

TORUŃ LABOR OFFICE
DEPARTMENT OF INFORMATION, RESEARCH AND ANALYSIS

**A REPORT ON THE IN-DEPTH DEMAND
ANALYSIS FOR ECONOMIC ANIMATORS IN THE
KUJAWSKO-POMORSKIE REGION**

LEONARDO DA VINCI Project
"European Curricula for Economic Animators in the Enlarging Europe"

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I. METHODOLOGICAL NOTES

This in-depth demand analysis for economic animator was conducted in Kuyavian-Pomeranian region in August 2005.¹

As was the case of the phase 1 demand analysis, it covered those areas where, as we assumed, companies and institutions employ people performing tasks aimed at regional, entrepreneurship, and technological development. The first phase of the analysis included employers in both public and private sector who were assumed to employ people performing tasks related to the ones covered in the analysis. **The aim of the second stage demand analysis was to elaborate on the results obtained, by means of further examination of opinions from people performing tasks related to regional, entrepreneurship, and technological development. Therefore, the research sample included the respondents who previously admitted employing people responsible for the tasks related to the three specializations.** In the case of regional development tasks, the present analysis was performed in the region's government and self-government administration offices. The issue of entrepreneurship was consulted with the region's government and self-government administration offices, agriculture consulting centers, centers for business support, chambers of commerce and industry, and scientific-technical associations. In the case of tasks related to technological development, the research covered institutions supporting business and a sample of entrepreneurs operating in the region.

The research was conducted in association with the Kuyavian-Pomeranian Association of Employers and Entrepreneurs in Bydgoszcz. Altogether, 95 questionnaires were sent of which 91 were completed (the return rate equaled 95,8%). The structure of the questionnaires sent and returned, with regard to the institution conducting the research is presented in the chart below:

Realization of the demand analysis for economic animators

| Type of analysis | Institution conducting the analysis | Questionnaires sent | Questionnaires returned | Return rate |
|------------------------------------|--|----------------------------|--------------------------------|--------------------|
| Regional development animator | Toruń Regional Labor Office | 33 | 33 | 100 |
| Entrepreneurship animator | Toruń Regional Labor Office | 29 | 26 | 89,7 |
| Technological development animator | Toruń Regional Labor Office | 3 | 2 | 66,7 |
| | Kuyavian-Pomeranian Association of Employers and Entrepreneurs | 30 | 30 | 100 |
| | Sum | 33 | 32 | 97 |
| Total | | 95 | 91 | 95,8 |

The main research objective was to gather information from people directly involved in regional, entrepreneurship, and technological development tasks on the present and future problems which may stand in the way of completing the assigned tasks as well as on training needs to address the arising problems.

¹ The first stage demand analysis entitled "Leonardo da Vinci – A demand analysis for economic animators in the Kuyavian-Pomeranian region" was conducted in April and May, 2005. The results have been presented in a report – "A demand for economic animators in the Kuyavian-Pomeranian region" (full text available at www.wup.torun.pl/publikacje/rynekpracy.php).

The analysis was based on three questionnaires designed to determine the characteristics of the three specializations: regional, entrepreneurship, and technological development animator. Each of the questionnaires consisted of 7 questions, categorized into four groups. The first one describes the respondent with respect to their company's scope of activity, their age, education level, and learned profession. The second group is a question about regional, entrepreneurship, and technological development tasks performed in their position. Apart from its informative value, this group also serves as a control tool with respect to the previous stage of the research. The third group are questions on the problems hindering the completion of currently performed tasks as well as questions describing the training needs expressed by the respondents, related to their skills, professional qualifications, and knowledge. The last group focuses on the respondents' predictions on new tasks appearing in the nearest future (2006-2010) and performed within the realm of their job activities as well as on potential needs to improve their knowledge and practical skills.

The respondents have been assured that they will remain anonymous throughout the research and its individual results will not be used outside the research report. The high return rate leads us to significant conclusions from the point of view of the project objectives. However, applying the conclusions to the whole population, one has to remember that the research sample has purposefully been chosen to meet the criteria established by the project. Therefore, they are not representative of the whole population.

II ANALYTICAL SECTION

1. CHARACTERISTICS OF THE RESPONDENTS

1.1. In the case of the demand analysis for regional and entrepreneurship animator, the respondents were usually people employed by units belonging to category L: "Public administration and national security; compulsory social insurance and general health insurance" (63,6% and 65,4% of the respondents of a given analysis, respectively). This section had the greatest number of representatives in the phase 1 demand analysis for regional and entrepreneurship animator as well.

Table 1. The scope of activity of the companies and institutions participating in the in-depth demand analysis for regional animator.

| Company's/institution's scope of activity acc. to Polish Classification of Activity | Number of respondents | % |
|---|-----------------------|--------------|
| Public administration, compulsory social insurance and general health insurance | 21 | 63,6 |
| Agriculture, hunting, forestry | 12 | 36,4 |
| Total | 33 | 100,0 |

Table 2. The scope of activity of the companies and institutions participating in the in-depth demand analysis for entrepreneurship animator.

| Company's/institution's scope of activity acc. to Polish Classification of Activity | Number of respondents | % |
|---|-----------------------|---------------|
| Public administration and national security, compulsory social insurance and general health insurance | 17 | 65,4 |
| Agriculture, hunting, forestry | 7 | 26,9 |
| Industrial processing | 1 | 3,8 |
| Exterior organizations and units | 1 | 3,8 |
| Total | 36 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

In the case of the demand analysis for technological development animator, there is much more differentiation. Here the dominant category was category D: "Industrial processing" (56,3% of the respondents). The share of this section has risen by 42,5% compared to the phase 1 demand analysis for technological development animator.

