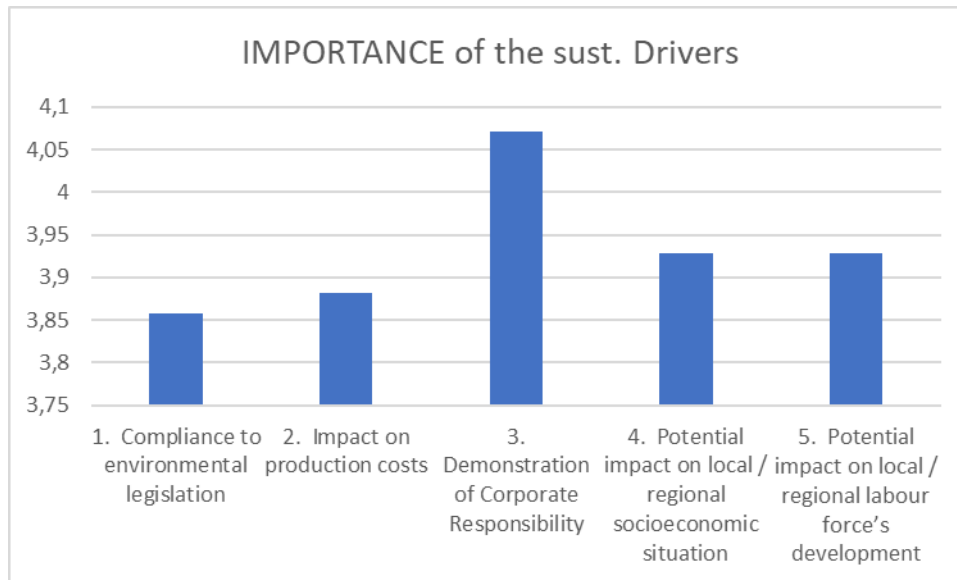
Present size of organisation from which are the participants is given in the chart below:



1.1.3. Existing practices in the field of sustainability-oriented intrapreneurship

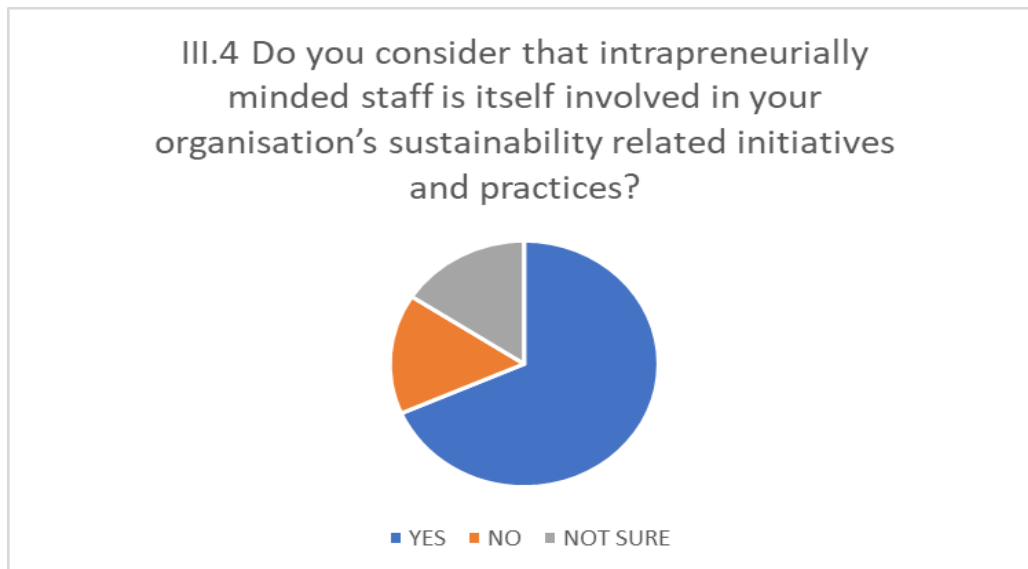
This section aimed to explore relevant practices in the field of sustainability-related intrapreneurship in organisations. 25 participants, or almost sixty per cent, consider their organisation an organisation based on "sustainability", only 5 of them are not satisfied with the orientation of their organisations on sustainability, and 12 of them are not sure.

All drivers found to be of high importance with an average mark of 3,93. The demonstration of corporate responsibility was recognized as the most important with the average mark of 4,07. Average marks for all proposed “drivers” are as follows:



Regarding the initiative, a large part of the respondents, 18 or almost 43% of them, believe that it is in the domain of the employer or manager. Slightly fewer of them, 17 or 40%, respectively, believe that taking the initiative is the responsibility of both the employer and the employees, while 6 or 14,3% of them believe that the employees should take the initiative.

Despite the view that the initiative is on the side of the employer, the majority of respondents, almost 62% or 26 of them, believe that the involvement of intra-entrepreneurial employees is expressed in their organization, and only 6 or 14% believe that this is not the case. However, a relatively large proportion of them, almost a quarter, are not sure of employee involvement in initiatives within the organization.



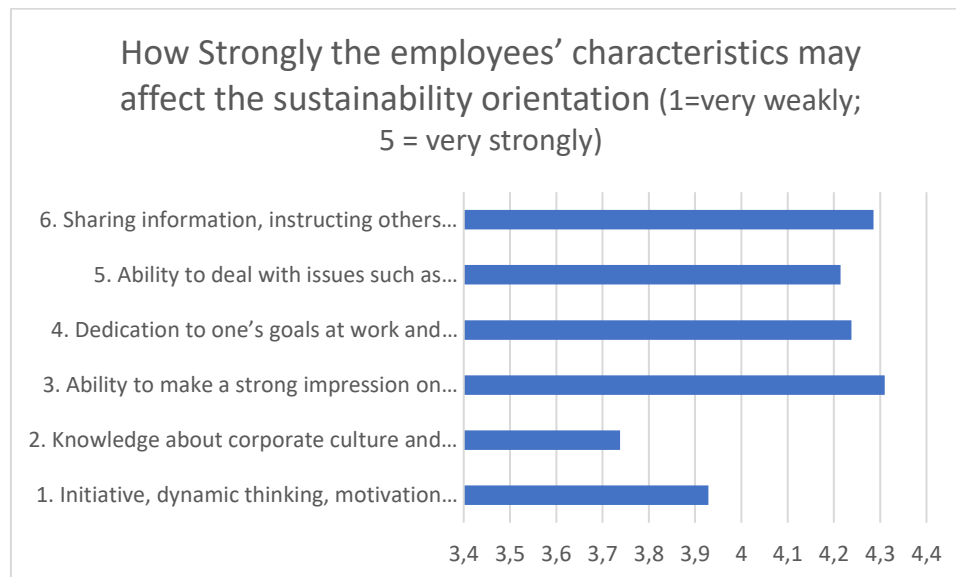
Among the proposed development goals, intrapreneurial minded employees seemed to have the highest potential for achieving development goals: “Promoting decent work, full employment and economic growth” (4,19) and “Promoting sustainable industrialisation” (4,04). On the other side, their potential impact seemed to be the lowest in the fight against climate change and global warming (3,6).

Chart 1.1. Potential of intrapreneurial initiatives on achieving sustainable goals



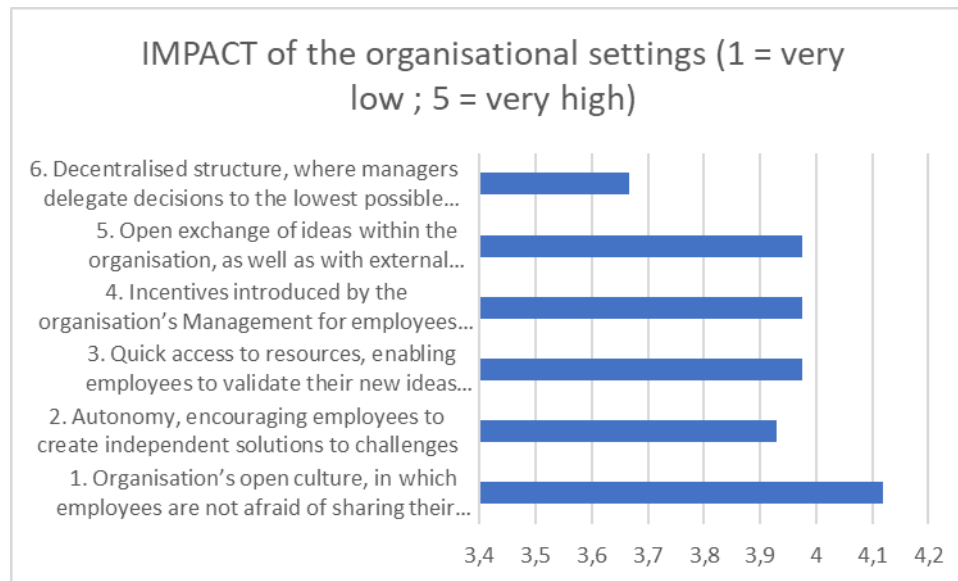
The ability to make a strong impression on Management was recognized as the employee’s characteristic that will have the most impact on the introduction of new initiatives in the organization, with a high average score of 4.31. Slightly weaker effects are found to be achieved by characteristics such as sharing information and instructing others (4.28), goals orientation and realistic view (4.23) and the ability to face challenges (4,21). Knowledge of the corporate and management structure, according to the respondents, has the least potential for the introduction of new initiatives within the organisation, with average mark of 3,73. The results for all proposed characteristic are shown in the chart below:

Chart 1.2. The employees’ characteristics



Regarding the organisational settings that support the introduction of sustainable practices within the organisation, organisation’s open culture is recognized as the most suitable form of organizational environment with an average score of 4.12, while a decentralized structure with delegating tasks to the lowest level is not considered too stimulating with the lowest average of 3.66, as presented below:

Chart 1.3.: Impact of organisational settings

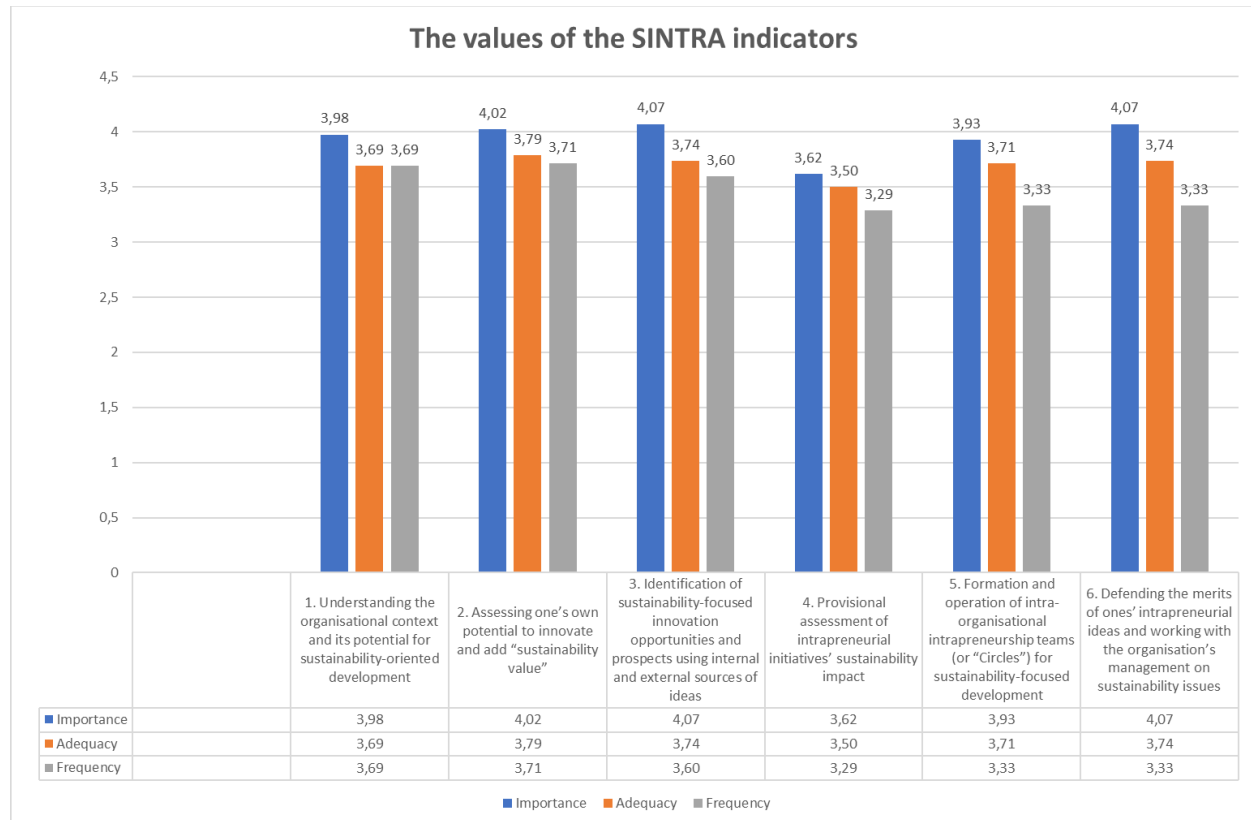


To explore the intrapreneurial practices in their organisation, participants were asked to answer question about the importance of the activities undertaken by employees for achieving a high level of sustainability; as well to indicate how adequately developed they consider the existing level of the employees' skills and competences, needed for implementation of proposed activities. Furthermore, the participants were answered about how often the employees practice those activities. Those answers are presented as SINTRA indicators of Importance, Adequacy and Frequency.

The activities "Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas" and "Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues" are recognized as the most important activities with the indicator of 4,07, while the "Provisional assessment of intrapreneurial initiatives' sustainability impact" consider being less important with the average mark of 3,62.

