

EPIC 2013-1-PL1-LEO05- 37888  
EPIC - Enhancing and Promoting International Business Communication

# EPIC

Enhancing and Promoting International Business Communication  
Project Nr: 2013-1-PL1-LEO05-37888

## Feasibility and Implementation Plan



**Danmar Computers**  
**January 2014**

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## 1. Market Needs/rational for Scheme

### 1.1 Market Needs

#### General market information

Since 2009, the main indicator of Poland's economic situation, GDP, has been noting lower values than before. It is due to the financial crisis and its delayed reflection on particular economic indicators (Figure 1).

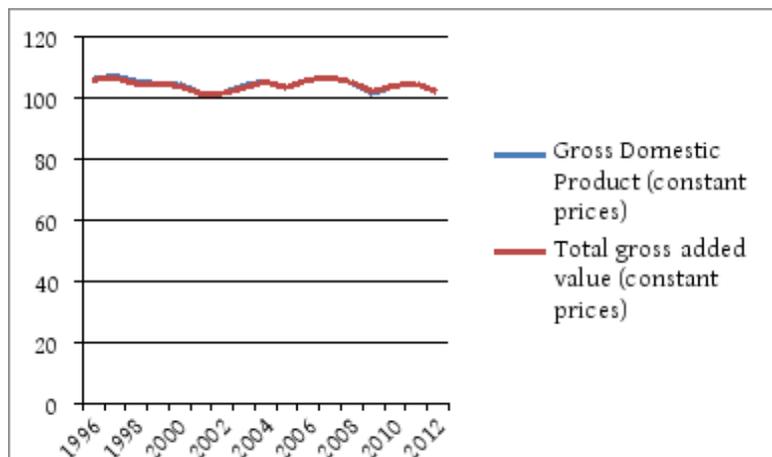


Figure 1. GDP and added gross value in constant prices. Previous year = 100

Source: *Annual macroeconomic indicators*.

By analyzing the situation, it is difficult not to notice clear attenuation of the GDP growth dynamics, which reached 1.9% in 2012 (in comparison to 4.5% and 3.9% in 2011 and 2010 respectively). The main component of the GDP was a balance of foreign trade (2.1% GDP). [*The macroeconomic situation...*, 2013, p. 29].

The value of foreign trade balance, however, was negative, meaning that the Poland still imports more than exports (Figure 2). This difference, however, in the last four years has decreased to reach the level near the value from 2005. However, since then, the value of trade significantly increased its nominal value (exports in 2012 more than doubled, as compared to the value in 2005 and accounted for 207% of the 2005 value). [*Annual macroeconomic indicators, vol.3*].

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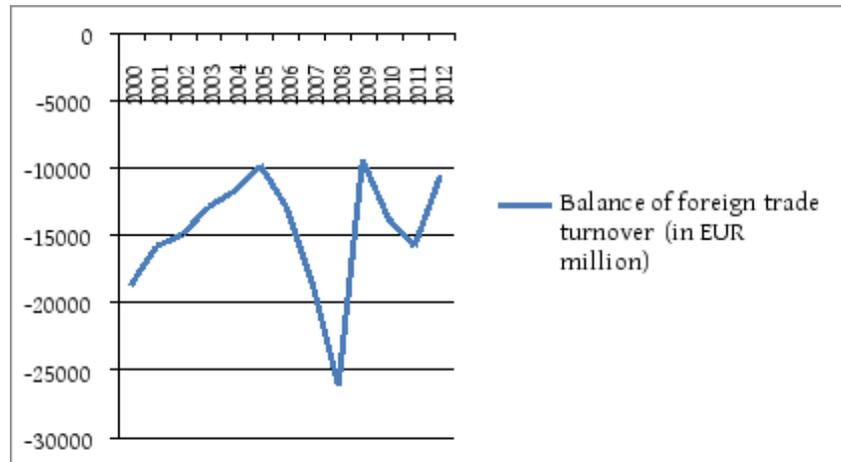


Figure 2. Balance of foreign trade turnover.  
Source: Annual macroeconomic indicators

The economic crisis has strongly affected investment activity, the value of the investments significantly decreased, fluctuating around a value of 100% (reproduction of the material base), and even below (the value of 97% in 2012). Last year of greater investment in the economy was in 2007. In 2011 there was a slight increase of the outlays (by about 10%), but in the following year noted a strong drop (Figure 3).

