



# EUROPEAN ECONOMIC CHAMBER OF TRADE, COMMERCE AND INDUSTRY

## European Economic Interest Grouping

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## EEIG EU STANDARDS

### EUSS CERTIFICATION

#### EUROPEAN SERVICE STANDARDS CERTIFICATION

Quality Standard registered under No. 100.000 at the EU-Office of Harmonization of the Internal Market

Revision April 2012

#### Aims of the Standard

- 1) To encourage all Enterprises and Businesses to achieve agreed EU Service standards in:
  - a) how they are run
  - b) how they manage their businesses; and
  - c) the experiences of users
- 2) To encourage confidence in Enterprises and Businesses in their products and services and satisfaction for their clientele.
- 3) To reinforce a shared ethical and professional basis for all Enterprises and Businesses.
- 4) To ensure that all national legal requirements with regard to establishing and carrying on business and offering products and services to the public have been considered and respected. These requirements concern particularly laws, decrees and edicts for health and environmental issues, marketing, competition and viability and conform to the national laws and rules in their establishments.
- 5) To ensure the conformity of Enterprises and Businesses with relevant:
  - a) European standards as mentioned in 4 above;
  - b) legal prescriptions and stipulations as to their operations;
  - c) general European standards and relevant EU guidelines as far as existing, e.g. the EEC-directive on minimum requirements for consumer protection, ecology etc.

#### Establishments that may apply for the EEIG EU Service Standard EuSS

All businesses in all sectors of trade, commerce, industry and the professions are eligible...

#### Benefits of taking part in the EEIG EU Standards Certification Scheme

Performance - A quality standard that serves as an authoritative



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benchmark for assessing performance, rewarding achievement and driving improvement.

- Profile - It raises awareness and understanding of business, so building confidence and credibility both within the establishment and among the public.
- People - It helps Enterprises and Businesses to improve their focus on meeting users' needs and interests and developing their workforce.
- Partnerships - It helps Enterprises and Businesses to examine their services and facilities and to encourage joint working within and between organisations.
- Planning - It helps with forward planning by formalising procedures and policies.
- Patronage - It demonstrates that the Enterprises and Businesses have met an EU standard, which strengthens applications for public and private funding and gives investors confidence in the organisation.

### Eligibility

To be certified, Enterprises and Businesses must:

- meet the EEIG's 2012 definition of Enterprises and Businesses.
- be registered at National level
- have a formal constitution
- provide two years of relevant accounts
- meet all relevant legal, ethical, safety, equality, environmental and planning requirements
- be committed to forward planning to improve the service for users
- Meet the following specific additional requirements:
  - **Protection of human health** - Additional to the aforementioned legal stipulations concerning the hygiene and cleanliness, also the national requirements with regard to the quality of air (smoking/emissions) and noise levels have to be considered and respected.
  - **Precautions for disabled and handicapped people** - All buildings, installations and equipments have to take care of disabled and handicap persons according to currently valid national and international stipulations and standards.
  - **Fire protection** - The currently valid national technical stipulations of the fire brigades have to be considered and respected as a means of preventive protection against fire.
  - **Energy economy** - Energy saving means and measures have to be taken into account in all areas of the wellness centre. They have to meet the most recent state-of-the-art techniques and latest developments in research (e.g. solar cells, heat pumps, insulation, and thermal energy).
  - **Environment protection** - Ecology and measures of sustainability and environment protection have to be taken into account. The whole enterprise has to work according to healthy, non-polluting, nature friendly and environmentally beneficial methods.

## Categorizing Enterprises and Businesses

EuSS is granted in the following categories:

- **EUSS Certificate in BLUE:**
  - The assessed company complies with the requirements of an enterprise with ***advanced technology*** and a ***service-oriented overall concept***.
- **EUSS Certificate in SILVER:**
  - The assessed company complies with the requirements of an enterprise with ***state-of-the-art technology*** and a ***service-oriented overall concept***. Moreover, it provides evidence of ***outstanding individual performances***.
- **EUSS Certificate in GOLD:**
  - The assessed company complies with the requirements of an enterprise with ***state-of-the-art technology*** and a ***service-oriented overall concept***. Moreover, it provides evidence of an ***outstanding total performance of all divisions***.

## Assessment of the Enterprise and its Services

### Certification Process

- Standard 1 – First Impression
- Standard 2 – External Image
- Standard 3 - Total appraisal and evaluation of the entrepreneurial success

### PROCEDURE OF CLASSIFICATION for Enterprises of General Kind

1. **The Central Office for the EuSS Standard Classification of Enterprises** - All applications for a classification shall be directed to our Headquarters in Brussels. The Central Office allocates the appropriate validator of the European Economic Chamber of Trade, Commerce and Industry to be engaged with the classification procedure of the applicant organisation. The validator will then proceed with the review, assessment and evaluation of the application and checklist. The final classification will be effected by the Central Office according to the evaluation and recommendation of the National Commission and validator.
2. **Classification – Application and Procedure** - The owner or manager of the wellness enterprise and establishment applies for a classification by the European Economic Chamber of Trade, Commerce and Industry in writing and asks the Central Office or National Commission for a checklist and a visit of an expert of this commission. After reviewing and assessment of the wellness and fitness establishment by a personal visit of the validator, the checklist will be evaluated. The commission carries out the evaluation within sixty days from the receipt of the application including the assessment of management procedures, the suitability of the premises, facilities, resources and treatments. The National Commission informs the owner or manager of the result of the classification procedure in writing. The relevant Certificate will be issued by the Central Office for Classification in Brussels.
3. **Dealing with Objections** - The contact person of the wellness enterprise and establishment can file an objection against the classification or against not being classified within sixty days. The contact person may object within four weeks after receipt of the decision of the Central Office for Classification or non-receipt of one after the expiration of 60 days from the lodgement of the application. This objection has to be directed to the National Commission and has to be done in writing (by registered mail) explaining the reasons for the objection. The Central Office will

consider the reasons of objection and engage the National Commission to re-Standard the present classification. The final decision will be made within four weeks. Court of jurisdiction is Brussels.

