

# Exploitation Plan

INCONEXT PROJECT

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Švietimo ir kultūros GD  
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## Executive Summary

This document contains the Exploitation Plan of the INCONEXT project. This plan has been done through the contribution of project partners. This plan describes the actions to follow for the sustainability of results.

INCONEXT project po contribute to accelerating the innovative SME's external activities, creating networks of European companies or joining the existing ones leading to intensification of international trade. The project objectives are focused on the need of implementation of the innovative e-learning material on business internationalisation of innovative and technology oriented SMEs and support them in present and further training activities in acquisition and use of knowledge, skills and qualifications, to facilitate their personal development to improve and develop their professional skills and fulfillment in the labor market, conforming to the LdV priorities.

Exploitation of the project results is supported by conducting of dissemination activities that are reflected in the project dissemination plan. Exploitation activities will have multiple forms to ensure the best exploitation results.

The purpose of this document is to present in detail the possibilities of using the results, process the outlines of possible and planned activities. Such an outline, is the first step to define the whole process, which can of course be developed and changed in the future. All goals will however remain valid and the consortium as a whole will be responsible for implementing measures.

The exploitation and dissemination in INCONEXT, involving all partners, includes a number of activities, targeting, in general, the area of Internationalisation Assistance.

## Introduction

This document describes the exploitation and sustainability opportunities of the NCONEXT project. The exploitation strategy concentrates on the project's results in the 2nd year of the project and will go in parallel with dissemination.

The e-learning material supported by tutoring will be delivered to the target group free of charge. The e-learning environment will be available in English and Lithuanian, making it more attractive and easier to use. As Internationalisation Assistance Programme for Innovative SME's material will be placed to an e-learning platform the project results will remain available for the target group for at least 2 years after the project completion. Each partner will also integrate the project developed results summary into their websites.

The potential users of project results – SMEs managers' and employees', university and college graduates also business incubators, science parks, other business support institutions – will be addressed and involved in the valorisation activities. Project partners have good contacts with business support and training institutions and will ask them to promote the pilot testing of project results among the SMEs the organisation are daily dealing with. The universities and college graduates will also be reached through business incubators and science parks as they contact these institutions with an aim to start a business. Thus the potential users of project results will receive full information about the project, will get familiar with the benefits offered by the e-learning material and will be encouraged to include the e-learning material into their training of Business development programmes.

Project partners have extensive experience in international projects that have always placed high emphasis on dissemination and exploitation of project results. This experience, good contacts with business incubators and science parks in partners' countries, developed cooperation with other training institutions, as well as participation in a number of networks and associations (Network of Lithuanian Business Support Institutions, Association of Lithuanian Innovation Support Institutions which unites all science parks in Lithuania, etc.) will allow to ensure effective implementation of the valorisation strategy.

# 1. Project Description

The main aim of INCONEXT project is to adapt an e-learning package in order to develop individual and organizational competencies, to raise the qualification on strategic business management of innovative and technology oriented SMEs in the internationalisation context and test as well as disseminate it Lithuania. The objectives of the project are focused on current e-learning material analysis, its adaptation to the needs of the target group as well as its transfer by developing new modules and enabling the use of the adapted material through innovative e-learning platform.

The project will be implemented by 5 partners from 3 EU countries. FH Joanneum a university of applied sciences in Austria will provide the training material in internationalisation consulting and together with partners from Lithuania - Kaunas Regional Association of Small and Medium Enterprises, KTU Regional Science Park and International School of Law and Business - will collectively adapt it to the needs of target group. Project partners have experience in EU projects management, the consortium is based on a high level of mutual trust and it is expected that flawless cooperation and high quality results will be achieved in this project.

Through the e-learning material use and acquirement the innovative SME's accelerate external activities, create networks of European companies or join the existing ones leading to intensification of international trade.

The e-learning material is designed to raise knowledge and skills of managers and employees of innovative and technology-oriented SMEs in specific competencies needed for international activities: entrepreneurship, creativity, intercultural dimensions, foreign language (especially business terminology), self learning capability, digital know-how. It improves the working life's quality and supports employees connection to specific knowledge, helps them achieve a higher level in regard with the competitiveness and effectiveness. The SME's managers and employees have an opportunity to combine the present competencies and experience with the skills acquired by studying the e-learning material. It permits the employees accomplish their ICT use competencies as it is set in the Lisbon strategy.

