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This project has been funded with support from the European Commission.



# TESTING THE INTRAPRISE E-PLATFORM: RESULTS OF THE PILOT TESTING WORKSHOPS AND ONLINE TESTING (Ref. Intellectual Output 5)



**militos**



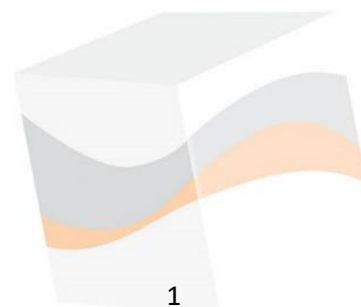
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**August 2017**





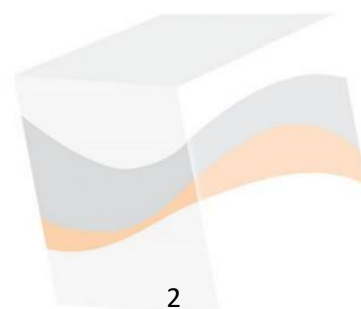
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## 1. Introduction

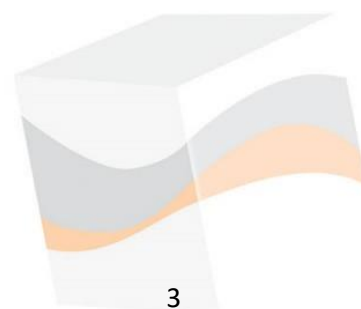
The aim of this report is to present the main results of the testing activities for the evaluation of the Intraprise project e-platform, which has been developed by the project partnership in 6 languages. The testing activities followed commonly accepted guidelines. The objective of the pilot sessions was to bring end-users in direct contact with the training provision in its entirety and in the preferred language, present them with the main objectives of the Intraprise project and the expected learning outcomes of the training material as coupled with them, and lastly report on the experience of the participants in the pilot testing on the basis of a concise evaluation questionnaire. These data lead to the fine-tuning of certain aspects of the training provision to be made if feasible during the life of the project (technical feasibility), or to be considered for further uses of the training course.

The piloting activities took place in Cyprus, Belgium, Greece, Italy, Romania, and Spain, and have been split into two different parts:

Part 1: Face-to-face sessions presenting the Intraprise platform at country level in Cyprus, Greece, Italy, Belgium, Romania, and Spain

Part 2: Mid- to long-term evaluation of the Intraprise training provision as provided online by selected users

A total of 76 users have participated in the face-to-face sessions in 6 countries (Cyprus, Greece, Italy, Belgium, Romania, Spain), while 21 independent users have tested designated Modules during a longer period, starting from May 2017 and up until the end of July 2017.





In the following sections you can find:

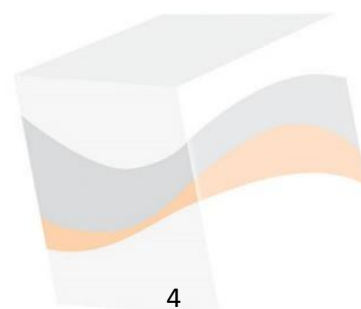
### **Part 1: The pilot testing workshops**

The results per country (Cyprus, Belgium, Greece, Italy, Romania, and Spain) accounting for the **workshop identity** in terms of the participants mix in each case, the **evaluation of the workshop itself**, and the **evaluation of the Intrapirose training provision**. Each of these three aspects respond to respective questions groups as provided to the participants (The questionnaire can be found in Annex I at the end of the document).

Following the results per country, the aggregate results from the **evaluation of the Intrapirose training provision** are presented, summing up the overall feedback from the workshops participants across all involved countries. The main lessons learned and conclusions are following.

### **Part 2 : Mid- to long-term evaluation of the Intrapirose training provision**

In this part, the results of the online testers assessment (May 2017 – July 2017) are presented. The online testers have been assigned by the project partners with independent modules for testing (1 or 2) while some of them went through more than two modules. Their assessment complements the assessment of the workshop participants, as a more deeper 'look' into the training provision of Intrapirose. The online testers used a different questionnaire from the one used for the workshop participants. Methodologically, involving online testers at self-paced assessment, helped us in gaining a more global overview in how the Intrapirose platform and the content included performs in a self-learning environment.





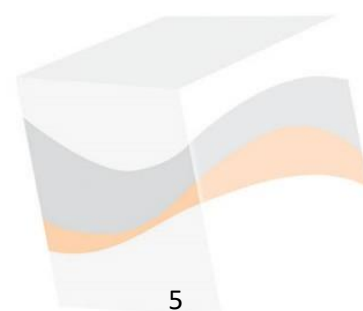
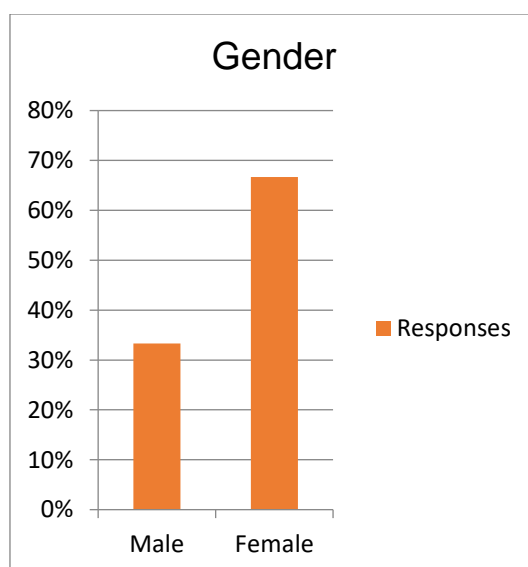
## 2. Part 1: The pilot-testing workshops

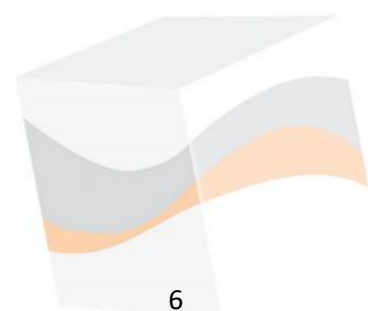
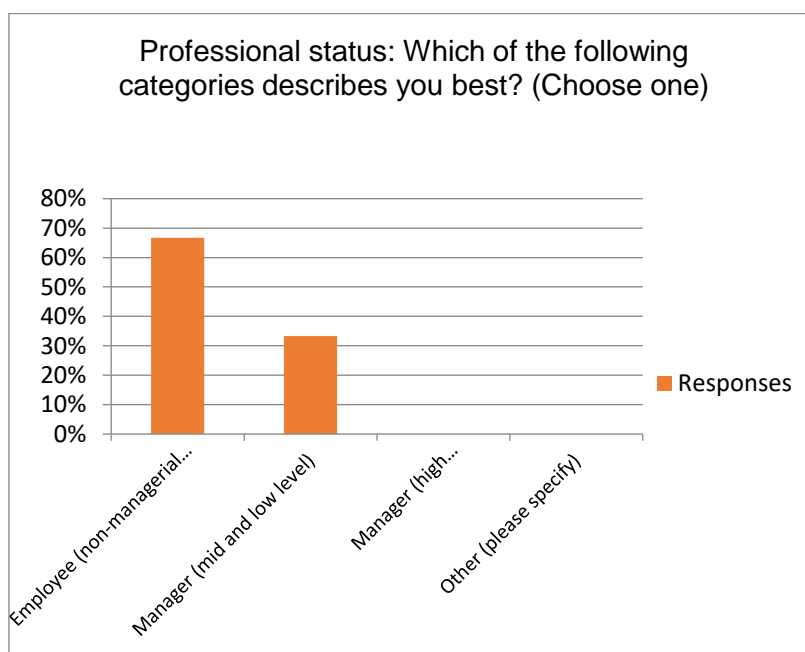
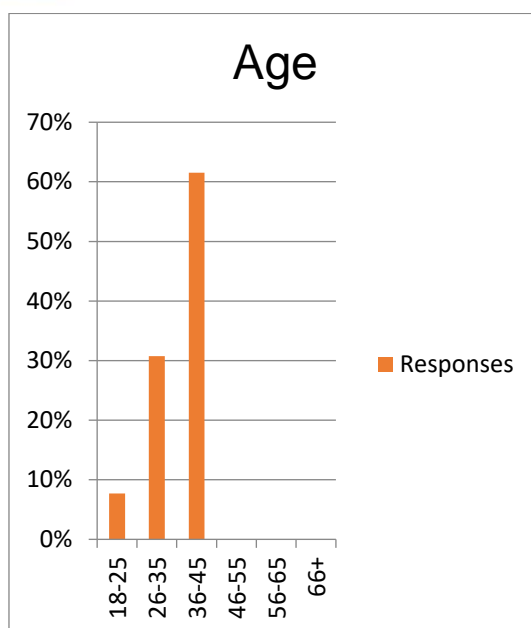
### Cyprus

The pilot-testing workshop in Cyprus was organized and facilitated by the Cyprus University of Technology, on May 31, 2017. The workshop was attended by 17 participants.

#### **Workshop identity (1-7)**

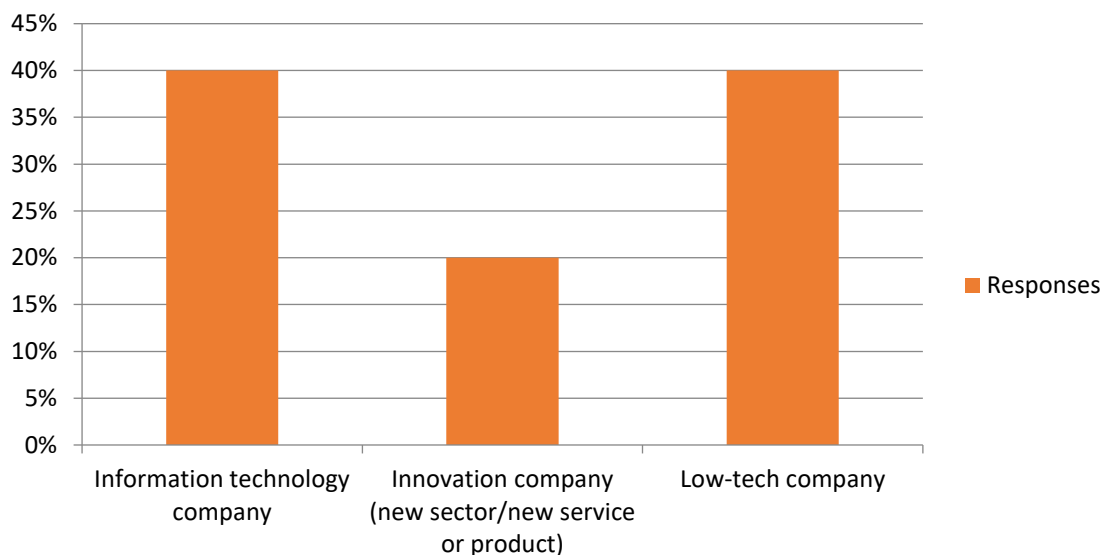
The following tables provide basic information on the workshop participants gender, age-group, professional status, type and size of company/organization they are occupied in, prior participation in intrapreneurial training.



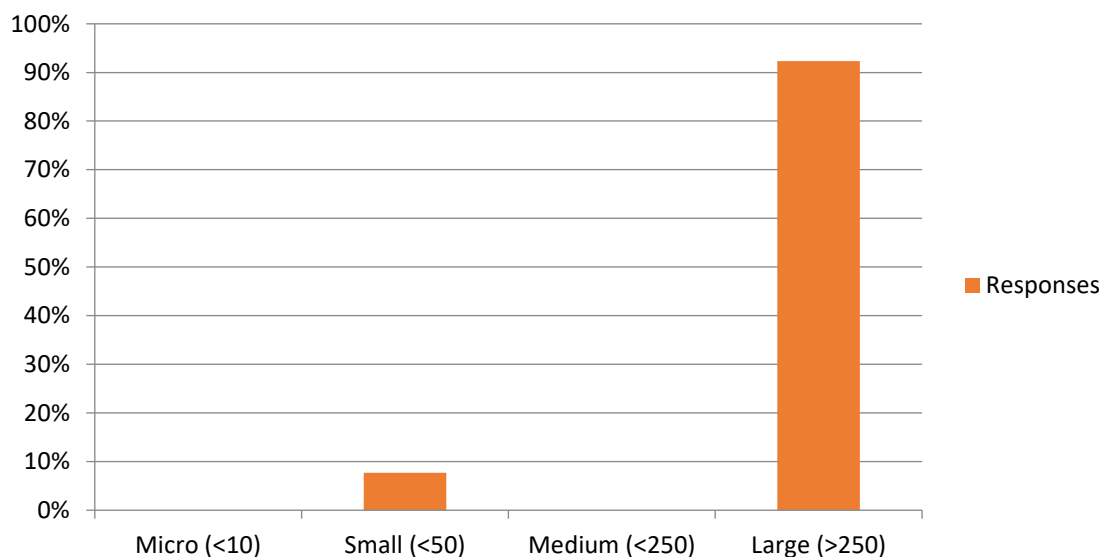




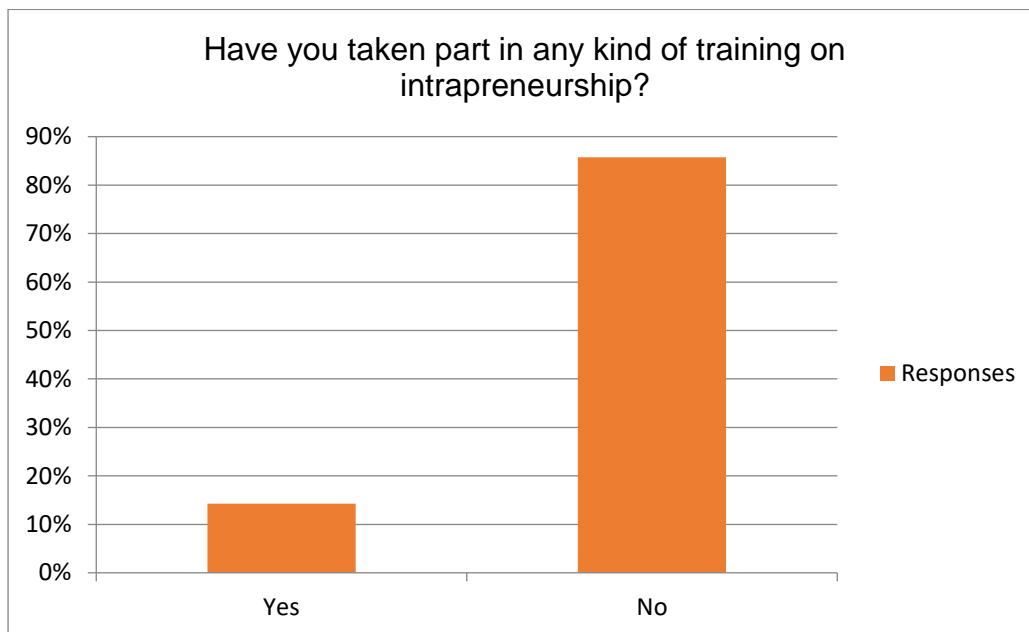
Choose one of the following categories which best describes your company scope



Choose one of the following categories which best describes your company size by staff headcount

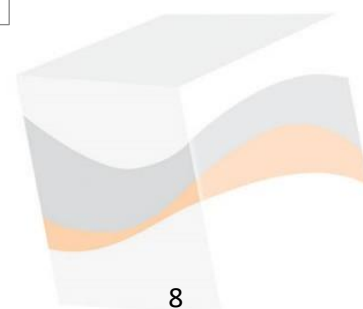
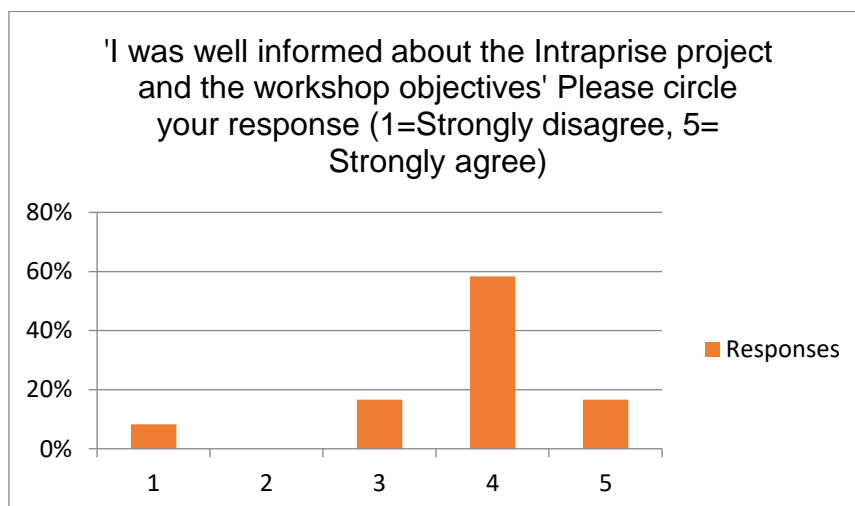






### Workshop evaluation (8.1.and 8.2)

The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.

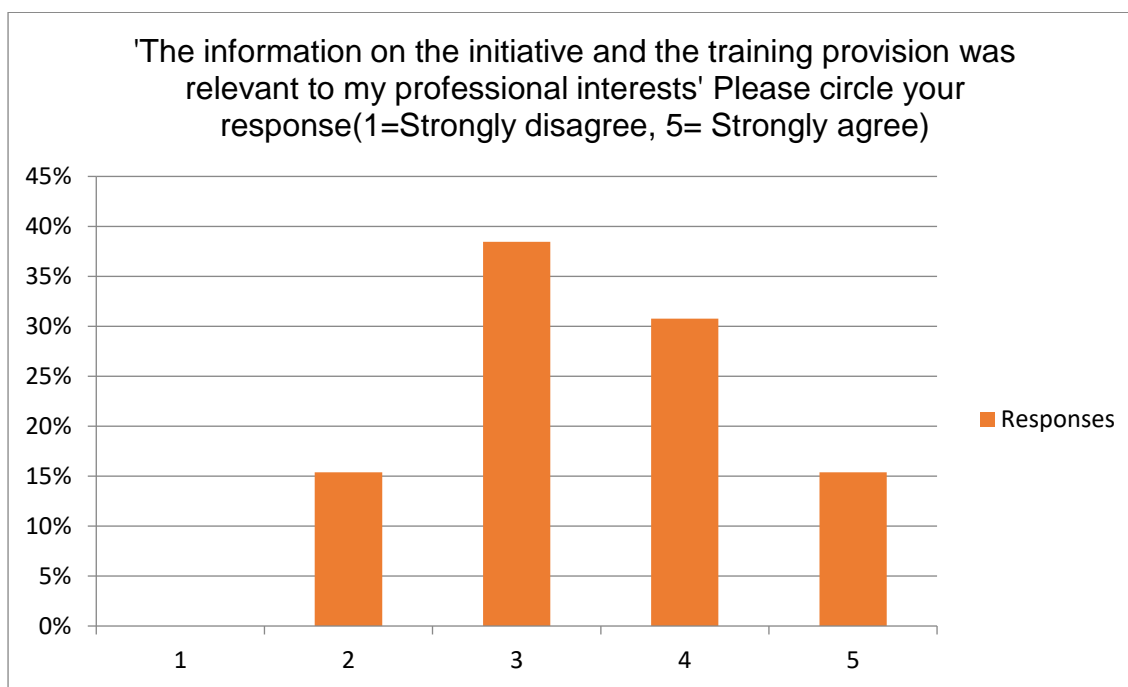




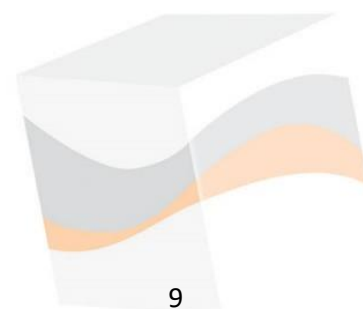


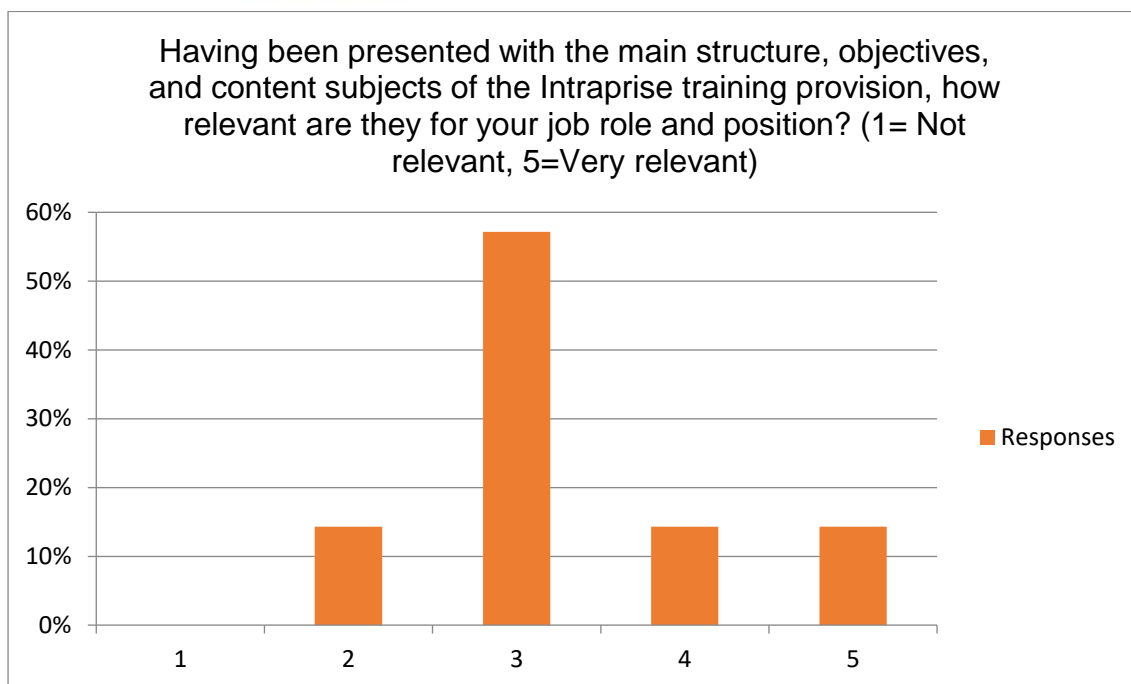
### ***Evaluation of the Intraprise training provision (9-13)***

The data provided below summarize the main aspects of the Intraprise e-platform assessment by the participants during the workshop:

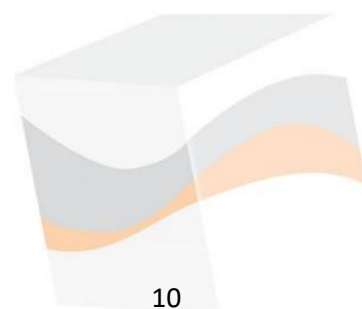


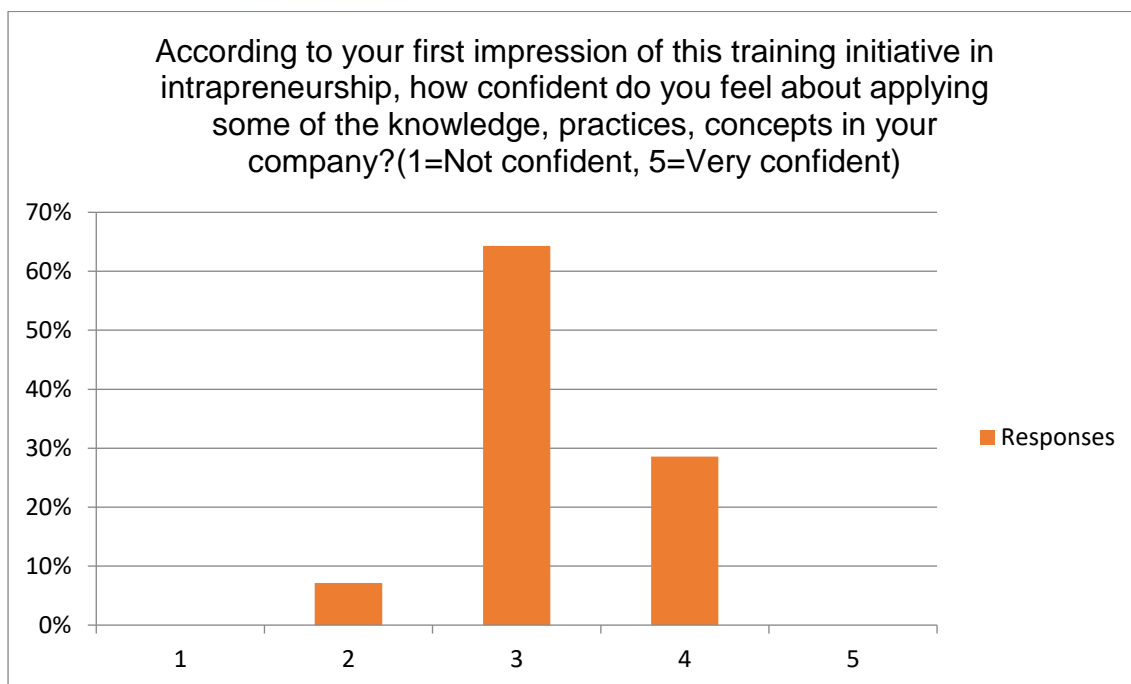
Most participants agreed that the information received was in general relevant to their professional interests. Approx. 45% declared that they agreed and strongly agreed with that statement.



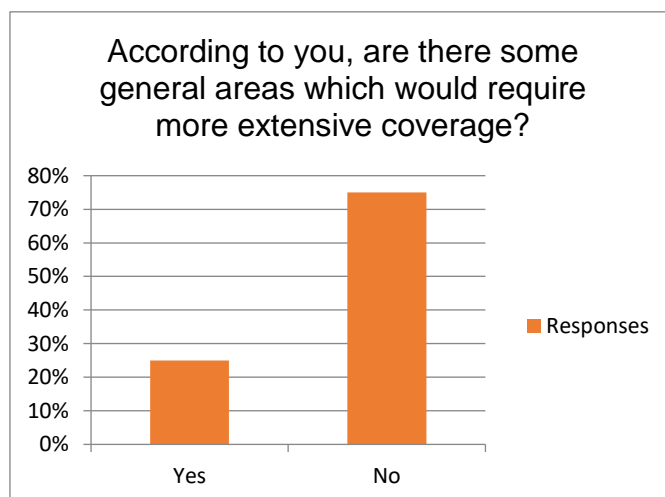


The overall structure and contents of the Intraprise e-platform have been overall considered as moderately relevant to more than half of the participants, regarding their specific job role at the moment. Approx. 25% considered it relevant and very relevant.

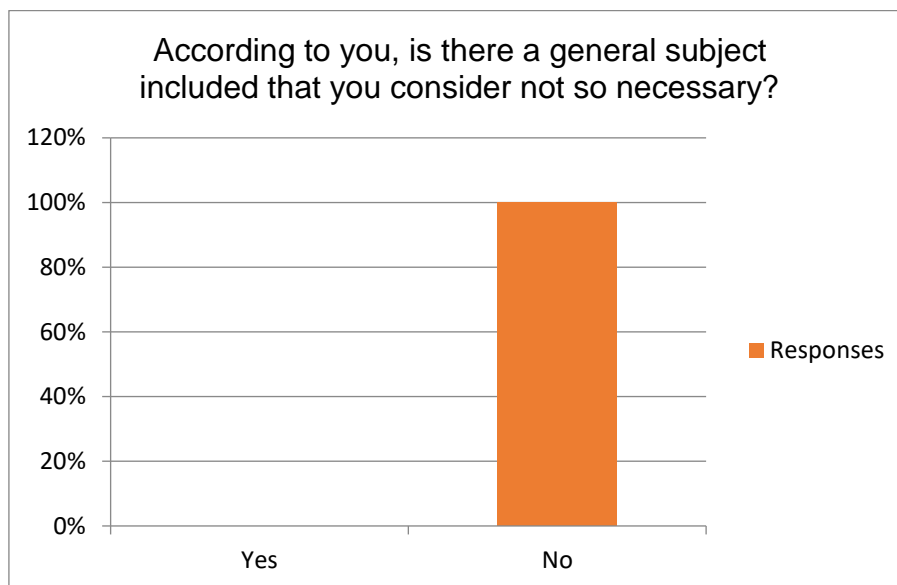




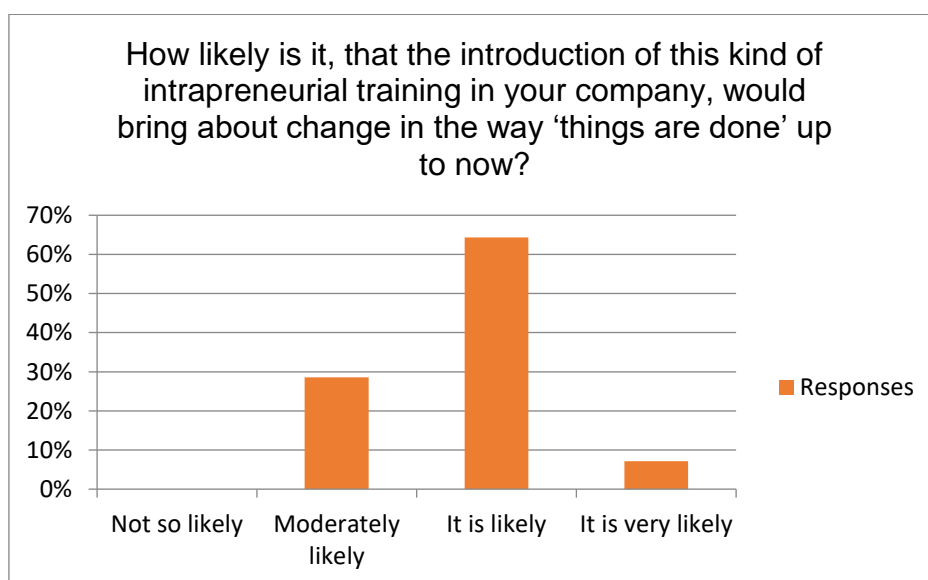
90% of the participant felt moderately confident to confident regarding their readiness to apply some of the knowledge and practices presented and offered in their professional environments.



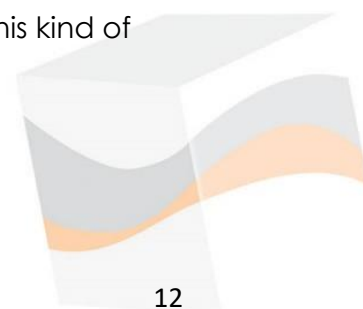
While more than 70% of the participants declared that they wouldn't expect further areas/topics to be covered by the training provision, one participant suggested including less text in some cases, while another one would like some more extensive coverage of entrepreneurial skills.



All participants stated that according to their opinion there is no unnecessary material included in the training provision.



More than 6 out of 10 participants declared that it is likely to introduce this kind of intrapreneurial training in their companies.



