

## INTRODUCTION

The Meta-Foresight Company Report (MCP) is designed as confidential report summarizing the performance of the company with respect to trends in the region, the sector, in markets, and technologies, which have appeared during the reporting period.

The same report may be also useful to describe the performance of a sector with respect to trends in the region, in markets and technologies.

The recipient of the MCP report is the company or an organisation concerned with trends in a specific sector of economic activity. It analyses the company performance, products, services, technologies, and innovation, suggesting ways and strategies to improve its operation, capabilities and competitiveness.

The report is made **collectively**, by a group of cooperating organisations, according to the following principles:

1. The MCP report starts with a company audit, which highlights the **main questions** that a company wants to know in order to improve its technological and innovation capabilities.
2. The MCP report is based on consolidating data coming from the company with data coming from the region, the sector, markets, technologies, and R&D. The **providers of these data cooperate** to deliver the MCR.
3. The MCP report combines data from different information applications: **assessment** coming from benchmarking, **statement of facts** based on market watch, **opportunities** offered by R&D, **trends** based on foresight, and **capabilities** available in competence centres and human skills.
4. The report covers all the major fields of the company activity, but mainly the fields related to innovation, technologies, and processes. Its main sections are related to:
  - A. Financial performance
  - B. Strategy and management
  - C. Products
  - D. Markets and competition
  - E. R&D and Innovation
  - F. Production processes
  - G. Supply chain and networks
  - H. Quality

Thus, the report is structured in 8 sections and 7 fields per section corresponding to data from the company, the region, the sector, the market, R&D, foresight, and skills. The 7 fields and the focus per field are indicated in the following table. In each section available data are both quantitative (i) and qualitative (c), based on selected indicators and wider assessment and informed opinions on upcoming trends.

	Target area	Source	Type of data	Data focus
1	Company	Company audit	i: quantitative and c: qualitative	<b>Company practices:</b> Financial, Management, Products, Markets, Innovation, Production, SC, Quality
2	Region	Regional statistics and development programmes	i: quantitative and c: qualitative	<b>The company within the region:</b> Regional statistics or Regional practice
3	Sector	Benchmarking applications	i: quantitative	<b>The company within the sector:</b> Benchmarking with respect to max number of companies of the same sector
4	Market watch	Market intelligence applications	i: quantitative and c: qualitative	<b>Most important facts</b> related to the company practices from <ul style="list-style-type: none"> <li>• the sector</li> <li>• the region</li> <li>• globally</li> </ul>
5	R&D watch	R&D dissemination applications	c: qualitative	<b>Most important R&amp;D</b> related to the company practices from <ul style="list-style-type: none"> <li>• regional R&amp;D</li> <li>• EU R&amp;D</li> <li>• EPO patents</li> </ul>
6	Foresight	Regional / national foresight exercises	c: qualitative	<b>Future or emerging trends</b> related <ul style="list-style-type: none"> <li>• the region</li> <li>• the sector</li> <li>• the practices of the company</li> </ul>
7	Competences centres in the region and the sector	Regional survey, web, associations, clusters,	c: qualitative	<b>Competences</b> , skills and services related to the company practices

## A. FINANCIAL PERFORMANCE

### Introduction

*Describe the purpose of this section*

### A1. The Company

#### A1.1. Financial performance

*Make a Table/ Diagram using data and indicators on the company's financial performance, using variables [A1-i1](#) to [A1-i12](#).*

Index	Description
1	A1-i1 Return on equity
2	A1-i2 Return on capital employed
3	A1-i3 Gross profit ratio
4	A1-i4 Net profit ratio
5	A1-i5 Debt to equity ratio
6	A1-i6 Equity to capital employed
7	A1-i7 Equity on assets
8	A1-i8 Stock turnover (days)
9	A1-i9 Requirements turnover (days)
10	A1-i10 Current ratio
11	A1-i11 Turnover/employee
12	A1-i12 Gross profit/employee

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						

#### A1.2. Strengths and weaknesses

*Comment the above data and indicators focusing on (1) profitability, (2) liabilities, turnover, etc. If possible, give a SWOT of the company financial performance.*

## A2. THE COMPANY WITHIN THE REGION

### A2.1. Regional economic statistics

*Make a Table using data and indicators on the region's statistics, using variables [A2-i1](#) to [A2-i9](#).*

Index	Description
14	A2-i1 GDP
15	A2-i2 Total number of employees
16	A2-i3 Investments
17	A2-i4 Productivity index
18	A2-i5 Competitiveness index
19	A2-i6 Share of added value to salaries
20	A2-i7 Share of added value to taxes
21	A2-i8 Share of added value to gross profits
22	A2-i9 Average salary

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
14						
15						
16						
17						
18						
19						
20						
21						
22						

### A2.2. Regional highlights

*Comment the above data and indicators emphasising the most important subjects.*

### A2.3. Profitability

*Comment the profitability of the company [A1-i2](#) to [A1-i4](#) with respect to the general profitability of the region [A2-i8](#).*

Index	Description
327	A1- i2 Return on capital employed (Pre-tax profit/(overall own funds + long-term liabilities))
328	A1- i3 Gross profit ratio (Gross profit/total sales)
329	A1- i4 Net profit ratio (Pre-tax profit/total sales)
330	A2-i8 Share of added value to gross profits

