

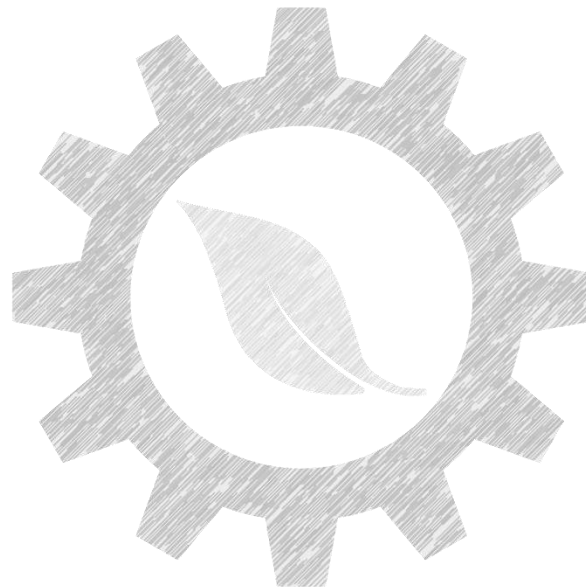


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SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES AND GAP ANALYSIS IN BULGARIA

NATIONAL REPORT



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PREFACE

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

This National Report presents the results of both structured survey questionnaires and semi-structured interviews conducted in the participating organisations in Bulgaria, 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 Bulgaria – analysis of survey results;
- Chapter 2. Sustainability through INTRAprenurship in Bulgaria – success stories’ in-depth interviews findings.

Tora Consult’s team would like to acknowledge the cooperation of the individuals and organisations who made a contribution in drafting this report.

Tora Consult

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EXECUTIVE SUMMARY

In Bulgaria, the SINTRA **Good Practices and Gap Analysis Survey** was conducted among 51 representatives of the project's target group, incl. 41 employees and 10 employers/managers, aimed at 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. Surveyed employees' distribution by gender, age and educational level was quite balanced, whereas both employees' and employers' organisations represented various sectors, typical for the country's economy, mostly SMEs with different length of experience of operation in the business.

Both surveyed target groups were predominantly of the opinion that their organisations were "sustainability driven" ones, while among the pre-defined sustainability "drivers" for their organisations' practices, those most highly ranked were 'Potential impact on local / regional socioeconomic situation' and 'Potential impact on local / regional labour force's development' according to employees and 'Impact on production costs' and 'Compliance to environmental legislation' as per employers' responses. Generally, both surveyed groups believed that the driving force behind making the practices and processes in organisations more sustainability-focused shall be employers/managers, most often in close cooperation with employees. Around 40% of both employees and employers answered affirmatively, when asked if they considered that intrapreneurially minded staff is itself involved in their organisation's sustainability related initiatives and practices.

Employers' and employees' opinions converged to a high extent regarding the main areas that intrapreneurially minded staff has potential for achieving a sustainability related effect in the organisations, as the goal 'Promote decent work, full employment and economic growth' led the way in terms of ranking for both target groups. Employees and employers were asked to identify the extent to which they considered that a pre-defined set of employees' characteristics and organisational settings could affect the sustainability orientation and initiatives of organisations on the one hand, and encourage the introduction and implementation of sustainability-focused practices, processes and priorities within organisations, on the other and provided similar responses in terms of relatively high ranking on the considered impact of both factor groups. In addition, each of the surveyed group (employees and employers) usually put more emphasis on the other group's potential (or insufficient contribution for the time being) regarding the sustainable development of organisations. Regarding the importance, adequacy of related skills and frequency of practicing of certain pre-defined intrapreneurially-related activities, according to the perceptions of both surveyed employers and employees, the latter need practically oriented upgrading of the intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations.

When asked to express their interest regarding participation in the prospective training initiatives to be organised under the SINTRA project, 90% of both surveyed employees and employers stated that they were interested in the upcoming sustainability-focused intrapreneurship training course, believed that upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset could benefit their organisations and mostly preferred blended (face-to-face and online) learning as a mode of delivering an intrapreneurship training course.

SINTRA **In-depth Interviews** were conducted with 1 representative of the management staff and 2 employees in each of the 3 organisations, where good practices/success stories have been identified during the desk research phase of IO1, or with 9 individuals in total, with diverse gender, age and education profiles, and affiliation to organisations operating in different economic sectors – education, manufacturing and research and development. According to interviewees' responses, they have all participated in intrapreneurially-driven sustainability-oriented activities in their organisations, whereas the associated experiences were quite positive, bringing tangible results in terms of sustainable development to their organisations. Understandably, compared to employees, interviewed employers generally emphasised more on their own support and contribution for the initiation and implementation of the respective sustainability-oriented intrapreneurial activities.

Various employees' characteristics, such as 'resourcefulness', 'initiative', 'leadership', 'team work', etc. were identified by both groups of interviewees as key for improve the sustainability orientation of organisations. Regarding the organisations' settings, which encouraged their employees to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within their organisations, interviewed employees and employers mentioned the availability and access to resources allowing employees to put their ideas to action, organisational culture of open sharing, exchange, discussion and subsequently implementation of new ideas, rewards provided by the organisation's management to employees who have come up with and successfully implemented ideas to the benefit of the whole organisation, willingness of the management to provide the needed resources for the initiation and implementation of intrapreneurial activities, targeted at boosting the respective organisation's sustainability, etc.

Finally, both interviewed employees and employers generally described the level of adequacy of employees' skills and competences necessary for implementing intrapreneurial activities as relatively high (employees) or acceptable (employers), but definitely in need of upgrading, in view of their experience with the initiation and implementation of sustainability-oriented intrapreneurial activities.

EXECUTIVE SUMMARY BULGARIAN

В България, анкетата по проект SINTRA на тема **Добри практики и анализ на несъответствията** беше проведена сред 51 представители на целевата група на проекта, вкл. 41 служители и 10 работодатели/мениджъри, насочена към проучване на практики в областта на ориентираното към устойчиво развитие вътрешно предприемачество в организациите, както и на съществуващи несъответствия в организационната среда и вътрешно-предприемаческите умения и нагласи на служителите/работодателите. Разпределението на анкетиранияте служители по пол, възраст и образователно равнище беше сравнително балансирано, като организациите както на служителите, така и на работодателите бяха от различни сектори, типични за икономиката на страната, най-вече МСП с различен продължителност на техния опит в бизнеса.

И двете анкетирани целеви групи бяха на мнение, че техните организации са „ориентирани към постигането на устойчивост“, докато сред предварително дефинираните „двигатели“ на постигането на устойчивост при практиките в техните организации, най-високо ранкираните са „Потенциално въздействие върху местната / регионалната социално-икономическа ситуация“ и „Потенциално въздействие върху развитието на местната / регионалната работна сила“ според служителите и „Въздействие върху производствените разходи и „Съответствие с екологичното законодателство“ според отговорите на работодателите. Като цяло и двете анкетирани групи вярват, че движещата сила, която повишава фокуса на практиките и процесите в организациите върху устойчивото развитие, са работодателите/мениджърите, най-често в тясно сътрудничество със служителите. Около 40% както от служителите, така и от работодателите отговарят утвърдително, когато са попитани дали смятат, че вътрешнопредприемачески настроеният персонал участва в инициативите и практиките, свързани с постигането на устойчивост на тяхната организация.

Мненията на работодателите и служителите се сближават до голяма степен по отношение на основните области, при които персоналят с вътрешнопредприемаческа нагласа има потенциал за постигане на ефект, свързан с устойчивостта в организациите, като целта „Насърчаване на достойна работа, пълна заетост и икономически растеж“ водеше по отношение на своя ранкинг и за двете целеви групи. Служителите и работодателите бяха помолени да идентифицират до каква степен смятат, че предварително определен набор от характеристики на служителите и елементи на организационната среда могат да повлияят на ориентацията и инициативите за постигане на устойчивост на организациите, от една страна, и да насърчат въвеждането и прилагането на фокусирани върху устойчиво развитие практики, процеси и приоритети в рамките на организациите, от друга, и предоставиха сходни отговори по отношение на относително високия ранкинг на разглежданото въздействие и на двете групи фактори. Наред с това, всяка от анкетиранияте групи (служители и работодатели) като цяло открояваше повече на потенциала на другата група (или нейния недостатъчен принос понастоящем) по отношение на устойчивото развитие на организациите. Що се отнася до важността, адекватността на свързаните с тях умения и честотата на практикуване на определени предварително определени дейности, свързани с вътрешнопредприемачески инициативи, според възприятията както на анкетиранияте работодатели, така и на служителите, последните се нуждаят от практически ориентирано надграждане на

свързаните с вътрешното предприемачество умения, което би им позволило да спомогнат на своите организации да бъдат в по-голяма степен ориентирани към постигането на устойчивост.

Запитани да изразят своя интерес по отношение на участието в планираните обучителни инициативи, които ще бъдат организирани по проекта SINTRA, 90% от анкетиранияте служители и работодатели заявиха, че се интересуват от предстоящия курс за обучение по вътрешно предприемачество, фокусиран върху устойчивостта, смятаха, че повишаването на уменията и нагласите в сферата на вътрешното предприемачество сред служителите и работодателите биха могли да бъдат от полза за техните организации и като цяло изразиха предпочитания по отношение на смесеното (присъствено и онлайн) обучение като начин за провеждане на предстоящия курс по вътрешно предприемачество.

Дълбочинни интервюта по проект SINTRA бяха проведени с 1 представител на мениджърския персонал и 2 служители във всяка от 3-те организации, в които бяха идентифицирани добри практики / успешни истории по време на етапа на кабинетното проучване по РП1, или общо с 9 лица, с различни полови, възрастови и образователни профили и принадлежност към организации, работещи в различни икономически сектори – образование, производство и научноизследователска и развойна дейност. Според отговорите на интервюираните, всички те са участвали във вътрешнопредприемачески дейности, ориентирани към устойчиво развитие, в своите организации, докато свързаният с това опит е доста положителен и е донесъл осезаеми резултати по отношение на устойчивото развитие на организациите им. Разбираемо, че в сравнение със служителите, интервюираните работодатели като цяло наблягат повече на собствената си подкрепа и принос за инициране и изпълнение на съответните ориентирани към постигане на устойчивост вътрешнопредприемачески дейности.

Различните характеристики на служителите, като „находчивост“, „инициативност“, „лидерство“, „работа в екип“ и др. бяха идентифицирани от двете групи интервюирани като ключови за подобряване на ориентацията към постигане на устойчивост в организациите. По отношение на елементите на организационната среда, които насърчават служителите да бъдат по-вътрешнопредприемачески ориентирани и по този начин да допринасят за прилагането на ориентирани към постигането на устойчивост практики, процеси и приоритети в техните организации, интервюираните служители и работодатели споменават наличието и достъпа до ресурси, позволяващи на служителите да приведат своите идеи към действие, организационна култура на открито споделяне, обмен, обсъждане и впоследствие внедряване на нови идеи, стимули, предоставени от ръководството на организацията на служители, които са генерирани и успешно реализирали идеи в полза на цялата организация, готовност на ръководството да предостави необходимите ресурси за започване и изпълнение на вътрешнопредприемачески дейности, насочени към повишаване на устойчивостта на съответната организация и др.

И накрая, както интервюираните служители, така и работодателите обикновено описват нивото на адекватност на уменията и компетенциите на служителите, необходими за осъществяване на вътрешнопредприемачески дейности, като относително високо (служители) или приемливо (работодатели), но определено нуждаещо се от надграждане, предвид опита им при инициране и прилагане на ориентирани към постигането на устойчивост вътрешнопредприемачески дейности.



INTRODUCTION

In Bulgaria, the SINTRA **Good Practices and Gap Analysis Survey** was conducted among 51 representatives of the project's target group, incl. 41 employees and 10 employers/managers, aimed at 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. The respondents were reached out to via e-mail through the existing networks of the Bulgarian partner – Tora Consult Ltd.

Furthermore, based on the experience of the Bulgarian partner with similar surveys, which in some previous cases were available to be completed on-line and/or only in English and to ensure the participation of the required number of respondents in the Survey, the survey questionnaire was translated in Bulgarian and forwarded as an MS Word attachment by e-mail to potential survey participants. In order to facilitate the reach-out process, contacts were made with individual employers and chambers of commerce, which provided assistance with reaching out to survey respondents.

SINTRA **In-depth Interviews** were conducted with 1 representative of the management staff and 2 employees in each of the 3 organisations, where good practices/success stories have been identified during the desk research phase of IO1, or with 9 individuals in total. All interviewees were previously contacted to explore their willingness to participate in the process. The interview questionnaire was well-accepted by the interviewees, who quite openly expressed their opinions on the questions asked. All of them expressed genuine interest in the project and its goals and declared their willingness to participate in the upcoming stages of project implementation.

The Bulgarian **National Report's structure** is based on the two-fold approach, adopted by the SINTRA partnership for 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. Thus, the report contains 2 Chapters, presenting the results of the conducted Good Practices and Gap Analysis Survey and In-depth Interviews. Each Chapter is structured as to reflect the type of respondents (employees / employers) surveyed and interviewed as well as the respective sections in the Survey and In-depth Interview questionnaires and presents / discusses / interprets the main findings therefrom. The presentation of findings in Chapter 1 is supported by tables / diagrams / charts with references to sources (survey data), found in Annexes A & B to the National Report. The presentation of findings in Chapter 2 is mostly narrative, based on the responses, provided to In-depth Interviews.



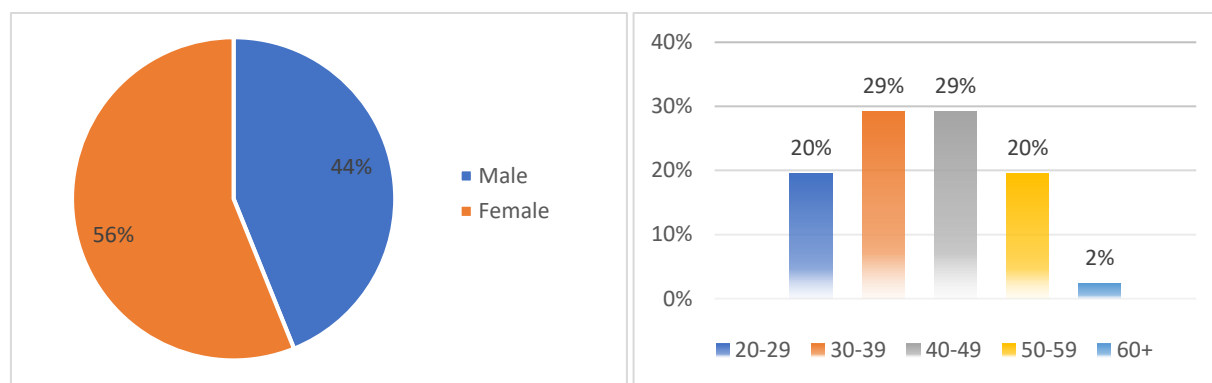
CHAPTER 1. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP IN BULGARIA – ANALYSIS OF SURVEY RESULTS

1.1. Employees’ survey findings

1.1.1. Survey participants’ personal characteristics

In Bulgaria, 41 employees participated in the SINTRA Good Practices and Gap Analysis Survey, whereas their distribution was quite balanced (see Figure 1 below) in terms of gender and age – 44% were men, 56% were women, whereas the respondents in the age groups 30-39 and 40-49 years of age prevailed with 29% each, followed by those in the age groups 20-29 and 50-59 years of age, each with 20% and the group 60+ years of age with only 2%.

