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CHES
CREATIVE INTRAPRENEURSHIP EMPOWERMENT
SKILLS – SITUATIONAL ANALYSIS IN
ITALY
NATIONAL REPORT

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PREFACE

This National Report presents and discusses the findings of the Key Mapping investigation conducted among companies active in the CCIs and young adults in the age group 20-29, who either already possess working experience (currently employed or not in the CCIs), or have never been employed in Italy.

The responses obtained are analysed in the Report in order to guide the CHES partnership in designing training material for development of key intrapreneurship-related skills and competences among young people.

The investigation is based on both structured survey questionnaires and semi-structured interviews, aimed at mapping the need for building intrapreneurship-related competences and delivering training to the project's target group. The Situational Analysis carried out serves to investigate the competences that young adults in the age group 20-29 need in order to responsibly and autonomously engage in intrapreneurial activities and efforts, which will lead to their sustainable employment integration and social inclusion.

The results presented in this National Report together with those contained in the National Reports, prepared for the other 5 CHES partner countries, will be brought together in a Synthesis Report, which will serve as a basis for designing an innovative intrapreneurship curriculum, training methodology and training content (IO2 – 'CHES Intrapreneurship Academy') for young adults and their trainers/peer support providers.

The National Report contains the following generic structure:

- Chapter 1: Intrapreneurship competence gaps among young adults in Italy – main survey findings;
- Chapter 2: Youth intrapreneurship skills and attitudes in Italy– main in-depth interviews findings.

ITALY, March 2020

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EXECUTIVE SUMMARY

This National Report presents, discusses and interprets the results of the Competence Gaps Survey and Semi-structured Interviews conducted at national level in Italy by the CHES project partner FORUM AIC (Forum of Adriatic and Ionian Chambers of Commerce).

In Italy, 40 young adults participated in the CHES Competence Gaps Survey, their distribution between the two pre-defined age groups (20-24 and 25- 29 years) was uppermost within the range 25-29, and approx 65% of the survey respondents were female. The educational level of survey participants was definitely dominated by higher education (University and Post-University) with more than 80% of the respondents. The majority of survey participants already possessed some working experience at the time of the survey (nearly 90%).

Regarding the intrapreneurial perceptions, expressed by surveyed young adults, all 16 pre-determined intrapreneurship-related competences were considered important. Unlike importance, the adequacy of the possessed skills was estimated by surveyed young adults to be lower, averaging a rating of 4 on a 1-to-5 scale.

Thus, young adults' survey responses have led to the identification of skill gaps, which are wider for 'communication', 'initiative' and "not being afraid to fail", compared to the other competences. A vast majority (72.5%) of the surveyed young adults stated that they were interested in the upcoming CHES intrapreneurship training course, while blended learning and experience sharing were the most preferred training delivery models.

Regarding the investigation of the intrapreneurship perceptions of the second respondents' group in Italy, 12 (twelve) employers participated in the CHES Competence Gaps Survey with 33% of the respondents belonging to the education and training sector. New economic sectors were added by the respondents in addition to the 12 pre-defined activity sectors: handcrafts; IT; Marketing ; Event organization. The majority of the surveyed companies were micro and small sized enterprises (SMEs), with around 1-9 employees in their staff at the time of the survey.

All CHES competences were considered by the surveyed employers as either "important" or "very important". The competence with the highest share of "very important" responses was 'collaboration / team work' , followed by 'initiative', 'resourcefulness' and 'adaptability'. The adequacy of the skills possessed by young people was estimated by employers to be lower than their importance, averaging a rating of little above 3 on a 1- to-5 scale. Requested to express their opinions regarding the intrapreneurship-related statements, found in the survey questionnaire, employers demonstrated a high overall degree of agreement with all statements, the statement "It is important to show employees that their intrapreneurial behaviour is supported and fostered, which includes an open culture in

which they are not afraid of sharing their ideas” was agreed with the most.

Fifteen young people took part in the In-depth semi-structured interviews in Italy. The majority (73%) of the interviewed young adults were female, and 66% of the total of respondents were in the age group 25-29. Eleven of the interviewees had university degree, one possessed post university studies and 3 of them VET diploma. The skills and competences considered important for young intrapreneurs to be successful on the job, that did not overlap with the pre-defined CHES competences were open-mindedness, field knowledge, problem solving, multidisciplinary, trust and culture.

Asked to describe their own level of adequacy of the above skills and competences, all of the interviewees claimed, that they were adequately developed. Responsibility, creative thinking, loyalty, tenacity and optimism were the attitudes, considered beneficial for young people to be successful intrapreneurs. Curiosity and being update on the profession relatively new insights were also nominated.

Seven employers were interviewed in Italy under the CHES project, the economic activity sectors were quite diversely represented among them, two being engaged in the sector of training and education, one in social and personal service activities, one in IT sector, one Handcraft sector, one in marketing and communication sector and one from the hotels and restaurants sector. All interviewed companies were small and medium sized enterprises (SMEs),1-9 employees in their staff at the time of the survey. Just one company form the hotels and restaurants sector was a big company, with more than 100 employees. Employers identified as most important for young people to be successful intrapreneurs the competences team work, creativity, initiative, communication, decisiveness, not being afraid to fail, problem solving and proactive attitude which they believed were not adequately enough developed in youngsters (medium-low).

EXECUTIVE SUMMARY [ITALIAN]

Il presente report nazionale presenta, discute e interpreta i risultati dell'indagine CHES condotta a livello nazionale in Italia dal partner di progetto, Forum delle Camere di Commercio dell'Adriatico e dello Ionio – Forum AIC.

L'obiettivo del sondaggio è quello di ottenere informazioni dai giovani identificati come *target group* dall'iniziativa CHES riguardo alle loro capacità e percezioni da una prospettiva intraprenditoriale. I risultati del sondaggio saranno utilizzati per guidare il partenariato CHES nella progettazione di materiale di formazione per lo sviluppo delle abilità e competenze chiave relative all'imprenditorialità dei giovani.

In Italia, 40 giovani hanno partecipato all'indagine CHES Competence Gaps Survey, la loro distribuzione tra le due fasce di età predefinite (20-24 e 25-29 anni) è stata maggiore nella fascia 25-29 con circa il 65% degli intervistati di sesso femminile. Il livello educativo dei partecipanti al sondaggio è stato sicuramente dominato dall'istruzione superiore (Università e Post-Università) con oltre l'80% degli intervistati. La maggior parte dei partecipanti possedeva già un'esperienza lavorativa al momento del sondaggio (quasi il 90%).

Per quanto riguarda le percezioni intraprenditoriali espresse da giovani intervistati, tutte le 16 competenze predeterminate sono state considerate importanti. A differenza dell'importanza, l'adeguatezza delle capacità possedute è stata stimata dai giovani più bassa, con una valutazione media di 4 su una scala da 1 a 5.

Pertanto, le risposte al sondaggio dei giovani hanno portato all'identificazione di alcune carenze circa le competenze indicate nel questionario, che sono risultate più ampie per la "comunicazione", l'"iniziativa" e "non avere paura di fallire", rispetto ad altre competenze. La stragrande maggioranza (72,5%) dei giovani intervistati ha dichiarato di essere interessata al prossimo corso di formazione sull'imprenditorialità CHES, mentre come metodi di erogazione del corso, l'apprendimento misto (in presenza e online) e la condivisione delle esperienze sono stati tra i modelli preferiti.

Per quanto riguarda le indagini sulle percezioni intraprenditoriali del secondo gruppo intervistato, i dati indicano la partecipazione di 12 (dodici) datori di lavoro/imprenditori di cui il 33% degli intervistati appartenenti al settore dell'istruzione e della formazione. Nuovi settori economici sono stati aggiunti dai rispondenti in aggiunta ai 12 settori di attività predefiniti: artigianato; IT; Marketing; Organizzazione di eventi. La maggior parte delle società intervistate sono piccole e medie imprese (PMI), con circa 1-9 dipendenti nel loro personale al momento dell'indagine.

Tutte le 16 competenze indicate nel questionario CHES sono state considerate dagli

imprenditori come "importanti" o "molto importanti". Le competenze considerate "molto importanti" con la percentuale maggiore sono state: "collaborazione / lavoro di gruppo", seguita da "iniziativa" e "adattabilità". L'adeguatezza delle competenze possedute dai giovani è stata stimata dai datori di lavoro come inferiore alla loro importanza, con una valutazione media di poco superiore a 3 su una scala da 1 a 5.

Alla richiesta di esprimere le proprie opinioni in merito alle dichiarazioni sull'imprenditorialità identificate nella parte finale del questionario, i datori di lavoro hanno dimostrato un grado generale di accordo con tutte le dichiarazioni mentre l'affermazione "*È importante mostrare ai dipendenti che il loro comportamento intraprenditoriale è supportato e promosso, ciò include anche una cultura aziendale aperta*" è stata concordata dalla maggior parte.

La maggioranza (73%) degli intervistati sono di sesso femminile e il 66% del totale era nella fascia di età 25-29 anni. Undici degli intervistati erano in possesso di un diploma universitario, una persona possedeva studi postuniversitari e 3 di loro titoli di studio VET (formazione professionale). Le capacità e le competenze ritenute importanti per i giovani ai fini del successo professionale che non si sovrapponevano alle competenze CHES predefinite sono state: apertura mentale, problem solving, multidisciplinarietà, fiducia e cultura.

Chiesto di descrivere il proprio livello di adeguatezza delle capacità e delle competenze di cui sopra, tutti gli intervistati hanno affermato di possedere tali competenze. Responsabilità, pensiero creativo, lealtà, tenacia e ottimismo sono stati gli atteggiamenti considerati utili dai giovani per diventare imprenditori di successo. Sono state nominate anche la curiosità e il fatto di essere costantemente aggiornati sulle novità della propria professione.

Sette dipendenti sono stati intervistati in Italia nell'ambito del progetto CHES.

I settori di attività economica di appartenenza sono stati piuttosto diversificati tra loro: due impegnati nel settore della formazione e dell'istruzione, uno nelle attività di servizi sociali e personali, un imprenditore del settore IT, una piccola impresa artigiana, uno nel settore marketing e comunicazione e uno nel settore alberghiero e della ristorazione. Tutte le società intervistate erano piccole e medie imprese (PMI), con 1-9 dipendenti nel loro personale al momento del sondaggio. Una sola società del settore alberghiero e della ristorazione era una grande azienda, con oltre 100 dipendenti. I datori di lavoro hanno identificato come importanti ai fini lavorativi le seguenti competenze: creatività, iniziativa, comunicazione, determinazione, non aver paura di fallire, problem-solving e atteggiamento propositivo e che allo stesso tempo ritenevano non sufficientemente sviluppati nei giovani (livello medio-basso).

INTRODUCTION

In Italy, the CHES **Competence Gaps Survey** was conducted among 40 (forty) representatives of the project's target group – young adults in the age group 20-29, who either already possess working experience (currently employed or not), or have never been employed, as well as 12 employers from various economic sectors, regarding the need for acquiring new intrapreneurship-related skills and relevant training delivered to young people. The respondents were reached out to via e-mail through the existing networks of the Italian partner – Forum AIC.

In order to facilitate the reach-out process, contacts were made with Universities, youth organizations, EURODESK, and chambers of commerce members of the Forum Aic Network, which provided assistance with reaching out to survey respondents. The social networks of Forum AIC were also useful to reach some of the main target respondents. Forum AIC is partner of a national initiative, Adriatic Start-up School which main purpose is the economic development of cultural and creative sector in the Adriatic and Ionian Area, throughout the creativity and resourcefulness of young people who want to set up a business.

Adriatic Start-up School is a training path oriented to the development of innovative start-up working in the cultural and creative field and aimed to enhance the cultural heritage of the Adriatic-Ionian Macro Region. This initiative is running since fifteen years now and we use the database of participants from the last three editions, in order to have their opinion regarding the intrapreneurship skills and the interest in participating in the Chess Pilot Training to be held at the end of 2020.

Chess **In-depth Interviews** were conducted with 15 young adults and 7 employers, who were previously contacted to explore their willingness to participate in the process. The interview questionnaire was well-accepted by the interviewees, who quite openly expressed their opinions on the questions asked. All of them expressed genuine interest in the project and its goals and declared their willingness to participate in the upcoming stages of project implementation.

1. INTRAPRENEURSHIP KEY MAPPING AMONG YOUNG ADULTS IN ITALY – MAIN SURVEY FINDINGS

1.1. Young adults' survey findings

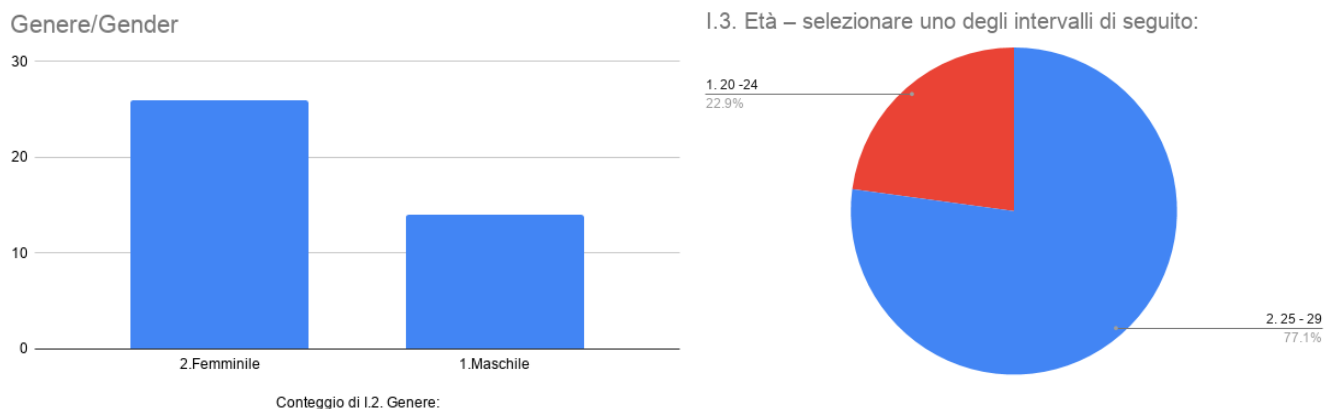
Key findings of Section 1.1:

- In Italy, 40 (forty) young adults participated in the CHES Competence Gaps Survey, while their distribution between the two pre-defined age groups (20-24 and 25- 29 years) was uppermost within the range 25-29, and aprox 65% of the survey respondents were female.
- The educational level of survey participants was definitely dominated by higher education (University and PosT-University) with more than 80% of the respondents.
- The majority of survey participants already possessed some working experience at the time of the survey (nearly 90%)
- In terms of labor status, the majority of respondents were employed, the remaining part of surveyed young adults being mostly unemployed (not looking for a job, because they have others priorities at the moment).
- All 16 pre-determined intrapreneurship-related competences (CHES competences) were considered by the majority of surveyed young adults as “important”.
- Unlike importance, the adequacy of the possessed skills was estimated by surveyed young adults to be lower, averaging a rating of 4 on a 1-to-5 scale.
- Survey responses have led to the identification of skill gaps, which are wider for ‘communication’, ‘initiative’ and “not being afraid to fail”, compared to the other competences.
- Asked to express their opinions regarding the survey statements, which aimed at exploring their views on the different aspects of intrapreneurship, young adults generally demonstrated a high degree of agreement with all statements, specifically on the statement “Dynamic thought and a can-do-mentality are vital for someone who needs ‘to transform ideas into new businesses’” was strongly agreed.
- 72.5% of the surveyed young adults stated that they were interested in the upcoming CHES intrapreneurship training course, while blended learning and experience sharing were the most preferred training delivery modes.

