SINTRA
achieving Sustainability
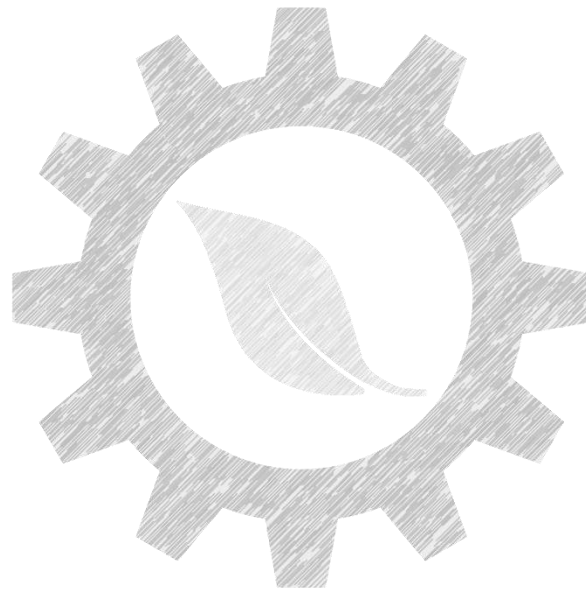through INTRApreneurship

Sustainability through INTRApreneurship – Good Practices and Gap Analysis in Greece

National Report

Project No. 2020-1-IS01-KA204-065831

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INFORMATION TECHNOLOGY, CONSULTING
& TRAINING SERVICES

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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 Greece, 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 elaboration of training methodology and content for 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), in order 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 Greece – analysis of survey results;
－ Chapter 2. Sustainability through INTRApreneurship in Greece – success stories' in-depth interviews findings.

The APOPSI's Team would like to acknowledge the cooperation of Professor Joseph Hassid and his contribution to the preparation of this Report and to express its appreciation to the organizations' representatives and employees for the time devoted for participating in the project's surveys and the accompanying interviews.

APOPSI S.A.

March 2021

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EXECUTIVE SUMMARY

The Report presents the findings resulting from two surveys conducted. For the 1st of them a total number of 40 employees were approached and surveyed. Participants are employed in 10 selected enterprises, operating in various product and services sectors. Most of them are relatively young males, with University education, many with Post-Graduate degrees and their positions in the enterprises/organisations employing them are either administrative /managerial or technical.

When asked on whether they consider their employer organization to be a "sustainability oriented" one, only one-third of these employees felt able to provide a clear positive or negative answer, with the remaining 65% answering "not sure"! "Initiators" for sustainability initiatives and practices, according to most survey participants, should be the Employers, together with their Employees - an indirect but nevertheless quite clear hint for the importance of intrapreneurship being, not only relevant for business development, but also for the need to be supported and promoted by the companies' owners and managers. However, only 1 in 5 indicated that *"…intrapreneurially minded staff is itself involved in sustainability related initiatives and practices"*!

Employees surveyed consider that the two most important factors motivating enterprises towards sustainability related initiatives and practices are: "Impact on production costs" and "Potential impact on local / regional labour force's development".

There are various "sustainability goals" aimed at, but intrapreneurially minded staff's existing potential for achieving a sustainability related effect, is rather low. However, skills and competences that could produce the "strongest effect" on enterprises' sustainability orientation, are:

- Initiative, dynamic thinking, motivation and a "can-do" mentality
- Knowledge about corporate culture and management structure and,
- Sharing information, instructing others and influencing people

Within any given intra-enterprise, specific "setting" may contribute to the creation of conditions facilitating and encouraging sustainability related mindsets development. Within such settings, employees' characteristics and their skills and competences, in particular, are expected to strongly influence the organisation's sustainability orientation and initiatives. For most types of settings, respondents indicated that their expected influence will be "strong", with those with the "strongest" expected influence being associated with:

- 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
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most expertise and knowledge.

All activities organised and implemented within existing "settings", are, in general, perceived as "important". At the top of this "ranking" are the following:

- Understanding the organisational context and its potential for sustainability-oriented development
- Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas
- Assessing one's own potential to innovate and add "sustainability value"

The same respondents however indicated that the existing staff's level of skills and competences required for organising and carrying out those important activities, is, in general, "inadequate" and, very probably because of this inadequacy, such activities are rarely only practised!

The vast majority of employees surveyed (85%), indicated a clearly positive view for a SINTRA training course aiming at upgrading their sustainability mindsets and their potential for contribution to their enterprises' sustainability orientation and practice. They justified their views by referring to expected benefits, such as:

- Boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model

- Leading to the introduction of sustainability-focused practices, processes and priorities within the organisation

- Harnessing the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability

Finally, employees were requested to indicate their preferences on what they consider to be "the best way of delivering" such a training programme. "High preference" is expressed for "Distant / online learning", while preference is "moderate" for other ways of training delivery,

For the 2nd Survey conducted, the sample of "employers / managers" consist of 10 persons from enterprises / organisations operating in various product or services sectors. As already indicated,

most of the enterprises participating in this survey are rather "young" (founded between 2000 and 2015) and "small" and "medium sized" ones, employing less than 50 persons.

Not all surveyed "employers were able to provide a clear response to the question: *"Do you regard your organisation, as a "sustainability driven" one?"*. The percentage responding "not sure", thus demonstrating uncertainty concerning their organisation's approach to "sustainability", is, as expected, substantially lower than that for employees.

The two surveyed groups' responses are quite similar on other related questions, implying agreement on who should be the initiator of sustainability related practices and processes, although they both recognise that intrapreneurially minded staff's involvement in such practices is, at best, uncertain!

On what motivates organisations to undertake sustainability related initiatives and practices, employers/managers' "indicators of importance" for 5 different types of "motivation factors", indicated slightly greater confidence to their intrapreneurially minded employees' potential for achieving their Goals, but that confidence is rather low.

Employers and Managers believe that employees' specific characteristics may affect the sustainability orientation and initiatives of their organisation. Survey's findings suggest that, while, all characteristics are quite "strong", such "strength" is perceived to be lower than what employees themselves seem to think!

The benefits expected from upgrading sustainability-oriented intrapreneurial skills and mindsets are considered to be "important" and this is the case for both surveyed groups, with both of them agreeing that there are small only differences in the intensity of the expectation of various types of benefits.

Finally, the majority of Employers/Managers also expressed interest in participating in some training course to be organised by the SINTRA project's, but do not seem to prefer any specific way of training delivery, although, as in the case of employees, a slight preference is expressed for "Distant / online learning".

ΕΠΙΤΕΛΙΚΗ ΣΥΝΟΨΗ

Η Έκθεση παρουσιάζει τα ευρήματα που προέκυψαν από δύο έρευνες-πεδίου. Στην 1η απ' αυτές, ένα δείγμα 40 εργαζομένων προσεγγίστηκαν και αποτέλεσαν αντικείμενο έρευνας. Οι συμμετέχοντες εργάζονται σε 10 επιλεγμένες επιχειρήσεις/οργανισμούς διαφόρων τομέων παραγωγής προϊόντων και υπηρεσιών. Οι περισσότεροι από τους συμμετέχοντες είναι άνδρες, σχετικά νεαρής ηλικίας, με εκπαίδευση Πανεπιστημιακού επιπέδου, αρκετοί και με μεταπτυχιακές σπουδές. Οι θέσεις τους στις επιχειρήσεις που τους απασχολούν είναι τεχνικές η διοικητικές.

Όταν οι εργαζόμενοι του δείγματος ρωτήθηκαν για το κατά πόσο θεωρούν την επιχείρηση ή τον οργανισμό που τους απασχολεί ως «προσανατολισμένο στην βιώσιμη ανάπτυξη», μόνο το ένα τρίτο ήταν σε θέση να δώσει μια συγκεκριμένη θετική η αρνητική απάντηση. Οι υπόλοιποι (65%) δήλωσαν ότι «δεν είναι σίγουροι»! Οι περισσότεροι θεωρούν ότι η πρωτοβουλία για ενέργειες και πρακτικές αυτού του είδους θα πρέπει να προέλθει από τους Εργοδότες, σε συνεργασία με τους εργαζόμενους – μια έμμεση, αλλά αρκετά σαφής, ένδειξη της δυνητικής σημασίας της ενδοεπιχειρηματικότητας, εφόσον υποστηρίζεται και από τους εργοδότες. Ωστόσο, μόνο 1 στους 5 αναφέρει ότι εργαζόμενοι με ενδοεπιχειρηματική προδιάθεση εμπλέκονται πραγματικά σε πρωτοβουλίες και πρακτικές που έχουν σχέση με βιώσιμη ανάπτυξη.

Οι ίδιοι θεωρούν ότι οι 2 πιο σημαντικοί παράγοντες που δίνουν κίνητρα στις επιχειρήσεις για παρόμοιου τύπου πρωτοβουλίες, είναι η «αναμενόμενη επίπτωση στο κόστος παραγωγής» και η «δυνητική επίδραση στην ανάπτυξη της τοπικής αγοράς εργασίας».

Διάφοροι στόχοι μπορεί να επιδιώκονται από εργαζόμενους – δυνητικούς ενδοεπιχειρηματίες, αλλά οι δυνατότητες των τελευταίων να πετύχουν τους στόχους αυτούς, είναι περιορισμένες. Δεξιότητες που πιθανώς θα μπορούσαν να βοηθήσουν να προκληθεί ένας σχετικά ισχυρός αντίκτυπος, είναι οι εξής:

- Πρωτοβουλία, δυναμική σκέψη, αυτό-παρακίνηση και νοοτροπία «μπορώ να το κάνω»!
- Αντίληψη της εταιρικής κουλτούρας και της δομής διοίκησης, και
- Διαμοιρασμός πληροφοριών, δυνατότητα καθοδήγησης και επηρεασμού άλλων

Στο εσωτερικό κάθε οργανισμού, η καθιέρωση συγκεκριμένων δομών-καταστάσεων, είναι σε θέση να δημιουργήσει ευνοϊκές συνθήκες που διευκολύνουν και ενθαρρύνουν την ανάπτυξη νοοτροπίας θετικής προς την βιώσιμη ανάπτυξη. Για τους περισσότερους τύπους τέτοιων ενδοεπιχειρηματικών «δομών», η δυνητική θετική επίδραση χαρακτηρίζεται ως «ισχυρή», με εντονότερη αυτή που αναμένεται να προκύψει από:

- «Ανοιχτή εταιρική κουλτούρα», στην οποία οι εργαζόμενοι δεν έχουν αναστολές να μοιράζονται τις ιδέες τους και διευκολύνονται στο να τις συζητούν και, τελικά, να υλοποιούν τις καλύτερες από τις ιδέες αυτές.
- Αποκεντρωμένη δομή διοίκησης, όπου τα υψηλόβαθμα στελέχη αναθέτουν την λήψη αποφάσεων ακόμα και στα χαμηλότερα επίπεδα, εξασφαλίζοντας ότι οι αποφάσεις παίρνονται από αυτούς με την μεγαλύτερη εμπειρία και γνώση των θεμάτων.

Γενικά, όλες οι δραστηριότητες που οργανώνονται και υλοποιούνται, στο πλαίσιο της διαμορφωμένης εταιρικής κουλτούρας, θεωρούνται «σημαντικές», με πιο σημαντικές τις παρακάτω:

- Κατανόηση της εταιρικής προσέγγισης στα θέματα βιώσιμης ανάπτυξης και των δυνατοτήτων για προώθηση σχετικών πρωτοβουλιών
- Εντοπισμός σχετικών ευκαιριών και των δυνατοτήτων αξιοποίησης εσωτερικών και εξωτερικών πηγών τέτοιων ευκαιριών
- Αξιολόγηση των εσωτερικών δυνατοτήτων για καινοτομία και αύξηση της προστιθέμενης αξίας λόγω βελτιωμένης βιωσιμότητας.

Τα ίδια ωστόσο άτομα δήλωσαν ότι το υφιστάμενο επίπεδο δεξιοτήτων που απαιτείται για υλοποίηση των «σημαντικών» αυτών τύπων δραστηριοτήτων, είναι, στις περισσότερες περιπτώσεις, «ανεπαρκές» και, πιθανώς για αυτόν τον λόγο, τέτοιου τύπου δραστηριότητες σπάνια μόνο υλοποιούνται!

Οι περισσότεροι από τους εργαζόμενους που συμμετείχαν στην έρευνα (85%), δηλώνουν ιδιαίτερα θετική άποψη για την σκοπιμότητα ενός εκπαιδευτικού προγράμματος, στο πλαίσιο του έργου SINTRA, προκειμένου να αναβαθμιστεί η προδιάθεση για δραστηριότητες βιώσιμης ανάπτυξης και οι δυνατότητες τους να συμβάλλουν στον ανάλογο προσανατολισμό και ενέργειες των επιχειρήσεων τους. Δικαιολογούν την θέση αυτή αναφερόμενοι σε προσδοκώμενα οφέλη, όπως:

- Ενδυνάμωση της δυναμικότητας της επιχείρησης/οργανισμού για εντονότερο εστιασμό στην βιώσιμη ανάπτυξη, τόσο στις καθημερινές λειτουργίες του, όσο και στο πρότυπο οργάνωσης.
- Προώθηση εταιρικών προτεραιοτήτων, πρακτικών και διαδικασιών παραγωγής, συμβατών με την βιώσιμη ανάπτυξη
- Ανάπτυξη των δυνατοτήτων της ενδοεπιχειρηματικότητας για επίτευξη περιβαλλοντικής, κοινωνικής και οικονομικής βιωσιμότητας.

Τέλος, οι εργαζόμενοι κλήθηκαν να εκφράσουν προτιμήσεις σχετικά με τον καλύτερο τρόπο οργάνωσης των εκπαιδευτικών δραστηριοτήτων. Υψηλή προτίμηση εκφράστηκε για μεθόδους «Διδασκαλία / Μάθηση από απόσταση» και «μέτρια» μόνο για άλλες μεθόδους.

Σχετικά με την 2η Έρευνα που αφορούσε Εργοδότες και Διαχειριστές (Managers), το Δείγμα της αποτελείται από 10 άτομα από επιχειρήσεις /οργανισμούς με δραστηριότητα σε διάφορούς τομείς παραγωγής προϊόντων η προσφοράς υπηρεσιών. Οι περισσότερες από τις επιχειρήσεις αυτές, είναι σχετικά «νεαρής» ηλικίας (ιδρύθηκαν μεταξύ 2000 και 2015) και «μικρού – μεσαίου» μεγέθους (απασχολούν λιγότερα από 50 άτομα).

Όπως διαπιστώθηκε, οι συμμετέχοντες στο σχετικά μικρό δείγμα αυτής της έρευνας, δηλαδή οι Εργοδότες, δεν ήταν όλοι σε θέση να διατυπώσουν μια σαφή απάντηση στην ερώτηση κατά πόσον θεωρούν τις επιχειρήσεις η τους οργανισμούς τους ως «καθοδηγούμενους από την επιδίωξη της βιώσιμης ανάπτυξης» (σε οποιαδήποτε μορφή της). Το ποσοστό όσων είχαν επιφυλάξεις ήταν πάντως, όπως θα μπορούσε να είχε προβλεφθεί, μικρότερο από εκείνο που διαπιστώθηκε στην περίπτωση των εργαζομένων!

Οι απαντήσεις όσων συμμετείχαν στις 2 έρευνες, σε άλλες ερωτήσεις του σχετικού Ερωτηματολογίου, παρουσιάζουν έντονες μεταξύ τους ομοιότητες, όπως π.χ. στο ποιος θα πρέπει να έχει την πρωτοβουλία για ενέργειες που αφορούν την βιώσιμη ανάπτυξη, ενώ και οι 2 ομάδες αναγνωρίζουν ότι, στην πράξη, η εμπλοκή εργαζομένων με προδιάθεση ενδοεπιχειρηματικότητας είναι, στην καλύτερη των περιπτώσεων, αβέβαια και περιορισμένη!

Σχετικά με τα κίνητρα πρωτοβουλιών, οργάνωσης και υλοποίησης και τις δυνατότητες του προσωπικού να πετύχουν τους όποιους στόχους τίθενται, οι εργοδότες εκφράζουν ελαφρά μεγαλύτερη εμπιστοσύνη στο προσωπικό τους, απ' ότι οι ίδιοι οι εργαζόμενοι. Ταυτόχρονα ωστόσο διατυπώνουν επιφυλάξεις για το κατά πόσο οι δεξιότητες του προσωπικού τους είναι αρκετά ισχυρές για να ασκήσουν ουσιαστική επίδραση στον προσανατολισμό και τις πρακτικές των επιχειρήσεων.

Τα οφέλη πάντως από εντεινόμενο προσανατολισμό προς πρωτοβουλίες και πρακτικές που έχουν περισσότερη σχέση με την «βιώσιμη ανάπτυξη» εκτιμώνται, και από τις 2 ομάδες, ως σημαντικά, χωρίς αξιοσημείωτες διαφοροποιήσεις μεταξύ των διαφόρων τύπων οφέλους.

Τέλος, οι περισσότεροι εργοδότες, δηλώνουν έντονο ενδιαφέρον για συμμετοχή σε σχετικό εκπαιδευτικό πρόγραμμα στο πλαίσιο του έργου SINTRA, χωρίς ιδιαίτερη προτίμηση για την εκπαιδευτική διαδικασία που θα ακολουθηθεί, με ελαφρά μόνο υπεροχή της διδασκαλίας «από απόσταση», όπως και στην περίπτωση των εργαζομένων.

INTRODUCTION

As already mentioned in the Preface to this Report, its basic aims are to present and discuss the findings of two surveys conducted, one among employees and the other among employers and managers of selected companies and organisations for which the researchers' Team had some prior information concerning their sustainability interest and orientation.

In particular, in both surveys, it was attempted to investigate the participants' characteristics, their employing organisation's perceptions of their sustainability orientation and practices, the motives for undertaking sustainability related initiatives etc. Very crucial, for the purposes of the SINTRA project itself, is also the surveys' part concerning the assessment of the perceived importance of certain skills and competences and of such skills' adequacy. To the extent that a Gap is detected between what is required and what is actually available, a clear case for designing and implementing skills upgrading activities (e.g. training of employers and employees), presents itself!

The Report's structure is as follows:

In **Chapter One**, we present and discuss the two surveys findings, including some comparative examination and tentative interpretation. The surveys' samples were 40 employees and 10 employers/managers. They were all provided with customised Questionnaires and the responses obtained were subsequently processed by the researchers' national Team.

In **Chapter Two**, the Report presents the content of interviews held with managers and employees of two enterprises and one Municipality, whose sustainability related initiatives and activities are considered to be "good practices".

Finally, in a series of **Annexes** accompanying the main Report, we present detailed analyses of survey results and the Questionnaires used (in both English and Greek, the partner's national language). An **Executive Summary** and its translation in Greek are also provided.

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

1.1. Employees' survey findings

As already indicated in the Report's Preface, a total number of 44 employees were approached and surveyed. Survey participants are employed in 10 selected enterprises, operating in various product and services sectors. Specially prepared Questionnaires were delivered (see Annex C) and the survey results, appropriately processed, analysed and interpreted, are presented in this 1st Chapter of the Report. These results are also presented in details in Annex A

1.1.1. Survey participants' personal characteristics

Most of the respondents (55%) are relatively young males (30-39 yrs. old), with University education (52%), many (30%) with Post-Graduate degrees (see Graph 1.1 below).

Their positions in the enterprises/organisations employing them are either administrative /managerial or technical, whose nature depends on the enterprise's type of activities. In some cases, their tasks and responsibilities are explicitly related to "sustainability" and described as such – e.g. Sustainability Planning Director, Sustainability Officer, Sustainability Coordinator, Sustainability Engineer etc.

Graph 1.1 Surveyed Employees' personal characteristics
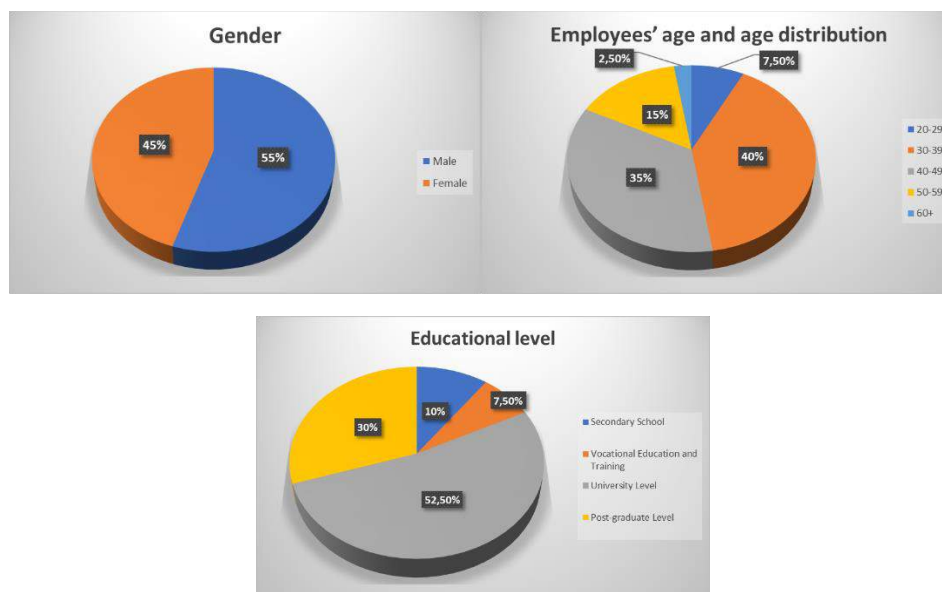
Source: Detailed presentation of processed employees' survey results in Annex A

1.1.2. Characteristics of the survey participant's organisations

The enterprises / organisations represented through their employees, in the so-called "employee's' Survey", are mostly private sector entities operating in a wide range of different products or services sectors. Two of these sectors are represented by 8 and 12 employees respectively (20% and 30% of total employees' number), while the remaining 50% are equally distributed to 5 different sectors (see Graph 1.2 below). The information collected indicate that most (70%) of the surveyed "employees" work in relatively "young" small and medium sized enterprises founded after 2001 and employing less than 50 persons.