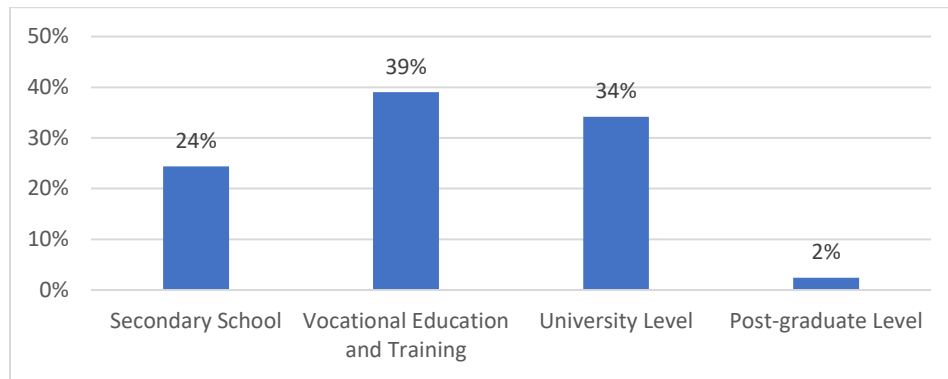
Figure 1. Surveyed employees in Bulgaria by gender and age



Source: Annex A, Tables I.1 & I.2

The average educational level of survey participants was relatively high, dominated by vocational education and training with 39% of the respondents, followed by higher education (34%) and secondary education (24%). Only 2% of the employees, who took part in the survey possessed a post-graduate degree (Figure 2). Regarding their positions in the organisations they worked for, 44% of the employee survey participants indicated they worked in the administration, followed by 29% – technical and 27% – production staff.

Figure 2. Education level of surveyed employees in Bulgaria

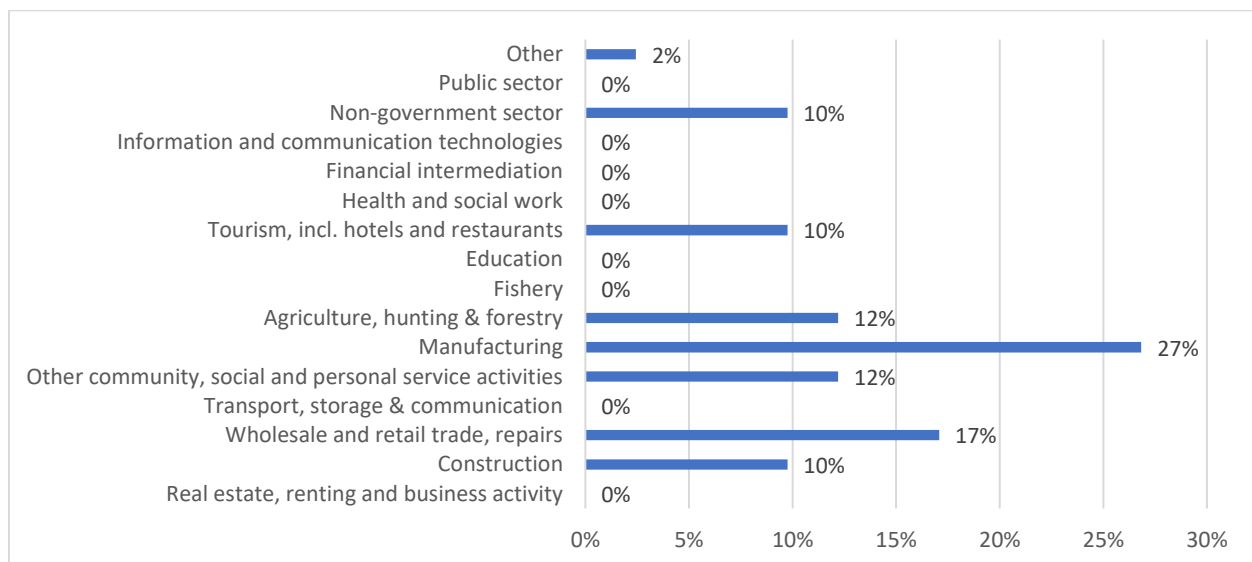


Source: Annex A, Table I.3

1.1.2. Characteristics of the survey participant’s organisation

When asked to indicate the activity sector of the organisation, they worked for, survey participants provided quite diverse responses. The predominant sector was ‘Manufacturing’ with 27% of the responses (Figure 3), followed by ‘Wholesale and retail trade, repairs’ (17%), ‘Other community, social and personal service activities’ and ‘Agriculture, hunting & forestry’ (12% each) and ‘Construction’, ‘Tourism, incl. hotels and restaurants’ and ‘Non-government sector’ (10% each).

Figure 3. Activity sector of surveyed employees’ organisations in Bulgaria

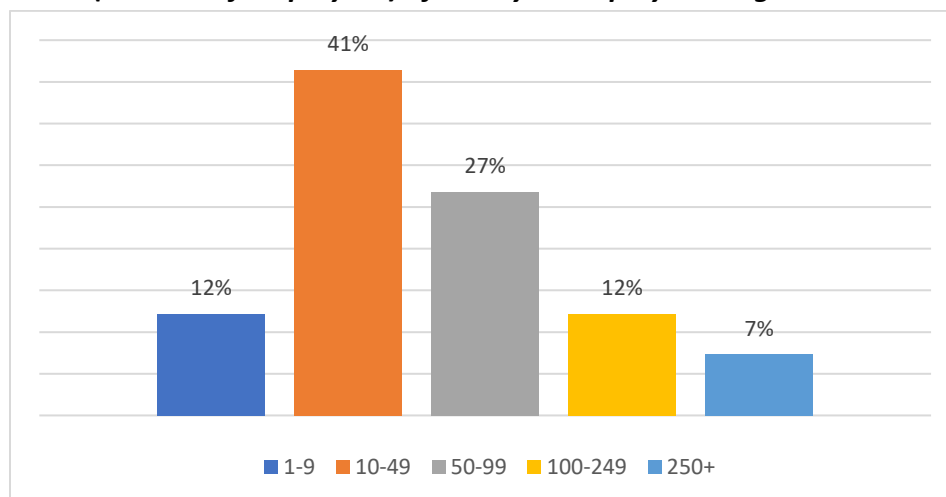


Source: Annex A, Table I.4

Although the organisations survey participants worked for were located in various regions of the country, those from the South-West region (where the capital Sofia is situated) prevailed with 56%. Regarding the length of existence of the organisations respondents worked for, most were those employed with organisations established between 1990 and 1999, hence with more than 20 years of history in the business (41%), followed by those working for organisations with experience between 11 and 20 years, established in the period 2000 – 2009 (32%) and by survey participants employed in organisations established 10 or less years ago – between 2010 and 2020 (27%).

Most organisations surveyed employees worked for were small and medium sized enterprises (SMEs) – 93% in total (see Figure 4 below), of which 12% were micro, 41% were small and 39% were medium-sized. The percentage of the latter category was divided between organisations with 50-99 employees (27%) and with number of employees in the range 100-249 (12%).

Figure 4. Size (number of employees) of surveyed employees' organisations in Bulgaria

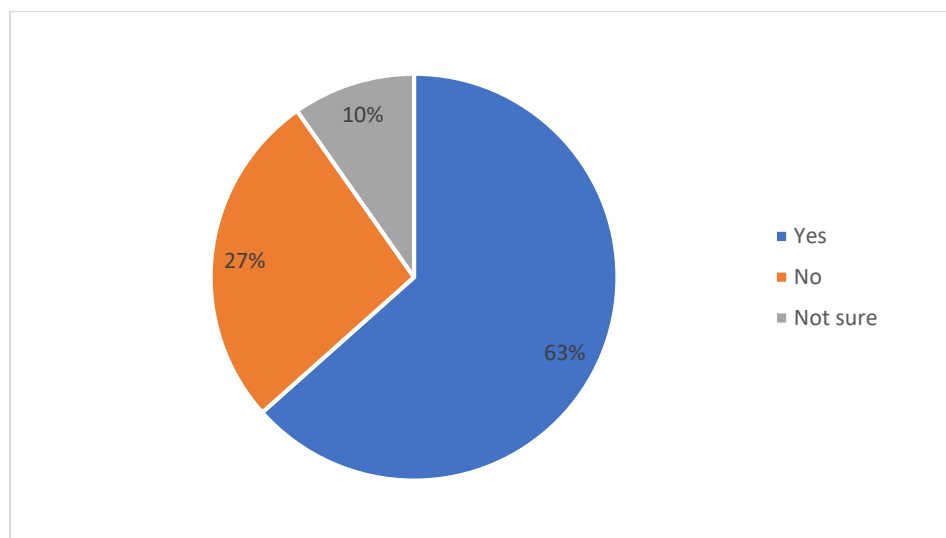


Source: Annex A, Table I.5

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

Regarding their perceptions whether their organisations were “sustainability driven” ones, nearly two-thirds of surveyed employees, or 63% responded affirmatively, 27% gave a negative answer and 10% were not sure whether this was the case or not (Figure 5).

Figure 5. Considered sustainability drivenness of the surveyed employees’ organisations



Source: Annex A, Table I.6

Asked to express their opinions about the importance (on a 1-to-5 scale) of a number of pre-defined sustainability “drivers” for their organisations’ practices, survey participants provided responses according to which all drivers’ importance was above 4 points (High importance), whereas ‘Potential impact on local / regional socioeconomic situation’ and ‘Potential impact on local / regional labour force’s development’ led the way with 4.51 and 4.49 points respectively (see Table 1 below), followed closely by ‘Demonstration of Corporate Responsibility’ with 4.41 points.

Table 1. Sustainability drivers’ considered importance by surveyed employees in Bulgaria

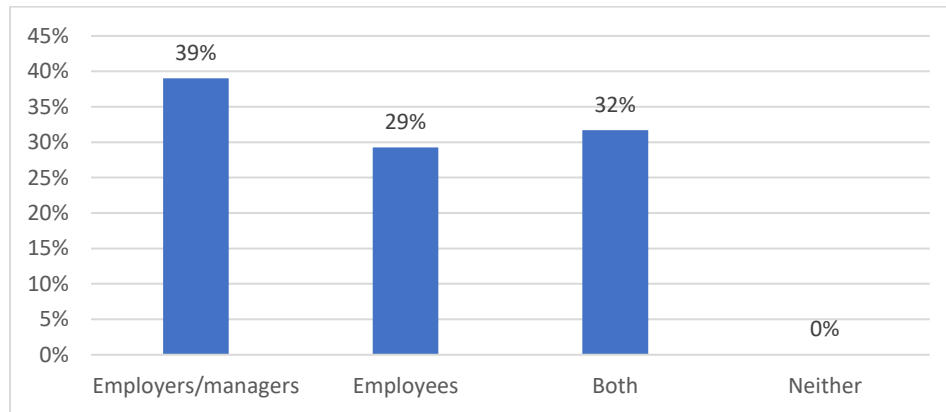
Sustainability “diver”	Ranking
Compliance to environmental legislation	4.20
Impact on production costs	4.27
Demonstration of Corporate Responsibility	4.41
Potential impact on local / regional socioeconomic situation	4.51
Potential impact on local / regional labour force’s development	4.49

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

Regarding the driving force behind making the practices and processes in organisations more sustainability-focused, survey participants indicated most often employers/managers (39%), but

what is worth mentioning is that 61% of them thought that employees themselves shall take the initiative in this regard, whether together with employers/managers (32%) or alone (29%).

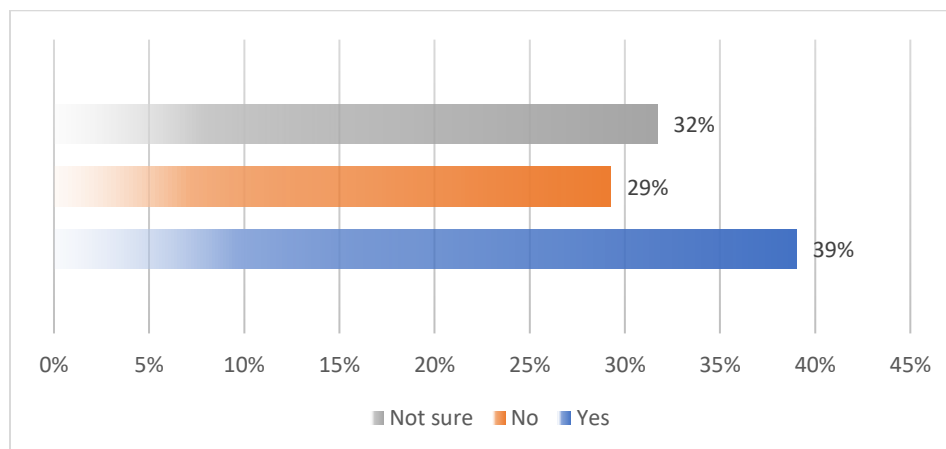
Figure 6. Considered sustainability initiative source by surveyed employees in Bulgaria



Source: Annex A, Table I.7

In this context, 39% of survey participants answered affirmatively, when asked if they considered that intrapreneurially minded staff is itself involved in their organisation’s sustainability related initiatives and practices. A lower, but still substantial percentage (29%) responded negatively, while one-third (32%) were not sure about this.

Figure 7. Considered involvement of intrapreneurially minded staff in sustainability related initiatives and practices in Bulgaria



Source: Annex A, Table I.8

Regarding the pre-defined sustainability development goals and the related potential that intrapreneurially minded staff in survey participants' organisations were considered to have for achieving a sustainability related effect, the goal 'Promote decent work, full employment and economic growth' led the way with a score 4.20 (on a 1-to-5 scale), followed by 'Ensure responsible consumption and production' (3.90) and 'Make cities and communities inclusive, safe and sustainable' (3.85). 'Ensure access to affordable and clean energy for all' and 'Organise action to combat climate change and global warming' were considered by respondents to be least likely to be affected by intrapreneurs in organisations.

Table 2. Considered potential contribution of intrapreneurially minded staff to achieving sustainability in organisations in Bulgaria along pre-defined sustainability goals

Sustainability goal	Ranking
Reduce inequality, promote well-being and boost social inclusion	2.88
Ensure quality education and promote lifelong learning	2.49
Guarantee justice and build effective institutions	2.66
Promote sustainable industrialisation and foster innovation	3.49
Ensure responsible consumption and production	3.90
Promote decent work, full employment and economic growth	4.20
Ensure access to affordable and clean energy for all	1.98
Organise action to combat climate change and global warming	1.98
Make cities and communities inclusive, safe and sustainable	3.85

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

Employees were asked to identify the extent to which they considered that a pre-defined set of employees' characteristics and organisational settings could affect the sustainability orientation and initiatives of organisations on the one hand, and encourage the introduction and implementation of sustainability-focused practices, processes and priorities within organisations, on the other. Results (see Table 3 below) showed that all employees' characteristics were considered in general to possess potential to have a 'Strong' impact, the most pronounced being 'Sharing information, instructing others and influencing people' (with ranking 4.29), 'Ability to deal with issues such as complexity and uncertainty' and 'Ability to make a strong impression on the organisation's Management' (both with ranking 4.27) and 'Dedication to one's goals at work and realistic view about the ways to achieve them' (4.20).

