



IMPROVING STAKEHOLDER PERFORMANCE

SURVEY ON EDUCATIONAL CSR

July 2016



TABLE OF CONTENTS

GLOSSARY	3
INTRODUCTION	4
ABOUT PARTICIPANTS	5
MAIN FINDINGS	6
CURRENT COMPETENCY & FUTURE EXPECTATION	6
Current situation	6
Future expectatio	9
CORPORATE TRAINING	12
WORK FORCE FLUCTUATION & SALARY	14
Work force fluctuation	14
SHARED SERVICE CENTER & NEW STUDY LINE IMPACT	18
Shared service center	18
Future involvement	20
SUMMARY & RECOMMENDATION	23
Summary	23
Recommendations	24
APPENDIX	27

GLOSSARY

FEAA	Faculty of Economics and Business Administration Timisoara
SAP	Systems Applications and Products
DWC	Deutschsprachiger Wirtschaftsclub Banat
SSC	Shared service center
FTE	Full time equivalent
ERP	Enterprise resource system

INTRODUCTION

Purpose of study

The purpose of this study is to investigate ways to improve stakeholder performance and potential collaboration areas which can support educational CSR.

The demand for well-trained staff has increased. Companies are facing a shortage of skilled workers with accounting, business data analysis with SAP and German language skills. Large companies such as Dräxlmaier are relentlessly looking for competent young people who are familiar with the SAP software. Foreign companies are striving to keep and invest in sustainable activity in the medium and long term in Timisoara. The Deutsche Wirtschaftsclub supported the West University of Timisoara to initiate an innovative degree of accounting and business computer science in German language to counteract shortage of skilled work force. The Rotary Club Cosmopolitan joined this initiative by organizing and financing a scholarship program to also attract highly talented students from the rural areas of Romania to this new study line in Timisoara.

The new program is taught by modernized and adapted curriculum and teaching methods and it's believed to bring many benefits not only to the economy but also to companies who are struggling and competing to find skilled workers.

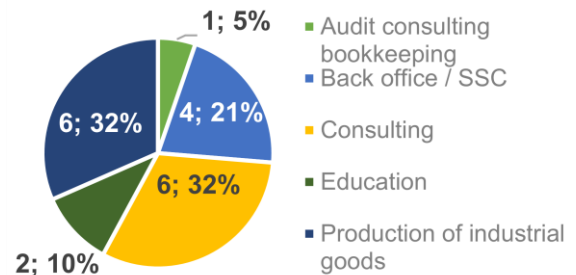
ABOUT PARTICIPANTS

Company name	Interview date
Dräxlmaier	10-Jun
PKF Econometrica SRL	10-Jun
Corpstrat Consulting SRL	10-Jun
West University of Timisoara	13-Jun
Helpline Romania	14-Jun
KPMG Timisoara	14-Jun
DWC	14-Jun
Netex Consulting	14-Jun
Accenture	15-Jun
Netex	15-Jun
Dräxlmaier	16-Jun
West University of Timisoara	16-Jun
WERZALIT Lemn Tech S.C.S.	20-Jun
INTERPART PRODUCTION	20-Jun
Linde	21-Jun
Bosch	22-Jun
F&F IT Services	22-Jun
Mattig Expert Swiss Partners	23-Jun
Continental Automotive	24-Jun

We conducted face to face interviews with selected companies.

The total of 19 companies were interviewed in June, 2016. Activity type of companies is shown in Figure 1.

Figure 1 Number of participants by activity type



The data was collected in structured interviews with the business environment, each between 1 and a half and 2 hours in length.

We selected the companies who are interested in this program due to their regional presence and field of business. We conducted interviews with representatives of each company which have authority to hire and evaluate the graduates, their skills and capability to provide insight to the project. Of the total 19 representative, 10 representatives are owners or CEO, 4 are department heads, 1 is director and 4 are specialists in their companies. To reflect the perspective of the educational partner we also interviewed two professors of the West University of Timisoara

84% or 16 representatives had strong knowledge about the project that and the fact that it was initiated by DWC and multinational companies, 16% or 3 representatives had less or no knowledge about the project to whom we introduced our project before we conduct interviews.

In this report the individual statements were not assigned to the specific participants of the survey as some participants asked for confidentiality.

MAIN FINDINGS

CURRENT COMPETENCY & FUTURE EXPECTATION

Current situation

Companies evaluated the overall competency level of current fresh graduates **37/100** on average. Average competency level of each area is shown in Figure 2.

Figure 2 Current competence level of fresh graduates (percentage)



According to Figure 2, the **English language proficiency** (75/100) is the strongest competency on average, following the **proficiency in Microsoft office applications, German language proficiency and accounting technical knowledge** were evaluated, scoring (60/100), (54/100) and (50/100) consecutively.

However, companies strongly implied that both English and German language skills must be improved to professional level. Although, the level of German language proficiency is moderate and the number of graduates who speak German is relatively lower than that of the English speakers.

SAP and general programming (27/100), understanding business culture (39/100), controlling (26/100) and purchasing technical knowledge (28/100) areas are considered to require immediate improvement.

Depending on activity and requirement of companies, degree of evaluation of each competency area differed. Detailed results are shown in Figure 3.

English proficiency (1)

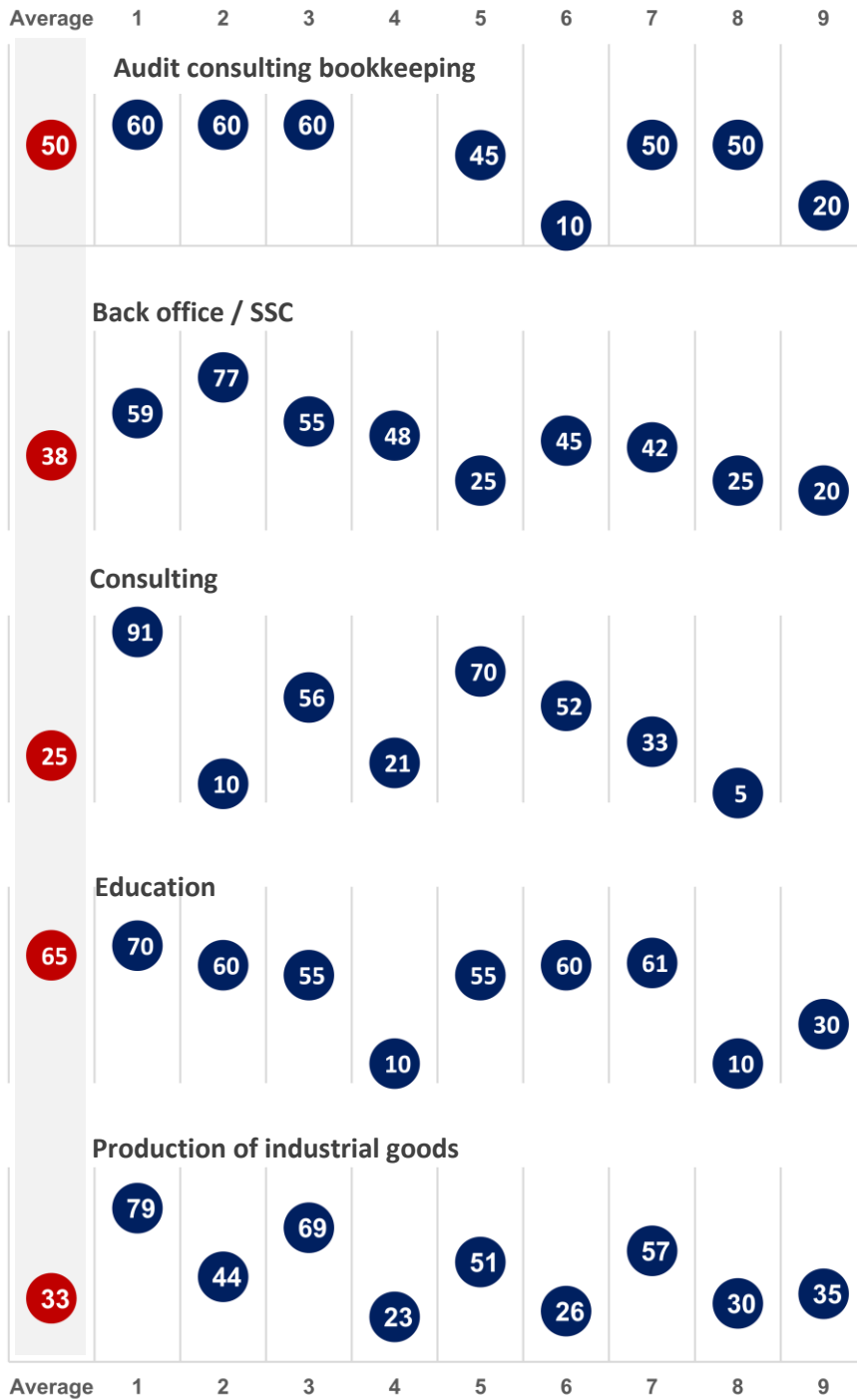
~ Graduates speak about day to day topics but lack of professional language fluency. Writing skills are a little bit more advanced than speaking skills.

Company 4

~ German proficiency is a rare skill, high shortage of candidate on the market, makes it to be highly appreciated.

Company 6

Figure 3 Evaluation of current fresh graduates' competence area by company activity type (percentage)



- 1 - English language proficiency
- 2 - German language proficiency
- 3 - Proficiency in Microsoft office applications such as EXCEL, Outlook ...
- 4 – SAP and general programming proficiency
- 5 - Professional work attitude, especially punctuality, focus on problem-solving ...
- 6 - Understanding of foreign business cultures
- 7 - Accounting technical knowledge
- 8 - Controlling technical knowledge
- 9 - Purchasing technical knowledge

Auditing bookkeeping

Company culture (6)

~ There are huge differences between the multinational companies and the local Romanian business culture. So far graduates are completely unprepared and don't know what to expect in a multinational company.

Company 17

General prog. / SAP (4)

~ Until now, very few graduates knew ERP programs from university.

Company 17

Back office / SSC

English proficiency (1)

~ Most people speak English but not on a professional level.

Company 15

German proficiency (2)

~ The number of graduates with a good German language proficiency is very low and decreasing

Company 15

An auditing consulting and bookkeeping company evaluated competency level of fresh graduates at **50/100** on average. Language proficiency and Microsoft office skills are **60/100**, professional work attitude, accounting and controlling technical knowledge **50/100**, due to reason that graduates get theoretical knowledge but are not prepared for the business and the transition from theory to practice. This aspect is very hard and frustrating for the graduates and students.

Back office / SSC companies said that although, German proficiency was high, number of graduates were very few. Graduates lacked negotiation skill and strategy, purchase knowledge and problem solving skills. Therefore, controlling and purchasing technical knowledge and professional work attitude and problem solving skills must be and can be improved by internship programs.

Consulting companies evaluated the overall competency of fresh graduates at **25/100**. They assessed that English proficiency and problem solving skills were sufficient enough, proficiency in Microsoft office and understanding business culture were fair, however, they strongly asserted that German language proficiency, general programming proficiency / SAP, accounting technical knowledge and controlling technical knowledge must be improved.

Education organizations evaluated overall competency of fresh graduates at **65/100**, this is the highest level recorded among other evaluations. Although, most competencies are moderate, they agree that low controlling technical knowledge is due to lack of teaching critical thinking and analysis, also, general programming /SAP and purchasing technical knowledge of graduates are low because courses related to these subjects were not in the curriculum prior to the study.

Production of industrial goods companies assessed the overall competency at **33/100**. These companies mostly evaluated technical knowledge, related competencies such as general programming/SAP (23/100), controlling technical knowledge (30/100), and purchasing technical knowledge (35/100) lower, comparing these implied that these competencies must be improved immediately because the role of purchasers gets more and more important due to the high cost pressure. Moreover, German language skill is considered very important and strong attribute due to difficulty of recruiting German speaking graduate and German plus English would be the desired immediate action to business.

Consulting companies

German proficiency (2)

~ Graduates with German proficiency are available but hard to find. The numbers are very low and in high demand due to the predominant German business environment in Timisoara.

Company 7

General prog. / SAP (4)

~ The basis was there but the technologies were taught to be outdated.

Company 16

~ SAP and modern ERP were not taught at all until now.

Company 7

Production industrial goods

German proficiency (2)

~ German language is a very strong limiting factor. If the language competence has to be considered the company has to limit other technical skills.

Company 18

Controlling technical knowledge (8)

~ Graduates accumulated this knowledge predominantly outside the university studies, it would be helpful to receive it during study.

Company 13

Future expectation

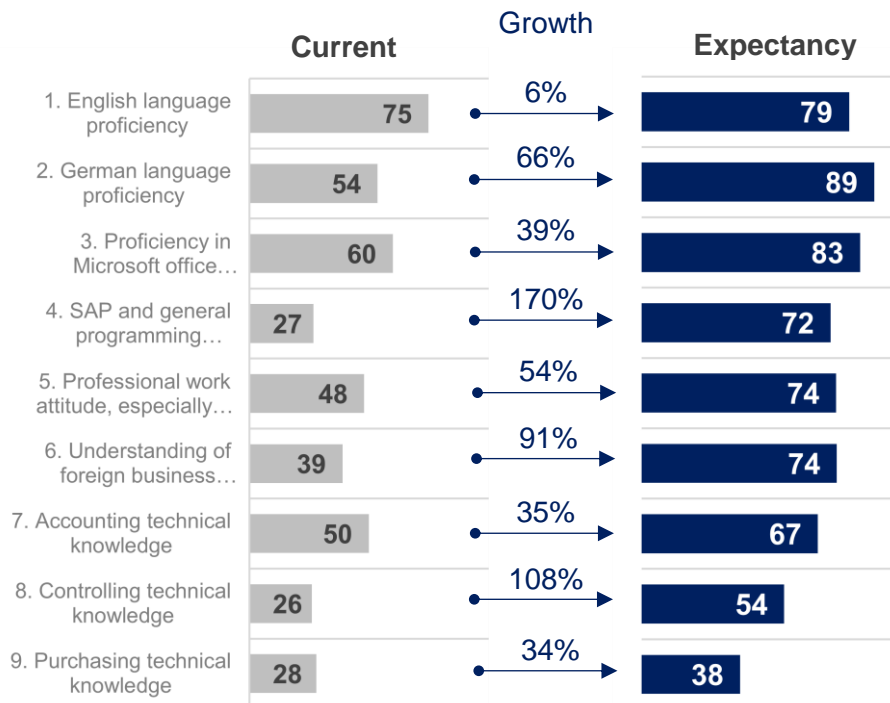
Companies evaluated the overall competence level of fresh graduates that is expected to increase up to **65/100** which is a **77%** increase on average due to new study line.

Figure 4 Expected average growth



Expected increase percentage of each competence area is shown in Figure 4.

Figure 5 Expected increase in level of each competency area



According to Figure 4, the companies expect the program to facilitate an 170% increase in general programming/ SAP skill of fresh graduates which is the most significant expectation followed by 108% increase in controlling technical knowledge and 91% increase in understanding business culture. Moreover, they anticipate that the exchange programs will have a major effect on improving German language proficiency, professional attitude, problem solving, and other capabilities as well.

Companies believe that the program offers the possibility to find good practical and relevant education in Timisoara. The exchange program is the best option to be exposed to multicultural environments and to mature for students. It will allow students to focus more on important subjects like controlling, SAP, purchasing which are successfully extended as job profiles not yet covered in education that can be addressed now.

~ The program creates the opportunity to get a double diploma from a well known German university which will add value to students' personal reputation. They have the chance to undergo an internship in a German company in Germany or Romania and gain relevant experience and know-how in a multinational company. By both aspects the chances to get a well paid job after graduation are increased.