The SINTRA indicator of the adequacy of the presently existing level of the employees' skills and competencies needed for implementation of the offered activities consider to be, expectedly, lower than their estimated importance with the average mark for activities between 3,5 for "Provisional assessment of intrapreneurial initiatives' sustainability impact" and 3,786 for "Assessing one's own potential to innovate and add "sustainability value".

SINTRA indicators Frequency are even lower than Adequacy indicators, from 3,28 for “Provisional assessment of intrapreneurial initiatives’ sustainability impact”, as the lowest till 3,71 for “Assessing one’s own potential to innovate and add “sustainability value”. The values of SINTRA indicators are given in the chart below:



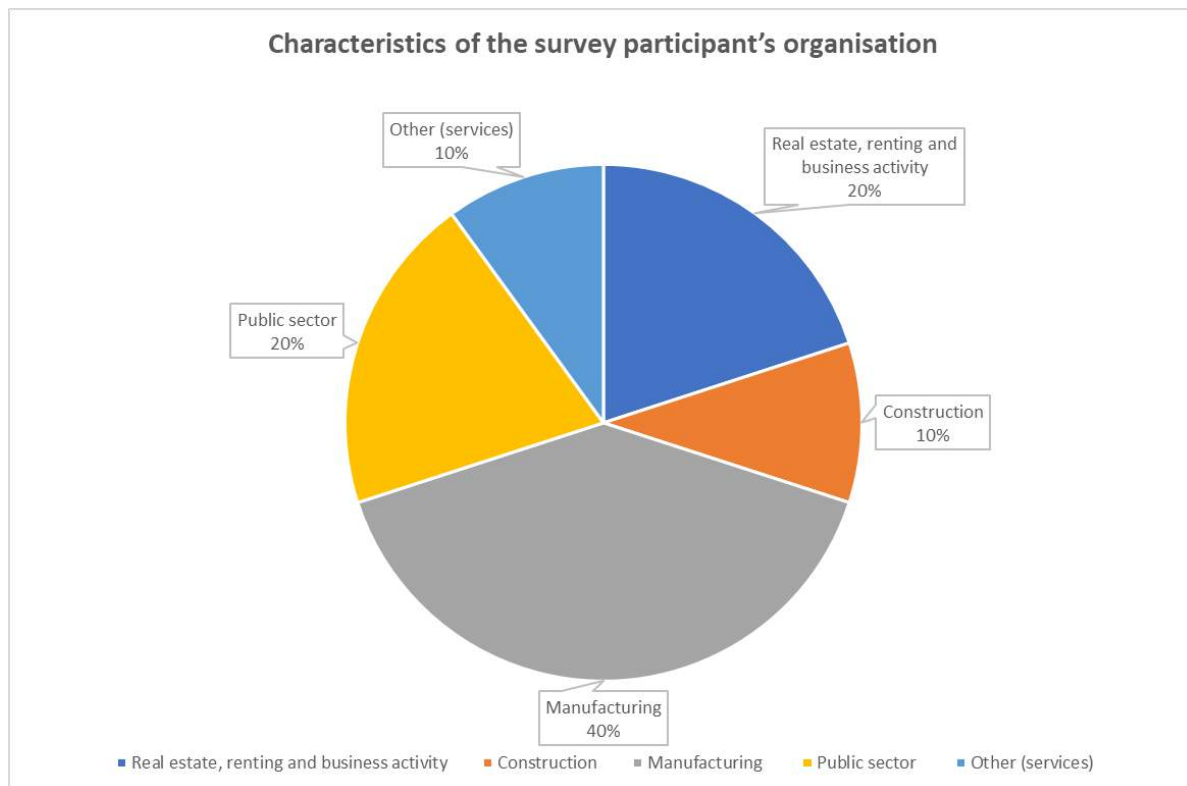
1.1.4. Upgrading employees’ and employers’ sustainability-oriented intrapreneurial skills and mindset – the expression of interest and preferred types of training delivery modes

Despite the gap between the assessed importance of activities aimed at achieving a high level of business sustainability and on the other hand a lower degree of adequacy of skills and competencies for their application, interest in participating in intrapreneurship training course was expressed by a relatively small number of respondents – 23 of them, or 55%. Respondents estimate that such training would contribute to harnessing the potential of employees with an average score of 3.8, but are not too convinced that it will lead to the introduction of real changes and new practices (3.5). Blended (face-to-face and online) learning and assignments development and experience-sharing are recognized as the preferable training methods.

1.2. Employers' survey findings

1.2.1. Characteristics of the survey participant's organisation

The major part of the ten employers engaged in the survey came from Manufacturing – 40% of them, two from the Public sector as well as from Real estate, renting and business activity, and one representative of Construction and one representative of other (business) services.

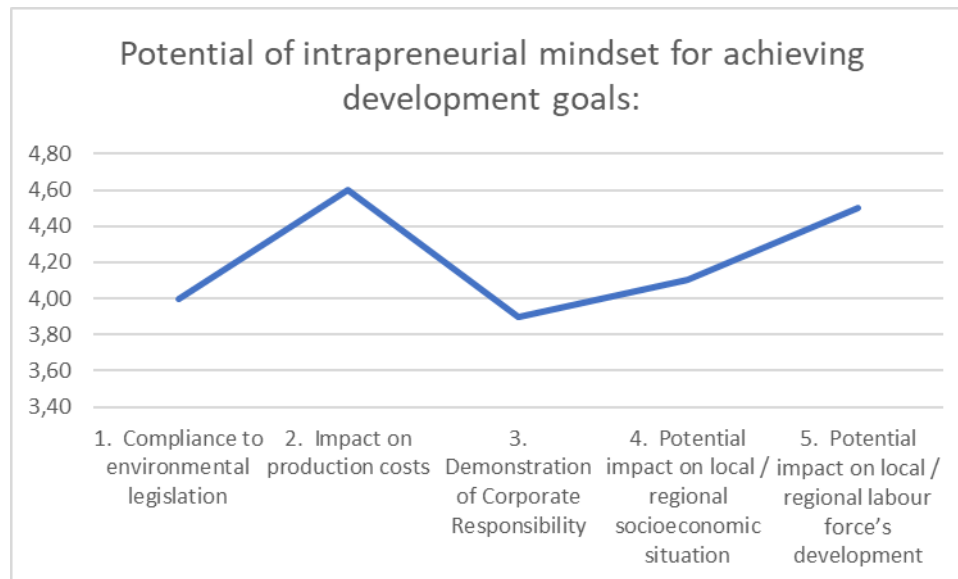


All organizations were established between 1935. and 2016. and situated in Zagreb County.

30 % per cent of the employers are micro-entrepreneurs with less than 10 employees. 40% of participants are small entrepreneurs with 10 to 49 employees, one has 50 to 99 employees and two organizations have 100 to 249 employees.

1.2.2. Existing practices in the field of sustainability-oriented intrapreneurship

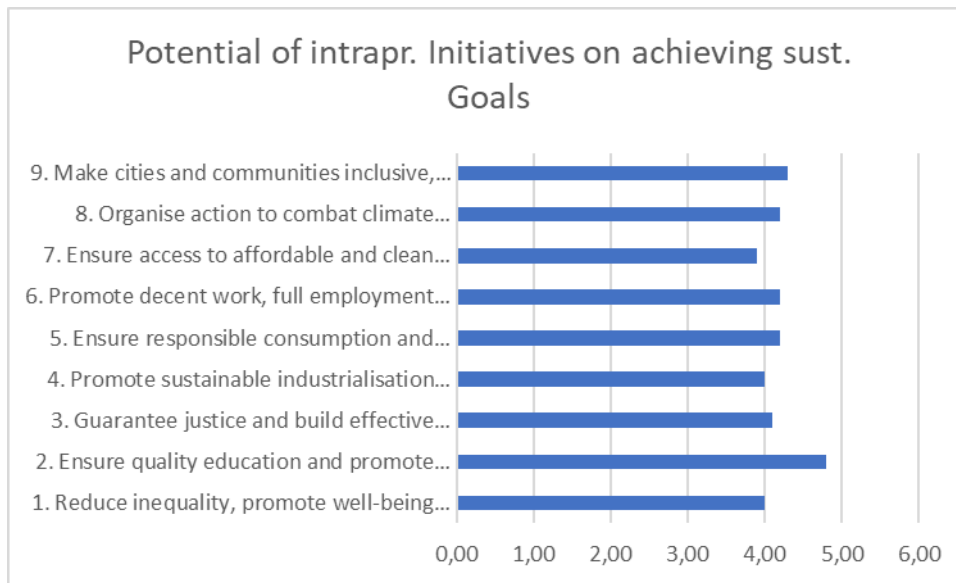
Eight participants, namely 80% of them consider their organization to be “sustainability-driven” one. Croatian employers consider the “Impact on production costs” to be the most important driver of sustainability, with an average score of 4.6. The least important, but still important driver is the demonstration of social responsibility with an average of 3,9.



Regarding the initiative, 70% of the employers believe that it is the “responsibility” role of both, the employer and the employees, while only 30% of them takes it as employer’s responsibility only. Almost all the employers (90% of them) consider their employees involved in sustainability initiatives and practices.

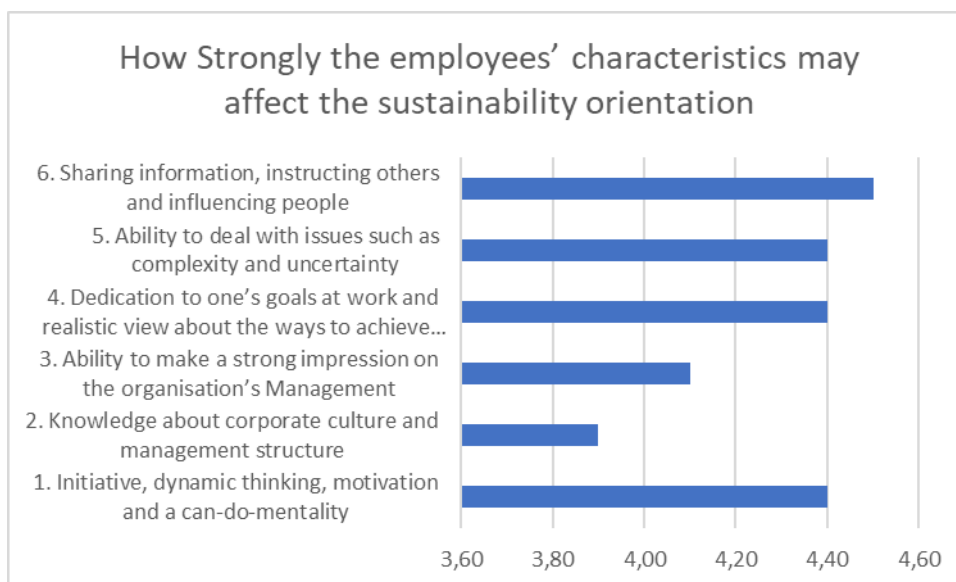
Among the offered goals of sustainable business, intra-entrepreneurial employees, in the opinion of employers, can contribute the most in terms of ensuring quality education and promoting lifelong learning, assessing their potential with a high 4.8. Relatively high potential (4,3) is also recognized in employee’s potential in achieving cities and communities safer, more inclusive and sustainable. On the other side, the least effective potential the staff can achieve in ensuring access to affordable and clean energy, with an average mark of 3,9.

Chart 2.1. Potential of intrapreneurial initiatives on achieving sustainable goals



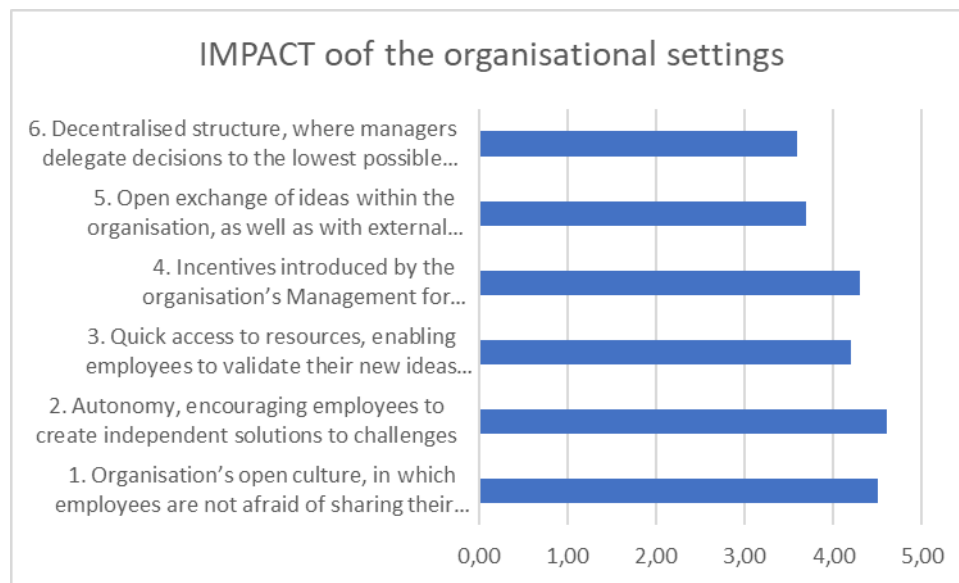
Employers believe that sharing information and giving instructions to others is characteristic, among offered, that will have the strongest impact on the introduction of sustainability-oriented initiatives and marked it with an average rate of 4,5. Slightly less effect, with an average mark of 4,4, will have initiative, dynamic thinking, motivation and can-do mentality, as well as dedication to one’s goals and ability to deal with issues. Employee’s knowledge of the corporate culture and management structure will have the least impact on changing practices within the organization with an average mark of 3,9.