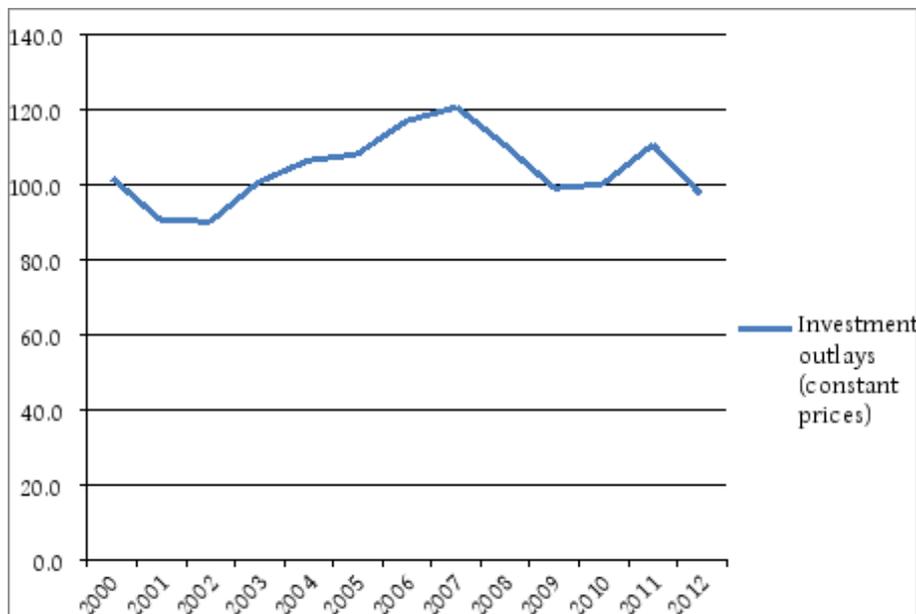


Figure 3. Investment outlays value. Previous year = 100  
Source: Annual macroeconomic indicators

The contribution of micro and small enterprises in the Polish economy is clearly dominant and the proportions did not change in recent years (Figure 4). The only clear trend is the increasing number of enterprises employing less than 9 people, which can

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be associated with an increase in registered unemployment rate and reduction of employment by companies, especially the smaller ones, whose financial condition makes it difficult to face the economic situation (See Figure 6).

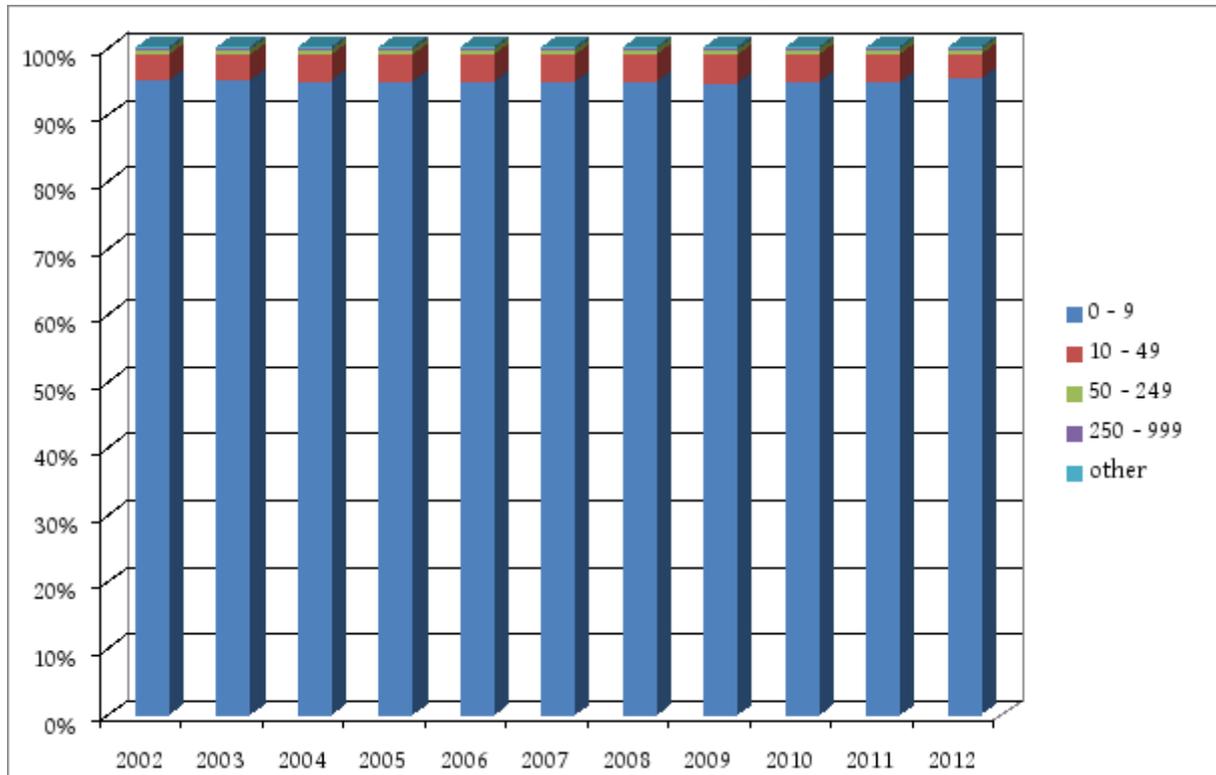


Figure 4. Structure of enterprises by size

Source: Local Data Bank

The overall situation in the labor market indicates that during the last twelve years the total employment rate has increased in the group of people who can take up job. Unfortunately, these figures refer to the number of employed people and the increases resulting from the entry of new groups of workers on the labor market in the same period. In 2012, the increase in the number of employees amounted to 29k (as compared to 2011), and was lower than in 2011 (89k increase) [*The macroeconomic situation ...*, 2013, p. 79]. It is influenced by both the demographic processes and job emigration, which amounts to the departure of 2 million people.

