



DNDS

Developing New Distribution Skills

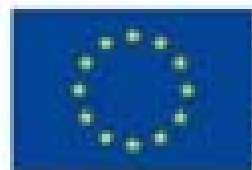


Deliverable 10.1
Minimum quality criteria
Other, public, EN



Deliverable 10.2

Final Project Evaluation Report



Lifelong
Learning

DL 10.2 Final Project Evaluation Report

The evaluation report contains a clear and comprehensive reflection about the extent to which the project objectives have been fulfilled. Most importantly, based on the collection of evaluation (conference, questionnaire on web-page, external evaluators), suggestions for improvement and further steps are made. Since the project is aimed at continuing beyond the lifetime of the formal duration, it is crucial to identify strengths and weaknesses of project results. Recommendations for areas of use and suggestions for further cooperation projects with the involved partners are given.

The following evaluation report looks at the performance of the Training Framework Modules in meeting the quality standards set in WP7. A workbook is included that shows the achievement of the standards for each of the Work Packages 1 to 9.

In addition the quality of the Web page and the response to the conference are given in separate analysis tables.

Finally an overall assessment of how the project met its original objectives is detailed.

Achievement of Quality Standards for Work Packages 1 to 9

See attached excel workbook “Achievement of Quality Standards WP 1 to 9”.

Also see attached summary and detailed response from “Industry Experts” to training packages developed “DNDS Response to Expert Feedback” (deliverable 7.2_ Test results dealer training).

An important feedback from WP7 was a comment that the issues of personnel motivation and incentives were not addressed.

Our response based on the analysis of the original questionnaire responses was:

“General management elements to be found in Area 1 (market analysis, profiling, understanding competition, trends, and market indicators). Area 1 trainings provide understanding of existing business dealership models in the automotive industry and identifies their direct and indirect as well as local, regional and supra-regional competitors of new and used vehicles and of services. HR area was covered in quantitative research at the beginning of the project. Almost every researched company stated, that their personnel is adequate in number and skills. Both groups of respondents (car dealers and motorcycle dealers) are mostly satisfied with sales effects of their incentive policy. Therefore HR area was not identified as the crucial one for dealer training curricula”

Web Site performance analysis

See analysis of Web Site “Hits” for 2013 and 2014 in attached .pdfs.

Feedback from Conference Delegates

See analysis of questionnaire.

Conclusions. Objectives vs Achievement

Project „DNDS – Developing New Distribution Skills for SMES and HEI Students“

Objectives of Project:

1. To analyse the gaps in business expertise in the management of automotive dealers.
2. To develop a tool for management to identify the areas of skills improvement that would benefit them most.
3. To design training frameworks appropriate to the gaps identified for use by industry training professionals and HEIs.
4. To disseminate the products of the project to the industry and HEIs by holding an International Conference and publishing academic papers.

Achievement:

1. Over 200 dealers in 5 major European markets were questioned about the problems they faced in managing an automotive business in today's complex and changing market place. The results were analysed in a Delphic study and the key areas (6 in number) for improvement identified.
2. An online assessment tool was developed and deployed on the project website. This tool invited users to assess their expertise in the 6 areas identified by answering specific questions relating to the subject matter within each area. In this way management could prioritise their training needs.
3. For each area of expertise training frameworks, outlining subject matter, method and materials, were designed for use by industry training professionals and tutors in academia. A key feature of each framework was a case study with a video showing a real life situation around which the training could be focused.

4. At the end of the Project an international conference for industry and academic professionals was held in Italy to which both automotive management and academics were invited. The findings and products of the project were presented to the delegates including presentations of the Case Studies.

The Conference was opened by an address by Leonardo Buzzavo (Ca'Foscari Venice University). His theme was "Challenges in sales and marketing in the automotive industry and dealership management".

There were two Round Table discussions:

The first on "Dealers' Management Training Challenge" and the second on, "Best Practices of cooperation between higher education institutions and OEMs"

Project Legacy

All public deliverables of the project (like training frameworks, case studies, and Self Assessment Tool, etc) will be available till the 30.3.2017. Hereby the exploitation of the project is guaranteed.

