

# SMART-SPACE – Deliverable D.T2.3.5 Assessment tool to monitor Intermediaries' competence

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**Project Acronym: SMART-SPACE**

**Project title: ASP478**

## **D.T2.3.5.**

# Assessment tool to monitor Intermediaries' competence

WP n°:	T2: The implementation of the Alpine Digital Innovation Hub to boost smart innovation in AS
Task n°:	Activity A.T2.3
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## Deliverable History

This deliverable history should be removed from the document once it has been finalized. It can then be stored as a separate document on the server, next to the final version.

Version	Date	Status	What's new?
o.1	22/12/2017	Draft	First draft of the deliverable
0.2	21/05/2018	Draft	Inputs from the Lead Partner
0.3	16/07/2018	Draft	Inputs from ARII PACA
1.0	18/07/2018	Final	Translations attached and Finalization

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### Executive Summary

The present document provides the self-assessment tool developed in order to monitor and trigger the knowledge of the Intermediaries' operators. In particular, the aim of the tool is to support the training and capacity building process and the dissemination of the Digital Innovation culture in Alpine areas.

The self-assessment tool is an online questionnaire that will be available on the Smart-Space Platform.

The guidelines on how use the tool will be presented during the Train The Trainers Course, to teach coaches on its use. Then, coaches will be in charge of conducting the self-assessment among intermediaries during the Operator Training Course.

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## 1. Introduction

A set of questions has been identified according to the addressed topic in the Operator Training Course.

<p><b>Activity:</b> Propose the thematics that will be in the operators training course. In particular, skills identified in the D.T1.3.4 CV Profile have been taken into consideration.</p> <p><b>Objective of the course</b> Provide Alpine Space Intermediaries with the needed competences and information to deal with changes that the new Industry 4.0 Paradigm will bring to businesses, enabling them to provide a first response to the demands of companies. A particular attention will be dedicated to SMEs that characterized the Alpine Area belonging to the sectors addressed by the project: textile, mechanical, chemical sectors.</p> <p><b>Target</b> Intermediary institutions.</p> <p><b>Proposed thematics:</b></p> <ol style="list-style-type: none"> <li>1. INDUSTRY 4.0 SCENARIO</li> <li>2. AVAILABLE INSTRUMENTS FOR COMPANIES AND INTERMEDIARY NETWORK</li> <li>3. INDUSTRY 4.0 AND ORGANIZATIONAL CHANGES: IMPACT ON BUSINESSES AND NEW SCENARIOS</li> <li>4. OVERVIEW OF ENABLING TECHNOLOGIES</li> <li>5. CASE STUDIES</li> <li>6. THE APPROACH WITH COMPANIES: TOOLS AND METHODS AND FOLLOW-UP OF THE TRAINING PROGRAM</li> </ol>	
MODULE	ADDRESSED THEMES
<p>1. INDUSTRY 4.0 AND ORGANIZATIONAL CHANGES: IMPACT ON BUSINESSES AND NEW SCENARIOS</p> <p>(4 hours)</p>	<ul style="list-style-type: none"> <li>• Introduction to industry 4.0 concept and manufacturing trends</li> <li>• The transformation of socio-economic systems: <ul style="list-style-type: none"> <li>○ the Connected Economy;</li> <li>○ the Sharing Economy;</li> <li>○ the Open Innovation Economy;</li> <li>○ the Economy of customization of servitization.</li> </ul> </li> <li>• Digital revolution: digitization of products (B2C and B2B) and production processes;</li> <li>• The evolution of the factory on Industry 4.0 perspective: introductory aspects;</li> <li>• Industry 4.0: the leading enabling technologies;</li> <li>• Industry 4.0: potential impacts on production models and processes;</li> <li>• Industry 4.0: needed competence skills and impacts on people;</li> <li>• Examples of application of Industry 4.0 technologies;</li> </ul>
<p>2. AVAILABLE INSTRUMENTS FOR COMPANIES AND INTERMEDIARY NETWORK</p>	<ul style="list-style-type: none"> <li>• National specific Plan and policies (e.g. Piano Calendar for Italy)</li> </ul>

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(4 hours)	<ul style="list-style-type: none"> <li>• In-depth analysis on specific policy instruments/initiatives to support companies undertaking the digitalization process</li> <li>• Knowledge of local network (other intermediary organisations in the region, companies offering services beneficial to SMEs, agencies, universities, research institutions, government official)</li> <li>• Method and criteria to identify the network, to find needed competence and to create connection and partnership</li> </ul>
3. INTRODUCTION TO INDUSTRY 4.0 ENABLING TECHNOLOGIES  (8 hours)	<ul style="list-style-type: none"> <li>• Advanced automation and robotics</li> <li>• Industrial Internet of Things</li> <li>• Advanced industrial analytics e big data</li> <li>• Cloud computing</li> <li>• Cybersecurity</li> <li>• Rapid Prototyping and 3D printing</li> <li>• Artificial intelligence &amp; machine learning; Human-machine interface;</li> <li>• Augmented Reality</li> <li>• Simulation</li> </ul>
4. CHANGE MANAGEMENT AND BUSINESS MODEL INNOVATION  (8 hours)	<ul style="list-style-type: none"> <li>• Main principles of change management</li> <li>• Business model transformation / Service Innovation</li> <li>• Success case examples of companies innovating their business model</li> </ul>
5. CASE STUDIES  (8 hours)	<ul style="list-style-type: none"> <li>• Company visit</li> </ul>
6. THE APPROACH WITH COMPANIES: TOOLS AND METHODS AND FOLLOW-UP OF THE TRAINING PROGRAM (8 hours)	<ul style="list-style-type: none"> <li>• Tools for the Analysis of Company Needs (Innovation, Organization, Human Capital)</li> <li>• Tools to assess the Industry 4.0 readiness of companies</li> <li>• Training evaluation and final assessment</li> </ul>

Find below the questions foreseen for each of the module.

Please, translate all the text in the following pages.

The online assessment in English is available at the following link:

<https://goo.gl/forms/OXgliZDGsTrL1FBu1>

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## 2. The Intermediaries' self assessment

The SMART-SPACE self-assessment tool has been developed in order to monitor and trigger the knowledge of the Intemediaries' operators. In particular, the aim of the tool is to support the training and capacity building process and the dissemination of the Digital Innovation culture in Alpine areas.