### **THE STANDARD - Requirements for EEIG EuSS Standards Certification**

#### **A) COMPULSORY Statutory Requirements**

- 1) Registration as a business
- 2) Registered Business Registration
- 3) Business Plan
- 4) Organization Chart
- 5) Ethical Brochure or advertising material
- 6) Local Chamber of Commerce Membership
- 7) VAT Registration
- 8) HACCP or ISO 9001 and/or ISO 22000 or FSSC 22000 food safety system, if appropriate
- 9) Health & Safety Registration
- 10) Social Security Registration
- 11) Accounts Available
- 12) At least 1 persons in the organisation must have been certified for First Aid by a National Authority

#### **B) GENERAL Requirements**

- 1) Brochure, website

#### **C) STAFFING (Minimum)**

- 1) As per Classification Requirements

#### **D) Environmental factors:**

- 1) Water Efficiency
- 2) Waste Reduction & Recycling
- 3) Sustainable Furnishings and Bldg Materials
- 4) Energy
- 5) Disposables
- 6) Chemical & Pollution Reduction

#### **E) CUSTOMER SERVICE**

- 1) The whole impression of the premises is clean
- 2) Reception staff are friendly
- 3) The general ambiance is good
- 4) Staff available with competency in English
- 5) The requirements and wishes, respectively, of the guests are completely met
- 6) The service is friendly
- 7) The service is quick
- 8) The service is efficient
- 9) Clients are given a feedback form which is reviewed by management

All the above have been summarised in the EEIG EU Standards for the EuSS as follows, and in particular:

#### **General Criteria for the Assessment**

Assessing the enterprise, the following general criteria have to be considered:

1. Appearance of the enterprise, its location and infra-structural conditions, e.g. free parking and enough parking sites, access, space, accessibility, proximity to public transport means, pedestrian areas etc.

2. Status of buildings and construction, equipment, furniture and fittings of the offices, factory and workshops, laboratories, lounge for customers and lavatories, their operational capability and cleanliness.
3. The relevant lighting of all parts of the plant has to guarantee the safety. Staircases, balconies and terraces have to be secured by handrails and railings. There have to be ramps for wheelchair drivers. Where necessary there have to be signs with international symbols (pictograms).
4. The cleanliness of plant, workshops, rooms for staff and customers, adjoining rooms, toilets, corridors, and social rooms (staff canteen, lounge for smokers etc.) is very essential.
5. Appearance, clothing, manners and behaviour, friendliness and competence of the management and whole staff in contact with customers.
6. Organizational information and knowledge management for staff and adherence to operating schedules.
7. Classification of the clientele (origin, level, interests).
8. Customer satisfaction (satisfaction of special customer needs, policy on settlement of complaints).
9. All equipment and components used by staff should conform to workplace health and safety practices with special emphasis to children and persons with disabilities.

#### **The Quality Outcomes**

- Appearance
- Legal Requirements - All national and EU legal regulations with regard to operating the business **MUST** be strictly observed.
  - *Hygiene / Food Law*
  - *Handicapped Accessible Plant and Production*
  - *Fire Protection*
  - *Energy Saving*
  - *Environment Protection*
- Customer Service
- Viability

#### **The Certification – Performance of Services with Distinction**

The „EUSS“ (**European Service Standard**) which is provided by the Central Office for European Standards and Guidelines of the European Economic Chamber of Trade, Commerce and Industry (EEIG) shall lead to a perfect performance of all services rendered by the company which will be certified. At the end of all Standards, consultation and assessment shall be perfect **performance of services with distinction** that means they are of special merit

In the course of certification, the company which wishes to be certified has to pass the following phases of a continuous process of improvement:

After the **preliminary phase** which merges into a **phase of raising awareness** the company shows the wish and first approaches to an improvement of the quality of services which is casually reviewed and partially integrated into the daily work. In this

period **the company does not yet fulfil the requirements** of the EUSS. Before being certified (and awarded) the quality of the performance of services has to be improved.

In the **phase of implementation**, the company shows already well-founded approaches and focuses on prevention (monitoring, controls, logging, and recording) to improve the quality of services. The total efficiency is Standardized by the company itself and the results find their way into the daily planning and work. In this phase, **the company taps around half of its potential** to render optimal quality of services.

In the **phase of stabilization**, the company has the systems of protection of quality by prevention integrated into its service sector. The total efficiency has been improved by cyclic Standards and monitoring. The **company utilizes around three quarter of its potential** to render best quality of performance.

Finally, the company enters the **phase of certification** when it can prove that the systems of quality protection (as for instance ISO 9000, TQM etc.) have been integrated into the service sector of the enterprise. We can call this stage the “phase of excellence”. The cyclic Standards, the monitoring of quality, and the continuous refinement of the methods of service performance lead to a very good total efficiency. The quality of the services in the daily work and production becomes a company’s philosophy. It coins the vision and mission of the company in all parts of the enterprise.

A certificate according to the „**EUSS (European Service Standard)**“ reveals and confirms the level of quality of the total performance that is the quality of the management at the time of assessment for the relevant category:

- **enterprises related to individuals** (I-type enterprises)
- **enterprises related to products** (P-type enterprises)
- **enterprises related to the company** (C-type enterprises)

The following criteria and requirements for the obtainment of the **EUSS Certificate** for the **three performance ratings** (BLUE, SILVER, and GOLD) have to be met:

- **EUSS Certificate in BLUE:**
  - The assessed company complies with the requirements of an enterprise with ***advanced technology*** and a ***service-oriented overall concept***.
- **EUSS Certificate in SILVER:**
  - The assessed company complies with the requirements of an enterprise with ***state-of-the-art technology*** and a ***service-oriented overall concept***.  
Moreover, it provides evidence of ***outstanding individual performances***.
- **EUSS Certificate in GOLD:**
  - The assessed company complies with the requirements of an enterprise with ***state-of-the-art technology*** and a ***service-oriented overall concept***.  
Moreover, it provides evidence of an ***outstanding total performance of all divisions***.

Completing the impression based on self-assessment by the management (“1st Standard”) and the outside-image of the enterprise (“Advanced Standard”), and the

pragmatic judgement of the enterprise, the “**Final Assessment**” takes also the *financial performance* of the enterprise into account.

### **EEIG EuSS STANDARD QUALITY SEAL SERVICE STANDARD**

		<b>COMPULSORY</b>
S1. Registration as a business		
S2. Registered BUSINESS		
S3. Business Plan		
S4. Ethical Brochure or advertising material		
S5. Membership of National Hotel Association		
S5. Chamber of Commerce Membership		
S6. VAT Registration		
S7. Health & Safety Registration		
S8. Social Security Registration		
S9. Accounts for 2 years		
S10. Organization Chart		
S11. HACCP or ISO 9001 and/or ISO 22000 or FSSC 22000 food safety system, IF NECESSARY		
S12. At least 1 persons in the organisation must have been certified for First Aid by a National Authority		

<b>STANDARD 1</b>
Development & Projection of Turnover
Clientele
SWOT Analysis – Strengths, Weaknesses, Opportunities & Threats
How does the enterprise you keep contact with your customers?
Which means of communication is the enterprise using for contacts to customers?
Which of the offered means of communications are preferred by the customers for direct contacts?
Does the enterprise consult its customers whether they are satisfied with the products and services?
How does the enterprise consult with its customers?
What are the main aims of the enterprise’s marketing?
What is the marketing budget per year in percent of the total turnover?
Which media does the enterprise use to reach customers?
What information about customers is very essential to the enterprise?
What social benefits and other company contributions does the enterprise grant the staff?