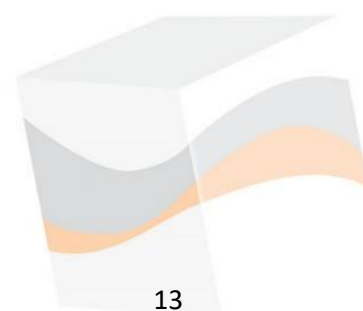
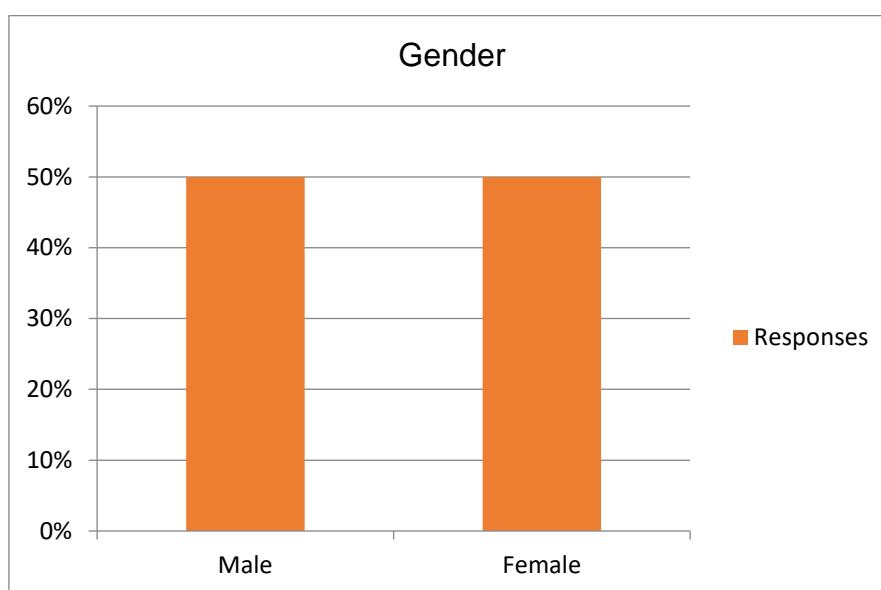


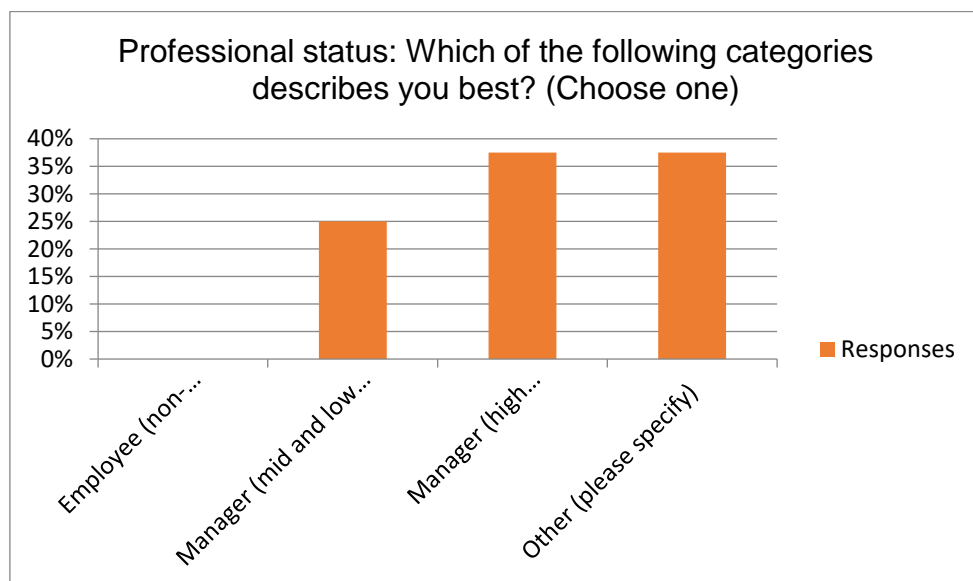
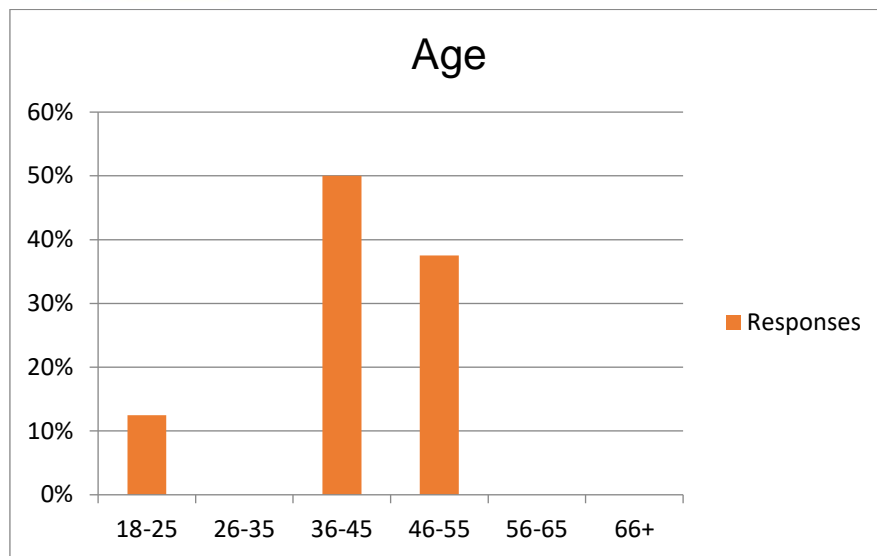
## Belgium

The pilot-testing workshop in Belgium was organized and facilitated by MTC in the premises of the FNRS (Fonds National de la Recherche Scientifique) on the 26<sup>th</sup> of July, 2017. The workshop was attended by 8 participants.

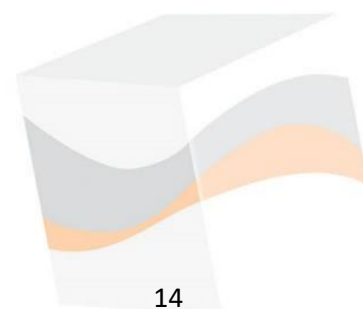
### **Workshop identity (1-7)**

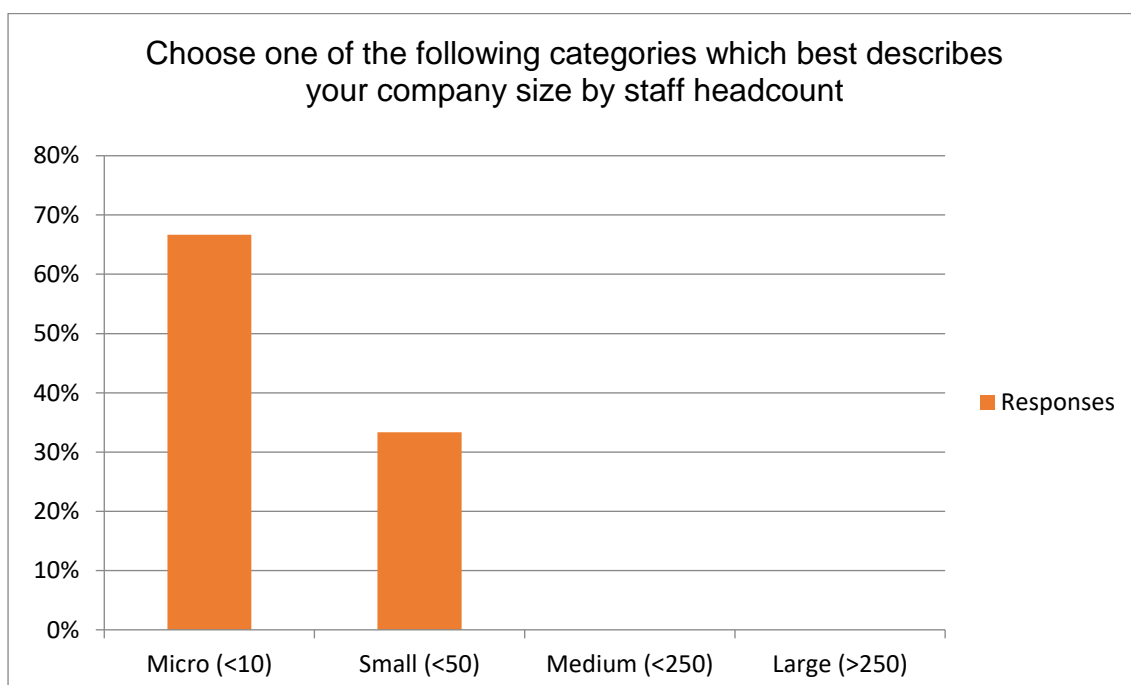
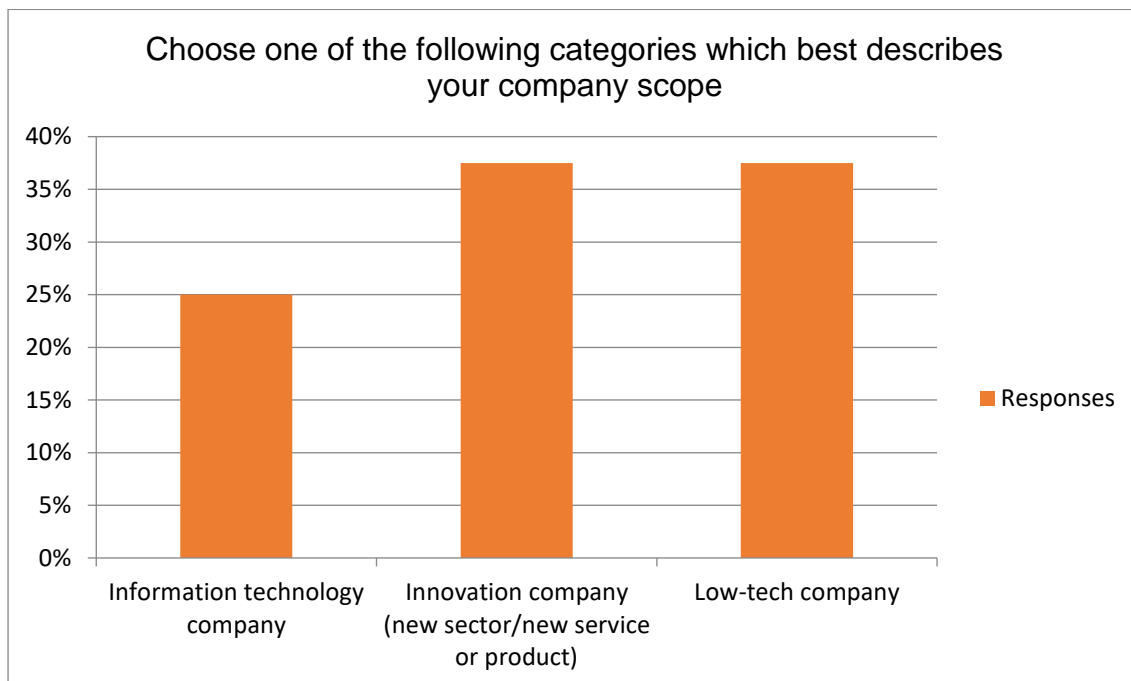
The following tables provide basic information on the workshop participants gender, age-group, professional status, type and size of company/organization they are occupied in, prior participation in intrapreneurial training.





Participants included mid, low, and high level managers, as well as one independent professional, an academician and a business student trainee.





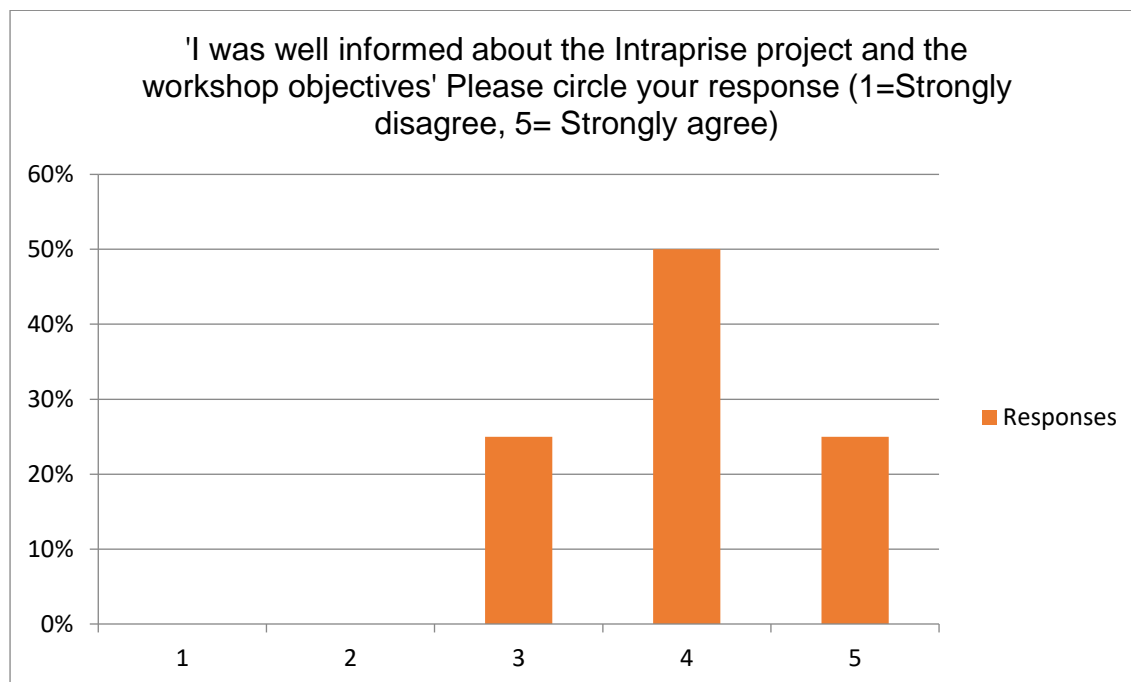
Most participants come from micro companies.





### **Workshop evaluation (8.1.and 8.2)**

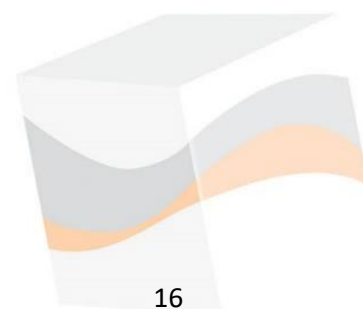
The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.

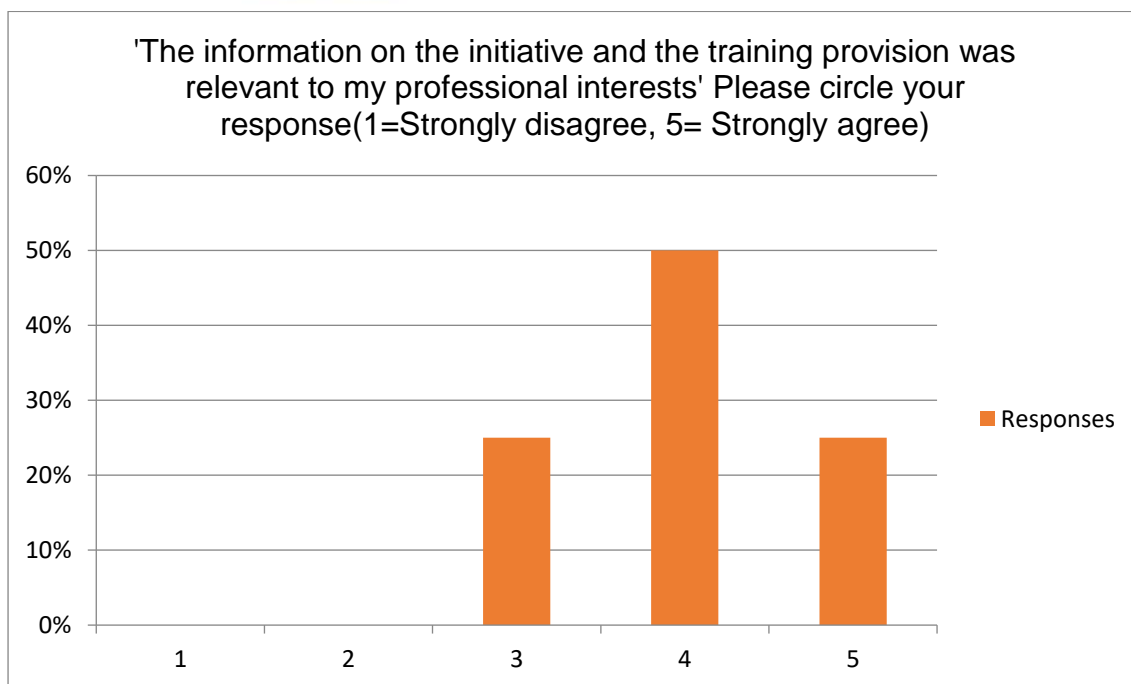


The majority of the participants declared that they have been well informed about the Intraprise project, its objectives and main provisions.

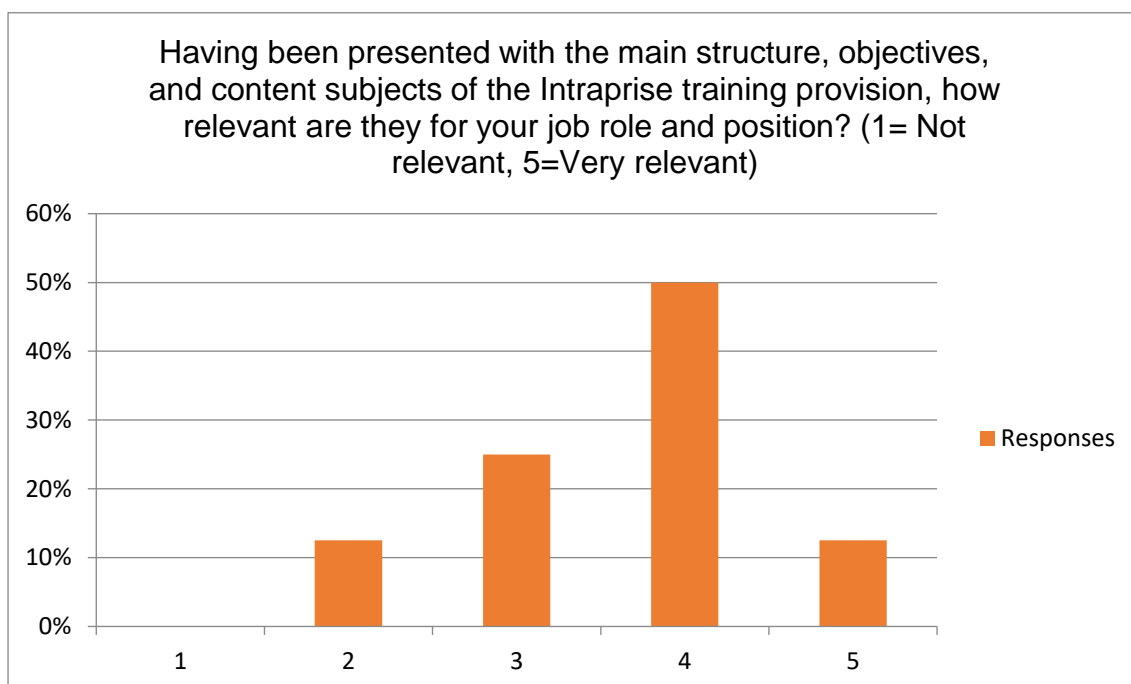
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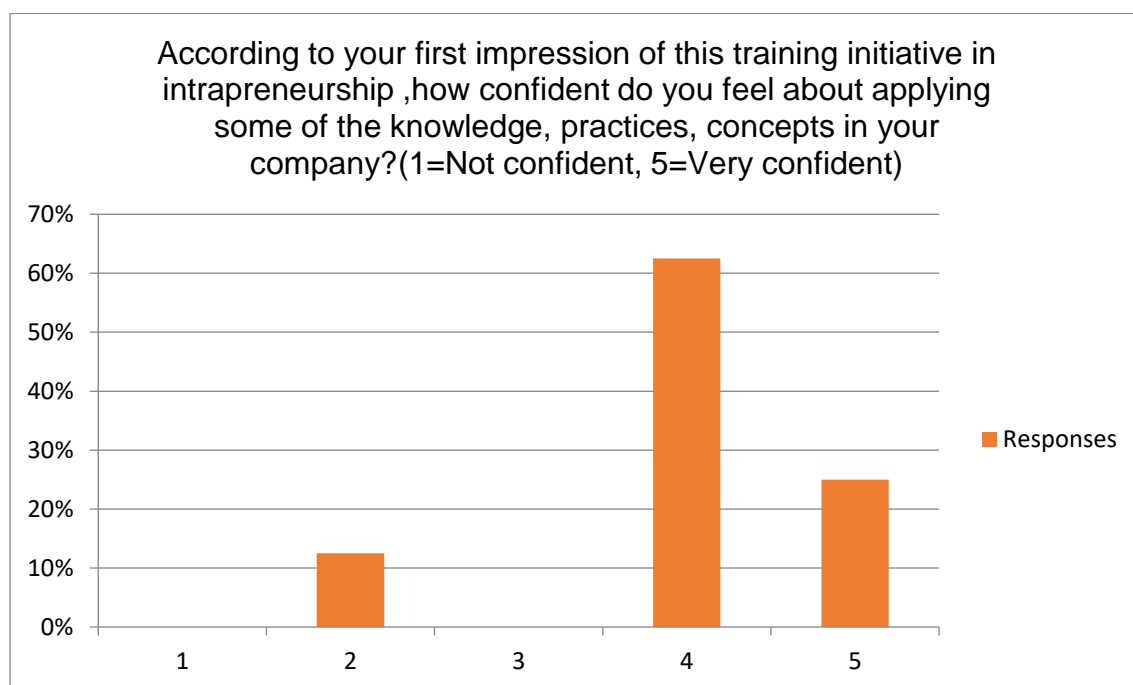
Almost 8 out of 10 participants found the information and training provision offered as relevant to their professional interests.



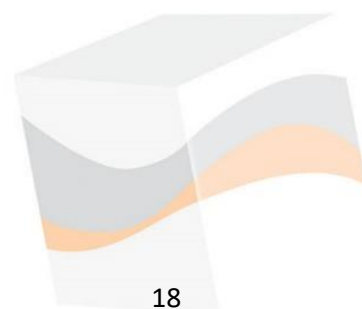
3 out of 10 participants stated that the content subjects of the Intraprise training provision is moderately or little relevant to their actual job role. Considering the

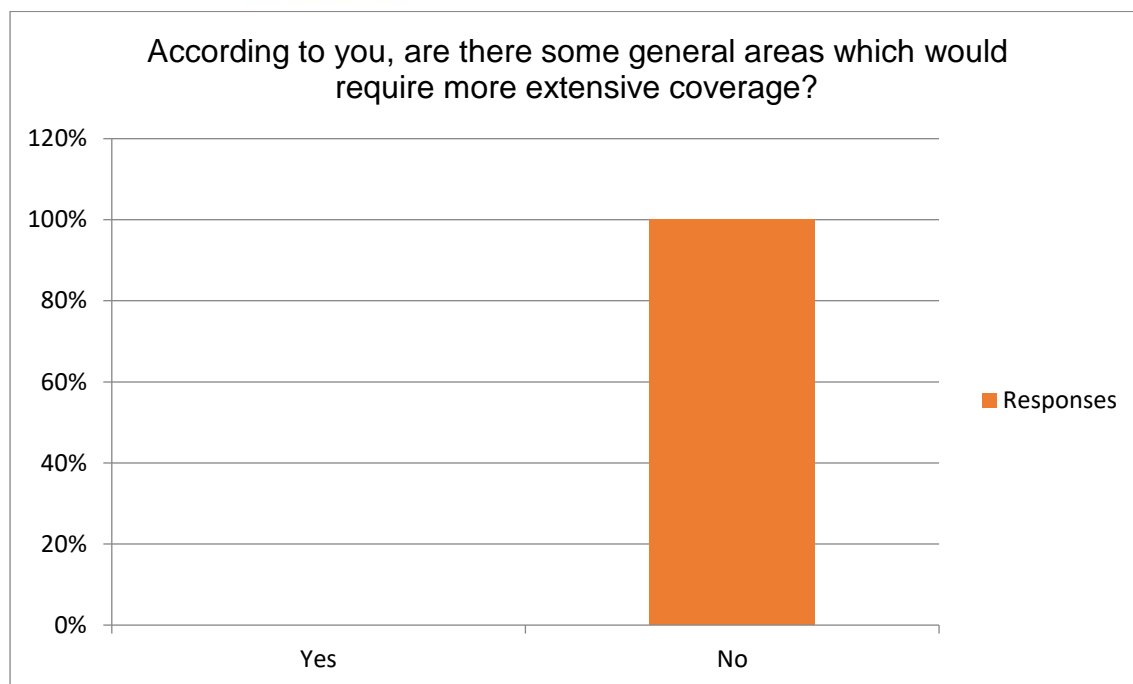


commentary of the workshop facilitator, the reason for this, is that participants think about intrapreneurship as a concept and practice that suits mainly big companies. This notion is debunked in the Intraprise training content, and it would be a good opportunity for further elaboration on the issue, maybe in terms of an intrapreneurship training provision targeting exclusively small businesses. Start-ups are for instance an example of intrapreneurial culture, or at least a form of business conduct providing fertile ground for intrapreneurial approaches and practices.

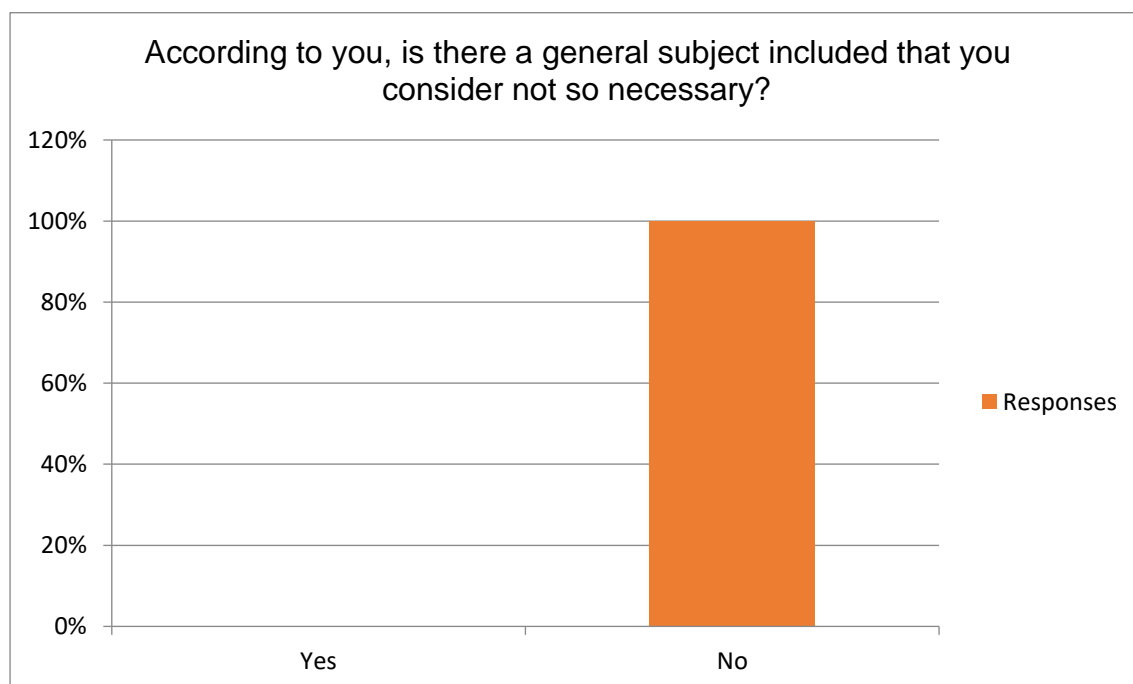


Contrary to the participants' belief, that intrapreneurship is mostly suited to big companies, almost all of them feel confident or very confident about applying some of the knowledge in their companies.



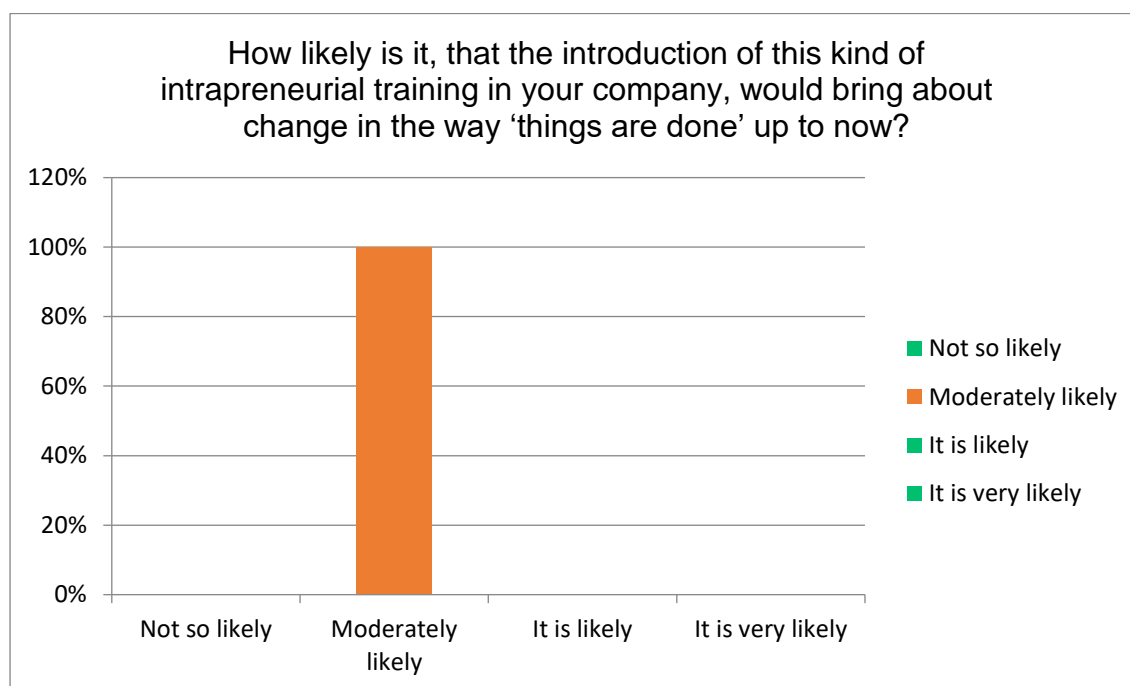


None of the participants would need more elaborate coverage in any area/topic addressed by the training provision.





All participants agreed that there is no general subject that could be considered as not necessary to be included in the Intraprise training provision.



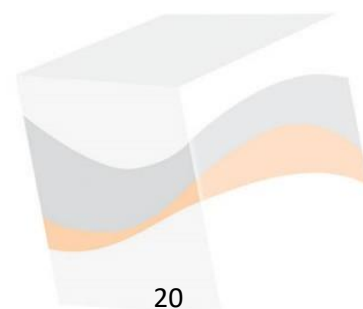
All participants believe that this kind of intrapreneurial training could moderately likely bring about changes in the organizational cultures of their companies.

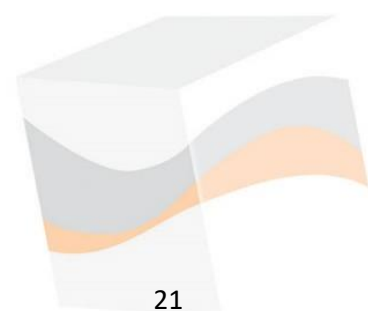
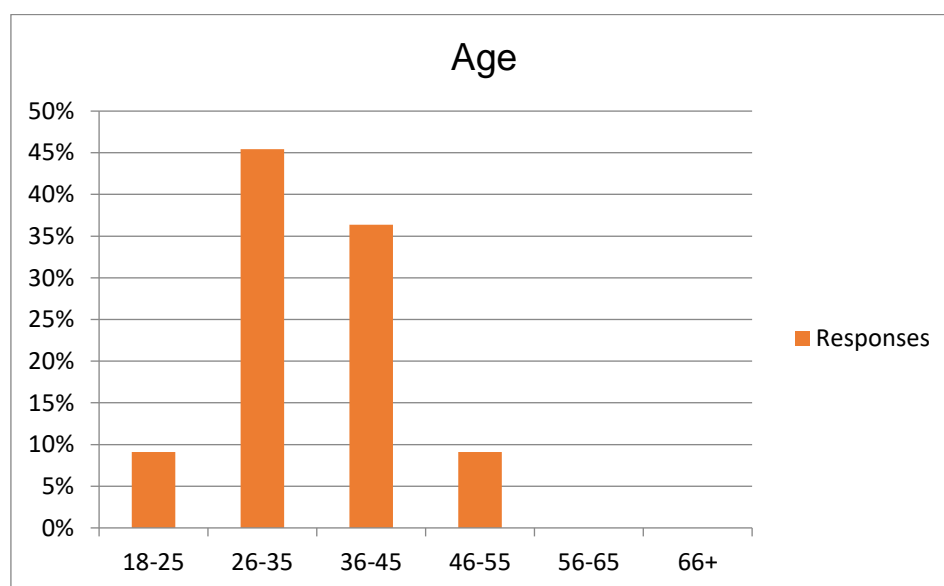
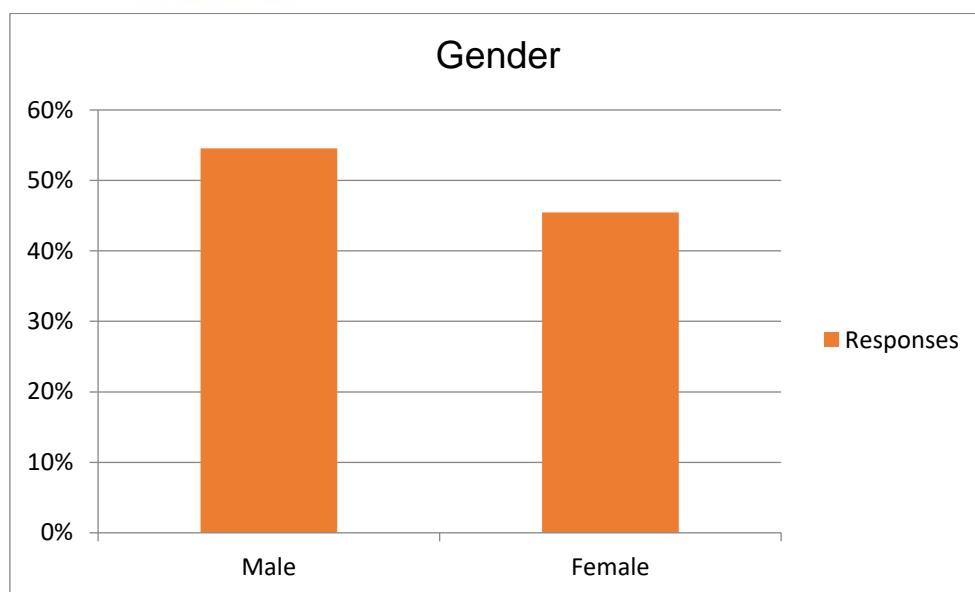
## Greece

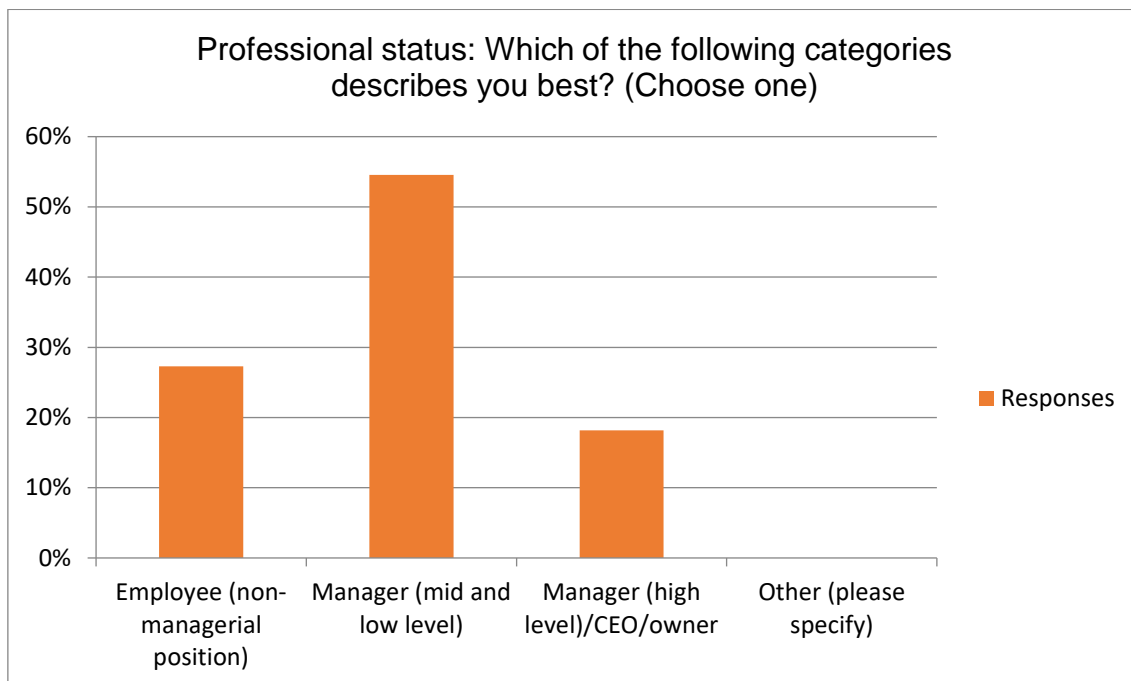
The pilot-testing workshop in Greece was organized and hosted by Found.ation and supported by Militos Consulting S.A., on May the 23<sup>rd</sup>, 2017. The workshop was attended by 11 participants.

