MULTITRACES
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INTERNATIONAL HELLENIC UNIVERSITY

COMPANIES' SURVEY RESULTS: GREECE

A total of 23 companies participated in the survey carried out in the frame of the MULTITRACES project in Greece. These companies are located in the rural areas in 3 different Regions in Northern Greece, the Region of Eastern Macedonia & Thrace, the Region of Central Macedonia and the Region of Thessaly. The survey was based on a structured questionnaire with mostly closed-type of questions. The statistical results of our preliminary analysis are presented in the following sections.

1. COMPANY INFORMATION

1.1 SIZE OF THE COMPANY

Four size classes were used to describe the companies that took part in the survey in terms of their size, namely very small, small, medium and large. Table 1 includes the distribution of the companies to the different four size classes. Almost 83% of the companies were very small or small and only 4% were classified as large. This was expected as most of the companies based in the rural areas of Greece are small enterprises.

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Table 1. Distribution of the companies participated in the MULTITRACES survey according to their size

COMPANY SIZE		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	VERY SMALL	14	60,9	60,9	60,9
	SMALL	5	21,7	21,7	82,6
	MEDIUM	3	13,0	13,0	95,7
	LARGE	1	4,3	4,3	100,0
	Total	23	100,0	100,0	

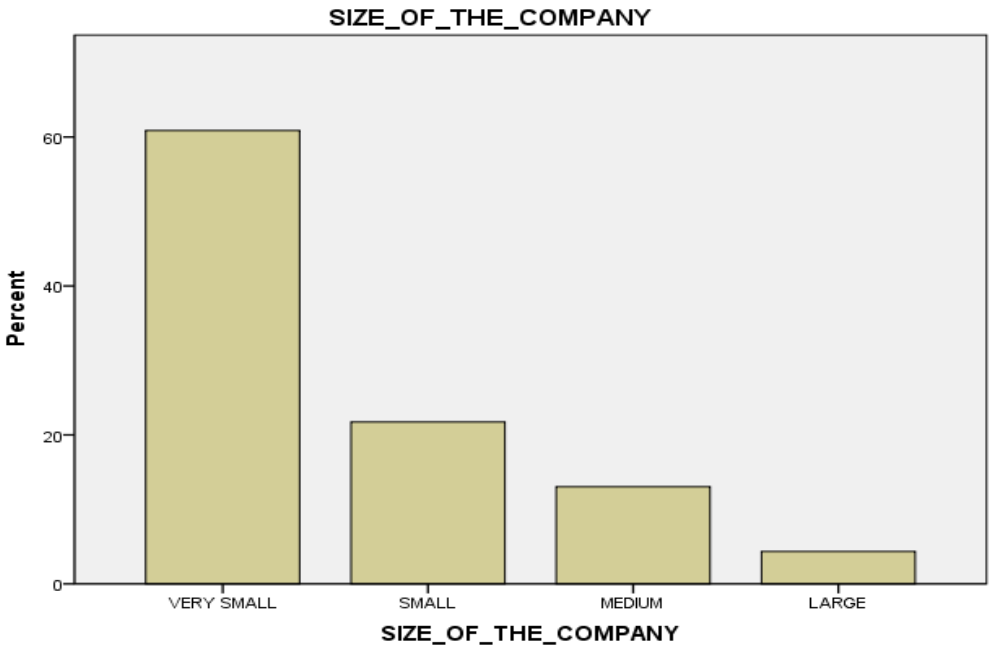

Figure 1. Percent distribution of the companies participating in the MULTITRACES project in terms of their size

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Figure 2. Dispersion of the company data responses in terms of the company size

1.2 Company year of foundation

About 60% of the companies that participated in the survey were founded 20 or more years ago, that is they are well established in the market and almost 14% were founded during the past 10 years.

Table 2. Distribution of companies by their year of foundation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1920-1930	1	4,3	4,5	4,5
	1961-1970	1	4,3	4,5	9,1
	1971-1980	2	8,7	9,1	18,2
	1981-1990	4	17,4	18,2	36,4
	1991-2000	6	26,1	27,3	63,6
	2001-2010	5	21,7	22,7	86,4
	2011-2021	3	13,0	13,6	100,0
	Total	22	95,7	100,0	
Missing	System	1	4,3		
Total		23	100,0		

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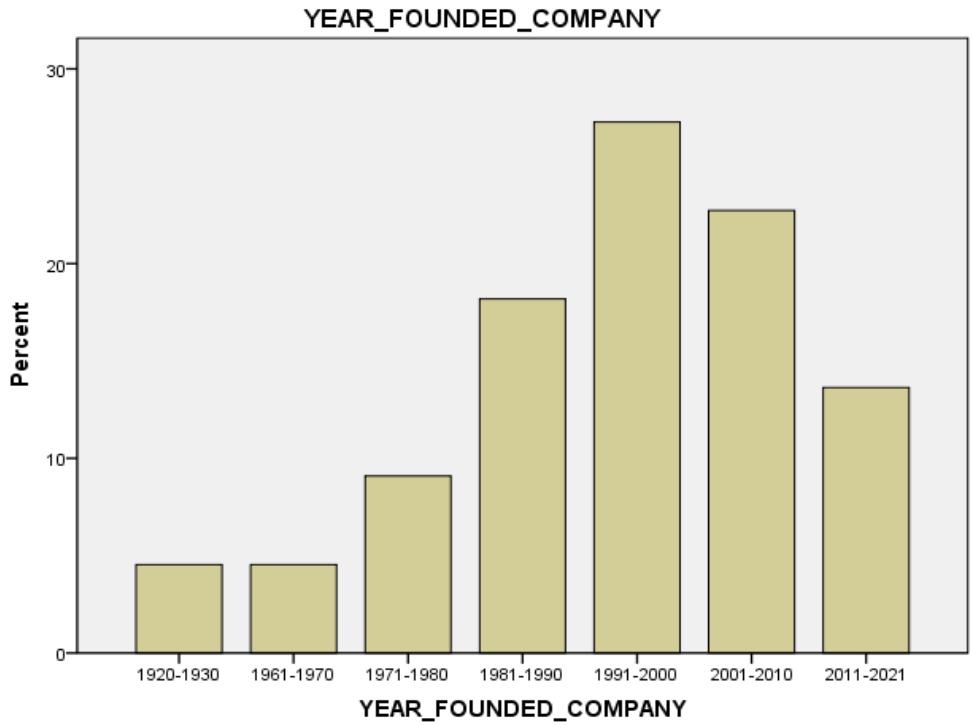

Figure 3. Percent distribution of the companies participated in the MULTITRACES survey according to their year of foundation

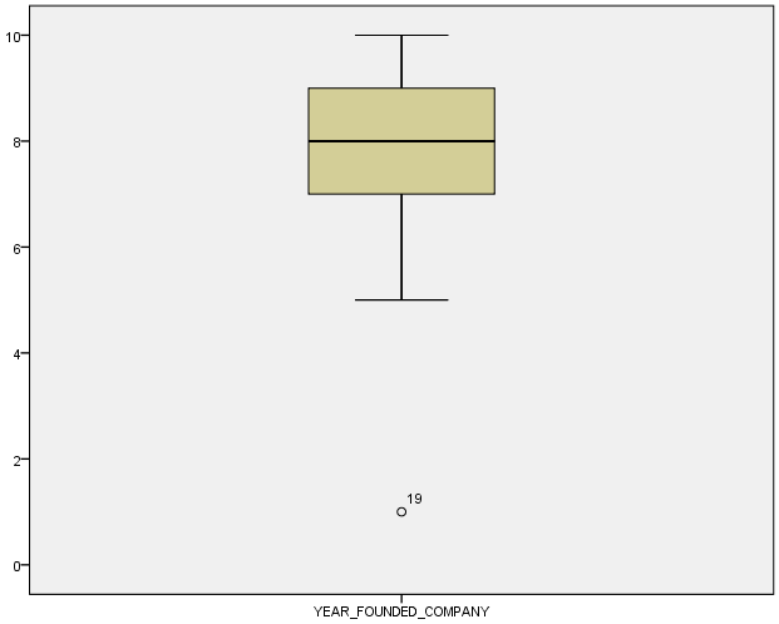

Figure 4. Dispersion of the company data responses in terms of the company year of foundation

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1.3 Company involvement in research projects over the past 5 years

The majority of the companies (70%) that participated in the MULTITRACES survey were not involved in any research project over the past 5 years.

Table 3. Distribution of the companies participated in the MULTITRACES survey according to their involvement in research projects over the past 5 years

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	16	69,6	69,6	69,6
	YES	7	30,4	30,4	100,0
	Total	23	100,0	100,0	

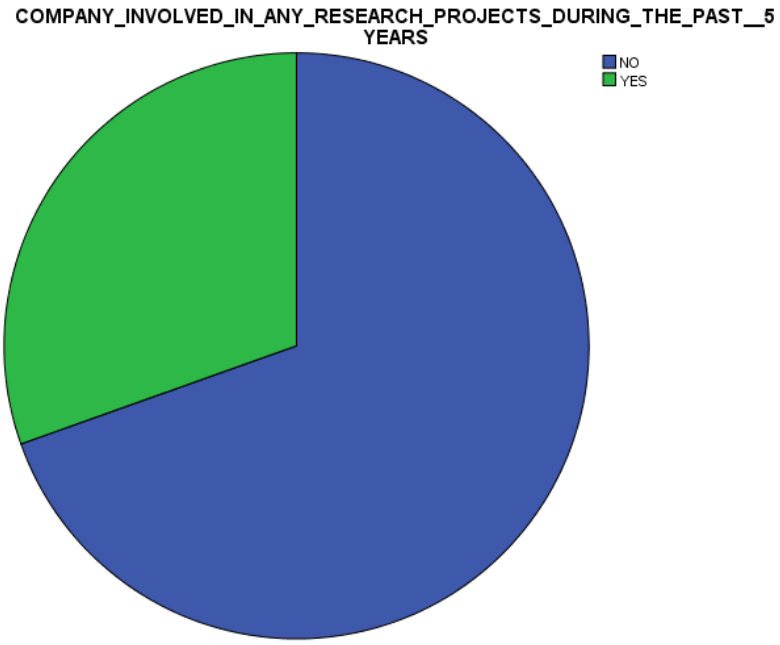

Figure 4. Percent distribution of the companies participated in the MULTITRACES survey according to their involvement in research projects over the past 5 years

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2. COMPANY ACTIVITIES AND PRODUCTS

The main activities of the companies that participated in the MULTITRACES survey included production of dairy products, wine, meat, dried fruit, olive oil, wood pellets, metal processing and wood processing.