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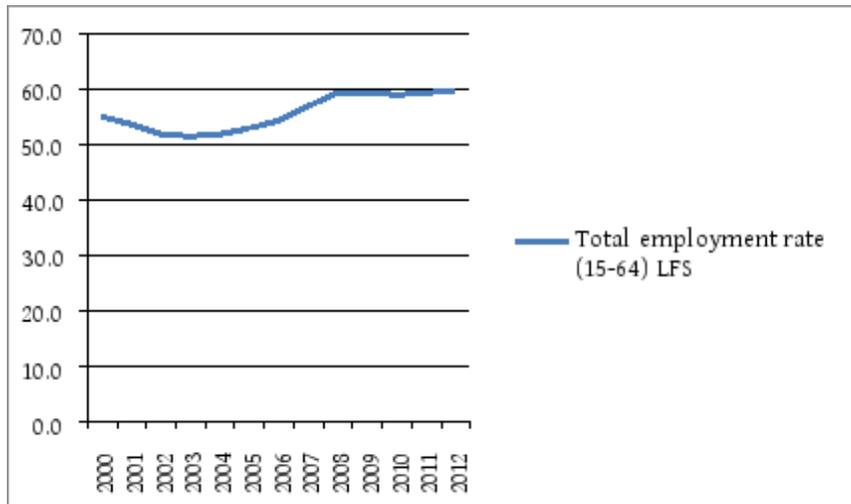


Figure 5. Total employment rate

Source: Annual macroeconomic indicators

Considering the registered unemployment rate in the past five years, it has been steadily increasing (Figure 6). Although it does not exceed levels from 2002-2003, the result of a detailed analysis of the age groups affected by unemployment can be disturbing. The highest percentage of people who can not find work affects the youngest group of potential employees (Figure 7). Despite a visible decline in the unemployment rate of people of another age group (ie 25-34), it is at a higher level than the older age groups.

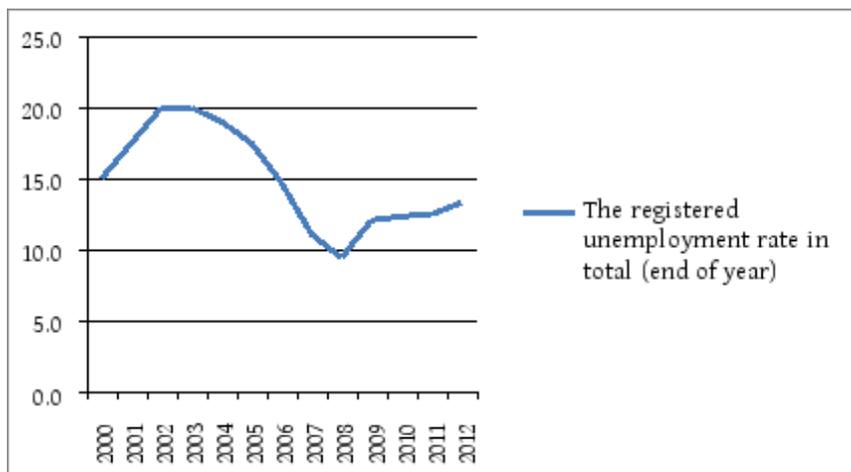


Figure 6. The registered unemployment rate

Source: Annual macroeconomic indicators

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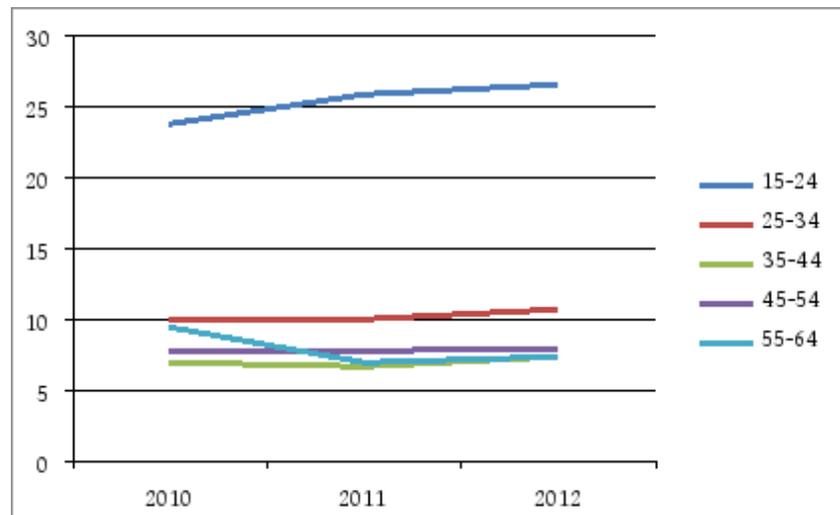


Figure 7. Unemployment rate by age group  
Source: Annual macroeconomic indicators

The basic component of household income is work salary. Its level allows for assessment of the condition of both households and businesses. In the past ten years, the average level of nominal wages has increased, however, the real GDP growth was not as satisfactory (Table 1).