1.1.1. Survey participants' personal characteristics

A total number of 40 young adults in the age group 20-29 participated in the CHES Competence Gaps survey in Italy. The 65% of the survey respondents were female, while **regarding their age**, the total sample of respondents to the CHES Competence Gaps young adults survey was uppermost within the range 25-29, nearly 80% of the respondents, while only the 20% were part o the group age 20-24 (See figure 1 below):

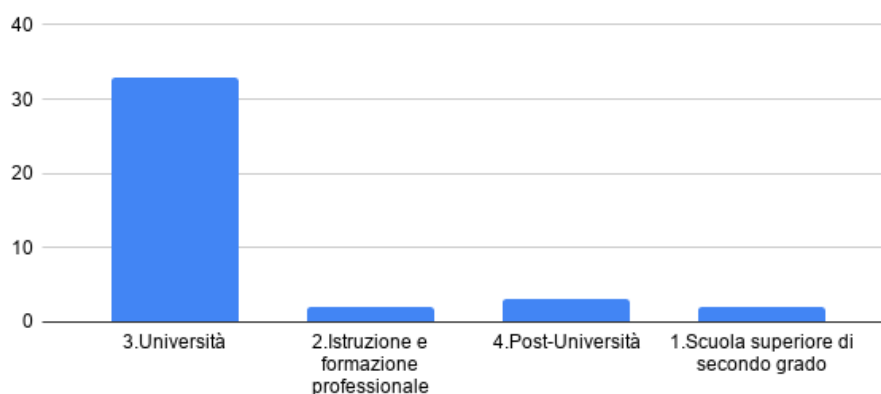
Figure 1. Young adults' survey participants in Italy by gender and age



A far for education level of the respondents, the average educational level of survey participants was relatively high, nearly 82% of them possessed university studies and almost 8% post-graduate degree studies, followed by secondary education and vocational education and training.(see figure 2 below)

Figure 2. Education level of young adults' survey participants in Italy

I.4. Istruzione: selezionare il livello più alto di istruzione scolastica:



Conteggio di I.4. Istruzione: selezionare il livello più alto di istruzione scolastica:

Working experience and labour status of CHES young adults' survey participants

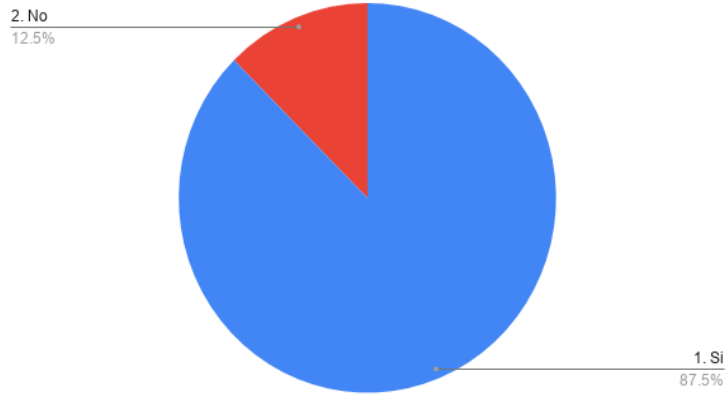
87% of the young adults respondents had already working experience and just 10% less are currently employed (77%) . It is necessarily to notice that the questions regarding the labour status didn't ask to indicate the type of contract, so also internships are to be considerate within this statistics.

were discouraged individuals (not looking for a job, because they did not believe they could find one), while 2.5% neither had any working experience, nor were seeking work, because they had other priorities at the time of the survey.

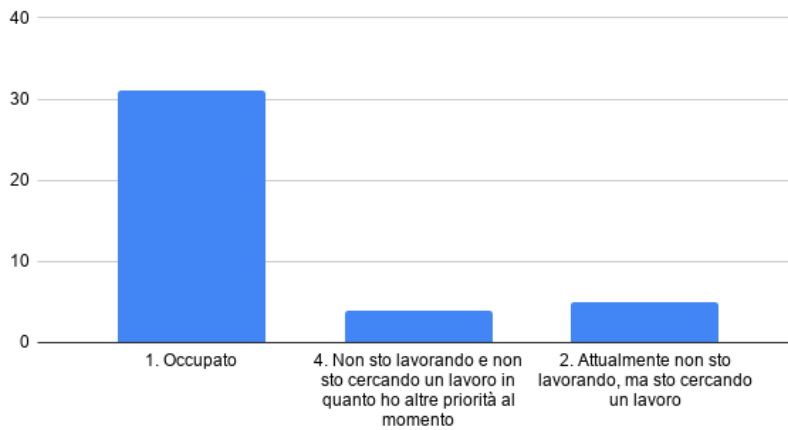
An interesting fact concerns young people currently not employed. More than half of them declare that they are not looking for a job as they were discouraged individuals (not looking for a job, because they did not believe they could find one), while 13% neither had any working experience, nor were seeking work, because they had other priorities at the time of the survey.

Figure 3. Existence of working experience and labour status of young adults' survey participants in Italy

I.5. Hai già avuto esperienze lavorative? Working Experience



I.6. Qual'è il tuo stato occupazionale attuale? Labour status:



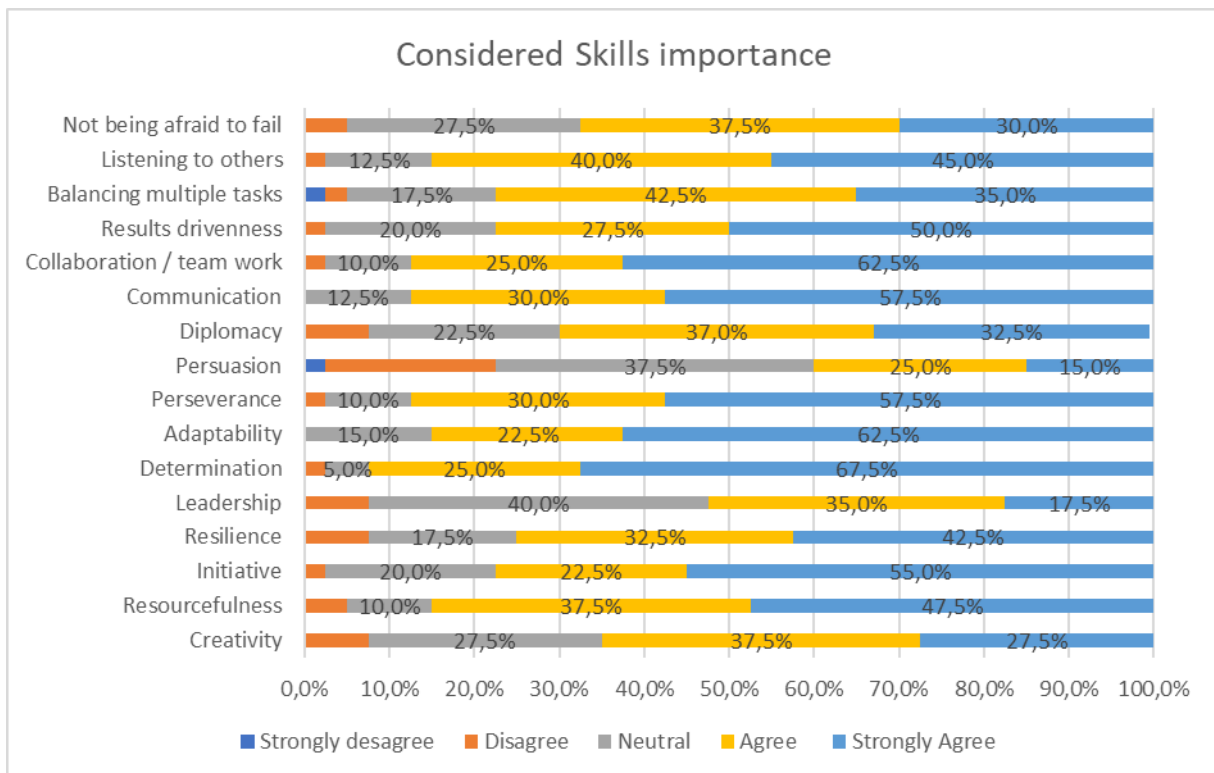
1.1.2. Intrapreneurial skills and perceptions

In the next section of the questionnaire, survey participants were asked to provide their responses, concerning the importance and adequacy of a set of 16 pre-determined intrapreneurship-related competences, namely: creativity, resourcefulness, initiative, resilience, leadership, determination, adaptability, perseverance, persuasion, diplomacy communication, collaboration / team work, results divines, balancing multiple tasks, listening to the others and not being afraid to fail. All 16 pre-determined intrapreneurship-related competences (CHES competences) were considered by the majority of surveyed young adults as “important”.

The significance of determination, adaptability and collaboration/team work were identified as “very important” by the majority of respondents (between 50% and 67.5%). Regarding the most significant competence, the determination, 67.5% of respondents consider it to be very important for employment purposes, out of which 75% are female and 78% are aged between 25-29 years. 80% of respondents have followed a university course, 10% have a high school diploma, 6% have followed a professional education course and 4% have obtained a postgraduate degree. 70% are currently working, while the remaining 30% is divided between people who do not have a job but are looking for and those who do not work and are not looking for a job.

The rest of the skills were also generally considered as “important”, but with a lesser majority – between 55% and 67.5%. As for the Creativity only 28% of respondents consider creativity to be very, out of which 36% are male and 63% female. The majority of respondents considering creativity to be very important state that they had already had working experience while only 28% have not yet had access to the market labor. 54% of respondents are currently employed.

Figure 4. Considered importance of the CHES pre-determined intrapreneurship-related competences by surveyed young adults in Italy



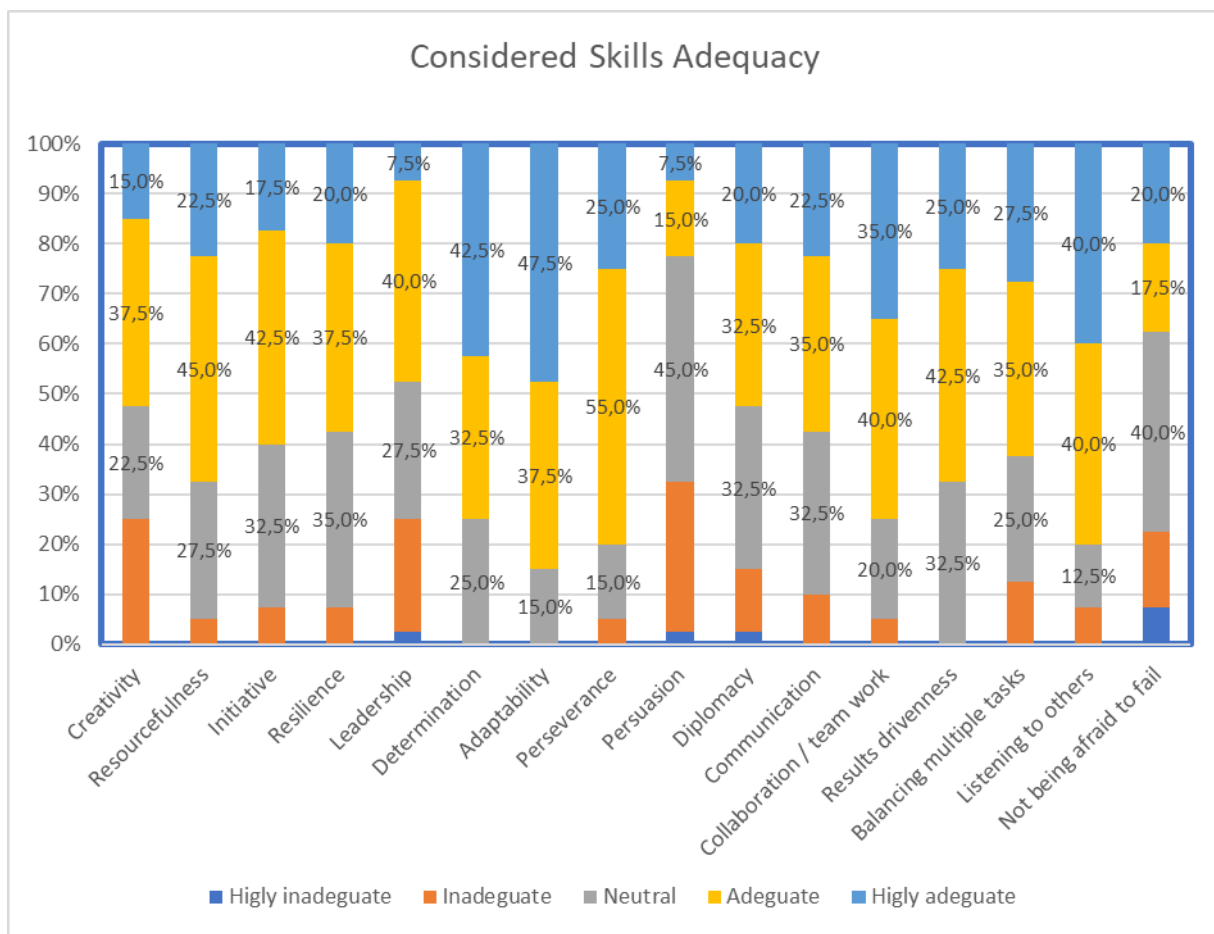
Unlike importance, the adequacy of the possessed skills was estimated by surveyed young adults to be lower, averaging a rating of 4 on a 1-to-5 scale.

Here ‘communication’, ‘not being afraid to fail’ and ‘initiative’, were estimated of a relatively low possessed adequacy, whereas the adequacy of the rest of the CHES competences was estimated to be 0.5 lower with reference to the importance (Figure 5).

Regarding the **initiative**, 54% of the young people who filled in the questionnaire considered the capacity of initiative for employment purposes to be very important, out of which 24% are male and 76% female. 80% of respondents have had already working experience, and 71% are currently employed. 85% of the respondents have a university degree, while the remaining 15% are divided between young people who have a secondary study level or vocational school certificate. 3% consider the ability of initiative for employment purposes to be not important. All respondents are male and currently employed. All of them are between 25-29 years of age and have followed a university course.

“Listening to the others” and “adaptability” are the competences with the lower gap between importance and perception of the adequacy of the possessed skills.

Figure 5. Estimated adequacy of the CHES pre-determined intrapreneurship-related competences by surveyed young adults in Italy



The survey data obtained on the considered importance and estimated adequacy of a pre-defined set of CHES intrapreneurship-related competences, were used to calculate the values of these competences’ significance / adequacy indicators (CSA indicators). The CSA Indicators were estimated as Weighted Averages of the “rating” indications provided by survey participants (on a 1-to-5 scale), weighted by the relative frequencies of such indications about each of the CHES competences, found in the responses to questions II.1 & II.2. in the Young Adults’ Survey Questionnaire (see Annex C). CSA indicators may take values between 1 and 5 and are calculated separately for each of the FEENICS skills in each

of the aspects above: competences' significance (Question II.1) and competences' adequacy (Question II.2).

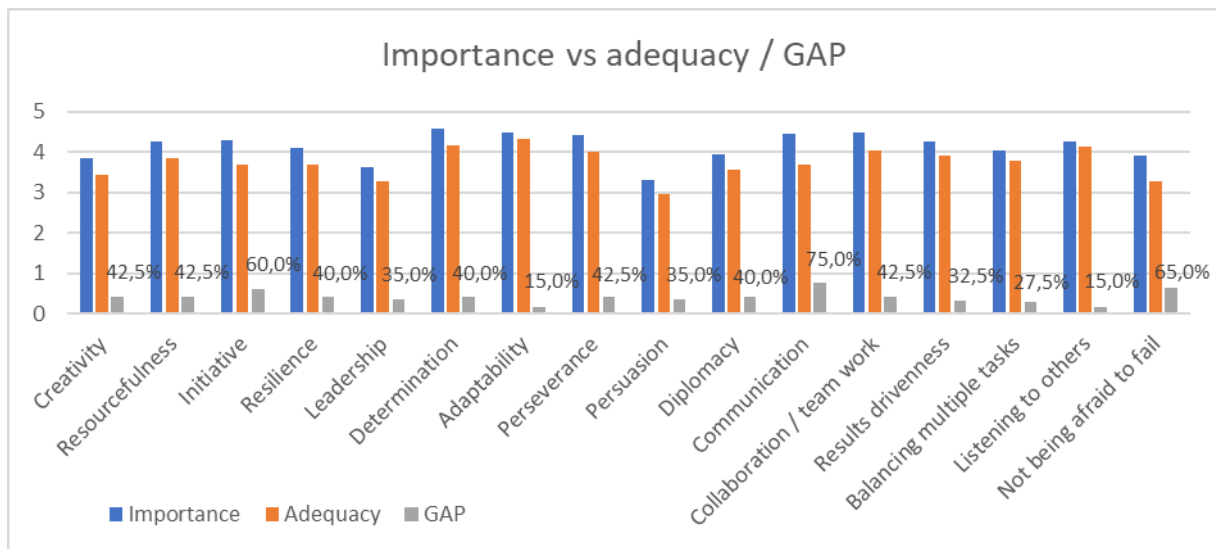
Table 1.1 below shows that for all CHES competences, survey responses have led to the identification of skill gaps, which are wider for 'communication', 'initiative' and "not being afraid to fail", compared to the other competences. Thus, the responses of surveyed young adults in Italy indicate, that the competences, selected to be explored and subsequently supported through the elaboration of intrapreneurship training material and delivery of training workshops to young people, were adequately identified.