Table 3. The scope of activity of the companies and institutions participating in the in-depth demand analysis for technological animator.

| Company's/institution's scope of activity acc. to Polish Classification of Activity | Number of respondents | % |
|--|------------------------------|---------------|
| Industrial processing | 18 | 56,3 |
| Services, municipal/social activity, others | 4 | 12,5 |
| Energy production and supply (electricity, gas, water) | 2 | 6,3 |
| Building industry | 2 | 6,3 |
| Whole sale and retail; car/motorbike repair, household/personal use item repair | 2 | 6,3 |
| Public administration, national security; compulsory social insurance and general health insurance | 2 | 6,3 |
| Transport, logistics, and telecommunication | 1 | 3,1 |
| Sum | 31 | 96,9 |
| No data | 1 | 3,1 |
| Total | 32 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

1.2. The respondents performing regional development tasks are mainly young people, 66,7% are up to 35 years old.

Table 4. The age of the respondents participating in the in-depth demand analysis for regional development animator.

| Age | Number of respondents | % |
|--------------|------------------------------|--------------|
| Up to 25 | 2 | 6,1 |
| 26-35 | 20 | 60,6 |
| 36-45 | 1 | 3,0 |
| 46-55 | 9 | 27,3 |
| 56 and more | 1 | 3,0 |
| Total | 33 | 100,0 |

In the case of the entrepreneurship development tasks, most respondents belong to the 26-35 age group (34,6%) and the 46-55 age group (38,5%).

Table 5. The age of the respondents participating in the in-depth demand analysis for entrepreneurship development animator.

| Age | Number of respondents | % |
|--------------|-----------------------|--------------|
| Up to 25 | 3 | 11,5 |
| 26-35 | 9 | 34,6 |
| 36-45 | 2 | 7,7 |
| 46-55 | 10 | 38,5 |
| 56 and more | 2 | 7,7 |
| Total | 26 | 100,0 |

The respondents performing regional development tasks were the most age-differentiated group, however, the up to 25 year group was clearly underrepresented compared to other types of economic animators (3,1%).

Table 6. The age of the respondents participating in the in-depth demand analysis for technological development animator.

| Age | Number of respondents | % |
|--------------|-----------------------|--------------|
| Up to 25 | 1 | 3,1 |
| 26-35 | 9 | 28,1 |
| 36-45 | 7 | 21,9 |
| 46-55 | 11 | 34,4 |
| 56 and more | 4 | 12,5 |
| Total | 32 | 100,0 |

1.3. With respect to their education level the groups were homogeneous in all demand analyses. The dominant category were people with MA or BA degrees. 87,9% of respondents performing regional development tasks belong to this group. For entrepreneurship and technological development tasks the ratio equaled 88,5% and 90,7%, respectively.

Table 7. The education level of the respondents participating in the in-depth demand analysis for regional development animator.

| Education level | Number of respondents | % |
|----------------------------|-----------------------|--------------|
| Vocational | 1 | 3,0 |
| Secondary | 1 | 3,0 |
| BA | 3 | 9,1 |
| MA | 26 | 78,8 |
| Others (PhD, postgraduate) | 2 | 6,1 |
| Total | 33 | 100,0 |

Table 8. The education level of the respondents participating in the in-depth demand analysis for entrepreneurship development animator.

| Education level | Number of respondents | % |
|----------------------------|-----------------------|--------------|
| Vocational | 0 | 0,0 |
| Secondary | 1 | 3,8 |
| BA | 6 | 23,1 |
| MA | 17 | 65,4 |
| Others (PhD, postgraduate) | 2 | 7,7 |
| Total | 26 | 100,0 |

Table 9. The education level of the respondents participating in the in-depth demand analysis for technological development animator.

| Education level | Number of respondents | % |
|----------------------------|-----------------------|--------------|
| Vocational | 2 | 6,3 |
| Secondary | 0 | 0,0 |
| BA | 7 | 21,9 |
| MA | 22 | 68,8 |
| Others (PhD, postgraduate) | 1 | 3,1 |
| Total | 32 | 100,0 |

1.4. The respondents have proved to be highly differentiated by their learned profession. The ones responsible for regional development tasks are trained mainly in agriculture (45,5%). The second largest group are people who majored in human sciences. The respondents' learned professions were subdivided based on the scope of interest of a given profession.

Table 10. Learned professions of the respondents participating in the in-depth demand analysis for regional development animator.

| Profession groups | Number of respondents | % |
|---|-----------------------|---------------|
| Agriculture, food industry | 15 | 45,5 |
| Human sciences | 5 | 15,2 |
| Biology, environment formation and protection | 4 | 12,1 |
| Economics, marketing and management | 3 | 9,1 |
| Law and administration | 2 | 6,1 |
| Building industry | 1 | 3,0 |
| Electronics and electrotechnics | 1 | 3,0 |
| Sum | 31 | 93,9 |
| No data | 2 | 6,1 |
| Total | 33 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Among the respondents performing entrepreneurship development tasks, the largest group were economists (26,9%) and persons trained in agriculture (19,2%).

Table 11. Learned professions of the respondents participating in the in-depth demand analysis for entrepreneurship development animator.

| Profession groups | Number of respondents | % |
|---|------------------------------|---------------|
| Economics, marketing and management | 7 | 26,9 |
| Agriculture, food industry | 5 | 19,2 |
| Biology, environment formation and protection | 4 | 15,4 |
| Law and administration | 3 | 11,5 |
| Human sciences | 2 | 7,7 |
| Building industry | 1 | 3,8 |
| Electronics and electrotechnics | 1 | 3,8 |
| Machanics | 1 | 3,8 |
| Sum | 24 | 92,3 |
| No data | 2 | 7,7 |
| Total | 26 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

The respondents participating in the demand analysis for technological development animator are mainly economists as well as electronics specialists and electrotechnicians (both categories – 18,8%).

