

Capacity Building and Upgrading Programmes for Small & Medium Size Enterprises improving business productivity, competitiveness and sustainability

Overview

The **Capacity Building and Upgrading Programmes for entrepreneurs and senior management** facilitate business efficiency, productivity, quality, competitiveness overall sustainability of Small & Medium Enterprises (SME). The Program may be considered as a **mean for industrial modernization** and improving of performance of national industries in a cluster, a region or a country. It facilitates best continuous improvement practices and use of simple Information Technology tools such as UNIDO Pharos Software package by senior enterprise management and specialists.

The implementation includes relevant **training and on-site assistance to the participating SMEs** helping them to realize **unique opportunity in developing necessary knowledge capital and business culture**. The enterprises become better prepared to globalization impacts, financial downturns, develop capacity for controlling the business results, managing innovations and investments. The Programme facilitates effective path to implementation of ISO 9000 and other quality standards, supports certification and capacities for trade, exports, investments, access to markets and compliance to BASEL II credit risk minimization requirements.



UNIDO Integrated Programme in Colombia, Pharos Workshop for Entrepreneurs, Pereira, Eje Cafetero, March 2003



UNIDO Integrated Programme in Colombia, training workshop for industrialists, Barrancabermeja, March 2003

The framework of a Capacity Building Programme provides cost effective industrial modernization services to selected industrial enterprises (typically from 20 to several hundred) and enriches national industrial modernization strategies.

The Programme content

The Programme implementation consists of the following phases:

1. **Introductory courses for entrepreneurs**, top management and their assistants enabling SMEs to run UNIDO Pharos software suite, establish continuous improvement practices, business results measurement and monitoring.
2. **On-site assistance to the enterprises** by local national consultants in developing best practices and applications.

The Phase 2 may spread over 12 months depending on the local arrangements and funding. Its implementation could be provided for those enterprises which request on-site support and are ready to cover its costs (partially or in full depending on the programme budget setup).

Phase 1:

1. Training courses for entrepreneurs, up to 5 working days.
2. Delivering educational introductory UNIDO Pharos software package for business measurement, management and benchmarking as well as reference materials for entrepreneurs (usually 2 sets per enterprise for senior company and production management, assisting personnel).



UNIDO Pharos Workshop for entrepreneurs and consultants, Jakarta 2006, Indonesia

Phase 2.

3. Training and certification of national consultants (up to 10 working days)
4. Enterprise pre-programme diagnostics and benchmarking by national consultants
5. Implementation of on-site support for enterprise specialists by national consultants
6. Final post-programme benchmarking of the enterprises results
7. Processing of results by all enterprises, developing aggregated benchmarking statistics, reporting
8. Final conference reviewing the Programme results (participants and national administration)



UNIDO – ELCIM Programme in Lebanon, Food Manufacturing Enterprise, Beirut 2004

The Programme can be managed by national or international organizations coordinating and supervising national consultants, running awareness seminars, promoting results, scheduling and monitoring the events and running the final conference.

The Programme budget

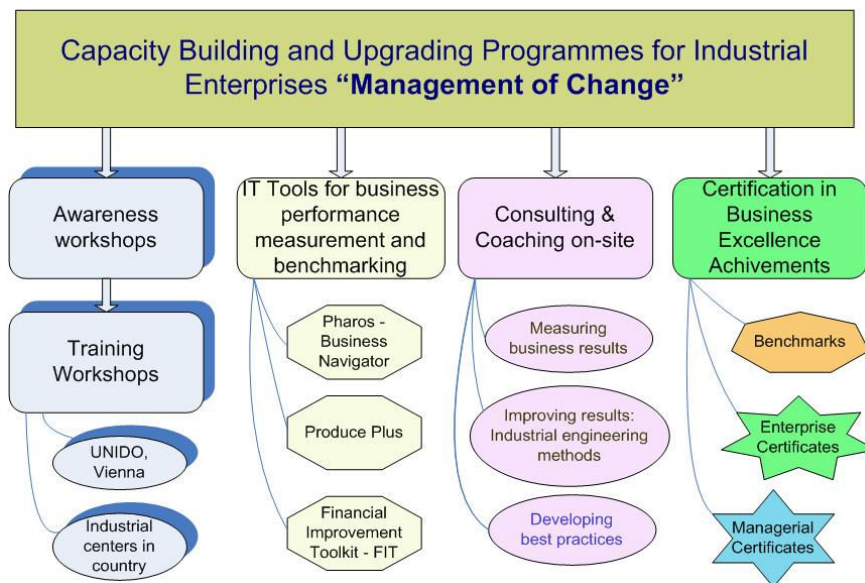
The budget of the Programme consists of the following components:

1. Awareness seminars
2. Selection and Training of Trainers
3. Training courses for Entrepreneurs
4. Salaries and local travel costs for national consultants
5. Supply of UNIDO Pharos software packages for enterprises
6. Preparation of the Programme results and the Report
7. Final conference

The contributions to the budget are as follows:

1. By sponsoring agencies, donors or other national or international financial institutions.
2. By participating enterprises (a part of the package service fee).

The ratio between these parts varies depending on the support by national administration and donors as well as availability of international funding. The costs of the service package per each enterprise **decrease considerably** with the larger numbers of SMEs involved. Consequently it results in more visible cumulative results and statistics of the national industrial improvements.



Partnerships

The Capacity Building Programme setup may require involvement of such regional counterparts as Regional Government Administration, National Development Banks, Chambers of Commerce, Associations of Industries, Entrepreneurship and Industrial Development Funds, Universities, Quality Management, SME and Private Sector development organizations as well as various training and consulting organizations.

After the first successful implementation national counter-partners can **perpetuate the programme in the country**, further expanding its content and scale. It provides **attractive business opportunities** for the partners implementing after-programme developments and support.

National consultants

Each consultant can support up to 10 enterprises during the Phase 2 implementation by making on-site visits twice per month for assisting involved management and personnel. Thus the programme for 100 enterprises would require at least 10 consultants trained and certified. The selection of the 10 consultants shall be made from the redundant number trained candidates (e.g. 11-14 persons). The candidates should have professional background in **quality, productivity or industrial engineering** and have good knowledge of PC/Windows and office software applications (e.g. Word, Excel, Power Point Access and E-mail/Internet/FTP/HTTP). The detailed requirements for the selection of the national consultants are provided separately.

Supporting local supplier performance

As another application the Programme allows supporting **large national or multinational corporations** seeking measurable and monitored performance improvement of their local national suppliers and vendors. It provides for unified evaluation of the benchmarking reports in business performance by key performance indicators (KPI) and definition of upgrading goals.

Expected Results

The Capacity Building Programmes allows for **improving the performance** of participating enterprises along with overall **competitiveness, productivity, quality, sustainability of regional industries** and **knowledge capital gains** by participating managers. The improvements are measured and documented in benchmarking and Diagnostics reports presenting actual enterprises' benchmarking results. In case of Programmes supporting large number of enterprises it allows establishing **real-time and verified basis for policy making support in regional and national developments**.

Implementation framework options

1. Upgrading and industrial modernization programmes implemented in countries **by UNIDO accordingly to requests by National Governments**.
2. The programmes realized in countries **by national or international organizations providing the necessary budget**. The training and technical support of the implementation is provided by EPIC, GOLEM IMS GMBH as provider of training / consulting services and UNIDO Pharos software.

GOLEM IMS GMBH, Austria is the development, training and consulting partner of UNIDO supporting technical implementation of UNIDO Business Performance Management and Benchmarking Software in countries under Special Service Contract signed in 1998 and updated in 2000.