Table 1.1. Importance and adequacy of the CHES pre-determined intrapreneurship-related competences and skill gaps (young adults' responses)

CHES	CSA indicators' values		skill gap (B – C)
	Significance	Adequacy	
competences	B	C	D
A	B	C	D
1. Creativity	3,85	3,425	0,425
2. Resourcefulness	4,275	3,85	0,425
3. Initiative	4,3	3,7	0,6
4. Resilience	4,1	3,7	0,4
5. Leadership	3,625	3,275	0,35
6. Determination	4,575	4,175	0,4
7. Adaptability	4,475	4,325	0,15
8. Perseverance	4,425	4	0,425
9. Persuasion	3,3	2,95	0,35
10. Diplomacy	3,95	3,55	0,4
11. Communication	4,45	3,7	0,75
12. Collaboration / team work	4,475	4,05	0,425
13. Results drivenness	4,25	3,925	0,325
14. Balancing multiple tasks	4,05	3,775	0,275
15. Listening to the others	4,275	4,125	0,15

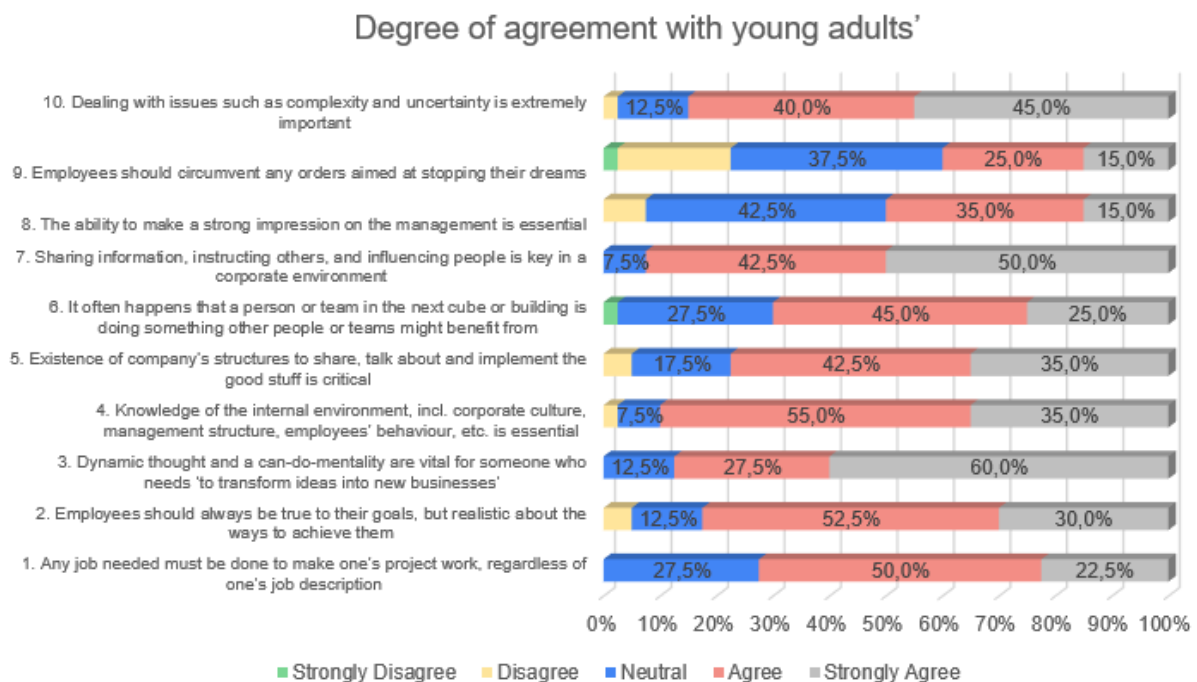
CHES: Youth Intrapreneurship – Survey and Gap Analysis in Italy, National Report

1 6. Not being afraid to fail	3,925	3,275	0,65
Competences' average	4,14375	3,7375	0.40



Regarding the question “I3 Indicate to what extent you agree with the statements”, the young adults participating in this analysis were asked to express their opinions regarding the survey statements, which aimed at exploring their views on the different aspects of intrapreneurship. young adults generally demonstrated a high degree of agreement with all statements, specifically on the statement 3. “Dynamic thought and a can-do mentality are vital for someone who needs ‘to transform ideas into new businesses’” was strongly agreed, whereas statement 9. “ Employees should circumvent any orders aimed at stopping their dreams” was least popular among young people – less than 50% agreed.

Grafico Figure 6. Degree of agreement with young adults’ survey statement in ITALY

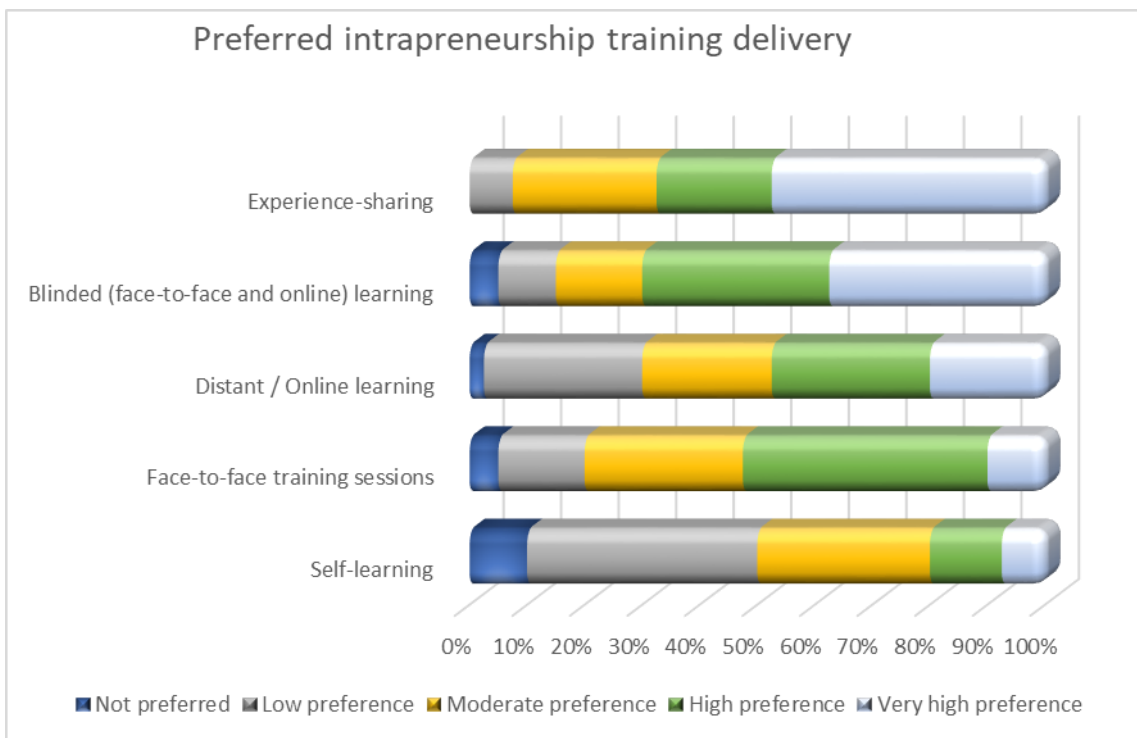


1.1.3. Upgrading intrapreneurship skills and competences – expressed interest and preferred types of training delivery modes

“Would you be interested in an intrapreneurship training course, that will be developed by the CHES project?”

When asked to express their interest regarding participation in the prospective training initiatives to be organized under the CHES project, 72.5% of the surveyed young adults stated that they were interested in the upcoming CHES intrapreneurship training course. 62% of the respondents who intend to take part of the training initiative is part of the age group 25-29, and the large majority (80%) declare that possess university studies while 30% are currently not employed. Blended learning and experience sharing were the most preferred modes of delivering an intrapreneurship training course by survey participants (Figure 7).

Figure 7. Expected benefits from upgrading intrapreneurship skills and preferred intrapreneurship training delivery modes in Italy



1.2. Employers' survey findings

1.2.1. Characteristics of the enterprise

Key findings of Section 1.2:

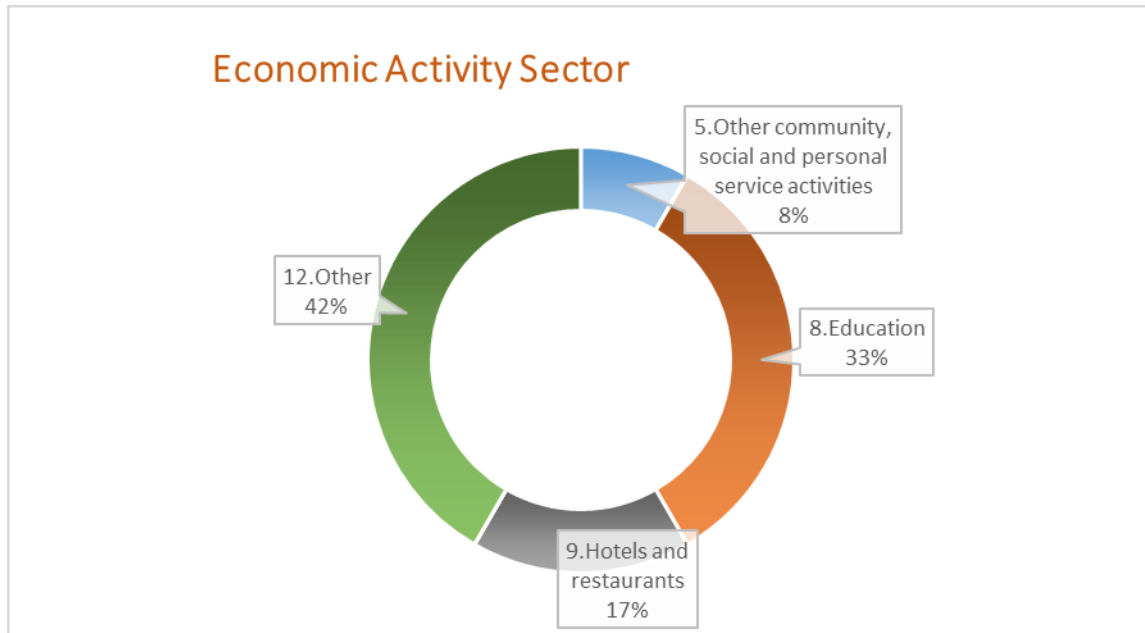
- 12 (twelve) employers participated in the CHES Competence Gaps Survey in ITALY, with 33% of the respondents belonging to the education sector. New economic sectors were added by the respondents in addition to the 12 pre-defined activity sectors: handicraft; IT; Marketing ; Event organization.
- Of all surveyed companies 91% were micro wit 1-9 employees in their staff at the time of the survey. Just one company form the hotels and restaurants sector was a big company, with more than 100 employees.
- All CHES competences were considered by the surveyed employers as either “important” or “very important”. The competence with the highest share of “very important” responses was ‘collaboration / team work’ , followed by ‘initiative’, ‘resourcefulness’ and ‘adaptability’.
- The adequacy of the skills possessed by young people was estimated by employers to be lower that their importance, averaging a rating of little above 3 on a 1- to-5 scale.
- Certain skill gaps (definitely deeper than those, perceived on the basis of young adults’ responses) were identified based on employers’ survey responses, which are wider for initiative”, resilience, ‘leadership’, ‘listening to the others’, and ‘adaptability’ compared to the remaining CHES competences.
- Requested to express their opinions regarding the intrapreneurship-related statements, found in the survey questionnaire, employers demonstrated a high overall degree of agreement with all statements.

1.2.2 Characteristics of the enterprise

Twelve employers participated in the CHES Competence Gaps Survey in Italy. The economic activity sectors were quite diversely represented among them, as ‘education and training, , ‘other community, social and personal service activities’, “Hotels and restaurants”, ‘information and communication technologies’ and ‘other (management consulting,

marketing consulting, handicraft, event organization, ngo transnational cooperation)’. Each sectors were each represented by 1 employer, while ‘education and training’ participated in the CHES survey with 4 employers and “Hotels and restaurants”, with two (see Figure 8 below).

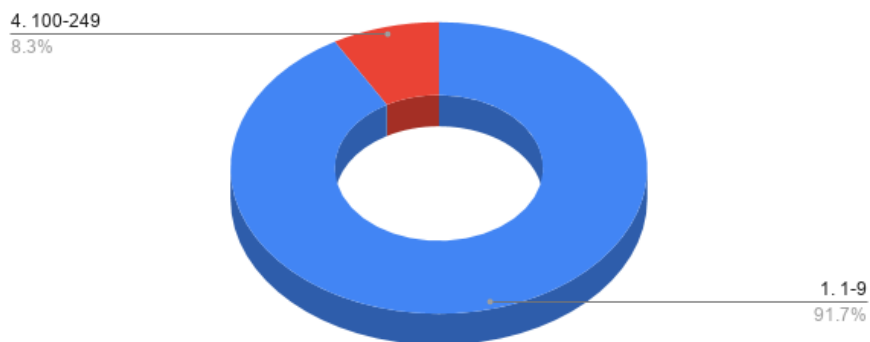
Figure 8. Economic activity sector’s affiliation of surveyed employers in Italy



All surveyed companies were small and medium sized enterprises (SMEs), 1-9 employees in their staff at the time of the survey. Just one company from the hotels and restaurants sector was a big company, with more than 100 employees.

Figure 9. Size of enterprise

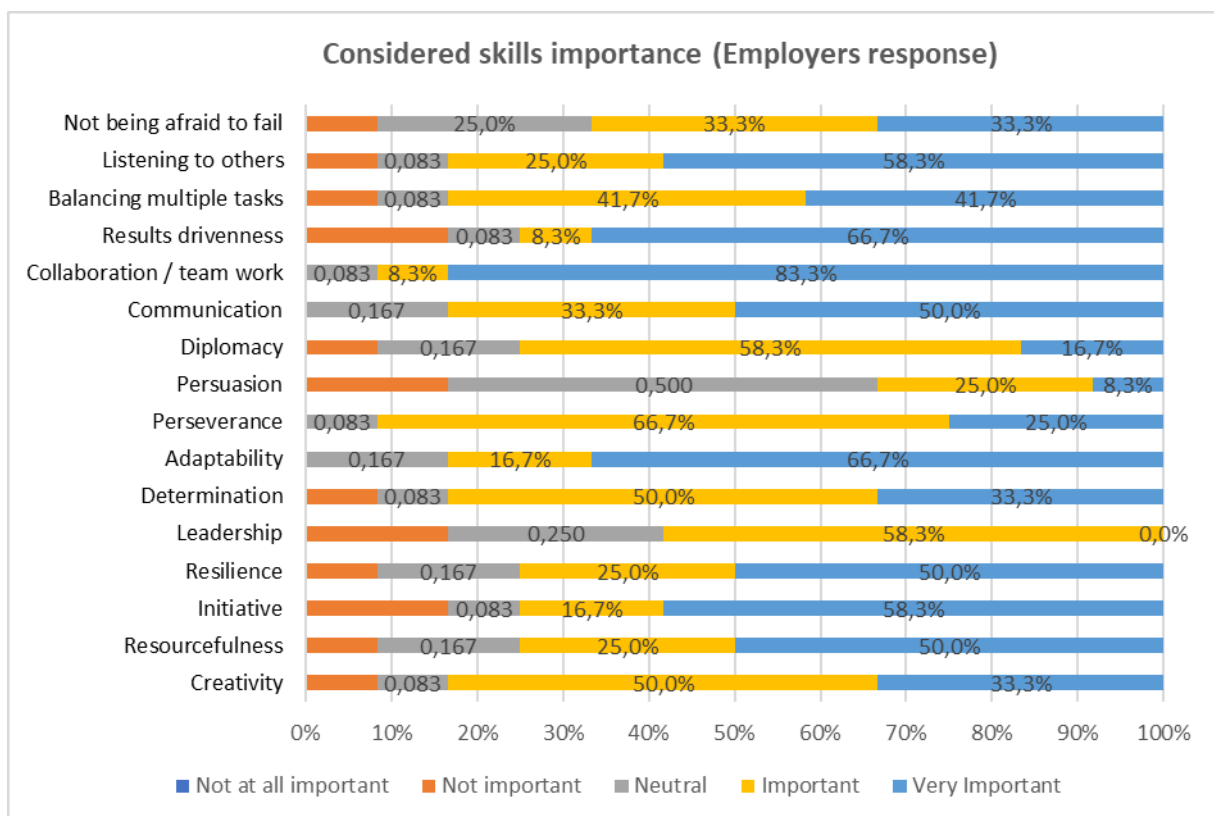
Dimensione (numero di dipendenti)/ Size of Enterprise (employers)



1.2.2. Intrapreneurial perceptions

Similarly, to the young adults’ survey questionnaire, in the next section of the employers’ questionnaire, survey participants were also requested to indicate the considered importance and estimated adequacy of the CHES competences, possessed by young people. Asked to express their opinion regarding how important the CHES competences were for young adults’ performance in their companies, all employers rated the competences as either “important” or “very important”. The competence with the highest share of “very important” responses was ‘collaboration / team work’, followed by ‘initiative’, ‘resourcefulness’ and ‘adaptability’.

