

## Kompetensutveckling i, om och för Små och Medelstora Företag



En presentation och översikt  
sammansatt av:

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Swedish TelePedagogic Knowledge Centre

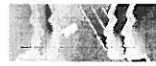
## Utgångsläget för presentationen



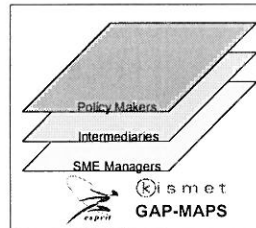
“Vilka har kompetensbehovet?”

“Det är inte bara företagare som  
behöver bättre kompetens för att  
företagandet skall bli bättre”

“Beredskap att dela med sig?”



“Dare and Care”

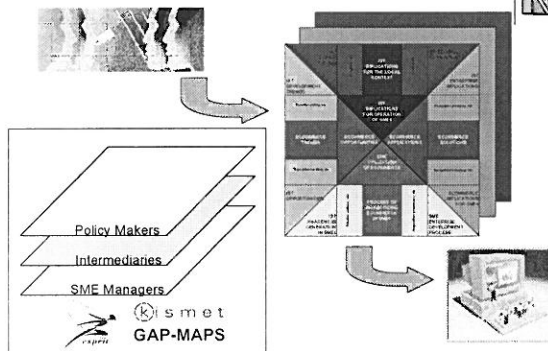


“Hur stöddes behovshandlingen?”

“Lärande är inte alltid  
lika med utbildning,  
speciellt inte för SMEs,  
konsulter, utbildare  
och policyfolk”



## Kismet's kompetenshanteringsmodell



## Informationssamhällets stöd till “själv-styrt lärande”



PORTALER och åter PORTALER

**Esplanaden**  
www.esplanaden.se

**WEBFINANSER.COM**

**infart.nu**

**brärföretag.nu**

**Catweb.se**  
WEBB KATALOG

**NÄRINGSBLIV**  
SIA connecting inc.

**ACCESSEN**  
SIA connecting inc.

**www.SverigeSurfen.com**  
Den svenska portalfamiljen

**blecket.se**  
Svenska företagets KAP & S&P medlemsblad

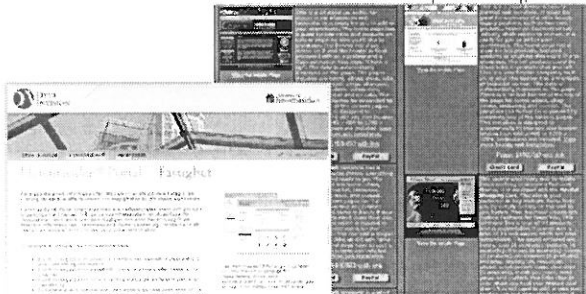
**inWarehouse**  
IT & WEBB TILLGÄNG

**bidigital.com**

Konkret portal för databasanalys  
Business Intelligence & Knowledge Management

## PORTAL

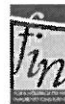
En portal finns på de flesta företags sidor. Den kan vara uppdelad i många små delar och kräva en del kunskap och tid för att administrera och hantera information. För att spara tid både vid publicering och administration



## Utbildningssamhällets stöd till “själv-styrt lärande”



PORTALER och åter PORTALER



**NÄTUNIVERSITETET**  
www.netuniversity.se

**Skolornas  
portal**

**SyoGuiden**  
UTBILDNING & ARBETE

**Skolguiden.se**

**newworld  
STUDIUM**

**educia.com**

SLUTSATS:

“Leverantörsorienteringen dominerar inom information och lärande”

“Behovet av lärande tillfredsställs INTE med utbildande”

**eSchoolnet**

Teachers  
Parents  
Education  
Resources  
Visual Magazine

Other sites  
Virtual School  
and UCPEP  
Customs Space  
eSchool  
School Managers  
and UCPEP  
Equation  
Network of  
E-learning  
Schools (ENES)

CEDEFOP  
European Centre  
for the Development  
of Vocational Training

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of Vocational Training

**Hur tolkar man EUs ambitioner?**

Enterprise Policy  
Home - Education

- Enterprise Policy
- Start Your Own
- Analysis of a competitiveness
- Business statistics
- External Relations

