



# **Boosting Online cross-border Sales for furniture and household SMEs**

**O1 - ACT2.2 - Report on skills and knowledge needs  
validation by the European furniture sector**

**O1 - Online Sales Manager Training Course (OSM)  
ACT 2 - Needs validation phase  
T2 - Skills needs validation**

**VERSION 2**



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## 1.- Introduction

The project, BOSS4SME, has been funded by the European Commission in the framework of the Erasmus Plus Programme – Action KA2 – Cooperation and Innovation for Good Practices.

The project consortium is composed of CENFIM (Spain), AMUEBLA (Spain), CCS (Greece), Eurocrea (Italy), AMIC (Spain), and Danmar (Poland).

BOSS4SME project will develop the European Furniture and household Sector through development of the **Online Sales Manager profile**, a professional capable of devising **e-Commerce** strategies for increasing revenues from cross-border sales through utilisation of the Internet as a sales channel.

In order to achieve its goals the project will develop a training path and related tools aiming to equip furniture and household professionals with the right skills to start selling online, especially cross-border and increase online sales revenues by addressing a much bigger audience.

This report forms part of the IO1 of the BOSS4SME project for the development of the Online Sales Manager Training Course (OSM). The report has been produced on the findings of the previous reports developed during the BOSS4SME project:

**O1 - A1 - E-commerce practices in furniture industry and GAP identification between partners' Countries and leading countries;**

**O1-A2 Report on skills and knowledge needs for implementing winning E-Commerce practices in the furniture sector;**

The document provides information on the result of the survey that has been taken to professionals of the furniture sector on e-commerce with the aim to check and validate the previous identified skills. After analyzing more than 50 surveys results show that some skills as communications and media, marketing tools and payment tools have more importance than others, that could be skip in the BOSS4SME project, as English language or web development.

## 2.- Objective

In this deliverable, the skill needs previously identified were validated through questionnaires with furniture SMEs of the four Consortium countries (Spain, Poland, Greece and Italy). Most of the interviewed SMEs have already an e-commerce channel with the aim to compare the previous work with the current situation in the furniture sector and their needs and future trends.

## 3.- Methodology

In the previous activity (O1/A1) it has been delivered a report identifying the different gaps between the desired situation and the current situation analyzed in the furniture sector regarding e-commerce. For each of these gaps it has been identified the different skills and knowledge needs associated based on the ESCO and O\*NET databases.

This annex presents the work done to validate the identified skill needs. A questionnaire or survey is the tool used for the verification process.

This tool was selected because is one of the most used methods in market research because it allows obtaining extensive information from primary sources. Naresh K. Malhotra<sup>1</sup> defined surveys *as interviews with a high number of people using a designed questionnaire. The survey method includes a structure questionnaire that is has been designed to obtain specific information.*

To prepare the questionnaire, skills needs were grouped into the following 10 different categories:

### **1. Customer and personal service**

- Client/server (programming)
- Customer relationship management CRM software
- Act! (Customer & Contact Management (CRM) software)

### **2. Payment tools**

- Payment systems
- Point of sale POS software
- Transaction security and virus protection software
- Transaction server software
- CICS (Customer Information Control System)

### **3. Data analysis**

- Business intelligence and data analysis software
- Data mining software
- Data base user interface and query software
- Data base management system software

### **4. Communications and media**

- Instant messaging software
- E-mail (vulnerability analysis)
- Electronic mail software

### **5. Web development**

- HTML5
- Java-script

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<sup>1</sup> Naresh Malhotra (2010), *Marketing Research: An Applied Orientation*, Sixth Edition, Prentice-Hall

- Development environment software
- Dynamic HTML
- Object or component oriented development software
- Operating system software
- PHP programming
- Web application development
- Web page creation and editing software
- Web platform development software
- Web programming
- Desktop publishing software
- Internet browser software
- Object-oriented analysis and design (OOAD)
- Graphical user interface system development

## **6. Graphic design**

- Computer aided design CAD software
- Electric Image Animation System (EIAS)
- Graphics or photo imaging software
- Music or sound editing software
- Video creation and editing software
- Interaction design
- Directing (multimedia development programme)

## **7. Administration and management**

- Sage SalesLogix
- Sage CRM Cloud
- Document management software
- Ariba
- Enterprise application integration software



- Project management software
- Infor Epiphany

## **8. Sales management**

- E-commerce (systems development)
- Information retrieval or search software

## **9. Marketing tools**

- Infor Orbis Marketing Resource Management (MRM)
- Sales and marketing software — Google AdWords
- Product development
- Desktop publishing software
- Trade mark development

## **10. English language**

- Reading Comprehension
- Writing
- Foreign language software

In a second step a questionnaire was prepared with 37 cross-questions (ANNEX II). The questions try to find out the current knowledge of the e-commerce responsible in all the above topics and their point of view about skills needs necessary to be a good e-commerce sales manager.

It has been reached more than 53 respondents, 12-15 from each of the partner countries (Spain, Poland, Italy and Greece). Therefore, a homogeneous partner countries distribution has been reached in order to have an European approach to the furniture industry.

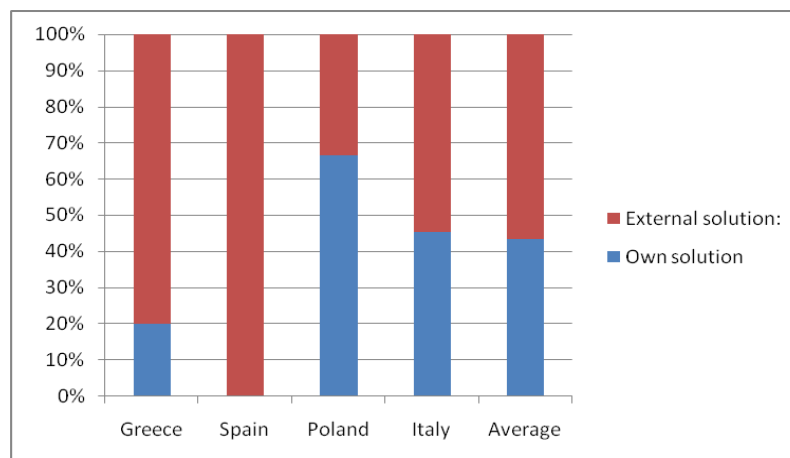
## **4.- Questionnaire results – skill needs validation**

Questionnaire results are presented with the same structure of the questionnaire

The questionnaire addresses responsible of the e-commerce sales channel of each company. This person has been identified mainly as the sales manager, sales executives, marketing manager and CEOs. Companies are dedicated to the habitat sector in their different categories: kitchen, bath, contract, mattresses, etc.