The specific goals of the project are:

- (1) to provide target group with an up-to-date e-learning material in business internationalisation;

- (2) to provide SMEs with necessary tools in order to identify obstacles for foreign activities and take necessary actions;
- (3) to increase the competitiveness and the innovation capacity by applying internationalisation assistance programme;
- (4) to increase awareness and to cultivate a common consciousness about business internationalisation and intercultural management;
- (5) to increase the adaptability of the business culture in order to complement to both the technological and organizational modernization;
- (6) to enlarge the networking and synergies in internationalisation and intercultural management among SMEs;
- (7) to foster the cooperation among training institutions, research and technological centres and SMEs.

The main objectives are:

- (1) to analyse the curriculum developed by INCO project, adapt and enrich the learning material by adding country specific information;
- (2) to identify present situation, needs and requirements in business internationalisation topic of the target group;
- (3) to adapt the learning material to country specific requirements by developing relevant and effective e-learning material for training and to help them to test their knowledge and to raise their qualification at workplace, to increase SMEs' involvement in the international business activities and to improve strengths of enterprises by adapting challenges of international markets;
- (4) to make the created e-learning material available for self-assessment and self-learning on e-learning platform and USB sticks;
- (5) to test and evaluate the e-learning material;
- (6) to disseminate the training material and other project results and prepare for its valorization.

The project objectives are focused on the need of implementation of the innovative e-learning material on business internationalisation of innovative and technology oriented SMEs and support them in present and further training activities in acquisition and use of knowledge, skills and qualifications, to facilitate their personal development to improve and develop their professional skills and fulfillment in the labor market, conforming to the LdV priorities.

## 2. Exploitation of Results

In this chapter, the exploitation plans are presented. A general approach is given in the beginning, by grouping partners by sector, and then the specific perspectives of each partner are shown.

### 2.1. General Approach

Exploitation activities of the INCONEXT consortium will take several forms to best fit the project results and the exploitation opportunity, being structured along several dimensions. The exploitation actor will influence the type and target audience of an exploitation activity, distinction being done between entrepreneurial and educational actors for exploitation.

The exploitation type depends on the achieved project result and on the time horizon of the exploitation activity, some activities using direct improvements and usually having a relatively direct impact within a short time frame, while others leverage project results with a long-term impact on the networking community.

The exploitation target audience can be internally focused to members of the consortium and their own operation, or externally to a wider community. In different combinations of these dimensions, the weight of INCONEXT's exploitation activities differs, but is present everywhere. The exploitation structure is summarised in next parts.

### 2.2. Valorisation activities

1. **Project website** ([www.inconext.eu](http://www.inconext.eu)) - major platform for dissemination and exploitation activities.

Developed gradually, containing:

- general information about the project, its progress and results,
- links to e-learning environment/platform for distance learning: [www.didlearning.com](http://www.didlearning.com)
- private area for project partners' internal communication.

All information and materials on the public part of the website is available in Lithuanian and English.

2. General information about project placed on **partners' homepages** that contains the summarised project developed results description into their websites in the respective languages.
3. **3 articles** (at least) about project, its activities and results is published.
4. **Presentations** about the project, made by all project partners during conferences and other events. The project presentations are being made in project partners' countries or, if relevant, abroad, during conferences and other events. The coordinator have developed a stationery template for PowerPoint slides.
5. Project **leaflets** is published (150 copies). They are being disseminated to the target group, potential users and other interested organisations during conferences and other events, visits to business incubators, science parks, and other business support institutions aiming to raise awareness and motivate the target group to use the project results.
6. **Project USB sticks** with training material modules in English and project e-book. Project e-book consist of target group training needs analysis report in English, curriculum available in English and Lithuanian; e-learning platform user guide is being disseminated to the target group and potential users of project results through the same dissemination channels as project leaflets, complementing traditional written information with more interactive and motivating approach.
7. **Project final workshop**, organized at the end of the project in Vilnius. The purpose of the workshop is to present project results and to raise awareness about e-learning opportunities for business internationalisation development. Representatives of target group, potential users and all interested in project results were invited to participate in these workshops.

## 2.3. Partners' Perspectives and Plans

KAUNAS REGIONAL ASSOCIATION OF SMALL  
AND MEDIUM ENTERPRISES

Kauno regiono  
smulkų ir vidurinių  **VERSLININKŲ ASOCIACIJA**

KRASME was established in 1996 by a group of committed citizens in Kaunas. The growth of the Association has occurred primarily through word of mouth, as current members share their experiences and Lithuanian business people learn that they have a means via the Association to influence policy issues that greatly affect them. The mission of the Association is to bring small business owners together to create favorable economic, financial and cultural conditions for SMEs in Lithuania and to give them a voice in influencing policy changes that affect their lives and businesses directly.

