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D 2.2 Final UN-UR questionnaire

DIGITOUR - Boosting the tourism sector in Europe through digital tools and innovation

Action number: 101038133

COORDINATOR:

VENETIAN CLUSTER

RESPONSIBLE OF THE DELIVERABLE:

BizGarden s.r.o.



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Project deliverable

Project number	101038133	Project title	DIGITOUR
Programme	COSME	Thematic priority	Tourism SMEs and Digitalisation
Start of the project	10 th November 2021	Duration	26 months
Deliverable title	Final UN-UR questionnaire		
Contractual delivery date	09/01/2022	Actual delivery date	V1: 03/03/2022 V2: 20/04/2022
Dissemination level	Public		
Responsible of the deliverable, contributors	BizGarden		
Abstract of the deliverable	User needs and requirements questionnaire was designed to collect inputs from the target SME's regarding the current level of information and integration of digital technologies in the focused sector. The questionnaire covers all company activities. The form of a questionnaire (question and assortment of standard answers) allows to compare the results, analyze them from different perspectives and cluster them.		
Revision history			
<i>Version</i>	<i>Date</i>	<i>Description</i>	<i>Author (organisation)</i>
V1	03/03/2022	Final UN/UR questionnaire	BizGarden s.r.o.
V2	20/04/2022	Final UN/UR questionnaire; this deliverable also provides a comprehensive overview of the related context and framework.	BizGarden s.r.o.



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1 Introduction

The Final UN-UR questionnaire has a form of an online document published in digital Google form. It has an English version and additionally also version in Czech, Italian, French, Spanish in order to reach a wide range of SMEs at national level. In total, at least 20 answers per country are expected. Indeed, the questionnaire shall be distributed to a broad number of respondents from the target group (tourism sector SMEs) through online channels, as well as through face-to-face meetings.

The questionnaire is divided into 5 sections.

First section is defining the company, the industry, and the context and explains the purpose of the questionnaire

The four following sections are covering all main processes in the company. Main Focus Areas are:

- Business concept
Business concept covers: Business Idea / Product Portfolio / Revenue Model / Customer Portfolio / Market Position
- Organisation
Organisation covers following topics: Ownership and Board /Employees / Partnerships / Business Processes / Legal Issues.
- Customer Relations
Customer relations put the emphasis on Networking / Marketing / Sales and Service /Communication and PR / Branding
- Operations
Operations do cover Financials / Funding / Production and Deliveries / IT Systems / Facilities

2 Deliverable summary

2.1 Deliverable abstract

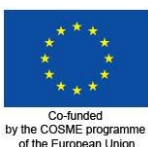
Digital questionnaire provided to SMEs from the targeted industry to define the actual level of digitalization and implementation of digital technologies in companies in the targeted user group.

The results are being considered as important part of the knowledge base of the consortium partners which will help them to better define the aim and structure of calls within the cascade financing part of the project.

The deliverable also is source of data and information which will allow to prepare a report describing the level of digitalization in the focused industry and in the particular regions covered by the project.

2.2 Deliverable objectives

The overall objective of UN/UR document is to constitute the basis for the identification of suitable digital players and technology providers for the project, as well as the definition of eligible activities by SMEs that will be supported by the project vouchers under WP3 activities. The development of this deliverable and the implementation of this activity also represents a learning process for the whole consortium, because it helps to understand the needs of the target group and their knowledge about digitalization and the level of



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3 Scope, use and impacts of the deliverable

3.1 Scope of the deliverable

The questionnaire plays a key role in the process of building up a common and shared knowledge base among the partners and in the process of preparation of further steps towards a meaningful use of the funds for the support of digitalization in the SMEs.

Within the project, the results will be analyzed and shared within the consortium to define eligible activities and minimal requirements the applicants should fulfill to be awarded with the funding.

Beyond the project, a anonymized report will be made public for stakeholders who are influencing defining or providing support to SME's in the travel industry to achieve a higher level of digitalization or digital transformation.

3.2 Use of the deliverable

The deliverable helps the SMEs to review the level of digitalization in the company and provides inspirations or topics to think about to the management.

For the consortium partners, the results will be base for the definition of the call objectives and potential technologies which the respondents eventually mentioned in the questionnaire. It also will be used as part of the final report. Therefore, the questionnaire will be available online during the whole period of project realization and will be promoted to the industry.

The results can be used by many other stakeholders as destinations or national bodies, professional associations and chambers involved in the direct support of travel industry or representing the SMEs as source of information and data during definition of new supporting programs and schemes for the travel industry in the field of digitalization.