SME TechWeb

- European Policy for Business
- European Policy for Business
- European Policy for Business
- European Policy for Business
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- European Policy for Business
- European Policy for Business
- European Policy for Business

SME TechWeb

News  
Partnership enterprise in Europe

Entrepreneurship is a crucial driver in achieving the EU objective of becoming the most competitive and dynamic knowledge-based economy in the world by 2010. Small and medium-sized enterprises (SMEs) play a central role in this economic recovery process, contributing more than 90% of jobs in the EU. They account for 99.9% of all EU enterprises and two-thirds of employment, providing an essential source of entrepreneurial spirit and innovation for Europe's economy.

Criterion	Current RTD Definition of an SME	Definition Common after 1 January 2005
Number of employees	250 (medium-sized) 50 (small-sized) 10 (micro-sized)	250 (medium-sized) 50 (small-sized) 10 (micro-sized)
Turnover	€40 million	€50 million
Or balance sheet	€27 million	€43 million
Ownership	< 25% holding by non-SMEs to be considered autonomous	< 25% holding by non-SMEs to be considered autonomous

EUROPA

Entrepreneurship

Small and medium-sized enterprises (SMEs) play a central role in this economic recovery process, contributing more than 90% of jobs in the EU. They account for 99.9% of all EU enterprises and two-thirds of employment, providing an essential source of entrepreneurial spirit and innovation for Europe's economy.

Creating an entrepreneurial Europe

- Policy Area
- News and Events
- Publications
- Public Comments
- Links for You
- Recently Added Content

Green Paper on Entrepreneurship

Green Paper on Entrepreneurship in Europe

Individuals Contributions  
Organisations Contributions

Entrepreneurship is a social phenomenon involving the process of creating a new business. It is a dynamic and complex process, which is influenced by a wide range of factors, including the individual entrepreneur, the business environment, and the support structures available. The Green Paper outlines the Commission's strategy for supporting entrepreneurship and promoting the growth of small and medium-sized enterprises (SMEs) in Europe.

Decision Makers  
Opinion Leaders  
Multipliers  
General Public

Information Society

Welcome to the Information Society Website

The Information Society is a dynamic and complex phenomenon, which is influenced by a wide range of factors, including the individual entrepreneur, the business environment, and the support structures available. The Green Paper outlines the Commission's strategy for supporting entrepreneurship and promoting the growth of small and medium-sized enterprises (SMEs) in Europe.

Business Analysis

Business Market Watch  
What Does The E-Business Market Watch Do?

**AP2 Public Participation Spectrum**

**Inform Consult Involve Collaborate Empower**

**Inform**  
 Objectives: To provide the public with information about the project and its objectives.  
 Procedures for the Public: Inform the public about the project and its objectives through various channels such as websites, brochures, and public meetings.

**Consult**  
 Objectives: To provide the public with information about the project and its objectives, and to allow them to express their views and concerns.  
 Procedures for the Public: Consult the public through public meetings, focus groups, and surveys.

**Involve**  
 Objectives: To provide the public with information about the project and its objectives, and to allow them to participate in the decision-making process.  
 Procedures for the Public: Involve the public through public meetings, focus groups, and surveys.

**Collaborate**  
 Objectives: To provide the public with information about the project and its objectives, and to allow them to participate in the decision-making process, and to work together to develop solutions.  
 Procedures for the Public: Collaborate with the public through public meetings, focus groups, and surveys.

**Empower**  
 Objectives: To provide the public with information about the project and its objectives, and to allow them to participate in the decision-making process, and to work together to develop solutions, and to empower the public to take action.  
 Procedures for the Public: Empower the public through public meetings, focus groups, and surveys.

