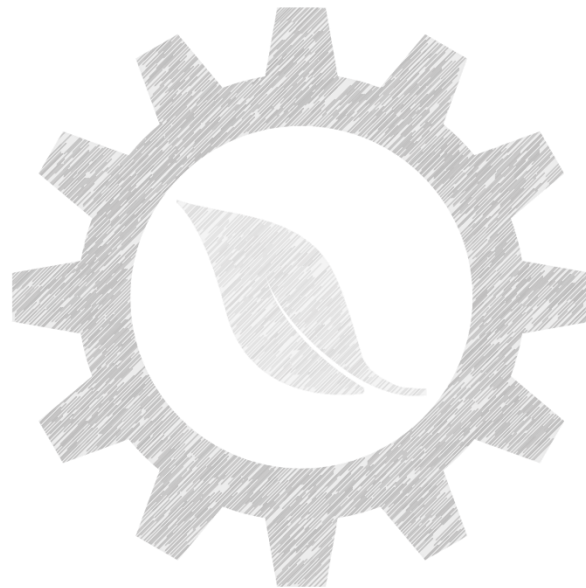




# **SUSTAINABILITY THROUGH INTRAPRENEURSHIP – GOOD PRACTICES AND GAP ANALYSIS IN SINTRA PARTNER COUNTRIES**

## **SYNTHESIS REPORT**



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## **PREFACE**

The 2<sup>nd</sup> 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 Synthesis Report presents the results of both structured survey questionnaires and semi-structured interviews conducted in the participating organisations in the SINTRA partner countries, 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 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 Synthesis 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 SINTRA partner countries – analysis of survey results;
- Chapter 2. Sustainability through INTRAprenurship in SINTRA partner countries – success stories’ in-depth interviews findings.

The SINTRA partner organisations would like to acknowledge the contribution of all individuals and organisations who assisted in drafting this report.

*The SINTRA Consortium*

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## EXECUTIVE SUMMARY

The second 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 Synthesis Report presents the results of both structured survey questionnaires and semi-structured interviews conducted in the participating organisations in the SINTRA partner countries, 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. In SINTRA partner countries – Iceland, Bulgaria, Croatia, Estonia, Greece and Portugal, the Good Practices and Gap Analysis Surveys were conducted among 253 representatives of the project’s target group, incl. 203 employees and 50 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. SINTRA In-depth Interviews were conducted in each partner country generally with 1 representative of the management staff and 2 employees in each of the organisations, where good practices/success stories have been identified during the desk research phase of IO1. The number of interviewees was 51, incl. 17 representatives of the management staff and 34 employees.

The results of the SINTRA Good Practices and Gap Analysis Survey and In-depth Interviews conducted in the project’s partner countries clearly indicate 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, although in the specific case of organisations’ orientation to sustainable development related initiatives and practices, employees do not seem to be very adequately informed of their employers’ strategies. Both employers and employees were considered to be important “drivers” for sustainability-oriented 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. Both surveyed groups consider that the main factors for enterprises and organisations to strengthen their sustainability orientation and associated practices cover all 3 dimensions of sustainability, incl. environmental, social and economic sustainability, which is indicative of the multifaceted understanding and attitude that surveyed employees and employers have to the issues of sustainability.

Skills and competences that could potentially impact the strongest on enterprises’ sustainability orientation, according to both surveyed groups, are: ‘Initiative, dynamic thinking, motivation and

a can-do-mentality’, ‘Dedication to one’s goals at work and realistic view about the ways to achieve them’, ‘Ability to deal with issues such as complexity and uncertainty’ and ‘Sharing information, instructing others and influencing people’. Besides necessary skills and competences enrichment, internal “settings”, such as: ‘Organisation’s open culture’ and ‘Autonomy to solve challenges’ are also of great importance. 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 their intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations.

This was generally reaffirmed by In-depth Interviews conducted among employees and employers, who generally described the level of adequacy of employees’ skills and competences necessary for implementing intrapreneurial activities in need of upgrading, in view of their experience with the initiation and implementation of sustainability-oriented initiatives. In this regard, the prospective training initiatives to be organised and supporting training interactive tools to be developed under the SINTRA project were seen both by surveyed employees and employers as quite appealing and possessing the potential to benefit organisations by upgrading employees’ and employers’ sustainability-oriented intrapreneurial skills and mindset.

Finally, based on the survey and in-depth interview findings, the SINTRA “training course” to be designed and implemented in partner countries and beyond, should be tailored to the characteristics and preferences of surveyed and interviewed employees and employers and incorporate innovative elements, i.e.:

- Understandable language of the SINTRA training materials tailored to the needs of users including cases and tasks for both self-preparation and group work, as well as for intervals in-between face-to-face training sessions.
- The e-Learning Platform designed in a way that allows its usage for in-house training in organisations, where trainers and supervisors have their own staff and managers.
- More intensive and better organised sharing of ideas and discussions among intrapreneurially minded employees;
- Evaluation of direct and indirect benefits resulting from “social sustainability” initiatives and justifying cost and effort devoted;
- Effective internal information dissemination through appropriate communication channels (Top-down and Bottom-up flows);
- Continuous interaction with regional stakeholders.



## EXECUTIVE SUMMARY IN ICELANDIC

Í öðrum hluta í verkþætti 1 “fyrirmyndar tilvik og þarfagreining” sem snýst um að greina hvernig staðið er að því að auka sjálfbærni með innri nýsköpun í skipulagsheildum og jafnframt að koma auga á þær þarfir sem eru í þessum fyrirtækjum/stofnunum fyrir bætta hæfni og skipulag til þess að auka innri nýsköpun. Þessi samantektarskýrsla kynnir til sögunar niðurstöður úr spurningarkönnunum og hálfstöðluðum viðtölum sem tekin voru á meðal þeirra fyrirtækja/stofnana sem tóku þátt í öllum þátttökulöndum SINTRA. Markmiðið var að greina hvernig stuðningur við bætta hæfni og hugarfar til innri nýsköpunar geti ýtt undir að sjálfbærni verkefnum sé hrint í framkvæmd. Í SINTRA löndunum Íslandi, Búlgaríu, Króatíu, Eistlandi, Grikklandi og Portúgal voru lagðar fyrir 253 kannanir fyrir þarfagreiningu og fyrirmyndartilvik á meðal markhóps verkefnisins þar af voru 203 starfsmenn og 20 stjórnendur/atvinnurekendur. Markmiðið var að greina tilvik og þarfir fyrir úrbætur þegar kemur að því að nýta innri nýsköpun til að vinna að sjálfbærni verkefnum bæði hvað varðar hugarfar og hæfni stjórnenda og starfsfólks. SINTRA viðtölin voru svo tekin í hverju einu af þátttökulöndunum. Yfirleitt 1 viðtal við stjórnanda og 2 við starfsfólk í hverju fyrirtæki/stofnun þar sem greind höfðu verið fyrirmyndar tilvik og dæmisögur í fyrri hluta þessa verkþáttar. Tekin voru 51 viðtöl þar af 17 við stjórnendur og 34 við starfsfólk.

Niðurstöðurnar úr könnunum og viðtölum um fyrirmyndar tilvik og þarfagreiningu leiddu greinilega í ljós að sjálfbærni verkefni sem höfðu orðið til fyrir tilstilli innri nýsköpunar voru ekki óalgeng innan fyrirtækjanna/stofnananna og að bæði starfsfólk og stjórnendur gera sér grein fyrir þeirra framlagi í þróun innan fyrirtækisins í félagslegu, efnahagslegu og umhverfislegu tilliti. Engu að síður virðast starfsmenn almennt ekki vera nægjanlega upplýstir um stefnu stjórnenda í þessum málum. Bæði starfsmenn og stjórnendur voru taldir eiga frumkvæði að sjálfbærni verkefnum. Skoðanir starfsfólks og stjórnenda eru býsna samstíga þegar kemur að þáttum er varða það hversu mikil áhrif nýsköpunarhugarfar getur haft á það að sjálfbærni verkefni nái fram að ganga innan fyrirtækis/stofnunar. Báðir hóparnir töldu að það sem hvetti fyrirtæki og stofnanir til að auka áherslu á sjálfbærni ætti upptök sín í öllum þremur stöðum sjálfbærni. Umhverfislegum, efnahagslegum og félagslegum sem sýnir að þátttakendur í könnuninni höfðu ágætan skilning á sjálfbærri þróun.

Sú hæfni og færni sem báðir hópar töldu að gæti haft mest áhrif á sjálfbærniþróun fyrirtækjanna voru: frumkvæði, áhugahvöt, drífandi hugsun og “við getum” hugarfar. Geta til að kljást við vandamál á borð við flækjustig og óvissu, upplýsingamiðlun, að leiðbeina öðrum og að hafa áhrif á fólk þótti allt mikilvæg hæfni. Auk nauðsynlegrar færni sem telst til innri þátta svo sem: Opin fyrirtækjamenning og sjálfstæði til að leysa vandamál var einnig talin mikilvæg. Varðandi það hversu oft svarendur töldu að þeir væru að beita fyrir sig innri nýsköpun og hversu vel þjálfðir



þeir töldu sig. Þá taldi starfsfólk sérstaklega að þau þyrftu á þjálfun í hæfni og færni innri nýsköpunar að halda sem gæti nýst þeim til að efla sjálfbærni þeirra fyrirtækja/stofnana.

Í viðtölunum sem voru tekin við bæði starfsfólk og stjórnendur voru þessi viðhorf almennt staðfest. Þar sem því var lýst að hæfni og færni starfsfólks til að beita aðferðum innri nýsköpunar þyrfti að bæta þegar kæmi að því að setja af stað verkefni tengd sjálfbærri þróun innan fyrirtækisins/stofnunarinnar. Í þessu tilliti var sú þjálfun og gangvirku tól sem verið er að þróa í SINTRA verkefninu talin, jafnt af starfsfólki sem stjórnendum, áhugaverð og byggja yfir miklum möguleikum á að nýtast til að uppfæra hæfni og færni þeirra til að auka sjálfbærni innan fyrirtækjanna/stofnananna með hugarfari og færni innri nýsköpunar.

Að lokum, byggt á niðurstöðum úr könnunum og viðtölum ætti SINTRA námskeiðið sem verður hannað og innleitt í þátttökulöndunum að vera sniðið að þeim sem tóku þátt og innihalda fjölbreytta og nýstárlega þætti á borð við:

- Auðskiljanlegt SINTRA námsefni sem sniðið er að þörfum notenda, með tilviksrannsóknnum og verkefnum sem hægt er að nýta bæði í undirbúningi hvers og eins sem og í hópverkefnum og á milli námsþátta.
- Námsvefur sem er settur upp á þann hátt að það nýtist í innanhúss þjálfun fyrirtækja/stofnana sem leiðbeinendur geta náð til stjórnenda og starfsfólks.
- Kröftugra og betra skipulag á því hvernig hugmyndum er deilt og þær ræddar á meðal starfsfólks með hugarfar innri nýsköpunar.
- Mat á beinum og óbeinum ávinningi af verkefnum tengdri „félagslegri sjálfbærni“ og hvernig réttlæta megi að lagður sé kostnaður og kraftur í slík verkefni.
- Skilvirkt innra upplýsingaflæði með réttum miðlum með flæði frá bæði stjórnendum til starfsfólks og frá starfsfólki til stjórnenda.
- Stöðug samskipti við ytri haghafa.

## EXECUTIVE SUMMARY IN BULGARIAN

Втората стъпка от изпълнението на интелектуален продукт № 1 от проект SINTRA „Добри практики и анализ на несъответствията“ е свързан с изследване на съответни практики в областта на вътрешното предприемачеството, свързани с устойчивостта в организациите, както и на съществуващите несъответствия в организационната среда и вътрешнопредприемаческите умения и нагласи на служителите/работодателите. Този обобщен доклад представя резултатите както от структурираните анкетни проучвания, така и от полуструктурираните интервюта, проведени в участващите организации в страните партньори по проект SINTRA, целящи да установят по какъв начин подкрепата за развитие на вътрешнопредприемаческите умения и мислене както сред служителите, така и сред работодателите в организациите може да доведе до въвеждане на ориентирани към устойчивостта практики, процеси и приоритети в техните рамки. В страните-партньори по проект SINTRA – Исландия, България, Хърватия, Естония, Гърция и Португалия, бяха организирани анкети за проучване на добри практики и анализ на несъответствията сред 253 представители на целевата група на проекта, вкл. 203 служители и 50 работодатели/мениджъри, насочени към изследване на съответните практики в областта на вътрешното предприемачеството, свързано с устойчивостта в организациите, както и съществуващите несъответствия в организационната среда и вътрешнопредприемаческите умения и нагласи на служителите/работодателите. Дълбочинни интервюта по проект SINTRA бяха проведени във всяка страна-партньор с 1 представител на ръководния персонал и 2 служители във всяка от организациите, където по време на фазата на кабинетното проучване в рамките на интелектуален продукт № 1 бяха идентифицирани добри практики/успешни истории. Броят на интервюираните беше 51, вкл. 17 представители на ръководния персонал и 34 служители.

Резултатите от проучването на добрите практики, анализа на несъответствията и дълбочинните интервюта по проект SINTRA, проведени в страните-партньори, ясно показват, че вътрешнопредприемаческите инициативи, ориентирани към постигане на устойчивост, не са рядко-срещани в организациите, като служителите и работодателите осъзнават своя принос за развитието на организациите в социален, икономически и екологичен аспект, въпреки че по отношение на ориентацията на организациите към инициативи и практики, свързани с устойчивото развитие, изглежда, че служителите не са достатъчно адекватно информирани за стратегиите на своите работодатели. Работодателите и служителите са считани за важни „двигатели“ на инициативи, насочени към постигането на устойчивост. Мненията на анкетиранияте работодатели и служители се припокриват в голяма степен по отношение на основните области, в които персоналът с вътрешнопредприемаческа ориентация има потенциал да окаже ефект, свързан с

постигането на устойчивост в организациите. И двете анкетирани групи считат, че основните фактори за предприятията и организациите за укрепване на тяхната ориентация към постигането на устойчивост и свързаните с нея практики обхващат всичките 3 измерения на устойчивостта, вкл. екологична, социална и икономическа устойчивост, което е показателно за комплексното разбиране и отношение, което анкетираните служители и работодатели имат към въпросите за устойчивостта.

Уменията и компетенциите, които потенциално биха могли да повлияят най-силно върху ориентацията на предприятията към постигане на устойчивост, според двете анкетирани групи, са: „Инициативност, динамично мислене, мотивация и менталитет за справяне с предизвикателствата“, „Посвещаване на целите на работното място и реалистична представа за начините за тяхното постигане“, „Способност за справяне с проблеми като сложност и несигурност“ и „Споделяне на информация, инструктиране на останалите и въздействие върху хората“. Освен необходимото обогатяване на съответните умения и компетенции, от голямо значение са и вътрешните условия в организациите, като например „Култура на откритост в организацията“ и „Автономия за справяне с предизвикателства“. Що се отнася до важността и адекватността на съответните умения и честотата на практикуване на определени предварително дефинирани дейности, свързани с вътрешното предприемачество, според мненията както на анкетираните работодатели, така и на служителите, последните се нуждаят от практически-ориентирано надграждане на техните умения в областта на вътрешното предприемачество, което ще им позволи да повишават ориентацията на техните организации към постигане на устойчивост.

Казаното по-горе като цяло бе потвърдено дълбочинните интервюта, проведени сред служители и работодатели, които като цяло предоставят информация относно равнището на адекватност на уменията и компетенциите на служителите, необходими за осъществяване на вътрешнопредприемачески дейности, които се нуждаят от надграждане, с оглед на техния опит с иницирането и прилагането на ориентирани към устойчивост инициативи. В тази връзка, бъдещите обучителни дейности, които предстои да бъдат организирани, и подкрепящи интерактивни обучителни инструменти, които ще бъдат разработени по проект SINTRA, са възприето както от анкетираните служители, така и от работодателите като силно привлекателни и притежаващи потенциала да бъдат от полза за организациите, посредством надграждане на ориентирани към постигане на устойчивост вътрешнопредприемачески умения и нагласи сред служителите и работодателите.

И накрая, въз основа на резултатите на проведените анкетни проучвания и дълбочинни интервюта, обучителният курс по проект SINTRA, който ще бъде разработен и проведен в страните-партньори и извън тях, трябва да бъде съобразен с характеристиките и предпочитанията на анкетираните и интервюирани служители и работодатели и да включва следните иновативни елементи:

- Разбираем език на обучителните материали, разработени по проект SINTRA, съобразени с нуждите на ползвателите, включително казуси и задания за самоподготовка и за груповата работа, както и за периодите между присъствените обучителни сесии.
- Платформата за електронно обучение следва да бъде проектирана по начин, който позволява използването ѝ за вътрешно обучение в организациите, където обучителите и ръководителите имат свой персонал и мениджъри.
- По-интензивно и по-добре организирано споделяне на идеи и дискусии между служители с вътрешноприемаческо мислене;
- Оценка на преките и косвените ползи, произтичащи от инициативите за постигане на „социална устойчивост“ и оправдаване на направените разходи и положените усилия;
- Ефективно вътрешно разпространение на информация чрез подходящи комуникационни канали (потоци отгоре-надолу и отдолу-нагоре);
- Непрекъснато взаимодействие със заинтересованите страни на регионално равнище.

## EXECUTIVE SUMMARY IN CROATIAN

Drugi dio SINTRA rezultata IO1 pod nazivom "Dobra praksa i analiza nesrazmjera" predstavlja proučavanje relevantnih praksi u području intrapoduzetništva orijentiranog na održivost poslovanja u različitim organizacijama, kao i proučavanje postojećeg nesrazmjera između organizacijskih ustroja i vještina i stavova poslodavaca i zaposlenika. Ovo skupno izvješće predstavlja rezultate anketa i intervjuva provedenih u zemljama partnerima na SINTRA projektu sa ciljem utvrđivanja kako podrška razvoju intrapoduzetničkih vještina unutar organizacije može voditi uvođenju praksi, procesa i prioriteta usmjerenih na održivost poslovanja. U zemljama partnerima – Island, Bugarska, Hrvatska, Estonija, Grčka i Portugal, provedena je anketa među 253 sudionika projektne ciljane skupine, uključivo i 50 predstavnika poslodavaca/menadžera, a sa ciljem prepoznavanja relevantnih praksi kao i nesrazmjera u organizacijskim postavkama i intrapoduzetničkim vještinama. SINTRA intervjui u svakoj zemlji partneru obavljani su u pravilu sa 1 predstavnikom uprave i dva djelatnika iz organizacije čiji su primjeri identificirani kao primjeri dobre prakse. Ukupno je obavljen 51 intervju, i to 17 sa predstavnicima uprave i 34 sa njihovim zaposlenicima.

Tako prikupljeni odgovori jasno ukazuju kako intrapoduzetničke inicijative usmjerene na održivost poslovanja nisu bile rijetkost u organizacijama, te kako i zaposlenici i poslodavci svoj doprinos razvoju organizacija shvaćaju u socijalnom, ekonomskom i ekološkom smislu, iako se u pojedinim slučajevima čini da zaposlenici nisu baš adekvatno informirani o strategijama svojih poslodavaca usmjerenim na održivi razvoj. Mišljenja anketiranih poslodavaca i zaposlenika u velikoj su se mjeri poklapala u vezi s glavnim područjima u kojima intrapoduzetničko ponašanje zaposlenika može postići učinak povezan s povećanjem održivosti. Obje anketirane skupine smatraju da glavni čimbenici za poduzeća i organizacije koji pokreću jačanje njihove orijentacije prema održivosti i s njima povezane prakse pokrivaju sve tri dimenzije održivosti, uključivo ekološku, socijalnu i ekonomsku održivost, što ukazuje na višeznačno razumijevanje i stav koji anketirani zaposlenici i poslodavci imaju prema pitanjima održivosti.

Vještine i kompetencije koje najjače utječu na orijentaciju poduzeća prema održivosti, prema objema anketiranim skupinama, su: "Inicijativa, dinamično razmišljanje, motivacija i „ja-mogu“ mentalitet", "Predanost svojim ciljevima na poslu i realan pogled na način da ih se ostvari", "Sposobnost suočavanja izazova složenosti i neizvjesnosti" te "Dijeljenje informacija, podučavanje drugih i utjecaj na ljude". Uz nadogradnju potrebnih vještina i kompetencija, od velike su važnosti i interne/organizacijske postavke, poput: "Otvorena kultura organizacije" i "Autonomija za rješavanje izazova". Što se tiče važnosti, primjerenosti relevantnih vještina i učestalosti bavljenja određenim unaprijed definiranim intrapoduzetničkim aktivnostima, prema percepciji anketiranih poslodavaca i zaposlenika, potonji trebaju praktično orijentiranu nadogradnju svojih

intrapoduzetničkih vještina što će im omogućiti da potaknu usmjerenost svojih organizacija na održivost poslovanja.

Ovi odgovori u pravilu su i potvrđeni kroz intervju obavljen sa zaposlenicima i poslodavcima, koji su općenito opisivali potrebu nadogradnje razine vještina i kompetencija zaposlenika potrebnih za provođenje intrapoduzetničkih aktivnosti, a obzirom na njihova iskustva s pokretanjem i provedbom inicijativa orijentiranih na održivost. U tom smislu, anketirani zaposlenici i poslodavci prepoznali su trening materijale i potporne interaktivne alate koji će se razviti kroz projekt SINTRA potencijalom koji će koristiti organizacijama da nadgrade intrapoduzetničke vještine i način razmišljanja usmjerene na jačanje održivosti poslovanja.