### Workshop identity (1-7)

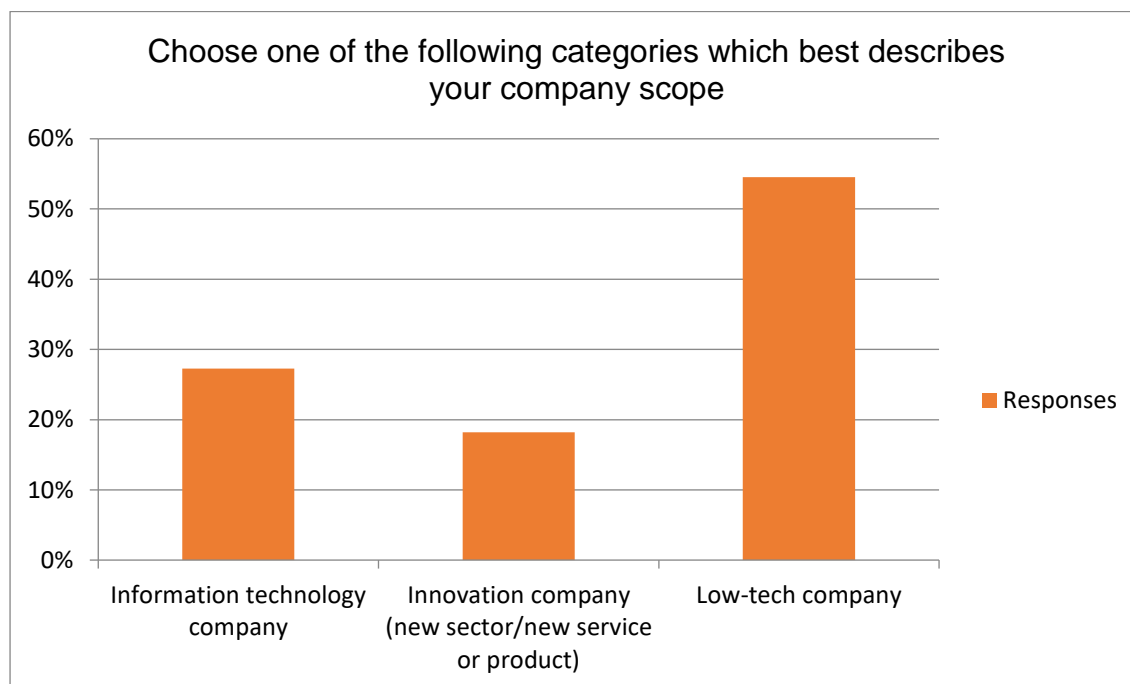
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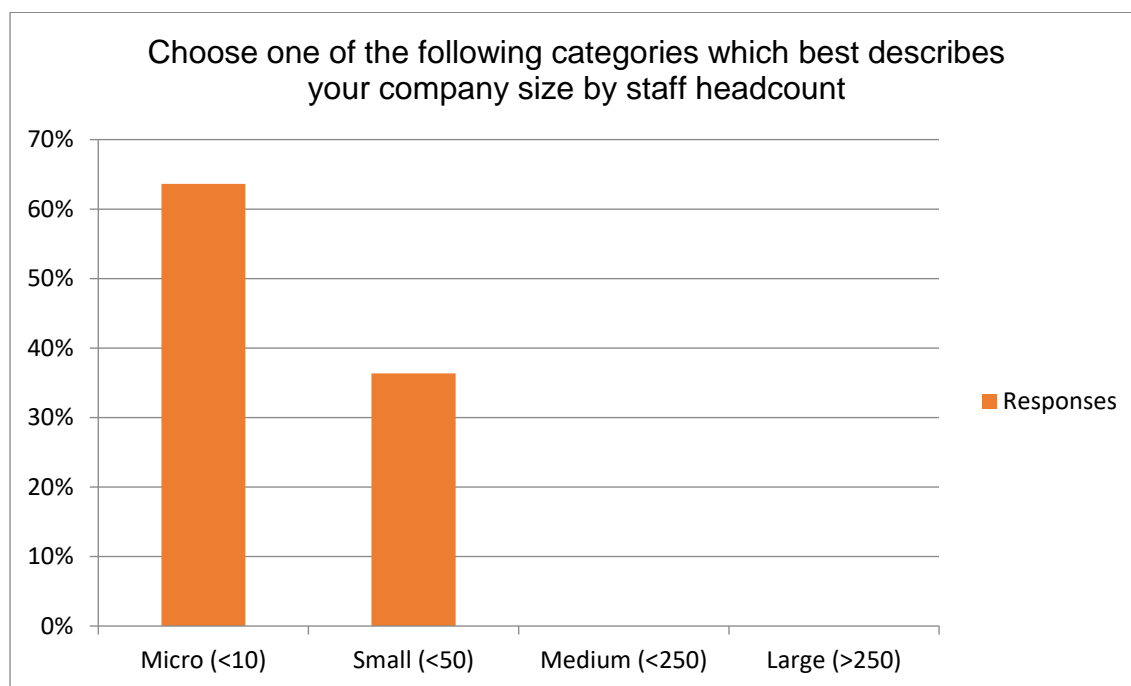
Almost 8 out of 10 participants hold managerial positions.



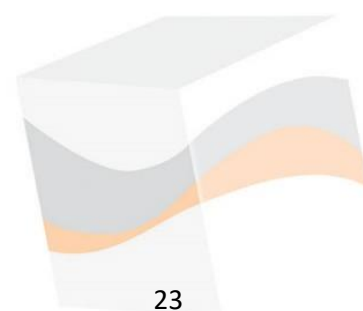


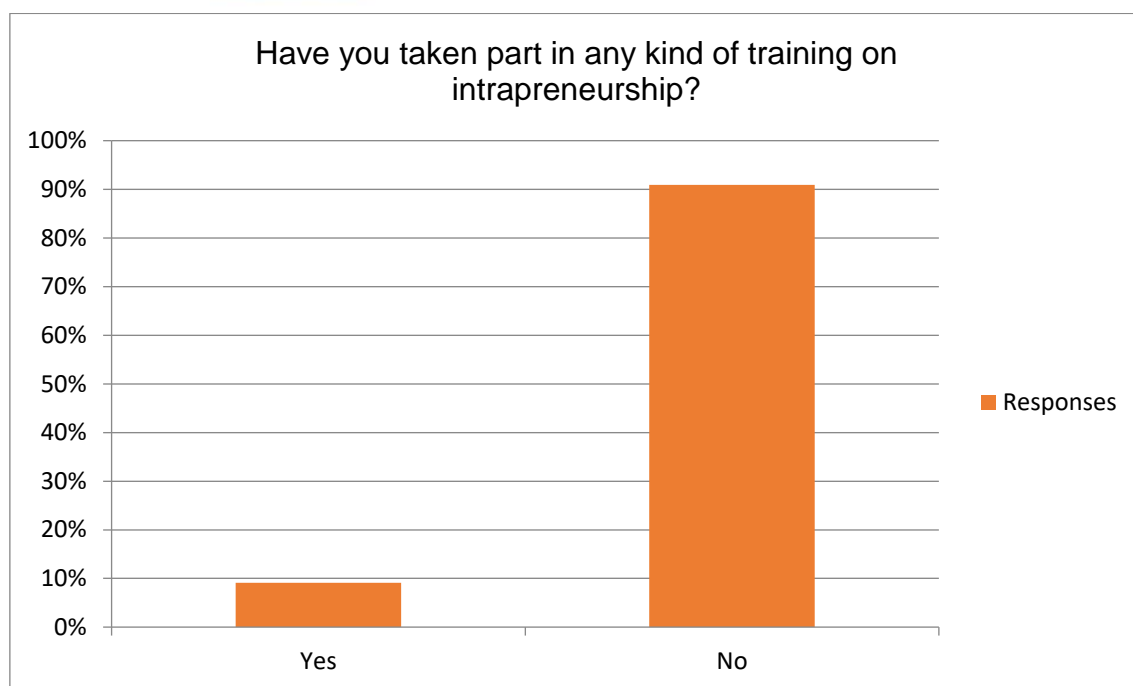


More than half of the participants come from low-tech companies.



All participants work in micro and small enterprises.

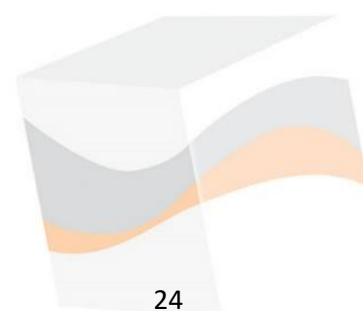


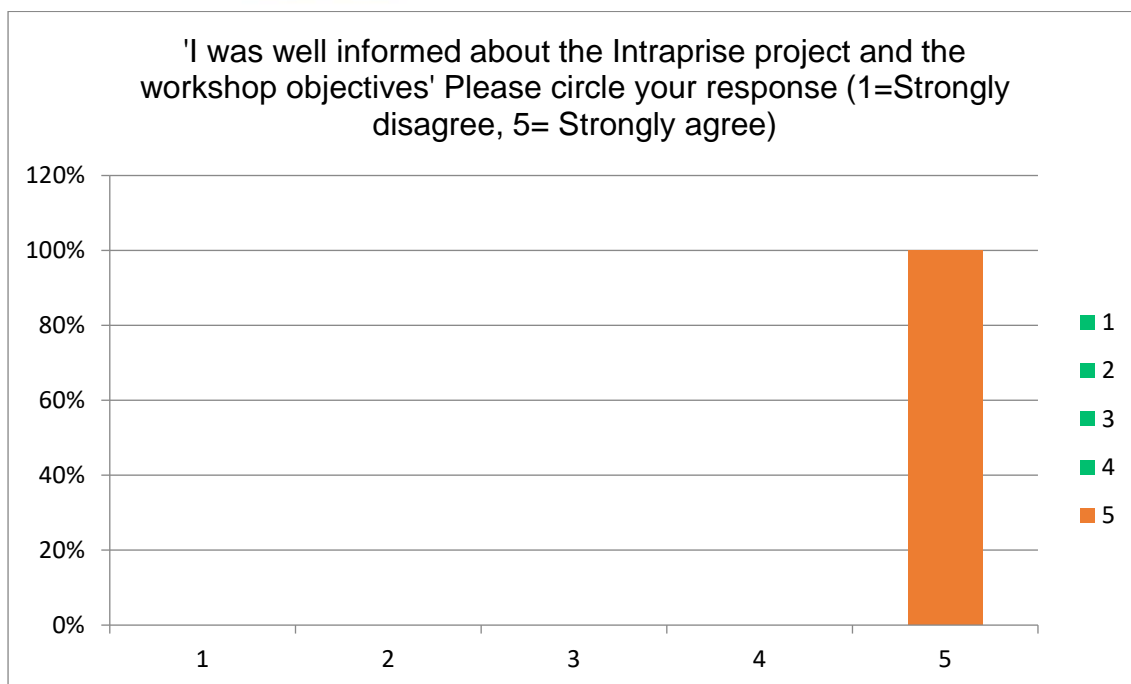


All participants, but one, have never followed any intrapreneurship training programme or initiative.

### **Workshop evaluation (8.1.and 8.2)**

The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.

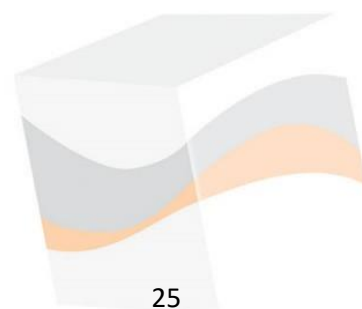


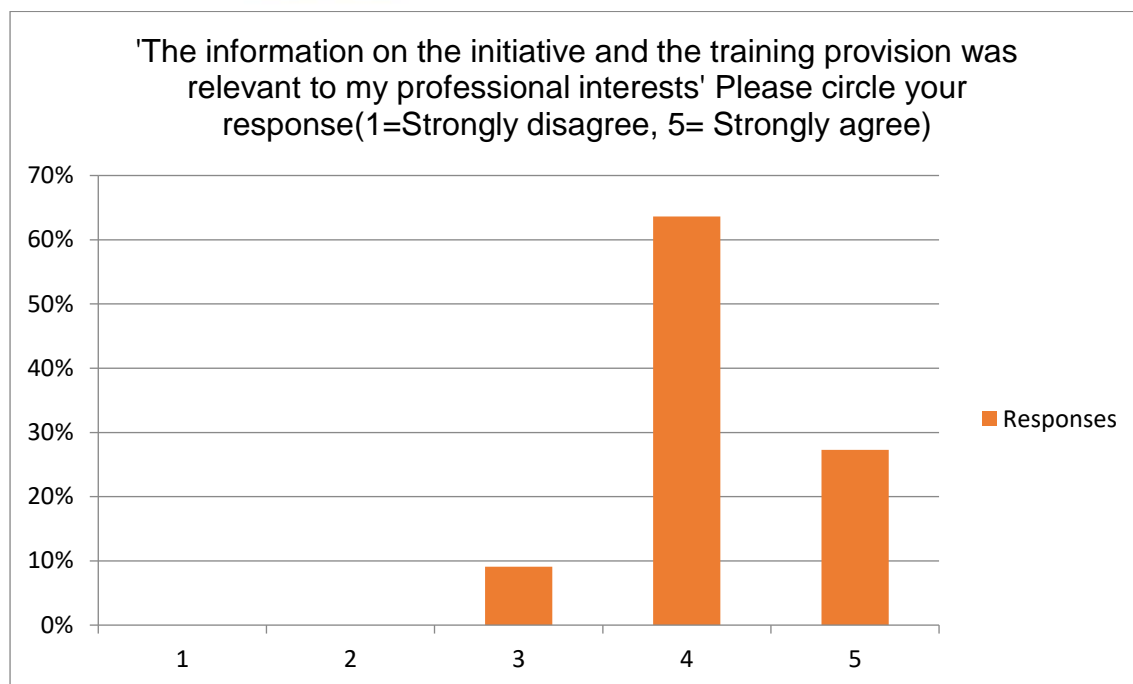


All participants stated that they have been well informed about the Intraprise project and the workshop objectives.

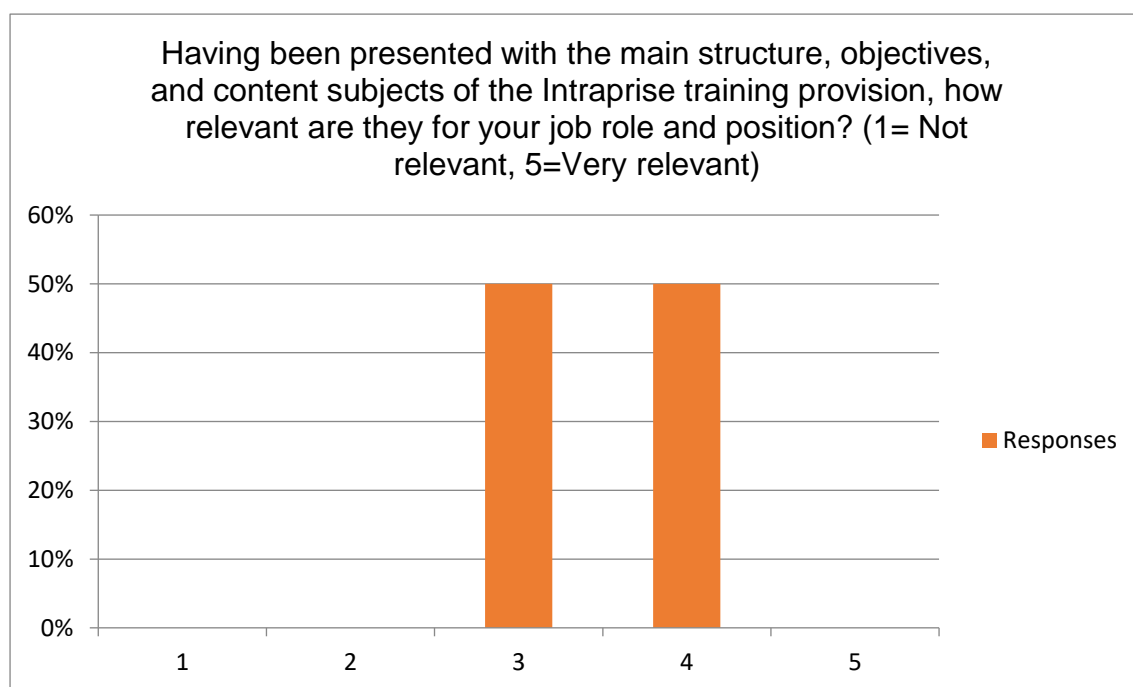
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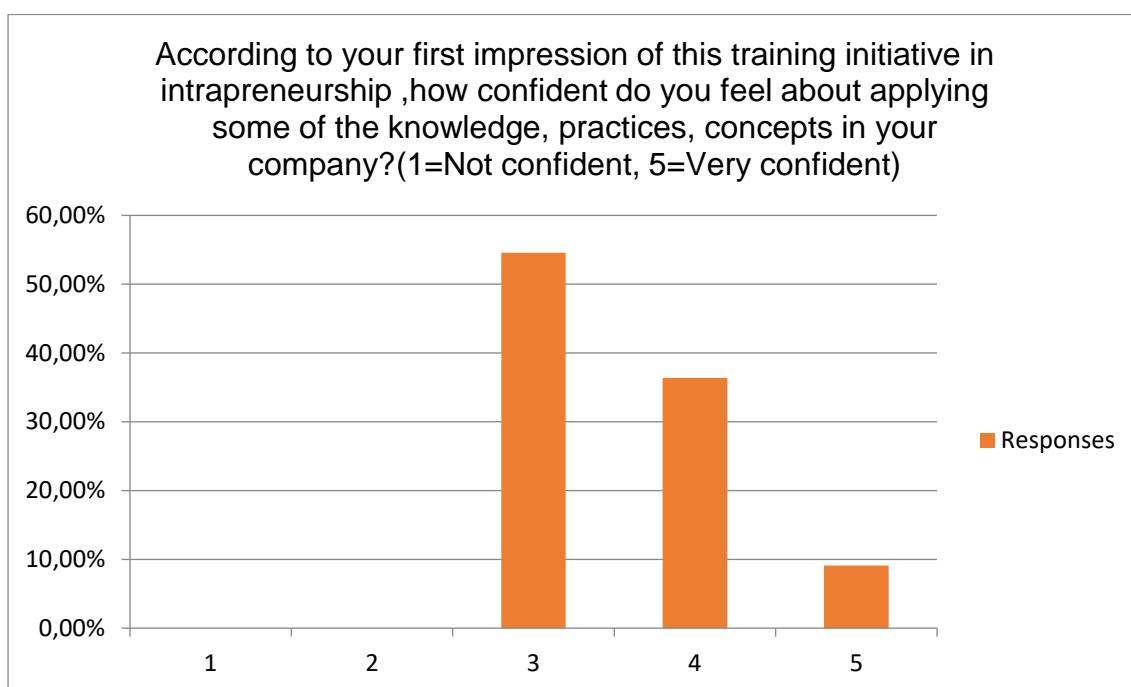


Although coming mostly from low tech companies, almost all participants agreed or strongly agreed that the training provision is relevant to their professional interests.

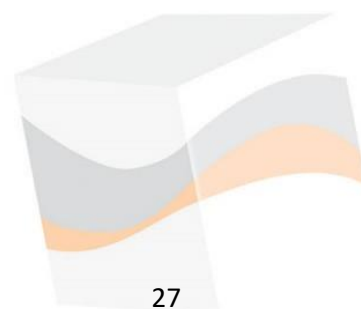


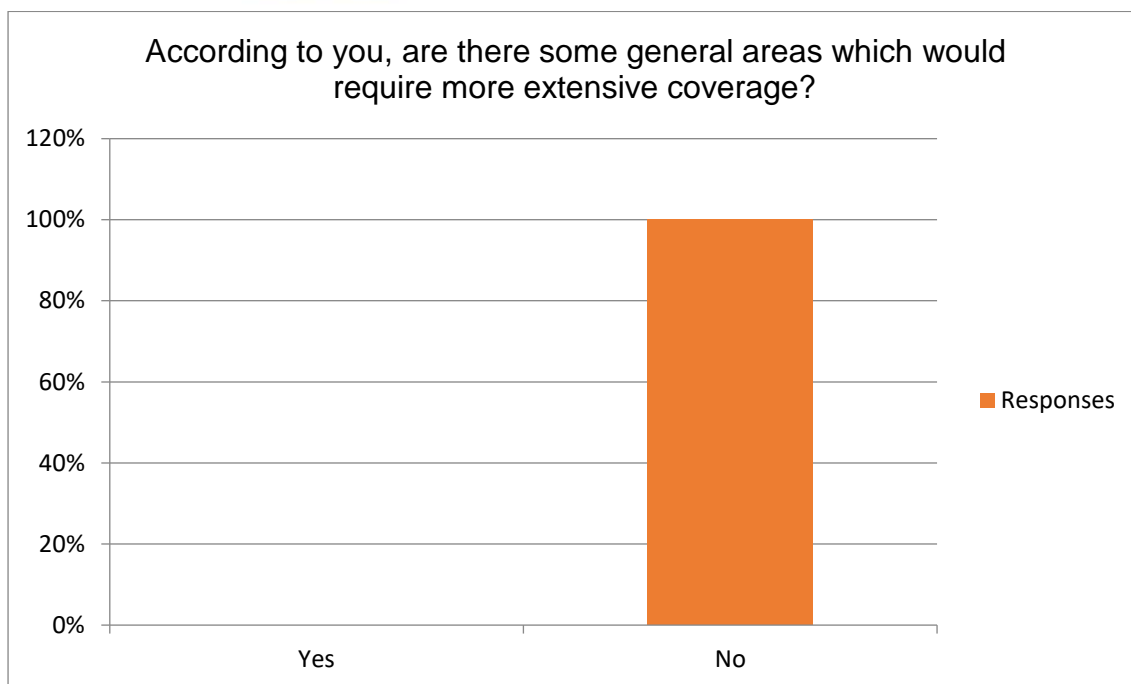


Regarding the relevance of the training provision to the participants' actual job positions and roles, all participants stated that that it is moderately relevant or relevant.

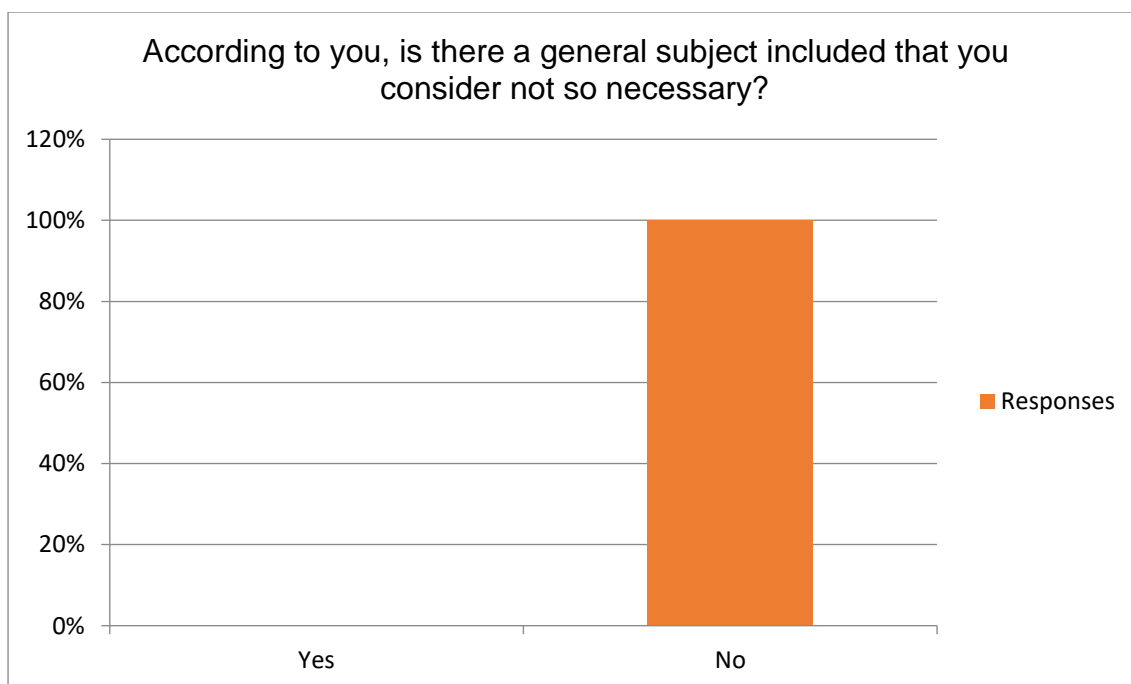


More than half of the participants feel just moderately confident about applying some of the presented practices in their companies. The rest feels more confident, and one participant stated that she/he feels very confident about applying certain knowledge in the company she/he is working.

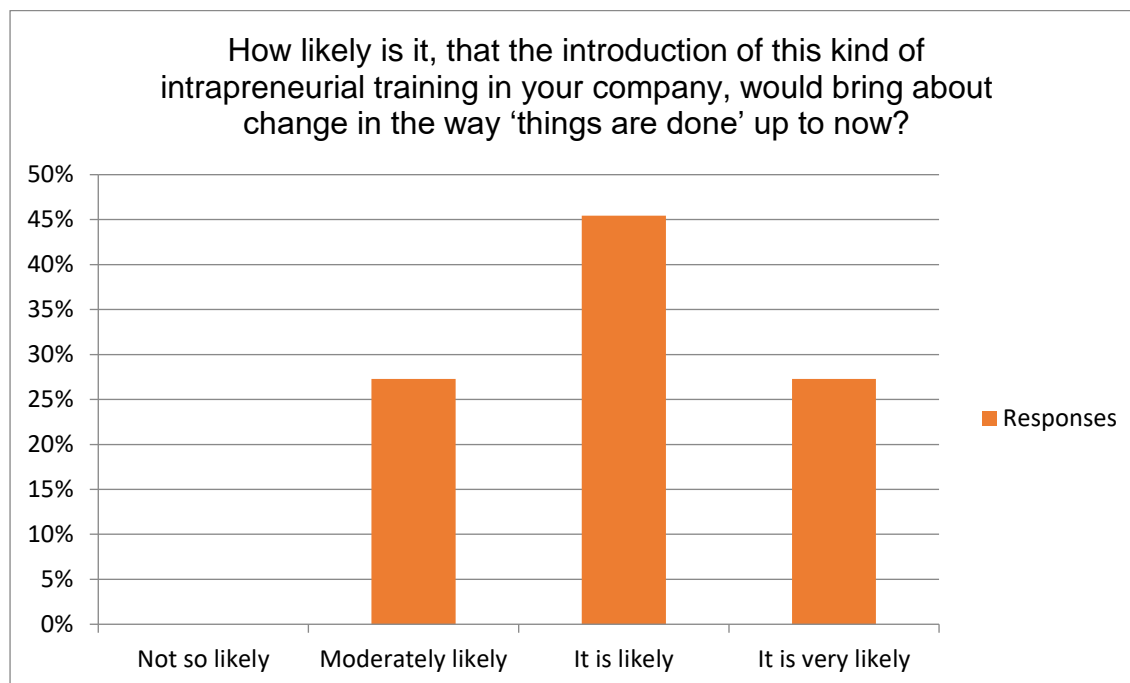




No areas in need of more extensive coverage have been identified by the participants.



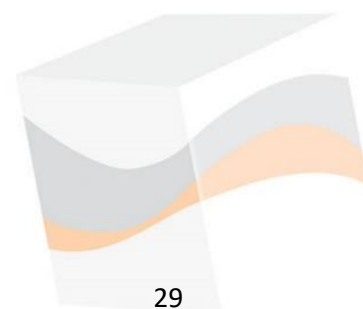
All subjects have been considered as necessary to be included in the training provision at hand.



7 out of 10 participants stated that it is likely or very likely for such a training provision to bring changes in their company.

## Italy

Two pilot-testing workshops took place in Italy on the 17<sup>th</sup> and 18<sup>th</sup> of May respectively. Both workshops have been organized by Melius, in the cities Tolmezzo and Udine. They involved in particular two ICT companies that follow two different business models. The smallest is a private company consisting of 2 owners and 6 employees. The second is a network of professionals who work exclusively for the company but are free in the choices they often share and includes 33 collaborators. In total, the people involved were 22.