Email Address

Organization

Region

### MODULE 1: INDUSTRY 4.0 AND ORGANIZATIONAL CHANGES: IMPACT ON BUSINESSES AND NEW SCENARIOS

1. How do you evaluate your level of knowledge and awareness on the main concepts beyond Industry 4.0?  
*(Self-assess your degree of knowledge and awareness from 1 to 4, where 1="very low knowledge and awareness" and 4="full knowledge and awareness")*
2. Are you informed on the main potential advantages for companies coming from the adoption of Industry 4.0 technologies?  
*(Select only ONE of the following answers)*
  - I'm not informed about the main potential advantages
  - I'm informed of some potential advantages
  - I'm informed of most of the potential advantages
  - I'm fully aware of the main potential advantages
3. Would you be able to provide at least one example of:
  - Environmental impact
    - YES/NO
  - Social impact
    - YES/NO
  - Operative impact
    - YES/NO
  - Economic impact
    - YES/NO
4. Do you think companies need changes in order to successfully digitalize their business?  
*(Select only ONE of the following answers)*

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- No changes need to be undertaken by companies
  - Minor changes need to be undertaken by companies
  - Some changes need to be undertaken by companies, at an operative level
  - Important changes need to be undertaken by companies, including the business level
5. Are you aware on the main challenges that companies need to face when embarking the digitalization journey?
- (Select only ONE of the following answers)*
- I'm not informed about the main challenges
  - I'm informed of some potential challenges
  - I'm informed of most of the potential challenges
  - I'm fully aware of the main challenges

### MODULE 2: AVAILABLE INSTRUMENTS FOR COMPANIES AND INTERMEDIARY NETWORK

6. Are you informed on the main Regional/National/European specific plan and policies on Industry 4.0?
- (Select only ONE of the following answers)*
- I'm not informed
  - I'm partially informed
  - I'm fully informed
  - I'm fully informed and I can provide support to companies in its implementation
7. Are you informed about policy instruments/initiatives to support companies undertaking the digitalization process?
- (Select only ONE of the following answers)*
- I'm not informed
  - I'm informed only at a Regional level
  - I'm informed only at a Regional and National level
  - I'm informed at Regional, National and European level
8. Companies have to be supported during the digitalization path and need to be addressed to the right partners (e.g. technologies providers, research centers, ...). Did you map or are you aware of the main partners and experts that could respond to companies' needs in your Region?
- (Select only ONE of the following answers)*
- I'm not aware
  - I know few local experts/potential partners thanks to personal relationships
  - I know some local experts/potential partners
  - I'm fully aware of the local experts/potential partners
9. Are there any tools or instruments for intermediaries where they can find all relevant information and services to support companies on digitalization?



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*(Select only ONE of the following answers)*

- There are NO tools or instruments for this purpose
- I don't know if there are tools or instruments for this purpose
- I know some tools or instruments for this purpose, but they are incomplete
- I know some tools or instruments for this purpose

### MODULE 3: INTRODUCTION TO INDUSTRY 4.0 ENABLING TECHNOLOGIES

10. What is your level of knowledge and awareness on the key Industry 4.0 enabling technologies?

*(Select only ONE of the following answers)*

- I'm not aware on the key Industry 4.0 enabling technologies
- I'm aware of some of the key Industry 4.0 enabling technologies
- I know some of key Industry 4.0 enabling technologies and their related advantages and challenges
- I'm fully aware of the key Industry 4.0 enabling technologies and their related advantages and challenges

11. Competence is considered one of the main challenge to be faced for a company when adopting Industry 4.0 technologies. Do you have some clues about this challenge?

- I'm not informed
- I'm partially informed
- I'm fully informed
- I'm fully informed and I can provide support to companies in its implementation

### MODULE 4: CHANGE MANAGEMENT AND BUSINESS MODEL INNOVATION

12. Are you aware of the main principles of change management?

*(Select ONE of the following answers)*

- I'm not aware of the main principles of change management
- I'm aware of some of the main principles of change management
- I'm aware of most of the main principles of change management
- I'm fully aware of the main principles of change management

13. Would you be able to use some of the main principles of change management to support companies in undertaking the digitalization journey?

*(Select ONE of the following answers)*

- I would not be able to put change management principles in practice, and I think they are not useful
- I would not be able to put change management principles in practice, and I think they are very useful
- I would be able to put change management principles in practice, but I think they are not useful

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- I would be able to put change management principles in practice or to redirect SME to the right partner, and I think they are very useful

### MODULE 5: CASE STUDIES

14. When explaining SMEs the added value and potential advantages coming from digitalization, it is important to provide them with some concrete examples of companies that have already successfully implemented digital technologies. Would you be able to show concrete examples?

*(Select only ONE of the following answers)*

- No, I would not be able to provide concrete examples of companies successfully implemented digital technologies.
- Yes, I would be able to provide few concrete examples of companies successfully implemented digital technologies.
- Yes, I would be able to provide many concrete examples of companies, varying according to the size and the industry, successfully implemented digital technologies
- Yes, I would be able to provide many concrete examples of companies, varying according to the size and the industry, successfully implemented digital technologies and also concrete examples of companies that have failed in adopting digital technologies, and the related reasons.

### MODULE 6: THE APPROACH WITH COMPANIES: TOOLS AND METHODS AND FOLLOW-UP OF THE TRAINING PROGRAM

15. Are you aware of the main tools to assess company's digital readiness level?

*(Select only ONE of the following answers)*

- I'm not aware of the main existing tools to assess company's digital readiness level
- I'm aware of some existing tools to assess company's digital readiness level, but only theoretically.
- I know some of the main tools to assess company's digital readiness level, and I would be able to perform the assessment in the company
- I'm fully aware of the main existing tools to assess company's digital readiness level, and I would be able to choose the right assessment according to company needs and perform it in the company, or to redirect SME to the right partner.

16. Would you be able, according to the current digital level status of the company, to define a digital roadmap/strategy for the company?

*(Select only ONE of the following answers)*

- No, I would not be able to define a digital roadmap/strategy for the company
- Yes, I would be able to define a basic general digital roadmap/strategy for the company
- Yes, I would be able to define a specific digital roadmap/strategy for the company, but only for some industries
- Yes, I would be able to define a specific digital roadmap/strategy for the company independently from industries or to redirect the SME to the right partner

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17. Trendmonitoring can be of big relevance in the future for intermediary institutions. Are you familiar with current and upcoming trends of various professional fields?
- No, I'm not aware of the main innovation trends
  - Yes, I'm aware of the main innovation trends but only related to my action field (e.g. one of the S3 specialization area)
  - Yes, I'm aware of the main innovation trends in several action fields
  - Yes, I'm aware of the main innovation trends in several action fields and I'll be able to guide SMEs accordingly, supporting them in defining a coherent innovation roadmap/strategy.

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## 3. Attachment A: Translations

### 1.1. Italian Translation

Il self-assessment di SMART-SPACE è stato sviluppato per valutare la prontezza degli intermediari che operano a supporto della digitalizzazione delle imprese. L'obiettivo dello strumento è quello di supportare un processo di sviluppo delle capacità di Innovazione Digitale tra gli operatori intermediari che operano nello Spazio Alpino.