Additional information: www.win2biz.com (UNIDO Business Software Support Site)

UNIDO Contacts: G.Pataconi@unido.org; A.Badarneh@unido.org,

GOLEM IMS GMBH contact: info@golem.at



UNIDO Pharos Training Workshop, Manama, Bahrain

Implementation of Industrial Modernization and Capacity Building Programme in <country> in 2010-2011

Project Summary

Phase 1: Industrial modernization of ENTERPRISES improving competitiveness, business results, knowledge capital, capacity to manage investments and innovations for sustainable development

Phase 2: Implementation of advanced technical support infrastructure for evidence policy making improving governance, industrial developments and efficiency of investment programmes

Target area: Industrialists from key industrial sectors, senior management, enterprise specialists, governmental, investment and banking specialists, productivity and innovation centers

Country: <country>

Leading institution: <to be identified>, providing services and support for SMEs upgrading and capacity building.

Other support organizations: The Ministry of Industry and <to be identified>

Phase 1 activities;

1. Awareness workshops for industrialists
2. Selection of enterprises from the candidates applied for participation in the Programme (the applications shall be received after the promotional campaign)
3. Selection of candidates for positions of National Consultants in the Programme
4. Workshops for trainers, consultants and entrepreneurs (2 persons participation by each enterprise)
 - Pharos, benchmarking, strategic planning, preparing for investments and evaluation of risk, 5 working days, 7h each training day (in English with translation into Spanish)
 - Continuous improvement of business results and competitiveness, and innovation management, 5 working days, 7h each training day (in Spanish)
5. Implementation on-site for **1000 ENTERPRISES** for **12 months** including

- UNIDO Pharos software packages supply to participating enterprises and consultants (multiple End User Licenses per each enterprise)
 - Installation of UNIDO Pharos software for measurement & benchmarking of business results and effective continuous improvement
 - Implementation on-site by national consultants assisting enterprises in learning of best practices in continuous improvement, management of innovations and investments
 - Coaching and evaluation of results and national consultants by UNIDO International consultants (within first 6 months after the programme launch)
6. Diagnostics and Benchmarking of enterprises, preparation of final programme statistics by each industrial sector
 7. Monitoring and evaluation of programme implementation, corrective actions
 8. Preparation of final report, relevant documents and final conference

Phase 1 time-frame: 13 months

Budget:

- **XX** percent of the costs – **National Coordination Organization**
- 25% percent – coverage by participation enterprises
- **ZZ** percent potential involvement (UNDP/UNIDO)

Budget lines for Phase 1:

1	International consultant 1 (Pharos, FIT and relevant methodology): 2 man/months over 12 months including 4 weeks training in <country> , 2 weeks implementation evaluation and corrective actions by mid-programme period <country> 2 weeks preparation (home based)	20,000 Euro
2	International consultant 2 (continuous improvement, competitiveness, sustainable development, coaching of trainers and industrialist in the field on-enterprise sites, programme evaluation and corrective actions): 3,5 man/months including 4 weeks training <country> 1 week preparation (home based), 9 weeks work in <country>	35,000 Euro
3	Pharos packages for 1000 enterprises (including multiple end users licenses per each enterprise) under special terms of licensing agreement and support to National Partner after the end of the Programme (see below)	900,000 Euro (900 Euro* 1000)
4	Pharos packages (100) for trainers/consultants (special educational fee for UNIDO project in <country> including CD-ROMs with complete set of training materials,	Included into the service package under no

	exercises, cases studies and presentations for implementing training courses in the country)	additional cost
5	Implementation of certification for 1000 enterprise based on processing of benchmarking reports, preparation of aggregated statistics on the Programme results for final reports and conference presentations by National Coordinator and UNIDO	150,000 Euro
6	Technical support of the Programme implementation by GOLEM IMS GMBH from Vienna, Austria by email and video-conferencing, 3 working months over 12 months period	30,000 Euro
7	National coordinators, 4 persons for 14 months	National Partner
8	National Consultants for enterprise on-site implementation support, 1 consultant support 10 enterprises, total 100 persons for 13 months	National Partner
9	Workshops implementation (rent of premises and equipment), 80 training courses by 30 trainees, total 2000 participants, 2 persons per enterprise 80 weeks	National Partner
10	Travel by international consultants	FLAT 40,000
11	DSA for international consultant 1, 45 working days, 2 missions	FLAT 10,000
12	DSA for international consultant 2, 105 working days, 7 missions	FLAT 24,000
	TOTAL	1 209 000 Euro
	Cost of service package per ONE ENTERPRISE	1,209 Euro