Chart 2.2. – The employees’ characteristics



Considering organizational settings, the employers believe that autonomy and encouraging employees to create is very important for the implementation of sustainability-focused practices (4,6) as well as the organisation’s open culture (4,5). Same as the employees, the employers also find a decentralized structure as the least adequate organizational setting for encouraging the implementation of new practices.

Chart 2.3. – Impact of the organisational settings



The values of the SINTRA indicators are as follows:

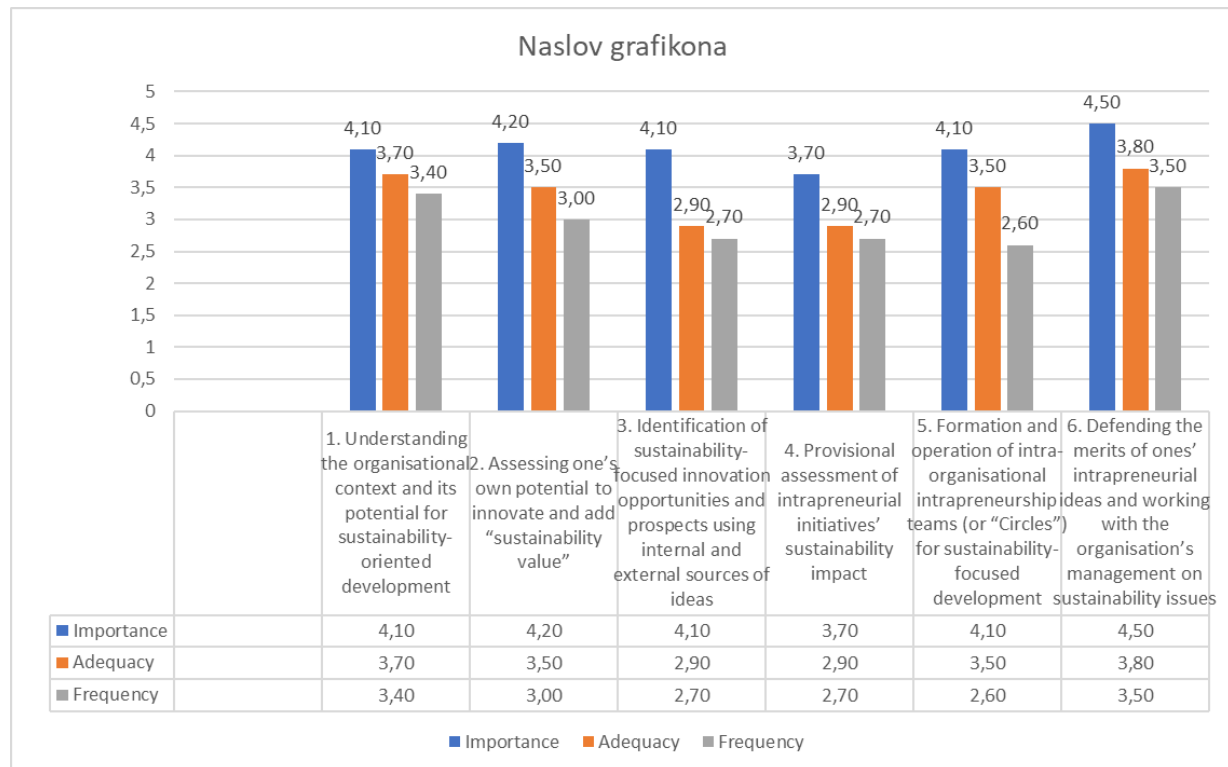
Same as with employees’ participants, to explore the intrapreneurial practices in their organisation, employers were asked to answer a question about the importance of the activities, the adequately developed skills and competencies needed for implementation of proposed activities and frequency of the practising of those activities. Those answers are presented as SINTRA indicators of Importance, Adequacy and Frequency.

The activity “Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues” is recognized by the employers as the most important activities with the indicator of 4,5 while the “Provisional assessment of intrapreneurial initiatives’ sustainability impact” consider being less important with the average mark of 3,70.

The presently existing level of the employee’s skills and competencies needed for implementation of the offered activities consider being, expectedly, quite lower than their estimated importance with the average mark for activities between 2,9 for “Provisional assessment of intrapreneurial initiatives’ sustainability impact” and 3,8 for “Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues”.

The Indicators of Frequency are slightly lower than Adequacy indicators, from 2,6 for “Formation and operation of intra-organisational intrapreneurship teams, as the lowest, till 3,5 for “Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management”.

The results of SINTRA indicators, according to the Croatian employers, are as follows:



Compared SINTRA indicators both, for employees and employers, are presented in the table below.

Activities	Importance		Adequacy		Frequency	
	Employees	Employers	Employees	Employers	Employees	Employers
1. Understanding the organisational context and its potential for sustainability-oriented development	3,98	4,10	3,69	3,70	3,69	3,40
2. Assessing one's own potential to innovate and add "sustainability value"	4,02	4,20	3,79	3,50	3,71	3,00
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4,07	4,10	3,74	2,90	3,60	2,70
4. Provisional assessment of intrapreneurial initiatives' sustainability impact	3,62	3,70	3,50	2,90	3,29	2,70
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,93	4,10	3,71	3,50	3,33	2,60
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4,07	4,50	3,74	3,80	3,33	3,50

1.2.3. Upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset – the expression of interest and preferred types of training delivery modes

Unlike employees, employers, 70% of them, showed greater interest in participating in a sustainability-focused intrapreneurship training course, especially estimating that these training will harness the potential that intra-entrepreneurship can have to strengthen business sustainability. Assignment development and experience-sharing are recognized as the preferable training methods.

CHAPTER 2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP IN CROATIA – SUCCESS STORIES’ IN-DEPTH INTERVIEWS FINDINGS

2.1. Employees’ in-depth interviews findings

In-depth interviews were conducted to examine 3 success stories. For each success story, one representative of the management staff and two employees /the intrapreneur involved were interviewed. For these research we choose three organizations:

1. Turopolje museum
2. Open University Velika Gorica
3. INA Lubricants Ltd.

2.1.1. Survey participants’ characteristics

In-depth interviews were conducted among 6 employees, two from each organization, through SINTRA Semi-structured Questionnaires.

We had five female participants and one male, equally divided by ages – one participant aged 20 – 29, two participants aged 30 – 39, one participant 40 -49 and two participants aged 50-59.

All participants have university level.

2.1.2. Characteristics of the survey participant’s organisation

The selected organizations belong to different activity sectors - Other community, social and personal service activities, Manufacturing and Education.

One organization has less than 10 employees, one is small with 10-49 employees and one is middle with 100-249 employees. All participated organizations are situated in Zagreb and Zagreb County and are quite “old” – established between 1960. and 1965.

2.1.3. Success stories in the field of sustainability-oriented intrapreneurship

The organizations in which the interviews were conducted were selected based on research that showed the number of their projects aimed at modernization and sustainability of the business.

Of course, given the diversity of the sector in which they operate, their projects had different characteristics of sustainability - from projects oriented to sustainability through the preservation of cultural, artistic and historical resources, through projects aimed at preserving the environment or increasing business efficiency. All projects were initiated either by the management or by employees, while one organization in such projects also relies on external sources.

In two public organizations, projects that have been implemented generally rely on the cooperation of all or part of the organization, while in a private company an individual approach is more prevalent. Likewise, the effects of projects in public organizations are more “general” and aimed at connecting with the community, and preserving the environment and resources, while examples from a private company are aimed at increasing business efficiency while caring for the environment.

All respondents highlighted self-organization, willingness to learn and challenges, communication skills, perseverance and teamwork as desirable characteristics of intra-entrepreneurs. These characteristics largely coincide with the results collected through the surveys, which also stated sharing information, instructing others and influencing people, ability to deal with issues and dedication to one’s goals at work as very important characteristics of intrapreneurial attitude.

Considering the organisational settings that encourage the development of intra-entrepreneurial initiatives, all participants emphasized an open work atmosphere as the most important factor.

Given that the interviews were conducted among staff actively engaged in the implementation of projects in their organizations, all respondents expressed relative satisfaction with the adequacy of the required skills, but with a clear desire and willingness for further training. This situation is perhaps best described by the statement of one of the respondents – “I think I base my activities more on enthusiasm than on specific education ”.

2.2. Employers' in-depth interviews findings

2.2.1. Characteristics of the survey participant's organisation

In-depth interviews were conducted among 3 employers/managers, one from each organization, through SINTRA Semi-structured Questionnaires.

We had three female participants, all older than 40 and with a university degree.

2.2.2. Success stories in the field of sustainability-oriented intrapreneurship

As employees, employers have recognized several intrapreneurial projects sustainability-oriented within their organization, with the initiative coming either from employees or from management or external sources.

However, unlike employees, employers emphasized the effects of the projects on improving business results, increasing business efficiency and better public perception of the organization.

As the most important intrapreneurial characteristics, employers emphasize initiative and proactive action, willingness to work in a team and share knowledge, the ability to deal with issues, as well as good communication skills.

All interviewed employers emphasized the importance of organizational settings for successful business management, with an open and pleasant working atmosphere recognized by all as the most important factor. The need to establish good and open communication, both horizontal and vertical, was also mentioned as very important.

Like the interviewed employees, employers assess the adequacy of their employees as satisfactory, with a strong need for continuous training but also additional capacity building through the employment of new people.

CONCLUDING REMARKS

The conducted research showed that in Croatia there are no significant differences in thinking about sustainability between employees and their employers. Both groups consider sustainability issues to be extremely important and most recognize the application of these principles in their organizations.

However, it is important to point out the differences in the perception of the importance of sustainability drivers - employees are mainly focused on social responsibility and socio-economic impact on the environment, while employers are expected to emphasize the impact on production costs. The situation is the same in the notion of responsibility for taking initiatives aimed at sustainability – employees expect the initiatives from management, while for employers this is a mutual responsibility.

The results of the research expressed through SINTRA indicators indicate the differences in the assessments between employees and employers related to the adequacy of skills mastered by employees and the frequency of their application through activities offered through research as activities aimed at increasing business sustainability. The largest disparity was reported, both for adequacy and frequency, for activities “Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas” and „Provisional assessment of intrapreneurial initiatives’ sustainability impact“, which should be taken into account when preparing training materials within the SINTRA project.

Considering the number of participants, their structure and characteristic, as well as the diversity of represented companies both in terms of size and sector, we consider the results collected by this research to be a relevant and realistic basis for the preparation of training materials.

ANNEXES

Annex A. Selected SINTRA gap analysis survey results

The sources for the diagrams/charts found in Chapter 1 - Employees' survey findings

Question III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurial minded staff in your organisation have for achieving a sustainability-related effect? (1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential) - **Chart 1.1. Potential of intrapreneurial initiatives on achieving sustainable goals**

The activity	Number of Marks					Average
	1	2	3	4	5	
1. Reduce inequality, promote well-being and boost social inclusion	1	3	10	21	7	3,71
2. Ensure quality education and promote lifelong learning	1	2	8	24	7	3,81
3. Guarantee justice and build effective institutions	2	4	9	13	14	3,79
4. Promote sustainable industrialisation and foster innovation	0	3	6	19	14	4,05
5. Ensure responsible consumption and production	1	4	6	16	15	3,95
6. Promote decent work, full employment and economic growth	0	4	4	14	20	4,19
7. Ensure access to affordable and clean energy for all	0	3	12	14	13	3,88
8. Organise action to combat climate change and global warming	1	4	15	13	9	3,60
9. Make cities and communities inclusive, safe and sustainable	1	3	9	17	12	3,86

Question III.6. For EACH of the employees' characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation? (1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)- **Chart 1.2. The employees' characteristics**

	1	2	3	4	5	Average
1. Initiative, dynamic thinking, motivation and a can-do-mentality	0	3	10	16	13	3,93
2. Knowledge about corporate culture and management structure	0	6	11	13	12	3,74
3. Ability to make a strong impression on the organisation's Management	0	1	5	21	16	4,31
4. Dedication to one's goals at work and realistic view about the ways to achieve them	0	1	6	17	18	4,24
5. Ability to deal with issues such as complexity and uncertainty	0	2	3	21	16	4,21
6. Sharing information, instructing others and influencing people	0	2	5	14	21	4,29

Question III.7. For EACH of the organisational settings below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation:(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent) - **Chart 1.3.: Impact of organisational settings**

	1	2	3	4	5	Average
1. Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas	1	1	4	22	14	4,12
2. Autonomy, encouraging employees to create independent solutions to challenges	1	1	8	22	10	3,93
3. Quick access to resources, enabling employees to validate their new ideas quickly	1	0	9	21	11	3,98
4. Incentives introduced by the organisation's Management for employees to propose new ideas	2	1	7	18	14	3,98
5. Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	1	1	6	24	10	3,98

6. Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	2	3	13	13	11	3,67
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The sources for the diagrams/charts found in Chapter 1 - Employers survey findings

Question II.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurial minded staff in your organisation has for achieving a sustainability-related effect? (1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)

- CHART 2.1. POTENTIAL OF INTRAPRENEURIAL INITIATIVES ON ACHIEVING SUSTAINABLE GOALS

	1	2	3	4	5	Average
1. Reduce inequality, promote well-being and boost social inclusion	0	0	2	6	2	4
2. Ensure quality education and promote lifelong learning	0	0	0	2	8	4,8
3. Guarantee justice and build effective institutions	0	0	1	7	2	4,1
4. Promote sustainable industrialisation and foster innovation	1	0	2	2	5	4
5. Ensure responsible consumption and production	1	0	0	4	5	4,2
6. Promote decent work, full employment and economic growth	1	0	1	2	6	4,2
7. Ensure access to affordable and clean energy for all	1	1	0	4	4	3,9
8. Organise action to combat climate change and global warming	0	0	2	4	4	4,2
9. Make cities and communities inclusive, safe and sustainable	0	0	1	5	4	4,3