#### **STANDARD 2**

**Does the enterprise provide sponsoring in any of a number of fields?**

- (a) **Enterprises related to individuals** (individual = I)
- (b) **Enterprises related to products** (product = P) and
- (c) **Enterprises related to the company** (company = C)



Naturally, enterprises of the **I-type** have offerings with the highest personnel service level, while enterprises of the **P-type** and **C-type** have in the fore the product name (“brand”) and the company name (“corporate identity”). In these enterprises exists the danger to underestimate the volume of services of each division, since marketing and public relations are dominating the business policy of the company.

In general, in rationally managed enterprises the intensity of services rises with the number of employees, i.e. with the personnel intensity (in contrast e.g. to material intensity).

Relevant comparisons can be made only between enterprises of the same kind.

Using Standard 2, the external image of the enterprise applying for certification can be found out via special questionnaires and interviews with following interview partners:

- employees of each individual division
- customers
- suppliers
- partners
- competitors
- neutral economic institutions, and
- economic journalist (market analysts etc.)

These interviews revisit the self-image of the enterprise. In any case, the answers in the interview have to be treated strictly confidentially.

Finally, each individual division of the enterprise is assessed by the comparison of the self image with the external image with regard to their **relevance to services**.

Service in the narrow sense of the word means the performance of a service enterprise as e.g. repair works, travel agency, lawyer’s office. “Service” in a broader sense of the word describes enterprises which are producing or just mediating or dealing with products (e.g. import and export of machines).

This service in a broader sense of the word refers to the relevance to services, since there are services in each phase of the whole production line of the enterprise beginning with the purchase of raw materials, the storage, the production, the processing, the construction, the assembling, refining, research and development, quality control, administration (personnel office, accountancy, calculation, controlling, dunning), repairs, logistics, stock keeping and warehousing of readymade product, transport, delivery, car pool and truck fleet, up to marketing (including advertising, public relations, distribution and diversification) and the so-called “after sales service” (i.e. all services rendered to customer after the sale, as e.g. customer service, information on product changes, new products or improvement of products).

In general, “service in a broader sense of the word” means mostly the voluntary, partly innovative, substantial and immaterial excess profit for the customer which can be described as “better customer service” and “good product attribute” as well (i.e. reliability, easy handling, short waiting periods, longer guarantee, free repairs etc.).

Enterprises that wish to survive in a global competition, to win new customers and partners and to bind to the company even against strong competitors means to invest into excellent service with regard to the offered products and activities of the enterprise, i.e. to improve sustainably the **quality of service**.

#### **ESTABLISHING VALUES FROM persons outside the enterprise**

##### **Kind of information source:**

1. The interviewed person is –
  - a. an employee of the enterprise applying for certification.



- b. He/She belongs to one of the following divisions:
  - c. purchasing and storage of raw materials and implements
  - d. production and manufacturing
  - e. product development, research and quality control
  - f. advertising and marketing
  - g. public relations and print media
  - h. administration (accountancy, calculation etc.)
  - i. warehousing of finished products and delivery
  - j. repairs, workshops, stock keeping of spare parts, service
  - k. field sales force, agents, customer advisory service
2. Length and type of relationship, in the case of:
  - a. a customer of the enterprise and what does he buy mainly
  - b. a supplier – length of relationship and what does he supply
  - c. a partner of the enterprise – length and type of relationship
  - d. a competitor of the enterprise
  - e. an independent market or opinion research organization
  - f. an economic journalist
  - g. any other source

#### **THE VALUES REQUIRED**

- Name and Image of Enterprise
- Type of Contact with the enterprise
- what is the typical forte of the enterprise
- What are the strengths and weaknesses of the enterprise
- Type of problems with the enterprise
- Valuation of Divisions
  - Management
  - Administration (in general)
  - Technical offices, logistics
  - Handling of orders and specifications
  - Accountancy and calculations
  - Billing and invoicing
  - Sourcing and acquisition
  - Storage and warehousing
  - Manufacturing and processing
  - Research, development, quality control
  - Workshops of the enterprise
  - Storage of finished products
  - Packaging, filling, palletizing
  - Truck fleet, delivery
  - Marketing and sales
  - Advertising and public relations
  - Repairs, spare parts, customer service
- Handling of complaints
- Valuation of the enterprise
  - QUALITY of the products
  - QUALITY of the services
  - QUALITY of the image and reputation

- QUALITY of other activities and services
- Importance of the following criteria
  - Market leadership (dimension)
  - Price leadership (prices, conditions)
  - Leadership in quality (top quality)
  - Leadership in innovation (new products)
  - Leadership in product range (variety)
  - Other claims for leadership (e.g. with regard to customer loyalty, scarce products, unique products or services, extreme specialization, monopoly policy etc.)
- the orientation policy of the company
- the price policy of the company
- the products and services of the enterprise (company) have an add-on benefit for the customer surpassing the prime value of the product or service
- the policy of the company with regard to the following business situations
  - Policy as to prices and conditions
  - Policy as to time of delivery
  - Strict contract fulfilment
  - Responsiveness to customer wishes/preferences
  - Conduct with insufficiencies and complaints
  - Attitude to energy saving
  - Attitude to waste recycling
  - Ecological awareness
  - Advertising and public relations
  - Goodwill and corporate identity
  - Overall impression to outsiders

### **STANDARD 3**

#### **1) Total appraisal and evaluation of the entrepreneurial success**

- Controls in an enterprise have to comprise various aspects and functions of the multiple activities of the enterprise if the controls shall achieve its full purpose. These controls should not only concentrate on the internal events but they should also touch questions about the development of the company in the overall economic environment (see "First Standard"). The relative picture which the „Advanced Standard“ offers is quantified by the generally valid key figures of the enterprise in the „Final Assessment“ (3rd questionnaire). In the following paragraphs, several considerations which cannot be neglected for the final assessment shall show in which areas systematic and successful controls of the enterprise are possible.

#### **2) Performance within the overall economy**

- A long-term target planning can be developed by means of forecasts on the future economic trends and can be controlled with the aid of actual values. In this context, the anticipated changes in the preceding and subsequent industrial sectors and the development of supplying companies are of special interest. Further, the information stemming from the own field staff and the distribution net can be revealing. Significant is also the perceiving of correlations in the company's development and external influencing factors (e.g. leisure time trends, changes in consumption, temporary fashion etc.). A useful instrument for calculating is the so-called "trend-adjusted deferred regression analysis".