Phase 2 activities

1. Policy making support training and implementation (will be held within Phase 1)
 - Workshop for governmental organizations “Introduction in effective policy making support based on actual industrial results from UNIDO Pharos software: Methodology, Tools, Best practices and applications for Governance”
 - Implementation of national policy making support system
 - Training of specialists by government and investment institutions in developing specific policy – making applications
 - Establishing national policy making support system and national industrial performance reference database based on enterprise benchmarking results
2. Conference by stakeholders discussing results, applications, strategies and next steps ((will be held within Phase 1)

3. **NATIONAL PROGRAMME COORDINATION PARTNER** becomes **official distributor and provider** of UNIDO Pharos training and certification services in <country> under the following special terms:
 - The subsequent price of the UNIDO Pharos software to **NATIONAL PROGRAMME COORDINATION PARTNER** will become 95 **Euro per enterprise**
 - Annual support and upgrading fees: 50 Euro/Enterprise (including free upgrades of the software and documentation)

UNIDO International Consultants have vast experience in implementation of the UNIDO industrial modernization and upgrading programmes in different countries.

Reference information and materials:

Links to UNIDO Pharos support web site:

http://win2biz.com/unido_sw/eng/SME-Prog-intro.htm

<http://win2biz.com/eng/news-Colombia-03-03.htm>

http://win2biz.com/unido_sw/eng/UNIDO-Prog-Colombia.htm

http://win2biz.com/unido_sw/default.htm

Downloading additional materials regarding UNIDO Integrated programme for <country>, Component II, 2002-2004:

<http://win2biz.com/CD/>

(official programme documents, testimonials by entrepreneurs, cases studies, publications, pictures of meetings and on-site implementations, TV interview, etc.)

Industrial Modernization and Capacity Building Programmes applying UNIDO Pharos software

Overview of the implementation framework

Training in Methodology and Software (Week 1)

- Pharos Workshop: Introduction Management of Change at industrial enterprise, best continuous improvement practices and application of UNIDO Pharos Enterprise measurement and benchmarking tools in industrial modernisation
 - Pharos & FIT 3 Days Training
 - Produce Plus 2 Days Training
 - Complete Feedback Questionnaire
- Inform and fix with enterprise management the procedures of initial on-site visits (agenda, working teams for initial Diagnostics, Pharos, Produce Plus, FIT setup, expected results)
- Factory Visit Schedule Arrangement, 2-3 hrs per first visit / 2-3 enterprises per day to support initial setup and coaching in backlog data preparation
- Identify effective and collaborative enterprise specialists for implementing the programme on site, fix the agreements with enterprise owners/management for their activities in collecting and input of data, communications with programme consultants
- Issue UNIDO Pharos CD with Software & Documentation

Post Workshop Training for National Consultants

- Installing Software, practising in data entry, targets setup and its interpretation, analysis of results, benchmarking and other reports preparations and printing, optional error and warning messages, corrective actions and responses
- Diagnostic Questions for Senior personnel to complete where possible
- Preparing and inputting/importuning data during the coming visits
 - Pharos (1-2 Months)
 - FIT (1 year)
 - Produce Plus (1-2 Products, Work Rate, Output Units)
- Ability to provide answers to major relevant questions of application development
- Review programme implementation milestones and expected results
- Identification of Factory Personnel responsible for data collection & entry
- Ensuring that top management and supporting factory personnel are available during initial visit of Int.& National Consultants
- Prepare and edit texts of Non-Disclosure Agreement between Consultant and Enterprise protecting enterprise owners and management as well as consultant in data sharing issues
- Start working today/tomorrow not next week or month