Graph 1.2 Characteristics of the surveyed employees' organisations
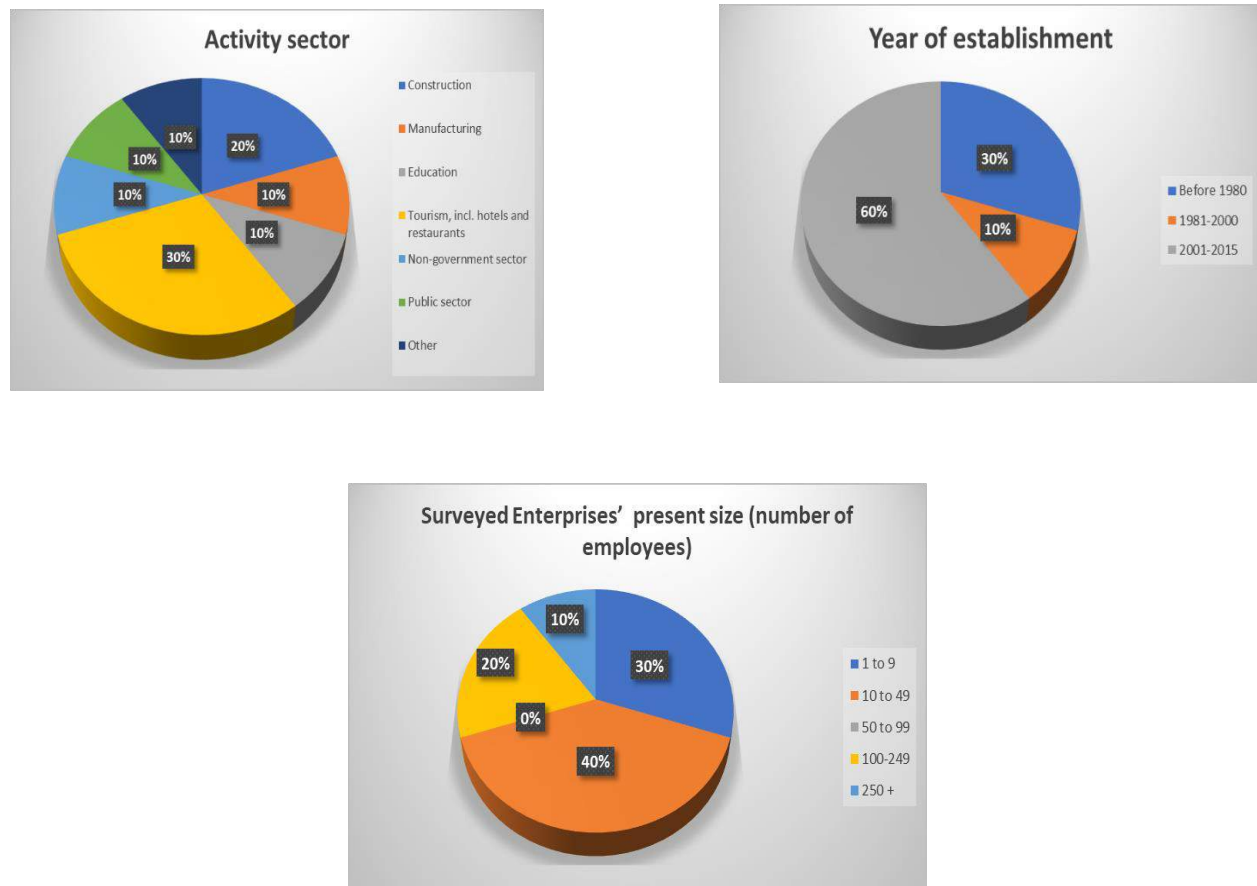
Source: Detailed presentation of processed employees' survey results in Annex A

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

A somewhat introductory question to which "employees" were requested to respond, was whether they regard their organization as a "sustainability driven" one. Responses collected and analysed suggest that only one-third of these employees (35%) felt able to provide a clear positive or negative answer (20% and 15% respectively), with the remaining 65% indicating: "not sure"!

Graph 1.3

Source: Detailed presentation of processed employees' survey results in Annex A

This finding seems to reveal a certain distance prevailing between enterprises' management and decision-making mechanisms and their employees, even in the cases that the descriptions of the latter's tasks and responsibilities are related to "sustainability"! Furthermore, it surely suggests weak top-down communication and information sharing on corporate policy and strategy matters. It is nevertheless worth noting the consistency between the above finding and the fact that when "employees were asked:

(a) Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused, and

(b) Do you consider that intrapreneurially minded staff is itself involved in your organisation's sustainability related initiatives and practices?

most of the responses to the 1st of these questions (65%) were: "Employers/Managers", with the remaining 35% answering: "Employers / Managers *with* Employees participation" (an indirect but

nevertheless quite clear hint of the relevance and the importance of intrapreneurship being supported and promoted by the companies' owners and managers.

Responses to the 2nd question were even more revealing! In particular, only 1 in 5 of the respondents indicated that *"…intrapreneurially minded staff is itself involved in sustainability related initiatives and practices",* with 30% responding "No" and almost 50% "not sure"!

Graph 1.4
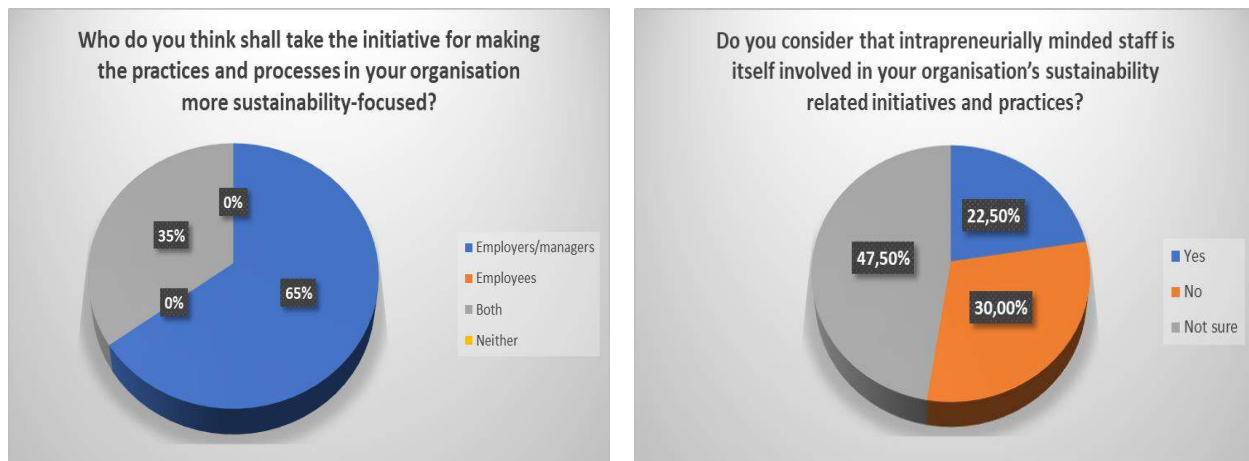
Source: Detailed presentation of processed employees' survey results in Annex A

The issues of what actually "drives" (or, at least, motivates) enterprises to undertake sustainability related initiatives and practices and what such practices aim to achieve, were also investigated. Based on various hypotheses on the relevance of various factors, survey participants were asked to indicate (on a scale of 1-5) how "important" they consider each of these factors. The factors (or "drivers") proposed were the following:

- Compliance to environmental legislation

- Impact on production costs

- Demonstration of Corporate Responsibility

- Potential impact on local / regional socioeconomic situation

- Potential impact on local / regional labour force's development

The "Average Indicator of Importance" for all factors considered together, was estimated at 3.60 implying a rather "moderate importance". There are however two factors whose importance is

considered quite higher than the above "average"! These two factors motivating enterprises towards sustainability related practices are (see Graph 1.5):

- Impact on production costs
- Potential impact on local / regional labour force's development,

Both of them refer to so-called "economic sustainability", since they are both associated with resulting direct or indirect benefits for the enterprises themselves. The importance of other factors, including "compliance to environmental legislation", is considered to be somewhat lower.

Graph 1.5

SUSTAINABILITY DRIVERS & INDICATORS OF IMPORTANCE

POTENTIAL IMPACT ON LOCAL / REGIONAL LABOUR FORCE'S DEVELOPMENT	3,63
POTENTIAL IMPACT ON LOCAL / REGIONAL SOCIOECONOMIC SITUATION	3,5
DEMONSTRATION OF CORPORATE RESPONSIBILITY	3,33
IMPACT ON PRODUCTION COSTS	3,93
COMPLIANCE TO ENVIRONMENTAL LEGISLATION	3,6
ALL DRIVERS	3,60
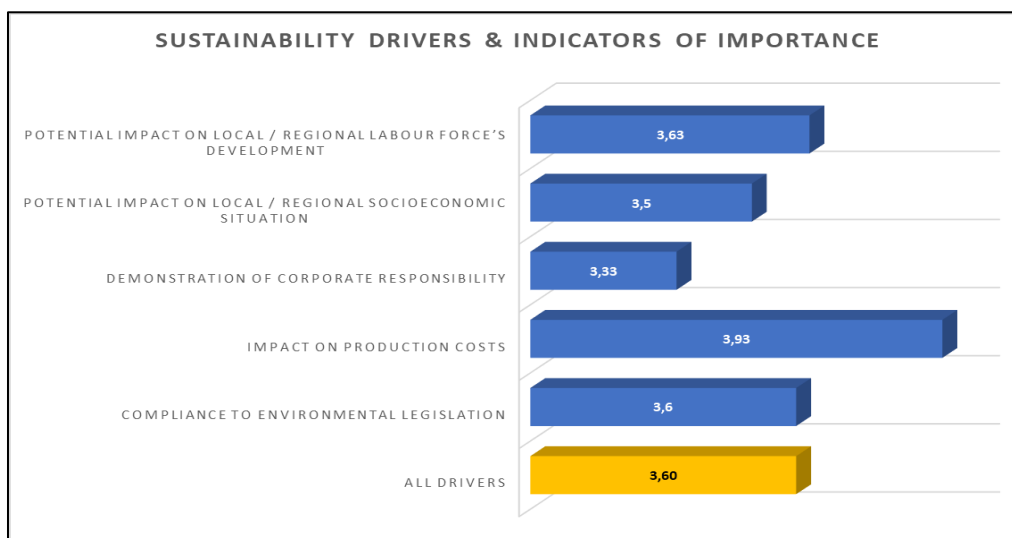
Table 1.1 Sustainability Drivers & Indicators of Importance

Sustainability Drivers & Indicators of Importance	*Indicator of Importance*
Compliance to environmental legislation	3.60
Impact on production costs	3.93
Demonstration of Corporate Responsibility	3.33
Potential impact on local / regional socioeconomic situation	3.50
Potential impact on local / regional labour force's development	3.63
All "Drivers"	**3.60**

*NOTE: Average weighed Indicators (here and in all subsequent estimations) are estimated as the sum of survey participants' responses on the 1-5 scale, weighted with the percentage of relative frequency of each primary indicator 1-5. I.e. (1xf1)+(2xf2)+(3xf3)+…+(5xf5)=Average Indicator.

Source: Detailed presentation of processed employees' survey results in Annex A

Considering the "Sustainability Goals" that enterprises' initiatives and practices aim to achieve, employees' survey results suggest that intrapreneurially minded staff's existing potential for achieving a sustainability related effect, is, with few only exceptions, rather low! Deviating from the rather weak "average" of 2.71 for all proposed Goals, those for which, staff's potential, an above average – but still low - effect could be achieved, are the following (see Table 1.2 and Graph 1.6):

- Promote sustainable industrialisation and foster innovation (3.18)
- Promote decent work, full employment and economic growth (3.15)
- Ensure responsible consumption and production (2.85)
- Make cities and communities inclusive, safe and sustainable (2.83)
- Reduce inequality, promote well-being and boost social inclusion (2.83)
- Ensure quality education and promote lifelong learning (2.78)

Graph 1.6

SUSTAINABLE DEVELOPMENT GOALS & INDICATORS OF STAFF'S POTENTIAL

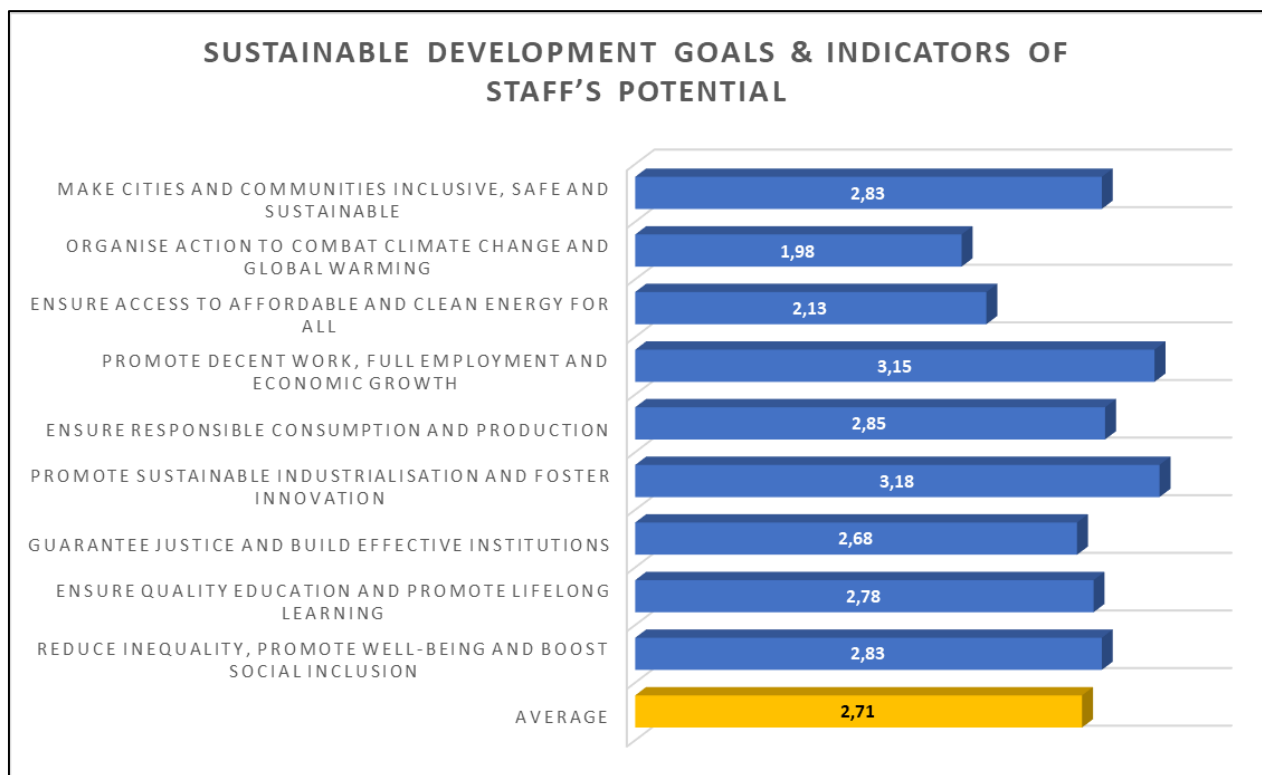|	
MAKE CITIES AND COMMUNITIES INCLUSIVE, SAFE AND SUSTAINABLE	2,83
ORGANISE ACTION TO COMBAT CLIMATE CHANGE AND GLOBAL WARMING	1,98
ENSURE ACCESS TO AFFORDABLE AND CLEAN ENERGY FOR ALL	2,13
PROMOTE DECENT WORK, FULL EMPLOYMENT AND ECONOMIC GROWTH	3,15
ENSURE RESPONSIBLE CONSUMPTION AND PRODUCTION	2,85
PROMOTE SUSTAINABLE INDUSTRIALISATION AND FOSTER INNOVATION	3,18
GUARANTEE JUSTICE AND BUILD EFFECTIVE INSTITUTIONS	2,68
ENSURE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING	2,78
REDUCE INEQUALITY, PROMOTE WELL-BEING AND BOOST SOCIAL INCLUSION	2,83
AVERAGE	2,71

Table 1.2 Sustainable Development Goals & Indicators of Staff's Potential

Sustainable Development Goals & Indicators of Staff's Potential	Indicator of staff's "Potential"
Reduce inequality, promote well-being and boost social inclusion	2.83
Ensure quality education and promote lifelong learning	2.78
Guarantee justice and build effective institutions	2.68
Promote sustainable industrialisation and foster innovation	3.18
Ensure responsible consumption and production	2.85
Promote decent work, full employment and economic growth	3.15
Ensure access to affordable and clean energy for all	2.13
Organise action to combat climate change and global warming	1.98
Make cities and communities inclusive, safe and sustainable	2,83
All Goals	**2.71**

Source: Detailed presentation of processed employees' survey results in Annex A

There are several "employees' characteristics" regarded, by themselves, as being strong enough for affecting the sustainability orientation and the initiatives of the enterprise or organisation employing them. A number of such characteristics were proposed to the surveyed employees who were requested to indicate (again on a scale of 1-5) their perceived strength of each characteristic. On average, survey participants indicated that such characteristics could produce a "strong effect" (4.2/5) (see also Table 1.3 and Graph 1.7), without noticeable differences among them. In any case, those with somewhat stronger effect (above average indicators) are the following:

- Initiative, dynamic thinking, motivation and a "can-do" mentality (4.4),
- Knowledge about corporate culture and management structure (4.4) and, to a marginally lesser extent, and
- Sharing information, instructing others and influencing people (4.3)

On the other hand, characteristics regarded as "weaker" than average, are:

- Ability to make a strong impression on the organisation's Management (3.9)
- Ability to deal with issues such as complexity and uncertainty (3.8)

Graph 1.7
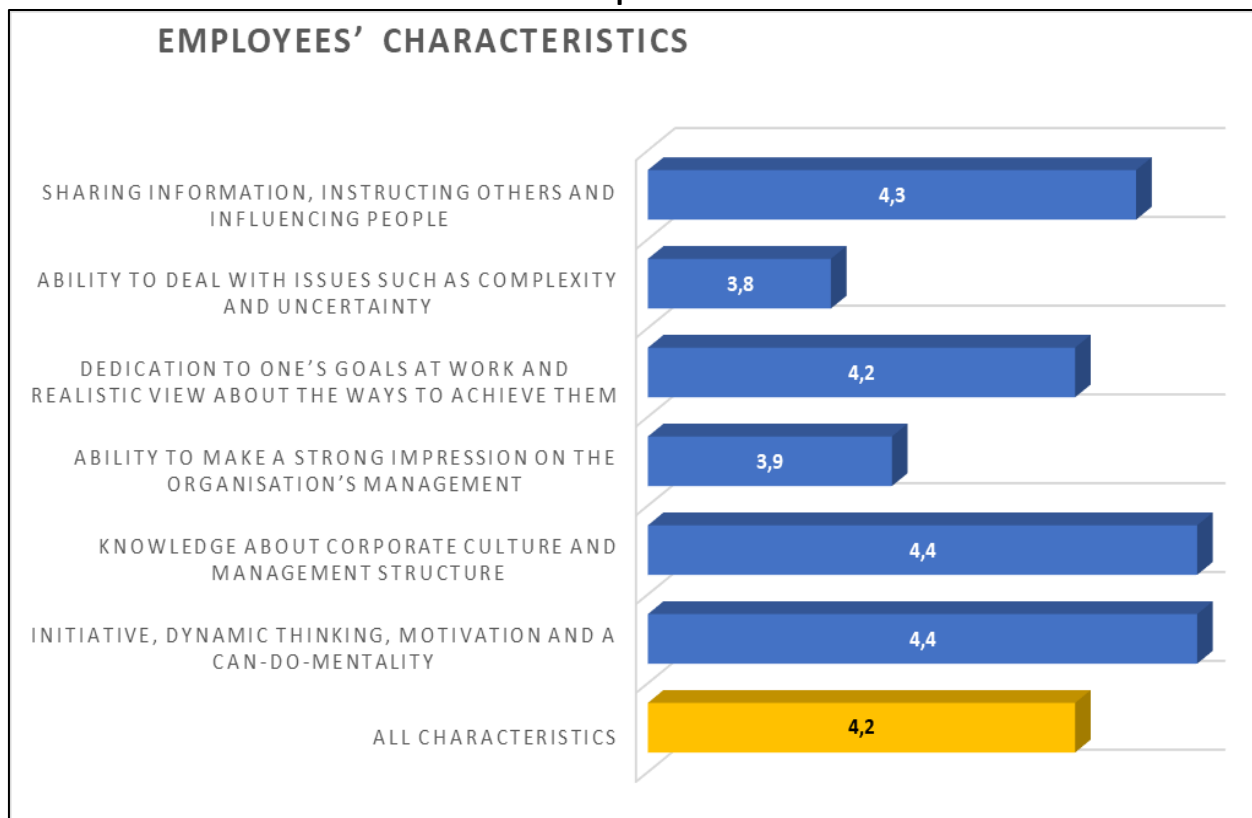
Table 1.3 Surveyed Employees' characteristics

Employees' characteristics	*Indicator of Importance*
Initiative, dynamic thinking, motivation and a can-do-mentality	4.4
Knowledge about corporate culture and management structure	4.4
Ability to make a strong impression on the organisation's Management	3.9
Dedication to one's goals at work and realistic view about the ways to achieve them	4.2
Ability to deal with issues such as complexity and uncertainty	3.8
Sharing information, instructing others and influencing people	4.3
All characteristics	**4.2**

Source: Detailed presentation of processed employees' survey results in Annex A

In order to allow and encourage employees to develop intrapreneurial mindsets and create the appropriate intrafirm environment for such mindsets to function and hopefully produce entrepreneurship "ideas" and proposals which would benefit both employers and employees, specific "settings" established and developed within the enterprise, may be crucial determinants

for intrapreneurially minded staff's efficiency. Equally important is, of course, the degree to which such "settings" are appropriately communicated and explained to the employees, who are led to appreciate opportunities offered and benefits expected.

Several types of "settings" were proposed and the surveyed employees were requested to indicate (scale 1-5) the extent to which, each type, may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within their enterprise/organisation.

The types proposed were the following:

- 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
- Autonomy, encouraging employees to create independent solutions to challenges
- Quick access to resources, enabling employees to validate their new ideas quickly
- Incentives introduced by the organisation's Management for employees to propose new ideas
- Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge

For most types of settings proposed, respondents indicate that their expected influence will be "strong" (most indicators exceed 4/5), with those with the "strongest" expected influence being associated with:

- 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 (4.6)
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge (4.4)

Settings, at the other end of the ranking, i.e.:

- Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms" (4.13), and
- Quick access to resources, enabling employees to validate their new ideas quickly (3.93),

are regarded as "settings" of weaker potential influence.

Graph 1.8

ORGANISATIONAL SETTINGS

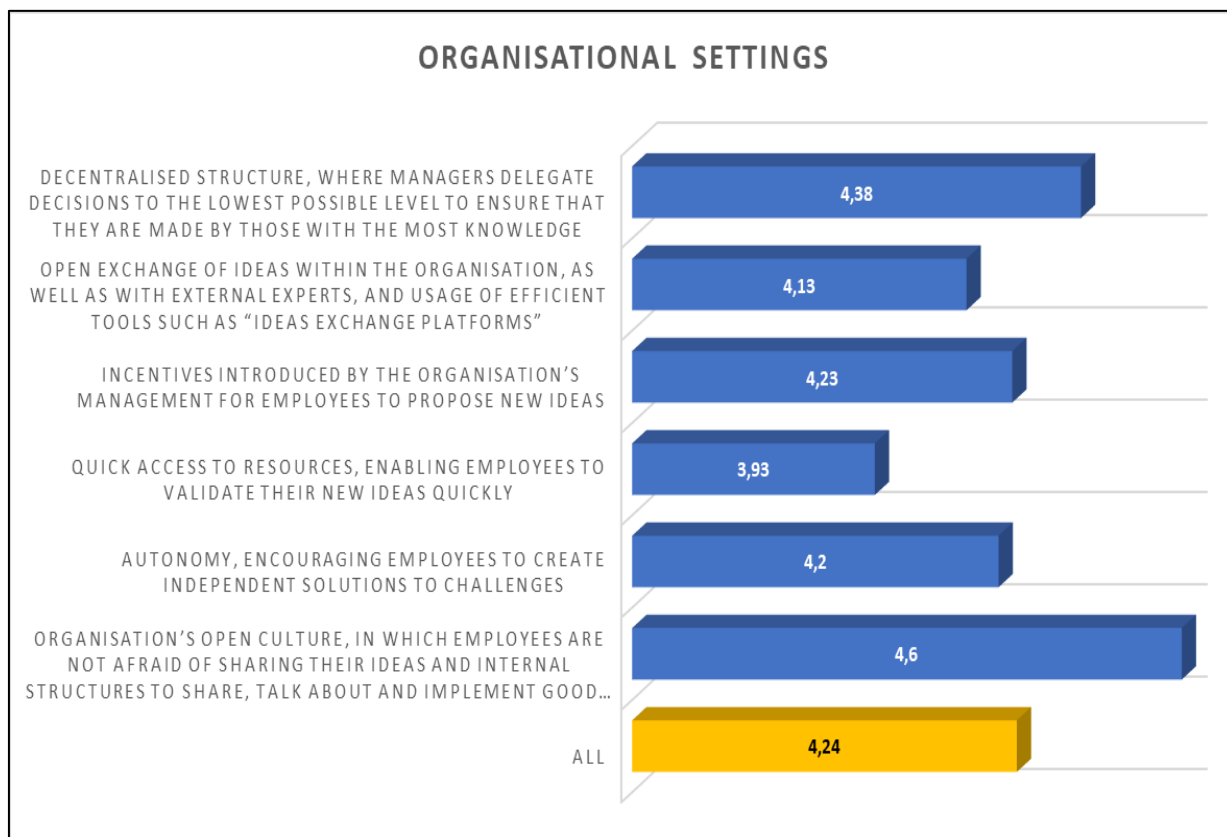|	
DECENTRALISED STRUCTURE, WHERE MANAGERS DELEGATE DECISIONS TO THE LOWEST POSSIBLE LEVEL TO ENSURE THAT THEY ARE MADE BY THOSE WITH THE MOST KNOWLEDGE	4,38
OPEN EXCHANGE OF IDEAS WITHIN THE ORGANISATION, AS WELL AS WITH EXTERNAL EXPERTS, AND USAGE OF EFFICIENT TOOLS SUCH AS "IDEAS EXCHANGE PLATFORMS"	4,13
INCENTIVES INTRODUCED BY THE ORGANISATION'S MANAGEMENT FOR EMPLOYEES TO PROPOSE NEW IDEAS	4,23
QUICK ACCESS TO RESOURCES, ENABLING EMPLOYEES TO VALIDATE THEIR NEW IDEAS QUICKLY	3,93
AUTONOMY, ENCOURAGING EMPLOYEES TO CREATE INDEPENDENT SOLUTIONS TO CHALLENGES	4,2
ORGANISATION'S OPEN CULTURE, IN WHICH EMPLOYEES ARE NOT AFRAID OF SHARING THEIR IDEAS AND INTERNAL STRUCTURES TO SHARE, TALK ABOUT AND IMPLEMENT GOOD…	4,6
ALL	4,24

Source: Detailed presentation of processed employees' survey results in Annex A

Within any given intra-enterprise "setting", employees' characteristics and their skills and competences, in particular, are all expected to strongly influence the organisation's sustainability orientation and initiatives. Employees' perceptions of the relative "strength" of a number of skills and competences, were also examined during the survey.