Figure 10. Employers’ considered importance of the CHES pre-determined intrapreneurship-related competences in ITALY



The adequacy of the skills possessed by young people was estimated by surveyed employers to be lower than both their importance considered by employers themselves and their adequacy, estimated by young adults, averaging a rating of a little above 3 on a 1-to-5 scale.

Here ‘initiative’, resilience, ‘leadership’, ‘listening to the others’, and ‘adaptability’ were estimated of a relatively low possessed adequacy, whereas the adequacy of the rest of the competences was estimated to be relatively adequate (Figure 11).

Figure 11. Employers’ estimated adequacy of the CHES pre-determined intrapreneurship-related young adults’ competences in Italy

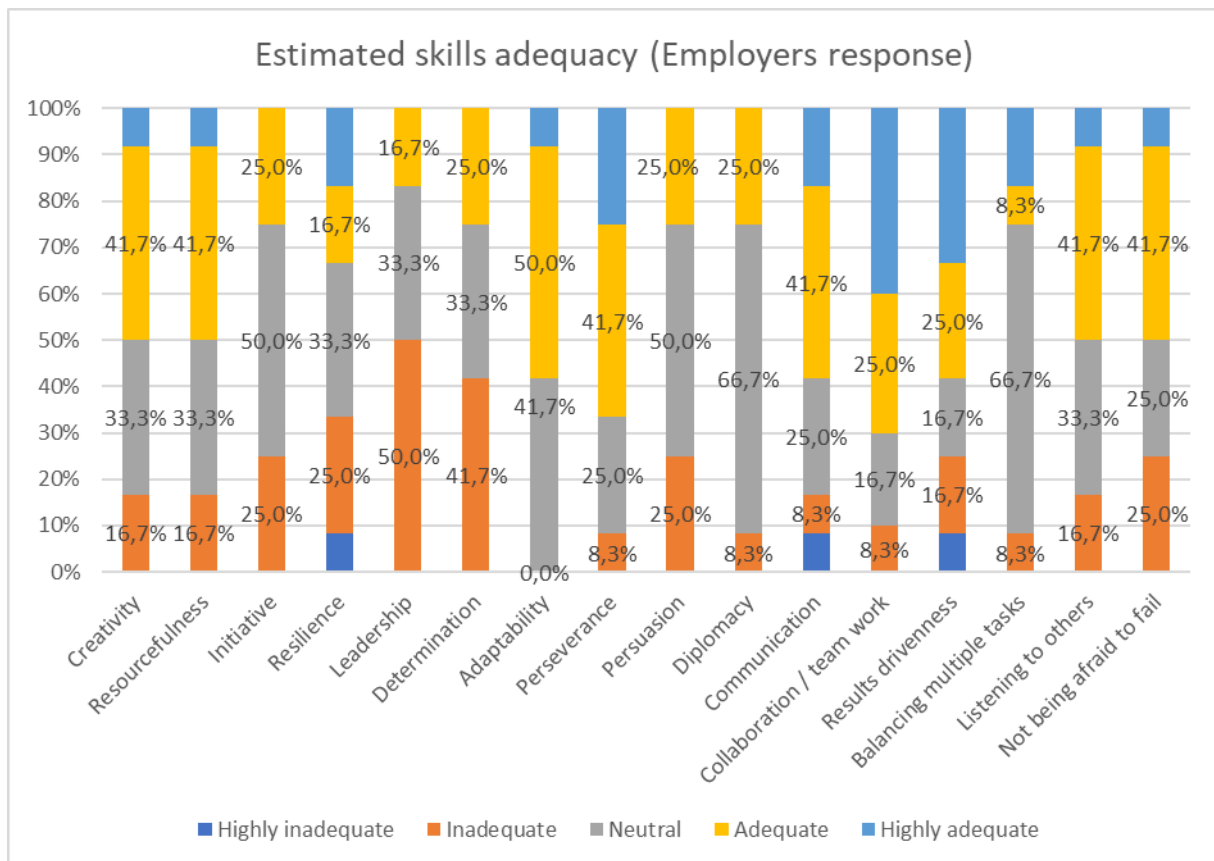


Table 1.2. Importance and adequacy of the CHES pre-determined intrapreneurship-related competences and skill gaps (employers' responses)

i

i

CHES	CSA indicators' values		skill gap (B – C)
competences	Significance	Adequacy	
A	B	C	D
1_ Creativity	4,1	3,4	0,7
2_ Resourcefulness	4,3	3,3	1
3 . Initiative	4,5	3	1,5
4 . Resilience	4	2,8	1,2
5 . Leadership	3,6	2,7	0,9
6.Determination	4,1	3,7	0,4
7. Adaptability	4,4	3,5	0,9
8. Perseverance	4	3,7	0,3
9.Persuasion	3,4	3	0,4
10. Diplomacy	3,7	3,1	0,6
11 . Communication	4,2	3,4	0,8
12 . Collaboration / team work	4,7	3,9	0,8
13. Results drivenness	4,1	3,5	0,6
14. Balancing multiple tasks	4	3,2	0,8
15. Listening to the others	4,2	3,3	0,9
1 6. Not being afraid to fail	4	3,4	0,6
Competences' average	4,1	3,4	0,7

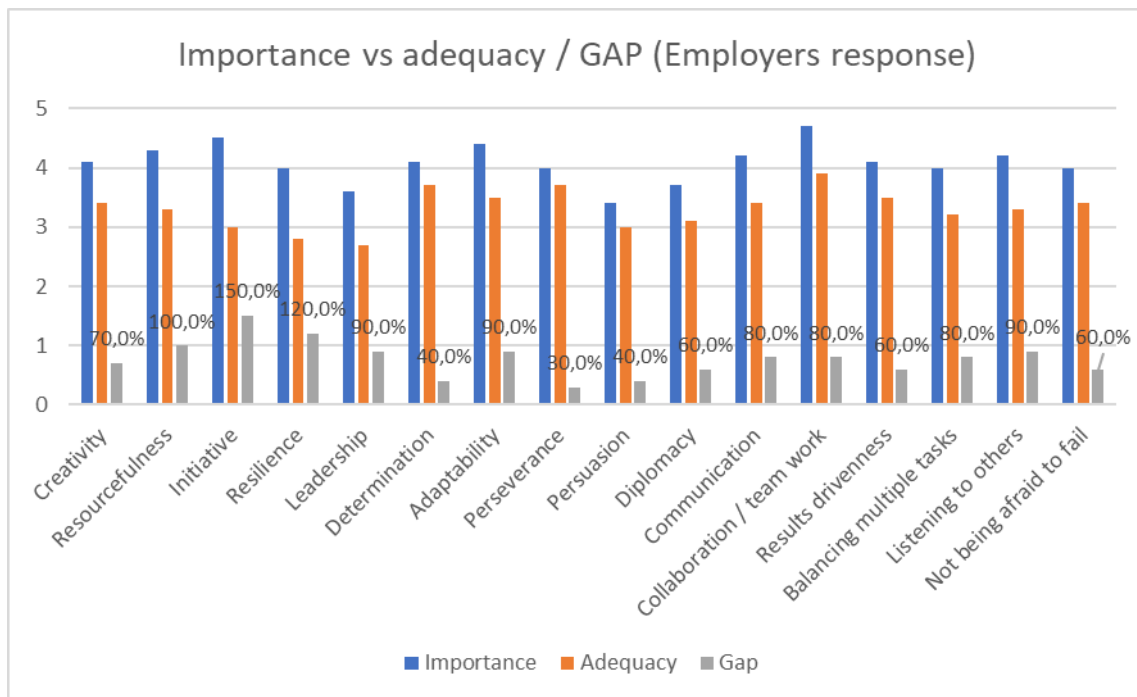


Table 1.2 above indicates that for all CHES competences, employers’ survey responses have led to the identification of skill gaps (definitely deeper than those, perceived on the basis of young adults’ responses), which are wider for ‘INITIATIVE’ and ‘RESILIENCE’ and narrower for ‘RESOURCEFULNESS’ and ‘LEADERSHIP’ compared to the remaining competences. Thus, the responses of surveyed employers in Italy reconfirm the conclusion, that the CHES competences were adequately identified.

Requested to express their opinions regarding the intrapreneurship-related statements, found in the survey questionnaire, employers demonstrated a high overall degree of agreement with all statements. In particular, the statements, which are least and most agreed by employers, are respectively, as follows:

- It is important to show employees that their intrapreneurial behavior is supported and fostered, which includes an open culture in which they are not afraid of sharing their ideas
- The motivation of employees is of crucial importance – since they are strongly intrinsically motivated, financial rewards based on their intrapreneurial performance are important, but not sufficient.

2. YOUTH INTRAPRENEURSHIP SKILLS AND ATTITUDES IN ITALY– MAIN IN-DEPTH INTERVIEWS FINDINGS

1.1. Young adults’ in-depth interviews findings

Key findings of Section 2.1:

- Fifteen young people took part in the In-depth semi-structured interviews in Italy.
- The majority (73%) of the interviewed young adults were female, and 66% of the total of respondents are in the age group 25-29.
- Eleven of the interviewees had university degree, one possessed post university studies and 3 of them VET diploma.
- 86% (13 people) of the participants in the interviews had some working experience and eleven of them, almost 86% were employed at the time of the interviews.
- The skills and competences considered important for young intrapreneurs to be successful on the job, that did not overlap with the pre-defined CHES competences were open-mindedness, knowledge, problem solving, multidisciplinary, trust and culture.
- Asked to describe their own level of adequacy of the above skills and competences, all of the interviewees claimed, that they were adequately developed.
- responsibility, creative thinking, loyalty, tenacity and optimism were the attitudes, considered beneficial for young people to be successful intrapreneurs. Curiosity and being update on the profession relatively new insights were also nominated.
- Freedom to apply new ideas and incentives, related to creativity and performance were identified as the ways employers could encourage intrapreneurial behaviour among their young employees.

1.1.1. Interview participants’ personal characteristics

In-depth semi-structured interviews were conducted with 15 young people in the age group 20-29 in Italy. Eleven of them were female, four– male. Five were in the lower age group (20-24), ten were in the age span 25-29. Eleven of the interviewees have university degree, one have post university studies and 3 of them vocational education and training diploma. Thirteen people in the interviews stated they have some working experience and eleven of

them were employed at the time of the interviews. Two youngsters stated that they never had work experience and just one is looking for a job, while the other interviewed state that they have other priorities.

1.1.2. Intrapreneurial skills and perceptions

Among the skills and competence considered most important for young intrapreneurs to be successful on the job, many overlapped with the already discussed CHES competences above (creativity and initiative were common necessary competences with all the interviewees), while the remaining were: open-mindedness, knowledge, problem solving, multidisciplinary, trust and culture. Asked to describe their own level of adequacy of the above skills and competences, all of the interviewees claimed, that they were adequately developed as the majority of them have had already some work experience and had the opportunity to test themselves in a professional environment. The attitudes, considered beneficial for young people to be successful intrapreneurs within the established businesses where they are employed, were: responsibility, creative thinking, loyalty, tenacity and optimism. Curiosity and being update on the profession relatively new insights were also nominated.

Participants in the interviews believed that employers can encourage intrapreneurial behavior among their young employees by giving them more freedom to apply their ideas in the company and organize their work, as well as by providing different incentives, related to performance and creativity and offering opportunities for career development as well training opportunities in order to upgrade/develop the intrapreneurial skills.

1.2. Employers' in-depth interviews findings

Key findings of Section 2.2:

- Seven employers were interviewed in Italy under the CHES project, the economic activity sectors were quite diversely represented among them, two being engaged in the sector of training and education, one in social and personal service activities, one in IT sector, one Handcraft sector, one in marketing and communication sectora and one from the hotels and restaurants sector.
- All interviewed companies were small and medium sized enterprises (SMEs),1-9 employees in their staff at the time of the survey. Just one company form the hotels and restaurants sector was a big company, with more than 100 employees.

- Employers identified as most important for young people to be successful intrapreneurs the competences team work, creativity, initiative, communication, decisiveness, not being afraid to fail, problem solving and proactive attitude which they believed were not adequately enough developed in youngsters (medium-low).

1.2.1. Characteristics of the enterprise

Seven employers were interviewed in Italy under the CHES project.

The economic activity sectors were quite diversely represented among them:

- two being engaged in the sector of training and education,
- one in social and personal service activities,
- one in IT sector,
- one Handcraft sector,
- one in marketing and communication.
- one from the hotels and restaurants sector.

All interviewed companies were small and medium sized enterprises (SMEs), 1-9 employees in their staff at the time of the survey. Just one company from the hotels and restaurants sector was a big company, with more than 100 employees.

1.2.2. Intrapreneurial perceptions

Employers identified as most important for young people to be successful intrapreneurs the competences team work, creativity, initiative, communication, decisiveness, not being afraid to fail, problem solving and proactive attitude which they believed were not adequately enough developed in youngsters (medium-low). *One of our interviewed employer* : “*One of my young employee is considering to start an independent project within our company: she is 26 years old, and shares many of the canonical fears of a young graduate of this age, but I think she is perfectly capable of following an intrapreneurial path. The main challenge I see is to balance her creative side with commercial needs. Different financial and non-financial incentives, as well as assigning tasks, involving more responsibility and decision making were*

CHES: Youth Intrapreneurship – Survey and Gap Analysis in Italy, National Report

identified by employers as the approaches which can encourage intrapreneurial behaviour among young people. Create an open and creative office within the company and develop more the cultural spirit of the company, encourage the spirit of collaboration through work groups, encourage flexible and autonomous forms of work are also considered by our employers useful in order to develop an intrapreneurial path.

CONCLUDING REMARKS

The CHES Competence Gaps Survey and In-depth Interviews, conducted in Italy were undertaken in order to obtain information from young adults aged 20-29 who either already possessed working experience (currently employed or not), or had never been employed, as well as from employers operating in various economic sectors, regarding the intrapreneurship-related competence needs of young people. The Survey and Interviews involved a total of 74 participants (incl. 52 in the survey /40 young adults and 12 employers/ and 22 in the interviews /15 young people and 7 employers/), who constituted a representative sample for the investigated target groups.

The 16 pre-defined CHES competences were considered by the majority of both young adults and employers as either “important” or “very important”. The adequacy of all CHES competences was indicated as insufficient and definitely below (in terms of competences’ significance / adequacy (CSA) indicators’ values) their importance. This is indicative of existing skill gaps, which were most pronounced for competences ‘communication’, ‘initiative’ and ‘not being afraid to fail’ (in the case of young adults) and ‘resilience’ and ‘leadership’ (in the case of surveyed employers, which were definitely deeper than those, perceived on the basis of young adults’ responses).

Overall, the results obtained lead to the conclusion, that self-initiative on the job and the intrapreneurship-related skills supporting it are generally considered as important by young adults and employers alike, but insufficiently developed among the former. Thus, the results of the Survey and the Interviews from Italy, together with the findings from the other partner countries will be used to guide the CHES partnership in designing a curriculum, training methodology and an e-Learning Platform for young adults in order to address their competence needs and increase motivation and self-awareness among them, create incentives for acquiring new intrapreneurship-related skills and promote their efficient and sustainable integration into employment and society.