Indirizzo Email

Organizzazione di Appartenenza

Regione

#### MODULO 1: INDUSTRIA 4.0 E CAMBIAMENTI ORGANIZZATIVI: IMPATTO SUI BUSINESS MDOEL E NUOVI SCENARI

18. Come valuti il tuo livello di conoscenza e consapevolezza sui concetti principali di l'Industria 4.0?  
(*Autovaluta il tuo grado di conoscenza e consapevolezza da 1 a 4, dove 1 = "conoscenza e consapevolezza molto basse" e 4 = "piena conoscenza e consapevolezza"*)
19. Sei informato sui principali potenziali vantaggi per le aziende derivanti dall'adozione delle tecnologie Industria 4.0?  
(*Seleziona SOLO UNA delle seguenti risposte*)
- Non sono informato sui principali potenziali vantaggi
  - Sono informato su alcuni potenziali vantaggi
  - Sono informato sui principali potenziali vantaggi
  - Sono pienamente consapevole dei principali potenziali vantaggi per le aziende
20. Sareste in grado di fornire almeno un esempio di impatto per le aziende derivante dall'adozione di Industria 4.0? :
- Impatto ambientale
    - YES/NO
  - Impatto sociale:
    - YES/NO
  - Impatto operativo
    - YES/NO
  - Impatto economico
    - YES/NO

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21. Pensi che per digitalizzare con successo la propria attività le aziende debbano affrontare dei cambiamenti?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Nessun cambiamento è necessario
- Sono necessari dei piccoli cambiamenti
- Alcuni cambiamenti sono necessari, principalmente a livello operativo
- Diversi cambiamenti sono necessari, non solo a livello operativo ma anche a livello di business model e nella cultura aziendale. I

22. Sei consapevole delle principali sfide che le aziende devono affrontare quando intraprendono il percorso di digitalizzazione?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Conosco a grandi linee alcune potenziali sfide
- Sono informato sulle sfide principali
- Sono pienamente consapevole delle principali sfide che le aziende devono affrontare

### MODULO 2: STRUMENTI DISPONIBILI PER AZIENDE E LE RETI INTERMEDIARIE

23. Sei informato sui principali piani e politiche regionali / nazionali / europei sull'industria 4.0?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Conosco a grandi linee alcuni piani e politiche
- Sono informato sulle sfide principali
- Sono pienamente consapevole delle principali sfide che le aziende devono affrontare

24. Sei informato sugli strumenti politici e sulle iniziative iniziative per supportare le aziende che intraprendono il processo di digitalizzazione?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Sono informato a grandi linee a livello Regionale
- Sono informato a livello Regionale e Nazionale
- Sono pienamente consapevole a livello Regionale, Nazionale e conosco anche alcune politiche ed iniziative Europee

25. Le aziende devono essere supportate durante il percorso di digitalizzazione e devono essere indirizzate ai partner giusti (ad esempio fornitori di tecnologie, centri di ricerca, ...). Hai mappato o sei a conoscenza dei principali partner ed esperti che potrebbero rispondere alle esigenze delle aziende nella tua regione?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Conosco alcuni esperti/potenziali partner a livello locale grazie a relazioni personali
- Conosco diversi esperti/potenziali partner

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- Sono pienamente consapevole degli esperti/potenziati partner che possano supportare le imprese a seconda delle loro esigenze

26. Esistono strumenti per gli intermediari in cui è possibile trovare tutte le informazioni e i servizi pertinenti a supporto delle aziende sulla digitalizzazione??

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non ci sono strumenti per questo scopo
- No conosco strumenti per questo scopo
- Conosco alcuni strumenti che possono supportare gli intermediari, ma solo su alcune attività
- Cconosco diversi strumenti che possono supportare gli intermediari per questo scopo
- 

### MODULO 3: INTRODUZIONE ALL'INDUSTRIA 4.0 E EL TECNOLOGIE ABILITANTI

27. Qual è il tuo livello di conoscenza e consapevolezza sulle tecnologie abilitanti chiave di Industria 4.0?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Sono a conoscenza di alcune delle tecnologie abilitanti chiave di Industria 4.0
- Conosco alcune delle principali tecnologie abilitanti di Industria 4.0 e i relativi vantaggi e sfide
- Sono pienamente consapevole delle tecnologie abilitanti chiave di Industria 4.0 e dei relativi vantaggi e sfide

28. La competenza è considerata una delle principali sfide da affrontare per un'azienda quando adotta tecnologie Industryia 4.0. Sei consapevole a riguardo?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono informato a riguardo
- Sono informato a grandi linee
- Ne sono pienamente consapevole
- Ne sono pienamente consapevole e sono in grado di supportare le aziende a tal riguardo (ad esempio indirizzandole verso i partner/competence center in grado di fornire corsi di formazione)

### MODULO 4: GESTIONE DEL CAMBIAMENTO E INNOVAZIONE DEL MODELLO DI BUSINESS

29. Sei a conoscenza dei principi fondamentali della gestione del cambiamento?

*(Seleziona SOLO UNA delle seguenti risposte)*

- Non sono a conoscenza dei principi fondamentali della gestione del cambiamento
- Sono a conoscenza di alcuni dei principi fondamentali della gestione del cambiamento
- Sono a conoscenza della maggior parte dei principi fondamentali della gestione del cambiamento

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- Sono pienamente consapevole dei principi fondamentali della gestione del cambiamento
30. Saresti in grado di utilizzare alcuni dei principi fondamentali della gestione del cambiamento per supportare le aziende nello svolgimento del percorso di digitalizzazione?  
(Seleziona SOLO UNA delle seguenti risposte)
- Non sarei in grado di mettere in pratica i principi di gestione del cambiamento e penso che non siano utili
  - Non sarei in grado di mettere in pratica i principi di gestione del cambiamento, anche se penso che siano molto utili
  - Sarei in grado di mettere in pratica i principi di gestione del cambiamento, ma penso che non siano utili
  - Sarei in grado di mettere in pratica i principi di gestione del cambiamento o di reindirizzare le PMI al partner giusto, e penso che siano molto utili

### MODULO 5: CASI STUDIO

31. Quando si illustrano alle PMI il valore aggiunto e i potenziali vantaggi derivanti dalla digitalizzazione, è importante fornire loro esempi concreti di aziende che hanno già implementato con successo le tecnologie digitali. Saresti in grado di mostrare esempi concreti?  
(Seleziona SOLO UNA delle seguenti risposte)
- No, non sarei in grado di fornire esempi concreti di aziende che hanno implementato con successo tecnologie digitali.
  - Sì, sarei in grado di fornire a grandi linee alcuni esempi concreti di aziende che hanno implementato con successo le tecnologie digitali.
  - Sì, sarei in grado di fornire alcuni esempi concreti di aziende che hanno implementato con successo le tecnologie digitali, variando a seconda del settore e della dimensione aziendale.
  - Sì, sarei in grado di fornire molti esempi concreti di aziende che hanno implementato con successo le tecnologie digitali e anche esempi di aziende che hanno fallito nell'adozione delle tecnologie digitali e le relative ragioni.

### MODULO 6: L'APPROCCIO CON LE AZIENDE: STRUMENTI E METODI E FOLLOW-UP DEL PROGRAMMA DI FORMAZIONE

32. Sei a conoscenza dei principali strumenti per valutare il livello di prontezza digitale dell'azienda?  
(Seleziona SOLO UNA delle seguenti risposte)
- Non sono a conoscenza dei principali strumenti esistenti per valutare il livello di prontezza digitale dell'azienda
  - Sono a conoscenza di alcuni strumenti esistenti per valutare il livello di prontezza digitale dell'azienda, ma solo teoricamente.
  - Conosco alcuni dei principali strumenti per valutare il livello di prontezza digitale dell'azienda e sarei in grado di eseguire la valutazione in azienda
  - Sono pienamente consapevole dei principali strumenti esistenti per valutare il livello di prontezza digitale dell'azienda, e sarei in grado di scegliere la giusta valutazione in base alle esigenze dell'azienda e di eseguirla in azienda, o di reindirizzare la PMI al partner giusto.