Naposljetku, temeljem rezultat anketa i intervju, SINTRA-in „tečaj osposobljavanja“ koji će se osmisliti i provoditi u partnerskim zemljama i šire, trebao bi biti prilagođen karakteristikama i preferencijama anketiranih i intervjuiranih zaposlenika i poslodavaca te sadržavati inovativne elemente, odnosno:

- SINTRA trening materijal treba biti pisan razumljivo, prilagođeno potrebama korisnika, te uključivati slučajeve i zadatke za samo-pripremu i rad u grupi, kao i za rad između treninga
- Platforma za e-učenje treba biti dizajnirana na način koji omogućuje njenu upotrebu za “in-house” treninge u organizacijama, gdje su treneri i mentori vlastito osoblje
- Omogućiti i poticati dijeljenje ideja i razvijati razgovor među intrapoduzetnički orijentiranim zaposlenicima
- Omogućiti evaluaciju direktnih i indirektnih koristi inicijativa usmjerenih na socijalnu održivost, kao i potvrdu troškova i uloženi napora u provedbu tih inicijativa
- Osigurati efikasnu internu diseminaciju i informiranost kroz prikladne komunikacijske kanale (Od vrha prema dolje i s dna prema vrhu)
- Osigurati kontinuiranu interakciju sa regionalnim stakeholderima.

## EXECUTIVE SUMMARY IN ESTONIAN

SINTRA IO1 „Heade tavade ja lünkade analüüs” rakendamise teine samm on uurida asjakohaseid tavasid organisatsioonides jätkusuutlikkusega seotud ettevõttesiseses ettevõtluse valdkonnas, samuti olemasolevaid lünki organisatsioonide keskkonnas ning töötajate/tööandjate ettevõttesisesed oskusi ja mõtteviisi. Käesolevas kokkuvõtlikus aruandes esitatakse SINTRA partnerriikides osalenud organisatsioonides korraldatud nii struktureeritud küsimustike kui ka poolstruktureeritud intervjuude tulemused, mille eesmärk on uurida, kuidas organisatsioonides töötajate ja tööandjate ettevõtluse oskuste ja mõtteviisi arendamise toetus võib viia jätkusuutlikkusele keskendunud tavade, protsesside ja prioriteetide tutvustamiseni organisatsioonides. SINTRA partnerriikides - Islandil, Bulgaarias, Horvaatias, Eestis, Kreekas ja Portugalis viidi läbi uuring 253 projekti sihtrühma esindaja hulgas, sh. 203 töötajat ja 50 tööandjat/juht ning põhjalikud intervjuud viidi läbi igas partnerriigis, kokku 1 juhtkonna esindaja ja 2 töötajat igas organisatsioonis, kus uurimisfaasis selgitati välja head tavad/edulood. Intervjueeritavate arv oli 51, sh. 17 juhtkonna esindajat ja 34 töötajat.

Projekti partnerriikides läbi viidud SINTRA heade tavade ja lünkade analüüsi uuringu ning põhjalike intervjuude tulemused näitavad selgelt, et ettevõttesiseses juhtimisega jätkusuutlikkusele suunatud algatused ei olnud organisatsioonides haruldased ning nii töötajad kui ka tööandjad mõistavad oma panust organisatsioonide arengusse sotsiaalsetes, majanduslikes ja keskkonnavalastes tingimustes, ehkki organisatsioonide säästvate arengule suunatud algatustele ja tavadele orienteeritud juhtumite puhul ei näi töötajad olevat oma tööandjate strateegiatest piisavalt piisavalt informeeritud. Nii tööandjaid kui ka töötajaid peeti jätkusuutlikkusele suunatud algatuste oluliseks veduriks. Uuritud tööandjate ja töötajate arvamused keskendusid peamistele valdkondadele, kus ettevõttesiseses mõtlemisega töötajad võivad organisatsioonides jätkusuutlikkusega seotud efekti saavutada. Mõlemad küsitletud rühmad leiavad, et ettevõtete ja organisatsioonide peamised tegurid, mis tagavad nende jätkusuutlikkusele orienteerituse ja sellega seotud tavade tugevdamise, hõlmavad jätkusuutlikkuse kõiki kolme mõõdet, sh keskkonnavalane, sotsiaalne ja majanduslik jätkusuutlikkus, mis viitab küsitletud töötajate ja tööandjate mitmekülgsele mõistmisele ja suhtumisele jätkusuutlikkuse küsimustesse.

Mõlema küsitletud rühma sõnul on oskused ja pädevused, mis võivad ettevõtte jätkusuutlikkusele orienteerumist kõige tugevamalt mõjutada, järgmised: „Algatusvõime, dünaamiline mõtlemine, motivatsioon ja suutlikkus”, „Pühendumine oma eesmärkidele tööl ja realistlik vaade viisid nende saavutamiseks”, „Võime tegeleda selliste probleemidega nagu keerukus ja ebakindlus” ja „Informatsiooni jagamine, teiste juhendamine ja inimeste mõjutamine”. Peale vajalike oskuste ja pädevuste rikastamise on suure tähtsusega ka sellised sisemised aspektid nagu: organisatsiooni avatud kultuur ja autonoomia väljakutsete lahendamiseks. Mis puutub seotud oskuste olulisusse, adekvaatsusesse ja teatavate eelnevalt kindlaksmääratud intraprerrenoloogiliselt seotud

tegevuste harrastamise sagedusse, siis nii küsitletud tööandjate kui ka töötajate arusaamade kohaselt vajavad viimased praktiliselt orienteeritud nende ettevõtluse algatamisega seotud oskuste täiendamist, mis võimaldavad neil suurendada oma organisatsioonide jätkusuutlikkusele orienteeritust.

Seda kinnitasid üldiselt töötajate ja tööandjate vahel läbiviidud põhjalikud intervjuud, kus üldiselt kirjeldati töötajate oskuste ja pädevuste piisavuse taset, mis on vajalik ajakohastamist vajavate ettevõttesiseste tegevuste elluviimiseks, pidades silmas nende kogemusi jätkusuutlikkuse algatamisel ja rakendamisel. Sellega seoses pidasid nii küsitletud töötajad kui ka tööandjad võimalikke koolitusalgatusi ja korraldatavate interaktiivsete tööriistade kasutamist ning SINTRA projekti raames väljatöötatavate interaktiivsete koolitusvahendite toetamist heaks võimaluseks.

Lõpuks tuleks uuringu ja põhjalike intervjuude tulemuste põhjal kohandada partnerriikides ja mujal kavandatav ja rakendatav SINTRA koolituskursus vastavalt nende omadustele ja eelistustele ning sisaldada uuenduslikke elemente, seehulgas:

- Kasutajate vajadustele kohandatud SINTRA koolitusmaterjalide arusaadav keel, sealhulgas juhtumid ja ülesanded nii enda ettevalmistamiseks kui ka rühmatööks, samuti näost näkku treeningute vaheliste tegevuste jaoks;
- E-õppe platvorm on loodud viisil, mis võimaldab seda kasutada ettevõttesiseseks koolituseks organisatsioonides;
- Intensiivsemalt ja paremini organiseeritud ideede jagamine ja arutelud ettevõtlike töötajate vahel;
- Sotsiaalse jätkusuutlikkuse algatustest tuleneva otsese ja kaudse kasu hindamine ning pühendatud kulude ja jõupingutuste põhjendamine;
- Tulemuslik sisemine teabe levitamine sobivate sidekanalite kaudu (ülalt alla ja alt üles liikumine);
- Pidev suhtlemine piirkondlike sidusrühmadega.



## EXECUTIVE SUMMARY IN GREEK

Το δεύτερο στάδιο υλοποίησης του Intellectual Output 1 του έργου SINTRA «Καλές Πρακτικές και Ανάλυση των Κενών σε Δεξιότητες» αφορά στην εξέταση σχετικών πρακτικών στον τομέα της ενδοεπιχειρηματικότητας που σχετίζεται με την οργανωσιακή βιωσιμότητα, καθώς και των υφιστάμενων κενών στα οργανωσιακά πλαίσια και τις ενδοεπιχειρηματικές δεξιότητες και πρακτικές των εργαζομένων / εργοδοτών. Η συγκεκριμένη Συνθετική Έκθεση παρουσιάζει τα αποτελέσματα τόσο των δομημένων ερευνητικών ερωτηματολογίων, όσο και των ημι-δομημένων συνεντεύξεων με εκπροσώπους οργανισμών που διεξήχθησαν στις χώρες εταίρους του SINTRA, με στόχο τη μελέτη του τρόπου με τον οποίο η υποστήριξη για την ανάπτυξη ενδοεπιχειρηματικών δεξιοτήτων και νοοτροπίας τόσο εκ μέρους των εργαζομένων όσο και των εργοδοτών μπορεί να οδηγήσει στην εισαγωγή οργανωσιακών πρακτικών, διαδικασιών και προτεραιοτήτων με επίκεντρο τη βιωσιμότητα. Σε όλες τις συμμετέχουσες στο έργο SINTRA χώρες - Ισλανδία, Βουλγαρία, Κροατία, Εσθονία, Ελλάδα και Πορτογαλία – η ανάλυση των Καλών Πρακτικών και των Κενών σε Δεξιότητες πραγματοποιήθηκε με τη συμμετοχή 253 εκπροσώπων της ομάδας στόχου του έργου, συμπεριλαμβανομένων 203 εργαζόμενων και 50 εργοδοτών / διευθυντών, με στόχο την εξέταση σχετικών πρακτικών στον τομέα της ενδοεπιχειρηματικότητας που σχετίζεται με την οργανωσιακή βιωσιμότητα, καθώς και τα υφιστάμενα κενά στα οργανωσιακά πλαίσια, τις ενδοεπιχειρηματικές δεξιότητες και τη νοοτροπία των εργαζομένων / εργοδοτών. Οι ημι-δομημένες συνεντεύξεις πραγματοποιήθηκαν σε κάθε χώρα εταίρο με τη συμμετοχή ενός εκπροσώπου από το διοικητικό προσωπικό και δύο υπαλλήλων από τους οργανισμούς όπου εντοπίστηκαν καλές πρακτικές κατά την υλοποίηση της πρώτης φάσης του Intellectual Output 1 του έργου. Ο αριθμός των ερωτηθέντων ήταν 51, συμπεριλαμβανομένων 17 εκπροσώπων του διοικητικού προσωπικού και 34 εργαζόμενων.

Τα αποτελέσματα της έρευνας και οι συνεντεύξεις σε βάθος που διεξήχθησαν στις χώρες εταίρους του έργου δείχνουν σαφώς ότι οι ενδοεπιχειρηματικές πρωτοβουλίες που είναι προσανατολισμένες στη βιωσιμότητα δεν ήταν ασυνήθιστες στους οργανισμούς και τόσο οι εργαζόμενοι όσο και οι εργοδότες συνειδητοποιούν τη συμβολή τους στην ανάπτυξη των κοινωνικών, οικονομικών και περιβαλλοντικών όρων. Ωστόσο, συχνά στις περιπτώσεις που οι οργανισμοί έχουν προσανατολισμό στη βιώσιμη ανάπτυξη, οι εργαζόμενοι δεν φαίνεται να ενημερώνονται επαρκώς για τις σχετικές στρατηγικές των εργοδοτών τους. Τόσο οι εργοδότες όσο και οι εργαζόμενοι θεωρήθηκαν σημαντικοί «οδηγοί» για πρωτοβουλίες προσανατολισμένες στη βιωσιμότητα. Οι απόψεις των ερωτηθέντων εργοδοτών και των εργαζομένων συνέκλιναν σε μεγάλο βαθμό σχετικά με τους κύριους τομείς οργανωσιακής βιωσιμότητας που το προσωπικό που ενεργεί ενδοεπιχειρηματικά έχει τη δυνατότητα να επιτύχει. Και οι δύο ομάδες που ερωτήθηκαν, θεωρούν ότι οι κύριοι παράγοντες για τις επιχειρήσεις και τους οργανισμούς που οδηγούν στην ενίσχυση του προσανατολισμού τους προς

τη βιωσιμότητα και τις συναφείς πρακτικές καλύπτουν και τις 3 διαστάσεις της βιωσιμότητας, συμπεριλαμβανομένης της περιβαλλοντικής, κοινωνικής και οικονομικής βιωσιμότητας, κάτι που είναι ενδεικτικό της πολύπλευρης κατανόησης και της στάσης των ερωτηθέντων εργαζομένων και εργοδοτών στα θέματα της βιωσιμότητας.

Οι δεξιότητες και οι ικανότητες που θα μπορούσαν ενδεχομένως να επηρεάσουν περισσότερο τον οργανωσιακό προσανατολισμό προς τη βιωσιμότητα, σύμφωνα με αμφότερες τις ομάδες που ερευνήθηκαν, είναι: «η πρωτοβουλία, η δυναμική σκέψη, η κινητοποίηση και η θετική νοοτροπία», «η εστίαση στους στόχους και ο ρεαλισμός σχετικά με τους τρόπους επίτευξής τους», «η ικανότητα αντιμετώπισης ζητημάτων όπως η πολυπλοκότητα και η αβεβαιότητα», «ο διαμοιρασμός πληροφοριών, η καθοδήγηση και ο επηρεασμός των άλλων ανθρώπων». Εκτός από την απαραίτητη αναβάθμιση των δεξιοτήτων και των ικανοτήτων, εσωτερικά «πλαίσια», όπως: η «Ανοιχτή οργανωσιακή κουλτούρα» και η «Αυτονομία για την επίλυση των προκλήσεων» έχουν επίσης μεγάλη σημασία. Όσον αφορά τη σημαντικότητα, την επάρκεια των σχετικών δεξιοτήτων και τη συχνότητα συγκεκριμένων δραστηριοτήτων που σχετίζονται με την ενδοεπιχειρηματικότητα, σύμφωνα με τις αντιλήψεις τόσο των ερωτηθέντων εργοδοτών όσο και των υπαλλήλων, οι τελευταίοι χρειάζονται μία προσανατολισμένη στην πράξη αναβάθμιση των ενδοεπιχειρηματικών τους δεξιοτήτων που θα τους επιτρέψουν να ενισχύσουν τον οργανωσιακό προσανατολισμό στη βιωσιμότητα.

Αυτό επιβεβαιώθηκε γενικά από τις συνεντεύξεις με τους εργαζόμενους και τους εργοδότες, οι οποίοι γενικά περιέγραψαν το απαιτούμενο επίπεδο επάρκειας των δεξιοτήτων και ικανοτήτων των εργαζομένων για την αποτελεσματική εφαρμογή ενδοεπιχειρηματικών δραστηριοτήτων με προσανατολισμό στη βιωσιμότητα. Από αυτή την άποψη, οι προοπτικές εκπαιδευτικών πρωτοβουλιών και υποστηρικτικών διαδραστικών εργαλείων που θα αναπτυχθούν και θα προσφερθούν στο πλαίσιο του έργου SINTRA θεωρήθηκαν τόσο από τους ερωτηθέντες υπαλλήλους, όσο και από τους εργοδότες ως αρκετά ελκυστικές με δυνατότητες να ωφελήσουν τους οργανισμούς μέσω της αναβάθμισης των εργαζομένων και τις ενδοεπιχειρηματικές δεξιότητες και νοοτροπία με προσανατολισμό στη βιωσιμότητα των εργοδοτών.

Τέλος, με βάση τα ευρήματα της έρευνας και των συνεντεύξεων, το «εκπαιδευτικό πρόγραμμα» του SINTRA που θα σχεδιαστεί και θα εφαρμοστεί στις χώρες εταίρους, στο πλαίσιο του έργου και μετά από αυτό, θα πρέπει να είναι προσαρμοσμένο στα χαρακτηριστικά και τις προτιμήσεις των συμμετεχόντων στην έρευνα εργαζομένων και εργοδοτών και να ενσωματώνει καινοτόμα στοιχεία, όπως:

- Κατανοητή γλώσσα του εκπαιδευτικού υλικού προσαρμοσμένο στις ανάγκες των χρηστών, συμπεριλαμβανομένων περιπτώσεων μελέτης και εργασιών για ατομική μελέτη και ομαδική εργασία για τα χρονικά διαστήματα μεταξύ των συνεδριών της συμβατικής εκπαίδευσης.
- Πλατφόρμα ηλεκτρονικής κατάρτισης σχεδιασμένη με τρόπο που να επιτρέπει τη χρήση της για ενδοεπιχειρηματική εκπαίδευση.

- Περισσότερο εντατική και καλύτερα οργανωμένη ανταλλαγή ιδεών και διεξαγωγή συζητήσεων μεταξύ των εργαζομένων με ενδοεπιχειρηματική σκέψη.
- Αξιολόγηση των άμεσων και έμμεσων οφελών που προκύπτουν από πρωτοβουλίες «κοινωνικής βιωσιμότητας» και αιτιολόγηση του κόστους και της προσπάθειας που αφιερώνεται.
- Αποτελεσματική εσωτερική διάδοση πληροφοριών μέσω κατάλληλων καναλιών επικοινωνίας (ροές από επάνω προς τα κάτω και από κάτω προς τα επάνω).
- Συνεχής αλληλεπίδραση με περιφερειακά ενδιαφερόμενα μέρη.

## EXECUTIVE SUMMARY IN PORTUGUESE

A segunda etapa da implementação do projeto SINTRA IO1 "Boas Práticas e Análise de Lacunas" consiste em identificar as práticas relevantes relativas ao intra-empREENDEDORISMO associado à sustentabilidade nas organizações, bem como as lacunas existentes nos contextos organizacionais e nas competências e mentalidades intra-empREENDEDORAS dos empregados/empregadores. Este Relatório de Síntese apresenta os resultados, tanto de questionários recolhidos como das entrevistas semi-estruturadas realizadas nas entidades nos países parceiros do projeto SINTRA, com o objetivo de estudar como o apoio ao desenvolvimento de competências e de uma mentalidade intra-empREENDEDORA entre empregados e empregadores nas organizações pode levar à introdução de práticas, processos e prioridades centradas na sustentabilidade dentro das mesmas. Nos países parceiros do projeto SINTRA - Islândia, Bulgária, Croácia, Estónia, Grécia e Portugal, o estudo sobre Boas Práticas e a Análise de Lacunas foram realizados entre 253 representantes do grupo-alvo do projeto, incluindo 203 empregados e 50 empregadores/gestores, com o objetivo de examinar as práticas relevantes no domínio do intraempREENDEDORISMO relacionado com a sustentabilidade nas organizações, bem como as lacunas existentes nos contextos organizacionais e nas competências e mentalidades intraempREENDEDORAS dos empregados/empregadores. Em todas as organizações de cada país parceiro, foram realizadas entrevistas a 1 empresário ou um representante dos órgãos de gestão e a 2 empregados, onde eles identificaram as respetivas boas práticas/ histórias de sucesso. O número de entrevistados foi de 51, incluindo 17 representantes do pessoal de gestão e 34 funcionários.

Os resultados do estudo SINTRA referente a boas práticas e às entrevistas realizadas nos países parceiros do projeto indicam, claramente, que as iniciativas orientadas para a sustentabilidade, impulsionadas pelo espírito empREENDEDOR, não eram incomuns no seio das organizações e tanto os respetivos empregados como os empregadores dão-se conta da sua contribuição para o desenvolvimento das mesmas em termos sociais, económicos e ambientais, embora no caso específico da orientação das organizações para iniciativas e práticas relacionadas com o desenvolvimento sustentável, os empregados não pareçam estar muito bem informados sobre as estratégias dos seus empregadores. Tanto os empregadores como os empregados foram considerados como importantes "motores" de iniciativas orientadas para a sustentabilidade. As opiniões dos empregadores e dos empregados inquiridos convergiram em grande medida em relação às principais áreas que o pessoal com espírito empREENDEDOR tem potencial para alcançar um efeito relacionado com a sustentabilidade nas organizações. Ambos os grupos inquiridos consideram que os principais fatores para as empresas e organizações que impulsionam o reforço da sua orientação para a sustentabilidade e práticas associadas abrangem as 3 dimensões da sustentabilidade, incluindo a sustentabilidade ambiental, social e económica, o que é indicativo

do entendimento e atitude multifacetados que os empregados e empregadores inquiridos têm em relação às questões da sustentabilidade.

De acordo com os dois grupos inquiridos, as aptidões e competências que podem ter um impacto mais forte na orientação da sustentabilidade das empresas são: 'Iniciativa, pensamento dinâmico, motivação e capacidade de fazer- mentalidade', 'Dedicação aos objetivos no trabalho e visão realista sobre as formas de os alcançar', 'Capacidade de lidar com questões como complexidade e incerteza' e 'Partilha de informação, instruindo outros e influenciando as pessoas'. Para além do enriquecimento das aptidões e competências foram, também, identificados alguns contextos, como por exemplo: "Cultura aberta da organização" e "Autonomia para resolver desafios" que são vistos como de grande importância. Quanto à importância, adequação das competências relacionadas e frequência da prática de certas atividades pré-definidas relacionadas com a atividade intraempreendedora, de acordo com as perceções tanto dos empregadores inquiridos como dos empregados, estes últimos necessitam de uma atualização orientada para a prática das suas competências relacionadas com a atividade intraempreendedora, o que lhes permitirá aumentar a orientação para a sustentabilidade das suas organizações.