After final adjustments made for INCONEXT product according feedback after pilot testing, Kaunas Region Association of Small and Medium Entrepreneurs is planning to use results and products of the project in associations future activities.

1. To raise the qualification on strategic business management of SMEs. For the reaching of this goal KRASME is planning:
  - Keep the link to INCONEXT e-learning platform on KRASME website, update the information about the project and its results after the project is finished – from October 2012 onwards;
  - To include short information about project, INCONEXT web page link into KRASME's materials of representations (presentations, articles, speeches) for 2013 year;
  - Promote the INCONEXT e-learning platform to KRASME members.
  
2. To increase the level of enterprise in Lithuania. For reaching this strategic goal KRASME is planning:
  - To use created learning material in KRASME's organizing seminars for students;
  - To share collected information with business subject teachers;
  - To use during project collected information and experience in seminars, work groups, dedicated for business internationalization;

Kaunas Region Association of Small and Medium Entrepreneurs strongly believe that all those activities will serve as INCONEXT products promotion and will help to disseminate information about it to potential clients target group.

KTU Regional Science Park is a public institution established in 1998 with an intention to increase an efficiency of research and development (R&D) activities at Kaunas University of Technology and Kaunas region. KTC has internal business incubation facilities and comprehensive support services for start-ups and spin-offs. KTC has more than 10 years of experience in assisting and supporting innovative and technology-oriented SMEs, start-up and spin-off companies in Kaunas region and Lithuania. KTC's services include business and technology transfer consultancy, technical-administrative services, organisation of workshops and training courses for entrepreneurs, access to laboratories of Kaunas University of Technology.

A number of results have been developed in INCONEXT project. After the end of the project, KTU Regional Science Park is planning to use the knowledge and training/learning products developed in INCONEXT in the following ways:

- Offer in-company workshops / individual coaching trainings. During INCONEXT dissemination activities and in the process of organisation of the workshops some companies expressed a wish for in-company training. In-company training is in general more popular in Lithuania. KTU Regional Science Park is planning to offer the in-company training opportunities in Spring 2013 and later on.
- Promote the INCONEXT e-learning platform to our clients: through a link ([www.didlearning.com](http://www.didlearning.com)) in KTC website and also in direct contacts with our clients and partners in Lithuania and abroad. Follow up on the expressions of interest received by the end of the project – contacts;
- Offer in-company workshops to our existing clients – from October 2012 onwards;
- Organize blended learning seminars in groups (up to 15 persons),
- Ensure quality of the training material and perfection of its content in the future, by organizing regular quality monitoring;
- Develop some activities and procedures related to Internationalisation Assistance Programme.



Lithuania's largest private institution of higher education with 6,000 students, has an extensive network of international partner-institutions of higher education. ISLB actively participates in international educational and project-based programmes. The main priorities are integration into European educational processes and cooperation with educational institutions on the international arena, the mobility of students, lecturers and administrative staff, the implementation of national and international projects, and the development of applied research. ISLB has a multidisciplinary team of highly qualified professionals and practitioners who have extensive practical experience and theoretical knowledge of SMEs needs and problems and the provision of support for SMEs internationalisation.

International School of Law and Business has started to use know-how, developed training/learning products and is going to use it in the future by the following ways:

- Promote the INCONEXT platform and learning material to businesspeople, social partners, students and ISLB internal departments involved in internationalization process – from October 2012;
- Improve the study programs - “Business Management”, “Tourism and hotel management”, “Marketing”, “Logistics management” etc. by involving a short course on INCONEXT e-learning platform in the curriculum – in 2013;
- Offer the INCONEXT platform and learning material for the customers of ISLB Knowledge Management Centre involving this course in Continuous professional development courses within Lifelong learning program – from October 2012;
- Use the INCONEXT platform and learning material in internal ISLB workshops for development staff competences in area of internationalization – in 2013;
- Promote the INCONEXT e-learning platform to the participants of the conferences and other events arranged by the ISLB – from October 2012;
- Keep contacts with the project partners after end of the project and share experience and good practice in exploitation of the developed results - from October 2012;
- Keep the link to INCONEXT e-learning platform on ISLB and ISLB Knowledge Management Centre website, update the information about the project and its results after the project is finished - from October 2012 .