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Gross nominal wage	2240	2315	2410	2507	2637	2866	3158	3315	3435	3625	3744
The rate of nominal growth		103.4	104.1	104.0	105.2	108.7	110.2	105.0	103.6	105.5	103.3
The rate of real growth		103.4	100.7	101.8	104.0	105.5	105.9	102.0	101.4	101.4	99.9

Table 1. The value of nominal and real salaries

Source: Annual economic indicators, Macroeconomic situation ..., 2013, p. 83

In the last year (ie. 2012) the real value of wages declined as compared to the value of 2011. An overall analysis of the average level of wages indicates that of 16 provinces, in

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recent times only in two (Mazovia and Silesia) the average recorded wage is higher than the Polish average. In the remaining fourteen provinces, these values are lower than the national average. Figure 8. shows a comparison of two extremes in average wage level

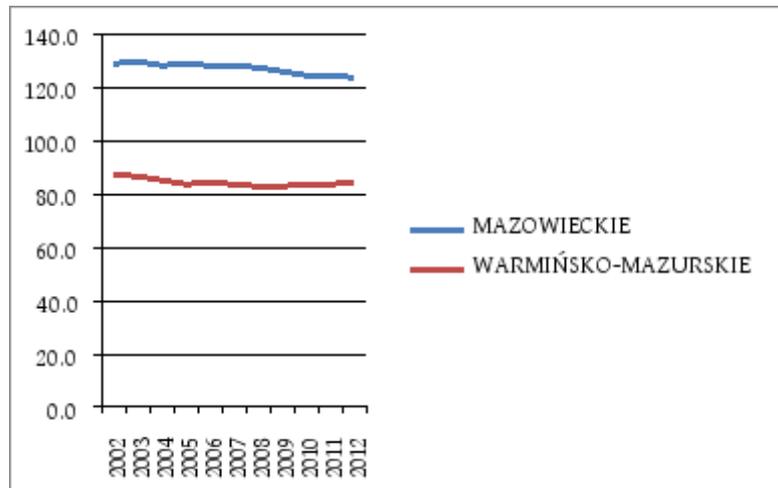


Figure 8. The extremes of average level of wages in provinces (highest and lowest by average Polish).

Source: Local Data Bank

Sources:

Local Data Bank: [http://www.stat.gov.pl/bdl/app/strona.html?p\\_name=indeks](http://www.stat.gov.pl/bdl/app/strona.html?p_name=indeks)

Annual macroeconomic indicators: [http://www.stat.gov.pl/gus/wskazniki\\_makroekon\\_PLK\\_HTML.htm](http://www.stat.gov.pl/gus/wskazniki_makroekon_PLK_HTML.htm)