Isto foi de uma forma geral reafirmado nas Entrevistas realizadas quer aos empregados quer aos empregadores, que descreveram o nível de adequação das aptidões e competências dos empregados necessárias para a implementação de atividades intraempreendedoras com uma necessidade de atualização, tendo em conta a sua experiência com o início e implementação de iniciativas orientadas para a sustentabilidade. A este respeito, as iniciativas previstas de formação e o apoio de ferramentas interativas a serem desenvolvidas no âmbito do projeto SINTRA foram vistas tanto pelos empregados e empregadores inquiridos como bastante atrativas e com potencial para beneficiar as organizações através da atualização das competências e da mentalidade intraempreendedora que suporta a sustentabilidade dos empregados e empregadores.

Finalmente, com base nos questionários e nos resultados das entrevistas efetuadas, o "curso de formação" SINTRA a ser concebido e implementado nos países parceiros e não só, deve ser adaptado às características e preferências dos empregados e empregadores e incorporar elementos inovadores que reflitam os princípios identificados na informação recolhida, tais como:

- Uso de uma Linguagem compreensível nos materiais de formação do projeto SINTRA, adaptados às necessidades dos utilizadores, incluindo casos e tarefas tanto para auto-preparação como para trabalho em grupo, bem como para intervalos entre sessões de formação presencial.
- A Plataforma de e-Learning concebida de forma a permitir a sua utilização para formação interna em organizações, que incluem no seu pessoal, formadores e supervisores.

- Partilha mais intensiva e melhor organizada de ideias e discussões entre funcionários com espírito intraempreendedor;
- Avaliação dos benefícios diretos e indiretos resultantes de iniciativas de "sustentabilidade social" e justificação dos custos e esforços dedicados;
- Divulgação interna eficaz de informação através de canais de comunicação apropriados (fluxos de cima para baixo e de baixo para cima);
- Interação contínua com os intervenientes regionais.

## **INTRODUCTION**

In SINTRA partner countries – Iceland, Bulgaria, Croatia, Estonia, Greece and Portugal, the **Good Practices and Gap Analysis Surveys** were conducted among 253 representatives of the project's target group, incl. 203 employees and 50 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.

In particular, in both surveys, it was attempted to investigate the participants' characteristics, their employing organisation's perceptions of their sustainability orientation and practices, the motives for undertaking sustainability related initiatives, etc. Very crucial, for the purposes of the SINTRA project itself, is also the surveys' part concerning the assessment of the perceived importance of certain skills and competences and of such skills' adequacy.

The surveys among employees and employers were conducted online in all partner countries, supported when necessary by additional clarifications about the purpose and content of the survey questionnaires provided by e-mail or phone.

SINTRA **In-depth Interviews** were conducted in each partner country generally with 1 representative of the management staff and 2 employees in each of the organisations, where good practices/success stories have been identified during the desk research phase of IO1. The number of interviewees was 51, incl. 17 representatives of the management staff and 34 employees.

The **Synthesis 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 Synthesis Report. The presentation of findings in Chapter 2 is mostly narrative, based on the responses provided to In-depth Interviews.

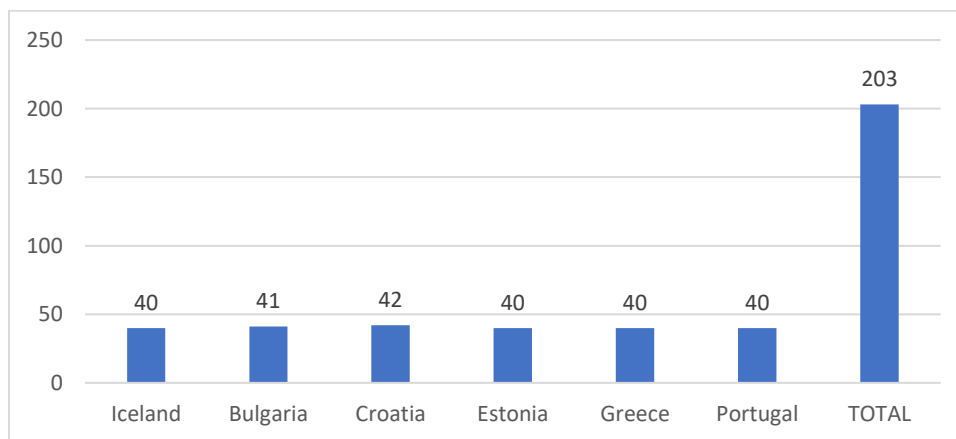
Finally, in a series of **Annexes** accompanying the main Report, survey results and the Questionnaires used are presented. An **Executive Summary** and its translation in all partners' languages are also provided.

## **CHAPTER 1. EXISTING PRACTICES IN THE FIELD OF SUSTAINABILITY-ORIENTED INTRAPRENEURSHIP IN SINTRA PARTNER COUNTRIES – ANALYSIS OF SURVEY RESULTS**

### **1.1. Employees' survey findings**

In SINTRA partner countries, the Good Practices and Gap Analysis Survey was conducted among 203 employees – 40 in each Iceland, Estonia, Greece and Portugal, 41 in Bulgaria and 42 in Croatia (see Figure 1 below), 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.

**Figure 1. Number of surveyed employees in SINTRA partner**



*Source: Annex A, Table I.1*

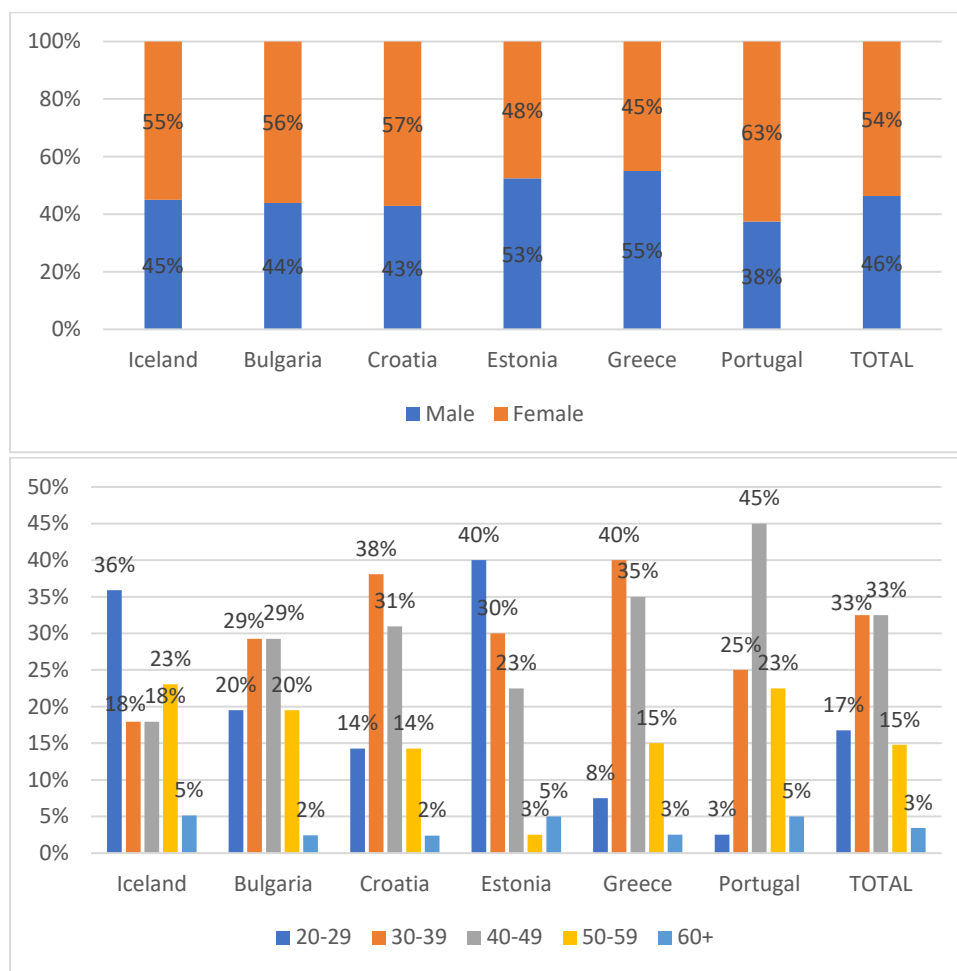
#### **1.1.1. Survey participants' personal characteristics**

The distribution of surveyed employees in partner countries was overall relatively balanced in terms of gender – 46% were men, 54% were women (Figure 2). There were some variations in different SINTRA countries, as the share of men was the highest in Greece and Estonia (55% and 53% respectively) and women prevailed most tangibly in Portugal (63%) and Croatia (57%). Regarding the age criterion, for the entire survey sample, respondents in the age groups 30-39



and 40-49 years of age prevailed with 33% each, followed by those in the age groups 20-29 and 50-59 years of age, with 17% and 15% respectively and the group 60+ years of age with only 3%. The age distribution of surveyed employees by partner countries was quite diverse (Figure 2), as for example, young people in the age span 20-29 years prevailed in Estonia (40%) and Iceland (36%), respondents aged 30-39 had the highest share in Greece and Croatia with 40% and 38% respectively, while survey participants in the age span 40-49 were the biggest group in Portugal (45%).

**Figure 2. Surveyed employees in SINTRA partner countries by gender and age**

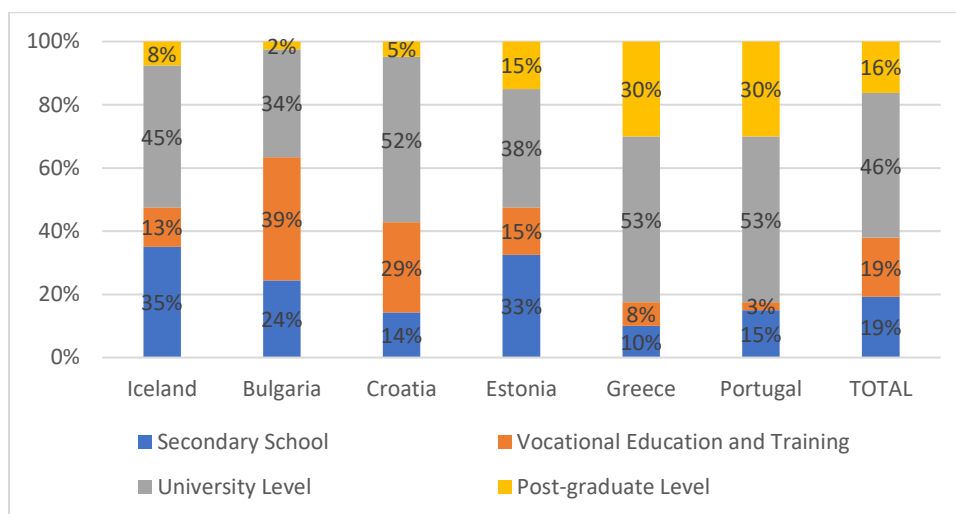


Source: Annex A, Tables I.2 & I.3

The average educational level of survey participants was relatively high (Figure 3), dominated by higher education (46%) followed by vocational education and training and secondary school

education with 19% for each level and post-graduate degree (16%). Here again, the situation was quite different in the separate SINTRA partner countries, with Greece and Portugal having the highest shares of respondents with both higher education (53% for each of the two countries) and post-graduate degree (30%, again for both countries). The survey participants possessing vocational education and training were the biggest group in Bulgaria (39%) and also had a high share in Croatia (29%), while those with secondary school education had the highest percentage among the partner countries in Iceland (35%) and Estonia (33%).

**Figure 3. Education level of surveyed employees in SINTRA partner countries**



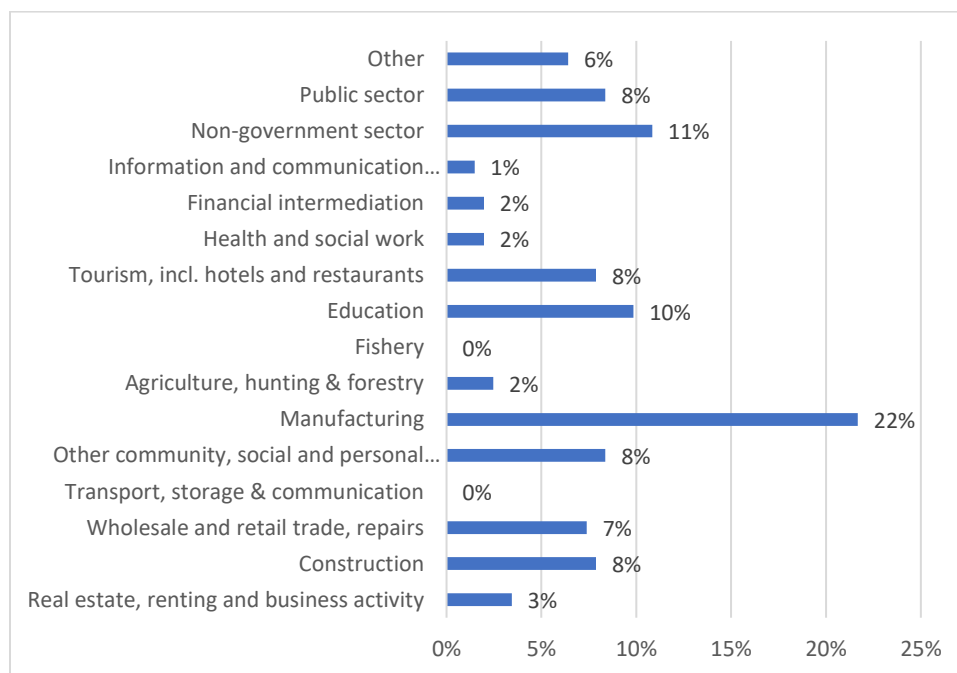
Source: Annex A, Table I.4

Regarding their positions in the organisations they worked for, in **Bulgaria** 44% of the surveyed employees indicated they worked in the administration, followed by 29% – technical and 27% – production staff. In **Estonia**, almost a third of the respondents work as a middle-level specialist or chief specialist (IT – 6, quality – 5, human resources, recruitment and training – 4, marketing and sales – 3, internal control – 3, accounting – 3, logistics – 1 employee). There were also 6 customer service representatives, 1 assistant and 8 workers. In **Greece**, survey participants’ positions in the enterprises/organisations employing them are either administrative/managerial or technical, whose nature depends on the enterprise’s type of activities. In some cases, their tasks and responsibilities are explicitly related to “sustainability” and described as such – e.g. Sustainability Planning Director, Sustainability Officer, Sustainability Coordinator, Sustainability Engineer etc. In **Portugal**, 35% (14 participants) work as mid-level managers, 9 (17.5%) as directors of departments, 7 (15%) as technicians, 3 (7.5%) as assistants, 3 (7.5%) as administrative, 3 (7.5%) as teachers, 2 (5%) as researchers, 1 (2.5%) as consultant and 1 (2.5%) as psychologist.

### 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. For the entire survey sample, the markedly predominant sector was 'Manufacturing' with 22% of the responses (Figure 3), followed by 'Non-government sector' (11%), 'Education' (10%), 'Public sector', 'Tourism, incl. hotels and restaurants', 'Other community, social and personal service activities' and Construction (8% each) and 'Wholesale and retail trade, repairs' (7%). In the different SINTRA partner countries, 'Public sector' had the highest share in Croatia and Iceland (31% and 28% respectively), 'Manufacturing' predominated with 27% in Bulgaria, 'Manufacturing' together with 'Wholesale and retail trade, repairs' (each with 20%) were most common in Estonia, 'Tourism, incl. hotels and restaurants' was indicated by 30% of the respondents in Greece, while 'Education' was the sector 40% of the survey participants were employed in Portugal.

**Figure 4. Activity sector of surveyed employees' organisations in SINTRA partner countries**



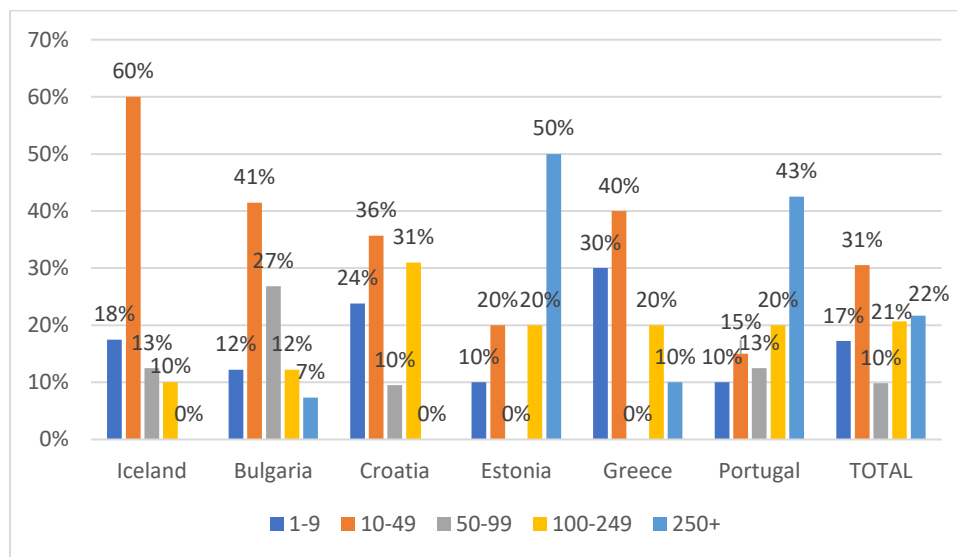
Source: Annex A, Table I.5

By location of the organisations surveyed employees worked for, in **Iceland**, more than half of the respondents worked in the larger Reykjavik area (22). Twelve respondents worked in the western part of the country and 4 in the southern part. Two replied with South-Western part. In **Bulgaria**, 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%. In **Croatia**, all organisations surveyed employees worked for, are located in the City of Zagreb and Zagreb County. In **Estonia**, there are 4 companies from Tallinn, 3 companies located in the vicinity of the capital Tallinn in Harju and Rapla counties and 3 companies located in Eastern, Central and Southern Estonia. In **Portugal**, there are 32 companies located in the Central region, mostly in the city of Aveiro. Six companies are based in the North of the country, in the city of Porto, and two in the South, in Lisbon.

Regarding the length of existence of the organisations respondents worked for, in **Iceland**, five of the respondents worked in an organisation that has operated for more than 100 years. Six of them worked in an organisation with operations dating between 30 and 60 years while 10 respondents worked in organisation with 10-25 years of operations. Three respondents worked in an organization with less than 5 years of operations and 2 did not know the year of establishment. In **Bulgaria**, most respondents were 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%). In **Croatia**, the organisations in which the surveyed employees work vary substantially, regarding the year of establishment – from a company that has been operating since 1935 to a company founded in 2016. In **Estonia**, all organizations are older than 5 years. Six (6) of 10 organisations were founded in the 1990s (1989-1997). Four (4) organisations have been established after the economic crisis of 2008 in the period 2008-2016. In **Greece**, the information collected indicate that most (70%) of the surveyed employees work in relatively “young” organisations founded after 2001. In **Portugal**, eight companies were established less than 5 years ago (7 in 2019 and 1 in 2018), 3 companies were between 5 and 10 years old (2010-2016) and 5 between 10 and 20 years old (2002-2006). The remaining 20 companies were founded more than 20 years ago (1980-2000).

Most organisations surveyed employees worked for were small and medium sized enterprises (SMEs) – 78% in total (see Figure 5 below), of which 17% were micro, 31% were small and just as many were medium-sized. The percentage of the latter category was divided between organisations with 50-99 employees (10%) and with number of employees in the range 100-249 (21%). The review by countries indicates that small enterprises prevailed in Iceland (60%), Bulgaria (41%), Greece (40%) and Croatia (36%), while big enterprises were most common among surveyed employees in Estonia (50%) and Portugal (43%).

**Figure 5. Size (number of employees) of surveyed employees' organisations in SINTRA partner countries**

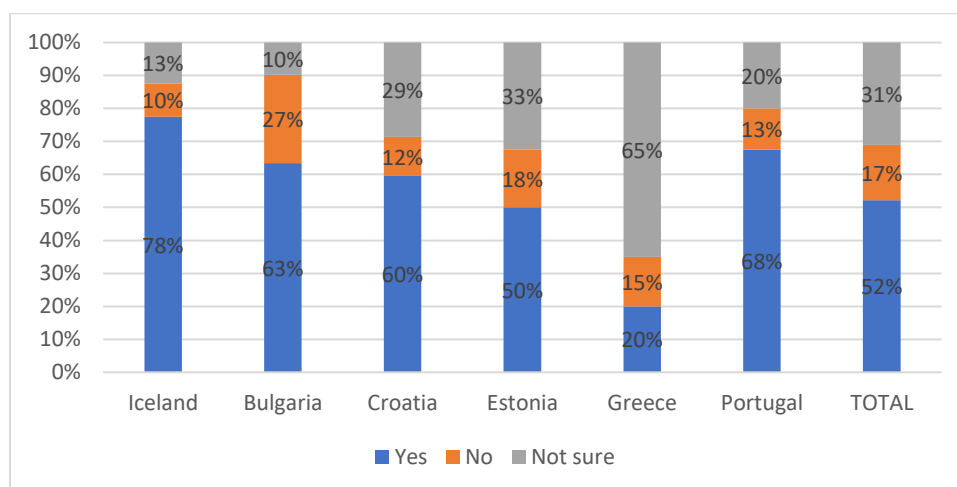


Source: Annex A, Table I.6

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

Regarding their perceptions whether their organisations were “sustainability driven” ones, more than half of all surveyed employees in SINTRA partner countries, or 52% responded affirmatively, 17% gave a negative answer and 31% (or nearly one-third of respondents) were not sure whether this was the case or not (Figure 6). The latter finding seems to reveal a certain distance of employees from their enterprises’ management and decision-making mechanisms, even in the cases (as with Greece) when the descriptions of employees’ tasks and responsibilities are related to “sustainability”! It furthermore suggests weak top-down communication and information sharing on corporate policy and strategy matters.