Table 12. Learned professions of the respondents participating in the in-depth demand analysis for technological development animator.

| Profession groups | Number of respondents | % |
|---|------------------------------|-------------|
| Economics, management | 6 | 18,8 |
| Electronics and electrotechnics | 6 | 18,8 |
| Building industry | 4 | 12,5 |
| Agriculture and food processing | 4 | 12,5 |
| Mechanics | 3 | 9,4 |
| Biology, environment formation and protection | 1 | 3,1 |
| Computer science, mathematics | 1 | 3,1 |
| Medicine | 1 | 3,1 |
| Human sciences | 1 | 3,1 |
| Services | 1 | 3,1 |
| Sum | 28 | 87,5 |
| No data | 4 | 12,5 |
| Total | 32 | 100 |

A big share of agriculture related occupations may be attributed to a large number of agriculture consulting centers participating in the research. It needs to be added that the above mentioned conclusions are a only a part characteristics of the respondents and are not representative

of the whole population of people performing tasks aimed at regional, entrepreneurship, and technological development. However, the tendencies noticed may be confirmed in the population.

2 TASKS AIMED AT REGIONAL, ENTREPRENEURSHIP, AND TECHNOLOGICAL DEVELOPMENT

2.1 The respondents participating in the demand analysis for regional development animator were asked which tasks aimed at regional development they performed. It was an open question with an unlimited number of answers. The information gathered was similar to that obtained from employers in the phase 1 analysis. The largest number of answers pointed to general development objectives along with partnership with other companies and institutions (34,5% in the phase 1 analysis, which was also the largest number). The second largest category were answers pointing to a need for outside financing sources, including the ones offered by the EU (27,6% as compared to 14% in the phase 1 analysis). Many answers stress the necessity to activate rural communities (12,1% of all answers), which were not recorded in the phase 1 analysis. The wide range of answers in this category included: "activating regional agriculture", "trainings for rural communities", "supporting farming entrepreneurship", "infrastructure, agrotourism, agriculture", "activating local communities" (participation in rural associations, promoting partnerships). A large share of answers in this category may be attributed to a large number of agriculture consulting centers participating in the research.

Table 13. Tasks aimed at regional development performed by the respondents of the in-depth analysis.

| Tasks | Number of quotes | % |
|---|------------------|---------------|
| Creating general development objectives and partnerships for regional development | 20 | 34,5 |
| Accessing outside financing sources, including EU finances | 16 | 27,6 |
| Activating rural communities | 7 | 12,1 |
| Environment protection in the region | 6 | 10,3 |
| Promoting and representing the region abroad | 4 | 6,9 |
| Promoting technological changes | 1 | 1,7 |
| Promoting cultural inheritance | 1 | 1,7 |
| Trainings on regional development | 1 | 1,7 |
| Sum | 56 | 96,6 |
| None | 1 | 1,7 |
| No data | 1 | 1,7 |
| Total | 58 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

2.2. In the analysis of the tasks performed by entrepreneurship development animator, the largest number of answers pointed to services for entrepreneurs (21,1% of all answers). Then, the respondents pointed to actions aimed at activating local communities, including rural ones (15,8%), and accessing outside financing sources, including the ones offered by the EU (13,2%). Here, the answers were also similar to those obtained in the phase 1 analysis, where 33,3% of the answers pointed to services for entrepreneurs, and 10,3% to accessing outside financing sources. A new group of answers appeared – consulting and activating services for farmers, however, it made up only 2,6% of all answers.

Table 14. Tasks aimed at entrepreneurship development performed by the respondents of the in-depth analysis.

| Tasks | Number of quotes | % |
|---|-------------------------|---------------|
| Services for entrepreneurs (trainings, information services) | 8 | 21,1 |
| Promoting entrepreneurship in local and rural communities | 6 | 15,8 |
| Accessing outside financing sources, including EU finances | 5 | 13,2 |
| Creating general development objectives, supervising investments and government-owned companies | 4 | 10,5 |
| Creating partnerships for entrepreneurship development | 4 | 10,5 |
| Promoting and representing economy, companies and products of the region | 4 | 10,5 |
| Keeping a record of business activity | 2 | 5,3 |
| Real estate management | 2 | 5,3 |
| Sum | 35 | 97,4 |
| None | 2 | 5,3 |
| No data | 1 | 2,6 |
| Total | 38 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

In the case of tasks aimed at technological development, the respondents stressed the necessity to introduce new production and computer technologies. They also expressed the need for actions aimed at launching new products and finding applications for them (these three categories made up as much as 94,7% of all answers). In the phase 1 analysis, when management staff of the companies which perform technological development tasks were asked the same question, this category generated 32,7% of all quotes, which was the greatest in size.

Table 15. Tasks aimed at technological development performed by the respondents of the in-depth analysis.

| Tasks | Number of quotes | % |
|---|-------------------------|-------------|
| Introducing new technologies (construction, bakery, furniture, logistics, brewery, and other specialist technologies) | 25 | 65,8 |
| Introducing new computer technologies | 8 | 21,1 |
| Introducing new products and finding applications for them | 3 | 7,9 |
| Technological development consulting; gathering information on new technologies | 1 | 2,6 |
| Sum | 37 | 97,4 |
| None | 1 | 2,6 |
| Total | 38 | 100 |

The question on the tasks aimed at regional, entrepreneurship, and technological development performed by the respondents had an informational value but also was a control tool with respect to research assumptions. The answers obtained are similar to those from the phase 1 analysis. This means that the very same issues are seen by a different group of people - in this case, people directly involved in regional, entrepreneurship, and technological development tasks. Therefore, it seems reasonable to accept the second, in-depth, stage of the analysis as a true elaboration of the phase 1 analysis.

