Needs Analysis – ERASMUS+

Poland, Rzeszów, 20.06.2016
Agenda

- Introduction
- Graduate recruitment
- Graduate skills
- Future Needs
- Graduate assessment
Introduction
Quick Facts

12 weeks field phase **11.03.-27.05.2016**

117 participants from **8 countries**

101 participants from key countries

Austria 3
Bulgaria 21
Germany 8
Ireland 25
Italy 27
Poland 14
United Kingdom 14
USA 5

21 sectors covered recruiting for **20 disciplines**

55 businesses that have **250+ employees**

38 companies that have experience in recruiting internationally (EEA)

53% are recruiting for Business/ Management disciplines

32% for Languages, Literature and Classics

17% for Education/ Teaching
Please indicate the main sector/branch of your company:

- Accounting and finance
- Aerospace and defence
- Agriculture, food and beverage
- Arts, entertainment, recreation
- Automotive
- Banking and insurance
- Construction and civil engineering
- Consulting
- Education and training
- Electrotechnics and electronics
- Engineering, design and manufacture
- Energy and Environment
- FMCG (Fast moving consumer goods)
- Governmental institution
- Hospitality, leisure and tourism
- Health and Social Sciences
- IT Hardware and software engineering
- Logistics, transport and supply chain
- Luxury goods
- Media, marketing and communications
- Pharmaceutical and chemical
- Retail
- Telecoms and networks
- translating and interpreting services
- TOTAL
- Retail
- Governmental institution
- IT Hardware and software engineering
- Engineering, design and manufacture
- Energy and Environment
- Electrotechnics and electronics
- Education and training
- Consulting
- Construction and civil engineering
- Banking and insurance
- Automotive
- Arts, entertainment, recreation
- Agriculture, food and beverage
- Aerospace and defence
- Accounting and finance
Please indicate the total size of your workforce into one of the following categories:

- Micro business (between 1 and 2 people)
- Small business (between 3 and 10 people)
- Midsize business (between 11 and 50 people)
- Medium business (between 51 and 250 people)
- Big business (between 251 and 1000 people)
- Large business (1000 people and above)

Countries included: United Kingdom, Poland, Italy, Ireland, Bulgaria.
Graduate recruitment
Did you recruit any graduates to your workforce during the past 24 months?

- Yes
- No
- No, but we are planning to.
How many graduates did you recruit in the past 24 months?

Don't know.

More than 50

26 to 50

10 to 25

5 to 9

Less than 5

United Kingdom
Poland
Italy
Ireland
Bulgaria
Approximately how many graduates in general have you recruited from outside your home country?

- None
- Less than 5
- 5 to 9
- 10 to 25
- 26 to 50
- More than 50
- Don't know.

- United Kingdom
- Poland
- Italy
- Ireland
- Bulgaria
Please indicate from which countries graduates were recruited:

- Across European Economic Area (EEA)
  - United Kingdom
  - Poland
  - Italy
  - Ireland
  - Bulgaria

- Outside of the EEA
  - United Kingdom
  - Poland
  - Italy
From which disciplines do you recruit Higher Education graduates?
From which disciplines do you recruit Higher Education graduates?

- Agriculture, Food & Beverage, Veterinary Science and related subjects
- Architecture, Building and Planning
- Business/Management (Accounting, Finance, Marketing, Management, etc.)
- Computer Science/IT
- Creative Arts and Design
- Economics
- Education/Teaching
- Engineering (Electrical/Electronic, Mechanical, Civil, Chemical, Industrial Engineering, etc.)
- English
- Geography and Environmental Science
- History/Philosophy
- Health Science
- Languages, Literature and Classics
- Mathematics/Statistics
- Media
- Natural Science (Physics, Chemistry, Biology, Earth Science, etc.)
- Medicine, Dentistry and related subjects
- Politics
- Psychology
- Sociology
- Sociology
- United Kingdom
- Poland
- Italy
- Ireland
- Bulgaria
Please name the three main entry level positions for which you recruit graduates