Table 4. Main activities of the companies participating in the MULTITRACES survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Dairy products	6	26,1	26,1	26,1
	wine production	4	17,4	17,4	43,5
	meat	4	17,4	17,4	60,9
	dried fruit	1	4,3	4,3	65,2
	olive oil	1	4,3	4,3	69,6
	woodwork	1	4,3	4,3	73,9
	local development	1	4,3	4,3	78,3
	metal work	1	4,3	4,3	82,6
	carpentry	4	17,4	17,4	100,0
	Total	23	100,0	100,0	

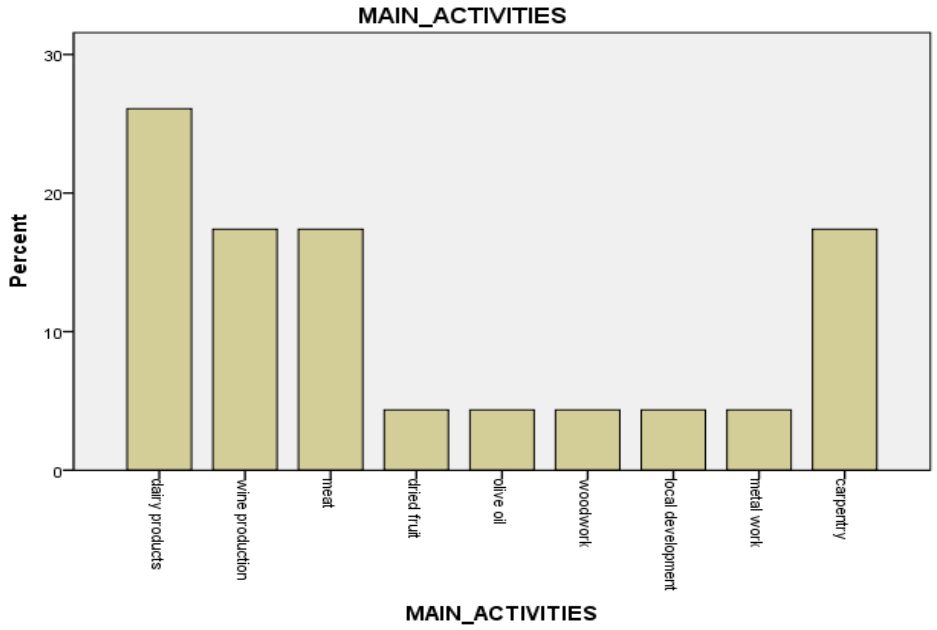

Figure 5. Percent distribution of the companies participated in the MULTITRACES survey according to their main activities

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Figure 6. Dispersion of the company data responses in terms of their main activities

Table 5. Main activities of the companies participating in the MULTITRACES survey

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	milk/ cheese/ yogurt	6	26,1	26,1	26,1
	wine	4	17,4	17,4	43,5
	meat	4	17,4	17,4	60,9
	dried fruit/ nuts	1	4,3	4,3	65,2
	olive oil	1	4,3	4,3	69,6
	woodwork	1	4,3	4,3	73,9
	local development	1	4,3	4,3	78,3
	metal work	1	4,3	4,3	82,6
	appointments/frames/ carpentry	4	17,4	17,4	100,0
	Total	23	100,0	100,0	

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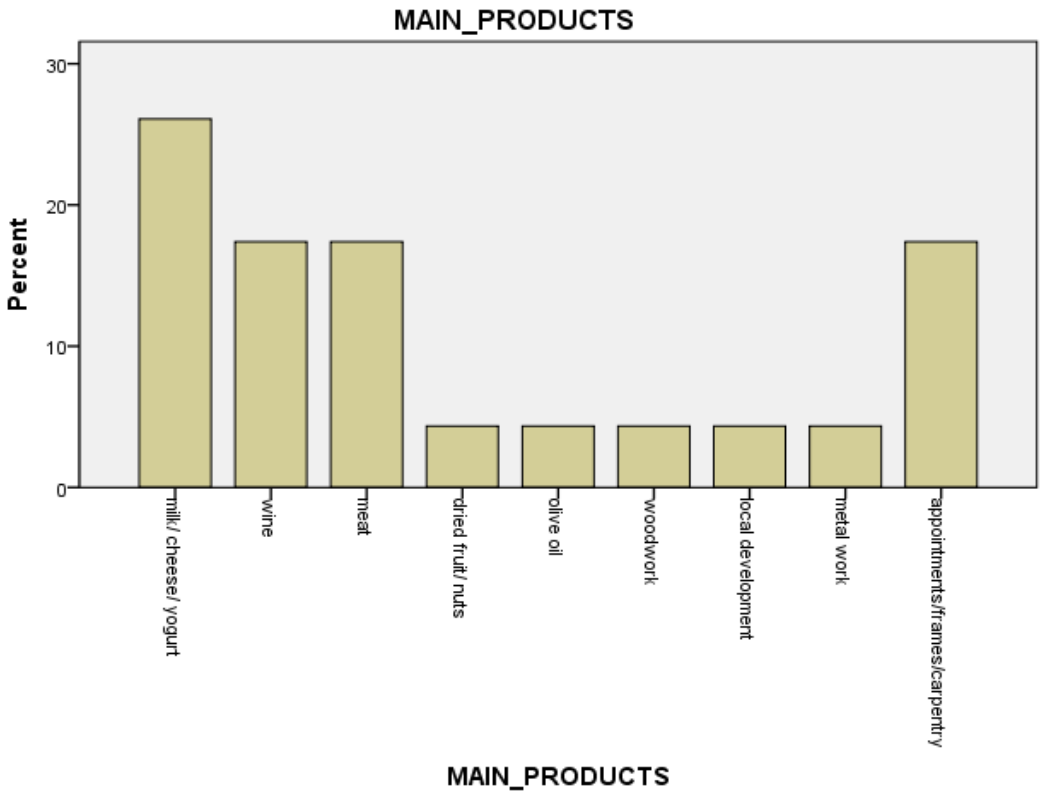

Figure 7. Percent distribution of the companies participated in the MULTITRACES survey according to their main products

Figure 8. Dispersion of the company data responses in terms of their main products

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3. KNOWLEDGE OF CIRCULAR ECONOMY IMPLEMENTATION IN RURAL AREAS

3.1 Time of first hearing about Circular Economy

Table 5. Distribution of the companies participating in the MULTITRACES survey according to time of first hearing about Circular Economy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 OR MORE YEARS AGO	12	52,2	52,2	52,2
	2 TO 5 YEARS AGO	8	34,8	34,8	87,0
	LAST YEAR	3	13,0	13,0	100,0
	Total	23	100,0	100,0	

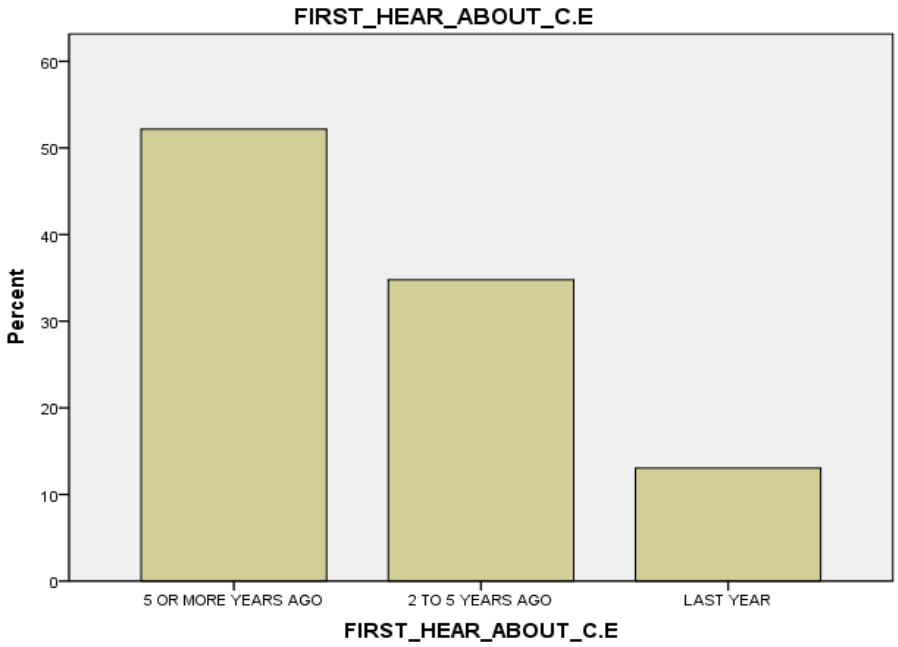

Figure 9. Percent distribution of the companies participated in the MULTITRACES survey according to the time of first hearing about Circular Economy