ANNEXES

ANNEX A. SELECTED CHES GAP ANALYSIS SURVEY RESULTS

YOUNG ADULTS

Table Y.I.1. Gender

	<i>1. Male</i>	<i>2. Female</i>
<i>Percentage</i>	35%	65%
<i>Number</i>	14	26

Table Y.I.2. Age

	<i>1. 20-24</i>	<i>2. 25-29</i>
<i>Percentage</i>	25%	75%
<i>Number</i>	10	30

Table I.3 Education

	<i>1. Secondary School</i>	<i>2. Vocational Education and Training</i>	<i>3. University level</i>	<i>4. Post Graduate</i>
<i>Percentage</i>	5%	5%	82.5%	7.5%
<i>Number</i>	2	2	33	3

Table Y.I.4. Work experience

1. Yes 2. No

87.5%	12.5%
-------	-------

35	5
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Table Y.I.5. Labour status

Labour Status	Number	Percentage
I am employed	31	77.5%
I am not working, but am looking for a job	5	12.5%
I am not working and am not looking for a job as I have other priorities at the moment	4	10%

Table Y.II.1. Considered skills' importance

<i>1 = Strongly Disagree</i>	<i>2 = Disagree</i>	<i>3 = Neutral</i>	<i>4 = Agree</i>	<i>5 = Strongly Agree</i>
1. Creativity				
0.0%	7.5%	27.5%	37.5%	27.5%
0	3	11	15	11
2. Resourcefulness				
0.0%	5.0%	10.0%	37.5%	47.5%
0	2	4	15	19
3. Initiative				
0.0%	2.5%	20.0%	22.5%	55.0%
0	1	8	9	22
4. Resilience				
0.0%	7.5%	17.5%	32.5%	42.5%
0	3	7	13	17
5. Leadership				
0.0%	7.5%	40%	35.0%	17.5%
0	3	16	14	7
6. Determination				
	2.5%	5.0%	25%	67.5%
0	1	2	10	27
7. Adaptability				
0.0%	0.0%	15.0%	22.5.0%	62.5%
0	0	6	9	25
8. Perseverance				
	2.5%	10.0%	30.0%	57.5%
0	1	4	12	23
9. Persuasion				
0.0%	20.0%	37.5%	25.0%	15.0%
1	8	15	10	6
10. Diplomacy				
	7,5	22.5%	37.5%	32.5%
0	3	9	15	13
11. Communication				
0.0%	0.0%	12.5%	30.0%	57.5%
0	0	5	12	23
12. Collaboration / team work				
0.0%	2.5%	10.0%	25.0%	62.5%
0	1	4	10	25
13. Results drivenness				
	2.5%	20%	27.5%	50.0%
0	1	8	11	20
14. Balancing multiple tasks				
2.5%	2.5%	17.5%	42.5%	35%
1	1	7	17	14
15. Listening to others				
	2.5%	12.5%	40.0%	45.0%
0	1	5	16	18
16. Not being afraid to fail				
0.0%	5.0%	27.5%	37.5%	30%
0	2	11	15	12

Table Y.II.2. Considered skills' adequacy				
= Highly inadequate	2 = Inadequate	3 = Neutral	4 = Adequate	5 = Highly adequate
1. Creativity				
0,00%	25,00%	22,50%	37,50%	15,00%
	10	9	15	6
2. Resourcefulness				
0,00%	5,00%	27,50%	45,00%	22,50%
	2	11	18	9
3. Initiative				
0,00%	7,50%	32,50%	42,50%	17,50%
	3	13	17	7
4. Resilience				
0,00%	7,50%	35,00%	37,50%	20,00%
	3	14	15	8
5. Leadership				
2,50%	22,50%	27,50%	40,00%	7,50%
1	9	11	16	3
6. Determination				
0,00%	0,00%	25,00%	32,50%	42,50%
0		10	13	17
7. Adaptability				
0,00%	0,00%	15,00%	37,50%	47,50%
0	0	6	15	19
8. Perseverance				
0,00%	5,00%	15,00%	55,00%	25,00%
0	2	6	22	10
9. Persuasion				
2,50%	30,00%	45,00%	15,00%	7,50%
1	12	18	6	3
10. Diplomacy				
2,50%	12,50%	32,50%	32,50%	20,00%
1	5	13	13	8
11. Communication				
0,00%	10,00%	32,50%	35,00%	22,50%
	4	13	14	9
12. Collaboration / team work				
0,00%	5,00%	20,00%	40,00%	35,00%
	2	8	16	14
13. Results drivenness				
0,00%	0,00%	32,50%	42,50%	25,00%
		13	17	10
14. Balancing multiple tasks				
0,00%	12,50%	25,00%	35,00%	27,50%
	5	10	14	11
15. Listening to others				
0,00%	7,50%	12,50%	40,00%	40,00%
	3	5	16	16
16. Not being afraid to fail				
7,50%	15,00%	40,00%	17,50%	20,00%
3	6	16	7	8

ANNEX A. CHESS situational analysis survey indicators

CHESS SURVEY QUESTIONNAIRES – CSA indicators

Question II.1 (Young Adults’ Survey). For EACH of the skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults’ sustainable employment:

Question II.1 (Employers’ Survey). For EACH of the skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults’ performance in your company:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	<i>CHESS competences’ Significance indicators’ value</i>	
	Young Adults’ responses	Employers’ responses
<u>1.</u> Creativity	3,85	4,1
<u>2.</u> Resourcefulness	4,275	4,3
<u>3.</u> Initiative	4,3	4,5
<u>4.</u> Resilience	4,1	4
<u>5.</u> Leadership	3,625	3,6
<u>6.</u> Determination	4,575	4,1
<u>7.</u> Adaptability	4,475	4,4
<u>8.</u> Perseverance	4,425	4
<u>9.</u> Persuasion	3,3	3,4
<u>10.</u> Diplomacy	3,95	3,7
<u>11.</u> Communication	4,45	4,2
<u>12.</u> Collaboration / team work	4,475	4,7

<u>13.</u> Results drivenness	4,25	4,1
<u>14.</u> Balancing multiple tasks	4,05	4
<u>15.</u> Listening to others	4,275	4,2
<u>16.</u> Not being afraid to fail	3,925	4

Question II.2 (Young Adults' Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider your possessed level of EACH of the above skills and competences is:

Question II.2 (Employers' Survey). Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above skills and competences is for the young people employed in your company:

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

	<i>CHESS competences' Adequacy indicators' value</i>	
	Young Adults' responses	Employers' responses
<u>1.</u> Creativity	3,425	3,4
<u>2.</u> Resourcefulness	3,85	3,3
<u>3.</u> Initiative	3,7	3
<u>4.</u> Resilience	3,7	2,8
<u>5.</u> Leadership	3,275	2,7
<u>6.</u> Determination	4,175	3,7
<u>7.</u> Adaptability	4,325	3,5
<u>8.</u> Perseverance	4	3,7
<u>9.</u> Persuasion	2,95	3

<u>10.</u> Diplomacy	3,55	3,1
<u>11.</u> Communication	3,7	3,4
<u>12.</u> Collaboration / team work	4,05	3,9
<u>13.</u> Results drivenness	3,925	3,5
<u>14.</u> Balancing multiple tasks	3,775	3,2
<u>15.</u> Listening to others	4,125	3,3
<u>16.</u> Not being afraid to fail	3,275	3,4

Annex B. CHESSE survey questionnaires in English and in national language

CHESSE QUESTIONARIO PER GIOVANI

CHESSE – Creative Intrapreneurship Empowerment Skills è un progetto biennale finanziato dal programma Erasmus+ Azione Chiave 2 Partenariati strategici per i giovani.

Il progetto mira a fornire un sostegno integrato, adatto alle esigenze e alle specificità dei giovani della fascia d'età 20-29 provenienti dalle industrie creative e culturali, che possiedono già esperienze lavorative (attualmente impiegate o meno) attraverso lo sviluppo e la convalida di strumenti e materiali di formazione innovativi al fine di: - aumentare la loro motivazione e auto-consapevolezza; - creare incentivi per l'acquisizione di nuove competenze legate all'intraprenditorialità; - promuovere la loro integrazione efficiente e sostenibile nel mondo del lavoro e della società.

Questo sondaggio ha come obiettivo quello di ottenere informazioni dai giovani identificati come target group dall'iniziativa CHESSE nei paesi partner del progetto, riguardo alle loro capacità e percezioni da una prospettiva intraprenditoriale. I risultati del sondaggio saranno utilizzati per guidare il partenariato CHESSE nella progettazione di materiale di formazione per lo sviluppo delle abilità e competenze chiave relative all'imprenditorialità dei giovani. L'identità dei rispondenti al sondaggio rimarrà strettamente RISERVATA.

Si prega di segnare con "X" le risposte alle domande chiuse qui di seguito ed inviare il questionario compilato a: segreteria.forum@marche.camcom.it

SEZIONE I. CARATTERISTICHE PERSONALI

I.1. Paese d'origine:

<input type="checkbox"/>	<u>1.</u> Danimarca	<input type="checkbox"/>	<u>2.</u> Italia	<input type="checkbox"/>	<u>3.</u> Bulgaria
<input type="checkbox"/>	<u>4.</u> Romania	<input type="checkbox"/>	<u>5.</u> Belgio	<input type="checkbox"/>	<u>6.</u> Slovenia

I.2. Sesso:

<input type="checkbox"/>	<u>1.</u> Maschio	<input type="checkbox"/>	<u>2.</u> Femmina
--------------------------	-------------------	--------------------------	-------------------

I.3. Età – selezionare uno degli intervalli di seguito:

<input type="checkbox"/>	<u>1.</u> 20-24	<input type="checkbox"/>	<u>2.</u> 25-29
--------------------------	-----------------	--------------------------	-----------------

I.4. Istruzione: selezionare il livello più alto di istruzione scolastica:

<input type="checkbox"/>	<u>1.</u> Scuola secondaria di secondo grado	<input type="checkbox"/>	<u>2.</u> Istruzione e formazione professionale
<input type="checkbox"/>	<u>3.</u> Università	<input type="checkbox"/>	<u>4.</u> Post-Università

I.5. Hai esperienza lavorativa?

<u>1.</u> Si	<u>2.</u> No
--------------	--------------

I.6. Qual'è il tuo stato occupazionale attuale?

1. Occupato
2. Attualmente non sto lavorando, ma sto cercando un lavoro
3. Non sto lavorando e non sto cercando un lavoro in quanto non credo di trovarne uno
4. Non sto lavorando e non sto cercando un lavoro in quanto ho altre priorità al momento

SEZIONE II. COMPETENZE E PERCEZIONI INTRA -IMPRENDITORIALI

II.1 Per OGNUNA delle abilità e delle competenze elencate di seguito, indica quanto IMPORTANTE lo consideri per i fini occupazionali dei giovani

(1 = Per niente importante; 2 = Non importante; 3 = Neutrale; 4 = Importante; 5 = Molto importante)

	1	2	3	4	5
<u>1.</u> Creatività					
<u>2.</u> Intraprendenza					
<u>3.</u> Iniziativa					
<u>4.</u> Resilienza					
<u>5.</u> Leadership					
<u>6.</u> Determinazione					
<u>7.</u> Adattabilità					
<u>8.</u> Perseveranza					
<u>9.</u> Persuasione					
<u>10.</u> Diplomazia					
<u>11.</u> Comunicazione					
<u>12.</u> Collaborazione/ lavoro di squadra					
<u>13.</u> Orientato ai risultati					
<u>14.</u> Bilanciare i diversi compiti					
<u>15.</u> Ascoltare gli altri					
<u>16.</u> Non avere paura di fallire					

II.2. Indipendentemente dalla loro importanza stimata, indica quanto ritieni ADEGUATO (adeguatamente sviluppato) il tuo livello rispetto ad ognuna delle abilità e competenze indicate

(1 = Altamente inadeguate; 2 = Inadeguate; 3 = Neutrale; 4 = Adeguate; 5 = Altamente adeguate)

	1	2	3	4	5
<u>1.</u> Creatività					
<u>2.</u> Intraprendenza					
<u>3.</u> Iniziativa					
<u>4.</u> Resilienza					
<u>5.</u> Leadership					
<u>6.</u> Determinazione					
<u>7.</u> Adattabilità					
<u>8.</u> Perseveranza					
<u>9.</u> Persuasione					
<u>10.</u> Diplomazia					
<u>11.</u> Comunicazione					
<u>12.</u> Collaborazione/ lavoro di squadra					
<u>13.</u> Orientato ai risultati					
<u>14.</u> Bilanciare i diversi compiti					
<u>15.</u> Ascoltare gli altri					
<u>16.</u> Non avere paura di fallire					

II.3. Indica in che misura sei d'accordo con le seguenti affermazioni:

(1 = In forte disaccordo, 2 = Disaccordo, 3 = Neutrale, 4 = D'accordo, 5 = Assolutamente d'accordo)

	1	2	3	4	5
<u>1.</u> A prescindere dalla descrizione del proprio lavoro, considero che ogni altra attività necessaria al buon andamento del lavoro assegnato vada compiuto					
<u>2.</u> I dipendenti devono essere sempre fedeli ai propri obiettivi, ma realistici sui modi per raggiungerli					
<u>3.</u> Il pensiero dinamico e la mentalità proattiva sono fondamentali per chi ha bisogno di "trasformare le idee in nuovi business"					
<u>4.</u> La conoscenza dell'ambiente interno, incl. la cultura aziendale, la struttura di gestione, il comportamento dei dipendenti, ecc. è essenziale					
<u>5.</u> L'esistenza di strutture aziendali per condividere, parlare e implementare le cose buone è fondamentale					

	1	2	3	4	5
6. Accade spesso che una persona o un dipartimento negli uffici accanto stia facendo qualcosa di cui altre persone o dipartimenti/uffici potrebbero beneficiare					
7. Condividere informazioni, formare gli altri e influenzare le persone è fondamentale in un ambiente aziendale					
8. La capacità di fare una forte impressione sulla gestione è essenziale					
9. I dipendenti dovrebbero eludere qualsiasi ordine volto a fermare i propri sogni					
10. Affrontare e gestire questioni complesse e incerte è estremamente importante					

SEZIONE III. INCREMENTARE LE COMPETENZE E ABILITÀ DI "INTRAPRENEURSHIP" – INTERESSE MANIFESTATO E METODI DI FORMAZIONE PREFERITI

III.1. Saresti interessato a un corso di formazione sull'Intrapreneurship – Intra-Imprenditorialità", che sarà sviluppato dal progetto CHES

<u>1.</u> SI	<u>2.</u> No
--------------	--------------

III.2. Quale ritieni sia il modo migliore per erogare un tale tipo di programma di formazione?

Indica la tua preferenza circa i metodi sotto indicati da 1 a 5 (1-bassa/non preferibile; 5-alta preferenza)

	1	2	3	4	5
1. Auto-apprendimento					
2. Lezioni frontali in classe					
3. A distanza / online learning					
4. Misto (in classe e online)					
5. Condivisione d'esperienze					

Grazie per aver dedicato del tempo per compilare questo questionario!

Il tuo contributo è molto prezioso!

Disclaimer: questo progetto è stato finanziato con il sostegno della Commissione Europea. Questa comunicazione riflette solo le opinioni dell'autore e la Commissione non può essere ritenuta responsabile per qualsiasi uso che possa essere fatto delle informazioni in essa contenute.

CHES YOUNG ADULTS' SURVEY QUESTIONNAIRE

CHES – Creative Intrapreneurship Empowerment Skills is a two-year Erasmus+ Key Action 2 Strategic Partnerships for Youth project, which aims at providing an integrated support and tailored to the needs and specificities of young people in the age group 20-29, who either already possess working experience (currently employed or not), or have never been employed (job-seekers and discouraged individuals) in the CCIs, through development and validation of innovative integrated training tools and material.

This Survey is being undertaken in order to obtain information from young people, targeted by the CHES initiative in the project's partner countries, regarding their skills and perceptions from an intrapreneurial perspective. The results of the Survey will be used to guide the CHES partnership in designing training material for development of key intrapreneurship-related skills and competences among young people. The Survey respondents' identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to segreteria.forum@marche.camcom.it

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

<u>1.</u> Denmark	<u>2.</u> Italy	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgium	<u>6.</u> Slovenia

I.2. Gender:

<u>1.</u> Male	<u>2.</u> Female
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I.3. Age – select one of the ranges below:

<u>1.</u> 20-24	<u>2.</u> 25-29
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I.4. Education – select highest level of educational attainment:

<u>1.</u> Secondary School	<u>2.</u> Vocational Education and Training
<u>3.</u> University Level	<u>4.</u> Post-Graduate

I.5. Do you possess any working experience?

<u>1.</u> Yes	<u>2.</u> No
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I.6. What is your labour status at the present moment?