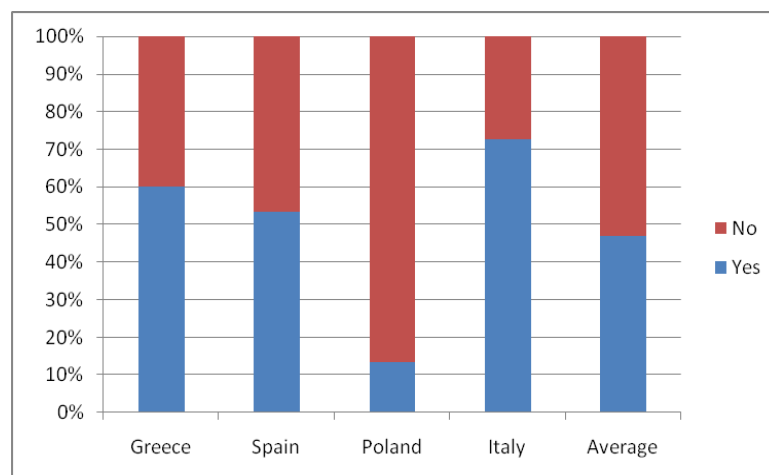
The vast majority of the companies consulted have a channel for online sales. Nevertheless, some of the Greece SMEs use only website as a showcasing. For that companies that have an online sales channel, near 56% use an external solution (mainly open source) and 44% of the companies have their own solution. By countries there are big differences. Thus, while in Greece all surveyed

companies use external solutions in Poland more than 65% have implemented their own solution (Figure 1).



**Figure 1.** Kind of online e-commerce channel implemented

Regarding the online sales, the number of SMEs consulted that sells online across borders is near 50%. The situation is not the same in the four countries. While in Poland only 13% of the companies sell across border through an online tool, in Italy more than 70% declare affirmative to the question. Nevertheless, the average percentage of online sales in the 4 countries is below 10%, and for a few companies this sales channel represents more than 20%, and only for one more than 50%.



**Figure 2.** Percentage of companies that sells online across borders

#### 4.1 Skills needs

To be a correct e-commerce sales manager skills were sorted in order of importance, from 1-10, where 1 is not important and 10 is highly important. The following table show the average of the total of answers

Table 1. Skill needs ordered by importance

	Greece	Poland	Spain	Italy	AVERAGE
Customer and personal service	2,00	6,00	5,75	2,30	4,01
Payment tools	3,27	5,80	5,43	4,90	4,85
Data analysis	6,80	5,13	5,36	4,20	5,37
Communications and media	4,27	9,73	5,30	4,90	6,05
Web development	8,53	4,80	5,26	7,00	6,40
Graphic design	9,20	4,80	5,97	7,40	6,84
Administration and management	8,40	5,07	4,71	7,30	6,37
Sales management	3,33	4,53	5,70	6,10	4,92
Marketing tools	4,07	4,53	5,33	4,10	4,51
English language	5,33	4,60	6,03	6,70	5,67

*Bold: skills most important. Red: skills less important*

In average graphic design, web development, and administration and management are considered to be the most important skills for an e-commerce sales manager, while customer and personal service, marketing tools, and payment tools are considered to be less important.

There are significant differences by countries, for instance Greece companies give more importance to graphic design and web development, Polish SMEs mainly stand out communications and media, in Spain it is taken more into account the English language, and Italy opinions match perfectly with the total average.

Consulted about other skills that respondents miss in the list, some of them appointed “creativity and insight”, “market trends and sensitivity for design”, “competitors and sector trends”, “logistic”, “communication skills”, “public funding” and “management and strategy”. Therefore, it is obvious that skill missed are those related with creativity, analyze market trends and logistic.

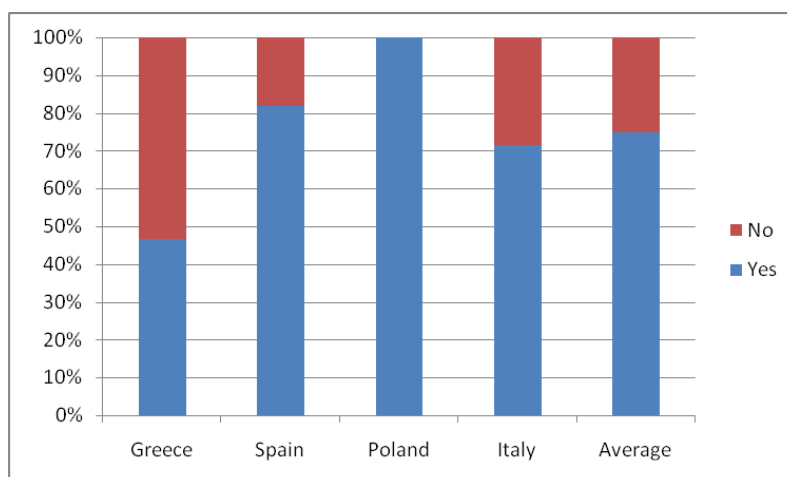
## 4.2 Customer and personal service

There is a clear ignorance about management of client/server system as 67% of the respondents declare that they don’t know how to manage it. In addition 69% declare that they don’t know how to use a specific e-commerce software for CRM – Customer Relationship Management.

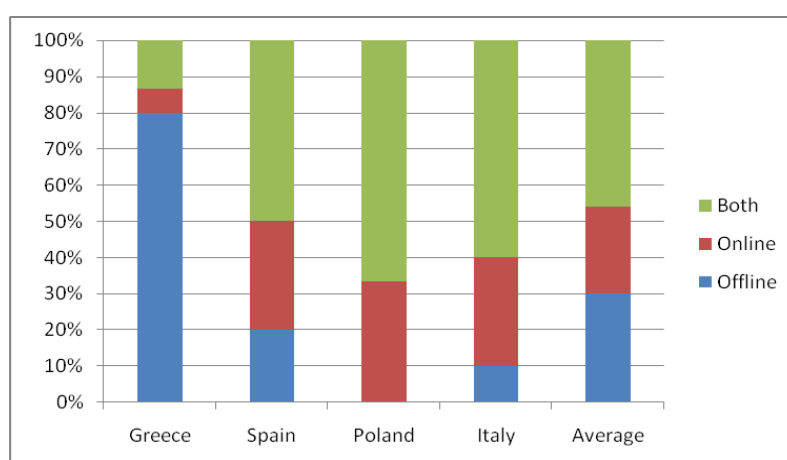
There are not significantly differences by countries. However, it is remarkable the absolute unawareness on both points from the Greek respondents. None of the people consulted know how to manage a client/server system, and only 2 companies (13%) use a CRM software (Sugar CRM and Salesforce).