Company 1

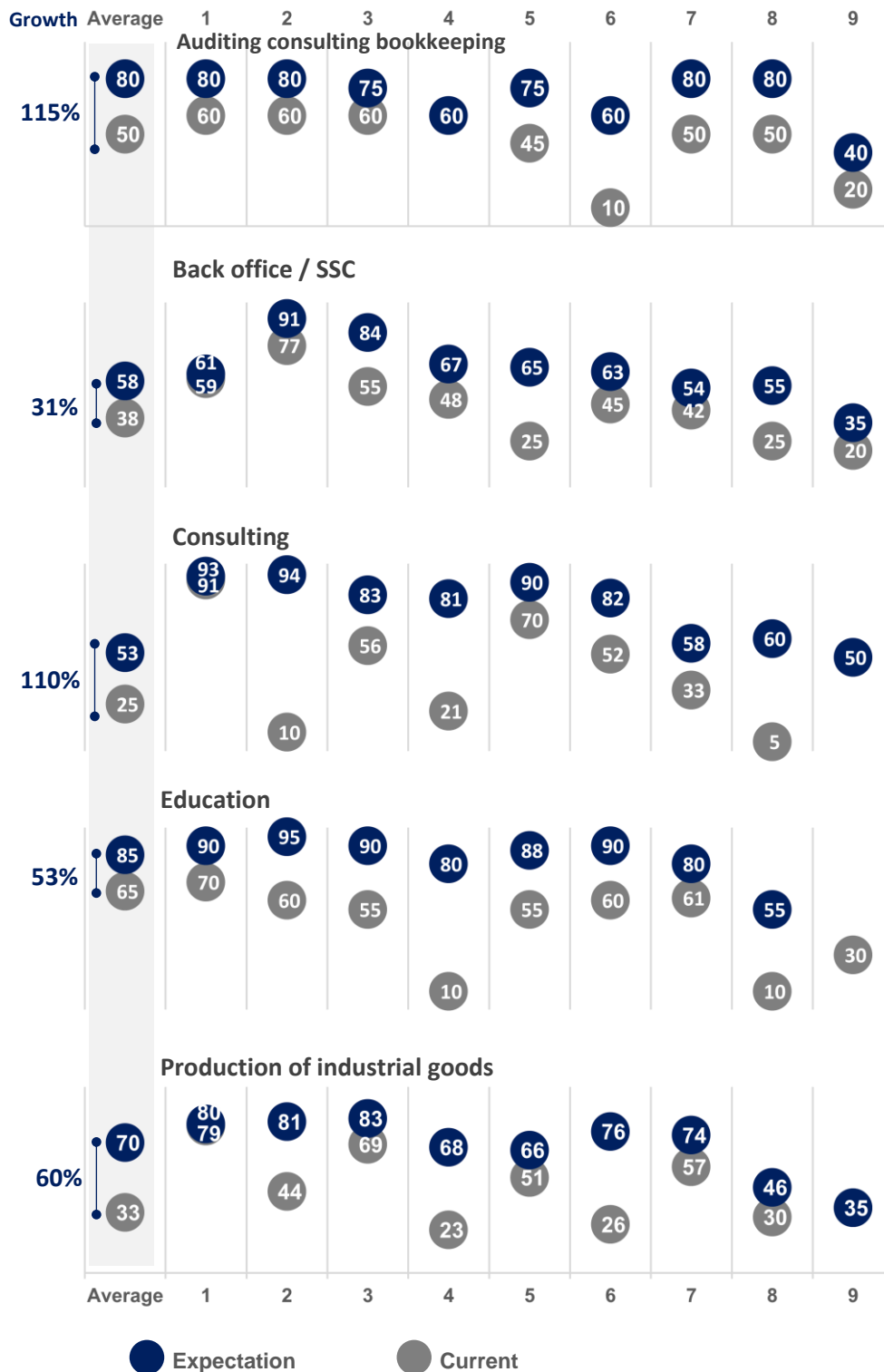
~ It is very important to build relationship between companies and graduates. With the new program the students have the chance to know the companies better and they have better access to finding career opportunities more suitable for them.

Company 4

~ The new study line can open new employment perspectives in the field of ERP business process consulting with German customers. This qualification could hardly be found before the new study line was implemented. The input and consulting of the local business environment in modernizing the requirements of the business environment is a huge benefit for the students, which influence the supply and demand of well paid jobs.

Company 16

Figure 6 Current level and future expectancy by company activity type



- 1 - English language proficiency
- 2 - German language proficiency
- 3 - Proficiency in Microsoft office applications such as EXCEL, Outlook ...
- 4 - SAP and General programming proficiency
- 5 - Professional work attitude, especially punctuality, focus on problem-solving ...
- 6 - Understanding of foreign business cultures
- 7 - Accounting technical knowledge
- 8 - Controlling technical knowledge
- 9 - Purchasing technical knowledge

~ The new study line will offer German speaking students the opportunity to stay in their home country and develop their language abilities rather than leaving the country.

Company 9

~ The study line will create higher employability for the students, better productivity for companies and a closer fit between requirements of employers and skills of students.

Company 2

~ With the initiative of DWC, the students have the chance to get earlier contact to the business world and to understand how business life looks like. The new competence profile of the curriculum is highly demanded and appreciated by the local business environment. The job market will get vitalized and the better educated graduates will get multiple job offers. Graduates with German language are high in demand and are highly targeted by competing employers.

Company 3

On average, auditing consulting bookkeeping (115%), consulting (110%), and production of industrial goods (60%) companies are expecting the highest growth in fresh graduates' skills. As for education organizations and consulting companies, evaluation of each competency tend be high in comparison to other companies.

General programming/ SAP skill of fresh graduates are expected to increase the most for all companies.

Companies answered that the significant expected improvement will be shown in German language proficiency of fresh graduates, especially for consulting, education and production of industrial goods companies.

Auditing consulting bookkeeping and production of industrial goods companies are expecting the program to facilitate better understanding of business culture for fresh graduates and assert that the program will be more effective if it includes more internship opportunities.

Companies are expecting less growth in controlling technical knowledge area. They think that one of the reasons for such matters could be the controlling of the technical knowledge course that is offered as optional course, that students might not take seriously. However, the purchasing technical knowledge course was taken out of curriculum and replaced with an internship program in the purchasing department.

Nevertheless, companies have a positive viewpoint that the program is a timely launched initiative, which will support preparation of young professional and overcome shortage of human resource in the future.

~ The program prepares skilled employees with business experience that are exposed to professionals in their domain.

Company 12

~ The expectation is that the number of graduates with German capabilities will increase.

Company 4

~ The program provides the qualification needed by the local environment, especially the business information aspect and the German language. Furthermore, it's important to connect the business requirements with university curriculum in order to provide well paid jobs for highly qualified graduates.

Company 8

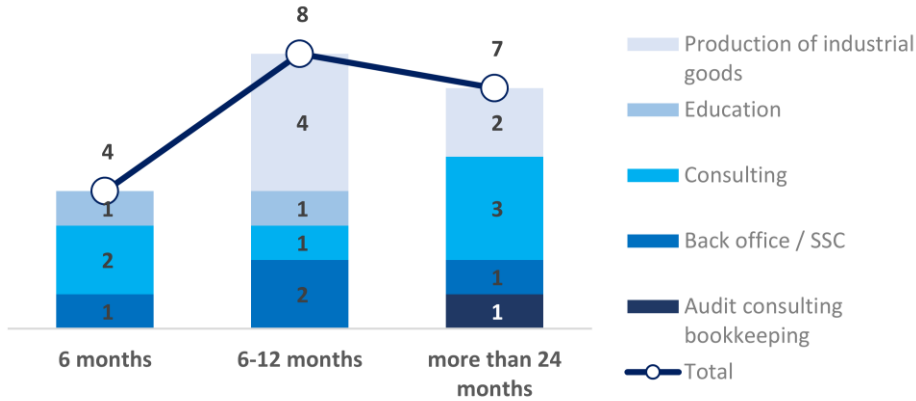
~ The project will facilitate rapid integration in the professional environment.

Company 11

CORPORATE TRAINING

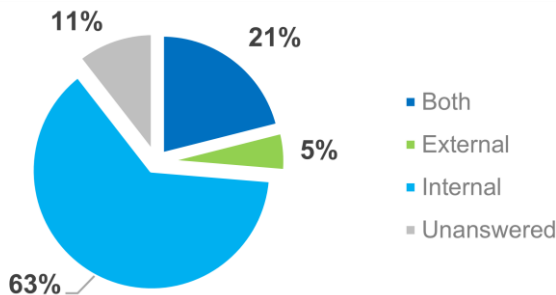
Average time frame that fresh graduates reach full productivity as young professional is shown below.

Figure 7 Average training time of fresh graduates to full productivity



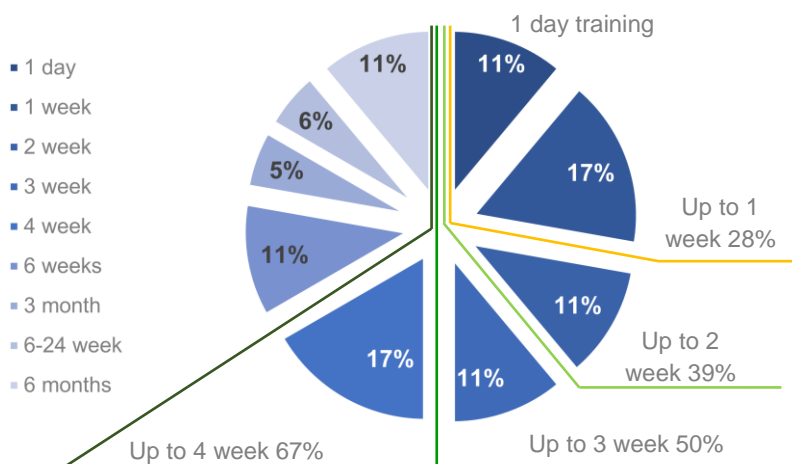
On average it takes a minimum of 6 months to assign tasks to fresh graduates. The companies train them for at least 12 months before they assign complex and complicated tasks to them, depending on the position.

Figure 8 Type of training offered by companies



According to Figure 7, 63% (12) of companies train fresh graduates internally, 21% (4) train using both external and internal trainings, and only 5% (1) train them externally.

Figure 9 Average duration of training prepared for fresh graduates



~ Easy tasks can be assigned to graduates after 6 months and medium complex tasks after 12 months.

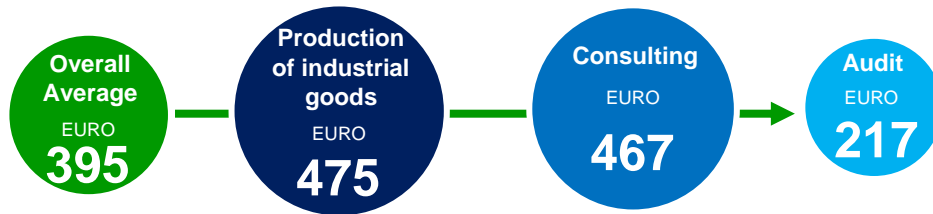
Company 13

~ 1 week for general topics not related to specific tasks. After that period, the on the job training will require between 6 and 12 months until a person can work independently without a supervisor.

Company 3

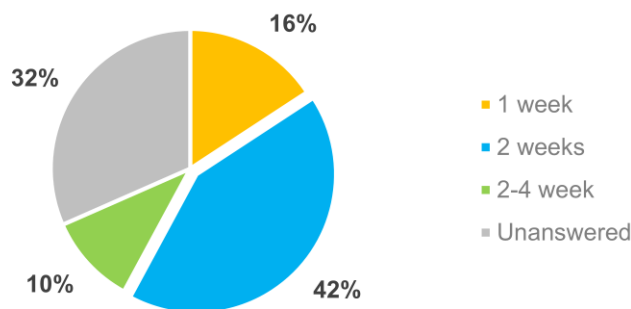
Average training duration depends on position and the company's activity. General trainings such as corporate culture, technical aspect, and health and safety are planned up to 4 weeks upon the fresh graduate's arrival. On average the job trainings start after 4 weeks of initial trainings and professional trainings take at least 6 months until the person becomes capable of working independently.

Figure 10 Average cost per training



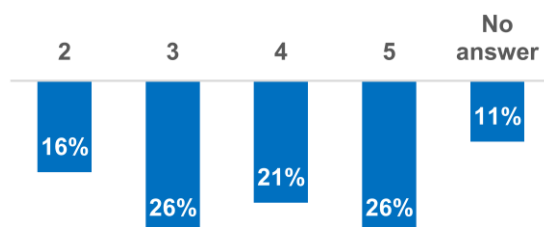
The companies spend €395 per training on average. Production of industrial goods companies tend to spend €475 which is the highest amongst others, consulting companies spend €467 and audit consulting booking companies spend €217 on average. However, actual cost of training depends on number of participants and duration of trainings for most companies.

Figure 11 Continuing training duration after boarding is finalized



According to Figure 10, companies do short term training which is usually up to 2 weeks after the boarding of fresh graduate is finalized. Depending on the activity, sometimes the training can take up to 8 weeks, but most companies prefer on the job learning rather than classroom teaching.

Figure 12 Quality of training documentation (1 - very poor, 5 - very well)



Approximately 47% of the companies think that their onboarding training is well documented, 26% - fair, and 16% - poorly documented which is due to company size and training type. For example, for small sized companies, onboarding processes are not standardized and individual onboarding is usually arranged.

~ The cost of training usually depends on how many people are inducted at the same time. Because one trainer can deliver induction to different class sizes.

Company 2

~In our company, manager specifies need of training of individual's development plan. 70% learning on the job, 20% mentoring and coaching and only 10% is classroom training.

Company 14

~ We have individually processed documents which are now to be consolidated in a personal integration plan.

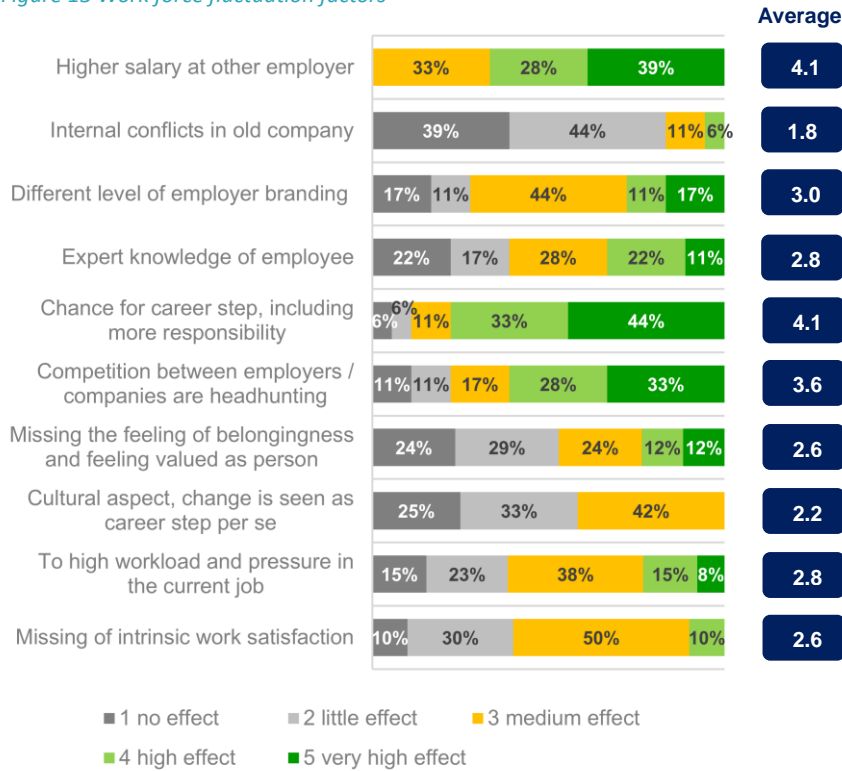
Company 13

WORK FORCE FLUCTUATION & SALARY

Work force fluctuation

In Figure 13, that factors that affect work force fluctuation are shown.

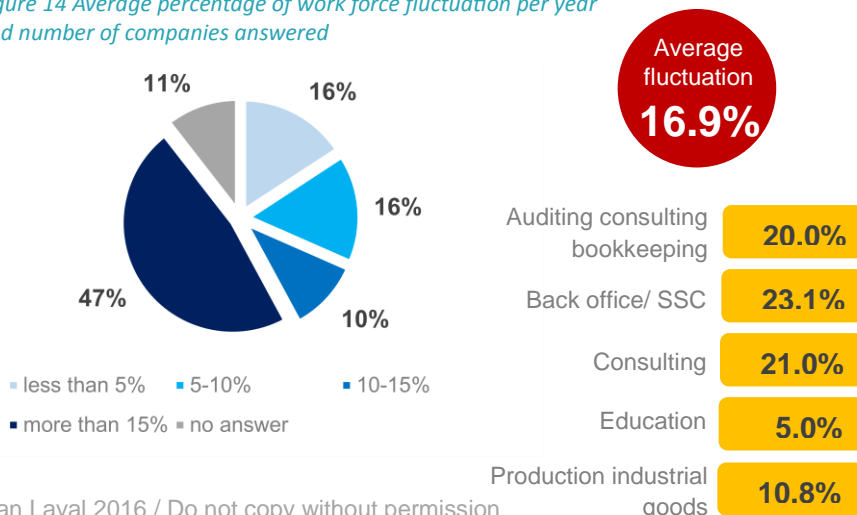
Figure 13 Work force fluctuation factors



The strongest factors that affect employee fluctuation are the **high salary of other employers** and **companies between employers/ companies that are headhunting**, which are considered to be external factors. **Change for career step, including more responsibility** is one of the strongest internal factors.

Moreover, some factors related to company's HR management such as **different level of employers branding, high workload and pressure in the current job** and the **missing feeling of belongingness and work satisfaction** tend to have moderate effect on fluctuation.

Figure 14 Average percentage of work force fluctuation per year and number of companies answered



Headhunting

~ The level of competition is determined by the specific market situation of certain profiles. Some profiles are currently much higher in demand and the headhunting for such profiles is intense.

Company 13

Change of career

~ The graduates come with less knowledge. After one year they reach full productivity and look for new opportunities. Either they look for an open and available position in company or move to other company. HR tries to monitor this motivation and after 1.5 years, offer new position or change the project.