<u>1.</u> I am employed
<u>2.</u> I am not working, but am looking for a job
<u>3.</u> I am not working and am not looking for a job as I don't believe I can find one
<u>4.</u> I am not working and am not looking for a job as I have other priorities at the moment

SECTION II. INTRAPRENEURIAL SKILLS AND PERCEPTIONS

II.1. For EACH of the skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' sustainable employment:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	1	2	3	4	5
<u>1.</u> Creativity					
<u>2.</u> Resourcefulness					
<u>3.</u> Initiative					
<u>4.</u> Resilience					
<u>5.</u> Leadership					
<u>6.</u> Determination					
<u>7.</u> Adaptability					
<u>8.</u> Perseverance					
<u>9.</u> Persuasion					
<u>10.</u> Diplomacy					
<u>11.</u> Communication					
<u>12.</u> Collaboration / team work					
<u>13.</u> Results drivenness					
<u>14.</u> Balancing multiple tasks					
<u>15.</u> Listening to others					
<u>16.</u> Not being afraid to fail					

II.2. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider your possessed level of EACH of the above skills and competences is:

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

	1	2	3	4	5

<u>1.</u> Creativity					
<u>2.</u> Resourcefulness					
<u>3.</u> Initiative					
<u>4.</u> Resilience					
<u>5.</u> Leadership					
<u>6.</u> Determination					
<u>7.</u> Adaptability					
<u>8.</u> Perseverance					
<u>9.</u> Persuasion					
<u>10.</u> Diplomacy					
<u>11.</u> Communication					
<u>12.</u> Collaboration / team work					
<u>13.</u> Results drivenness					
<u>14.</u> Balancing multiple tasks					
<u>15.</u> Listening to others					
<u>16.</u> Not being afraid to fail					

II.3. Indicate to what extent you agree with the statements below:

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

	1	2	3	4	5
<u>1.</u> Any job needed must be done to make one's project work, regardless of one's job description					
<u>2.</u> Employees should always be true to their goals, but realistic about the ways to achieve them					
<u>3.</u> Dynamic thought and a can-do-mentality are vital for someone who needs 'to transform ideas into new businesses'					
<u>4.</u> Knowledge of the internal environment, incl. corporate culture, management structure, employees' behaviour, etc. is essential					
<u>5.</u> Existence of company's structures to share, talk about and implement the good stuff is critical					
<u>6.</u> It often happens that a person or team in the next cube or building is doing something other people or teams might benefit from					
<u>7.</u> Sharing information, instructing others, and influencing people is key in a corporate environment					

	1	2	3	4	5
8. The ability to make a strong impression on the management is essential					
9. Employees should circumvent any orders aimed at stopping their dreams					
10. Dealing with issues such as complexity and uncertainty is extremely important					

SECTION III. UPGRADING INTRAPRENEURSHIP SKILLS AND COMPETENCES – EXPRESSED INTEREST AND PREFERRED TYPES OF TRAINING DELIVERY MODES

III.1. Would you be interested in an intrapreneurship training course, that will be developed by the CHES project?

<input type="checkbox"/>	<u>1.</u> Yes	<input type="checkbox"/>	<u>2.</u> No
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III.2. Which do you consider to be the best way of delivering such a type of training programme?

(1 = Not preferred, 2 = Low preference, 3 = Moderate preference, 4 = High preference, 5 = Very high preference)

	1	2	3	4	5
<u>1.</u> Self-learning					
<u>2.</u> Face-to-face training sessions					
<u>3.</u> Distant / online learning					
<u>4.</u> Blended (face-to-face and online) learning					
<u>5.</u> Experience-sharing					

Thank you for taking the time to complete this questionnaire!

Your contribution is highly appreciated!

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Questionario CHES – datori di lavoro

CHES – Creative Intrapreneurship Empowerment Skills è un progetto biennale finanziato dal programma Erasmus+ Azione Chiave 2 Partenariati strategici per i giovani.

Il progetto mira a fornire un sostegno integrato, adatto alle esigenze e alle specificità dei giovani della fascia d'età 20-29 provenienti dalle industrie creative e culturali, che possiedono già esperienze lavorative (attualmente impiegate o meno) attraverso lo sviluppo e la convalida di strumenti e materiali di formazione innovativi al fine di: - aumentare la loro motivazione e auto-consapevolezza; - creare incentivi per l'acquisizione di nuove competenze legate all'*intrapreneurship*; - promuovere la loro integrazione efficiente e sostenibile nel mondo del lavoro e della società.

Questo sondaggio ha come obiettivo quello di ottenere informazioni dai datori di lavoro di giovani identificati come target group dall'iniziativa CHES nei paesi partner del progetto, riguardo alle loro capacità e percezioni circa l'*intrapreneurship*. I risultati del sondaggio saranno utilizzati per guidare il partenariato CHES nella progettazione di materiale di formazione per lo sviluppo delle abilità e competenze chiave relative all'*intrapreneurship* dei giovani. L'identità dei rispondenti al sondaggio rimarrà strettamente RISERVATA.

Si prega di segnare con "X" le risposte alle domande chiuse qui di seguito ed inviare il questionario compilato a: segreteria.forum@marche.camcom.it

SEZIONE I. DETTAGLI DELL'IMPRESA

I.1. Paese d'origine

<u>1.</u> Danimarca	<u>2.</u> Italia	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgio	<u>6.</u> Slovenia

I.2. Settore di attività:

<u>1.</u> Immobili, affitto e attività commerciale
<u>2.</u> Costruzioni/Edile
<u>3.</u> Commercio al l'ingrosso e al dettaglio, riparazioni
<u>4.</u> Trasporti, magazzinaggio & comunicazioni
<u>5.</u> Servizi sociali, attività per la comunità e per la persona
<u>6.</u> Produzione
<u>7.</u> Servizi amministrativi connessi all'agricoltura, alla silvicoltura, alla caccia e alla pesca
<u>8.</u> Educazione
<u>9.</u> Alberghi e ristoranti

	<u>10.</u> Servizi sanitari e sociali
	<u>11.</u> Intermediazione finanziaria
	<u>12.</u> Altro

I.3. Dimensione (numero di dipendenti):

	<u>1.</u> 1-9		<u>2.</u> 10-49		<u>3.</u> 50-99		<u>4.</u> 100-249		<u>5.</u> 250+
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SEZIONE II. PERCEZIONI SULL'INTRAPRENEURSHIP

II.1. Per OGNUNA delle abilità e competenze elencate di seguito, indicare quanto considerate sia importante per i giovani che lavorano all'interno della vostra organizzazione:

(1 = per niente importante; 2 = Non importante; 3 = Neutrale; 4 = Importante; 5 = Molto importante)

	1	2	3	4	5
<u>1.</u> Creatività					
<u>2.</u> Intraprendenza					
<u>3.</u> Iniziativa					
<u>4.</u> Resilienza					
<u>5.</u> Leadership					
<u>6.</u> Determinazione					
<u>7.</u> Adattabilità					
<u>8.</u> Perseveranza					
<u>9.</u> Persuasione					
<u>10.</u> Diplomazia					
<u>11.</u> Comunicazione					
<u>12.</u> Collaborazione/ lavoro di squadra					
<u>13.</u> Orientato ai risultati					
<u>14.</u> Bilanciare i diversi compiti					
<u>15.</u> Ascoltare gli altri					
<u>16.</u> Non avere paura di fallire					

II.2. Indipendentemente dalla loro importanza stimata, indica quanto ritieni ADEGUATO (adeguatamente sviluppato) il livello dei giovani all'interno della tua organizzazione rispetto ad ognuna delle abilità e competenze indicate

(1 = Altamente inadeguate; 2 = Inadeguate; 3 = Neutrale; 4 = Adeguate; 5 = Altamente adeguate)

	1	2	3	4	5
<u>1.</u> Creatività					
<u>2.</u> Intraprendenza					
<u>3.</u> Iniziativa					
<u>4.</u> Resilienza					
<u>5.</u> Leadership					
<u>6.</u> Determinazione					
<u>7.</u> Adattabilità					
<u>8.</u> Perseveranza					
<u>9.</u> Persuasione					
<u>10.</u> Diplomazia					
<u>11.</u> Comunicazione					
<u>12.</u> Collaborazione/ lavoro di squadra					
<u>13.</u> Orientato ai risultati					
<u>14.</u> Bilanciare i diversi compiti					
<u>15.</u> Ascoltare gli altri					
<u>16.</u> Non avere paura di fallire					

II.3. Indicare in quale misura si è d'accordo con le seguenti affermazioni:

(1 = In forte disaccordo, 2 = Disaccordo, 3 = Neutrale, 4 = D'accordo, 5 = Assolutamente d'accordo)

	1	2	3	4	5
<u>1.</u> E' importante dimostrare ai dipendenti che il loro comportamento imprenditoriale è sostenuto e promosso, e ciò comprende una cultura aperta in cui non hanno paura di condividere le loro idee					
<u>2.</u> I manager devono offrire autonomia, incoraggiando i dipendenti a creare soluzioni indipendenti alle varie sfide che si possono incontrare, invece di aderire alle linee di comando stabilite					
<u>3.</u> La motivazione dei dipendenti è di importanza cruciale - poiché essi sono fortemente intrinsecamente motivati, ricompense finanziarie					

	1	2	3	4	5
basate sulla loro performance imprenditoriale sono importanti, ma non sufficienti					
4. I manager dovrebbero garantire un rapido accesso alle risorse (ad es, capitali, macchinari, esperti), consentendo agli "intrapreneurs" di convalidare rapidamente le loro idee					
5. La progettazione di un pacchetto di compensazione dovrebbe incoraggiare tutte le fasi di intrapreneurship, compresa una combinazione di obiettivi a breve e lungo termine che sono allineati con la strategia di una società					
6. I manager dovrebbero assicurarsi di promuovere uno scambio aperto di idee all'interno dell'azienda, così come con esperti esterni, e implementare strumenti efficienti come le piattaforme di scambio di idee					
7. Le imprese hanno una struttura decentrata, in cui i dirigenti delegano le decisioni al livello più basso possibile per garantire che siano prese da coloro che hanno più conoscenze					

Grazie per aver dedicato del tempo per compilare questo questionario!

Il tuo contributo è molto prezioso!

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CHESSE EMPLOYERS' SURVEY QUESTIONNAIRE

CHESSE – Creative Intrapreneurship Empowerment Skills is a two-year Erasmus+ Key Action 2 Strategic Partnerships for Youth project, which aims at providing an integrated support and tailored to the needs and specificities of young people in the age group 20-29, who either already possess working experience (currently employed or not), or have never been employed (job-seekers and discouraged individuals) in the CCI, through development and validation of innovative integrated training tools and material.

This Survey is being undertaken in order to obtain information from employers of young adults, targeted by the CHESSE initiative in the project's partner countries, regarding their skills and perceptions from an intrapreneurial perspective. The results of the Survey will be used to guide the CHESSE partnership in designing training material for development of key intrapreneurship-related skills and competences among young people. The Survey respondents' identity will remain strictly CONFIDENTIAL.

Please, mark with an 'X' your responses to the closed-ended questions below and return the completed questionnaire to: segreteria.forum@marche.camcom.it

SECTION I. CHARACTERISTICS OF THE ENTERPRISE

I.1. Country of origin:

<u>1.</u> Denmark	<u>2.</u> Italy	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgium	<u>6.</u> Slovenia

I.2. Activity sector:

<u>1.</u> Real estate, renting and business activity
<u>2.</u> Construction
<u>3.</u> Wholesale and retail trade, repairs
<u>4.</u> Transport, storage & communication
<u>5.</u> Other community, social and personal service activities
<u>6.</u> Manufacturing
<u>7.</u> Agriculture, hunting & forestry; fishing
<u>8.</u> Education
<u>9.</u> Hotels and restaurants
<u>10.</u> Health and social work
<u>11.</u> Financial intermediation
<u>12.</u> Other

I.3. Present size (number of employees):

	<u>1</u> .1-9		<u>2</u> .10-49		<u>3</u> .50-99		<u>4</u> .100-249		<u>5</u> .250+
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SECTION II. INTRAPRENEURIAL PERCEPTIONS

II.1. For EACH of the skills and competences listed below, indicate how IMPORTANT you consider it to be for young adults' performance in your company:

(1 = Not at all important; 2 = Not important; 3 = Neutral; 4 = Important; 5 = Very important)

	1	2	3	4	5
<u>1</u> . Creativity					
<u>2</u> . Resourcefulness					
<u>3</u> . Initiative					
<u>4</u> . Resilience					
<u>5</u> . Leadership					
<u>6</u> . Determination					
<u>7</u> . Adaptability					
<u>8</u> . Perseverance					
<u>9</u> . Persuasion					
<u>10</u> . Diplomacy					
<u>11</u> . Communication					
<u>12</u> . Collaboration / team work					
<u>13</u> . Results drivenness					
<u>14</u> . Balancing multiple tasks					
<u>15</u> . Listening to others					
<u>16</u> . Not being afraid to fail					

II.2. Independently of their estimated importance, indicate how ADEQUATE (adequately developed) you consider the level of EACH of the above skills and competences is for the young people employed in your company:

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

	1	2	3	4	5
<u>1</u> . Creativity					

<u>2.</u> Resourcefulness					
<u>3.</u> Initiative					
<u>4.</u> Resilience					
<u>5.</u> Leadership					
<u>6.</u> Determination					
<u>7.</u> Adaptability					
<u>8.</u> Perseverance					
<u>9.</u> Persuasion					
<u>10.</u> Diplomacy					
<u>11.</u> Communication					
<u>12.</u> Collaboration / team work					
<u>13.</u> Results drivenness					
<u>14.</u> Balancing multiple tasks					
<u>15.</u> Listening to others					
<u>16.</u> Not being afraid to fail					

II.3. Indicate to what extent you agree with the statements below:

(1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree)

	1	2	3	4	5
<u>1.</u> It is important to show employees that their intrapreneurial behaviour is supported and fostered, which includes an open culture in which they are not afraid of sharing their ideas					
<u>2.</u> Managers need to offer autonomy, encouraging employees to create independent solutions to challenges instead of adhering to established command lines					
<u>3.</u> The motivation of employees is of crucial importance – since they are strongly intrinsically motivated, financial rewards based on their intrapreneurial performance are important, but not sufficient					
<u>4.</u> Managers should grant quick access to resources (e.g., capital, machinery, experts), enabling intrapreneurs to validate their ideas quickly					
<u>5.</u> The design of a compensation package should encourage all steps of intrapreneurship, including a combination of short and long-term goals that are aligned with a company's strategy					
<u>6.</u> Managers should make sure of fostering an open exchange of ideas					

	1	2	3	4	5
--	----------	----------	----------	----------	----------

within the corporation, as well as with external experts, and implement efficient tools such as idea exchange platforms					
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7. Entrepreneurial companies have a decentralised structure, where managers delegate decisions to the lowest possible level to ensure that they are made by those with the most knowledge					
---	--	--	--	--	--

Thank you for taking the time to complete this questionnaire!

Your contribution is highly appreciated!

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Annex C. CHES interview questionnaires in English and in Italian

INTRAPRENEURSHIP SITUATIONAL ANALYSIS

CHES YOUNG ADULTS' SEMI-STRUCTURED INTERVIEW

CHES – Creative Intrapreneurship Empowerment Skills is a two-year Erasmus+ Key Action 2 Strategic Partnerships for Youth project, which aims at providing an integrated support and tailored to the needs and specificities of young people in the age group 20-29, who either already possess working experience (currently employed or not), or have never been employed (job-seekers and discouraged individuals) in the CCI, through development and validation of innovative integrated training tools and material.

The semi-structured interviews are being conducted in order to obtain information from young adults, targeted by the CHES initiative in the project's partner countries, regarding their skills and perceptions from an intrapreneurial perspective. The results of the Survey will be used to guide the CHES partnership in designing training material for development of key entrepreneurship-related skills and competences among young people. The interviewees' identity will not be disclosed to any third parties.

SECTION I. PERSONAL CHARACTERISTICS

I.1. Country of origin:

<u>1.</u> Denmark	<u>2.</u> Italy	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgium	<u>6.</u> Slovenia

I.2. Gender:

<u>1.</u> Male	<u>2.</u> Female
----------------	------------------

I.3. Age – select one of the ranges below:

<u>1.</u> 20-24	<u>2.</u> 25-29
-----------------	-----------------

I.4. Education – select highest level of educational attainment:

<u>1.</u> Secondary School	<u>2.</u> Vocational Education and Training
<u>3.</u> University Level	<u>4.</u> Post-Graduate

I.5. Do you possess any working experience?