Table 3. Considered potential sustainability impact of employees’ characteristics in Bulgaria

Employees’ characteristics	Ranking
Initiative, dynamic thinking, motivation and a can-do-mentality	3.73
Knowledge about corporate culture and management structure	3.98
Ability to make a strong impression on the organisation’s Management	4.27
Dedication to one’s goals at work and realistic view about the ways to achieve them	4.20
Ability to deal with issues such as complexity and uncertainty	4.27
Sharing information, instructing others and influencing people	4.29

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

Regarding the pre-defined organisational settings, those of them which were seen as most favourable for boosting the sustainability focus in organisations (Table 4), were ‘Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”’ (4.44), ‘Incentives introduced by the organisation’s Management for employees to propose new ideas’ (4.39) and ‘Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge’ (4.37). It is worth highlighting that the least popular options among the two groups of factors for boosting sustainability had ranks little below 4 on a 1-to-5 scale – ‘Initiative, dynamic thinking, motivation and a can-do-mentality’ (3.73) and ‘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’ (3.98).

Table 4. Considered potential sustainability impact of organisational settings in Bulgaria

Organisational settings	Ranking
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	3.98
Autonomy, encouraging employees to create independent solutions to challenges	4.27
Quick access to resources, enabling employees to validate their new ideas quickly	4.27
Incentives introduced by the organisation’s Management for employees to propose new ideas	4.39

Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”	4.44
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	4.37

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

Questions III.8 – III.10 of the SINTRA Good Practices and Gap Analysis Survey among employees were about respectively the importance, adequacy of related skills and frequency of practicing of certain pre-defined intrapreneurially-related activities (see Table 5 below). It is interesting to highlight that according to surveyed employees, the competence gap (or difference between the ranking on a 1-to-5 scale of considered importance of activities and adequacy of related skills) was highest for ‘Provisional assessment of intrapreneurial initiatives’ sustainability impact’ (1.56) and ‘Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development’ (1.15). The frequency of practicing the respective activities was even lower, as here the distance from the considered importance was even larger – ‘Provisional assessment of intrapreneurial initiatives’ sustainability impact’ (2.24) and ‘Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development’ (2.07). The conclusion, which can be made is that according to their own perceptions, surveyed employees need practically oriented upgrading of the intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations.

Table 5. Considered importance, adequacy of related skills and frequency of practicing of pre-defined intrapreneurially-related activities in Bulgaria

ACTIVITIES	IMPORTANCE	ADEQUACY	FREQUENCY
Understanding the organisational context and its potential for sustainability-oriented development	4.32	3.34	2.54
Assessing one’s own potential to innovate and add “sustainability value”	4.37	3.76	2.61
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.44	3.51	2.80
Provisional assessment of intrapreneurial initiatives’ sustainability impact	4.34	2.78	2.10

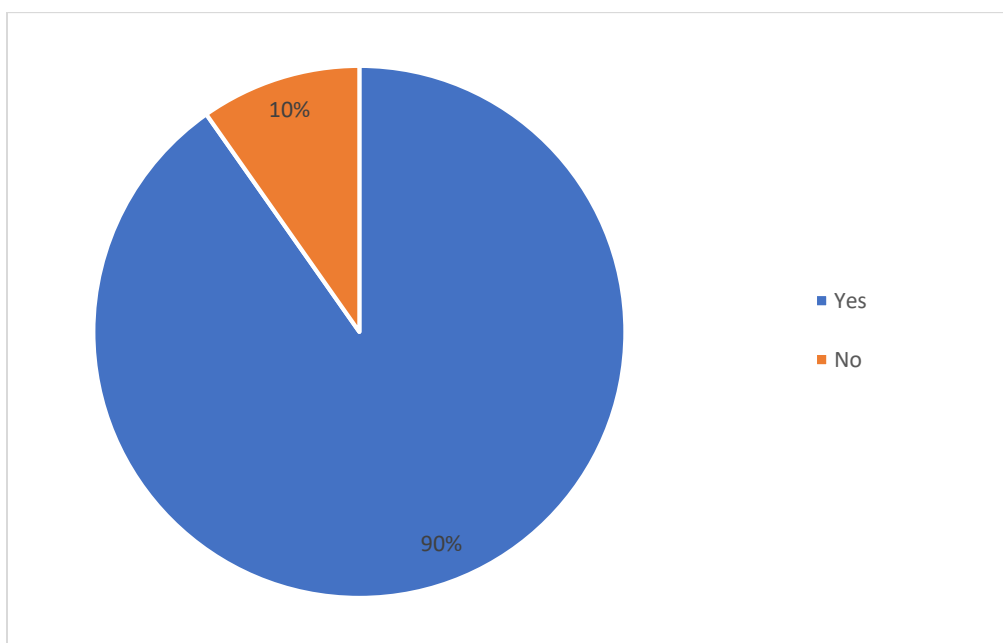
Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	4.29	3.15	2.22
Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4.22	3.46	2.76

Source: Annex B

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

When asked to express their interest regarding participation in the prospective training initiatives to be organised under the SINTRA project, 90% of the surveyed employees stated that they were interested in the upcoming sustainability-focused intrapreneurship training course (Figure 8).

Figure 8. Expressed interest on part of employees in upcoming SINTRA training course in Bulgaria



Source: Annex A, Table I.9

Respondents generally believed that upgrading their sustainability-oriented intrapreneurial skills and mindset could benefit their organisations, mostly in terms of ‘leading to the introduction of sustainability-focused practices, processes and priorities within the organisation’ and ‘boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model’ (Table 6).

Table 6. Expected benefits for organisations from upgrading sustainability-oriented intrapreneurial skills and mindset, according to surveyed employees in Bulgaria

SINTRA course benefits	Ranking
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	4.22
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.44
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.10

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

‘Blended learning’ together with ‘Assignment development and experience sharing’ and ‘Distant learning’ were the most preferred modes of delivering an intrapreneurship training course by survey participants (see Table 7 below).

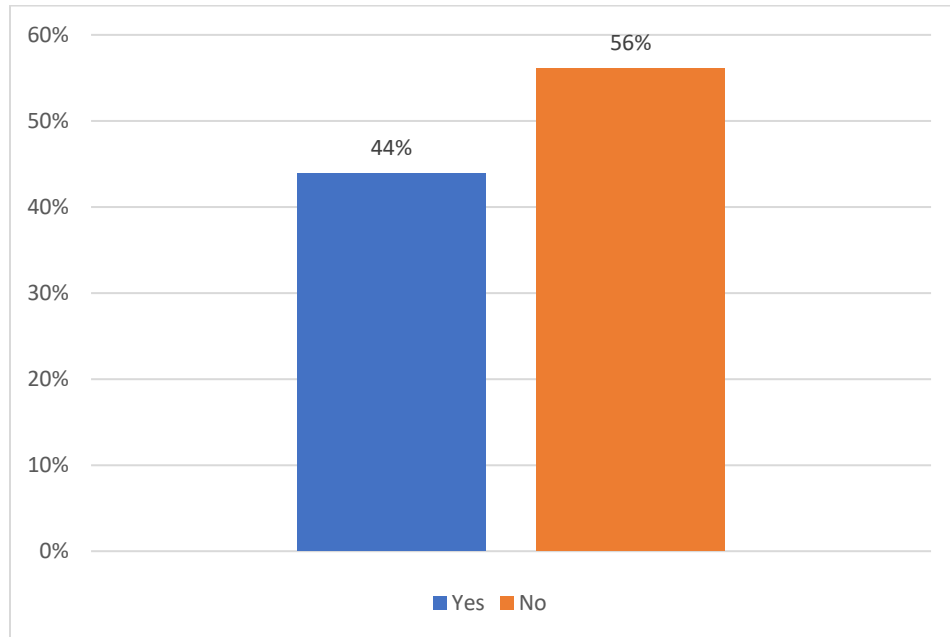
Table 7. Preferred training delivery modes by surveyed employees in Bulgaria

	Ranking
Self-learning	2.44
Face-to-face training sessions	3.73
Distant / online learning	3.83
Blended (face-to-face and online) learning	4.20
Assignments development and experience-sharing	4.07

Source: SINTRA Good Practices and Gap Analysis Survey among employees in Bulgaria results

Finally, 44% of surveyed employees expressed a concern that their remoteness from the respective SINTRA partner’s premises might turn out to be an issue if they had to participate in face-to-face training workshops (Figure 9).

Figure 9. Remoteness of location of potential SINTRA training participants



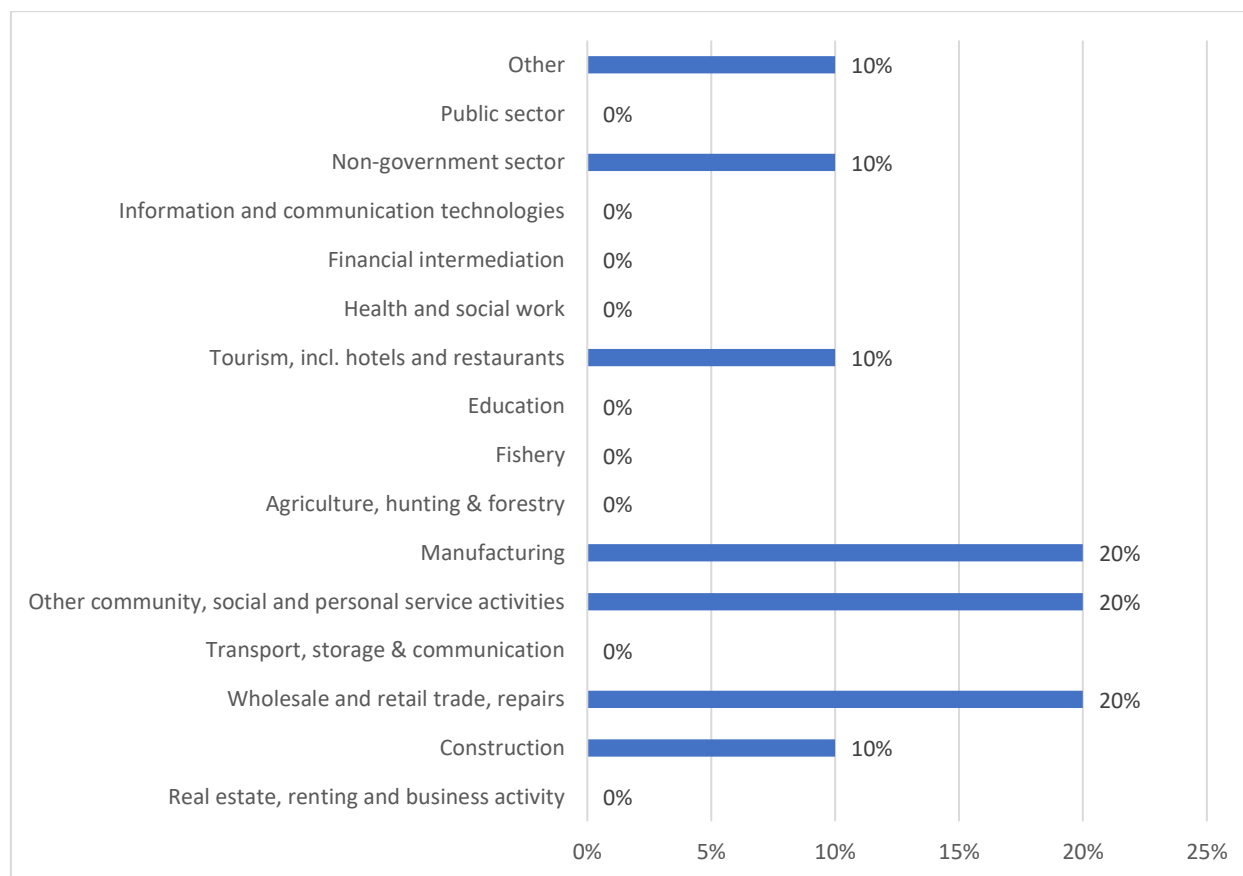
Source: Annex A, Table I.10

1.2. Employers’ survey findings

1.2.1. Characteristics of the survey participant’s organisation

Asked to indicate the activity sector of the organisations, surveyed employers/managers came up with diverse responses. The prevailing sectors were ‘Manufacturing’, ‘Wholesale and retail trade, repairs’ and ‘Other community, social and personal service activities’ with 20% of the responses each (Figure 10), followed by ‘Construction’, ‘Tourism, incl. hotels and restaurants’ and ‘Non-government sector’ (10% each).

Figure 10. Activity sector of surveyed employers' organisations in Bulgaria

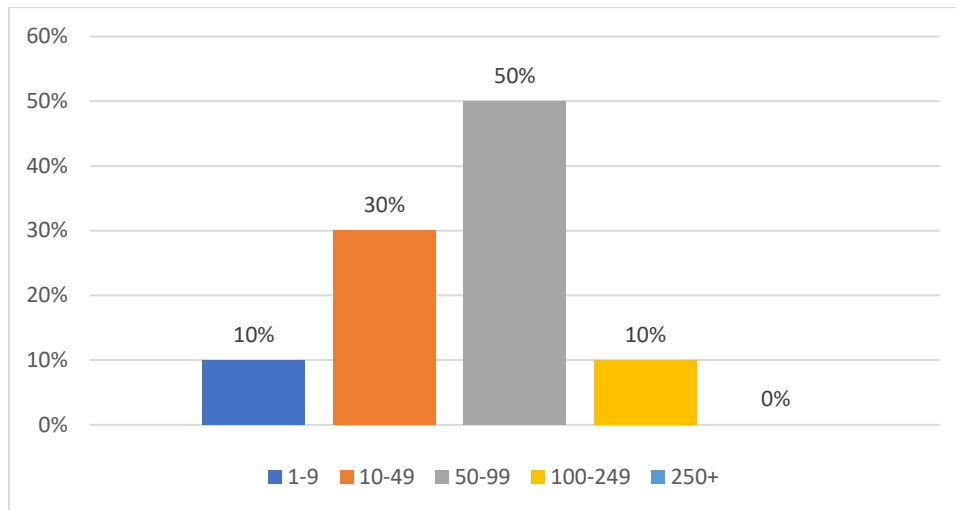


Source: Annex A, Table II.1

Although the organisations of surveyed employers/managers were located in different regions of the country, those from Sofia capital's South-West region prevailed with 60%. Regarding the length of existence of respondents' organisations, most were those established between 1990 and 1999, hence with more than 20 years of history in the business (50%), followed by those established 10 or less years ago – between 2010 and 2020 (30%) and by organisations with experience between 11 and 20 years, established in the period 2000 – 2009 (20%).