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer service</td>
<td>16</td>
</tr>
<tr>
<td>Instructor/ Teacher/ Education</td>
<td>10</td>
</tr>
<tr>
<td>Sales</td>
<td>10</td>
</tr>
<tr>
<td>Developer/ Software engineer</td>
<td>8</td>
</tr>
<tr>
<td>Marketing</td>
<td>7</td>
</tr>
<tr>
<td>Intern / trainee</td>
<td>7</td>
</tr>
<tr>
<td>Administration</td>
<td>6</td>
</tr>
<tr>
<td>Nurse / Medical representative</td>
<td>6</td>
</tr>
<tr>
<td>Office administration</td>
<td>5</td>
</tr>
<tr>
<td>Graduate Program</td>
<td>5</td>
</tr>
<tr>
<td>Project manager</td>
<td>5</td>
</tr>
<tr>
<td>Translator</td>
<td>5</td>
</tr>
<tr>
<td>Accounting / Controlling</td>
<td>4</td>
</tr>
<tr>
<td>Brand Management</td>
<td>4</td>
</tr>
<tr>
<td>Engineer</td>
<td>4</td>
</tr>
<tr>
<td>Front office</td>
<td>4</td>
</tr>
<tr>
<td>Tourism</td>
<td>4</td>
</tr>
<tr>
<td>Management</td>
<td>3</td>
</tr>
<tr>
<td>Editor</td>
<td>3</td>
</tr>
<tr>
<td>Operations/ Organizer</td>
<td>3</td>
</tr>
<tr>
<td>Social Media</td>
<td>3</td>
</tr>
<tr>
<td>Student development coordinator</td>
<td>3</td>
</tr>
<tr>
<td>Technician</td>
<td>3</td>
</tr>
<tr>
<td>Assistant</td>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Account managers</td>
<td>2</td>
</tr>
<tr>
<td>HR</td>
<td>2</td>
</tr>
<tr>
<td>Audit</td>
<td>2</td>
</tr>
<tr>
<td>Finance</td>
<td>2</td>
</tr>
<tr>
<td>Entertainment manager</td>
<td>2</td>
</tr>
<tr>
<td>Development</td>
<td>2</td>
</tr>
<tr>
<td>PR</td>
<td>2</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>2</td>
</tr>
<tr>
<td>Secretary</td>
<td>2</td>
</tr>
<tr>
<td>Tax</td>
<td>2</td>
</tr>
<tr>
<td>Business Analyst</td>
<td>1</td>
</tr>
<tr>
<td>Designer</td>
<td>1</td>
</tr>
<tr>
<td>Librarian</td>
<td>1</td>
</tr>
<tr>
<td>Logistic</td>
<td>1</td>
</tr>
<tr>
<td>Research</td>
<td>1</td>
</tr>
<tr>
<td>IT</td>
<td>1</td>
</tr>
<tr>
<td>Occupational Psychologist</td>
<td>1</td>
</tr>
<tr>
<td>Social Care Worker</td>
<td>1</td>
</tr>
<tr>
<td>Consultant</td>
<td>1</td>
</tr>
<tr>
<td>Regulatory Affairs Specialist</td>
<td>1</td>
</tr>
<tr>
<td>Revisors</td>
<td>1</td>
</tr>
<tr>
<td>Associate</td>
<td>1</td>
</tr>
<tr>
<td>Buyer</td>
<td>1</td>
</tr>
<tr>
<td>Counsellor</td>
<td>1</td>
</tr>
</tbody>
</table>
Why did you not recruit any graduates in the last two years?

- Lack of practical skills
- Lack of knowledge of the economy
- Salary expectations of graduates
- Lack of availability of suitable graduates
- Poor quality of graduate skills
- No vacancies within the organisation
- No vacancies at graduate level

- Other

Italy
Ireland
Bulgaria

How many graduates will you recruit in the next 24 months?

- 0%
- 20%
- 40%
- 60%
- 80%
- 100%
- Less than 5
- 5 to 9
- 10 to 25
- 26 to 50
- More than 50

Don't know.