Company 5

Missing belonging and satisfaction

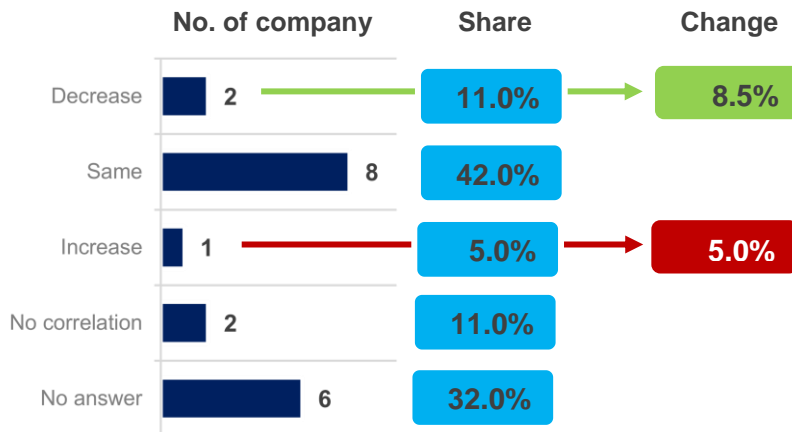
~ The business culture in Romania reaches a personal level, therefore business problems can be taken personally. The job is seen as part of the family. In comparison German business culture has stricter barriers between business problems and personal relations. Negative comments can be perceived as personal in Romania and reduce the work satisfaction directly. Our company implemented a kitchen culture to increase the feeling of belongingness.

Company 16

According to Figure 14, average fluctuation percentage per year is 16.9%. Auditing consulting bookkeeping (20.0%), back office/ SSC (23.1%) and consulting (21.0%) companies have high fluctuation rate of work force. Production industrial goods companies have 10.8% fluctuation rate which is the lowest, comparing to other companies.

In addition, 53% of companies think that the new study line will have no correlation or any effect on the work force fluctuation rate.

Figure 15 Effect of new study line to the work force fluctuation



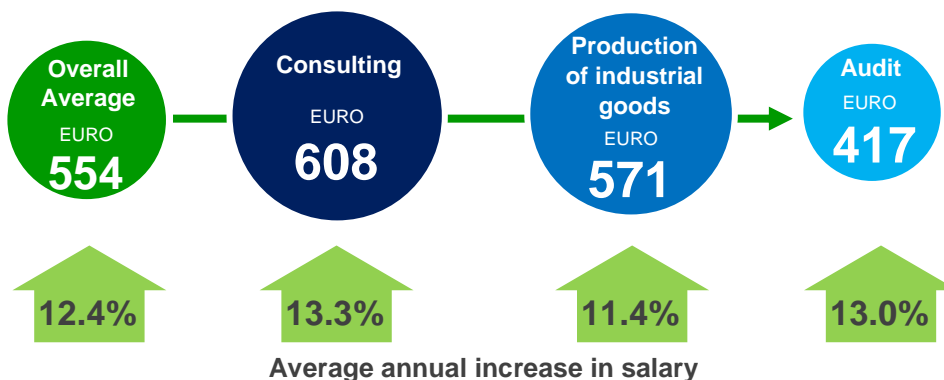
The companies that answered to the new study line will decrease the fluctuation by 8.5% on average with the reason that work force supply generated by new study line will soften the competition between employers and offering of high salary and ultimately, it will decrease fluctuation and increase stability. On the contrary, some companies think there will be 5% increase in the fluctuation rate because higher educated work force will draw competition from outside Romania such as Germany's high salary level.

Nevertheless, the majority of the companies think that there will be no change, because the new study line will have less effect on changing situation and mentality in the company. Moreover, the number of graduates is quite low in order to make the desired impact on the fluctuation rate. If the number of graduates per year increases up to 100, then observable effect might be shown.

Salary amount

SAP/ IT specialists

Figure 16 Average monthly salary of newly graduated SAP/ IT specialist



Work force fluctuation

~ The fluctuation level will stay the same.

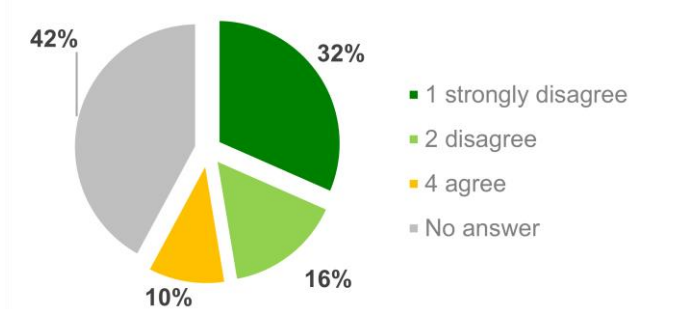
Company 4

~ There is no correlation between the new study line and work force fluctuation.

Company 16

The average monthly salary of a newly graduated SAP/ IT specialist is €554 and tends to increase 12.5% per year, consulting companies offer €608 that is the highest amount and highest increase rate, 13.3%, among other companies. Audit consulting bookkeeping companies offers €417 which is the lowest amount, however, annual increase is 13.0%. Production of industrial goods companies offer €571 per month but annual salary increase is 11.4% which is lowest percentage increase among companies.

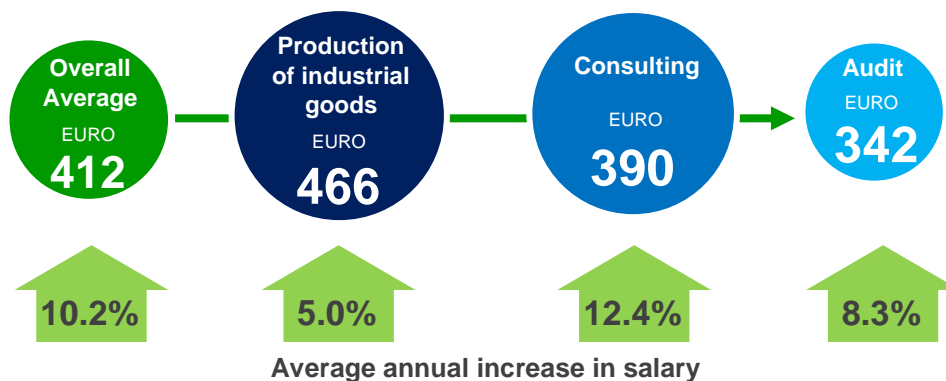
Figure 17 Tendency of salary decrease due to increase in work force supply



48% of the companies think that since there's such high demand for well-educated work force, it's highly unlikely that the salary will decrease. They think, if the new study line produces graduates with good quality, the graduates will pull demand and their profiles further and local graduates can take over more advanced tasks in multinational companies. Furthermore, the more successful the graduates are in multinational companies by making use of such advanced tasks, the more interested the Romanian companies will be in the study line.

Controlling specialists

Figure 18 Average monthly salary of newly graduated Controlling specialist



Average monthly salary of newly graduated controlling specialist is €412 and tends to increase by 10.2% per year, production of industrial goods companies offer €466 which is highest amount but lowest increase rate, 5.0%, among other companies. Audit consulting bookkeeping company offer €342, which is the lowest amount, however, annual increase is 8.3%. Consulting companies offer €390 per month but offer the highest annual salary increase, 12.4%.

SAP/ IT specialist's salary

~ Salary will most likely not decrease because market demand outpaces the increased supply.

Company 7

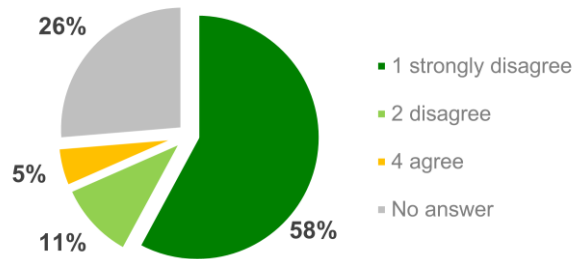
~ The more educated the specialist is, the higher the salary will be.

Company 1

~ We expect more added value. The productivity is expected to overcompensate the salary increases. The improved educational environment will lead to a win-win situation for graduates and companies.

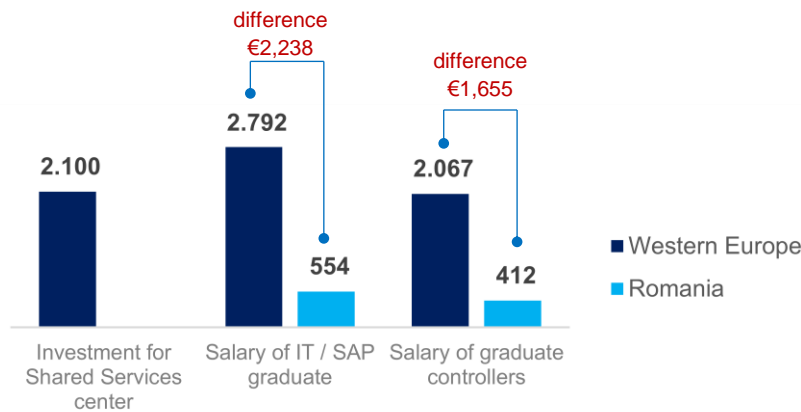
Company 16

Figure 19 Tendency of salary decrease due to increase in work force supply



69% of the companies think that since there's a high demand for well-educated work force, it's highly unlikely that the salary will decrease. Another reason is that the base salary is low, therefore if the competency of graduates increases, it's most likely that the base salary will increase.

Figure 20 Difference between fresh graduate's salary amount of Western Europe and Romania



According to Figure 20, salary differences between Western European countries and Romania is quite significant. The salary of IT/SAP specialists is €2,238 lower and graduate controllers' salary amount is €1,655 lower than Western European countries' specialists.

Controlling specialist's salary

~ The graduates of the new study line can get a higher salary, because the salary mirrors the level of competence. The graduates from the new study line have already several relevant trained skills which reduces the necessary onboarding time.

Company 13

~ The level of salary will increase in case of higher competencies that are expected.

Company 1

~ Salary level most likely will not decrease because the demand will outpace the supply.

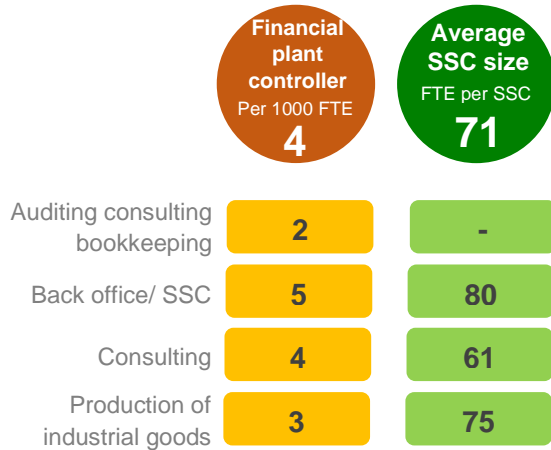
Company 16

SHARED SERVICE CENTER & NEW STUDY LINE IMPACT

Shared service center

Figure 21 shows the average financial plant controller per 1000 FTE and average FTE per SSC.

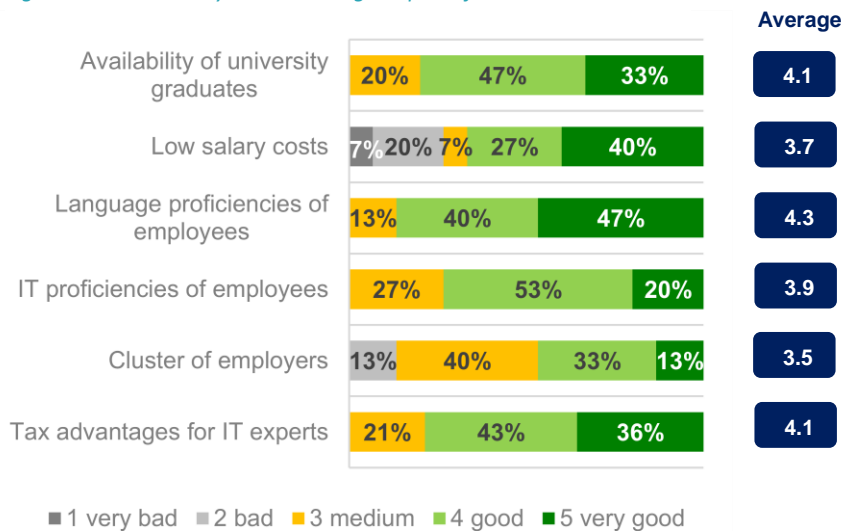
Figure 21 Average Financial plant controller per 1000 FTE, Average SSC size



On average, companies have 4 financial plant controllers per 1000 FTE plant and average SSC size is 71 FTE.

Reasons that Timisoara is a good location for IT shared services activities for Western European countries are shown below.

Figure 22 Reasons why Timisoara is good place for IT shared services



Language proficiency is the top reason why Timisoara is a good place for Western European companies. Tax advantages for IT experts, availability of university graduates and IT proficiencies of employees are mentioned next as important reasons.

Low salary cost and the cluster of employers are mentioned last. Because salary of senior specialists is same as Western Europe's, although junior level specialist's salary is low, level will become closer due to increasing productivity and challenge.

Language proficiency

~ Because almost everybody speaks a decent level of English, it's more convenient to run a business in Timisoara.
Company 2

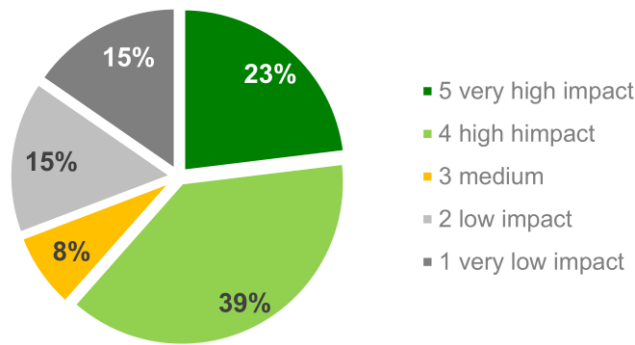
Low salary cost

~ Salary level is still low, but it will get closer to southern western countries such as Portugal, Spain and Italy.
Company 2

IT proficiency of employees

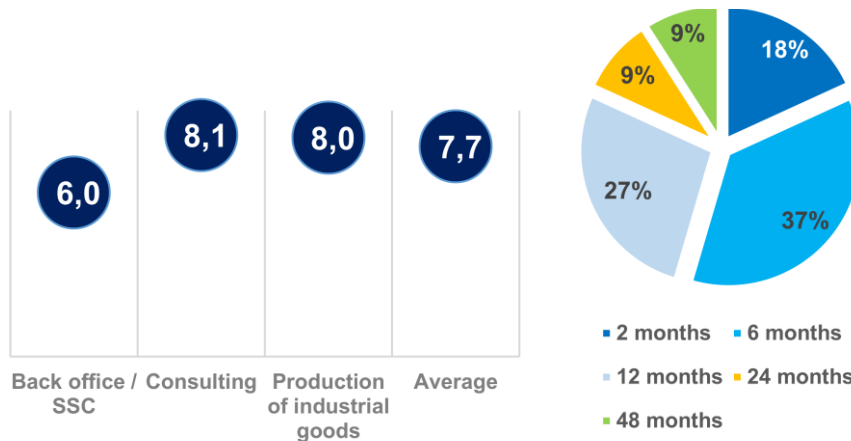
~ Young professional are used to IT as workstyle.
Company 2

Figure 23 Impact of new study line to increase competitive advantage of Timisoara



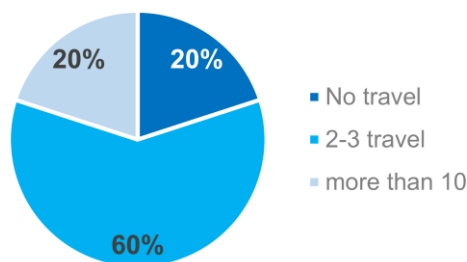
62% of the companies believe that the new study line will have a high impact and increase competitive advantage of IT shared services in Timisoara. But those who answered that it will have low impact (30%) think that the number of graduates might be too low to effect. They assert that the number of skilled graduates per year should be more than 100 to facilitate the increase.

Figure 24 Average efficiency lost and duration to cost efficiency, number of companies answered



According to Figure 24, on average 7.7% efficiency is lost during due to physical distance to high cost location. Shared services usually take 6 months to reach cost advantage and the time duration depends on level of cost of the country. In high cost countries, it takes on average 2-3 years to reach cost advantage.

Figure 25 Number of travels required per year



On average it takes 2-3 travels between high cost area to low cost area per person per year. Number of travels depends on position and company activity, for example for Company 5, middle management travels twice a year and top management travels one per month. Also, some companies solve this issue by conducting video conference and other technology.

Impact on competitive advantage

~ As the number of graduates with relevant experience increases, the companies' need for training fresh graduates decreases. Moreover, it's expected that the onboarding time will be reduced and full productivity will be reached sooner.

Company 1

Cost efficiency

~ After six months for training and integration process, the SSC will have an immediate cost saving effect.

Company 13

~ Depends mainly on the remanence cost in the high cost country. This depends mainly on company policies.