3.3 Impacts of the deliverable

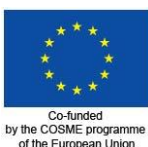
The User Needs and Requirements questionnaire is a tool for the consortium partners which allows to collect information from the market and from the SMEs in the targeted industry in a comparable quality and structure, which will allow to create a short report explaining the state of the art of digitalization in SMEs in the accommodation business and travel agency business showing also the national differences.

4 Preparation and development of the deliverable

4.1 Preparation stages and deliverable development

First design of the deliverable was delivered by BizGarden s.r.o. and provided to the other partners involved in the preparatory works according the planned activities.

After a first review and feedbacks the proposed changes and improvements have been implemented by



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BizGarden.

This process was repeated twice and the consortium agreed on the final version.

Each of the partners conducted first interviews with SMEs from the target industry to collect feedback and provide it to the consortium.

Results of the interviews have been discussed and the relevant ones have been implemented in the questionnaire.

The Final UN-UR questionnaire was then digitized and was introduced to the industry.

Contents and annexes

Annex 1: Final UN/UR questionnaire



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D2.2 Final UN/UR questionnaire

Boosting the tourism sector in Europe through digital tools and innovation –
DIGITOUR

Responsible partner: BizGarden s.r.o.

Consortium members



DIGITOUR

The following document is part of Work Package 2 activities of DIGITOUR project “Boosting the tourism sector in Europe through digital tools and innovation” (101038133), funded through The Executive Agency for Small and Medium-sized Enterprises (EASME), entrusted by the European Commission, under the COSME Programme COS-TOURINN-2020-3-04.

The main objective of the questionnaire is to collect the Users Needs and Requirements of Tourism SMEs to understand their overall digital readiness. Through elaborating the overall transnational definition of those needs and requirements, the grounds for the project’s voucher scheme and Call for Proposals criteria will be defined and specified.

*Required

1. In compliance with the provisions of the General Data Protection Regulation (GDPR), the collected data will be kept in an automated file of contacts with the purpose to provide you with further information about the project’s activities, opened calls, events and mentoring programs. Contacts and personal information will not be shared with entities outside the DIGITOUR Consortium and its funding authority, the European Commission. The data is confidential type and for the exclusive use of DIGITOUR project. To cancel the data and/or to opt out from the mailing list, please email contactdigitour@gmail.com. *

Tick all that apply.

I agree

Company information (Section 2/7)

2. Company name *

3. My company meets the definition of SME *

Mark only one oval.

Yes

No

4. Country of the company *

5. Contact person name and surname *

6. Contact e-mail *

Definition of the travel industry sector (Section 3/7)

7. Please define type of the business sector you are working in *

Tick all that apply.

- Accommodation - Hotel
- Accommodation - Hostel
- Accommodation - Mountain hut
- Accommodation - Pension
- Accommodation - Camp site
- Accommodation - Agrotourism
- Tour operator and/or Travel agency - Inbound tourism
- Tour operator and/or Travel agency - Outbound tourism
- Tour operator and/or Travel agency - Adventure tourism
- Swimming pools and water parks
- Travel guides - City guides
- Travel guides - Mountain guides
- Information centres
- Resort operators - All year resorts
- Resort operators - Mountain resorts
- Resort operators - Cable lines/ski resorts
- Gastronomy
- MICE tourism industry
- Transport
- Spa and wellness industry

Other: _____

Are you able to review your business in all main four focus areas and assess the level of digitalisation implemented and describe or formulate the needs of your company.

Main Focus Areas (according to GrowthWheel concept)

Business concept

Business concept covers: Business Idea / Product Portfolio / Revenue Model / Customer Portfolio / Market Position

Organisation

Organisation covers following topics: Ownership and Board / Employees / Partnerships / Business Processes / Legal Issues

Customer Relations

Customer relations put the emphasis on Networking / Marketing / Sales and Service / Communication and PR / Branding

Operations

Operations do cover Financials / Funding / Production and Deliveries / IT Systems / Facilities

What is a user need and how it should be described

For our purposes the user need is the definition of the improvements in the digitalisation of his business processes desired and expressed by the user and expected to be answered by the next digitalisation action or internal project. A concise presentation of the high level interaction between the intended system/service/project and the different actors involved (e.g. use case) is important. This can be done providing a description of the current situation (before introduction of the digital service, system or product, with the problems to solve) and how this will change after the digitalisation action.

Level of introduction of digital tools and technologies

Four focus areas and the level digitization or digitalisation of the processes or documentation implemented already by the user (SME, Institution, Company).

Recap of the digital/software platform and possible topics relevant to the particular business areas.