## 4.3 Payments tools

Companies were consulted about their opinion on the security that has online payment systems (Figure 3). Replies are linked to the system implemented in their companies (Figure 4). Therefore, in countries where use online payment is considered to have the appropriate security (Italy, Poland and Spain) they offer to their customers the possibility to pay online in most of the cases. On the other hand Greek companies don’t trust in online payment systems and prefer to give only the possibility to pay offline.



**Figure 3.** Respondents who consider online payments are secure



**Figure 4.** Kind of payment offer by companies consulted

For that companies that have implemented an online payment system they confirm to use a Point of Sale software, for the vast majority Paypal. Moreover, they also have a transaction security and virus protection software.

Companies that only offer an online payment system where asked about reasons to not offer other kind of payment. Some companies highlight that they prefer the physical presence, but there are also a high number that declare not to know how implement an online system.

#### 4.4 Data analysis

Respondents were asked about their knowledge on data analysis (data mining and/or big data) and only 28% are confident about their knowledge in that topic, while the other 72% show their ignorance. Nonetheless, 100% Greece respondents declared not to have the necessary knowledge for data analysis, while in the rest of countries this percentage is reduced to 60%.

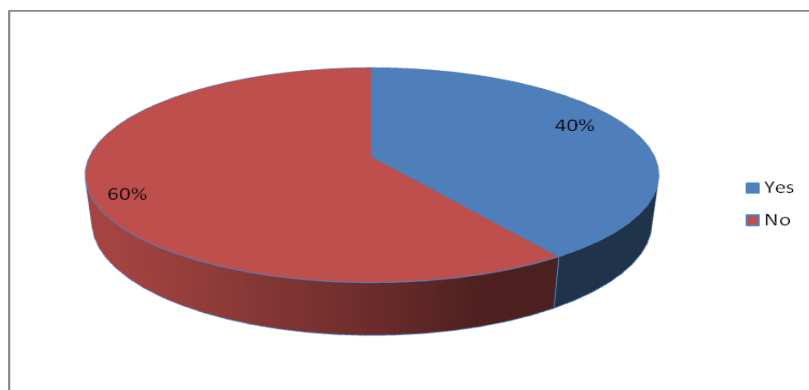
Thus, only 7 Spanish and 2 Italian companies use specific data analysis software as Excel, Minitab, or also their own development.

On the opposite case, all companies from Spain and Poland consulted use a data base to keep the information of their clients and products, such as own developments or adapted for the furniture

sector, or common software as Access, MySQL, etc. However, it is noticeable that only 2 Greek companies (13%) use a data base to keep that information.

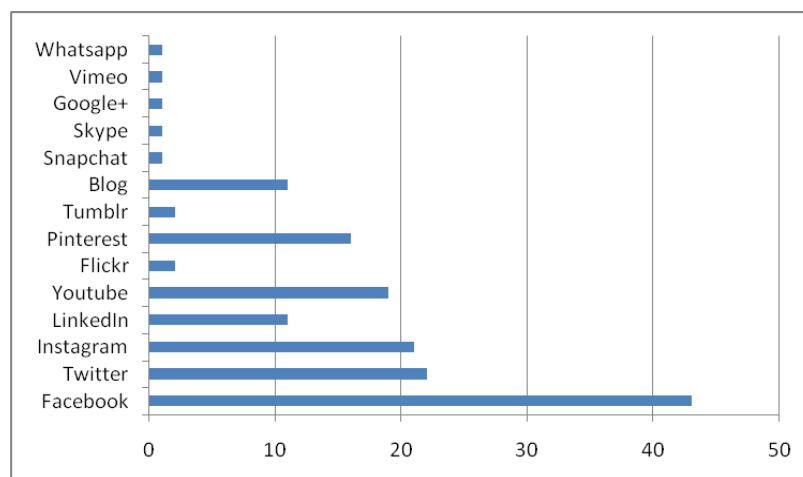
#### 4.5 Communications and media

Although most of the companies carry out communications through social media tools, 60% affirm that they don't have a person a community manager o person in charge of communications (Figure 5).

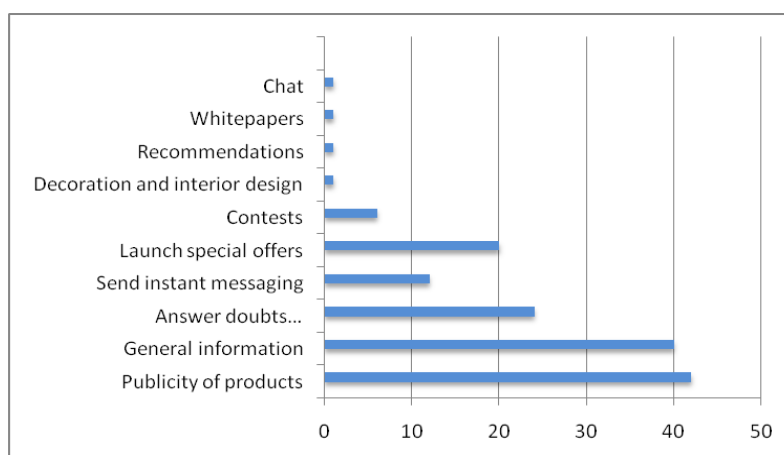


**Figure 5.** Companies with a community manager

Regarding the social media tools, Facebook is the most used by far, follow by other well-known social media as Twitter and Instagram. Other kinds of tools more specific are also used by a few number of companies as Youtube, Pinterest, Blogs, etc. (Figure 6) Companies use these tools mainly to provide general information and publicity of their products. Some companies also launch special offers and have a direct contact with customers to answer their inquiries. (Figure 7)

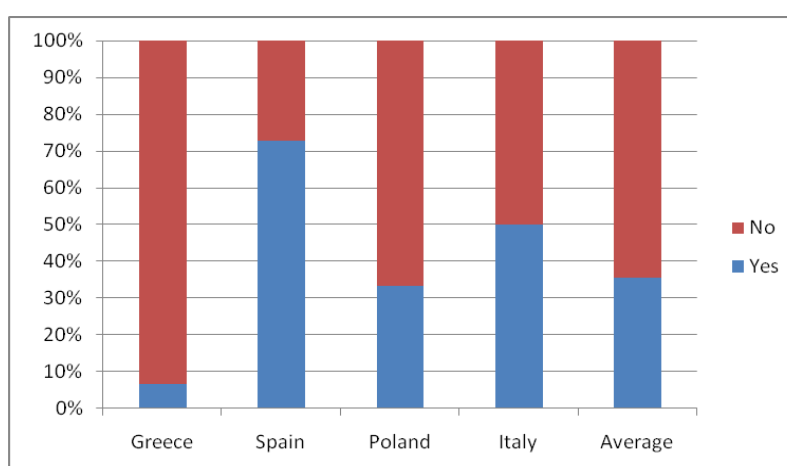


**Figure 6.** Number of companies that use each tool



**Figure 7.** Kind of activities carry out through social media tools

Although a high number of companies use social media tools to publicity their activities and products, just 35% use special electronic mail software for communications. Mail software is more common in Spain, more than 70% of the companies have implemented it; while in Greece only 5% (Figure 8). Besides of that only 2 consulted companies (5%) use an automatically vulnerability analysis for emails.