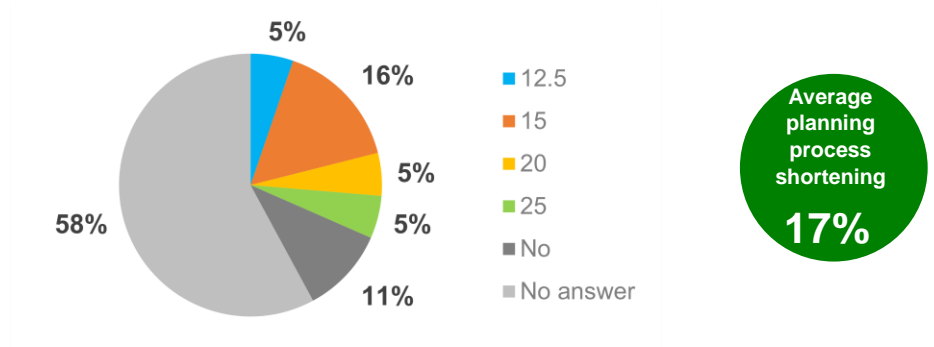
Company 15

Number of travels

~ 0 travels because use of double robotics.

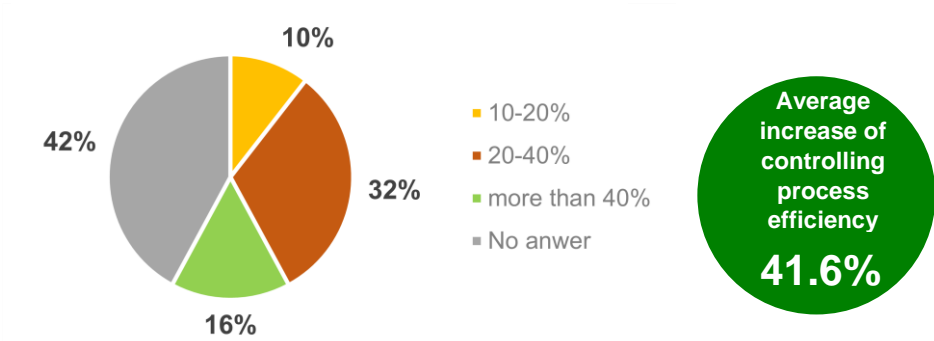
Company 8

Figure 26 Average planning process reduction by shortening planning volume (percentage)



According to Figure 26, only 8 companies answered this question. From those who answered, they think the the planning process could be reduced by 17% on average by shortening planning volume.

Figure 27 Average efficiency increase in controlling process



According to Figure 27, 11 companies answered this question. From those who answered, they think the efficiency of controlling process could be increased by 41.6% on average by process documentation.

Future involvement

Figure 28 Appropriate internship duration

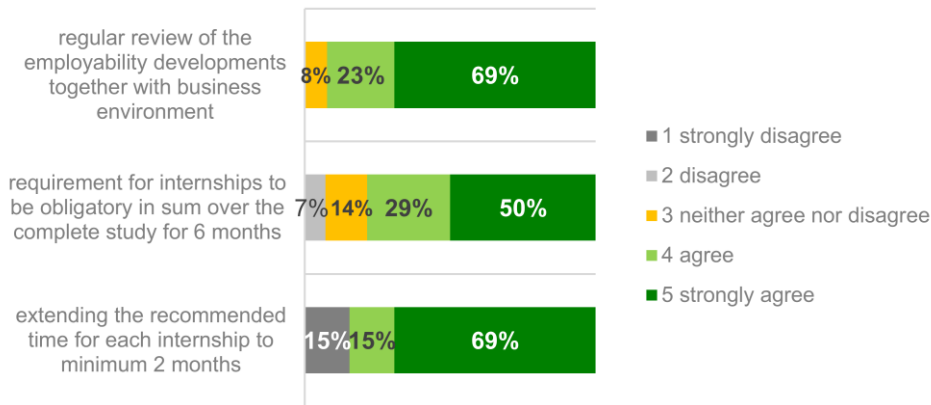
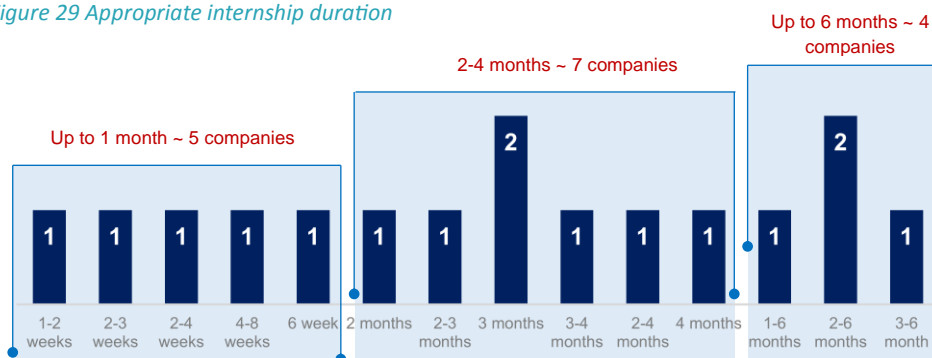


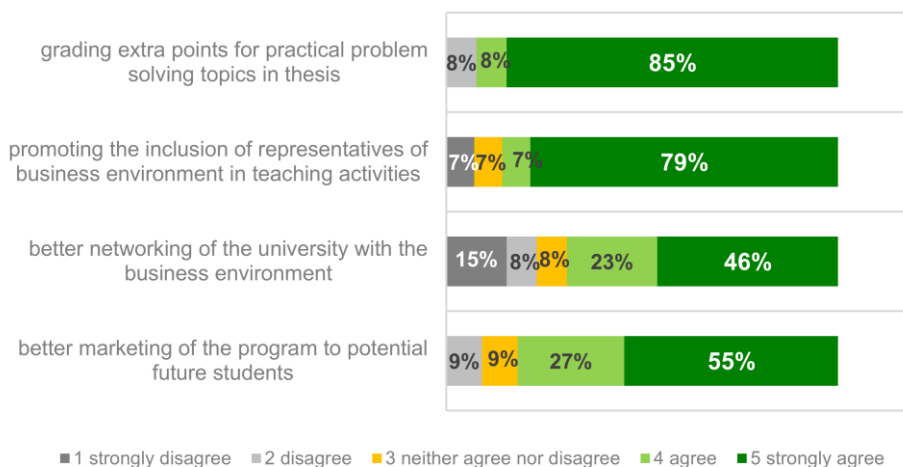
Figure 29 Appropriate internship duration



According to Figure 28, companies recommend that each internship should average a minimum of 2 months and sum over 6 months to complete the study. Companies propose longer internship programs in single companies because it usually takes at least 2 months to understand the basics of the job and have a positive learning curve. To fully understand the business, a 3-4 months period is required.

However, some companies suggest that student should do shorter internships in several companies to define their career directions.

Figure 30 Potential to improve collaboration between business and university



Internship duration

~ We think 6 months is usually enough. Making internship at early stage of study will help students to have better understanding of what they are inclined to do. So they can make better decision after they graduate.

Company 4

~ According to our experience, 2 months of internship is the minimum needed to understand the basics of the job and have a positive learning curve.

Company 1

Thesis problem solving

~ Practical problem solving topics as thesis is an important way to accumulate relevant knowledge during the university education.

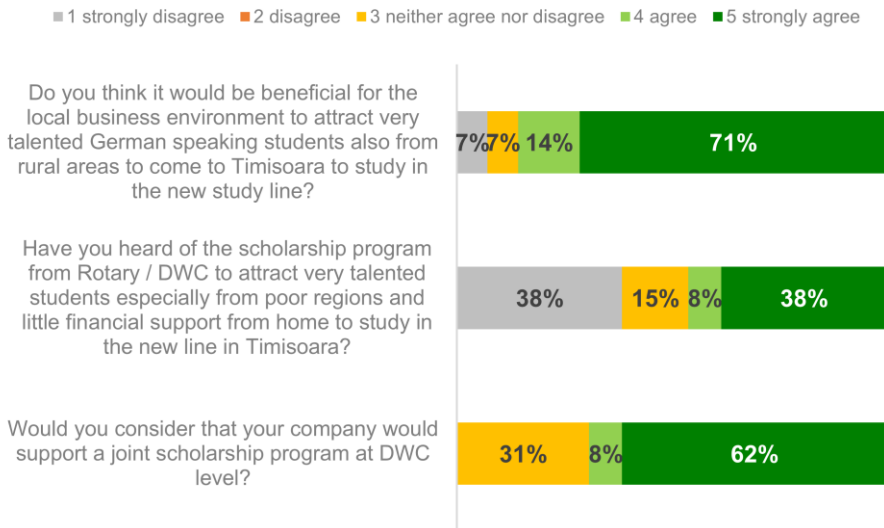
Company 13

~ Especially in the IT environment, the practical problem solving topic in theory is very important.

Company 16

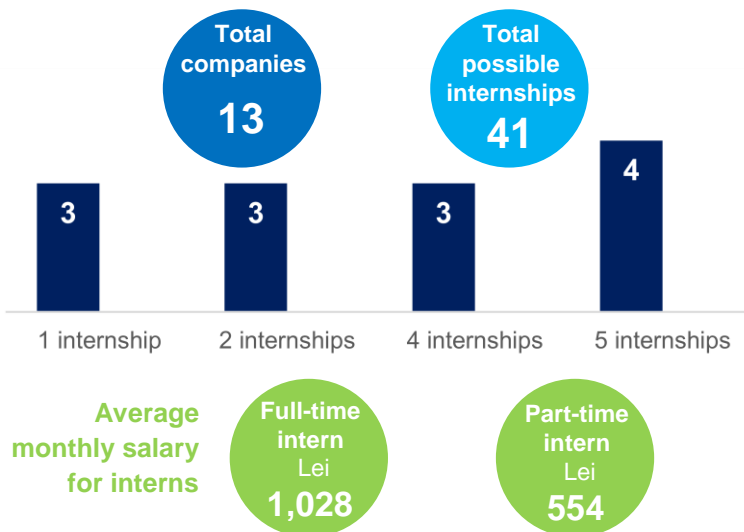
According to Figure 29, the companies say that networking universities with business environment and good marketing of the program to potential future students are already at a good level. Collaboration with business should focus on promoting the inclusion of business representative in teaching activities and grading extra points for practical problem solving topics. Because students need to understand not only how to use theory in practical application but also which area to focus.

Figure 31 Attracting talent & scholarship



85% of companies think that local business environment is attractive to draw talented students to study in Timisoara. Although, 46% heard of Rotary/ DWC scholarship for talented students from poor regions, 70% are possible to support joint scholarship program at Rotary/ DWC level.

Figure 32 Possible internship offers per year



The total of 13 companies answered this question, offering a total of 41 internship per year. Depending on position and number of internships, they can offer 1,028 lei for full-time intern, and 554 lei for part-time intern.

Inclusion of business representative in teaching

~Very important to explain the reason behind the need of learning the theories and for what they can use it for.

Company 2

Networking

~ The university is already quite good in networking.

Company 13

Joint scholarship

~ We are open to offer a joint scholarship program but require further process investigation.

Company 13

SUMMARY & RECOMMENDATION

Summary

1. The new study line is received as highly significant and a timely launched initiative that has potential to overcome shortage of educated workers with skills which meet modern business practice and demand.
2. Great increase and growth are expected in fresh graduates' skills as result of this program, especially in the area of general programming/ SAP, German language skill, controlling technical knowledge and purchasing technical knowledge.
3. The new program is believed to benefit and to decrease fresh graduate training time period and cost, since the program is taught in German and includes internship programs. Thus, companies expect the graduates to be prepared and to have the capability of working in different business cultures and environments.
4. Companies named reduction in work force fluctuation as one of the benefits. They believe that the new study line will decrease the skill gap of fresh graduates, which will soften competition for work force among companies. The small skill gap will decrease willingness to promise higher salary and poaching of workers and increase stability.
5. The new study line tends to have a positive impact on the average salary and increase salary of SAP/ IT specialists and controlling specialists. Companies believe that the more knowledge the specialist has, the higher his salary will be. The productivity is expected to overcompensate the salary increases. The improved educational environment will lead to a win-win situation for graduates and companies.
6. The program can also facilitate competitive advantage of Shared Services Activities in Timisoara. Increasing pool of high educated German speaking specialists along with convenient environment to support SSC activity such as language and IT proficiency of employees and tax advantage for IT experts.

~ Students can be on boarded faster, the key point is seen in the obligatory internship. Other key point would be if several teachers, who came from the business environment could be included. Companies can start to identify the most talented students at earlier point of time and entice them.

Company 5

~ First of all, the students will actually get much closer to the trends in the job market and in order to follow them. For the teachers, it will influence their traditional way of teaching to the trends in the job market. The university will attract more students, as the studies are more relevant for students to find requested job profiles. For the job market it would be a big advantage. Because it reduces onboarding time and training period.

Company 13

SWOT analysis based on Survey result

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> • The program has strong support and high potential to be successfully implemented. (DWC and several multinational company) • Very high expectation and aspiration to have skilled employees and positive and supportive overview of the success of this initiative. • Existing good connection and networking between universities and businesses. 	<ul style="list-style-type: none"> • Graduates lack critical thinking and problem solving skills • Education system lacks business representative inclusion in university teaching and sharing of practical experience • Graduates lack application of theory in real business problems • The role of purchasing technician increases, however, the course is taken out of curriculum
OPPORTUNITY	THREAT
<ul style="list-style-type: none"> • High demand and capacity for new graduates in the market • Potential increase in base level of salary • Potential to increase number of graduates and collaboration with other universities • Positive impact on increasing competitive advantage of Timisoara as location of Shared Service Center • High potential to attract companies to collaborate in the future and to offer many internship programs and joint scholarships 	<ul style="list-style-type: none"> • High possibility of losing skilled graduates to German and other Western European companies and won't be able to keep them in Romania due to significant difference in salary amount.

Recommendations

To increase efficiency of the program, the following recommendations are advised.

1. Involving professors and teachers in business culture.

It's important that teachers understand the modern business culture and skill requirements. Professors and teachers can intermediate knowledge sharing between students and business. Therefore, initiating projects that involves teachers directly into business activities for certain time periods. This will help them update and adapt teaching materials to current and future business needs.

2. Increasing sum period of internship

Students will receive practical knowledge from internships. It usually takes minimum 2 months to understand the basics of the business. There are two types of internships recommended.

- Longer (at least 2 months) internship program in few companies
- Shorter internship programs in several companies

3. Compensating some knowledge areas with internship programs

Offering internship to compensate knowledge of practical learning courses which were made optional or taken out of curriculum such as purchasing and controlling technical knowledge making sure the internships provide related knowledge.

4. Problem solving tools and techniques

In business, problem solving and critical thinking skills are important to make decisions. Therefore, it's highly beneficial to teach and embed modern problem solving tools and techniques in fresh graduates.

5. Business experts knowledge and experience sharing sessions at universities

Experts who have worked in business gain valuable experience over the years. Sharing this experience to students will bring many benefit including choosing the direction of their career. Therefore, it's crucial to initiate projects that include experts from various sectors to share their experience and insight.

6. Increasing number of graduates of new study line per year

Demand for educated and skilled workers is high. 25-30 graduates each year is not enough to keep up with demand. Therefore, expanding the collaboration with other universities and increasing number of universities that teach new study line will support the supply of work force greatly.

~ As soon as the student comes to make the internship he/she can understand what the real business is all about. Students can fortify their theoretical knowledge from university by applying it to real life business situations. The need for German speaking graduates is high since most of our clients are German companies. For the students the offered internships are the entrance ticket to a full paid job after the internship.

Company 17

~ The number of employers will overcompensate the supply. Business environment in Timisoara could absorb 100 graduates of the new line without a problem.

Company 8

Contact information:

Valerian Laval

Project Manager of DWC
valerian.laval@gmail.com

APPENDIX

QUESTIONNAIRES

SURVEY QUESTIONNAIRE

Interviewee ID 1

Date of interview **16.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Department Head**

Activity of your company **Production of industrial goods**

Back office / SSC

Best field of activity inside this company **IT**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **5**

University -

Media -

Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

It creates opportunity to students by offering a double diploma from a well-known German university, which will add value to their personal reputation. They have the chance to make an internship in a German company, in Germany or Romania, thus gaining relevant experience and know-how in a multinational company. By both aspects the chances to get a well-paid job after graduation are increased.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

20

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	80-90 It's common for students to learn English in school and university
German language proficiency	5-10% of the applicants have German proficiency and out of that graduates the proficiency level is 70-80 percent
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	5-10%
Professional work attitude, especially punctuality, focus on problem-solving ...	10 Students usually adopt these attitudes from their family. There is no course currently offered regarding these subjects.
Understanding of foreign business cultures	5 no relevant business experience.
Accounting technical knowledge	20-30 As this is a common field of study
Controlling technical knowledge	0 Not taught
Purchasing technical knowledge	0 Not taught
Other	

3. Nowadays, when do fresh graduates reach their full productivity as young professionals? Please estimate a number of months needed for the onboarding.