Italy
Ireland
Bulgaria
Graduate skills
What initial selection methods do you use to identify skills?
Please rate your level of satisfaction with graduate recruits as they relate to the following workplace attributes:

- Digital literacy
- Entrepreneurial skills
- Business acumen/ Awareness
- Attention to detail
- Working effectively on their own
- Working effectively with other
- Effective written communication
- Effective verbal communication
- Application of technical knowledge
- Numeracy/ Processing and interpreting numerical data
- Foreign language capability
- Computer and technical literacy
- United Kingdom
- Poland
- Italy
- Ireland
- Bulgaria

The chart shows the percentage of satisfaction for each attribute across different countries, with options ranging from 'Don't know' to 'All satisfactory'.
Please rate now your level of satisfaction with language graduate recruits as they relate to these attributes:
Language graduates: Where is room for improvement regarding workplace attributes?

- Digital literacy
- Entrepreneurial skills
- Business acumen/ Awareness
- Attention to detail
- Working effectively on their own
- Working effectively with other
- Effective written communication
- Effective verbal communication
- Application of technical knowledge
- Numeracy/ Processing and interpreting numerical data
- Foreign language capability
- Computer and technical literacy

United Kingdom
Poland
Italy
Ireland
Bulgaria

Worse
Better

Graph showing the comparison of various workplace attributes across different countries.
What specific linguistic skills are you looking for in language graduate recruits?

- Effective communication in everyday office tasks (phone calls, emails, arranging meetings, etc.)
- Communication on near-native level in social situations
- Communication on near-native level within the sector-specific topics
- Adaptation of spoken and written register to a particular situation
- Understanding of technical/ specialist texts
- Translation of specialist texts
- Interpreting
- Ability to offer intercultural advice/ cultural background in contacts with foreign partners
- Teach the language to the company own staff

Bar chart showing the skills in different countries:
- United Kingdom
- Poland
- Italy
- Ireland
- Bulgaria
Are language graduates aware about their skill set when applying for a position in your company?
Please rate your level of satisfaction with graduate recruits as they relate to the following soft skills:
Please now rate your level of satisfaction with language graduate recruits as they relate to the soft skills:

- Professionalism and work ethic
- Ethically and socially aware
- Team working skills
- Managing their own learning
- Diligence
- Flexibility
- Problem solving
- Confidence
- Analytical skills
- Independent working
- Motivation, positive attitude and energy
- Ability to cope with work pressure

Don’t know | None satisfactory | 25% | 50% | 75% | All satisfactory
--- | --- | --- | --- | --- | ---
United Kingdom | Poland | Italy | Ireland | Bulgaria

ERASMUS+ © trendence
Language graduates: Where is room for improvement regarding soft skills?

- Ability to cope with work pressure
- Motivation, positive attitude and energy
- Independent working
- Analytical skills
- Confidence
- Problem solving
- Ethically and socially aware
- Professionalism and work ethic
- Team working skills
- Managing their own learning
- Diligence
- Flexibility
- Problem solving

United Kingdom
Poland
Italy
Ireland
Bulgaria
Compared to technical/functional skills, how important do you consider soft skills when hiring graduates?

- Very important
- Important
- Neutral
- Not important
- Not important at all

Countries included: United Kingdom, Poland, Italy, Ireland, Bulgaria, TOTAL

[Bar chart showing the percentage of respondents across different countries for each level of importance.]
Which methods could help graduates to improve their soft skills?

1. Taking on a leadership position in a student society
2. Gaining international experience (study or working abroad)
3. Taking part in team-based sports at university
4. Carrying out team-based assignments at university
5. Undertaking skills workshops run by the careers service or other optional services
6. Participating in volunteering activities
7. Completing an internship, industrial placement, part-time work or summer work

United Kingdom
Poland
Italy
Ireland
Bulgaria
What foreign languages do you require in your organisation?

- Arabic
- Bulgarian
- Cantonese
- Chinese
- Czech
- Dutch
- English
- French
- German
- Greek
- Hindi, Urdu, etc.
- Irish
- Japanese
- Mandarin
- Polish
- Portuguese
- Russian
- Spanish
- Turkish
- Vietnamese
- Other

Not required
Native or bilingual

- United Kingdom
- Poland
- Italy
- Ireland
- Bulgaria
Do you have a specific requirement for foreign language proficiency skills in your organisation?

What are the specific requirements for foreign language proficiency skills in your organization?