3. PROBLEMS WITH PERFORMING REGIONAL, ENTREPRENEURSHIP, AND TECHNOLOGICAL DEVELOPMENT TASKS.

3.1. The respondents were asked a question if they experienced any difficulty in performing regional, entrepreneurship, and technological development tasks. In all three cases, the affirmative answer was dominant: 51,5% in the regional development tasks group, 57,7% in the entrepreneurship development tasks group, and 43,8% in the technological development tasks group.

Table 16. Do you see any problems with performing regional development tasks?

| Specifications | Number of respondents | % |
|-----------------------|------------------------------|------------|
| Yes | 17 | 51,5 |
| No | 2 | 6,1 |
| Hard to say | 13 | 39,4 |
| Sum | 32 | 97 |
| No data | 1 | 3 |
| Total | 33 | 100 |

Table 17. Do you see any problems with performing entrepreneurship development tasks?

| Specifications | Number of respondents | % |
|----------------|-----------------------|------------|
| Yes | 15 | 57,7 |
| No | 2 | 7,7 |
| Hard to say | 9 | 34,6 |
| Sum | 26 | 100 |

Table 18. Do you see any problems with performing technological development tasks?

| Specifications | Number of respondents | % |
|----------------|-----------------------|-------------|
| Yes | 14 | 43,8 |
| No | 6 | 18,8 |
| Hard to say | 11 | 34,4 |
| Sum | 31 | 96,9 |
| No data | 1 | 3,1 |
| Total | 32 | 100 |

The above question turned out most problematic for the respondents, which is testified by a large share of "hard to say" answers (39,4% for regional development, 34,6% for entrepreneurship development, and 34,4% for technological development specializations).

3.2. When asked about the type of problems with performing regional, entrepreneurship, and technological development tasks, the respondents most frequently point to the lack of interest on the part of people at whom the actions are aimed, lack of sufficient funds for effective actions, as well as their own unsatisfactory knowledge and skills (17,4% each, of all quotes)

Table 19. What problems do you see with performing regional development tasks?

| Specifications | Number of quotes | % |
|--|------------------|---------------|
| Lack of interest on the part of people at whom the actions are aimed (e.g. Farmers, entrepreneurs) | 4 | 17,4 |
| Lack of sufficient funds | 4 | 17,4 |
| Lack of knowledge, foreign language skills | 4 | 17,4 |
| Lack of coordination of actions as well as excommunication between institutions promoting regional development | 3 | 13 |
| Lack of trainings and courses | 2 | 8,7 |
| Discrepancies in regulations and difficulty in interpreting laws; constant changes of documents | 2 | 8,7 |
| Bureaucracy, long time in application processing | 2 | 8,7 |
| Delays in introducing computer systems (e.g. SIMiK) | 1 | 4,3 |
| Sum | 22 | 95,7 |
| No data | 1 | 4,3 |
| Total | 23 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

With regard to the tasks related to entrepreneurship, the respondents most often pointed to the lack of interest on the part of people at whom the actions are aimed (21,1% of quotes) as a major difficulty in performing the tasks as well as to insufficient knowledge and unclear documentation on possible actions for developing entrepreneurship and accessing funds allocated for such actions (15,8% each).

Table 20. What problems do you see with performing entrepreneurship development tasks?

| Specifications | Number of quotes | % |
|--|------------------|------------|
| Lack of interest on the part of people at whom the actions are aimed (e.g. farmers, entrepreneurs) | 4 | 21,1 |
| Lack of knowledge | 3 | 15,8 |
| Unclear and too extensive documentation (e.g. application forms) | 3 | 15,8 |
| Delays in introducing computer systems (e.g. SIMiK) | 2 | 10,5 |
| Lack of sufficient funds | 2 | 10,5 |
| Lack of regional plans (spatial, tourism) | 2 | 10,5 |
| Lack of coordination of actions as well as excommunication between institutions promoting entrepreneurship development | 2 | 10,5 |
| Law, contradicting regulations | 1 | 5,3 |
| Total | 19 | 100 |

Asked about the problems with performing technological development tasks, they most often pointed to the lack of sufficient funds (41,2% of all quotes). Unlike in the previous two specializations, no one pointed to the so called "human factor" i.e. the lack of interest on the part of people at whom the actions are aimed.

Table 21. What problems do you see with performing technological development tasks?

| Specifications | Number of quotes | % |
|---|------------------|---------------|
| Lack of sufficient funds | 7 | 41,2 |
| Bureaucratic funding systems, unavailable financial support | 3 | 17,6 |
| Lack of professionals, | 3 | 17,6 |
| Lack of research base, procedures | 3 | 17,6 |
| Sum | 16 | 94,1 |
| No data | 1 | 5,9 |
| Total | 17 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

3.3. The respondents were then asked if they thought they needed to improve their knowledge and skills to overcome the observed problems. In all three specializations affirmative answers were dominant: 97% in the regional development group, 92,3% in the entrepreneurship development group, and 93,8% in the technological development group. Such a high share of affirmative answers appeared regardless of the respondents' affirmative answers to the previous question whether they thought the lack of knowledge and skills caused problems with performing the tasks.

The information gathered is similar to that from the phase 1 analysis. As a response to the question about the opinion shared by persons supervising regional development tasks on a need to improve their employees' qualifications, 70,3% of the respondents in the regional development group confirmed the need, and so did 63,9% of the respondents in the entrepreneurship development group and 43,1% of the respondents in the technological development group. The affirmative answers were most numerous in all three specializations subjected to the analysis.