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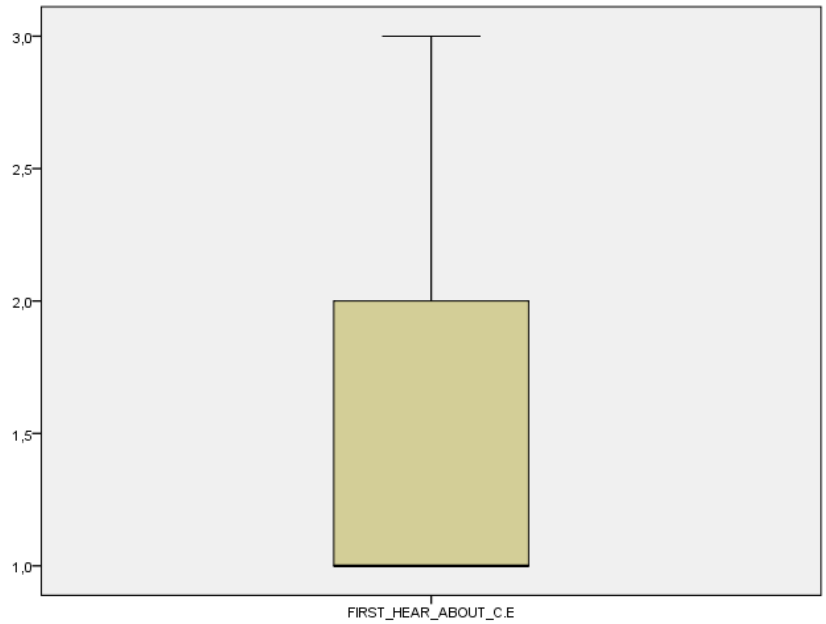

Figure 10. Dispersion of the company data responses in terms of the time of first hearing about Circular Economy

3.2. Circular Economy actions implemented by the companies over the past 5 years

Most of the companies (90% of responses) stated among the circular economy actions that their company implemented over the past 5 years the minimization of waste by recycling or reusing waste or selling it to another company. The least circular economy implemented action by the companies participating in the MULTITRACES survey was the Life Cycle Assessment. Also worth to note was that less than 20% of the companies stated that they used renewable energy sources.

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Reliability Statistics

Cronbach's Alpha	N of Items
,642	9

Table 6. Reliability statistics (Cronbach's Alpha) for the circular economy actions implemented by the companies over the past 5 years

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MINIMISE WASTE	2,22	3,542	-,047	,675
REPLAN ENERGY	2,70	2,403	,581	,536
RE-DESIGN PRODUCTS	2,83	2,514	,562	,546
REPLAN WATER	2,70	2,767	,326	,616
ANALYSIS MATERIAL ENERGY	2,91	2,992	,276	,625
LIFECYCLE ASSESSMENT	3,09	3,356	,228	,635
ENVIROMENTAL CERTIFICATIONS	2,70	2,494	,514	,558
RENEWABLE ENERGY	2,78	2,905	,260	,633
OTHER	3,13	3,573	,000	,652

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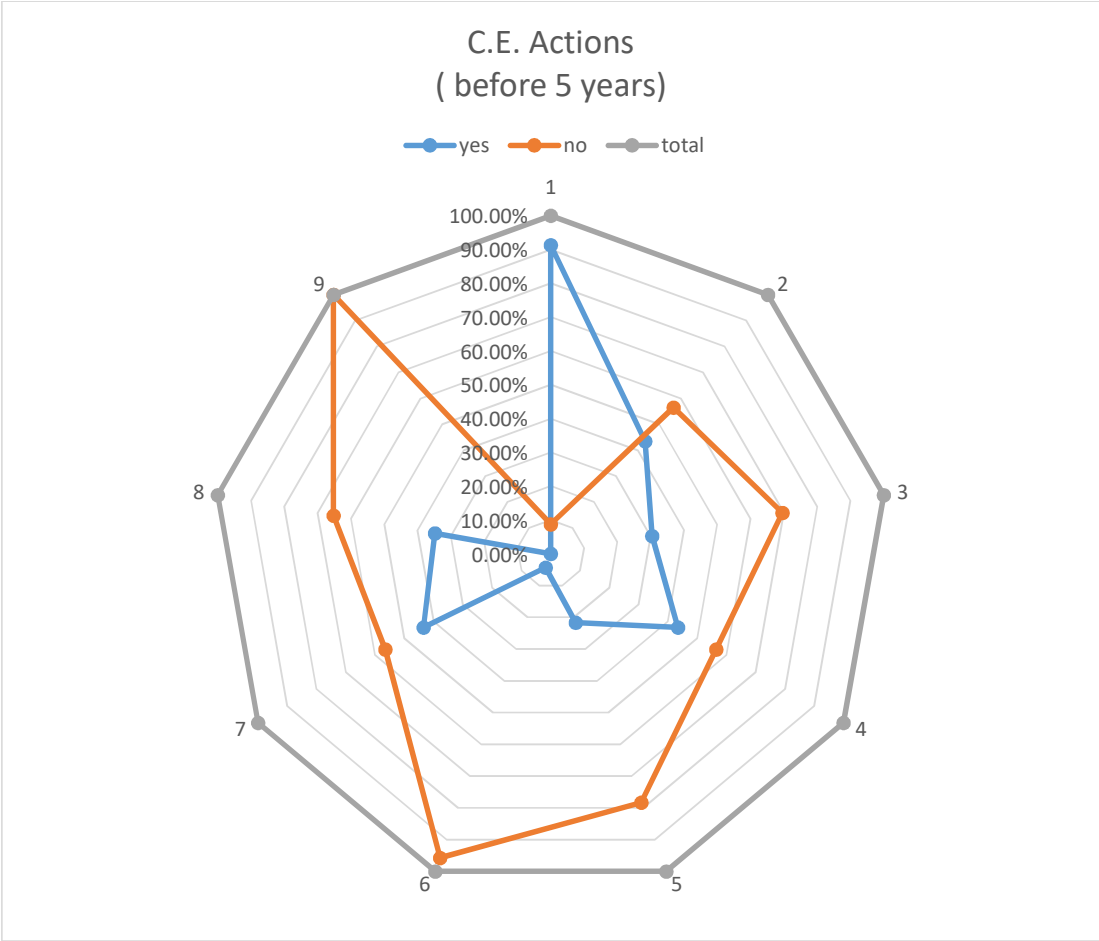

Legend

1. Minimize waste by recycling or reusing waste or selling it to another company
2. Re-plan energy usage to minimize consumption
3. Redesign products and services to minimize the use of materials or use recycled materials
4. Re-plan of the way water is used to minimize usage and maximize re-usage
5. Make an analysis of the material and energy flows that the company uses
6. Make a Lifecycle Assessment
7. Apply for and/or obtain environmental certifications
8. Use of renewable energy
9. Other

Figure 11. Percent distribution of company responses regarding implementation of circular economy actions over the past 5 years

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3.3. Circular Economy actions to be implemented by the companies during the next 5 years

Reliability Statistics

Cronbach's Alpha	N of Items
,786	9

Table 7. Reliability statistics (Cronbach's Alpha) for the circular economy actions to be implemented by the companies during the next 5 years

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MINIMISE WASTE	3,13	5,755	,149	,797
RE-DESIGN PRODUCTS	3,70	4,858	,442	,770
REPLAN ENERGY	3,43	4,621	,547	,754
REPLAN WATER	3,57	4,439	,624	,741
ANALYSIS MATERIAL ENERGY	3,65	4,419	,656	,736
LIFECYCLE ASSESSMENT	3,78	4,632	,626	,743
ENVIRONMENTAL CERTIFICATIONS	3,65	4,692	,510	,760
RENEWABLE ENERGY	3,43	4,984	,364	,782
OTHER	4,00	5,727	,273	,788

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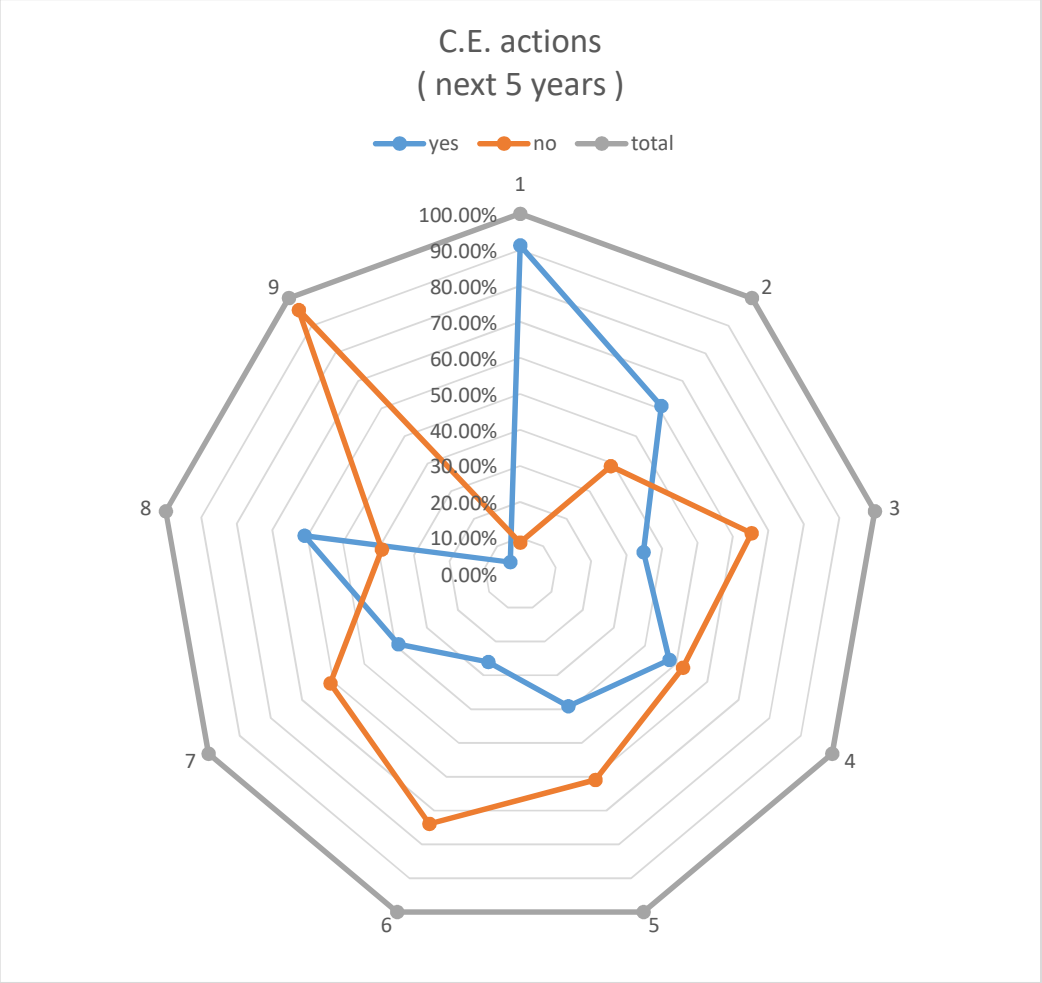

