

Table 1. Prototype of the Continuous Learning Indicator for SME Exporters: Performance

Measure	Explanation	Impact
1. Revenue growth (%)	Compares the revenue development of export products or services after the launch of the learning program.	<div>+1</div> <div>+/-0</div> <div>-1</div>
2. Productivity growth (%)	Measures changes in employee productivity following continuous learning and training.	<div>+1</div> <div>+/-0</div> <div>-1</div>
3. Customer Satisfaction (NPS or other metric)	How do customers perceive the company’s performance and services during and after the learning program?	<div>+1</div> <div>+/-0</div> <div>-1</div>
4. Development of personnel’s competence level	Measures the change in personnel’s competence capital, for example through completed learning modules or certifications.	<div>+1</div> <div>+/-0</div> <div>-1</div>
5. Number of Innovations (New Products/Services)	How many new product or service innovations has the company developed after training? This can be used to measure the impact of learning on product development and competitiveness.	<div>+1</div> <div>+/-0</div> <div>-1</div>

Table 2. Prototype of a Continuous Learning Indicator for SMEs in Export: Vitality

Measure	Explanation	Impact
6. Financial Stability	The company's ability to maintain a healthy financial condition that enables investment, growth, and risk management. This includes, for example, sufficient cash flow, profitability, and access to capital.	+1 +/-0 -1
7. Customer Relationships and Market Position	Strong and long-term customer relationships, along with a good market reputation, are essential for vitality. They help the company maintain and grow its market share.	+1 +/-0 -1
8. Employee Commitment	How committed are employees to continuous learning and the development opportunities it offers? This can be measured, for example, through surveys.	+1 +/-0 -1
9. Work Well-being and Endurance	Measures employees' perceived job satisfaction and endurance before and after learning interventions. You can use, for example, work well-being surveys. Psychological safety can also be assessed to ensure employees feel safe and free to express their thoughts.	+1 +/-0 -1
10. Diversification of skills	Measures how learning programs have increased employees' multi-skilling and their ability to work in diverse roles.	+1 +/-0 -1

Table 3. Prototype of the Continuous Learning Indicator for SMEs: Resilience

Measure	Explanation	Impact
11. Adaptability	How well has the company adapted to changes in export markets (e.g., regulatory or economic shifts)? This measures the impact of learning on the company’s strategic flexibility.	<div>+1</div> <div>+/-0</div> <div>-1</div>
12. Recovery from Disruptions	Measures how quickly the company can recover from supply chain disruptions, market fluctuations, or unexpected employee absences.Smooth internal communication improves the ability to respond quickly to changing conditions. Communication effectiveness can be measured, for example, by document accessibility and activity on internal communication channels.	<div>+1</div> <div>+/-0</div> <div>-1</div>
13. Improved Risk Management Capabilities	Assesses how learning activities have enhanced the company's ability to identify, evaluate, and proactively manage various business risks.Effective learning improves risk awareness across the organization, enabling better preparedness and resilience.	<div>+1</div> <div>+/-0</div> <div>-1</div>
14. Ability to Leverage Networks	Measures how learning programs have increased the company’s ability to leverage its networks (partners, suppliers, customers) in managing external disruptions.	<div>+1</div> <div>+/-0</div> <div>-1</div>
15. Strategic Planning and Decision-Making	Measures whether the company’s decision-making processes and ability to make long-term strategic choices have improved.	<div>+1</div> <div>+/-0</div> <div>-1</div>
16. ESG (environmental, social, and governance responsibility)	Environmental aspects can be measured, for example, by monitoring the company’s carbon footprint and energy efficiency; social responsibility by employment impact and societal engagement; and good governance by transparency in reporting and the quality of management.	<div>+1</div> <div>+/-0</div> <div>-1</div>