Enterprises and Organisations are expected to mobilise all available resources – their human resources, in particular. All such resources are then expected to organise and implement various "activities" perceived as "important" for achieving a high level of sustainability orientation. Independently of the "importance" of each type of activity, the survey also examined   employees' perceptions of how "adequately developed" are presently existing skills and competences needed for the implementation of such activities and how "frequently" each of them is practiced while trying to improve sustainability orientation of enterprises and organisations. Obviously, the higher the importance of a specific activity, the higher the adequacy of existing skills and

competences and the higher the frequency with which that activity is practiced, the more reliable, effective and sustainable the enterprise's sustainability orientation becomes.

As shown on Table 1.4 and Graph 1.9, the estimated Indicators (scale 1-5) for all activities presented to survey participants, exceed or are very close to 4, indicating that they are all perceived as "important" (average Indicator: 4.28). At the top of this "ranking" are the following specific activities:

- Understanding the organisational context and its potential for sustainability-oriented development (4.50)
- Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas (4.50)
- Assessing one's own potential to innovate and add "sustainability value" (4.43)

The same respondents however indicated that the level of skills and competences required for organising and carrying out those important activities, is, in general, "inadequate" (average indicator of adequacy below 3 or, in two only cases, a little higher than 3) and, very probably because of this inadequacy, such activities are rarely only practised (average frequency indicator: 2.56).

Table 1.4

Staff Skills & Competences Importance, Adequacy and Frequency of activities' practice & respective Indicators	Importance of activities	Adequacy of skills and competences	Frequency of activities being practiced
Understanding the organisational context and its potential for sustainability-oriented development	4.50	3.33	3.05
Assessing one's own potential to innovate and add "sustainability value"	4.43	2.98	2.65
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.50	2.90	2.68
Provisional assessment of intrapreneurial initiatives' sustainability impact	4.33	2.68	2.50
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3.95	2.38	2.05

Staff Skills & Competences Importance, Adequacy and Frequency of activities' practice & respective Indicators	Importance of activities	Adequacy of skills and competences	Frequency of activities being practiced
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4.00	3.10	2.45
All Practices	**4.28**	**2.89**	**2.56**

Graph 1.9
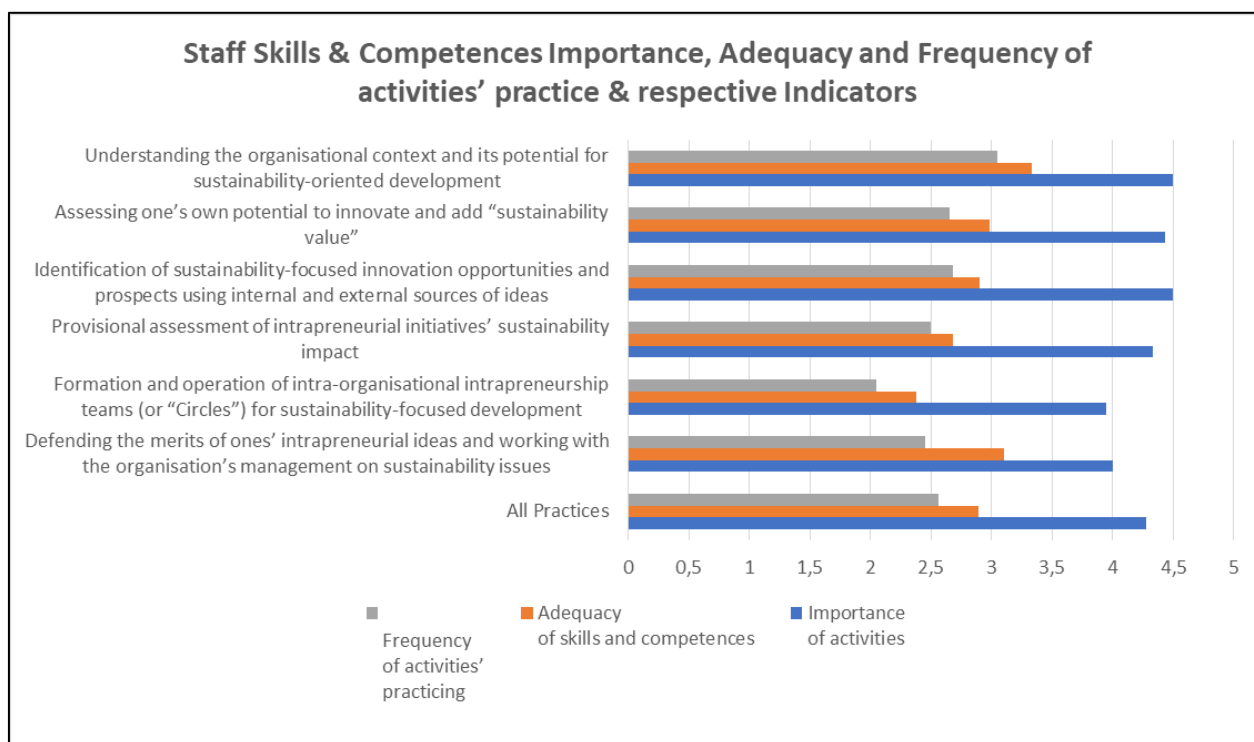
Source: Detailed presentation of processed employees' survey results in Annex A

1.1.4. Upgrading employees' sustainability-oriented intrapreneurial skills and mindset. Expression of interest and preferred types of training delivery modes

Several employees' survey findings presented and discussed in previous sections of this Report indicate that there are weaknesses in the sustainability related intrapreneurship situation. Enterprises' staff is not always informed of their employers' sustainability related strategy and practices. They consider their intrapreneurship potentials to be at a "respectable" level, but they can get involved in decision-making only in cooperation with their Management and not on their

own. They recognise that there is a wide range of activities that they could contribute to the development of sustainability related initiatives, but their existing skills and competences are "inadequate", a fact that hinders enterprises' from actually practicing such activities.
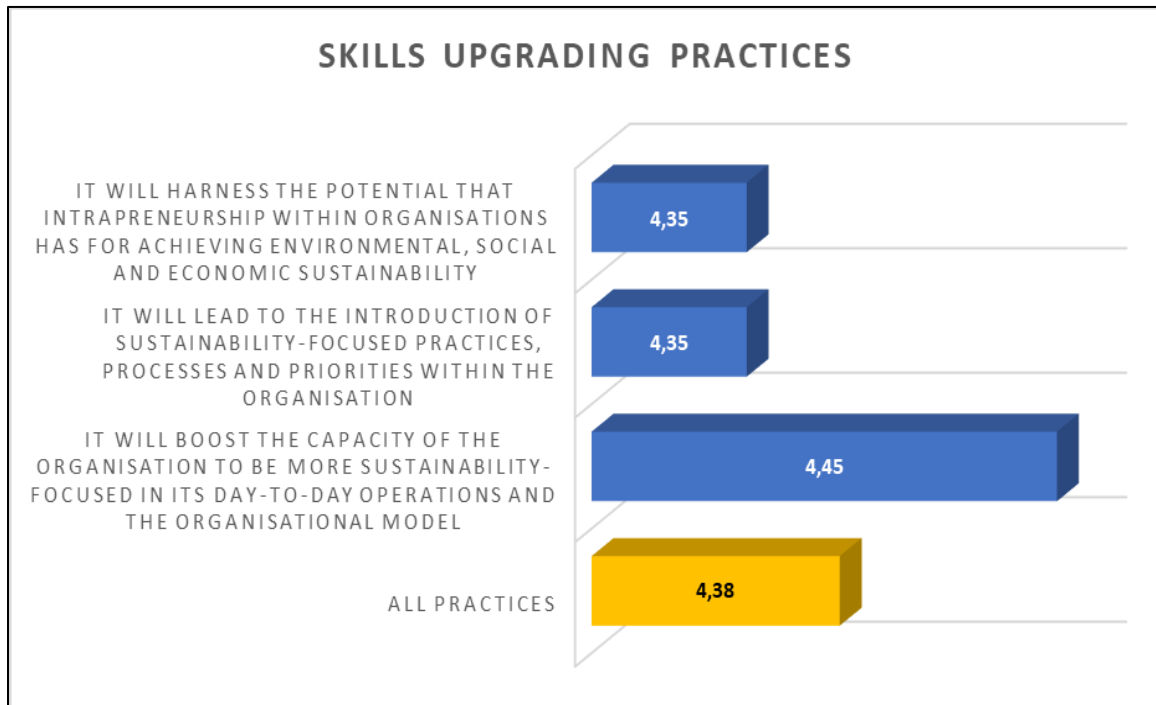
The last part of the employees' survey results relates to their interest and views on a sustainable development-focused intrapreneurship training course that will be developed by the SINTRA project and on how this could most effectively be organised and delivered.

The vast majority of employees surveyed (85%), indicated a clearly positive view on such a training course and declared their strong interest in participation. They furthermore justified their interest through their unambiguously strong agreement on a series of statements referring to the benefits resulting from upgrading sustainability-oriented intrapreneurial skills and mindsets. In particular, they consider that the intended training course will result to the following benefits for their companies/organisations (indicators of agreement with the specific statement – indicators 1-5, in parentheses):

- It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model (4.45)

- It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation (4.35)

- It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability (4.35)

Table 1.5 Skills upgrading practices and expected benefits

Skills upgrading practices and expected benefits	*Indicator of Importance*
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	4.45
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.35
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.35
All practices	**4.38**

SKILLS UPGRADING PRACTICES

IT WILL HARNESS THE POTENTIAL THAT INTRAPRENEURSHIP WITHIN ORGANISATIONS HAS FOR ACHIEVING ENVIRONMENTAL, SOCIAL AND ECONOMIC SUSTAINABILITY — 4,35

IT WILL LEAD TO THE INTRODUCTION OF SUSTAINABILITY-FOCUSED PRACTICES, PROCESSES AND PRIORITIES WITHIN THE ORGANISATION — 4,35

IT WILL BOOST THE CAPACITY OF THE ORGANISATION TO BE MORE SUSTAINABILITY-FOCUSED IN ITS DAY-TO-DAY OPERATIONS AND THE ORGANISATIONAL MODEL — 4,45

ALL PRACTICES — 4,38

Source: Detailed presentation of processed employees' survey results in Annex A

Finally, surveyed employees were requested to indicate their preferences on what they consider to be "the best way of delivering" such a training programme. As shown on Graph 1.11 a somewhat "high preference" is expressed for "Distant / online learning" (4.23), while preference is only "moderate" for other ways of training delivery, such as:

- Self-learning (3.88)

- Face-to-face training sessions (3.53)

- Blended (face-to-face and online) learning (3.65)

- Assignments development and experience-sharing (3.40)

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TRAINING PROGRAMMES DELIVERY MODES

- ASSIGNMENTS DEVELOPMENT AND EXPERIENCE-SHARING: 3,4
- BLENDED (FACE-TO-FACE AND ONLINE) LEARNING: 3,65
- DISTANT / ONLINE LEARNING: 4,23
- FACE-TO-FACE TRAINING SESSIONS: 3,53
- SELF-LEARNING: 3,88
- ALL MODES: 3,74
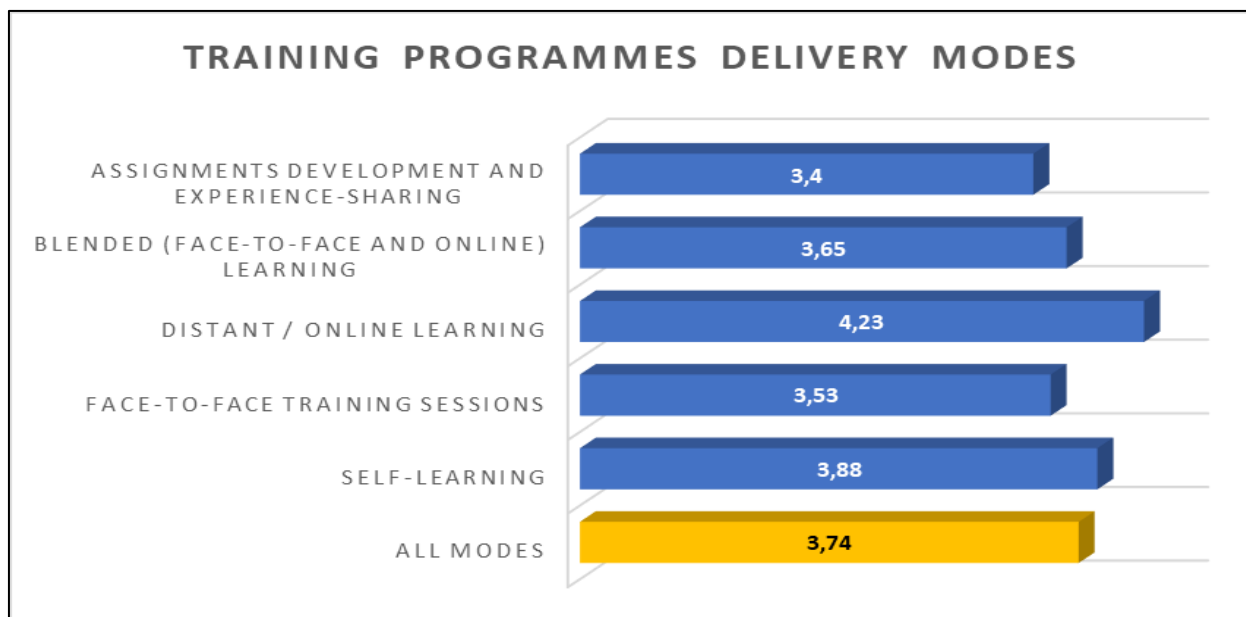
Source: Detailed presentation of processed employees' survey results in Annex A

1.2. Employers' survey findings

1.2.1. Characteristics of the survey participant organisations

The 2nd survey conducted in the context of the SINTRA project, was addressed to "employers" and "managers". In other words, to those within the company or organisation who, in principle at least, are guiding and supervising the "employees" who participated in the so-called "employees' survey" already presented and discussed. Furthermore, they are those who are expected to be able to decide on sustainability related initiatives and practices that the enterprise's staff is considered able to efficiently carry out. They are also considered responsible for creating, through appropriate provisions, e.g. through training, a suitable "environment" inside the enterprise that could facilitate and encourage the development of intrapreneurial mindsets.

The sample of "employers / managers" surveyed consisted of 10 persons from enterprises / organisations operating in various product or services sectors. As indicated earlier, most of the enterprises participating in the survey are rather "young" (founded between 2000 and 2015) and "small" or "medium sized" ones (70% of them employ less than 50 persons).

The persons in the survey's sample were provided with Questionnaires which contained several questions identical to those of the "employees' survey" Questionnaire. The survey findings can

therefore, despite the differing samples' sizes, be compared and differences or similarities can be discussed and appropriately interpreted.

Table 2.1 Surveyed Employers' Activity sectors

Sectors of activity	Number	%
Construction	2	20
Manufacturing	1	10
Education	1	10
Tourism, incl. hotels and restaurants	3	30
Non-government sector	1	10
Public sector	1	10
Other	1	10
All sectors	**10**	**100**

Source: Detailed presentation of processed employees' survey results in Annex B

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

As in the case of surveyed employees, not all "employers' survey" participants are able to provide a clear response to the question: "Do you regard your organisation, as a "sustainability driven" one?". The percentage however of those who responded "not sure", thus demonstrating uncertainty concerning their organisation's approach to "sustainability", is, as expected, substantially lower for "employers / managers" than for employees (40% compared to 60%).

Graph 2.1

There are two other survey questions for which the collected and processed responses suggest that the two surveyed groups' responses are consistent between them. In particular, the specific questions are the following:

(a) Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused? and

(b) Do you consider that intrapreneurially minded staff is itself involved in your organisation's sustainability related initiatives and practices?

As Table 2.2 below shows, the two surveyed groups' responses are quite similar, implying agreement on who should be the initiator of practices and processes associated with organisation's sustainability focus, while they both recognise that intrapreneurially minded staff's involvement in such practices is, at best, uncertain!

In short, Organisations' sustainability-focus is primarily a result of organisations employers' and managers' initiatives, with intrapreneurially staff's little or uncertain involvement!

Table 2.2

Surveyed Group	Initiator				Staff's Involvement		
	Employers/ Managers	Employees	Both	Neither	Yes	No	Not sure
Employers/Managers	60%	-	40%	-	20%	30%	50%
Employees	65%	-	35%	-	22%	30%	48%

Source: Detailed presentation of processed employees' survey results in Annexes A & B

The two groups show however some interesting differences in their responses on what motivates enterprises/organisations to undertake sustainability related initiatives and practices. The estimated employers/managers' "indicators of importance" (scale: 1-5) for the 5 different types of "motivation factors", for which employees had previously provided their own responses, are shown on Tables 2.3 and 2.4 (and on Graph 2.2). The findings suggest the following:

- All "sustainability drivers" are considered to be "important" (average indicator's value: 4.18)
- "Potential impact on local / regional labour force's development" is at the top (4.40)
- "Impact on production costs" and "Compliance to environmental legislation" follows (4.20)
- Although indicators' ranking for specific "drivers" does not differ much between employees and employers/managers, their importance for the latter group is higher (4.18 vs 3.60), for all of them
- The difference between the two groups is greater for the importance of "Potential impact on local / regional labour force's development" and for "Demonstration of Corporate Responsibility".

Table 2.3 Surveyed Employers' Sustainability Drivers' Indicators of Importance

Sustainability Drivers' Indicators of Importance	Indicators	
	Employers	*Employees*
Compliance to environmental legislation	4,20	3.60
Impact on production costs	4.20	3.93
Demonstration of Corporate Responsibility	4.10	3.33
Potential impact on local / regional socioeconomic situation	4.00	3.50
Potential impact on local / regional labour force's development	4.40	3.63
All "Drivers"	**4.18**	**3.60**

Source: Detailed presentation of processed employees' survey results in Annex B

On average, Employers/managers, for most of the Sustainable Development Goals, indicate slightly greater confidence to their intrapreneurially minded employees' potential for achieving such Goals, but that confidence is still low (below value 3 and Average Indicator 2.90 and 2.71 for the two groups respectively).

Graph 2.2
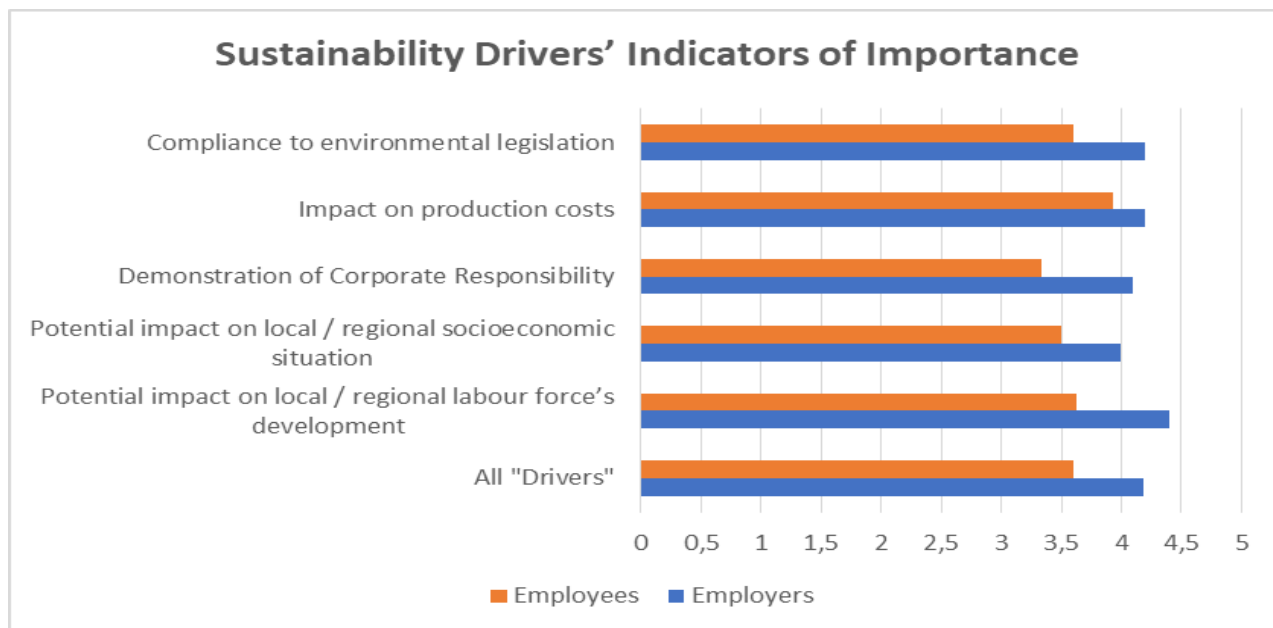
Source: Detailed presentation of processed employees' survey results in Annexes A & B

Table 2.4 Sustainable Development Goals & Indicators of Staff's Potential

Sustainable Development Goals & Indicators of Staff's Potential	Indicators	
	Employers	*Employees*
Reduce inequality, promote well-being and boost social inclusion	3.10	2.83
Ensure quality education and promote lifelong learning	3.10	2.78
Guarantee justice and build effective institutions	2.70	2.68
Promote sustainable industrialisation and foster innovation	3.30	3.18
Ensure responsible consumption and production	3.50	2.85
Promote decent work, full employment and economic growth	3.60	3.15
Ensure access to affordable and clean energy for all	2.10	2.13
Organise action to combat climate change and global warming	1.90	1.98
Make cities and communities inclusive, safe and sustainable	2.80	2.83
All Goals	**2.90**	**2.71**

Source: Detailed presentation of processed employees' survey results in Annexes A & B
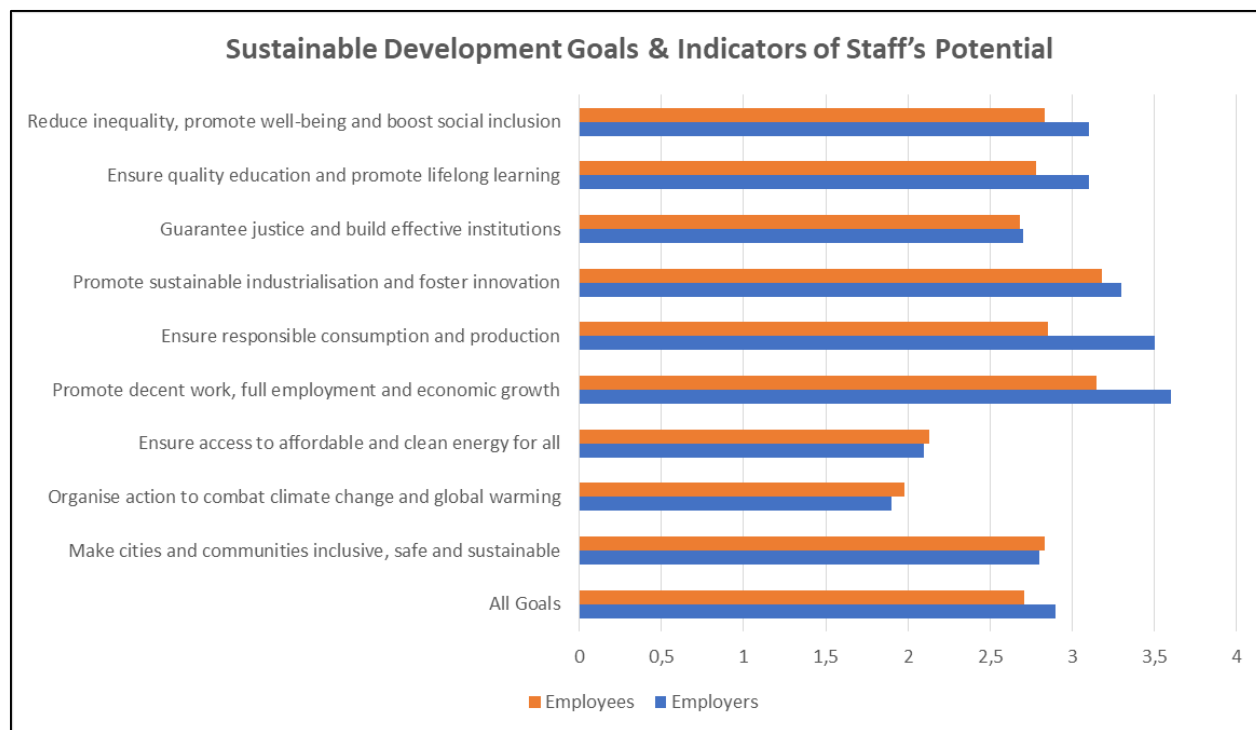
Sustainable Development Goals & Indicators of Staff's Potential

Based on employers/managers' perceptions of how "strongly", specific employees' characteristics may affect the sustainability orientation and initiatives of their organisation, the survey's findings suggest that, while on average (i.e. for all characteristics taken together), all characteristics' impact is quite "strong" (Indicators 4.00 vs 4.20, for Employers and employees' groups respectively), employers/managers perceive such "strength" to be slightly lower than what employees themselves perceive them to be!