DL 10.1 Minimum Quality Criteria

In order to maintain a high quality it is crucial to define minimum quality standards for the project, all work packages and deliverables. Therefore, in the start-up workshop the elements of the project were dedicated to the project members. Each project member was responsible for working out quality standards for the dedicated elements, i.e. work packages. These standards were sent to the quality management, which proofed them and gained commitment of all project members for the following standards of each work package.



Deliverable 10.1 Minimum quality criteria Other, public, EN



Project „DNDS – Developing New Distribution Skills for SMES and HEI Students“



Quality standards for the work package 1 "Management and Coordination"

The following rules shall guarantee that the quality of the workpackage "Management and Coordination" is assured by communication, information and organizational standards. These standards are:

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
All meetings are summarized in a written form (minutes) by the WP leader.	Fulfilled	
All partners get access to all information (ILIAS platform). If partners cannot participate in meetings or conferences they will be informed personally (via phone) by the WP leader.	Fulfilled	
Regular communication flow is guaranteed by tel-conferences (Adobe Connect) and email conversation.	Fulfilled	
Templates are provided to have unique standard of appearance.	Fulfilled	
The consortium agreement has to be in accordance with legal requirements of EU and all partners.	Fulfilled	
The EC is regularly informed if changes are happening.	Fulfilled	
In the case of unclerness the EC is contacted and asked for support and clearance.	Fulfilled	
News and changes from EC side are gathered in coordinators meetings in Brussel where the WP leader participates regularly. All partners are informed about major relevant news from these meetings.	Fulfilled	
The budget is monitored regularly.	Fulfilled	
The time schedule is monitored regularly.	Fulfilled	
Deadlines for deliverables are sent out and the assignment of tasks is coordinated and agreed by all partners.	Fulfilled	

Quality standards for the work package 2 "Web-Platform: Integration & Sharing of Project Results"

The following rules shall guarantee that the quality of the workpackage " Web-Platform: Integration & Sharing of Project Results " is assured by communication, information and organizational standards.

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
<ul style="list-style-type: none"> · Technical standards for project website: <ul style="list-style-type: none"> o Website must be compatible with actual browser versions (IE, firefox, chrom, ...) and main types of hardware. Changes in the website structure are tested with at least one current version of these browsers. o no plugins are necessary for users to access website content o the website provider guarantees the availability of the website by its hosting policy 	fulfilled	
	fulfilled	
	fulfilled	
	fulfilled	
<ul style="list-style-type: none"> · Usability standards for project website <ul style="list-style-type: none"> o Design optimized for screen resolution width 1024px o Navigation follows a clear hierarchical concept; o Layout of content is consistent and uncluttered; the same type of formatting is applied for the same type of content o Images and downloads are prepared for an acceptable download time (optimized filesize) 	fulfilled	
	fulfilled	
	fulfilled	
	fulfilled	
<ul style="list-style-type: none"> · Standards for outputs provided as downloads from the website (= "ready for publish"): <ul style="list-style-type: none"> o Fileformat: pdf o Formatted according DNDS-Project Template: including project logo and EU program logo as header/footer on every page o Graphic or image data is also converted to pdf templates, including picture description o Preferred, but not necessary for all types of document: Title page with name and contact details of author, copyright information (common creative license), date, reference (URL) to dnds project website 	fulfilled	
	fulfilled	
	fulfilled where applicable	for some applications, it is useful to provide image data
	fulfilled where applicable	
<ul style="list-style-type: none"> · WP-Leader is responsible to send output to website maintainer in "ready for publish" version for publishing the output on the website. The description for the website is also given by the WP-Leader 	fulfilled	
<ul style="list-style-type: none"> · Content should be released in a timely manner to keep the website interesting for continuous visits 	fulfilled	

Quality standards for the work package 3 "Analysis of the challenges and skill deficiencies of automotive dealers"

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
Number of interviews (minimum 180):		
Number of interviews per partner (minimum 20):		
Questionnaire draft (not later than October 14th, 2011):		
Development of questionnaire (not later than October 21st, 2011):		
Questionnaire should:		
o Be prepared in English and translated into: Czech, German, Italian, Polish		
o Be developed in 2 versions: full version for personal interviews, short version for telephone interviews		
o Can contain both close and open ended question		
o Should address following areas:		
§ New business opportunities		
§ Economic stability of dealers		
§ Motivation of personnel		
§ IT skills		
§ Training		
§ Marketing		
o Should contain preamble explaining objectives of the project		
o Should not exceed 10 pages		
- Research should be performed using 2 techniques: personal interviews and telephone interviews, using questionnaires accordingly		
Contact data for interviews (not later than December 1st, 2011):		
- All data obtained in interviews have to be translated into English		
- All findings should be presented in the form of powerpoint presentation, for each country separately, containing charts illustrating the results. Findings should be presented during analysis workshop in Gdańsk, March 2 nd , 2012		
- On the basis of national research, overall project findings summary should be provided.		