Table 22. Do you think you need to improve your qualifications to deal with regional development tasks?

| Specifications | Number of respondents | % |
|----------------|-----------------------|------------|
| Yes | 32 | 97 |
| No | 0 | 0 |
| Hard to say | 0 | 0 |
| Sum | 32 | 97 |
| No data | 1 | 3 |
| Total | 33 | 100 |

Table 23. Do you think you need to improve your qualifications to deal with entrepreneurship development tasks?

| Specifications | Number of respondents | % |
|----------------|-----------------------|---------------|
| Yes | 24 | 92,3 |
| No | 1 | 3,8 |
| Hard to say | 1 | 3,8 |
| Sum | 26 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Table 24. Do you think you need to improve your qualifications to deal with technological development tasks?

| Specifications | Number of respondents | % |
|----------------|-----------------------|---------------|
| Yes | 30 | 93,8 |
| No | 0 | 0 |
| Hard to say | 2 | 6,3 |
| Sum | 32 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

3.4. When asked about the extent to which the qualifications should be improved, the persons performing regional development tasks most frequently pointed to foreign language skills and issues related to EU policies, including the possibilities of funding from EU structural funds (22,5% each). The persons supervising their work pointed to exactly the same issues in the phase 1 analysis: 29,2% of quotes for EU politicians related issues, and 25% of quotes for foreign language capabilities. The persons responsible for regional development tasks also emphasized the need to improve their knowledge of law (18% of all quotes). This need was not recognized as important by their superiors (2,1% of quotes in the phase 1 analysis).

Table 25. The extent to which persons performing regional development tasks think they should improve their qualifications.

| Specifications | Number of quotes | % |
|---|------------------|---------------|
| Foreign language capabilities | 20 | 22,5 |
| EU policies, including structural funds | 20 | 22,5 |
| Law | 16 | 18 |
| Economy | 9 | 10,1 |
| Regional policy and its characteristics | 8 | 9 |
| Interpersonal skills | 8 | 9 |
| Computer skills | 7 | 7,9 |
| Others (psychosocial and sociological issues) | 1 | 1,1 |
| Sum | 89 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Persons responsible for entrepreneurship development tasks also most often pointed to foreign language capabilities (23,2%), EU policies (20,3%), as well as their knowledge of law (14,5%) as fields which they think need improving. This correlates with the results from the phase 1

analysis. However, in the phase 1 analysis the qualifications to be improved were ordered as follows: the greatest priority was given to the knowledge of law (22,5% of all quotes) and foreign language capabilities (20% of respondents). Then came the knowledge of economic issues with 17,5% of all quotes and the knowledge of EU funding procedures (12,5% of quotes).

Table 26. The extent to which persons performing entrepreneurship development tasks think they should improve their qualifications.

| Specifications | Number of quotes | % |
|--|------------------|---------------|
| Foreign language capabilities | 16 | 23,2 |
| EU policies, including structural funds | 14 | 20,3 |
| Law | 10 | 14,5 |
| Market and financial analysis | 9 | 13 |
| Computer skills | 7 | 10,1 |
| Economy and management | 6 | 8,7 |
| Interpersonal skills | 4 | 5,8 |
| Others (specialist issues and "understanding bureaucratic jargon") | 3 | 4,3 |
| Sum | 69 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Persons performing technological development tasks most often recognized foreign language capabilities (24,4% of all quotes), and computer and computer science skills (23,3%) as areas which need to be improved. In the phase 1 analysis the persons who employ people performing technological development tasks saw the greatest room for improvement in their employees' specialist knowledge connected with the company's/institution's scope of activity (17,5% of all quotes). The category covering economic issues, computer skills, and foreign language capabilities came second with 15% of all quotes.

Table 27. The extent to which persons performing technological development tasks think they should improve their qualifications.

| Specifications | Number of quotes | % |
|---|------------------|------------|
| Foreign language capabilities | 21 | 24,4 |
| Computer skills | 20 | 23,3 |
| Market and financial analysis | 15 | 17,4 |
| EU policies, including structural funds | 13 | 15,1 |
| Economy and management | 7 | 8,1 |
| Interpersonal skills | 6 | 7 |
| Law | 3 | 3,5 |
| Others (computer networks) | 1 | 1,2 |
| Sum | 86 | 100 |

4. NEW TASKS AIMED AT REGIONAL, ENTREPRENEURSHIP, AND TECHNOLOGICAL DEVELOPMENT ANTICIPATED IN THE FUTURE AND THE QUALIFICATION NEEDS INVOLVED.

4.1. The respondents were asked about anticipated tasks in the nearest future (2006-2010) related to regional, entrepreneurship, and technological development. It was a cloze question giving a wide range of answers which, as we assumed, might be tasks related to regional, entrepreneurship, and technological development.

The persons performing regional development tasks anticipate that in the near future the main role will be played by tasks focusing on cooperation with units which operate in different fields for establishing general development strategies of the region (13,2% of all quotes). The second largest category of answers were tasks aimed at accessing outside financing sources, including the projects cofinanced by the EU (11,6% of all quotes), as well as activating local communities and promoting local values and tourism (10,6%).