All organisations were small and medium sized enterprises (SMEs) – see Figure 11 below, of which 10% were micro, 30% were small and the rest – 60% were medium-sized. The percentage of the latter category was divided between organisations with 50-99 employees (50%) and with number of employees in the range 100-249 (10%).

Figure 11. Size (number of employees) of surveyed employers' organisations in Bulgaria

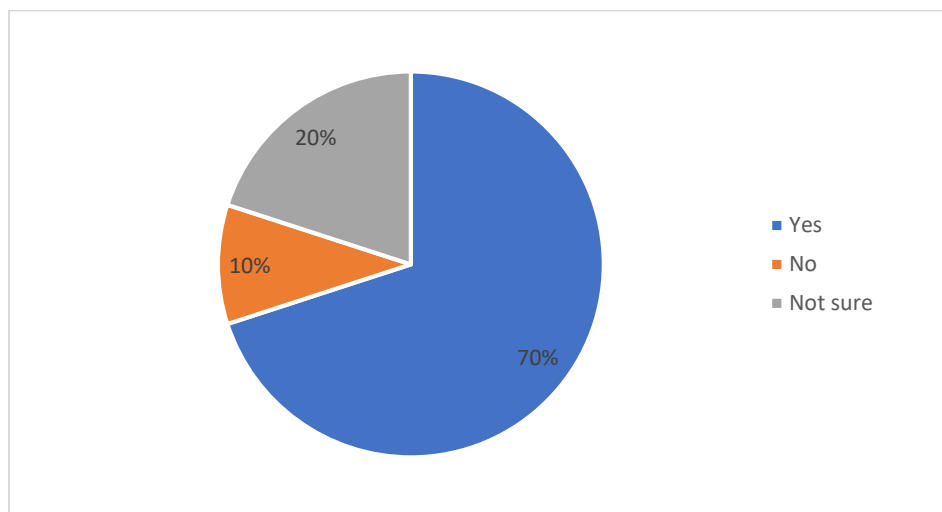


Source: Annex A, Table II.2

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

Regarding their perceptions whether their organisations were “sustainability driven” ones, 70% of surveyed employers responded affirmatively, only 10% gave a negative answer and 20% were not sure whether this was the case or not (Figure 12).

Figure 12. Considered sustainability drivenness of the surveyed employers' organisations



Source: Annex A, Table II.3

Asked to express their opinions about the importance (on a 1-to-5 scale) of a number of pre-defined sustainability “drivers” for their organisations’ practices, surveyed employers/managers, similarly to employees, provided responses according to which all drivers’ importance was around 4 points (High importance), whereas ‘Impact on production costs’ and ‘Compliance to environmental legislation’ led the way with 4.80 and 4.40 points respectively (see Table 8 below), followed closely by ‘Potential impact on local / regional socioeconomic situation’ with 4.30 points. The biggest difference in the rankings of the sustainability “drivers” according to employers and employees (0.91) was for ‘Demonstration of Corporate Responsibility’, which was ranked 4.41 by employees and 3.50 by employers.

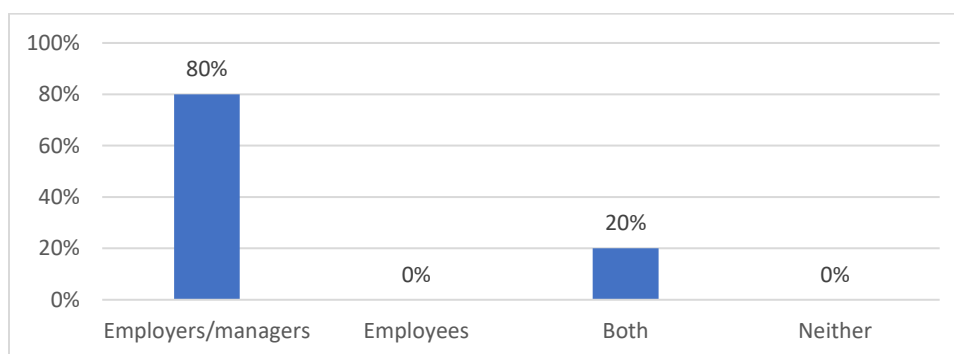
Table 8. Sustainability drivers’ considered importance by surveyed employers in Bulgaria

Sustainability “diver”	Ranking
Compliance to environmental legislation	4.40
Impact on production costs	4.80
Demonstration of Corporate Responsibility	3.50
Potential impact on local / regional socioeconomic situation	4.30
Potential impact on local / regional labour force’s development	4.00

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

Regarding the driving force behind making the practices and processes in organisation more sustainability-focused, survey participants indicated most often employers/managers (80%), but it is worth mentioning that 20% of them thought that employees themselves shall also take the initiative in this regard, together with employers/managers (20%).

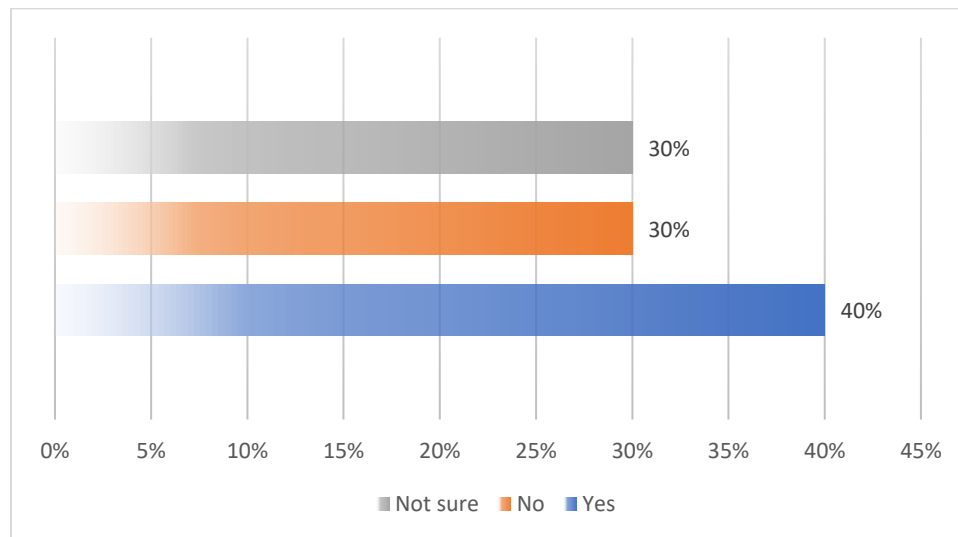
Figure 13. Considered sustainability initiative source by surveyed employers in Bulgaria



Source: Annex A, Table II.4

In this context, 40% of surveyed employers/managers answered affirmatively, when asked if they considered that intrapreneurially minded staff is itself involved in their organisation’s sustainability related initiatives and practices. A lower, but still substantial percentage (30%) responded negatively, while a little less than one-third (30%) were not sure about this.

Figure 14. Considered involvement of intrapreneurially minded staff in sustainability related initiatives and practices in Bulgaria



Source: Annex A, Table II.5

Concerning the pre-defined sustainability development goals and the related potential that intrapreneurially minded staff in surveyed employers’/managers’ organisations were considered to have for achieving a sustainability related effect (Table 9), the goal ‘Promote decent work, full employment and economic growth’ led the way with a score 4.50 (on a 1-to-5 scale), followed by ‘Ensure responsible consumption and production’ (4.30), ‘Reduce inequality, promote well-being and boost social inclusion’ and ‘Promote sustainable industrialisation and foster innovation’ (both with 3.90). ‘Ensure access to affordable and clean energy for all’, ‘Ensure quality education and promote lifelong learning’ and ‘Organise action to combat climate change and global warming’ were considered by respondents to be least likely to be affected by intrapreneurs in organisations. Thus, it can be safely concluded that employers’ and employees’ opinions converged to a high extent regarding the main areas that intrapreneurially minded staff has potential for achieving a sustainability related effect in the organisations.

Table 9. Considered potential contribution of intrapreneurially minded staff to achieving sustainability in organisations in Bulgaria along pre-defined sustainability goals

Sustainability goal	Ranking
Reduce inequality, promote well-being and boost social inclusion	3.90
Ensure quality education and promote lifelong learning	1.80
Guarantee justice and build effective institutions	2.60
Promote sustainable industrialisation and foster innovation	3.90
Ensure responsible consumption and production	4.30
Promote decent work, full employment and economic growth	4.50
Ensure access to affordable and clean energy for all	1.20
Organise action to combat climate change and global warming	1.90
Make cities and communities inclusive, safe and sustainable	3.30

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

Employers were also asked to identify the extent to which they considered that a pre-defined set of employees’ characteristics and organisational settings could affect the sustainability orientation and initiatives of organisations on the one hand, and encourage the introduction and implementation of sustainability-focused practices, processes and priorities within organisations, on the other. Results (see Table 10 below) showed that all employees’ characteristics were considered in general to possess potential to have, similarly to employees’ responses, around or even above a ‘Strong’ impact, the highest being ranked ‘Ability to make a strong impression on the organisation’s Management’, ‘Ability to deal with issues such as complexity and uncertainty’, ‘Sharing information, instructing others and influencing people’ (each with 4.40 points) and ‘Dedication to one’s goals at work and realistic view about the ways to achieve them’ (4.30).

Table 10. Considered potential sustainability impact of employees’ characteristics in Bulgaria

Employees’ characteristics	Ranking
Initiative, dynamic thinking, motivation and a can-do-mentality	4.10
Knowledge about corporate culture and management structure	4.10
Ability to make a strong impression on the organisation’s Management	4.40
Dedication to one’s goals at work and realistic view about the ways to achieve them	4.30
Ability to deal with issues such as complexity and uncertainty	4.40
Sharing information, instructing others and influencing people	4.40

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

Regarding the pre-defined organisational settings, those of them which were seen as most favourable for boosting the sustainability focus in organisations (Table 11), were ‘Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge’ (4.20), ‘Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”’ and ‘Autonomy, encouraging employees to create independent solutions to challenges’ (4.10 each). It is worth highlighting that, as with employees’ responses, the least popular options among the two groups of factors for boosting sustainability had ranks little below 4 on a 1-to-5 scale – ‘Incentives introduced by the organisation’s Management for employees to propose new ideas’ (3.80), ‘Quick access to resources, enabling employees to validate their new ideas quickly’ and ‘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’ (each with 3.90 ranking). Another observation that is worth highlighting is that each of the surveyed group usually put more emphasis on the other group’s potential (or insufficient contribution for the time being) regarding the sustainable development of organisations.

Table 11. Considered potential sustainability impact of organisational settings in Bulgaria

Organisational settings	Ranking
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	3.90
Autonomy, encouraging employees to create independent solutions to challenges	4.10
Quick access to resources, enabling employees to validate their new ideas quickly	3.90
Incentives introduced by the organisation’s Management for employees to propose new ideas	3.80
Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms”	4.10
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	4.20

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

Questions II.8 – II.10 of the SINTRA Good Practices and Gap Analysis Survey among employers were also about respectively the importance, adequacy of related skills and frequency of practicing of certain pre-defined intrapreneurially-related activities (see Table 12 below). It is worth mentioning that, compared to employees, surveyed employers identified a wider competence gap (or difference between the ranking on a 1-to-5 scale of considered importance of activities and adequacy of related skills) for all activities, as it was highest for ‘Provisional assessment of intrapreneurial initiatives’ sustainability impact’ (2.00, compared to 1.56 according to employees) and ‘Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas’ (1.80, compared to 0.93 according to employees). The frequency of practicing the respective activities was even lower, as here the distance from the considered importance was even larger and again higher compared to employees’ responses – ‘Provisional assessment of intrapreneurial initiatives’ sustainability impact’ (2.70 compared to 2.24 according to employees), ‘Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development’ (2.40 compared to 2.07 according to employees). The conclusion, which can be made is that according to the perceptions of both surveyed employers and employees, the latter need practically oriented upgrading of the intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations.

Table 12. Considered importance, adequacy of related skills and frequency of practicing of pre-defined intrapreneurially-related activities in Bulgaria

ACTIVITIES	IMPORTANCE	ADEQUACY	FREQUENCY
Understanding the organisational context and its potential for sustainability-oriented development	4.60	3.20	2.20
Assessing one’s own potential to innovate and add “sustainability value”	4.50	3.10	2.40
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.60	2.80	2.20
Provisional assessment of intrapreneurial initiatives’ sustainability impact	4.50	2.50	1.80
Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	4.40	2.70	2.00

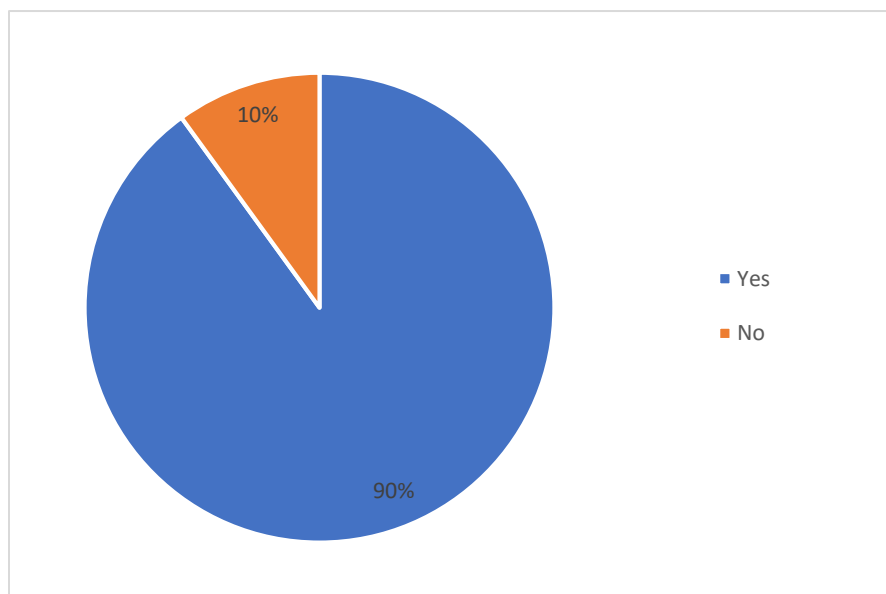
Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4.60	3.00	2.50
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Source: Annex B

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

When asked to express their interest regarding participation in the prospective training initiatives to be organised under the SINTRA project, 90% of the surveyed employers stated that they were interested in the upcoming sustainability-focused intrapreneurship training course (Figure 15).

Figure 15. Expressed interest on part of employers in upcoming SINTRA training course in Bulgaria



Source: Annex A, Table II.6

Respondents generally believed that upgrading their and their employees’ sustainability-oriented intrapreneurial skills and mindset could benefit their organisations, mostly in terms of ‘boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model’ (Table 13).

Table 13. Expected benefits for organisations from upgrading sustainability-oriented intrapreneurial skills and mindset, according to surveyed employers in Bulgaria

SINTRA course benefits	Ranking
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	4.50
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.10
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.10

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

‘Blended learning’ together with ‘Distant learning’ and ‘Face-to-face training sessions’ were the most preferred modes of delivering an intrapreneurship training course by survey participants (see Table 14 below). Unlike employees’ preferences, ‘Assignment development and experience sharing’ was not that popular among surveyed employers.