### 3) Performance within the individual divisions of the enterprise

- Possibilities and practical procedure of controlling measures with regard to the quality of services have to be standardized. For instance, the following control information can deliver hints for planning the sales strategies: Sales volume, relation between sales costs and turnover, opening of new markets, conquest of markets, changes of market shares, sales organisation, comparison of purchases on credit and cash bargains etc.

### 4) Non-financial performance of the enterprise

- The most important ones of all non-financial performances are the quality management, quality control, and achieving the optimal level of service quality. For the surveillance and control of all non-financial performances which are surpassing the ISO 9000 etc. and EUSS, from enterprise to enterprise differing focal points will be brought to bear.

A few keywords may illustrate the multitude of methods for planning and controlling: productivity, programme of production, range of services, customer service, sales conditions, etc. In the following paragraphs, we shall attend to the process of events in the described way which is characteristic for all controlling measures of the management. In general, we can distinguish eight different stages of controls from the view of the management:

#### ***(a) Choice of the areas of control***

First, it will be stipulated which areas of activities in the enterprise shall be controlled. That can be dealing of the costs of production, of the turnover, of complaints about the quality of products and services, of the organisation of orders etc. whereby every area is subject to a certain controlling cycle.

#### ***(b) Choice of the criteria of control***

The practical operating schedule shows in many cases that it is not enough to operate with generally verbalized criteria of assessment. Criteria, as e.g. the achievement of a „higher“ turnover, the acquisition of „better“ quality of raw materials, and the reaching of a „smaller“ fluctuation of the staff, are too vague. One should endeavour to replace the subjective criteria of assessment by quantitative measures.

#### ***(c) Stipulation of the controlling measures***

The actually achieved values have to be put into a relation to measurement. Those can be comparable figures of the competitors or target figures which are stipulated after discussion with the employees of the relevant divisions in the enterprise. It is also possible to compare a period of report with a comparison period of the year before.

#### ***(c) Stipulation of the means of control***

The management has to decide on the relevant means of control, as e.g. reports, budgets, key figures, statistics, charts and diagrams etc. – The actual performance of the enterprise shall be measured by these means and the information they provide.

#### ***(d) Evaluation of the information of controls***

After stipulation of the means of control, the organisational preconditions and instruments of the evaluation of all accessible information of controls have to be created. The possibilities range from simple devices (e.g. telltales) over electronic measuring and data compiling up to complicated reports and evaluations (e.g. budget controls, cost allocation sheets, cost controlling etc.).

#### ***(e) Evaluation of the targeted values and actual values***

The comparison of these key values is a permanent process which runs in every enterprise in the various areas with different intensity. These continuous comparisons are made in a qualitative way in the field of quality control and in a quantitative way in the areas of production (output by machines / production plan), in the sales area (volume of orders / projected turnover), and in the area of acquisitions (value of purchases / budget for purchases).

***(f) Decisions on divergences***

When the effective performance diverges from the control measurements, generally corrections of the controlling measures and means of control are decided on. There are many possibilities of decision possible, as, for instance, compiling further data, change of target data, implementation of new working techniques (e.g. replacement of semiautomatic machines by fully automatic machines, switch from discontinuous to continuous processes “around the clock”), modernization of the sales concept (e.g. change of distribution routes, finding of new outlets), choice of innovative packaging or other packaging units, decisions of the use of disposable bottles or returnable bottles, on packaging with refundable deposit etc.

***(g) Accomplishment of the target measures***

The last phase deals with the specific actions which have to be taken for the realization of the relevant decisions. These can be changes of internal instructions, measures of sales promotion to reached planned turnovers, sales instructions to achieve certain market shares etc.

**Financial performance of the enterprise**

When taking into account the high quality of services of the individual divisions the financial performance of the whole enterprise must not be neglected. The subsequent development of formulas for the capital turnover and the profitability of the sales volume can render interesting information for the surveillance of the financial field of the enterprise.

By reasons of competition, it is not recommended to operate with full costing, that means that the turnovers of some profitable products should be taken to cover the fixed costs by calculation with partial costs. In extreme cases, the calculation will be done by so-called “contribution margins” per kind of product.

The **Financial Standard List** is consulted for the assessment of the financial situation of the company.

**Standard 3 – The Financial QUESTION)**

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The auditor of the European Economic Chamber of Trade, Commerce and Industry (EEIG) visits the enterprise, which shall be certified, and collects the necessary data to complete the “Financial Standard List”.

Total assessment and evaluation are based on four economic facts:

- productivity = productiveness of performance (e.g. quantitative output in relation to number of employed persons)
- cost effectiveness = economy of performance (e.g. quantitative output in relation to costs)
- profitability = earning capacity of inserted means (e.g. profits in relation to operating capital = interest yield)
- solvency = capacity to pay (e.g. available financial means in relation to expenses and liabilities = indebtedness as soon as the relation switches to the negative side)

For that purpose, some financial key figures have to be collected and the company is required to provide its latest financial published accounts.

Capital stock, basic capital, share capital (**X**) .....  
 + Reserves .....  
 + accrued retained profits .....

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= equity capital (**A**) .....

Liabilities .....  
 + resets for later payments .....

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= dept capital (**B**) .....

Total capital (**E = A + B**) .....

Inventory .....  
 + Receivables .....  
 + Means of payment .....  
 + own shares .....

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= circulating assets (**C**) .....

Properties .....  
 + Equipment .....  
 + investments/participations .....  
 + Foreign securities .....

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= fixed assets (**D**) .....

Total capital (**E = C + D**) .....

Assets intensity =  $(D : C) \times 100 =$  ..... %

Assets cover =  $(D : A) \times 100 =$  ..... %

Balance sheet value =  $(A : X) \times 100 =$  ..... %

Degree of indebtedness =  $(B : A) \times 100 =$  ..... %

Degree of financial tightness =  $(B : E) \times 100 =$  ..... %

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Labour costs (H) .....  
 + Material costs (I) .....  
 + Advertising and distribution (K) .....  
 + Other costs (L) .....  