**Siskeholder Consultation Workbook**

**LANDOV**

Or "Connect with"

## Lärande - "Det egna beslutet" (för Europeen och för Europa)

**Lärande som individutveckling** → 'livsomfattande'

- Utbildning har för selektiv involvering
- Utbildning har för temporär influens
- Utbildning är för institutionsbunden
- Utbildning är för hämmade för nyttjaren

Tid- och plats-flexibel  
 Anpassad till sammanhanget  
 Behov- och beredskapsvänlig  
 Livs- och person-anpassad

**Lärande som samhällsförändring** → 'sustainable society'

- 'Learning communities' – Lärande gemenskaper
- 'Learning Cities/Towns' – Lärande städer
- 'Learning Regions' – Lärande regioner

Politik → Verklighet  
 Attityd → Aktivitet  
 Aggregat → Enhet

**Education and Training**

LEONARDO DA VINCI  
 The Leonardo Da Vinci programme, pillar of lifelong learning

GRUNDTVIG: Adult education and other educational pathways

ERASMUS+ Programme

## R3L Community web service

The European R3L Learning Region Network Services

Adult Education for Active Citizenship in the Learning Society conference

The European R3L Learning Region Network Services

An introduction and visual overview of the R3L virtual community service

**R3L Learning Regions by countries**

Country	Regions	Population	Area
Austria	1	8.5	83.856
Belgium	1	10.5	30.528
Denmark	1	5.5	43.094
France	1	66.0	643.801
Germany	1	82.0	357.021
Greece	1	11.5	113.497
Ireland	1	4.0	70.273
Italy	1	61.0	301.330
Spain	1	45.0	505.992
Sweden	1	9.0	448.982
UK	1	61.0	244.820
EU	12	512.0	4.459.520

## EU project communities

Minerva - Project community

The Virtual Community for Socrates-Minerva Project Actors

Community description: This is a virtual community service for all projects and actors actively involved in the EU Socrates-Minerva programme. The main services and other "tools" connectivity are provided to all registered projects and partner organisations, and all those actors within the projects as well as in the supporting organisations of the programme.

Your profile(s): An IDB Framework for Design of International Business Information Systems

All Minerva projects: List of Minerva projects for 2000-2001, 2001-2002, 2002-2003, 2003-2004, 2004-2005

Your personal information: View and update Your organization information card, View and update Your member information card





## SME kompetens inom eAffärer

The image shows a collage of e-business related content. At the top left, there's a section titled "e-business" with a logo. Below it, there are several article snippets with headlines like "The European e-business report" and "SMEs in the e-business market". There are also some smaller images and logos scattered throughout the collage.

**e-Readiness** → **e-Activity** → **e-Impact**

- ICT infrastructure
- ICT skills of employees
- entrepreneurial e-business understanding

**Types of e-business statistics:**

- Frequencies ("How many sell online?")
- Intensity ("How much do they sell online?")

- Impacts on the individual enterprise
- Impacts on the industry value chain

**Company internal processes:** procurement → production → marketing → sales

**Interaction with business partners, 3<sup>rd</sup> parties**

**Integrated e-business processes**

- Improved quality of access: Share of firms with "24/7" connectivity has increased from 24% (2002) to 28% (2003) of employment
- 22% of firms (87% of large companies) enable remote access to company network
- 9% of medium and 13% of large enterprises had difficulties in finding IT staff in 2002/03
- 16% make online sales, similar pattern among SMEs and large enterprises
- Further increase in online procurement activities
- 29% of online buyers say they buy 10% of goods online
- 17% of employees work in company with a CRM system
- 28% in companies with e-product design
- 59% work in enterprises saying that e-business has at least some significance for their activities (2002-04)
- Most companies "fairly satisfied" with their e-business activities, 19% say they are disappointed
- 2% of large companies have reduced no. of their suppliers through e-procurement, but 22% say it has increased

Source: eBusiness Magazine (2003)

The image shows a screenshot of an e-newsletter titled "EntreNews". The main headline is "EntreNews: The newsletter of e-Business, Entrepreneurship, Innovation and Small Business News". There are several article snippets with headlines like "Entrepreneurial Competence - 13 February 2002" and "Green Paper on Entrepreneurship". The logo for "efmd" is also visible.

## Exempel på kompetensbehov på mediatörsnivån: "Sustained attention to EU"

**Kärnkompetens:**

**"Sustained attention to EU"**

The diagram shows three overlapping circles representing "Policy Makers", "Intermediaries", and "SME Managers". Below them is the logo for "GAP-MAPS" (GAP-MAPS logo).