**Figure 6. Considered sustainability drivenness of the surveyed employees' organisations**



Source: Annex A, Table I.7

Next, surveyed employees were asked to share their views on the issues of what actually “drives” enterprises (or, in other words, motivates them) to undertake sustainability related initiatives and practices. On the basis of pre-formulated hypotheses on the relevance of various factors, survey participants were asked to express their opinions about the “importance” (on a 1-to-5 scale) of each of these factors.

**Table 1. Sustainability drivers' considered importance by surveyed employees in SINTRA partner countries**

Sustainability “diver”	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Compliance to environmental legislation	3.90	4.20	3.86	3.75	3.60	4.30	3.93
Impact on production costs	3.35	4.27	3.88	3.67	3.93	3.70	3.80
Demonstration of Corporate Responsibility	4.25	4.41	4.07	3.79	3.33	4.28	4.02
Potential impact on local / regional socioeconomic situation	3.90	4.51	3.93	3.78	3.50	3.90	3.92
Potential impact on local / regional labour force's development	3.93	4.49	4.02	3.65	3.63	3.70	3.90
<b>Average</b>	<b>3.87</b>	<b>4.38</b>	<b>3.95</b>	<b>3.73</b>	<b>3.60</b>	<b>3.98</b>	<b>3.91</b>

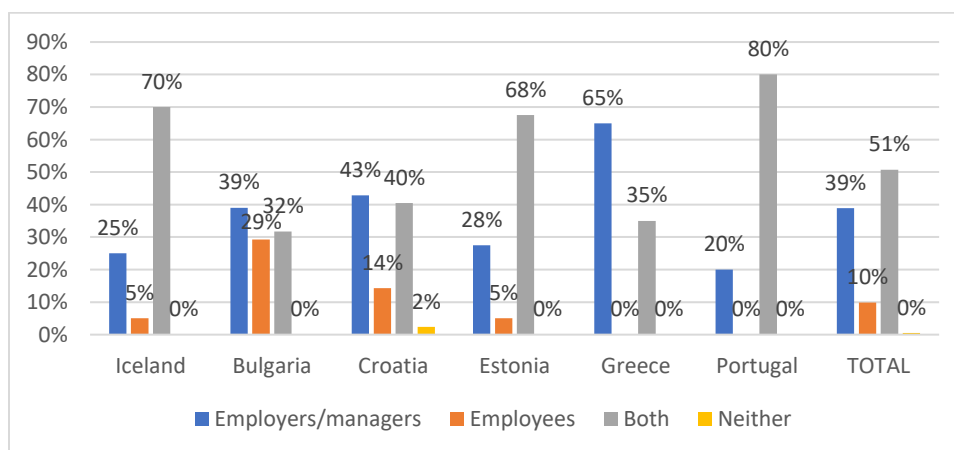
Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results

The factors (or “drivers”) proposed were the following:

- Compliance to environmental legislation
- Impact on production costs
- Demonstration of Corporate Responsibility
- Potential impact on local / regional socioeconomic situation
- Potential impact on local / regional labour force’s development

The “Average Indicator of Importance” for all factors considered together, was estimated at 3.91 as all drivers’ considered importance was close to and even above 4 points (High importance), whereas ‘Demonstration of Corporate Responsibility’ led the way with 4.02 points, followed closely by ‘Compliance to environmental legislation’, ‘Potential impact on local / regional socioeconomic situation’ and ‘Potential impact on local / regional labour force’s development’ with 3.93, 3.92 and 3.90 points respectively (Table 1). These factors refer to all dimensions of sustainability, incl. environmental, social and economic sustainability, which is indicative of the multifaceted understanding and attitude that surveyed employees have to the issues of sustainability.

**Figure 7. Considered sustainability initiative source by surveyed employees in SINTRA partner countries**



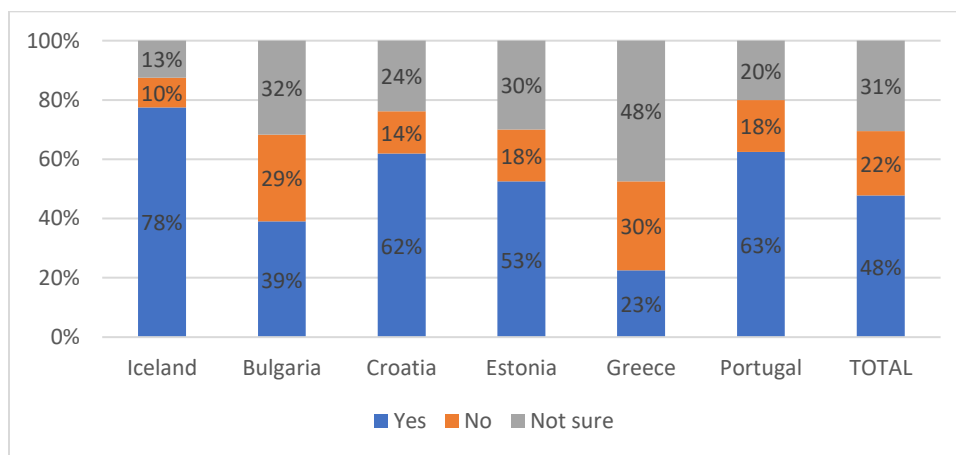
Source: Annex A, Table I.8

When employees were asked: ‘Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused?’, or in other words, which they considered shall be the “driving force” behind effort, most of the responses (51%) were: “Employers / Managers with Employees participation” (Figure 7), followed by “Employers / Managers” (39%). This is quite clear indication of the relevance and the importance of

intrapreneurship being supported and promoted by the companies' owners and managers. It is also worth mentioning that 49% of respondents thought that employees themselves shall take the initiative in this regard, whether together with employers/managers – 39%, as mentioned above, or alone (10%).

In this context, nearly half (or 48%) of surveyed employees in SINTRA partner countries 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 (22%) responded negatively, while nearly one-third (31%) were not sure about this (Figure 8).

**Figure 8. Considered involvement of intrapreneurially minded staff in sustainability related initiatives and practices in SINTRA partner countries**



Source: Annex A, Table I.9

Concerning the “Sustainability Goals” that enterprises’ initiatives and practices aim to achieve, employees’ survey results suggest that intrapreneurially minded staff’s existing potential for achieving a sustainability related effect, is, with few only exceptions, quite moderate, with an average for all proposed goals of 3.42 (on a 1-to-5 scale). The Goals for which staff’s potential for achieving an effect were equal to or exceeded the average, are as follows (see Table 2):

- Ensure quality education and promote lifelong learning (3.42)
- Promote sustainable industrialisation and foster innovation (3.70)
- Ensure responsible consumption and production (3.69)
- Promote decent work, full employment and economic growth (3.92)
- Make cities and communities inclusive, safe and sustainable (3.49)



On the other hand, ‘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 SINTRA partner countries along pre-defined sustainability goals**

Sustainability goal	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Reduce inequality, promote well-being and boost social inclusion	3.33	2.88	3.71	3.78	2.83	3.78	3.38
Ensure quality education and promote lifelong learning	4.03	2.49	3.81	3.60	2.78	3.80	3.42
Guarantee justice and build effective institutions	3.90	2.66	3.79	3.33	2.68	3.65	3.33
Promote sustainable industrialisation and foster innovation	4.23	3.49	4.05	3.43	3.18	3.85	3.70
Ensure responsible consumption and production	4.23	3.90	3.95	3.43	2.85	3.74	3.69
Promote decent work, full employment and economic growth	4.25	4.20	4.19	3.90	3.15	3.83	3.92
Ensure access to affordable and clean energy for all	3.95	1.98	3.88	2.50	2.13	3.28	2.95
Organise action to combat climate change and global warming	3.90	1.98	3.60	2.65	1.98	3.35	2.91
Make cities and communities inclusive, safe and sustainable	4.00	3.85	3.86	2.85	2.83	3.55	3.49
<b>Average</b>	<b>3.98</b>	<b>3.05</b>	<b>3.87</b>	<b>3.27</b>	<b>2.71</b>	<b>3.65</b>	<b>3.42</b>

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries 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.

**Table 3. Considered potential sustainability impact of employees' characteristics  
In SINTRA partner countries**

Employees' characteristics	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Initiative, dynamic thinking, motivation and a can-do-mentality	4.35	3.73	3.93	4.25	4.40	4.00	4.11
Knowledge about corporate culture and management structure	4.10	3.98	3.74	3.48	4.40	3.85	3.92
Ability to make a strong impression on the organisation's Management	4.33	4.27	4.31	3.45	3.90	3.73	4.00
Dedication to one's goals at work and realistic view about the ways to achieve them	4.35	4.20	4.24	4.00	4.15	3.98	4.15
Ability to deal with issues such as complexity and uncertainty	4.50	4.27	4.21	4.18	3.80	3.83	4.13
Sharing information, instructing others and influencing people	4.45	4.29	4.29	4.30	4.28	4.03	4.27
<b>Average</b>	<b>4.35</b>	<b>4.12</b>	<b>4.12</b>	<b>3.94</b>	<b>4.16</b>	<b>3.90</b>	<b>4.10</b>

*Source: SINTRA Good Practices and Gap Analysis Survey among employees  
in partner countries results*

Results (see Table 3 above) show that there are several "employees' characteristics" regarded, by themselves, as being strong enough for affecting the sustainability orientation and the initiatives of the enterprise or organisation employing them. A number of such characteristics were proposed to the surveyed employees who were requested to indicate (again on a 1-to-5 scale) their perceived strength of each characteristic. On average, survey participants indicated that

such characteristics could produce a “strong effect” (4.10), without noticeable differences among individual characteristics (see Table 3). Those with above average effect are as follows:

- Initiative, dynamic thinking, motivation and a can-do-mentality (4.11)
- Dedication to one’s goals at work and realistic view about the ways to achieve them (4.15)
- Ability to deal with issues such as complexity and uncertainty (4.13)
- Sharing information, instructing others and influencing people (4.27)

On the other hand, characteristics regarded as having “weaker” than average effect on the sustainability orientation and initiatives of organisations, are:

- Knowledge about corporate culture and management structure (3.92)
- Ability to make a strong impression on the organisation’s Management (4.00)

In order to allow and encourage employees to develop intrapreneurial mindsets and create the appropriate intrafirm environment for such mindsets to function and hopefully produce entrepreneurship “ideas” and proposals which would benefit both employers and employees, specific “settings” established and developed within the enterprise/organisation, may be crucial determinants for intrapreneurially minded staff’s efficiency. Equally important is, of course, the degree to which such “settings” are appropriately communicated and explained to the employees, who are led to appreciate opportunities offered and benefits expected.

Several types of “settings” were proposed (see Table 4) and the surveyed employees were requested to indicate (scale 1-5 as above) the extent to which, each type, may encourage the introduction and implementation of sustainability-focused practices, processes and priorities within their enterprise/organisation. Those “settings” which were seen as most favourable (achieving above average score of 4.04) for boosting the sustainability focus in organisations (Table 4), were:

- Organisation’s open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas (4.23)
- Autonomy, encouraging employees to create independent solutions to challenges (4.14)

Organisational settings with below average results, i.e.:

- Quick access to resources, enabling employees to validate their new ideas quickly (3.98)
- Incentives introduced by the organisation’s Management for employees to propose new ideas (3.95)
- Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms” (3.95)
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge (4.00),

were regarded by surveyed employees as ones of weaker potential influence.

**Table 4. Considered potential sustainability impact of organisational settings in SINTRA partner countries**

Organisational settings	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas	4.00	3.98	4.12	4.85	4.60	3.88	4.23
Autonomy, encouraging employees to create independent solutions to challenges	4.35	4.27	3.93	4.18	4.20	3.90	4.14
Quick access to resources, enabling employees to validate their new ideas quickly	4.33	4.27	3.98	3.70	3.93	3.65	3.98
Incentives introduced by the organisation's Management for employees to propose new ideas	4.10	4.39	3.98	3.35	4.23	3.63	3.95
Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	4.25	4.44	3.98	3.25	4.13	3.63	3.95
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	4.35	4.37	3.67	3.58	4.38	3.70	4.00
<b>Average</b>	<b>4.23</b>	<b>4.29</b>	<b>3.94</b>	<b>3.82</b>	<b>4.25</b>	<b>3.73</b>	<b>4.04</b>

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

Within any given organisation, intra-enterprise “setting”, employees’ characteristics and their skills and competences, in particular, are all expected to strongly influence the organisation’s sustainability orientation and initiatives. Hence, employees’ perceptions of the relative “strength” of a number of skills and competences, were also examined during the SINTRA Good Practices and Gap Analysis Survey.

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

Thus, questions III.8 – III.10 of the survey among employees were about respectively the “importance”, “adequacy” of related skills and “frequency” of practicing of certain pre-defined intrapreneurially-related activities. As shown in Table 6 below, the estimated Indicators (on a 1-to-5 scale) for all activities presented to surveyed employees, exceed the score of “4” on average for the SINTRA partner countries, indicating that they are all perceived as “important” (average Indicator: 4.12). At the top of this “ranking” are the following specific activities:

- Understanding the organisational context and its potential for sustainability-oriented development (4.13)
- Assessing one’s own potential to innovate and add “sustainability value” (4.22)
- Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas (4.23)

Respondents indicated however that the level of skills and competences required for organising and carrying out those important activities, is, in general, “neutrally adequate” (average indicator of adequacy 3.31) and, very probably because of this moderate adequacy, such activities are rarely only practised (average frequency indicator: 2.90).

It is interesting to highlight that according to surveyed employees, the competence gap (or difference between the ranking of considered “importance” of activities and “adequacy of related skills) was highest for one of the “top-ranked” activities – ‘Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas’ (0.89). As mentioned above, the “frequency” of practicing the respective activities was even lower, as here

the distance from the considered “importance” was even larger – ‘Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development’ (1.33) and ‘Provisional assessment of intrapreneurial initiatives’ sustainability impact’ (1.26) leading in this negative ranking. 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 6. Considered importance, adequacy of related skills and frequency of practicing of pre-defined intrapreneurially-related activities in SINTRA partner countries**

ACTIVITIES	IMPORTANCE	ADEQUACY	FREQUENCY
Understanding the organisational context and its potential for sustainability-oriented development	4.13	3.37	3.02
Assessing one’s own potential to innovate and add “sustainability value”	4.22	3.47	2.98
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.23	3.34	3.03
Provisional assessment of intrapreneurial initiatives’ sustainability impact	4.00	3.13	2.74
Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	4.05	3.17	2.72
Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4.11	3.40	2.93
<b>Average</b>	<b>4.12</b>	<b>3.31</b>	<b>2.90</b>

Source: Annex B

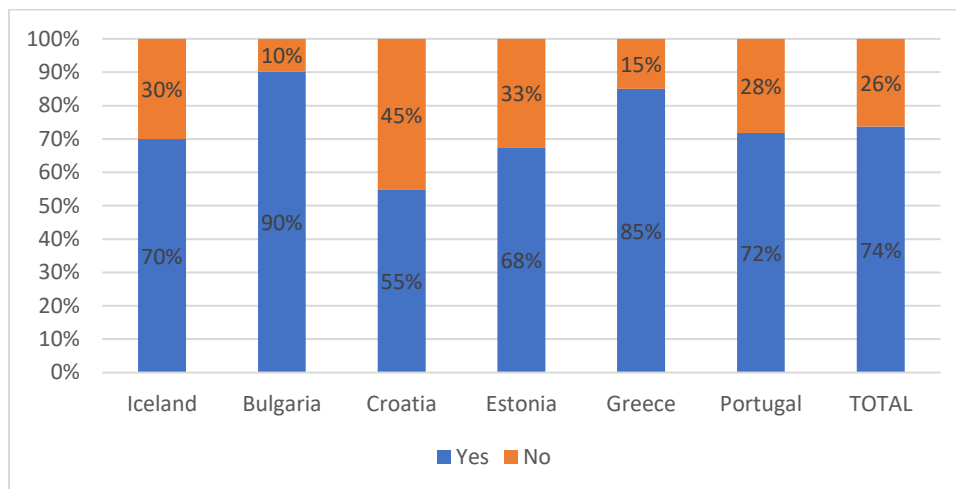
#### 1.1.4. Upgrading employees’ and employers’ sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes

When asked to express their interest regarding participation in the prospective training initiatives to be organised under the SINTRA project, 74% of all surveyed employees in partner countries stated that they were interested in the upcoming sustainability-focused intrapreneurship training course (Figure 9). The percentage was highest in Bulgaria (90%) and Greece (85%) and lowest in



Croatia (55%). Portugal, Iceland and Estonia had shares of respondents interested in the upcoming training close to the consortium’s average with 72%, 70% and 68% respectively.

**Figure 9. Expressed interest on part of employees in upcoming SINTRA training course in SINTRA partner countries**



Source: Annex A, Table I.10

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’ (with a score of 4.09 on a 1-to-5 scale) and ‘boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model’ (4.06) (see Table 6 below). Even the last option: ‘harnessing the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability’ had a score of 3.99, which is indicative of the fact that according to employees, the expected benefits for organisations from upgrading sustainability-oriented intrapreneurial skills and mindset with the help of the upcoming SINTRA training initiatives, was expected to be quite substantial. There were again some variations by partner countries in this regard, as ‘boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model’ achieved the highest score in Greece (4.45), while ‘harnessing the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability’ had the lowest score in Estonia (3.45).

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

SINTRA course benefits	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	4.20	4.22	3.66	3.68	4.45	4.18	4.06
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.35	4.44	3.57	3.60	4.35	4.23	4.09
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.13	4.10	3.81	3.45	4.35	4.13	3.99

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

‘Blended (face-to-face and online) learning’ (with a 4.10 score on 1-to-5 scale) together with ‘Assignment development and experience sharing’ (3.97) were the most preferred modes of delivering an intrapreneurship training course by the entire sample of surveyed employees (Table 7). ‘Face-to-face training sessions’ (3.77) and ‘Distant / online learning’ (3.71) were also fairly well accepted by respondents, while ‘Self-learning’ received ‘moderate preference’ on average (with a score of 3.07). Thus, the approach adopted by the consortium regarding the training delivery modes of the upcoming SINTRA training course falls completely in line with survey participants’ preferences.



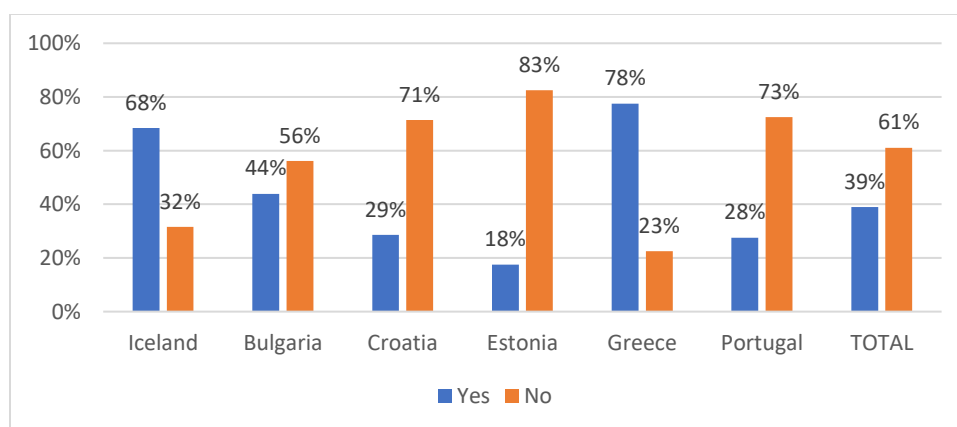
**Table 7. Preferred training delivery modes by surveyed employees in SINTRA partner countries**

Delivery modes	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Self-learning	2.73	2.44	3.19	2.53	3.88	3.70	3.07
Face-to-face training sessions	3.97	3.73	3.95	3.48	3.53	3.95	3.77
Distant / online learning	4.33	3.83	3.29	2.95	4.23	3.60	3.71
Blended (face-to-face and online) learning	4.35	4.20	4.86	3.48	3.65	4.03	4.10
Assignments development and experience-sharing	3.68	4.07	4.26	3.95	3.40	4.45	3.97

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

On average, 39% of surveyed employees in SINTRA partner countries 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 10). This percentage was however much higher in Greece (78%) and Iceland (68%) and much lower in Estonia (18%).

**Figure 10. Remoteness of location of potential SINTRA training participants**



*Source: Annex A, Table I.11*

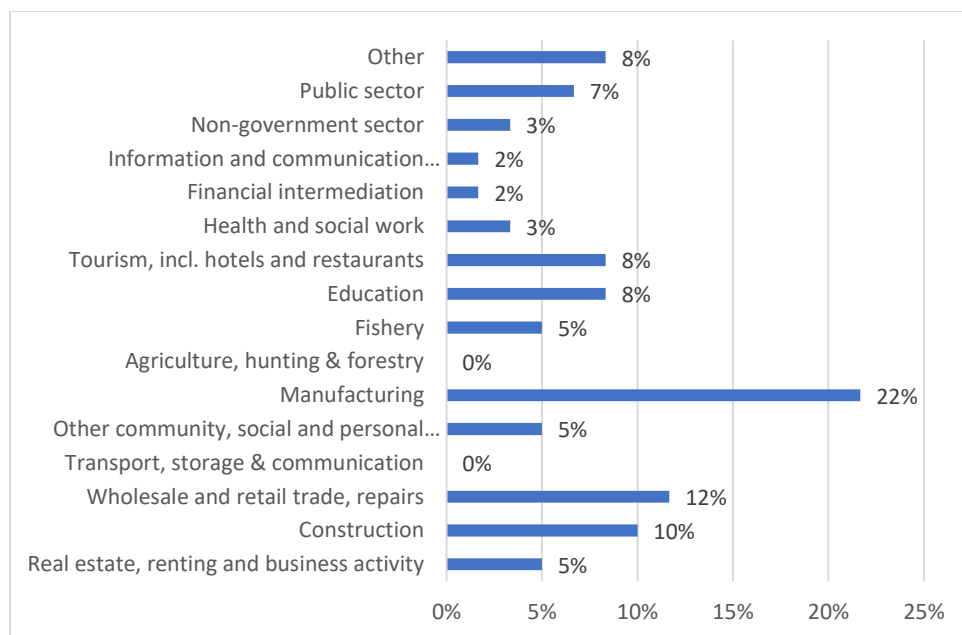
## 1.2. Employers' survey findings

In SINTRA partner countries, the Good Practices and Gap Analysis Survey was conducted among 50 employees – 10 in each country, 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.