Legend

1. Minimize waste by recycling or reusing waste or selling it to another company
2. Re-plan energy usage to minimize consumption
3. Redesign products and services to minimize the use of materials or use recycled materials
4. Re-plan of the way water is used to minimize usage and maximize re-usage
5. Make an analysis of the material and energy flows that the company uses
6. Make a Lifecycle Assessment
7. Apply for and/or obtain environmental certifications
8. Use of renewable energy
9. Other

Figure 12. Percent distribution of company responses regarding implementation of circular economy actions during the next 5 years

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3.4. Benefits to the companies from implementation of Circular Economy actions over the past 5 years

Reliability Statistics

Cronbach's Alpha	N of Items
,611	12

Table 8. Reliability statistics (Cronbach's Alpha) for the benefits to the companies from implementation of circular economy actions over the past 5 years

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
FEWER GREENHOUSE GAS EMISSIONS	3,96	4,225	,243	,596
BETTER EXPLOITATION OF RENEWABLE ENERGY SOURCES	3,87	4,028	,370	,566
BETTER MANAGEMENT OF NATURAL RESOURCES	3,87	4,664	,041	,639
ECONOMIC GROWTH	3,91	3,901	,425	,552
NEW PROFIT OPPORTUNITIES	4,04	4,043	,333	,574
SAFEGUARD SUPPLIES	4,35	4,055	,501	,546
DEMAND OF NEW SERVICES	4,30	4,494	,177	,607
EMPLOYMENT GROWTH	4,35	4,419	,257	,591
MORE RESOURCES SAVED	3,87	3,846	,474	,540
GETTING TO KNOW CLIENTS BETTER	4,17	4,423	,160	,613
OTHER	4,52	4,988	,000	,616

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BETTER MANAGEMENT OF NATURAL RESOURCES	3,87	4,664	,041	,639
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NEW PROFIT OPPORTUNITIES	4,04	4,043	,333	,574
SAFEGUARD SUPPLIES	4,35	4,055	,501	,546
DEMAND OF NEW SERVICES	4,30	4,494	,177	,607
EMPLOYMENT GROWTH	4,35	4,419	,257	,591
MORE RESOURCES SAVED	3,87	3,846	,474	,540
GETTING TO KNOW CLIENTS BETTER	4,17	4,423	,160	,613
OTHER	4,52	4,988	,000	,616
NONE	4,52	4,988	,000	,616

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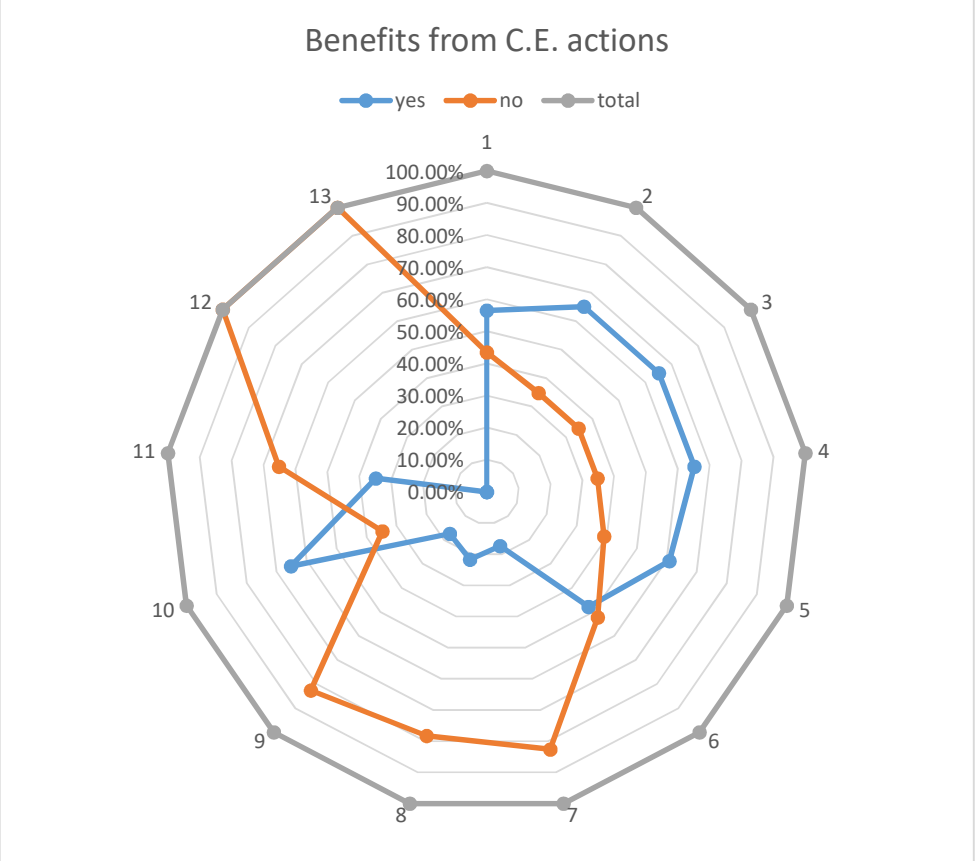

Legend

1. Fewer greenhouse gas emissions
2. Better exploitation of renewable energy sources
3. Better management of natural resources
4. Economic growth
5. New profit opportunities
6. Safeguard supplies
7. Demand for new services
8. Employment growth
9. More resources saved
10. Getting to know clients better
11. Other
12. None

Figure 13. Percent distribution of company responses regarding the benefits to the companies from implementation of circular economy actions over the past 5 years

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3.5. Classification of the regions the companies are based regarding implementation of Circular Economy actions in rural areas

Table 9. Distribution of the companies participating in the MULTITRACES survey according to the classification of the regions the companies are based regarding implementation of circular economy actions in rural areas

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MY REGION IS WORKING ON THE C.E.	2	8,7	8,7	8,7
	MY REGION HAS JUST STARTED WORKING ON THE C.E.	14	60,9	60,9	69,6
	MY REGION IS NOT IMPLEMENTING C.E.	7	30,4	30,4	100,0
	Total	23	100,0	100,0	

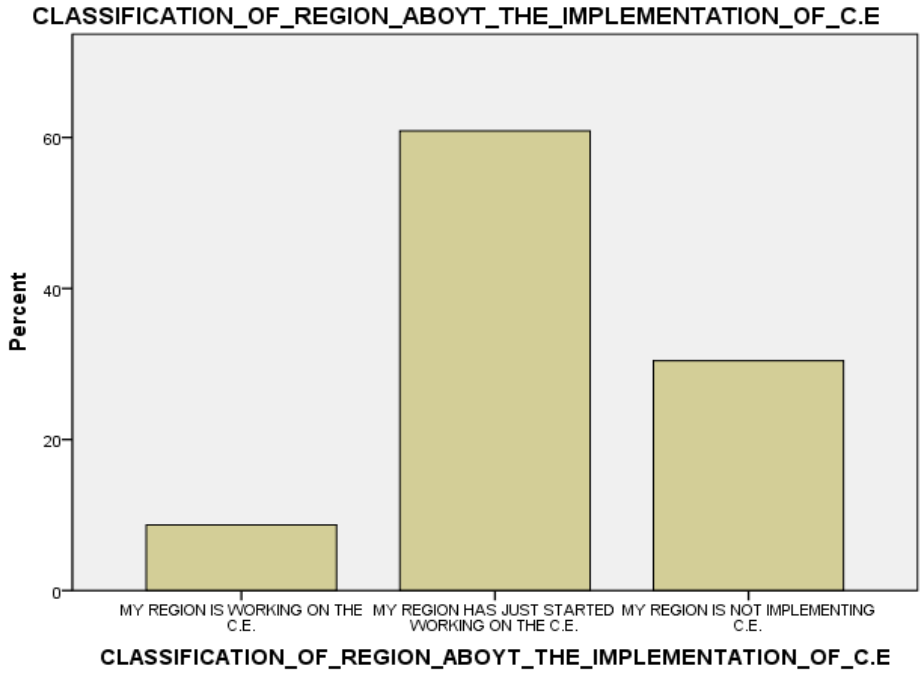

Figure 14. Percent distribution of the companies participated in the MULTITRACES survey according to the classification of the regions the companies are based regarding implementation of circular economy actions in rural areas