Business concept

- Idea development
- Personal information management
- Browsing
- Surveys
- Competitor Surveillance
- Lead identification
- Product design
- Graphic design

Organisation

- Salary administration
- Server management
- Knowledge sharing (wiki/intranet)
- E-learning
- Task management and delegation
- Calendar Management

Customer relations

- Client database and sales management (CRM)
- Maintenance of website and online platform
- Web shop maintenance
- Blog update
- Electronic newsletter
- Presentations
- Network and lead generation

Operations

- Accounting and bookkeeping
- Registration of hours
- Budgets and calculations
- Project management
- E-mail and word processing
- Telecommunication
- Information management

Focus Area A - Business Concept

Business idea

9. Business idea *

Mark only one oval per row.

	Yes	No
Does your original / actual business idea involve digital services or is your product/service connected with digital technologies?	<input type="radio"/>	<input type="radio"/>
Did you develop or plan any digitalisation of your product or services, servitization or similar?	<input type="radio"/>	<input type="radio"/>
Do you communicate your products / services via digital communication means?	<input type="radio"/>	<input type="radio"/>

Product portfolio

10. Of what character is you product portfolio *

Mark only one oval per row.

	Physical	Digital	Mix (physical and digital)
From physical to digital product	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
From physical to digital service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Revenue model

Be aware of the fact that the revenue model is not the business model.

11. Which revenue models do you use? *

Mark only one oval.

- Transaction revenue (One-time sale of goods or services)
- Project revenue (One-time project)
- Recurring revenue (Customer pays for access to a product or service in instalments (usually monthly or yearly))
- Service revenue (Service provided to customers. Customer pays for time or expertise)
- Freemium (Offer subset of features for free. Try to convert free customers to paying customers)
- Advertisements (Sell ad-space)
- Marketplace, platform (Platform or marketplace to connect buyers to producers)

Customer portfolio

12. Do you use... *

Mark only one oval per row.

	Yes	No
a CRM system to organise your customer communication and management?	<input type="radio"/>	<input type="radio"/>
digital communication to generate leads?	<input type="radio"/>	<input type="radio"/>

Market position

13. Please answer yes or no to each question. *

Mark only one oval per row.

	Yes	No
Do you have an idea what is your actual market position (locally / regionally)?	<input type="radio"/>	<input type="radio"/>
Do you use digital information sources to assess your market position?	<input type="radio"/>	<input type="radio"/>

Sustainability and environmental issues within your business concept

14. Did you already think about the environmental impact of your business? *

Mark only one oval.

- Yes, but I did not go further
- Yes, I am currently undergoing an assessment of my company's environmental impact
- Yes, sustainability and environmental issues are already part of my business concept
- No, but I am interested to learn more about this topic
- No, and I think these issues are not relevant (continue with focus area B)

15. Please answer yes or no to each question. *

Mark only one oval per row.

	Yes	No
Do you think that the promotion of environmental-friendly and sustainable approaches in your value proposal could attract more clients?	<input type="radio"/>	<input type="radio"/>
Do your current clients ask questions about your business's environmental footprint?	<input type="radio"/>	<input type="radio"/>
Does your business integrate circular value chains (recycling, compost, etc.)?	<input type="radio"/>	<input type="radio"/>
Do you give priority to local subcontractors (food, beverage, leisure, etc.)?	<input type="radio"/>	<input type="radio"/>

16. After reviewing the section A of the questionnaire, are you able to define your needs: Actual/Burning need - Nice to have

Focus Area B – Organisation (Section 5/7)

Ownership and boards

17. It is important to understand the mindset of the owners / top managers of the company especially towards the implementation of new digital technologies. How would you assess your managers mindset? *

Mark only one oval.

- Creators
- Early adopters
- Early majority
- Late majority
- No interest in new technologies

18. What is the level of knowledge or experience of the implementation of digital technologies in the owners/top managers of your company? *

Mark only one oval.

- By education
- As hobby
- Internal experts in the organisation
- Use of external experts
- No interest/opinion
- Negative

19. How would you describe the decision making process of your company regarding digital technology implementation or digital transformation? *

Mark only one oval.

- Made on ownership/board level
- Delegated to Executive level
- No decision strategy available in the organisation

Employees

20. Does the organisation have specific position (with clear detailed job description) for digital innovation expert / coordinator or is this task part of a complex role (but explained in the job description)? *

Mark only one oval.

- A specific Job defined
- Digitalisation is part of responsibility of another job
- Digitalisation tasks are distributed and shared among several employees
- There is no responsible person defined, ad-hoc delegations

21. According to previous experiences do the employees accept and support new processes and technologies introduced by the management. *

Mark only one oval.