Table 2.5 Employees' Characteristics and Indicators of "strength" of Organisations' Sustainability orientation and activities

Employees' Characteristics and Indicators of "strength" of Organisations' Sustainability orientation and activities	Indicators	
	Employers	*Employees*
Initiative, dynamic thinking, motivation and a can-do-mentality	4.40	4.40
Knowledge about corporate culture and management structure	3.90	4.40
Ability to make a strong impression on the organisation's Management	3.70	3.90
Dedication to one's goals at work and realistic view about the ways to achieve them	4.10	4.20
Ability to deal with issues such as complexity and uncertainty	3.80	3.80
Sharing information, instructing others and influencing people	4.10	4.30

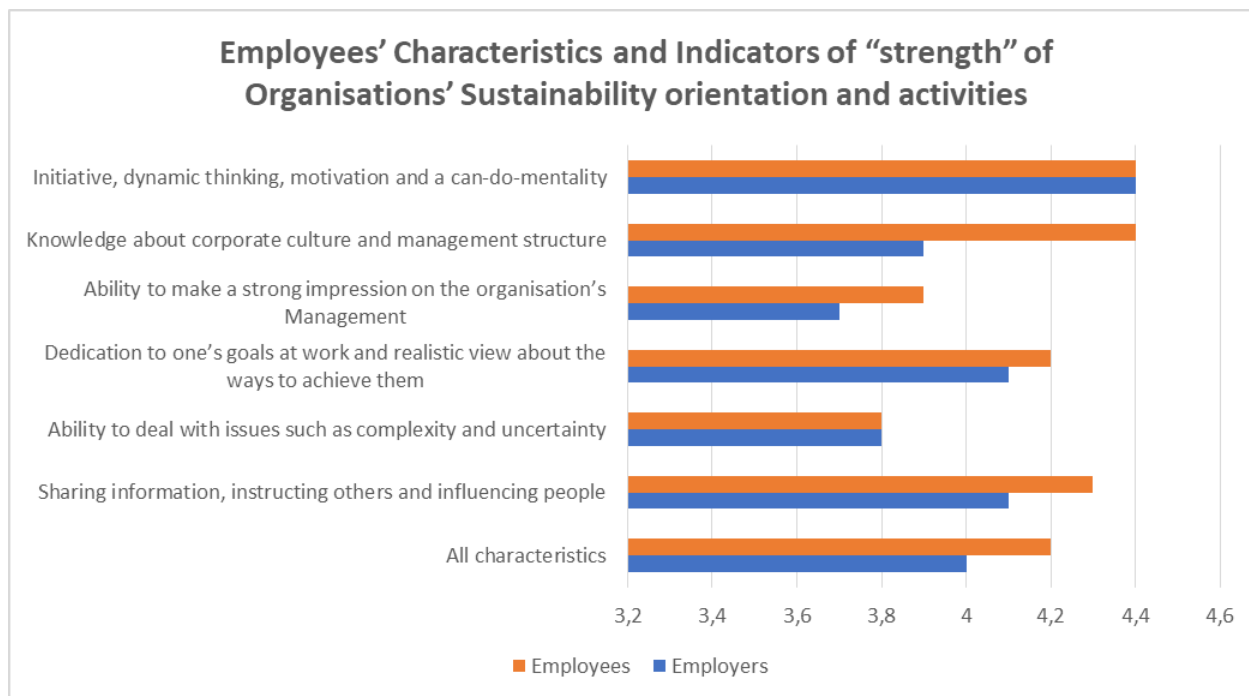| Employees' Characteristics and Indicators of "strength" of Organisations' Sustainability orientation and activities	*Indicators*	
	Employers	*Employees*
All Employers' characteristics	**4.00**	**4.20**

As presented earlier for the employees' survey results, employers/managers recognise the importance of certain internal "settings", since these may encourage the introduction and implementation of sustainability-focused practices, processes and priorities. As Table 2.6 and Graph 2.4 show, all types of settings considered, for both surveyed groups' values of estimated indicators exceed 4, with small only differences for specific types of settings.   For both groups, "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" seems to be the most important (4.50 and 4.60 on the 1-5 scale, for the two groups respectively). Two specific "settings" seem to be more relevant for employees' working conditions, i.e. "Open exchange of ideas" and "Decentralised structures" and this may be the reason that they are considered more important by employees, rather than by their employers!

Table 2.6

Organisational Settings	*Indicators of potential encouragement for introduction and implementation of sustainability-focused practices*	
	Employers	*Employees*
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	4.50	4.60
Autonomy, encouraging employees to create independent solutions to challenges	4.40	4.20
Quick access to resources, enabling employees to validate their new ideas quickly	4.00	3.93
Incentives introduced by the organisation's Management for employees to propose new ideas	4.30	4.23
Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	3.90	4.13
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	3.90	4.38
All Settings	**4.17**	**4.24**

Source: Detailed presentation of processed employees' survey results in Annexes A & B

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Graph 2.4

Employees' Characteristics and Indicators of "strength" of Organisations' Sustainability orientation and activities

Source: Detailed presentation of processed employees' survey results in Annex B

Like in the "employees' survey", the next issue considered while surveying of employers/managers, was the "importance" of certain activities which could contribute to the organisation achieving a high level of sustainability orientation, conditional of course on the organisation being able to contribute to this effort the appropriate – in terms of both quantity and quality - resources.

Indicators shown on Table 2.7 and Graph 2.5, for the two groups surveyed, are quite revealing:

- First, employers/managers consider all types of activities to be "important" (indicator: 4.35), almost as "important" as employees had indicated (indicator:4.28)
- Second, employers/managers see the "adequacy" of existing skills and competences to be rather low (2.68) and lower than the employees (2.89).
- Third, the "frequency" of carrying out activities and practices aiming at increasing sustainability orientation of their staff and their organisations, in general, is also low (2.42) and lower than what their employees suggest (2.56).

In short, as a general interpretation of these findings, we may repeat what was said earlier while discussing the corresponding employees survey's findings. "Importance" indicators, for all types of activities presented to employers/managers' survey, exceed or are very close to 4, indicating

that they are all perceived as "important" (average Indicator: 4.35). The same respondents however indicate that the existing level of skills and competences necessary for organising and implementing these important activities, is, in general, "inadequate" (average indicator of adequacy: 2.68) and, very probably because of this inadequacy, such activities are rarely only practised (average frequency indicator: 2.56).

Table 2.7

Staff Skills & Competences Importance, Adequacy and Frequency of activities' practice & respective Indicators	Importance of activities	Adequacy of skills and competences	Frequency of activities' practicing	Importance of activities	Adequacy of skills and competences	Frequency of activities' practicing
	Employers/Managers			Employees		
Understanding the organisational context and its potential for sustainability-oriented development	4.70	3.20	2.90	4.50	3.33	3,05
Assessing one's own potential to innovate and add "sustainability value"	4.60	2.90	2.40	4.43	2.98	2.65
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.50	3.20	2.60	4.50	2.90	2.68
Provisional assessment of intrapreneurial initiatives' sustainability impact	4.60	2.40	2.30	4.33	2.68	2.50
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3.40	2.30	1.70	3.95	2.38	2.05
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4.30	3.20	2.60	4.00	3.10	2.45
All Practices	**4.35**	**2.68**	**2.42**	**4.28**	**2.89**	**2.56**

Source: Detailed presentation of processed employees' survey results in Annexes A & B

Graph 2.5

Staff Skills & Competences Importance & respective Indicators
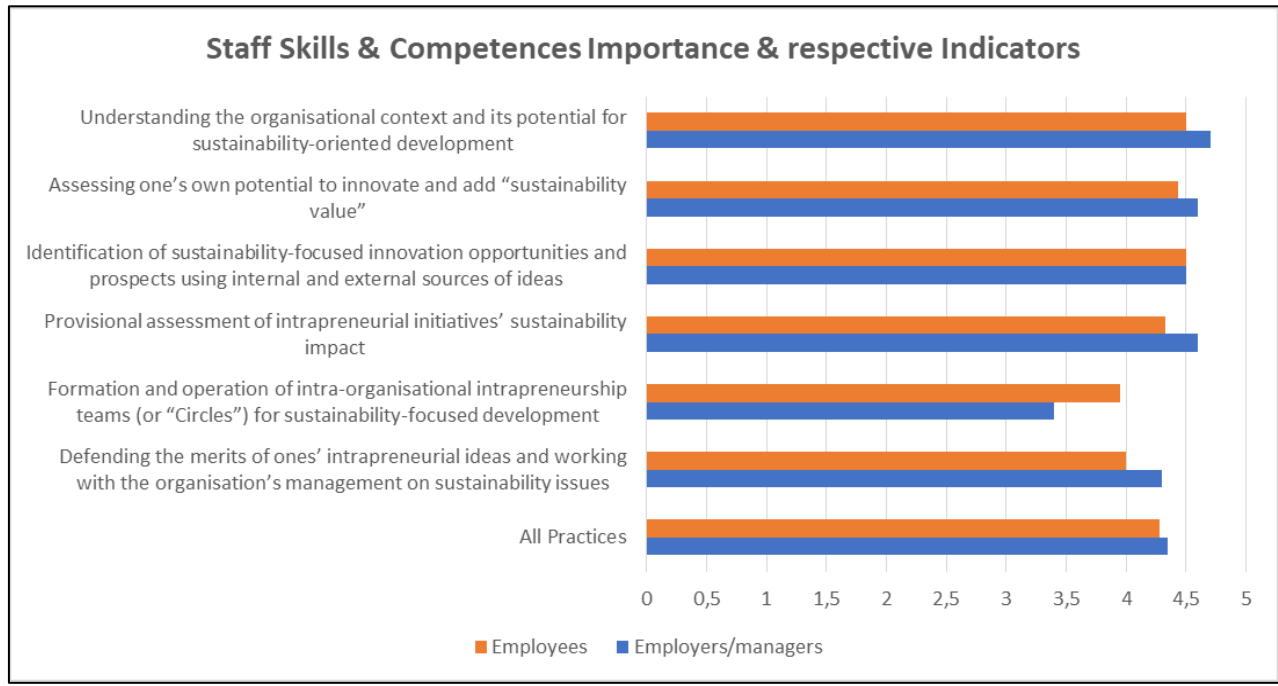
Source: Detailed presentation of processed employees' survey results in Annexes A & B

The majority of Employers/ Managers surveyed (60%) express strong interest in participating in a sustainability-focused intrapreneurship training course for both employees and employers/managers that will be developed by the SINTRA project. This majority however is lower than in the case of Employees (85%), implying that mixed training sessions are favoured less by employers and managers!

Graph 2.6

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

40%

60%

- Yes
- No

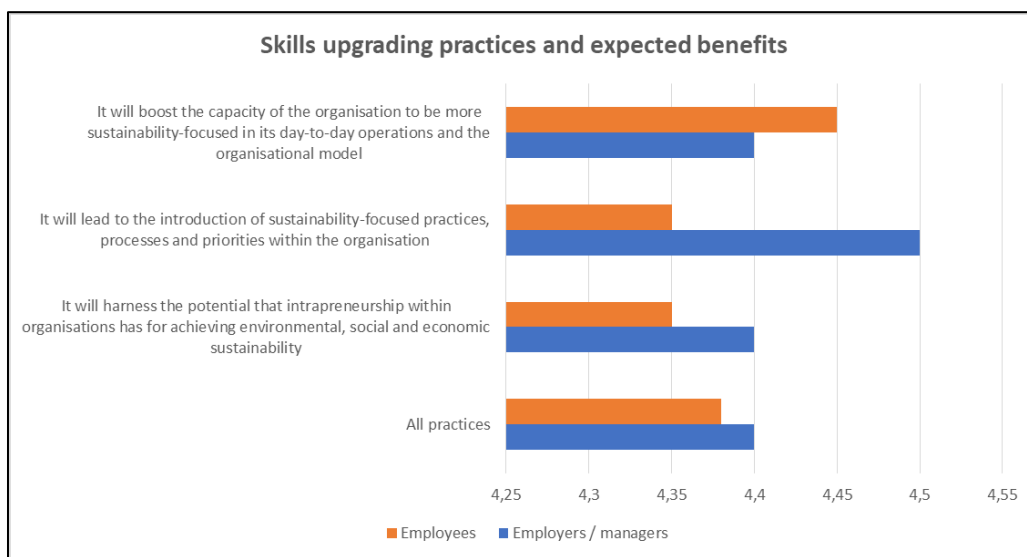Source: Detailed presentation of processed employees' survey results in Annex B

The benefits expected from upgrading sustainability-oriented intrapreneurial skills and mindsets are considered "important" (average indicator: 4.43) and this is the case for both surveyed groups, with both of them agreeing that there are small only differences in the intensity of the expectation of various types of benefits (see Table 2.8 and Graph 2.7).

Table 2.8

Skills upgrading practices and expected Benefits	Employers/ Managers	Employees
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	4.4	4.45
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.5	4.35
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.4	4.35
All practices	**4.43**	**4.38**

Source: Detailed presentation of processed employees' survey results in Annexes A & B

Graph 2.7

Finally, Employers/Managers do not seem to prefer any specific way of training delivery, although, as in the case of employees, a slight preference is expressed for "Distant / online learning".

Table 2.9

Training Programmes Delivery Modes	Employers/ Managers	Employees
Self-learning	3.7	3.88
Face-to-face training sessions	3.3	3.53
Distant / online learning	4.7	4.23
Blended (face-to-face and online) learning	4.4	3.65
Assignments development and experience-sharing	3.6	3.40
All Delivery Modes	**3.9**	**3.74**

Graph 2.8
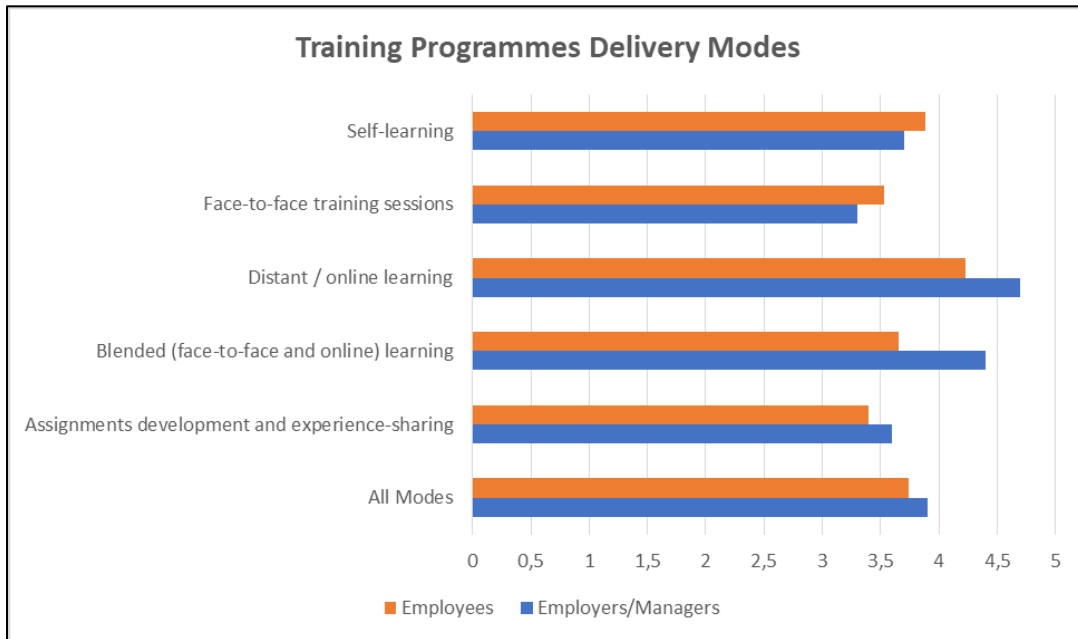
Source: Detailed presentation of processed employees' survey results in Annexes A & B

CHAPTER 2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP IN GREECE –

SUCCESS STORIES' IN-DEPTH INTERVIEWS FINDINGS

2.1 Introductory remarks

As part of their National Reports, all SINTRA partners had to identify three enterprises or other types of organisations, with presumed interest and practices related to "sustainable development", in its wide sense and, in addition, with some ex-ante information on positive experiences from organising and implementing such practices. Having identified such enterprises/organisations, partners would organise three interviews with each of them (one with an employer's representative and two with employees involved in conceiving, designing and implementing some type of sustainability-oriented activity).

Despite practical difficulties associated with COVID-19 restrictions on enterprises' operations and personal mobility, the Greek partner was able to finally contact two suitable cases and, through a combination of "open-Questions" Questionnaires (translated), telephone conversations and online communications, collected views which are presented in this part of the Report. Similar information on a 3rd suitable case, was derived from material associated with "good practices" and presented in a previous Report by the same partner (see: "Sustainability through INTRApreneurship – national study and good practices' identification in Greece", National Report, November 2020).

2.2. Selected Success Stories

2.2.1. Success Story 1: Marble producer – exporter, located in N. Greece

Background information

The company is a lead producer and exporter of marble and marble products. It was founded in 1984 in the North Greece island of Thasos. Its size is close to 50 persons.

The Employer's views

Q. Have there been any sustainability-oriented activities in your organisation and if "yes", who initiated them?

The company owns a marble processing factory. It operates out of an owned headquarter with adjacent storage facilities. It recently acquired permission to open a new recycling factory, in an area where conclusive scientific research and preliminary excavation has verified a substantial quality marble deposit. Two of its employees, with the support of the company's management, were instrumental in developing the blueprint for sustainability-oriented activities, which in this case resulted in the opening of a new marble waste recycling factory.

Q: Can you describe an experience of yours, when your employees acted intrapreneurially 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 on your employees in particular?

These intrapreneurially minded employees had an idea on how to deal with the waste from marble production. Marble quarry mines, especially light-colored marble varieties, like white marble, produce, as a by-product, a large volume of material considerate residual waste. Storage and stabilization activities of this waste imply higher cost, which increases the finished product price. Opening of the new recycling plant has resolved problems regarding waste recycling. Crushed to get size micron materials, marble which has contents over 96% calcium carbonate, derive from the varieties of marble with very low and lowest color index, is used in many fields as paint industry, construction materials industry, paper industry, plastics industry, for decrease soil acidity, etc.

Q: What sustainability-related effects has your employees' involvement in the above activities generated?

The new recycling factory may be regarded as a meaningful example of evolution from traditional quarrying towards Sustainable Quarrying for at least 2 reasons:

- It shows that extractive industry and environmentally protected areas can co-exist
- It demonstrates how depletion of non-renewable resources can be an incentive to search for alternative sources, including recycling, within the context of an economically viable industrial production

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

- Innovative use of new solutions to old problems
- Creativity
- Determination to follow through

Q: 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.

- Continuous training and openness to new skills development
- Support and assistance from management for new innovative projects
- Enterprise's export-oriented approach which requires continuous adaptation to the international market conditions and challenges.

Q: How would you describe your employees' level of ADEQUACY of the skills and competences necessary for implementing the above intrapreneurial idea

The company's employees have the necessary training and experience to successfully implement the activities described above. The company has participated in training programmes that although they were not specifically tailored to intrapreneurial activities, they did help to acquire the necessary know-how for developing new ideas and projects.

The employees' views

"Employee 1" is a female employee whose position in the company is that of Production Manager. She is s University graduate, now in her 40s. "Employee 2" is a male employee, Technical Manager of the firm, also a University graduate, in his 40s.

Q: Have there been any sustainability-oriented activities in your organisation and if "yes", who initiated them?

Employee 1:

A new recycling factory dealing with the remaining waste from production. Waste generated at quarries and fabrication plants is quite similar. Most commonly, scrap stone must be mitigated

and managed, but attention must be paid to equipment, petroleum products, wastewater sludge, and general trash. We managed to establish a waste recycling plant that includes continuous minimization and proper management, particularly reuse, recycling, and lawful disposal, of all site waste streams.

Employee 2:

Yes, we have a new marble waste recycling factory whose initial idea and plan were developed together with another employee of the company.

Q: Can you describe an experience of yours, when you acted intrapreneurially 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 on yourself in particular?

Employee 1

Together with my co-worker we researched, planned and developed the new waste recycling plant described above.

Employee 2:

Together with another colleague, we tried to solve one of the problems of the company: losing precious marble by-products that we couldn't sell on the market. We were facing problems in dealing with waste management as stone wastes are generated in huge quantities. Quarrying activities generate between 50% to 95% of waste in different types such as: large to medium size broken pieces called scrap; medium to small size pieces like splints, flakes, chips; and fine size particles mainly in the form of slurry.

Q: What sustainability-related effects has your involvement in the above activities generated?

Employee 1:

- Improved health and safety: Decreasing the amount of scrap piles, airborne particulates, and general trash creates a healthier and safer environment for employees. A healthy workforce provides lower health care costs for employers.
- Reduced storage, transport, and disposal costs: With less waste to store and transport, the costs of handling waste are diminished.
- Potential generation of revenue: Scrap stone, sludge, and other waste products and waste by-products can be sold on an array of markets, from agriculture to construction, creating a secondary company revenue stream.

- Increased efficiency: Decreasing the amount of material lost during the quarrying, crushing, and cutting processes increases company efficiency and the quantity of profitable product. In effect, the company sees a heftier return for every ton of product sold.
- Enhancement of company reputation: Comprehensive, proactive waste management practices can result in not only a socially responsible reputation but in greater community acceptance of the quarrying operation.