<u>1.</u> Yes	<u>2.</u> No
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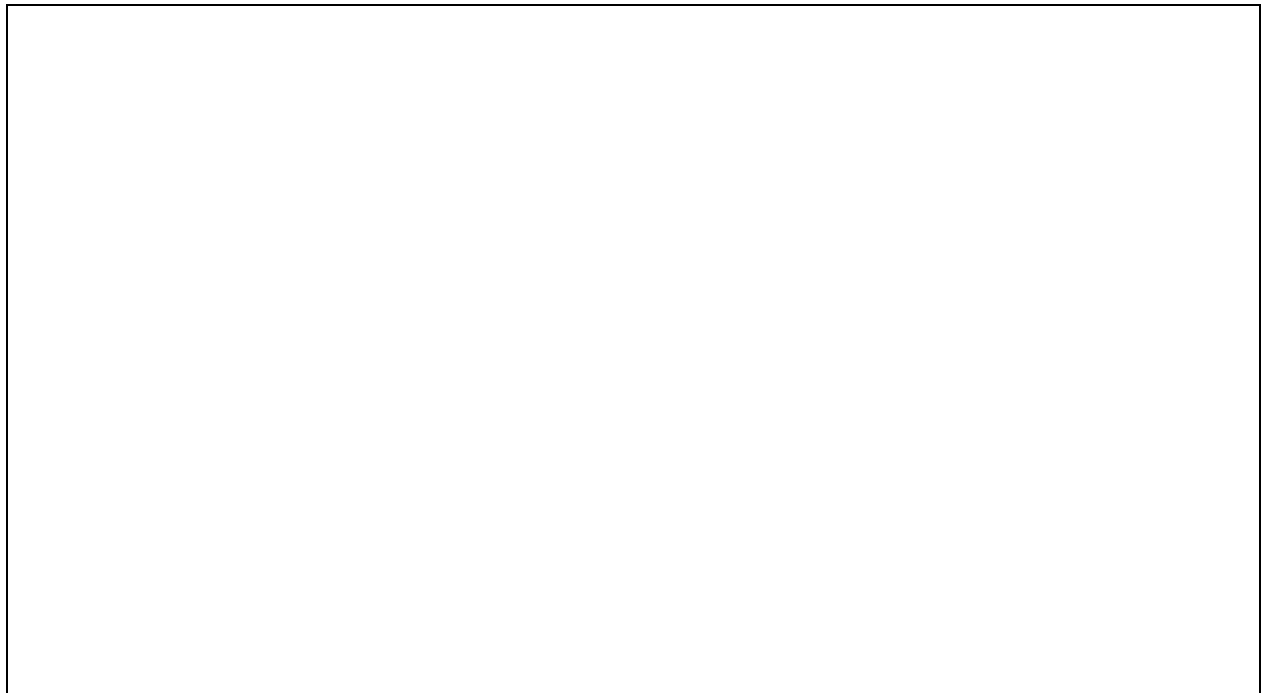
I.6. What is your labour status at the present moment?

1.	I am employed
2.	I am not working, but am looking for a job
3.	I am not working and am not looking for a job as I don't believe I can find one
4.	I am not working and am not looking for a job as I have other priorities at the moment

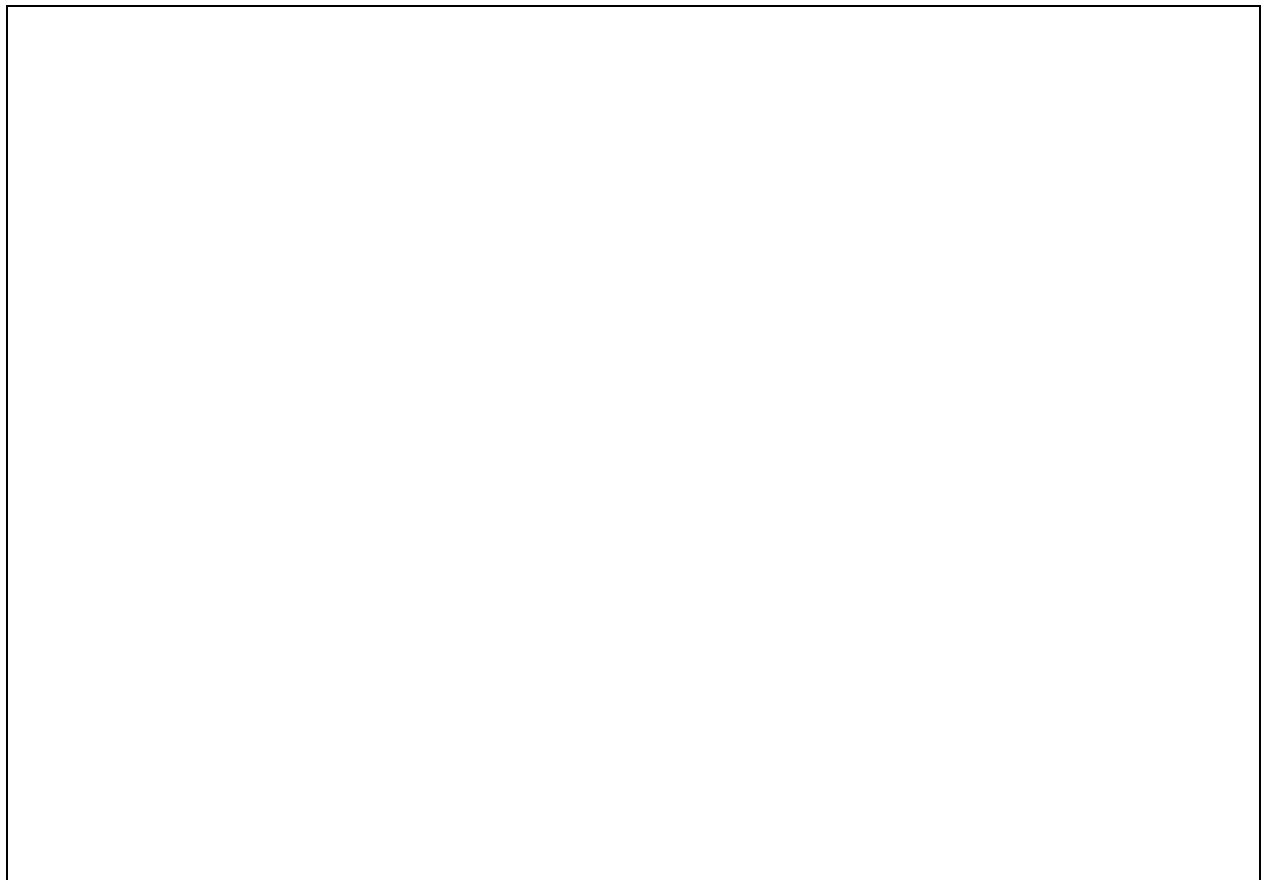
SECTION II. INTRAPRENEURIAL SKILLS AND PERCEPTIONS

II.1. Can you identify at least 5 skills and competences you consider most IMPORTANT for young adults to be intrapreneurial (able to put new ideas into action) within the established businesses where they are employed?

II.2. How would you describe your own level of ADEQUACY of these skills and competences?



II.3. Can you identify at least 3 types of ATTITUDES that would help young people to be successful intrapreneurs within the established businesses where they are employed?



II.4. How do you think employers can encourage intrapreneurial behaviour among their young employees? Please, explain your answer.

Thank you for taking the time to participate in this interview!

Your contribution is highly appreciated!

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INTRAPRENEURSHIP COMPETENCE GAP ANALYSIS

CHES – Intervista per i giovani

CHES – Creative Intrapreneurship Empowerment Skills è un progetto biennale finanziato dal programma Erasmus+ Azione Chiave 2 Partenariati strategici per i giovani.

Il progetto mira a fornire un sostegno integrato, adatto alle esigenze e alle specificità dei giovani della fascia d'età 20-29 con background nelle industrie creative e culturali, attraverso lo sviluppo e la convalida di strumenti e materiali di formazione innovativi al fine di: - aumentare la loro motivazione e auto-consapevolezza; - creare incentivi per l'acquisizione di nuove competenze legate all'intrapreneurship; - promuovere la loro integrazione efficiente e sostenibile nel mondo del lavoro e della società.

Questa intervista ha come obiettivo quello di ottenere informazioni dai giovani identificati come target group dall'iniziativa CHES nei paesi partner del progetto, riguardo alle loro capacità e percezioni da una prospettiva di **intrapreneurship**. I risultati del sondaggio saranno utilizzati per guidare il partenariato CHES nella progettazione di materiale di formazione per lo sviluppo delle abilità e competenze chiave relative all'imprenditorialità dei giovani. L'identità dei rispondenti al sondaggio rimarrà strettamente RISERVATA.

SEZIONE I. CARATTERISTICHE PERSONALI

I.1. Paese d'origine:

<u>1.</u> Danimarca	<u>2.</u> Italia	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgio	<u>6.</u> Slovenia

I.2. Sesso:

<u>1.</u> Maschio	<u>2.</u> Femmina
-------------------	-------------------

I.3. Età – selezionare uno degli intervalli di seguito:

<u>1.</u> 20-24	<u>2.</u> 25-29
-----------------	-----------------

I.4. Istruzione - selezionare il livello più alto di istruzione scolastica:

<u>1.</u> Scuola superiore di secondo livello	<u>2.</u> Istruzione e formazione professionale
<u>3.</u> Università	<u>4.</u> Post-Università

I.5. Possiedi esperienza lavorativa?

<u>1.</u> Sì	<u>2.</u> No
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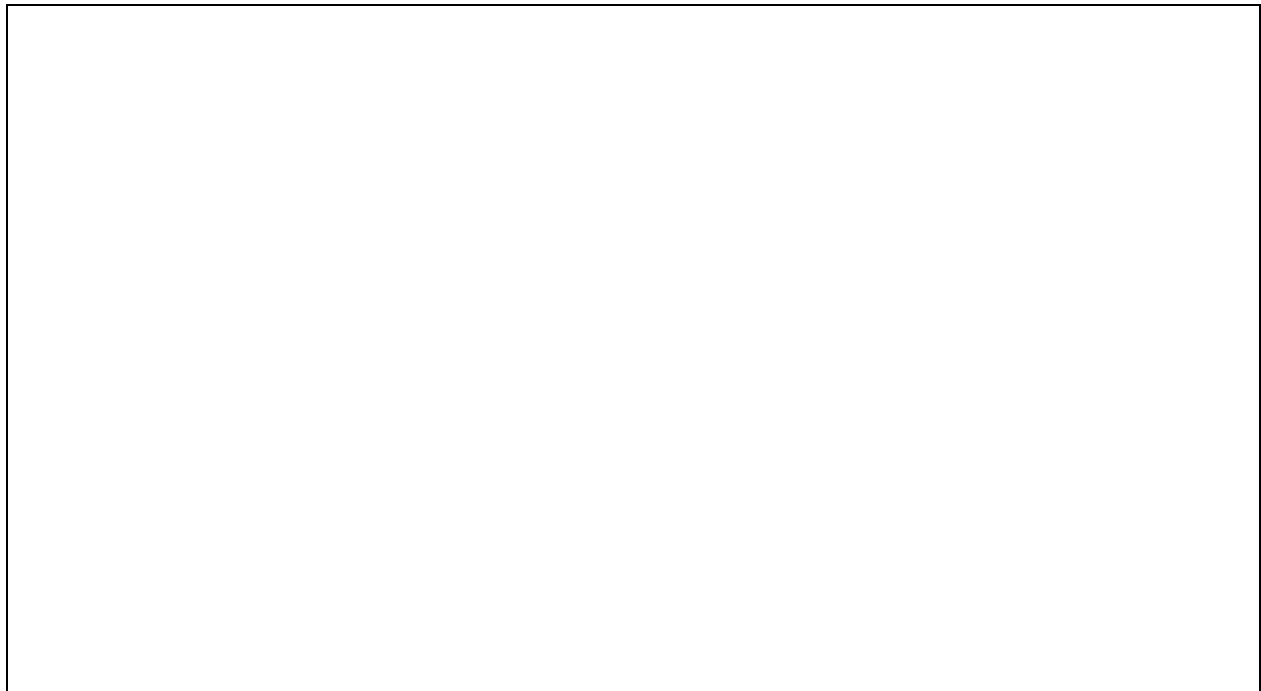
I.6. Qual'è il tuo stato occupazionale attuale?

<u>1.</u> Occupato
<u>2.</u> Attualmente non sto lavorando, ma sto cercando un lavoro
<u>3.</u> Non sto lavorando e non sto cercando un lavoro in quanto non credo di trovarne uno
<u>4.</u> Non sto lavorando e non sto cercando un lavoro in quanto ho altre priorità al momento

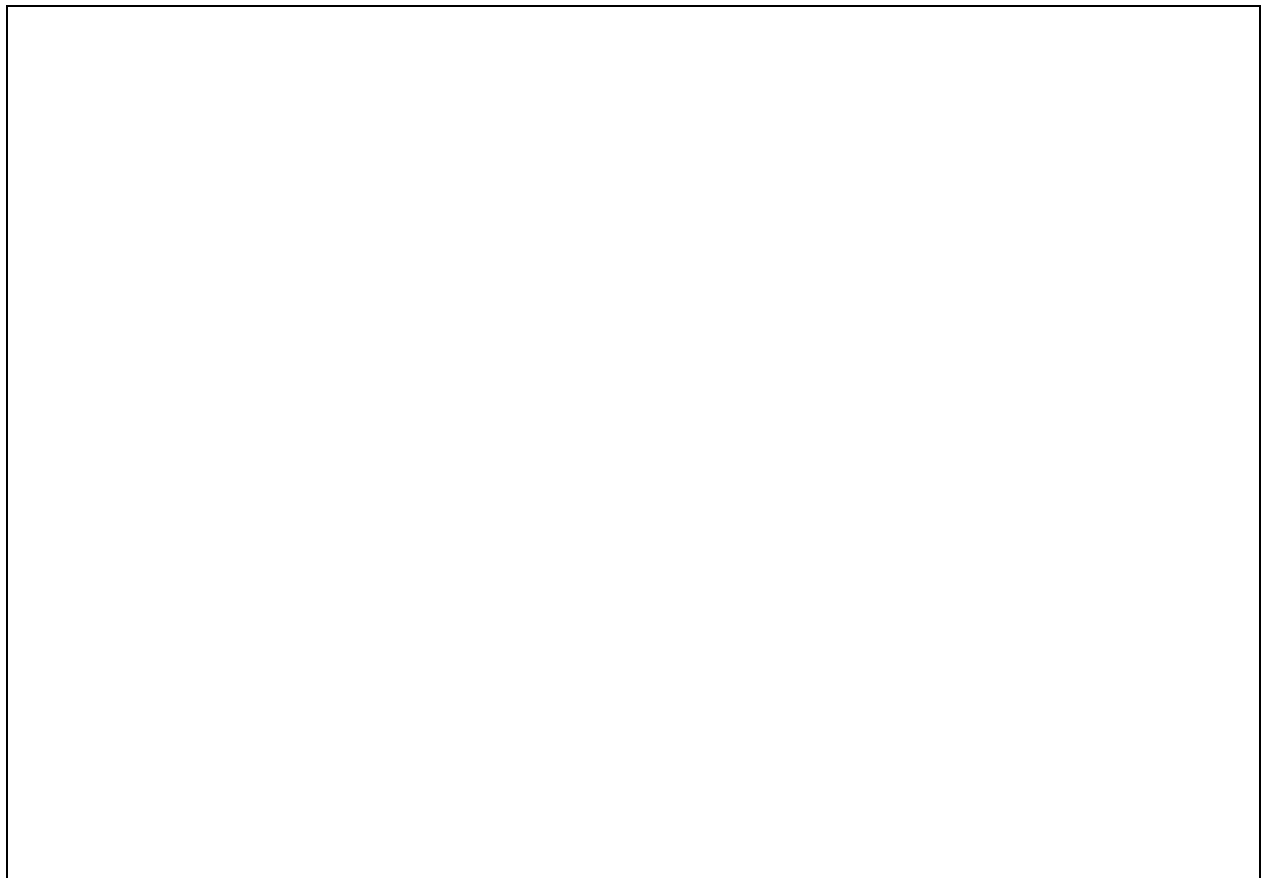
SEZIONE II. COMPETENZE E PERCEZIONI SULL'INTRAPRENEURSHIP

II.1. Riesci a identificare almeno 5 abilità e competenze che ritieni PIÙ IMPORTANTI per i giovani, al fine di sviluppare la capacità di intrapreneurship (in grado di mettere in atto nuove idee) all'interno delle aziende in cui lavorano?

II.2. Come descriveresti il tuo livello di preparazione circa queste abilità e competenze?



II.3. Riesci a identificare almeno 3 tipi di attitudini che aiuterebbero i giovani a intraprendere un'attività imprenditoriale di successo all'interno delle imprese in cui lavorano?



II.4. Come pensi che i datori di lavoro possano incoraggiare comportamenti di intrapreneurship tra i loro giovani dipendenti? Per favore, motiva la tua risposta.

Grazie per aver dedicato del tempo per compilare questo questionario!

Il tuo contributo è molto prezioso!

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INTRAPRENEURSHIP COMPETENCE GAP ANALYSIS

CHESSEMPLOYERS' SEMI-STRUCTURED INTERVIEW

CHESSE – Creative Intrapreneurship Empowerment Skills is a two-year Erasmus+ Key Action 2 Strategic Partnerships for Youth project, which aims at providing an integrated support and tailored to the needs and specificities of young people in the age group 20-29, who either already possess working experience (currently employed or not), or have never been employed (job-seekers and discouraged individuals) in the CCIs, through development and validation of innovative integrated training tools and material.