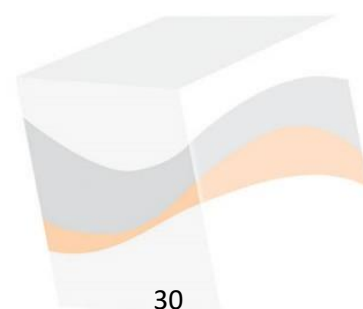
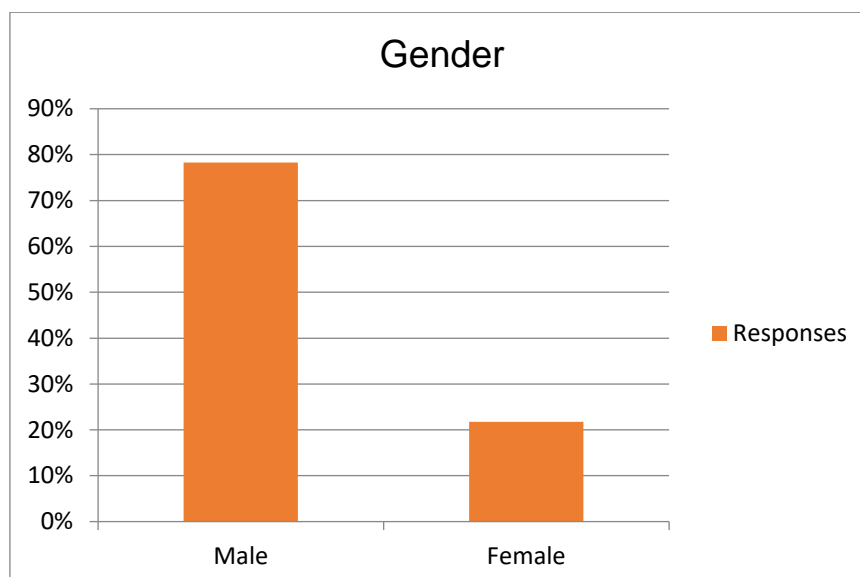


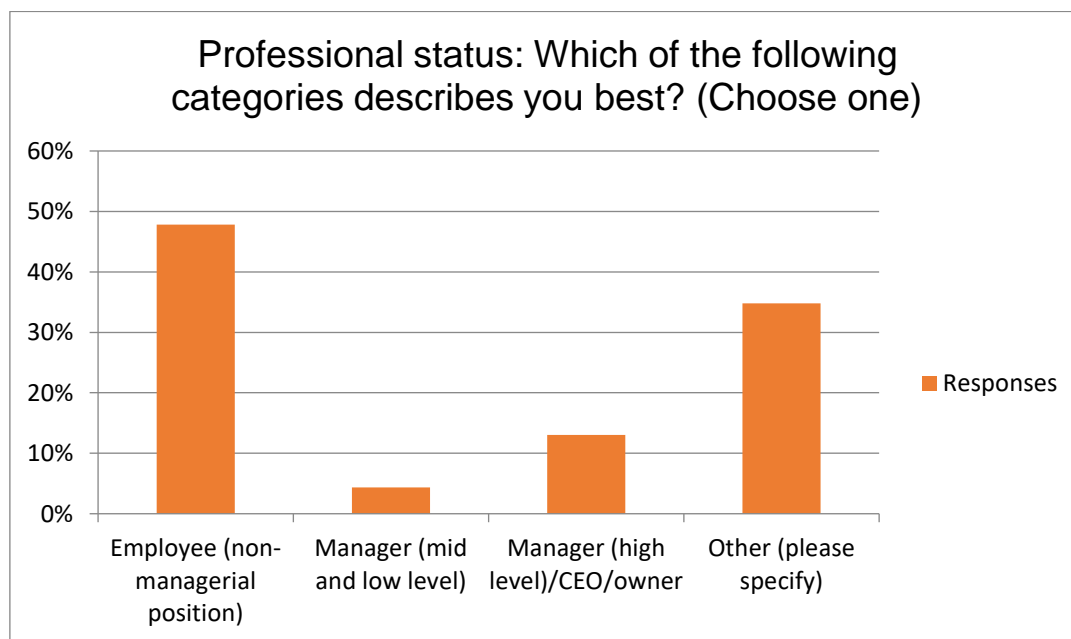
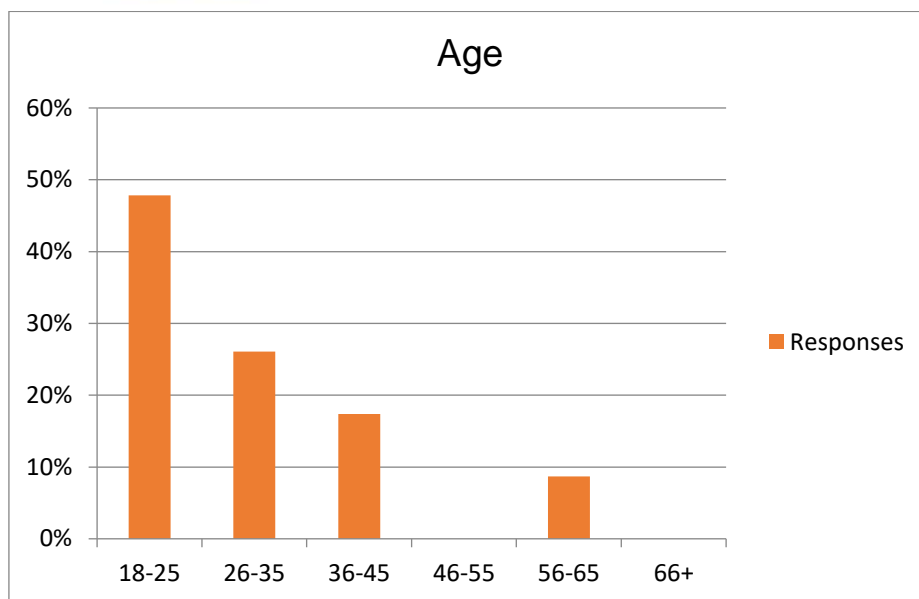




### Workshop identity (1-7)

The following tables provide basic information on the workshop participants gender, age-group, professional status, type and size of company/organization they are occupied in, prior participation in intrapreneurial training.

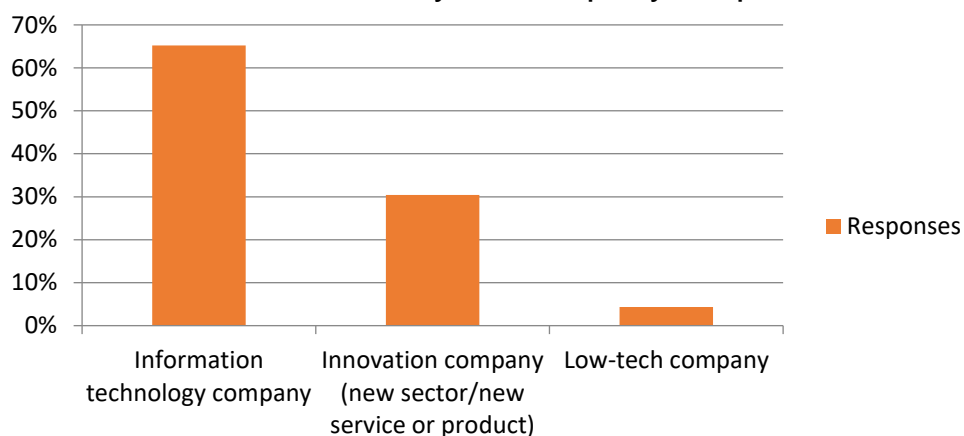




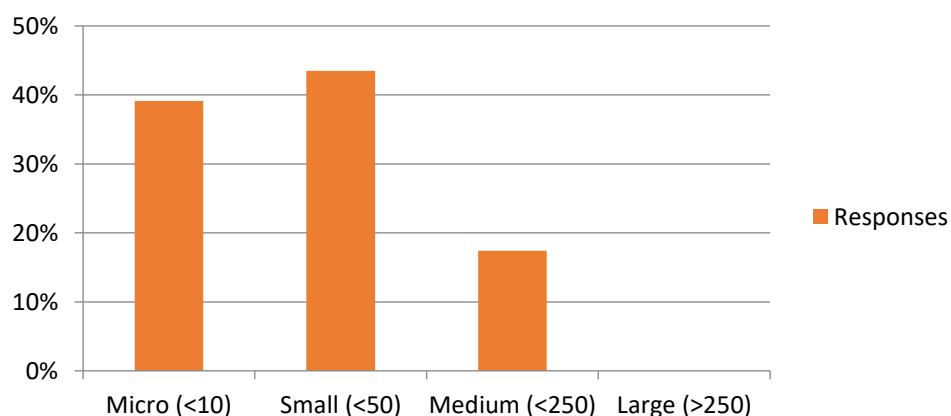
8 out of 10 participants are either employees or freelancers/stage collaborators (other) of the two ICT companies involved in the piloting sessions.

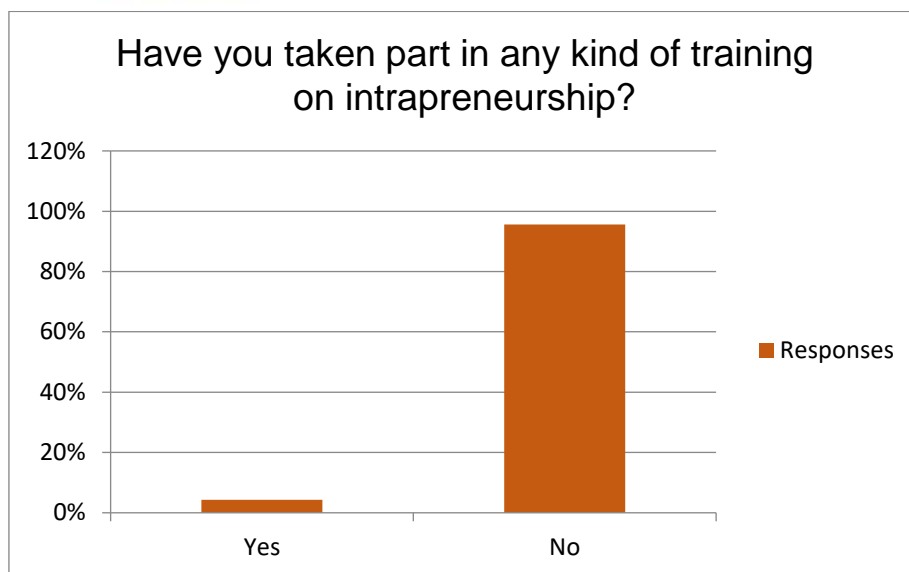


Choose one of the following categories which best describes your company scope



Choose one of the following categories which best describes your company size by staff headcount

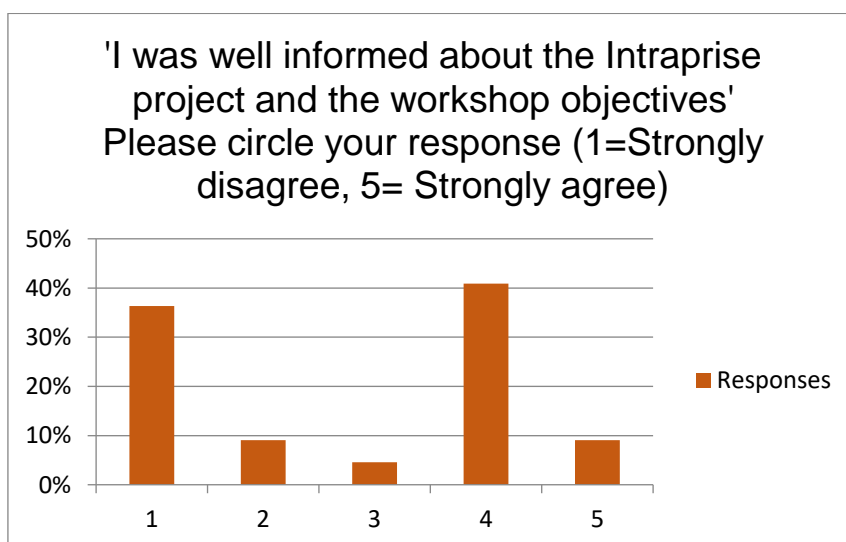




None, expect one, of the participants had any prior experience in any support/training initiative on intrapreneurship.

#### **Workshop evaluation (8.1.and 8.2)**

The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.



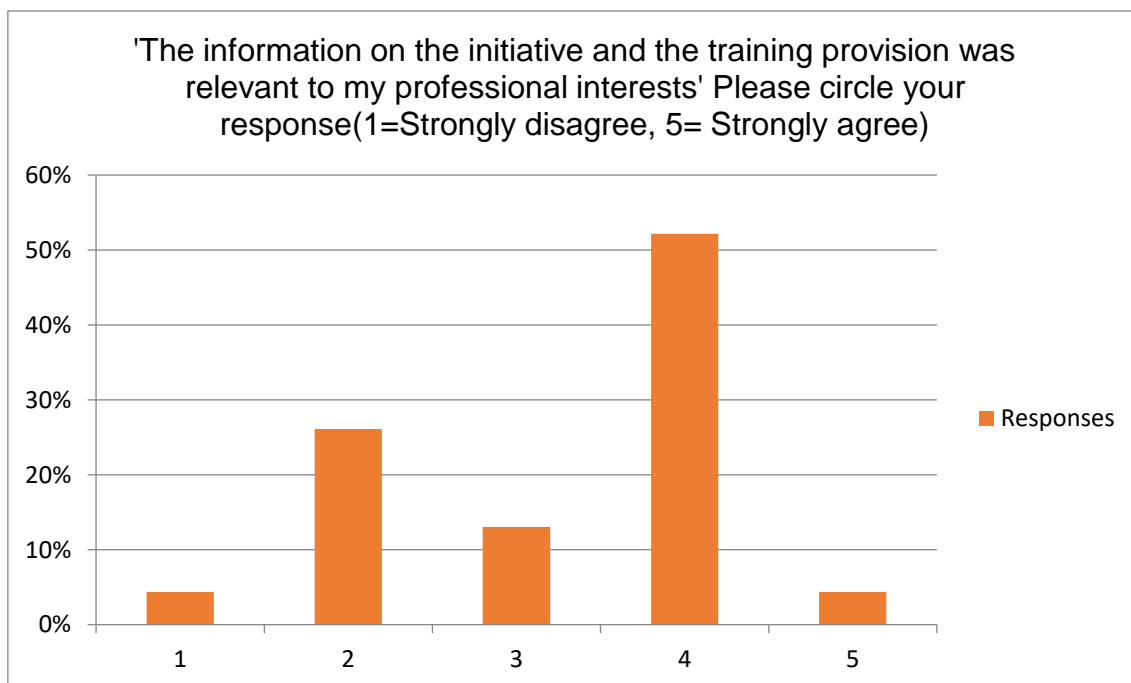
Interestingly enough, there were mixed reactions regarding the overall information provided with respect to the Intraprise project objectives during the workshops. The



bigger company representatives were in general less active in general, since some concepts have been considered as well-known and 'taken for granted'. Since the bigger company involved works basically with external collaborators and free-lancers (network of software developers), they are more familiar with the philosophy of intrapreneurship. The small company was far less familiar with certain concepts within the scope of intrapreneurship, following a more rigid, traditional management model. It is them however who welcomed the intrapreneurial model as a way for change and innovation. As it was made evident during the course of the workshop however, this would be hard to be translated into actual practice.

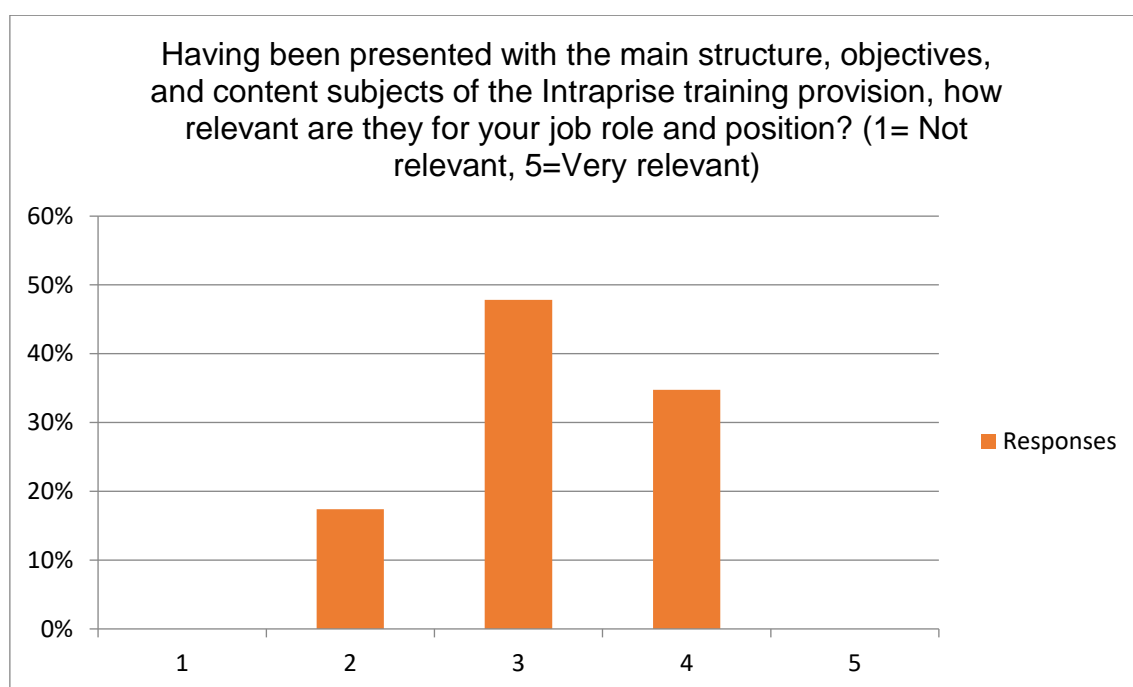
### ***Evaluation of the Intraprise training provision (9-13)***

The data provided below summarize the main aspects of the Intraprise e-platform assessment by the participants during the workshop:

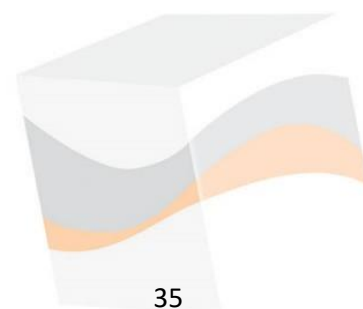


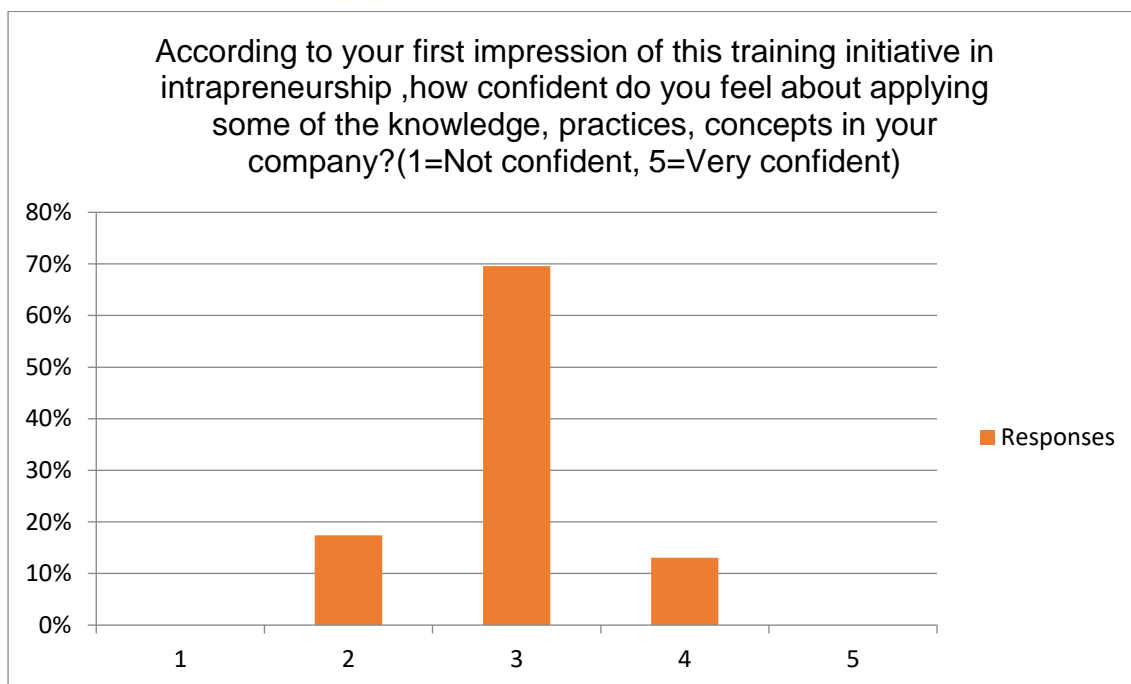


Taking into consideration the mix of participants in the two different workshops regarding the nature of the companies they are working in, the responses regarding the relevance of the training provision to their professional interests is mixed. In general however, more than the half of the participants agrees that there is relevance with their overall professional interests.

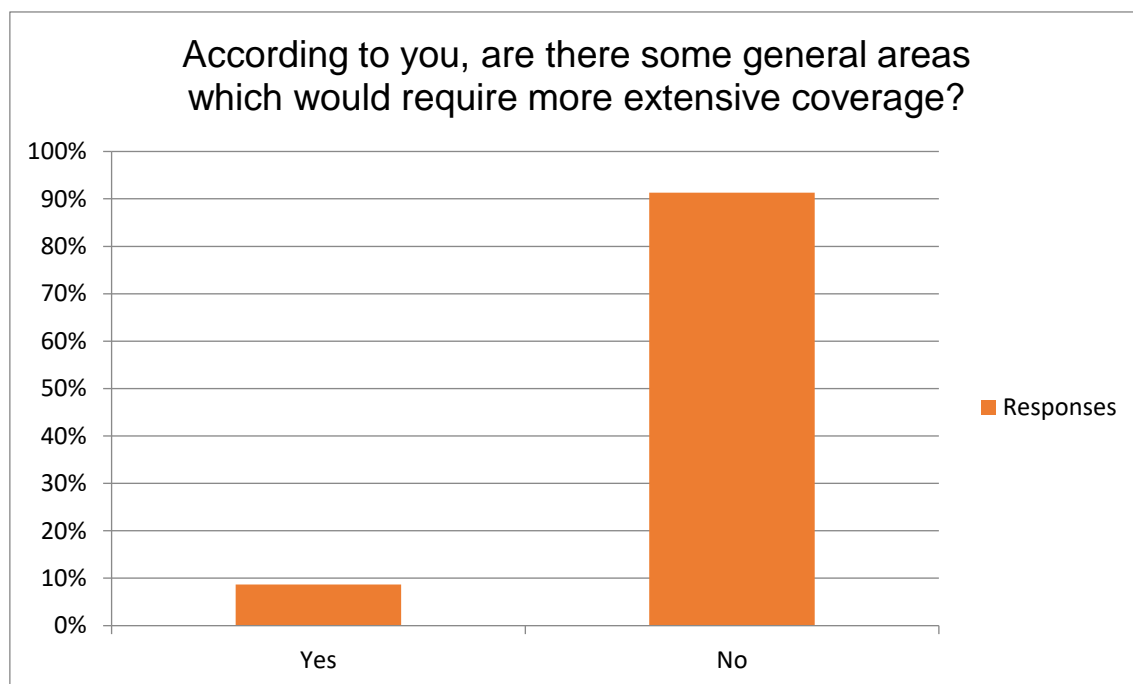


Regarding their actual job role and position, 80% of the participants found the content subjects moderately relevant or relevant to their role.



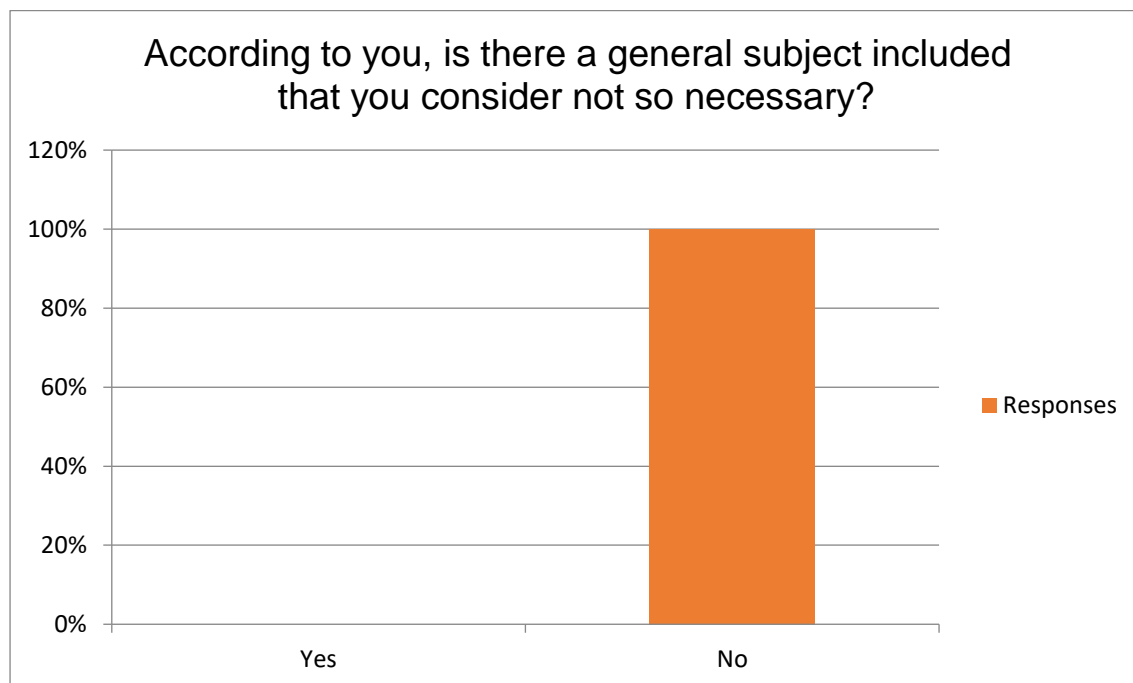


Confidence in applying some of the intrapreneurial practices in the participants companies is moderate to likely for 7 out 10 respondents.

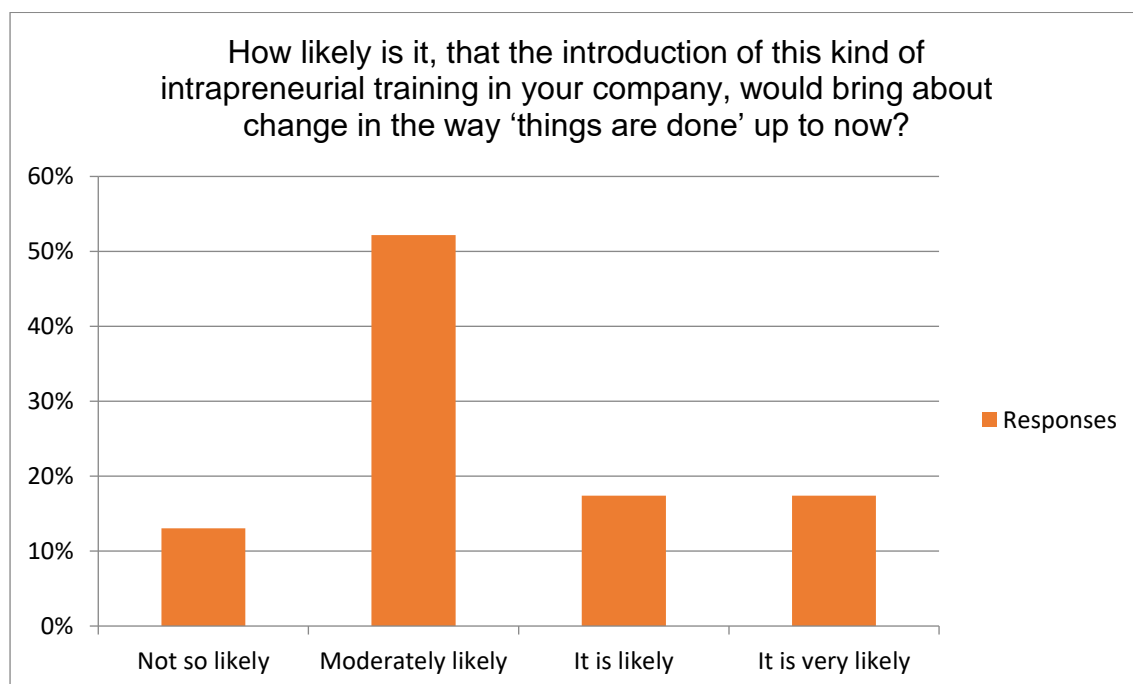


Almost all participants agreed that there is no need for extra coverage in any other area within the scope of the subject matter.





In the same vein, no unnecessary subject/topic has been identified.





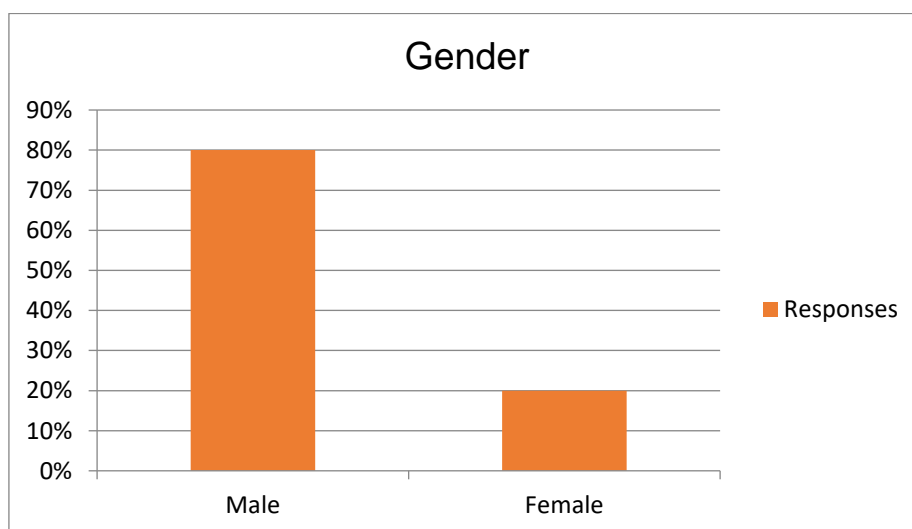
Half of the respondents stated that such a training initiative would moderately likely bring change within a company, while almost 3 out of 10 thought that this is likely or very likely to happen. The responses to this question reflect again the interesting juxtaposition of the large, network-oriented company, and the small one. It is the participants of the small company who mostly appreciated the intrapreneurial approach, who however at the same time find it difficult to be applied in practice. We must stress of course that no managers took part in the workshop, so the insights collected are those of the employees. We could assume, with no further indication for this, that they probably see the managerial structure in place as the main barrier towards adopting an intrapreneurial culture, and thus see intrapreneurship as a top-down practice, initiated by the company management.

## Romania

The pilot-testing workshop in Romania was organized in Sigular logic Romania on the 28<sup>th</sup> of July 2017, involving 10 participants from ICT companies.

### **Workshop identity (1-7)**

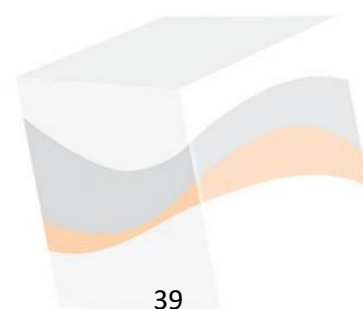
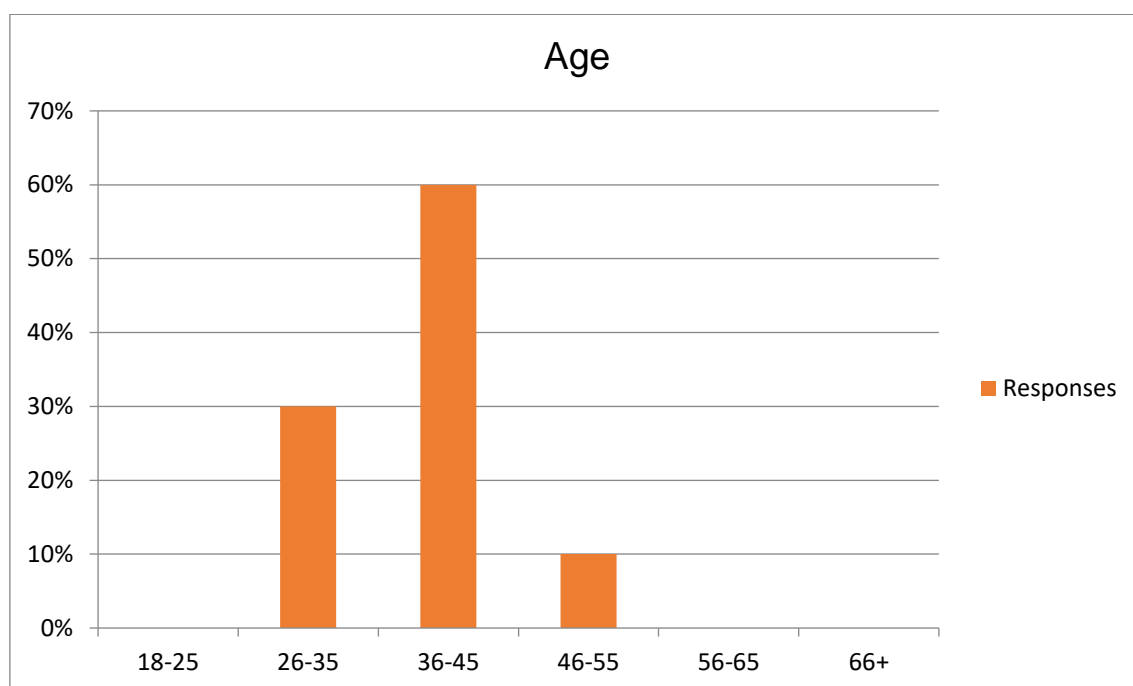
The following tables provide basic information on the workshop participants gender, age-group, professional status, type and size of company/organization they are occupied in, prior participation in intrapreneurial training.