- MA diploma in foreign philology
- BA diploma in foreign philology
- Language certificates from recognized examining bodies (Cambridge, TOEIC, TOEFL, TELC, Goethe Institute, DELF, etc.)
- Professional language certificates (eg. legal, financial, business, IT, etc.)
- Passing company’s own test of linguistic competence
- Other

(Bar charts showing percentage distribution across different countries)
How does your organisation test language competence?

<table>
<thead>
<tr>
<th>How does your organisation test language competence?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conversational testing</td>
</tr>
<tr>
<td>Interview</td>
</tr>
<tr>
<td>Interview with a native speaker</td>
</tr>
<tr>
<td>Interview, trial customer service</td>
</tr>
<tr>
<td>Own tests</td>
</tr>
<tr>
<td>Phone call with native speaker &amp; we also ask the candidate to send an email summarizing the call in the language we are testing.</td>
</tr>
<tr>
<td>Practical tasks</td>
</tr>
<tr>
<td>Test</td>
</tr>
<tr>
<td>Test, interview, incl. problem solving</td>
</tr>
<tr>
<td>Test, interview.</td>
</tr>
<tr>
<td>Tests- oral and written</td>
</tr>
<tr>
<td>Translation and QA tests</td>
</tr>
<tr>
<td>Using case interviews</td>
</tr>
<tr>
<td>Verbal chat with other native speaker</td>
</tr>
</tbody>
</table>
Do you expect to increase the number of work placement or internship opportunities for graduates in the future (next three to five years)?

- Yes, increase
- No, stay the same
- No, reduce

United Kingdom
Poland
Italy
Ireland
Bulgaria
Why do you think work placement or internship opportunities for graduates will increase in the future?

Addressing the skills shortage requires us to contribute.
Assisting the employees, recruiting new employees.
Because of the need for fresh pair of eyes and diversity.
Because there is increasing demand for multilingual communication and management of technical documentation which also presumes knowledge of foreign languages and cultures.
Because there will be upcoming retirements of employees who will have to be replaced.
Cheap labor for companies.

Company strategy
Cooperation with regional and local employment offices. Own needs.
Due to population ageing.
Expanding through various projects.
Expanding activities of the company which requires more specialists.
I am part of a expanding business that will require more people in the future. Also, internship opportunities may arise as this is also part of "succession" planning.
In our organisation, these employees form a major part of our future leadership pipeline.
Increase in business need.
Increasing volume of work.
Lack of availability of experienced nurses in this field.
Why do you think work placement or internship opportunities for graduates will increase in the future?

More people are going to college now to pursue a career. These types of options are great for organisations to get an insight on how well the candidate will get on before securing a full time position.

Need of qualified staff.

Opportunity

Planned expanding of business.

Practical education and adaptation of the programme of studies to the social and economic needs.

Quick expanding of service sector, need of qualified staff.

The company is continuing to expand.

The company is growing and is growing in international markets where language skills will be required.

We view our graduate's as the future of our organisation. In the past 5 years numbers have gradually increased and I imagine it may continue to do so.
Why do you think work placement or internship opportunities for graduates will decrease in the future?

<table>
<thead>
<tr>
<th>Why do you think work placement or internship opportunities for graduates will decrease in the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persistency, responsibility.</td>
</tr>
<tr>
<td>Critical thinking, project management, creativity.</td>
</tr>
<tr>
<td>Dealing with customers, using specialized software and new technologies.</td>
</tr>
<tr>
<td>Lack of application of acquired knowledge in real work environment.</td>
</tr>
<tr>
<td>Less job opportunities.</td>
</tr>
<tr>
<td>More permanent positions becoming available in the sector.</td>
</tr>
<tr>
<td>No</td>
</tr>
<tr>
<td>Practical thinking, quick adaptation to environment and conditions, ability to make motivated decisions.</td>
</tr>
<tr>
<td>Responsible attitude to work, self motivation, teamwork.</td>
</tr>
</tbody>
</table>
Could you specify skills that your organisation requires now and Higher Education is currently not providing?