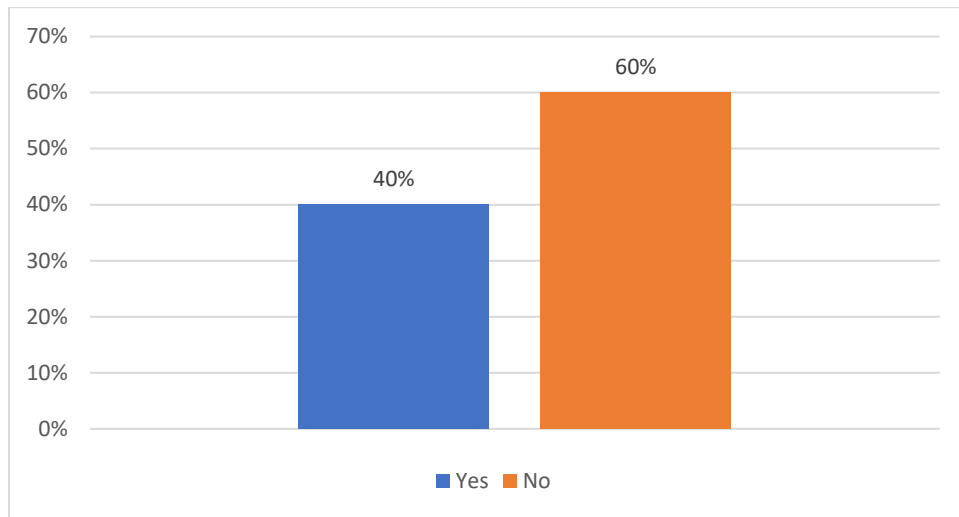
Table 14. Preferred training delivery modes by surveyed employers in Bulgaria

	Ranking
Self-learning	2.80
Face-to-face training sessions	3.90
Distant / online learning	4.00
Blended (face-to-face and online) learning	4.50
Assignments development and experience-sharing	3.60

Source: SINTRA Good Practices and Gap Analysis Survey among employers in Bulgaria results

Finally, 40% of surveyed employers expressed a concern that their remoteness from the respective SINTRA partner’s premises might turn out to be an issue if they had to participate in face-to-face training workshops (Figure 16).

Figure 16. Remoteness of location of potential SINTRA training participants



Source: Annex A, Table II.7

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

SINTRA In-depth Interviews were conducted with 1 representative of the management staff and 2 employees in each of the 3 organisations, where good practices/success stories have been identified during the desk research phase of IO1, or with 9 individuals in total. All interviewees were previously contacted to explore their willingness to participate in the process. The interview questionnaire was well-accepted by the interviewees, who quite openly expressed their opinions on the questions asked. All of them expressed genuine interest in the project and its goals and declared their willingness to participate in the upcoming stages of project implementation.

2.1. Employees’ in-depth interviews findings

2.1.1. Survey participants’ personal characteristics

In terms of gender and age – 2 of the interviewed employees were men, 4 were women, whereas 1 interviewee was in the age groups 20-29, 3 – in the age span 40-49 and 2 – between 50 and 59 years of age. The educational level of survey participants was relatively high, dominated by higher education (4 of the interviewees), followed by vocational education and training and post-graduate education (1 interviewee each). Regarding their positions in the organisations they worked for, 3 of the employees indicated they worked in the administration, followed by 2 – technical and 1 – production staff.

2.1.2. Characteristics of the survey participant’s organisation

When asked to name the activity sector of the organisations, they worked for, interview participants indicated they came from the sectors of ‘Education’ – a University (2 interviewees), ‘Manufacturing’ – Sports outfit production (2 interviewees) and ‘Other’ – Research and development (2 interviewees). Two of interviewees’ organisations were located in the South-West region (where the capital Sofia is situated) and one – in the North-West region. Regarding the length of existence of the organisations interviewees worked for, 2 were employed with an organisation established prior to 1990, and 4 worked for organisations with experience 10 or less years, established in the period between 2010 and 2020.

Organisations surveyed employees worked for were a micro (2 interviewees), a small (2 interviewees) and a big (2 interviewees) enterprise.

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

All interviewed employees answered affirmatively to the 1st question of the interview questionnaire's Section III 'Have there been any sustainability-oriented activities in your organisation and if "yes", who initiated them?' and indicated that they themselves (3) / their colleagues (1) together with employers/managers (2) started the activities.

The responses to the 2nd and 3rd questions of the same section '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?' and 'What sustainability-related effects has your involvement in the above activities generated?' can be summarised as follows:

Success story No.1: Boosting entrepreneurial and business skills in the tourism sector

The activity was initiated by a professor at the Human Resources and Social Protection department at the University of National and World Economy in Bulgaria, as the idea came from past work on the issues of sustainability in tourism and the available opportunities for submitting a project application under the Operational Programme 'Human Resources Development'. The main motives for initiation and participation in the activity were related to ensuring sustainable operation, diversification and higher start-up success rate in the tourism sector in Bulgaria by putting an emphasis on non-traditional tourism sub-sectors such as rural tourism, adventure tourism, hunting/fishing tourism, etc., as opposed to mass sea and ski tourism. The initiative progressed with successful application under the above-mentioned programme, development of educational resources, delivery of training workshops and exchange of good practices with the support of the foreign partner of the project consortium. The initiative was reported to have a tangible impact on the organisation that had initiated it as parts of the educational resources were transferred to the university teaching materials and practices, while some of the project outputs were further developed in follow-up initiatives.

Success story No.2: Sports GPS outfit development

The initiative was ideated by one of the sports outfit designers in Brizosport – a company for producing sports and leisure outfit. The main motives for the intrapreneurial activity were to contribute to supporting the sustainable development of the company, both on the national and international market for sports outfit. The initiative was started and later carried out through the application, approval and implementation of an EU-funded project under the Operational Programme ‘Innovation and Competitiveness’ in Bulgaria. The successful implementation of the initiative substantially improved the competitiveness of the company both nation-wide and abroad.

Success story No.3: Eco Mobility

The activity was initiated by one of the researchers Delia Auto Ltd. – an R&D company, specialised in the development of innovative transportation solutions. The main motives for the intrapreneurial activity were to develop a propane-butane conversion system for internal combustion engines, thus coming up with an internal combustion system significantly improved compared to then existing solutions on the market, in terms of its properties and use, technical characteristics, built-in components and materials, degree of ease of use and return on investment by the end user, as well as the production of lower greenhouse gas emissions. The activity was initiated and carried out again with the help of EU-funding under the Operational Programme ‘Innovation and Competitiveness’ in Bulgaria. The initiative was considered to have contributed to the sustainable development of transport and energy, as well as the above-mentioned company itself.

To Question 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?’, interviewees identified disposition and attitudes such as: ‘creativity’, ‘initiative’, ‘persuasion’, ‘team work’, etc.

Asked to identify at least 3 key features of their organisations’ settings, which encouraged them to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within their organisations (Question No.5), interviewees mentioned the availability and access to resources allowing employees to put their ideas to action, the opportunities for sharing ideas among employees, freedom of employees to engage in activities which are outside their routine tasks and rewards provided by the organisation’s management to employees who have come up with and successfully implemented ideas to the benefit of the whole organisation.

Finally, interviewed employees generally described the level of adequacy of their skills and competences necessary for implementing the above intrapreneurial activities as relatively high, but still in need of upgrading, as, going back to the initiation and implementation of the respective activities, most interviewees stated that higher preparedness in terms of sustainability-oriented intrapreneurial skills would have certainly benefitted both themselves and their organisations.

2.2. Employers' in-depth interviews findings

2.2.1. Characteristics of the survey participant's organisation

As with employee's responses to the initial interview questions, when asked to name the activity sector of their organisations, interviewed employers indicated the sectors of 'Education' – a University (1 interviewee), 'Manufacturing' – Sports outfit production (1 interviewee) and 'Other' – Research and development (1 interviewee). Two of interviewees' organisations were located in the Sofia capital's South-West region and one – in the North-West region. Regarding the length of existence of their organisations, 1 of them was established prior to 1990, and 2 were with experience 10 or less years, established in the period between 2010 and 2020.

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

All interviewed employers answered affirmatively to the 1st question of the interview questionnaire's Section III 'Have there been any sustainability-oriented activities in your organisation and if "yes", who initiated them?', but indicated that they were initiated by their employees in cooperation with the management staff.

The responses to the 2nd and 3rd questions of the same section '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?' and 'What sustainability-related effects has your employees' involvement in the above activities generated?' told pretty much the same stories, as the ones presented above, based on employees' interview responses. Understandably, interviewed employers generally emphasised more on their own support and contribution for the initiation and implementation of the respective sustainability-oriented intrapreneurial activities.

To Question 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’, interviewed employers identified disposition and attitudes such as: ‘leadership’, ‘resourcefulness’, ‘adaptability’, ‘communication’, ‘not being afraid to fail’, etc.

Asked to identify at least 3 key features of their organisations’ settings, which encouraged their employees to be more intrapreneurial and thus contribute to the implementation of sustainability-focused practices, processes and priorities within their organisations (Question No.5), interviewed employers mentioned the respective organisation’s culture of open sharing, exchange, discussion and subsequently implementation of new ideas, the relatively high degree of independence of employees to find the solution to challenges they deemed most appropriate and the willingness of the management to provide the needed resources for the initiation and implementation of intrapreneurial activities, targeted at boosting the respective organisation’s sustainability.

Overall, interviewed employees described the level of adequacy of their employees’ skills and competences necessary for implementing the above intrapreneurial activities as ‘acceptable’, but definitely needing upgrading, in view of their experience with the above-mentioned and other intrapreneurial activities.

CONCLUDING REMARKS

The results of the SINTRA **Good Practices and Gap Analysis Survey** and **In-depth Interviews** conducted in Bulgaria clearly indicated that intrapreneurially-driven sustainability-oriented initiatives were not uncommon within organisations and both employees and employers realise their contribution for organisations' development in social, economic and environmental terms. Both employers and employees were considered to be more or less equally important “drivers” for such initiatives. Surveyed employers' and employees' opinions converged to a high extent regarding the main areas that intrapreneurially minded staff has potential for achieving a sustainability related effect in the organisations, the goal 'Promote decent work, full employment and economic growth' led the way for both target groups.

Concerning the importance, adequacy of related skills and frequency of practicing of certain pre-defined intrapreneurially-related activities, according to the perceptions of both surveyed employers and employees, the latter need practically oriented upgrading of the intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations. This was reaffirmed by interviewed employees and employers, who generally described the level of adequacy of employees' skills and competences necessary for implementing intrapreneurial activities as relatively high (employees) or acceptable (employers), but definitely in need of upgrading, in view of their experience with the initiation and implementation of sustainability-oriented intrapreneurial activities. In this regard, the prospective training initiatives to be organised under the SINTRA project were seen as quite appealing and possessing the potential to benefit organisations by upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset.

ANNEXES

Annex A. Selected SINTRA gap analysis survey results

I. Employees' survey

Table I.1. Gender

	%	Number
Male	44%	18
Female	56%	23

Table I.2. Age

	%	Number
20-29	20%	8
30-39	29%	12
40-49	29%	12
50-59	20%	8
60+	2%	1

Table I.3. Education

	%	Number
Secondary School	24%	10
Vocational Education and Training	39%	16
University Level	34%	14
Post-graduate Level	2%	1

Table I.4. Activity sector of the organisation

	%	Number
Real estate, renting and business activity	0%	0
Construction	10%	4
Wholesale and retail trade, repairs	17%	7
Transport, storage & communication	0%	0
Other community, social and personal service activities	12%	5
Manufacturing	27%	11

Agriculture, hunting & forestry	12%	5
Fishery	0%	0
Education	0%	0
Tourism, incl. hotels and restaurants	10%	4
Health and social work	0%	0
Financial intermediation	0%	0
Information and communication technologies	0%	0
Non-government sector	10%	4
Public sector	0%	0
Other	2%	1

Table I.5. Size of the organisation (number of employees)

	%	Number
1-9	12%	5
10-49	41%	17
50-99	27%	11
100-249	12%	5
250+	7%	3

Table I.6. Considered sustainability drivenness of the organisation

	%	Number
Yes	63%	26
No	27%	11
Not sure	10%	4

Table I.7. Considered sustainability initiative

	%	Number
Employers/managers	39%	16
Employees	29%	12
Both	32%	13
Neither	0%	0

Table I.8. Sustainability involvement of staff

	%	Number
Yes	39%	16
No	29%	12
Not sure	32%	13

Table I.9. Interest in SINTRA training

	%	Number
Yes	90%	37
No	10%	4

Table I.10. Remoteness of location of potential SINTRA training participants

	%	Number
Yes	44%	18
No	56%	23

II. Employers' survey

Table II.1. Activity sector of the organisation

	%	Number
Real estate, renting and business activity	0%	0
Construction	10%	1
Wholesale and retail trade, repairs	20%	2
Transport, storage & communication	0%	0
Other community, social and personal service activities	20%	2
Manufacturing	20%	2
Agriculture, hunting & forestry	0%	0
Fishery	0%	0
Education	0%	0
Tourism, incl. hotels and restaurants	10%	1
Health and social work	0%	0
Financial intermediation	0%	0
Information and communication technologies	0%	0
Non-government sector	10%	1
Public sector	0%	0
Other	10%	1

Table II.2. Size of the organisation (number of employees)

	%	Number
1-9	10%	1
10-49	30%	3

50-99	50%	5
100-249	10%	1
250+	0%	0

Table II.3. Considered sustainability drivenness of the organisation

	%	Number
Yes	70%	7
No	10%	1
Not sure	20%	2

Table II.4. Considered sustainability initiative

	%	Number
Employers/managers	80%	8
Employees	0%	0
Both	20%	2
Neither	0%	0

Table II.5. Sustainability involvement of staff

	%	Number
Yes	40%	4
No	30%	3
Not sure	30%	3

Table II.6. Interest in SINTRA training

	%	Number
Yes	90%	9
No	10%	1

Table II.7. Remoteness of location of potential SINTRA training participants

	%	Number
Yes	40%	4
No	60%	6

Annex B. SINTRA survey indicators

SURVEY QUESTIONNAIRES – SINTRA indicators

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

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

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

	SINTRA ‘importance’ indicators’ value	
	Employees’ responses	Employers’ responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	4.32	4.60
<u>2.</u> Assessing one’s own potential to innovate and add “sustainability value”	4.37	4.50
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.44	4.60
<u>4.</u> Provisional assessment of intrapreneurial initiatives’ sustainability impact	4.34	4.50
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	4.29	4.40
<u>6.</u> Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4.22	4.60

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

Question II.9 (Employers’ Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the PRESENTLY EXISTING level of the skills and 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)

	<i>SINTRA ‘adequacy’ indicators’ value</i>	
	Employees’ responses	Employers’ responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3.34	3.20
<u>2.</u> Assessing one’s own potential to innovate and add “sustainability value”	3.76	3.10
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3.51	2.80
<u>4.</u> Provisional assessment of intrapreneurial initiatives’ sustainability impact	2.78	2.50
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	3.15	2.70
<u>6.</u> Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	3.46	3.00

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

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

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

	<i>SINTRA ‘frequency’ indicators’ value</i>	
	Employees’ responses	Employers’ responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	2.54	2.20
<u>2.</u> Assessing one’s own potential to innovate and add “sustainability value”	2.61	2.40
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	2.80	2.20
<u>4.</u> Provisional assessment of intrapreneurial initiatives’ sustainability impact	2.10	1.80
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	2.22	2.00
<u>6.</u> Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	2.76	2.50

Annex C. SINTRA survey questionnaires in English and in Bulgarian

I.1. Employees' survey questionnaire in English

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYEES' SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide 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: tora.consult@gmail.com

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

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

I.2. Gender:

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

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

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

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

SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT’S ORGANISATION

II.1. Activity sector:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

	1	2	3	4	5
<u>1.</u> Initiative, dynamic thinking, motivation and a can-do-mentality					
<u>2.</u> Knowledge about corporate culture and management structure					
<u>3.</u> Ability to make a strong impression on the organisation’s Management					
<u>4.</u> Dedication to one’s goals at work and 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 organisational settings below, indicate to WHAT EXTENT in your opinion it may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within your organisation:

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

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

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

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

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

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

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

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

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

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

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

Your contribution is highly appreciated!