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33. Saresti in grado, in base all'attuale livello digitale della società, di definire una roadmap / strategia digitale per l'azienda?
- (Seleziona SOLO UNA delle seguenti risposte)*
- No, non sarei in grado di definire una roadmap / strategia digitale per l'azienda
  - Sì, sarei in grado di definire a grandi linee una strategia / strategia generale digitale di base per l'azienda
  - Sì, sarei in grado di definire una specifica roadmap / strategia digitale per l'azienda, ma solo per alcune industrie
  - Sì, sarei in grado di definire una specifica roadmap / strategia digitale per l'azienda indipendentemente dalle industrie o per reindirizzare la PMI al partner giusto
  -
34. Monitorare i trend può rivelarsi un'attività di grande rilevanza per le istituzioni intermedie. Hai familiarità con le principali tendenze d'innovazione attuali e future dei vari settori in cui operi?
- No, non sono a conoscenza dei principali trend d'innovazione
  - Sì, sono a conoscenza dei principali trend d'innovazione, ma solo in relazione al mio campo di azione (ad esempio relativi ad una delle aree di specializzazione S3)
  - Sì, sono a conoscenza dei principali trend d'innovazione in diversi settori industriali
  - Sì, sono consapevole dei principali trend d'innovazione in diversi settori industriali e sono in grado di guidare le PMI di conseguenza, supportandole nella definizione di una roadmap / di una strategia d'innovazione coerente.



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## 1.2. German Translation

Das Selbstbewertungstool SMART-SPACE wurde entwickelt, um das Wissen der Mitarbeiter von Intermediären in Bezug auf die Digitale Transformation einzuordnen. Ziel des Instruments ist es, den Ausbildungs- und Kapazitätsaufbau sowie die Verbreitung der digitalen Innovationskultur im Alpenraum zu unterstützen.

E-Mail Adresse

Organisation

Region

### MODUL 1: INDUSTRIE 4.0 UND ORGANISATORISCHE ÄNDERUNGEN: AUSWIRKUNGEN AUF UNTERNEHMEN UND NEUE SZENARIEN

1. Wie bewerten Sie Ihren Kenntnisstand und Ihr Bewusstsein für die wichtigsten Konzepte von Industrie 4.0?  
(Selbsteinschätzung Ihres Wissens und Bewusstseins von 1 bis 4, wobei 1="sehr geringes Wissen und Bewusstsein" und 4="volles Wissen und Bewusstsein")
2. Sind Sie über die wichtigsten Vorteile für Unternehmen durch den Einsatz von Industrie 4.0-Technologien informiert?  
(Wählen Sie nur eine der folgenden Antworten)
  - a. Ich bin nicht über die wichtigsten Vorteile informiert
  - b. Ich bin über einige mögliche Vorteile informiert
  - c. Ich bin über die meisten möglichen Vorteile informiert
  - d. Ich bin mir der wichtigsten Vorteile bewusst
3. Wären Sie in der Lage, mindestens ein Beispiel dafür zu nennen?
  - a. Auswirkungen auf die Umwelt  
JA/NEIN
  - b. Soziale Auswirkungen  
JA/NEIN
  - c. Operative Auswirkungen  
JA/NEIN
  - d. Wirtschaftliche Auswirkungen  
JA/NEIN

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4. Denken Sie Unternehmen brauchen Veränderungen , um ihr Geschäft erfolgreich zu digitalisieren?

(Wählen Sie nur eine der folgenden Antworten)

- a. Keine Änderungen notwendig
- b. Geringfügige Änderungen müssen von den Unternehmen wahrgenommen werden
- c. Einige Änderungen müssen von den Unternehmen auf operativer Ebene wahrgenommen werden
- d. Wichtige Änderungen müssen von den Unternehmen, einschließlich der Geschäftsebene, wahrgenommen werden

5. Kennen Sie die wichtigsten Herausforderungen, denen sich Unternehmen bei der Digitalisierung stellen müssen?

(Wählen Sie nur eine der folgenden Antworten)

- a. Ich bin nicht über die Hauptherausforderungen informiert
- b. Ich bin über einige mögliche Herausforderungen informiert
- c. Ich bin über die meisten möglichen Herausforderungen informiert
- d. Ich bin mir der wichtigsten Herausforderungen bewusst

### MODUL 2: VERFÜGBARE INSTRUMENTE FÜR UNTERNEHMEN UND NETZWERKE VON INTERMEDIÄREN

6. Sind Sie über die wichtigsten regionalen/nationalen/europäischen Pläne und Strategien für Industrie 4.0 informiert?

(Wählen Sie nur eine der folgenden Antworten)

- a. Ich bin nicht informiert
- b. Ich bin teilweise informiert
- c. Ich bin umfassend informiert
- d. Ich bin umfassend informiert und kann Unternehmen bei der Umsetzung unterstützen

7. Sind Sie über politische Instrumente/Initiativen zur Unterstützung von Unternehmen im Digitalisierungsprozess informiert?

(Wählen Sie nur eine der folgenden Antworten)

- a. Ich bin nicht informiert
- b. Ich bin nur auf regionaler Ebene informiert
- c. Ich bin nur auf regionaler und nationaler Ebene informiert
- d. Ich bin auf regionaler, nationaler und europäischer Ebene informiert

8. Unternehmen müssen bei der Digitalisierung unterstützt werden und an die richtigen Partner (z.B. Technologieanbieter, Forschungszentren,...) vermittelt werden. Kennen

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Sie die wichtigsten Partner und Experten, die auf die Bedürfnisse der Unternehmen in Ihrer Region eingehen könnten?

(Wählen Sie nur eine der folgenden Antworten)

- a. Ich bin nicht informiert
- b. Ich kenne nur wenige lokale Experten/Partner durch persönliche Beziehungen
- c. Ich kenne einige lokale Experten/Partner
- d. Ich kenne viele lokale Experten/Partner

9. Gibt es Tools oder Instrumente für Intermediäre, mit denen sie alle relevanten Informationen und Dienstleistungen finden können, um Unternehmen bei der Digitalisierung zu unterstützen?

(Wählen Sie nur eine der folgenden Antworten)

- a. Es gibt keine Tools oder Instrumente für diesen Zweck
- b. Ich weiß nicht, ob es dafür Werkzeuge oder Instrumente gibt
- c. Ich kenne einige Werkzeuge oder Instrumente für diesen Zweck, aber sie sind unvollständig
- d. Ich kenne einige Werkzeuge oder Instrumente für diesen Zweck

### MODUL 3: EINFÜHRUNG IN SCHLÜSSELTECHNOLOGIEN IN BEZUG AUF INDUSTRIE 4.0

10. Auf welchem Level befindet sich Ihr Wissen zu Schlüsseltechnologien in Bezug auf Industrie 4.0?

(Wählen Sie EINE der folgenden Antworten)

- a. Mir sind keine der Schlüsseltechnologien ein Begriff
- b. Mir sind einige der Schlüsseltechnologien ein Begriff
- c. Ich kenne einige Schlüsseltechnologien und die damit verbundenen Vorteile und Herausforderungen
- d. Ich bin mir sämtliche Schlüsseltechnologien und den damit verbundenen Vorteilen und Herausforderungen bewusst

11. Kompetenz wird als die größte Herausforderung gesehen, wenn es um die Anpassung der Technologien an Industrie 4.0 geht. Haben Sie eine Vorstellung von diesen Herausforderungen?