Quality standards for the work package 4 "Identification of current and future dealers skills"

The following rules shall guarantee that the quality of the work package " Identification of current and future dealers skills " is assured by communication, information and organizational standards.

Criterias	"Fulfilled" or "Not fulfilled"	Short explanation for those items which are not fulfilled. (e.g. one sentence)
These standards are for the Dephi expert study part:		
<ul style="list-style-type: none"> · The sample will consist of experts from various fields (distribution, green mobility, IT, sales, finance etc.) in each country. The experts will come from different organizations (such as automotive enterprises, dealers, training institutions, companies, HEIs, automotive associations). 	Fulfilled	
<ul style="list-style-type: none"> · The study will focus on skills deficiencies, current best practices and skills, future needed skills, most crucial areas of competences and skills for the future success in distribution. 	Fulfilled	
<ul style="list-style-type: none"> · In each participating country (Austria, Czech Republic, Poland Italy), the Delphi Study approaches following experts for their opinions: <ul style="list-style-type: none"> o Expert from a car enterprise: experts from sales or marketing; representatives of manufactures or NSCs o Expert from a motorcycle enterprise: experts from sales or marketing; representatives of manufactures or NSCs o Expert from a training institution: companies which are contracted by NSCs or manufacturers to undertake dealership training, key personnel or trainers o Expert from HEIs: key professor standing behind degrees in sales or marketing o Expert from an Association/media: association top representative or experienced automotive journalist. 	Fulfilled	
	Fulfilled	
	Fulfilled	
	Fulfilled	
	Fulfilled	
<ul style="list-style-type: none"> · All conducted interviews with informants will be transcribed. 	Fulfilled	
<ul style="list-style-type: none"> · The questions for the study will be developed in cooperation and agreement with all partners involved in the project. 	Fulfilled	
<ul style="list-style-type: none"> · It is expected that the Delphi study will contain about five open ended questions. 	Fulfilled	
<ul style="list-style-type: none"> · Outcomes of in-country Delphi study analysis will be uploaded by each responsible partner on the shared ILIAS repository platform in WP4 folder. 	Fulfilled	
These standards are for the Best Practices:		
<ul style="list-style-type: none"> · Responsible partners will identify instances of successful practice across dealers in respective countries. 	Fulfilled	
<ul style="list-style-type: none"> · Best practices shall provide short hints about possible management approaches as well as services offered by dealerships to customers (successful application of dealer distribution skills). 	Fulfilled	
<ul style="list-style-type: none"> · Best practices will be delivered by responsible partners in a timely and professional manner. 	Fulfilled	
<ul style="list-style-type: none"> · Best practices will be uploaded on the shared ILIAS repository platform in WP4 folder. 	Fulfilled	
<ul style="list-style-type: none"> · Best practices will be compiled in best practices compendium by P2. 	Fulfilled	

Quality standards for the work package 5 "Development of Teaching and Training Materials"

The following rules shall guarantee that the quality of the work package " Development of Teaching and Training Material " is assured by following minimum standards