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

I.2. Employees' survey questionnaire in Bulgarian

УСТОЙЧИВОСТ ЧРЕЗ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО – ДОБРИ ПРАКТИКИ И АНАЛИЗ НА НЕСЪОТВЕТСТВИЯТА

SINTRA АНКЕТЕН ВЪПРОСНИК ЗА СЛУЖИТЕЛИ

SINTRA – Постигане на устойчивост чрез вътрешно предприемачество, е двугодишен проект по програма Еразъм + (КА2: Стратегически партньорства за обучение на възрастни), предназначен да осигури интегрирана подкрепа, съобразена с нуждите на организациите за развитие на умения, компетенции и нагласи, свързани с вътрешно предприемачество сред служители и работодатели за подобряване на дейностите на организациите, свързани с постигането на екологична, социална и икономическа устойчивост.

Устойчивостта в бизнеса обикновено се отнася до ефекта на политиките и практиките на организацията върху околната среда и обществото. Тя също е тясно свързана с жизнеспособността и конкурентоспособността на самата организация. *Вътрешното предприемачество* е практика, свързана с това, служителите в съществуваща организация да възприемат предприемаческо поведение за генериране на иновативни продукти или услуги.

Проект SINTRA разработва съобразени с нуждите иновативни обучителни ресурси и инструменти, насочени към подкрепа на вътрешното предприемачество, фокусирана върху устойчивостта на организации в бизнес, гражданския или държавния сектор в Европа.

Настоящата анкета се провежда с цел да се идентифицират съответните практики и успешни истории в областта на ориентираното към постигане на устойчивост вътрешно предприемачество в организациите, както и съществуващите несъответствия в организационната среда и вътрешнопредприемаческия начин на мислене на служителите. Резултатите от анкетата ще бъдат използвани за ориентиране на партньорите по проект SINTRA при разработването на обучителни материали за развитие на вътрешнопредприемачески умения и начин на мислене сред работодателите и служителите в организациите за подкрепа на екологичната / социалната / икономическата устойчивост в тях. Идентичността на анкетираните ще остане напълно КОНФИДЕНЦИАЛНА.

Моля, маркирайте с „X“ Вашите отговори на затворените въпроси по-долу и изпратете попълнения въпросник на: tora.consult@gmail.com

РАЗДЕЛ I. ПЕРСОНАЛНИ ХАРАКТЕРИСТИКИ

I.1. Държава:

<input type="checkbox"/>	<u>1.</u> България	<input type="checkbox"/>	<u>2.</u> Хърватия	<input type="checkbox"/>	<u>3.</u> Естония
<input type="checkbox"/>	<u>4.</u> Гърция	<input type="checkbox"/>	<u>5.</u> Исландия	<input type="checkbox"/>	<u>6.</u> Португалия

I.2. Пол:

<input type="checkbox"/>	<u>1.</u> Мъж	<input type="checkbox"/>	<u>2.</u> Жена
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I.3. Възраст – посочете един от диапазоните по-долу:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Образование – изберете най-високата степен на образование, която притежавате:

<input type="checkbox"/>	<u>1.</u> Средно образование	<input type="checkbox"/>	<u>2.</u> Професионално образование и обучение
<input type="checkbox"/>	<u>3.</u> Висше образование	<input type="checkbox"/>	<u>4.</u> Докторска степен

I.5. Длъжност в организацията (моля, посочете в клетката по-долу):

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РАЗДЕЛ II. ХАРАКТЕРИСТИКИ НА ОРГАНИЗАЦИЯТА НА АНКЕТИРАНИЯ

II.1. Сектор на дейност:

<input type="checkbox"/>	<u>1.</u> Операции с недвижими имоти
<input type="checkbox"/>	<u>2.</u> Строителство
<input type="checkbox"/>	<u>3.</u> Търговия, ремонт
<input type="checkbox"/>	<u>4.</u> Транспорт, складиране и комуникации
<input type="checkbox"/>	<u>5.</u> Други обществени, социални и дейности, свързани с персонални услуги
<input type="checkbox"/>	<u>6.</u> Преработваща промишленост
<input type="checkbox"/>	<u>7.</u> Селско и горско стопанство
<input type="checkbox"/>	<u>8.</u> Рибно стопанство
<input type="checkbox"/>	<u>9.</u> Образование
<input type="checkbox"/>	<u>10.</u> Туризъм, вкл. хотелиерство и ресторантьорство
<input type="checkbox"/>	<u>11.</u> Здравеопазване и социална работа
<input type="checkbox"/>	<u>12.</u> Финансово посредничество
<input type="checkbox"/>	<u>13.</u> Информационни и комуникационни технологии
<input type="checkbox"/>	<u>14.</u> Неправителствен сектор
<input type="checkbox"/>	<u>15.</u> Публичен сектор
<input type="checkbox"/>	<u>16.</u> Друго

II.2. Година на основаване (моля, посочете в клетката по-долу):

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II.3. Местоположение (моля, посочете РЕГИОНА, където е разположена организацията, за която работите):

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II.4. Размер на организацията към момента (брой наети):

	<u>1.</u> 1-9		<u>2.</u> 10-49		<u>3.</u> 50-99		<u>4.</u> 100-249		<u>5.</u> 250+
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РАЗДЕЛ III. СЪЩЕСТВУВАЩИ ПРАКТИКИ В СФЕРАТА НА ОРИЕНТИРАНОТО КЪМ ПОСТИГАНЕ НА УСТОЙЧИВОСТ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО

III.1. Смятате ли, че Вашата организация е ориентирана към постигане на устойчивост?

	<u>1.</u> Да		<u>2.</u> Не		<u>3.</u> Не знам
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III.2. За всеки от факторите, спомагащи за развитие на устойчивостта по-долу, посочете колко ВАЖЕН считате, че е той за практиките във Вашата организация?

(1 = Много маловажен; 2 = Маловажен; 3 = Не мога да преценя; 4 = Важен; 5 = Много важен)

	1	2	3	4	5
<u>1.</u> Спазване на законодателството в сферата на околната среда					
<u>2.</u> Въздействие върху производствените разходи					
<u>3.</u> Демонстриране на корпоративна отговорност					
<u>4.</u> Потенциално въздействие върху местната / регионалната социално-икономическа ситуация					
<u>5.</u> Потенциално въздействие върху развитието на местната / регионалната работна сила					

III.3. Кой мислите, че следва да поеме инициативата да направи практиките и процесите във Вашата организация повече фокусирани върху устойчивостта (маркирайте само един отговор)?

	<u>1.</u> Работодатели/управители		<u>2.</u> Служители
	<u>3.</u> Двете горни групи		<u>4.</u> Никоя от горните групи

III.4. Смятате ли, че вътрешнопредприемачески-ориентираният персонал участва в инициативите и практиките, свързани с постигането на устойчивост във Вашата организация?

<input type="checkbox"/>	<u>1.</u> Да	<input type="checkbox"/>	<u>2.</u> Не	<input type="checkbox"/>	<u>3.</u> Не знам
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III.5. За ВСЯКА от целите за устойчиво развитие по-долу, посочете какъв ПОТЕНЦИАЛ притежава вътрешнопредприемачески-ориентираният персонал във Вашата организация за постигане на ефект, свързан с устойчивостта?

(1 = Много нисък потенциал; 2 = Нисък потенциал; 3 = Не мога да преценя; 4 = Висок потенциал; 5 = Много висок потенциал)

	1	2	3	4	5
<u>1.</u> Изкореняване на бедността, насърчаване на благосъстоянието и подпомагане на социалното включване					
<u>2.</u> Осигуряване на качествено образование и насърчаване на ученето през целия живот					
<u>3.</u> Гарантиране на справедливост и изграждане на ефективни институции					
<u>4.</u> Насърчаване на устойчива индустриализация и подкрепа на иновациите					
<u>5.</u> Осигуряване на отговорно потребление и производство					
<u>6.</u> Насърчаване на достойна работа, пълна заетост и икономически растеж					
<u>7.</u> Осигуряване на достъпна и чиста енергия за всички					
<u>8.</u> Организиране на действия за борба с изменението на климата и глобалното затопляне					
<u>9.</u> Осигуряване на приобщаващи, безопасни и устойчиви градове и общности					

III.6. За ВСЯКА от характеристиките на служителите по-долу, посочете колко СИЛНО според вас тя може да повлияе върху ориентацията към устойчивост и инициативите на Вашата организация?

(1 = Много слабо; 2 = Слабо; 3 = Не мога да преценя; 4 = Силно; 5 = Много силно)

	1	2	3	4	5
<u>1.</u> Инициативност, динамично мислене, мотивация и манталитет за справяне с предизвикателствата					
<u>2.</u> Познания за корпоративната култура и структурата на управление					

	1	2	3	4	5
3. Способност да бъде направено силно впечатление на ръководството на организацията					
4. Посвещаване на целите на работното място и реалистична представа за начините за тяхното постигане					
5. Способност за справяне с проблеми като сложност и несигурност					
6. Споделяне на информация, инструктиране на останалите и въздействие върху хората					

III.7. За ВСЕКИ елемент от организационната среда по-долу, посочете ДО КАКВА СТЕПЕН по ваше мнение той може да насърчи въвеждането и прилагането на практики, процеси и приоритети във вашата организация, фокусирани върху устойчивостта:

(1 = До много ниска степен; 2 = До ниска степен; 3 = Не мога да преценя; 4 = До висока степен; 5 = До много висока степен)

	1	2	3	4	5
1. Култура на откритост в организацията, при която служителите не се опасяват да споделят своите идеи, а вътрешните структури ги насърчават да споделят, говорят за и прилагат добри идеи					
2. Автономност, насърчаване на служителите да генерират независими решения на предизвикателствата					
3. Бърз достъп до ресурси, позволяващ на служителите експедитивно да апробират новите си идеи					
4. Стимули, осигурени от ръководството на организацията, за служителите да предлагат нови идеи					
5. Открит обмен на идеи в рамките на организацията, както и с външни експерти, и използване на ефективни инструменти като „Платформи за обмен на идеи“					
6. Децентрализирана структура, при която ръководителите делегират решения на възможно най-ниското йерархично ниво, за да гарантират, че те се вземат от тези с най-много знания					

III.8. За ВСЯКА от дейностите по-долу, посочете колко ВАЖНА е тя според Вас за постигане на високо равнище на ориентация към постигане на устойчивост на Вашата организация, ако е предприета от Вас и Вашите колеги:

(1 = Много маловажна; 2 = Маловажна; 3 = Не мога да преценя; 4 = Важна; 5 = Много важна)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					
6. Защиаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

III.9. Независимо от тяхната важност, посочете колко АДЕКВАТНО (адекватно развито) за Вас и останалите служители във Вашата организация считате че е НАСТОЯЩОТО равнище на умения и компетенции, необходими за изпълнение на ВСЯКА от горепосочените дейности:

(1 = Много неадекватно; 2 = Неадекватно; 3 = Не мога да преценя; 4 = Адекватно; 5 = Много адекватно)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					

	1	2	3	4	5
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					
6. Защиаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

III.10. Посочете колко често Вие и / или Вашите колеги практикувате ВСЯКА от горепосочените дейности, докато се опитвате да подобрите ориентацията към постигане на устойчивост на Вашата организация:

(1 = Много рядко; 2 = Рядко; 3 = Не мога да преценя; 4 = Често; 5 = Много често)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					
6. Защиаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

РАЗДЕЛ IV. ПОВИШАВАНЕ НА ВЪТРЕШНОПРЕДПРИЕМАЧЕСКИТЕ УМЕНИЯ И НАЧИН НА МИСЛЕНЕ НА СЛУЖИТЕЛИ И РАБОТОДАТЕЛИ – ИЗРАЗЯВАНЕ НА ИНТЕРЕС И ПРЕДПОЧИТАНИ НАЧИНИ ЗА ПРОВЕЖДАНЕ НА ОБУЧЕНИЕТО

IV.1. Представява ли интерес за Вас участието в курс за обучение по ориентирано към постигане на устойчивост вътрешно предприемачество, който ще бъде разработен по проект SINTRA?

<input type="checkbox"/>	1. Да	<input type="checkbox"/>	2. Не
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IV.2. По какъв начин смятате, че повишаването на Вашите ориентирани към постигане на устойчивост вътрешнопредприемачески умения и начин на мислене може да бъде от полза за Вашата организация (моля, посочете до каква степен сте съгласни с твърденията по-долу)?

(1 = Изобщо не съм съгласен, 2 = Не съм съгласен, 3 = Не мога да преценя, 4 = Съгласен съм, 5 = Напълно съм съгласен)

	1	2	3	4	5
1. Това ще увеличи капацитета на организацията да бъде по-фокусирана върху постигане на устойчивост в ежедневните си операции и организационния модел					
2. Това ще доведе до въвеждане на практики, процеси и приоритети, фокусирани върху постигане на устойчивост в организацията					
3. Това ще оползотвори потенциала на вътрешното предприемачеството в организациите за постигане на екологична, социална и икономическа устойчивост					

IV.3. Кой смятате, че би бил най-удачният начин за провеждане на обучение по подобна програма?

(1 = Непредпочитан; 2 = Слабо предпочитан; 3 = Умерено предпочитан; 4 = Силно предпочитан; 5 = Най-предпочитан)

	1	2	3	4	5
1. Самостоятелно обучение					
2. Присъствено обучение					
3. Дистанционно / онлайн обучение					
4. Смесено (присъствено и онлайн) обучение					
5. Разработване на задания и обмен на опит					

IV.4. Разположени ли сте в географски отдалечен район, което може да Ви затрудни да участвате в присъствени обучителни семинари, провеждани в базата на съответния SINTRA партньор?