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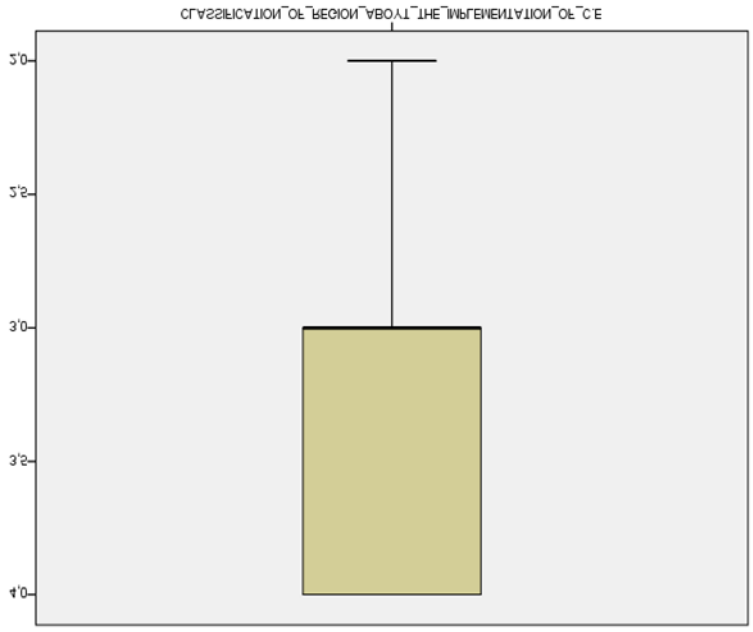

Figure 15. Dispersion of the company data responses in terms of the classification of the regions the companies are based regarding implementation of circular economy actions in rural areas

3.6. Competences of new employees/collaborators added to the companies over the past 5 years

Reliability Statistics

Cronbach's Alpha	N of Items
,773	14

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Table 10. Reliability statistics (Cronbach's Alpha) for the competences of new employees/collaborators added to the companies over the past 5 years

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ECONOMICS FINANCE	3,35	7,146	,461	,752
SALES MARKETING	3,17	7,696	,222	,779
COMMUNICATION	3,13	7,119	,447	,754
LAWFUL COMPETENCIES	3,61	8,067	,266	,769
ICT COMPUTER SCIENCE	3,22	7,542	,279	,773
ENERGY MANAGEMENT	3,48	6,534	,869	,711
ENVIROMENTAL ENGINEERING	3,57	7,257	,652	,739
PRODUCTION ENGINEERING	3,35	6,601	,698	,725
PRODUCT DESIGN	3,30	7,040	,490	,749
SERVICES DESIGN	3,48	7,443	,419	,757
SOCIAL SCIENCES AND HUMANITIES	3,57	7,802	,345	,763
BIOTECHNOLOGY	3,61	7,613	,559	,750
AGRONOMY	3,65	8,692	-,122	,787
OTHER	3,57	8,893	-,208	,803

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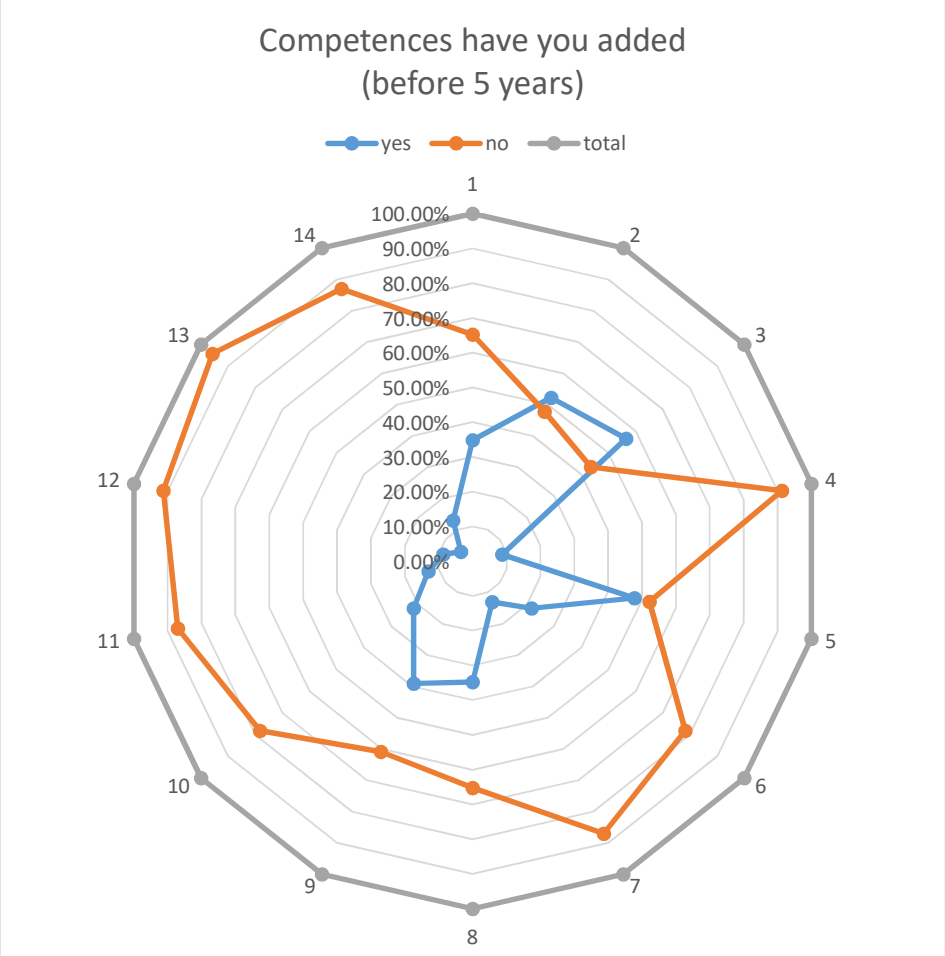

Legend

1. Economics/ finance
2. Sales/ marketing
3. Communication
4. Lawful competencies
5. ICT / Computer science
6. Energy management
7. Environmental engineering
8. Production engineering
9. Product design
10. Service design
11. Social sciences
12. Biotechnology
13. Agronomy
14. Other

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Figure 16. Percent distribution of company responses regarding the competences of new employees/collaborators added to the companies over the past 5 years

3.7. Company needs for specialized professionals / experts to support the implementation of Circular Economy models

Table 11. Distribution of company needs for specialized professionals/ experts to support the implementation of Circular Economy models

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	NO	3	13,0	13,0	13,0
	YES	20	87,0	87,0	100,0
	Total	23	100,0	100,0	

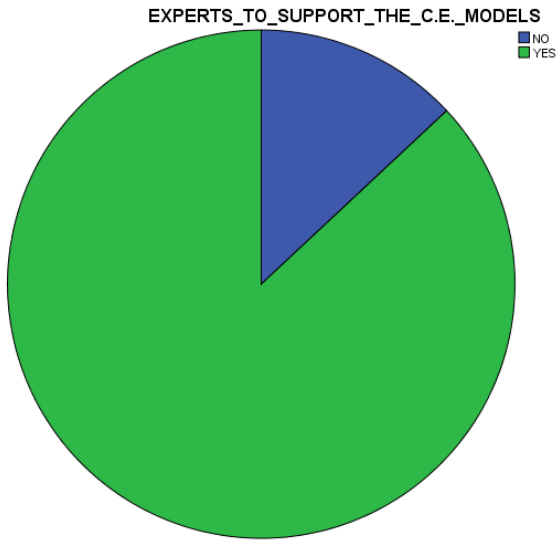

Figure 17. Percent distribution of company needs regarding the competences of new employees/collaborators added to the companies over the past 5 years

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3.8. Fields of needed competences for new employees/ collaborators

Reliability Statistics

Cronbach's Alpha	N of Items
,732	14

Table 12. Reliability statistics (Cronbach's Alpha) for the fields of needed competences for new employees/collaborators

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
ECONOMIC FINANCE	3,35	5,692	,659	,673
SALES MARKETING	3,48	6,443	,367	,714
COMMUNICATION	3,57	6,166	,572	,690
LAWFUL COMPETENCIES	3,65	6,964	,252	,726
ICT COMPUTER SCIENCE	3,52	6,897	,188	,736
ENERGYY MANAGEMENT	3,17	6,332	,382	,713
ENVIROMENTAL ENGINEERING	3,39	6,522	,302	,724
PRODUCTION ENGINEERING	3,26	6,020	,503	,696
PRODUCT DESIGN	3,35	6,055	,493	,697
SERVICES DESIGN	3,57	6,621	,342	,717
SOCIAL SCIENCES AND HUMANITIES	3,70	7,130	,213	,729
BIOTECHNOLOGY	3,65	7,419	,002	,748
AGRONOMY	3,74	7,111	,348	,722
OTHER	3,78	7,542	,000	,736