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 = total costs (M) .....  
 Total business volume (F) .....  
 Number of employed persons (G) .....  
 Business volume per employed person (F : G) ..... /person  
 Intensity of labour costs (H : F) x 100 = ..... %  
 Profit (N) = (F – M) = .....  
 Profitability of turnover (P) = (N : F) = .....  
 Capital turnover (Q) = (F : E) = .....  
 The most important key figure to assess and evaluate the financial situation of an enterprise is the so called „Return on Investment“ (ROI), it shows the profitability of the inserted capital (R) in percent = (P x Q) x 100 = ..... %

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### Further information

**The EEIG EU Standards Certification Committee** - The EEIG EU Standards Certification Scheme is overseen by the EEIG EU Standards Certification Committee, whose members are business professionals. The members bring a broad spread of knowledge and expertise relating to enterprises of all types throughout Europe. EEIG EU Standards Certification Panels, which are sub-groups of the committee, meet regularly to consider applications and returns. These decisions are reviewed at annual EEIG EU Standards Certification Committee meetings.

**The assessing organisations** - The organisations that assess EuSS for EEIG EU Standards Certification are Certified EEIG Quality Systems Assessors and Validators at the various EEIG National Offices. Certified EEIG Quality Systems Assessors and Validators can be registered after relevant training by EUROCOTT – IIEEM, the education & training commission of the EEIG. These assessors/validators assess each HOTELS Centre’s application or return. The assessments are passed to the EEIG EU Standards Certification Secretariat at PO Box 40668, Larnaca 6306, Cyprus where they are processed, quality assured and scheduled to be presented to an EEIG EU Standards Certification Panel for final issue of Certification.

**Keeping EEIG Certified status** - Once an enterprise has been awarded EEIG Certified status, it must prove that it continues to meet the requirements of the scheme by sending an EEIG EU Standards Certification return to the assessing organisation every two to three years, as required.

**Changes to the EEIG EU Standards Certification standard** - Over time, the requirements for the EEIG EU Standards Certification standard may change to make sure they remain up to date with developments in the sector and in line with current practice. When changes are made, all EEIG Certified enterprises will be given reasonable notice of the changes before they are expected to meet the revised requirements.

**Changes to EEIG Certified status** - If an enterprise stops meeting the EEIG EU Standards Certification requirements, the EuSS standard status may be reduced to 'provisional' or it may lose its EEIG EU Standards Certification status altogether. This decision would be taken by an EEIG EU Standards Certification Panel after discussing the matter with the enterprise and the relevant assessing organisation.

If an enterprise fails to provide their EEIG EU Standards Certification returns within the timescale allowed it may lose its EEIG EU Standards Certification status.

An enterprise can ask to be removed from the EEIG EU Standards Certification scheme.

## **APPENDIX 1 – Staff Competency Training**

### **Core Skill Sets**

1. **Communication** - HOTELS Centre Staffs show that they can communicate effectively when they:
  - Read, retain, and apply published ideas
  - Write clearly and accurately in a variety of contexts and formats
  - Speak clearly and coherently in both formal and informal settings
  - Demonstrate active listening skills and effective interpersonal communication
  - Employ the vocabulary of the subject being studied
  - Become proficient in a second language or in an alternative form of communication
2. **Information Competency** - HOTELS Centre Staffs show that they have information competency skills when they:
  - Recognize the need for information and/or identify and clarify the question that needs to be answered
  - Differentiate between major and minor arguments or ideas
  - Find and interpret relevant information from text, tables, graphs, maps, media, personal communication, observation, and electronic databases
  - Evaluate authority, veracity and bias of information
  - Utilize the data gathered to draw conclusions or to create new sources of information that can be shared with others
  - Document their sources of information
  - Use technology to acquire and process information
3. **Critical Thinking and Problem Solving** - HOTELS Centre Staffs show that they have critical thinking and problem solving skills when they:
  - Evaluate their own beliefs, biases, and assumptions
  - Evaluate strengths, weakness, and fallacies of logic in arguments and information
  - Apply lessons from the past or learned knowledge and skills to new and varied situations
  - Apply the principles of scientific reasoning to solve problems
  - Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques
  - Devise and defend a logical hypothesis to explain observed phenomenon
  - Recognize a problem and devise and implement a plan of action
4. **Creative Expression** - HOTELS Centre Staffs demonstrate creative expression when they:
  - Generate new ideas, express themselves creatively, or solve complex problems in an original way
  - Collaborate to perform the work of others or to create original work



- Apply feedback to improve their performance
  - Evaluate diverse artistic works in varied media
5. **Civic Responsibility** - HOTELS Centre Staffs show an ability to assume civic responsibility when they:
- Demonstrate a knowledge of current events and social issues
  - Work effectively as a leader and/or participant in group settings
  - Assume civic, political, or social responsibilities
  - Identify their personal convictions and explore options for putting these convictions into practice
  - Accept responsibility for their own actions
  - Demonstrate respect for a diversity of ideas and the rights of others
  - Exhibit personal, professional, and academic honesty
  - Display behaviour consistent with the ethical standards within a discipline or profession
6. **Social Interaction and Life Skills** - HOTELS Centre Staffs show that they have effective social interaction and life skills when they:
- Work as an effective member of a team
  - Demonstrate etiquette both in face-to-face and written interactions and communications
  - Use language as appropriate to the situation
  - Utilize conflict resolution skills when appropriate
  - Demonstrate the ability to give and receive constructive feedback
  - Apply time management skills to complete a task
  - Develop stress management skills and/or other skills to maintain health and wellness

#### Competency Skill Sets Available through EUROCOTT

Level	Area	Competency
1	Business 1A	Prepare for work; Complete daily work activities; Apply basic communication skills; Plan skills development
1	Business 1B	Use business equipment; Follow workplace safety procedures; Operate a personal computer; Develop keyboard skills
2	Business 2A	Follow environmental work practices; Work effectively in a business environment
2	Business 2B	Organise and complete daily work activities; Communicate in the workplace; Work effectively with others;
2	Business 2C	Use business technology; Produce simple word processed documents; Create and use simple spreadsheets
2	Business 2D	Process and maintain workplace information; Prepare and process financial/business documents; Handle mail
2	Business 2E	Deliver a service to customers; Provide information to clients; Create customer relationship; Process customer feedback
2	Business 2F	Implement improved work practices; Participate in environmental work practices
3	Business 3A	Exercise initiative in a business environment
3	Business 3B	Organise personal work priorities and development
3	Business 3C	Contribute to personal skill development and learning
3	Business 3D	Organise workplace information; Produce business documents; Write simple documents
3	Business 3E	Utilise a knowledge management system
3	Business 3F	Maintain business resources; Maintain financial records
3	Business 3G	Recommend products and services; Deliver and monitor a service to customers; Process customer complaints; Meet customer needs and expectations
3	Business 3H	Participate in workplace safety procedures; Apply basic first aid; Maintain workplace safety; Apply advanced first aid; Maintain first aid equipment and resources
4	Business 4A	Develop work priorities
4	Business 4B	Establish business networks
4	Business 4C	Develop teams and individuals
4	Business 4D	Analyse and present research information
4	Business 4E	Maintain business technology