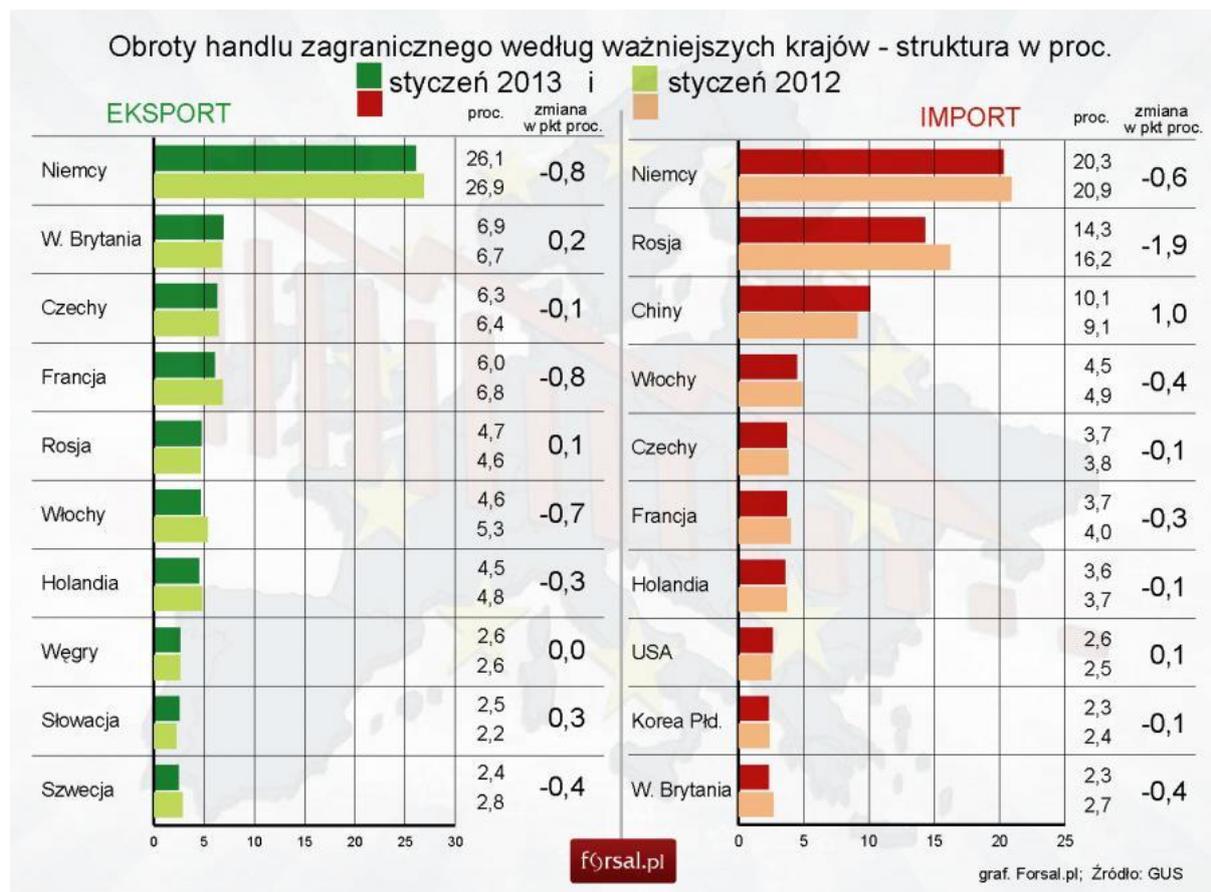
*The macroeconomic situation in Poland in 2012, against the background of the processes in the global economy*, Ed.GUS, Warsaw 2013  
: [http://www.stat.gov.pl/cps/rde/xbcr/gus/OZ\\_sytu\\_makroek\\_w\\_PL\\_w\\_2012\\_na\\_tle\\_proce\\_w\\_gospo\\_swiat\\_.pdf](http://www.stat.gov.pl/cps/rde/xbcr/gus/OZ_sytu_makroek_w_PL_w_2012_na_tle_proce_w_gospo_swiat_.pdf)

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## Description of main foreign markets of SMEs export

The main direction of Polish exports are Germany. Almost 27% of all goods and services exported from Polish, is has just sent into Germany. The other important target countries are UK, France and Czech Republic.



Source: GUS, 2013; forsal.pl

Figure 9. Polish foreign trade turnover

Algeria, Brazil, Canada, Kazakhstan and Turkey - are the five strategic directions for Polish exports selected by the Ministry of Economy in 2013 and covered by a special financial support in the amount of 160 million zł, designed to promote companies and the implementation of trade promotion programs.

## Other Important data about Polish export activities

Poland has traditionally doing well selling agri-food products, which are becoming increasingly popular not only in Europe but also in the world.

Exports in this area increased by 14 percent. And the profits amounted to over 4.5 billion euros! Polish entrepreneurs are exporting mainly poultry meat, beef and pork, as well as milk products chocolate and a variety types of bread. We should also pay

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attention to the impressive sales of fruit juices (mainly apple) and vegetables and frozen fruit (raspberries, strawberries and cherries).

Polish exporters slowly but steadily expanding sales to new, not yet explored markets. Sales to the rich countries of Western Europe actually stood in place, and quickly began to grow into the poorer areas in other parts of the world. Dynamics of exports to the euro area was only 2.5 percent. year to year, and to the countries of the category 'developing' 17.6 percent.

## 1.2 Potential target companies

Poland has the greatest effect in terms of export:

- furniture production,
- food,
- clothing,
- motor boats,
- woodwork.

It should be also emphasize that in recent years the Polish SME specialized in the provision of services in areas such as:

- ICT,
- Marketing,
- Surveying,
- Manufacture of games,
- Graphic design.

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## 1.3 Support from other agencies

### 1. Enterprise Europe Network

The network offers support and advice to businesses across Europe and helps them make the most of the opportunities in the European Union. The network's services are specifically designed for small and medium enterprises (SMEs) but are also available to all businesses, research centres and Universities across Europe.

In Poland there are 30 centers grouped in four consortiums:

1. CP-BSN (Central Poland - Business Support Network)
2. BISNEP (Business and Innovation Support for North-East Poland)
3. B2Europe West Poland
4. BSN South Poland

### 2. Polish Agency for Enterprise Development

The mission of the Polish Agency for Enterprise Development is to act for the benefit of Polish economic and social development.

The purpose of PARP activity is to support entrepreneurship through implementation of actions aimed at using innovative solutions by entrepreneurs, development of human resources, expansion on international markets, regional development. Its achievement will contribute to the improvement of the competitive position of Polish economy, both on European Union markets and on the international market.

