

## Plan for Implementation of Pre-Pilot Tests

### Phase I: Pre-pilot of Learning Modules Structure

#### 1. Aims

Within the SESP pilot testing pre-pilot actions will be implemented at several stages. This document will give you a plan and set up for how to implement the first stage of pre-pilot actions or the *Pre-Pilot Testing of the Learning Modules Structure*.

The purpose of this stage is to evaluate the effectiveness, efficiency and applicability of the SESP Learning Modules structure to the needs of the targeted managers of social enterprises (SEs) by exploring their interest, professional competences and feasibility of the proposed set of topics.

#### 2. Set up

Pre-pilot of Learning Modules Structure (LMS) will take place in the second half of June 2012. Testing of the modules structure will be conducted in English or in other language (at each partner's discretion). Pre-piloting of LMS will be implemented in the form of structured interview. The questionnaire will be available to all partner organizations involved in conducting testing of LMS – BG, LT and PT. Within one week after receiving the questionnaire each partner has to complete it and also to involve two managers of SEs (operating in his country). The interview is designed as self-administrated questionnaire but if there are any difficulties in filling the form each partner has to assist their respondents.

Summarizing and analyzing the results of testing (Report) will be done by Samaritans Association and will be available for all partners within three working days after receiving all completed questionnaires (three from each partner – BG, LT, PT). Two days after receipt of the Report will be expected from each partner to give feedback regarding the finalization of the LMS.

Please find enclosed two **Appendixes**:

**Appendix 1: Learning Module Structure**

**Appendix 2: Questionnaire**

***Appendix 1: Short description of the modules and units of the SESP course –  
Learning module structure***

***Module 1: Social Entrepreneurship and Strategic Analysis***

**Unit 1: Introduction**

Introduction to SESP training programme: Orientation and Group Building

**Unit 2: Social Entrepreneurship and Strategic Analysis**

What is Social Entrepreneurship?

Role of Social Entrepreneurship

Analysis of the Environment

Analysis of the Company

Benchmarking

Social economy in EU: importance and policies

General policy of the social enterprise

*Successful EU social enterprise: case study*

***Module 2: Social Enterprises' Management and Strategy Formulation***

**Unit 3: Evaluating your resources/strategic diagnosis**

Specific Management in Social Enterprises

The External Environment: SWOT Analyses: Customers; Technology, Suppliers, Synergies

Competition/networks; Labor market

The Internal Environment:

Business (operations) structure;

SE resources;

Skills and Knowledge;

Motivation and Leadership Styles

*Successful EU social enterprise: case study*

**Unit 4: Formulation of Strategy**

Introduction to Business Strategy

Elements of Strategic Management

Formulation and Evolution of the Strategy

Types and Models of Strategies

Business Development

Evolution of Business Development

### ***Module 3: Social Enterprises' Marketing***

#### **Unit 5: Defining Social Marketing, Marketing of products, services and causes**

Traditional marketing vs Social marketing  
Designing your marketing strategy  
Knowing your competitive advantages  
Community development approach to Social enterprise' marketing  
Understanding your market  
4 p's - perfect starting point for marketing success  
Positioning  
Developing your message. Media mix  
*Social enterprise marketing: case study*

### ***Module 4: Social Enterprises' Human Resources Management***

#### **Unit 6: Human Resources Management**

Key concepts for human resources management  
Remarks on the demand for lifelong learning  
Corporate strategy; working conditions conducive to learning  
Basic aspects of an assessment of demand

#### **Unit 7: Diagnosing learning needs**

Assessing the vocational training situation in a social enterprise  
Assessing individual transversal competencies  
Determination of further training needs  
Implementation of simplified workplace analysis  
Methods for vocational training  
Objectives for competencies development  
Skills assessment tools  
Strategy development and personnel planning  
Planning vocational training based on identified learning needs  
*Assessment of training needs in a social enterprise: case study*

### ***Module 5: Leadership, Creativity and Innovation in Social Enterprises***

#### **Unit 8: Creativity and Innovation approaches in Social Entrepreneurship. Business Leadership**

Creativity approach in providing products and services of a social enterprise. Competitive advantages.  
Social enterprise and social innovation approaches