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
<u>Case studies:</u>		
o Values of the case method shall be aimed at:	Fulfilled	
§ Provides a context within which to explore ideas, identify relationships, test theories, formulate hypotheses.	Fulfilled	
§ Enables students to perceive their field of studies in a broader context.	Fulfilled	
§ Facilitates deep, rather than surface learning	Fulfilled	
§ Develops higher level skills of synthesis, analysis, evaluation, judgement, problem solving, communication.	Fulfilled	
§ Develops inter-personal skills, team-working	Fulfilled	
§ Increases involvement and motivation – a more enjoyable learning experience.	Fulfilled	
<u>Videos:</u>		
o Should be short and have a link to the case studies	Fulfilled	
§ Use best quality through production process – data reduction (compression) at final rendering for distribution format	Fulfilled	
§ Use external microphone, to avoid recording camera noise, better sound, even if camera is in greater distance from speaker	Fulfilled	
o Storyboard and Location	Fulfilled	
§ Prepare questions and story plot, discuss it with your interview partner before the video shooting	Fulfilled	
§ - Reduce ambient noise	Fulfilled	
§ - Respect copyright issues, when using audio/music	Fulfilled	
§ - Reserve enough time for preparation before and retakes during the shooting	Fulfilled	
<u>Training and teaching modules:</u>		
o Have to contain one case study, video, suitable literature and other materials (reports, studies, etc).	Fulfilled	
o Needs to clearly identify the learning aims of each module	Fulfilled	
o Shall have a clear structure (e.g. basic, advanced)	Fulfilled	

Quality standards for the work package 6 "Development of new training programs and curricula"

The following rules shall guarantee that the quality of the workpackage "Development of new training programs and curricula" is assured by communication, information and organizational standards. These standards are:

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
Dealer training programme will contain the following elements:		
<ul style="list-style-type: none"> - Case study: it gives the background and history of an example dealership, and its relationship with the franchise it represents - Tasks / Video Interview: the video interview consists of a short meeting between the case-study Dealer Principal and a franchise field manager, discussing the dealership's performance issues - Business management report: the video is designed to introduce some key principles and content of BM reports; it gives context but not full and detailed explanation - Performance Analysis: the video interview and tasks introduce some of the operational issues faced by the different departments in the case study dealership. - Business Planning: the video interview includes some discussion of best practice in business planning; the points raised can be discussed in the preceding elements 	fulfilled	-
Dealer management major curriculum		
<ul style="list-style-type: none"> - Desk and field research for the identification of the dealer's hot topics - Identification of the theme and the sub-theme characterize the course (adaptation from HEI curricula) - Level identification: basic or advanced (depending of the course) - Identification of the courses and distinction of them in two curricula (basic or advanced) - Review from partners (rules and recommendation) 	fulfilled	-
Manual for curricula adoption needs		
		-

Quality standards for the work package 7 "Testing of Modules"

The following rules shall guarantee the quality of the work package "Testing of Modules".

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
These standards are for the Dealer Training Framework part:		
· The expert testers will be selected from leading European Dealer Trade Associations and the network development managers of global auto manufacturers.	Fulfilled	
· The experts will be given an outline description of the DNDS Project, its objectives, target audience and deliverables. In addition they will be given detailed papers describing the subject matter and training framework of each of the six areas of potential skills improvement.	Fulfilled	
· Following this dissemination of information about the project personal interviews will be conducted with all the experts.	Fulfilled	
· Their feedback will be channeled into six pre-prepared questions, agreed by the partners, to which a written response will be obtained.	Fulfilled	
· The responses will be summarized and grouped under the six question areas and published in an appendix to Work Package 7.	Fulfilled	
· The partners will discuss the feedback and confirm the relevance of any suggestions and consider changes to the frameworks and/or recommendations to be passed on to end users.	Fulfilled	
These standards are for the Higher Education Institution Teaching part:		
· Testing of curriculum and case studies will be done at the four partner HEIs participating in the project.	Fulfilled	
· All four partner HEIs curricula will be respectively compared with the developed DNDS curriculum and the results will be shared and summarized among HEIs partners participating in the project.	Not fulfilled	Four partner HEIs curricula were respectively compared with the developed DNDS curriculum, where instead of ŠKODA AUTO University, was compared curricula of University of Ljubljana - Faculty of Economics.
· The curriculum and case studies will be sent to "foreign" HEI partners of beneficiaries (to at least 150 HEIs) and they will be invited to provide a feedback on the developed materials.	Not fulfilled	Only the curriculum was sent due to the fact that the case studies will be published in the conference. The HEIs were invited and informed about this conference, and hence the publications.
· Testing of all case studies at least once in different courses at all participating HEI partners will be done in order to give open feedback at the end of the test phase.	Fulfilled	
· Collecting feedback of students and instructors	Fulfilled	
· Working out of improvements and adaptations for case studies will be discussed and agreed on.	Fulfilled	
· All feedback and experience of testing the training and teaching modules will be discussed during the project meeting. Participants are representatives of HEIs, trainers and enterprises.	Fulfilled	
· Drawing conclusions about the curricula, modules and case studies will be discussed and done at the end.	Fulfilled	
· Teaching notes serve as instructions for all trainers and HEI lecturers when using the materials. Therefore working out teaching notes for case studies will be done after testing period.	Fulfilled	