Employee 2: (same as Employee 1)

- Improved health and safety: Decreasing the amount of scrap piles, airborne particulates, and general trash creates a healthier and safer environment for employees. A healthy workforce provides lower health care costs for employers.
- Reduced storage, transport, and disposal costs: With less waste to store and transport, the costs of handling waste are diminished.
- Potential generation of revenue: Scrap stone, sludge, and other waste products and waste by-products can be sold on an array of markets, from agriculture to construction, creating a secondary company revenue stream.
- Increased efficiency: Decreasing the amount of material lost during the quarrying, crushing, and cutting processes increases company efficiency and the quantity of profitable product. In effect, the company sees a heftier return for every ton of product sold.
- Enhancement of company reputation: Comprehensive, proactive waste management practices can result in not only a socially responsible reputation but in greater community acceptance of the quarrying operation.

Q: Can you identify at least 3 key characteristics of your own behaviour and mindset, that helped you act intrapreneurially and improve the sustainability orientation of your organisation? Please, explain your answer.

Employee 1:

- Planning and long-term thinking
- Creativity
- Independence and risk-taking mindset

Employee 2:

- "Out of the box" thinking

- Ability to research and develop new technical ideas
- Ability to see a project to its completion

Q: 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.

Employee 1:

- General company assistance
- Long-term vision
- Openness to new ideas

Employee 2:

- Management support and confidence
- Openness to new ideas
- Flexibility and adaptability to new products/markets

Q: How would you describe your own level of ADEQUACY of the skills and competences necessary for implementing the above intrapreneurial activities?

Employee 1:

I believe that I have adequate skills and competences regarding the intrapreneurial activities.

Employee 2:

We considered that we had the necessary technical skills in developing intrapreneurial activities but we might benefit for some focused training regarding soft intrapreneurial competences.

Concluding comments and "lessons learnt"

Typical case of an enterprise whose main activity results in large amount of by-products, usually conceived as "waste", potentially harmful for the environment, but also for the producer who may be burdened with storage and disposal costs.

Intrapreneurially minded staff, in cooperation with the company's Management, may initiate a cost-effective waste recycling operation and contribute to their employer's economic sustainability, by exploiting main activity's by-products.

In case initially produced waste is detrimental to the environment, the new production line also contributes to environmental sustainability.

2.2.2. Success Story 2: "Improve my City"

Background information.

The specific "Good Practice" refers to an "innovative and entrepreneurial" initiative developed and implemented by the Municipality of Thermi, situated in the east side of the Prefecture of Thessaloniki (region of Central Macedonia); at a distance of fifteen (15) km from the metropolitan centre of Thessaloniki. The Municipality of Thermi consists of fourteen (14) local communities and it occupies an area of approximately 386 km^2. The Municipality's position within the Greater Thessaloniki area is shown in the following map. Today, the Municipality's population is estimated to exceed 50.000 (53.070 according to provisional results of the 2011 Census). Thermi Municipality is considered to be the administrative, cultural, recreational and entrepreneurial centre for the eastern part of the Prefecture. The specific Case was developed and implemented as part of a transnational project: "PEOPLE: Pilot smart urban Ecosystems leveraging Open innovation for Promoting and enabling future Eservices", selected for funding in the context of the European Commission's 7th Framework Programme (FP7). The "Improve My City" service allows citizens to report local problems and suggest solutions for improving the environment of city neighborhoods. The reported "problems" are displayed on the city's map. Users may add photos and comments. Issues are automatically routed to the appropriate Municipal Department, where the assigned administrators are responsible for monitoring progress in solving the reported "problems" and inform those reported and the public, accordingly. The service is accessible through web and mobile apps (Android). The citizens, who submit issues and the Municipal Administrators, must be registered to an associated service platform.

The "situation before"

Due to the large size of the Municipality, which consists of no less than 14 geographically dispersed "villages", monitoring of identified local problems in facilities or other causes of citizens' actions (e.g. damages in street lighting or sewage, waste, such as used furniture or abandoned cars) was difficult. Citizens had no way of quickly communicating with the municipal services, on problems that directly or indirectly affected citizens. This was developing a negative sentiment and, progressively, a sense of abandonment, since intervention for repairs and problem solving was extremely slow (if any at all). The "problems" that the situation was causing

were rather severe: Poor communication with citizens, Negative sentiments against the Municipality, Perpetuation of problems and Deterioration of local environment.

Innovative/Entrepreneurial Action taken

Innovative / Intrapreneurial action taken was based on a combination of factors, such as the use of new technologies and acceptance and support, by local stakeholders, for the expected benefits.

The Municipality had, as early as 2005, formed a long list of potential ICT Applications that could be implemented. The list was formulated through contacts with the citizens, as well as with specific economic groups, such as local businesses. Several questionnaire based surveys had been conducted combined with awareness campaigns and open public discussions. It was clearly realised that, through innovative initiatives, "there were many things that could be done". The factors however that held back "progress" were, in most of the cases: (a) scarcity of specialized and intrapreneurially minded personnel and (b) tight budgets.

"Vision, Opportunities and Political Will, were there, but resources were limited"! It was, however felt, that, once financial resources and technical support were to become available, "the road would be wide open", as one of the local experts put it. The main training needs identified even before the project started, concerned ICT use and associated customised software. As the project progressed however, the need for additional skills development emerged. These were mostly related to "problem solving", "team work" and "liaising with stakeholders", especially Municipality's citizens. It was only much later, in 2010 – 2011, that an EC funded Programme, which the Municipality joined as a Partner, secured sufficient resources, allowing a set of ICT Applications (of which "Improve my City" was one), to proceed.

Implementation process

The "Improve my City" service enables the citizens of the Municipality of Thermi to report existing and/or developing local problems such as potholes, illegal trash dumping, faulty street lights and broken tiles on sidewalks, and illegal advertising boards. The submitted issues are displayed on the city's map. Users may add photos and comments. Moreover, they can suggest solutions for improving the environment of their neighbourhood. Through this service the Municipality enables and encourages citizens and local stakeholders, to initiate, through their actions, processes leading to improvements in their neighbourhood. Reported cases then go directly into the city's "Work Order Queue" for resolution, and users are quickly informed of how the case will be

tackled. When a case is finally resolved, the person who initially reported "the problem", is informed. The two pictures below show typical parts of the process to identify and report problems that need to be fixed. The service is addressed to three main users' groups:

1. Citizens (People who live, work or visit Thermi)

2. Municipality's civil servants (employees in the Municipality's various Departments)

3. Municipality Officers (Mayor and City Council). Besides the main user groups there are other types of users, such as members of the local Press that publish local problems on the media, regional authorities and platform administrators. Residents and other local shareholders, as well as people who work or visit the area on a regular basis can use the service through their desktop or mobile computers, smart phones and public info kiosks.

Citizens using the above mentioned equipment may visit the web application or launch the mobile application and follow a simple process, report a local problem or a suggestion for improving their neighbourhood. Moreover they may comment on an existing issue and cast a vote for an issue important for them. Selected Municipality's employees from different departments are put in charge of receiving the "problems" that belong to their department's responsibility.

Municipal employees - Administrators inform their supervisors about the submitted issues, follow their resolution process, update regularly each issue's status and reply to users' comments with various appropriately designed Statements. The main characteristics of the service are the following:

• Accurate positioning on map: Citizens are able to determine the exact location of the problem on the map, while they can also attach relevant photos

• All issues are displayed on map: The submitted cases are displayed on the city's map. Each category is presented with a different icon. There is also a "Cases List", containing important information on each case.

• Detailed presentation of each reported case: Each case is presented in detail, on a separate page showing: category, address, name of the citizen who reported it, the date of report's submission, a photo, description, user's comments, location on the map and the number of positive votes. On that page users can also comment, cast a positive vote and print the case report.

• Filtering of the submitted cases: Users can view only the cases that belong to specific categories or those who have a specific status. They can also sort the cases by date of submission, number of votes and status

• User feedback: Citizens and employees of the Municipality can make comments on existing cases. Commenting is allowed up to ten days after the resolution of each case

• Online polls support: Citizens can provide a positive vote on issues they consider significant. This process helps Municipalities to better prioritise city's problems.

• Users are informed about the resolution process: The citizens are informed about the status of their requests by email. Initially the status of each case is: "Open". Once the Municipality becomes aware of the case and forwards it to the Department to be put in charge, the status changed to: "Acknowledged". Finally, once the case is resolved, the status becomes: "Closed".

• An integrated management system: The submitted issues are managed through a web based environment that is based on Joomla content management system. The management is distributed to the Departments of the Municipality. The "system" includes the following: Web-based administration: The authorised employees manage the entries through a web form which presents all the available information. Categories icons & emails: Different Municipality's employees are responsible for different categories. The application allows the assignment of various e-mails per category and also a special icon for each category. User Comments Management: The application provides a special page where citizens' comments are displayed allowing the administrators and City Officials to have an overview of the discussions about the submitted issues. Application Settings: The application is fully customised in terms of user rights, comments, number of categories, notifications on new issues and comments, centre of the map, etc. Reports: The reporting capabilities of the application is not fully yet developed. However, a listing with detailed information about all issues is available. This data can be imported to a spreadsheet for further processing. The project has helped to increase the use of ICT by citizens, the improvement of e-governance and the enhancement of collaborative thinking and acting inside Thermi community. The effect on the local community and the high level of engagement of significant stakeholder' groups create prospects for broadening the range and number of smart city services in Thermi. In addition, the wide engagement of the open community increases the prospects of participation and improvement of existing and/or development of third party applications. Such was the case with the mobile version of "Improve my City" application. A secondary benefit is that improvements made in alternate versions of the program, if they receive widespread use, become available to other developers. Many developers of free software are heartened and encouraged by the resulting cooperation.

Evaluation of the Project's results and Lessons learnt

In general, the implementation process is considered to be successful! Since 2011, when the new service started operating, more than 1000 citizens' reports have been received and the reported "problems" were, in most cases, successfully resolved. The application has been widely publicized

and several local authorities across the country, as well as organizations from other European and non-European countries, have contacted the Municipality and inquired on transfer and adoption possibilities. Problems that had to be overcome related to understandable and expected internal "resistance to change", mainly attributed to some of the operators' reluctance to undertake additional tasks that they were not familiar with! On the other hand, the main factor which allowed this barrier to be overcome was the "political will" demonstrated by the Municipality's Mayor to proceed and implement the "Improve my City" project. It has to be noted, however, that availability of earmarked E.C. funding for the project and the element of transferable transnational technical expertise and assistance, were also important factors mitigating "risks" and inhibitions. "Political will", by itself, might not have been sufficient, if scarce resources had to be diverted to other uses. Similar comments may be made with regard to the time schedule applied for the project as a whole.

Summary

The "Improve My City" Good Practice refers to an "innovative and intrapreneurial" initiative developed and implemented by the Municipality of Thermi, situated in the east side of the Prefecture of Thessaloniki (region of Central Macedonia); at a distance of fifteen (15) km from the metropolitan centre of Thessaloniki. The Municipality of Thermi consists of fourteen (14) local communities and it occupies an area of approximately 386 km2. The Improve my City service enables the citizens of the Municipality of Thermi to report existing and/or developing local problems such as potholes, illegal trash dumping, faulty street lights, destroyed tiles on sidewalks, and illegal advertising boards. The submitted issues are displayed on the city's map. Users may add photos and comments. Moreover, they can suggest solutions for improving the environment of their neighbourhood.

The "problems" that the Municipality was facing, were rather severe, e.g.:

• Poor communication with citizens,

• Negative sentiments against the Municipality,

• Perpetuation of problems and • Deterioration of local environment.

Through an organised Plan of newly designed interventions, largely based on the Municipality's staff creativity their intrapreneurial mindsets and the use of technology, it was attempted to improve the situation and remedy the "problems". In short, the main "innovative" solution devised and implemented was the creation of a fully interactive Data Base for citizens' reporting of problems, monitoring of action taken by Municipal services and real time feedback to citizens.

In general, the implementation process is considered to be successful! Since 2011, when the new Service started operating, more than 1000 citizens' reports have been received and the reported "problems" were, in most cases, successfully resolved. The Application has been widely publicized and several local authorities across the country, as well as organizations from other European and non-European countries, have contacted the Municipality and inquired on transfer and adoption possibilities. Problems that had to be overcome related to understandable and expected internal "resistance to change", mainly attributed to some of the operators' reluctance to undertake additional tasks that they were not familiar with. On the other hand, the main factor which allowed overcoming such hurdles was the "political will" demonstrated by the Municipality's Mayor to proceed and implement the "Improve my City" project. It has to be noted however that availability of earmarked E.C. funding for the project and the element of transferable transnational technical expertise and assistance, were also important factors mitigating "risks" and inhibitions. "Political will", by itself, might not have been sufficient, if scarce resources had to be diverted from other uses. Similar comments may be made with regard to the time schedule applied for the project as a whole.

2.2.3. SUCCESS STORY 3: Electrical equipment producer

Background information: The selected enterprise is active in the electrical equipment industry.

Sustainable Development related initiatives and practices

The selected enterprise has implemented a series of sustainable development related practices:

Environment: The company, aiming to contribute to environmental protection, has adopted a series of principals such as energy saving from the production process, the application of a collective waste management system resulting from product packaging and, finally, the development of environmentally friendly products. The product packaging is produced by 100% recycling paper. In addition, the company and its suppliers comply with the REACH 1907/2006 regulation of the European Union for the correct use of chemical products. All the above is certified by quality management systems that the company has (e.g. ISO 14001).

Society: The enterprise is closely linked to the society in which it does business and recognizes the responsible role it has to play. Such actions are the establishment of its own blood bank, the continuous financial support of NGOs and the priority of hiring from the local society.

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Work environment: Human resources are regarded as of paramount importance, and the company believes that its employees "..are building the company's future". Thus, it provides training seminars for all employees as well as health care and group insurance programs.

To implement the aforementioned actions, the company uses its own financial and human resources which is part of the quality management systems implemented by the company. It also seeks compliance by its suppliers with certain criteria such as the REACH Regulation 1907/2006 of the European Union.

Evidence of Successful Sustainable Development related practices

Through its Sustainable Development related initiatives and practices, the company has achieved a wide range of benefits. In particular:

- Zero use of primary raw materials
- Reduction in the weight of carton materials by 5 tons per year,
- 80% reduction in ink usage
- National recognition of business excellence in 2008 by the Ministry of Development,
- European Certification for Business Excellence and Quality award, "Committed to excellence in Europe" from EFQM (European Foundation of Quality Management)
- Best Workplaces award as one of the best-performing companies in the best workplace in Greece for 2017.

3. CONCLUDING REMARKS

The research material, its discussion and the selected "good practices" presented in this Report allow some, at least tentative, concluding remarks on the potentials that intrapreneurship in Greek enterprises and organisations may have on "sustainable development", in its various forms.

1. The level of intrapreneurship development in Greek enterprises and Organisations, to the extent that it can be described and measured through surveys of the kind conducted by SINTRA project, is still, at best, considered rather low! This may, at least partly, be attributed to various cultural and structural characteristics of the country's economy as a whole (e.g. small firms' size, strong family businesses' presence, rigid hierarchies, employees' traditional hesitation to take initiatives, employers' resistance to decision-making delegation etc.).

2. In the specific case of enterprises/organisations' orientation to sustainable development related initiatives and practices, employees do not seem to be adequately informed of their employers' strategies. They admit that they are rarely involved in sustainability related initiatives and activities. The small-scale employers' survey, also conducted, revealed that, even among them, sustainability focus (or the lack of it) is not entirely clear!

3. There is, nevertheless, unanimous recognition that employers and employees should jointly promote sustainability related initiatives, with the latter's group increasing their presently rather low involvement.

4. Both surveyed groups consider that the main motives for enterprises and organisations strengthening their sustainability orientation and associated practices are the expected impact on production costs and on the situation in "local labour markets", implying expected upgrading of labour force's skills and productivity. The few selected "good practices" presented in the Report confirm that successes are frequently related to projects aiming at energy saving, exploitation of renewable energy sources and recycling of main production by-products or resulting waste.

5. Although staff's skills and competencies are considered to be of crucial importance for achieving "sustainability goals", intrapreneurially minded staff's existing potential is considered, by both employees and employers, to be rather low and inadequate!

6. Skills and competences that could potentially impact the strongest on enterprises' sustainability orientation, are: "Initiative", "dynamic thinking", "motivation", a "can-do" mentality", "Knowledge about corporate culture and management structure" and "Sharing information, instructing others and influencing people".

7. Besides necessary skills and competences enrichment, internal "settings", such as: "Enterprises' Open culture" and "Decentralisation of decision-making" are also of great importance. Such "settings" should be reflected in enterprises regularly organising specific types of activities, in which both employers and employees will be involved.

8. Existing staff's skills for organising and carrying out such activities, are, however, considered to be presently "inadequate" and, very probably because of this inadequacy, activities are rarely only practised.

9. The majority of employees and employers/managers surveyed indicated a clearly positive view for a SINTRA training course aiming at upgrading their sustainability mindsets and their potential for contribution to enterprises' sustainability orientation and practices.

10. The SINTRA "training course" to be designed and implemented in partner countries and beyond, should consider views expressed by surveyed employees and employers and incorporate innovative elements such as:

   - More intensive and better organised sharing of ideas and discussions among intrapreneurially minded employees,
   - Evaluation of direct and indirect benefits resulting from "social sustainability" initiatives and justifying cost and effort devoted,
   - Effective internal information dissemination through appropriate communication channels (Top-down and Bottom-up flows),
   - Continuous interaction with regional stakeholders.

ANNEXES

ANNEX A
EMPLOYEES' SURVEY RESULTS

SECTION I. PERSONAL CHARACTERISTICS

I.2. Gender:

22	Male	18	Female
55	%	45	%

I.3. Age

3	20-29	16	30-39	14	40-49	6	50-59	1	60+
7,5	%	40	%	35	%	15	%	2,5	%

I.4. Education – select highest level of educational attainment:

4	1. Secondary School	3	2. Vocational Education and Training
10	%	7,5	%
21	3. University Level	12	4. Post-graduate Level
52,5	%	30	%

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

Αν υπάρχουν στα Ερωτηματολόγια, έστω ενδεικτικές ενδείξεις, να καταγραφούν

Administrative, Head of Department, Manager, Manager, Project manager, Project director, Secretary, carer consultant, Administrative, Administrative, Administrative,Administrative, waiter, waiter, Accountant, Cook, Sustainability Engineer, Strategic Planning Director & Sustainability co-ordinator, Sustainability team coordinator, Sustainability Officer at Hellenic Cables, engineer, engineer, Accountant, Civil Engineer, Front desk officer, Waiter, Waiter, Front desk officer, Front desk officer, Waiter, Cook, Hotel manager, Trainer, Trainer, career consultant, career consultant, Civil Engineer, Civil Engineer, Civil Engineer,Civil Engineer

SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

II.1. Activity sector:

Sectors of activity	Number	%
1. Real estate, renting and business activity		
2. Construction	8	20
3. Wholesale and retail trade, repairs		
4. Transport, storage & communication		
5. Other community, social and personal service activities		
6. Manufacturing	4	10
7. Agriculture, hunting & forestry		
8. Fishery		
9. Education	4	10
10. Tourism, incl. hotels and restaurants	12	30
11. Health and social work		
12. Financial intermediation		
13. Information and communication technologies		
14. Non-government sector	4	10
15. Public sector	4	10
16. Other	4	10
Total	40	100.0

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

Αν και δεν υπάρχει Πίνακας, να καταγραφεί το έτος (αν έχει δηλωθεί)

2015
2011
1949
2014
1974
2002
2012
2014
2000

1983

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

Attica
Western Greece
Mainland Greece
Ionian Islands

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

12	1. 1-9	16	2. 10-49		3. 50-99	8	4. 100-249	4	5. 250+
30	%	40	%	0	%	20	%	10	%

SECTION III. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

III.1. Do you regard your organisation, as a "sustainability driven" one?

8	1. Yes	6	2. No	26	3. Not sure
20	%	15	%	65	%

III.2. For EACH of the sustainability "drivers" below, indicate how IMPORTANT you consider them to be for your organisation's related practices?

Sustainability Drivers & Indicators of Importance	1	2	3	4	5	AI*
Compliance to environmental legislation	0	2	20	10	8	3.6
Impact on production costs	0	1	9	22	8	3.93
Demonstration of Corporate Responsibility	0	6	18	13	3	3.33
Potential impact on local / regional socioeconomic situation	0	3	16	19	2	3.5
Potential impact on local / regional labour force's development	0	3	11	24	2	3.63
All "Drivers"	0	15	74	88	23	3,60

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)?

26	Employers/managers	0	Employees
65	%	0	%
14	Both	0	Neither
35	%	0	%

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

9	1. Yes	12	2. No	19	3. Not sure
22,5	%	30,0	%	47,5	%

III.5. For EACH of the <u>sustainable development goals</u> below, indicate what POTENTIAL intrapreneurially minded staff in your organisation have for achieving a sustainability related effect?

Sustainable Development Goals & Indicators of Staff's Potential	1	2	3	4	5	AI
Reduce inequality, promote well-being and boost social inclusion	2	15	11	12	0	2,83
Ensure quality education and promote lifelong learning	2	14	16	7	1	2,78
Guarantee justice and build effective institutions	2	15	17	6	0	2,68
Promote sustainable industrialisation and foster innovation	2	6	18	11	3	3,18
Ensure responsible consumption and production	2	15	10	13	0	2,85
Promote decent work, full employment and economic growth	2	8	18	6	6	3,15
Ensure access to affordable and clean energy for all	18	11	3	4	4	2,13
Organise action to combat climate change and global warming	18	12	4	5	1	1,98
Make cities and communities inclusive, safe and sustainable	4	14	11	7	4	2,83
All Goals	52	110	108	71	19	2,71

III.6. For EACH of the <u>employees' characteristics</u> 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)

Employees' Characteristics	1	2	3	4	5	AI
Initiative, dynamic thinking, motivation and a can-do-mentality	0	0	2	20	18	4,4
Knowledge about corporate culture and management structure	0	0	2	20	18	4,4
Ability to make a strong impression on the organisation's Management	0	3	10	15	12	3,9
Dedication to one's goals at work and realistic view about the ways to achieve them	0	0	3	28	9	4,15
Ability to deal with issues such as complexity and uncertainty	0	2	13	16	9	3,8
Sharing information, instructing others and influencing people	0	0	5	19	16	4,28
All characteristics	0	5	35	118	82	4,15

III.7. For EACH of the <u>organisational settings</u> 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:

Organisational Settings	1	2	3	4	5	AI
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	2	12	26	4,6
Autonomy, encouraging employees to create independent solutions to challenges	0	3	5	13	19	4,2
Quick access to resources, enabling employees to validate their new ideas quickly	0	2	11	15	12	3,93
Incentives introduced by the organisation's Management for employees to propose new ideas	0	0	9	13	18	4,23
Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	0	0	8	19	13	4,13
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	0	0	6	13	21	4,38
All	0	5	41	85	109	4,24

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

Activities' Importance	1	2	3	4	5	AI
Understanding the organisational context and its potential for sustainability-oriented development	0	0	3	14	23	4,5
Assessing one's own potential to innovate and add "sustainability value"	0	0	1	21	18	4,43
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	0	0	3	14	23	4,5
Provisional assessment of intrapreneurial initiatives' sustainability impact	0	0	7	13	20	4,33
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	0	1	9	21	9	3,95
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	0	0	12	16	12	4,00
All activities	0	1	35	99	105	4,28

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

Skills and Indicators of Skills' Adequacy	1	2	3	4	5	AI
Understanding the organisational context and its potential for sustainability-oriented development	2	4	16	15	3	3,33
Assessing one's own potential to innovate and add "sustainability value"	2	6	25	5	2	2,98
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3	7	23	5	2	2,90
Provisional assessment of intrapreneurial initiatives' sustainability impact	4	10	21	5	0	2,68
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3	24	9	3	1	2,38
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	2	7	17	13	1	3,10
All Skills	16	58	111	46	9	2,89

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

Frequency of activities' practice & Frequency indicators	*1*	*2*	*3*	*4*	*5*	*AI*
Understanding the organisational context and its potential for sustainability-oriented development	3	9	13	13	2	3,05
Assessing one's own potential to innovate and add "sustainability value"	3	15	16	5	1	2,65
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	5	13	13	8	1	2,68
Provisional assessment of intrapreneurial initiatives' sustainability impact	6	15	12	7	0	2,50
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	14	17	4	3	2	2,05
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	6	19	7	7	1	2,45
All Practices	37	88	65	43	7	2,56

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?