Initial On-Site Visits

- Company top management and specialists involved in the enterprise implementation are present
- Briefing of enterprise specialists, overview of programme and its activities, objectives and implementation milestones are reviewed, discussed and agreed
- Non-Disclosure Agreement between each Consultant involved at the enterprise level and the Enterprise is offered to Enterprise management, signed in 2 copies (one for each side) before accessing enterprise data
- Selected National Consultants run on-site assistance to management and specialists in initial setup
- International Consultants are present during the visit and support National Consultants by coaching and clarifications in particular issues
- Clarify Objectives
- Check software installation and operation
- Collect staff comments and answer questions
- Complete Diagnostic Questionnaire
- Initial Data Collection Procedures
- Review data prepared and entered
- Review available source data and databases for data import into Pharos, select the simplest options
- Consult regarding enterprise database and application developments
- Agree on Targets and Milestones for the following weeks and month

1 Month after Initial Visit

- Pharos
 - Data Import/Export Routines Initiated
 - Missing data is entered manually
 - Enterprise database is developed for all months of the current year and all products, previous year data could entered as well (desirable)
 - Resulting database are checked for consistency, totals are validated
 - Business Targets defined for all Pharos modules accordingly to strategic and operational goals and validated against enterprise history of business development
 - First Pharos reports available for the current year
- FIT: data entered for at least 3 backlog years, graphs of indicators are present
- Produce Plus
 - Products to be monitored identified
 - 1-2 completed Product Specification
 - Last month of production data entered
 - Generate OEE values
- Datasets are used for making first benchmarking of initial company status, the results are e-mailed to UNIDO Int. Consultants

2 Months after Initial Visit

- Pharos
 - Operational Data Import/Export procedures in place
 - Last passed month's data entered

- Backlog enterprise database is available for at least 3 previous years (for all products)
- Business targets guidelines are discussed, agreed, fixed and approved by management in written
- FIT
 - Database is available for at least 5 passed years or whole enterprise business history
 - Reports are printed and available for analysis
- Produce Plus
 - 2-5 completed Product Specification
 - 2 months production data entered
- Continuous improvement procedures initiated, the priorities of options identified
- Benchmarking report of month 1 prepared, signed and sent to UNIDO Int. consultants along with all developed databases

3 Months after the Initial Visit

- Pharos
 - This month's data – to date, entered
 - Enterprise database is updated for at least 5 (or more) previous years for all products
 - Complete export and import scheme combinations for departments are developed and practices setup
 - Internal guidelines for business target definitions are documented
 - Benchmarking reports are available for key enterprise developments
 - Improvement actions are outlined and documented based on the analysis of company results history over the last 3 years, targets identified
- Produce Plus
 - Key Product Specifications entered
 - Based on identified products
 - 12 months production data entered
- Datasets emailed to Experts
- International Consultants visit is planned
- Companies evaluate first 3 months of support by National Consultants

3 – 6 Months after Initial Visit

- Pharos
 - Data Import/Export procedures in place
 - Database updated monthly
 - Business results are analysed, outlined and discussed with management
 - Major decision simulation example is being implemented and documented; decision options are reviewed and documented.
 - Production planning schemes and scenarios identified, practices developed, results of options are compared, and best options are defined and documented.
 - Improvement actions are outlined and updated routinely
- Produce Plus
 - Key Product Specifications entered

- Based on identified products
- 3 months production data entered
- Benchmarking data prepared for the final programme month
- Final diagnostics by companies after month 6
- Companies are offered to provide sample datasets
- International Experts visit arranged within month 6
- Companies evaluate the support provided by National Consultants after month 6
- Companies evaluate Programme results
- Final Conference of participants, conclusions and review of next steps
- Final report preparation

Setting up communications (see template)

- Enterprise contacts (names, e-mail, phone)
- Responsibilities of each partner
- Company profile
- Procedures
 - Enterprises e-mail to National Consultant,
 - Questions and solutions: by National Consultant
 - Special issues: National Consultants ⇔ International Consultants ⇔ EPIC GOLEM, Vienna