- a. Ich bin nicht informiert
- b. Ich bin teilweise informiert
- c. Ich bin voll informiert
- d. Ich bin voll informiert und kann Unternehmen bei der Implementierung dieser Technologien unterstützen

### MODUL 4: CHANGE MANAGEMENT UND BUSINESSMODELINNOVATION

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12. Kennen Sie die Hauptprinzipien des Change Management?  
(Wählen Sie EINE der folgenden Antworten)
- Ich kenne keine der Hauptprinzipien des Change Management
  - Ich kenne einige der Hauptprinzipien des Change Management
  - Ich kenne die meisten der Hauptprinzipien des Change Management
  - Ich kenne alle der Hauptprinzipien des Change Management
13. Wären Sie dazu in der Lage einige der Hauptprinzipien des Change Management anzuwenden, um Unternehmen auf dem Weg zur Digitalisierung zu unterstützen?  
(Wählen Sie EINE der folgenden Antworten)
- Ich wäre nicht dazu in der Lage, Prinzipien des Change Management in die Praxis umzusetzen und denke auch nicht, dass diese hilfreich sind
  - Ich wäre nicht dazu in der Lage, Prinzipien des Change Management in die Praxis umzusetzen, finde aber, dass diese hilfreich sind
  - Ich wäre dazu in der Lage, Prinzipien des Change Management in die Praxis umzusetzen, finde aber, dass diese nicht hilfreich sind
  - Ich wäre dazu in der Lage, Prinzipien des Change Management in die Praxis umzusetzen oder KMUs an die richtigen Partner zu verweisen und finde diese Prinzipien sehr hilfreich

### MODUL 5: FALLSTUDIE

Wenn man Unternehmen den Mehrwert und die potenziellen Vorteile der Digitalisierung erläutert, ist es wichtig, ihnen einige konkrete Beispiele von Unternehmen zu nennen. Besonders interessant sind Unternehmen, welche bereits erfolgreich digitale Technologien implementiert haben. Wären Sie in der Lage, konkrete Beispiele zu nennen? *(Wählen Sie nur EINE der folgenden Antworten aus)*

- Nein, ich wäre nicht in der Lage, konkrete Beispiele für erfolgreich implementierte digitale Technologien von Unternehmen zu nennen.
- Ja, ich wäre in der Lage, einige konkrete Beispiele für erfolgreich implementierte digitale Technologien von Unternehmen zu nennen.
- Ja, ich wäre in der Lage, viele konkrete Beispiele von Unternehmen unterschiedlicher Größe und Branche zu nennen, welche erfolgreich digitale Technologien implementiert haben.
- Ja, ich wäre in der Lage, viele konkrete Beispiele von Unternehmen unterschiedlicher Größe und Branche zu nennen, welche erfolgreich digitale Technologien implementiert haben. Ich wäre ebenfalls in der Lage Beispiele für Unternehmen zu nennenn, welche die digitalen Technologien nicht eingeführt haben und kann die damit verbundenen Umstände identifizieren und analysieren.

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## 1.3. French Translation

The SMART-SPACE self-assessment tool has been developed in order to monitor and trigger the knowledge of the Intermediaries' operators. In particular, the aim of the tool is to support the training and capacity building process and the dissemination of the Digital Innovation culture in Alpine areas.

Email Address

Organization

Region

### OUTIL D'AUTO-EVALUATION POUR LES ORGANISATIONS INTERMEDIAIRES

MODULE 1: INDUSTRY 4.0 AND ORGANIZATIONAL CHANGES: IMPACT ON BUSINESSES AND NEW SCENARIOS  
INDUSTRIE 4.0 ET CHANGEMENTS ORGANISATIONNELS : IMPACT SUR LES ACTIVITES ET NOUVEAUX SCENARIOS

35. How do you evaluate your level of knowledge and awareness on the main concepts beyond Industry 4.0? Comment évaluez-vous votre niveau de connaissance sur les concepts principaux de l'Industrie 4.0 ?  
*(Self-assess your degree of knowledge and awareness from 1 to 4, where 1="very low knowledge and awareness" and 4="full knowledge and awareness") évaluez vous-même votre niveau de connaissance et de sensibilisation de 1 à 4, où 1="niveau de connaissance et sensibilisation très faible » et 4=" très bon niveau de connaissance et sensibilisation »*
36. Are you informed on the main potential advantages for companies coming from the adoption of Industry 4.0 technologies? Etes-vous informé des principaux bénéfices potentiels apportés aux entreprises par l'adoption des technologies de l'Industrie 4.0 ?  
*(Select only ONE of the following answers) Sélectionner une seule des réponses suivantes*
- I'm not informed about the main potential advantages je ne suis pas informé des principaux bénéfices potentiels
  - I'm informed of some potential advantages je suis informé de quelques bénéfices potentiels
  - I'm informed of most of the potential advantages je suis informé de la plupart des bénéfices potentiels
  - I'm fully aware of the main potential advantages je suis très bien informé des principaux bénéfices potentiels
37. Would you be able to provide at least one example of: Seriez-vous capable de fournir au moins un exemple de :
- Environmental impact Impact environnemental
    - YES/NO OUI/NON
  - Social impact Impact social

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- YES/NO OUI/NON
  - Operative impact Impact opérationnel
    - YES/NO OUI/NON
  - Economic impact Impact économique
    - YES/NO OUI/NON
38. Do you think companies need changes in order to successfully digitalize their business?  
*(Select only ONE of the following answers) Pensez-vous que les entreprises ont besoin de changements pour numériser leur activité avec succès*
- No changes need to be undertaken by companies Aucun changement ne doit être engagé par les entreprises
  - Minor changes need to be undertaken by companies Des changements mineurs doivent être engagés par les entreprises
  - Some changes need to be undertaken by companies, at an operative level Quelques changements doivent être engagés par les entreprises, à un niveau opérationnel
  - Important changes need to be undertaken by companies, including the business level D'importants changements doivent être engagés par les entreprises, y compris au niveau stratégique
39. Are you aware on the main challenges that companies need to face when embarking the digitalization journey? Etes-vous informé des principaux défis auxquels les entreprises doivent faire face quand elles s'engagent dans la transformation numérique ?  
*(Select only ONE of the following answers) Sélectionner une seule des réponses suivantes*
- I'm not informed about the main challenges je ne suis pas informé des défis principaux
  - I'm informed of some potential challenges je suis informé de quelques défis potentiels
  - I'm informed of most of the potential challenges je suis informé de la plupart des défis potentiels
  - I'm fully aware of the main challenges je suis complètement informé des défis principaux

### MODULE 2: AVAILABLE INSTRUMENTS FOR COMPANIES AND INTERMEDIARY NETWORK INSTRUMENTS DISPONIBLES POUR LES ENTREPRISES ET POUR LE RESEAU DES INTERMEDIAIRES

40. Are you informed on the main Regional/National/European specific plan and policies on Industry 4.0? Etes-vous informé des principaux programmes et politiques pour l'industrie 4.0 au niveau régional/national/européen?  
*(Select only ONE of the following answers) Sélectionner une seule des réponses suivantes*
- I'm not informed Je ne suis pas informé
  - I'm partially informed Je suis partiellement informé
  - I'm fully informed Je suis très bien informé
  - I'm fully informed and I can provide support to companies in its implementation Je suis très bien informé et je peux apporter un support aux entreprises dans la mise en œuvre de l'industrie 4.0