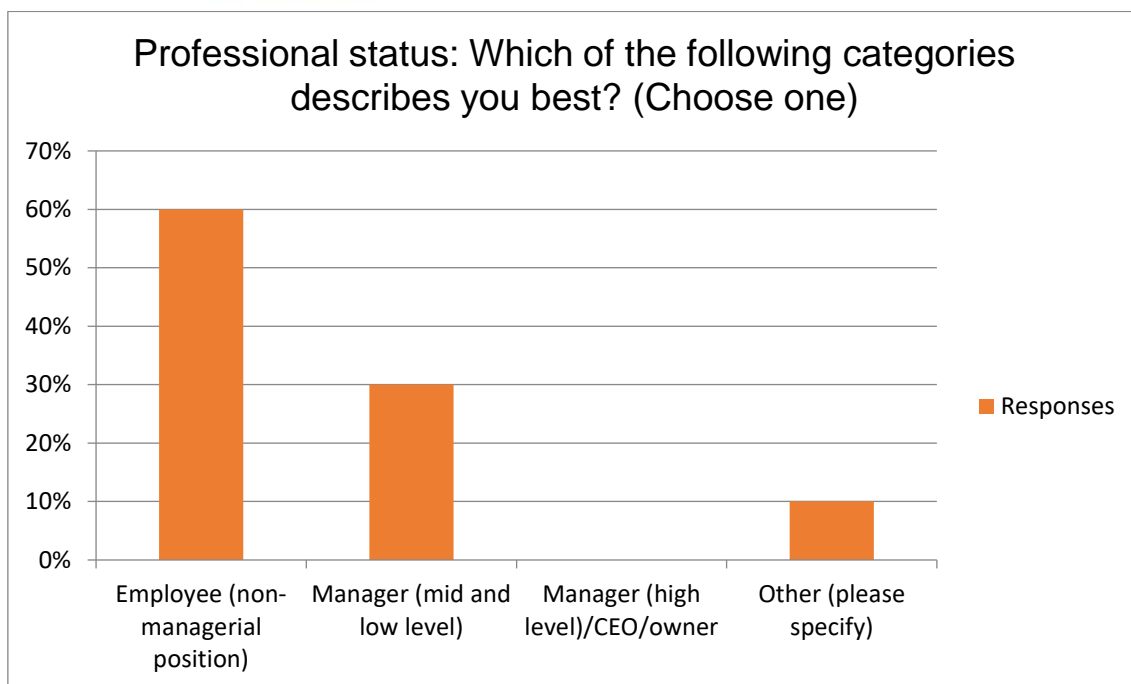




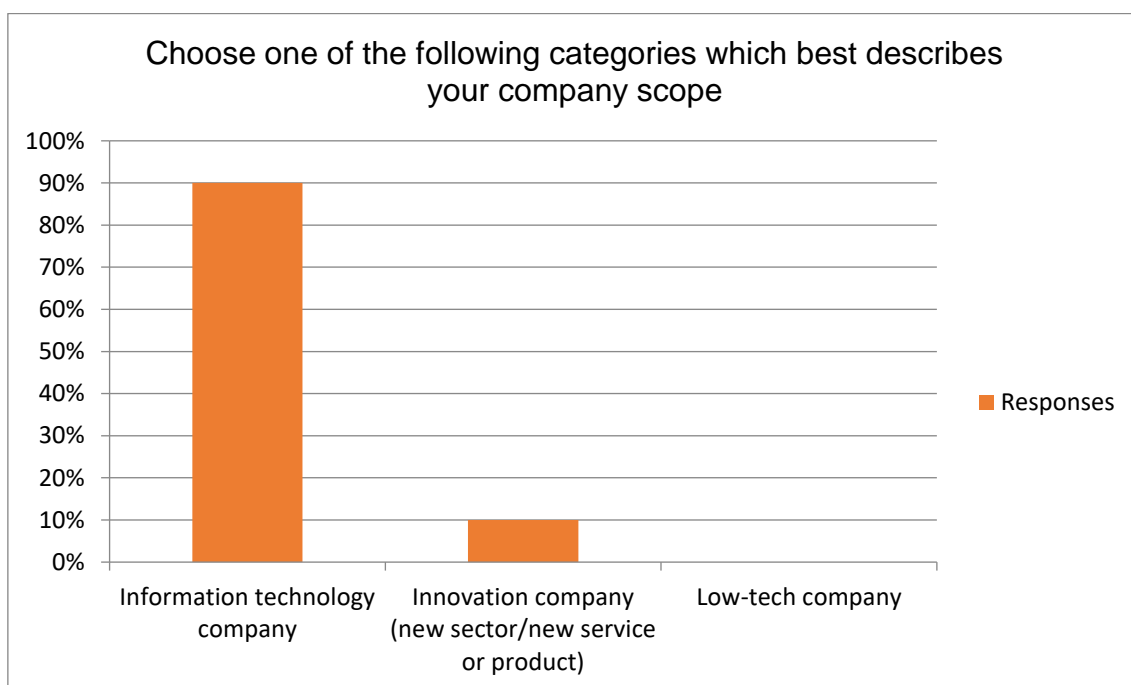
Erasmus+

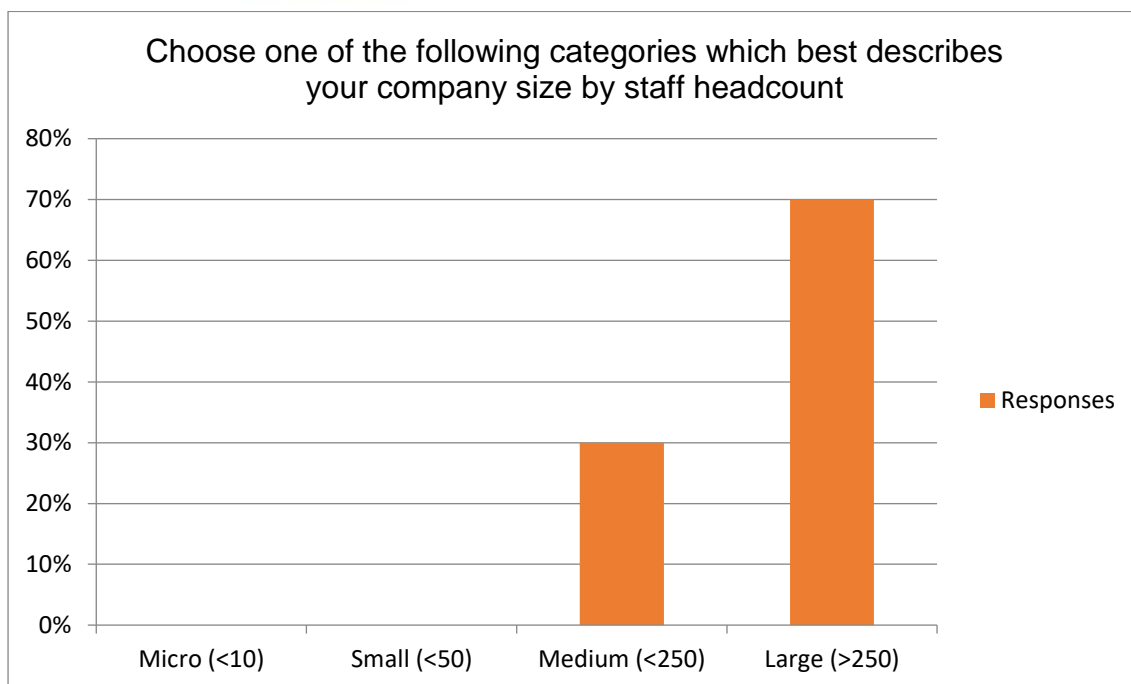
This project has been funded with support from the European Commission.



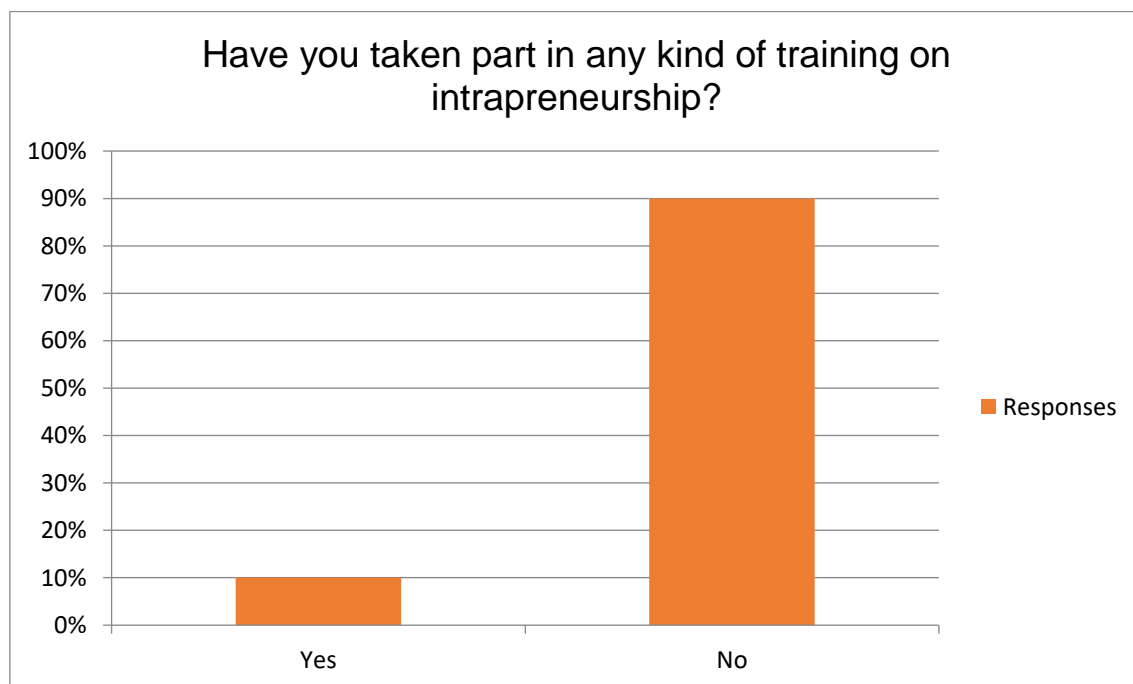


60% of the participants hold no managerial position.





The Romanian workshop is the only one involving participants from medium and large companies exclusively.

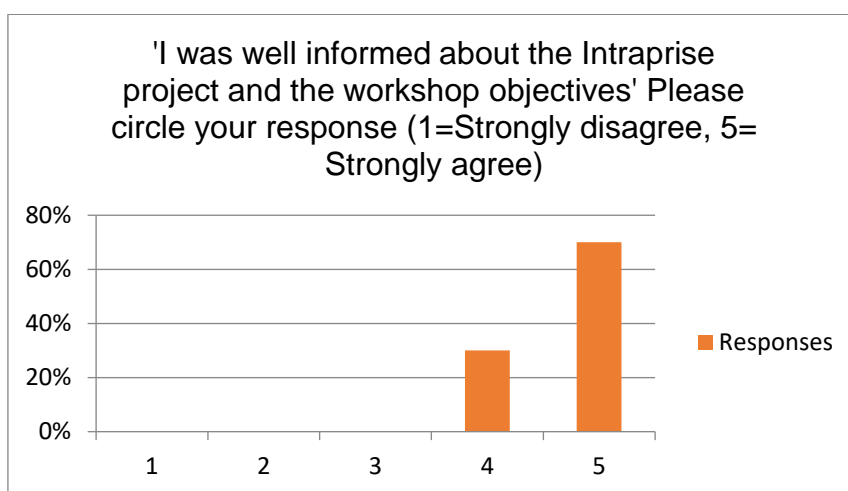


90% of the respondent never took part in any intrapreneurial training initiative.



### **Workshop evaluation (8.1.and 8.2)**

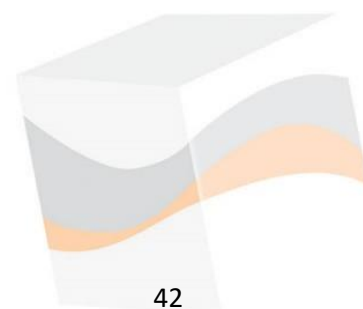
The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.

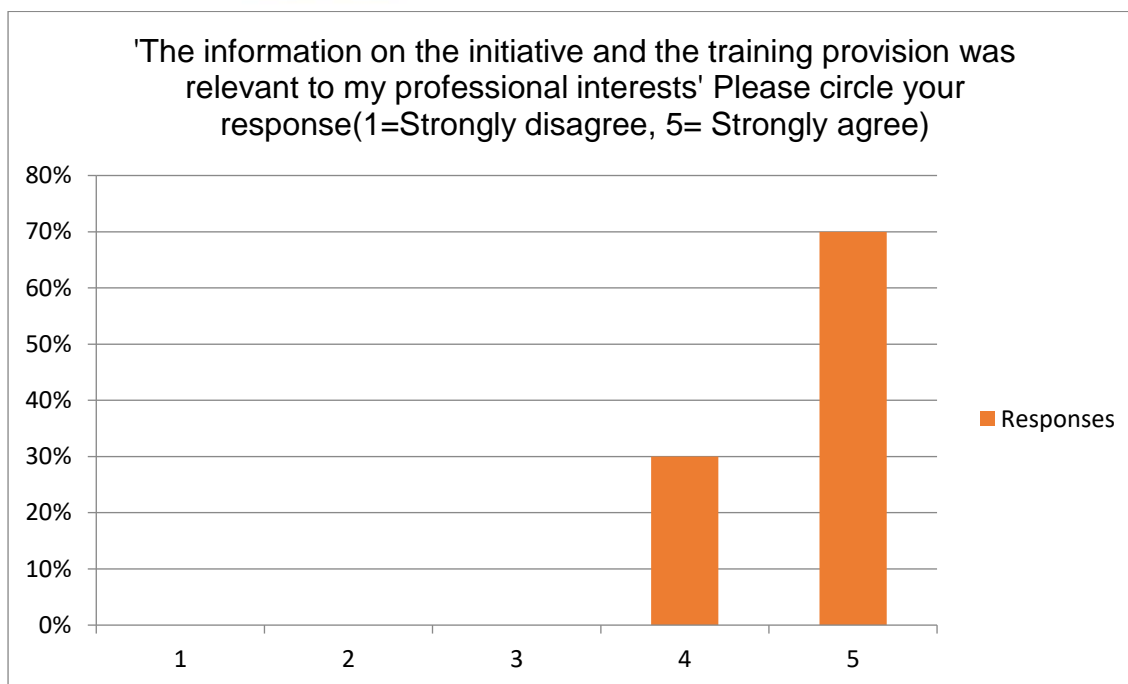


Information on the Intraprise project and the workshop objectives has been very well received by the majority of the participants.

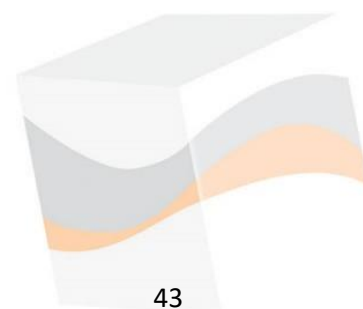
### **Evaluation of the Intraprise training provision (9-13)**

The data provided below summarize the main aspects of the Intraprise e-platform assessment by the participants during the workshop:

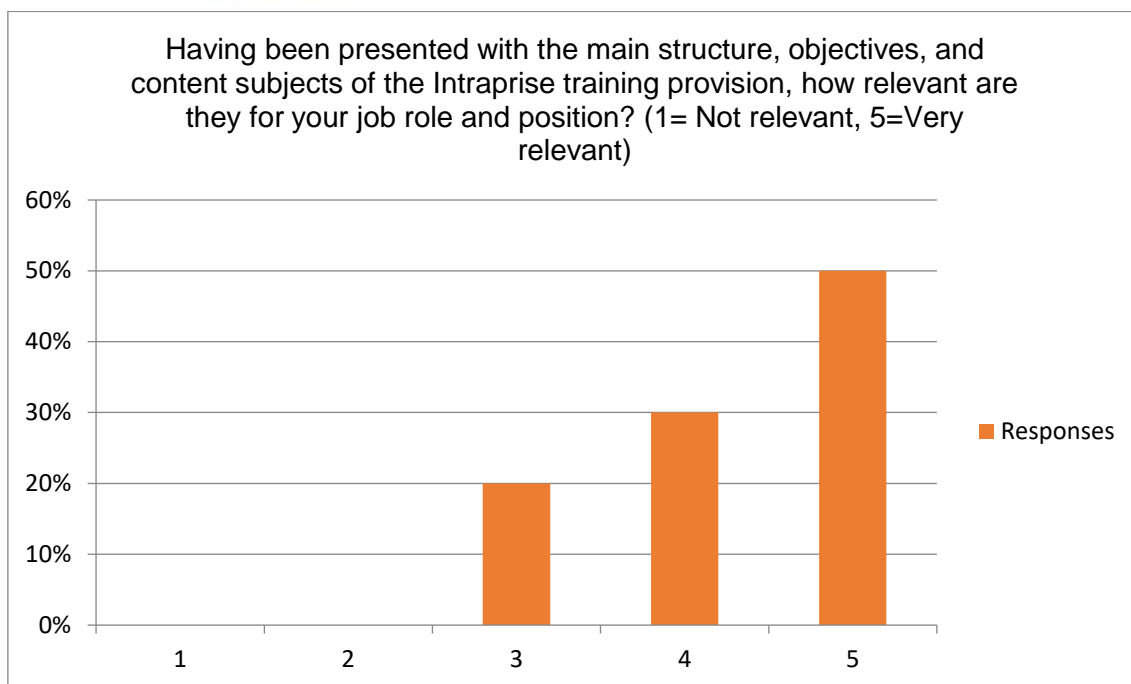




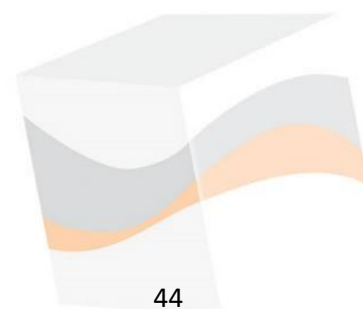
70% of the respondents strongly agreed that the training provision is relevant to their professional interests. The rest agrees with the statement as well. Considering the responses collected from other countries which in the most cases come from employees or managers of small or very small companies, it seems that intrapreneurship is considered as more relevant to those who are occupied in large companies. We received similar insights in the case of Belgium and elsewhere as well. As already pointed out, the material presented on the Intraprise e-platform doesn't promote this approach or notion. On the other hand, the available examples of intrapreneurial case studies imply that intrapreneurship is a game for big companies. The objective of the Intraprise project was indeed to foster intrapreneurial cultures into corporate environments, but still, in terms of training material and guidelines, the project approached intrapreneurship as a mode of conduct and an organizational model that would suit medium and small companies as well.

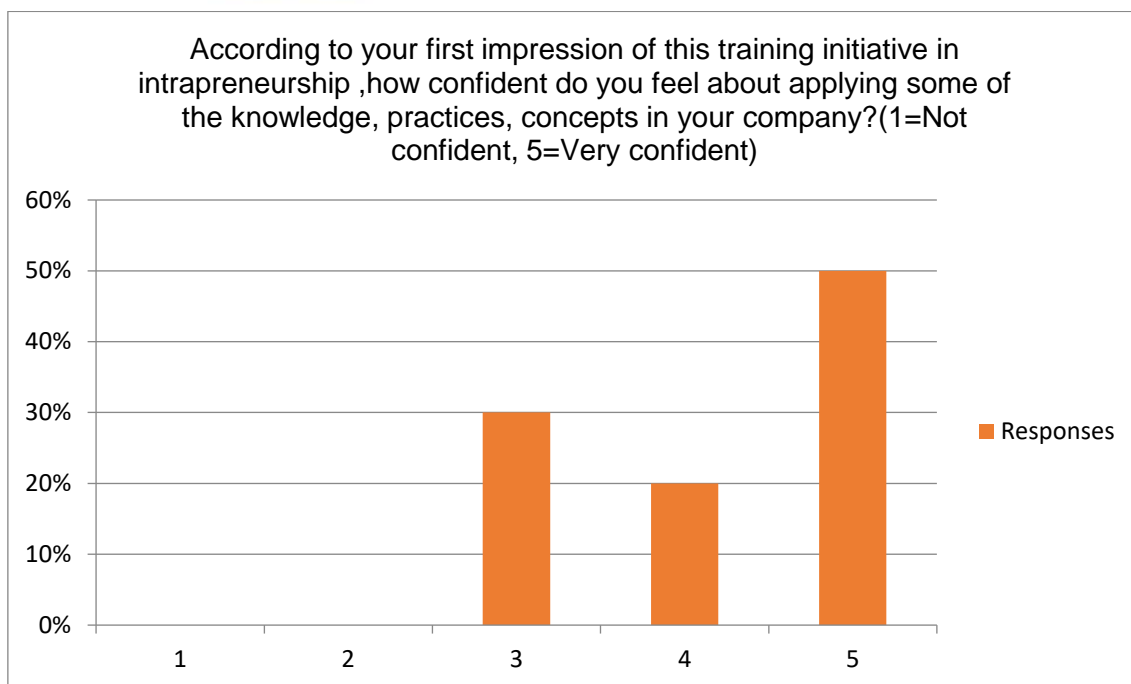




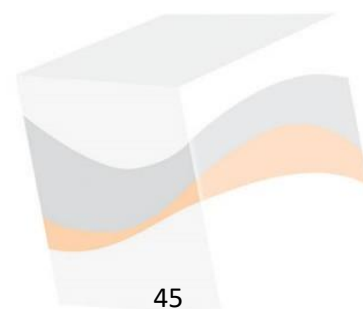


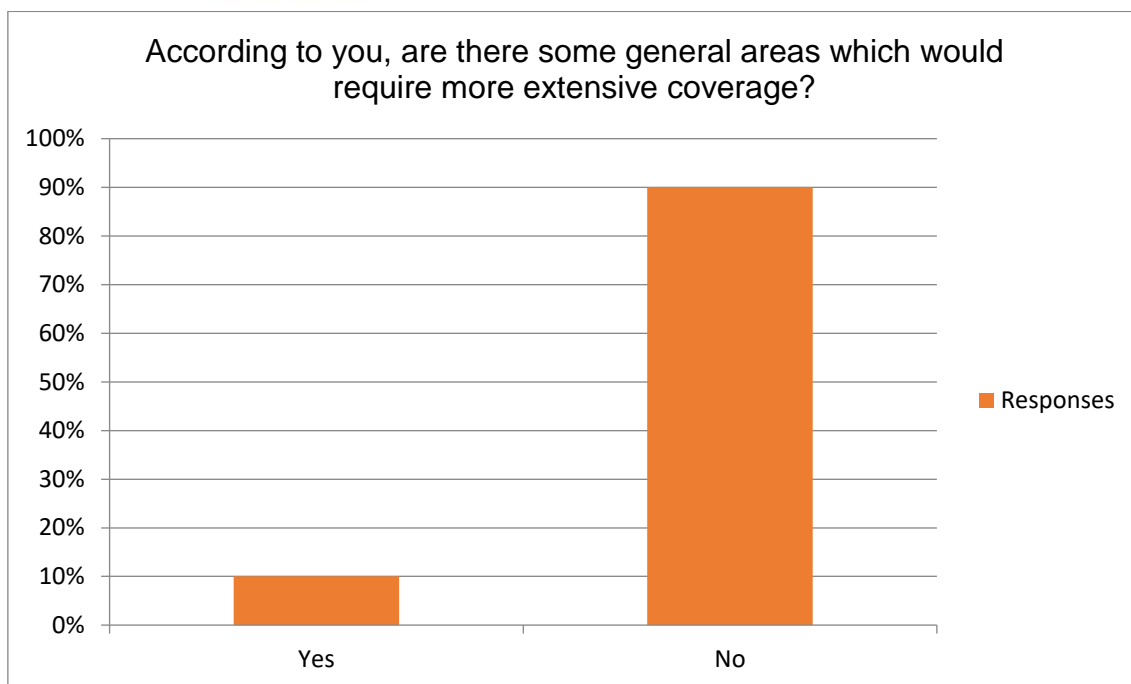
Following the trend of the previous question, 80% of the respondents stated that the training provision is relevant or very relevant to their actual job roles and positions. We have to consider here that 60% of the respondents are employees and there are no high level managers involved.



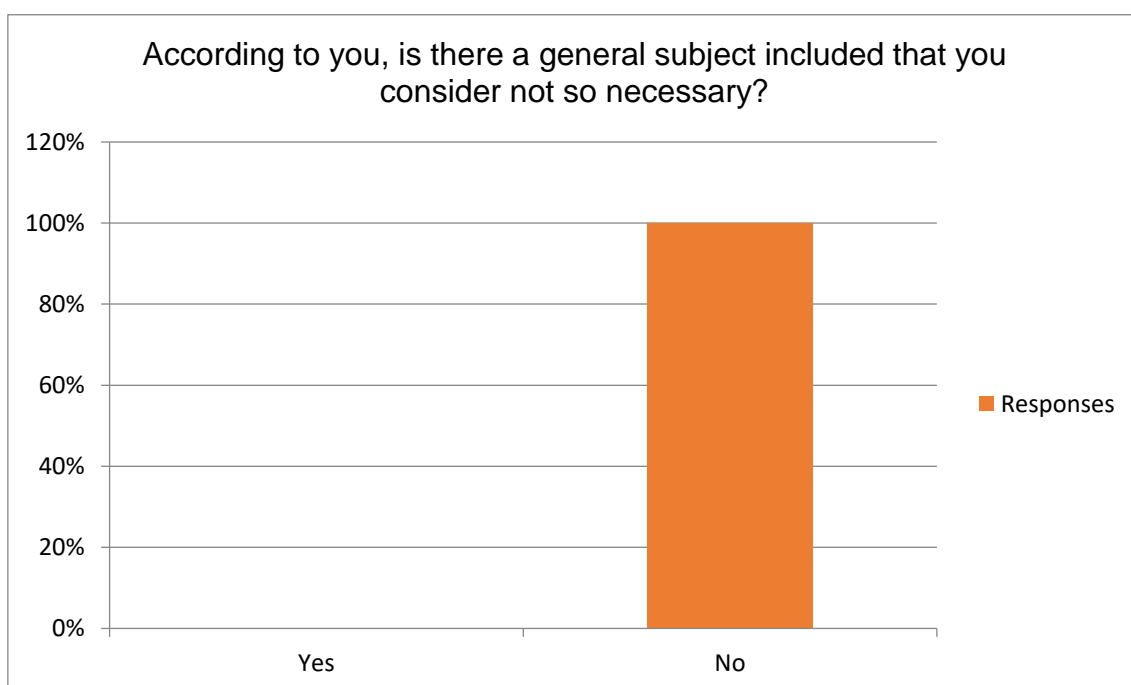


70% of the participants feel confident or very confident about applying practices and knowledge in their companies, as offered by the Intraprise training provision. Half of them feel very confident in doing so.

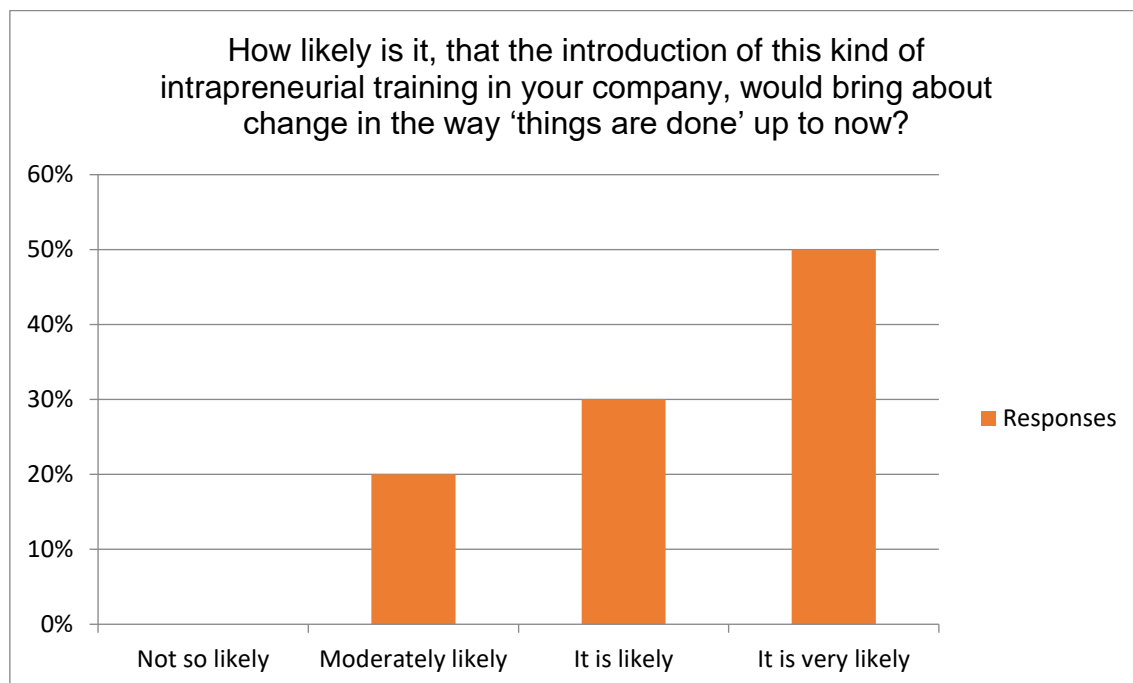




No areas in need of more extensive coverage have been mentioned.



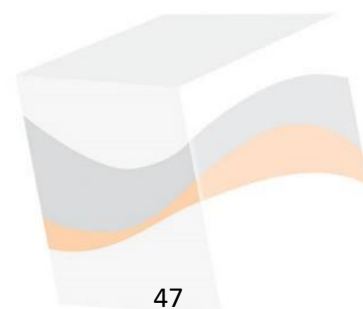
All participants stated that there is no general subject included in the training provision that could be deemed as no necessary.



80% of the participants stated that such a training provision is likely or very likely to bring intra-company changes in the way 'things are done'.

## Spain

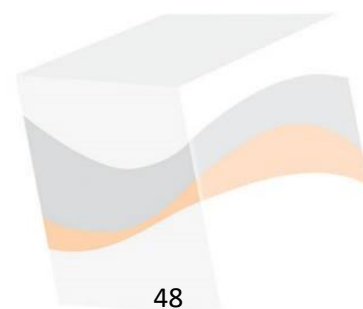
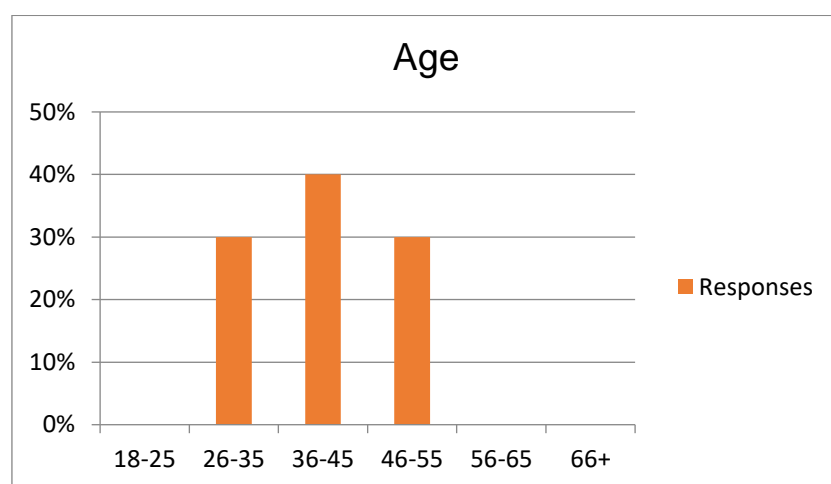
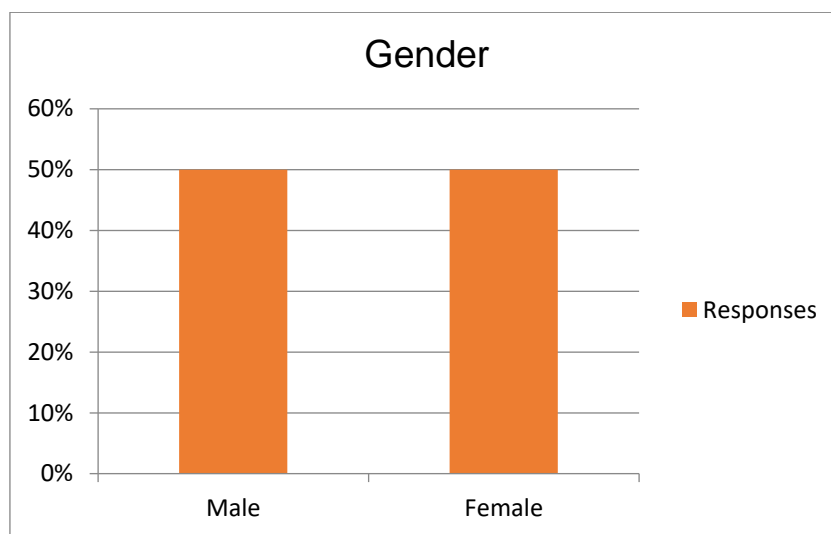
The workshop in Spain was implemented on 22/04/2017. Project partner Rambla hosted 9 participants from different companies in Palma, most of them from Parc bit (<http://www.parcbit.es/wparcbitfront/>) where Rambla is located. They were involved in a presentation of the project and exchange of views session about the training.