Question II.6. For EACH of the employees’ characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation? (1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly) - **Chart 2.2. – The employees’ characteristics**

	1	2	3	4	5	Average
1. Initiative, dynamic thinking, motivation and a can-do-mentality	0	0	1	4	5	4,4
2. Knowledge about corporate culture and management structure	0	1	1	6	2	3,9

3. Ability to make a strong impression on the organisation's Management	0	0	3	3	4	4,1
4. Dedication to one's goals at work and realistic view about the ways to achieve them	0	0	1	4	5	4,4
5. Ability to deal with issues such as complexity and uncertainty	0	0	2	2	6	4,4
6. Sharing information, instructing others and influencing people	0	0	1	3	6	4,5

Question II.7. For EACH of the organisational settings below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation: (1 = To very low extent; 2 = To a low extent; 3 = Neutral; 4 = To a high extent; 5 = To a very high extent) - **Chart 2.3. – Impact of the organisational settings**

	1	2	3	4	5	Average
1. Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas	0	0	0	5	5	4,5
2. Autonomy, encouraging employees to create independent solutions to challenges	0	0	0	3	6	4,2
3. Quick access to resources, enabling employees to validate their new ideas quickly	0	0	2	4	4	4,2
4. Incentives introduced by the organisation's Management for employees to propose new ideas	0	0	1	5	4	4,3
5. Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	0	2	1	5	2	3,7
6. Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	1	0	3	4	2	3,6

Annex B. SINTRA survey indicators

This annex shall present the values of the sustainability-oriented intrapreneurial skills and mindset importance / adequacy / frequency indicators (SINTRA indicators), discussed in Sub-sections 1.1.3 & 1.2.3 of Chapter 1 above. These Indicators are estimated as Weighted Averages of the “rating” indications provided by survey participants, weighted by the relative frequencies of such indications about each of the SINTRA activities and the skills associated with their implementation, found in the responses to Questions III.8, III.9 and III.10 of the Employees’ Survey Questionnaire and Questions II.8, II.9 and II.10 of the Employers’ Survey Questionnaire. SINTRA indicators may take values between 1 and 5 and are calculated separately for each of the sustainability-oriented intrapreneurial activities (and associated skills) in each of the aspects above: importance, adequacy and frequency.

SURVEY QUESTIONNAIRES – SINTRA indicators

Question III.8 (Employees’ Survey). For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by yourself and your fellow workers:

Question II.8 (Employers’ Survey). For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by the employees in your organisation:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	SINTRA ‘importance’ indicators’ value	
	Employees’ responses	Employers’ responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3,98	4,10
<u>2.</u> Assessing one’s own potential to innovate and add “sustainability value”	4,02	4,20
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4,07	4,10
<u>4.</u> Provisional assessment of intrapreneurial initiatives’ sustainability impact	3,62	3,7

5. Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	3,93	4,1
6. Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4,07	4,5

Question III.9 (Employees’ Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competencies, needed for implementation of EACH of the above activities is for you and the other employees in your organisation:

Question II.9 (Employers’ Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competencies, needed for implementation of EACH of the above activities is among the employees in your organisation:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

	SINTRA ‘adequacy’ indicators’ value	
	Employees’ responses	Employers’ responses
1. Understanding the organisational context and its potential for sustainability-oriented development	3,69	3,7
2. Assessing one’s own potential to innovate and add “sustainability value”	3,79	3,5
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,74	2,9
4. Provisional assessment of intrapreneurial initiatives’ sustainability impact	3,5	2,9
5. Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	3,71	3,5
6. Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	3,74	3,8

Question III.10 (Employees' Survey). Indicate how often you and/or your colleagues practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

Question II.10 (Employers' Survey). Indicate how often the employees in your organisation practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

(1 = Very rarely; 2 = Rarely; 3 = Neutral; 4 = Often; 5 = Very often)

	<i>SINTRA 'frequency' indicators' value</i>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3,67	3,4
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3,71	3,0
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3,6	2,7
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	3,29	2,7
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3,33	2,6
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3,33	3,5

Annex C. SINTRA survey questionnaires in English

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYEES' SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competencies and attitudes among both employees and employers for improving the organisations' activities related to environmental, social and economic sustainability.

Sustainability in business generally refers to the effect the organisation's policies and practices have on the environment and society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation's employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

This Survey is being undertaken to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees' intrapreneurial mindset. The results of the Survey will be used to guide the SINTRA partnership in designing training material for development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental/social/economic sustainability therein. The Survey respondents' identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: blanka.walaitis@vegora.hr; violeta.crnogaj@vegora.hr

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

<input type="checkbox"/>	<u>1.</u> Bulgaria	<input type="checkbox"/>	<u>2.</u> Croatia	<input type="checkbox"/>	<u>3.</u> Estonia
<input type="checkbox"/>	<u>4.</u> Greece	<input type="checkbox"/>	<u>5.</u> Iceland	<input type="checkbox"/>	<u>6.</u> Portugal

I.2. Gender:

<input type="checkbox"/>	<u>1.</u> Male	<input type="checkbox"/>	<u>2.</u> Female
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I.3. Age – select one of the ranges below:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Education – select the highest level of educational attainment:

<input type="checkbox"/>	<u>1.</u> Secondary School	<input type="checkbox"/>	<u>2.</u> Vocational Education and Training
<input type="checkbox"/>	<u>3.</u> University Level	<input type="checkbox"/>	<u>4.</u> Post-graduate Level

I.5. Position in the organisation (please, enter in the box below):

SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

II.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector

<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

II.2 Year of the establishment (please, enter in the box below):

II.3. Location (please, enter the REGION where the organisation you work for is seated):

II.4. Present size (number of employees):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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SECTION III. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

III.1. Do you regard your organisation, as a “sustainability-driven” one?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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III.2. For EACH of the sustainability “drivers” below, indicate how IMPORTANT you consider them to be for your organisation’s related practices?

(1 = Very low Importance; 2 = Low importance; 3 = Neutral; 4 = High importance; 5 = Very high importance)

	1	2	3	4	5
<u>1.</u> Compliance to environmental legislation					
<u>2.</u> Impact on production costs					
<u>3.</u> Demonstration of Corporate Responsibility					
<u>4.</u> Potential impact on local/regional socioeconomic situation					
<u>5.</u> Potential impact on local/regional labour force’s development					

III.3. Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused (mark only one answer)?

<input type="checkbox"/>	<u>1.</u> Employers/managers	<input type="checkbox"/>	<u>2.</u> Employees
<input type="checkbox"/>	<u>3.</u> Both	<input type="checkbox"/>	<u>4.</u> Neither

III.4 Do you consider that intrapreneurial minded staff is itself involved in your organisation’s sustainability-related initiatives and practices?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurial minded staff in your organisation have for achieving a sustainability-related effect?

(1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)

	1	2	3	4	5
<u>1.</u> Reduce inequality, promote well-being and boost social inclusion					
<u>2.</u> Ensure quality education and promote lifelong learning					
<u>3.</u> Guarantee justice and build effective institutions					
<u>4.</u> Promote sustainable industrialisation and foster innovation					
<u>5.</u> Ensure responsible consumption and production					
<u>6.</u> Promote decent work, full employment and economic growth					
<u>7.</u> Ensure access to affordable and clean energy for all					
<u>8.</u> Organise action to combat climate change and global warming					
<u>9.</u> Make cities and communities inclusive, safe and sustainable					

III.6. For EACH of the employees’ characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation?

(1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)

	1	2	3	4	5
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality					
<u>2.</u> Knowledge about corporate culture and management structure					
<u>3.</u> Ability to make a strong impression on the organisation’s Management					
<u>4.</u> Dedication to one’s goals at work and a realistic view about the ways to achieve them					
<u>5.</u> Ability to deal with issues such as complexity and uncertainty					

	1	2	3	4	5
6. Sharing information, instructing others and influencing people					

III.7. For EACH of the organisational settings below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation:

(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)

	1	2	3	4	5
1. Organisation’s open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas					
2. Autonomy, encouraging employees to create independent solutions to challenges					
3. Quick access to resources, enabling employees to validate their new ideas quickly					
4. Incentives introduced by the organisation’s Management for employees to propose new ideas					
5. Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”					
6. Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge					

III.8. For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by yourself and your fellow workers:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one’s own potential to innovate and add “sustainability value”					
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					

	1	2	3	4	5
4. Provisional assessment of intrapreneurial initiatives' sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development					
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues					

III.9. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competencies, needed for implementation of EACH of the above activities is for you and the other employees in your organisation:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one's own potential to innovate and add "sustainability value"					
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					
4. Provisional assessment of intrapreneurial initiatives' sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development					
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues					

III.10. Indicate how often you and/or your colleagues practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

(1 = Very rarely; 2 = Rarely; 3 = Neutral; 4 = Often; 5 = Very often)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one's own potential to innovate and add "sustainability value"					

	1	2	3	4	5
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					
4. Provisional assessment of intrapreneurial initiatives' sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development					
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues					

SECTION IV. UPGRADING EMPLOYEES' AND EMPLOYERS' SUSTAINABILITY-ORIENTED INTRAPRENEURIAL SKILLS AND MINDSET – EXPRESSION OF INTEREST AND PREFERRED TYPES OF TRAINING DELIVERY MODES

IV.1. Would you be interested in participating in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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IV.2. How do you believe that upgrading your sustainability-oriented intrapreneurial skills and mindset could benefit your organisation (please, indicate to what extent you agree with the statements below)?

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

	1	2	3	4	5
1. It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model					
2. It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation					
3. It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability					

IV.3. Which do you consider to be the best way of delivering such a type of training programme?

(1 = Not preferred, 2 = Low preference, 3 = Moderate preference, 4 = High preference, 5 = Very high preference)

	1	2	3	4	5
1. Self-learning					
2. Face-to-face training sessions					
3. Distant/online learning					

4. Blended (face-to-face and online) learning					
5. Assignments development and experience-sharing					

IV.4. Are you situated in a geographically remote location which might make it difficult for you to participate in face-to-face training workshops taking place at the respective SINTRA partner’s premises?

<input type="checkbox"/>	1. Yes	<input type="checkbox"/>	2. No
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Thank you for taking the time to complete this questionnaire!

Your contribution is highly appreciated!

The European Commission's support for the production of this communication does not constitute an endorsement of the contents, which reflect the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS’/MANAGERS’ SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competencies and attitudes among both employees and employers for improving the organisations’ activities related to environmental, social and economic sustainability.

Sustainability in business generally refers to the effect the organisation’s policies and practices have on the environment and society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation’s employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

This Survey is being undertaken to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employers’ intrapreneurial mindset. The results of the survey will be used to guide the SINTRA partnership in designing training material for the development of intrapreneurial skills and mindset among employees and employers in organisations for the support of environmental/social/economic sustainability therein. The Survey respondents’ identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: blanka.walaitis@vegora.hr; violeta.crnogaj@vegora.hr

SECTION I. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

I.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector
<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

I.2 Year of the establishment (please, enter in the box below):

I.3. Location (please, enter the REGION where the organisation you work for is seated):

I.4. Present size (number of employees):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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SECTION II. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

II.1. Do you regard your organisation, as a “sustainability-driven” one?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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II.2. For EACH of the sustainability “drivers” below, indicate how IMPORTANT you consider them to be for your organisation’s related practices?

(1 = Very low Importance; 2 = Low importance; 3 = Neutral; 4 = High importance; 5 = Very high importance)

	1	2	3	4	5
<u>1.</u> Compliance with environmental legislation					
<u>2.</u> Impact on production costs					
<u>3.</u> Demonstration of Corporate Responsibility					
<u>4.</u> Potential impact on local/regional socioeconomic situation					
<u>5.</u> Potential impact on local/regional labour force’s development					

II.3. Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused (mark only one answer)?

<input type="checkbox"/>	<u>1.</u> Employers/managers	<input type="checkbox"/>	<u>2.</u> Employees
<input type="checkbox"/>	<u>3.</u> Both	<input type="checkbox"/>	<u>4.</u> Neither

II.4 Do you consider that intrapreneurial minded staff is itself involved in your organisation’s sustainability-related initiatives and practices?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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II.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurial minded staff in your organisation has for achieving a sustainability-related effect?

(1 = Very low potential; 2 = Low potential; 3 = Neutral; 4 = High potential; 5 = Very high potential)

	1	2	3	4	5
<u>1.</u> Reduce inequality, promote well-being and boost social inclusion					

	1	2	3	4	5
2. Ensure quality education and promote lifelong learning					
3. Guarantee justice and build effective institutions					
4. Promote sustainable industrialisation and foster innovation					
5. Ensure responsible consumption and production					
6. Promote decent work, full employment and economic growth					
7. Ensure access to affordable and clean energy for all					
8. Organise action to combat climate change and global warming					
9. Make cities and communities inclusive, safe and sustainable					

II.6. For EACH of the employees' characteristics below, indicate how STRONGLY in your opinion it may affect the sustainability orientation and initiatives of your organisation?