Duration **5**

4. Do you have an internal or external off the job training plan?

Answer **5**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

One-day of induction and job specific training required additional trainings. In addition, facultative 2 hours per week German course for one-year is common for fresh graduates.

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

300 For one-year German course. The other courses are not charged or calculated

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2 weeks per year

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

4 Every graduate gets an individual training plan

9. How many months would the onboarding process take without any onboarding procedures in place?

24

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

-

11. Please specify the competence level of fresh graduates from the new study line in the following competence areas. Please estimate a percentage:

English language proficiency	80-90 As the study is in German language
German language proficiency	20-30 of the applicants only have German proficiency. Out of that graduates the proficiency is 90-100 percent
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	90
Professional work attitude, especially punctuality, focus on problem-solving ...	20-30 Graduates still have a Romanian/ Balkan work attitude in general. It takes couple of

	years of working experience in multinational companies to adapt to western work attitude.
Understanding of foreign business cultures	70-80 But only for those who will study in Karlsruhe
Accounting technical knowledge	30-40 As this is a common field of study
Controlling technical knowledge	10-20 This is an optional course, however, students tend not to take optional courses seriously.
Purchasing technical knowledge	This was taken out of the curriculum
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	3
Different level of employer branding	2
Expert knowledge of employee	1
Chance for career step, including more responsibility	3
Competition between employers / companies are headhunting	3
Missing the feeling of belongingness and feeling valued as person	2
Cultural aspect, change is seen as career step per se	1
To high workload and pressure in the current job	1
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

10-15

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

It seems that the study line has no effect on changing situation and mentality in the company. Therefore, fluctuation might not change much.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2-3

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

70

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

450

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

15-20 percent for young professionals in the first years as the pressure from the employment market to increase salaries is very high for young trained specialists, after that 5-10 percent

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles, put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

1 The more knowledge the specialist is, the higher the salary will be.

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

-

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

450

6. What is the percentage for the salary increase for young professional controllers per year?

10-15

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

1 The level of salary is quite low and will not be reduced. On the contrary, a slight increase in salary will happen in case of higher competencies are expected

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	
Low salary costs	5	
Language proficiencies of employees	4	
IT proficiencies of employees	4	In line with the availability of university graduates
Cluster of employers	4	
Tax advantages for IT experts	5	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

As the number of graduates with relevant experience increases, companies' need of training fresh graduates decreases. Moreover, it's expected that the onboarding time to be reduced and full productivity to be reached sooner.

3. What costs are needed as investment for a Shared Services center per workplace, given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

1500

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

2000

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

2400 It's a net amount in case they have SAP background

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

5% due to physical distance and the people are unable to attend all project meeting, 20-30% due to different work mentality and cultural aspects

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

12-18 months. Although, it depends on the complexity of the shared service. Easy processes can be transferred faster than complex processes.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

For easy back office tasks such as IT helpdesk, 1 time or less is sufficient, for complex projects up to 10 travels a year can be necessary

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

It depends. For example, in auditing companies many trainings are needed to prepare for ACCA, in general from 2 weeks to 4 weeks of training

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

-

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	4
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	yes

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis 5

promoting the inclusion of representatives of business environment in teaching activities	5
better networking of the university with the business environment	5
better marketing of the program to potential future students	3 It is fair at the moment
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas, to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5 As far such talents can be identified and motivated to come

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5 Our company supported this scholarship project

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

4

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

yes, either one is good

8. If you answered: strong or very strong, how much lei a month would be appropriate salary / bursa for full time internship. Please indicate in lei per month

1000

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

500

SURVEY QUESTIONNAIRE

Interviewee ID **2**

Date of interview **16.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [redacted]
 Company name [redacted]
 Job Title [redacted]
 E-mail address [andrei.pelin@gmail](mailto:andrei.pelin@gmail.com) [redacted]
 Phone No. [redacted]

I. Opening and general questions

Position inside this company **Specialist**

Activity of your company **Education**

-

Best field of activity inside this company **Teaching**

Number of employees (Indication in FTE) [redacted]

1. How did you heard about the new study line “accounting and business information systems in German language”. (1 – “strongly disagree” and 5 – “strongly agree”)

Business environment including business club -
 University **5**
 Media -
 Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 – “strongly disagree” and 5 – “strongly agree”)

Answer **5**

3. What positive implications do you see for the job market, for students and for companies, in general, from an initiative like this?

Higher employability for the students, better productivity for companies, closer fit between requirements of employers and skills of students.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today, comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

20

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	80
German language proficiency	only 10 percent of graduates have German abilities but out of this 10 percent the level is 60%
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	50
general programming proficiency / SAP	10
Professional work attitude, especially punctuality, focus on problem-solving ...	30 for attitude and problem solving, 50 punctuality
Understanding of foreign business cultures	50
Accounting technical knowledge	70 graduates of accounting , other graduates 30-40%
Controlling technical knowledge	10 because of lack of teaching how to critically think and analyze, in general those skills require practical experience
Purchasing technical knowledge	30 no specific subjects included in curriculum
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6-12**

4. Do you have internal or external off the job training?

Answer **majority internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

3-5 required to drive them into the system for average complex job, depending on the specific job requirements

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

Depends in how many people are inducted at the same time, because one trainer can deliver induction to different class sizes

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

It depends. For example, in auditing companies many trainings are needed to prepare for ACCA, in general from 2 weeks till 4 weeks of training

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

9. How many months would the onboarding process take without any onboarding procedures in place?

At least double the number of time

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

90

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	90
German language proficiency	90 and the 90 will be valid for a larger number of graduates
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90 out of the interns, they come in contact with the level of expectation of real companies and they will get motivated to reach this level
general programming proficiency / SAP	80
Professional work attitude, especially punctuality, focus on problem-solving ...	90 Being exposed to real business culture will affect the attitude, the earlier they get this information the better it can developed, they should understand that problem solving

	people are appreciated material and immaterial by the corporate world
Understanding of foreign business cultures	90
Accounting technical knowledge	90
Controlling technical knowledge	30 It still requires solid experience, 2-3 months of internship will not be enough to get further
Purchasing technical knowledge	0 it was taken off the curriculum, and instead they made internship in a purchasing department
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	4
Different level of employer branding	3
Expert knowledge of employee	3
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	4
Missing the feeling of belongingness and feeling valued as person	3
Cultural aspect, change is seen as career step per se	2
To high workload and pressure in the current job	4
Missing of intrinsic work satisfaction	3
Other	3

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

5

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

Taking into account there are many German firms who hire the graduates. Given the fact that the graduates are tailor made for German companies the graduates are somehow restricted to those companies. Herby the stability of the employees is increased. Because they are custom made they can earn the German companies a much higher salary than other companies are not willing to pay.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given, the increase supply of those profiles, due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	(because demand is outpacing supply)
Low salary costs	4	still lower, but the level will get closer to southern western countries such as Portugal, Spain and Italy: so competitive advantage will be challenged and can maintain only if the productivity is climbing faster than the salaries
Language proficiencies of employees	4-5	because almost everybody speaks a decent level of English, many people speak two foreign language at a decent level
IT proficiencies of employees	4	because young professional are used to IT as workstyle
Cluster of employers	4	cluster will attract new employers because positive experience of the existent companies
Tax advantages for IT experts	4	perhaps
Other		the new developed office space in Timisoara increases the availability of reasonable priced office space

2. Do you think the new study line could increase the competitive advantage of Timisoara as a best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduatespecialists in western European countries? Please indicate in Euro per month.

1500

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

1500

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

5%

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

6

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Reduction of planning volume might not be that helpful because this would happen at the expense of quality

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

10% at least

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university?. Please answer between 1 and 5:

regular review of the employability developments together with business environment

5

requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	no

2. How many weeks long should an internship be? Please indicate an interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5 great problem of educational system is lacking solid practical skills, this would be supported if the master thesis would describe and deal with real problems in real companies
promoting the inclusion of representatives of business environment in teaching activities	5 they have to see and understand the usefulness of their work and ideas
better networking of the university with the business environment	4
better marketing of the program to potential future students	2 it's good level currently
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas, to come to Timisoara, to study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

2 don't have very well respected high schools in rural areas

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

1

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

4

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4 given the fact that large percentage of students have financial problems

8. If you answered: strong or very strong, how much lei a month would be an appropriate salary / bursa for full time internship. Please indicate in lei per month

700

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

500

SURVEY QUESTIONNAIRE

Interviewee ID **3**

Date of interview **15.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Director**

Activity of your company **Back office / SSC**
(Front Office: Procure to pay; Record to Report; Order to cash; project financial controlling; financial planning analysis)

Best field of activity inside this company **Accounting / Controlling**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 – “strongly disagree” and 5 – “strongly agree”)

- Business environment including business club -
- University **5**
- Media -
- Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 – “strongly disagree” and 5 – “strongly agree”)

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

With the initiative of DWC the students have the chance to get earlier contact to business world to understand how business life looks like. The new competence profile of the curriculum is highly demanded and appreciated by the local business environment. The job market will get vitalized and the better educated graduates will get multiple job offers. However the number of 25 students of the first generation is far below the market

demand. Especially graduates with German language are high in demand and are highly targeted by competing employers.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

50 percent compared with the requirements of business process outsourcing sector; 20 percent compared with the requirements in auditing.

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	80 requirement is English as company language and a second language as client language
German language proficiency	70 percent of competence, however the major problem is that the number of people with this competence is so little
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	50 percent: major shortage is in EXCEL regarding big data management, or calendar functionality in Outlook
general programming proficiency / SAP	0 percent; SAP knowledge is today absolutely not existent
Professional work attitude, especially punctuality, focus on problem-solving ...	80 percent for punctuality, 0 percent focus on problem solving. Because if you don't understand the problem, you can't find the solution. It seems that fresh graduates usually go and ask directly from supervisor instead of try to find solutions themselves.
Understanding of foreign business cultures	0 percent acquired at university; (at the moment the collaboration especially with Indian back office is sometimes difficult; with western European countries no major difficulties)
Accounting technical knowledge	30 it seemed they have little understanding of basic accounting principals, also the understanding of the end to end process is missing. Sometimes they can't read an invoice or don't know how to handle value added tax
Controlling technical knowledge	0; the company hire young professionals and teach graduates to reach a usable level which requires time
Purchasing technical knowledge	? because this is not requested at this workplace
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6-12**

4. Do you have an internal or external off the job training plan?

Answer **intern**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

1 week for general topics not related to specific tasks, after that on the job training between 6 and 12 months, until a person can work independently without supervisor

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

Three days are the minimum, additional optional training available according to developments wishes of people by online trainings, if agreed with supervisor during the worktime

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

9. How many months would the onboarding process take without any onboarding procedures in place?

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency

70

German language proficiency

90

Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90; usual formulas needed for business analysis
general programming proficiency / SAP	80 for basic transaction
Professional work attitude, especially punctuality, focus on problem-solving ...	100; work attitude for those who studied in Karlsruhe, the expectation is that problem solving is taught in Karlsruhe as the studies in Germany are problem orientated rather than frontal teaching in Romania. Students in Romania are not used to analyze problems systematically but to go over them superficially.
Understanding of foreign business cultures	50
Accounting technical knowledge	70
Controlling technical knowledge	70
Purchasing technical knowledge	70
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	3
Internal conflicts in old company	1
Different level of employer branding	1
Expert knowledge of employee	2
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	1
Missing the feeling of belongingness and feeling valued as person	1
Cultural aspect, change is seen as career step per se	3-4
To high workload and pressure in the current job	2
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

20

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

direct correlation between the new study line and fluctuation hasn't seen yet

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

possible, the entry level salary could raise due to higher level of knowledge

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

This is not taught at university therefore there's little chance for fresh graduates to become controlling specialists

6. What is the percentage for the salary increase for young professional controllers per year?

Depends on individual performance

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

no

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	5	
Low salary costs	5	
Language proficiencies of employees	5	
IT proficiencies of employees	4-5	
Cluster of employers	3	
Tax advantages for IT experts	5	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduatespecialists in western European countries? Please indicate in Euro per month.

5000 EUR for senior positions in western Europe; 2500 for senior position in Timisoara

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

On the contrary, the efficiency is growing due to centralized processes and the it support is higher in sac

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

0, fully video conference

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

10-20

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

30

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment 5

requirement for internships to be obligatory in sum over the complete study for 6 months	2 month per year
extending the recommended time for each internship to minimum 2 months	

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	5 very important to explain for what they learn the theories and for what they can use it for
better networking of the university with the business environment	3 is good right now
better marketing of the program to potential future students	4-5
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

1 not known

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5 but internal approvals need to be applied for

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

5 in 2016, perhaps 10 in 2017

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for full time internship. Please indicate in lei per month

1500 gross for eight hours plus benefits according internal regulation

9. If you answered: strong or very strong, how much lei a month would be the appropriate for half time internship. Please indicate in lei per month.

750

SURVEY QUESTIONNAIRE

Interviewee ID **4**

Date of interview **15.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Specialist**

Activity of your company **Back office / SSC**

Best field of activity inside this company **Human resources / Recruiting**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

- Business environment including business club **5**
- University **-**
- Media **-**
- Non business friends or family **-**

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

It is very important that somebody has attitude to do something for students, companies and the relationship between them. With the new program the students have the chance to know the companies better and they will have better access to find career opportunities good for them.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

20

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	30; they speak day to day topics but lack of professional language fluency, writing skills are a little bit more advanced than speaking skills
German language proficiency	80; but lack in quantity of graduates, in this location only 10 employees with German skills, desirable all employees have German skills because all of the clients are German,
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	60
Professional work attitude, especially punctuality, focus on problem-solving ...	10-20; in the first days they are very focused but after the first day they lose enthusiasm and focus, they find out that they don't understand their task and the fear increase that they have no competence to manage the deliveries
Understanding of foreign business cultures	50; hard for graduates to understand business cultures of clients, the clients react with pressure
Accounting technical knowledge	20; they do simple journal entries
Controlling technical knowledge	10; lack of knowledge in controlling
Purchasing technical knowledge	0 no knowledge, they don't know what to purchase, how to negotiate or have any strategy
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **12**

4. Do you have an internal or external off the job training plan?

Answer **intern**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

in general three weeks of general training, after this one week specialized training

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

100

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

1 week per year

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

4-5

9. How many months would the onboarding process take without any onboarding procedures in place?

double the time

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

40

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	50
German language proficiency	90; expectation is that the number of graduates with German capabilities will increase
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	60

Professional work attitude, especially punctuality, focus on problem-solving ...	40; but development independent from university program, this depend if they take the internship opportunities seriously
Understanding of foreign business cultures	30
Accounting technical knowledge	30
Controlling technical knowledge	40
Purchasing technical knowledge	20
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	4
Internal conflicts in old company	1
Different level of employer branding	5
Expert knowledge of employee	3
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	2
Missing the feeling of belongingness and feeling valued as person	4
Cultural aspect, change is seen as career step per se	2
To high workload and pressure in the current job	3
Missing of intrinsic work satisfaction	4
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

30

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

30 stay the same

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

5

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

90

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

300

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

20

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

20 will stay the same

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

300

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

10

6. What is the percentage for the salary increase for young professional controllers per year?

same

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	
Low salary costs	4	(but increasing competition from other low cost locations)
Language proficiencies of employees	3	(comparable with other locations)
IT proficiencies of employees	4	
Cluster of employers	2	(not so for the company but attractive for employees)
Tax advantages for IT experts	4	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduatespecialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

2 percent

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

6 months

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

very important, better traceability

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5
requirement for internships to be obligatory in sum over the complete study for 6 months	5; six months is enough. making internship at early stage of study will help students to get better understanding of what they want so they can make better decision when they graduate
extending the recommended time for each internship to minimum 2 months	5 yes

2. How long (in weeks) should an internship last? Please indicate an interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	5
better networking of the university with the business environment	5
better marketing of the program to potential future students	
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5; because people from rural areas have better understanding of responsibility, in rural areas the parents have more time to give young people direction in life

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

1

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for full time internship. Please indicate in lei per month

400

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

300

SURVEY QUESTIONNAIRE

Interviewee ID **5**

Date of interview **14.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Back office / SSC

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club	-
University	5
Media	-
Non business friends or family	4

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **1**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

Students can be on boarded faster, the key point is seen in the obligatory internship. Other key point would be if several teachers could be included who come from the business environment. Companies can start to identify the most talented students at earlier point of time and capture them.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

Our company is not using skills of FEAA students as only functional support for Windows products is provided. People are recruited for the language skills than trained for office, windows and so on.