FH JOANNEUM is a young university of applied sciences with roughly 3000 students and an international network of partner institutions (currently about 50 institutions mainly in the EU) in the different educational sectors and also in industry. The coordination of large international surveys along with the management of European cooperation projects are two of the core competences of our university. Due to our experience and large network we have a sound cooperation with social partners and industry. The institutional capacity and expertise is backed up by many successfully running and already concluded projects of similar magnitude and complexity (EU-AUNP, EU-ALFA, EU-INDIA, and LLP). Since 2003 FH JOANNEUM offers a special tailored Global Business Programme for its international business students with professors from 25 countries worldwide.

After the end of the project, FH JOANNEUM is planning to use the knowledge and training/learning products developed in INCONEXT in the following ways:

- Use the training material in the university's degree programme;
- Use the training material for trainings for companies;
- Use the train.

Based on the above, our actions related to exploitation will include:

- Present the training material to our university staff;
- Show the platform to other stakeholders (problem of language possible);
- Present the project on the FHJ homepage and link it to the homepage;
- Actively promoting INCONEXT results in the Certification Board of INCO II.

Dida has been operating in the training sector for over ten years, providing solutions and services for public and private companies. Its competences acquired in designing, implementing and evaluating training and individual/organization development rely on the dynamic integration between R&D (at local and EU levels) and market (for both public and private organizations) projects. A multidisciplinary team of highly qualified professionals, guarantees each aspect of a project and assures the ongoing and constant improvement of methods and technological products created. Research areas essentially deal with pedagogical methodology modeling and technology enhanced learning; collaborative learning; formal, not formal and informal learning. Learning processes are addressed both at the individual and organizational levels (and their dynamic interrelations) and on local system development. Dida finally has strong experience in EU funded projects and it's certified with ISO 9001 standard.

After final adjustments made for INCONEXT product according feedback after pilot testing, Dida is planning to use results and products of the project in future activities:

- Keep close contacts with the project partners after end of the project and share experience and good practice in exploitation of the developed results;
- Promote the INCONEXT e-learning platform to Dida members, international and national partners, mostly offering to potential clients target group.

Based on the above, our actions related to exploitation will include:

- Update the information about the project and its results after the project is finished;
- Follow up on the expressions of interest received by the end of the project – contacts;
- Offer in-company workshops to our existing clients – from October 2012 onwards;
- To use during project collected information and experience in seminars, work groups, dedicated for business internationalization.

## 2.4. Calculation of the costs

Counted: one group of participants (up to 15 persons per day), taking part in blended learning programme:

EUR	LITHUANIA partners	AUSTRIA partners	ITALY partners
Conference room rent	300	-	300
Multimedia rent	100	-	150
Trainer	300	500	400
Coffee break	150	100	150
Lunch	150	150	150
Printing material	10	30	30
Printing leaflets	5	15	15
Total	1015	795	1195
<b>Per person</b>	<b>68</b>	<b>53</b>	<b>80</b>

\* Average costs in 2012

Also additional costs are foreseen:

- Marketing activities costs, raising the interest and inviting to participate in programme: invitations, bookmarks, articles;
- External experts: notaries, lawyers, taxes experts;
- Investments for the further developments: external experts discussion and briefing on the content of material; updating material with written and video cases; creating attractive programme design.

The INCONEXT programme, developed by project partners and will be used as the main source of trainings. Foreseen, that trainings will be composed of 15 persons (groups), enabling to share altogether their experience and involving in discussions.

But, according to different needs, individual coaching or in-company training could be provided too. All project partners have close relations with other training organizations, which are certificated to provide coaching sessions in different business topics. Foreseen, that meetings with platform members could also help participants find the answers to any specific questions or other issues.

## 2.5. Possibilities to find additional subsidy

### LITHUANIA:

- The European Social Fund (ESF), set up to reduce differences in prosperity and living standards across EU Member States and regions, and therefore promoting economic and social cohesion.
- Lifelong Learning (LLP), practical projects in the field of vocational education and training. Initiatives range from those giving individuals work-related training abroad to large-scale co-operation efforts.
- Ministry of Education and Science, address common challenges such as: ageing societies, skills deficits among the workforce, and global competition. These areas demand joint responses and countries can benefit from sharing experiences.
- The Ministry of Economy is responsible for handling government business in export promotion, issues relating to patents and innovation, investments to the development of high value added products, cooperation between science and business, commercialization of scientific research results, promotion of clusterisation.