Level	Area	Competency
4	Business 4F	Coordinate business resources
4	Business 4G	Report on financial activity
4	Business 4H	Promote products and services;
4	Business 4I	Coordinate implementation of customer service strategies
4	Business 4J	Coordinate customer service activities
4	Business 4K	Address customer needs
4	Business 4L	Manage projects
4	Business 4M	Write complex documents
4	Business 4N	Assist with compliance with OHS and other relevant laws
3	Secretarial 3A	Produce texts from shorthand notes
3	Secretarial 3B	Produce texts from notes
3	Secretarial 3C	Produce texts from audio transcription
3	Secretarial 3D	Design and develop text documents
3	Secretarial 3E	Create and use databases
3	Secretarial 3F	Create electronic presentations
3	Secretarial 3G	Organise schedules
3	Secretarial 3H	Process payroll
3	Secretarial 3I	Process accounts payable and receivable
3	Secretarial 3J	Maintain a general ledger
4	Secretarial 4A	Produce complex texts from shorthand notes
4	Secretarial 4B	Produce complex business documents
4	Secretarial 4C	Develop and use complex databases
4	Secretarial 4D	Develop and use complex spreadsheets
4	Secretarial 4E	Organise meetings
4	Secretarial 4F	Organise business travel
4	Secretarial 4G	Administer projects
4	Secretarial 4H	Prepare financial reports
5	Secretarial 5A	Manage the establishment and maintenance of a workgroup network
5	Secretarial 5B	Manage meetings
5	Secretarial 5C	Plan and manage conferences
5	Secretarial 5D	Plan or review administration systems
5	Secretarial 5E	Manage payroll
5	Secretarial 5F	Manage business document design and development
3	Legal Admin 3A	Apply knowledge of the legal system to complete tasks
3	Legal Admin 3B	Carry out search of the public record
3	Legal Admin 3C	Deliver court documentation
3	Legal Admin 3D	Apply the principles of confidentiality and security within the legal environment
3	Legal Admin 3E	Handle receipt and despatch of information
3	Legal Admin 3F	Use legal terminology in order to carry out tasks
3	Legal Admin 3G	Assist in prioritising and planning activities in a legal practice
3	Legal Admin 3H	Maintain records for time and disbursements in a legal practice
4	Legal Admin 4A	Prepare and produce complex legal documents
4	Legal Admin 4B	Provide non-legal advice
4	Legal Admin 4C	Interact with other parties
4	Legal Admin 4D	Research, locate and provide legal and other information in response to requests
4	Legal Admin 4E	Maintain trust accounts
4	Legal Admin 4F	Provide support in Property Law matters
4	Legal Admin 4G	Provide support in Family Law matters
4	Legal Admin 4H	Provide support in Criminal Law matters
4	Legal Admin 4I	Provide support in Commercial Law matters
4	Legal Admin 4J	Serve legal process
4	Legal Admin 4K	Arrange documents and list exhibits for litigation support
4	Legal Admin 4L	Take instructions in relation to a transaction
4	Legal Admin 4M	Prepare and execute documents
4	Legal Admin 4N	Support the interests, rights and needs of clients within duty of care requirements
4	Legal Admin 4O	Support community resources
4	Legal Admin 4P	Meet information needs of the community
4	Legal Admin 4Q	Support community participation
5	Legal Admin 5A	Run a file

Level	Area	Competency
5	Legal Admin 5B	Perform legal research and prepare reports to meet identified needs
5	Legal Admin 5C	Obtain information from a client
5	Legal Admin 5D	Draft legally binding documents
5	Legal Admin 5E	Assist with the discovery process
5	Legal Admin 5F	Appear in court
5	Legal Admin 5G	Attend pre-trial negotiations
5	Legal Admin 5H	Cost complex files
5	Legal Admin 5I	Administer in-house mortgage practice
5	Legal Admin 5J	Negotiate with others to achieve tasks and goals
5	Legal Admin 5K	Finalise transaction
5	Legal Admin 5L	Support community action
5	Legal Admin 5M	Work within specific communities
5	Legal Admin 5N	Provide advocacy and representation
2	MedAdmin2a	Use basic medical terminology
2	MedAdmin2b	Follow OHS policies and procedures in medical office
3	MedAdmin3A	Use advanced medical terminology
3	MedAdmin3B	Prepare and process medical accounts
3	MedAdmin3C	Maintain patient records
3	MedAdmin3D	Assist in controlling stocks and supplies
3	MedAdmin3E	Apply the principles of confidentiality, privacy and security within the medical environment
4	MedAdmin4A	Manage patient record-keeping system
4	MedAdmin4B	Control stocks and supplies
4	LOG3A	Purchase goods and services
4	LOG4A	Plan purchasing
4	LOG4B	Negotiate contracts
4	LOG4C	Conduct international purchasing
5	LOG5A	Develop, implement and review purchasing strategies
5	LOG5B	Manage supplier relationships
5	LOG5C	Manage international purchasing
5	LOG5D	Manage a supply chain
4	SME 4A	Research business opportunities
4	SME 4B	Establish business and legal requirements
4	SME 4C	Undertake financial planning
4	SME 4D	Promote the business
4	SME 4E	Undertake business planning
4	SME 4F	Monitor and manage business operations
4	SME 4G	Manage finances
4	SME 4H	Manage a small team
3	FMI3A	Contribute to effective workplace relationships
3	FMI3B	Support operational plan
3	FMI3C	Provide workplace information and resourcing plans
3	FMI3D	Support continuous improvement systems and processes
3	FMI3E	Support a workplace learning environment
3	FMI3F	Contribute to team effectiveness
4	FMI4A	Implement effective workplace relationships
4	FMI4B	Implement operational plan
4	FMI4C	Implement workplace information system
4	FMI4D	Implement continuous improvement
4	FMI4E	Promote team effectiveness
5	FMI5A	Manage personal work priorities and professional development
5	FMI5B	Manage effective workplace relationships
5	FMI5C	Manage operational plan
5	FMI5D	Manage workplace information systems
5	FMI5E	Manage quality customer service
5	FMI5F	Facilitate continuous improvement
5	FMI5G	Facilitate and capitalise on change and innovation
5	FMI5H	Develop a workplace learning environment
5	FMI5I	Ensure team effectiveness
5	FMI5J	Manage budgets and financial plans within the work team