The diagram consists of several interconnected boxes and arrows, representing a complex process or framework. It includes various labels and arrows indicating flow and relationships between different components.

## SME policy on eAffärer

The image shows a screenshot of a document titled "SME policy on eAffärer". The main headline is "SME policy on eAffärer". There are several sections with headlines like "Benchmarking national and regional business policies for SMEs" and "European Committee of Entrepreneurial and Regional Policies in Support of e-business for SMEs". The logo for "Europe 2006" is also visible.

This report is confirming that Member States and their regions are well aware of the specific problems facing SMEs in their preparation for the e-economy. As a result, many good support actions have been launched, thus leaving little room and need for further direct support to SMEs at European level. The main value added of European policies lies in providing a platform for exchanging views and sharing good practices. Already the preparation of this report has contributed to this aim. However, this dialogue between the different stakeholders needs to be further enhanced and better organised.

As a follow-up to this benchmarking initiative, it is suggested that an "European e-business support network" be established bringing together existing European, national and regional players in this field with a view to strengthening and co-ordinating actions in support of SMEs in the field of e-business. The objectives of this "European e-business support network" could be:

- To bring together the different stakeholders in the field, both from the private and public sector, with a view to exchanging experience and agreeing on common policy objectives;
- To share in more detail, among government experts at regional, national and European level, information on good policy practices in support of e-business for SMEs, to identify future policy challenges and to inspire effective policy responses;
- To create, as far as possible, synergies between the different initiatives and support actions at European level.

The European e-business support network should not seek to establish yet another structure, overlapping or competing with existing and often well-established players

### SWOT of ICT Business networks in SMEs

Strong reliance on being EU and other B2B networks (initiatives)	• Lack of information on existing B2B platforms, support services (startups, SME, platforms)
Networks (mostly SMEs) are heavily dependent on more commercial activities	• Network SMEs seem to be less interested in supporting SMEs
The introduction of specific and tailored support is needed to overcome the lack of resources and low cost initiatives	• Lack of resources, initiatives are very specific and tailored, with the financial support. The result is a lack of resources and low cost initiatives
	• Lack of visibility among initiatives and management. Broader initiatives seem to be more visible
Many initiatives (mostly EU) are not fully developed and not fully supported by other initiatives	• Lack of an overall coordination of ICT business opportunities in ICT
Development of B2B networks and commercial activities with high level of innovation and digitalization	• Lack of innovative initiatives and platforms. Development of new platforms (SMEs) seem to be less advanced and more specific
Many SMEs have not yet started initiatives (ICT, and innovation)	• Lack of information, resources and tools. Initiatives seem to be less advanced and more specific
EU to support SMEs in their initiatives or activities (mostly in-house initiatives, i.e. high level of innovation and digitalization)	• Lack of ICT in B2B and in-house initiatives. Initiatives seem to be less advanced and more specific
Supply chain relationships and customer relationships (mostly SMEs)	• Integration of e-commerce in supply chain relationships

## SWOT analys (SME & sektoriell)

EMU, Europeiska SME, Commerce, Europe digital

## SME eAffärer och samarbetsnätverk

EMU, Europeiska SME, Commerce, Europe digital

## Stödnätverk för SME eAffärer

The European e-Business Support Network for SMEs – eBSN

An eEurope 2005 action

Invitation to submit expressions of interest

Opportunity to join the "European e-business support network for SMEs" – an eEurope 2005 action

## Stödnätverk för SME eAffärer

The European e-business support network for SMEs – An eEurope 2005 action

Invitation to submit expressions of interest

An opportunity to join the "European e-business support network for SMEs" – an eEurope 2005 action

SUPPORT SERVICES FOR MICRO, SMALL AND SOLE PROPRIETOR'S BUSINESSES

## "Från informellt till formellt"

COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 17.11.2002  
SEC(2002)1217

COMMISSION STAFF WORKING PAPER

on B2B Internet trading platforms: Opportunities and barriers for SMEs – A Best assessment