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41. Are you informed about policy instruments/initiatives to support companies undertaking the digitalization process? Etes-vous informé des instruments/initiatives politiques pour aider les entreprises à s'engager dans la transformation digitale ?  
(Select only ONE of the following answers) Sélectionner une seule des réponses suivantes
- I'm not informed Je ne suis pas informé
  - I'm informed only at a Regional level Je suis uniquement informé à un niveau régional
  - I'm informed only at a Regional and National level Je suis uniquement informé à un niveau régional et national
  - I'm informed at Regional, National and European level Je suis informé au niveau régional, national et européen
42. Companies have to be supported during the digitalization path and need to be addressed to the right partners (e.g. technologies providers, research centers, ...). Did you map or are you aware of the main partners and experts that could respond to companies' needs in your Region? Les entreprises doivent être accompagnées dans leur processus de transformation digitale et doivent être orientées vers les bons partenaires (par exemple les offreurs de technologies, des centres de recherche, ...) Avez-vous cartographié ou avez-vous connaissance des principaux partenaires et experts qui peuvent répondre aux besoins des entreprises dans votre région ?  
(Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes
- I'm not aware Je ne les connais pas
  - I know few local experts/potential partners thanks to personal relationships Je connais quelques experts/partenaires potentiels grâce à des relations personnelles
  - I know some local experts/potential partners Je connais quelques experts/partenaires potentiels
  - I'm fully aware of the local experts/potential partners Je connais parfaitement les experts/partenaires locaux
43. Are there any tools or instruments for intermediaries where they can find all relevant information and services to support companies on digitalization? Existe-t-il des outils ou instruments pour les intermédiaires où ils peuvent trouver des informations pertinentes pour aider les entreprises dans leur transformation digitale ?  
(Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes
- There are NO tools or instruments for this purpose Il n'y a AUCUN instrument existant pour cela
  - I don't know if there are tools or instruments for this purpose Je ne sais pas s'il existe des instruments ou des outils pour les aider
  - I know some tools or instruments for this purpose, but they are incomplete Je connais quelques outils ou instruments pour cela, mais ils sont incomplets
  - I know some tools or instruments for this purpose Je connais quelques outils ou instruments pour cela

## SMART-SPACE – Deliverable D.T2.3.5 Assessment tool to monitor Intermediaries' competence

### MODULE 3: INTRODUCTION TO INDUSTRY 4.0 ENABLING TECHNOLOGIES INTRODUCTION AUX BRIQUES TECHNOLOGIQUES DE L'INDUSTRIE 4.0

44. What is your level of knowledge and awareness on the key Industry 4.0 enabling technologies?  
Quel est votre niveau de connaissance et de sensibilisation sur les briques technologiques clés pour l'Industrie 4.0

*(Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes*

- I'm not aware on the key Industry 4.0 enabling technologies Je ne suis pas sensibilisé aux briques technologiques clés de l'Industrie 4.0
- I'm aware of some of the key Industry 4.0 enabling technologies Je suis informé sur quelques briques technologiques clés de l'Industrie 4.0
- I know some of key Industry 4.0 enabling technologies and their related advantages and challenges Je suis informé sur quelques briques technologiques clés de l'Industrie 4.0, leurs avantages et contraintes respectifs
- I'm fully aware of the key Industry 4.0 enabling technologies and their related advantages and challenges Je suis parfaitement informé sur les briques technologiques clés pour l'Industrie 4.0 et leurs avantages et contraintes respectifs
  
- Competence is considered one of the main challenge to be faced for a company when adopting Industry 4.0 technologies. Do you have some clues about this challenge? Les compétences sont considérées comme un défis principaux des entreprises qui adoptent l'Industrie 4.0? Avez-vous des connaissances pour faire face à ce défi ?
  
- I'm not informed Je ne suis pas informé
- I'm partially informed Je suis partiellement informé
- I'm fully informed Je suis très bien informé
- I'm fully informed and I can provide support to companies in its implementation Je suis très bien informé et je peux apporter de l'aide aux entreprises sur ce volet compétences

### MODULE 4: CHANGE MANAGEMENT AND BUSINESS MODEL INNOVATION MANAGEMENT DU CHANGEMENT ET INNOVATION DES BUSINESS MODEL

Are you aware of the main principles of change management? Etes-vous informé des principes majeurs du management du changement ?

*(Select ONE of the following answers) Sélectionner UNE des réponses suivantes*

- I'm not aware of the main principles of change management Je ne suis pas très bien sensibilisé aux principes majeurs du management du changement
- I'm aware of some of the main principles of change management Je connais quelques principes majeurs du management du changement
- I'm aware of most of the main principles of change management Je connais la plupart des principes du management du changement



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- I'm fully aware of the main principles of change management Je maîtrise parfaitement les principes majeurs du Management du changement
45. Would you be able to use some of the main principles of change management to support companies in undertaking the digitalization journey? Seriez-vous capable d'utiliser quelques principes du management du changement pour aider les entreprises qui s'engagent dans la transformation digitale ?
- (Select ONE of the following answers) Sélectionner UNE des réponses suivantes*
- I would not be able to put change management principles in practice, and I think they are not useful Je ne serais pas capable de mettre en pratique les principes de management du changement et je pense qu'ils ne sont très utiles
  - I would not be able to put change management principles in practice, and I think they are very useful Je ne serais pas capable de mettre en pratique les principes de management du changement et je pense qu'ils sont très utiles
  - I would be able to put change management principles in practice, but I think they are not useful Je serais capable de mettre en pratique les principes de Management du changement, mais je pense qu'ils ne sont pas utiles
  - I would be able to put change management principles in practice or to redirect SME to the right partner, and I think they are very useful Je serais capable de mettre en pratique les principes de Management du changement et je pense qu'ils sont très utiles

### MODULE 5: CASE STUDIES ETUDES DE CAS

46. When explaining SMEs the added value and potential advantages coming from digitalization, it is important to provide them with some concrete examples of companies that have already successfully implemented digital technologies. Would you be able to show concrete examples? Quand on explique aux PME la valeur ajoutée et les avantages générés par la transformation numérique, il est important de leur apporter des exemples concrets d'entreprises qui ont réalisé leur transformation avec succès. Seriez-vous capable de montrer des exemples concrets ?
- (Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes*
- No, I would not be able to provide concrete examples of companies successfully implemented digital technologies. Non, je ne serai pas capable de fournir des exemples concrets d'entreprises qui ont réussi leur transformation numérique
  - Yes, I would be able to provide few concrete examples of companies successfully implemented digital technologies. Oui, je ne serai capable de fournir des exemples concrets d'entreprises qui ont réussi leur transformation numérique
  - Yes, I would be able to provide many concrete examples of companies, varying according to the size and the industry, successfully implemented digital technologies. Oui, je ne serai capable de fournir de nombreux exemples concrets d'entreprises de différentes tailles et dans différents secteurs industriels qui ont réussi leur transformation numérique
  - Yes, I would be able to provide many concrete examples of companies, varying according to the size and the industry, successfully implemented digital technologies and also concrete examples of companies that have failed in adopting digital

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technologies, and the related reasons. Oui, je ne serai capable de fournir de nombreux exemples concrets d'entreprises de différentes tailles et dans différents secteurs industriels qui ont réussi leur transformation numérique et aussi des exemples concrets d'entreprises qui ont échoué dans l'adoption de technologies numériques, et les raisons de leur échec.