Communications and programme documents

1. Participation contract between UNIDO office (or National programme coordinator) stipulating participation, allocation of personnel and computer resources for implementation of the milestone schedule, payment fees for partial coverage of training, assistance on site by national consultants and costs of the software)
2. Brief monthly progress reports (~ 1 – 2 pages) by national consultants to be sent to UNIDO and Int. Consultants (includes description of continuous improvement practices developed by each enterprise)
3. Recommendations for the next month by National Consultants and Companies, defining and adjusting objectives
4. Diagnostics results of companies in Month 1 and after Month 6
5. Benchmarking results of companies for pre and post programme
6. On-site attendance lists for National consultants
7. Enterprise evaluations of support provided by National Consultants (after month 3 and 6)
8. Companies evaluation of the Programme results after its end
9. International consultants evaluation sheets
10. Final reports by National and International consultants (incl. description and evaluation of best continuous improvement practices in place, statistics, analysis of benchmarking and diagnostics)

Pharos Case Study

Success Story



UNIDO INTEGRATED PROGRAMME FOR COLOMBIA:
COMPONENT II, 2002-2003

Company:	INTEGRANDO Limitada
General manager:	Mr. Cesar Augusto Herrera Murillo
City:	Eje-Cafetero
Country:	Colombia
Source of improvements:	Best continuous improvement practices by enterprise performance measurement and benchmarking with UNIDO Pharos software suite
Sector:	Metal works
Product line:	Parts for moto bikes, bikes, scooters
Enterprise size:	101 employees
Customers:	800
Annual turnover:	US\$ 2,000,000
Application:	Measuring & benchmarking of business performance for continuous improvement of Key Performance Indicators, best practices
Focus on:	Improving entrepreneur capacity to achieve business results
The Programme:	Improving quality, competitiveness and performance of Colombian Industries in four industrial sectors of four regions in Colombia: Barrancabermeja, Bogotá, Eje-Cafetero and Ibagué.
Funding:	US\$ 7,500 per enterprise for 12 months upgrading programme or US\$ 625 per enterprise per month
Company contribution:	US\$ 2,500 per annum / US\$ 208 per month
Source of Funding:	The Government of Colombia represented by Ministry of Ministry of Commerce, Industries and Tourism of Colombia and United Nations Industrial Development Organization (UNIDO)
Results	Improvements of major key enterprise performance indicators in the range of 45% during the period of the programme implementation.

SITUATION

The INTERGRANDO Ltda. is well established company certified in ISO 9002. However its general manager Mr. Cesar Augusto Herrera knew that there were the ways to improve efficiency and business results for making his company more competitive, less vulnerable to various impacts at the national and international levels such as currency exchange rate fluctuation, inflation, low interest rates, etc. Thus he was ready to respond positively to the offer for taking part in the UNIDO Integrated Programme for Colombia introducing Pharos software as basis for starting continuous improvement based on business performance measurement and benchmarking accordingly to requirements of ISO 9001 (Sections "Establish monitoring and measurement processes" and "Carry out monitoring and measurement activities").



Mr. Herrera comments were as follows: "Each good manager has a feeling that his business can be more efficient and profitable. Each learned that information technology and his notebook can help but ... most industrialists become reluctant to act because of costs, risks, amount of work to make it happen and final uncertainties of results. There are many known commercial IT suppliers e.g. Balanced Score Cards, Data Mining, Dashboards, Business Intelligence and other IT solutions. All looks good at the first glance. However while going in detail one finds high uncertainty in costs of selecting, purchasing, installing and operating the software, changing of business processes, training of employees, having unpredictable, often negative outcomes along with high overall costs of ownership. One can say about this situation: too many options, too nice in promises, too costly, too risky."

GOAL

Establishing best continuous improvement practices in enterprise by using UNIDO Pharos software as simple business measurement and benchmarking tool, increase major performance presented by key indicators while using only internal enterprise resources without additional investments.

ISSUE

- Improve results and sustainability of business, its key performance indicators, competitiveness, productivity and quality facilitating capacity for trade, exports, investments and access to markets.
- Identify the losses, cut them and turn savings into additional business development resources.
- Establish best practice of quick and effective business audit, compliance to established business targets and development strategies.