Quality standards for the work package 8 "Dissemination and exploitation conference"

The following rules shall guarantee that the quality of the workpackage "Dissemination and exploitation conference" is assured by communication, information and organizational standards. These standards are:

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
DISSEMINATION		
Creation of a template for the invitation sending	fulfilled	-
Invitation sending to international HEI partners	fulfilled	sended invitation and call for paper to 3904 contacts
Invitation sending to automotive contacts industry (stakeholder)	fulfilled	sended invitation to the conference to 16000 italian contacts of the automotive indutry from the QUINTEGIA mailing list sended invitation to the conference to 144 italian dealer
Dissemination of conference invitation in social media (facebook, twitter, websites)	fulfilled	Pubblication in QUINTEGIA network: 2 facebook posts (700 followers on facebook) 1 tweet (300 followers on twitter) news on quintegia website (700 visits per month) Pubblication in THE ACADEMY network: 1 facebook post (899 followers on facebook)
EXPLOITATION CONFERENCE	fulfilled	
Reach 100 submission for the conference	fulfilled	total conference registration: 130
Stakeholder acquisition	fulfilled	presence of representative form: Toyota (financial service) Yamaha Motor Sport Italia
Conference KPI creation	fulfilled	total conference registration: 130 registration from website: 108 (80%) HEI registration: 79 Business registration: 51 Attendance at the conference: 96 HEI attendance: 55 (57%) Business attendance: 41 (43%) Conference acquisition: 74%
Paper and case study	fulfilled	papers submitted: 10 case studies submitted: 6

Quality standards for the work package 9 “Transfer of results to decision makers and end-users“

The following rules shall guarantee that the quality of the work package “Transfer of results to decision makers and end-users“ is assured by following minimum standards

<i>Criteria</i>	<i>"Fulfilled" or "Not fulfilled"</i>	<i>Short explanation for those items which are not fulfilled. (e.g. one sentence)</i>
· All documents have been created in compliance with the Corporate Design standards and requirements of the European Union.	Fulfilled	
· In order to save costs, the flyer was produced and distributed on a digital basis	Fulfilled	
Furthermore, following considerations were made:		
· Who is the target group of this information material? Who are the stakeholders?	Fulfilled	
o A special emphasis was laid on the proper focus on the target groups: dealers, students, stake holders and Higher Education Institutions.	Fulfilled	
· What communicated information is crucial for a basic understanding of the general aim of this project?	Fulfilled	
o All the provided content was discussed and reworked by the whole project group and partners.	Fulfilled	
o To ensure translation quality all documents were proofread by a native speaker.	Fulfilled	

Developing New Distribution Skills: Expert Review

Overall Summary

Questions for Tester - The subjects covered by the 6 areas and the aims for each of these were developed on the basis of industry analysis. From your experience:

	Assessment	Comment
1	Do these areas cover knowledge and skills you believe are required?	YES Needs practical application What about general skills? (e.g. HR)
2	Which of these areas would you prioritise, i.e. which areas correspond to the most significant weaknesses in the current knowledge of?	The priority setting reflected the specialist skill area of the manager / expert answering.
3	Which of these areas represent subjects which you do not currently cover in your organization, and which you think would be beneficial?	A normal feedback of a cross-section of localised improvement aspirations.
4	Can you add any other job profiles to the target groups identified for any of the areas?	Aftersales wording and identification and the role of service manager needs including.
5	Do you think the area modules for each of the areas effectively cover the subject?	Needs to be more concrete and practical.
6	Should the area modules for any area be changed to meet the needs of any additional target groups?	In the context of the above it should include service manager and practical modules.