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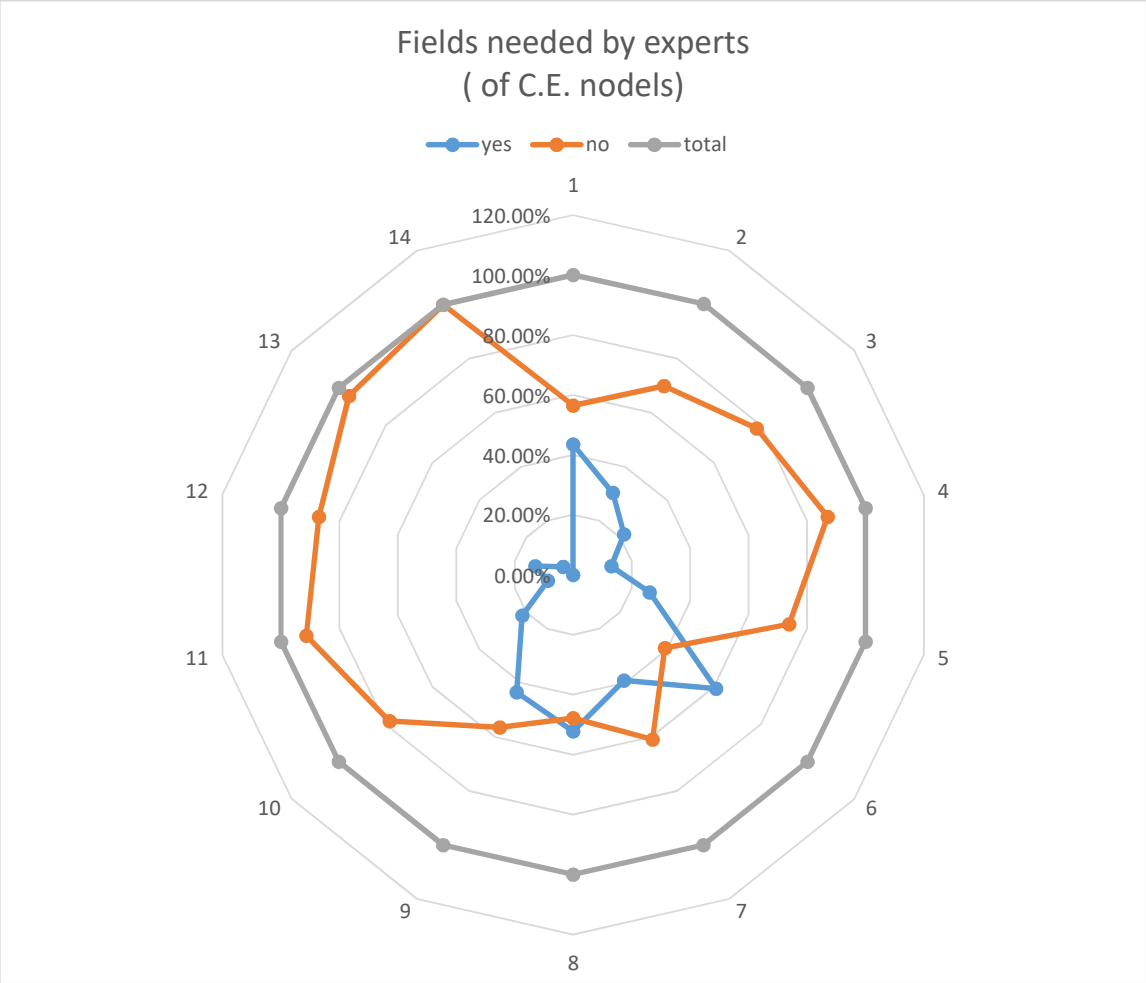

Legend

1. Economics/ finance
2. Sales/ marketing
3. Communication
4. Lawful competencies
5. ICT / Computer science
6. Energy management
7. Environmental engineering
8. Production engineering

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9. Product design
10. Service design
11. Social sciences
12. Biotechnology
13. Agronomy
14. Other

Figure 18. Percent distribution of company responses regarding the fields of needed competences for new employees/collaborators

4. KNOWLEDGE REQUIRED BY THE LABOUR MARKET FOR AN ENTREPRENEURIAL CAREER IN CIRCULAR ECONOMY IN RURAL AREAS

Case Processing Summary

		N	%
Cases	Valid	23	100,0
	Excluded[a]	0	,0
	Total	23	100,0

a. Listwise deletion based on all variables in the procedure.

Table 13. Reliability statistics (Cronbach's Alpha) for the knowledge required by the labour market for an entrepreneurial career in circular economy in rural areas

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
KNOWLEDGE OF THE REGIONAL SUPPLY CHAINS	11,48	20,443	,349	,802
KNOWLEDGE OF METHODOLOGIES	11,39	20,522	,357	,801
KNOWLEDGE OF MAPPING	11,52	20,625	,300	,804
KNOWLEDGE OF COMMUNICATION TECHNIQUES	11,78	19,269	,672	,786
KNOWLEDGE OF THE I.T SOLUTIONS FOR C.E.	11,78	19,451	,625	,788
KNOWLEDGE OF THE IMPACT OF ECONOMIC DECISION	11,70	21,312	,153	,812

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KNOWLEDGE OF OTHERS C.E. AREA	12,09	22,265	,000	,810
KNOWLEDGE OF THE PROCESSES FOR THE HIGHER VALORISATION OF BY PRODUCTS	11,26	21,111	,282	,805
KNOWLEDGE OF THE WASTE MANAGEMENT	11,26	21,383	,204	,808
KNOWLEDGE OF THE MEASUREMENT OF THE ENVIRONMENTAL IMPACT	11,61	20,704	,280	,806
KNOWLEDGE OF THE TECHNOLOGICAL INNOVATION IN C.E.	11,52	19,715	,509	,794
KNOWLEDGE OF OTHER INDUSTRIAL PROCESSES AREA	12,09	22,265	,000	,810
KNOWLEDGE OF THE ASSESSMENT OF THE NATURAL RESOURCE CAPACITY OF THE TERRITORY	11,43	20,802	,276	,805
KNOWLEDGE OF THE TECHNOLOGIES FOR SUSTAINABLE EXPLOITATION OF RENEWABLE ENERGY SOURCES	11,26	22,111	,001	,815
KNOWLEDGE OF THE TECHNOLOGY FOR SUSTAINABLE EXPLOITATION OF THE LOCAL RAW MATERIALS	11,78	20,814	,286	,805
KNOWLEDGE OF OTHER RESOURCE MANAGEMENT AREA	12,04	22,225	-,002	,811
KNOWLEDGE OF THE CHARACTERISTICS OF BUSINESS MANAGEMENT	11,52	20,897	,240	,807
KNOWLEDGE OF THE BUSINESS MANAGEMENT	11,57	20,802	,258	,807
KNOWLEDGE OF THE NEW CIRCULAR BUSINESS MODELS	11,83	19,877	,546	,793
KNOWLEDGE OF THE BUSINESS PLAN DEVELOPMENT	11,70	19,585	,550	,791

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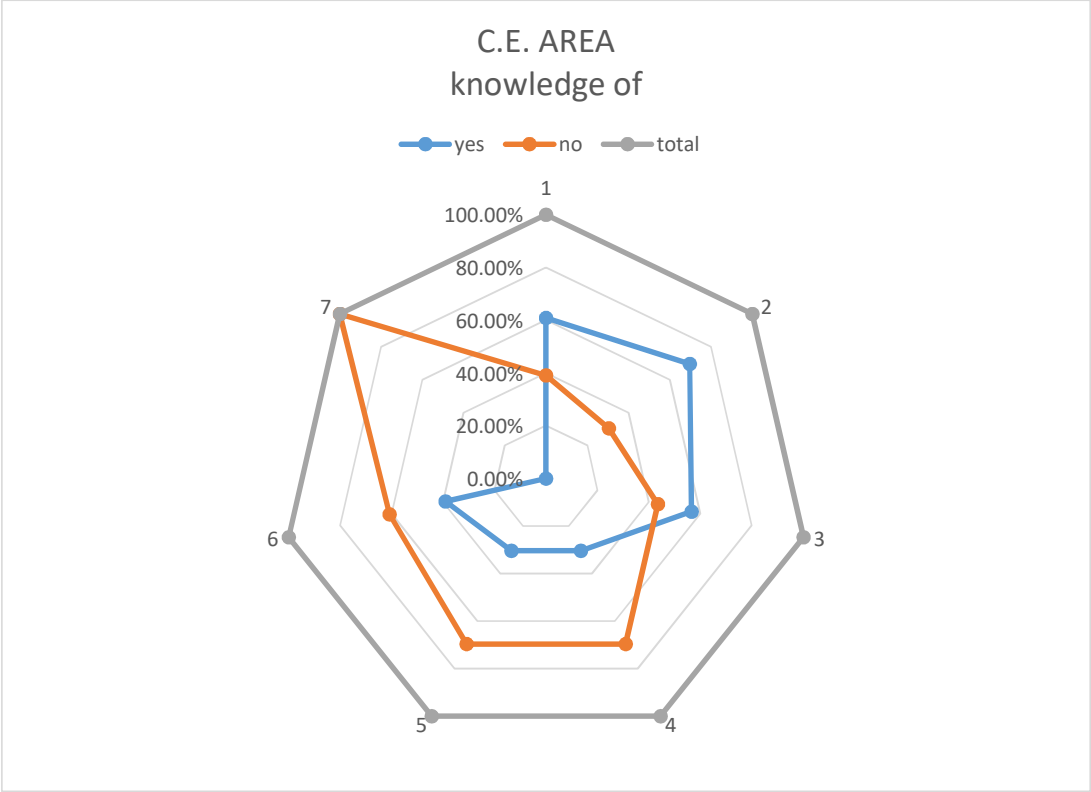
KNOWLEDGE OF THE MARKETING PLAN DESIGN	11,74	19,747	,527	,793
KNOWLEDGE OF THE OPPORTUNITY INVESTMENTS FOR C.E.	11,65	19,601	,536	,792
KNOWLEDGE OF OTHER BUSINESS AREA	12,09	22,265	,000	,810
KNOWLEDGE OF NORMS AND LEGISLATION FOR ENVIRONMENTAL PROTECTION	11,35	20,328	,429	,798
KNOWLEDGE OF NORMS AND LEGISLATION FOR WASTE MANAGEMENT	11,22	21,451	,218	,807
KNOWLEDGE OF THE COST OF MEETING STANDARDS	11,52	19,715	,509	,794
KNOWLEDGE OF OTHER LEGISLATION AREA	12,09	22,265	,000	,810