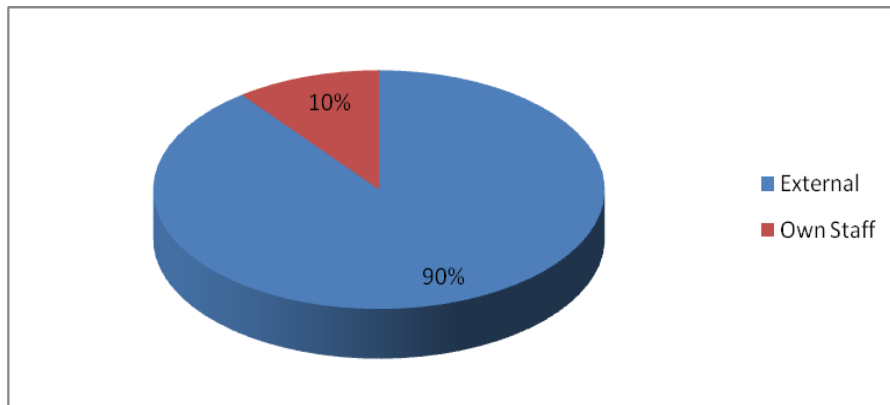


**Figure 8.** Companies that have implemented a special electronic mail software

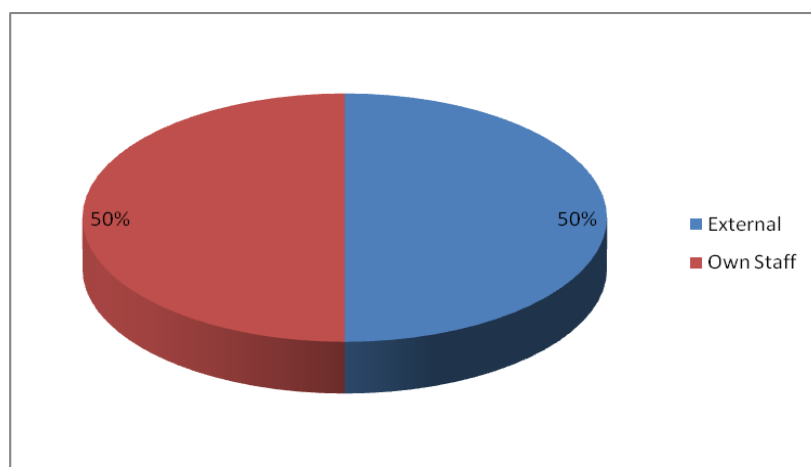
#### 4.6 Web development

Only in 5 consulted furniture companies the online store has been developed by their own staff, as the vast majority of companies don't have a expertise in their staff able to develop it (Figure 9). Different software is used for developing online store. HTML5, PHP and Javascript are featured with the same importance.

Nevertheless, at the hour to manage the online store, companies are more independent. Thus, 50% of the companies have a person responsible of this task, which normally is a sales manager (Figure 10). Besides of that, 47% of the companies could implement some changes in the online store without external support. There are not significantly differences between consulted countries in the above questions.



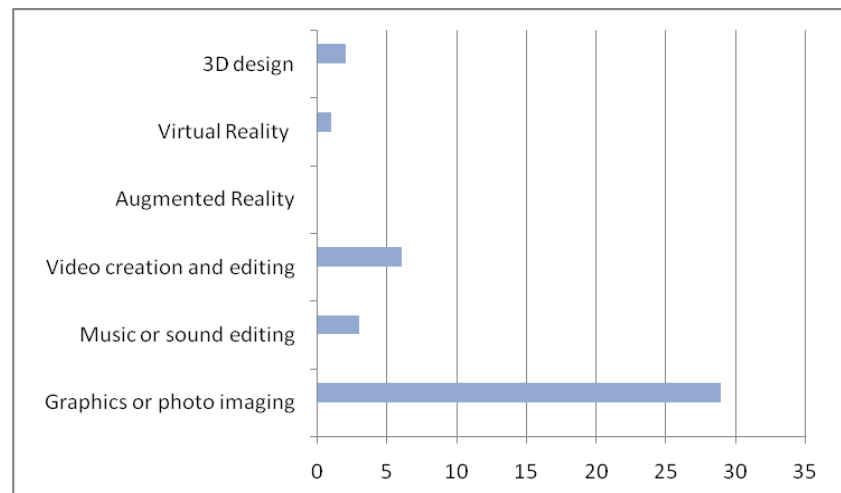
**Figure 9.** Responsible of developing the online store



**Figure 10.** Person in charge of managing the online store

#### 4.7 Graphic design

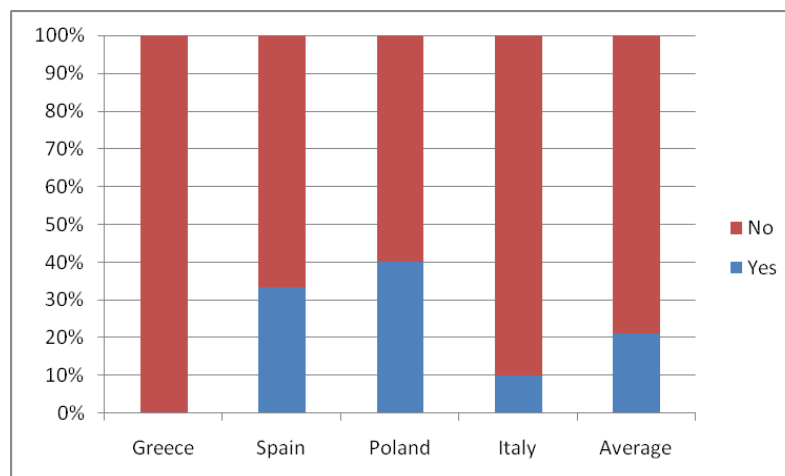
Companies were consulted about the implementation of specific software for introduce changes in online stores, websites or social media tools, in different aspects such as photo imaging, sound editing, video creation, 3D design, Virtual Reality, etc. Results show that only 29 companies use specific software for photo imaging, mainly Photoshop; and only 6 companies have software for video creation and edition. Thus, only two Spanish company are familiar with the use of other kind of software for 3D design and sound editing, and an Italian one with Virtual Reality software and also sound edition (Figure 11).