<input type="checkbox"/>	1. Да	<input type="checkbox"/>	2. Не
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Благодарим Ви за отделеното време при попълването на настоящия въпросник!

Вашия принос е важен за нас!

Подкрепата на Европейската комисия за изготвянето на настоящата публикация не представлява одобрение на съдържанието, което отразява гледните точки само на авторите и не може да се търси отговорност от Комисията за всяка употреба, която може да бъде използвана за информацията, съдържаща се в нея.

I.1. Employers' survey questionnaire in English

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS'/MANAGERS' SURVEY QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide 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: tora.consult@gmail.com

SECTION I. CHARACTERISTICS OF THE SURVEY PARTICIPANT'S ORGANISATION

I.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing

<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry
<input type="checkbox"/>	<u>8.</u> Fishery
<input type="checkbox"/>	<u>9.</u> Education
<input type="checkbox"/>	<u>10.</u> Tourism, incl. hotels and restaurants
<input type="checkbox"/>	<u>11.</u> Health and social work
<input type="checkbox"/>	<u>12.</u> Financial intermediation
<input type="checkbox"/>	<u>13.</u> Information and communication technologies
<input type="checkbox"/>	<u>14.</u> Non-government sector
<input type="checkbox"/>	<u>15.</u> Public sector
<input type="checkbox"/>	<u>16.</u> Other

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

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

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

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

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

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

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

	1	2	3	4	5
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					

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

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

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

<input type="checkbox"/>	1. Yes	<input type="checkbox"/>	2. No	<input type="checkbox"/>	3. Not sure
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II.5. For EACH of the sustainable development goals 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
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					

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Your contribution is highly appreciated!

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

I.2. Employers' survey questionnaire in Bulgarian

УСТОЙЧИВОСТ ЧРЕЗ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО – ДОБРИ ПРАКТИКИ И АНАЛИЗ НА НЕСЪОТВЕТСТВИЯТА

SINTRA АНКЕТЕН ВЪПРОСНИК ЗА РАБОТОДАТЕЛИ / МЕНИДЖЪРИ

SINTRA – Постигане на устойчивост чрез вътрешно предприемачество, е двугодишен проект по програма Еразъм + (KA2: Стратегически партньорства за обучение на възрастни), предназначен да осигури интегрирана подкрепа, съобразена с нуждите на организациите за развитие на умения, компетенции и нагласи, свързани с вътрешно предприемачество сред служителите и работодатели за подобряване на дейностите на организациите, свързани с постигането на екологична, социална и икономическа устойчивост.

Устойчивостта в бизнеса обикновено се отнася до ефекта на политиките и практиките на организацията върху околната среда и обществото. Тя също е тясно свързана с жизнеспособността и конкурентоспособността на самата организация. *Вътрешното предприемачество* е практика, свързана с това, служителите в съществуваща организация да възприемат предприемаческо поведение за генериране на иновативни продукти или услуги.

Проект SINTRA разработва съобразени с нуждите иновативни обучителни ресурси и инструменти, насочени към подкрепа на вътрешното предприемачество, фокусирана върху устойчивостта на организации в бизнес, гражданския или държавния сектор в Европа.

Настоящата анкета се провежда с цел да се идентифицират съответните практики и успешни истории в областта на ориентираното към постигане на устойчивост вътрешно предприемачество в организациите, както и съществуващите несъответствия в организационната среда и вътрешнопредприемаческия начин на мислене на работодателите. Резултатите от анкетата ще бъдат използвани за ориентиране на партньорите по проект SINTRA при разработването на обучителни материали за развитие на вътрешнопредприемачески умения и начин на мислене сред работодателите и служителите в организациите за подкрепа на екологичната / социалната / икономическата устойчивост в тях. Идентичността на анкетиранията ще остане напълно КОНФИДЕНЦИАЛНА.

Моля, маркирайте с „X“ Вашите отговори на затворените въпроси по-долу и изпратете попълнения въпросник на: tora.consult@gmail.com

РАЗДЕЛ I. ХАРАКТЕРИСТИКИ НА ОРГАНИЗАЦИЯТА НА АНКЕТИРАНИЯ

I.1. Сектор на дейност:

<input type="checkbox"/>	<u>1.</u> Операции с недвижими имоти
<input type="checkbox"/>	<u>2.</u> Строителство

<input type="checkbox"/>	<u>3.</u> Търговия, ремонт
<input type="checkbox"/>	<u>4.</u> Транспорт, складиране и комуникации
<input type="checkbox"/>	<u>5.</u> Други обществени, социални и дейности, свързани с персонални услуги
<input type="checkbox"/>	<u>6.</u> Преработваща промишленост
<input type="checkbox"/>	<u>7.</u> Селско и горско стопанство
<input type="checkbox"/>	<u>8.</u> Рибно стопанство
<input type="checkbox"/>	<u>9.</u> Образование
<input type="checkbox"/>	<u>10.</u> Туризм, вкл. хотелиерство и ресторантьорство
<input type="checkbox"/>	<u>11.</u> Здравеопазване и социална работа
<input type="checkbox"/>	<u>12.</u> Финансово посредничество
<input type="checkbox"/>	<u>13.</u> Информационни и комуникационни технологии
<input type="checkbox"/>	<u>14.</u> Неправителствен сектор
<input type="checkbox"/>	<u>15.</u> Публичен сектор
<input type="checkbox"/>	<u>16.</u> Друго

I.2. Година на основаване (моля, посочете в клетката по-долу):

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I.3. Местоположение (моля, посочете РЕГИОНА, където е разположена организацията, за която работите):

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I.4. Размер на организацията към момента (брой наети):

<input type="checkbox"/>	<u>1.</u> 1-9	<input type="checkbox"/>	<u>2.</u> 10-49	<input type="checkbox"/>	<u>3.</u> 50-99	<input type="checkbox"/>	<u>4.</u> 100-249	<input type="checkbox"/>	<u>5.</u> 250+
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РАЗДЕЛ II. СЪЩЕСТВУВАЩИ ПРАКТИКИ В СФЕРАТА НА ОРИЕНТИРАНОТО КЪМ ПОСТИГАНЕ НА УСТОЙЧИВОСТ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО

II.1. Смятате ли, че Вашата организация е ориентирана към постигане на устойчивост?

<input type="checkbox"/>	<u>1.</u> Да	<input type="checkbox"/>	<u>2.</u> Не	<input type="checkbox"/>	<u>3.</u> Не знам
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II.2. За всеки от факторите, спомагащи за развитие на устойчивостта по-долу, посочете колко ВАЖЕН считате, че е той за практиките във Вашата организация?

(1 = Много маловажен; 2 = Маловажен; 3 = Не мога да преценя; 4 = Важен; 5 = Много важен)

	1	2	3	4	5
1. Спазване на законодателството в сферата на околната среда					
2. Въздействие върху производствените разходи					
3. Демонстриране на корпоративна отговорност					
4. Потенциално въздействие върху местната / регионалната социално-икономическа ситуация					
5. Потенциално въздействие върху развитието на местната / регионалната работна сила					

II.3. Кой мислите, че следва да поеме инициативата да направи практиките и процесите във Вашата организация повече фокусирани върху устойчивостта (маркирайте само един отговор)?

<input type="checkbox"/>	1. Работодатели/управители	<input type="checkbox"/>	2. Служители
<input type="checkbox"/>	3. Двете горни групи	<input type="checkbox"/>	4. Никоя от горните групи

II.4. Смятате ли, че вътрешнопредприемачески-ориентираният персонал участва в инициативите и практиките, свързани с постигането на устойчивост във Вашата организация?

<input type="checkbox"/>	1. Да	<input type="checkbox"/>	2. Не	<input type="checkbox"/>	3. Не знам
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II.5 За ВСЯКА от целите за устойчиво развитие по-долу, посочете какъв ПОТЕНЦИАЛ притежава вътрешнопредприемачески-ориентираният персонал във Вашата организация за постигане на ефект, свързан с устойчивостта?

(1 = Много нисък потенциал; 2 = Нисък потенциал; 3 = Не мога да преценя; 4 = Висок потенциал; 5 = Много висок потенциал)

	1	2	3	4	5
1. Изкореняване на бедността, насърчаване на благосъстоянието и подпомагане на социалното включване					
2. Осигуряване на качествено образование и насърчаване на ученето през целия живот					
3. Гарантиране на справедливост и изграждане на ефективни институции					
4. Насърчаване на устойчива индустриализация и подкрепа на иновациите					

	1	2	3	4	5
5. Осигуряване на отговорно потребление и производство					
6. Насърчаване на достойна работа, пълна заетост и икономически растеж					
7. Осигуряване на достъпна и чиста енергия за всички					
8. Организиране на действия за борба с изменението на климата и глобалното затопляне					
9. Осигуряване на приобщаващи, безопасни и устойчиви градове и общности					

II.6. За ВСЯКА от характеристиките на служителите по-долу, посочете колко СИЛНО според вас тя може да повлияе върху ориентацията към устойчивост и инициативите на Вашата организация?

(1 = Много слабо; 2 = Слабо; 3 = Не мога да преценя; 4 = Силно; 5 = Много силно)

	1	2	3	4	5
1. Инициативност, динамично мислене, мотивация и манталитет за справяне с предизвикателствата					
2. Познания за корпоративната култура и структурата на управление					
3. Способност да бъде направено силно впечатление на ръководството на организацията					
4. Посвещаване на целите на работното място и реалистична представа за начините за тяхното постигане					
5. Способност за справяне с проблеми като сложност и несигурност					
6. Споделяне на информация, инструктиране на останалите и въздействие върху хората					

II.7. За ВСЕКИ елемент от организационната среда по-долу, посочете ДО КАКВА СТЕПЕН по ваше мнение той може да насърчи въвеждането и прилагането на практики, процеси и приоритети във вашата организация, фокусирани върху устойчивостта:

(1 = До много ниска степен; 2 = До ниска степен; 3 = Не мога да преценя; 4 = До висока степен; 5 = До много висока степен)

	1	2	3	4	5
1. Култура на откритост в организацията, при която служителите не се опасяват да споделят своите идеи, а вътрешните структури ги насърчават да споделят, говорят за и прилагат добри идеи					

	1	2	3	4	5
2. Автономност, насърчаване на служителите да генерират независими решения на предизвикателствата					
3. Бърз достъп до ресурси, позволяващ на служителите експедитивно да апробират новите си идеи					
4. Стимули, осигурени от ръководството на организацията, за служителите да предлагат нови идеи					
5. Открит обмен на идеи в рамките на организацията, както и с външни експерти, и използване на ефективни инструменти като „Платформи за обмен на идеи“					
6. Децентрализирана структура, при която ръководителите делегират решения на възможно най-ниското йерархично ниво, за да гарантират, че те се вземат от тези с най-много знания					

II.8. За ВСЯКА от дейностите по-долу, посочете колко ВАЖНА е тя според Вас за постигане на високо равнище на ориентация към постигане на устойчивост на Вашата организация, ако е предприета от служителите във Вашата организация:

(1 = Много маловажна; 2 = Маловажна; 3 = Не мога да преценя; 4 = Важна; 5 = Много важна)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					
6. Защиаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

II.9. Независимо от тяхната важност, посочете колко АДЕКВАТНО (адекватно развито) за служителите във Вашата организация считате че е НАСТОЯЩОТО равнище на умения и компетенции, необходими за изпълнение на ВСЯКА от горепосочените дейности:

(1 = Много маловажна; 2 = Маловажна; 3 = Не мога да преценя; 4 = Важна; 5 = Много важна)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					
6. Защиаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

II.10. Посочете колко често служителите във Вашата организация практикуват ВСЯКА от горепосочените дейности, докато се опитват да подобрят ориентацията към постигане на устойчивост на Вашата организация:

(1 = Много рядко; 2 = Рядко; 3 = Не мога да преценя; 4 = Често; 5 = Много често)

	1	2	3	4	5
1. Разбиране на организационния контекст и неговия потенциал за ориентирано към постигане на устойчивост развитие					
2. Оценка на собствения потенциал за иновации и добавяне на „стойност за постигане на устойчивост“					
3. Идентифициране на насочени към устойчивост възможности и перспективи за иновации, използвайки вътрешни и външни източници на идеи					
4. Предварителна оценка на въздействието върху устойчивостта на вътрешнопредприемаческите инициативи					
5. Формиране и работа на вътрешноорганизационни вътрешнопредприемачески екипи (или „Кръгове“) за фокусирано върху устойчивостта развитие					

	1	2	3	4	5
6. Защищаване на достойнствата на вътрешнопредприемаческите идеи и работа с ръководството на организацията за постигане на устойчивост					

РАЗДЕЛ III. ПОВИШАВАНЕ НА ВЪТРЕШНОПРЕДПРИЕМАЧЕСКИТЕ УМЕНИЯ И НАЧИН НА МИСЛЕНЕ НА СЛУЖИТЕЛИ И РАБОТОДАТЕЛИ – ИЗРАЗЯВАНЕ НА ИНТЕРЕС И ПРЕДПОЧИТАНИ НАЧИНИ ЗА ПРОВЕЖДАНЕ НА ОБУЧЕНИЕТО

III.1. Представява ли интерес за Вас участието, заедно с група служители от Вашата организация, в курс за обучение по ориентирано към постигане на устойчивост вътрешно предприемачество, който ще бъде разработен по проект SINTRA?

<input type="checkbox"/>	<u>1.</u> Да	<input type="checkbox"/>	<u>2.</u> Не
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III.2. По какъв начин смятате, че повишаването на Вашите и тези на Вашите служители ориентирани към постигане на устойчивост вътрешнопредприемачески умения и начин на мислене може да бъде от полза за Вашата организация (моля, посочете до каква степен сте съгласни с твърденията по-долу)?

(1 = Изобщо не съм съгласен, 2 = Не съм съгласен, 3 = Не мога да преценя, 4 = Съгласен съм, 5 = Напълно съм съгласен)

	1	2	3	4	5
<u>1.</u> Това ще увеличи капацитета на организацията да бъде по-фокусирана върху постигане на устойчивост в ежедневните си операции и организационния модел					
<u>2.</u> Това ще доведе до въвеждане на практики, процеси и приоритети, фокусирани върху постигане на устойчивост в организацията					
<u>3.</u> Това ще оползотвори потенциала на вътрешното предприемачеството в организациите за постигане на екологична, социална и икономическа устойчивост					

III.3. Кой смятате, че би бил най-удачният начин за провеждане на обучение по подобна програма?

(1 = Непредпочитан; 2 = Слабо предпочитан; 3 = Умерено предпочитан; 4 = Силно предпочитан; 5 = Най-предпочитан)

	1	2	3	4	5
<u>1.</u> Самостоятелно обучение					

<u>2.</u> Присъствено обучение					
<u>3.</u> Дистанционно / онлайн обучение					
<u>4.</u> Смесено (присъствено и онлайн) обучение					
<u>5.</u> Разработване на задания и обмен на опит					

III.4. Разположени ли сте в географски отдалечен район, което може да Ви затрудни да участвате в присъствени обучителни семинари, провеждани в базата на съответния SINTRA партньор?