34	Yes	6	No
85	<u>%</u>	15	<u>%</u>

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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)

Skills upgrading practices	*1*	*2*	*3*	*4*	*5*	*AI*
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	0	0	1	20	19	4,45
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	0	0	5	16	19	4,35
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	0	0	0	26	14	4,35
All practices	0	0	6	62	52	4,38

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)

Training Programmes Delivery Modes	*1*	*2*	*3*	*4*	*5*	*AI*
Self-learning	1	6	8	7	18	3,88
Face-to-face training sessions	0	6	18	5	11	3,53
Distant / online learning	1	2	3	15	19	4,23
Blended (face-to-face and online) learning	1	3	8	25	3	3,65
Assignments development and experience-sharing	1	4	14	20	1	3,40
All Modes	4	21	51	72	52	3,74

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?

31	1. Yes	9	2. No

Thank you for taking the time to complete this questionnaire!
Your contribution is highly appreciated!

ANNEX B
EMPLOYERS/MANAGERS' SURVEY RESULTS

SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

I.1. Activity sector:

Sectors of activity	Number	%
1. Real estate, renting and business activity		
2. Construction	2	20
3. Wholesale and retail trade, repairs		
4. Transport, storage & communication		
5. Other community, social and personal service activities		
6. Manufacturing	1	10
7. Agriculture, hunting & forestry		
8. Fishery		
9. Education	1	10
10. Tourism, incl. hotels and restaurants	3	30
11. Health and social work		
12. Financial intermediation		
13. Information and communication technologies		
14. Non-government sector	1	10
15. Public sector	1	10
16. Other	1	10
Total	10	100

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

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2015
2011
1949
2014
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APOPSI S.A. *March 2021*

1974
2002
2012
2014
2000
1983

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

Attica
Western Greece
Mainland Greece
Ionian Islands

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

3	1-9	4	10-49	0	50-99	2	100-249	1	5. 250+
30	%	40	%	0	%	20	%	10	%

SECTION III. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

II.1. Do you regard your organisation, as a "sustainability driven" one?

6	Yes	0	No	4	Not sure
60	%	0	%	40	%

II.2. For EACH of the sustainability "drivers" below, indicate how IMPORTANT you consider them to be for your organisation's related practices?

Sustainability Drivers & Indicators of Importance	*1*	*2*	*3*	*4*	*5*	*AI**
1. Compliance to environmental legislation	0	0	2	4	4	4,20
2. Impact on production costs	0	0	0	8	2	4,20
3. Demonstration of Corporate Responsibility	0	0	1	7	2	4,10
4. Potential impact on local / regional socioeconomic situation	0	0	4	2	4	4,00
5. Potential impact on local / regional labour force's development	0	0	0	6	4	4,40
All "Drivers"	0	0	7	27	16	4,18

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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)?

6	Employers/managers		Employees
60	%		%
4	Both		Neither
40	%		%

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

2	Yes	3	No	5	Not sure
20	%	30	%	50	%

II.5. For EACH of the <u>sustainable development goals</u> **below, indicate what POTENTIAL intrapreneurially minded staff in your organisation have for achieving a sustainability related effect?**

Sustainable Development Goals & Indicators of Staff's Potential	*1*	*2*	*3*	*4*	*5*	*AI*
<u>1</u>. Reduce inequality, promote well-being and boost social inclusion	0	4	2	3	1	3.10
<u>2</u>. Ensure quality education and promote lifelong learning	0	4	2	3	1	3.10
<u>3</u>. Guarantee justice and build effective institutions	0	4	5	1	0	2.70
<u>4</u>. Promote sustainable industrialisation and foster innovation	0	2	3	5	0	3.30
<u>5</u>. Ensure responsible consumption and production	0	1	4	4	1	3.50
<u>6</u>. Promote decent work, full employment and economic growth	0	0	5	4	1	3.60
<u>7</u>. Ensure access to affordable and clean energy for all	4	4	0	1	1	2.10
<u>8</u>. Organise action to combat climate change and global warming	5	3	0	2	0	1.90
<u>9</u>. Make cities and communities inclusive, safe and sustainable	1	4	2	2	1	2.80
All Goals	10	26	23	25	6	2.90

II.6. For EACH of the <u>employees' characteristics</u> 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)

Employees' Characteristics	1	2	3	4	5	AI
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality	0	0	0	6	4	4,40
<u>2.</u> Knowledge about corporate culture and management structure	1	0	2	3	4	3,90
<u>3.</u> Ability to make a strong impression on the organisation's Management	0	0	4	5	1	3,70
<u>4.</u> Dedication to one's goals at work and realistic view about the ways to achieve them	0	0	1	7	2	4,10
<u>5.</u> Ability to deal with issues such as complexity and uncertainty	0	2	1	4	3	3,80
<u>6.</u> Sharing information, instructing others and influencing people	0	0	3	3	4	4,10
All characteristics	1	2	11	28	18	4,00

II.7. For EACH of the <u>organisational settings</u> 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:

Organisational Settings	1	2	3	4	5	AI
<u>1.</u> 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	4,50
<u>2.</u> Autonomy, encouraging employees to create independent solutions to challenges	0	0	0	6	4	4,40
<u>3.</u> Quick access to resources, enabling employees to validate their new ideas quickly	0	1	1	5	3	4,00
<u>4.</u> Incentives introduced by the organisation's Management for employees to propose new ideas	0	0	1	5	4	4,30
<u>5.</u> Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	0	0	2	7	1	3,90
<u>6.</u> Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	0	2	0	5	3	3,90
All	0	3	4	33	20	4,17

65

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

Activities' Importance	1	2	3	4	5	AI
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	0	0	0	3	7	4,70
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	0	0	0	4	6	4,60
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	0	0	0	5	5	4,50
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	0	0	1	2	7	4,60
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	0	1	4	5	0	3,40
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	0	0	0	7	3	4,30
All activities	0	1	5	26	28	4,35

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

Skills and Indicators of Skills' Adequacy	1	2	3	4	5	AI
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	0	2	4	4	0	3,20
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	0	1	9	0	0	2,90
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	0	1	6	3	0	3,20
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	0	6	4	0	0	2,40
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	1	5	4	0	0	2,30
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	0	3	2	5	0	3,20

Skills and Indicators of Skills' Adequacy	*1*	*2*	*3*	*4*	*5*	*AI*
All Skills	1	18	29	12	0	2,86

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

Frequency of activities' practice & Frequency indicators	*1*	*2*	*3*	*4*	*5*	*AI*
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	1	1	6	2	0	2,90
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	0	6	4	0	0	2,40
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	1	4	3	2	0	2,60
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	1	6	2	1	0	2,30
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	4	5	1	0	0	1,70
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	1	4	3	2	0	2,60
All Practices	8	26	19	7	0	2,42

<u>S</u>ECTION IV. <u>U</u>PGRADING 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 participating in a sustainability-focused intrapreneurship training course, that will be developed by the SINTRA project?

6	<u>1.</u> Yes	4	<u>2.</u> No
60	<u>%</u>	40	<u>%</u>

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III.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)

Skills upgrading practices	1	2	3	4	5	AI
1. It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	0	0	1	4	5	4,4
2. It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	0	0	0	5	5	4,5
3. It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	0	0	0	6	4	4,4
All practices	0	0	1	15	14	4,43

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)

Training Programmes Delivery Modes	1	2	3	4	5	AI
1. Self-learning	0	3	0	4	3	3,7
2. Face-to-face training sessions	0	2	3	5	0	3,3
3. Distant / online learning	0	0	1	1	8	4,7
4. Blended (face-to-face and online) learning	0	0	3	0	7	4,4
5. Assignments development and experience-sharing	0	1	2	7	0	3,6
All Modes	0	6	9	17	18	3,94

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?

8	1. Yes	2	2. No

ANNEX C
SINTRA Surveys' selected indicators

Question III.8 (Employees' Survey). For EACH of the <u>activities</u> 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 <u>activities</u> 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	4.50	4.70
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	4.43	4.60
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.50	4.50
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	4.33	4.60
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3.95	3.40
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4.00	4.30

Question III.9 (Employees' Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the <u>skills and competences</u>, 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 <u>skills and</u>

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)

	SINTRA 'adequacy' indicators' value	
	Employees' responses	Employers' responses
1. Understanding the organisational context and its potential for sustainability-oriented development	4.33	3.20
2. Assessing one's own potential to innovate and add "sustainability value"	2.98	2.90
3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	2.90	3.20
4. Provisional assessment of intrapreneurial initiatives' sustainability impact	2.68	2.40
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	2.38	2.30
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3.10	3.20

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)

	SINTRA "frequency' indicators" value	
	Employees' responses	Employers' responses
1. Understanding the organisational context and its potential for sustainability-oriented development	3.05	2.90
2. Assessing one's own potential to innovate and add "sustainability value"	2.65	2.40

3. Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	2.68	2.60
4. Provisional assessment of intrapreneurial initiatives' sustainability impact	2.50	2.30
5. Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	2.05	1.70
6. Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	2.45	2.60

ANNEX D.1

SINTRA EMPLOYEES' SURVEY QUESTIONNAIRES (ENGLISH, GREEK)

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYEES' SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRApreneurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences 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 the 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 in order 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: APOPSI S.A., Mr. Daniel Jianu, e-mail: djianu@apopsi.gr

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

	1. Bulgaria		2. Croatia		3. Estonia
	4. Greece		5. Iceland		6. Portugal

I.2. Gender:

	1. Male		2. Female

I.3. Age – select one of the ranges below:

	1. 20-29		2. 30-39		3. 40-49		4. 50-59		5. 60+

I.4. Education – select highest level of educational attainment:

	1. Secondary School		2. Vocational Education and Training
	3. University Level		4. 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:

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

	16. Other

II.2 Year of 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):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

SECTION III. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

III.1. Do you regard your organisation, as a "sustainability driven" one?

	1. Yes		2. No		3. Not sure

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
1. Compliance to environmental legislation					
2. Impact on production costs					
3. Demonstration of Corporate Responsibility					
4. Potential impact on local / regional socioeconomic situation					
5. 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)?

	1. Employers/managers		2. Employees
	3. Both		4. Neither

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

	1. Yes		2. No		3. Not sure

III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL intrapreneurially 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
1. Reduce inequality, promote well-being and boost social inclusion					
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					

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
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					

	1	2	3	4	5
<u>4.</u> Dedication to one's goals at work and realistic view about the ways to achieve them					
<u>5.</u> Ability to deal with issues such as complexity and uncertainty					
<u>6.</u> Sharing information, instructing others and influencing people					

III.7. For EACH of the <u>organisational settings</u> 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
<u>1.</u> 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					
<u>2.</u> Autonomy, encouraging employees to create independent solutions to challenges					
<u>3.</u> Quick access to resources, enabling employees to validate their new ideas quickly					
<u>4.</u> Incentives introduced by the organisation's Management for employees to propose new ideas					
<u>5.</u> Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"					
<u>6.</u> 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 <u>activities</u> 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
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development					
<u>2.</u> 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					

III.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 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					

	1	2	3	4	5
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 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?

	1. Yes		2. No

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					

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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?

	1. Yes		2. No

Thank you for taking the time to complete this questionnaire!

Your contribution is highly appreciated!

ΒΙΩΣΙΜΟΤΗΤΑ ΜΕΣΩ ΤΗΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ –

ΒΕΛΤΙΣΤΕΣ ΠΡΑΚΤΙΚΕΣ ΚΑΙ ΑΝΑΛΥΣΗ ΕΛΛΕΙΨΕΩΝ

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΕΡΓΑΖΟΜΕΝΩΝ

Το έργο «SINTRA - Achieving Sustainability through INTRApreneurship» είναι ένα έργο Erasmus + (Key Action 2: Στρατηγικές Συμπράξεις για την εκπαίδευση ενηλίκων) διάρκειας 24 μηνών σχεδιασμένο για να παράσχει μία ολοκληρωμένη υποστήριξη, προσαρμοσμένη στις ανάγκες των οργανισμών για την ανάπτυξη δεξιοτήτων, ικανοτήτων και συμπεριφορών που σχετίζονται με την ενδοεπιχειρηματικότητα και την περιβαλλοντική, κοινωνική και οικονομική βιωσιμότητα.

Η *Βιωσιμότητα* αναφέρεται γενικά στην επίδραση που έχουν οι πολιτικές και οι πρακτικές ενός οργανισμού στο περιβάλλον και την κοινωνία και σχετίζεται στενά με την ανταγωνιστικότητα του οργανισμού. Η *Ενδοεπιχειρηματικότητα* είναι η πρακτική της υιοθέτησης επιχειρηματικών συμπεριφορών από τους υπαλλήλους ενός οργανισμού προς την κατεύθυνση της δημιουργίας καινοτόμων προϊόντων ή υπηρεσιών.

Το έργο SINTRA αναπτύσσει εξατομικευμένους και καινοτόμους εκπαιδευτικούς πόρους και εργαλεία που στοχεύουν στην υποστήριξη των οργανισμών του Δημόσιου ή του Ιδιωτικού τομέα, προκειμένου να εφαρμόζουν ενδοεπιχειρηματικές πρακτικές με έμφαση στη βιωσιμότητα.

Η Έρευνα διεξάγεται με σκοπό τον εντοπισμό σχετικών πρακτικών και επιτυχημένων παραδειγμάτων στον τομέα της ενδοεπιχειρηματικότητα με έμφαση στη βιωσιμότητα σε οργανισμούς, καθώς και τα υφιστάμενα κενά στην οργανωτική δομή και την ενδοεπιχειρηματική νοοτροπία των εργοδοτών. Τα αποτελέσματα της Έρευνας θα αξιοποιηθούν από τη σύμπραξη του SINTRA στον σχεδιασμό του εκπαιδευτικού υλικού για την ανάπτυξη ενδοεπιχειρηματικών δεξιοτήτων και της νοοτροπίας στους εργοδότες και τους εργαζομένους για την υποστήριξη της περιβαλλοντικής / κοινωνικής / οικονομικής βιωσιμότητας. Η ταυτότητα των ερωτηθέντων στην έρευνα θα παραμείνει αυστηρά ΕΜΠΙΣΤΕΥΤΙΚΗ.

Παρακαλούμε, σημειώστε με ένα «Χ» τις απαντήσεις σας στις ερωτήσεις παρακάτω και επιστρέψτε το συμπληρωμένο ερωτηματολόγιο στη διεύθυνση: *ΑΠΟΨΗ Α.Ε., Υπ' όψιν κ. Daniel Jianu – e-mail: djianu@apopsi.gr*

ΜΕΡΟΣ Ι. ΠΡΟΣΩΠΙΚΑ ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ

Ι.1. Χώρα Προέλευσης:

	1. Βουλγαρία		2. Κροατία		3. Εσθονία
	4. Ελλάδα		5. Ισλανδία		6. Πορτογαλία

Ι.2. Φύλο:

	1. Άρρεν		2. Θήλυ

Ι.3. Ηλικία – επιλέξτε μία από τις παρακάτω επιλογές:

	1. 20-29		2. 30-39		3. 40-49		4. 50-59		5. 60+

Ι.4. Εκπαίδευση – επιλέξτε το υψηλότερο ολοκληρωμένο επίπεδο εκπαίδευσης:

	1. Δευτεροβάθμια εκπαίδευση		2. Επαγγελματική εκπαίδευση και κατάρτιση
	3. Τριτοβάθμια εκπαίδευση		4. Μεταπτυχιακή εξειδίκευση

Ι.5. Θέση στον οργανισμό (παρακαλούμε, συμπληρώστε στο παρακάτω πλαίσιο):

ΜΕΡΟΣ ΙΙ. ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ ΤΟΥ ΟΡΓΑΝΙΣΜΟΥ ΤΟΥ ΕΡΩΤΩΜΕΝΟΥ

ΙΙ.1. Τομέας Δραστηριοτήτων:

	1. Διαχείριση ακίνητης περιουσίας, εκμίσθωση και επιχειρηματικές δραστηριότητες
	2. Κατασκευές
	3. Χονδρικό και λιανικό εμπόριο, υπηρεσίες επισκευών
	4. Μεταφορές, αποθήκευση και επικοινωνίες
	5. Άλλες κοινοτικές, κοινωνικές και προσωπικές δραστηριότητες υπηρεσιών
	6. Μεταποίηση
	7. Γεωργία, θήρα, δασοκομία
	8. Αλιεία
	9. Εκπαίδευση
	10. Τουρισμός, συμπεριλ. ξενοδοχεία και εστιατόρια
	11. Υγεία και κοινωνική μέριμνα
	12. Χρηματοπιστωτική διαμεσολάβηση
	13. Τεχνολογίες πληροφοριών και επικοινωνιών
	14. Μη κυβερνητικός τομέας
	15. Δημόσιος τομέας
	16. Άλλο

II.2 Έτος ίδρυσης (παρακαλούμε συμπληρώστε στο παρακάτω πλαίσιο):

II.3. Έδρα (παρακαλούμε συμπληρώστε την ΠΕΡΙΦΕΡΕΙΑ όπου εδρεύει ο οργανισμός που απασχολείστε):

II.4. Μέγεθος του οργανισμού (αριθμός εργαζομένων):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

ΜΕΡΟΣ III. ΥΦΙΣΤΑΜΕΝΕΣ ΠΡΑΚΤΙΚΕΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ ΜΕ ΕΜΦΑΣΗ ΣΤΗ ΒΙΩΣΙΜΟΤΗΤΑ

III.1. Θεωρείτε τον οργανισμό σας, ως έναν που «οδηγείται» από την βιωσιμότητα;

	1. Ναι		2. Όχι		3. Δεν είμαι βέβαιος/η

III.2. Για ΚΑΘΕ ένα από τους <u>συντελεστές βιωσιμότητας</u> παρακάτω, υποδείξτε πόσο ΣΗΜΑΝΤΙΚΟΙ θεωρείτε ότι είναι για τις σχετικές πρακτικές του οργανισμού σας;

(1 = Ελάχιστα σημαντικός, 2 = Λίγο σημαντικός, 3 = Ουδέτερος, 4 = Πολύ σημαντικός, 5 = Πάρα πολύ σημαντικός)

	1	2	3	4	5
1. Συμμόρφωση με την περιβαλλοντική νομοθεσία					
2. Αντίκτυπο στο κόστος παραγωγής					
3. Επίδειξη Εταιρικής Κοινωνικής Ευθύνης					
4. Πιθανό αντίκτυπο στο τοπικό/περιφερειακό κοινωνικοοικονομικό περιβάλλον					
5. Πιθανό αντίκτυπο στην τοπική/περιφερειακή ανάπτυξη του εργατικού δυναμικού					

III.3. Ποιος πιστεύετε ότι πρέπει να αναλάβει την πρωτοβουλία να κάνει τις πρακτικές και τις διαδικασίες του οργανισμού σας περισσότερο προσανατολισμένες στη βιωσιμότητα (σημειώστε μόνο μία απάντηση);

	1. Εργοδότες / Διευθυντές		2. Εργαζόμενοι
	3. Και οι δύο		4. Κανένας από τους δύο

II.4. Θεωρείτε ότι το προσωπικό με ενδοεπιχειρηματική νοοτροπία εμπλέκεται σε πρωτοβουλίες και δραστηριότητες που αφορούν τη βιωσιμότητα στον οργανισμό σας;

	1. Ναι		2. Όχι		3. Δεν είμαι βέβαιος/η

III.5. Για ΚΑΘΕ έναν από τους παρακάτω στόχους βιώσιμης ανάπτυξης, υποδείξτε ποια είναι η ΙΚΑΝΟΤΗΤΑ που διαθέτει το προσωπικό με νοοτροπία ενδοεπιχειρηματικότητας να πετύχει ένα αποτέλεσμα σχετικό με βιωσιμότητα:

(1 = πολύ μικρή ικανότητα, 2 = Μικρή ικανότητα, 3 = Ουδέτερο, 4 = Μεγάλη ικανότητα, 5 = Πολύ υψηλή ικανότητα)

	1	*2*	*3*	*4*	*5*
1. Περιορισμός των ανισοτήτων, προώθηση της ευζωίας και ενίσχυση της κοινωνικής ενσωμάτωσης					
2. Εξασφάλιση της ποιότητας στην εκπαίδευση και προώθηση της δια βίου μάθησης					
3. Διασφάλιση δικαιοσύνης και οικοδόμηση αποτελεσματικών θεσμών					
4. Προώθηση της βιώσιμης βιομηχανοποίησης και υποστήριξη της καινοτομίας					
5. Εξασφάλισης υπεύθυνης κατανάλωσης και παραγωγής					
6. Προώθηση της αξιοπρεπούς εργασίας, της πλήρους απασχόλησης και της οικονομικής ανάπτυξης					
7. Διασφάλιση της πρόσβασης σε προσιτή και καθαρή ενέργεια για όλους					
8. Ανάληψη δράσεων για την καταπολέμηση της κλιματικής αλλαγής και της υπερθέρμανσης του πλανήτη					
9. Δημιουργία ασφαλών και βιώσιμων πόλεων και κοινοτήτων χωρίς αποκλεισμούς					

III.6. Για ΚΑΘΕ ένα από τα παρακάτω χαρακτηριστικά των εργαζομένων, υποδείξτε ΠΟΣΟ κατά τη γνώμη σας επηρεάζει τον προσανατολισμό στη βιωσιμότητα και τις σχετικές πρωτοβουλίες στον οργανισμό σας:

(1 = Ελάχιστα, 2 = Λίγο, 3 = Ουδέτερα, 4 = Πολύ, 5 = πάρα πολύ)

	1	*2*	*3*	*4*	*5*
1. Πρωτοβουλία, δυναμικός τρόπος σκέψης, κίνητρο και αυτοπεποίθηση					
2. Γνώσεις σχετικά με το εταιρικό κλίμα και την οργανωσιακή δομή					
3. Ικανότητα να κάνει εντύπωση στη Διοίκηση του οργανισμού					
4. Αφοσίωση στους εργασιακούς στόχους και ρεαλιστική άποψη για τους τρόπους επίτευξή τους					
5. Ικανότητα να αντιμετωπίζει ζητήματα, όπως πολυπλοκότητα και αβεβαιότητα					

6. Διαμοιρασμός πληροφοριών, καθοδήγηση και επιρροή των υπολοίπων					

III.7. Για ΚΑΘΕ ένα από τα παρακάτω <u>οργανωσιακά πλαίσια</u>, υποδείξτε σε ΠΟΙΟ ΒΑΘΜΟ κατά την γνώμη σας, ενθαρρύνει την εισαγωγή και την υλοποίηση πρακτικών, διαδικασιών και προτεραιοτήτων με έμφαση στην βιωσιμότητα στον οργανισμό σας:

(1 = σε ένα πολύ μικρό βαθμό, 2 = σε ένα μικρό βαθμό, 3 = ουδέτερο, 4 = σε ένα μεγάλο βαθμό, 5 = σε ένα πολύ μεγάλο βαθμό)