Detailed commentary

	Assessment	Experts position	DNDS position
1	Yes, the topics cover what is required	<p>Experts generally satisfied, believing that all knowledge and skills are covered (sometimes even too detailed). Few underlined the need for more practical examples.</p>	<p>DNDS provides good practice examples and case studies are provided. Practical training details possible to define given certain training feedback – can vary depending on dealer’s needs and situation.</p>
		<p>Lack of HR and some general management skills pointed out, as well as regional differences in automotive industry:</p>	<p>General management elements to be found in Area 1 (market analysis, profiling, understanding competition, trends, market indicators). Area 1 trainings provide understanding of existing business dealership models in the automotive industry and identifies their direct and indirect as well as local, regional and supra-regional competitors of new and used vehicles and of services.</p> <p>HR area was covered in quantitative research at the beginning of the project. Almost every researched company stated, that their personnel is adequate in number and skills. Both groups of respondents (car dealers and motorcycle dealers) are mostly satisfied with sales effects of their incentive policy. Therefore HR area was not identified as the crucial one for dealer training curricula</p>
		<p>Workshop business needs to be covered</p>	<p>Workshop business covered in Area 2, modules “Extended warranty” and “Maintenance and</p>

		service”. Area 2 provides knowledge on offering extended warranty to customers while capitalizing on cross-selling, understanding the benefits and challenges of conducting successful service operations, informing customers about benefits of quality maintenance beyond warranty period and understand what are the benefits and challenges of conducting a successful business with accessories
	Product knowledge needs to be covered	Product knowledge training provided by mother brand company within its structure as a rule.
2	Covers the key areas of priority	Depending on the field of expertise or interest. Area 5 pointed out by some of the experts, but again the application depends on the given assessed needs of the dealer’s.
3	What is currently not covered?	Depending on the expert, things not being covered by the dealers:
	CRM systems	DNDS: fields suggested by experts are covered by following modules/areas Customer relationship management problems addressed in Area 4, module “Contribution to the configuration and customization of vehicle and services by the dealership: Feedback and information management, Customer relationship management”
	Network development	Changes in dealership network landscape identified in Delphi Study by Italian and English experts. Among other trends it was mentioned that one can expect the increase of multibrand networks and concentration of ownership of dealership networks. No elaboration was provided.
	HR management	As above in paragraph 1.

4	Additional job profiles?	<p>Suggested to be added:</p> <p>All sales personnel in marketing & sales</p> <p>Workshop Service Manager should be added to 2-6</p> <p>Customer Service Manager and/or After Sales Manager</p> <p>Service advisors</p> <p>Acquisition personnel</p> <p>Used-cars sales personnel</p>	<p>Sales personnel included in all areas of training curricula. In Area 3 sales personnel can be added.</p> <p>Workshop Service Manager is included as “general managers” audience</p> <p>As above</p> <p>Sales personnel?</p> <p>Sales personnel?</p> <p>Sales personnel?</p>
5	Are areas covered?	<p>It should provide practical advices to dealers. For example: to develop small case studies for each of the modules.</p> <p>Area 2 mobility solutions</p> <p>Area 3 should have more concrete examples</p> <p>Area 5 should have more modern content. For area 5, it was recommended by a few experts to cover the entire customer process</p> <p>Territory / geographical focus of brand sales is not covered</p>	<p>Small case studies and good practice descriptions provided.</p> <p>Mobility solutions to be provided when developing detailed training program, depending on particularly identified training needs.</p> <p>Case study and good practices provided</p> <p>Area 5 covers the customer management process from acquiring of the customer, through sales, after-sale care and relationship development.</p> <p>No idea how to address this. We certainly did not cover territorial issues. Or we do not find it crucial from dealer’s point of view?</p>
6	Change any areas?	After sales, cross selling, technical training or	After sales and cross selling covered in Area 5.

	service management aspects should be addressed,	Technical training was not an element considered within project frame and is provided by OEMs. Service management addressed in Area 2.
	Short duration of training programs should be observed (1-2 days)	Programs developed in two variations: full training and short, 1-2 days training version.