### AUSTRIA:

- National funds for fostering the cooperation between universities of applied sciences and companies.
- Lifelong Learning (LLP), practical projects in the field of vocational education and training. Initiatives range from those giving individuals work-related training abroad to large-scale co-operation efforts.
- National Funds for internationalisation activities of companies.

### ITALY:

- National funds for fostering the cooperation between universities of applied sciences and companies.
- Lifelong Learning (LLP), practical projects in the field of vocational education and training. Initiatives range from those giving individuals work-related training abroad to large-scale co-operation efforts.
- National Funds for internationalisation activities of companies.

## 2.6. Regular evaluation

Evaluation survey of INCONEXT training quality, created to ensure the quality of training material and perfection of its content. In order to complete the survey the questionnaire consisting of 52 questions of four following question groups was developed: (Annex no1).

- General questions;
- Questions about consulting;
- Questions about internationalisation;
- Questions about the e-learning platform.

This Training Needs Analysis report is a result of the survey which was carried out among Lithuanian innovative and technology oriented SMEs in order to ensure the quality of the training material and perfection of its content. Foreseen, that from 2012 October onwards, regular evaluation will be carried out during INCONEXT trainings, as to ensure quality of the training material and perfection of its content in the future.

Generally, evaluation is the comparison of actual impacts against strategic plans. It looks at original objectives, at what was accomplished and how it was accomplished. Foreseen, that it can be formative, which is taking place during the life of a project or organization, with the intention of improving the strategy or way of functioning of the project or organization. It can also be summative, drawing lessons from a completed project or an organization that is no longer functioning.

The main purpose of INCONEXT program evaluation to determine the quality of a program by formulating a judgment, as a monitoring function rather than focusing solely on measurable program outcomes or evaluation findings and a full list of types of evaluations would be difficult to compile.

## Conclusions

Project INCONEXT provide essential contributions to education about individual and organisational competences, to raise the qualification on strategic business management of SMEs in the internationalisation context.

Dissemination actions from INCONEXT aim at communicating project results to a wide audience, fostering the adoption of project results and its impact, facilitating the exchange of information and the interaction not only with other projects but also with activities in industry, academia, and society as a whole. In parallel to dissemination, exploitation of results plays a major role, namely for the major SMEs partners, as this has a stronger individual and organizational competences impact towards internationalisation. This report gives a detailed description of the project exploitation plans.

Exploitation activities are also addressed in detail, being structured along several dimensions, i.e.: the actor (i.e., entrepreneur and education), the type (practical improvements or recommendation guidelines), and the audience (internally to the consortium and or externally to a wider community). Furthermore, specific plans for each partner are also presented.

The exploitation and dissemination in INCONEXT, involving all partners, includes a number of activities, targeting, in general, the area of SMEs. The coordination of all these activities is performed within partners.



Dear Respondent,

This questionnaire is a part of Leonardo da Vinci programme project „INCONEXT – Internationalisation Assistance Programme for Innovative SMEs“. The aim of the project is to adapt an e-learning package in order to develop individual and organisational competencies, to raise qualification on strategic business management of innovative and technology oriented SMEs in the internationalisation context and test as well as disseminate it in Lithuania.

The end product of the project will be the web-based training material which will be designed to raise knowledge and skills of managers and employees of innovative and technology-oriented SMEs in specific competencies need for international activities: entrepreneurship, creativity, intercultural dimensions, foreign language (especially business terminology), self learning capability and digital know-how.

In order to ensure the quality of the training material and perfection of its content we need your opinion and we would greatly appreciate your assistance in completing the following questionnaire. Confidentiality is assured and the information will be used for the purpose of summation and development of learning tool and material only.

The questionnaire consists of question groups to the subject areas as follows:

- Questions about consulting
- Questions about internationalisation
- Questions about the e-learning platform
- General questions

Completing the questionnaire will only take 15-20 minutes of your time.

Please complete and return the questionnaire by the 9 May, 2011

Thank you in advance for your cooperation!