**Figure 11.** Number of companies that use a specific software for graphic design

#### 4.8 Administration and management

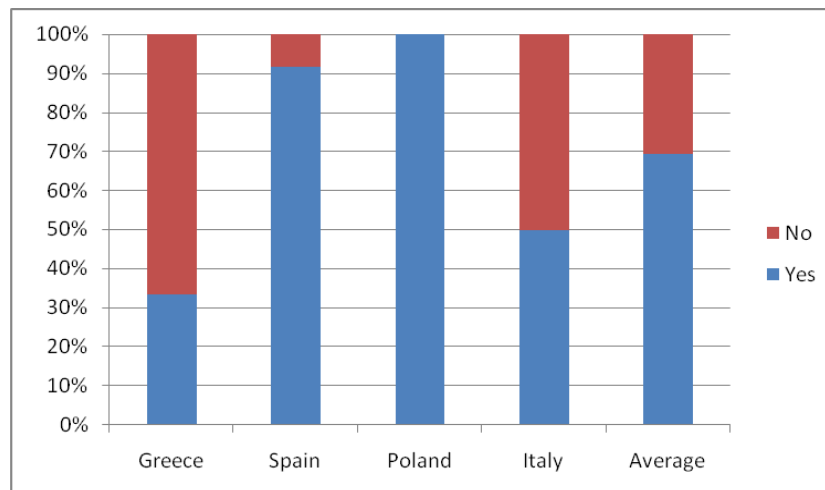
Project management software is only used by 21% of the consulted companies. Although in the four consulted countries the majority of SMEs don't use this kind of software, in Poland 40% of the companies have implemented specific software as open project or Microsoft project, and at the same time in Greece none of the companies use this kind of software (Figure 12).



**Figure 12.** Companies that use a project management software

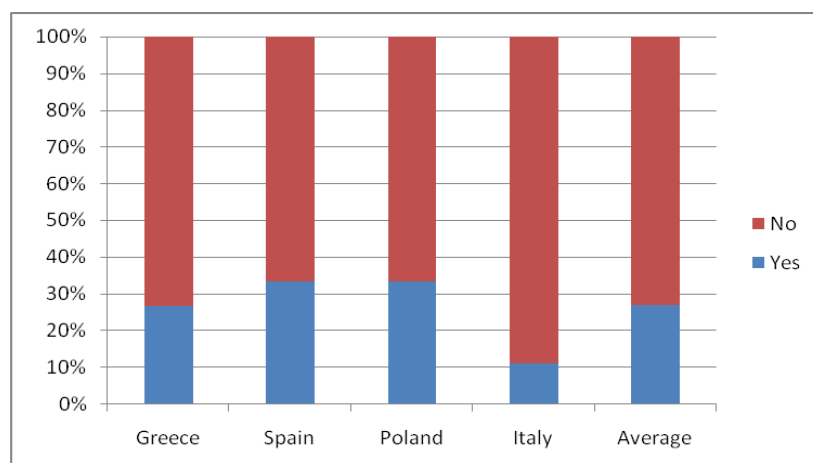
Regarding document management, only 11 companies (21%) have implemented specific software to carry out this task, without big differences between analyzed countries. On the opposite, while companies of Poland and Spain show a great use of specific control stock software, in Greece its use falls until 32% and in Italy is exactly 50% (Figure 13). There is a wide kind of software used as gesmobel, prestashop, zoho, alloyERP, etc.





**Figure 13.** Companies that use a specific control stock software

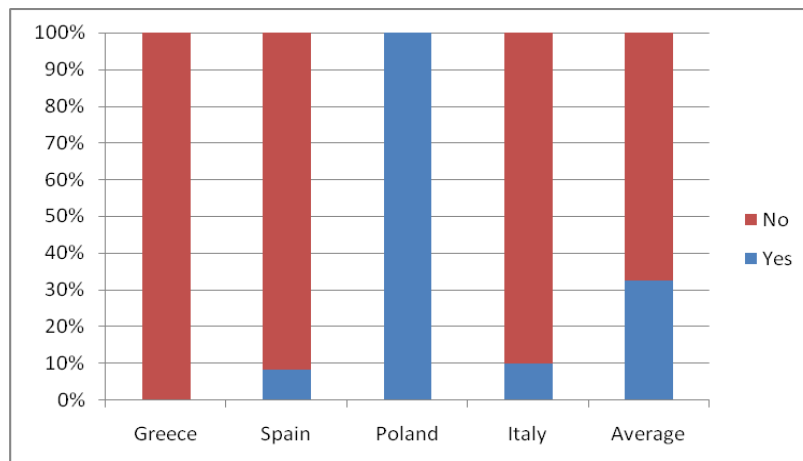
Companies were also consulted if their customers have the possibility of tracking services. For this question there are not differences in the four countries, and only 30% of the consulted companies offer this service to their customers (Figure 14). When this service is offered it is through main distribution companies as DPD, DHL or Pocztex.



**Figure 14.** Companies that offer tracking services to their customers

#### 4.9 Sales management

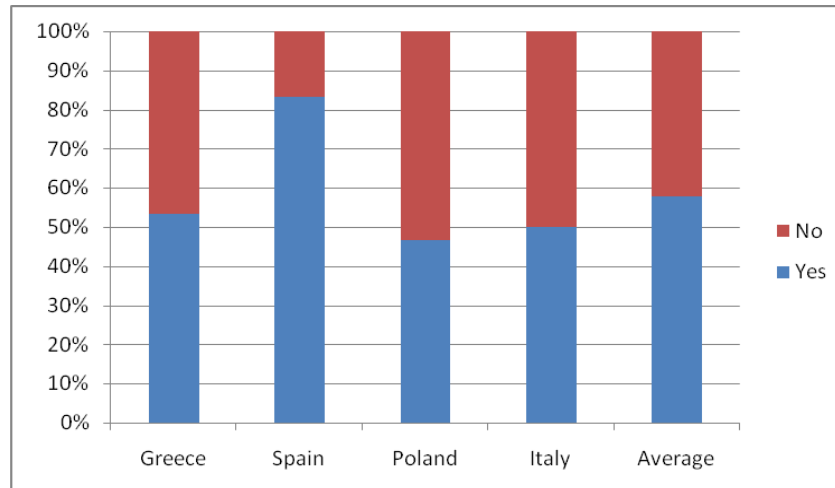
There is a high agreement by all respondents that manage information about competitors and substitute products is interesting to increase the sales rate. Near 70% of all countries answer affirmative to this question. Nonetheless, only few more than 30% of the consulted SMEs have implemented specific software for search information. Only 100% Polish companies have declared that they have this kind of software, while in the other countries the average is near 5% (Figure 15).