- Employees do proactively support the implementation, give valuable feedback propose improvements
- Employees accept new processes and technologies and do cooperate during implementation
- Employees do complain, but in general do implement the changes without resistance
- Employees do not express resistance but by their behaviour and non-compliance with new processes they make it difficult or impossible to implement new measures
- Employees directly oppose the changes and refuse to implement them

Partnerships

22. Do you have experts (advisors, advisory agencies, BSO's, suppliers) in your network who could support your company in the implementation of digitalisation actions or even in the digital transformation? *

Mark only one oval.

- Yes, we have a network of these partners and we do actively exploit these contacts
- Yes, there are potential partners we know but we have not been cooperating with them yet
- We have been contacted by some companies offering those services but we did not use this contacts
- We have no idea whom we should contact regarding digitalisation.
- No, we are not looking for partners (skip to Business processes)

If you evaluate service providers, what criteria do you apply:

23. Financial criteria

Tick all that apply.

- Price
- Discounts and Bonuses
- Terms of payment
- Delivery time
- Not relevant

24. Product and service

Tick all that apply.

- Quality
- Guarantee
- Characteristics
- Service after delivery
- Not relevant

25. Relations *

Tick all that apply.

- Former references
- Personal chemistry
- Credibility
- Not relevant

26. Other criteria, please specify

Business processes

27. Do you have a clear picture of business processes in your company and are these processes digitalised and to what extend? *

Mark only one oval.

- Yes, we have a clear map of the business processes and we digitalise them according to an agreed plan (part of digital transformation of the enterprise)
- Yes, we have a map of the processes and we know, which parts are digitalised but there is no strategy behind
- Yes, we have a basic overview of the processes but there is no actualised information about the digitalisation and no plan
- We did not map the processes (newer or a long time ago)
- I am not sure (call us now, we will help you)

28. Which digital planning and forecasting tools do you use to improve service quality, delivery terms for your customers? *

29. Is digital service part of your product or after sales services? *

Mark only one oval.

Yes

No

30. Is there a potential digital service which would increase the value of the product if implemented? *

Mark only one oval.

Yes, we already have planned such a service

Potentially yes, but we did not evaluate the idea yet

No, we are not aware of any benefit digital service could provide to our customers

31. We have a basic overview of the processes but there is no actualised information about the digitalisation and no plan. *

Mark only one oval.

Yes

No

Legal Issues

Digitalised subcontract and customer contract and, product presentation and legally secure data collection of guests, customers and within of the organisation (GDPR, anonymization).

32. Can you name the system for digital identity or other systems for verification and online signing of documents (contracts, orders, etc.) with subcontractors? *

33. Are your ordering/booking systems and respective process digitalized, including the contract processing? *

Mark only one oval.

Yes

No

34. Can you name the system which you use when you want to store and archive documents in digital copies? *

35. Do you have strategies and measures in place ensuring cyber security of your company network and data? *

Mark only one oval.

Yes

No

36. Do you have a Cyber and data risk insurance contract signed? *

Mark only one oval.

Yes

No

37. Do you have measures in place to ensure compliance with the Privacy and Copyright rules regarding digital imagery and/or digital products? *

Mark only one oval.

Yes

No

38. Do you have measures in place to ensure compliance with the GDPR rules taking digital data in account *

Mark only one oval.

Yes

No

39. After reviewing the section B of the questionnaire, are you able to define your needs: Actual/Burning need - Nice to have

Focus Area C – digitalisation of Customer relations (Section 6/7)

Digital
Networking

40. Do you use professional networking platforms to get involved with other professionals in your industry? *

Tick all that apply.

LinkedIn

Xing

Twitter

Other: _____

41. Please assign a frequency to the each question *

Mark only one oval per row.

	Never	Yearly	Monthly	Weekly	Daily
How often do you review and update your profile?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you post professional statements or opinions?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you comment and /or share interesting content (with your professional network)?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Do you attend virtual meetings, conferences or fairs?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are you active in those events – searching through participants profiles, addressing potential partners, asking questions in online sessions or replaying on them?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

42. Which video conferencing systems are you familiar with or using? *

Tick all that apply.

Google meet

Microsoft Teams

ZOOM

Webex

Zoho

Other: _____

Branding, Marketing & Digital Marketing

What kind of digital marketing and branding tools and technologies do you use?

43. Does your company invest in offline and online advertisement? *

Mark only one oval per row.

	Yes	No
Offline – TV, radio, magazines and news papers, out-of-home (billboards, city-light showcases, mobile advertising)	<input type="radio"/>	<input type="radio"/>
Online – video advertising, display advertisement, advertisement on social media	<input type="radio"/>	<input type="radio"/>

44. Which digital marketing and branding tools do you use? *

Mark only one oval per row.