<table>
<thead>
<tr>
<th>Could you specify skills that your organisation requires now and Higher Education is currently not providing?</th>
</tr>
</thead>
<tbody>
<tr>
<td>A clear picture of how companies and business units actually interact with each other. A pragmatic view and realistic expectations on what is feasible independent from the formal knowledge.</td>
</tr>
<tr>
<td>Negotiation and communication skills.</td>
</tr>
<tr>
<td>A good work ethic</td>
</tr>
<tr>
<td>Ability to work in a multicultural environment. Independence. Working for results.</td>
</tr>
<tr>
<td>Actual work experience with the qualification.</td>
</tr>
<tr>
<td>Adjustement of the knowledge and skills acquired at college to future work.</td>
</tr>
<tr>
<td>commercial awareness skill especially from technical / engineering graduates.</td>
</tr>
<tr>
<td>Critical thinking, project management, creativity.</td>
</tr>
<tr>
<td>Dealing with customers, using specialized software and new technologies.</td>
</tr>
<tr>
<td>Diligence, conscientiousness, willingness to train and develop, teamwork skills.</td>
</tr>
<tr>
<td>Diligence, taking on responsibility, project management skills.</td>
</tr>
<tr>
<td>English</td>
</tr>
<tr>
<td>Entrepreneurial thinking</td>
</tr>
<tr>
<td>Expertise in the design and management of community activities.</td>
</tr>
<tr>
<td>Fluency in English speaking</td>
</tr>
<tr>
<td>Fluent language speakers</td>
</tr>
<tr>
<td>Hospitality sector vocabulary</td>
</tr>
<tr>
<td>I feel that Higher Education currently provides skills that my organisation requires.</td>
</tr>
<tr>
<td>Independent undertaking of actions useful for the company.</td>
</tr>
<tr>
<td>Lack of application of acquired knowledge in real work environment.</td>
</tr>
<tr>
<td>management / administration of an office, telephone filter.</td>
</tr>
</tbody>
</table>
Could you specify skills that your organisation requires now and Higher Education is currently not providing?

<table>
<thead>
<tr>
<th>Could you specify skills that your organisation requires now and Higher Education is currently not providing?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not specific to Strathclyde, but LLB students need to be more commercially aware and see the Law Firm as a commercial enterprise.</td>
</tr>
<tr>
<td>On-going training needed in the social care field.</td>
</tr>
<tr>
<td>Persistency, responsibility</td>
</tr>
<tr>
<td>Physical stamina</td>
</tr>
<tr>
<td>Practical elements of engineering, software skills, Electronic Engineering (limited availability)</td>
</tr>
<tr>
<td>Practical thinking, quick adaptation to environment and conditions, ability to make motivated decisions</td>
</tr>
<tr>
<td>Practice learned at the university, insufficient practice of conversational foreign language</td>
</tr>
<tr>
<td>Practicing acquired academic knowledge, not enough skills to use the foreign language studied</td>
</tr>
<tr>
<td>Publishing programs (DTP)</td>
</tr>
<tr>
<td>Resilience. Commercial awareness and business acumen.</td>
</tr>
<tr>
<td>Responsible attitude to work, self motivation, teamwork.</td>
</tr>
<tr>
<td>Soft Skills Soft Skills Soft Skills - good communication, leadership qualities, people skills, team skills, presentation skills, independent use own initiative. Self realisation, professional presence.</td>
</tr>
<tr>
<td>Specialized technical/ industry skills/ expertise.</td>
</tr>
<tr>
<td>Specific skills needs are easily provided for, however it is more difficult to find the right attitude.</td>
</tr>
<tr>
<td>Graduates need realistic expectations regarding salary and level of responsibility for entry level roles.</td>
</tr>
<tr>
<td>Stress-resistant</td>
</tr>
<tr>
<td>Technical and operational expertise</td>
</tr>
</tbody>
</table>
Future Needs
Do you expect to increase the number of work placement or internship opportunities for language graduates in the future (next three to five years)?
Why do you think work placement or internship opportunities for language graduates will increase in the future?