STRATEGY

UNIDO Pharos software allowed INTEGRANDO Ltda. starting implementation at very acceptable minimum cost with no risks, no business restructuring, no huge data collection and entering efforts, minimum personnel training and having reliable on-site support of known local national consultant. There were no other similar opportunities.

RESULTS

Mr. Hereira describes the results as follows:

“Within 4 months after initial training and Pharos installation in June 2002 we had got very *valuable information about our business*. It allowed starting measured continuous improvements and developing of best practices. The most important contribution was the possibility to continuously *diagnose critical areas of competitiveness, costs, quality, contribution, cash availability and productivity*. It helped *translating financial and operative reports into causes and effects*, which allowed us *taking immediate corrective actions* on financial and capital resources.

Pharos and our participation in the Programme changed our business life and culture with

- Establishing the concept of achievement
- Implementation of management indicators
- Retribution associated to results
- Awareness of objectives

It happened because the system facilitates the integration of financial information in key and understandable results at every level, providing objectiveness in every level of management. The ability to monitor and diagnose allows us to *measure, evaluate, manage, and develop competitiveness variables*. This process has *allowed us to maintain our net margin* with a reappraising currency, 7% inflation, and low interest rates. With regard to costs, the basic contribution has been the *identification of cost drivers and the control and identification of indirect costs*, leading to the *development of an activities costing program, identifying the real cost per product*.

Customer service, based on the concept of contribution has allowed us to develop a *differentiation strategy based on added value, speed and opportunity*. The other improvements included as follows:

- The system of retribution by objectives was established
- The strategic map was designed, and strategic objectives, processes, activities and tasks were deployed, supported by indicators and improvement actions as a result of using Pharos.

Considering this experience as investment it is clear win-win situation with big ROI improvement over time. Taking the knowledge capital gains, business culture improvement and capacity to compete in new markets the valuable results help running the company into the future.”



Concluding he mentions: “I could not miss this unique opportunity of learning and improving with so small overall costs and strong improvements under no risks to the business.”

Additional information about UNIDO Programme for Colombia: www.win2biz.com



The requirements for selection of national consultants for Capacity Building and Upgrading Programmes applying UNIDO Pharos Software Suite

2009

The preferable consultant qualifications are in **industrial engineering, quality, productivity, business management, innovation management.**

The requirements for selecting of consultants should include as follows:

1. Knowledge of main managerial practices, budgeting, planning, production handling, quality implementation, concepts of added-value and cash flow as well as methods of business performance monitoring and total quality improvements (TQM), industrial engineering principles and methods.
2. Having experience in instructing, training and consulting
3. Having working experience in particular industrial sector
4. Ability to communicate with entrepreneurs, management and personnel of enterprises with various educational backgrounds, management of regional Chambers of Commerce and Associations, other potential counterparts as well as promote programme implementation
5. Ability for communicating with people, practical skills of making public presentations, instruction of trainees
6. Ability to identify and address the actual needs of participating enterprises and modify the delivered programme content and timing adapting to these needs accordingly
7. Be interested in professional exploration of the continuous improvement methodology and UNIDO IT tools for business performance management, measurement and benchmarking into national industries
8. Have sufficient desire, energy and skills for self-training and continuous improvement in Pharos, Produce, FIT, diagnostics and benchmarking tools as well as new information technology applications for enterprise performance monitoring and benchmarking, theory and practice of business management, quality, productivity, competitiveness and planning of decisions
9. Having good practical knowledge of personal computers and Windows applications, such as MS Word, Excel, Power Point, Outlook or other mailing client software, antivirus and files management as well as Internet communications by Skype, MSN Messenger. It includes the capacity to control Windows applications by mouse (left and right buttons) and keyboard, using Ctr+C and Ctr+V, and Ctr+Alt+PrtScr hot keys, selecting files in Windows Explorer, typing characters and numbers by both hands, working with MS Excel, Word and Access applications (navigation, open/closing, making texts, tables, saving results, finding previously saved files), using Internet (finding the WEB site, sending receiving e-mails), running anti-virus utilities and PC backups, using Skype and MSN Messenger for providing consulting services and contacting EPIC office in Vienna.