### MODULE 6: THE APPROACH WITH COMPANIES: TOOLS AND METHODS AND FOLLOW-UP OF THE TRAINING PROGRAM L'APPROCHE AVEC LES ENTREPRISES : OUTILS ET METHODES ET SUIVI DU PROGRAMME DE FORMATION

47. Are you aware of the main tools to assess company's digital readiness level? Etes-vous sensibilisé aux principaux outils d'évaluation de la maturité numérique des entreprises ?

*(Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes*

- I'm not aware of the main existing tools to assess company's digital readiness level Je ne suis pas sensibilisé aux principaux outils d'évaluation de la maturité numérique des entreprises
- I'm aware of some existing tools to assess company's digital readiness level, but only theoretically. Je suis sensibilisé aux principaux outils d'évaluation de la maturité numérique des entreprises, mais uniquement sur la théorie
- I know some of the main tools to assess company's digital readiness level, and I would be able to perform the assessment in the company Je connais quelques outils d'évaluation de la maturité numérique des entreprises et je serais capable d'évaluer une entreprise
- I'm fully aware of the main existing tools to assess company's digital readiness level, and I would be able to choose the right assessment according to company needs and perform it in the company, or to redirect SME to the right partner. Je maîtrise les principaux outils d'évaluation de la maturité numérique et je serais capable de choisir le bon outil compte tenu des besoins de l'entreprise et de réaliser le diagnostic dans l'entreprise ou d'orienter la PME vers le bon partenaire.

○

48. Would you be able, according to the current digital level status of the company, to define a digital roadmap/strategy for the company? Seriez-vous capable, au vu de son niveau de maturité numérique actuel, de définir une stratégie/feuille de route numérique pour l'entreprise ?

*(Select only ONE of the following answers) Sélectionner UNE seule des réponses suivantes*

- No, I would not be able to define a digital roadmap/strategy for the company Non, je ne serais pas capable de définir stratégie/feuille de route numérique pour l'entreprise
- Yes, I would be able to define a basic general digital roadmap/strategy for the company Oui, je serais capable de définir une stratégie/feuille de route numérique générale de base pour l'entreprise
- Yes, I would be able to define a specific digital roadmap/strategy for the company, but only for some industries Oui, je serais capable de définir une stratégie/feuille de route numérique spécifique pour l'entreprise, mais uniquement pour certaines industries

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- Yes, I would be able to define a specific digital roadmap/strategy for the company independently from industries or to redirect the SME to the right partner Oui, je serais capable de définir une stratégie/feuille de route numérique spécifique pour l'entreprise indépendamment de son secteur industriel ou d'orienter la PME vers le bon partenaire
49. Trendmonitoring can be of big relevance in the future for intermediary institutions. Are you familiar with current and upcoming trends of various professional fields? Le suivi des tendances peut être très pertinent dans le futur pour les organisations intermédiaires. Etes-vous familier des tendances actuelles et à venir des différents champs professionnels?
- No, I'm not aware of the main innovation trends Non, je ne suis pas au courant des principales tendances d'innovation.
  - Yes, I'm aware of the main innovation trends but only related to my action field (e.g. one of the S3 specialization area) Oui, je suis sensibilisé aux principales tendances d'innovation, mais uniquement celles en lien avec mon champs d'action (par exemple un des domaines de spécialisation des S3 – Smart Strategic Specialization)
  - Yes, I'm aware of the main innovation trends in several action fields Oui, je suis sensibilisé aux principales tendances d'innovation, dans plusieurs champs d'actions
  - Yes, I'm aware of the main innovation trends in several action fields and I'll be able to guide SMEs accordingly, supporting them in defining a coherent innovation roadmap/strategy. Oui, je suis sensibilisé des principales tendances d'innovation, dans plusieurs champs d'action et je serai capable d'orienter les PME en les aidant à définir une stratégie/feuille de route d'innovation.

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## 1.4. Slovenian Translation

SMART-SPACE orodje za samoocenjevanje smo razvili za spremljanje in spodbujanje znanja izvajalcev v posredniških organizacijah. Namen orodja je predvsem podpora usposabljanju in procesu krepitve zmogljivosti ter razširjanje kulture digitalnih inovacij na območju Alp.

Elektronski naslov

Organizacija

Regija

### MODUL 1: INDUSTRIJA 4.0 IN ORGANIZACIJSKE SPREMEMBE: VPLIV NA PODJETJA IN NOVI SCENARIJI

50. Kako presoimate svojo raven poznavanja glavnih idej in konceptov industrije 4.0? (*Samoocenite svojo stopnjo poznavanja z oceno od 1 do 4, pri čemer 1 pomeni "Zelo nizka stopnja poznavanja" in 4 pomeni "Popolno poznavanje"*)
51. Poznate glavne potencialne prednosti za podjetja, ki izhajajo iz sprejetja tehnologij industrije 4.0? (*Izberite ENEGA od spodnjih odgovorov*)
- Ne poznam glavnih potencialnih prednosti
  - Poznam nekatere potencialne prednosti
  - Poznam večino potencialnih prednosti
  - Popolnoma poznam glavne potencialne prednosti
52. Bi lahko navedli vsaj en primer:
- Okoljskega učinka
    - DA/NE
  - Družbenega učinka
    - DA/NE
  - Operativnega učinka
    - DA/NE
  - Ekonomskega učinka
    - DA/NE
53. Menite, da podjetja potrebujejo spremembe, da bi uspešno digitalizirala svoje poslovanje? (*Izberite ENEGA od spodnjih odgovorov*)
- Podjetjem ni potrebno uvajati nobenih sprememb
  - Podjetja morajo uvesti samo manjše spremembe
  - Podjetja morajo uvesti nekatere spremembe na operativni ravni
  - Podjetja morajo uvesti pomembne spremembe, tudi na poslovni ravni
54. Poznate glavne izzive podjetij, ki se podajajo v digitalizacijo celotnega poslovanja?

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*(Izberite ENEGA od spodnjih odgovorov)*

- Ne poznam glavnih izzivov
- Poznam nekatere potencialne izzive
- Poznam večino potencialnih izzivov
- Popolnoma poznam glavne izzive

### MODUL 2: UKREPI ZA PODJETJA IN POSREDNIŠKE MREŽE

55. Poznate glavne regijske/državne/evropske konkretne načrte in politike v zvezi z industrijo 4.0?

*(Izberite ENEGA od spodnjih odgovorov)*

- Ne poznam
- Poznam jih le delno
- Poznam jih dobro
- Poznam jih dobro in lahko nudim podporo podjetjem pri njihovem uveljavljanju

56. Poznate ukrepe in pobude za podporo podjetjem pri uvajanju procesa digitalizacije?

*(Izberite ENEGA od spodnjih odgovorov)*

- Ne poznam
- Poznam le tiste na regijskem nivoju
- Poznam le tiste na regijskem in državnem nivoju
- Poznam instrumente/ukrepe na regijskem, državnem in evropskem nivoju

57. Podjetja potrebujejo podporo v procesu digitalizacije, njihove potrebe pa morajo biti naslovljene na ustrezne partnerje (npr. ponudnike tehnologij, raziskovalne centre,...). Ste identificirali oz. ali poznate najpomembnejše partnerje ali strokovnjake, ki bi v vaši regiji lahko nudili podjetjem ustrezno podporo?