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	100
German language proficiency	n/a just five German speakers is enough
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	25 percent, Lack in basic excel skills.
general programming proficiency / SAP	Good students are not going to do level 1 user support but going to do server maintenance or IT application development.
Professional work attitude, especially punctuality, focus on problem-solving ...	Punctuality is not a problem. When it comes to problem solving, they do not have a vision about what happens next or the next day.
Understanding of foreign business cultures	0 but they will adopt
Accounting technical knowledge	n/a
Controlling technical knowledge	n/a
Purchasing technical knowledge	n/a
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.
 Duration **6**

4. Do you have an internal or external off the job training plan?

Answer **1 weeks external, three weeks internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

4

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

400

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2, depends on new requirements

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

3

9. How many months would the onboarding process take without any onboarding procedures in place?

6

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	100
German language proficiency	100 (although not needed)
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	depend on internship, or if there is a business experienced Microsoft trainer
general programming proficiency / SAP	100 (although not needed)
Professional work attitude, especially punctuality, focus on problem-solving ...	depends on the person's mindset
Understanding of foreign business cultures	depend on internship
Accounting technical knowledge	n/a

Controlling technical knowledge	n/a
Purchasing technical knowledge	n/a
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	4
Internal conflicts in old company	2
Different level of employer branding	3
Expert knowledge of employee	5
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	4
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	3
Missing of intrinsic work satisfaction	4
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

35

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

There are two situations of fluctuation that we face. First during trial period if the graduates came with other expectations, so they quit, this could be reduced by an internship programme if they know what to expect from the job.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

6 for plant of 2500

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

100

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

800

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

20

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

2; very low impact

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

400

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

15

6. What is the percentage for the salary increase for young professional controllers per year?

2; very low impact

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	
Low salary costs	5	
Language proficiencies of employees	5	
IT proficiencies of employees	2-3	
Cluster of employers	2-3	
Tax advantages for IT experts	4	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

1;
because 25 students will not impact the demand as all German companies will have much higher demand

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

3000

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

depends on the level, starting at 1800

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

depends on the level, starting at 1500

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

10-15 percent if SSC is located on the same continent

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

It's a matter of reaching critical size, there have to be 50 people so the cost advantage overcompensate complexity, investment, quality perception

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

middle management twice a year, top management each month

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

standardized procedures are a must in SSC

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	5; every stay under three month is beneficial to the company

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	4-5
promoting the inclusion of representatives of business environment in teaching activities	5; most important

better networking of the university with the business environment

no, teachers need to find and promote internships for their students

better marketing of the program to potential future students

other

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

n/a as no German skills are needed

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

n/a as no German skills are needed

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

n/a as no German skills are needed

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

yes

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

salary is offered

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1700

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

900

SURVEY QUESTIONNAIRE

Interviewee ID **6**

Date of interview **14.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Audit consulting bookkeeping

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **5**

University **5**

Media **5**

Non business friends or family **-**

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

For students exchange program is the best option to be exposed to multicultural environments and to mature. More focus on important subjects like controlling, sap, purchasing. For companies, the German language is very important as multinational companies sometimes clients request employees who speaks German. Auditing is also moving to looking more audit of system than to the papers. As many multinationals and some Romanian companies have SAP our company is very interested to hire graduates with those capacities.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

Our company gave up technical tests because they said it's no sense to differentiate between 1-2 on a scale form 1-10. As no knowledge the test is about logical thinking, English, Romanian language, attention and multitasking.

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	75; but students lack of professional English language
German language proficiency	rare skill, high shortage of candidate on the market, would be highly appreciate although our company is not specifically searching
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	50; students lack even basic functions like pivot tables or financial formulas, however they learn quickly because they have some experience in MS Office.
general programming proficiency / SAP	10-15
Professional work attitude, especially punctuality, focus on problem-solving ...	90 punctuality is ok, 60 problem solving takes many years to build up, curiosity level is fair, graduates become bored very quick, the resilience level to objections is poor
Understanding of foreign business cultures	80; only for the ones who made Erasmus exchange or made work and travel, 50 percent for the ones who did not
Accounting technical knowledge	25; they can only do primary accounting, but higher accounting skills like analysis not known.
Controlling technical knowledge	5; they lack knowledge
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **36**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

6

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

after the first year, three weeks technical, 2 weeks of ace, plus soft skills sometimes

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

5, technical trainings are documented on regional level, non-technical induction perhaps 4

9. How many months would the onboarding process take without any onboarding procedures in place?

without documentation no onboarding is possible

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

40; but it will take time and perhaps not all the potential can be realized in the first generation

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	not affected by the German line
German language proficiency	100
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	100 percent if they participate in internships actively in this domain
general programming proficiency / SAP	100 especially they understand the general architecture of ERP

Professional work attitude, especially punctuality, focus on problem-solving ...	100 percent if they participate in internships
Understanding of foreign business cultures	100
Accounting technical knowledge	70 in bookkeeping, 30 in higher accounting
Controlling technical knowledge	70; by classes and by internships especially in this domain
Purchasing technical knowledge	more than before
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	3
Internal conflicts in old company	1
Different level of employer branding	1
Expert knowledge of employee	1
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	1
Missing the feeling of belongingness and feeling valued as person	1
Cultural aspect, change is seen as career step per se	1
To high workload and pressure in the current job	5
Missing of intrinsic work satisfaction	3
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

30

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

No correlation. Perhaps if the graduates have a better knowledge, the stress level might decrease.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	5	
Low salary costs	5	
Language proficiencies of employees	5	
IT proficiencies of employees	4	
Cluster of employers	5	
Tax advantages for IT experts	5	(if the tax incentive is applicable)
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

no, see above

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

0-5

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

in the third year 24 months

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

0.5

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

15

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

80

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	3; already good in case of our company
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	5

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	5; although our company already gives some classes, but not too many students attending the practical teaching
better networking of the university with the business environment	5; already on very good level
better marketing of the program to potential future students	5
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

1

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

4

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5; sometimes also salary is paid

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1000

9. If you answered: strong or very strong, how much lei a month would be the appropriate for a half time internship. Please indicate in lei per month.

600

SURVEY QUESTIONNAIRE

Interviewee ID **7**

Date of interview **14.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE)

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

- Business environment including business club **5**
- University -
- Media -
- Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

For the students, the possibility to find good practical and relevant education Timisoara. For the companies, job profiles not yet covered in education can be now addressed, especially in controlling. There is need especially for controllers in multinational bigger companies which need well qualified graduates. Advantage is the program offers modern education which is related to practical needs.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

25; the traditional graduate has little understanding of the modern business world.

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	100
German language proficiency	possible to find but hard to find, such skill is in high demand due to the predominant German business environment in Timisoara
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	60 but needs to be trained
general programming proficiency / SAP	SAP and modern ERP weren't taught at all
Professional work attitude, especially punctuality, focus on problem-solving ...	very low because the education is about to remember theoretical knowledge but doesn't teach problem solving skills
Understanding of foreign business cultures	30; if they have worked aside the university yes, but not included in the university education
Accounting technical knowledge	40; lack of practical knowledge too much theory
Controlling technical knowledge	0
Purchasing technical knowledge	0
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **24**

4. Do you have an internal or external off the job training plan?

Answer **No general course at the beginning, depending on the position. Graduates are more going to big sac to get first experience, in sac the onboarding must be more professional. Other companies prefer to hire not graduates but young professionals from other companies.**

5. How many weeks of off the job training you usually plan for fresh graduates?
 Please estimate a number of weeks at the first year

6

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

SAP more expensive

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2 weeks would be good

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

3 in standard multinational company

9. How many months would the onboarding process take without any onboarding procedures in place?

yes

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

50-60

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	90
German language proficiency	90
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	60
general programming proficiency / SAP	50

Professional work attitude, especially punctuality, focus on problem-solving ...	80 but only in case they do internship
Understanding of foreign business cultures	60-70 in case they do internship and study in Karlsruhe
Accounting technical knowledge	60-70
Controlling technical knowledge	50
Purchasing technical knowledge	50
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	2
Different level of employer branding	3
Expert knowledge of employee	1
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	2
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

The students will be in high demand, but it can be balanced depending on the supply.

Headcounts

4. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

5. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	5	
Low salary costs	4	increased but still cheaper than western Europe
Language proficiencies of employees	5	
IT proficiencies of employees	4	
Cluster of employers	4	
Tax advantages for IT experts		
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

Yes, demand will out-pass supply. If new workplaces are generated, more students will be attracted.

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

1200

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

10

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

12 months

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

20-30

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5; professors should be invited to companies
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	5

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	5
better networking of the university with the business environment	
better marketing of the program to potential future students	
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in of the new study line, if yes how many students in a year?

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

SURVEY QUESTIONNAIRE

Interviewee ID **8**

Date of interview **14.06.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Back office / SSC**

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **5**
 University -
 Media -
 Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

Provides a qualification needed by the local environment, especially the business information aspect and the German language. Further it is important to connect business requirements with university to provide well paid jobs for well qualified graduates.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

20

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	50
German language proficiency	Few have German language skills, those who are hired are selected, one in every 20 applicant has this skills
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	3; just user level without special professional skills
general programming proficiency / SAP	not used at our company
Professional work attitude, especially punctuality, focus on problem-solving ...	In this area the internship would help a lot
Understanding of foreign business cultures	they tend to have and understand business culture but no other business understanding
Accounting technical knowledge	just basic bookkeeping accounting primary, no further understanding about analyzing figures
Controlling technical knowledge	they lack this kind of knowledge
Purchasing technical knowledge	they lack purchasing technical knowledge
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.
Duration **5 years**

4. Do you have an internal or external off the job training plan?

Answer **both**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

one week, up to three months (two afternoon per week training, or controlling topics)

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

9. How many months would the onboarding process take without any onboarding procedures in place?

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	50
German language proficiency	100
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	80
general programming proficiency / SAP	n/a at our company
Professional work attitude, especially punctuality, focus on problem-solving ...	80; because internship and the time in German university, especially German education style which interactively involves students in problem solving.

Understanding of foreign business cultures	100
Accounting technical knowledge	40; advantage if they know the German terminology to work in German sac environment
Controlling technical knowledge	50
Purchasing technical knowledge	30
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	2
Different level of employer branding	5
Expert knowledge of employee	1
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	5
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

20

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

the number of employers will overcompensate the supply , 26 students of new line and 25 companies applied for the students, the numbers of the new study line is too little, business environment in Timisoara could absorb 100 graduates of the new line without a problem

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

n/a at our company

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

30

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

500

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

Calculated by proficiency levels, senior gets 2000 EUR, it depends on the motivation for personal growth, typically 10 percent per year, but in IT area the increase depends on stages of proficiency, external examinations

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Because demand will outpace supply

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

300

6. What is the percentage for the salary increase for young professional controllers per year?

10 percent average(no under inflation), minimum functionality, depends on the level of added value of the controller, the mistakes are rated on level of criticality

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

No

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

-

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	not sufficient in quality and quantity
Low salary costs	same salary level for seniors as in west Europe, for junior is cheaper but this level is not relevant
Language proficiencies of employees	necessary but not sufficient, because number is too little
IT proficiencies of employees	necessary but not sufficient
Cluster of employers	
Tax advantages for IT experts	just for IT specialists
Other	

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

Yes but not sufficient numbers

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

10.000 for senior IT

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

10.000 for senior controller

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

No, because political risks and social risks in one location can be compensated as long as they share competencies and personal

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

depend on ramp up, inter-cultural specialist after two months possible

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

0 travels because use of double robotics

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

No, because SSC are cost driven and need details to control the costs

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

100 percent increase at least

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	5

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5; it must be applicable to practice. The usability of theory in practice is importance.
promoting the inclusion of representatives of business environment in teaching activities	5; realistic preview on the requirements in real word. Business is about productivity.
better networking of the university with the business environment	5
better marketing of the program to potential future students	5; 50 places need to be filled in the next year
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

2

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

600

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

Part-time internships are considered to be not beneficial for student or the company

SURVEY QUESTIONNAIRE

Interviewee ID **9**

Date of interview **13.04.2016**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Specialist**

Activity of your company **Education**

Best field of activity inside this company **Accounting / Controlling**

Number of employees (Indication in FTE)

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club	5
University	-
Media	5
Non business friends or family	5

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

German speaking students are offered a opportunity to stay in their home country and develop their language abilities and future rather than leaving the country

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

60

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	60
German language proficiency	0
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	60
general programming proficiency / SAP	0
Professional work attitude, especially punctuality, focus on problem-solving ...	70
Understanding of foreign business cultures	70
Accounting technical knowledge	70
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6**

4. Do you have an internal or external off the job training plan?

Answer

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

--

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

--

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

9. How many months would the onboarding process take without any onboarding procedures in place?

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	90
German language proficiency	100
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	
Professional work attitude, especially punctuality, focus on problem-solving ...	85
Understanding of foreign business cultures	90
Accounting technical knowledge	70
Controlling technical knowledge	80
Purchasing technical knowledge	
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	<input type="text"/>
Internal conflicts in old company	<input type="text"/>
Different level of employer branding	<input type="text"/>
Expert knowledge of employee	<input type="text"/>
Chance for career step, including more responsibility	<input type="text"/>
Competition between employers / companies are headhunting	<input type="text"/>
Missing the feeling of belongingness and feeling valued as person	<input type="text"/>
Cultural aspect, change is seen as career step per se	<input type="text"/>
To high workload and pressure in the current job	<input type="text"/>
Missing of intrinsic work satisfaction	<input type="text"/>
Other	<input type="text"/>

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates		
Low salary costs		
Language proficiencies of employees		
IT proficiencies of employees		
Cluster of employers		
Tax advantages for IT experts		

Other

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

--

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	4
requirement for internships to be obligatory in sum over the complete study for 6 months	6 months; but not obligatory. because regulation of government says obligatory 90 hours maximum, facultative 2*250 hours
extending the recommended time for each internship to minimum 2 months	6 months; but not obligatory. because regulation of government says obligatory 90 hours maximum, facultative 2*250 hours

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	
promoting the inclusion of representatives of business environment in teaching activities	5
better networking of the university with the business environment	5
better marketing of the program to potential future students	4
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from

home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

SURVEY QUESTIONNAIRE

Interviewee ID **10**

Date of interview **10.06.16**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Specialist**

Activity of your company **Production of industrial goods
 Back office / SSC**

Best field of activity inside this company **Human resources / Recruiting**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **5**
 University **-**
 Media **5**
 Non business friends or family **5**

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

-

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

10

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	
Professional work attitude, especially punctuality, focus on problem-solving ...	
Understanding of foreign business cultures	
Accounting technical knowledge	
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **24**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

3

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

500

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

5

9. How many months would the onboarding process take without any onboarding procedures in place?

4

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

50

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	4
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	5
Professional work attitude, especially punctuality, focus on problem-solving ...	5
Understanding of foreign business cultures	3
Accounting technical knowledge	
Controlling technical knowledge	4

Purchasing technical knowledge	5
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	2
Different level of employer branding	5
Expert knowledge of employee	3
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	4
Missing the feeling of belongingness and feeling valued as person	3
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

30

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

20 because they are more valuable for company and the company wants to keep them

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

4

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

80

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

555.5555556

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

5

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

8

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

444.4444444

6. What is the percentage for the salary increase for young professional controllers per year?

5

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

1

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

8

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates

3

Low salary costs	5	
Language proficiencies of employees	5	
IT proficiencies of employees	5	
Cluster of employers	3	
Tax advantages for IT experts	3	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	
requirement for internships to be obligatory in sum over the complete study for 6 months	
extending the recommended time for each internship to minimum 2 months	

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	
promoting the inclusion of representatives of business environment in teaching activities	
better networking of the university with the business environment	
better marketing of the program to potential future students	
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

5

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1000

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

500

SURVEY QUESTIONNAIRE

Interviewee ID **11**

Date of interview **10.06.16**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Audit consulting bookkeeping

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **4**

University **-**

Media **-**

Non business friends or family **-**

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **4**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

rapid integration in professional environment

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

15

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	
Professional work attitude, especially punctuality, focus on problem-solving ...	
Understanding of foreign business cultures	
Accounting technical knowledge	
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **36**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

2

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

8

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

5

9. How many months would the onboarding process take without any onboarding procedures in place?

6

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

40

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	4
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	3
Professional work attitude, especially punctuality, focus on problem-solving ...	5
Understanding of foreign business cultures	3
Accounting technical knowledge	
Controlling technical knowledge	4
Purchasing technical knowledge	4
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	4
Internal conflicts in old company	1
Different level of employer branding	3
Expert knowledge of employee	3
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	4
Missing the feeling of belongingness and feeling valued as person	
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

3. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

4. What is the percentage for the salary increase for young SAP / IT professionals per year?

15

5. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4

6. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

10

7. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

400

8. What is the percentage for the salary increase for young professional controllers per year?

15

9. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4

10. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

10

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	
Low salary costs	4	
Language proficiencies of employees	5	
IT proficiencies of employees	5	
Cluster of employers	3	

Tax advantages for IT experts	4	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

20-30

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	
requirement for internships to be obligatory in sum over the complete study for 6 months	
extending the recommended time for each internship to minimum 2 months	

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	
promoting the inclusion of representatives of business environment in teaching activities	
better networking of the university with the business environment	
better marketing of the program to potential future students	
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

4

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

SURVEY QUESTIONNAIRE

Interviewee ID **12**

Date of interview **10.06.16**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Education

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club	5
University	-
Media	5
Non business friends or family	5

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

Supply of skilled employees with professional experience and skilled graduates will increase.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

30

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	
Professional work attitude, especially punctuality, focus on problem-solving ...	
Understanding of foreign business cultures	
Accounting technical knowledge	
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.
 Duration **3-6**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