1 Jan 2013 - 31 Dec 2013

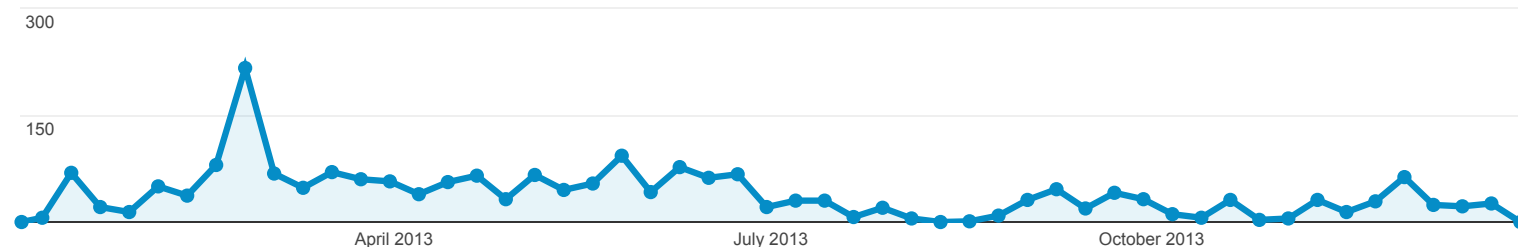
Audience Overview

All Sessions
100.00%

+ Add Segment

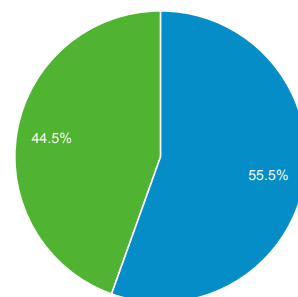
Overview

Pageviews



Sessions 595	Users 338	Pageviews 2,051
Pages / Session 3.45	Avg. Session Duration 00:03:27	Bounce Rate 46.89%
% New Sessions 55.46%		

■ New Visitor ■ Returning Visitor



Language	Sessions	% Sessions
1. en-us	163	27.39%
2. de-de	100	16.81%
3. cs	77	12.94%
4. de	55	9.24%
5. en	53	8.91%
6. it	53	8.91%
7. it-it	21	3.53%
8. sl	10	1.68%
9. pl	9	1.51%
10. fi	6	1.01%

1 Jan 2014 - 2 Sep 2014

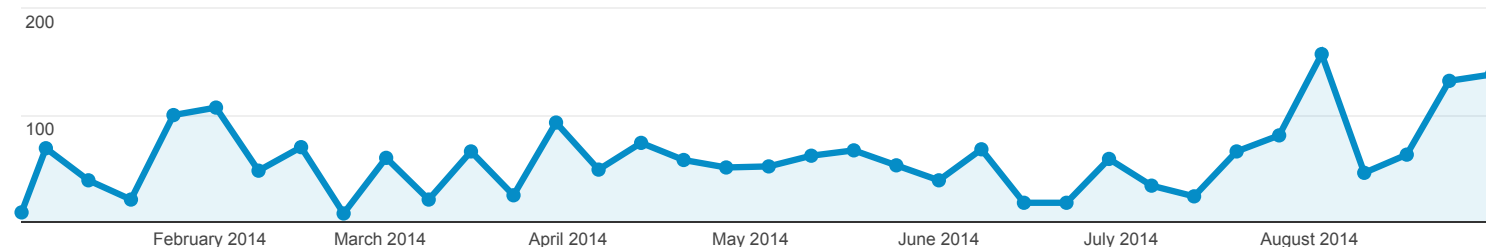
Audience Overview

All Sessions
100.00%

+ Add Segment

Overview

Pageviews



Sessions
921

Pages / Session
2.33

% New Sessions
62.65%

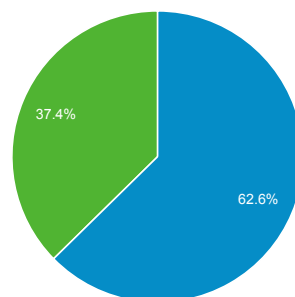
Users
591

Avg. Session Duration
00:02:08

Pageviews
2,145

Bounce Rate
61.78%

■ New Visitor ■ Returning Visitor



Language	Sessions	% Sessions
1. it	228	24.76%
2. en-us	156	16.94%
3. it-it	114	12.38%
4. pt-br	70	7.60%
5. pl	69	7.49%
6. de-de	53	5.75%
7. cs	43	4.67%
8. de	39	4.23%
9. en	25	2.71%
10. de-at	18	1.95%