## "EU-maskineriet har satts i rörelse"

COMMISSION OF THE EUROPEAN COMMUNITIES

Brussels, 27.03.2003  
COM(2003)148 final

COMMUNICATION FROM THE COMMISSION TO THE COUNCIL, THE EUROPEAN PARLIAMENT, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS

Adapting e-business policies in a changing environment: The lessons of the Go Digital initiative and the challenges ahead

# Upphandling av SME-stöd tjänster

**B-Bryssel: Tekniskt stöd för bedömning av effekten av regional och nationell politik för e-handel**  
2003/S 181-181293  
Förhandsinformation  
Tjänster  
Omfattas kontraktet av avtalet om offentlig upphandling (CPA)? Ja

**AVSÄND: Upphandlande myndighet:**  
1. Namn på och adress till den upphandlande myndigheten: E. P. O. - Centre for Economic and Financial Analysis, rue de la Loi 200, B-1049 Luxembourg, Luxembourg  
2. Adress från vilken ytterligare information kan utfärdas: E. P. O. - Centre for Economic and Financial Analysis, rue de la Loi 200, B-1049 Luxembourg, Luxembourg  
3. Typ av upphandlande myndighet: E. P. O.

**B-Bryssel: Genomförbarhetsundersökning avseende en europeisk stöd för små- och medelstora företag**  
2003/S 173-173728

**B-Bryssel: Stöd till medvetenheten om företagets sociala ansvar, i synnerhet hos små- och medelstora företag (SMF)**  
2003/S 173-173728

**B-Bryssel: Grantstudie av syftet för att öka effektiviteten av statligt stöd till små- och medelstora företag (SMF)**  
2003/S 179-184118

Meddelande om upphandling  
Tjänster  
Omfattas kontraktet av avtalet om offentlig upphandling (CPA)? Ja

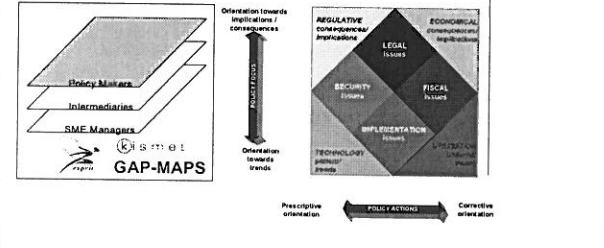
# “Den deltagande dimensionen arrangeras”

**Helping SME's to participate in B2B Internet platforms**

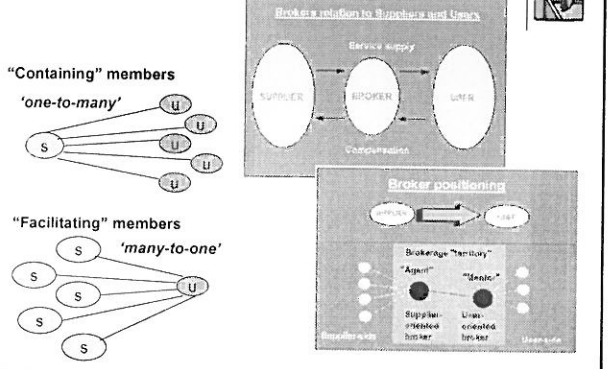
Workshop on B2B Internet trading platforms  
November 2003, Brussels

The workshop was organized by the Centre for Economic and Financial Analysis (EFSA) in cooperation with the European Commission and the European Chamber of Commerce in Belgium.

# Exempel på kompetensbehov på policyhanterarnivå: “Participative engagement of mediators”



# “Förståelse av medieringsbegreppet”



# Exempel på STPKC's EU engagemang

- **Koordinerar ‘virtual communities’**
    - Grundtvig Virtual Community
    - Minerva Virtual Community
    - Learning Region Community
  - **Stöd till EU projekt**
    - EUproject.net – nätbaserad projekthantering
    - Propagator – marknadsföring av EU projektutfall
  - **‘egna’ EU projekt**
    - Kvalitet, Studierådgivning, Validering, eLärande
    - Företagsutveckling, eAffärer, SME nätverk, Innovativitet
- Användarcentrerad service mediering