	1	*2*	*3*	*4*	*5*
<u>1.</u> Η ανοιχτή κουλτούρα του οργανισμού, όπου οι εργαζόμενοι δεν διστάζουν να μοιραστούν τις ιδέες τους και εσωτερικές δομές που επιτρέπουν τον διαμοιρασμό, τη συζήτηση και την υλοποίηση καλών ιδεών					
<u>2.</u> Αυτονομία, ενθάρρυνση των εργαζομένων να δημιουργούν λύσεις στις προκλήσεις με ανεξαρτησία					
<u>3.</u> Άμεση πρόσβαση σε πόρους, δίνοντας τη δυνατότητα να επαληθεύουν τις νέες τους ιδέες γρήγορα					
<u>4.</u> Παροχή κινήτρων στους εργαζόμενους από την Διοίκηση του οργανισμού για την πρόταση νέων ιδεών					
<u>5.</u> Ελεύθερη ανταλλαγή ιδεών μέσα στον οργανισμό, καθώς και με εξωτερικούς ειδικούς, και χρήση αποτελεσματικών εργαλείων όπως «Πλατφόρμες Ανταλλαγής Ιδεών»					
<u>6.</u> Αποκεντρωμένη δομή όπου οι διευθυντές αναθέτουν αποφάσεις στο κατώτατο δυνατό επίπεδο για να εξασφαλίσουν ότι θα ληφθούν από εκείνους με τις περισσότερες γνώσεις					

III.8. Για ΚΑΘΕ μια από τις παρακάτω <u>δραστηριότητες</u>, υποδείξτε τη ΣΗΜΑΣΙΑ που θεωρείτε ότι έχει για να επιτευχθεί ένα υψηλό επίπεδο προσανατολισμού στη βιωσιμότητα στον οργανισμό σας, εφόσον υιοθετηθεί από εσάς και τους συναδέλφους στον οργανισμό σας:

(1 = καθόλου σημαντικό, 2 = λίγο σημαντικό, 3 = ουδέτερης σημασίας, 4 = σημαντικό, 5 = πολύ σημαντικό)

	1	*2*	*3*	*4*	*5*
<u>1.</u> Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
<u>2.</u> Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
<u>3.</u> Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
<u>4.</u> Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					

	1	2	3	4	5
5. Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.					
6. Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας					

III.9. Ανεξάρτητα από την εκτιμώμενη σημασία, υποδείξτε πόσο ΕΠΑΡΚΕΣ (επαρκώς αναπτυγμένο) είναι το ΥΦΙΣΤΑΜΕΝΟ επίπεδο των <u>δεξιοτήτων και των ικανοτήτων</u>, που είναι απαραίτητο για ΚΑΘΕ μία από τις παραπάνω δραστηριότητες σε εσάς και τους συναδέλφους σας στον οργανισμό που απασχολείστε:

(1 = απόλυτα ανεπαρκές, 2 = ανεπαρκές, 3 = ουδέτερο, 4 = επαρκές, 5 = απόλυτα επαρκές)

	1	2	3	4	5
1. Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
2. Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
3. Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
4. Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					
5. Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.					
6. Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας					

III.10. Υποδείξτε πόσο συχνά εσείς και οι συνάδελφοι σας <u>ασκείτε</u> ΚΑΘΕ μία από τις παραπάνω δραστηριότητες, στη προσπάθειά σας να βελτιώσετε τον προσανατολισμό βιωσιμότητας στον οργανισμό που απασχολείστε:

(1 = πολύ σπάνια, 2 = σπάνια, 3 = Ουδέτερο, 4 = συχνά, 5 = πολύ συχνά)

	1	2	3	4	5
1. Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
2. Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
3. Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
4. Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					

5. Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.				
6. Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας				

ΜΕΡΟΣ IV. ΑΝΑΒΑΘΜΙΖΟΝΤΑΣ ΤΙΣ ΕΝΔΟΕΠΙΧΕΙΡΗΣΙΑΚΕΣ ΔΕΞΙΟΤΗΤΕΣ ΚΑΙ ΝΟΟΤΡΟΠΙΑ ΜΕ ΕΜΦΑΣΗ ΣΤΗ ΒΙΩΣΙΜΟΤΗΤΑ ΤΩΝ ΕΡΓΟΔΟΤΩΝ ΚΑΙ ΤΩΝ ΕΡΓΑΖΟΜΕΝΩΝ – ΕΚΔΗΛΩΣΗ ΕΝΔΙΑΦΕΡΟΝΤΟΣ ΚΑΙ ΠΡΟΤΙΜΩΜΕΝΟΙ ΤΥΠΟΙ ΥΛΟΠΟΙΗΣΗΣ ΤΗΣ ΕΚΠΑΙΔΕΥΣΗΣ

IV.1. . Θα σας ενδιέφερε να συμμετάσχετε στο εκπαιδευτικό πρόγραμμα ενδοεπιχειρηματικότητας με έμφαση στη βιωσιμότητα που θα υλοποιηθεί στο πλαίσιο του έργου SINTRA;

	1. Ναι		2. Όχι

IV.2. Πως πιστεύετε ότι θα ωφεληθεί ο οργανισμός σας, αναβαθμίζοντας τις ενδοεπιχειρησιακές σας δεξιότητες και νοοτροπία με έμφαση τη βιωσιμότητα; (παρακαλώ, υποδείξτε σε ποιο βαθμό συμφωνείτε με τις παρακάτω δηλώσεις)

(1 = Διαφωνώ απόλυτα, 2 = Διαφωνώ, 3 = Ουδέτερο, 4 = Συμφωνώ, 5 = Συμφωνώ απόλυτα)

	1	2	3	4	5
1. Θα ενισχύσει την ικανότητα του οργανισμού να είναι περισσότερο προσανατολισμένος στη βιωσιμότητα στις καθημερινές του δραστηριότητες και στο οργανωτικό μοντέλο.					
2. Θα οδηγήσει στην εισαγωγή πρακτικών, διαδικασιών και προτεραιοτήτων με έμφαση στη βιωσιμότητα μέσα στον οργανισμό					
3. Θα αξιοποιηθούν οι δυνατότητες που έχει η ενδοεπιχειρηματικότητα για την επίτευξη περιβαλλοντικής, κοινωνικής και οικονομικής βιωσιμότητας μέσα στον οργανισμό					

IV.3. Ποιο θεωρείτε τον καταλληλότερο τρόπο υλοποίησης ενός τέτοιου εκπαιδευτικού προγράμματος;

(1 = Καθόλου προτιμητέος, 2 = λίγο προτιμητέος, 3 = μέτρια προτιμητέος, 4 = πολύ προτιμητέος, 5 = πάρα πολύ προτιμητέος)

	1	2	3	4	5
1. Αυτό-διδασκαλία					
2. Δια ζώσης εκπαιδευτικές συνεδρίες					
3. Εξ αποστάσεως / διαδικτυακή μάθηση					
4. Μικτή (δια ζώσης και διαδικτυακή) μάθηση					
5. Ανάπτυξη εργασιών και διαμοιρασμός εμπειριών					

IV.4. Βρίσκεστε σε μία γεωγραφικά απομακρυσμένη περιοχή όπου μπορεί να αποδειχθεί δύσκολο να συμμετάσχετε σε δια ζώσης εκπαιδευτικά εργαστήρια που θα διεξαχθούν στις εγκαταστάσεις του αρμόδιου εταίρου SINTRA;

	1. Ναι		2. Όχι

Σας ευχαριστούμε για τον χρόνο που αφιερώσατε σε αυτήν το ερωτηματολόγιο!
Εκτιμούμε ιδιαίτερα την συνεισφορά σας!

ANNEX D.2

SINTRA EMPLOYERS/MANAGERS' SURVEY QUESTIONNAIRES (ENGLISH, GREEK)

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS'/MANAGERS' SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRApreneurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences 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 the 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 in order 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 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: APOPSI S.A., Mr. Daniel Jianu, e-mail: djianu@apopsi.gr

SECTION I. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

I.1. Activity sector:

	1. Real estate, renting and business activity
	2. Construction
	3. Wholesale and retail trade, repairs
	4. Transport, storage & communication

	5. Other community, social and personal service activities
	6. Manufacturing
	7. Agriculture, hunting & forestry
	8. Fishery
	9. Education
	10. Tourism, incl. hotels and restaurants
	11. Health and social work
	12. Financial intermediation
	13. Information and communication technologies
	14. Non-government sector
	15. Public sector
	16. Other

I.2 Year of 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):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

SECTION II. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP

II.1. Do you regard your organisation, as a "sustainability driven" one?

	1. Yes		2. No		3. Not sure

II.2. For EACH of the <u>sustainability "drivers"</u> 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					

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)?

	<u>1.</u> Employers/managers		<u>2.</u> Employees
	<u>3.</u> Both		<u>4.</u> Neither

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

	<u>1.</u> Yes		<u>2.</u> No		<u>3.</u> Not sure

II.5. For EACH of the <u>sustainable development goals</u> below, indicate what POTENTIAL intrapreneurially 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					
<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					

	1	2	3	4	5
9. Make cities and communities inclusive, safe and sustainable					

II.6. For EACH of the <u>employees' characteristics</u> 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 <u>organisational settings</u> 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"					

	1	2	3	4	5
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 <u>activities</u> 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 <u>skills and competences</u>, 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					

	1	2	3	4	5
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?

	1. Yes		2. 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
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					

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
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					

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?

	1. Yes		2. No

Thank you for taking the time to complete this questionnaire!
Your contribution is highly appreciated!

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ΒΙΩΣΙΜΟΤΗΤΑ ΜΕΣΩ ΤΗΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ –

ΒΕΛΤΙΣΤΕΣ ΠΡΑΚΤΙΚΕΣ ΚΑΙ ΑΝΑΛΥΣΗ ΕΛΛΕΙΨΕΩΝ

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΕΡΓΟΔΟΤΩΝ – ΔΙΕΥΘΥΝΤΩΝ

</div>

Το έργο «SINTRA - Achieving Sustainability through INTRApreneurship» είναι ένα έργο Erasmus + (Key Action 2: Στρατηγικές Συμπράξεις για την εκπαίδευση ενηλίκων) διάρκειας 24 μηνών σχεδιασμένο για να παράσχει μία ολοκληρωμένη υποστήριξη, προσαρμοσμένη στις ανάγκες των οργανισμών για την ανάπτυξη δεξιοτήτων, ικανοτήτων και συμπεριφορών που σχετίζονται με την ενδοεπιχειρηματικότητα και την περιβαλλοντική, κοινωνική και οικονομική βιωσιμότητα.

Η *Βιωσιμότητα* αναφέρεται γενικά στην επίδραση που έχουν οι πολιτικές και οι πρακτικές ενός οργανισμού στο περιβάλλον και την κοινωνία και σχετίζεται στενά με την ανταγωνιστικότητα του οργανισμού. Η *Ενδοεπιχειρηματικότητα* είναι η πρακτική της υιοθέτησης επιχειρηματικών συμπεριφορών από τους υπαλλήλους ενός οργανισμού προς την κατεύθυνση της δημιουργίας καινοτόμων προϊόντων ή υπηρεσιών.

Το έργο SINTRA αναπτύσσει εξατομικευμένους και καινοτόμους εκπαιδευτικούς πόρους και εργαλεία που στοχεύουν στην υποστήριξη των οργανισμών του Δημόσιου ή του Ιδιωτικού τομέα, προκειμένου να εφαρμόζουν ενδοεπιχειρηματικές πρακτικές με έμφαση στη βιωσιμότητα.

Η Έρευνα διεξάγεται με σκοπό τον εντοπισμό σχετικών πρακτικών και επιτυχημένων παραδειγμάτων στον τομέα της ενδοεπιχειρηματικότητα με έμφαση στη βιωσιμότητα σε οργανισμούς, καθώς και τα υφιστάμενα κενά στην οργανωτική δομή και την ενδοεπιχειρηματική νοοτροπία των εργοδοτών. Τα αποτελέσματα της Έρευνας θα αξιοποιηθούν από τη σύμπραξη του SINTRA στον σχεδιασμό του εκπαιδευτικού υλικού για την ανάπτυξη ενδοεπιχειρηματικών δεξιοτήτων και της νοοτροπίας στους εργοδότες και τους εργαζομένους για την υποστήριξη της περιβαλλοντικής / κοινωνικής / οικονομικής βιωσιμότητας. Η ταυτότητα των ερωτηθέντων στην έρευνα θα παραμείνει αυστηρά ΕΜΠΙΣΤΕΥΤΙΚΗ.

Παρακαλούμε, σημειώστε με ένα «Χ» τις απαντήσεις σας στις ερωτήσεις παρακάτω και επιστρέψτε το συμπληρωμένο ερωτηματολόγιο στη διεύθυνση: *ΑΠΟΨΗ Α.Ε., Υπ' όψιν: κ. Daniel Jianu –e-mai: djianu@apopsi.gr*

ΜΕΡΟΣ Ι. ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ ΤΟΥ ΟΡΓΑΝΙΣΜΟΥ ΤΟΥ ΕΡΩΤΩΜΕΝΟΥ

Ι.1.Τομέας Δραστηριοτήτων:

	1. Διαχείριση ακίνητης περιουσίας, εκμίσθωση και επιχειρηματικές δραστηριότητες
	2. Κατασκευές
	3. Χονδρικό και λιανικό εμπόριο, υπηρεσίες επισκευών
	4. Μεταφορές, αποθήκευση και επικοινωνίες

	<u>5.</u> Άλλες κοινοτικές, κοινωνικές και προσωπικές δραστηριότητες υπηρεσιών
	<u>6.</u> Μεταποίηση
	<u>7.</u> Γεωργία, θήρα, δασοκομία
	<u>8.</u> Αλιεία
	<u>9.</u> Εκπαίδευση
	<u>10.</u> Τουρισμός, συμπεριλ. ξενοδοχεία και εστιατόρια
	<u>11.</u> Υγεία και κοινωνική μέριμνα
	<u>12.</u> Χρηματοπιστωτική διαμεσολάβηση
	<u>13.</u> Τεχνολογίες πληροφοριών και επικοινωνιών
	<u>14.</u> Μη κυβερνητικός τομέας
	<u>15.</u> Δημόσιος τομέας
	<u>16.</u> Άλλο

I.2. Έτος ίδρυσης (παρακαλούμε συμπληρώστε στο παρακάτω πλαίσιο):

I.3. Έδρα (παρακαλούμε συμπληρώστε την ΠΕΡΙΦΕΡΕΙΑ όπου εδρεύει οργανισμός σας):

I.4. Μέγεθος του οργανισμού (αριθμός εργαζομένων):

	<u>1.</u> 1-9		<u>2.</u> 10-49		<u>3.</u> 50-99		<u>4.</u> 100-249		<u>5.</u> 250+

<u>Μέρος II.</u> ΥΦΙΣΤΑΜΕΝΕΣ ΠΡΑΚΤΙΚΕΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ ΜΕ ΕΜΦΑΣΗ ΣΤΗ ΒΙΩΣΙΜΟΤΗΤΑ

II.1. Θεωρείτε τον οργανισμό σας, ως έναν που «οδηγείται» από την βιωσιμότητα;

	<u>1.</u> Ναι		<u>2.</u> Όχι		<u>3.</u> Δεν είμαι βέβαιος/η

II.2. Για ΚΑΘΕ ένα από τους <u>συντελεστές βιωσιμότητας</u> παρακάτω, υποδείξτε πόσο ΣΗΜΑΝΤΙΚΟΙ θεωρείτε ότι είναι για τους σχετικές πρακτικές του οργανισμού σας;

(1 = Ελάχιστα σημαντικός, 2 = Λίγο σημαντικός, 3 = Ουδέτερος, 4 = Πολύ σημαντικός, 5 = Πάρα πολύ σημαντικός)

	1	*2*	*3*	*4*	*5*
<u>1.</u> Συμμόρφωση με την περιβαλλοντική νομοθεσία					
<u>2.</u> Αντίκτυπο στο κόστος παραγωγής					
<u>3.</u> Επίδειξη Εταιρικής Κοινωνικής Ευθύνης					
<u>4.</u> Πιθανό αντίκτυπο στο τοπικό/περιφερειακό κοινωνικοοικονομικό περιβάλλον					

5. Πιθανό αντίκτυπο στην τοπική/περιφερειακή ανάπτυξη του εργατικού δυναμικού				

II.3. Ποιος πιστεύετε ότι πρέπει να αναλάβει την πρωτοβουλία να κάνει τις πρακτικές και τις διαδικασίες του οργανισμού σας πιο προσανατολισμένες στη βιωσιμότητα (σημειώστε μόνο μία απάντηση);

	1. Εργοδότες / Διευθυντές		2. Εργαζόμενοι
	3. Και οι δύο		4. Κανένας από τους δύο

II.4. Θεωρείτε ότι το προσωπικό με νοοτροπία ενδοεπιχειρηματικότητας εμπλέκεται σε πρωτοβουλίες και δραστηριότητες που αφορούν τη βιωσιμότητα στον οργανισμό σας;

	1. Ναι		2. Όχι		3. Δεν είμαι βέβαιος/η

II.5. Για ΚΑΘΕ έναν από τους παρακάτω στόχους βιώσιμης ανάπτυξης, υποδείξτε ποια είναι η ΙΚΑΝΟΤΗΤΑ που διαθέτει το προσωπικό με νοοτροπία ενδοεπιχειρηματικότητας να πετύχει ένα αποτέλεσμα σχετικό με βιωσιμότητα:

(1 = πολύ μικρή ικανότητα, 2 = Μικρή ικανότητα, 3 = Ουδέτερο, 4 = Μεγάλη ικανότητα, 5 = Πολύ υψηλή ικανότητα)

	1	*2*	*3*	*4*	*5*
1. Περιορισμός των ανισοτήτων, προώθηση της ευζωίας και ενίσχυση της κοινωνικής ενσωμάτωσης					
2. Εξασφάλιση της ποιότητας στην εκπαίδευση και προώθηση της δια βίου μάθησης					
3. Διασφάλιση δικαιοσύνης και οικοδόμηση αποτελεσματικών θεσμών					
4. Προώθηση της βιώσιμης βιομηχανοποίησης και υποστήριξη της καινοτομίας					
5. Εξασφάλισης υπεύθυνης κατανάλωσης και παραγωγής					
6. Προώθηση της αξιοπρεπούς εργασίας, της πλήρους απασχόλησης και της οικονομικής ανάπτυξης					
7. Διασφάλιση της πρόσβασης σε προσιτή και καθαρή ενέργεια για όλους					
8. Ανάληψη δράσεων για την καταπολέμηση της κλιματικής αλλαγής και της υπερθέρμανσης του πλανήτη					
9. Δημιουργία ασφαλών και βιώσιμων πόλεων και κοινοτήτων χωρίς αποκλεισμούς					

II.6. Για ΚΑΘΕ ένα από τα παρακάτω <u>χαρακτηριστικά των εργαζομένων</u>, υποδείξτε ΠΟΣΟ κατά τη γνώμη σας επηρεάζει τον προσανατολισμό στη βιωσιμότητα και τις σχετικές πρωτοβουλίες στον οργανισμό σας:

(1 = Ελάχιστα, 2 = Λίγο, 3 = Ουδέτερα, 4 = Πολύ, 5 = πάρα πολύ)

	1	2	3	4	5
<u>1.</u> Πρωτοβουλία, δυναμικός τρόπος σκέψης, κίνητρο και αυτοπεποίθηση					
<u>2.</u> Γνώσεις σχετικά με το εταιρικό κλίμα και την οργανωσιακή δομή					
<u>3.</u> Ικανότητα να κάνει εντύπωση στη Διοίκηση του οργανισμού					
<u>4.</u> Αφοσίωση στους εργασιακούς στόχους και ρεαλιστική άποψη για τους τρόπους επίτευξή τους					
<u>5.</u> Ικανότητα να αντιμετωπίζει ζητήματα, όπως πολυπλοκότητα και αβεβαιότητα					
<u>6.</u> Διαμοιρασμός πληροφοριών, καθοδήγηση και επιρροή των υπολοίπων					

II.7. Για ΚΑΘΕ ένα από τα παρακάτω οργανωσιακά πλαίσια, υποδείξτε σε ΠΟΙΟ ΒΑΘΜΟ κατά την γνώμη σας, ενθαρρύνει την εισαγωγή και την υλοποίηση πρακτικών, διαδικασιών και προτεραιοτήτων με έμφαση στην βιωσιμότητα στον οργανισμό σας::

(1 = σε ένα πολύ μικρό βαθμό, 2 = σε ένα μικρό βαθμό, 3 = ουδέτερο, 4 = σε ένα μεγάλο βαθμό, 5 = σε ένα πολύ μεγάλο βαθμό)

	1	2	3	4	5
<u>1.</u> Η ανοιχτή κουλτούρα του οργανισμού, όπου οι εργαζόμενοι δεν διστάζουν να μοιραστούν τις ιδέες τους και εσωτερικές δομές που επιτρέπουν τον διαμοιρασμό, τη συζήτηση και την υλοποίηση καλών ιδεών					
<u>2.</u> Αυτονομία, ενθάρρυνση των εργαζομένων να δημιουργούν λύσεις στις προκλήσεις με ανεξαρτησία					
<u>3.</u> Άμεση πρόσβαση σε πόρους, δίνοντας τη δυνατότητα να επαληθεύουν τις νέες τους ιδέες γρήγορα					
<u>4.</u> Παροχή κινήτρων στους εργαζόμενους από την Διοίκηση του οργανισμού για την πρόταση νέων ιδεών					
<u>5.</u> Ελεύθερη ανταλλαγή ιδεών μέσα στον οργανισμό, καθώς και με εξωτερικούς ειδικούς, και χρήση αποτελεσματικών εργαλείων όπως «Πλατφόρμες Ανταλλαγής Ιδεών»					
<u>6.</u> Αποκεντρωμένη δομή όπου οι διευθυντές αναθέτουν αποφάσεις στο κατώτατο δυνατό επίπεδο για να εξασφαλίσουν ότι θα ληφθούν από εκείνους με τις περισσότερες γνώσεις					

II.8. Για ΚΑΘΕ μια από τις παρακάτω <u>δραστηριότητες</u>, υποδείξτε τη ΣΗΜΑΣΙΑ που θεωρείτε ότι έχει για να επιτευχθεί ένα υψηλό επίπεδο προσανατολισμού στη βιωσιμότητα στον οργανισμό σας, εφόσον υιοθετηθεί από τους εργαζομένους στον οργανισμό σας:

(1 = καθόλου σημαντικό, 2 = λίγο σημαντικό, 3 = ουδέτερης σημασίας, 4 = σημαντικό, 5 = πολύ σημαντικό)

	1	2	3	4	5
<u>1.</u> Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
<u>2.</u> Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
<u>3.</u> Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
<u>4.</u> Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					
<u>5.</u> Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.					
<u>6.</u> Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας					

II.9. Ανεξάρτητα από την εκτιμώμενη σημασία, υποδείξτε πόσο ΕΠΑΡΚΕΣ (επαρκώς αναπτυγμένο) είναι το ΥΦΙΣΤΑΜΕΝΟ επίπεδο των <u>δεξιοτήτων και των ικανοτήτων</u>, που είναι απαραίτητο για ΚΑΘΕ μία από τις παραπάνω δραστηριότητες ανάμεσα στους εργαζόμενους του οργανισμού σας:

(1 = απόλυτα ανεπαρκές, 2 = ανεπαρκές, 3 = ουδέτερο, 4 = επαρκές, 5 = απόλυτα επαρκές)

	1	2	3	4	5
<u>1.</u> Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
<u>2.</u> Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
<u>3.</u> Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
<u>4.</u> Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					
<u>5.</u> Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.					
<u>6.</u> Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας					

II.10. Υποδείξτε πόσο συχνά οι εργαζόμενοι στον οργανισμό σας <u>ασκούν</u> ΚΑΘΕ μία από τις παραπάνω δραστηριότητες, στη προσπάθειά τους να βελτιώσουν τον προσανατολισμό βιωσιμότητας στον οργανισμό σας:

(1 = πολύ σπάνια, 2 = σπάνια, 3 = Ουδέτερο, 4 = συχνά, 5 = πολύ συχνά)