(1 = Very weakly; 2 = Weakly; 3 = Neutral; 4 = Strongly; 5 = Very strongly)

	1	2	3	4	5
1. Initiative, dynamic thinking, motivation and a can-do-mentality					
2. Knowledge about corporate culture and management structure					
3. Ability to make a strong impression on the organisation's Management					
4. Dedication to one's goals at work and realistic view about the ways to achieve them					
5. Ability to deal with issues such as complexity and uncertainty					
6. Sharing information, instructing others and influencing people					

II.7. For EACH of the organisational settings below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation:

(1 = To very low extent; 2 = To low extent; 3 = Neutral; 4 = To high extent; 5 = To very high extent)

	1	2	3	4	5
1. Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas					
2. Autonomy, encouraging employees to create independent solutions to challenges					

	1	2	3	4	5
3. Quick access to resources, enabling employees to validate their new ideas quickly					
4. Incentives introduced by the organisation’s Management for employees to propose new ideas					
5. Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”					
6. Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge					

II.8. For EACH of the activities below, indicate its considered IMPORTANCE for achieving a high level of sustainability orientation of your organisation, if undertaken by the employees in your organisation:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one’s own potential to innovate and add “sustainability value”					
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					
4. Provisional assessment of intrapreneurial initiatives’ sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development					
6. Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues					

II.9. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and competences, needed for implementation of EACH of the above activities is among the employees in your organisation:

(1 = Highly inadequate; 2 = Inadequate; 3 = Neutral; 4 = Adequate; 5 = Highly adequate)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one's own potential to innovate and add "sustainability value"					
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					
4. Provisional assessment of intrapreneurial initiatives' sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development					
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues					

II.10. Indicate how often the employees in your organisation practise EACH of the above activities while trying to improve the sustainability orientation of your organisation:

(1 = Very rarely; 2 = Rarely; 3 = Neutral; 4 = Often; 5 = Very often)

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					
2. Assessing one's own potential to innovate and add "sustainability value"					
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas					
4. Provisional assessment of intrapreneurial initiatives' sustainability impact					
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development					
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues					

SECTION III. UPGRADING EMPLOYEES’ AND EMPLOYERS’ SUSTAINABILITY-ORIENTED INTRAPRENEURIAL SKILLS AND MINDSET – EXPRESSION OF INTEREST AND PREFERRED TYPES OF TRAINING DELIVERY MODES

III.1. Would you be interested in being involved, together with a group of employees from your organisation, in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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III.2. How do you believe that upgrading your and your employees’ sustainability-oriented intrapreneurial skills and mindset could benefit your organisation (please, indicate to what extent you agree with the statements below)?

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

	1	2	3	4	5
<u>1.</u> It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model					
<u>2.</u> It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation					
<u>3.</u> It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability					

III.3. Which do you consider to be the best way of delivering such a type of training programme?

(1 = Not preferred, 2 = Low preference, 3 = Moderate preference, 4 = High preference, 5 = Very high preference)

	1	2	3	4	5
<u>1.</u> Self-learning					
<u>2.</u> Face-to-face training sessions					
<u>3.</u> Distant / online learning					
<u>4.</u> Blended (face-to-face and online) learning					
<u>5.</u> Assignments development and experience-sharing					

III.4. Are you situated in a geographically remote location which might make it difficult for you to participate in face-to-face training workshops taking place at the respective SINTRA partner’s premises?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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Thank you for taking the time to complete this questionnaire!

SINTRA survey questionnaires in Croatian

ODRŽIVOST KROZ INTRAPODUZETNIŠTVO – PRIMJERI DOBRE PRAKSE I ANALIZA NEDOSTATAKA

SINTRA UPITNIK ZAPOSLENICI

SINTRA - Postizanje održivosti putem INTRApoduzetništva je 24-mjesečni Erasmus + projekt (KA2: Strateška partnerstva za obrazovanje odraslih) osmišljen sa ciljem pružanja integrirane podrške prilagođene potrebama organizacija za razvoj vještina, kompetencija i stavova među zaposlenicima i vlasnika poduzeća u svrhu razvoja poslovanja u smislu ekološke, socijalne i ekonomske održivosti poslovanja.

Održivost u poslovanju se u suštini odnosi na učinak unutarnjih politika i praksi organizacije na okoliš i društvo. Održivost dodatno podrazumijeva i osposobljenost i konkurentnost same organizacije. **Intrapoduzetništvo** je praksa usvajanja poduzetničkog ponašanja zaposlenika unutar organizacije radi razvoja inovativnih proizvoda ili usluga.

Projekt SINTRA razvija prilagođene i inovativne trening materijale i alate za osposobljavanje usmjerene na podršku razvoja intrapoduzetništva unutar organizacija u poslovnom, civilnom ili vladinom sektoru širom Europe.

Ovo istraživanje se provodi kako bi se identificirale relevantne prakse i uspješni primjeri intrapoduzetničkog ponašanja orijentiranog na održivost poslovanja organizacija, kao i postojeći nedostaci u organizacijskim postavkama i intrapoduzetničkom načinu razmišljanja zaposlenika. Rezultati ankete koristit će kao smjernice SINTRA partnerima u dizajniranju trening materijala za razvoj intrapoduzetničkih vještina i razmišljanja među poslodavcima i zaposlenicima sa ciljem povećanja okolišne/socijalne/ekonomske održivosti poslovanja. **Identitet ispitanika u anketi je POVJERLJIV.**

Molimo označite sa “☒”, a svoje odgovore na pitanja niže i vratite popunjeni upitnik na: blanka.walaitis@vegora.hr ili violeta.crnogaj@vegora.hr

DIO I. OSOBNE KARAKTERISTIKE

I.1. Zemlja porijekla:

<input type="checkbox"/>	<u>1.</u> Bugarska	<input type="checkbox"/>	<u>2.</u> Hrvatska	<input type="checkbox"/>	<u>3.</u> Estonija
<input type="checkbox"/>	<u>4.</u>	<input type="checkbox"/>	<u>5.</u> Island	<input type="checkbox"/>	<u>6.</u> Portugal

I.2. Spol:

<input type="checkbox"/>	<u>1.</u> Muško	<input type="checkbox"/>	<u>2.</u> Žensko
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I.3. Dobna skupina – označiti jedan od ponuđenih odgovora ispod:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Obrazovanje – označiti najvišu razinu stečenog obrazovanja:

<input type="checkbox"/>	<u>1.</u> Gimnazija	<input type="checkbox"/>	<u>2.</u> Strukovno obrazovanje i osposobljavanje
<input type="checkbox"/>	<u>3.</u> Sveučilišna razina	<input type="checkbox"/>	<u>4.</u> Poslijediplomska razina

I.5. Pozicija na random mjestu (molim unijeti u kućicu ispod):

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DIO II. KARAKTERISTIKE POSLODAVCA ANKETIRANOG ZAPOSLENIKA

II.1. Djelatnost:

<input type="checkbox"/>	<u>1.1.</u> Poslovanje nekretninama (NKD 68)
<input type="checkbox"/>	<u>1.2.</u> Stručne, znanstvene i tehničke djelatnosti (NKD 69-82)
<input type="checkbox"/>	<u>1.1.</u> Administrativne i pomoćne uslužne djelatnosti (NKD 77-82)
<input type="checkbox"/>	<u>2.</u> Građevinarstvo (NKD 41-43)
<input type="checkbox"/>	<u>3.</u> Trgovina na veliko i na malo; Popravak motornih vozila i motocikla (NKD 45-47)
<input type="checkbox"/>	<u>4.</u> Prijevoz i skladištenje (NKD 49-53)
<input type="checkbox"/>	<u>5.</u> Ostale uslužne djelatnosti (NKD 95-96)
<input type="checkbox"/>	<u>6.</u> Prerađivačka industrija (NKD 10-33)
<input type="checkbox"/>	<u>7.</u> Poljoprivreda, šumarstvo i ribarstvo (NKD 01-03)
<input type="checkbox"/>	<u>8.</u> Obrazovanje (NKD 85)
<input type="checkbox"/>	<u>9.</u> Djelatnosti pružanja smještaja te pripreme i usluživanja hrane (NKD 55-56)
<input type="checkbox"/>	<u>10.</u> Djelatnosti zdravstvene zaštite i socijalne skrbi (NKD 86-88)
<input type="checkbox"/>	<u>11.</u> Financijske djelatnosti i djelatnosti osiguranja (NKD 64-66)
<input type="checkbox"/>	<u>12.</u> Informacije i komunikacije (NKD 59-63)
<input type="checkbox"/>	<u>13.</u> Djelatnosti članskih organizacija (NKD 94)
<input type="checkbox"/>	<u>14.</u> Javna uprava i obrana; Obvezno socijalno osiguranje (NKD 84)

<input type="checkbox"/>	<u>15.</u> Ostalo
<input type="checkbox"/>	<u>15.1</u> Rudarstvo i vađenje (NKD 05-09)
<input type="checkbox"/>	<u>15.2.</u> Opskrba električnom energijom, plinom, parom i klimatizacija (NKD 35)
<input type="checkbox"/>	<u>15.3.</u> Opskrba vodom; uklanjanje otpadnih voda, gospodarenje otpadom te djelatnosti sanacije okoliša (NKD 36-39)
<input type="checkbox"/>	<u>15.4.</u> Umjetnost, zabava i rekreacija (NKD 90-93)
<input type="checkbox"/>	<u>15.5.</u> Djelatnosti kućanstava kao poslodavaca; djelatnosti kućanstava koja proizvode različitu robu i pružaju različite usluge za vlastite potrebe (NKD 97-98)

II.2 Godina osnivanja (molim unijeti u kućicu ispod):

--

II.3. Sjedište (Županija):

--

II.4. Sadašnja veličina (prema prosječnom godišnjem broju zaposlenih):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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DIO III. POSTOJEĆE PRAKSE NA PODRUČJU INTRAPODUZETNIŠTVA ORIJENTIRANOG NA ODRŽIVO POSLOVANJE

III.1. Da li smatrate za svoju organizaciju da je “vođena održivošću”?

<input type="checkbox"/>	<u>1.</u> Da	<input type="checkbox"/>	<u>2.</u> Na	<input type="checkbox"/>	<u>3.</u> Ne znam
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III.2. Za SVAKOG dolje navedenog „pokretača“ održivosti navedite koliko ih smatrate VAŽNIMA za praksu povezanu s vašom organizacijom?

(1 = Vrlo malo; 2 = Malo; 3 = Neutralno; 4 = Važno; 5 = Vrlo važno)

	1	2	3	4	5
<u>1.</u> Usklađenost sa zakonodavstvom o okolišu					
<u>2.</u> Utjecaj na troškove proizvodnje					

	1	2	3	4	5
3. Demonstracija korporativne/društvene odgovornosti					
4. Mogući utjecaj na lokalnu/regionalnu socioekonomsku situaciju					
5. Mogući utjecaj na lokalni/regionalni razvoj radne snage					

III.3. Što mislite, tko će u vašoj organizaciji više poduzimati inicijativu za uvođenje praksi i procesa usmjerenih na održivost (označite samo jedan odgovor)?

<input type="checkbox"/>	1. Poslodavci/voditelji	<input type="checkbox"/>	2. Zaposlenici
<input type="checkbox"/>	3. Oboje	<input type="checkbox"/>	4. Nitko od navedenih

III.4 Smatrate li da je osoblje koje posjeduje intrapoduzetničke stavove zaista uključeno u inicijative i prakse vezane uz održivost vaše organizacije?

<input type="checkbox"/>	1. Da	<input type="checkbox"/>	2. Ne	<input type="checkbox"/>	3. Ne znam
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III.5. Za SVAKI od dolje navedenih ciljeva održivog razvoja procijenite POTENCIJAL koji intrapoduzetnički orijentirani zaposlenici mogu imati na postizanje željenog učinka?

(1 = Vrlo niski potencijal; 2 = Niski potencijal; 3 = Neutralno; 4 = Visoki potencijal; 5 = Vrlo visoki potencijal)

	1	2	3	4	5
1. Smanjiti nejednakost, promicati dobrobit i pojačati socijalnu uključenost					
2. Osigurati kvalitetno obrazovanje i promicati cjeloživotno učenje					
3. Jamčiti pravdu i izgraditi učinkovite institucije					
4. Promicati održivu industrijalizaciju i poticati inovacije					
5. Osigurati odgovornu potrošnju i proizvodnju					
6. Promicati dostojanstven rad, punu zaposlenost i gospodarski rast					
7. Osigurati pristup pristupačnoj i čistoj energiji za sve					
8. Organizirati akciju za borbu protiv klimatskih promjena i globalnog zagrijavanja					
9. Da gradovi i zajednice postanu inkluzivni, sigurni i održivi					

III.6. Za SVAKU karakteristiku zaposlenika u nastavku navedite koliko snažno po vašem mišljenju može utjecati na održivost poslovanja i inicijative unutar vaše organizacije?