<table>
<thead>
<tr>
<th>Why do you think work placement or internship opportunities for language graduates will increase in the future?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Because we are a high growth global business with partners in all parts of the world.</td>
</tr>
<tr>
<td>Because we are planning to develop.</td>
</tr>
<tr>
<td>Because we plan to expand our network of graduate ambassadors going forward.</td>
</tr>
<tr>
<td>Business growth</td>
</tr>
<tr>
<td>Demand. We focus on food and drink exports and tourism which are growing industries.</td>
</tr>
<tr>
<td>Due to expanding of international business contacts.</td>
</tr>
<tr>
<td>Economic development</td>
</tr>
<tr>
<td>Expanding interest to Bulgaria as a tourist destination.</td>
</tr>
<tr>
<td>For a generational change, for a natural exchange, for new acquisitions.</td>
</tr>
<tr>
<td>Further development and consequent need for additional staff with these skills.</td>
</tr>
<tr>
<td>Goal of internationalization.</td>
</tr>
<tr>
<td>I think so because using foreign languages is becoming a main requirement when applying for a position and in addition, it gives more opportunities for professional development!</td>
</tr>
<tr>
<td>Migration and globalization</td>
</tr>
<tr>
<td>More communication in the globalized work.</td>
</tr>
<tr>
<td>Staff turnover by increasing the existing one.</td>
</tr>
<tr>
<td>The global market</td>
</tr>
<tr>
<td>We have always done internships and had contacts with native speaking foreigners.</td>
</tr>
</tbody>
</table>
Why do you think work placement or internship opportunities for language graduates will decrease in the future?

Communication skills, communication psychology.
Flexibility

It's a common fact that foreign language graduates can't use the language fluently. I guess this is due to not enough language practice with native speakers.

Motivation, responsibility, self-discipline.

Practical training with real orders.

Theory and practice of intercultural communication.

Work placements
Could you specify skills that your organisation requires now and Higher Education is currently not providing?

Ability to relate to people in the field of work, technical expertise.
Business acumen within the language industry.
Business awareness/demonstrating commercial awareness skills,
Business organization and management of language projects.
Communication skills, communication psychology.
Communication skills, presentation and media training, technical skills relating to alcoholic beverages.
Critical thinking and creativity are skills required in the workplace as not every similar issue has the same resolution and there is a need to find alternative solutions.
Excellent knowledge of the language and its literature.

Flexibility
It's a common fact that foreign language graduates can't use the language fluently. I guess this is due to not enough language practice with native speakers.
More practical and office based skills would be a plus.
Motivation, responsibility, self-discipline.

Practical skills
Practical training with real orders.
Soft skills are a big issue but This is not just the role of academics.
Software engineering for front end and online user experience (UX). We also see a lack of Data Science and Statistical / Analytical students.

Very good knowledge of English, Russian and Ukrainian.
We have a demand for Graduates who are interested in working within Technology - this is something that Higher Education is providing just not in large enough numbers!

Work placements
Theory and practice of intercultural communication.
How confident are you that Higher Education will supply with the right graduates to meet your organisation's needs in the future:

- Very likely
- Likely
- Neither likely nor unlikely
- Unlikely
- Very unlikely
- Don't know.
Please describe why you feel the supply will be insufficient?

Because if you do not change your training and you do not open up to new conceptions of education it will be difficult to train students.

Because universities don’t liaise enough with industry to understand and keep up with what businesses require.

The education system does not change as quickly as the labour market. Lack of cooperation with the employers.

The way language is taught in 2nd level is not sufficient for them to carry through to 3rd level.
How can Higher Education help you to address your needs?

**How can Higher Education help you to address your needs?**

- Build partnerships with a broad range of companies to understand what technologies and skills we require.
- Change the way language is taught at 2nd level & add more courses with target languages at Uni.
- Collaborating with business, technical communication associations and trade unions that can contribute greatly by illustrating the realities that young people will find in the near future and they can prepare young people to meet the needs of companies and markets.
- Establishing closer contacts with local employers.
Graduate assessment
Do you formally measure the success of your graduate recruitment and development programmes?

United Kingdom, Poland, Italy, Ireland, Bulgaria

Don't know, No, Yes
Which of the following methods are used to help graduates while starting a job within your organisation and how would you rate the effectiveness?

- Mentorship/tutorship activities
- Line managers
- Graduates' own support network
- Coaches/Coaching
- Buddies
- Feedback and performance appraisals sessions
- Induction seminar
- Formal training and/or workshops
- International assignments, working in international teams
- Special training on the job
- Other

Effectiveness ratings:
- None
- Don't know
- Very poor
- Poor
- Good
- Excellent
Contact

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