The semi-structured interviews are being conducted in order to obtain information from employers of young adults, targeted by the CHESSE initiative in the project's partner countries, regarding their skills and perceptions from an intrapreneurial perspective. The results of the Survey will be used to guide the CHESSE partnership in designing training material for development of key entrepreneurship-related skills and competences among young people. The interviewees' identity will not be disclosed to any third parties.

SECTION I. CHARACTERISTICS OF THE ENTERPRISE

I.1. Country of origin:

<u>1.</u> Denmark	<u>2.</u> Italy	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgium	<u>6.</u> Slovenia

I.2. Activity sector:

<u>1.</u> Real estate, renting and business activity
<u>2.</u> Construction
<u>3.</u> Wholesale and retail trade, repairs
<u>4.</u> Transport, storage & communication
<u>5.</u> Other community, social and personal service activities
<u>6.</u> Manufacturing
<u>7.</u> Agriculture, hunting & forestry; fishing
<u>8.</u> Education
<u>9.</u> Hotels and restaurants
<u>10.</u> Health and social work
<u>11.</u> Financial intermediation
<u>12.</u> Other

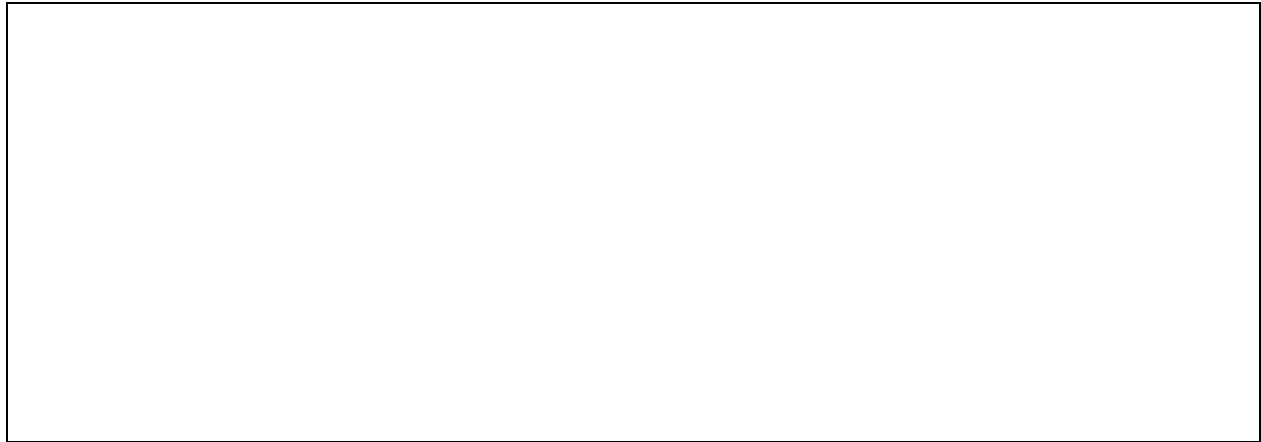
I.3. Present size (number of employees):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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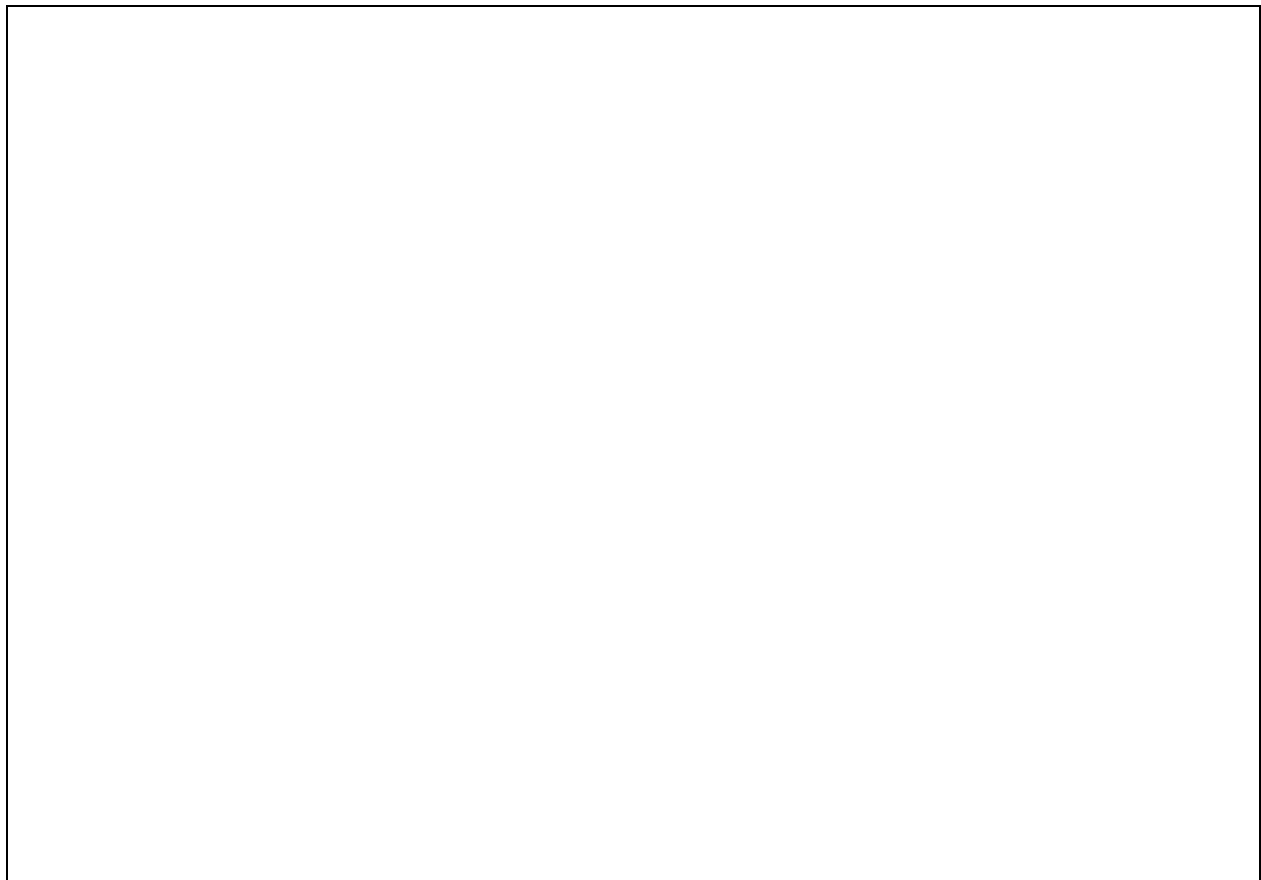
SECTION II. INTRAPRENEURIAL PERCEPTIONS

II.1. Can you identify at least 5 skills and competences you consider most IMPORTANT for young adults to be intrapreneurial (able to put new ideas into action) within your company?

II.2. How would you describe the level of ADEQUACY of these skills and competences, possessed by the young adults employed in your company?



II.3. Can you identify at least 3 types of ATTITUDES that would help young people to be successful intrapreneurs within your company?



II.4. What approaches do you consider most suitable for encouraging intrapreneurial behaviour among your young employees? Please, explain your answer.

Thank you for taking the time to participate in this interview!

Your contribution is highly appreciated!

Disclaimer: This project has been co-funded with support from the European Commission. This communication reflects the views of the author only, and the Commission cannot be held responsible for any use which may be made of the information contained therein.

INTRAPRENEURSHIP COMPETENCE GAP ANALYSIS

CHES INTERVISTA PER I DATORI DI LAVORO

CHES – Creative Intrapreneurship Empowerment Skills è un progetto biennale finanziato dal programma Erasmus+ Azione Chiave 2 Partenariati strategici per i giovani.

Il progetto mira a fornire un sostegno integrato, adatto alle esigenze e alle specificità dei giovani della fascia d'età 20-29 con background nelle industrie creative e culturali, attraverso lo sviluppo e la convalida di strumenti e materiali di formazione innovativi al fine di: - aumentare la loro motivazione e auto-consapevolezza; - creare incentivi per l'acquisizione di nuove competenze legate all'*intrapreneurship*; - promuovere la loro integrazione efficiente e sostenibile nel mondo del lavoro e della società.

Questa intervista ha come obiettivo quello di ottenere informazioni dai datori di lavoro di giovani identificati come target group dall'iniziativa CHES nei paesi partner del progetto, riguardo alle loro capacità e percezioni circa l'*intrapreneurship*. I risultati del sondaggio saranno utilizzati per guidare il partenariato CHES nella progettazione di materiale di formazione per lo sviluppo delle abilità e competenze chiave relative all'*intrapreneurship* dei giovani. L'identità dei rispondenti al sondaggio rimarrà strettamente RISERVATA.

SEZIONE I. DETTAGLI DELL'IMPRESA

I.1. Paese d'origine:

<u>1.</u> Danimarca	<u>2.</u> Italia	<u>3.</u> Bulgaria
<u>4.</u> Romania	<u>5.</u> Belgio	<u>6.</u> Slovenia

I.2. Settore di attività:

<u>1.</u> Immobili, affitto e attività commerciale
<u>2.</u> Costruzioni/Edile
<u>3.</u> Commercio al l'ingrosso e al dettaglio, riparazioni
<u>4.</u> Trasporti, magazzinaggio & comunicazioni
<u>5.</u> Servizi sociali, attività per la comunità e per la persona
<u>6.</u> Produzione
<u>7.</u> Servizi amministrativi connessi all'agricoltura, alla silvicoltura, alla caccia e alla pesca
<u>8.</u> Educazione
<u>9.</u> Alberghi e ristoranti
<u>10.</u> Servizi sanitari e sociali
<u>11.</u> Intermediazione finanziaria

<u>12.</u> Altro

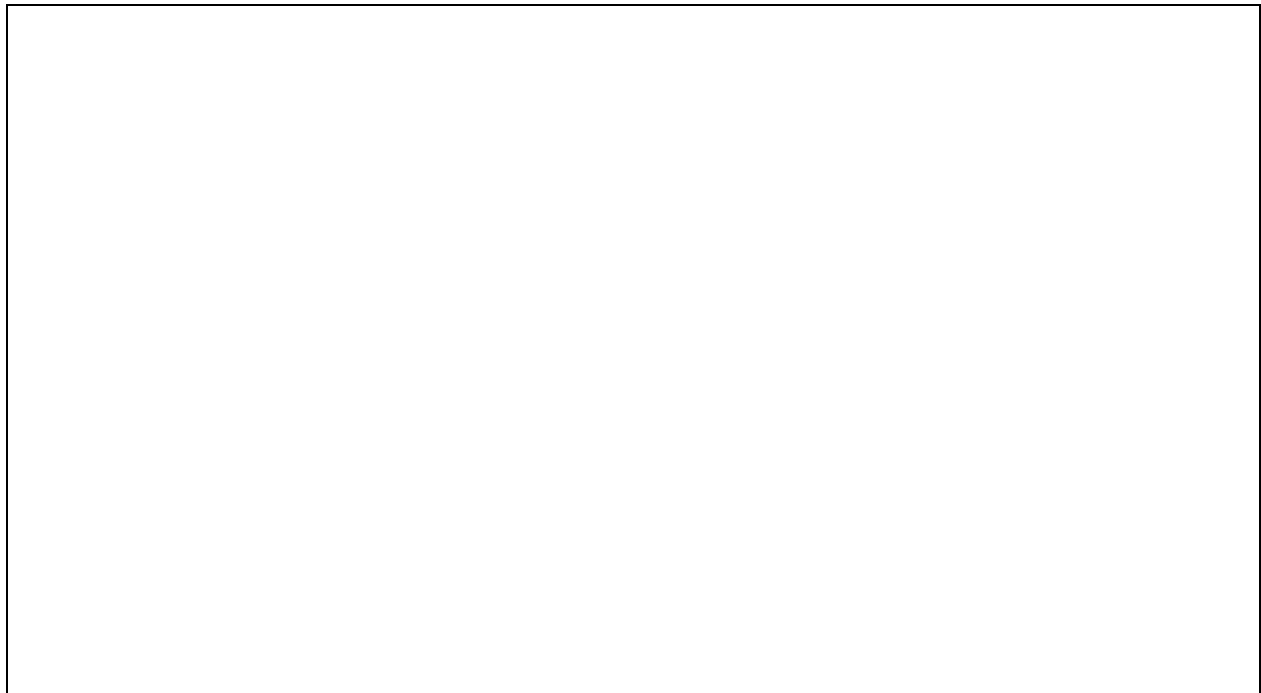
I.3. I.3. Dimensione (numero di dipendenti):

<u>1.</u> 1-9	<u>2.</u> 10-49	<u>3.</u> 50-99	<u>4.</u> 100-249	<u>5.</u> 250+
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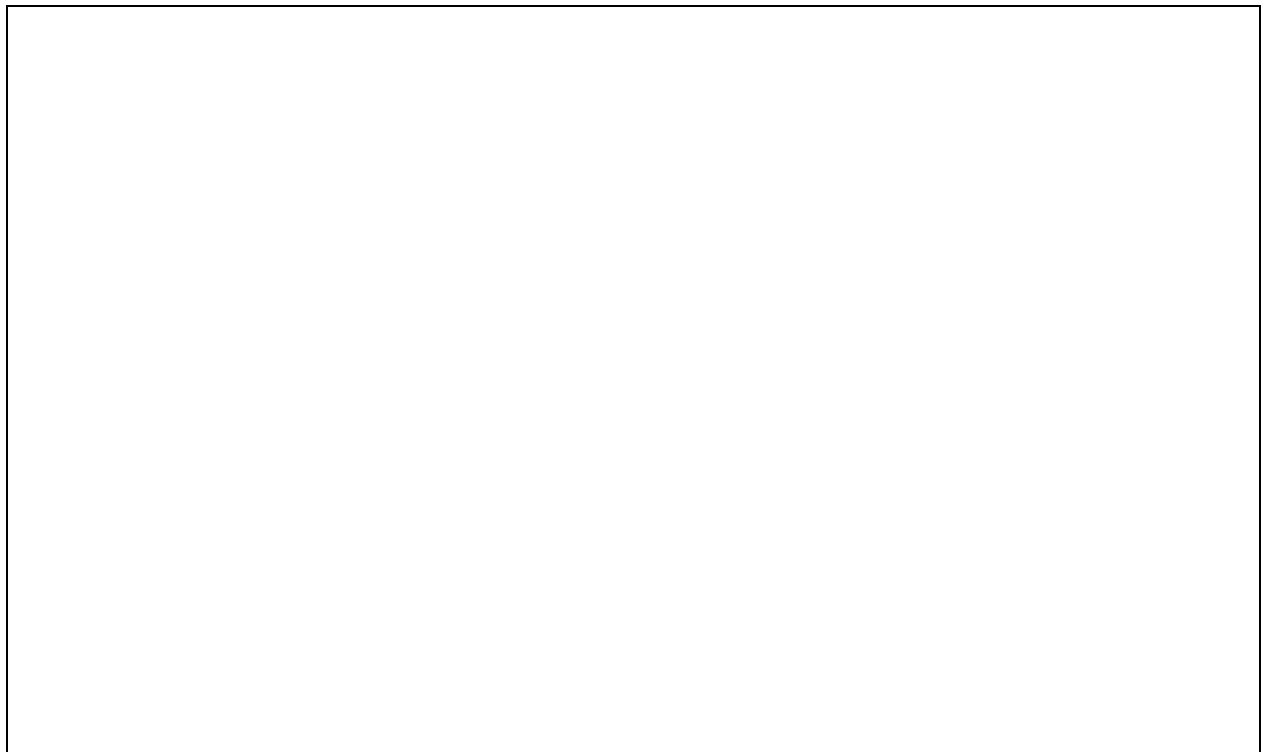
SEZIONE II. PERCEZIONI SULL'INTRAPRENEURSHIP

II.1. Riesci a identificare almeno 5 abilità e competenze che ritieni PIÙ IMPORTANTI per i giovani al fine di sviluppare la capacità di intrapreneurship (in grado di mettere in atto nuove idee) all'interno della tua organizzazione?

II.2. Come descriveresti il livello di preparazione circa queste abilità e competenze dei giovani che lavorano all'interno della tua organizzazione?



II.3. Indica per favore almeno 3 tipi di attitudini/comportamenti che aiuterebbero i giovani a intraprendere un'attività di intrapreneurship di successo all'interno della tua organizzazione



II.4. Quali approcci ritieni più adatti per incoraggiare il comportamento di *intrapreneurship* tra i tuoi giovani dipendenti? Per favore, motiva la tua risposta.

Grazie per aver dedicato del tempo per compilare questo questionario!

Il tuo contributo è molto prezioso!

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