6

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

300

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

1

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

5

9. How many months would the onboarding process take without any onboarding procedures in place?

6

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

75

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	3
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	
general programming proficiency / SAP	4
Professional work attitude, especially punctuality, focus on problem-solving ...	5
Understanding of foreign business cultures	3
Accounting technical knowledge	
Controlling technical knowledge	5
Purchasing technical knowledge	4
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	3
Internal conflicts in old company	1
Different level of employer branding	4
Expert knowledge of employee	2
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	5
Cultural aspect, change is seen as career step per se	
To high workload and pressure in the current job	
Missing of intrinsic work satisfaction	
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

18-22

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

8

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

3

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

50

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

300

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

8

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

2 (because higher productivity)

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

8-12

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

300

6. What is the percentage for the salary increase for young professional controllers per year?

12

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

2 because the demand will outpace the supply

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

8-12

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	5	
Low salary costs	5	
Language proficiencies of employees	4	

IT proficiencies of employees	3	
Cluster of employers	3	
Tax advantages for IT experts	5	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

70

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	
requirement for internships to be obligatory in sum over the complete study for 6 months	
extending the recommended time for each internship to minimum 2 months	

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	
promoting the inclusion of representatives of business environment in teaching activities	
better networking of the university with the business environment	
better marketing of the program to potential future students	
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from

home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

1

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

250

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

150

SURVEY QUESTIONNAIRE

Interviewee ID **13**

Date of interview **24.06.16 09:00**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Department Head**

Activity of your company **Production of industrial goods
 relevant activity for this study line**

Best field of activity inside this company **Accounting / Controlling**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **5**
 University -
 Media -
 Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

First of all, students will actually get much closer to the trends in the job market and can follow them. For the teachers it will influence their traditional way of teaching to the trends in the job market. The university will attract more students, as the studies are more relevant for students to find requested job profiles. For the job market, it would be a big advantage most companies that the program will decrease training time and cost. A limiting factor for the quality of graduates is the quality of high school graduates admitted to the study line.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

50

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	80; In the past five years the English proficiency went down, Five years ago the competence level was around 90%.
German language proficiency	10; So far it was always very difficult to get graduates with German proficiency from the university.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	50
general programming proficiency / SAP	5; Competence in SAP was so far only available if the students worked at a multinational company for example during their master studies.
Professional work attitude, especially punctuality, focus on problem-solving ...	70-80
Understanding of foreign business cultures	25; Teachers need to be exposed to modern business culture.
Accounting technical knowledge	70
Controlling technical knowledge	30; graduates accumulate this knowledge predominantly outside the university studies.
Purchasing technical knowledge	
Other	The students lack the competence how to manage the application and selection process, for example how to prepare the cv, how to prepare for a job interview.

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6-12**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

2

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

100-500; Mainly internal labor costs, the amount depends on how many students are assigned to one trainer.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2-4

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

3;
 We have a lot of individual processed and documented which are now to be consolidated in a personal integration plan.

9. How many months would the onboarding process take without any onboarding procedures in place?

With the integration plan, the onboarding time was reduced from 6 weeks to 2-4 weeks, depending on the complexity of job requirements.

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

80;
 It is expected that 80% will reach the required competence level

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	80
German language proficiency	50

Proficiency in Microsoft office applications such as EXCEL, Outlook ...	70
general programming proficiency / SAP	30
Professional work attitude, especially punctuality, focus on problem-solving ...	80
Understanding of foreign business cultures	80
Accounting technical knowledge	80
Controlling technical knowledge	70
Purchasing technical knowledge	Purchasing knowledge might better allocated to Polytechnica University as purchasing has a big part of aspects which require technical knowledge.
Other	80

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	4
Internal conflicts in old company	2
Different level of employer branding	2
Expert knowledge of employee	4
Chance for career step, including more responsibility	3
Competition between employers / companies are headhunting	3
Missing the feeling of belongingness and feeling valued as person	2
Cultural aspect, change is seen as career step per se	3
To high workload and pressure in the current job	2
Missing of intrinsic work satisfaction	2
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

5-6

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

The individual increase heavily depends on the individual performance of the employee.

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

650;
The graduates of the new study line can get a higher salary, because the salary mirrors the level of competence. The graduates from the new study line have already several relevant trained skills which reduces the necessary onboarding time.

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	5	The number of graduates available on the job market is comparable high.
Low salary costs	3	
Language proficiencies of employees	4	
IT proficiencies of employees	3-4	
Cluster of employers	3	
Tax advantages for IT experts	4	relevant only for IT jobs
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

4-5

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

1000-3000;

The costs depends of size of the business (cost regression) and the requirements for infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

3000

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

2000

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

10-20 depends on the commitment of the company and the employees

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

6 months. After six months for training and integration process, the SSC will have immediate cost saving effect.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

2-3

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

10-15

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

30%. Process documentation can increase the efficiency in standard processed up to 30%.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5; It has to be understood that the employability at this point of time is mainly driven by the employment situation in Timisoara and not by the competence level of the graduates.
requirement for internships to be obligatory in sum over the complete study for 6 months	3; The internship should be mandatory in sum for at least for 3-4 months.
extending the recommended time for each internship to minimum 2 months	4

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5; Practical problem solving topics in thesis is an important way to accumulate relevant knowledge during the university education.
promoting the inclusion of representatives of business environment in teaching activities	5
better networking of the university with the business environment	5; The university is already quite good in networking.
better marketing of the program to potential future students	4
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

4

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5; The scholarship program could be promoted more to motivate talented students to study in Timisoara.

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

3; The possibility to join a joint scholarship program has to be investigated.

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

3-5

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5; Bursa or salary are both important motivating factors for the students.

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1000

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

500

SURVEY QUESTIONNAIREInterviewee ID **14**Date of interview **21.06.16 17:00**Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questionsPosition inside this company **Department Head**Activity of your company **Production of industrial goods**Best field of activity inside this company **Human resources / Recruiting**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line "accounting and business information systems in German language". (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club	1
University	-
Media	-
Non business friends or family	-

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")Answer **1****3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?**

Can be a very positive impact because it creates specialists with a perfect match of SAP and business understanding. Herby it is important that the students to understand SAP so they can develop further on the job.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

50

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	70; many graduates speak English but not on professional level.
German language proficiency	
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	60; Graduates have basic knowledge but need to improve it to advanced level.
general programming proficiency / SAP	60; Higher level specialist is not possible to find on the market in Timisoara. Such jobs can be only hired in Bucharest.
Professional work attitude, especially punctuality, focus on problem-solving ...	50; Punctuality is fine. It seems new generation needs to learn to be patient.
Understanding of foreign business cultures	50; The graduates have expectation but have less knowledge of practical environment.
Accounting technical knowledge	80
Controlling technical knowledge	20; At this point of controllers cannot be staffed directly as graduate. Normally the company hires young professionals from other companies such as KPMG, and develop the controlling on the job.
Purchasing technical knowledge	10; The role of purchasers gets more and more important due to the high cost pressure. Purchasers are taken from other departments where they acquired basic business skills. Due to headcount reduction, all employees need to have a minimum level of productivity so fresh graduates cannot be hired.
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6-12**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates?
 Please estimate a number of weeks at the first year

1

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

Manager specifies trainings accordance with individual development plan. 70% of learning on the job, 20% mentoring and coaching and only 10% is classroom training.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

4;
 1 week induction related to safety, HR and visits in other departments. After one week, person does learning on the job training in the department. After the three months, the manager gives a recommendation if the contract should be continued or should be ended after the probation period.

9. How many months would the onboarding process take without any onboarding procedures in place?

20 percent more

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

60-70-80 it is expected that the increase will continue from generation the generation of students up to 80%

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	70
German language proficiency	80; if they study four years in German
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	80

general programming proficiency / SAP	70; they are trained for key user area which will make the integration process in the company much easier
Professional work attitude, especially punctuality, focus on problem-solving ...	70
Understanding of foreign business cultures	80; if they interact in Germany or if they receive classes from German professors
Accounting technical knowledge	80
Controlling technical knowledge	30; controlling is very much focused on the western style of accounting, which is closer related to the business
Purchasing technical knowledge	10; this is taken out of curriculum
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	3
Internal conflicts in old company	1
Different level of employer branding	3
Expert knowledge of employee	4
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	3
Missing the feeling of belongingness and feeling valued as person	1
Cultural aspect, change is seen as career step per se	2
To high workload and pressure in the current job	4
Missing of intrinsic work satisfaction	3
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

5

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2 at 500 employees

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

500; People with IT skills are preferring to go to software company instead IT department of a production company. In software company everybody is more specialized and the request for general knowledge is higher as the headcount is much smaller.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

15-20; after probation normally an increase is provided

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Salary amount might depend on market economy. However the market most likely will absorb the quantities without a problem.

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

500 but not normally hired a graduate for controlling position

6. What is the percentage for the salary increase for young professional controllers per year?

15-20

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Salary amount might depend on market economy. However the market most likely will absorb the quantities without a problem.

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	3	
Low salary costs	2	Salaries are not low
Language proficiencies of employees	3	
IT proficiencies of employees	3	
Cluster of employers	2	
Tax advantages for IT experts	3	everywhere in Romania, no advantage for Timisoara
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

2

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

1200

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	4
requirement for internships to be obligatory in sum over the complete study for 6 months	4
extending the recommended time for each internship to minimum 2 months	1; because they should only do internships during their vacation and try to finish quickly

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	
promoting the inclusion of representatives of business environment in teaching activities	3
better networking of the university with the business environment	5; is already quire good
better marketing of the program to potential future students	5; is already quire good
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

1; If the student has motivation to come.

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

3 to be evaluated, right now some scholarships are paid for professional school Ferdinand

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

1

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

bursa is much better for the companies because the company is very sensitive for the headcount. Bursa is not count as headcount.

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1200

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

600 but is much better fulltime

SURVEY QUESTIONNAIRE

Interviewee ID **15**

Date of interview **22.06.2016 09:00**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address raluca.romanu@ro

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Back office / SSC**

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 – “strongly disagree” and 5 – “strongly agree”)

- Business environment including business club -
- University **5**
- Media -
- Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 – “strongly disagree” and 5 – “strongly agree”)

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

The promotion of the German language especially in the connection with IT, this combination is very valuable for the German dominated SSC business environment in Timisoara. The hiring strategy at our company was so far focused on recruiting young professionals from other companies, as the graduates were missing most of the relevant knowledge. This could be changed with the improved study line in German language.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

60

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	75; Most people speak English but not on a professional level.
German language proficiency	80; The skill is pretty good, but it is very few in numbers. The level of German competency from the German schools however is decreasing. Around 2010 70% percent of graduates had the requested level C1, today in 2016 only 30% percent candidates reached the level. The alternative explanation for this observation is that the pull effect of German universities on good German speaking students was too high and all good students left the country at this stage.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	75
general programming proficiency / SAP	30-40
Professional work attitude, especially punctuality, focus on problem-solving ...	20
Understanding of foreign business cultures	40; Understanding the real business life is not something really emphasized at University.
Accounting technical knowledge	75
Controlling technical knowledge	40
Purchasing technical knowledge	20
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **6**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

6-24

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

300 depend on class sizes

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

2 weeks

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

3

9. How many months would the onboarding process take without any onboarding procedures in place?

More than 20 percent

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

70

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	75
German language proficiency	85 for 25 additional graduates which is relatively small number. The market can absorb 100 graduates easily.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	75

general programming proficiency / SAP	60; Only if this is mandatory
Professional work attitude, especially punctuality, focus on problem-solving ...	40; If they make internship, this competence could be improved. But problem solving competence is a competence not to be improved so easily.
Understanding of foreign business cultures	70; only for the students who do internship and go abroad, the other will stay on the prior level
Accounting technical knowledge	75
Controlling technical knowledge	60; If they take the facultative class. It is strongly recommended to make all newly integrated classes mandatory, if needed also mandatory for the Romanian study line. The concept of the new study line should be promoted in the consortium so that the change of the curriculum is supported on the one side and the quality of education is improved at this locations so the multinational companies have chances to recruit also from those universities.
Purchasing technical knowledge	20; this was taken out of curriculum.
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	3
Internal conflicts in old company	2
Different level of employer branding	3
Expert knowledge of employee	4
Chance for career step, including more responsibility	5
Competition between employers / companies are headhunting	4
Missing the feeling of belongingness and feeling valued as person	2
Cultural aspect, change is seen as career step per se	3
To high workload and pressure in the current job	2
Missing of intrinsic work satisfaction	1
Other	5

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

20-25

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

20-25; If the number of graduates would exceed 100 per year, this could have an impact

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

120

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

400-500

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

10

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

400-450

6. What is the percentage for the salary increase for young professional controllers per year?

5

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

It's possible to decrease only on a medium to longer term, if the numbers are substantially higher. However the demand is not as easy scalable like IT who are pulled more by SSC.

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	4	
Low salary costs	2	because its not low anymore
Language proficiencies of employees	4	
IT proficiencies of employees	4	
Cluster of employers	4	
Tax advantages for IT experts	3	this is not liked to Timisoara but available throughout the country
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

5

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5
requirement for internships to be obligatory in sum over the complete study for 6 months	5
extending the recommended time for each internship to minimum 2 months	5

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	5; The main restriction is that Romanian legislation does not allow this if you do not have a doctor degree.
Better networking of the university with the business environment	4; they are doing some efforts in this domain
better marketing of the program to potential future students	4
other	Introduce mandatory requirement to study two foreign languages to the end. Including classes about automation in SSC. Invite more practitioners also under the aspect of role modeling.

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

3 could be possible, need to be discussed and planned in advance and need to relate with the CSR regulation. Normally a bigger impact is wanted than bringing here just one student.

6. **Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?**

5 or more

7. **Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):**

salary is easier from a legal point of view

8. **If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month**

1000

9. **If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.**

500

SURVEY QUESTIONNAIRE

Interviewee ID **16**

Date of interview **22.06.16. 16:00**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]

Company name [REDACTED]

Job Title [REDACTED]

E-mail address [REDACTED]

Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Consulting**

Back office / SSC

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 – “strongly disagree” and 5 – “strongly agree”)

Business environment including business club **5**

University -

Media -

Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 – “strongly disagree” and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

The new study line can open new employment perspectives in the field of ERP business process consulting with German customers. This qualification could hardly be found before the new study line was implemented. The input and consulting of the local business environment in modernizing the curriculum to the requirements of the business environment is a huge benefits for the students, which brought the supply and the demand of well paid jobs can get closer together.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

30

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	90
German language proficiency	10; German language competency was almost impossible to find.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	30; The basis was there but the technologies taught were outdated
Professional work attitude, especially punctuality, focus on problem-solving ...	60-70
Understanding of foreign business cultures	60
Accounting technical knowledge	
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **8**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

1

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

700 If this is specialized IT training, the general health and safety training is less expensive.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

1-2

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

2

9. How many months would the onboarding process take without any onboarding procedures in place?

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	90
German language proficiency	80-90; As the curriculum is taught in German language
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	90
general programming proficiency / SAP	70-80
Professional work attitude, especially punctuality, focus on problem-solving ...	90
Understanding of foreign business cultures	80

Accounting technical knowledge	
Controlling technical knowledge	
Purchasing technical knowledge	
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	2-3
Internal conflicts in old company	1
Different level of employer branding	3
Expert knowledge of employee	4
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	3
Cultural aspect, change is seen as career step per se	2
To high workload and pressure in the current job	1
Missing of intrinsic work satisfaction	3
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

15

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

15 no correlation

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2-3

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

40-80 Our company is not a typical SSC as it provides very specialized IT consulting services.

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

800 for IT specialists from polytechnica

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

6-12

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

We expect more added value. The productivity is expected to overcompensate the salary increases. The improved educational environment will lead to a win-win situation for graduates and companies.

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	3-4	
Low salary costs	2	
Language proficiencies of employees	4	
IT proficiencies of employees	4	
Cluster of employers	4-5	Our best employees have a long work history at other multinational companies as basis for their competence.
Tax advantages for IT experts	4-5	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

5

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

3500

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

3000

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

2800

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

The loss of efficiency depends on the type of the project. In standard outsourcing topics the loss is seen at only 5% , while in complex projects with more coordination needs, the efficiency loss can get up to 25%.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

6

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

It depends on the type of project. For standard projects, 1 travel per year and FTE, for complex projects easily require 12 travels per year and FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5
requirement for internships to be obligatory in sum over the complete study for 6 months	3; if the student doesn't see the advantages and takes the internship opportunities very serious, the result of the internship will be very low. Therefore internships should not be obligatory but the interest and motivation of the students for internships should be promoted in order that they make internships although not obligatory.
extending the recommended time for each internship to minimum 2 months	5

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	4; Especially in the IT environment the importance of practical problems solving in the thesis is very high.
promoting the inclusion of representatives of business environment in teaching activities	5; Yes, but they should come from modern multinational companies and should have the relevant technical business knowledge
better networking of the university with the business environment	3-4
better marketing of the program to potential future students	5
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

4

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

3

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

5

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

2

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

salary is better

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

2400 only if the candidate is very qualified and posit high productivity

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

1200 only if the candidate is very qualified and posit high productivity

SURVEY QUESTIONNAIRE

Interviewee ID **17**

Date of interview **23.06.16 08:30**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Department Head**

Activity of your company **Audit consulting bookkeeping
 Back office / SSC**

Best field of activity inside this company **Accounting / Controlling**

Number of employees (Indication in FTE)

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

- Business environment including business club -
- University **5**
- Media -
- Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **1**

3. What positive implications do you see the for job market, for students and for companies in general from an initiative like this?