(1 = Vrlo slabo; 2 = Slabo; 3 = Neutralno; 4 = Snažno; 5 = Vrlo snažno)

	1	2	3	4	5
1. Inicijativa, dinamično razmišljanje, motivacija i “ja-to-mogu” stav					
2. Znanje o korporativnoj kulturi i upravljačkoj strukturi					
3. Sposobnost ostavljanja snažnog dojma na Upravu organizacije					
4. Posvećenost ciljevima na poslu i realni pogled na načine kako ih postići					
5. Sposobnost rješavanja problema poput složenosti i neizvjesnosti					
6. Dijeljenje informacija, podučavanje drugih i utjecaj na ljude					

III.7. Za SVAKU od dolje navedenih organizacijskih postavki procijenite KOLIKI UTJECAJ, po vašem mišljenju, može imati na uvođenje i provedbu praksi, procesa i prioriteta usmjerenih na održivost u vašoj organizaciji:

(1 = Vrlo mali; 2 = Mali; 3 = Neutralni; 4 = Visoki; 5 = Vrlo visoki utjecaj)

	1	2	3	4	5
1. Otvorena kultura organizacije u kojoj se zaposlenici ne boje dijeliti svoje ideje, a unutarnje strukture dijele, razgovaraju i provode dobre ideje					
2. Autonomija zaposlenika uz poticanje zaposlenika na stvaranje neovisnih rješenja za izazove					
3. Brzi pristup resursima, omogućujući zaposlenicima da brzo procijene vrijednost svoje ideje					
4. Poticaji koje je Uprava organizacije uvela prema zaposlenicima u cilju predlaganja novih ideja					
5. Otvorena razmjena ideja unutar organizacije, kao i s vanjskim stručnjacima, te korištenje učinkovitih alata poput „Platforme za razmjenu ideja“					
6. Decentralizirana struktura, gdje menadžeri delegiraju odluke na najnižu moguću razinu kako bi osigurali da ih donose oni s najviše znanja					

III.8. Za SVAKU od dolje navedenih aktivnosti poduzetih od strane zaposlenika, procijenite koliko su VAŽNE za održivo poslovanje vaše organizacije:

(1 = Nije uopće važno; 2 = Nije važno; 3 = Neutralno; 4 = Važno; 5 = Vrlo važno)

	1	2	3	4	5
<u>1.</u> Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
<u>2.</u> Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
<u>3.</u> Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
<u>4.</u> Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
<u>5.</u> Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
<u>6.</u> Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

III.9. Neovisno o procjeni njihove važnosti, navedite kako procjenjujete ADEKVATNOST (stupanj vladanja) vještinama i kompetencijama potrebnim za provedbu SVAKE od gore navedenih aktivnosti za vas i ostale zaposlenike u vašoj organizaciji:

(1 = Vrlo loše; 2 = Loše; 3 = Neutralno (osrednje); 4 = Dobro; 5 = Vrlo dobro)

	1	2	3	4	5
<u>1.</u> Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
<u>2.</u> Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
<u>3.</u> Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
<u>4.</u> Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
<u>5.</u> Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
<u>6.</u> Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

III.10. Navedite koliko često vi i / ili vaše kolege prakticirate SVAKU od gore navedenih aktivnosti dok pokušavate poboljšati usmjerenost održivosti svoje organizacije:

(1 = Vrlo rijetko; 2 = Rijetko; 3 = Neutralno; 4 = Često; 5 = Vrlo često)

	1	2	3	4	5
1. Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
2. Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
3. Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
4. Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
5. Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
6. Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

DIO IV. NADogradnja INTRAPODUZETNIČKIH VJEŠTINA I STAVOVA ZAPOSLENIKA I POSLODAVACA ORIJENTIRANIH ODRŽIVOSTI – ISKAZIVANJE INTERESA I ŽELJENOG NAČINA OBUČAVANJA

IV.1. Da li biste bili zainteresirani za sudjelovanje na treningu za intrapoduzetništvo usmjerenom na održivost koji će izraditi projekt SINTRA?

<input type="checkbox"/>	1. Da	<input type="checkbox"/>	2. Ne
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IV.2. Smatrate li da bi nadogradnja vaših intrapoduzetničkih vještina i načina razmišljanja usmjerenih na održivost mogla koristiti vašoj organizaciji (navedite u kojoj se mjeri slažete sa donjim tvrdnjama)?

(1 = Apsolutno se ne slažem, 2 = Ne slažem se, 3 = Neutralno, 4 = Slažem se, 5 = Jako se slažem)

	1	2	3	4	5
1. Pojačat će sposobnost organizacije da se više usredotoči na održivost u svakodnevnom poslovanju i organizacijskom modelu					
2. Doved će do uvođenja praksi, procesa i prioriteta usmjerenih na održivost unutar organizacije					
3. Iskoristit će potencijal zaposlenika unutar organizacije za postizanje ekološke, socijalne i ekonomske održivosti					

IV.3. Koji način smatrate najboljim za izvođenje takve vrste programa/obuke?

(1 = Uopće ne preferiram, 2 = Ne preferiram, 3 = Srednja razina preferencije, 4 = Jako preferiram, 5 = Izrazito jako preferiram)

	1	2	3	4	5
<u>1.</u> Samoučenje					
<u>2.</u> Treninzi licem u lice					
<u>3.</u> Online učenje					
<u>4.</u> Kombinirano učenje (licem u lice i online)					
<u>5.</u> Razvoj zadataka i razmjena iskustava					

IV.4. Jeste li smješteni na geografski udaljenom mjestu a što bi vam moglo otežati sudjelovanje u radionicama za osobno osposobljavanje, ukoliko se iste održavaju u prostorijama odgovarajućeg partnera SINTRA-e?

<input type="checkbox"/>	<u>1.</u> Da	<input type="checkbox"/>	<u>2.</u> Ne
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Hvala vam što ste odvojili vrijeme za popunjavanje ovog upitnika!

Cijenimo vaš doprinos!

Ovaj projekt je sufinanciran uz potporu Europske komisije. Komunikacija ovog dokumenta reflektira poglede samog autora, Europska komisija ne može ni u kojem slučaju biti odgovorna za korištenje zaprimljenih informacija koje sadrži ovaj dokument.

ODRŽIVOST KROZ INTRAPODUZETNIŠTVO – PRIMJERI DOBRE PRAKSE I ANALIZA NEDOSTATAKA

SINTRA UPITNIK POSLODAVCI/MENADŽERI

SINTRA - Postizanje održivosti putem INTRApoduzetništva je 24-mjesečni Erasmus + projekt (KA2: Strateška partnerstva za obrazovanje odraslih) osmišljen sa ciljem pružanja integrirane podrške prilagođene potrebama organizacija za razvoj vještina, kompetencija i stavova među zaposlenicima i vlasnika poduzeća u svrhu razvoja poslovanja u smislu ekološke, socijalne i ekonomske održivosti poslovanja.

Održivost u poslovanju se u suštini odnosi na učinak unutarnjih politika i praksi organizacije na okoliš i društvo. Održivost dodatno podrazumijeva i osposobljenost i konkurentnost same organizacije. **Intrapoduzetništvo** je praksa usvajanja poduzetničkog ponašanja zaposlenika unutar organizacije radi razvoja inovativnih proizvoda ili usluga.

Projekt SINTRA razvija prilagođene i inovativne trening materijale i alate za osposobljavanje usmjerene na podršku razvoja intrapoduzetništva unutar organizacija u poslovnom, civilnom ili vladinom sektoru širom Europe.

Ovo istraživanje se provodi kako bi se identificirale relevantne prakse i uspješni primjeri intrapoduzetničkog ponašanja orijentiranog na održivost poslovanja organizacija, kao i postojeći nedostaci u organizacijskim postavkama i intrapoduzetničkom načinu razmišljanja zaposlenika. Rezultati ankete koristit će kao smjernice SINTRA partnerima u dizajniranju trening materijala za razvoj intrapoduzetničkih vještina i razmišljanja među poslodavcima i zaposlenicima sa ciljem povećanja okolišne/socijalne/ekonomske održivosti poslovanja. **Identitet ispitanika u anketi je POVJERLJIV.**

Molimo označite sa “☒”, a svoje odgovore na pitanja niže i vratite popunjeni upitnik na: blanka.walaitis@vegora.hr ili violeta.crnogaj@vegora.hr

DIO I. KARAKTERISTIKE ORGANIZACIJE/POSLODAVCA

II.1. Djelatnost:

<input type="checkbox"/>	<u>1.1.</u> Poslovanje nekretninama (NKD 68)
<input type="checkbox"/>	<u>1.2.</u> Stručne, znanstvene i tehničke djelatnosti (NKD 69-82)
<input type="checkbox"/>	<u>1.1.</u> Administrativne i pomoćne uslužne djelatnosti (NKD 77-82)
<input type="checkbox"/>	<u>2.</u> Građevinarstvo (NKD 41-43)
<input type="checkbox"/>	<u>3.</u> Trgovina na veliko i na malo; Popravak motornih vozila i motocikla (NKD 45-47)
<input type="checkbox"/>	<u>4.</u> Prijevoz i skladištenje (NKD 49-53)
<input type="checkbox"/>	<u>5.</u> Ostale uslužne djelatnosti (NKD 95-96)
<input type="checkbox"/>	<u>6.</u> Prerađivačka industrija (NKD 10-33)
<input type="checkbox"/>	<u>7.</u> Poljoprivreda, šumarstvo i ribarstvo (NKD 01-03)
<input type="checkbox"/>	<u>8.</u> Obrazovanje (NKD 85)
<input type="checkbox"/>	<u>9.</u> Djelatnosti pružanja smještaja te pripreme i usluživanja hrane (NKD 55-56)
<input type="checkbox"/>	<u>10.</u> Djelatnosti zdravstvene zaštite i socijalne skrbi (NKD 86-88)
<input type="checkbox"/>	<u>11.</u> Financijske djelatnosti i djelatnosti osiguranja (NKD 64-66)
<input type="checkbox"/>	<u>12.</u> Informacije i komunikacije (NKD 59-63)
<input type="checkbox"/>	<u>13.</u> Djelatnosti članskih organizacija (NKD 94)
<input type="checkbox"/>	<u>14.</u> Javna uprava i obrana; Obvezno socijalno osiguranje (NKD 84)
<input type="checkbox"/>	<u>15.</u> Ostalo
<input type="checkbox"/>	<u>15.1</u> Rudarstvo i vađenje (NKD 05-09)

<input type="checkbox"/>	15.2. Opskrba električnom energijom, plinom, parom i klimatizacija (NKD 35)
<input type="checkbox"/>	15.3. Opskrba vodom; uklanjanje otpadnih voda, gospodarenje otpadom te djelatnosti sanacije okoliša (NKD 36-39)
<input type="checkbox"/>	15.4. Umjetnost, zabava i rekreacija (NKD 90-93)
<input type="checkbox"/>	15.5. Djelatnosti kućanstava kao poslodavaca; djelatnosti kućanstava koja proizvode različitu robu i pružaju različite usluge za vlastite potrebe (NKD 97-98)

II.2 Godina osnivanja (molim unijeti u kućicu ispod):

II.3. Sjedište (Županija):

II.4. Sadašnja veličina (prema prosječnom godišnjem broju zaposlenih):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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DIO II. POSTOJEĆE PRAKSE NA PODRUČJU INTRAPODUZETNIŠTVA ORIJENTIRANOG NA ODRŽIVO POSLOVANJE

II.1. Da li smatrate za svoju organizaciju da je “vođena održivošću”?

<input type="checkbox"/>	<u>1.</u> Da	<input type="checkbox"/>	<u>2.</u> Ne	<input type="checkbox"/>	<u>3.</u> Ne znam
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II.2. Za SVAKOG dolje navedenog „pokretača“ održivosti navedite koliko ih smatrate VAŽNIMA za praksu povezanu s vašom organizacijom?

(1 = Vrlo malo; 2 = Malo; 3 = Neutralno; 4 = Važno; 5 = Vrlo važno)

	1	2	3	4	5
<u>1.</u> Usklađenost sa zakonodavstvom o okolišu					
<u>2.</u> Utjecaj na troškove proizvodnje					
<u>3.</u> Demonstracija korporativne/društvene odgovornosti					
<u>4.</u> Mogući utjecaj na lokalnu/regionalnu socioekonomsku situaciju					

	1	2	3	4	5
5. Mogući utjecaj na lokalni/regionalni razvoj radne snage					

II.3. Što mislite, tko će u vašoj organizaciji više poduzimati inicijativu za uvođenje praksi i procesa usmjerenih na održivost (označite samo jedan odgovor)?

<u>1.</u> Poslodavac/Uprava	<u>2.</u> Zaposlenici
<u>3.</u> Oboje	<u>4.</u> Nitko

II.4 Smatrate li da je osoblje koje posjeduje intrapoduzetničke stavove zaista uključeno u inicijative i prakse vezane uz održivost vaše organizacije?

<u>1.</u> Da	<u>2.</u> Ne	<u>3.</u> Ne znam
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II.5. Za SVAKI od dolje navedenih ciljeva održivog razvoja procijenite POTENCIJAL koji intrapoduzetnički orijentirani zaposlenici imaju na postizanje željenog učinka?

(1 = Vrlo niski potencijal; 2 = Niski potencijal; 3 = Neutralno; 4 = Visoki potencijal; 5 = Vrlo visoki potencijal)

	1	2	3	4	5
<u>1.</u> Smanjiti nejednakost, promicati dobrobit i pojačati socijalnu uključenost					
<u>2.</u> Osigurati kvalitetno obrazovanje i promicati cjeloživotno učenje					
<u>3.</u> Jamčiti pravdu i izgraditi učinkovite institucije					
<u>4.</u> Promicati održivu industrijalizaciju i poticati inovacije					
<u>5.</u> Osigurati odgovornu potrošnju i proizvodnju					
<u>6.</u> Promicati dostojanstven rad, punu zaposlenost i gospodarski rast					
<u>7.</u> Osigurati pristup pristupačnoj i čistoj energiji za sve					
<u>8.</u> Organizirati akciju za borbu protiv klimatskih promjena i globalnog zagrijavanja					
<u>9.</u> Da gradovi i zajednice postanu inkluzivni, sigurni i održivi					

II.6. Za SVAKU karakteristiku zaposlenika u nastavku navedite koliko snažno po vašem mišljenju može utjecati na održivost poslovanja i inicijative unutar vaše organizacije?