### 1.2.1. Characteristics of the survey participant's organisation

Asked about the activity sector of their organisations, as with employees, surveyed employers indicated most often 'Manufacturing', again with 22% of the responses (Figure 11), followed this time by 'Wholesale and retail trade, repairs' (12%), Construction (10%), 'Tourism, incl. hotels and restaurants' and 'Education' (8% each) and 'Public sector' (7%). In SINTRA partner countries, 'Wholesale and retail trade, repairs' had the highest share in Iceland (30%), 'Manufacturing' together with 'Wholesale and retail trade, repairs' (each with 20%) were most common in Bulgaria and Estonia, 'Manufacturing' alone predominated in Croatia (40%), 'Tourism, incl. hotels and restaurants' was indicated by 30% of the respondents in Greece, while 'Manufacturing' and 'Education' were the sectors 60% of the surveyed employers came from in Portugal.

**Figure 11. Activity sector of surveyed employers' organisations in SINTRA partner countries**



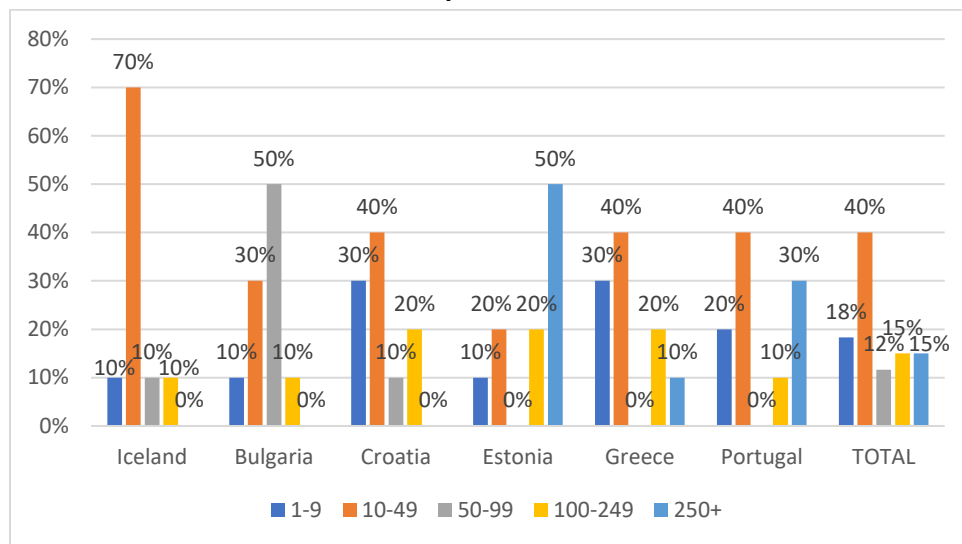
Source: Annex A, Table II.1

Regarding the location of surveyed employers' organisations, in **Iceland**, five organisations operated in the capital area and five were from the Western part of the country. In **Bulgaria**, 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%. In **Croatia**, all organisations were situated in Zagreb County. In **Estonia**, there are 4 companies from Tallinn, 3 companies located in the vicinity of the capital Tallinn in Harju and Rapla counties and 3 companies are located in Eastern, Central and Southern Estonia. In **Portugal**, all 10 companies are located in central Portugal, mainly in the Aveiro region.

By the length of existence of the organisations, in **Iceland**, four of the organisations were established more than a hundred years ago, three of them between 21 and 50 years ago, one 20 years ago and one two years ago. In **Bulgaria**, most organisations 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%). In **Croatia**, all organisations were established between 1935 and 2016. In **Estonia**, all organisations are older than 5 years. Six (6) of ten organisations were founded in the period 1989-1997, i.e. during the first decade after the independence of Estonia or immediately before this event. The time of establishment characterises entrepreneurship among owners and founders, when suitable conditions for the external environment opened up. It can be assumed that entrepreneurship has become a part of the organizational culture in the companies, which is also passed on to managers. Four (4) of 10 organisations were established after the economic crisis of 2008, in the period 2008-2016. In **Portugal**, one company was founded less than 5 years ago (2019), four companies were between 5 and 10 years old (2013-2016) and 1 between 10 and 20 years old (2004). The remaining 4 companies were founded more than 20 years ago (1986-1995).

Most organisations surveyed employees worked for were small and medium sized enterprises (SMEs) – 85% in total (see Figure 12 below), of which 18% were micro, 40% were small and 27% were medium-sized. The percentage of the latter category was divided between organisations with 50-99 employees (12%) and with number of employees in the range 100-249 (15%). The review by countries indicates that small enterprises prevailed in Iceland (70%), Croatia, Greece and Portugal (40% each), medium-sized enterprises predominated in Bulgaria (60%) and big enterprises were most common among surveyed employers in Estonia (50%).

**Figure 12. Size (number of employees) of surveyed employers' organisations in SINTRA partner countries**

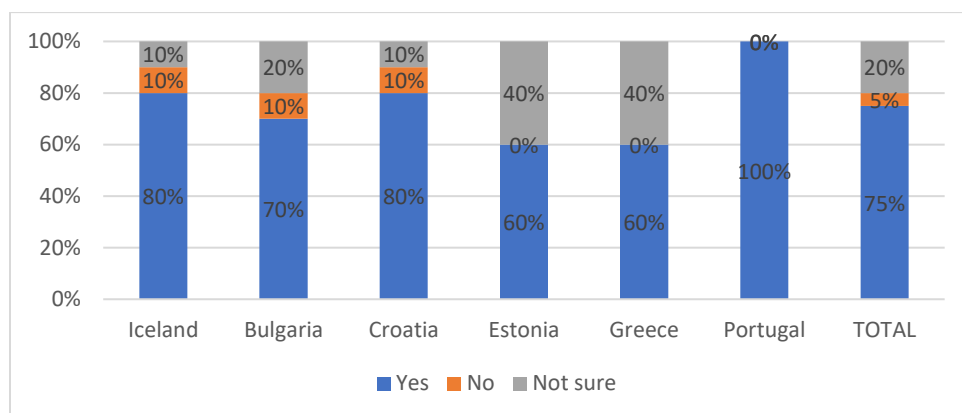


Source: Annex A, Table II.2

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

Asked to express their perceptions if their organisations were “sustainability driven” ones, 75% of all surveyed employers in SINTRA partner countries responded affirmatively, only 5% provided a negative answer and 20% (or one-fifth of respondents) were not sure whether this was the case or not (Figure 13). As expected, the percentages above are much more in favour in the sustainability “drivenness” of the survey participants’ organisations, compared to employees’ responses, according to the results of which the above percentages were respectively 52%, 17% and 31%.

**Figure 13. Considered sustainability drivenness of the surveyed employers' organisations in SINTRA partner countries**



Source: Annex A, Table II.3

Similarly to employees, surveyed employers were then requested to express their opinion on the issues of what actually “drives” enterprises (or, in other words, motivates them) to undertake sustainability related initiatives and practices.

**Table 8. Sustainability drivers' considered importance by surveyed employers in SINTRA partner countries**

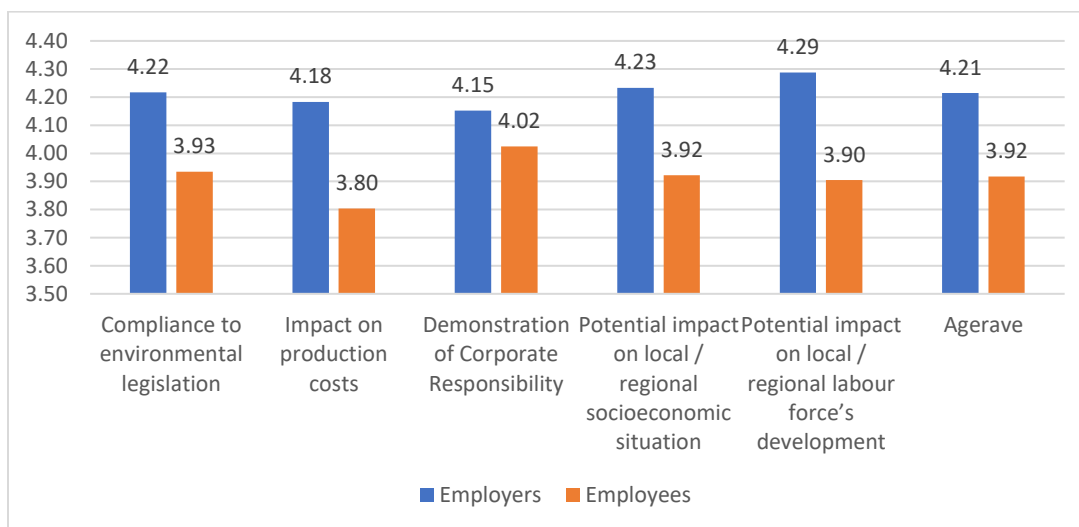
Sustainability “diver”	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Compliance to environmental legislation	4.50	4.40	4.00	3.90	4.20	4.30	4.22
Impact on production costs	3.20	4.80	4.60	4.20	4.20	4.10	4.18
Demonstration of Corporate Responsibility	4.50	3.50	3.90	4.56	4.10	4.40	4.15
Potential impact on local / regional socioeconomic situation	4.70	4.30	4.10	4.30	4.00	4.00	4.23
Potential impact on local / regional labour force's development	4.33	4.00	4.50	4.20	4.40	4.30	4.29
Average	4.25	4.20	4.22	4.23	4.18	4.22	4.21

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

Thus, survey participants were asked to share their views about the “importance” (on a 1-to-5 scale) of the same factors, which employees were asked about. The comparative analysis of the findings for the two groups allow for the following conclusions to be made (Table 8 and Figure 14):

- All “sustainability drivers” are considered to be “important” by employers (average indicator’s value: 4.21) to a considerably higher extent than by employees (average indicator’s value: 3.91)
- “Potential impact on local / regional labour force’s development” is at the top for employers (4.29) and at the last but one place for employees (3.90)
- ‘Compliance to environmental legislation’ and ‘Potential impact on local / regional socioeconomic situation’ follow with 4.23 and 4.22 respectively, which is very similar to what employees provided as responses in terms of “drivers’ ranking” (3.92 and 3.93 respectively)
- The considered importance of each “driver” for the group of employers/managers is higher, compared to employee’s considerations with difference varying between 1.13 for ‘Demonstration of Corporate Responsibility’ and 0.38 for ‘Impact on production costs’ and ‘Potential impact on local / regional labour force’s development’.

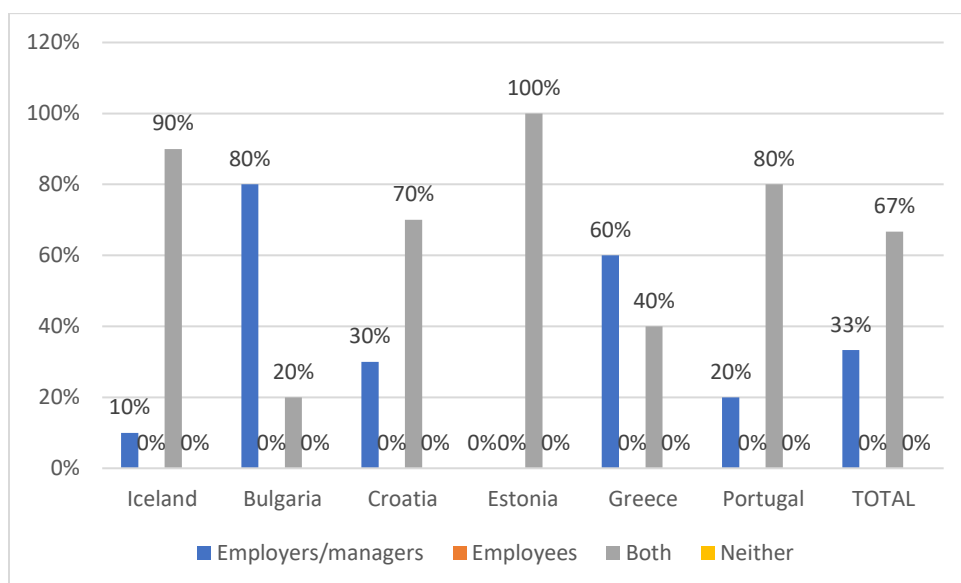
**Figure 14. Sustainability drivers’ considered average importance by surveyed employers and employees in SINTRA partner countries**



*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

On the question: ‘Who do you think shall take the initiative for making the practices and processes in your organisation more sustainability-focused?’ most employers/managers (67%) responded: “Employers / Managers with Employees participation” (Figure 15), followed by “Employers / Managers” (33%). As the results for employers and employees are quite similar (see relevant section on employees above), there is an agreement between the two groups about the relevance and the importance of intrapreneurship for the sustainable development of organisations being supported and promoted by the companies’ management.

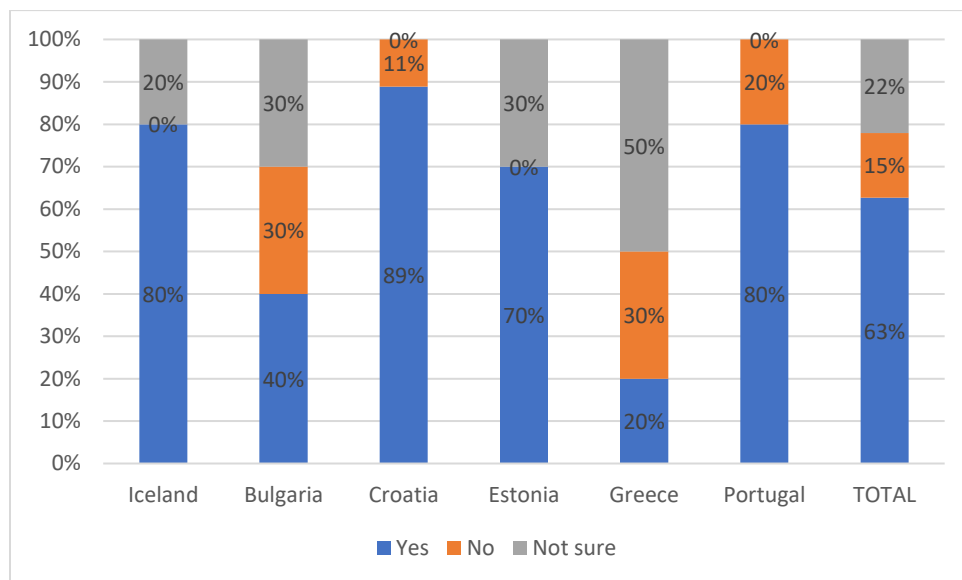
**Figure 15. Considered sustainability initiative source by surveyed employers in SINTRA partner countries**



Source: Annex A, Table II.4

Nearly two-thirds (or 63%), of surveyed employees in SINTRA partner countries (compared to 48% of employees) 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 percentage (15%) in comparison to 22% for employees responded negatively, while above one-fifth (22%), compared to 31% were not certain about this (Figure 16).

**Figure 16. Considered involvement of intrapreneurially minded staff in sustainability related initiatives and practices in SINTRA partner countries**



Source: Annex A, Table II.5

Regarding the “Sustainability Goals” that enterprises’ initiatives and practices aim to achieve, findings from employers’/managers’ survey results imply that intrapreneurially minded staff’s existing potential for achieving a sustainability related effect, is relatively moderate (with an average for all proposed goals of 3.59 on a 1-to-5 scale), but definitely higher (with only one exception) compared to employees’ survey results (3.42). The Goals for which staff’s potential for achieving an effect were equal to or exceeded the average according to surveyed employers, are as follows (see Table 9 below):

- Reduce inequality, promote well-being and boost social inclusion (3.63)
- Ensure quality education and promote lifelong learning (3.67)
- Promote sustainable industrialisation and foster innovation (3.97)
- Ensure responsible consumption and production (3.97)
- Promote decent work, full employment and economic growth (4.20)

As with employees, the goals ‘Ensure access to affordable and clean energy for all’ and ‘Organise action to combat climate change and global warming’ were considered by employers/managers to be least likely to be affected by intrapreneurs in organisations.



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

Sustainability goal	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Reduce inequality, promote well-being and boost social inclusion	3.20	3.90	4.00	3.70	3.10	3.90	3.63
Ensure quality education and promote lifelong learning	4.40	1.80	4.80	3.80	3.10	4.10	3.67
Guarantee justice and build effective institutions	3.90	2.60	4.10	3.50	2.70	3.80	3.43
Promote sustainable industrialisation and foster innovation	4.60	3.90	4.00	3.90	3.30	4.10	3.97
Ensure responsible consumption and production	4.30	4.30	4.20	3.50	3.50	4.00	3.97
Promote decent work, full employment and economic growth	4.50	4.50	4.20	4.10	3.60	4.30	4.20
Ensure access to affordable and clean energy for all	4.10	1.20	3.90	2.50	2.10	3.50	2.88
Organise action to combat climate change and global warming	4.40	1.90	4.20	2.60	1.90	3.40	3.07
Make cities and communities inclusive, safe and sustainable	4.10	3.30	4.30	2.80	2.80	3.90	3.53
<b>Average</b>	<b>4.17</b>	<b>3.04</b>	<b>4.19</b>	<b>3.38</b>	<b>2.90</b>	<b>3.89</b>	<b>3.59</b>

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries 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.

**Table 10. Considered potential sustainability impact of employees' characteristics in SINTRA partner countries**

Employees' characteristics	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Initiative, dynamic thinking, motivation and a can-do-mentality	4.50	4.10	4.40	4.50	4.40	4.30	4.37
Knowledge about corporate culture and management structure	3.80	4.10	3.90	3.80	3.90	4.20	3.95
Ability to make a strong impression on the organisation's Management	4.30	4.40	4.10	3.40	3.70	4.10	4.00
Dedication to one's goals at work and realistic view about the ways to achieve them	4.20	4.30	4.40	4.50	4.10	4.40	4.32
Ability to deal with issues such as complexity and uncertainty	4.50	4.40	4.40	4.60	3.80	4.10	4.30
Sharing information, instructing others and influencing people	4.60	4.40	4.50	4.20	4.10	4.20	4.33
<b>Average</b>	<b>4.32</b>	<b>4.28</b>	<b>4.28</b>	<b>4.17</b>	<b>4.00</b>	<b>4.22</b>	<b>4.21</b>

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

Findings (Table 10) show that according to employers, several “employees’ characteristics” are strong enough to affect the sustainability orientation and the initiatives of their organisations. The same characteristics that were proposed to surveyed employees, were brought to the attention of employers and they indicated that such characteristics could produce well above “strong effect” (4.21), compared to 4.10 for employees. Those characteristics with above average effect coincide with those indicated by employees and are as follows (see Table 10):

- Initiative, dynamic thinking, motivation and a can-do-mentality (4.37)
- Dedication to one's goals at work and realistic view about the ways to achieve them (4.32)
- Ability to deal with issues such as complexity and uncertainty (4.30)
- Sharing information, instructing others and influencing people (4.33)

Characteristics regarded as having “weaker” than average effect on the sustainability orientation and initiatives of organisations, are the same as for employees with very similar scores:

- Knowledge about corporate culture and management structure (3.95)
- Ability to make a strong impression on the organisation's Management (4.00)

**Table 11. Considered potential sustainability impact of organisational settings in SINTRA partner countries**

Organisational settings	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Organisation's open culture, in which employees are not afraid of sharing their ideas and internal structures to share, talk about and implement good ideas	4.20	3.90	4.50	3.70	4.50	4.20	4.17
Autonomy, encouraging employees to create independent solutions to challenges	4.40	4.10	4.60	4.20	4.40	4.40	4.35
Quick access to resources, enabling employees to validate their new ideas quickly	3.60	3.90	4.20	3.90	4.00	4.00	3.93
Incentives introduced by the organisation's Management for employees to propose new ideas	4.10	3.80	4.30	2.70	4.30	4.40	3.93
Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as "Ideas Exchange Platforms"	4.60	4.10	3.70	3.20	3.90	4.40	3.98
Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge	4.40	4.20	3.60	3.80	3.90	4.00	3.98
<b>Average</b>	<b>4.22</b>	<b>4.00</b>	<b>4.15</b>	<b>3.58</b>	<b>4.17</b>	<b>4.23</b>	<b>4.06</b>

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

Regarding the considered potential sustainability impact of a number of proposed organisational “settings”, those of them which were seen as most favourable by achieving above average score of 4.06 (which is very close to the employees’ average of 4.04) for boosting the sustainability focus in organisations (Table 4), were again the same as the ones pointed out by employees, but in reverse 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 (4.17)
- Autonomy, encouraging employees to create independent solutions to challenges (4.35)

Organisational settings which were regarded by surveyed employers as ones of weaker potential influence are, as follows:

- Quick access to resources, enabling employees to validate their new ideas quickly (3.93)
- Incentives introduced by the organisation’s Management for employees to propose new ideas (3.93)
- Open exchange of ideas within the organisation, as well as with external experts, and usage of efficient tools such as “Ideas Exchange Platforms” (3.98)
- Decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge (3.98).