Table 28. New tasks related to regional development anticipated by the respondents.

| Specifications | Number of quotes | % |
|---|------------------|------------|
| Cooperation with self government units at different levels and other institutions for establishing general development strategies on the region | 25 | 13,2 |
| Accessing outside funds, including projects cofinanced by the EU | 22 | 11,6 |
| Activating local communities, promoting specific local values and tourism | 20 | 10,6 |
| Supporting groups, organizations, and coalitions working for regional development | 17 | 9 |
| Creating partnerships with other European regions, taking advantage of 'good practices' | 17 | 9 |
| Representing and promoting the region, also abroad | 17 | 9 |
| Initiating, coordinating, and supervising tasks and investments related to regional development | 16 | 8,5 |
| Creating partnerships between private and public sectors | 14 | 7,4 |
| Anticipating changes as well as strategic and operational planning in local/regional development | 14 | 7,4 |
| Promotion and commercialization of the knowledge related to entrepreneurship and innovation | 10 | 5,3 |
| Promoting social, economic, and technological changes | 9 | 4,8 |
| Recommending potential solutions to already existing problems (planning, organizing, and introducing) | 8 | 4,2 |
| Sum | 189 | 100 |

Persons responsible for entrepreneurship development tasks anticipate that in the near future accessing outside funds, inclusive of EU funds (13,5% of all answers) as well as supporting organizations, groups, and coalitions working for social, economic, and technological development of the region (12,6%) will be particularly important. The rest of answers focused on promotion and

commercialization of the knowledge related to entrepreneurship and innovation, partnerships between private and public sectors, and business consulting. Each of these made up 10,8% of all answers.

Table 29. New tasks related to entrepreneurship development anticipated by the respondents.

| Specifications | Number of quotes | % |
|--|------------------|---------------|
| Accessing outside funds, including projects cofinanced by the EU | 15 | 13,5 |
| Supporting groups, organizations, and coalitions working for regional development | 14 | 12,6 |
| Promotion and commercialization of the knowledge related to entrepreneurship and innovation | 12 | 10,8 |
| Creating partnerships between private and public sectors | 12 | 10,8 |
| Business consulting | 12 | 10,8 |
| Promoting social, economic, and technological changes | 9 | 8,1 |
| Establishing strategies, development plans, and conducting workability studies within economic, financial and technological analysis | 7 | 6,3 |
| Identifying industrial potential, needs in enlarging resource markets, technological differentiation | 5 | 4,5 |
| Recommending potential solutions to already existing problems (planning, organizing, and introducing) | 5 | 4,5 |
| Contacting business partners for joint ventures to increase the potential of already existing companies | 5 | 4,5 |
| Organizing trainings for people employed in new or restructured companies | 5 | 4,5 |
| Estimating competitive potential on the regional market | 4 | 3,6 |
| Elaborating research-development projects in the scope of entrepreneurship | 3 | 2,7 |
| Transferring technological and organizational innovations to companies | 2 | 1,8 |
| Others (introducing a new service for exporters "Passport for export") | 1 | 0,9 |
| Sum | 111 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

As far as technological development tasks are concerned, the respondents most often pointed to the tasks related to technological development and computer consulting (13% of all answers) as fields which might be especially important in the future. The second largest number of answers focused on estimating companies' competitive potential on the market as well as designing, introducing, and promoting new technological and computer solutions (10,3% each)

Table 30. New tasks related to technological development anticipated by the respondents.

| Specifications | Number of quotes | % |
|--|-------------------------|-------------|
| Technological and computer development consulting | 19 | 13 |
| Estimating companies' competitive potential on the market | 15 | 10,3 |
| Designing, introducing and promoting new technological and computer solutions | 15 | 10,3 |
| Accessing outside finance sources, including projects cofinanced by the EU | 14 | 9,6 |
| Trainings for employees on introducing new technologies | 14 | 9,6 |
| Analyzing the market, identifying potential suppliers of new technologies | 13 | 8,9 |
| Identifying key technologies for company/regional development | 12 | 8,2 |
| Gathering and analyzing information needed to define the direction of development | 9 | 6,2 |
| Elaborating technological development strategy and workability studies for a company | 8 | 5,5 |
| Promotion and commercialization of the knowledge related to entrepreneurship and innovation | 6 | 4,1 |
| Identifying industrial potential, needs in enlarging resource markets, technological differentiation and barriers, conducting research-development studies | 5 | 3,4 |
| Promoting social, economic, and technological changes | 4 | 2,7 |
| Transferring technological and organizational innovations to companies | 4 | 2,7 |
| Technological audits | 4 | 2,7 |
| Initiating, coordinating, and supervising tasks and investments related to regional development | 3 | 2,1 |
| Sum | 145 | 99,3 |
| No data | 1 | 0,7 |
| Total | 146 | 100 |

If one compares the respondents' answers on the currently performed tasks aimed at regional, entrepreneurship and technological development, and on the anticipated ones, one can see some common points.

In the case of **regional development tasks**, both currently and in the future, establishing general directions of regional development as well as accessing outside finance sources to promote regional development and activate local communities seem most important.

In the case of **entrepreneurship development tasks**, what is currently considered important, i.e. accessing outside finance sources, promoting entrepreneurship in local communities, information services and cooperation with other companies/institutions for regional development, is also anticipated to be important in the future work on entrepreneurship development.

In the case of **technological development tasks**, the respondents regard implementing new technologies and products as crucial both nowadays and in the future. More emphasis will be placed

on technological and computer development tasks (2,6% of currently performed tasks and 13,0% of future tasks). In tasks which are believed to be important in the future in technological development, the respondents also point to activities aimed at estimating companies' competitive potential with regard to the level of their technological advancement (10,3% of all answers), market analysis for suppliers of key technologies (8,9%), and identification of technologies crucial for the company's development (8,2%).

4.2. Despite the convergence between the tasks which are performed nowadays and those which will be important in the future, an overwhelming majority of the respondents agreed they would need new skills and qualifications in the future. The affirmative answer to this question was given by 100% of the respondents performing regional development tasks, 92,3% of the respondents performing entrepreneurship development tasks, and 81,3% of the respondents performing technological development tasks.