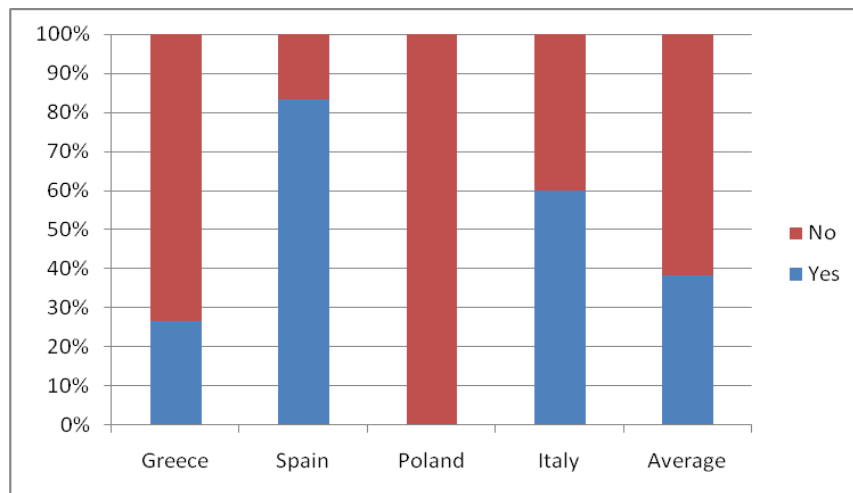
**Figure 15.** Companies that use specific software for searching information

#### 4.10 Marketing tools

In each of the four analyzed countries more than 60% of respondents have participated in a training course on marketing strategies in relation with online sales. Thus, more than 50% of the consulted companies use a sales and marketing software to increase the rate of visits to their websites and online stores (Figure 16). On the contrary, not all companies are aware about the importance of having a trademark. While more than 60% of Spanish and Italian SMEs have it, only 25% of the Greece companies have this kind of protection implemented and none of the Polish companies (Figure 17).



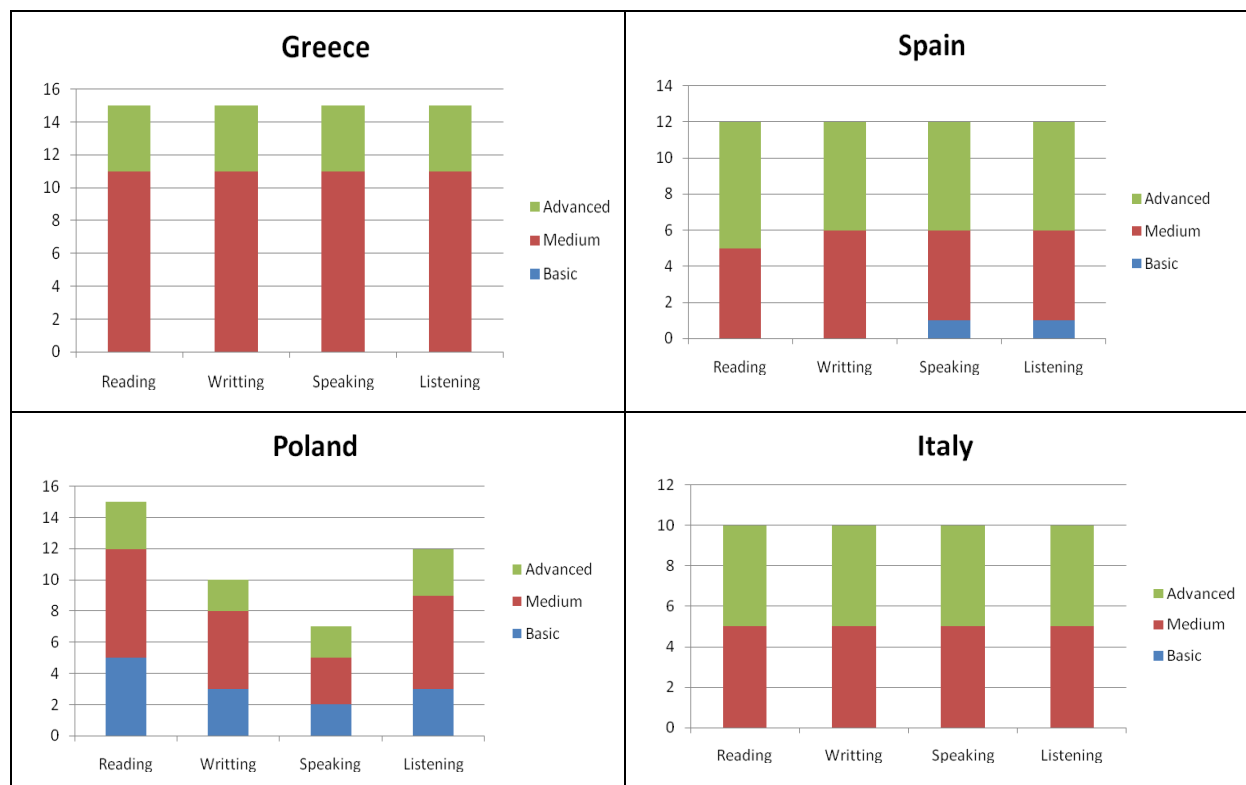
**Figure 16.** Companies that use a sales and marketing software



**Figure 17.** Companies that have a trademark

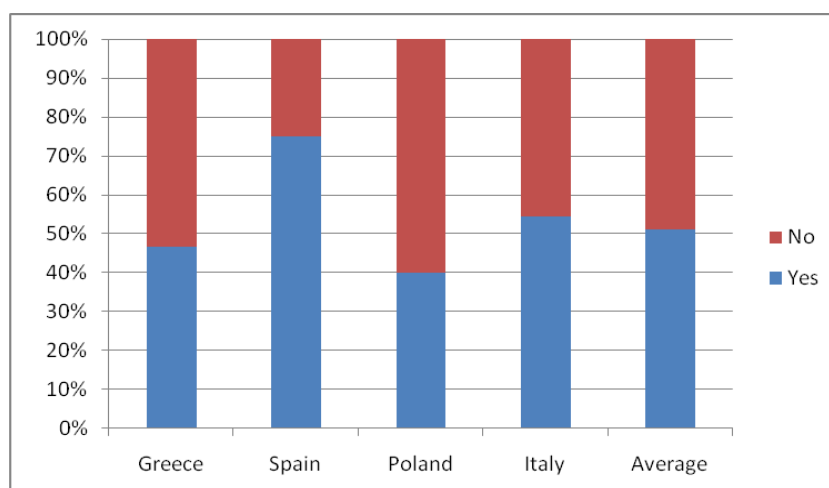
#### 4.11 English language

Respondents, responsible of e-commerce in different companies, have been asked about their English language level. In Spain and Italy more respondents show an advanced level, while in Greece most of the interviewed have a medium level. In Poland the survey showed a low English level in all aspects, but lower in speaking skills (Figure 18)



**Figure 18.** English level of the e-commerce responsible in the four analyzed countries

In the same way, online stores or websites of the consulted organizations have been translated to English language by 50% of the companies (Figure 19). Spain is the country where is possible to find more websites translated (more than 70%), and Poland have the lower rate (40%).