	1	*2*	*3*	*4*	*5*
<u>1</u>. Κατανόηση του οργανωτικού πλαισίου και των δυνατοτήτων για ανάπτυξη με έμφαση τη βιωσιμότητα					
<u>2</u>. Αξιολόγηση των δυνατοτήτων του καθενός να καινοτομεί και να ενισχύει την «αξία βιωσιμότητας»					
<u>3</u>. Εντοπισμός των ευκαιριών καινοτομίας με έμφαση στη βιωσιμότητα, αξιοποιώντας εσωτερικές και εξωτερικές πηγές νέων ιδεών					
<u>4</u>. Προσωρινή εκτίμηση του αντίκτυπου βιωσιμότητας των ενδοεπιχειρησιακών πρωτοβουλιών					
<u>5</u>. Σχηματισμός και λειτουργία ενδο-οργανωσιακών ενδοεπιχειρηματικών ομάδων (ή «Κύκλων») για την ανάπτυξη με έμφαση τη βιωσιμότητα.					
<u>6</u>. Υπεράσπιση της αξίας μιας ενδοεπιχειρησιακής ιδέας ενός ατόμου και συνεργασία με τη διοίκηση για ζητήματα βιωσιμότητας					

ΜΕΡΟΣ III. ΑΝΑΒΑΘΜΙΖΟΝΤΑΣ ΤΙΣ ΕΝΔΟΕΠΙΧΕΙΡΗΣΙΑΚΕΣ ΔΕΞΙΟΤΗΤΕΣ ΚΑΙ ΝΟΟΤΡΟΠΙΑ ΜΕ ΕΜΦΑΣΗ ΤΗ ΒΙΩΣΙΜΟΤΗΤΑ ΤΩΝ ΕΡΓΟΔΟΤΩΝ ΚΑΙ ΤΩΝ ΕΡΓΑΖΟΜΕΝΩΝ - ΕΚΔΗΛΩΣΗ ΕΝΔΙΑΦΕΡΟΝΤΟΣ ΚΑΙ ΠΡΟΤΙΜΩΜΕΝΟΙ ΤΥΠΟΙ ΥΛΟΠΟΙΗΣΗΣ ΤΗΣ ΕΚΠΑΙΔΕΥΣΗΣ

III.1. Θα σας ενδιέφερε να συμμετάσχετε, σε συνεργασία με μία ομάδα εργαζομένων από τον οργανισμό σας, στο εκπαιδευτικό πρόγραμμα ενδοεπιχειρηματικότητας με έμφαση στη βιωσιμότητα που θα υλοποιηθεί στο πλαίσιο του έργου SINTRA;

	<u>1</u>. Ναι		<u>2</u>. Όχι

III.2. Πως πιστεύετε ότι θα ωφεληθεί ο οργανισμός σας, αναβαθμίζοντας τις δικές σας και των υπαλλήλων σας ενδοεπιχειρησιακές ικανότητες και νοοτροπία α με έμφαση τη βιωσιμότητα; (παρακαλώ, υποδείξτε σε ποιο βαθμό συμφωνείτε με τις παρακάτω δηλώσεις)

(1 = Διαφωνώ απόλυτα, 2 = Διαφωνώ, 3 = Ουδέτερο, 4 = Συμφωνώ, 5 = Συμφωνώ απόλυτα)

	1	*2*	*3*	*4*	*5*
<u>1</u>. Θα ενισχύσει την ικανότητα του οργανισμού να είναι περισσότερο προσανατολισμένος στη βιωσιμότητα στις καθημερινές του δραστηριότητες και στο οργανωτικό μοντέλο.					
<u>2</u>. Θα οδηγήσει στην εισαγωγή πρακτικών, διαδικασιών και προτεραιοτήτων με έμφαση στη βιωσιμότητα μέσα στον οργανισμό					
<u>3</u>. Θα αξιοποιηθούν οι δυνατότητες που έχει η ενδοεπιχειρηματικότητα για την επίτευξη περιβαλλοντικής, κοινωνικής και οικονομικής βιωσιμότητας μέσα στον οργανισμό					

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III.3. Ποιο θεωρείτε τον καταλληλότερο τρόπο διεκπεραίωσης ενός τέτοιου εκπαιδευτικού προγράμματος;

(1 = Καθόλου προτιμητέος, 2 = λίγο προτιμητέος, 3 = μέτρια προτιμητέος, 4 = πολύ προτιμητέος, 5 = πάρα πολύ προτιμητέος)

	1	2	3	4	5
1. Αυτό-διδασκαλία					
2. Δια ζώσης εκπαιδευτικές συνεδρίες					
3. Εξ αποστάσεως / διαδικτυακή μάθηση					
4. Μικτή (δια ζώσης και διαδικτυακή) μάθηση					
5. Ανάπτυξη εργασιών και διαμοιρασμός εμπειριών					

III.4. Βρίσκεστε σε μία γεωγραφικά απομακρυσμένη περιοχή όπου μπορεί να αποδειχθεί δύσκολο να συμμετάσχετε σε δια ζώσης εκπαιδευτικά εργαστήρια που διεξαχθούν στις εγκαταστάσεις του αρμόδιου εταίρου SINTRA;

	1. Ναι		2. Όχι

Σας ευχαριστούμε για τον χρόνο που αφιερώσατε σε αυτήν το ερωτηματολόγιο!
Εκτιμούμε ιδιαίτερα την συνεισφορά σας!

ANNEX D.3

SINTRA EMPLOYEES' SEMI-STRUCTURED

INTERVIEWS QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRApreneurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences 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 the 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 in order 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: APOPSI S.A., Mr. Daniel Jianu, e-mail: djianu@apopsi.gr

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

	1. Bulgaria		2. Croatia		3. Estonia
	4. Greece		5. Iceland		6. Portugal

I.2. Gender:

	1. Male		2. Female

I.3. Age – select one of the ranges below:

	1. 20-29		2. 30-39		3. 40-49		4. 50-59		5. 60+

I.4. Education – select highest level of educational attainment:

	1. Secondary School		2. Vocational Education and Training
	3. University Level		4. 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:

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

II.2 Year of 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):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

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 intrapreneurially 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 on 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 own behaviour and mindset, that helped you act intrapreneurially 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 own level of ADEQUACY of the skills and competences necessary for implementing the above intrapreneurial activities?

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

Your contribution is highly appreciated!

<div align="center">

ΒΙΩΣΙΜΟΤΗΤΑ ΜΕΣΩ ΤΗΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ -

ΒΕΛΤΙΣΤΕΣ ΠΡΑΚΤΙΚΕΣ ΚΑΙ ΑΝΑΛΥΣΗ ΕΛΛΕΙΨΕΩΝ

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΗΜΙ-ΔΟΜΗΜΕΝΩΝ ΣΥΝΕΝΤΕΥΞΕΩΝ ΕΡΓΑΖΟΜΕΝΩΝ

</div>

Το έργο «SINTRA - Achieving Sustainability through INTRApreneurship» είναι ένα έργο Erasmus + (Key Action 2: Στρατηγικές Συμπράξεις για την εκπαίδευση ενηλίκων) διάρκειας 24 μηνών σχεδιασμένο για να παράσχει μία ολοκληρωμένη υποστήριξη, προσαρμοσμένη στις ανάγκες των οργανισμών για την ανάπτυξη δεξιοτήτων, ικανοτήτων και συμπεριφορών που σχετίζονται με την ενδοεπιχειρηματικότητα και την περιβαλλοντική, κοινωνική και οικονομική βιωσιμότητα.

Η *Βιωσιμότητα* αναφέρεται γενικά στην επίδραση που έχουν οι πολιτικές και οι πρακτικές ενός οργανισμού στο περιβάλλον και την κοινωνία και σχετίζεται στενά με την ανταγωνιστικότητα του οργανισμού. Η *Ενδοεπιχειρηματικότητα* είναι η πρακτική της υιοθέτησης επιχειρηματικών συμπεριφορών από τους υπαλλήλους ενός οργανισμού προς την κατεύθυνση της δημιουργίας καινοτόμων προϊόντων ή υπηρεσιών.

Το έργο SINTRA αναπτύσσει εξατομικευμένους και καινοτόμους εκπαιδευτικούς πόρους και εργαλεία που στοχεύουν στην υποστήριξη των οργανισμών του Δημόσιου ή του Ιδιωτικού τομέα, προκειμένου να εφαρμόζουν ενδοεπιχειρηματικές πρακτικές με έμφαση στη βιωσιμότητα.

Οι ημι-δομημένες συνεντεύξεις διεξάγονται με σκοπό τον εντοπισμό σχετικών πρακτικών και επιτυχημένων παραδειγμάτων στον τομέα της ενδοεπιχειρηματικότητα με έμφαση στη βιωσιμότητα σε οργανισμούς, καθώς και τα υφιστάμενα κενά στην οργανωτική δομή και την ενδοεπιχειρηματική νοοτροπία των εργοδοτών. Τα αποτελέσματα της Έρευνας θα αξιοποιηθούν από τη σύμπραξη του SINTRA στον σχεδιασμό του εκπαιδευτικού υλικού για την ανάπτυξη ενδοεπιχειρηματικών δεξιοτήτων και της νοοτροπίας στους εργοδότες και τους εργαζομένους για την υποστήριξη της περιβαλλοντικής / κοινωνικής / οικονομικής βιωσιμότητας. Η ταυτότητα των ερωτηθέντων στην έρευνα θα παραμείνει αυστηρά ΕΜΠΙΣΤΕΥΤΙΚΗ.

Παρακαλούμε, σημειώστε με ένα «Χ» τις απαντήσεις σας στις ερωτήσεις παρακάτω και επιστρέψτε το συμπληρωμένο ερωτηματολόγιο στη διεύθυνση: *ΑΠΟΨΗ Α.Ε., Υπ' όψιν κ. Daniel jianu –e-mail djianu@apopsi.gr*

ΜΕΡΟΣ Ι. ΠΡΟΣΩΠΙΚΑ ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ

Ι.1. Χώρα προέλευσης:

	1. Βουλγαρία		2. Κροατία		3. Εσθονία
	4. Ελλάδα		5. Ισλανδία		6. Πορτογαλία

Ι.2. Φύλο:

	1. Άρρεν		2. Θήλυ

Ι.3. Ηλικία – επιλέξτε μία από τις παρακάτω επιλογές:

	1. 20-29		2. 30-39		3. 40-49		4. 50-59		5. 60+

Ι.4. Εκπαίδευση – επιλέξτε το υψηλότερο ολοκληρωμένο επίπεδο εκπαίδευσης:

	1. Δευτεροβάθμια εκπαίδευση		2. Επαγγελματική εκπαίδευση και κατάρτιση
	3. Τριτοβάθμια εκπαίδευση		4. Μεταπτυχιακή εξειδίκευση

Ι.5. Θέση στον οργανισμό (παρακαλούμε συμπληρώστε στο παρακάτω πλαίσιο):

ΜΕΡΟΣ ΙΙ. ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ ΤΟΥ ΟΡΓΑΝΙΣΜΟΥ ΤΟΥ ΕΡΩΤΩΜΕΝΟΥ

ΙΙ.1. Τομέας Δραστηριοτήτων:

	1. Διαχείριση ακίνητης περιουσίας, εκμίσθωση και επιχειρηματικές δραστηριότητες
	2. Κατασκευές
	3. Χονδρικό και λιανικό εμπόριο, υπηρεσίες επισκευών
	4. Μεταφορές, αποθήκευση και επικοινωνίες
	5. Άλλες κοινοτικές, κοινωνικές και προσωπικές δραστηριότητες υπηρεσιών
	6. Μεταποίηση
	7. Γεωργία, θήρα, δασοκομία
	8. Αλιεία
	9. Εκπαίδευση
	10. Τουρισμός, συμπεριλ. ξενοδοχεία και εστιατόρια
	11. Υγεία και κοινωνική μέριμνα
	12. Χρηματοπιστωτική διαμεσολάβηση
	13. Τεχνολογίες πληροφοριών και επικοινωνιών
	14. Μη Κυβερνητικός τομέας
	15. Δημόσιος τομέας
	16. Άλλο

II.2 Έτος ίδρυσης (παρακαλούμε συμπληρώστε στο παρακάτω πλαίσιο):

II.3. Έδρα (παρακαλούμε συμπληρώστε την ΠΕΡΙΦΕΡΕΙΑ όπου εδρεύει οργανισμός που απασχολείστε):

II.4. Μέγεθος του οργανισμού (αριθμός εργαζομένων):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

ΜΕΡΟΣ III. ΚΑΛΕΣ ΠΡΑΚΤΙΚΕΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ ΜΕ ΕΜΦΑΣΗ ΣΤΗ ΒΙΩΣΙΜΟΤΗΤΑ

II.1. Υπάρχουν δραστηριότητες με έμφαση στη βιωσιμότητα στον οργανισμό σας και αν «ναι», ποιος τις εισήγαγε;

III.2. Μπορείτε να περιγράψετε μια εμπειρία σας, όπου δράσατε ενδοεπιχειρηματικά και αυτό οδήγησε στη βελτίωση του προσανατολισμού προς τη βιωσιμότητα του οργανισμού σας; Πώς ξεκίνησε; Ποια ήταν, κατά την άποψή σας, τα βασικά κίνητρα; Πώς εξελίχθηκε; Μπορείτε να περιγράψετε τα συγκεκριμένα βήματα που ακολουθήσατε; Τι αντίκτυπο είχε στον οργανισμό σας και σε εσάς συγκεκριμένα;

III.3. Ποια αποτελέσματα με έμφαση στη βιωσιμότητα προέκυψαν από την δική σας εμπλοκή στις παραπάνω δραστηριότητες;

III.4. Μπορείτε να προσδιορίσετε τουλάχιστον 3 βασικά χαρακτηριστικά της συμπεριφοράς και της νοοτροπίας σας, που σας βοήθησαν να δράσετε ενδοεπιχειρηματικά και να βελτιώσετε τον προσανατολισμό στη βιωσιμότητα στον οργανισμό σας; Παρακαλούμε αιτιολογήστε την απάντησή σας

III.5. Μπορείτε να προσδιορίσετε τουλάχιστον 3 βασικά χαρακτηριστικά των δομών του οργανισμού σας, τα οποία σας ενθάρρυναν να ενεργήσετε περισσότερο ενδοεπιχειρηματικά; Παρακαλούμε αιτιολογήστε την απάντησή σας.

II.6. Πως θα περιγράφατε το δικό σας επίπεδο ΕΠΑΡΚΕΙΑΣ σχετικά με τις ικανότητες και τις δεξιότητες που είναι απαραίτητες για την διεξαγωγή των παραπάνω ενδοεπιχειρηματικών δραστηριοτήτων;

Σας ευχαριστούμε για τον χρόνο που αφιερώσατε σε αυτήν την συνέντευξη!
Εκτιμούμε ιδιαίτερα την συνεισφορά σας!

ANNEX D.4

SINTRA EMPLOYERS/MANAGERS' SEMI-STRUCTURED INTERVIEWS QUESTIONNAIRE

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS'/MANAGERS' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRApreneurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide an integrated support, tailored to the needs of organisations for the development of intrapreneurship-related skills, competences 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 the 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 in order 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 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: APOPSI S.A., Mr. Daniel Jianu, e-mail: djianu@apopsi.gr

SECTION I. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION

I.1. Activity sector:

	<u>1.</u> Real estate, renting and business activity
	<u>2.</u> Construction
	<u>3.</u> Wholesale and retail trade, repairs
	<u>4.</u> Transport, storage & communication

	5. Other community, social and personal service activities
	6. Manufacturing
	7. Agriculture, hunting & forestry
	8. Fishery
	9. Education
	10. Tourism, incl. hotels and restaurants
	11. Health and social work
	12. Financial intermediation
	13. Information and communication technologies
	14. Non-government sector
	15. Public sector
	16. Other

I.2 Year of 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):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

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 intrapreneurially 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 on your employees in particular?

II.3. What sustainability-related effects has 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 intrapreneurially 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 competences necessary for implementing the above intrapreneurial activities?

Thank you for taking the time to participate in this interview!
Your contribution is highly appreciated!

ΒΙΩΣΙΜΟΤΗΤΑ ΜΕΣΩ ΤΗΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ -

ΒΕΛΤΙΣΤΕΣ ΠΡΑΚΤΙΚΕΣ ΚΑΙ ΑΝΑΛΥΣΗ ΕΛΛΕΙΨΕΩΝ

ΕΡΩΤΗΜΑΤΟΛΟΓΙΟ ΗΜΙ-ΔΟΜΗΜΕΝΩΝ ΣΥΝΕΝΤΕΥΞΕΩΝ ΕΡΓΟΔΟΤΩΝ - ΔΙΕΥΘΥΝΤΩΝ

Το έργο «SINTRA - Achieving Sustainability through INTRApreneurship» είναι ένα έργο Erasmus + (Key Action 2: Στρατηγικές Συμπράξεις για την εκπαίδευση ενηλίκων) διάρκειας 24 μηνών σχεδιασμένο για να παράσχει μία ολοκληρωμένη υποστήριξη, προσαρμοσμένη στις ανάγκες των οργανισμών για την ανάπτυξη δεξιοτήτων, ικανοτήτων και συμπεριφορών που σχετίζονται με την ενδοεπιχειρηματικότητα και την περιβαλλοντική, κοινωνική και οικονομική βιωσιμότητα.

Η *Βιωσιμότητα* αναφέρεται γενικά στην επίδραση που έχουν οι πολιτικές και οι πρακτικές ενός οργανισμού στο περιβάλλον και την κοινωνία και σχετίζεται στενά με την ανταγωνιστικότητα του οργανισμού. Η *Ενδοεπιχειρηματικότητα* είναι η πρακτική της υιοθέτησης επιχειρηματικών συμπεριφορών από τους υπαλλήλους ενός οργανισμού προς την κατεύθυνση της δημιουργίας καινοτόμων προϊόντων ή υπηρεσιών.

Το έργο SINTRA αναπτύσσει εξατομικευμένους και καινοτόμους εκπαιδευτικούς πόρους και εργαλεία που στοχεύουν στην υποστήριξη των οργανισμών του Δημόσιου ή του Ιδιωτικού τομέα, προκειμένου να εφαρμόζουν ενδοεπιχειρηματικές πρακτικές με έμφαση στη βιωσιμότητα.

Οι ημι-δομημένες συνεντεύξεις διεξάγονται με σκοπό τον εντοπισμό σχετικών πρακτικών και επιτυχημένων παραδειγμάτων στον τομέα της ενδοεπιχειρηματικότητα με έμφαση στη βιωσιμότητα σε οργανισμούς, καθώς και τα υφιστάμενα κενά στην οργανωτική δομή και την ενδοεπιχειρηματική νοοτροπία των εργοδοτών. Τα αποτελέσματα της Έρευνας θα αξιοποιηθούν από τη σύμπραξη του SINTRA στον σχεδιασμό του εκπαιδευτικού υλικού για την ανάπτυξη ενδοεπιχειρηματικών δεξιοτήτων και της νοοτροπίας στους εργοδότες και τους εργαζομένους για την υποστήριξη της περιβαλλοντικής / κοινωνικής / οικονομικής βιωσιμότητας. Η ταυτότητα των ερωτηθέντων στην έρευνα θα παραμείνει αυστηρά ΕΜΠΙΣΤΕΥΤΙΚΗ.

Παρακαλούμε, σημειώστε με ένα «Χ» τις απαντήσεις σας στις ερωτήσεις παρακάτω και επιστρέψτε το συμπληρωμένο ερωτηματολόγιο στη διεύθυνση: *ΑΠΟΨΗ Α.Ε., Υπ' όψιν κ. Daniel Jianu – e-mail: djianu@apopsi.gr*

ΜΕΡΟΣ Ι. ΧΑΡΑΚΤΗΡΙΣΤΙΚΑ ΤΟΥ ΟΡΓΑΝΙΣΜΟΥ ΤΟΥ ΕΡΩΤΩΜΕΝΟΥ

Ι.1.Τομέας Δραστηριοτήτων:

	1. Διαχείριση ακίνητης περιουσίας, εκμίσθωση και επιχειρηματικές δραστηριότητες
	2. Κατασκευές
	3. Χονδρικό και λιανικό εμπόριο, υπηρεσίες επισκευών
	4. Μεταφορές, αποθήκευση και επικοινωνίες
	5. Άλλες κοινοτικές, κοινωνικές και προσωπικές δραστηριότητες υπηρεσιών

APOPSI S.A.   *March 2021*

	6. Μεταποίηση
	7. Γεωργία, θήρα, δασοκομία
	8. Αλιεία
	9. Εκπαίδευση
	10. Τουρισμός, συμπεριλ. ξενοδοχεία και εστιατόρια
	11. Υγεία και κοινωνική μέριμνα
	12. Χρηματοπιστωτική διαμεσολάβηση
	13. Τεχνολογίες πληροφοριών και επικοινωνιών
	14. Μη Κυβερνητικός τομέας
	15. Δημόσιος τομέας
	16. Άλλο

I.2 Έτος ίδρυσης (παρακαλούμε συμπληρώστε στο παρακάτω πλαίσιο):

I.3. Έδρα (παρακαλούμε συμπληρώστε την ΠΕΡΙΦΕΡΕΙΑ όπου εδρεύει οργανισμός που απασχολείστε):

I.4. Μέγεθος του οργανισμού (αριθμός εργαζομένων):

	1. 1-9		2. 10-49		3. 50-99		4. 100-249		5. 250+

ΜΕΡΟΣ II. ΚΑΛΕΣ ΠΡΑΚΤΙΚΕΣ ΕΝΔΟΕΠΙΧΕΙΡΗΜΑΤΙΚΟΤΗΤΑΣ ΜΕ ΕΜΦΑΣΗ ΣΤΗ ΒΙΩΣΙΜΟΤΗΤΑ

II.1. Υπάρχουν δραστηριότητες με έμφαση στη βιωσιμότητα στον οργανισμό σας και αν «ναι», ποιος τις εισήγαγε;

II.2. Μπορείτε να περιγράψετε μια εμπειρία σας, όπου οι εργαζόμενοί σας ενήργησαν ενδοεπιχειρηματικά και αυτό οδήγησε στη βελτίωση του προσανατολισμού προς τη βιωσιμότητα του οργανισμού σας; Πώς ξεκίνησε; Ποια ήταν, κατά την άποψή σας, τα βασικά κίνητρα; Πώς εξελίχθηκε; Μπορείτε να περιγράψετε τα συγκεκριμένα βήματα που ακολούθησαν οι εργαζόμενοί σας; Τι αντίκτυπο είχε στον οργανισμό σας και ειδικότερα στους υπαλλήλους σας;

II.3. Ποια αποτελέσματα με έμφαση στη βιωσιμότητα προέκυψαν από την εμπλοκή των εργαζομένων σας στις παραπάνω δραστηριότητες;

II.4. Μπορείτε να προσδιορίσετε τουλάχιστον 3 βασικά χαρακτηριστικά της συμπεριφοράς και της νοοτροπίας των εργαζομένων σας, που τους βοήθησαν να δράσουν ενδοεπιχειρηματικά και να βελτιώσουν τον προσανατολισμό στη βιωσιμότητα του οργανισμού σας; Παρακαλώ, αιτιολογήστε την απάντησή σας.

II.5. Μπορείτε να προσδιορίσετε τουλάχιστον 3 βασικά χαρακτηριστικά των δομών του οργανισμού σας, τα οποία ενθάρρυναν τους υπαλλήλους σας να ενεργούν περισσότερο ενδοεπιχειρηματικά; Παρακαλούμε αιτιολογήστε την απάντησή σας.

II.6. Πως θα περιγράφατε το επίπεδο ΕΠΑΡΚΕΙΑΣ των εργαζομένων σχετικά με τις ικανότητες και τις δεξιότητες που είναι απαραίτητες για την διεξαγωγή των παραπάνω ενδοεπιχειρηματικών δραστηριοτήτων;

Σας ευχαριστούμε για τον χρόνο που αφιερώσατε σε αυτήν την συνέντευξη!

Εκτιμούμε ιδιαίτερα την συνεισφορά σας!