Table 31. Will you need new skills to cope with new tasks related to regional development?

| Specifications | Number of respondents | % |
|----------------|-----------------------|------------|
| Yes | 33 | 100 |
| No | 0 | 0 |
| Hard to say | 0 | 0 |
| Total | 33 | 100 |

Table 32. Will you need new skills to cope with new tasks related to entrepreneurship development?

| Specifications | Number of respondents | % |
|----------------|-----------------------|------------|
| Yes | 24 | 92,3 |
| No | 0 | 0 |
| Hard to say | 2 | 7,7 |
| Total | 26 | 100 |

Table 33. Will you need new skills to cope with new tasks related to technological development?

| Specifications | Number of respondents | % |
|----------------|-----------------------|------------|
| Yes | 26 | 81,3 |
| No | 5 | 15,6 |
| Hard to say | 1 | 3,1 |
| Total | 32 | 100 |

Persons working for regional development most frequently chose skills needed to implement a regional development strategy (22% of all quotes), identify directions of social and economic development in the region (17,4%), manage projects and access outside finance sources, including EU funds (15,6%).

Table 34. New skills which, according to the respondents, will be necessary to perform regional development tasks.

| Specifications | Number of quotes | % |
|---|-------------------------|---------------|
| Developing, implementing and monitoring regional/local development strategies | 24 | 22 |
| Identifying directions of social and economic development | 19 | 17,4 |
| Managing projects | 17 | 15,6 |
| Accessing outside finance sources, including projects cofinanced by the EU | 17 | 15,6 |
| Using multimedia communication and management systems | 13 | 11,9 |
| Interpersonal and communication skills, including foreign language skills | 12 | 11 |
| Leading business negotiations | 7 | 6,4 |
| Total | 109 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Persons responsible for entrepreneurship development tasks most often pointed to interpersonal and language skills as necessary in future work (17,5% of all quotes), skills needed to prepare a business plan and workability studies (16,3%), and access outside finance sources, including EU funds (15%).

Table 35. New skills which, according to the respondents, will be necessary to perform entrepreneurship development tasks.

| Specifications | Number of quotes | % |
|---|-------------------------|---------------|
| Interpersonal and communication skills, including foreign language skills | 14 | 17,5 |
| Preparing a business plan and workability studies | 13 | 16,3 |
| Accessing outside finance sources, including projects cofinanced by the EU | 12 | 15 |
| Identifying directions of social and economic development | 8 | 10 |
| Using multimedia communication and management systems | 8 | 10 |
| Developing company strategies | 7 | 8,8 |
| Implementing quality standards | 6 | 7,5 |
| Leading business negotiations | 6 | 7,5 |
| Managing projects | 4 | 5 |
| Creating new companies, restructuring and modernizing the existing ones | 2 | 2,5 |
| Implementing methods of economic analysis and economic, competitive and productive potential with respect to companies, services and products | 0 | 0 |
| Total | 80 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

In the case of future technological development tasks, the respondents quoted the following skills which might be needed: using multimedia communication and management systems (21,7% of all answers), developing a technological strategy of a company (18,1%), and, as is the case of the other two specializations, accessing outside finance sources, including projects cofinanced by the EU (18,1%).

Table 36. New skills which, according to the respondents, will be necessary to perform technological development tasks.

| Specifications | Number of quotes | % |
|--|-------------------------|---------------|
| Using multimedia communication and management systems | 18 | 21,7 |
| Developing the company's technological strategy | 15 | 18,1 |
| Accessing outside finance sources, including projects cofinanced by the EU | 15 | 18,1 |
| Interpersonal and communication skills, including foreign language skills | 10 | 12 |
| Market analysis, estimating competitive and economic potential of new products, services, technologies, etc. | 9 | 10,8 |
| Negotiating technological transfer and implementation of technological and computer investments | 7 | 8,4 |
| Promotion and commercialization of the knowledge related to technology and innovation | 4 | 4,8 |
| Technological audit, estimating technological and innovative potential | 3 | 3,6 |
| Technological transfer | 2 | 2,4 |
| Total | 83 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

4.3. When asked about any type of new knowledge helping promote regional development, 93,9% of the respondents agreed they would need it. In the case of entrepreneurship development tasks, the ratio equaled 92,3%, and in the case of technological development – 78,1%.

Table 37. Will you need a new type of knowledge to cope with new regional development tasks?

| Specifics | Number of respondents | % |
|------------------|------------------------------|---------------|
| Yes | 31 | 93,9 |
| No | 1 | 3 |
| Hard to say | 1 | 3 |
| Total | 33 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Table 38. Will you need a new type of knowledge to cope with new entrepreneurship development tasks?

| Specifics | Number of respondents | % |
|--------------|-----------------------|-------------|
| Yes | 24 | 92,3 |
| No | 0 | 0 |
| Hard to say | 0 | 0 |
| Sum | 24 | 92,3 |
| No data | 2 | 7,7 |
| Total | 26 | 100 |

Table 39. Will you need a new type knowledge to cope with new technological development tasks?

| Specifics | Number of respondents | % |
|--------------|-----------------------|---------------|
| Yes | 25 | 78,1 |
| No | 5 | 15,1 |
| Hard to say | 1 | 3,1 |
| Sum | 31 | 96,9 |
| No data | 1 | 3,1 |
| Total | 32 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

People performing regional development tasks most often pointed to the knowledge of EU policies (25,3% of all quotes), laws regulating business activities (19,5%), and regional development strategies (17,2%) as areas of knowledge which need improving to effectively cope with future tasks.

Table 40. New types of knowledge which, according to the respondents, will be needed to work on regional development in the future.

| Specifications | Number of quotes | % |
|--|------------------|---------------|
| Knowledge of EU policies (regional, agricultural, and cohesion) | 22 | 25,3 |
| Knowledge of laws regulating business activities both on the Polish and European markets | 17 | 19,5 |
| Knowledge of regional development strategies (innovative, productive, educational, and ecological) | 15 | 17,2 |
| Knowledge of regional agriculture, forestry, and agrotourism | 12 | 13,8 |
| Knowledge of issues related to environment protection and water resources management | 12 | 13,8 |
| Knowledge of local community structure, its government and its non-governmental organizations | 9 | 10,3 |
| Total | 87 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

The same areas of knowledge were quoted by persons performing entrepreneurship development tasks: 24,2% of the answers pointed to the knowledge of laws regulating business activity, 19,2% were related to the knowledge of regional development strategies, and 13,7% to the knowledge of EU policies.