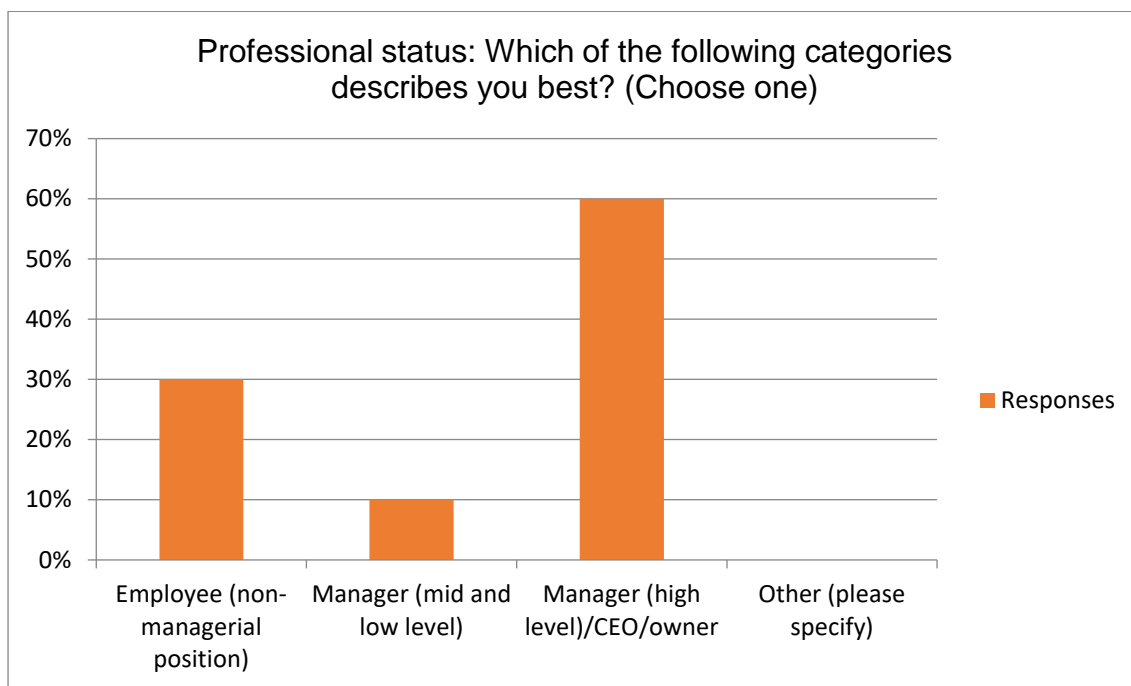




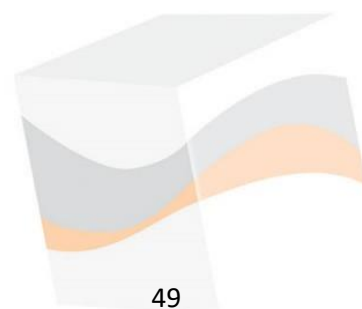
### Workshop identity (1-7)

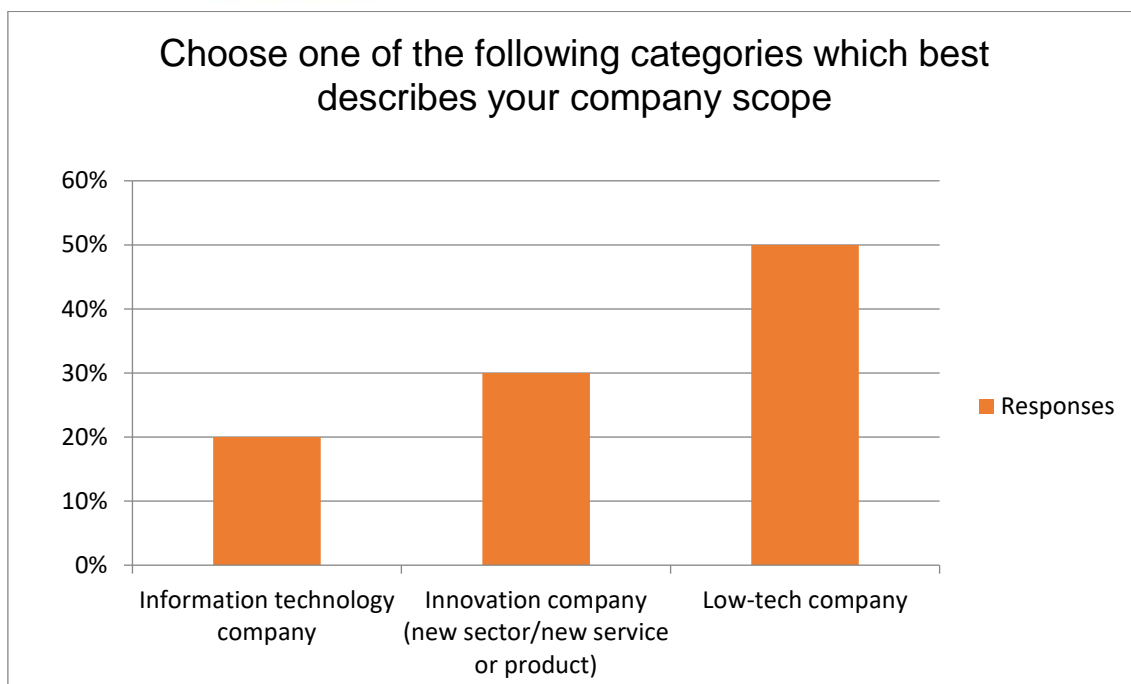
The following tables provide basic information on the workshop participants gender, age-group, professional status, type and size of company/organization they are occupied in, prior participation in intrapreneurial training.



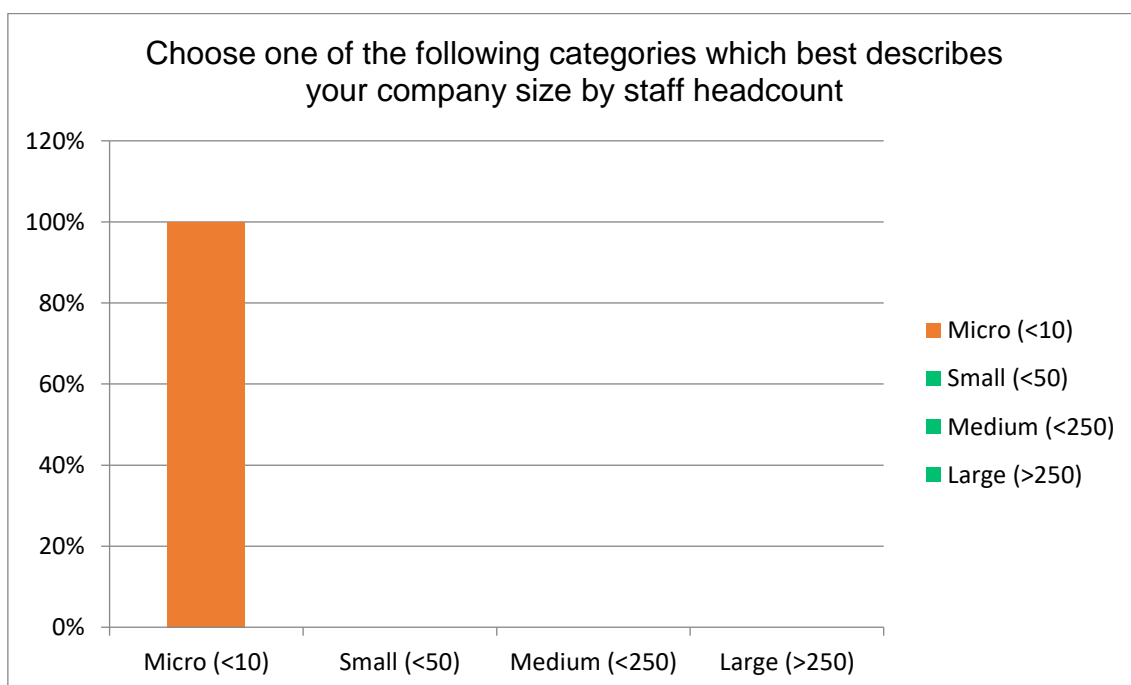


The participants in the Spanish workshop were a mix of high level managers (60%) and employees with no managerial positions (30%), while the rest were mid-level managers.



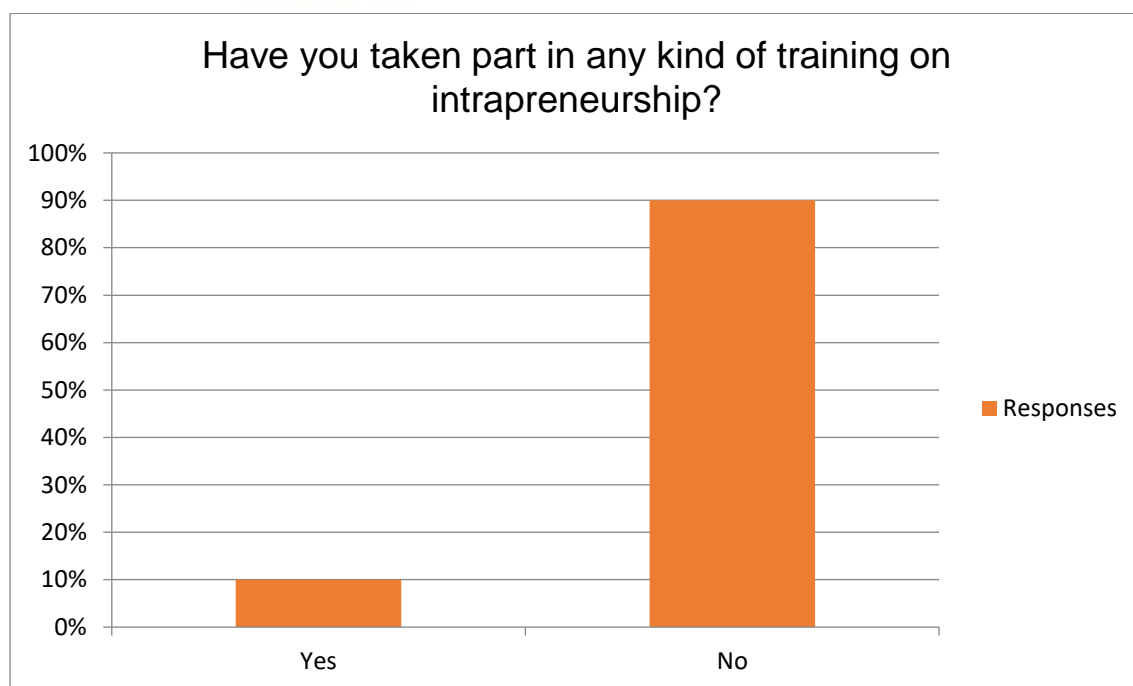


Low-tech companies and innovation/ICT companies were equally represented.

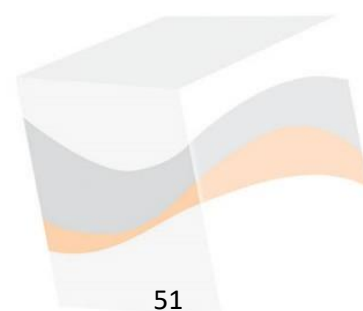


All companies represented were micro-enterprises.





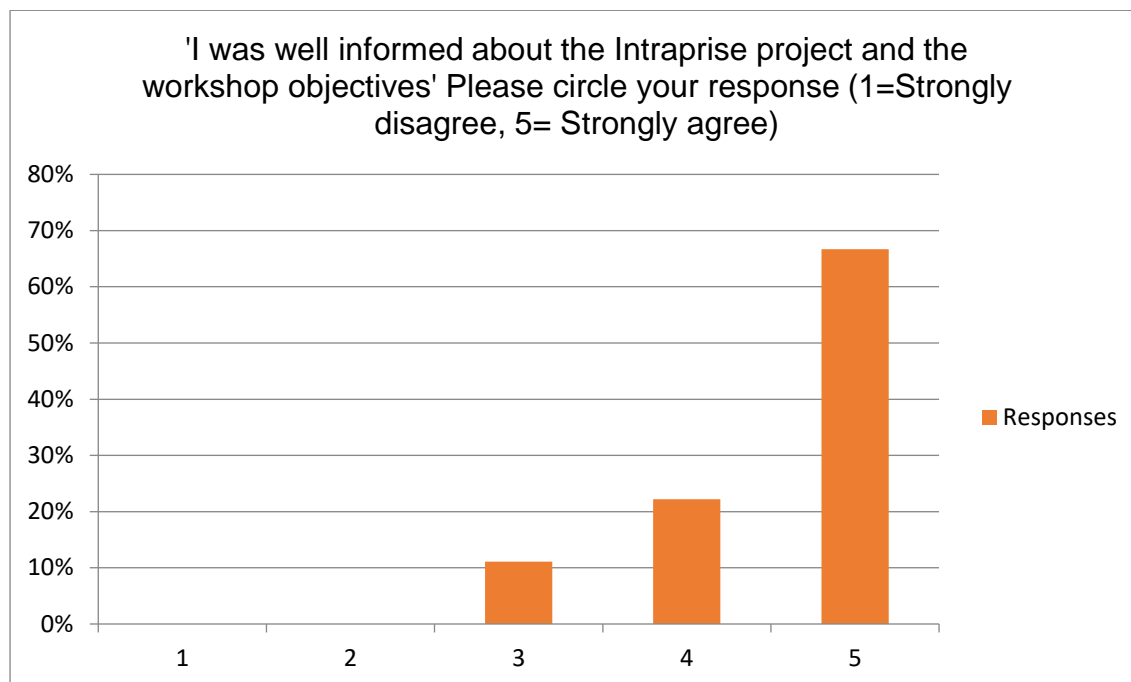
Almost all participants stated that they've never participated in any kind of training on intrapreneurship.





### **Workshop evaluation (8.1.and 8.2)**

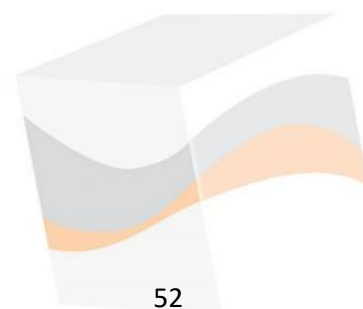
The table below reflects the overall level of satisfaction of the participants, regarding their opinion on the all-around information they received during the workshop.

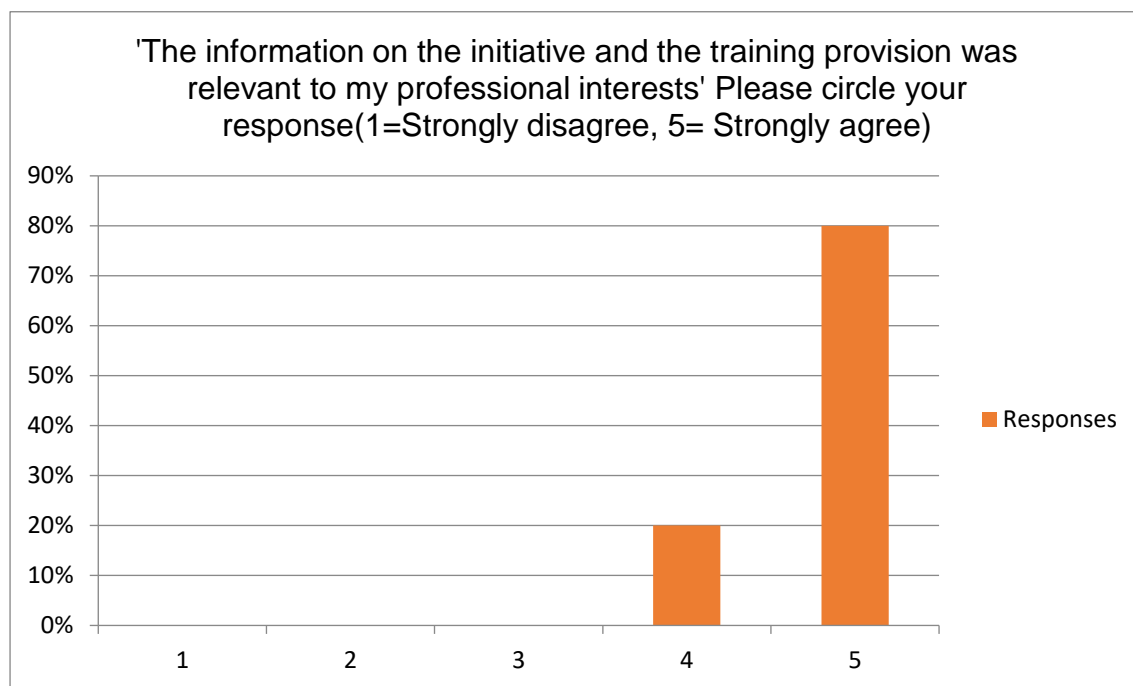


Almost all the participants stated that they have been well informed about the Intraprise project and the workshop objectives.

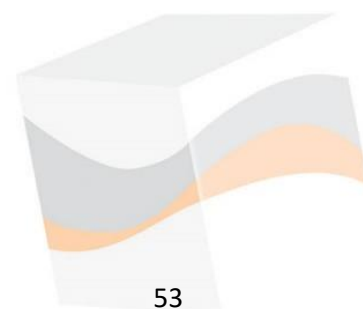
### **Evaluation of the Intraprise training provision (9-13)**

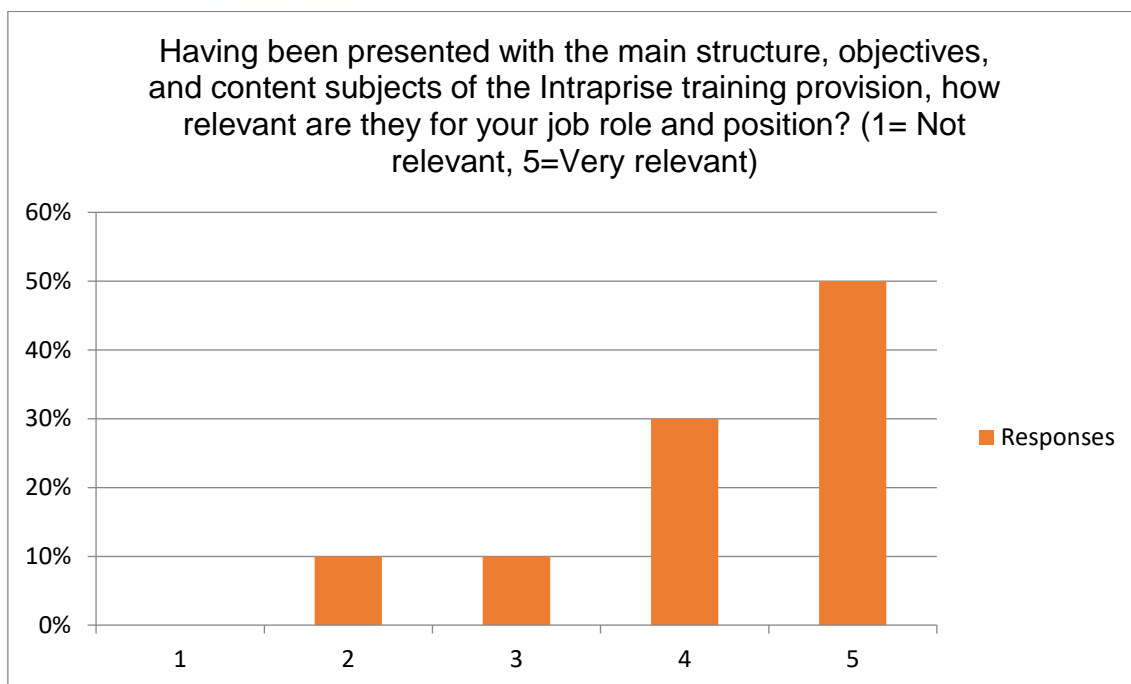
The data provided below summarize the main aspects of the Intraprise e-platform assessment by the participants during the workshop:



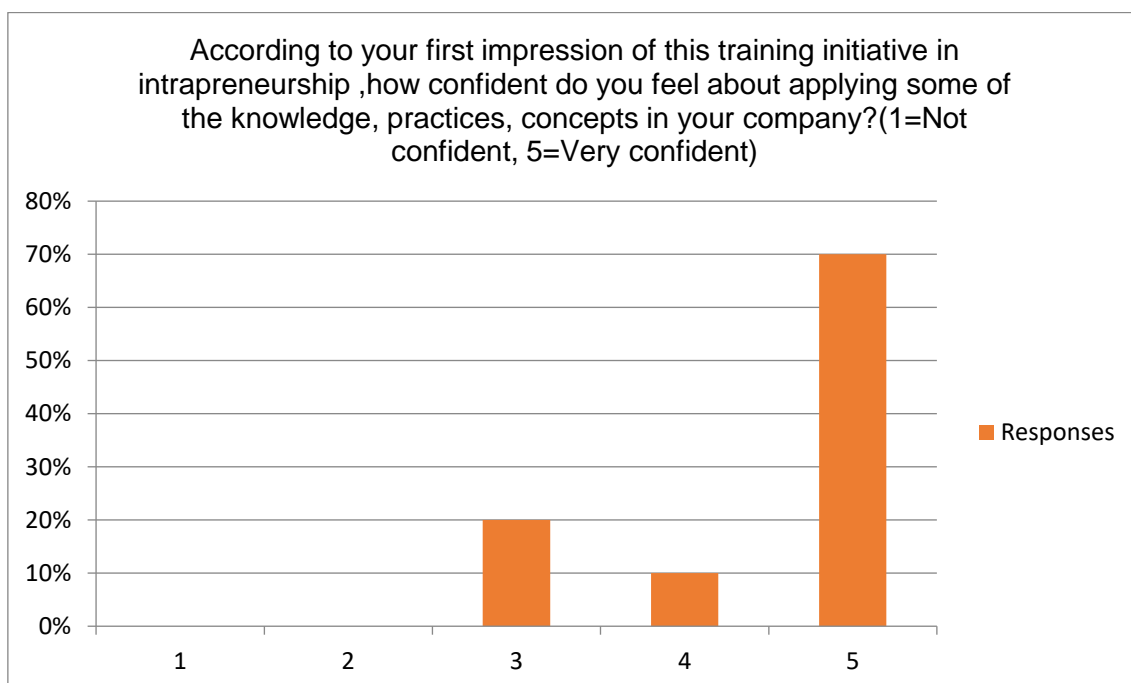


8 out of 10 participants stated that the Intraprise training provision was very relevant to their professional interests. At this point we have to point out that the Spanish workshop hosted companies from Palma's Parc bit which is in itself a hub of companies, research and entrepreneurship. It offers a very fertile ground for synergies, spin-offs and synergies between companies, HEI's, and start-ups. It is thus expected that intrapreneurship would be more than welcome in such an eco-system.

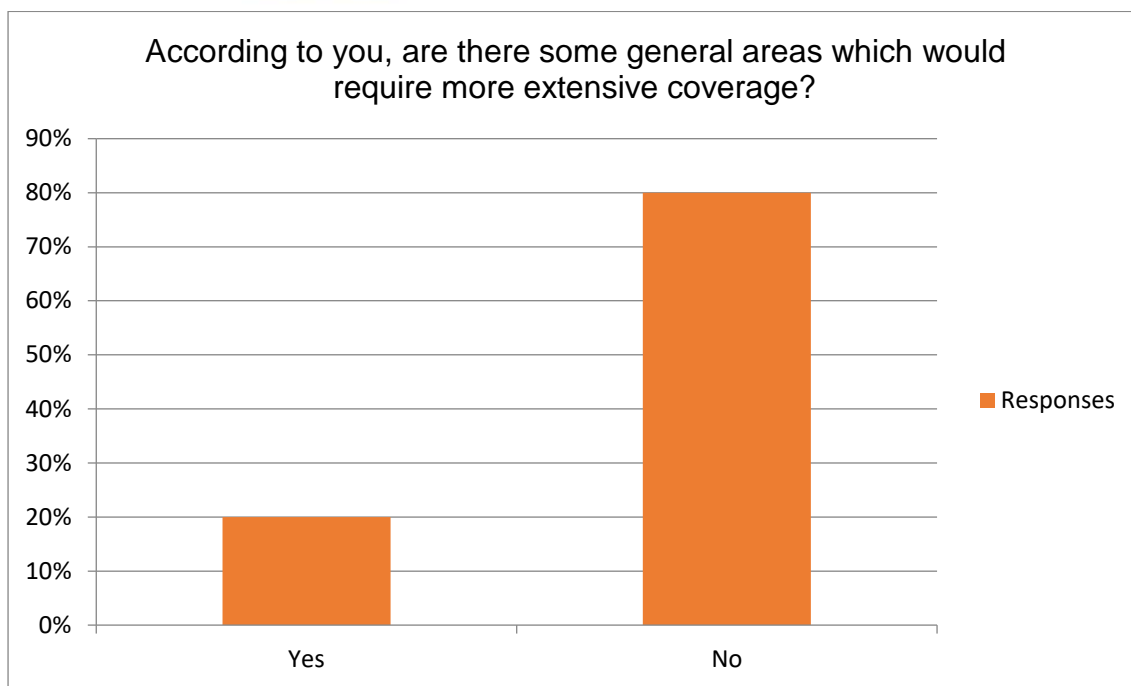




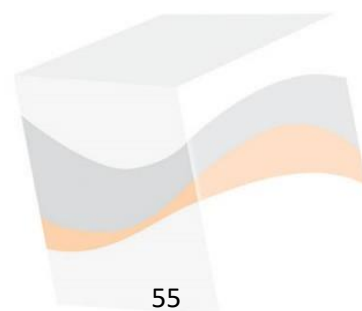
80% of the respondents stated that regarding their actual job position that the training provision is relevant or very relevant.

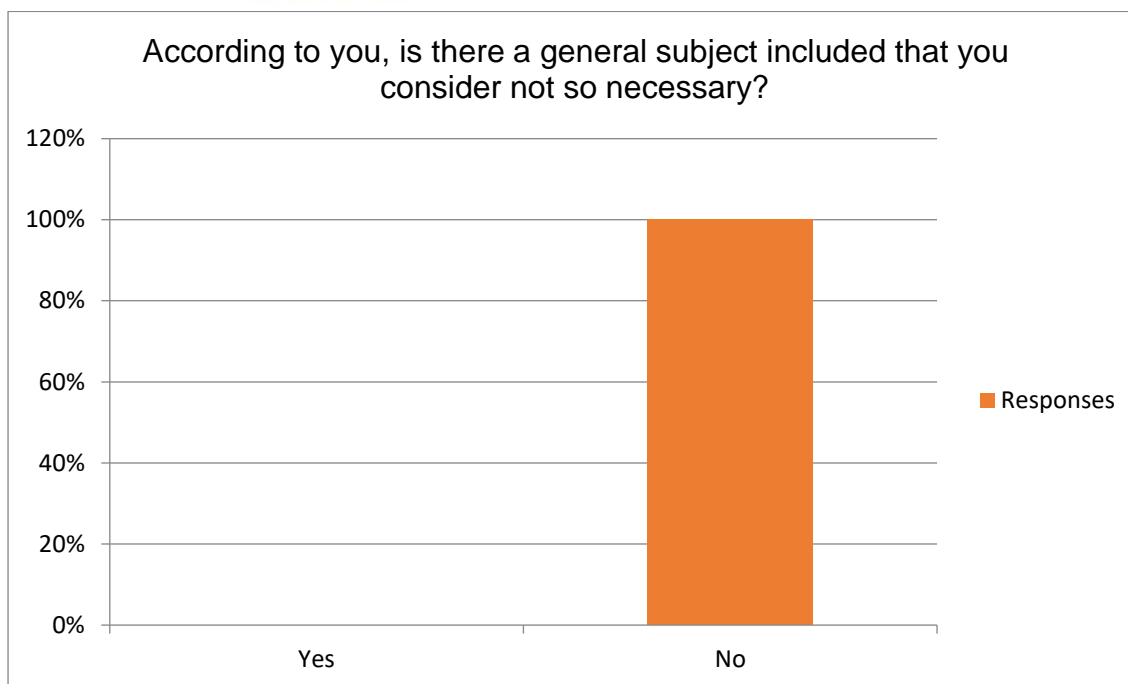


7 out of 10 respondents felt very confident in applying practices and knowledge presented with to their companies.

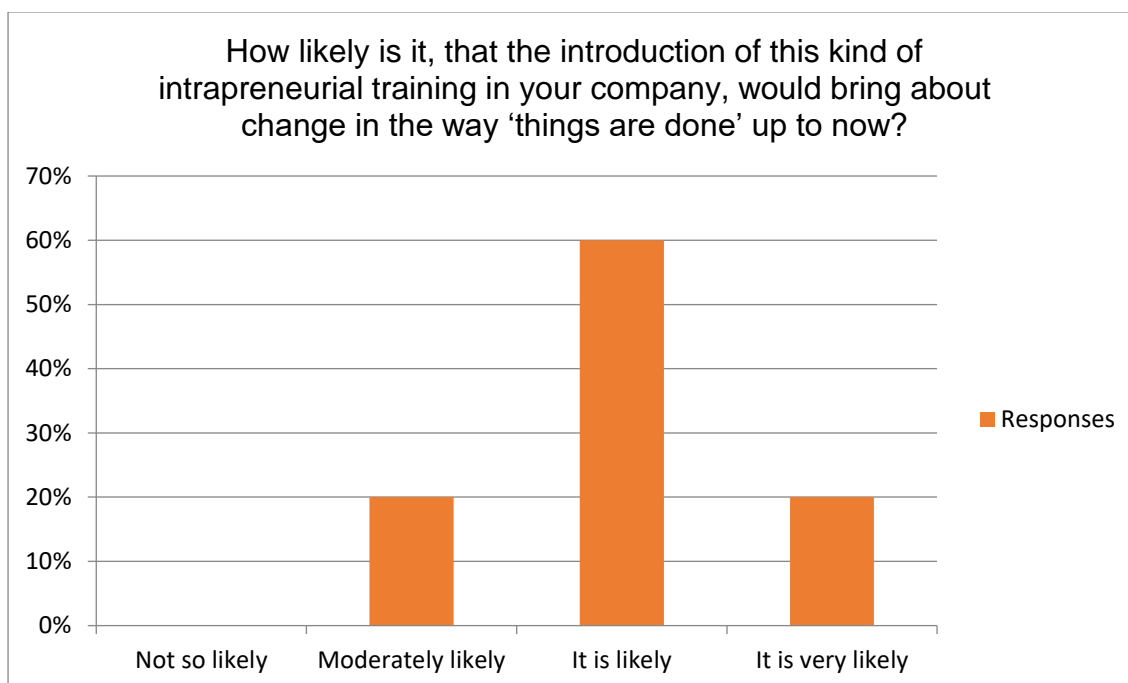


While the majority of the participants haven't identified any general areas that would need further elaboration, an interesting suggestion has been made, namely, to dedicate in a future provision material on the creation of an intrapreneurial ecosystem, where diverse actors function along the lines of intrapreneurship at all possible levels.





No unnecessary material has been spotted by the participants.



8 out of 10 participants stated that it is likely or very likely for such a training provision to bring the needed organizational change within a company.



## Overall feedback from the country workshops

After the presentation of the workshops participants' results, an overall feedback report is presented, summing up the main point of interest regarding that evaluation of the actual training provision of the Intraprise project as presented in the scheduled workshops. In order to better understand the feedback of the respondents we first give out some overall data of their mix in terms of professional status and the size of the companies they are working in. Regarding their professional status, approx. 40% of the respondents were employees and 45% high-, mid- and low level managers. 75% of them work in ICT or innovation companies. 62% of these companies are either micro-enterprises (40%) or small enterprises (22%). Almost none of the respondents had participated in any kind of intrapreneurial training in the past.

Regarding the relevance of the Intraprise training provision to the professional interests of the participants, but also with respect to their actual job positions, the feedback we collected showed us two things. Intrapreneurship seems to be within the scope of professional interests of the respondents (7 out of 10 agreed or strongly agreed with this statement). On the other hand, a lower but still relatively high number of respondents (50%) stated that the material would be relevant or very relevant to their actual job positions. We could assume that the participants are associating intrapreneurship with a certain job position or role within a company, or that intrapreneurial practices within a company should be initiated by managerial staff, since 4 out of 10 respondents don't hold any managerial positions.

A similar trend is reflected in how confident they feel in applying some of the knowledge of practices as provided by the Intraprise e-platform. However, it is quite encouraging to find out that almost 45% of the participants feel confident or very confident to do so, while only less than 10% declared that they wouldn't feel confident.

At a further level, 6 out 10 respondents stated that it is likely or very likely for a training provision like the one presented to them by the Intraprise partners to bring about





organizational changes in a company. The rest of the participants stated that this is moderately likely to happen.

Lastly, the topic coverage was extensive according to the opinion of all the participants.

*Points and aspects of interest (qualitative data from the workshops and respondents' statements):*

Apart from the quantitative data collected from the workshop participants through the questionnaires as prepared by the partnership, some qualitative data (comments, suggestions, opinion etc.) are presented which have been either drawn from the narrative parts of the questionnaires, or through open discussion with the participants. These aspects have been considered by the partnership together with those of the online testers (Part 2 following). Some of them have been integrated in the final version of the Intraprise e-platform, while others could be used for future versions and/or follow up intrapreneurship support projects/provisions.