The Polish Agency for Enterprise Development is involved in implementation of national and international undertakings, financed by structural funds, state budget and long-term programmes of the European Commission. PARP is actively participating in creation and effective implementation of the state policy regarding entrepreneurship, innovativeness and human resources adaptation, with the purpose of transforming into a key institution responsible for creating the environment supportive of entrepreneurs. According to the rule "Think Small First" – "SMEs above all", all activities of the Agency are implemented with particular consideration of the SME sector's needs.

### 3. Polish Business Support Agency

Polish Business Support Agency was established especially to assist SMEs in overcoming any difficulties which appear on the way to obtain funds.

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Polish Business Support Agency focused its efforts in serving small and medium-sized enterprises and individuals who are thinking about opening their own business. Market analysis shows that it is precisely this sector is most interested in the support of EU level, on the other hand meets the "stairs clerical procedures."

#### **4. Association Polish Business Club**

Polish Business Club was founded in 1990 and is a member of the CLUB OF EUROPE.

Objectives of the Association:

- Supporting business development with particular emphasis on Polish market economy. Inspiring and supporting organizations and social movements, unions and political, to promote the ideals of free enterprise and market economy.
- Representing the interests of members in the country and abroad.
- Strengthening environmental bounds.
- Maintaining contacts with authorities and local governments and professional and organizations in the economic, political and scientific cooperation.
- Developing and promoting the principles of ethics "good entrepreneur".
- Activities supporting economic development, including the development of entrepreneurship.
- Measures to European integration and the development of contacts and cooperation between societies.

At the initiative of the Club established the Polish Success Academy, whose main task is to develop and promote a positive image of Polish at home and abroad, in particular popularizing the organization and successful people from various fields of economic, social, culture and science. Polish Success Academy presents gold, silver and bronze medals prominent Poles and dominating companies. Medals are awarded during the prestigious ceremony organized by the Polish Business Club with a wide participation of the media and invited guests - businessmen, representatives of science, culture and art, representatives of diplomatic missions accredited in Poland.

#### **5. The Industrial Development Agency**

Industrial Development Agency is wholly owned by the State Treasury of exceptional competence and responsibility. As a commercial company, is an entity functioning on a commercial basis, modern organization, active in the domestic capital market. While being a government agency involved in key activities relevant to the current and strategic objectives of the economic policy of State.

The Agency's mission is to create a pro-innovative solutions to increase the

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competitiveness of enterprises. The Agency shall support actions in favor of investing in the knowledge economy, the use of the creative potential of Polish industrial personnel, fostering collaboration between industry and research and development. This is one of the most important elements of the "Strategy for the development of the Industrial Development Agency SA in the years 2012 - 2015".

IDA uses 20 years of experience supporting the economic development of the country and regional levels, restructuring and privatization. Industrial Development Agency achieved significant successes in cooperation with foreign partners, attracting investors to their managed special economic zones and entrepreneurs interested in the privatization of the Polish economy.

## **6. European Foundation for the Support of Innovation and Entrepreneurship**

European Foundation for the Support of Innovation and Entrepreneurship was established on the date of 05.10.2010. The purpose of the Foundation is socially useful activities for the promotion of the Polish economy and the promotion of innovation and entrepreneurship at every level of society, realizing the fundamental interests of the Poland.

In particular, projects such as stimulating and supporting the socio-economic activity, supporting initiatives for the development of scientific and technical thought, business, cultural and educational ventures.

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## 2. Overall objectives of the Scheme

### 2.1. Overall Objectives of the Scheme

The general and most important objective of the LCA Scheme is to

- 1 Help Polish Small and Middle Size (SME) enterprises by providing feasible consultancy services on the area of business communications,
- 2 Increase effectiveness and market competitiveness of SMEs by helping them to identify their export communication barriers, their weaknesses and market advantages in communication and by providing them solutions for their identified problems.

### 2.2. Objectives of the Polish Partner

- Implement a training programme with an e-learning component for language auditors in POLAND
- Transfer theoretical materials for use in the Polish LCA scheme
- Transfer and develop practical materials adapted to Polish Business culture
- Select and train up to 10 future auditors in Poland
- Pilot the LCA in up to 20 SMEs
- Produce reports as part of the WPs
- Validate and disseminate the project and its outcomes
- Disseminate project information on the Danmar website
- Prepare for the permanence of the audit scheme in Poland

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### 3. Scheme Management

#### 3.1 Management of Scheme

The tasks of the Danmar Computers will be the following:

- Attend international meetings of Project Team and host one meeting (already done);
- Conduct initial feasibility study for a SME Export Communications Review scheme in Poland;
- Review any existing language audit processes for Poland and map against the European Protocol model;
- Identify key national players and agencies for the Language Communication Audit (LCA);
- Review available materials/resources for Poland and adapt/develop for on-line retrieval;
- Identify 'missing' resources and develop as appropriate;
- Review, adapt and localise the Protocol training materials, audit framework and model training scheme;
- Develop and enhance Scheme management handbook and training pack for auditors;
- Contribute to user needs analysis for on-line tools;
- Adapt tool for Polish and proof/edit/adapt as required;
- Adapt Scheme Management training materials for the Polish market and evaluate training;
- Implement an operational LCA scheme in Poland;
- Identify potential auditors in Poland for training;
- Train a minimum of 10 auditors;
- Conduct a minimum of 20 reviews of SMEs over 2 years;
- Prepare validation plan and set-up user panels for external validation of products;
- Carry out and record internal and external validation according to plan;
- Prepare a dissemination plan for promoting the Scheme and the Training Programme;
- Contribute to the setting up of Polish webpages with news of developments and summaries of the work undertaken;
- Set up 2 seminars for dissemination of project outcomes to business advisers and consultants and exchange of knowledge between partner countries;
- Print hardcopy guides to promote the audit service;
- Disseminate results and information to training providers and companies by using: webpages, business and providers' seminars, articles and reports;
- Publish articles in press and trade magazines;

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## 3.2 Infrastructure, Qualification, Resources

### 3.2.1. Danmar Computers

Danmar Computers is an organization providing vocational training in the field of IT and developing and providing e-learning services from year 2000. The company employs 31 people. It deals with: trainings, developing programs and training materials, counselling, designing web pages and e-learning systems. Danmar has experience of carrying out EU educational programs, conducting research and educational activities (Grundtvig, LdV DoI, ToI, Partnerships).

All actions are based on cooperation with training and counselling institutions, universities, schools, non-government institutions as well as private sector companies. Target groups vary depending on the training needs. Danmar has extensive experience in developing modern web- applications for use in areas of education, research, process management and PLM systems, including integration with web 2.0. Danmar's mission is promoting life-long education and assuring equal access to education for everyone with the use of modern technology.

Activity areas:

- Training
- Design, implementation and support of IT systems
- IT Certification
- Realization of EU projects

### 3.3. Marketing and Promotion of the Scheme

The objective of marketing and promotion of the LCA scheme is to inform Polish SMEs about the consultancy service. In order to reach publicity for the scheme, we plan the following marketing and promotional activities:

SMEs in the region and countrywide will gain information about the project through

- Advertising the project in the Danmar homepage;
- Advertising the project in the Danmar fanpage;
- Constant emails;
- Personal contacts of project members;
- National chambers and companies will gain information through a newsletter from the Danmar Computers;
- Advertising the project in the LinkedIn;

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- Participation in meetings and seminars.

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#### 4. Financing of the Scheme

In the beginning the financial support is provided by the European Union Leonardo da Vinci program. The Scheme budget will be the basis of the budget signed in the contract.

It is planned that when the program is over Danmar Computers will provide the services to the members of CCIC.

Willingness to participate in the implementation and support activities after the project end is reported by "Center for Support of Education and Entrepreneurship" association. This is an institution belonging to the sector Business Environment Institutions and having in its Statute the actions for support the development process of entrepreneurs and innovation business. Their members and staff are very much interested in conducting activities to support the effectiveness of doing business. The idea of the project is strongly consistent with the goals of association. That is why the audits in enterprises are important from the point of view of the activities carried out by the association. This institution has a highly specialized staff prone to acquire new skills that can be used to support the development and efficiency of doing business.

#### 5. Scheme Operational Structure

Name	Position	Classifications of Occupation	Number of days	Roles & Responsibilities
Małgorzata Mikłosz	Project manager	ISCO 1	75	<ul style="list-style-type: none"> <li>• General responsibility over the project</li> <li>• General operational management (activities and finances)</li> <li>• Attending meetings</li> <li>• Writing implementation plan</li> <li>• Writing articles to newspapers</li> <li>• Collect information from SME's</li> <li>• Participating in the forming of the consultancy concept</li> <li>• Contribution in defying curriculum and exam requirements</li> <li>• Collecting 10 auditors</li> <li>• Participation in testing and evaluation of the LCA</li> </ul>

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Name	Position	Classifications of Occupation	Number of days	Roles & Responsibilities
				<ul style="list-style-type: none"> <li>process</li> <li>• Participation in organising dissemination</li> <li>• Writing final reports</li> </ul>
Elżbieta Szczygieł	Researchers	ISCO 2	65	<ul style="list-style-type: none"> <li>• Follow accreditation framework/standard European quality procedures for conducting LCAs</li> <li>• Monitor standard of reviews and Review impact – evaluation</li> <li>• Prepare validation plan for project</li> <li>• Review market in country and ensure all channels for dissemination have been identified</li> <li>• Participation in testing and evaluation of the LCA process</li> <li>• Attending meetings</li> </ul>
Piotr Uchman	Technician	ISCO 3	35	<ul style="list-style-type: none"> <li>• Monitor standard of reviews and Review impact – evaluation</li> <li>• Publish information and results on webpage with links to relevant sites throughout Europe.</li> <li>• Informing companies and stakeholders about the result of the project</li> <li>• Participation in the organisation of local meetings and workshops</li> </ul>
Monika Łach	Training assistant	ISCO 4	80	<ul style="list-style-type: none"> <li>• General administrative management of the project</li> <li>• Communication with SME's participating in the project</li> <li>• Handling data about target groups</li> </ul>