4.1. Knowledge of Circular Economy area



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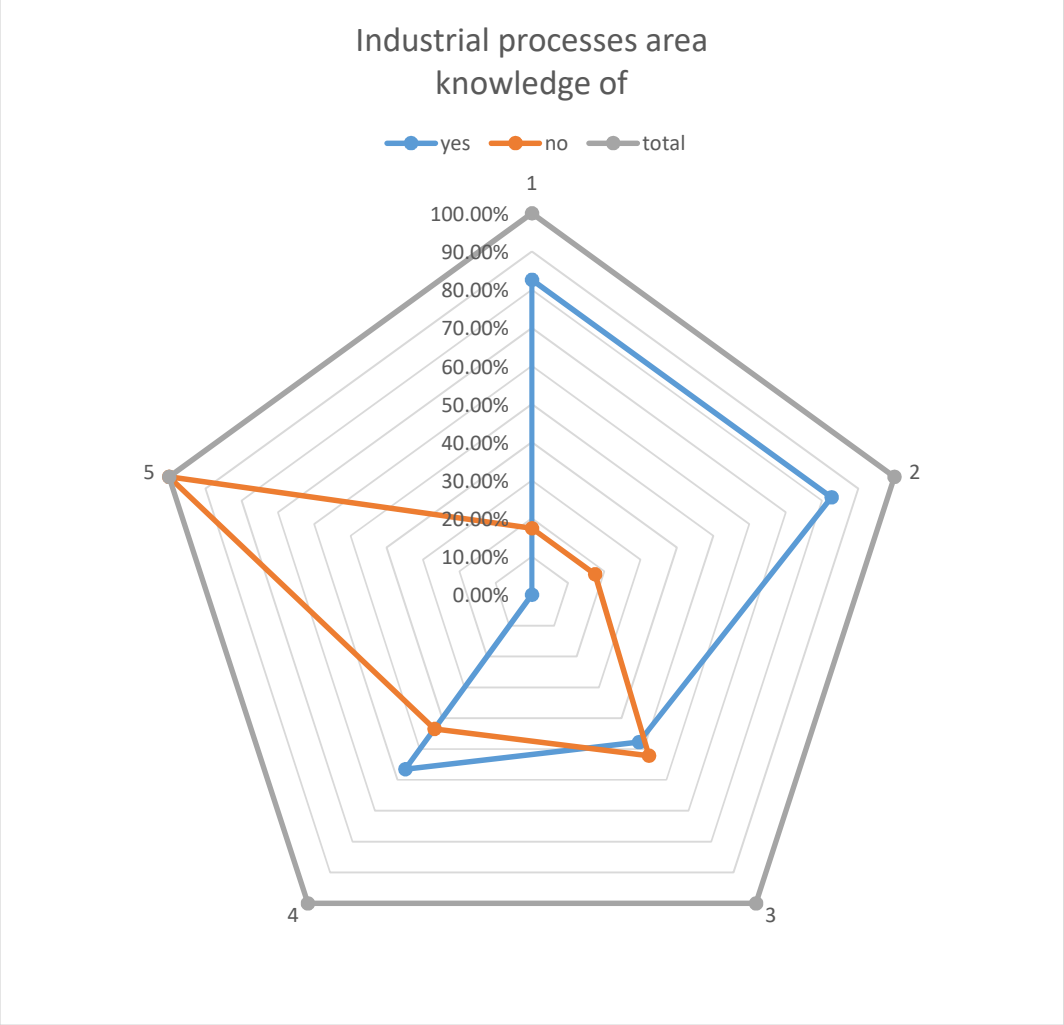
Legend

1. KNOWLEDGE OF THE REGIONAL SUPPLY CHAINS
2. KNOWLEDGE OF METHODOLOGIES
3. KNOWLEDGE OF MAPPING
4. KNOWLEDGE OF COMMUNICATION TECHNIQUES
5. KNOWLEDGE OF THE I.T SOLUTIONS FOR C.E.
6. KNOWLEDGE OF THE IMPACT OF ECONOMIC DECISION
7. KNOWLEDGE OF OTHERS C.E. AREA

Figure 19. Percent distribution of company responses regarding knowledge of circular economy area

4.2. Knowledge of industrial processes area



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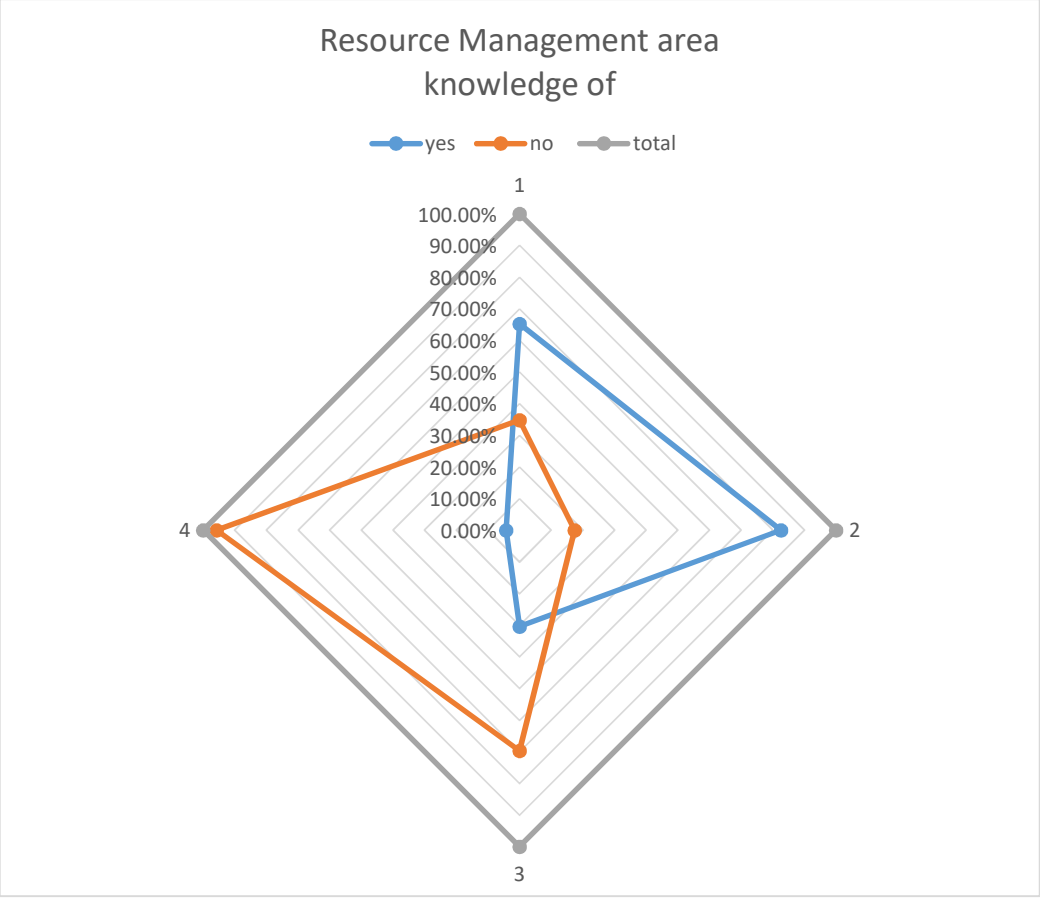
1. KNOWLEDGE OF THE PROCESSES FOR THE HIGHER VALORISATION OF BY PRODUCTS
2. KNOWLEDGE OF THE WASTE MANAGEMENT
3. KNOWLEDGE OF THE MEASUREMENT OF THE ENVIRONMENTAL IMPACT
4. KNOWLEDGE OF THE TECHNOLOGICAL INNOVATION IN C.E.
5. KNOWLEDGE OF OTHER INDUSTRIAL PROCESSES AREA

Figure 20. Percent distribution of company responses regarding knowledge of industrial processes area

4.3. Knowledge of resource management area



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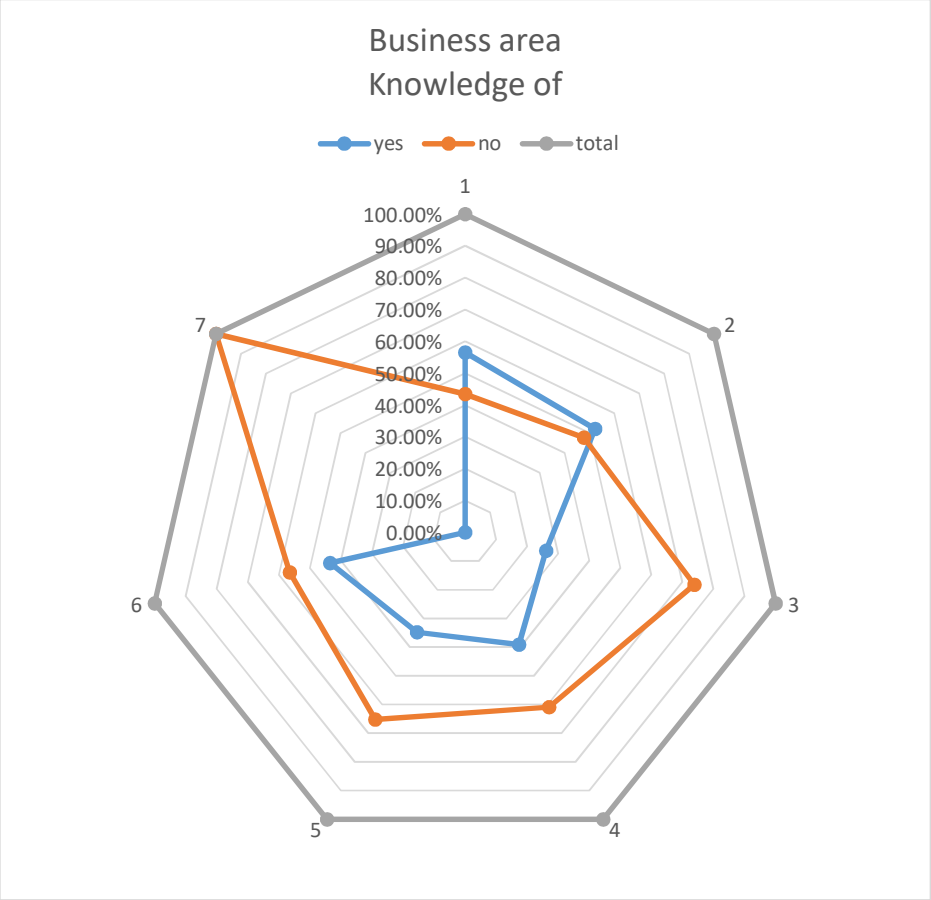
1. KNOWLEDGE OF THE ASSESSMENT OF THE NATURAL RESOURCE CAPACITY OF THE TERRITORY
2. KNOWLEDGE OF THE TECHNOLOGIES FOR SUSTAINABLE EXPLOITATION OF RENEWABLE ENERGY SOURCES
3. KNOWLEDGE OF THE TECHNOLOGY FOR SUSTAINABLE EXPLOITATION OF THE LOCAL RAW MATERIALS
4. KNOWLEDGE OF OTHER RESOURCE MANAGEMENT AREA