Table 41. New types of knowledge which, according to the respondents, will be needed to work on entrepreneurship development in the future.

| Specifications | Number of quotes | % |
|---|------------------|---------------|
| Knowledge of laws regulating business activities both on the Polish and European markets | 19 | 24,4 |
| Knowledge of regional development strategies (innovative, productive, educational, and ecological) | 15 | 19,2 |
| Knowledge of EU policies (regional, agricultural, and cohesion) | 13 | 16,7 |
| Knowledge of economic and social situation of the region | 11 | 14,1 |
| Knowledge of the structure of the region's industry, trade, and services as well as other organizations operating in the economic environment of the region | 7 | 9 |
| Knowledge of local community structure, its government and non-governmental organizations | 7 | 9 |
| Knowledge of industrial and intellectual property laws | 6 | 7,7 |
| Total | 78 | *100,0 |

*Because the values are rounded to one decimal place, the total sum does not equal 100,0%

Persons responsible for technological development tasks most often stress the need to improve their knowledge of industry, trade, and services structure of the region as well as of the

technological advancement of companies (17,9% each). The knowledge of EU policies proved relevant also in this case: 15,4% of all answers.

Table 42. New knowledge which, according to the respondents, will be needed to work on technological development in the future.

| Specifications | Number of quotes | % |
|---|-------------------------|-------------|
| Knowledge of the structure of the region's industry, trade, and services as well as other organizations operating in the economic environment of the region | 14 | 17,9 |
| Knowledge of the technological level of companies and technologies used | 14 | 17,9 |
| Knowledge of EU policies (regional, agricultural, and cohesion) | 12 | 15,4 |
| Knowledge of economic and social situation of the region | 10 | 12,8 |
| Knowledge of local community structure, its government and non-governmental organizations | 8 | 10,3 |
| Knowledge of regional development strategies (innovative, productive, educational, and ecological) | 7 | 9 |
| Knowledge of industrial and intellectual property laws | 7 | 9 |
| Knowledge of educational institutions and training centers of the region | 4 | 5,1 |
| Others (knowledge of computer networks) | 1 | 1,3 |
| Sum | 77 | 98,7 |
| No data | 1 | 1,3 |
| Total | 78 | 100 |

III. CONCLUSIONS

The aim of the in-depth demand analysis for economic animators was to learn about the current and future problems standing in the way of performing regional, entrepreneurship, and technological development tasks from **employees**, people actually dealing with such tasks. It was also attempted to gather information on possible trainings designed to overcome these problems. All this is to complement the findings of the phase 1 analysis conducted with help from people supervising tasks related to regional, entrepreneurship, and technological development i.e. **employers**.

The main conclusions are as follows:

- All answers on regional, entrepreneurship, and technological development tasks are similar to those from the phase 1 analysis. This means that a different group of people have noticed the vary same issues. Therefore, it seems reasonable to conclude that the second, in-depth, stage of the analysis is a true elaboration of the first phase analysis.
- The question about any difficulty in performing regional, entrepreneurship, and technological development tasks has generated the affirmative answer in all three cases: 51,1% of the respondents performing regional development tasks, 57,7% of the respondents performing entrepreneurship development tasks, and 43,8% of the respondents performing technological development tasks.
- Asked about specific problems hindering the realization of tasks, the respondents have pointed to a lack of interest on the part of target institutions, lack of funds, as well as their own insufficient knowledge and skills.
- An overwhelming majority of the respondents agrees that their qualifications need improving. The answers obtained are consistent with the answers from the phase 1 analysis, given by employers who also agreed on the need to broaden the qualifications of those employees who perform tasks related to regional, entrepreneurship, and technological development.
- According to the respondents, the areas which need improving are (ordered by relevance): foreign language skills, knowledge of law and EU policies, including issues on resources offered by structural funds, and computer skills. The phase 1 analysis revealed very similar results, except in the case of people responsible for technological development tasks who, according to their employers, should improve their specialist knowledge closely related to their company's / institution's scope of activity.
- The respondents have also stressed that the foreseeable future will necessitate closer contacts between institutions for more effective cooperation on regional development, gaining better access to outside financing sources, including projects cofinanced by the EU, and activating local communities. The respondents performing technological development tasks have established different priorities: technological/computer development consulting, estimating competitive potential of companies as well as implementing new technological solutions.
- An analysis of the respondents' answers on currently performed tasks related to regional, technological, and entrepreneurship development and those anticipated in the future, reveals many common points. Only in technological development tasks do they anticipate a shift of focus to technological consulting actions (2,6% of currently preformed tasks and 13% in the future). The respondents also predict new tasks aimed at market research for suppliers of key technologies and an identification of technological solutions crucial for the company's development.

- While the tasks that are currently performed and the ones that will be performed in the future do correspond, the respondents have agreed they will need new skills. The following skills were listed most often: implementing strategies of regional development, identifying directions of social and economic development; managing projects, accessing outside financing sources, including the ones offered by the EU; interpersonal and communication skills, skills needed to prepare a business plan and a workability study; using multimedia communication and management systems as well as developing the company's technological strategies.
- Asked about any new type of knowledge needed in the future, the respondents have usually pointed to the knowledge of EU policies, the law regulating business activity, regional development strategies, industrial, trade and services structure of the region as well as the level of technological advancement of companies operating in the region.