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Name	Position	Classifications of Occupation	Number of days	Roles & Responsibilities
				<ul style="list-style-type: none"> <li>Organising documentation of the project</li> </ul>

## 6. Training Plan for Auditors

### 6.1 Auditors Training

The process of the auditors training will consist of the following steps:

1. Setting up criteria for LCA auditors: High competence in at least one foreign language; Some marketing, communication experience in business life; Empathy – to understand customers' needs; Excellent communication skills; Analytical skills; Good appearance.
2. Selection of auditors based on criteria, provided CVs
3. Selected auditors participate in adaptation of the LCA concept
4. Selected auditors collect information about the communication barriers of some exporting SMEs
5. Auditors training handbook is enhanced
6. Auditors training
7. Auditors regularly report their activities
8. Each auditor reviews two companies, collects information about communication barriers, analyses data and writes a report to the stakeholders of the two companies
9. Auditors' reports and activity reports, together with the customer feedback is evaluated

Potential auditors will be selected according to the criteria.

### 6.2 Main points of Evaluators

No	Question	Yes	No
1	The layout of the document is tidy and professional.	x	
2	The name of the document is appropriate.	x	
3	The Table of Contents (only if the document is supposed to have one) is clear and logical.	x	
4	The content of each unit/chapter (only if the document is supposed to have units/chapters) is adequate to fulfill the task.	x	
5	The sequence of units/chapters is logical and clear to the reader.	x	
6	The style in which the document is written is appropriate for, and easily accessible by the reader or the audience.	x	
7	The content of the document as a whole is complete.	x	
8	The document achieves its purpose.	x	

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The document is prepared in accordance with the best standards, which indicate that essential is a clear structure and a tidy presented content. The title of the document: "Feasibility and Implementation Plan" refers to the practice of "hard" projects, in which the main element was the development of a feasibility study allows precisely assess the situation. Only on this basis it is possible to plan activities, as is the case in the present document. The Table of Contents is done correctly and allows the reader to become familiar with the structure of the document. This is an advantage, because in many cases, even in documents having many pages, there is no table of contents which makes it difficult to navigate through the document and find the information a reader need. The document contains the appropriate "portion" of content, which means that it is neither too long, nor too short in relation to the discussed issues. Each chapter presents information on the appropriate level of detail. The link between chapters is correct and allows the readers to focus their attention. The authors correctly identified sectors, particularly in relation to SMEs likely to be interested in the project. Planned activities are realistic to carry out and they are based on available analysis and expertise. On the market there is a high demand for this type of project and training, but they are offered extremely rare. Referring to the document, it should be noted that it is particularly valuable is the transition from the general to the particular, in the presented topic. The lightness of prose allows to easily familiarize with its contents and the reading is enjoyable. The document addresses all relevant issues from the point of view of its purpose and is properly prepared.

### 6.3 Evaluation and Quality Control

Danmar Computers is an accredited training organisation. Our activities are based on market relationships with high class Experts and Trainers as well as relations within national and international cooperation networks. All processes are strictly documented and evaluated. Processes are described, quality objectives are determined and roles and responsibilities are clear. These are the following roles and responsibilities:

- 1 Scheme manager (project manager) is responsible for quality assurance of the project. The Scheme manager is responsible for the quality control and monitoring the project. His responsibility is selecting the consultants, representing the chamber in consortium meetings, helping consultants and evaluating them.
- 2 Scheme manager reports monthly to the project owner. He reports activities, problems and dissemination activities. His duty is the financial reporting, too.
- 3 Scheme (project) manager is responsible for setting up and adaptation of selection criteria for consultants, setting up measurable indicators for the consultant training program, collecting and analysing questionnaires filled out by participants and customers of the scheme. The Scheme manager is also responsible for evaluating and improving the work of the consultants by giving advice to both the consultants and company representatives, by writing contracts. He is also responsible for conflict handling.

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## 7. Available Resources/Materials for use by Auditors

Potential auditors will be tested and evaluated. Basic requirements are: fluency in English, and one other European language, ability to understand client needs, ability to determine company's communicational strengths and weaknesses, ability to present solutions to client problems. According to the recent research, there are 10 potential LCA consultant applicants in the Region. All of them can speak English, are in connection with exporting companies and have some consultancy background. They have the necessary communication skills to present solutions to clients.

In the adaptation process, potential auditors and target companies will be involved. Potential auditors may develop their own material based on the sample. After auditors visit companies, special needs might be discovered. The development of the auditing material must be improved step by step, according to the new needs.

- 1 User needs analysis
- 2 Auditor's Training Syllabus
- 3 Resources Document
- 4 Auditor training packs
- 5 Auditors training workshop content
- 6 Scheme Manager's Handbook
- 7 Company Audit Reports