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Community development approach to Social Entrepreneurship  
Business Leadership and management  
Innovative social enterprise: case for reflection  
*Innovative EU social enterprise: case study*

***Module 6: Go green!***

**Unit 9: What is a green business**

Building a Green enterprise  
Operating green company: thinking and practices  
Green marketing and branding  
*Green social enterprise: case for reflection*

***Module 7: Social Enterprises' Management and Implementation of Strategy***

**Unit 10: Strategy Implementation**

Implementation of Company Strategy  
Functional Rules/Policies  
Process Management  
Risk Management  
Crisis Management  
Change Management  
Innovation Policy and Management

**Unit 11: Control and Quality Assurance**

Total Quality Management  
Continuous Improvement Process  
*Social business plan and strategy: Case study*

## **Appendix 2: Questionnaire**

This questionnaire is part of a research evaluating the effectiveness, efficiency and applicability of the SESP Learning Modules Structure to the needs of managers of social enterprises (SEs). *The SESP project intends to transfer a developed innovative learning models and (e-) learning content which are flexible enough to address the specific needs of the Social Entrepreneurship (time and place flexibility), are adoptable and modular (different backgrounds, sectors) and reflect the practical needs of the end users.*

*Your opinion is really appreciated and very important for developing an adequate learning content to the needs of Social Enterprise's managers. Thank you in advance for your time and assistance!*

### **GENERAL INFORMATION**

**Name:** \_\_\_\_\_

**Organisation:** \_\_\_\_\_

**Scope of activities:** \_\_\_\_\_

**Address:** \_\_\_\_\_

**E-mail:** \_\_\_\_\_

**Telephone:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### Section A: Interest

1. Please rank the following topics, starting with the most interesting for you. Use the numbers from 1 to 7 (1 - "most interesting" and 7 - "least interesting"):

<i>Topic</i>	<i>Rank</i>
<b>Social Entrepreneurship and Strategic Analysis</b>	
<b>Social Enterprises' Management and Strategy Formulation</b>	
<b>Social Enterprises' Marketing</b>	
<b>Social Enterprises' Human Resources Management</b>	
<b>Leadership, Creativity and Innovation in Social Enterprises</b>	
<b>Go green!</b>	
<b>Social Enterprises' Management and Implementation of Strategy</b>	

2. Would you like to replace any of the suggested topics with one representing greater interest to you?

- No, I would not.
- Yes. I suggest the following topic:

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to replace this topic:

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### Section B: Professional Competencies

3. To what extent do you have knowledge on the following topics?  
 (1 – “little knowledge” and 5 – “deep knowledge”)

Topics	Extent of knowledge				
	1	2	3	4	5
Social Entrepreneurship and Strategic Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises’ Management and Strategy Formulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises’ Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises’ Human Resources Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership, Creativity and Innovation in Social Enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Go green!	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises’ Management and Implementation of Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How far this *set of proposed topics* (from question 3) satisfies your needs of acquiring new knowledge?

Unsatisfied	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	Fully satisfied
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If “*unsatisfied*”, please give us your comments here:

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### Section C: Feasibility

5. Do you have any practical experience in using these topics?

Topics	Level of experience		
	Yes, I have much experience.	Yes, I have little experience.	No, I have no experience.
Social Entrepreneurship and Strategic Analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises' Management and Strategy Formulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises' Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises' Human Resources Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leadership, Creativity and Innovation in Social Enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Go green!	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social Enterprises' Management and Implementation of Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Do you think that the suggested topics would be applicable to your practice?

Not applicable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	Applicable
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If "**not applicable**", please give us your comments here:

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7. Please evaluate the extent of applicability of the following developed structure of learning content:

7.1. To what extent this structure of topic **“Social Entrepreneurship and Strategic Analysis”** answers your needs?

(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 2: Social Entrepreneurship and Strategic Analysis</b>	<b>Extent of applicability</b>				
	1	2	3	4	5
What is Social Entrepreneurship?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Role of Social Entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analysis of the Environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Analysis of the Company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benchmarking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social economy in EU: importance and policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
General policy of the social enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Successful EU social enterprise: case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.2. To what extent this structure of topic **“Social Enterprises’ Management and Strategy Formulation”** answers your needs?