Figure 21. Percent distribution of company responses regarding knowledge of resource management area

4.4. Knowledge of Business area



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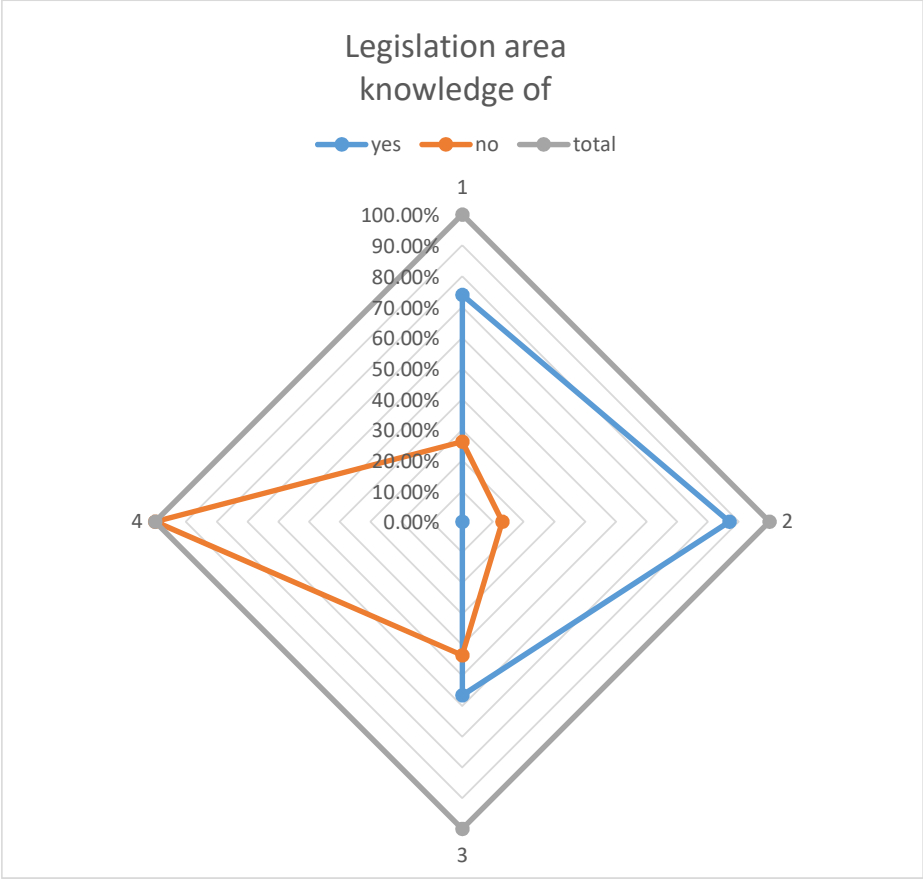
1. KNOWLEDGE OF THE CHARACTERISTICS OF BUSINESS MANAGEMENT
2. KNOWLEDGE OF THE BUSINESS MANAGEMENT
3. KNOWLEDGE OF THE NEW CIRCULAR BUSINESS MODELS
4. KNOWLEDGE OF THE BUSINESS PLAN DEVELOPMENT
5. KNOWLEDGE OF THE MARKETING PLAN DESIGN
6. KNOWLEDGE OF THE OPPORTUNITY INVESTMENTS FOR C.E.
7. KNOWLEDGE OF OTHER BUSINESS AREA

Figure 22. Percent distribution of company responses regarding knowledge of business area

4.5. Knowledge of legislation area



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1. KNOWLEDGE OF NORMS AND LEGISLATION FOR ENVIRONMENTAL PROTECTION
2. KNOWLEDGE OF NORMS AND LEGISLATION FOR WASTE MANAGEMENT
3. KNOWLEDGE OF THE COST OF MEETING STANDARDS
4. KNOWLEDGE OF OTHER LEGISLATION AREA

Figure 23. Percent distribution of company responses regarding knowledge of legislation area

5. PERSONAL SKILLS REQUIRED FOR A SUCCESSFUL IMPLEMENTATION OF CIRCULAR ECONOMY IN RURAL AREAS

5.1 Personal skills considered by the companies to be the most helpful for anyone wishing to work in the circular economy business in rural areas

Reliability Statistics

Cronbach's Alpha	N of Items
,435	14

Table 14. Reliability statistics (Cronbach's Alpha) for the personal skills required for a successful implementation of circular economy in rural areas

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
MANAGING AN INTERDISCIPLINARY TEAM	4,35	5,146	-,206	,518
WORKING IN A TEAM WITH DIFFERENT COMPETENCES	4,48	4,261	,252	,388

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COACHING SKILLS	4,09	4,719	-,013	,464
ORGANIZING ACTIVITIES	4,30	3,949	,359	,348
NEGOTIATION AND CONFLICT RESOLUTION SKILLS	4,48	4,352	,200	,402
COMMUNICATIONS SKILLS	4,39	3,794	,473	,313
OBSERVATION SKILLS	4,30	4,130	,263	,380
DEALING WITH CHANGES	4,43	4,348	,183	,407
SELF MOTIVATION	4,39	4,522	,082	,437
TIME MANAGEMENT	4,52	4,261	,281	,382
QUICK AND EFFECTIVE DECISIONS	4,48	4,261	,252	,388
FLEXIBILITY	4,17	4,968	-,131	,499
DIGITAL COMPETENCES	4,48	4,443	,150	,416
OTHER	4,74	4,929	,000	,438

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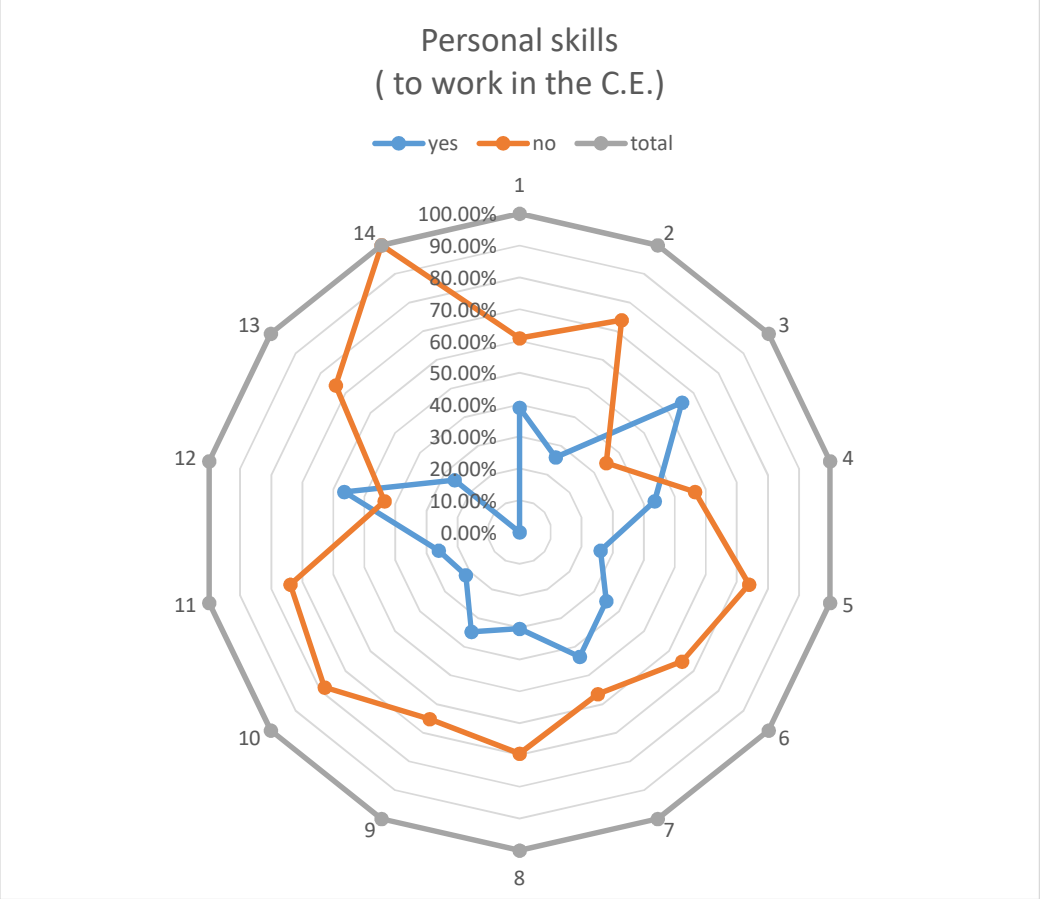

Legend

1. MANAGING AN INTERDISCIPLINARY TEAM
2. WORKING IN A TEAM WITH DIFFERENT COMPETENCES
3. COACHING SKILLS
4. ORGANIZING ACTIVITIES
5. NEGOTIATION AND CONFLICT RESOLUTION SKILLS
6. COMMUNICATIONS SKILLS
7. OBSERVATION SKILLS
8. DEALING WITH CHANGES
9. SELF MOTIVATION
10. TIME MANAGEMENT
11. QUICK AND EFFECTIVE DECISIONS
12. FLEXIBILITY
13. DIGITAL COMPETENCES
14. OTHER

Figure 24. Percent distribution of company responses regarding the personal skills required for a successful implementation of circular economy in rural areas

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