As in the “employees’ survey”, the “importance” of certain activities which could contribute to the organisation achieving a high level of sustainability orientation was the next issue employers/managers were asked to consider. Indicators shown on Table 12 for the two groups surveyed allow for the following interpretations of survey results:

- employers/managers consider all types of activities to be “important” (average indicator: 4.20), even more “important” than employees had indicated (average indicator: 4.12)
- employers/managers see the “adequacy” of existing skills and competences to be relatively low (3.30), but just a fraction lower than the employees (3.31)
- the “frequency” of carrying out activities and practices aiming at increasing sustainability orientation of their staff and their organisations, in general, is also low (2.85), also somewhat lower than what employees suggest (2.90).

Thus, the conclusions here are very similar to those made for the employees’ survey results, i.e. the estimated Indicators for all activities presented to surveyed employers, exceed the score of “4” on average for the SINTRA partner countries, indicating that they are all perceived as “important” (average Indicator: 4.20). Surveyed employers indicated however that the level of skills and competences required for organising and carrying out those important activities, is, in general, “neutrally adequate” (average indicator of adequacy 3.30) and, most likely because of this moderate adequacy, such activities are quite rarely practised (average frequency indicator: 2.85).

**Table 12. Considered importance, adequacy of related skills and frequency of practicing of pre-defined intrapreneurially-related activities in SINTRA partner countries**

	IMPORTANCE		ADEQUACY		FREQUENCY	
	Employers	Employees	Employers	Employees	Employers	Employees
Understanding the organisational context and its potential for sustainability-oriented development	4.28	4.13	3.50	3.37	2.97	3.02
Assessing one's own potential to innovate and add "sustainability value"	4.30	4.22	3.43	3.47	2.93	2.98
Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.18	4.23	3.32	3.34	2.90	3.03
Provisional assessment of intrapreneurial initiatives' sustainability impact	4.10	4.00	2.98	3.13	2.61	2.74
Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	4.03	4.05	3.12	3.17	2.60	2.72
Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	4.32	4.11	3.43	3.40	3.08	2.93
<b>Average</b>	<b>4.20</b>	<b>4.12</b>	<b>3.30</b>	<b>3.31</b>	<b>2.85</b>	<b>2.90</b>

Source: Annex B

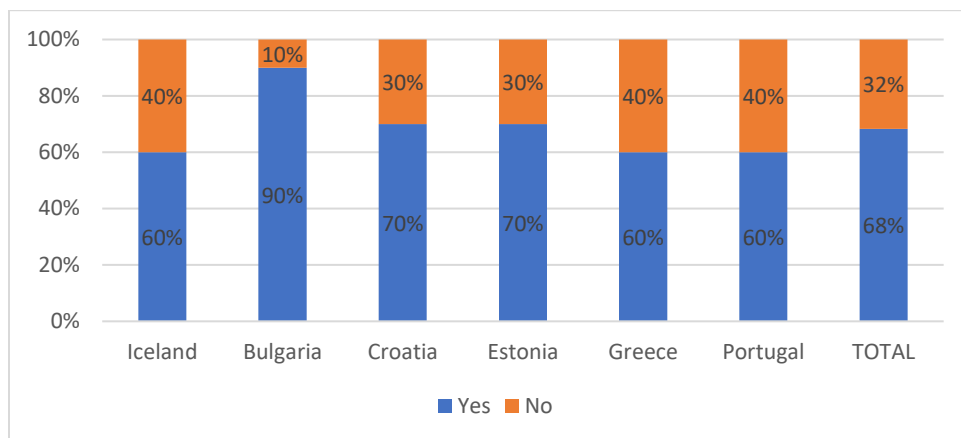
### 1.2.3. Upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset – expression of interest and preferred types of training delivery modes

Asked to express their interest regarding participation in the prospective training initiatives to be organised under the SINTRA project, a little less than with employees, but still close to their preferences, 68% of all surveyed employers in partner countries stated that they were interested



in the upcoming sustainability-focused intrapreneurship training course (Figure 17). The percentage was highest in Bulgaria (90%), Croatia and Estonia (70% each) and lowest, but still considerably above 50%, in Iceland, Greece and Portugal (each with 60%).

**Figure 17. Expressed interest on part of employers in upcoming SINTRA training course in SINTRA partner countries**



Source: Annex A, Table II.6

Here again, respondents generally believed that upgrading their and their employee' sustainability-oriented intrapreneurial skills and mindset could benefit their organisations, mostly in terms of 'harnessing the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability' (with a score of 4.13 on a 1-to-5 scale) and 'leading to the introduction of sustainability-focused practices, processes and priorities within the organisation' (4.10) (see Table 13 below). Even the last option: 'boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model' had a score of 4.03, which is indicative of the fact that according to employers, the expected benefits for organisations from upgrading sustainability-oriented intrapreneurial skills and mindset with the help of the upcoming SINTRA training initiatives, was expected to be quite substantial. It is also interesting to note that in general employers generally rated the expected benefits of the forthcoming SINTRA training activities for their organisations a little higher, compared to employees, which might be related to the lower level of awareness about the organisations' strategic goals among the latter. There were again some variations by partner countries in this regard, as 'leading to the introduction of sustainability-focused practices, processes and priorities within the organisation' had the highest score in Portugal (4.60), while 'boosting the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model' had the lowest score in Croatia (3.50).

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

SINTRA course benefits	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
It will boost the capacity of the organisation to be more sustainability-focused in its day-to-day operations and the organisational model	3.80	4.50	3.50	3.70	4.40	4.30	4.03
It will lead to the introduction of sustainability-focused practices, processes and priorities within the organisation	4.00	4.10	3.50	3.90	4.50	4.60	4.10
It will harness the potential that intrapreneurship within organisations has for achieving environmental, social and economic sustainability	4.40	4.10	3.70	3.70	4.40	4.50	4.13

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

‘Blended (face-to-face and online) learning’ (with a 4.13 score on 1-to-5 scale) together with ‘Assignment development and experience sharing’ (3.95) were the most preferred modes of delivering an intrapreneurship training course by the entire sample of surveyed employees (Table 14). ‘Distant / online learning’ (3.83) and ‘Face-to-face training sessions’ (3.72) and were also fairly well accepted by surveyed employers, while ‘Self-learning’ received close to ‘moderate preference’ on average (with a score of 3.15). Thus, the approach adopted by the consortium regarding the training delivery modes of the upcoming SINTRA training course falls completely in line with surveyed employers’ preferences.

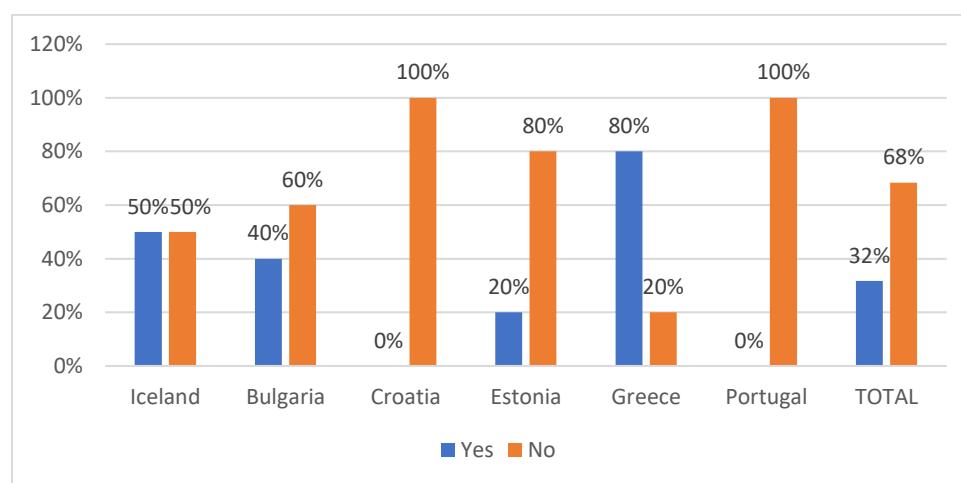
**Table 14. Preferred training delivery modes by surveyed employers in SINTRA partner countries**

Delivery modes	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Self-learning	3.00	2.80	2.90	2.80	3.70	3.70	3.15
Face-to-face training sessions	3.90	3.90	3.70	3.70	3.30	3.80	3.72
Distant / online learning	4.60	4.00	2.90	3.10	4.70	3.70	3.83
Blended (face-to-face and online) learning	4.60	4.50	3.40	3.90	4.40	4.00	4.13
Assignments development and experience-sharing	4.38	3.60	4.20	4.00	3.60	4.00	3.95

*Source: SINTRA Good Practices and Gap Analysis Survey among employees in partner countries results*

On average, 32% of surveyed employers in SINTRA partner countries 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 18). This percentage was however much higher in Greece (80%) and Iceland (50%), much lower in Estonia (20%) and 0% in Croatia and Portugal.

**Figure 18. Remoteness of location of potential SINTRA training participants**



*Source: Annex A, Table II.7*



## **CHAPTER 2. SUSTAINABILITY THROUGH INTRAPRENEURSHIP IN SINTRA PARTNER COUNTRIES – SUCCESS STORIES’ IN-DEPTH INTERVIEWS FINDINGS**

### **A. ICELAND**

#### **A.1. Employees’ in-depth interviews findings**

##### **A.1.1. Survey participants’ personal characteristics**

The first interviewees were a woman and a man, both aged 50-59. A specialist with university education and a head of a restaurant department with a vocational education. The second interviewees were women, aged 40-59 with post-graduate university education. One of them was a project manager in strategic planning and the other a project manager in citizens relations. A young man between 20 and 29 years of age was interviewed. He had a secondary school education and was a project manager in the company. Lastly, a woman between 30 and 39 years of age with higher university level education was interviewed.

##### **A.1.2. Characteristics of the survey participant’s organisation**

The interviewees came from four organisations. A large company in the bank sector (250+ employees), headquarters located in the capital region, established in 2009, a large (250+ employees) organisation in the public sector, located in the capital region, established in 1955, a small (1-9) company in the travel industry, located in the western part, established in 2013 and a small (1-9) public regional park, established in 2014. The participants in the employees' interviews are not strictly employees but rather stakeholders and representatives of their own organisations that form part of the regional park.

##### **A.1.3. Success stories in the field of sustainability-oriented intrapreneurship**

###### *The Bank*

The initiative in sustainable-oriented goals came from managers and employees that work at the

bank but the ideas of all this originally come from abroad. There have been a few intrapreneurial projects that led to more sustainability. Recently the canteen got the Nordic Ecolabel, the “Swan” certificate. There was a measure of CO2 footprint with purchases, more bio-products were bought, measuring and data collection of food waste etc. The environment is highly regarded and sometimes food is given to those in need instead of throwing it away. There used to be three kitchens, now there is only one. The coffee waste is sold as fertilizer to mushroom farmers and then the mushrooms are bought from those same farmers. The used oil from the kitchen is reused as diesel oil. All food products are Icelandic because of CO2 footprint and for support of Icelandic farmers and food producers. Once a week there are only vegetarian courses available in the canteen. The suppliers are chosen from sustainability values and there are sustainability check lists that are used and the goal is to be positive towards the outside world and help others in the same direction.

The biggest sustainability-oriented project started a few years ago. A decision was made to half the offices, the housing was designed with environmental standards, i.e., the indoor lighting systems, good use of the office space and project related work spaces. Less paper is used by the use of electronic messages, all new cars were electric, and electric scooters were bought for the staff. The location of the headquarters was chosen with environmental impact in mind. This was also a digital road where it was decided to close branches because the bank does not need all the housing needed before the digital revolution of banking.

The participation in these projects have had a genuine positive effect. A lot has been changed towards more sustainability in the company and a changed mindset is also used to try to influence outside the company.

Teamwork, knowledge, changed mindset and the willingness of managers’ participation are the most important characteristics for a more sustainability-oriented workplace and company. When asked about the key characteristics of the organisational settings, the managers’ goodwill, encouragement and motivation, the company culture, the acknowledgement of the influence that the staff can have, as well as subsidised transport were those pointed out. When asked about skills and competences similar concepts were considered important. Positivity, the possibility of influencing positive ways, good sharing of information, understanding the company settings and organisation and the opportunities it has for sustainable-oriented projects. Knowledge of the suppliers’ etiquette and initiative are very important skills and competences.

### *The Municipality*

There have been some sustainability-oriented activities initiated by the municipality government and managers since the activity is about introducing and implementing the sustainability development goals into planning and development of the municipality.

The managers and government have managed to inspire people to bring ideas forward, show initiative and implement sustainability development goals into the municipality. The project connected employees and residents and everyone was onboard. The goals are not new but the idea that the whole world is working together to reach the same goals makes it easier to establish.

The main goals are improving the living conditions of the inhabitants in the municipality. It was done by introducing the vision and work towards that vision and find the methods that work for each institution. One of the kindergartens decided to raise chickens and make pizzas from the eggs. The town mayor brought up the idea of working towards the UN World Goals and then it was introduced in each institution and then the employees started bringing forward ideas on how to connect and make the institutions and companies more sustainable and work towards the UN World Goals. It's necessary to find something that touches people in their lives. The UN World Goals are getting more and more important in peoples' minds and there are plenty of opportunities to activate the inhabitants with intrapreneurship. They can participate and "own" the operations. There is an open consultation portal for the inhabitants to bring forward ideas and also there are currently open discussions in schools and other institutions. The servant leadership ideas fit perfectly into this where there is an open discussion and the people are activated. Workshops, forum for ideas and small meetings where the heads of the projects must have an innovative vision.

The sustainability-related effects were mostly raised awareness in a visible policy on the UN World Goals that everyone is keen to participate. There is success in numerous projects, like the town planning and a new building of a school that has the environment as a red thread through the whole project as well as many other projects.

The key characteristics are interest, being able to communicate and be able to share projects. Determination and openness to new ways are also very important. The key characteristics of the organisational settings are the flat hierarchy, life-long learning, motivation and teamwork. The level of adequacy was considered to be fairly good but there is need for more support and follow-through as well as an insight towards different projects.

*The Regional Park (travel company)*

The interviewee indicated that a proper plan had never been implemented. However, there is an open discussion within the company to work in harmony with the environment. The staff is generally young and local without much previous work experience. The policy of the organisation is to get the people on board and work together with the initiative more from the upper level.

The key aspect is to give everyone liberty to do what they want. Trust, asking people to show initiative and give people the option of seeing their future in the area and with the company are the most important characteristics for achieving sustainability goals.

The company is organised in a way that people can come in for a limited time and work on projects in a particular field. They can implement certain aspects and teach others in the company certain aspects from their field of expertise. It's important that the company can utilise the qualities of the staff, no matter how long they work there and look towards others that have important aspects to offer to the company.

The most important mindsets are to be able to make decisions, listen to everyone and trust people. Furthermore, it's important to give them a future to believe in within the company and society. It's important to look to the future, for example with vehicles, to look to purchase environmentally friendly vehicles.

*The Regional Park (Earth check environmental certification)*

The interviewee indicated that they constantly work on sustainability-oriented activities and that the general goals of the organisation are all about that, environmental, economic and societal goals towards sustainability. The goals come from the municipalities and initiatives come from everyone involved. They have evaluations every year and there they evaluate the use of natural resources, waste, purchase of cleaning products, purchase of environmentally certificated products and then a qualitative evaluation in strategic planning, communication with inhabitants, transparency and compliance with laws and regulations. Furthermore, in this evaluation, people can bring suggestions about deviances. If certain aspects need improvement, they start working on those suggestions, either with direct instructions or the setting of goals. It's about destination certification but it has always been environmental certification and is actually more widespread since it affects the whole community in the area.

When asked about intrapreneurial experience leading to extended sustainability, the interviewee replied that they had regularly received a summary on numbers from Earth Check. This report is a tool to measure the progress and for the municipalities to set themselves goals. In the summary, it is hard for each municipality to read their own numbers since the Earth Check only indicates

the numbers for the whole area. For example, the waste numbers are not divided between municipalities. She indicated that it's helpful to see the numbers evolving year by year but she decided to make it more efficient. She created an assessment and soon she saw that the municipalities already have proper tools to work with to decrease chemical purchases, energy usage and to work on waste management. They have also done individual projects, like cleaning the coast line where they gathered 10 tons of garbage in 2019.

The interviewee's participation in the above-mentioned project have had positive impact on sustainability. It was indicated that the goals are constantly evolving and it's a big challenge. It's also about convincing people that it matters because environmental sustainability is not as tangible as the economic sustainability.

The key aspects of the mindset were wanting to do better, feed the community with information and to be constantly interested in this sort of projects.

She considered encouragement from outside to be more important. Encouragement from inhabitants, the community, the authorities and Earth check. The municipalities must now have their own environmental policy, there is a recycling system in waste management and more new policies to adapt. It's all about improving, both herself and then for the communities and municipalities to improve.

Her skills and competencies in the above-mentioned goals are adequate in her own opinion. She is not afraid to create new connections and communicate with people. The biggest environmental resource is the people. She does not have education in natural sciences but her education in anthropology, developmental sciences and international studies help her considerably. Everyone involved is committed to do better in sustainability and with the environment and even if it's not to be seen immediately these goals are also beneficial financially.

## A.2. Employers' in-depth interviews findings

### A.2.1. Characteristics of the survey participant's organisation

The first participant was a manager in a large (250+) financial company (a bank) in the capital region. The company began its operation in 2009 but is based on an older company that went bankrupt in the credit crisis of 2008. The second were managers in a large (250+) public sector organisation (a municipality) established in 1955. And the third is a small (1-9) public organisation (a Regional Park), established in 2014.

## A.2.2. Success stories in the field of sustainability-oriented intrapreneurship

### *The Bank*

Sustainability-oriented intrapreneurship has been initiated within the company. The board, the executive board and employees have initiated them. After the credit crisis the employees wanted to win back trust from the society and sustainability-oriented goals were a part of that.

Examples of projects are financial education, distance working, which reduces carbon footprint of employees, and project-based work spaces, to reduce the usage of paper and so on. Furthermore, the kitchen has become more sustainability-oriented with measuring waste, decrease purchases and purchase more environmentally friendly products. Green leaders and a sustainability calendar are also worth mentioning, so there are a few ongoing sustainability-oriented projects within the company.

The sustainability-related effects have been with the participation of employees in different teams, our annual policy-making meeting, the above-mentioned green leaders and work-groups around the sustainable development goals.

The key characteristics of our employees' behaviours and mindsets are positivity, courage, equality and initiative. Our employees have implemented these characteristics into their daily work. The key characteristics of the workplace are the above-mentioned project-based workspaces but also a committee for sustainability, co-operation, future-committee, business-oriented approach that supports closeness to clients and green loans for environmentally friendly investments. Last but not least they have a sort of etiquette. The bank wants to purchase from similarly sustainably-oriented companies and support positive effect in the society.

The necessary adequacy levels of employees are considered to be initiative, the vision for intra-development, courage, knowledge to prioritise, active listening to employees and be able to perform regular performance assessments.

### *The Municipality*

The initiative in this case comes from the municipality government and managers since the activity is introducing and implementing the sustainability development goals into planning and development of the municipality. However, it's different where the ideas and initiatives come from. Since this is about local government politics it can be complicated since the ideas must come from the "correct" positions. If the public servants happen to bring up ideas ahead of politicians it could reduce the force and initiative of the project. Sometimes it's better to whisper the ideas in the correct ears so that they will succeed.

The UN World Goals project became reality when a manager brought an idea to a project manager, the priorities were put forward and goals added. When it had been through this procedure the municipal government read the document and agreed. Then the project goes forward for further processing. Then complications are bound to happen. The project needs to be integrated with current policy and brought up to consultation portal with inhabitants. Companies in the area were also activated. Most of the time it's a question of individuals, someone who has the drive and initiative to follow projects all the way. Then there are examples of initiatives within schools and institutions. A school created a project to minimize food waste and they created a competition between classes for who threw away the least amount of food.

The sustainability-related effects were very positive. There seemed to be no envy or negativity but more an inspiration for others. The key characteristics were a sense of vision, willingness to do better, readiness to deal with new challenges, acceptance towards mistakes, openness and willingness to involve others.

The organisational settings' key characteristics were considered to be initiative, drive, and the freedom and trust to proceed with ideas. It's necessary to distinguish between urgent and important projects and not to get stuck in the most urgent projects too much and tend to forget the most important ones. The freedom to proceed with ideas can also be complicated. Those ideas are often born over a cup of coffee and with the reducing of the work week hours, it's important not to take those moments away from people.

When asked about the employees' level of adequacy, the respondent was not entirely sure since it's a big and complicated organisation. He believed that most of the employees were fairly adequate and they needed more space and more compliments.

### *The Regional Park*

The whole area boasts the Earth Check certificate. Therefore, sustainability-goals are integral to the whole area, including this organisation. The shareholders are the five municipalities in the area and they set sustainability-goals every year. Then there are specific projects, such as coastal cleansing and environmental projects with farmers or companies in the travel industry. Suggestions come from different organisations but it's the board that decides which projects will succeed. The board members are from the five municipalities, travel industry and unions.

When it was decided to open a visitor centre in the area, sustainability was key. BREEAM certificate (Building Research Establishment Environmental Assessment Method) was used with renovating an old social centre. It was decided to use the old house, buy used furniture, all materials used had environmental certificates etc. It was decided to use the house for local food- and crafts market for local and social sustainability. Sustainability is at the centre of our work and

the Earth check is renewed every year and the mentality is to become better every year and then the last few years, the UN World Goals for sustainable development have been added to the local goals.