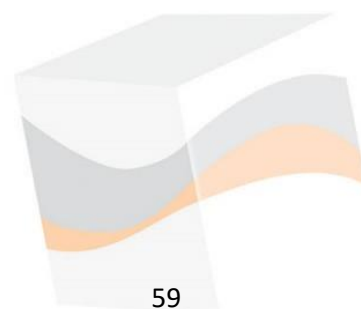
#### Main comments and suggestions for further action

- Some of the respondents suggested less text in some sections and some 'continuity-breaks'. This has been considered by the partnership and already integrated in certain parts of the platform. However, in order to cover the concept of intrapreneurship considering all the possible levels of knowledge and familiarity with it across a diverse audience of users, it was necessary to prompt users to do some essential reading. Navigation and overall ease of use was well received.
- Some respondents seemed to understand intrapreneurship as only a big company's game. They have openly stated so, but looking at the responses about relevance to professional interests or level of confidence in the power of such a training provision to bring change, it seems after all that it is more likely a matter of an overall attitude of people in a company that could do so. Intrapreneurship wouldn't in any case be successful if just simply 'introduced'



in a top down direction like any other managerial practice. To this end most probably, the provided training provision helped to make respondents think of the actual uses and benefits of starting to think in an intrapreneurial way. This new way of thinking was maybe the most challenging aspect throughout all the workshops, as irrespective of managerial or non-managerial status, large or small company, intrapreneurial thinking is falling into the professional interests of most of the respondents, and it is rather the current managerial models that should be changed by the action and new ideas of persons in the first place.

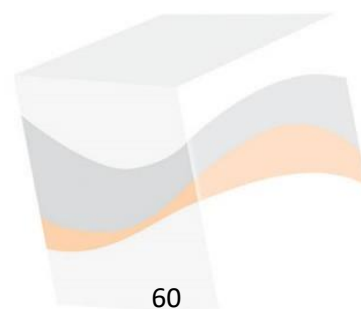
- In association with the point above two suggestions made by the participants could be further taken into consideration for future provisions elaborating on the already developed one by the Intraprise project. the first one was the provision of material and practices focusing exclusively on small and very small companies, and the second one on the creation of an intrapreneurial ecosystem where a hub or network could function along an intrapreneurial model at all possible levels, involving businesses, research, HEIs, lifelong learning, start-up and spin-off infrastructures etc.





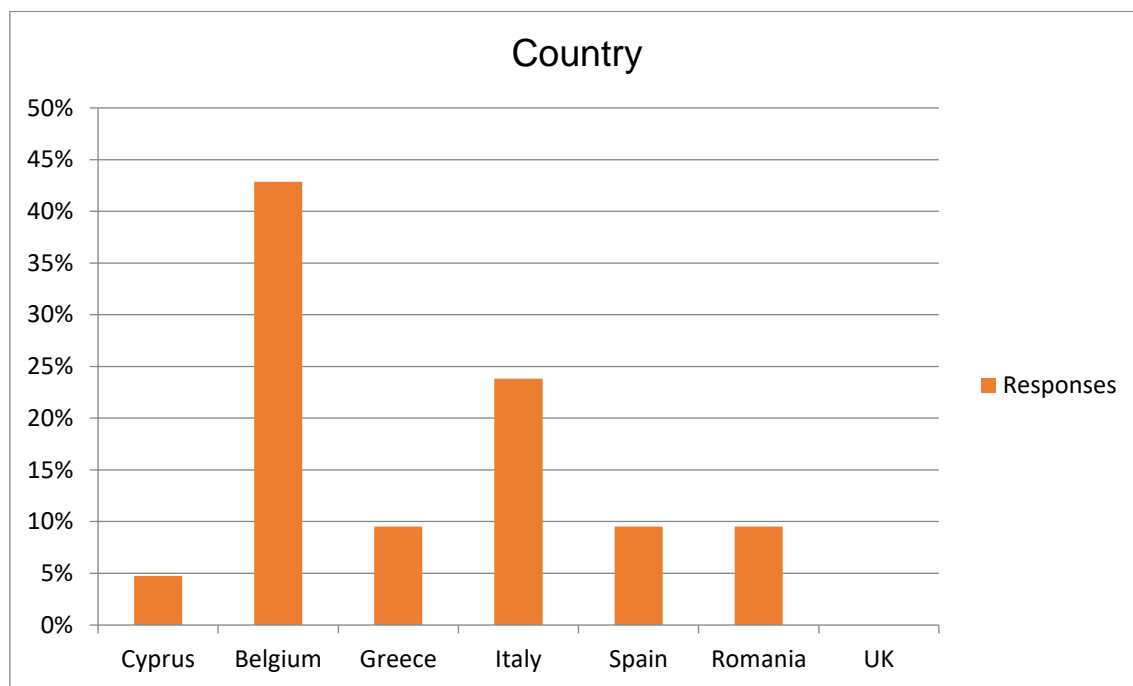
### **3. Part 2: Mid- to long-term evaluation of the Intraprise training provision**

In this section, we present the data collected from individual online users of the Intraprise e-platform. As scheduled, the Intraprise piloting partners in Cyprus, Greece, Belgium, Italy, Romania, Spain, substantially supported by Intraprise partner Eurocio and the CIO network across EU, identified and involved 21 on line users who have been assigned with the task to go through 1 or 2 (optional) modules each during a longer period of time, of approximately 2 months starting from end of May 2017. The online testers have been provided with a different questionnaire than that of the country workshops participants (see main data tables below). Methodologically, involving online testers at self-paced assessment, helped us in gaining a more global overview in how the Intraprise platform and the content included performs in a self-learning environment. Below, we present and then comment on the main findings of the online assessment:

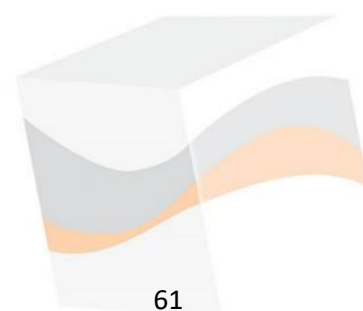




## Identity of online testers

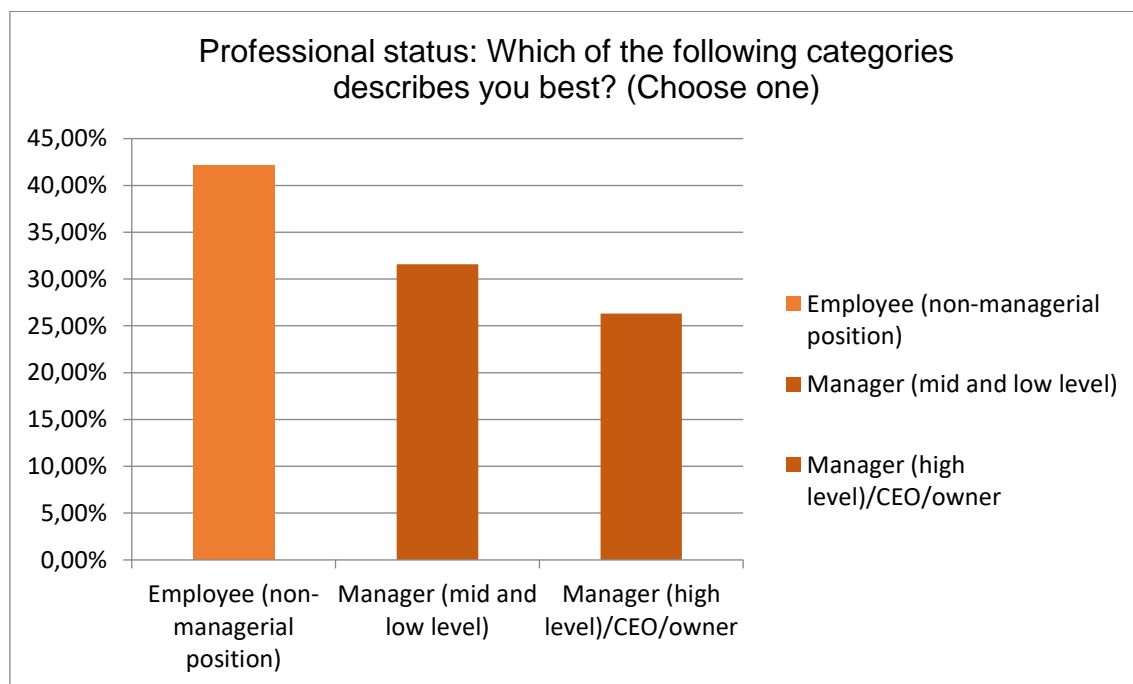


Most testers came from Belgium (members of EUROCIO) followed by Italy and then by equal number of testers in the cases of Greece, Spain, Romania and Cyprus.



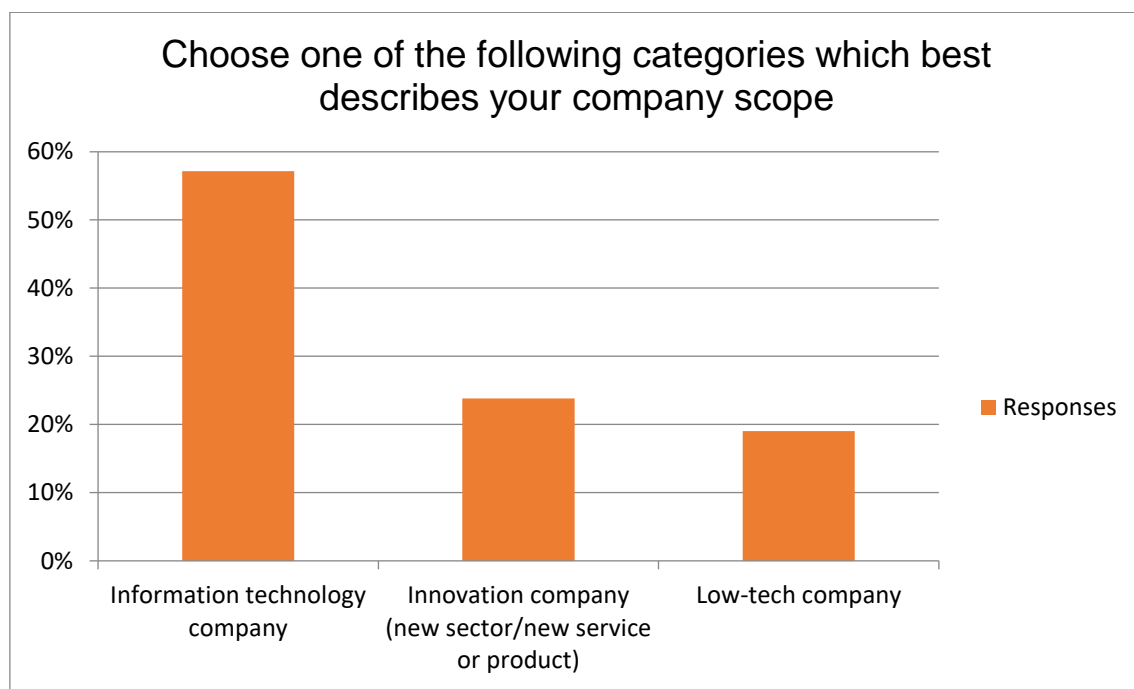


Online testers names	Contact details: e-mail
Magalie Joostens	joostens.traductions@scarlet.be
Gregorio Galante	gregogalante@gmail.com
Riccardo Zanutta	r.zanutta@ideonetwork.it
Marco Antonelli	m.antonelli@ideonetwork.it
Domenico Coloni	domenico@bottega-digitale.it
Verena Ambrosino	verena@bottega-digitale.it
Vasconcelos Timothée	timothee.vasconcelos@espeme.com
Martin deduve	Martin.deduve@uclouvain.be
Mihaela Sutaru	msutaru@singularlogic.ro
Purcarea Razvan	rpurcarea@singularlogic.ro
Andrew Wilson	andy37@gmail.com
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Christel Buelens	christel.buelens@gmail.com
Sakis Ladopoulos	theodosios.ladopoulos@hotmail.com
VALENTINA TOUMANIOU	valentina.toumaniou@cut.ac.cy
peter hagedoorn	phagedoorn@eurocio.org
TSIOGLANIDOU DESPOINA	despoinatsil94@gmail.com
Jerome Fourmont	Jfourmont@eurocio.org
Graci Mir Riera	gracimir.r@gmail.com
Eduardo Linares Mata	elinares@innovationtc.es

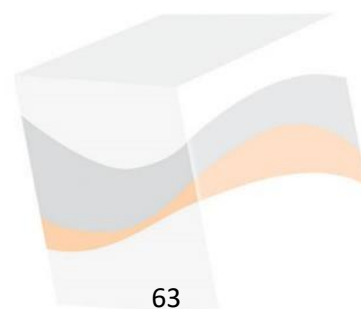




We tried, and succeeded, to have a balanced mix of testers holding managerial needs and testers in no managerial positions in order to get feedback from both ends of a company's organisational structure.



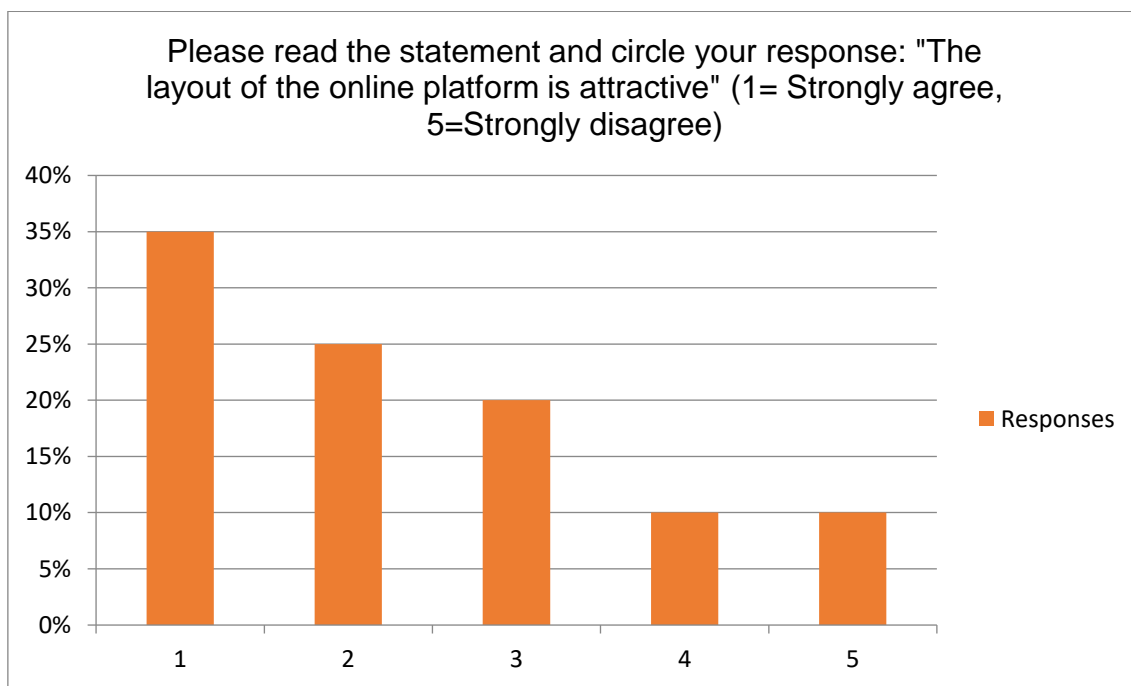
ICT and innovation companies have been mainly represented by almost 80% of the participants. Their responses correspond thus mainly to the organizational characteristics and objectives of these companies, as well as to their needs and/or prospects in adopting intrapreneurial attitudes.



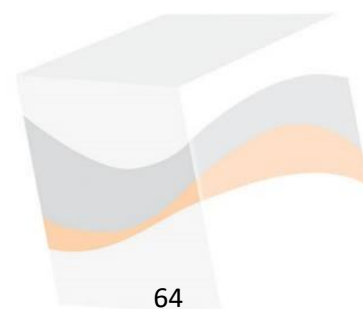




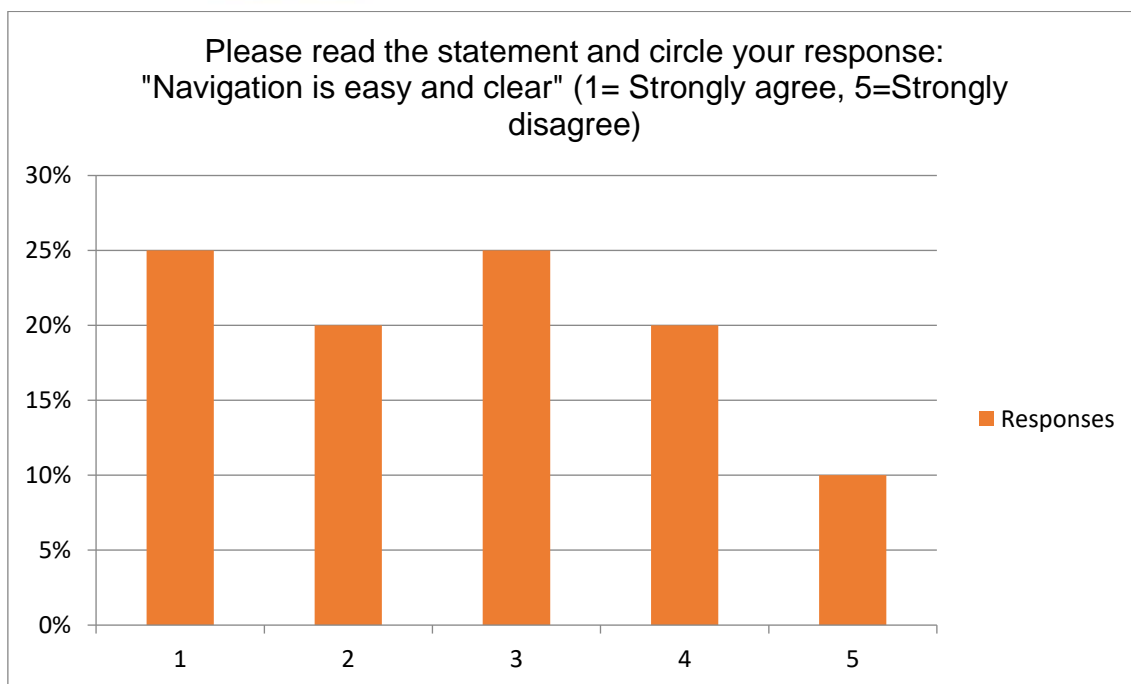
## Intraprise e-platform assessment



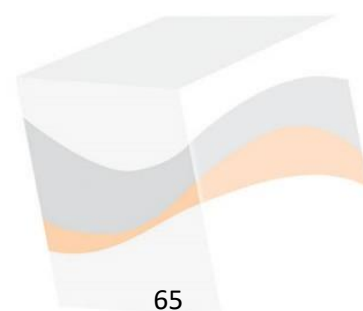
Most of the participants (70%) agreed or strongly agreed that the overall layout of the platform is attractive. 20% stated that the moderately agreed with that statement.

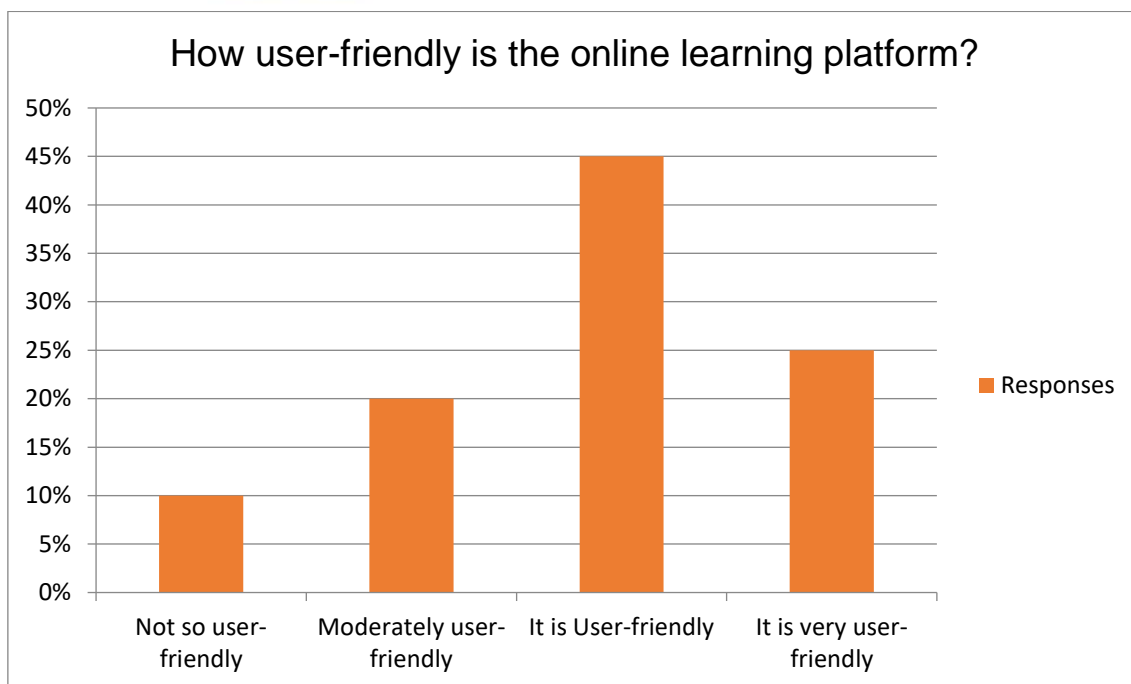




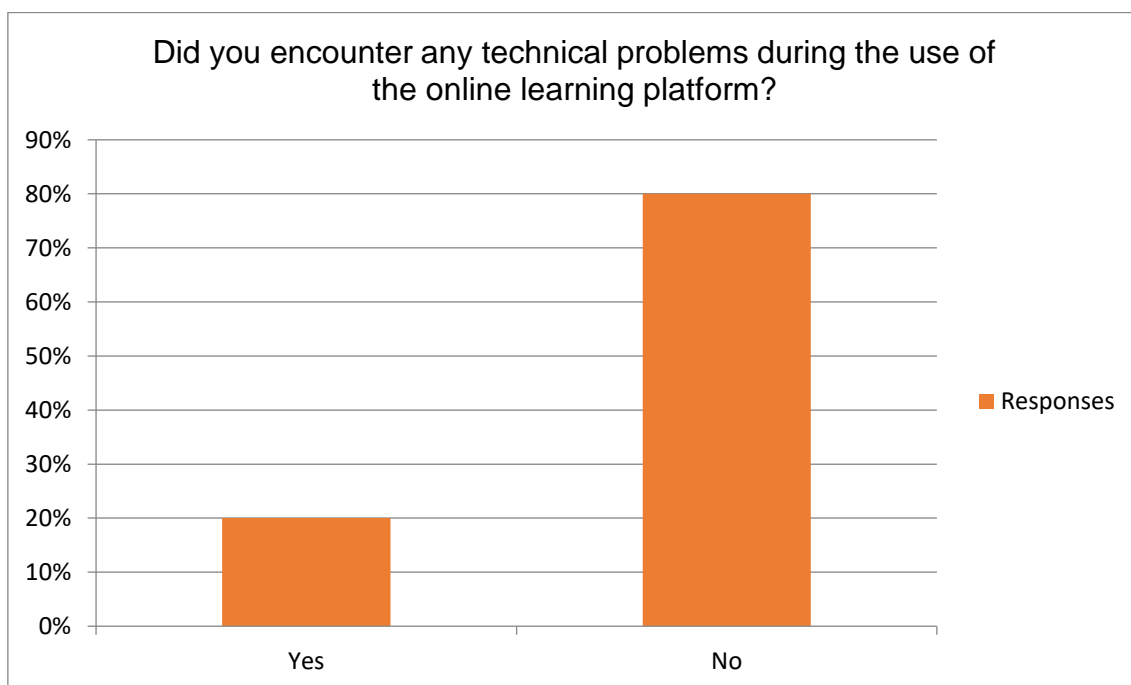


Regarding navigation 70% of the participants did find it easy and clear. However, after the evaluation, the partnership proceeded with certain fine tuning in terms of navigation. The most important aspect was making the sub-units titles visible at all times when scrolling down. This was extremely helpful not only in PC mode, but also in smartphone/tablet mode.



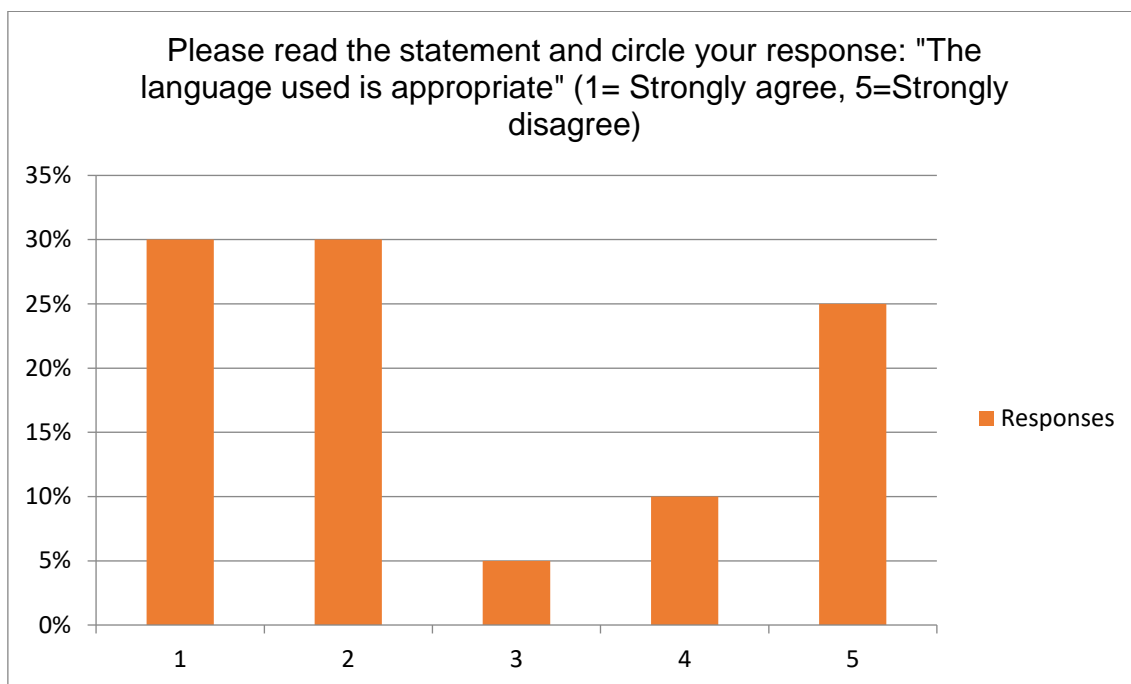


Regarding user-friendliness, 70% of the testers found the e-platform user-friendly or very user-friendly.

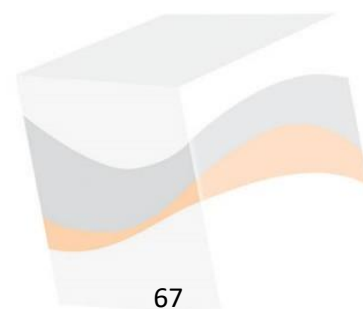


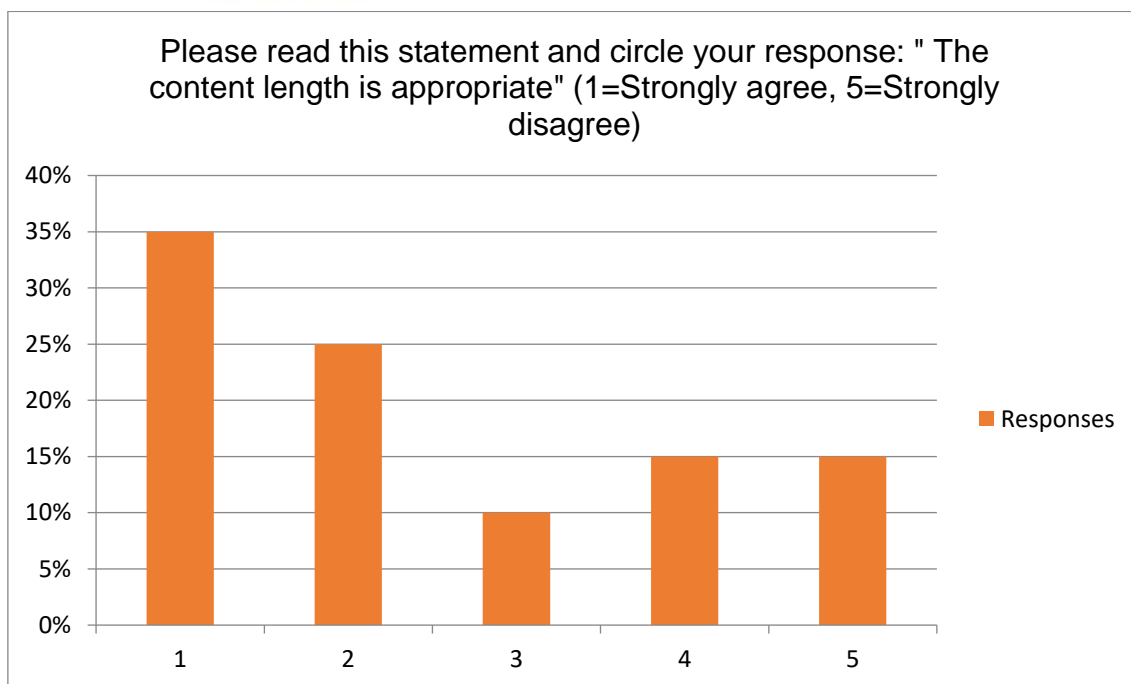


No technical problems seem to have been encountered by 80% of the testers. Some minor technical issues have been reported e.g. some non-functioning links which have been changed and recovered.

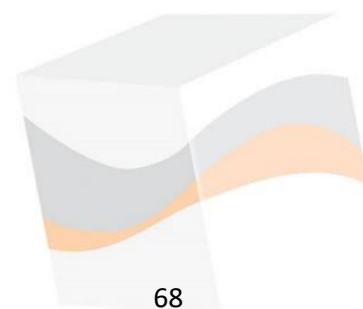


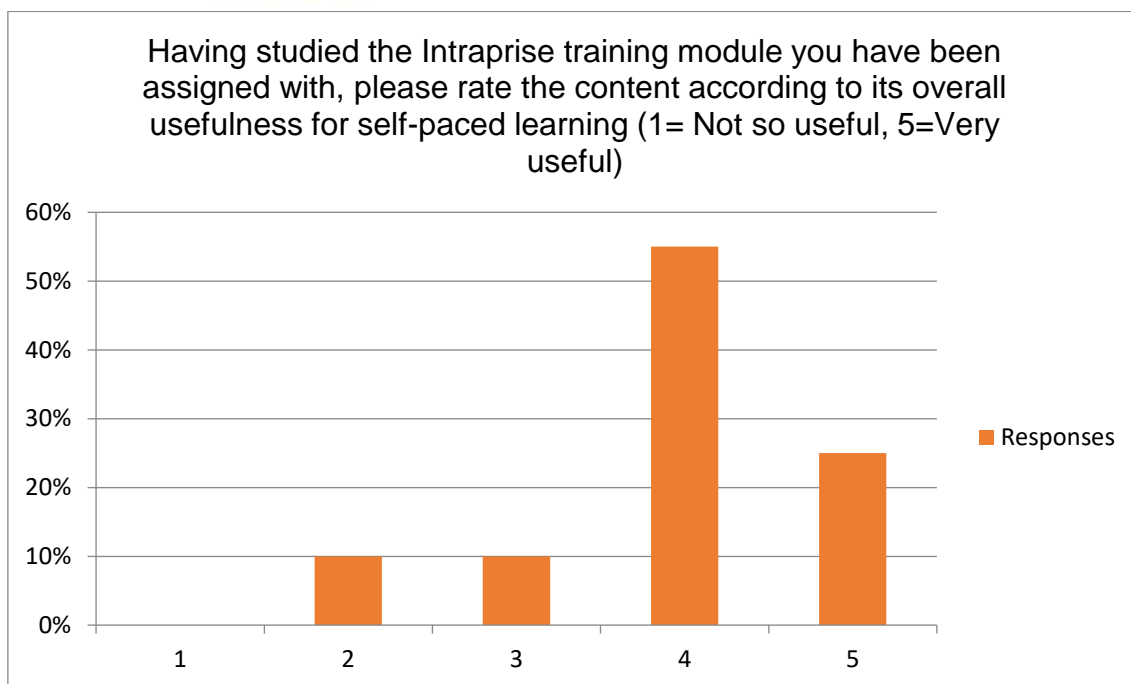
Regarding the appropriateness of the language 65% of the participants reacted positively. There is a 35% of testers who would expect a different language mode. The partnership did 'simplify' specific passages already during the content development stage. We must point out that the content in all languages has been based on the English version as a master language. Some language issues might arise in that sense which would not exactly meet the language expectations of all users.