	Yes	No
Web page	<input type="radio"/>	<input type="radio"/>
Combination of Web page and social media	<input type="radio"/>	<input type="radio"/>
Blog	<input type="radio"/>	<input type="radio"/>
Applications (digital platforms like Uneeqly	<input type="radio"/>	<input type="radio"/>

45. Social media presence (company/service/product profile) - on which platform *

Tick all that apply.

No social media

Instagram

Facebook

TikTok

Twitter

YouTube

LinkedIn

Other: _____

46. Please answer yes or no to each question. *

Mark only one oval per row.

	Yes	No
Do you measure the performance of your digital marketing media (google analytics for the web page and analytics for social media?)	<input type="radio"/>	<input type="radio"/>
Do you pay for Performance advertising - PPC (Pay Per Click) PPA (Pay Per Action) CPT, SEO?	<input type="radio"/>	<input type="radio"/>
Do you use Content marketing, e-mailing and cooperation with platforms and pay for those services?	<input type="radio"/>	<input type="radio"/>

Sales and service

47. Please specify which booking systems do you use. *

48. Please specify which payment systems do you use. *

49. Please specify which loyalty programmes do you use. *

50. Please specify which digital and mobile self check-in systems do you use. *

51. Please specify which digital concierge services do you use. *

Communication and PR

52. Do you use these in your communication and PR? *

Mark only one oval per row.

	Yes	No
Automated digital customer or guest communication / Chatbots and similar services	<input type="radio"/>	<input type="radio"/>
Social media	<input type="radio"/>	<input type="radio"/>
Blog	<input type="radio"/>	<input type="radio"/>
Reaction on reviews and comments	<input type="radio"/>	<input type="radio"/>

53. After reviewing the section C of the questionnaire, are you able to define your needs: Actual/Burning need - Nice to have

Focus Area D - Operations (Section 7/7)

Financials

54. Do you use external services for bookkeeping and financial management data collection or an internal employee/department? *

Mark only one oval.

- External bookkeeping services
- Internal bookkeeper or financial dept

55. Does the company use digital accounting system including cash flow management, financial planning and forecast and reporting?

Mark only one oval.

- Yes, there is an FMS Financial management system in place and is used not only for bookkeeping and tax reporting but also for cash flow planning, forecasting and evidence based decision making. The data are available in nearly real time.
- Yes, there is an FMS in place and is used not only for bookkeeping and tax reporting but also for cash flow planning, forecasting and evidence based decision making. The data are available periodically (monthly, quarterly).
- Yes, there is a bookkeeping system in place used for bookkeeping and tax reporting mainly. Results are used for cash flow planning, forecasting and evidence based decision making only on management request.
- There is a bookkeeping software in use for bookkeeping and tax reporting
- No digital bookkeeping system in use

Funding

56. Please answer yes or no to each question. *

Mark only one oval per row.

	Yes	No
Do you have experience with alternative funding and fundraising systems for the financing of new products/services like Crowdfunding?	<input type="radio"/>	<input type="radio"/>
Do you use or accept digital currencies, local digitized currencies or crypto currencies ?	<input type="radio"/>	<input type="radio"/>

IT systems

Besides the already common IT technologies, did you already implement, or you plan or think about potential implementation of Travel Technology Solutions?

Travel & Tourism Industry Software Solutions offers functionality specifically designed to manage the challenges faced in the travel and tourism sector. Providers combine the experience and expertise in implementing and supporting solutions to businesses across the industry, from travel agents and tour operators to hotels and holiday parks.

57. The aim is to deliver a solution that provides: *

Tick all that apply.

- Flexibility to establish true profitability by each revenue stream
- Greater flexibility and convenience for online bookings
- High volume reconciliation capabilities
- Complete financial management
- Easy access to real-time information to identify new sales opportunities
- Integral CRM for stronger sales and support
- Powerful proactive business alerts and automated processes
- Advanced Business Intelligence with in-depth analysis, data visualisation and self-service

Facilities

58. Please answer yes or no to each question. *

Mark only one oval per row.

	Yes	No
Do you use Digital facility management?	<input type="radio"/>	<input type="radio"/>
Do you use digital security and facility monitoring systems?	<input type="radio"/>	<input type="radio"/>
Do you maintain digital knowledge library and do you make it available to your management and employees?	<input type="radio"/>	<input type="radio"/>

59. After reviewing the section D of the questionnaire, are you able to define your needs: Actual/Burning need - Nice to have

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