<input type="checkbox"/>	<u>1.</u> Да	<input type="checkbox"/>	<u>2.</u> Не
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Благодарим Ви за отделеното време при попълването на настоящия въпросник!

Вашия принос е важен за нас!

Подкрепата на Европейската комисия за изготвянето на настоящата публикация не представлява одобрение на съдържанието, което отразява гледните точки само на авторите и не може да се търси отговорност от Комисията за всяка употреба, която може да бъде използвана за информацията, съдържаща се в нея.

Annex D. SINTRA interview questionnaires in English and in Bulgarian

I.1. Employees' interview questionnaire in English

SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYEES' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

SINTRA – Achieving Sustainability through INTRAprenurship, is a 2-year Erasmus+ project (KA2: Strategic Partnerships for adult education) designed to provide 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 interview 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 interview participant's identity will remain strictly CONFIDENTIAL.

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

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

I.2. Gender:

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

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

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

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

--

SECTION II. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION

II.1. Activity sector:

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

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

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

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

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

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

III.2. Can you describe an experience of yours, when you acted 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!

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

I.2. Employees' interview questionnaire in Bulgarian

УСТОЙЧИВОСТ ЧРЕЗ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО – ДОБРИ ПРАКТИКИ И АНАЛИЗ НА НЕСЪОТВЕТСТВИЯТА

SINTRA ВЪПРОСНИК ЗА ПОЛУ-СТРУКТУРИРАНО ИНТЕРВЮ ЗА СЛУЖИТЕЛИ

SINTRA – Постигане на устойчивост чрез вътрешно предприемачество, е двугодишен проект по програма Еразъм + (KA2: Стратегически партньорства за обучение на възрастни), предназначен да осигури интегрирана подкрепа, съобразена с нуждите на организациите за развитие на умения, компетенции и нагласи, свързани с вътрешно предприемачество сред служители и работодатели за подобряване на дейностите на организациите, свързани с постигането на екологична, социална и икономическа устойчивост.

Устойчивостта в бизнеса обикновено се отнася до ефекта на политиките и практиките на организацията върху околната среда и обществото. Тя също е тясно свързана с жизнеспособността и конкурентоспособността на самата организация. *Вътрешното предприемачество* е практика, свързана с това, служителите в съществуваща организация да възприемат предприемаческо поведение за генериране на иновативни продукти или услуги.

Проект SINTRA разработва съобразени с нуждите иновативни обучителни ресурси и инструменти, насочени към подкрепа на вътрешното предприемачество, фокусирана върху устойчивостта на организации в бизнес, гражданския или държавния сектор в Европа.

Полу-структурираните интервюта се провеждат с цел да се идентифицират съответните практики и успешни истории в областта на ориентираното към постигане на устойчивост вътрешно предприемачество в организациите, както и съществуващите несъответствия в организационната среда и вътрешнопредприемаческия начин на мислене на служителите. Резултатите от интервютата ще бъдат използвани за ориентиране на партньорите по проект SINTRA при разработването на обучителни материали за развитие на вътрешнопредприемачески умения и начин на мислене сред работодателите и служителите в организациите за подкрепа на екологичната / социалната / икономическата устойчивост в тях. Идентичността на интервюираните ще остане напълно КОНФИДЕНЦИАЛНА.

РАЗДЕЛ I. ПЕРСОНАЛНИ ХАРАКТЕРИСТИКИ

I.1. Държава:

<u>1.</u> България	<u>2.</u> Хърватия	<u>3.</u> Естония
<u>4.</u> Гърция	<u>5.</u> Исландия	<u>6.</u> Португалия

I.2. Пол:

<input type="checkbox"/>	<u>1.</u> Мъж	<input type="checkbox"/>	<u>2.</u> Жена
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I.3. Възраст – посочете един от диапазоните по-долу:

<input type="checkbox"/>	<u>1.</u> 20-29	<input type="checkbox"/>	<u>2.</u> 30-39	<input type="checkbox"/>	<u>3.</u> 40-49	<input type="checkbox"/>	<u>4.</u> 50-59	<input type="checkbox"/>	<u>5.</u> 60+
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I.4. Образование – изберете най-високата степен на образование, която притежавате:

<input type="checkbox"/>	<u>1.</u> Средно образование	<input type="checkbox"/>	<u>2.</u> Професионално образование и обучение
<input type="checkbox"/>	<u>3.</u> Висше образование	<input type="checkbox"/>	<u>4.</u> Докторска степен

I.5. Длъжност в организацията (моля, посочете в клетката по-долу):

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РАЗДЕЛ II. ХАРАКТЕРИСТИКИ НА ОРГАНИЗАЦИЯТА НА ИНТЕРВЮИРАНИЯ

II.1. Сектор на дейност:

<input type="checkbox"/>	<u>1.</u> Операции с недвижими имоти
<input type="checkbox"/>	<u>2.</u> Строителство
<input type="checkbox"/>	<u>3.</u> Търговия, ремонт
<input type="checkbox"/>	<u>4.</u> Транспорт, складиране и комуникации
<input type="checkbox"/>	<u>5.</u> Други обществени, социални и дейности, свързани с персонални услуги
<input type="checkbox"/>	<u>6.</u> Преработваща промишленост
<input type="checkbox"/>	<u>7.</u> Селско и горско стопанство
<input type="checkbox"/>	<u>8.</u> Рибно стопанство
<input type="checkbox"/>	<u>9.</u> Образование
<input type="checkbox"/>	<u>10.</u> Туризъм, вкл. хотелиерство и ресторантьорство
<input type="checkbox"/>	<u>11.</u> Здравеопазване и социална работа
<input type="checkbox"/>	<u>12.</u> Финансово посредничество
<input type="checkbox"/>	<u>13.</u> Информационни и комуникационни технологии
<input type="checkbox"/>	<u>14.</u> Неправителствен сектор
<input type="checkbox"/>	<u>15.</u> Публичен сектор
<input type="checkbox"/>	<u>16.</u> Друго

II.2. Година на основаване (моля, посочете в клетката по-долу):

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II.3. Местоположение (моля, посочете РЕГИОНА, където е разположена организацията, за която работите):

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II.4. Размер на организацията към момента (брой наети):

	<u>1.</u> 1-9		<u>2.</u> 10-49		<u>3.</u> 50-99		<u>4.</u> 100-249		<u>5.</u> 250+
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РАЗДЕЛ III. УСПЕШНИ ИСТОРИИ В СФЕРАТА НА ОРИЕНТИРАНОТО КЪМ ПОСТИГАНЕ НА УСТОЙЧИВОСТ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО

III.1. Имало ли е дейности, ориентирани към постигане на устойчивост във Вашата организация и ако „да“, кой ги е иницирал?

--

III.2. Можете ли да опишете Ваш опит, когато сте действали вътрешнопредприемачески и това е довело до подобряване на ориентацията към постигане на устойчивост на Вашата организация? Как започна това? Кой бяха, според вас, основните мотиви? Как се развиха нещата? Можете ли да опишете конкретните стъпки, които сте следвали? Какво въздействие оказва това върху Вашата организация и по-специално върху Вас самите?

--

III.3. Какви ефекти, свързани с постигането на устойчивост, генерира Вашето участие в горепосочените дейности?

--

III.4. Можете ли да идентифицирате поне 3 ключови характеристики на Вашето собствено поведение и начин на мислене, които са ви помогнали да действате вътрешнопредприемачески и да подобрите ориентацията към постигането на устойчивост на Вашата организация? Моля, обяснете отговора си.

III.5. Можете ли да идентифицирате поне 3 ключови характеристики на средата на Вашата организация, които са Ви насърчавали да бъдете по-вътрешнопредприемачески ориентирани и, по този начин, да допринесете за прилагането на практики, процеси и приоритети, фокусирани върху постигането на устойчивост във Вашата организация? Моля, обяснете отговора си.

II.6. Как бихте описали собственото си равнище на АДЕКВАТНОСТ на уменията и компетенциите, необходими за изпълнението на горепосочените вътрешнопредприемачески дейности?

Благодарим Ви за отделеното време при участието в настоящото интервю!

Вашия принос е важен за нас!

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II.1. Employers' interview questionnaire in English

SUSTAINABILITY THROUGH INTRAPREURSHIP GOOD PRACTICES AND GAP ANALYSIS

SINTRA EMPLOYERS'/MANAGERS' SEMI-STRUCTURED INTERVIEW QUESTIONNAIRE

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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 interview 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 interview participant's identity will remain strictly CONFIDENTIAL.

SECTION I. CHARACTERISTICS OF THE INTERVIEWEE'S ORGANISATION

I.1. Activity sector:

<input type="checkbox"/>	<u>1.</u> Real estate, renting and business activity
<input type="checkbox"/>	<u>2.</u> Construction
<input type="checkbox"/>	<u>3.</u> Wholesale and retail trade, repairs
<input type="checkbox"/>	<u>4.</u> Transport, storage & communication
<input type="checkbox"/>	<u>5.</u> Other community, social and personal service activities
<input type="checkbox"/>	<u>6.</u> Manufacturing
<input type="checkbox"/>	<u>7.</u> Agriculture, hunting & forestry

<u>8.</u> Fishery
<u>9.</u> Education
<u>10.</u> Tourism, incl. hotels and restaurants
<u>11.</u> Health and social work
<u>12.</u> Financial intermediation
<u>13.</u> Information and communication technologies
<u>14.</u> Non-government sector
<u>15.</u> Public sector
<u>16.</u> Other

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

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

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

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

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

II.2. Can you describe an experience of yours, when your employees acted 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!

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II.2. Employers' interview questionnaire in Bulgarian

УСТОЙЧИВОСТ ЧРЕЗ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО – ДОБРИ ПРАКТИКИ И АНАЛИЗ НА НЕСЪОТВЕТСТВИЯТА

SINTRA ВЪПРОСНИК ЗА ПОЛУ-СТРУКТУРИРАНО ИНТЕРВЮ ЗА РАБОТОДАТЕЛИ/МЕНИДЖЪРИ

SINTRA – Постигане на устойчивост чрез вътрешно предприемачество, е двугодишен проект по програма Еразъм + (КА2: Стратегически партньорства за обучение на възрастни), предназначен да осигури интегрирана подкрепа, съобразена с нуждите на организациите за развитие на умения, компетенции и нагласи, свързани с вътрешно предприемачество сред служители и работодатели за подобряване на дейностите на организациите, свързани с постигането на екологична, социална и икономическа устойчивост.

Устойчивостта в бизнеса обикновено се отнася до ефекта на политиките и практиките на организацията върху околната среда и обществото. Тя също е тясно свързана с жизнеспособността и конкурентоспособността на самата организация. *Вътрешното предприемачество* е практика, свързана с това, служителите в съществуваща организация да възприемат предприемаческо поведение за генериране на иновативни продукти или услуги.

Проект SINTRA разработва съобразени с нуждите иновативни обучителни ресурси и инструменти, насочени към подкрепа на вътрешното предприемачество, фокусирана върху устойчивостта на организации в бизнес, гражданския или държавния сектор в Европа.

Полу-структурираните интервюта се провеждат с цел да се идентифицират съответните практики и успешни истории в областта на ориентираното към постигане на устойчивост вътрешно предприемачество в организациите, както и съществуващите несъответствия в организационната среда и вътрешнопредприемаческия начин на мислене на работодателите. Резултатите от интервюта ще бъдат използвани за ориентиране на партньорите по проект SINTRA при разработването на обучителни материали за развитие на вътрешнопредприемачески умения и начин на мислене сред работодателите и служителите в организациите за подкрепа на екологичната / социалната / икономическата устойчивост в тях. Идентичността на интервюираните ще остане напълно КОНФИДЕНЦИАЛНА.

РАЗДЕЛ I. ХАРАКТЕРИСТИКИ НА ОРГАНИЗАЦИЯТА НА ИНТЕРВЮИРАНИЯ

I.1. Сектор на дейност:

	<u>1.</u> Операции с недвижими имоти
	<u>2.</u> Строителство
	<u>3.</u> Търговия, ремонт
	<u>4.</u> Транспорт, складиране и комуникации

<u>5.</u> Други обществени, социални и дейности, свързани с персонални услуги
<u>6.</u> Преработваща промишленост
<u>7.</u> Селско и горско стопанство
<u>8.</u> Рибно стопанство
<u>9.</u> Образование
<u>10.</u> Туризъм, вкл. хотелиерство и ресторантьорство
<u>11.</u> Здравеопазване и социална работа
<u>12.</u> Финансово посредничество
<u>13.</u> Информационни и комуникационни технологии
<u>14.</u> Неправителствен сектор
<u>15.</u> Публичен сектор
<u>16.</u> Друго

I.2 Година на основаване (моля, посочете в клетката по-долу):

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I.3. Местоположение (моля, посочете РЕГИОНА, където е разположена организацията, за която работите):

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I.4. Размер на организацията към момента (брой наети):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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РАЗДЕЛ II. УСПЕШНИ ИСТОРИИ В СФЕРАТА НА ОРИЕНТИРАНОТО КЪМ ПОСТИГАНЕ НА УСТОЙЧИВОСТ ВЪТРЕШНО ПРЕДПРИЕМАЧЕСТВО

II.1. Имало ли е дейности, ориентирани към постигане на устойчивост във Вашата организация и ако „да“, кой ги е инициирал?

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II.2. Можете ли да опишете Ваш опит, когато Ваши служители са действали вътрешнопредприемачески и това е довело до подобряване на ориентацията към постигане на устойчивост на Вашата организация? Как започна това? Кой бяха, според вас, основните мотиви? Как се развиха нещата? Можете ли да опишете конкретните стъпки, които Ваши служители са следвали? Какво въздействие оказва това върху Вашата организация и по-специално върху Ваши служители?

II.3. Какви ефекти, свързани с постигането на устойчивост, генерира участието на Вашите служители в горепосочените дейности?

II.4. Можете ли да идентифицирате поне 3 ключови характеристики на поведението и начина на мислене на Вашите служители, които са им помогнали да действат вътрешнопредприемачески и да подобрят ориентацията към постигането на устойчивост на Вашата организация? Моля, обяснете отговора си.

II.5. Можете ли да идентифицирате поне 3 ключови характеристики на средата на Вашата организация, които са насърчавали Вашите служители да бъдат по-вътрешнопредприемачески ориентирани и, по този начин, да допринесат за прилагането на практики, процеси и приоритети, фокусирани върху постигането на устойчивост във Вашата организация? Моля, обяснете отговора си.

II.6. Как бихте описали равнището на АДЕКВАТНОСТ на уменията и компетенциите на Вашите служители, необходими за изпълнението на горепосочените вътрешнопредприемачески дейности?

Благодарим Ви за отделеното време при участието в настоящото интервю!

Вашият принос е важен за нас!

Подкрепата на Европейската комисия за изготвянето на настоящата публикация не представлява одобрение на съдържанието, което отразява гледните точки само на авторите и не може да се търси отговорност от Комисията за всяка употреба, която може да бъде използвана за информацията, съдържаща се в нея.