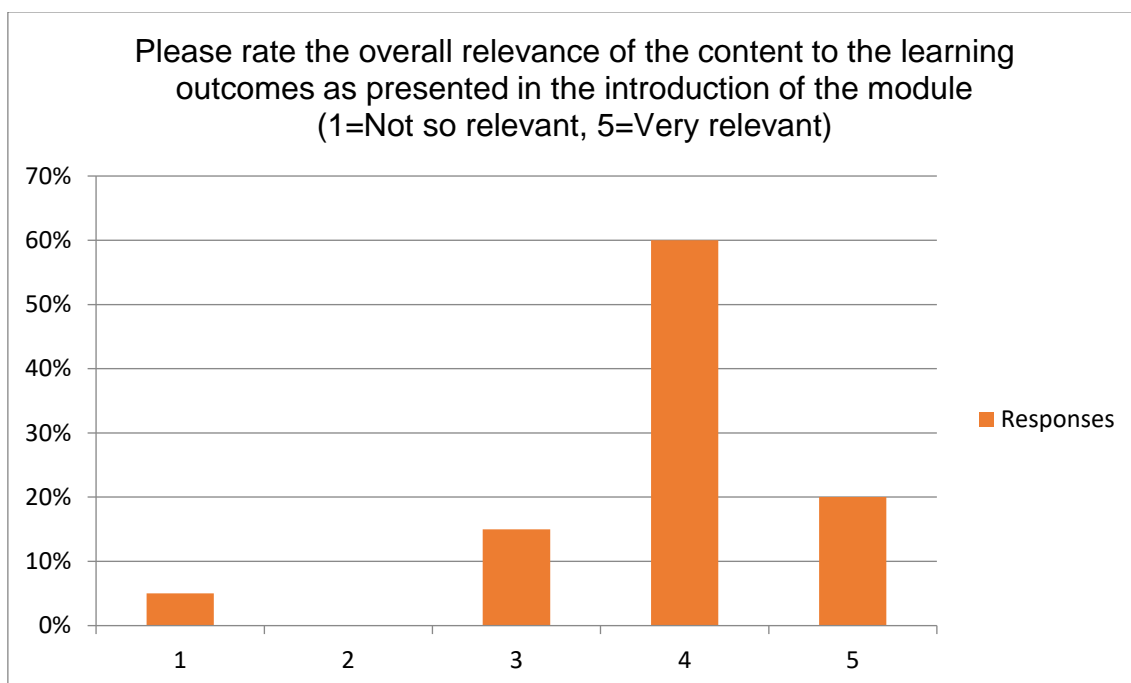


More than half of the testers agreed or strongly agreed that the content length is appropriate. However, considering also the input from the country workshops participants, the Intraprise partnership has modified certain sections (either visually or content-wise) in order to limit content in special cases.





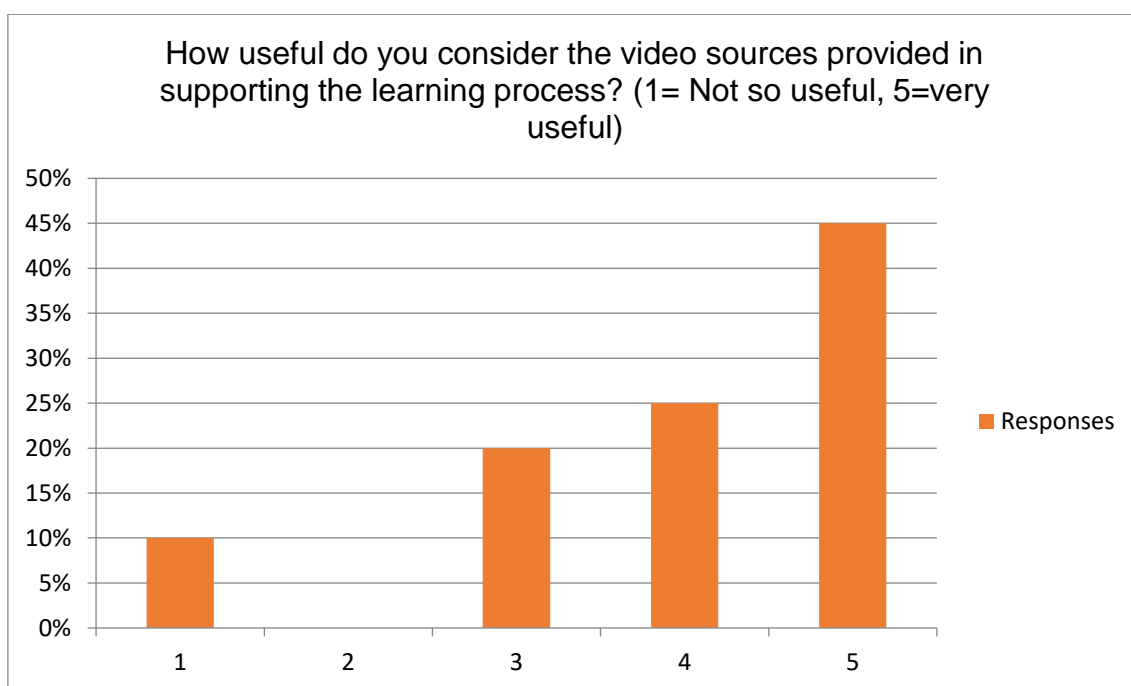
80% of the testers found the modules they studied useful or very useful.



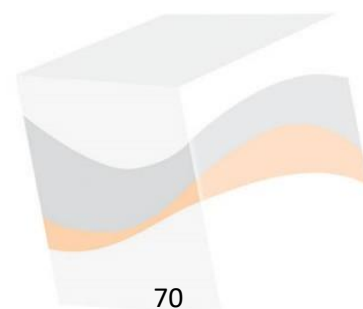
80% of the participants found the content of the modules as studied as relevant or very relevant to the learning outcomes as stated in the beginning of each module.

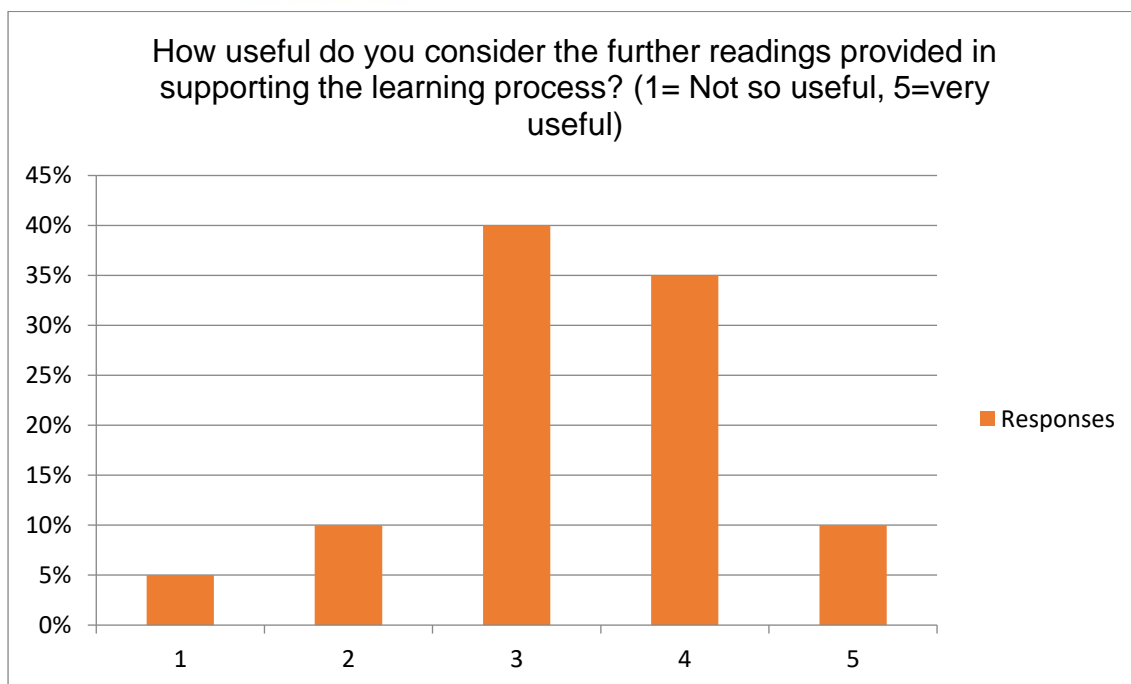


This is important, since it reassures that the overall direction followed during the content development phase (curriculum, topics, module and unit title, learning targets) can successfully linked by the users with the learning outcomes attributed each time to this content.

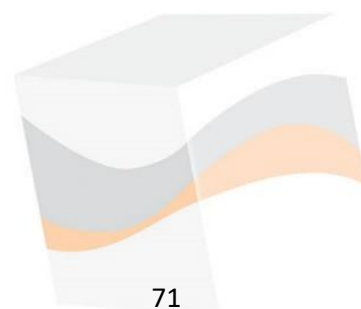


70% of the testers found the supplementary video sources provided as useful or very useful. 20% had a neutral reaction. We have to stress out that it was rather difficult or not at all feasible to identify video sources in project languages. We tried to come up with sources offering subtitles in English and sometimes in other languages as well. In addition we should also consider that all testers come from ICT and innovation companies, having thus an educational background that allows for understanding easy to medium spoken/written English.

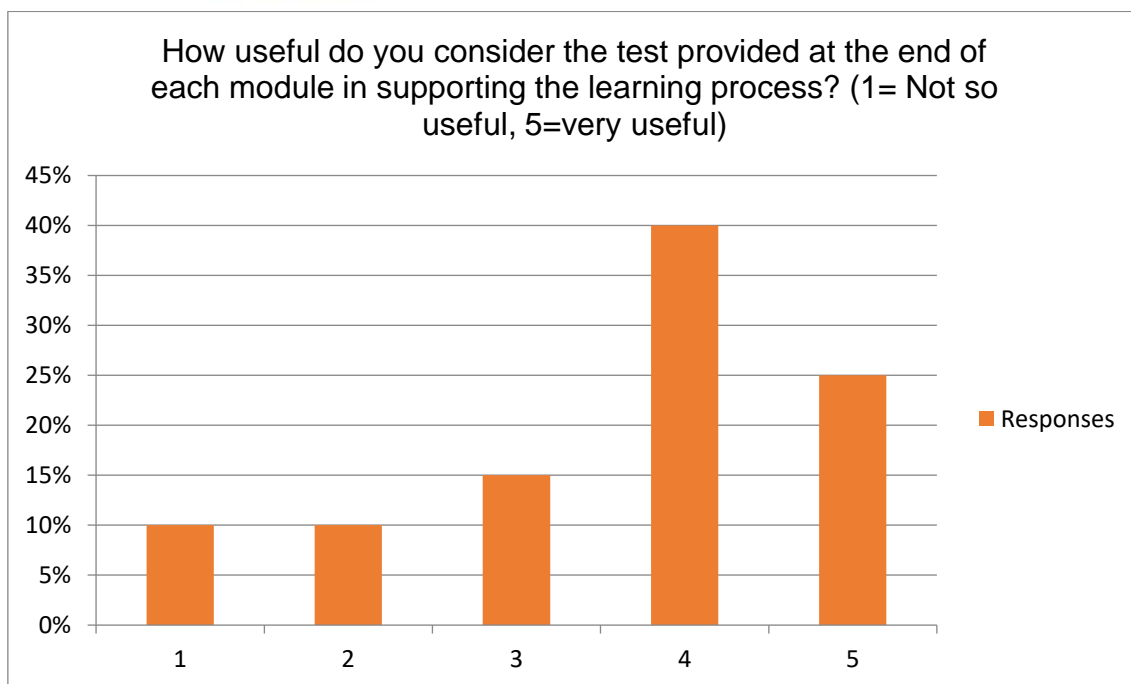




40% of the testers found the further readings sources as moderately useful. 45% however stated that they are useful or very useful. The main content of the platform is in itself extensive enough, and further readings have the role of complementing knowledge already gained. At a second level, further readings are a tool for trainers or intrapreneurship 'instructors' within companies, helping them to structure an intrapreneurship course or session (short- mid or long-term). To this end, the partnership has developed the Intraprise e-platform Handbook with detailed information on how to use and exploit further readings and accompanying videos.

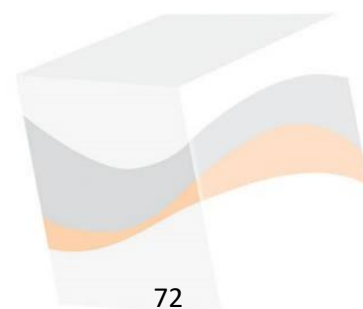


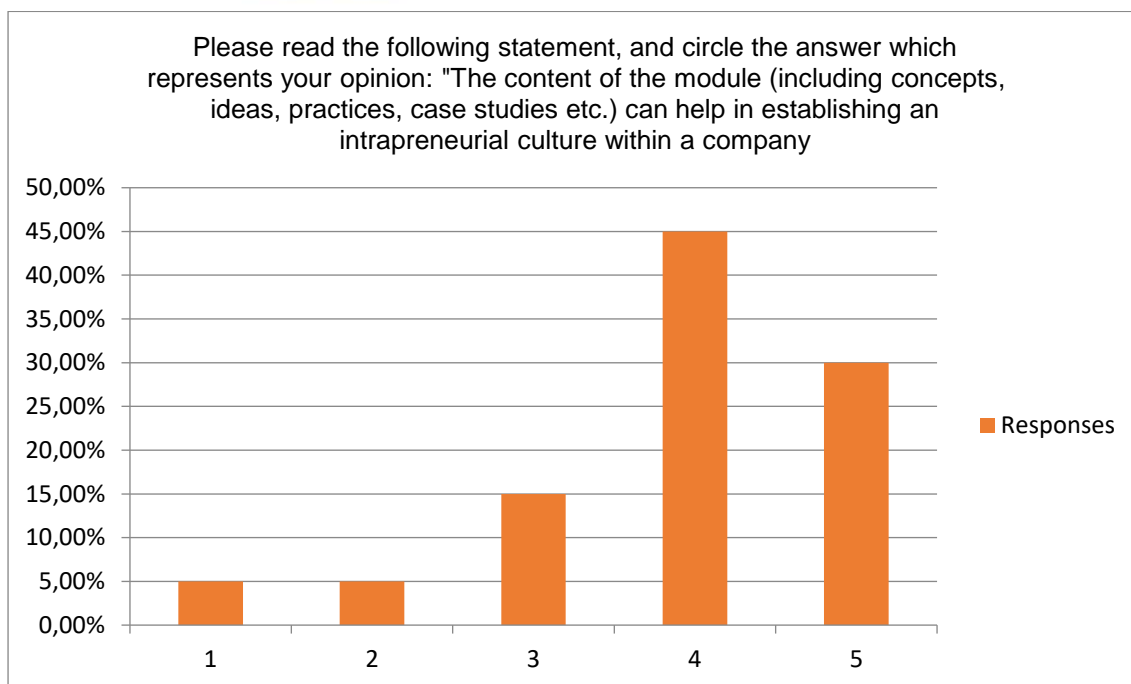




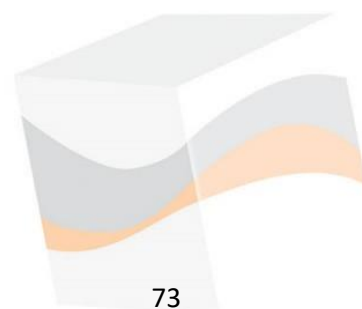
Regarding the usefulness of the tests, 80% of the online testers found them moderately useful, useful or very useful.

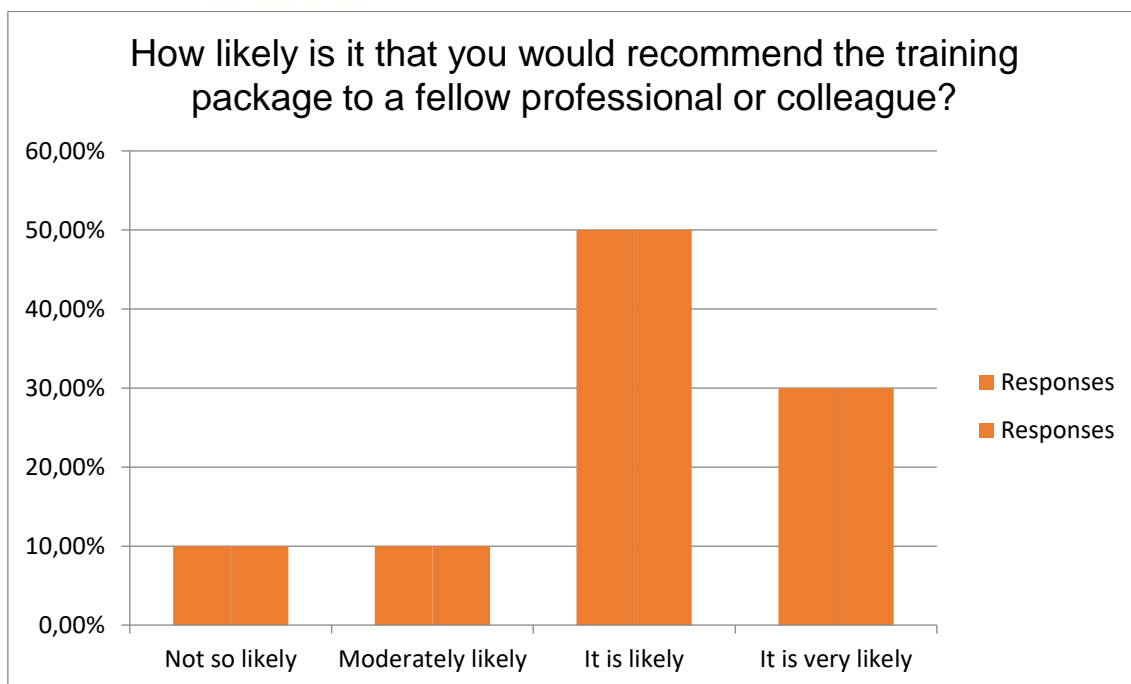
Regarding the covered areas/topics, no areas in need of further coverage have been spotted by the online testers, nor any unnecessary material included.





In a scale from 1=strongly disagree to 5=Strongly agree, almost 8 out of 10 online testers stated that they agree that the content of the modules assessed in each case can help in establishing an intrapreneurial culture within a company. This is a very encouraging finding for the training provision and its prospects in meeting the core objective of the Intraprise project.

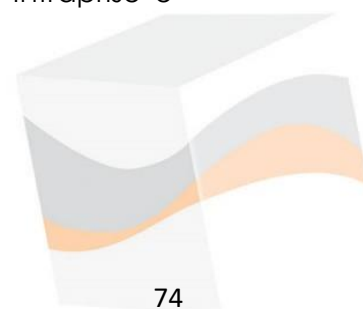




80% of the online testers stated that it is likely or very likely to recommend the Intraprise training provision to fellow professionals or colleagues.

### Overall feedback from the online testers

The online testers had the opportunity to go through independent modules in a self-paced mode for a longer period of time which was sufficient to come up with an account on their experience. Judging from the responses collected and presented above, we can conclude that the Intraprise training provision has been well received by the majority of the testers. The most positive aspect of their feedback was their consent that the training provision could support the creation of an intrapreneurial culture within a company. Most of the participants came from the ICT sector and innovation companies in general, so the above statement makes the Intraprise e-platform highly relevant in this economic sector in particular.

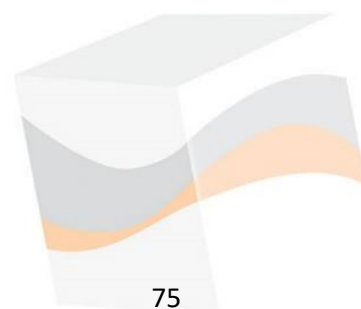




Most of the testers found the content extensive, while some of them pointed out that the linear structure in terms of its presentation should be maybe broken in certain parts of the flow. The partnership has done so as already mentioned in the 'Overall feedback' section of the previous part which accounted for the feedback of the workshops participants.

Regarding the usefulness of the modules and their topics, it has been deemed rather high. More importantly, it seems the actual content as developed reflects to a very high extent the learning outcomes as defined in the introductory page/screen of each module.

There have been no major technical issues to be taken care of. Certain navigation preferences have been technically adopted (e.g. visibility of sub-units through scroll-down process within each Unit, as already mentioned in the 'Overall feedback' section of the previous part. Tests create an automatic feedback with wrong and correct answers.





## 4. Lessons learned

The purpose of the overall testing approach was to gain an overview on how the Intraprise e-platform performs in several aspects i.e. technical and content related. The overall finding suggest that the training provision has been developed to the right direction. Going through the material developed and presented, users seem to have positively valued its role in supporting the development an intrapreneurial culture within ICT and innovation companies. Theoretical vs more practical approach of the content was received differently from different end-users. Some of them preferred the inclusion of more practical approaches, while others didn't seem to suggest anything towards that direction. As already explained in other project deliverables (e.g. the development of the curriculum and the Scenarios matrix), the Intraprise partnership had to satisfy both aspects in order to cover audiences which are less or more familiar with certain concepts in the first place, before delving into practicing intrapreneurship. The modules sequence follow the same logic, so it could be suggested to follow or leave out certain modules since the learning outcomes – reflecting the actual content each time – allows for the user to decide.

This is turn, meant that in terms of content we had to provide narrative parts to explore certain concepts and elaborate on them. As some users have pointed out, it is more about infusing an intrapreneurial culture into companies at EU level. This could be facilitated if interested parties took the time to do some reading regarding all the concepts, attitudes, available knowledge is already in place regarding intrapreneurship.

Exploiting the results of the testing process, the Intraprise partnership has made all feasible changes in the online provision, and took stock of the overall feedback. This report is publicly available and we suggest that it should be considered together with the Intraprise e-platform Handbook, and the Scenarios matrix document, by all parties interested in future applications of the Intraprise course. The partnership itself is already

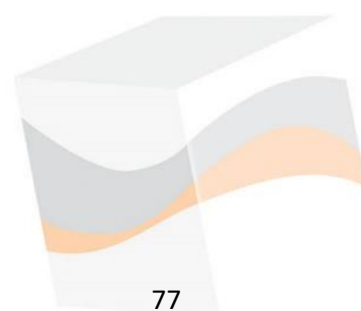


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exploring options for further collaboration on the same subject, only much better informed by the project outcomes and findings to come up with alternate training provisions within the frame of an Erasmus+ or other cofounded project proposals.





## 5. Annex I – Questionnaires

### WORKSHOP QUESTIONNAIRE

#### A. Background information:

##### 1. Country

- Cyprus ☐  
Belgium ☐  
Greece ☐  
Italy ☐  
Spain ☐  
Romania ☐

##### 2. Gender

Male ☐ Female ☐

##### 3. Age 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56-65 ☐ 66+ ☐

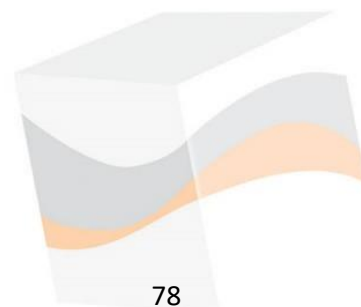
##### 4. Professional status: Which of the following categories describes you best? (Choose one)

Employee (non-managerial position) ☐ Manager (mid and low level) ☐ Manager (high level)/CEO/owner ☐

Other: \_\_\_\_\_

##### 5. Choose one of the following categories which best describes your company scope:

- Information technology company ☐  
Innovation company (new sector/new service or product) ☐  
Low-tech company ☐







**6. Choose one of the following categories which best describes your company size by staff headcount:**

Micro (<10) ☐ Small (<50) ☐ Medium (<250) ☐ Large (>250) ☐

**7. Have you taken part in any kind of training on intrapreneurship?**

Yes ☐ No ☐ If yes, what kind of training (short explanation):

**B. Workshop evaluation:**

**8. Circle your response for each item**

(1=Strongly disagree, 5= Strongly agree)

**8.1 I was well informed about the Intraprise project and the workshop objectives**

1 2 3 4 5

**8.2 The information on the initiative and the training provision was relevant to my professional interests**

1 2 3 4 5

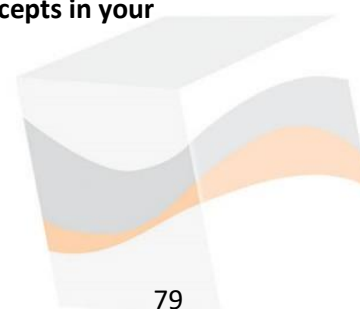
**C. Training provision evaluation**

**9. Having been presented with the main structure, objectives, and content subjects of the Intraprise training provision, how relevant are they for your job role and position? (1= Not relevant, 5=Very relevant)**

1 2 3 4 5

**10. According to your first impression of this training initiative in intrapreneurship ,how confident do you feel about applying some of the knowledge, practices, concepts in your company? (1=Not confident, 5=Very confident)**

1 2 3 4 5





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**11. According to you, are there some general areas which would require more extensive coverage?**

Yes ☐ No ☐

If yes, which one?

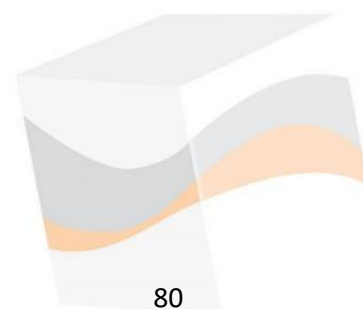
**12. According to you, is there a general subject included that you consider not so necessary?**

Yes ☐ No ☐

If yes, which one?

**13. How likely is it, that the introduction of this kind of intrapreneurial training in your company, would bring about change in the way 'things are done' up to now?**

Not so likely ☐ Moderately likely ☐ It is likely ☐ It is very likely ☐





## Online testers questionnaire

### **A. Background information:**

#### **1. Country**

- Cyprus ☐
- Belgium ☐
- Greece ☐
- Italy ☐
- Spain ☐
- Romania ☐
- UK ☐

#### **2. Please mark the Module you have tested and reviewed**

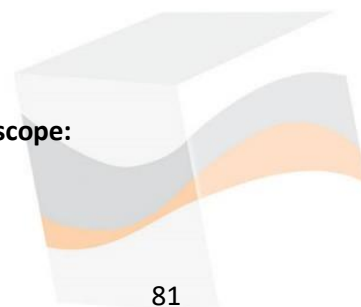
- Module 1 ☐
- Module 2 ☐
- Module 3 ☐
- Module 4 ☐
- Module 5 ☐
- Module 6 ☐
- Module 7 ☐

#### **3. Professional status: Which of the following categories describes you best? (Choose one)**

Employee (non-managerial position) ☐    Manager (mid and low level) ☐    Manager (high level)/CEO/owner ☐

Other: \_\_\_\_\_

#### **4. Choose one of the following categories which best describes your company scope:**





Information technology company ☐

Innovation company (new sector/new service or product) ☐

Low-tech company ☐

## **B. Training Modules evaluation**

### **Overall layout**

#### **5. Circle your response for each item**

(1=Strongly disagree, 2=Disagree, 3=Neither agree non disagree, 4= Agree, 5= Strongly agree)

##### **5.1 The layout of the online platform is attractive**

1 2 3 4 5

##### **5.2 Navigation is easy and clear**

1 2 3 4 5

#### **6. How user-friendly is the online learning platform?**

Not so user-friendly ☐ moderately user-friendly ☐ It is User-friendly ☐

It is very user-friendly ☐

#### **7. Did you encounter any technical problems during the use of the online learning platform?**

Yes ☐ No ☐

If yes, what kind of problems?



**Length and language**

**8. Circle your response for each item**

(1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4= Agree, 5= Strongly agree)

**8.1 The language used is appropriate**

1 2 3 4 5

**8.2 Content length is appropriate**

1 2 3 4 5

**Evaluation of training modules (content)**

**9. Having studied the Intrapirose training module you have been assigned with, please rate the content according to its overall usefulness for self-paced learning (1= Not so useful, 5=Very useful)**

1 2 3 4 5

**10. Please rate the overall relevance of the content to the learning outcomes as presented in the introduction of the module (1=Not so relevant, 5=Very relevant)**

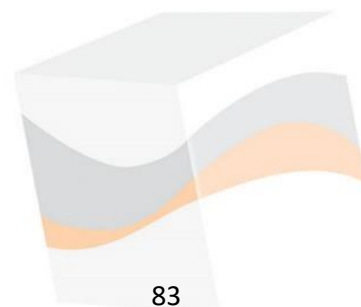
1 2 3 4 5

**11. How useful do you consider the following elements in supporting the learning process? (1= Not so useful, 5=very useful)**

**11.1 Video sources**

1 2 3 4 5

**11.2 Further readings**





1 2 3 4 5

### 11.3 Tests

1 2 3 4 5

**12. According to you, are there any areas which would require more extensive coverage?**

Yes ☐ No ☐

If yes, which one?

**13. According to you, is there a general subject included that you consider not so necessary?**

Yes ☐ No ☐

If yes, which one?

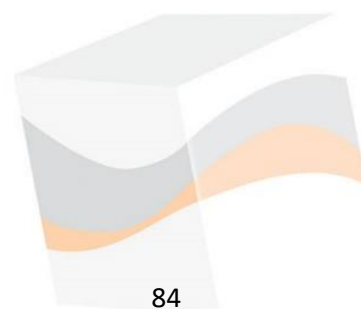
**14. Please read the following statement, and circle the answer which represents your opinion:**

***'The content of the module (including concepts, ideas, practices, case studies etc.) can help in establishing an intrapreneurial culture within a company and among colleagues':***

**(1=Strongly disagree, 2=Disagree, 3=Neither agree nor disagree, 4= Agree, 5= Strongly agree)**

1 2 3 4 5

**15. How can we improve our training package?**





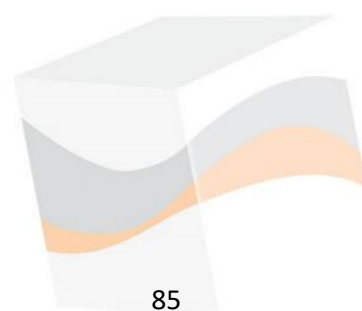
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**16. How likely is it that you would recommend the training package to a fellow professional or colleague?**

Not so likely ☐ Moderately likely ☐ It is likely ☐ It is very likely ☐







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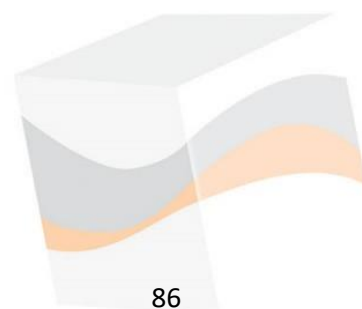


## 6. Annex II – Assorted photographs from workshops in all countries

### Cyprus



### Belgium





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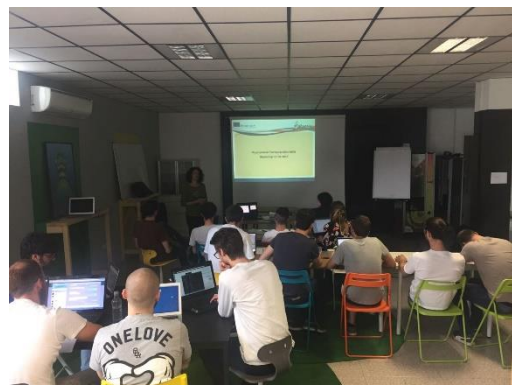
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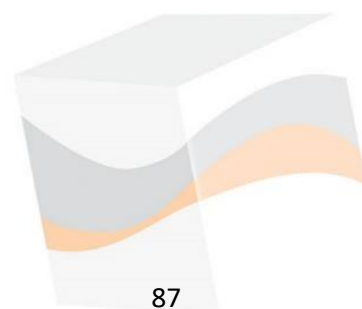
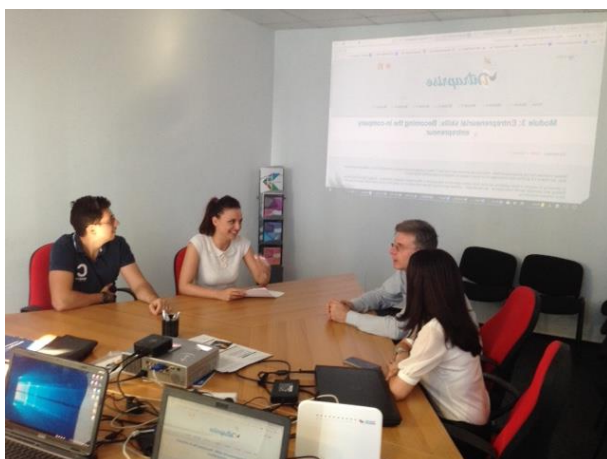
## Greece



## Italy



## Romania



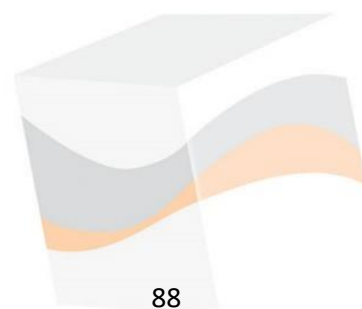


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## Spain







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