As soon the student comes to make internship he can understand what the real business is all about. Students can fortify their theoretic knowledge from university by applying it to real life business situations. For the companies it is very hard to find German speaking students. For the students who offered internships which is the entrance ticket to a full paid job after the internship.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

60

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	60
German language proficiency	60
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	60; It is often hard for students to understand early in career, what aspects of their education will be later important for them later on the job.
general programming proficiency / SAP	0; Until now no graduate knew any ERP programs from university.
Professional work attitude, especially punctuality, focus on problem-solving ...	10-80; depending on the characteristics and motivation of the individual student
Understanding of foreign business cultures	10; There are huge difference between multinational companies and local Romanian business. So far graduates are completely unprepared what to expect in a multinational company.
Accounting technical knowledge	50; Graduates get theoretical knowledge but are not prepared for the business. The transition from theory to practice is very hard and frustrating for the graduates and the students.
Controlling technical knowledge	50
Purchasing technical knowledge	20
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **24**

4. Do you have an internal or external off the job training plan?

Answer **internal**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

1 day health and safety

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

The continued training is also given on the job.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

2; The onboarding is not standardized. Due to the small company size an individual onboarding is arranged.

9. How many months would the onboarding process take without any onboarding procedures in place?

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

80; The reason for improvements in competencies relate mainly to the second foreign language and SAP.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	80
German language proficiency	80; Because it is the specialty of the German line.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	75; Because nowadays the university realizes the growing expectations of the multinational companies and the teacher are adjusting.
general programming proficiency / SAP	60; SAP is a complex program which cannot be learned completely until you work

Professional work attitude, especially punctuality, focus on problem-solving ...	75; Teachers should manage the class with similar attitude like in the business world, for example insist on due dates would be helpful.
Understanding of foreign business cultures	60; This increase will be only realizable for those who study one year in Germany.
Accounting technical knowledge	80; Because the implemented internships and SAP.
Controlling technical knowledge	80; If the university just copy the old material from the Romanian line, the controlling technical knowledge will obviously not change and it would be the same content in German language.
Purchasing technical knowledge	40
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee’s fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	4
Internal conflicts in old company	2
Different level of employer branding	1
Expert knowledge of employee	2
Chance for career step, including more responsibility	2
Competition between employers / companies are headhunting	2
Missing the feeling of belongingness and feeling valued as person	1
Cultural aspect, change is seen as career step per se	1
To high workload and pressure in the current job	3
Missing of intrinsic work satisfaction	2
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

20

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

The student of the new study line will be appreciated very high of our company and we would take good care that they will not leave us. This special treatment is especially valid for companies with German language requirements or SAP requirements.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

800 for IT specialists from polytechnica

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates		
Low salary costs		
Language proficiencies of employees		
IT proficiencies of employees		
Cluster of employers		
Tax advantages for IT experts		
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.
8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5
requirement for internships to be obligatory in sum over the complete study for 6 months	4
extending the recommended time for each internship to minimum 2 months	no

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	2
promoting the inclusion of representatives of business environment in teaching activities	1
better networking of the university with the business environment	2

better marketing of the program to
potential future students

2

other

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

SURVEY QUESTIONNAIRE

Interviewee ID **18**

Date of interview **20.06.16**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Production of industrial goods**

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **4**
 University -
 Media -
 Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **5**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

The technical knowledge relevant for the business environment and intercultural competence will be improved. Brain drain of bright people might be reduced so they stay in the region. Well trained graduates are appreciated worldwide.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

45

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	90; Language is not a main problem as Romanian people are in general very language talented.
German language proficiency	40; German language is a very strong limiting factor. If the language competence has to be considered the company has to scarify other technical skills.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	95
general programming proficiency / SAP	20; SAP is currently a unavailable competence
Professional work attitude, especially punctuality, focus on problem-solving ...	70
Understanding of foreign business cultures	35; The perception of the graduates is that they understand foreign business culture, but in reality the different communication styles between Germany and Romania are not known and can hardly be handled. This is even the case if the German language is well known.
Accounting technical knowledge	90; the problem is that the knowledge ends with journal entries and the overall accounting understanding is limited
Controlling technical knowledge	60
Purchasing technical knowledge	60
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **24**

4. Do you have an internal or external off the job training plan?

Answer **both, mainly internal.**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

one week

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

800

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

Less than a week, combined with training on the job from German experts who visit Romania.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

3

9. How many months would the onboarding process take without any onboarding procedures in place?

There is no real formal documentation in place and the training is very much on the job.

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

100;
The candidates will have the chance to receive the same level of education like in Germany plus maintain their Romanian language and cultural skills. The graduate hereby could reach the education level of a graduate trained in western Europe and can match the expectation fully.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency **95**

German language proficiency **95**

Proficiency in Microsoft office applications such as EXCEL, Outlook ... **95**

general programming proficiency / SAP	80; If students take the courses plus use the internship to get SAP knowledge.
Professional work attitude, especially punctuality, focus on problem-solving ...	85
Understanding of foreign business cultures	85; In case of stay in Karlsruhe plus internship in Germany
Accounting technical knowledge	95; The general overview improves. In addition they should learn German accounting standards in Germany.
Controlling technical knowledge	95
Purchasing technical knowledge	60
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	2
Different level of employer branding	4
Expert knowledge of employee	3
Chance for career step, including more responsibility	4
Competition between employers / companies are headhunting	4
Missing the feeling of belongingness and feeling valued as person	3
Cultural aspect, change is seen as career step per se	3
To high workload and pressure in the current job	3
Missing of intrinsic work satisfaction	4
Other	4

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

less than 5%

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

same

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

1

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

850

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

20;

Salary increase for IT experts is strictly related to personal performance and if tasks from Germany can be solved by this local FTE.

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

If the competence increases, the salary will increase too. If the new study line produces graduates in a good quality, the graduates will pull further demand for such profiles, as local graduates can take over more advanced tasks in multinational companies. Further the more successful the graduates are in multinational companies with such advanced tasks, the more Romanian companies will be interested in the study line.

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

600

6. What is the percentage for the salary increase for young professional controllers per year?

10-20;

Romania is currently one of the countries with the highest salary increases, and thereby on the fast track to leave the advantage of a cheap labor country. Some production gets again cheaper to produce in Germany than in Romania. However multinational companies are more reluctant to limit salary increase rates as such plants face a higher level of competition inside the group companies. Because of the high salary increases, Romania is getting more interesting in companies as a sales market.

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

more competence could lead to higher salaries

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates	3	
Low salary costs	1	Because other countries are now much cheaper than Romania, for example Bulgaria
Language proficiencies of employees	4	
IT proficiencies of employees	3	Cluj is well known for a higher level in IT competency, as Cluj university is famous for its IT proficiency
Cluster of employers	4	
Tax advantages for IT experts	4	
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

2 months

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

30

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	4
requirement for internships to be obligatory in sum over the complete study for 6 months	4
extending the recommended time for each internship to minimum 2 months	5; Six weeks is too short, interns cannot understand the business.

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5
promoting the inclusion of representatives of business environment in teaching activities	4
better networking of the university with the business environment	4
better marketing of the program to potential future students	5
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

3

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

1; Not yet but it sounds like a very good initiative.

5. **Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):**

4; Additional donations have to fit in the portfolio of CSR activities which is already pretty much in use.

6. **Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?**

1; Depends on qualification of the applicants and job availability.

7. **Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):**

If bursa regulation applies this would be big plus.

8. **If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month**

800

9. **If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.**

400

SURVEY QUESTIONNAIRE

Interviewee ID **19**

Date of interview **20.06.16**

Name of interviewer **Valerian Laval**

Name of interviewee [REDACTED]
 Company name [REDACTED]
 Job Title [REDACTED]
 E-mail address [REDACTED]
 Phone No. [REDACTED]

I. Opening and general questions

Position inside this company **Owner or CEO**

Activity of your company **Production of industrial goods**

Best field of activity inside this company **General Management**

Number of employees (Indication in FTE) [REDACTED]

1. How did you hear about the new study line “accounting and business information systems in German language”. (1 - "strongly disagree" and 5 - "strongly agree")

Business environment including business club **3**
 University -
 Media -
 Non business friends or family -

2. Are you aware that this study line is the result of a CSR project initiated by the DWC and a multinational company? (1 - "strongly disagree" and 5 - "strongly agree")

Answer **3**

3. What positive implications do you see for the job market, for students and for companies in general from an initiative like this?

Bringing the educational system closer to the business can be positive. The students stay realistic and understand that their effort is the only key to success.

II. About the onboarding of young graduates

1. How do you rate the competence level of fresh graduates today comparing their competence with the requirements of the job description for young professionals? Please estimate a percentage:

20

2. Please specify the competence level of fresh graduates in the following competence areas. Please estimate a percentage:

English language proficiency	70; The graduates can speak fluent english but do not have sufficient technical knowledge.
German language proficiency	50; In case the person learned German at school.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	50; Some are very good.
general programming proficiency / SAP	No SAP used in this company.
Professional work attitude, especially punctuality, focus on problem-solving ...	5-10; Graduates solve problems only by instinct, but they are not aware of any modern productivity tools such as lean management, kaizen or similar techniques.
Understanding of foreign business cultures	15; The Romanian culture is much more "flexible" in general. The graduates have less understanding of foreign business cultures and face big problems in the foreign workstyle.
Accounting technical knowledge	20;
Controlling technical knowledge	10;
Purchasing technical knowledge	0; The graduates haven't heard about anything about purchasing. In Austria such important knowledge would be covered in the second semester.
Other	

3. Nowadays, when will fresh graduates reach their full productivity as young professional? Please estimate a number of months needed for the onboarding.

Duration **12**

4. Do you have an internal or external off the job training plan?

Answer **Mostly internal trainings. In a small company like ours the training budget is low. Also big training investments are avoided considering high fluctuation levels.**

5. How many weeks of off the job training you usually plan for fresh graduates? Please estimate a number of weeks at the first year

2-4 weeks

6. What costs do you estimate for off the job training per week? Please estimate a EURO per week.

Most opportunities costs because internal trainers cannot work productive during the training classes.

7. How many weeks of continuing trainings per year do you normally provide after the on boarding is finalized? Please estimate a number of weeks per year.

Not regulated. It depends on the work specific demands, for example when a new machine or process is implemented.

8. On a scale from 1-5 how well documented would you describe your onboarding and training procedures for young graduates to be?

2

9. How many months would the onboarding process take without any onboarding procedures in place?

Without procedures the opportunity costs caused by mistakes or low productivity would be very high.

10. Do you expect an increased competence level for fresh graduates from the new study line in comparison with today's graduates? Please estimate a percentage of the expected future productivity.

50; The curriculum seems promising. However it depends on the teacher to communicate the topics and ensure the topics are internalized by real test. It would be good if there are more applicants to the new study line, so the university can select smart and motivated people.

11. Please specify the competence level of fresh graduates from new study line in the following competence areas. Please estimate a percentage:

English language proficiency	70
German language proficiency	80-90; Only if they study in Karlsruhe.
Proficiency in Microsoft office applications such as EXCEL, Outlook ...	80; Modern telecommunication like WebEx should be taught. Also courses to type with 10 fingers to increase productivity should be offered.
general programming proficiency / SAP	

Professional work attitude, especially punctuality, focus on problem-solving ...	70
Understanding of foreign business cultures	60; Only if they study in Karlsruhe.
Accounting technical knowledge	80; Only if the teaching gets more related to case studies and the teachers can transport the business implications of accounting.
Controlling technical knowledge	20;
Purchasing technical knowledge	0; Not in curriculum so no improvements to be expected.
Other	

III. About the effects of fluctuation

1. What are the main reasons for employee's fluctuation? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Higher salary at other employer	5
Internal conflicts in old company	3
Different level of employer branding	3
Expert knowledge of employee	5
Chance for career step, including more responsibility	1
Competition between employers / companies are headhunting	5
Missing the feeling of belongingness and feeling valued as person	2
Cultural aspect, change is seen as career step per se	3
To high workload and pressure in the current job	3
Missing of intrinsic work satisfaction	3
Other	

2. How high is the fluctuation of young professionals right now? Please indicate a percentage per year?

5-10

3. What could be the reason for the fluctuation, given the new study line is fully operational? Please indicate a percentage

15%; The fluctuation could increase as the new qualification level is requested in the market.

Headcounts

1. How many financial plant controllers are typically located in a production plant of 1000 workers? Please indicate number of FTE per plant.

2. What is the typical size for an IT Shared Service Center in Timisoara? Please indicate number of FTE per SSC

About development of salaries

1. What is the start salary for graduates who want to become SAP / IT specialists at this moment? Please indicate an amount in EUR net per month.

2. What is the percentage for the salary increase for young SAP / IT professionals per year?

3. Could the development of salaries for the SAP specialists decrease given the increase supply of those profiles put of the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

4. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for SAP specialists

5. What is the start salary for graduates who want to become controlling specialist at this moment? Please indicate in EUR per month net.

6. What is the percentage for the salary increase for young professional controllers per year?

7. Could the development of salaries for the controlling specialists decrease given the increase supply of those profiles due to the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

Start salary up to 450 EUR to the expected advanced skills in SAP, German language and controlling.

8. If you answered: strongly agree or agree please indicate a new percentage of salary increase per year for Controlling specialists.

Shared Service Center

1. Why do you think Timisoara is a good location for IT Shared Service Activities for western European companies? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree) for the below parameters.

Availability of university graduates		
Low salary costs		
Language proficiencies of employees		
IT proficiencies of employees		
Cluster of employers		
Tax advantages for IT experts		
Other		

2. Do you think the new study line could increase the competitive advantage of Timisoara as best cost location for IT / SAP shared service centers? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree)

3. What costs are needed as investment for a Shared Services center per workplace given it is a rented office space? Please indicate in Euro per new workplace including general office infrastructure.

4. What do you think is the salary cost for an IT / SAP graduate specialists in western European countries? Please indicate in Euro per month.

5. What do you think is the salary cost for graduate controllers in west European countries? Please indicate in Euro per month

6. How much efficiency is lost in a Shared Service Center due to the physical distance to the high cost location? Please indicate percent value.

7. After what timespan a shared service center in Timisoara could give the implementing company a cost advantage? Please indicate in months.

8. How many business travels between high cost and the SSC in low cost are needed per year per person? Please indicate a number of travels per FTE.

Planning process

1. Do you think the corporate planning process could be reduced by shortening the planning volume? If so please indicate a % value:

No. The company believes a more detailed planning could help to increase the exact future prediction.

Benefit of process documentations

1. Do you think the efficiency of standard controlling processes can be increased by process documentation? Please indicate a percentage of efficiency increase if standard procedures are implemented.

30-40

Future involvement

1. Where do you see the potential to improve the collaboration between business environment and the university? Please answer between 1 and 5:

regular review of the employability developments together with business environment	5; it is their duty to understand business better.
requirement for internships to be obligatory in sum over the complete study for 6 months	4 months is enough, if the time is used efficiently.
extending the recommended time for each internship to minimum 2 months	4 months in one peace In two months interns hardly understand the business.

2. How long (in weeks) should an internship last? Please indicate a interval of weeks you think is best for the student and the company

grading extra points for practical problem solving topics in thesis	5; Everything which cannot be reflected in a real case study has only limited practical value.
promoting the inclusion of representatives of business environment in teaching activities	5; It would be a tremendous advantage, if the professor would have practical experience. However the representatives should have leadership experience in business.
better networking of the university with the business environment	1;
better marketing of the program to potential future students	4;
other	

3. Do you think it would be beneficial for the local business environment to attract very talented German speaking students from rural areas to come to Timisoara and study in the new study line? Please choose a value between 1 (meaning strongly disagree) and 5 strongly agree.

5; Those people are often more motivated than local people from Timisoara.

4. Have you heard of the scholarship program from Rotary that aims to attract very talented students especially from poor regions and little financial support from home to study in the new line in Timisoara? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree).

3

5. Would you consider your company to support a joint scholarship program at DWC level? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

3

6. Would you be interested in offering internships to students who are enrolled in the new study line, if yes how many students in a year?

1-2

7. Do you think it is reasonable to offer bursa or a salary? Please choose a value between 1 (meaning strongly disagree) and 5 (meaning strongly agree):

The intern should have the first months in probation without salary. If the intern is ok, the intern should stay with a paid salary.

8. If you answered: strong or very strong, how much lei a month would be the appropriate salary / bursa for a full time internship. Please indicate in lei per month

1000

9. If you answered: strong or very strong, how much lei a month would be appropriate for a half time internship. Please indicate in lei per month.

half time internships are not requested

Contact information:

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