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## 1. GENERAL QUESTIONS

### PERSONAL BACKGROUND

1.1. **Name of the respondent** (optional): \_\_\_\_\_

1.2. **E-mail address:** \_\_\_\_\_

If you like to be informed about the project, please give us your e-mail address

1.3. **Age:** \_\_\_\_\_

1.4. **Job title / position in the company**

Owner

Manager

Head of the department

Middle management

Secretary

Other, please specify

1.5. **Educational background:**

Engineering

Business studies

Law

Accounting

Computing

Human resources

Public administration

Finance

Economics

Other, please specify

### COMPANY BACKGROUND

1.6. **Name of the company** (optional): \_\_\_\_\_

1.7. **When was your business established:** \_\_\_\_\_

**1.8. Number of employees**

- 1 to 9 employees
- 10 to 50 employees
- 51 to 100 employees
- 101 to 250 employees
- More than 250 employees

**1.9. Revenue in 2010, in Lit**

- Less than 500 000
- 500 000 – 1 000 000
- 1 000 001 – 2 000 000
- 2 000 001 – 5 000 000
- More than 5 000 000

**1.10. Type of business**

- Manufacturing
- Services and consulting
- Commerce
- Biotechnology or pharma
- ICT
- Other, please specify

**1.11. Area of operation**

- Regional area within the domestic market
- Entire domestic market
- Domestic market and neighbouring countries
- European Union
- Russia
- Other, please specify

**1.12. Is your company a daughter company of another company?**

YES, the parent is domestic

YES, the parent is foreign

NO

**2. QUESTIONS ABOUT CONSULTING**

**2.1. Has your company used external consultants to help to solve a problem within the company?**

YES

NO

If NO, please continue with 1.3.

**2.2. If you used consulting services, which statement is correct (please tick one statement)**

The outcomes helped our company and they were implemented

The outcomes were helpful, the implementation failed because of internal resistance

The analyses of the consultant were incorrect

The consultant sold solutions that did not lead to the desired outcome for our company

Other experiences (please specify)

**2.3. What are / could be reasons for engaging an external consulting company in your company? (please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree)**

Lack of internal knowledge

To overcome an emergency situation

To deal with a sensitive issue (e.g. Gender Mainstreaming)

To provide an objective analysis of a problem or opportunity

To provide the most cost efficient solution of a problem

To verify management's belief, recommendations or decisions

To deal with a capacity problem

To gain Governmental funding

Consulting for the internationalization process

**2.4. Has your Company engaged any kind of consulting services to help to internationalise its activities?**

YES

NO

**2.5. Which are the most important abilities and qualifications of a consultant, so that he/she is able to help your company to improve its international activities? Please, list the 3 most important points**

Knowledge of target market	<input type="checkbox"/>
Knowledge of your industry	<input type="checkbox"/>
Theoretical knowledge of the topic	<input type="checkbox"/>
Experience in internationalization processes	<input type="checkbox"/>
Ability to research your industry	<input type="checkbox"/>
Operational qualifications (e.g. project and quality management, financial control, training and development needs analysis)	<input type="checkbox"/>
Business and functional qualifications (e.g. marketing, manufacturing, materials and facilities management)	<input type="checkbox"/>
I do not know	<input type="checkbox"/>

**2.6. How many man-days for services from consultants does your company pay for per year?**

None	<input type="checkbox"/>
Up to 5 man-days	<input type="checkbox"/>
6 to 15 man-days	<input type="checkbox"/>
16 to 25 man-days	<input type="checkbox"/>
26 to 50 man-days	<input type="checkbox"/>
51 or more man-days	<input type="checkbox"/>

**2.7. For which subject areas does or will your company make use of consulting services?**

	Present	Future
Help for internationalisation, export	<input type="checkbox"/>	<input type="checkbox"/>
Start up of a company	<input type="checkbox"/>	<input type="checkbox"/>
Controlling, accounting	<input type="checkbox"/>	<input type="checkbox"/>
Corporate organisation	<input type="checkbox"/>	<input type="checkbox"/>
Process improvement	<input type="checkbox"/>	<input type="checkbox"/>
Law	<input type="checkbox"/>	<input type="checkbox"/>

Taxation	<input type="text"/>	<input type="text"/>
Head hunting	<input type="text"/>	<input type="text"/>
ICT	<input type="text"/>	<input type="text"/>
Analysis (market, branches, others)	<input type="text"/>	<input type="text"/>
Restructuring of the company	<input type="text"/>	<input type="text"/>
Human resource management	<input type="text"/>	<input type="text"/>
Finding funding opportunities	<input type="text"/>	<input type="text"/>

### 3. QUESTIONS ABOUT INTERNATIONALIZATION

**3.1. How important do you consider the following skills and abilities for your employees, so that your company becomes or remains internationally successful?** Please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree

Knowledge of individual characteristics of SMEs	<input type="text"/>
Language Skills	<input type="text"/>
Knowledge of different market entry skills	<input type="text"/>
International project management skills	<input type="text"/>
Market access and market knowledge	<input type="text"/>
Knowledge of contract law for international companies	<input type="text"/>
Knowledge of logistics for international companies	<input type="text"/>
Financing and accounting for international companies	<input type="text"/>
Intercultural management	<input type="text"/>
Presentation skills in an international environment	<input type="text"/>
International negotiations	<input type="text"/>
Knowledge of funding opportunities	<input type="text"/>
Knowledge of international law	<input type="text"/>
Others, please specify	<input type="text"/>

**3.2. How would you evaluate the following statements regarding your company?** Please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree

International business activities are the key for our success in today's economy	<input type="text"/>
Modern technologies ease our international business activities	<input type="text"/>

Our internationalization activities often fail because of a lack of education and qualification of the responsible employees

Our strong position on the home market eases the decision to act internationally

We believe that the only possibility to become internationally successful is the market leadership in a niche

Our management plays a crucial role concerning the success / failure of our expansion into international activities

We invest too little in our efforts to internationalise

Financing our internationalisation is always a problem.

**3.3. Which percentage of the total revenues did / does / will your company invest into internationalisation activities?** Please enter your estimations in percent

Average in the last 3 years

 %

In current year

 %

Planned average for the next 3 years

 %

**3.4. Is your company acting internationally at the present?**

YES

NO

If NO, please continue with 3.12.

**3.5. How long has your company been operating internationally?**

Less than 1 year

1 to 2 years

3 to 5 years

6 to 10 years

More than 10 years

**3.6. Which percentage of the revenues of your company is made outside your domestic market?**

0 – 25%

26 – 50%

51 – 75%

76 – 100%

**3.7. Which method(s) describe the international business activities of your company best? More than one possible answer**

- Exporting
- Franchising
- Joint venture
- Subsidiaries
- Acquisition of existing companies
- Licensing
- Contract manufacturing

**3.8. Why is your company operating internationally? Please, mark 3 reasons**

- The company has been active in international markets since its foundation
- It is fun to travel to and do business in other countries
- Higher revenue potential
- To decrease the risk of the company
- To increase the value of the company
- Home market too small
- Potential of first mover
- Competition in home market is too tense
- Customers demand to have internationally acting partners

**3.9. Which sources of information did your company use when going international and how do you evaluate the quality of this information? Please, use the evaluation rank, where 1=very good, 5=very bad and 0=not used**

- Public institutions (eg. Chamber of commerce)
- Consulting companies
- Research by employees / Internet
- Networks / Industrial associations
- Intuition
- Trainings
- Other, please specify

**3.10. How do you evaluate the following statements regarding your company?** Please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree

Due to internationalization the company has become more successful	<input type="text"/>
We use modern technology for internationalization	<input type="text"/>
We train our employees for internationalisation	<input type="text"/>
The decision to go abroad was influenced by the fact that our company had a strong position on the home market	<input type="text"/>
We plan to be market leader in our segment	<input type="text"/>
Management was important in the success/failure of internationalization activities	<input type="text"/>
We have employees who only deal with internationalisation	<input type="text"/>
We look(ed) for national and other funding and / or supportive policies for internationalisation	<input type="text"/>

**3.11. How do you evaluate the actual competences of your employees, who deal with international business activities, in the following subject areas?** Please, use the evaluation rank, where 1=very good, 5=very bad

Knowledge of individual characteristics of SMEs	<input type="text"/>
Language Skills	<input type="text"/>
Knowledge of different market entry skills	<input type="text"/>
International project management skills	<input type="text"/>
Market access and market knowledge	<input type="text"/>
Knowledge of contract law for international companies	<input type="text"/>
Knowledge of logistics for international companies	<input type="text"/>
Financing and accounting for international companies	<input type="text"/>
Intercultural management	<input type="text"/>
Presentation skills in an international environment	<input type="text"/>
International negotiations	<input type="text"/>

Please, continue with 3.13

**3.12. Please, evaluate the following reasons why your company does NOT operate internationally.** Please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree

- The issue was not taken into consideration
- The domestic market is big enough
- The company was built as a domestic organisation and the international market entry is therefore difficult
- Lack of language skills
- Lack of knowledge of different market entry strategies
- Lack of internationals project management skills
- Market access barriers
- Lack of knowledge of contract law for international companies
- Lack of knowledge of logistics for international companies
- Administrative tasks such as financing and accounting are too burdensome
- Lack of intercultural management skills
- Lack of presentation skills in an international environment
- Lack of experience in international negotiations
- Financial Barriers
- Lack of knowledge of funding systems

**3.13. Please evaluate the following statements in regard to the consideration that your company is confronted with internationalization.** Please, use the evaluation rank, where 1=strongly disagree and 5=strongly agree

- The company does need help
- External consulting leads to the best results
- Employee development is better than external consultants

**3.14. How much would be the maximum your company is willing to spend for employee training or consulting services for internationalization per year?**

- Up to 5000 Litas
- 5000 to 10000 Litas
- More than 10000 Litas

## 4. QUESTIONS ABOUT E-LEARNING

### ACCESS TO TECHNOLOGY

#### 4.1. What is a level of your access to broadband internet connection?

At work and at home

At work only

At home only

I have mobile internet connection

Other, please specify:

#### 4.2. Is there any restriction policy in web browsing in your company?

YES

NO

If YES, please specify

#### 4.3. Do you have any internal technical support for computing equipment and software (e.g. helpdesk)?

YES

NO

### EXPERIENCE IN E-LEARNING

#### 4.4. Do you have any experience in e-learning activities?

YES

NO

If YES

#### What did you like about e-learning?

Accessibility

Flexibility

Independence from trainer

Other, please specify

**What did you dislike about e-learning?**

No personal contact

Need of computer

Do not like to learn/study from the computer

Other, please specify

**4.5. Is there any e-learning activity planned in your company for the current and next year?**

YES

NO

**4.6. Which kind of interaction do you usually have with the tutor or the other participants in e-learning activities?**

(please, use the evaluation rank, where 1=always, 2=often, 3=not often, 4=rarely, 5=never)

Synchronous (instant messaging, chat, audio/video conference, virtual classroom, etc.)

Asynchronous (forum, email, blog, etc.)

None

**4.7. How was the e-learning content delivered?**

Traditional classroom/learning center

CD-ROM/DVD/USB key

Web (Learning Management System)

Intranet repository

Other, please specify

**4.8. Do you have any internal support for e-learning activities (e.g. tutoring)?**

YES

NO

**EXPECTATIONS ABOUT E-LEARNING**

**4.9. In your opinion, what benefits does e-learning provide to you and your company? Many options are possible**

Save costs

Save time

Provide better learning opportunities

Provide more flexibility in contents

Provide access to people working full-time	<input type="checkbox"/>
Allow to design personalised courses	<input type="checkbox"/>
Reduce travel expenses	<input type="checkbox"/>
Other, please specify	<input type="text"/>

**4.10. In your opinion, what is essential in order to ensure an effective e-learning? Many options are possible**

A tutor	<input type="checkbox"/>
A fast PC/Internet connection	<input type="checkbox"/>
Technical helpdesk	<input type="checkbox"/>
Easy-to-use-platform	<input type="checkbox"/>
Other, please specify	<input type="text"/>

**4.11. Did you have negative e-learning experiences? Please, indicate if any**

No physical interaction	<input type="checkbox"/>
Lack of collaborative work	<input type="checkbox"/>
No tutor / support	<input type="checkbox"/>
Disorganization	<input type="checkbox"/>
Inadequate contents	<input type="checkbox"/>
Inadequate platform	<input type="checkbox"/>
Other, please specify	<input type="text"/>

**4.12. Do you think that e-learning activities are helpful for your job?**

YES  NO

**4.13. In your opinion, what kind of topics best fit for e-learning? (please, use the evaluation rank, where 1=min, 5=max)**

Legal regulations	<input type="checkbox"/>
Organization and staff	<input type="checkbox"/>
Area management	<input type="checkbox"/>
Communication	<input type="checkbox"/>
Financial statement	<input type="checkbox"/>
Management control	<input type="checkbox"/>

Computer and ICT

Languages

Multidisciplinary activities

Internationalization

Technical specialist

Other, please specify

**4.14. In your opinion, what kind of delivery of training is more effective?** (please, use the evaluation rank, where 1=min, 5=max)

Traditional classroom/learning centre

CD-ROM/DVD/USB key

Web (Learning Management System)

Intranet repository

Mobile learning

Other, please specify

**THANK YOU VERY MUCH FOR YOUR TIME!!!**