(1 = Vrlo slabo; 2 = Slabo; 3 = Neutralno; 4 = Snažno; 5 = Vrlo snažno)

	1	2	3	4	5
1. Inicijativa, dinamično razmišljanje, motivacija i “ja-to-mogu” stav					
2. Znanje o korporativnoj kulturi i upravljačkoj strukturi					
3. Sposobnost ostavljanja snažnog dojma na Upravu organizacije					
4. Posvećenost ciljevima na poslu i realni pogled na načine kako ih postići					
5. Sposobnost rješavanja problema poput složenosti i neizvjesnosti					
6. Dijeljenje informacija, podučavanje drugih i utjecaj na ljude					

II.7. Za SVAKU od dolje navedenih organizacijskih postavki procijenite KOLIKI UTJECAJ, po vašem mišljenju, može imati na uvođenje i provedbu praksi, procesa i prioriteta usmjerenih na održivost u vašoj organizaciji:

(1 = Vrlo mali; 2 = Mali; 3 = Neutralni; 4 = Visoki; 5 = Vrlo visoki utjecaj)

	1	2	3	4	5
1. Otvorena kultura organizacije u kojoj se zaposlenici ne boje dijeliti svoje ideje, a unutarnje strukture dijele, razgovaraju i provode dobre ideje					
2. Autonomija zaposlenika uz poticanje zaposlenika na stvaranje neovisnih rješenja za izazove					
3. Brzi pristup resursima, omogućujući zaposlenicima da brzo procijene vrijednost svoje ideje					
4. Poticaji koje je Uprava organizacije uvela prema zaposlenicima u cilju predlaganja novih ideja					
5. Otvorena razmjena ideja unutar organizacije, kao i s vanjskim stručnjacima, te korištenje učinkovitih alata poput „Platforme za razmjenu ideja“					
6. Decentralizirana struktura, gdje menadžeri delegiraju odluke na najnižu moguću razinu kako bi osigurali da ih donose oni s najviše znanja					

II.8. Za SVAKU od dolje navedenih aktivnosti poduzetih od strane zaposlenika, procijenite koliko su VAŽNE za održivo poslovanje vaše organizacije:

(1 = Nije uopće važno; 2 = Nije važno; 3 = Neutralno; 4 = Važno; 5 = Vrlo važno)

	1	2	3	4	5
1. Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
2. Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
3. Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
4. Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
5. Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
6. Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

II.9. Neovisno o procjeni njihove važnosti, navedite kako procjenjujete ADEKVATNOST (stupanj vladanja) vještinama i kompetencijama potrebnim za provedbu SVAKE od gore navedenih aktivnosti za vas i ostale zaposlenike u vašoj organizaciji:

(1 = Vrlo loše; 2 = Loše; 3 = Neutralno (osrednje); 4 = Dobro; 5 = Vrlo dobro)

	1	2	3	4	5
1. Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
2. Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
3. Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
4. Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
5. Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
6. Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

II.10. Navedite koliko često vaši zaposlenici prakticiraju SVAKU od gore navedenih aktivnosti usmjerene na povećanje održivosti poslovanja vaše organizacije:

(1 = Vrlo rijetko; 2 = Rijetko; 3 = Neutralno; 4 = Često; 5 = Vrlo često)

	1	2	3	4	5
1. Razumijevanje organizacijskog konteksta i njegovog potencijala za razvoj usmjeren na održivost					
2. Procjena vlastitog potencijala za inovacije i dodavanje "održivih vrijednosti"					
3. Utvrđivanje mogućnosti i perspektiva inovacija usmjerenih na održivost korištenjem unutarnjih i vanjskih izvora ideja					
4. Procjena intrapoduzetničkih inicijativa vezano uz održivost i učinke na okoliš					
5. 5. Formiranje i rad internih timova za intrapoduzetništvo (tzv. Radne skupine ili Krugovi) za razvoj usmjeren na održivost					
6. Podrška intrapoduzetničkim idejama i zajednički rad s upravom na pitanjima održivosti					

DIO III. NADOGRAĐNJA INTRAPODUZETNIČKIH VJEŠTINA I STAVOVA ZAPOSLENIKA I POSLODAVACA ORIJENTIRANIH ODRŽIVOSTI – ISKAZIVANJE INTERESA I ŽELJENOG NAČINA OBUČAVANJA

IV.1. Da li biste bili zainteresirani za sudjelovanje, zajedno sa grupom vaših zaposlenika, na treningu za intrapoduzetništvo usmjerenom na održivost koji će izraditi projekt SINTRA?

<input type="checkbox"/>	1. Da	<input type="checkbox"/>	2. Ne
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III.2. Smatrate li da bi nadogradnja vaših i intrapoduzetničkih vještina i načina razmišljanja vaših zaposlenika, usmjerenih na održivost, mogla koristiti vašoj organizaciji (navedite u kojoj se mjeri slažete sa donjim tvrdnjama)?

(1 = Apsolutno se ne slažem, 2 = Ne slažem se, 3 = Neutralno, 4 = Slažem se, 5 = Jako se slažem)

	1	2	3	4	5
1. Pojačat će sposobnost organizacije da se više usredotoči na održivost u svakodnevnom poslovanju i organizacijskom modelu					
2. Dovedt će do uvođenja praksi, procesa i prioriteta usmjerenih na održivost unutar organizacije					
3. Iskoristit će potencijal zaposlenika unutar organizacije za postizanje ekološke, socijalne i ekonomske održivosti					

III.3. Koji način smatrate najboljim za izvođenje takve vrste programa/obuke?

(1 = Uopće ne preferiram, 2 = Ne preferiram, 3 = Srednja razina preferencije, 4 = Jako preferiram, 5 = Izrazito jako preferiram)

	1	2	3	4	5
<u>1.</u> Samoučenje					
<u>2.</u> Treninzi licem u lice					
<u>3.</u> Online učenje					
<u>4.</u> Kombinirano učenje (licem u lice i online)					
<u>5.</u> Razvoj zadataka i razmjena iskustava					

III.4. Jeste li smješteni na geografski udaljenom mjestu a što bi vam moglo otežati sudjelovanje u radionicama za osobno osposobljavanje, ukoliko se iste održavaju u prostorijama odgovarajućeg partnera SINTRA-e?

<input type="checkbox"/>	<u>1.</u> Da	<input type="checkbox"/>	<u>2.</u> Ne
--------------------------	--------------	--------------------------	--------------

Hvala vam što ste odvojili vrijeme za popunjavanje ovog upitnika!
Cijenimo vaš doprinos!

Ovaj projekt je sufinanciran uz potporu Europske komisije. Komunikacija ovog dokumenta reflektira poglede samog autora, Europska komisija ne može ni u kojem slučaju biti odgovorna za korištenje zaprimljenih informacija koje sadrži ovaj dokument.

Annex D. SINTRA interview questionnaires in English

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYEES' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competencies and attitudes among both employees and employers for improving the organisations' activities related to environmental, social and economic sustainability.

Sustainability in business generally refers to the effect the organisation's policies and practices have on the environment and society. It is also well connected with the viability and competitiveness of the organisation itself. *Intrapreneurship* is the practice of an established organisation's employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intrapreneurship support of organisations in the Business, Civil or Government sector across Europe.

The semi-structured interviews are being conducted to identify relevant practices and success stories in the field of sustainability-oriented intrapreneurship in organisations, as well as existing gaps in the organisational settings and employees' intrapreneurial mindset. The results of the survey will be used to guide the SINTRA partnership in designing training material for the development of intrapreneurial skills and mindset among employers and employees in organisations for the support of environmental/social/economic sustainability therein. The Survey respondents' identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: blanka.walaitis@vegora.hr or violeta.crnogaj@vegora.hr

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

<input type="checkbox"/>	<u>1.</u> Bulgaria	<input type="checkbox"/>	<u>2.</u> Croatia	<input type="checkbox"/>	<u>3.</u> Estonia
<input type="checkbox"/>	<u>4.</u> Greece	<input type="checkbox"/>	<u>5.</u> Iceland	<input type="checkbox"/>	<u>6.</u> Portugal

I.2. Gender:

<input type="checkbox"/>	<u>1.</u> Male	<input type="checkbox"/>	<u>2.</u> Female
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I.3. Age – select one of the ranges below:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Education – select the highest level of educational attainment:

<input type="checkbox"/>	<u>1.</u> Secondary School	<input type="checkbox"/>	<u>2.</u> Vocational Education and Training
<input type="checkbox"/>	<u>3.</u> University Level	<input type="checkbox"/>	<u>4.</u> Post-graduate Level

I.5. Position in the organisation (please, enter in the box below):

SECTION II. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION

II.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector

<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

II.2 Year of the establishment (please, enter in the box below):

II.3. Location (please, enter the REGION where the organisation you work for is seated):

II.4. Present size (number of employees):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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SECTION III. SUCCESS STORIES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

III.1. Have there been any sustainability-oriented activities in your organisation and if “yes”, who initiated them?

III.2. Can you describe an experience of yours, when you acted intrapreneurial and this led to improving the sustainability orientation of your organisation? How did it start? Which were, in your view, the main motives? How did it progress? Can you describe the particular steps that you followed? What impact did it have on your organisation and yourself in particular?

III.3. What sustainability-related effects has your involvement in the above activities generated?

III.4. Can you identify at least 3 key characteristics of your behaviour and mindset, that helped you act intrapreneurial and improve the sustainability orientation of your organisation? Please, explain your answer.

III.5. Can you identify at least 3 key features of your organisation’s settings, that encouraged you to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within your organisation? Please, explain your answer.

II.6. How would you describe your level of ADEQUACY of the skills and competencies necessary for implementing the above intrapreneurial activities?

Thank you for taking the time to participate in this interview!

Your contribution is highly appreciated!

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SUSTAINABILITY THROUGH INTRAPREURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS'/MANAGERS' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide integrated support, tailored to the needs of organisations for the development of intraprenurship-related skills, competencies and attitudes among both employees and employers for improving the organisations' activities related to environmental, social and economic sustainability.

Sustainability in business generally refers to the effect the organisation's policies and practices have on the environment and society. It is also well connected with the viability and competitiveness of the organisation itself. *Intraprenurship* is the practice of an established organisation's employees adopting entrepreneurial behaviours towards the achievement of innovative products or services.

SINTRA project develops tailor-made and innovative training resources and tools, targeted at sustainability-focused intraprenurship support of organisations in the Business, Civil or Government sector across Europe.

The semi-structured interviews are being conducted to identify relevant practices and success stories in the field of sustainability-oriented intraprenurship in organisations, as well as existing gaps in the organisational settings and employers' intraprenurial mindset. The results of the survey will be used to guide the SINTRA partnership in designing training material for the development of intraprenurial skills and mindset among employers and employees in organisations for the support of environmental/social/economic sustainability therein. The Survey respondents' identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: blanka.walaitis@vegora.hr or violeta.crnogaj@vegora.hr

SECTION I. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION

I.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction

<u>3.</u> Wholesale and retail trade, repairs
<u>4.</u> Transport, storage & communication
<u>5.</u> Other community, social and personal service activities
<u>6.</u> Manufacturing
<u>7.</u> Agriculture, hunting & forestry
<u>8.</u> Fishery
<u>9.</u> Education
<u>10.</u> Tourism, incl. hotels and restaurants
<u>11.</u> Health and social work
<u>12.</u> Financial intermediation
<u>13.</u> Information and communication technologies
<u>14.</u> Non-government sector
<u>15.</u> Public sector
<u>16.</u> Other

I.2 Year of the establishment (please, enter in the box below):

I.3. Location (please, enter the REGION where the organisation you work for is seated):

I.4. Present size (number of employees):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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SECTION II. SUCCESS STORIES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

II.1. Have there been any sustainability-oriented activities in your organisation and if “yes”, who initiated them?

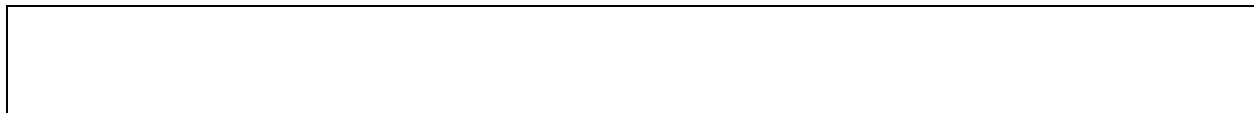
II.2. Can you describe an experience of yours, when your employees acted intrapreneurial and this led to improving the sustainability orientation of your organisation? How did it start? Which were, in your view, the main motives? How did it progress? Can you describe the particular steps that your employees followed? What impact did it have on your organisation and your employees in particular?

II.3. What sustainability-related effects have your employees' involvement in the above activities generated?

II.4. Can you identify at least 3 key characteristics of your employees' behaviour and mindset, that helped them act intrapreneurial and improve the sustainability orientation of your organisation? Please, explain your answer.

II.5. Can you identify at least 3 key features of your organisation's settings, that encouraged your employees to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within your organisation? Please, explain your answer.

II.6. How would you describe your employees' level of ADEQUACY of the skills and competencies necessary for implementing the above intrapreneurial activities?



Thank you for taking the time to participate in this interview!

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SINTRA interview questionnaires in Croatian

ODRŽIVOST KROZ INTRAPODUZETNIŠTVO – PRIMJERI DOBRE PRAKSE I ANALIZA NEDOSTATAKA

SINTRA POLUSTRUKTURIRANI INTERVJU ZAPOSLENICI

SINTRA - Postizanje održivosti putem INTRApoduzetništva je 24-mjesečni Erasmus + projekt (KA2: Strateška partnerstva za obrazovanje odraslih) osmišljen sa ciljem pružanja integrirane podrške prilagođene potrebama organizacija za razvoj vještina, kompetencija i stavova među zaposlenicima i vlasnika poduzeća u svrhu razvoja poslovanja u smislu ekološke, socijalne i ekonomske održivosti poslovanja.

Održivost u poslovanju se u suštini odnosi na učinak unutarnjih politika i praksi organizacije na okoliš i društvo. Održivost dodatno podrazumijeva i osposobljenost i konkurentnost same organizacije. **Intrapoduzetništvo** je praksa usvajanja poduzetničkog ponašanja zaposlenika unutar organizacije radi razvoja inovativnih proizvoda ili usluga.