*(Izberite ENEGA od spodnjih odgovorov)*

Ne poznam

Poznam nekaj lokalnih strokovnjakov/potencialnih partnerjev zahvaljujoč osebному znanstvu

Poznam več lokalnih strokovnjakov/potencialnih partnerjev

Dobro poznam lokalne strokovnjake/potencialne partnerje

58. Ali so na voljo ustrezna orodja ali instrumenti za posredniške organizacije, kjer lahko najdejo vse informacije in storitve za podporo podjetjem pri digitalizaciji?

*(Izberite ENEGA od spodnjih odgovorov)*

Za ta namen ni na voljo nobenih orodij ali instrumentov

Ne vem, ali so za ta namen na voljo kakšna orodja ali instrumenti

Poznam nekatera orodja ali instrumente za ta namen, vendar so nepopolni

Poznam nekatera orodja ali instrumente za ta namen

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## MODUL 3: UVAJANJE SPODBUJEVALNIH TEHNOLOGIJ INDUSTRIJE 4.0

59. Kakšna je vaša raven poznavanja ključnih spodbujevalnih tehnologij industrije 4.0?  
(Izberite ENEGA od spodnjih odgovorov)

Nisem seznanjen/a s ključnimi spodbujevalnimi tehnologijami industrije 4.0

Seznanjen/a sem z nekaterimi ključnimi spodbujevalnimi tehnologijami industrije 4.0

Poznam nekatere ključne spodbujevalne tehnologije industrije 4.0 in z njimi povezane prednosti in izzive

Popolnoma poznam nekatere ključne spodbujevalne tehnologije industrije 4.0 in z njimi povezane prednosti in izzive

60. Ustrezne kompetence predstavljajo enega od glavnih izzivov za podjetja, ki uvajajo tehnologije industrije 4.0. Ste seznanjeni s tem izzivom?

Nisem seznanjen/a

Delno sem seznanjen/a

Popolnoma sem seznanjen/a

Popolnoma sem seznanjen/a in lahko ponudim podporo podjetjem pri reševanju tega izziva

## MODUL 4: UPRAVLJANJE SPREMEMB IN INOVACIJA POSLOVNEGA MODELA

61. Poznate glavna načela upravljanja sprememb?  
(Izberite ENEGA od spodnjih odgovorov)

Ne poznam glavnih načel upravljanja sprememb

Poznam nekatera glavna načela upravljanja sprememb

Poznam večino glavnih načel upravljanja sprememb

Dobro poznam glavna načela upravljanja sprememb

62. Bi lahko uporabili nekatera glavna načela upravljanja sprememb za podporo podjetjem pri uvajanju digitalizacije?  
(Izberite ENEGA od spodnjih odgovorov)

Ne bi mogel/mogla uvajati načel upravljanja sprememb v prakso, poleg tega mislim, da niso uporabna

Ne bi mogel/mogla uvajati načel upravljanja sprememb v prakso, vendar mislim, da so zelo uporabna

Mogel/Mogla bi uvajati načela upravljanja sprememb v prakso, vendar mislim, da niso uporabna

Mogel/Mogla bi uvajati načela upravljanja sprememb v prakso ali podjetje usmeriti k ustreznemu partnerju in mislim, da so zelo uporabna.

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### MODUL 5: ŠTUDIJE PRIMEROV

63. Ko malim in srednjim podjetjem pojasnujemo dodano vrednost in potencialne prednosti, ki izhajajo iz digitalizacije, je pomembno, da jim predstavimo nekaj konkretnih primerov podjetij, ki so že uspešno uvedla digitalne tehnologije. Bi vi lahko pokazali na konkreten primer?  
(Izberite ENEGA od spodnjih odgovorov)

Ne, ne bi mogel/mogla pokazati konkretnega primera podjetja, ki je uspešno uvedlo digitalne tehnologije

Da, lahko bi pokazal/a nekaj konkretnih primerov podjetij, ki so uspešno uvedla digitalne tehnologije

Da, lahko bi pokazal/a veliko konkretnih primerov podjetij različnih velikosti in iz različnih panog, ki so uspešno uvedla digitalne tehnologije

Da, lahko bi pokazal/a veliko konkretnih primerov podjetij različnih velikosti in iz različnih panog, ki so uspešno uvedla digitalne tehnologije, pa tudi konkretne primere podjetij, ki so neuspešno uvajala digitalne tehnologije, in vzroke za njihovo neuspešnost

### MODUL 6: PRISTOP S PODJETJI: ORODJA IN METODE TER NADALJNI PROGRAMI USPOSABLJANJA

64. Poznate glavna orodja za oceno ravni digitalne pripravljenosti podjetja?  
(Izberite ENEGA od spodnjih odgovorov)

Ne poznam glavnih orodij za oceno ravni digitalne pripravljenosti podjetja

Poznam nekatera orodja za oceno ravni digitalne pripravljenosti podjetja, vendar le teoretično

Poznam nekatera orodja za oceno ravni digitalne pripravljenosti podjetja in bi bil/a sposoben/sposobna narediti tako oceno podjetja

Dobro poznam glavna orodja za oceno ravni digitalne pripravljenosti podjetja, med njimi lahko izberem ustreznega in naredim oceno ravni digitalne pripravljenosti podjetja oz. preusmerim podjetje na primernega partnerja

65. Bi lahko, glede na trenutno stanje digitalne ravni podjetja, opredelili digitalni načrt/strategijo podjetja?  
(Izberite ENEGA od spodnjih odgovorov)

Ne, digitalnega načrta/strategije podjetja ne bi mogel/mogla opredeliti

Da, lahko bi opredelil/a osnovni splošni digitalni načrt/strategijo podjetja

Da, lahko bi opredelil/a specifični digitalni načrt/strategijo za podjetje, vendar samo za nekatere panoge

Da, lahko bi opredelil/a specifični digitalni načrt/strategijo za podjetje ne glede na panogo oz. preusmerim podjetje na primernega partnerja

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66. Spremljanje trendov je lahko v prihodnosti za posredniške institucije zelo pomembno. Ste seznanjeni s sedanjimi in prihajajočimi trendi na različnih strokovnih področjih?

Ne, nisem seznanjen/a z glavnimi inovacijskimi trendi

Da, seznanjen/a sem z glavnimi inovacijskimi trendi, ampak le s tistimi v zvezi z mojim področjem dela (npr. z enim od področij specializacije iz strategije pametne specializacije)

Da, seznanjen/a sem z glavnimi inovacijskimi trendi na različnih področjih

Da, seznanjen/a sem z glavnimi inovacijskimi trendi na različnih področjih in bi MSP lahko usmerjal/a in jim nudil/a podporo pri določanju koherentnega inovacijskega načrta/strategije