The interviewee's environmental education is vital to her work. She has participated in all projects and her vision is sustainability. The area is considering applying for a "biosphere" UNESCO certificate. A biosphere certificate indicates that the area is excellent in all things regarding sustainability and needs to have very specific culture and nature.

The key characteristics of managers are to be open minded, to think in solutions, courage, co-operation, willingness and openness to changes. This does not happen overnight and is not without pain and sometimes opposition. People can be scared of changes and it's necessary to respect all opinions and work with people with different opinions.

The key characteristics of the organisation are first and foremost the procedures that are already in place. Everything is measured, how much CO2 is used, how much waste is not recycled etc. It's possible to monitor difference between municipalities and to see the development from year to year. The baseline is international standards. International co-operation is also vital to the organisation to connect with their operation and activities and to learn about other's innovation.

The skills and competences of leaders necessary are mostly through communication, being open-minded and be able to sit through meetings with people on completely different opinions.

## **B. BULGARIA**

SINTRA In-depth Interviews were conducted in Bulgaria 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.



## **B.1. Employees' in-depth interviews findings**

### **B.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.

### **B.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.

### **B.1.3. Success stories in the field of sustainability-oriented intrapreneurship**

All interviewed employees answered affirmatively to the 1<sup>st</sup> 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 2<sup>nd</sup> and 3<sup>rd</sup> 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.

## **B.2. Employers' in-depth interviews findings**

### **B.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.

#### B.2.2. Success stories in the field of sustainability-oriented intrapreneurship

All interviewed employers answered affirmatively to the 1<sup>st</sup> 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 2<sup>nd</sup> and 3<sup>rd</sup> 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.

## C. CROATIA

### C.1. Employees' in-depth interviews findings

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

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

#### C.1.1. Survey participants' personal characteristics

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

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

All participants have university level.

#### C.1.2. Characteristics of the survey participant's organisation

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

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

### C.1.3. Success stories in the field of sustainability-oriented intrapreneurship

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

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

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

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

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

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

## C.2. Employers’ in-depth interviews findings

### C.2.1. Characteristics of the survey participant’s organisation

In-depth interviews were conducted among 3 employers/managers, one from each organization,

through SINTRA Semi-structured Questionnaires.

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

### C.2.2. Success stories in the field of sustainability-oriented intrapreneurship

Like employees, employers have recognized a number of intrapreneurial projects sustainability oriented within their organization, with the initiative coming either from employees or from management or from external sources.

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

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

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

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

## D. ESTONIA

### D.1. Employees' in-depth interviews findings

#### D.1.1. Survey participants' personal characteristics

The interviews were attended by two women aged 30-39, an office manager with university education and an accountant with post- graduated education, and 4 men: two electrical engineers

with university education and one regional police officer aged 30-39 and one regional police officer aged 40-49 with university education.

#### D.1.2. Characteristics of the survey participant's organisation

Small construction company (10-49 employees), located in Tallinn, established in 2011. Medium-sized manufacturing company (200-249 employees), located in Keila, established in 2005. Large public sector organization (over 250 employees), interviewed police officers working in Tallinn; the organization was founded in 1918.

#### D.1.3. Success stories in the field of sustainability-oriented intrapreneurship

##### *Construction company*

Intrapreneurship is necessary to grow as a company and be competitive among other construction companies. Among the employees there are generators, developers and implementers of ideas. The goal is sustainable development in a society, where everyone would have better possibilities. Compliance with environmental legislation is ensured by the prescriptions given in ISO standards.

The beginning of good practices: one employee initiated the idea to start sorting garbage in the office and collecting separate packaging, coffee grounds, cardboard, bio-waste, plastic bottles and batteries. At present, all employees sort waste in the company's office, and continue to think together on how waste sorting can be organized even better in the future.

The principles that encourage employees to be intrapreneurial are openness, trust, helpfulness (excerpt from the interview):

- *"People are open to talk and share their ideas to make the organization better.*
- *An organization with a reliable atmosphere has a higher work capacity*
- *Highlighting strengthens empowers and encourages initiatives to deliver new ideas"*

Employees rated their current skills and competencies in the field of sustainability as moderately good and agreed that there is definitely more to learn: they need more training in strategy and in development of creative thinking.

##### *Manufacturing plant*



Sustainability-oriented activities are linked to ISO14001 certification, which demonstrates a commitment to reducing environmental impact based on international best practice. This activity has been initiated by the Management Board. In addition, the company itself and its team leaders have initiated a number of different sustainability-oriented activities to reduce material and labor time and to simplify work methods. The company conducts in-house trainings, where people from different specialties introduce their topics to other employees.

Sustainability is ensured in three views:

- Environmental view: Renewable energy production (solar panels), waste sorting, paperless document management, optimization of material consumption in products
- Customer perspective: development of new products for renewable energy production projects based on customer needs and customer satisfaction research path
- Employee view: work flexibility (home office option) and motivation package with additional holidays, health days, sport compensations, healthy food, work clothes; and also training and development activities for employees)

Intrapreneurship started from the need of simplification and standardization the product. *“The main motives were the reduction of material consumption and working time; the primary reason was financial, but it also led to an environmental victory. The introduction of new solutions and working methods initially provoked opposition, and the results deteriorated. However, further efforts were made to achieve significant time and material gains: the product was redesigned, new techniques and tools were introduced, the first production was carried out according to a new plan, and then both the product and the techniques were adjusted. It gave the participants of the project experience how to produce more sustainably in the future with relatively simple techniques, and the following beginnings became easier.”* (By the explanation of two employees)

Employees participate in intrapreneurship in several ways: They participate in preparation of development plans. Various development projects are launched, aimed at both – from product development and from improving customer satisfaction. Customer feedback is developed, and improvements are made, based on it.

Employee initiative and achievements are rewarded through a bonus system. In-house developmental trainings are offered and conducted for gathering intrapreneurial ideas.

Mindset characteristics and traits that help to be intrapreneur include: desire to develop products using more modern and sustainable solutions, desire to develop new ways to increase sustainability and desire to offer a better solution to the customer: the customer is directed to the optimal solution for him, which increases the company's reputation.

Organizational characteristics and operating principles that encourage entrepreneurship are reflected in the company's values:

- Development: being receptive and innovative; new solutions are welcome.
- Cooperation and supportive relationship climate: colleagues' opinions are heard, considered, and taken into account. It is also daring to give responsibility to a new person in this field.
- Reliability: the quality important. A flexible approach to the various issues that arise and the potential obstacles.

### *Police Agency*

The agency supports intrapreneurship and contributes in every way if quick and suitable solutions. The employees are ready to share their experience with others. They do not wait for organizational changes from managers, but as practitioners they look for ways to be more effective in performing their duties, as well as in raising and maintaining work-related competencies. For this purpose, for example, thematic days are initiated by the employees themselves, characterized by the slogan: *"Together we are smarter. Share our skills, the group's sense of unity improves"*.

To ensure environmental sustainability, it has joined the Green Tiger program, which aims to reduce paper waste and encourage the use of digital solutions; Digital clean-up days are organized to reduce the unnecessary files.

According to the interviewees, the communication skills need to be constantly improved; they are never enough, and training is only beneficial.

The above is necessary, but not yet sufficient: *"Sustainability means for my - leaving the next generation at least as good an environment or even better. I don't think these activities guarantee ecological sustainability. We need much more environmental education"*, commented one of employees.

## **D.2. Employers' in-depth interviews findings**

### **D.2.1. Characteristics of the survey participant's organisation**

Small construction company (10-49 employees), located in Tallinn, established in 2011. Medium-sized manufacturing company (200-249 employees), located in Keila, established in 2005. Large public sector organization (over 250 employees), police workplaces are located all over Estonia

according to the population density in the region; the organization was founded in 1918. Organization was founded in 1918.

#### D.2.2. Success stories in the field of sustainability-oriented intrapreneurship

##### *Construction company*

Social sustainability is in the focus. The aim is to ensure equal treatment of all employees' and to give people the opportunity to express their views. Employees' open communication, creativity, ingenuity, and willingness to cooperate in finding solutions are encouraged. Questions are asked about how well-being of employees in the workplace could be improved, and together they try to find answers. Employees have initiated processes themselves to make the company more sustainable. It has been reminded that people are equal, and everyone should be treated politely.

To ensure ecological sustainability, one employee has come up with a proposal for sorting waste - batteries, plastic bottles, cardboard. The main motive was to think about the next generations. It has now been achieved that everyone sorts waste. The goal is to ensure a quality of life for present and future generations. For example, the air conditioner is turned off at night and the lights in the office are turned off when people leave the office.

Intrapreneurship is highly anticipated: internal rules and procedures to support it have been negotiated and agreed with employees. The manager wants to be a facilitator, who creates an environment, suitable for employees to innovate, helps to adapt work to people and tries to be an open and trusting communicator.

The manager evaluates the skills and competencies of the employees on average as good. Staff training could be provided to develop creative thinking.

##### *Manufacturing plant*

The task of each field leader has been to ensure sustainability and development in his or her field. This is done for both – for organization in general and for each employee individually. People are aware of the concerns of society as a whole and value saving, reducing waste, preserving the environment and developing it.

Reduction of environmental impacts: The company is ISO14001 certified, according to which it focuses on Improving processes to reduce wastage (excessive consumption of materials and packaging, inefficient use of labor resources). As a result of the company's activities, the development of renewable energy is emphasized.

Economic sustainability is ensured through the design of solutions for new business opportunities. Engineers have made a skills matrix and periodically audit which employees are competent in what activities. This highlights the need to develop certain skills. The need for such reviews was due to the situation, when it became clear, that there was no overview of what someone is capable of and how to replace each other during the holiday period. Based on this, people began to be assigned tasks to develop certain competencies or activities. If necessary, through practical treatment, sometimes through training. Employees were able to deal with new tasks.

The company values employees and their development. More and more opportunities are offered to ensure flexibility, self-development through training, professional development and career within organization.

Three behaviors, that support intrapreneurship, are (by excerpt from an interview with a manager):

- *„Playing through future scenarios - what can happen and how you need to be prepared for it.*
- *Enabling and encouraging independence on a "throw in" basis and providing support for that. Support that the employee gets from manager, can help ending the activity with a positive emotion.*
- *Be open and tell people what you plan and why. Then they will understand the big picture better.”*
- According to the manager, employees are encouraged to engage in intrapreneurship, decision-making and have freedom of choices (by excerpt from an interview with the manager):
- *“When an employee is involved, he or she develops additional motivation and sees that his or her decision and opinion are important.*
- *Giving an employee decision-making power reassures them that tells that they are important for the company.*
- *The employee has the right to use different approaches in his work and there is not only one specific path and way to reach result. The process of reaching a result is not predetermined.*

*Teams are made up of people with different personal qualities. Certain team members have the qualities needed for intrapreneurship: they are not afraid of failing and can take over leadership. Who is assigned what tasks and responsibilities depends on the employees’ ability. I have given assignments, where expectations have been too high for this person. In this case, mutual communication and feedback is helpful. The desire of employees to develop and the company's*

*ability to offer development opportunities is forward-looking. The company will continue to increase the internal motivation of its employees and strengthen their competencies”.*

### *Police Agency*

Organization supports innovation and people are encouraged to invent and pilot innovations that are "sold" to other departments after measuring performance. Initiatives come from both - managers and subordinates. An innovation department has been set up whose main task is to find solutions to major problems. The developmental programs are for example "Peace of Mind", the "Trust Zone", etc.).

Social sustainability is the focus; for example, the innovation department includes an andragogue to better understand the nature of adults and to find a 're-education method' that suits them.

Intrapreneurship began with the need to regulate the enlarged workload (by excerpt from an interview with the manager): *„The work so far was divided into smaller sub-sections and a structural change was made: That change immediately began to show a positive result due to the shortening of procedural deadlines, and today the change has clearly justified itself, and other departments have shown interest in carrying out a similar structural change. The change has increased the motivation of employees and faster processing of cases has reduced the amount of materials on the tables. A shorter procedural deadline is important for the victim, the perpetrator and the officials themselves."*

The guiding principle of the activities of police officers - "Wise and quick help; the victim must not be re-victimized by officials" helps to ensure social sustainability:

The principles that support internal entrepreneurship are related to prevention. The organization emphasizes: *“The safer the streets and homes, the lower the procedural workload Staff turnover and risk of burnout’s are reduced.”*

Most officials are receptive to innovation and willing to experiment. Test groups will include officials with sufficient interest and skills, and practitioners will be preferred to theorists. The skills and competencies of police officers are adequate, but periodic 'ventilation' is needed, as years of dealing with difficult cases can increase the risk of burnout, which in turn reduces intrapreneurship.

## E. GREECE

### E.1. Introductory remarks

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

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

### E.2. Selected Success Stories

#### E.2.1. Success Story 1: Marble producer – exporter, located in N. Greece

##### **Background information**

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

##### **The Employer’s views**

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

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

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

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

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

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

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

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

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

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

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

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

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

### **The employees' views**

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

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

#### Employee 1:

A new recycling factory dealing with the remaining waste from production. Waste generated at quarries and fabrication plants is quite similar. Most commonly, scrap stone must be mitigated and managed, but attention must be paid to equipment, petroleum products, wastewater sludge, and general trash. We managed to establish a waste recycling plant that includes continuous minimization and proper management, particularly reuse, recycling, and lawful disposal, of all site waste streams.

#### Employee 2:

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



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

Employee 1

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

Employee 2:

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

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

Employee 1:

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

Employee 2: (same as Employee 1)

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

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

Employee 1:

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

Employee 2:

- “Out of the box” thinking
- Ability to research and develop new technical ideas
- Ability to see a project to its completion

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

Employee 1:

- General company assistance

- Long-term vision
- Openness to new ideas

Employee 2:

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

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

Employee 1:

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

Employee 2:

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

### Concluding comments and “lessons learnt”

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

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

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

#### E.2.2. Success Story 2: “Improve my City”

### Background information

The specific “Good Practice” refers to an “innovative and entrepreneurial” initiative developed and implemented by the Municipality of Thermi, situated in the east side of the Prefecture of



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

### **The "situation before"**

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

### **Innovative/Entrepreneurial Action taken**

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

The Municipality had, as early as 2005, formed a long list of potential ICT Applications that could be implemented. The list was formulated through contacts with the citizens, as well as with

specific economic groups, such as local businesses. Several questionnaire based surveys had been conducted combined with awareness campaigns and open public discussions. It was clearly realised that, through innovative initiatives, “there were many things that could be done”. The factors however that held back “progress” were, in most of the cases: (a) scarcity of specialized and intrapreneurially minded personnel and (b) tight budgets.

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

### **Implementation process**

The “Improve my City” service enables the citizens of the Municipality of Thermi to report existing and/or developing local problems such as potholes, illegal trash dumping, faulty street lights and broken tiles on sidewalks, and illegal advertising boards. The submitted issues are displayed on the city's map. Users may add photos and comments. Moreover, they can suggest solutions for improving the environment of their neighbourhood. Through this service the Municipality enables and encourages citizens and local stakeholders, to initiate, through their actions, processes leading to improvements in their neighbourhood. Reported cases then go directly into the city’s “Work Order Queue” for resolution, and users are quickly informed of how the case will be tackled. When a case is finally resolved, the person who initially reported “the problem”, is informed. The two pictures below show typical parts of the process to identify and report problems that need to be fixed. The service is addressed to three main users’ groups:

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

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

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

- Accurate positioning on map: Citizens are able to determine the exact location of the problem on the map, while they can also attach relevant photos
- All issues are displayed on map: The submitted cases are displayed on the city's map. Each category is presented with a different icon. There is also a "Cases List", containing important information on each case.
- Detailed presentation of each reported case: Each case is presented in detail, on a separate page showing: category, address, name of the citizen who reported it, the date of report's submission, a photo, description, user's comments, location on the map and the number of positive votes. On that page users can also comment, cast a positive vote and print the case report.
- Filtering of the submitted cases: Users can view only the cases that belong to specific categories or those who have a specific status. They can also sort the cases by date of submission, number of votes and status
- User feedback: Citizens and employees of the Municipality can make comments on existing cases. Commenting is allowed up to ten days after the resolution of each case
- Online polls support: Citizens can provide a positive vote on issues they consider significant. This process helps Municipalities to better prioritise city's problems.
- Users are informed about the resolution process: The citizens are informed about the status of their requests by email. Initially the status of each case is: "Open". Once the Municipality becomes aware of the case and forwards it to the Department to be put in charge, the status changed to: "Acknowledged". Finally, once the case is resolved, the status becomes: "Closed".
- An integrated management system: The submitted issues are managed through a web based environment that is based on Joomla content management system. The management is distributed to the Departments of the Municipality. The "system" includes the following: Web-based administration: The authorised employees manage the entries through a web form which presents all the available information. Categories icons & emails: Different Municipality's employees are responsible for different categories. The

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

### **Evaluation of the Project's results and Lessons learnt**

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



## **Summary**

The “Improve My City” Good Practice refers to an “innovative and intrapreneurial” initiative developed and implemented by the Municipality of Thermi, situated in the east side of the Prefecture of Thessaloniki (region of Central Macedonia); at a distance of fifteen (15) km from the metropolitan centre of Thessaloniki. The Municipality of Thermi consists of fourteen (14) local communities and it occupies an area of approximately 386 km<sup>2</sup>. The Improve my City service enables the citizens of the Municipality of Thermi to report existing and/or developing local problems such as potholes, illegal trash dumping, faulty street lights, destroyed tiles on sidewalks, and illegal advertising boards. The submitted issues are displayed on the city's map. Users may add photos and comments. Moreover, they can suggest solutions for improving the environment of their neighbourhood.

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

- Poor communication with citizens,
- Negative sentiments against the Municipality,
- Perpetuation of problems and
- Deterioration of local environment.

Through an organised Plan of newly designed interventions, largely based on the Municipality’s staff creativity their intrapreneurial mindsets and the use of technology, it was attempted to improve the situation and remedy the “problems”. In short, the main “innovative” solution devised and implemented was the creation of a fully interactive Data Base for citizens’ reporting of problems, monitoring of action taken by Municipal services and real time feedback to citizens. In general, the implementation process is considered to be successful! Since 2011, when the new Service started operating, more than 1000 citizens’ reports have been received and the reported “problems” were, in most cases, successfully resolved. The Application has been widely publicized and several local authorities across the country, as well as organizations from other European and non-European countries, have contacted the Municipality and inquired on transfer and adoption possibilities. Problems that had to be overcome related to understandable and expected internal “resistance to change”, mainly attributed to some of the operators’ reluctance to undertake additional tasks that they were not familiar with. On the other hand, the main factor which allowed overcoming such hurdles was the “political will” demonstrated by the Municipality’s Mayor to proceed and implement the “Improve my City” project. It has to be noted however that availability of earmarked E.C. funding for the project and the element of transferable transnational technical expertise and assistance, were also important factors mitigating “risks” and inhibitions. “Political will”, by itself, might not have been sufficient, if scarce resources had to





be diverted from other uses. Similar comments may be made with regard to the time schedule applied for the project as a whole.

### 2.2.3. Success story 3: Electrical equipment producer

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

#### Sustainable Development related initiatives and practices

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

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

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

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

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

#### Evidence of Successful Sustainable Development related practices

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

- Zero use of primary raw materials

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

## **F. PORTUGAL**

### **F.1. Employees’ in-depth interviews findings**

#### **F.1.1. Survey participants’ personal characteristics**

Six people were interviewed in the employee’s group, who responded to the Sintra questionnaire, namely:

- Two from the HFA company (electronics components production company) - 1 from the quality department and another from the planning and logistics department.
- Two from UA (University of Aveiro) - from the Environmental Management department.
- Two from CARGIL (multinational company in the animal feed area): 1 from the production department and another from the planning department.

	<b>HFA</b>		<b>UA</b>		<b>CARGIL</b>	
I.1	Portugal	Portugal	Portugal	Portugal	Portugal	Portugal
I.2	Female	Female	Female	Male	Female	Female
I.3	40 - 49	40 - 49	20-39	50-59	50-59	50-59
I.4	Degree	Post graduation	Post graduation	Post graduation	Degree	Degree
I.5	Quality	Planning / Logistics	Environmental Management	Environmental Management	Planning	Production

### F.1.2. Characteristics of the survey participant's organisation

	<b>HFA</b>		<b>UA</b>		<b>CARGIL</b>	
II.1	Production	Production	Education Public Sector	Education Public Sector	Production	Production
II.2	2009	2012	2017	1987	2002	1991
II.3	Águeda – Aveiro	Águeda - Aveiro	Aveiro	Aveiro	Alverca do Ribatejo - Lisboa	Alverca do Ribatejo - Lisboa
II.4	100-249	100-249	10-49	10-49	100-249	100-249

This Table shows the sectors participating in the study: production and education, from Aveiro and Lisbon regions.

All production organisations had more than 100 employees. As for the education sector, the department analysed had more than 10 employees.

### F.1.3. Success stories in the field of sustainability-oriented intrapreneurship

	<b>HFA</b>	
	<i>Quality Department</i>	<i>Planning and logistic Department</i>
	<b>Filipa Oliveira</b>	<b>Ana Figueiredo</b>
<b>III.1.</b>	To involve people in the practice of recycling by raising awareness in all company departments in order to reduce waste.	A suggestion box, which allowed employees to give suggestions, which were gathered monthly and those that were of more value to the organisation were implemented and rewarded.
<b>III.2.</b>	Improvement of waste management; A more active role and a new attitude towards waste recycling, where the focus was on reducing waste	Present proposals for action, in terms of warehouse planning and management
<b>III.3.</b>	Greater efficiency in separating the waste that is produced. The aim is to improve the health of people and the planet	Several steps were eliminated, the flow became more fluid, decreasing entropy. Money was saved.