Projekt SINTRA razvija prilagođene i inovativne trening materijale i alate za osposobljavanje usmjerene na podršku razvoja intrapoduzetništva unutar organizacija u poslovnom, civilnom ili vladinom sektoru širom Europe.

Ovo istraživanje se provodi kako bi se identificirale relevantne prakse i uspješni primjeri intrapoduzetničkog ponašanja orijentiranog na održivost poslovanja organizacija, kao i postojeći nedostaci u organizacijskim postavkama i intrapoduzetničkom načinu razmišljanja zaposlenika. Rezultati ankete koristit će kao smjernice SINTRA partnerima u dizajniranju trening materijala za razvoj intrapoduzetničkih vještina i razmišljanja među poslodavcima i zaposlenicima sa ciljem povećanja okolišne/socijalne/ekonomske održivosti poslovanja. **Identitet ispitanika u anketi je POVJERLJIV.**

Molimo, označite sa "X" i/ili upišite Vase odgovore i vratite ispunjeni intervju na adresu: blanka.walaitis@vegora.hr ili violeta.crnogaj@vegora.hr

DIO 1. OSOBNE KARAKTERISTIKE

I.1. Zemlja porijekla:

<input type="checkbox"/>	<u>1.</u> Bugarska	<input type="checkbox"/>	<u>2.</u> Hrvatska	<input type="checkbox"/>	<u>3.</u> Estonija
<input type="checkbox"/>	<u>4.</u> Grčka	<input type="checkbox"/>	<u>5.</u> Island	<input type="checkbox"/>	<u>6.</u> Portugal

I.2. Spol:

<input type="checkbox"/>	<u>1.</u> Muško	<input type="checkbox"/>	<u>2.</u> Žensko
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I.3. Dobna skupina – označite jedno od navedenog:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Obrazovanje – odaberite najvišu razinu stečenog obrazovanja:

<input type="checkbox"/>	<u>1.</u> Gimnazija	<input type="checkbox"/>	<u>2.</u> Strukovno obrazovanje i osposobljavanje
<input type="checkbox"/>	<u>3.</u> Sveučilišna razina	<input type="checkbox"/>	<u>4.</u> Poslijediplomska razina

I.5. Pozicija na radnom mjestu (molimo, upišite):

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DIO II. KARAKTERISTIKE POSLODAVCA ANKETIRANOG ZAPOSLENIKA

II.1. Djelatnost:

<input type="checkbox"/>	<u>1.1.</u> Poslovanje nekretninama (NKD 68)
<input type="checkbox"/>	<u>1.2.</u> Stručne, znanstvene i tehničke djelatnosti (NKD 69-82)
<input type="checkbox"/>	<u>1.1.</u> Administrativne i pomoćne uslužne djelatnosti (NKD 77-82)
<input type="checkbox"/>	<u>2.</u> Građevinarstvo (NKD 41-43)
<input type="checkbox"/>	<u>3.</u> Trgovina na veliko i na malo; Popravak motornih vozila i motocikla (NKD 45-47)
<input type="checkbox"/>	<u>4.</u> Prijevoz i skladištenje (NKD 49-53)
<input type="checkbox"/>	<u>5.</u> Ostale uslužne djelatnosti (NKD 95-96)
<input type="checkbox"/>	<u>6.</u> Prerađivačka industrija (NKD 10-33)
<input type="checkbox"/>	<u>7.</u> Poljoprivreda, šumarstvo i ribarstvo (NKD 01-03)
<input type="checkbox"/>	<u>8.</u> Obrazovanje (NKD 85)
<input type="checkbox"/>	<u>9.</u> Djelatnosti pružanja smještaja te pripreme i usluživanja hrane (NKD 55-56)
<input type="checkbox"/>	<u>10.</u> Djelatnosti zdravstvene zaštite i socijalne skrbi (NKD 86-88)
<input type="checkbox"/>	<u>11.</u> Financijske djelatnosti i djelatnosti osiguranja (NKD 64-66)
<input type="checkbox"/>	<u>12.</u> Informacije i komunikacije (NKD 59-63)
<input type="checkbox"/>	<u>13.</u> Djelatnosti članskih organizacija (NKD 94)
<input type="checkbox"/>	<u>14.</u> Javna uprava i obrana; Obvezno socijalno osiguranje (NKD 84)

<input type="checkbox"/>	<u>15.</u> Ostalo
<input type="checkbox"/>	<u>15.1</u> Rudarstvo i vađenje (NKD 05-09)
<input type="checkbox"/>	<u>15.2.</u> Opskrba električnom energijom, plinom, parom i klimatizacija (NKD 35)
<input type="checkbox"/>	<u>15.3.</u> Opskrba vodom; uklanjanje otpadnih voda, gospodarenje otpadom te djelatnosti sanacije okoliša (NKD 36-39)
<input type="checkbox"/>	<u>15.4.</u> Umjetnost, zabava i rekreacija (NKD 90-93)
<input type="checkbox"/>	<u>15.5.</u> Djelatnosti kućanstava kao poslodavaca; djelatnosti kućanstava koja proizvode različitu robu i pružaju različite usluge za vlastite potrebe (NKD 97-98)

II.2 Godina osnivanja (molim unijeti u kućicu ispod):

II.3. Sjedište (Županija):

II.4. Sadašnja veličina (prema prosječnom godišnjem broju zaposlenih):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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DIO III. USPJEŠNI PRIMJERI PRIMJENE INTRA-PODUZETNIČKIH AKTIVNOSTI

III.1. Da li je u vašoj organizaciji bilo primjera aktivnosti orijentiranih na održivi razvoj, i ako jest, tko ih je inicirao?

III.2. Možete li opisati vaše iskustvo – primjer kada ste djelovali intrapoduzetnički i to je dovelo do povećanja održivosti poslovanja vaše organizacije? Kako je sve započelo? Koji su, po vama, bili glavni motivi te inicijative? Kako je ista provedena? Možete li ukratko opisati glavne korake provedbe? Kakav utjecaj je inicijativa imala na vašu organizaciju, a kakav na vas osobno?

III.3. Koje efekte vezane uz održivost poslovanja je polučio vaš angažman u prije navedenim inicijativama?

III.4. Možete li navesti barem tri vase karakteristike koje vam pomažu da djelujete intrapoduzetnički i jačate održivost poslovanja vase organizacije? Molimo, ukratko objasnite.

III.5. Možete li navesti barem tri čimbenika u vašoj organizaciji koja potiču na intrapoduzetničko ponašanje i tako unapređuju održive prakse, procese i prioritete u vašoj organizaciji? Molimo, ukratko objasnite.

III.6. Kako biste procijenili vlastito vladanje znanjem i vještinama potrebnim za intrapoduzetničko postupanje?

Hvala na odvojenom vremenu i sudjelovanju u intervjuu!
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ODRŽIVOST KROZ INTRAPODUZETNIŠTVO – PRIMJERI DOBRE PRAKSE I ANALIZA NEDOSTATAKA

SINTRA Polustrukturirani Intervju Poslodavci/Menadžeri

SINTRA - Postizanje održivosti putem INTRApoduzetništva je 24-mjesečni Erasmus + projekt (KA2: Strateška partnerstva za obrazovanje odraslih) osmišljen sa ciljem pružanja integrirane podrške prilagođene potrebama organizacija za razvoj vještina, kompetencija i stavova među zaposlenicima i vlasnika poduzeća u svrhu razvoja poslovanja u smislu ekološke, socijalne i ekonomske održivosti poslovanja.

Održivost u poslovanju se u suštini odnosi na učinak unutarnjih politika i praksi organizacije na okoliš i društvo. Održivost dodatno podrazumijeva i osposobljenost i konkurentnost same organizacije. Intrapoduzetništvo je praksa usvajanja poduzetničkog ponašanja zaposlenika unutar organizacije radi postizanja inovativnih proizvoda ili usluga.

Projekt SINTRA razvija prilagođene i inovativne trening materijale i alate za osposobljavanje usmjerene na podršku razvoja intrapoduzetništva unutar organizacija u poslovnom, civilnom ili vladinom sektoru širom Europe.

Ovo istraživanje se provodi kako bi se identificirale relevantne prakse i uspješni primjeri intrapoduzetničkog ponašanja orijentiranog na održivost poslovanja organizacija, kao i postojeći nedostaci u organizacijskim postavkama i intrapoduzetničkom načinu razmišljanja zaposlenika. Rezultati ankete koristit će kao smjernice SINTRA partnerima u dizajniranju trening materijala za razvoj intrapoduzetničkih vještina i razmišljanja među poslodavcima i zaposlenicima sa ciljem povećanja okolišne/socijalne/ekonomske održivosti poslovanja. **Identitet ispitanika u anketi je POVJERLJIV.**

Molimo, označite sa "X" i/ili upišite Vase odgovore i vratite ispunjeni intervju na adresu: blanka.walaitis@vegora.hr ili violeta.crnogaj@vegora.hr

POGLAVLJE I. KARAKTERISTIKE ORGANIZACIJE/POSLODAVCA

I.1. Djelatnost:

<input type="checkbox"/>	<u>1.1.</u> Poslovanje nekretninama (NKD 68)
<input type="checkbox"/>	<u>1.2.</u> Stručne, znanstvene i tehničke djelatnosti (NKD 69-82)
<input type="checkbox"/>	<u>1.1.</u> Administrativne i pomoćne uslužne djelatnosti (NKD 77-82)
<input type="checkbox"/>	<u>2.</u> Građevinarstvo (NKD 41-43)
<input type="checkbox"/>	<u>3.</u> Trgovina na veliko i na malo; Popravak motornih vozila i motocikla (NKD 45-47)
<input type="checkbox"/>	<u>4.</u> Prijevoz i skladištenje (NKD 49-53)
<input type="checkbox"/>	<u>5.</u> Ostale uslužne djelatnosti (NKD 95-96)
<input type="checkbox"/>	<u>6.</u> Prerađivačka industrija (NKD 10-33)
<input type="checkbox"/>	<u>7.</u> Poljoprivreda, šumarstvo i ribarstvo (NKD 01-03)
<input type="checkbox"/>	<u>8.</u> Obrazovanje (NKD 85)
<input type="checkbox"/>	<u>9.</u> Djelatnosti pružanja smještaja te pripreme i usluživanja hrane (NKD 55-56)
<input type="checkbox"/>	<u>10.</u> Djelatnosti zdravstvene zaštite i socijalne skrbi (NKD 86-88)
<input type="checkbox"/>	<u>11.</u> Financijske djelatnosti i djelatnosti osiguranja (NKD 64-66)
<input type="checkbox"/>	<u>12.</u> Informacije i komunikacije (NKD 59-63)
<input type="checkbox"/>	<u>13.</u> Djelatnosti članskih organizacija (NKD 94)
<input type="checkbox"/>	<u>14.</u> Javna uprava i obrana; Obvezno socijalno osiguranje (NKD 84)
<input type="checkbox"/>	<u>15.</u> Ostalo
<input type="checkbox"/>	<u>15.1</u> Rudarstvo i vađenje (NKD 05-09)

<input type="checkbox"/>	<u>15.2. Opskrba električnom energijom, plinom, parom i klimatizacija (NKD 35)</u>
<input type="checkbox"/>	<u>15.3. Opskrba vodom; uklanjanje otpadnih voda, gospodarenje otpadom te djelatnosti sanacije okoliša (NKD 36-39)</u>
<input type="checkbox"/>	<u>15.4. Umjetnost, zabava i rekreacija (NKD 90-93)</u>
<input type="checkbox"/>	<u>15.5. Djelatnosti kućanstava kao poslodavaca; djelatnosti kućanstava koja proizvode različitu robu i pružaju različite usluge za vlastite potrebe (NKD 97-98)</u>

I.2 Godina osnivanja (molim unijeti u kućicu ispod):

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I.3. Sjedište (Županija):

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I.4. Sadašnja veličina (prema prosječnom godišnjem broju zaposlenih):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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SECTION II. USPJEŠNI PRIMJERI PRIMJENE INTRA-PODUZETNIČKIH AKTIVNOSTI

II.1. Da li je u vašoj organizaciji bilo primjera aktivnosti orijentiranih na održivi razvoj, i ako jest, tko ih je inicirao?

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II.2. Možete li opisati vaše iskustvo – primjer kada su vaši zaposlenici djelovali intrapoduzetnički i to je dovelo do povećanja održivosti poslovanja vaše organizacije? Kako je sve započelo? Koji su, po vama,

bili glavni motivi te inicijative? Kako je ista provedena? Možete li ukratko opisati glavne korake provedbe? Kakav utjecaj je inicijativa imala na vašu organizaciju, a kakav na vase zaposlenike?

II.3. Koje efekte vezane uz održivost poslovanja je polučio angažman vaših zaposlenika u prije navedenim inicijativama?

II.4. Možete li navesti barem tri karakteristike ponašanja i razmišljanja vaših zaposlenika koje im pomažu da djeluju intrapoduzetnički i jačaju održivost poslovanja vase organizacije? Molimo, ukratko objasnite.

II.5. Možete li navesti barem tri čimbenika u vašoj organizaciji koja potiču vase zaposlenike na intrapoduzetničko ponašanje i tako unapređuju održive prakse, procese i prioritete u vašoj organizaciji? Molimo, ukratko objasnite.

II.6. Kako biste procijenili razvijenost znanja i vještina vaših zaposlenika potrebno za intrapoduzetničko postupanje?

Hvala na odvojenom vremenu i sudjelovanju u intervjuu!

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