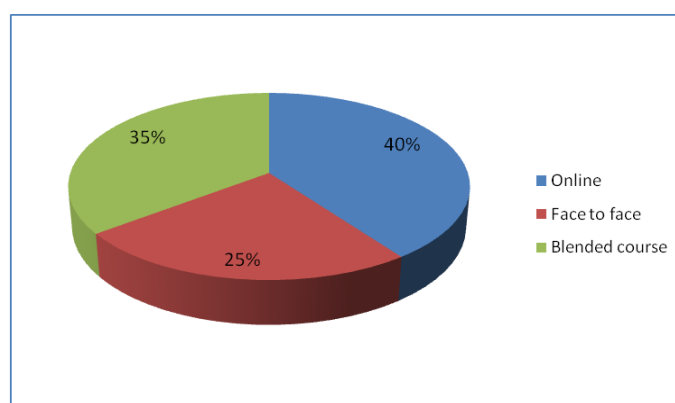


**Figure 19.** Companies that have translated their online stores to English

Spanish companies show a high number of online stores translated to other language. 50% of the Spanish companies have translated their stores to French; and 25% to Italian. By the other hand, in Poland 2 companies have their stores available also in Ukrainian, and two Italian companies used French and German. It is remarkable that none of the Polish companies have translated their websites to other language apart of English.

#### 4.12 Training on e-commerce

Respondents were consulted about their training experience on e-commerce and their interest for future courses. Answers show that more than 75% has participated in a training course on this field, with an equal distribution among countries. Nevertheless, all respondents are interested to participate in a new training course on e-commerce for the furniture sector. Respondents also prefer an online course that a face to face course (Figure 20).



**Figure 20.** Preferences of the kind of training course to be implemented

About the topics that are considered more interesting for a training course on e-commerce, current responsible of online stores have been consulted to select some of them from a list. In accordance of the given answers, topics are ordered from the most to the less interesting in the following list:

1. Communications and media
2. Marketing tools

3. Payment tools
4. Customer and personal service
5. Data analysis
6. Sales management
7. Administration and management
8. Web development
9. Graphic design
10. English language
11. Product strategy

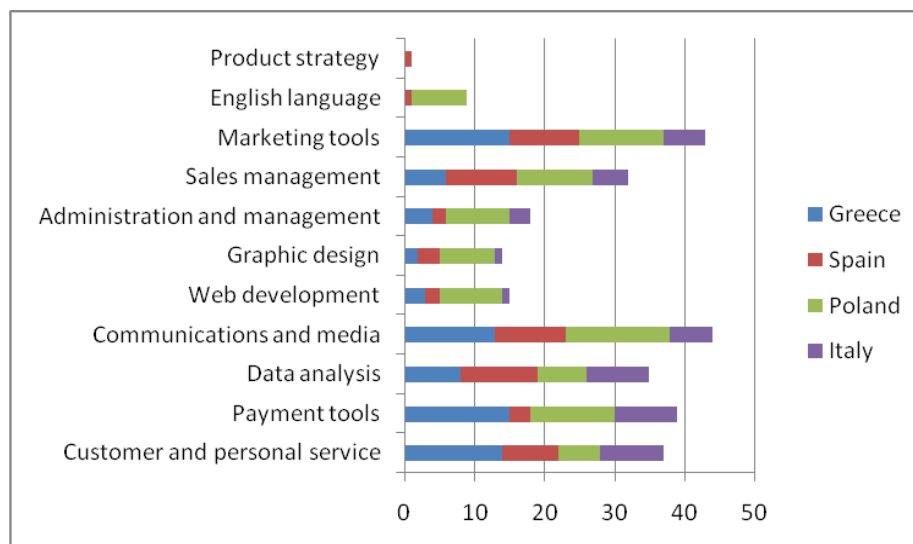
Analyzed by countries (figure 21) it is possible to highlight some points:

**Greece** → **Marketing tools, payment tools, customer and personal service, and communications and media** has been chosen as the most interesting subjects, while English language is not considered interesting for any of the respondents.

**Spain** → **Data analysis, communications and media, sales management, and marketing tools** are the most interesting points. As same as Greek answers, English language is not considered to be interesting for such kind of course.

**Poland** → **Communications and media, payment tools, marketing tools, and sales management** are marked to be more interesting. In this case there is not any subject significantly marked to be the less interesting.

**Italy** → **Data analysis, payment tools and customer and personal service** are highlighted as more interesting topics to be part of a training course. Meanwhile English language is considered being less important than the rest of topics.



**Figure 21.** Selected topics more interesting for a training course on e-commerce by country

## 5.-Conclusions

After analyzed results of all questionnaires developed in the four consortium countries, some conclusions could be highlighted:

- BOSS4SME project should be focus on the skills appointed by professionals on e-commerce of the furniture sector as more interesting: **communications and media, marketing tools, and payment tools.**
  - Regarding **communications**, there is still a lack of knowledge about other **social media tools** different of *Facebook*, and all the possibilities that could be implemented through such tools. Skills on **copywriting** are also essential to make a correct communication.
  - **Marketing tools** have been selected as one of the most interesting topics for future trainings on e-commerce. Especial focus should be done to **product development** and possibilities of having a **trademark, as it is unknown by companies.**
  - The answers given demonstrate that it is necessary to expand the knowledge in **online payment systems.**
- Professionals also remarked that it is important to know how to **find information** of the competitors and market trends. Moreover, how to **manage** this information and **data analysis** is basic for a good sales manager.
- In addition, an Online Sales Manager should know how to implement changes in the online store without external support. In that case, it is necessary to improve basic knowledge on **graphic design**, as photo imaging and video creation.
- Although other skills such as **customer and personal service** and **administration and management** have not been selected as more interesting, due to the high ignorance on these concepts, BOSS4SME should include basic concepts on that. For instance, the possibilities of **management of client/server systems** and project **management software.**
- Only in few cases companies are interested to develop its own online store. Thus, BOSS4SME should not focus on **web development skills** with the aim to give more importance to other topics. Advanced knowledge on **graphic design**, as Augmented Reality or 3D design, should **not be embedded** in the training materials for the same motive.
- Although in some countries there is still a big gap on **English language**, this subject **don't have the necessary interest to be part of a training course for e-commerce.** Professionals with that skill need should carry on a specific training on English for sales managers.

## **ANNEX I - Questionnaire**

Please, complete the following survey on E-commerce in relation to the BOSS4SME project on skills upgrades for professionals of the furniture industry.