III.4	Pro-active, dynamic critical spirit.	Persistent, because I have to work hard in order to get what I need; things are not given for granted. Pro-active: I give ideas, I do not limit myself to doing only what I am asked for, I try to improve what needs to be improved, in my opinion. I am not afraid to take risks. The planning area did not exist before and I accepted this challenge.
III.5.	HFA is an organisation that excels in social responsibility and, increasingly, the focus is on continuous improvement and the search for innovation.	We have the "doors open" so we can go to the administration whenever we have a problem. The administration's culture is an entrepreneurial culture, it asks for help and opinions from employees. Receptivity to new practices and processes.
III.6.	Seeing, questioning and learning by doing	I have a good interpersonal relationship and I am proactive. I manage 'change' well and I try to make sure it is assertive. I see change as a possibility for growth.

	<b>CARGIL</b>	
	Planning	Production
	<b>Paula Santos</b>	<b>Fátima Dias</b>
III.1.	There has always been a constant search to find the "bottle neck" that would make it possible to optimise processes.	All employees have an active participation in this growth, with ideas and actions. Continuous discussion and presentation of new ideas, solutions and a daily search for quality, both in terms of the concept and the raw material, the execution and the service provided.
III.2.	There has always been a concern to understand why failures exist.	I designed and introduced the first product data sheets, which with some 'make-up' are still in use today.
III.3.	The main concern of the planning area is to understand why things are failing. Why we produce products that are not sold and are wasted away/go to the garbage bin; or why there is a shortage in the products we consume more; we have to move from routines to understand the reality and find new solutions. Deconstruct the instituted thinking in order to lead us to have significant improvements in the management of products, stocks and warehouses.	The need to define and identify the main components, in order to reduce errors, forgetfulness and unintended changes to the product, and clearly inform the production sector. Quality has improved and the work has been simplified.

	Create a network where it is possible to transfer products from one manufacturing centre to another so that products are not wasted or do not go to the garbage bin.	
<b>III.4</b>	Avoid waste and this is possible by getting people to think about improving their daily lives Believe; Interest in everything that is new; I hate routines I like to learn, Redesign; Team work	Less waste Critical thinking / open mind Communication skills Collaboration
<b>III.5.</b>	Access to training Investment in new/innovative software More demanding targets	The trust factor allows us to take decisions on a daily basis. Mutual knowledge allows us to reach consensus, in general. Our aim is to always achieve more and better with regard to products and service. Quality and delivery time.
<b>III.6.</b>	Willingness to learn Dislike of routines Challenges of new projects	My education, engineering, taught me how to structure my thinking: look at, apprehend, criticise, learn, test and execute The experience in the sector has taught me and stills teaches me daily, techniques, processes, and procedures. I like and have always liked people, interacting and communicating. And I take immense pleasure when we manage to solve problems, or improve products and the people involved are also satisfied.

	<b>UA</b>	
	Researcher	Researcher
	<b>Inês</b>	<b>Luís Carlos</b>
<b>III.1</b>	The university provided glass bottles for water to all students and employees, trying to decrease the purchase of plastic bottles, and developed a project called "Planting the Future", whose aim was to grow small trees, so that they could then be planted.	Implementation of a closed circuit for the reuse of water used for cooling scientific equipment. Before the implementation of this circuit, the water after being used for cooling was wasted away.
<b>III.2</b>	Pollution from mussel shells. Mussel shells consist mainly of calcium carbonate, which is widely used in the ceramics industry	It reduced the group's water expenditure by around 70%, substantially improving its sustainability. The implementation of this circuit started with the recognition of water wastage. The impact on water expenditure was significant.

<b>III.3</b>	Produce ceramic pieces using waste, thus reducing waste that goes to landfills and reducing the extraction of raw materials.	The involvement in the activities generated an increased concern for sustainability issues.
<b>III.4</b>	Being proactive, I always try to solve the problems in the best way. To give new ideas. Being calm and social, which contributes to listening to others and trying to understand what the current problems are.	Sense of responsibility; Awareness for action; Participation.
<b>III.5</b>	The UA is quite "open", providing the whole community with plenty of opportunities, and it is active, as it has connections with many companies, in the region and beyond, it has a greater knowledge of the companies' problems and tries to solve them.	The innovative character, pioneering spirit and concern for societal issues are part of my organisation's culture and contribute to the adoption of practices and processes focused on sustainability.
<b>III.6</b>	Only after the new material is developed is it possible to think about the implementation of a more efficient process; only after the company verifies that it is possible to simplify the process and that this reduces costs, does it accept the development and implementation of the new process.	Looking at problems critically. Willingness to develop solutions. Acting in order to solve problems that are "hidden", through a critical attitude Question why things are the way they are

The testimonies collected through the interviews revealed that the respondents considered very important the open attitude and the capacity for a differentiated analysis of problems, which normally go unnoticed. Among the characteristics highlighted that most contributed to this attitude were: the will to learn, not liking routines, the challenges of new projects, observing, questioning, doing by doing, giving new ideas, being calm and social, which contributes to listening to others and trying to understand what the current problems are.

## F.2. Employers' in-depth interviews findings

### F.2.1. Characteristics of the survey participant's organisation

	<b>HFA</b>	<b>CARGILL</b>	<b>UA</b>
	Manager	CEO	Head of Environmental Management Department
	Carlos Alves	João Gama	Paula Seabra
<b>I.1. Activity Sector</b>		Production	Education- Public Sector

	Production		
I.2. Beginning of the activity	1991	1976	2004
I.3. Location	Águeda - Aveiro	Ovar-Alverca-Faro	Aveiro
I.4. Nº of employees	100-249	100-249	10-49

## F.2.2. Success stories in the field of sustainability-oriented intrapreneurship

<b>HFA</b>	Carlos Alves
<b>II.1</b>	Innovation and Improvement Group - looking for aspects that can be improved and then put into practice Autonomy - employees do not need to ask permission from management
<b>II.2</b>	The "Autonomous Maintenance" project was born out of the realisation that the maintenance area was very critical as production lines, for example, work 24 hours x 7 days a week.
<b>II.3.</b>	A culture of innovation was created, in an attempt for everyone to contribute with ideas for the continuous improvement of the processes.
<b>II.4.</b>	Communication became more effective between members. Increased productivity. Proactivity, i.e. there has been some ability to anticipate problems, people have become more attentive to this. Interdisciplinarity has increased. Greater mutual help and more dedication.
<b>II.5.</b>	Management encourages people to experiment and does not punish them if they fail Profit-sharing / performance rewards
<b>II.6.</b>	Assigning responsibilities Leading not by speech, but by example

<b>CARGI L</b>	João Gama
<b>II.1</b>	Create a team spirit among employees for quality management systems, within ISO standards. Decrease electricity consumption, and also suggested changes that led to increased profitability of the production lines.
<b>II.2</b>	Electrical Maintenance Team

<b>II.3.</b>	Involvement to participate with ideas that simplify daily practices
<b>II.4.</b>	Innovative people / proactive / team work / good communicators / respect the organisation
<b>II.5.</b>	<p>The respect the company has for its employees.  It gives employees the freedom to give their opinion.  Respect for the working environment.  Encourages ideas from employees that promote innovation.  Valuing and updating skills through continuous training.</p>
<b>II.6.</b>	<p>Giving people the freedom to identify problems  Make people responsible for their ideas that have applicability in actions of change  Curiosity  To understand the reality where people work  To be critical;  Do not like routines - propose improvements to routines that already exist;  Communicate well with each other  There is a real team spirit</p>

<b>UA</b>	<b>Paula SEABRA</b>
<b>II.1</b>	<p>In our department, in particular, we work a lot on the valorisation of industrial waste and by-products, which is linked to sustainability  To valorise the waste and by-products that industries generate.</p>
<b>II.2</b>	<p>The idea of sharing reagents between departments came from the grant holders  We let them know what reagents we have available and, free of charge, we see who needs them, distributing them instead of putting them in the bin.</p>
<b>II.3</b>	<p>Environmental Awareness  There is no waste, we only consume what we really need and what we don't need we try to give to someone who can give them a good ending.</p>
<b>II.4</b>	<p>Initiative: If a person does not have initiative, they will not come up with an idea.  Entrepreneurial spirit: Entrepreneurial, in the sense of having ideas.  Good relationship with colleagues: Without the support of colleagues it is not possible to put the idea into practice, it is essential to have good argumentative and relationship power.</p>
<b>II.5</b>	<p>The organisation has an enormous advantage, which is the availability of a lot of training in the area of entrepreneurship and, therefore, having this training makes it easier to be an intrapreneur. There is also a great awareness of the problems related to the planet's sustainability.</p>



<b>II.6</b>	Besides initiative and entrepreneurial spirit there is another fundamental competence, which is knowledge. Solutions can only be proposed if knowledge exists.
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The employers' answers showed that practices are the basis for the development of people and the organisation. It is also important to promote openness for people to be critical, to give them the freedom to identify problems, to reveal their curiosity, to come up with ideas that promote innovation in the search for new ways of sustainability. Autonomy and responsibility were also mentioned as fundamental to get people involved. The openness of management encourages people to experiment and does not penalise them; on the contrary, they participate in the results achieved by being awarded performance bonuses.

Good relationships with colleagues and knowledge are also two of the fundamental requirements for the teams to improve their performance.

## CONCLUDING REMARKS

The results of the SINTRA **Good Practices and Gap Analysis Survey** and **In-depth Interviews** conducted in the project's partner countries clearly indicate 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, although in the specific case of organisations' orientation to sustainable development related initiatives and practices, employees do not seem to be very adequately informed of their employers' strategies. Both employers and employees were considered to be important "drivers" for sustainability-oriented 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. Both surveyed groups consider that the main factors for enterprises and organisations driving the to strengthen their sustainability orientation and associated practices cover all 3 dimensions of sustainability, incl. environmental, social and economic sustainability, which is indicative of the multifaceted understanding and attitude that surveyed employees and employers have to the issues of sustainability.

Skills and competences that could potentially impact the strongest on enterprises' sustainability orientation, according to both surveyed groups, are: 'Initiative, dynamic thinking, motivation and a can-do-mentality', 'Dedication to one's goals at work and realistic view about the ways to achieve them', 'Ability to deal with issues such as complexity and uncertainty' and 'Sharing information, instructing others and influencing people'. Besides necessary skills and competences enrichment, internal "settings", such as: 'Organisation's open culture' and 'Autonomy to solve challenges' are also of great importance. 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 their intrapreneurially-related skills which will allow them to boost the sustainability orientation of their organisations.

This was generally reaffirmed by **In-depth Interviews** conducted among employees and employers, who generally described the level of adequacy of employees' skills and competences necessary for implementing intrapreneurial activities in need of upgrading, in view of their experience with the initiation and implementation of sustainability-oriented initiatives. In this regard, the prospective training initiatives and supporting interactive tools to be organised and supporting training interactive tools to be developed under the SINTRA project were seen both by surveyed employees and employers as quite appealing and possessing the potential to benefit organisations by upgrading employees' and employers' sustainability-oriented intrapreneurial skills and mindset.

Finally, based on the survey and in-depth interview findings, the SINTRA “training course” to be designed and implemented in partner countries and beyond, should be tailored to the characteristics and preferences of surveyed and interviewed employees and employers and incorporate innovative elements, i.e.:

- Understandable language of the SINTRA training materials tailored to the needs of users including cases and tasks for both self-preparation and group work, as well as for intervals in-between face-to-face training sessions.
- The e-Learning Platform designed in a way that allows its usage for in-house training in organisations, where trainers and supervisors have their own staff and managers.
- More intensive and better organised sharing of ideas and discussions among intrapreneurially minded employees;
- Evaluation of direct and indirect benefits resulting from “social sustainability” initiatives and justifying cost and effort devoted;
- Effective internal information dissemination through appropriate communication channels (Top-down and Bottom-up flows);
- Continuous interaction with regional stakeholders.

## ANNEXES

### Annex A. Selected SINTRA gap analysis survey results

#### I. Employees' survey

**Table I.1. Country of origin**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Country	40	41	42	40	40	40	203

**Table I.2. Gender**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Male	18	18	18	21	22	15	94
Female	22	23	24	19	18	25	109

**Table I.3. Age**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
20-29	14	8	6	16	3	1	34
30-39	7	12	16	12	16	10	66
40-49	7	12	13	9	14	18	66
50-59	9	8	6	1	6	9	30
60+	2	1	1	2	1	2	7

**Table I.4. Education**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Secondary School	14	10	6	13	4	6	39
Vocational Education and Training	5	16	12	6	3	1	38
University Level	18	14	22	15	21	21	93
Post-graduate Level	3	1	2	6	12	12	33

**Table I.5. Activity sector of the organisation**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Real estate, renting and business activity	0	0	7	0	0	0	7
Construction	4	4	0	4	8	0	16
Wholesale and retail trade, repairs	4	7	0	8	0	0	15
Transport, storage & communication	0	0	0	0	0	0	0
Other community, social and personal service activities	0	5	8	4	0	0	17
Manufacturing	4	11	10	8	4	11	44
Agriculture, hunting & forestry	0	5	0	0	0	0	5
Fishery	4	0	0	0	0	0	0
Education	4	0	0	0	4	16	20
Tourism, incl. hotels and restaurants	4	4	0	0	12	0	16
Health and social work	4	0	0	4	0	0	4
Financial intermediation	0	0	0	4	0	0	4
Information and communication technologies	0	0	0	0	0	3	3
Non-government sector	0	4	13	0	4	1	22
Public sector	11	0	4	0	4	9	17
Other	1	1	0	8	4	0	13

**Table I.6. Size of the organisation (number of employees)**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
1-9	7	5	10	4	12	4	35
10-49	24	17	15	8	16	6	62
50-99	5	11	4	0	0	5	20
100-249	4	5	13	8	8	8	42
250+	0	3	0	20	4	17	44

**Table I.7. Considered sustainability drivenness of the organisation**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Yes	31	26	25	20	8	27	106
No	4	11	5	7	6	5	34
Not sure	5	4	12	13	26	8	63

**Table I.8. Considered sustainability initiative**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Employers/managers	10	16	18	11	26	8	79
Employees	2	12	6	2	0	0	20
Both	28	13	17	27	14	32	103
Neither	0	0	1	0	0	0	1

**Table I.9. Sustainability involvement of staff**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Yes	31	16	26	21	9	25	97
No	4	12	6	7	12	7	44
Not sure	5	13	10	12	19	8	62

**Table I.10. Interest in SINTRA training**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Yes	28	37	23	27	34	28	149
No	12	4	19	13	6	11	53

**Table I.11. Remoteness of location of potential SINTRA training participants**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Yes	26	18	12	7	31	11	79
No	12	23	30	33	9	29	124

## **II. Employers' survey**

**Table II.1. Activity sector of the organisation**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
Real estate, renting and business activity	1	0	2	0	0	0	3
Construction	1	1	1	1	2	0	6
Wholesale and retail trade, repairs	3	2	0	2	0	0	7
Transport, storage & communication	0	0	0	0	0	0	0
Other community, social and personal service activities	0	2	0	1	0	0	3

<b>Manufacturing</b>	1	2	4	2	1	3	13
<b>Agriculture, hunting &amp; forestry</b>	0	0	0	0	0	0	0
<b>Fishery</b>	1	0	2	0	0	0	3
<b>Education</b>	1	0	0	0	1	3	5
<b>Tourism, incl. hotels and restaurants</b>	1	1	0	0	3	0	5
<b>Health and social work</b>	0	0	0	1	0	1	2
<b>Financial intermediation</b>	0	0	0	1	0	0	1
<b>Information and communication technologies</b>	0	0	0	0	0	1	1
<b>Non-government sector</b>	0	1	0	0	1	0	2
<b>Public sector</b>	1	0	1	0	1	1	4
<b>Other</b>	0	1	0	2	1	1	5

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

	<b>Iceland</b>	<b>Bulgaria</b>	<b>Croatia</b>	<b>Estonia</b>	<b>Greece</b>	<b>Portugal</b>	<b>TOTAL</b>
<b>1-9</b>	1	1	3	1	3	2	11
<b>10-49</b>	7	3	4	2	4	4	24
<b>50-99</b>	1	5	1	0	0	0	7
<b>100-249</b>	1	1	2	2	2	1	9
<b>250+</b>	0	0	0	5	1	3	9

**Table II.3. Considered sustainability drivenness of the organisation**

	<b>Iceland</b>	<b>Bulgaria</b>	<b>Croatia</b>	<b>Estonia</b>	<b>Greece</b>	<b>Portugal</b>	<b>TOTAL</b>
<b>Yes</b>	8	7	8	6	6	10	45
<b>No</b>	1	1	1	0	0	0	3
<b>Not sure</b>	1	2	1	4	4	0	12

**Table II.4. Considered sustainability initiative**

	<b>Iceland</b>	<b>Bulgaria</b>	<b>Croatia</b>	<b>Estonia</b>	<b>Greece</b>	<b>Portugal</b>	<b>TOTAL</b>
<b>Employers/managers</b>	1	8	3	0	6	2	20
<b>Employees</b>	0	0	0	0	0	0	0
<b>Both</b>	9	2	7	10	4	8	40
<b>Neither</b>	0	0	0	0	0	0	0

**Table II.5. Sustainability involvement of staff**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
<b>Yes</b>	8	4	8	7	2	8	37
<b>No</b>	0	3	1	0	3	2	9
<b>Not sure</b>	2	3	0	3	5	0	13

**Table II.6. Interest in SINTRA training**

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
<b>Yes</b>	6	9	7	7	6	6	41
<b>No</b>	4	1	3	3	4	4	19

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

	Iceland	Bulgaria	Croatia	Estonia	Greece	Portugal	TOTAL
<b>Yes</b>	5	4	0	2	8	0	19
<b>No</b>	5	6	10	8	2	10	41



## 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)*

<b>SINTRA pre-defined activities</b>	<b>SINTRA ‘importance’ indicators’ value</b>	
	Employees’ responses	Employers’ responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	4.13	4.28
<u>2.</u> Assessing one’s own potential to innovate and add “sustainability value”	4.22	4.30
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	4.23	4.18
<u>4.</u> Provisional assessment of intrapreneurial initiatives’ sustainability impact	4.00	4.10
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or “Circles”) for sustainability-focused development	4.05	4.03
<u>6.</u> Defending the merits of ones’ intrapreneurial ideas and working with the organisation’s management on sustainability issues	4.11	4.32

**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)

<b>SINTRA pre-defined activities</b>	<b>SINTRA 'adequacy' indicators' value</b>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3.37	3.50
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	3.47	3.43
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3.34	3.32
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	3.13	2.98
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	3.17	3.12
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	3.40	3.43

**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)

<b>SINTRA pre-defined activities</b>	<b>SINTRA 'frequency' indicators' value</b>	
	Employees' responses	Employers' responses
<u>1.</u> Understanding the organisational context and its potential for sustainability-oriented development	3.02	2.97
<u>2.</u> Assessing one's own potential to innovate and add "sustainability value"	2.98	2.93
<u>3.</u> Identification of sustainability-focused innovation opportunities and prospects using internal and external sources of ideas	3.03	2.90
<u>4.</u> Provisional assessment of intrapreneurial initiatives' sustainability impact	2.74	2.61
<u>5.</u> Formation and operation of intra-organisational intrapreneurship teams (or "Circles") for sustainability-focused development	2.72	2.60
<u>6.</u> Defending the merits of ones' intrapreneurial ideas and working with the organisation's management on sustainability issues	2.93	3.08

## Annex C. SINTRA survey questionnaires

### Employees' survey questionnaire

#### **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: [contact details of responsible SINTRA partner's team member]**

### **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):**

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**SECTION II. CHARACTERISTICS OF THE SURVEY PARTICIPANT’S ORGANISATION**

**II.1. Activity sector:**

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

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

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

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

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

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

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

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

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

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

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

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

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No	<input type="checkbox"/>	<u>3.</u> Not sure
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**III.5. For EACH of the sustainable development goals below, indicate what POTENTIAL 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!*

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## Employers' survey questionnaire

### **SUSTAINABILITY THROUGH INTRAPRENEURSHIP GOOD PRACTICES AND GAP ANALYSIS**

#### **SINTRA EMPLOYERS'/MANAGERS' SURVEY QUESTIONNAIRE**

SINTRA – Achieving Sustainability through INTRAprenueurship, 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.

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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: [contact details of responsible SINTRA partner's team member]**

### **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
<u>1.</u> Compliance to environmental legislation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<u>2.</u> Impact on production costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5
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					

	1	2	3	4	5
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
1. Understanding the organisational context and its potential for sustainability-oriented development					

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

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

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

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

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

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

	1	2	3	4	5
1. Understanding the organisational context and its potential for sustainability-oriented development					

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

### **SECTION 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
1. 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!*

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## Annex D. SINTRA interview questionnaires

### Employees' interview questionnaire

#### **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:**

<u>1.</u> Bulgaria	<u>2.</u> Croatia	<u>3.</u> Estonia
<u>4.</u> Greece	<u>5.</u> Iceland	<u>6.</u> Portugal

##### **I.2. Gender:**

<u>1.</u> Male	<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):**

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**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!*

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## Employers' interview questionnaire

### **SUSTAINABILITY THROUGH INTRAPRENEURSHIP 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.

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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!**

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