Level	Area	Competency
5	FMISK	Manage people
5	SMGT5A	Market services and concepts to internal customers
5	SMGT5B	Manage people performance
5	SMGT5C	Prepare budgets and financial plans
5	SMGT5D	Manage budgets and financial plans
5	SMGT5E	Ensure a safe workplace
5	SMGT5F	Recruit, select and induct staff
5	SMGT5G	Manage environmental performance
5	SMGT5H	Manage risk management system
5	SMGT5I	Manage a knowledge management system
5	SMGT5J	Determine needs of customer populations
5	SMGT5K	Develop a business opportunity
5	SMGT5L	Manage relationships in a family business
5	SMGT5M	Plan for family business succession
5	SMGT5N	Plan and manage growth in a family business
6	SMGT6A	Contribute to strategic direction
6	SMGT6B	Contribute to the development and implementation of strategic plans
6	SMGT6C	Review and develop business plans
6	SMGT6D	Manage business operations
6	SMGT6E	Provide leadership across the organisation
6	SMGT6F	Manage customer focus
6	SMGT6G	Manage knowledge and information
6	SMGT6H	Manage innovation and continuous improvement
6	SMGT6I	Manage risk
6	SMGT6J	Manage environmental management systems
6	SMGT6K	Develop risk management strategy
6	SMGT6L	Plan and implement a knowledge management system
6	SMGT6M	Review and improve a knowledge management system
6	SMGT6N	Develop and implement diversity policy
4	PPM 4A	Apply scope management techniques
4	PPM 4B	Apply time management techniques
4	PPM 4C	Apply cost management techniques
4	PPM 4D	Apply quality management techniques
4	PPM 4E	Apply human resource management approaches
4	PPM 4F	Apply communications management techniques
4	PPM 4G	Apply risk management techniques
4	PPM 4H	Apply contract procurement techniques
5	PPM 5A	Manage application of project integrative processes
5	PPM 5B	Manage project scope
5	PPM 5C	Manage project time
5	PPM 5D	Manage project costs
5	PPM 5E	Manage project quality
5	PPM 5F	Manage project human resources
5	PPM 5G	Manage project communications
5	PPM 5H	Manage project risk
5	PPM 5I	Manage project procurement
6	PPM 6A	Direct the integration of multiple projects/programs
6	PPM 6B	Direct the scope of multiple projects/programs
6	PPM 6C	Direct time management of multiple projects/programs
6	PPM 6D	Direct cost management of multiple projects/programs
6	PPM 6E	Direct quality management of multiple projects/programs
6	PPM 6F	Direct human resources management of multiple projects/programs
6	PPM 6G	Direct communications management of multiple projects/programs
6	PPM 6H	Direct risk management of multiple projects/programs
6	PPM 6I	Direct project procurement and contracts of multiple projects/programs
3	FRANCH 3A	Work within a franchise
4	FRANCH 4A	Manage compliance with franchisee obligations and legislative requirements
4	FRANCH 4B	Establish a franchise
4	FRANCH 4C	Manage relationship with franchisor

Level	Area	Competency
4	FRANCH 4D	Manage a multiple site franchise
5	FRANCH 5A	Establish a franchise operation
5	FRANCH 5B	Manage a franchise operation
5	FRANCH 5C	Manage establishment of new sites or regions
5	FRANCH 5D	Manage relationships with franchisees
5	FRANCH 5E	Manage closure of a franchise
5	QA 5A	Prepare for a quality audit
5	QA 5B	Participate in a quality audit
5	QA 5C	Initiate a quality audit
5	QA 5D	Prepare to lead a quality audit
5	QA 5E	Lead a quality audit
5	QA 5F	Report on a quality audit
4	WHS4A	Contribute to the implementation of a systematic approach to managing OHS
4	WHS4B	Contribute to the implementation of the OHS consultation process
4	WHS4C	Identify hazards and assess OHS risks
4	WHS4D	Contribute to the implementation of strategies to control OHS risk
4	WHS4E	Contribute to the implementation of emergency procedures
4	WHS4F	Use equipment to conduct workplace monitoring
5	WHS5A	Participate in the coordination and maintenance of a systematic approach to managing OHS
5	WHS5B	Participate in the management of the OHS information and data systems
5	WHS5C	Assist in the design and development of OHS participative arrangements
5	WHS5D	Apply principles of OHS risk management
5	WHS5E	Manage hazards in the work environment
5	WHS5F	Monitor and facilitate the management of hazards associated with plant
5	WHS5G	Facilitate the application of principles of occupational health to control OHS risk
5	WHS5H	Participate in the investigation of incidents
6	WHS6A	Develop a systematic approach to managing OHS
6	WHS6B	Develop OHS information and data analysis and reporting and recording processes
6	WHS6C	Analyse and evaluate OHS risk
6	WHS6D	Apply ergonomic principles to control OHS risk
6	WHS6E	Apply occupational hygiene principles to control OHS risk
6	WHS6F	Develop and implement crisis management processes
6	WHS6G	Advise on application of safe design principles to control OHS risk
6	WHS6H	Conduct an OHS audit
6	WHS6I	Evaluate an organisation's OHS performance
4	HRM4A	Administer human resource systems
4	HRM4B	Recruit and select personnel
4	HRM4C	Process human resource documents and inquiries
4	HRM4D	Co-ordinate human resource services
4	HRM4E	Implement industrial relations procedures
4	HRM4F	Develop and implement business development strategies to expand client base
4	HRM4G	Develop and implement strategies to source and assess candidates
4	HRM4H	Develop and provide employment management services to candidates
4	HRM4I	Manage the recruitment process for client organisations
5	HRM5A	Manage human resource consultancy services
5	HRM5B	Manage human resource management information systems
5	HRM5C	Manage performance management systems
5	HRM5D	Manage industrial relations policies and processes
5	HRM5E	Manage remuneration and employee benefits
5	HRM5F	Manage recruitment selection and induction processes
5	HRM5G	Manage separation/termination
5	HRM5H	Manage work/life skills
5	HRM5I	Manage rehabilitation/return to work programs
5	HRM5J	Plan mediation processes
5	HRM5K	Implement mediation processes
5	HRM5L	Manage industrial relations initiatives
5	HRM5M	Manage industrial relations disputes
6	HRM6A	Manage change
6	HRM6B	Manage human resource strategic planning