(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 3: Evaluating your resources/strategic diagnosis</b>	<b>Extent of applicability</b>				
	1	2	3	4	5
Specific Management in Social Enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The External Environment: SWOT Analyses: Customers; Technology, Suppliers, Synergies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Competition/networks; Labor market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Internal Environment: Business (operations) structure; SE resources; Skills and Knowledge; Motivation and Leadership Styles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Successful EU social enterprise: case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>Unit 4: Formulation of Strategy</b>	<b>Extent of applicability</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Introduction to Business Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Elements of Strategic Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Formulation and Evolution of the Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Types and Models of Strategies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evolution of Business Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.3. To what extent this structure of topic **“Social Enterprises’ Marketing”** answers your needs?

(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 5: Defining Social Marketing, Marketing of products, services and causes</b>	<b>Extent of applicability</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Traditional marketing vs Social marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Designing your marketing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowing your competitive advantages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community development approach to Social enterprise’ marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Understanding your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 p's - perfect starting point for marketing success	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Positioning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Developing your message. Media mix	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Social enterprise marketing: case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.4. To what extent this structure of topic "***Social Enterprises' Human Resources Management***" answers your needs?

(1 – "does not give an answer to my needs" and 5 – "fully answers my needs")

<b><i>Unit 6: Human Resources Management</i></b>	<b><i>Extent of applicability</i></b>				
	<b><i>1</i></b>	<b><i>2</i></b>	<b><i>3</i></b>	<b><i>4</i></b>	<b><i>5</i></b>
Key concepts for human resources management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Remarks on the demand for lifelong learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate strategy; working conditions conducive to learning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Basic aspects of an assessment of demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b><i>Unit 7: Diagnosing learning needs</i></b>	<b><i>Extent of applicability</i></b>				
	<b><i>1</i></b>	<b><i>2</i></b>	<b><i>3</i></b>	<b><i>4</i></b>	<b><i>5</i></b>
Assessing the vocational training situation in a social enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Assessing individual transversal competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Determination of further training needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementation of simplified workplace analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Methods for vocational training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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Objectives for competencies development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Skills assessment tools	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategy development and personnel planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning vocational training based on identified learning needs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Assessment of training needs in a social enterprise: case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7.5. To what extent this structure of topic “**Leadership, Creativity and Innovation in Social Enterprises**” answers your needs?

(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 8: Creativity and Innovation approaches in Social Entrepreneurship. Business Leadership</b>	<b>Extent of applicability</b>				
	1	2	3	4	5
Creativity approach in providing products and services of a social enterprise; Competitive advantages	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Social enterprise and social innovation approaches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community development approach to Social Entrepreneurship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Business Leadership and management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Innovative social enterprise: case for reflection</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Innovative EU social enterprise: case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 7.6. To what extent this structure of topic **“Go green!”** answers your needs?  
(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 9: What is a green business</b>	<b>Extent of applicability</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Building a Green enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating green company: thinking and practices	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Green marketing and branding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Green social enterprise: case for reflection</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 7.7. To what extent this structure of topic **“Social Enterprises’ Management and Implementation of Strategy”** answers your needs?  
(1 – “does not give an answer to my needs” and 5 – “fully answers my needs”)

<b>Unit 10: Strategy Implementation</b>	<b>Extent of applicability</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Implementation of Company Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Functional Rules/Policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Risk Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crisis Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation Policy and Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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<b>Unit 11: Control and Quality Assurance</b>	<b>Extent of applicability</b>				
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Total Quality Management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Continuous Improvement Process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Social business plan and strategy: Case study</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. How useful do you think would be these topics for your current and future staff?

<b>Useless</b>	<b>1</b> <input type="checkbox"/>	<b>2</b> <input type="checkbox"/>	<b>3</b> <input type="checkbox"/>	<b>4</b> <input type="checkbox"/>	<b>5</b> <input type="checkbox"/>	<b>Useful</b>
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If **“not useful”**, please give us your comments here:

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9. Do you consider that the application of knowledge gained on these topics will increase the value of your business?

- No.
- I do not know.
- Yes.
- Other: \_\_\_\_\_.

10. Would you recommend the topics covered in this training to other organizations?

- Yes.
- No.
- Other: \_\_\_\_\_.

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