The answers are strictly confidential and will be only shared with the 6 project partners. Questionnaire data will be only treated in conjunction with other responses. For any inquiries contact (**Name**) from (**Organization**), one of the partners of the BOSS4SME project, by e-mail at (**email**)

### **INITIAL INFORMATION**

Position:

Age:

Company:

Country:

Type: Furniture / home and furnishings / Upholstery / Kitchen furniture / Bath furniture / Office furniture / Other

Has your company a channel for online sales? (Yes/No)

What kind of channel: own solution (marketplace/SaaS) or external solution (Cloud Solutions/Open Source/ Custom development)?

Does your organization sale online across borders? (Yes/No)

In affirmative case, approximately, which percentage of the online sales is from other countries?

### **QUESTIONNAIRE**

#### **1. Skills and knowledge necessary to have an online store**

##### **1.1 Skills needs**

1.1.1 Sort in order of importance, from 1-10, the following skills to be a correct e-commerce sales manager, where 1 is not important and 10 is highly important:

- Customer an personal service
- Payment tools
- Data analysis (data mining, big data...)
- Communications and media
- Web development
- Graphic design (such as video creation, music editor, augmented reality...)



- Administration and management
- Sales management
- Marketing tools
- English language

1.1.2 From the above list, do you miss any skill or knowledge needed to be a successful online sales manager? (Yes/No)

1.1.2.1 In affirmative case, which one?

## 1.2 Customer and personal service

1.2.1 Do you know how to manage a client/server system? (Yes/No)

1.2.2 Do you use specific e-commerce software for CRM - Customer Relationship Management (Avidian Technologies Prophet; HEAT Software GoldMine; Oracle Eloqua, Salesforce; Sugar CRM etc)? (Yes/No)

1.2.2.1 For affirmative answers, could you name it?

## 1.3 Payments tools

1.3.1 Do you consider that online payment systems have the appropriate security? (Yes/No)

1.3.2 What kind of payment do you offer?

- ☐ Offline
- ☐ Online
- ☐ Both

Only for online or both systems:

1.3.2.1 Do you use any Point of Sale software (CCBill; e-check software; Google Checkout; PayPal, etc.)? (Yes/No)

1.3.2.1.1 In affirmative case, which one(s)?

1.3.2.2 Do you have any transaction security and virus protection software implemented in the online store (Yes/No)

Only for offline payment system:

1.3.2.3 Why have not you implemented an online payment system? (Open question)

## 1.4 Data Analysis

1.4.1 Do you consider yourself with the necessary knowledge for data analysis (data mining and/or big data)? (Yes/No)

1.4.2 Do you use any specific data analysis software? (Yes/No)

1.4.2.1 In affirmative case, which one?

1.4.3 Do you use a database to keep the information of your clients and products? (Yes/No)

1.4.3.1 In affirmative case, which one?

## 1.5 Communications and media

1.5.1 Has your organization a person in charge of communications and Social Media (Community Manager)? (Yes/No)

1.5.2 Mark the social media tools that your organization uses:

- |                                 |                                    |
|---------------------------------|------------------------------------|
| <input type="radio"/> Facebook  | <input type="radio"/> Flickr       |
| <input type="radio"/> Twitter   | <input type="radio"/> Pinterest    |
| <input type="radio"/> Instagram | <input type="radio"/> Tumblr       |
| <input type="radio"/> LinkedIn  | <input type="radio"/> Blog         |
| <input type="radio"/> Youtube   | <input type="radio"/> Other: _____ |

1.5.3 Which of the following tasks do you carry out through social media?

- ☐ Publicity of products
- ☐ General information of the company
- ☐ Answer doubts and questions of possible customers
- ☐ Send instant messaging to possible customers
- ☐ Launch special offers and discounts
- ☐ Contests
- ☐ Other: \_\_\_\_\_

1.5.4 Do you use a special electronic mail software for communications? (Yes/No)

1.5.5 Have you implemented an automatically vulnerability analysis for emails? (Yes/No)

## 1.6 Web development

### 1.6.1 Who has developed the online store? (external service / own staff)

1.6.1.1 In case own staff, please specify the role and the department of the person in charge.

1.6.1.2 Which development software have you used (HTML5, Java-script, PHP programming, etc)?

### 1.6.2 Who is in charge of managing the online store? (external service / own staff)

1.6.2.1 In case own staff, please specify the role and the department of the person in charge.

1.6.3 In any case, could you, as Online Sales Manager, implement changes in the online store or webpage without external support? (Yes/No)?

## 1.7 Graphic design

1.7.1 Do you use specific software tools for the following tasks at the hour of implementing changes in your online store, website or social media:

- Graphics or photo imaging
- Music or sound editing
- Video creation and editing
- Augmented reality (AR)
- Virtual reality (VR)
- 3D design
- Other(s): \_\_\_\_\_

1.7.2 Could you name the software used in the above tasks?

## 1.8 Administration and management

1.8.1 Does your organization use project management software? (Yes/No)

1.8.1.1 In affirmative case, which one?

1.8.2 Has your organization implemented a document management software? (Yes/No)

1.8.2.1 In affirmative case, which one?

1.8.3 Does your organization use specific control stock software? (Yes/No)

1.8.3.1 In affirmative case, which one?

1.8.4 Do you offer the possibility of tracking services to customers? (Yes/No)

## 1.9 Sales management

1.9.1 Do you consider interesting the management of information about competitors and substitute products to increase your sales rate? (Yes/No)

1.9.2 Do you use any software to search for information? (Yes/No)

## 1.10 Marketing tools

1.10.1 Have you ever participated in a training course on marketing strategies for online sales? (Yes/No)

1.10.2 Do you use a sales and marketing software, such as AdWords, to increase the rate of visits to your website? (Yes/No)

1.10.3 Do you have a trademark? (Yes/No)

## 1.11 English language

1.11.1 To which languages have been translated the online store or webpage of your organization?

- ☐ English
- ☐ French
- ☐ German
- ☐ Arabic
- ☐ Chinese
- ☐ Other(s): \_\_\_\_\_

1.11.2 Which is your English level (Basic, Medium, Advanced)?

- ☐ Reading
- ☐ Writing

- Speaking
- Listening

### 1.12 Training on e-commerce

1.12.1 Have you ever participated in a training course on e-commerce? (Yes/No)

1.12.2 Would you participate in a training course on e-commerce for the furniture sector? (Yes/No)

1.12.3 Which kind of course do you prefer?

- Online
- Face to face
- Blended course

1.12.4 Mark those concepts or topics that you consider more interesting for a training course on e-commerce

- Customer an personal service
- Payment tools
- Data analysis
- Communications and media
- Web development
- Graphic design
- Administration and management
- Sales management
- Marketing tools
- English language
- Other(s): \_\_\_\_\_