Level	Area	Competency
6	HRM6C	Contribute to organisation development
6	HRM6D	Manage employee relations
6	HRM6E	Contribute to organisation design
3	SLS3A	Develop product knowledge
3	SLS3B	Identify sales prospects
3	SLS3C	Present a sales solution
3	SLS3D	Secure prospect commitment
3	SLS3E	Support post-sale activities
3	SLS3F	Self-manage sales performance
3	SLS3G	Lead a sales team
3	MKT3A	Research the market
3	MKT3B	Identify marketing opportunities
3	MKT3C	Draft an elementary marketing audit report
3	MKT3D	Assist with market research
4	MKT4A	Profile the market
4	MKT4B	Analyse consumer behaviour for specific markets
4	MKT4C	Analyse market data
4	MKT4D	Forecast market and business needs
4	MKT4E	Implement and monitor marketing activities
4	MKT4F	Build client relationships
4	MKT4G	Make a presentation
4	MKT4H	Conduct market research
5	MKT5A	Evaluate marketing opportunities
5	MKT5B	Establish and adjust the marketing mix
5	MKT5C	Develop a marketing communications plan
5	MKT5D	Implement a marketing solution
5	MKT5E	Review marketing performance
5	MKT5F	Plan market research
5	MKT5G	Develop marketing strategies
5	MKT5H	Develop a marketing plan
5	MKT5I	Manage the marketing process
5	MKT5J	Develop and manage direct marketing campaigns
5	MKT5K	Evaluate international marketing opportunities
5	MKT5L	Manage international marketing programs
5	MKT5M	Manage market research
4	TD4A	Assessment – Plan, Conduct and Review
4	TD4B	Train small groups
4	TD4C	Plan and promote a training program
4	TD4D	Plan a series of training sessions
4	TD4E	Deliver training sessions
4	TD4F	Review training
5	TD5A	Analyse training requirements
5	TD5B	Design and establish the training system
5	TD5C	Design and establish the assessment system
5	TD5D	Manage the training and assessment system
6	TD6A	Evaluate the training and assessment system
6	TD6B	Develop assessment procedures
6	TD6C	Develop assessment tools
6	TD6D	Design training courses
4	ADV 4A	Profile a target audience
4	ADV 4B	Conduct pre-campaign testing
4	ADV 4C	Monitor advertising production
4	ADV 4D	Schedule advertisements
5	ADV 5A	Develop a creative concept
5	ADV 5B	Write persuasive copy
5	ADV 5C	Coordinate advertising research
5	ADV 5D	Create advertisements
5	ADV 5E	Evaluate and recommend 'above the line' media options
5	ADV 5F	Evaluate and recommend 'below the line' media options

Level	Area	Competency
5	ADV 5G	Develop a media plan
5	ADV 5H	Present an advertising campaign
6	ADV 6A	Create an advertising brief
6	ADV 6B	Develop an advertising campaign
6	ADV 6C	Manage advertising production
6	ADV 6D	Execute an advertising campaign
6	ADV 6E	Evaluate campaign effectiveness
3	INTL3A	Apply knowledge of the international trade environment to complete work
3	INTL3B	Apply knowledge of legislation relevant to international trade to complete work
3	INTL3C	Organise the importing and exporting of goods
3	INTL3D	Assist in the international transfer of services
3	INTL3E	Prepare business documents for the international trade of goods
3	INTL3F	Apply knowledge of international finance and insurance to complete work requirements
4	INTL4A	Research international business opportunities
4	INTL4B	Market goods and services internationally
4	INTL4C	Research international markets
4	INTL4D	Implement international client relationship strategies
4	INTL4E	Apply knowledge of import and export international conventions, laws and finance
4	INTL4F	Promote compliance with legislation
4	INTL4G	Prepare business advice on export Free on Board Value
4	INTL4H	Prepare business advice on the taxes and duties for international trade transactions
4	INTL4I	Plan for international trade
5	INTL5A	Profile international markets
5	INTL5B	Analyse consumer behaviour for specific international markets
5	INTL5C	Analyse data from international markets
5	INTL5D	Forecast international market and business needs
5	INTL5E	Build international client relationships
5	INTL5F	Build international business networks
5	INTL5G	Report on finances related to international business
5	INTL5H	Promote products and services to international markets
3	EB3A	Search and assess online Business 2nformation
3	EB3B	Use and maintain electronic mail system
3	EB3C	Participate in a virtual community
3	EB3D	Buy online
3	EB3E	Sell online
3	EB3F	Make payments online
3	EB3G	Bank online
3	EB3H	Maintain online business records
3	EB3I	Undertake e-learning
3	EB3J	Work effectively as an off-site e-worker
4	EB4A	Conduct online research
4	EB4B	Implement e-correspondence policies
4	EB4C	Communicate electronically
4	EB4D	Trade online
4	EB4E	Conduct online financial transactions
4	EB4F	Monitor and maintain records in an online environment
4	EB4G	Review and maintain the business aspects of a website
4	EB4H	Implement and monitor delivery of quality customer service online
4	EB4I	Lead and facilitate e-staff
5	EB5A	Evaluate e-business opportunities
5	EB5B	Evaluate e-business models
5	EB5C	Design an e-Business
5	EB5D	Implement an e-business strategy
5	EB5E	Implement new technologies for business
5	EB5F	Plan and develop a business website
5	EB5G	Manage the business aspects of a website
5	EB5H	Build a virtual community
5	EB5I	Implement e-business outsourcing arrangements
5	EB5J	Manage e-business outsourcing



<b>Level</b>	<b>Area</b>	<b>Competency</b>
5	EB5K	Implement a knowledge management strategy for an e-business
5	EB5L	Implement electronic communication policy
5	EB5M	Plan e-learning
5	EB5N	Implement e-learning
5	EB5O	Facilitate e-learning
5	EB5P	Manage online purchasing
5	EB5Q	Manage online inventory
5	EB5R	Manage an e-business supply chain
5	EB5S	Manage online sales systems
5	EB5T	Manage online payments systems
5	EB5U	Plan e-marketing communications
5	EB5V	Conduct e-marketing communications
5	EB5W	Investigate and plan e-work business solutions
5	EB5X	Implement and manage e-working arrangements
6	EB6A	Develop an e-business strategy
6	EB6B	Develop an action plan for an e-business strategy
6	EB6C	Evaluate new technologies for business
6	EB6D	Develop a business website strategy
6	EB6E	Identify and implement e-Business 2nnovation
6	EB6F	Manage e-business risk
6	EB6G	Develop e-business outsourcing policy and guidelines
6	EB6H	Develop and implement online information policy
6	EB6I	Develop a knowledge management strategy for an e-business
6	EB6J	Develop electronic communication policy
6	EB6K	Develop and implement e-business human resource management policy and practices
6	EB6L	Develop and implement e-work policy and guidelines
6	EB6M	Develop online customer service strategies
6	EB6N	Build online customer loyalty
6	EB6O	Use online systems to support managerial decision-making
6	EB6P	Plan an e-business supply chain