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
327						
328						
329						
330						

#### A2.4. Value-added distribution

*Comment the value-added distribution at the regional level with respect to variables [A2-i6 to A2-i8](#) and [C2-i1](#).*

Index	Description
331	A2-i6 Share of added value to salaries
332	A2-i7 Share of added value to taxes
333	A2-i8 Share of added value to gross profits

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
331						
332						
333						

#### A2.5. Competitiveness

*Comment the regional competitiveness using variables [A2-i4](#), [A2-i5](#), [A2-i9](#), [C2-i1](#). Take also in account the GDP level and the employment size of the region.*

Index	Description
334	A2-i4 Productivity index
335	A2-i5 Competitiveness index
336	A2-i9 Average salary

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
334						
335						
336						

### A3. THE COMPANY WITHIN THE SECTOR

#### A3.1. Financial performance benchmarking

*Make a Table / Diagram benchmarking the financial performance of the company with respect to the sector in which it belongs, using variables [A3-i1](#) to [A3-i12](#).*

Benchmarking Data						
A3-i1 Return on equity (Pre-tax profit/overall own funds)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i2 Return on capital employed (Pre-tax profit/(overall own funds + long-term liabilities))						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i3 Gross profit ratio (Gross profit/total sales)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i4 Net profit ratio (Pre-tax profit/total sales)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i5 Debt to equity ratio (Total liabilities/overall own funds)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i6 Equity to capital employed (Overall own funds/(overall own funds + long term liabilities))						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i7 Equity on assets (Overall own funds/total fixed assets)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile

A3-i8 Stock turnover (days) (Total stock*365/total sales)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i9 Requirements turnover (days) (Requirements*365/sales)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i10 Current ratio (Total current assets/ total short-term liabilities)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i11 Turnover/employee						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
A3-i12 Gross profit/employee						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile

### A3.2. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement.*

## A4. MARKET WATCH

### A4.1. Market indices

*Make a Table using the variables [A4-i1](#) to [A4-i5](#).*

A4-i1 Stock exchange indicator for the sector (last 3 years)	
Base Year (n):	
Index for the year <sub>n</sub>	
Index for the year <sub>n-1</sub>	
Index for the year <sub>n-2</sub>	
A4-i2 Productivity indicator of the sector (last 3 years)	
Base Year (n):	
Index for the year <sub>n</sub>	
Index for the year <sub>n-1</sub>	
Index for the year <sub>n-2</sub>	

#### A4-i3 Raw material 1 price index (last 3 years)

Base Year (n):

Index for the year  $n$

Index for the year  $n-1$

Index for the year  $n-2$

#### A4-i4 Raw material 2 price index (last 3 years)

Base Year (n):

Index for the year  $n$

Index for the year  $n-1$

Index for the year  $n-2$

#### A4-i5 Raw material 3 price index (last 3 years)

Base Year (n):

Index for the year  $n$

Index for the year  $n-1$

Index for the year  $n-2$

### A4.2. Market highlights

*Comment the above Table. Try to outline the main trends on markets and prices.*

### A4.3. Productivity margins

*Compare the productivity indicator of the sector ([A4-i2](#)) to the company's productivity indexes ([A1-i11](#) and [A1-i12](#)) and to the region's productivity index ([A2-i4](#)). Estimate the effect of these differences on the company's financial performance.*

### A4.4. Raw materials margins

*Estimate the effect of expected trends in main raw materials ([A4-i3](#) to [A4-i5](#)) on the company's profitability.*

## A6. FORESIGHT TRENDS

### A6.1. Regional trends

*State the main expected trends in the region using variables [A6-c1](#) to [A6-c4](#).*

### A6.2. Estimated effect on the company

*Comment the statements made in A6.1. Try to define the effects on productivity, added-value distribution, profitability, and investments.*

### A6.3. Sector trends

*State the main expected trends in the sector using variables [A6-c5](#) to [A6-c8](#).*

### A6.4. Estimated effects on the company

*Comment the statements made in A6.3. Try to define the effects on productivity, added-value distribution, profitability, and investments.*



## CONCLUSIONS OF SECTION A

### Section A. Main Conclusions

*State the most important findings and comments of this section.*

### Section A. Recommendations

*What recommendations you would propose to the company.*

## B. STRATEGY and MANAGEMENT

### Introduction

*Describe the purpose of this section.*

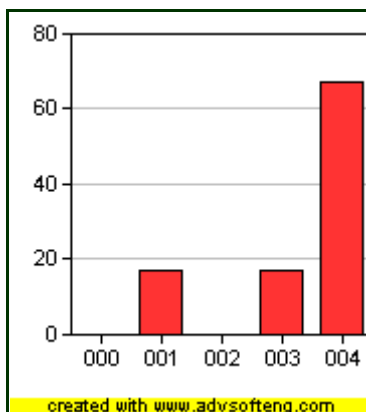
i.e:

This section looks at the company strategy and managerial performance; it places the company strategy within its sectoral and regional context, comparing critical factors of strategy; it looks at future sectoral and regional strategic trends, and suggests ways to improve the company's strategic and management capability.

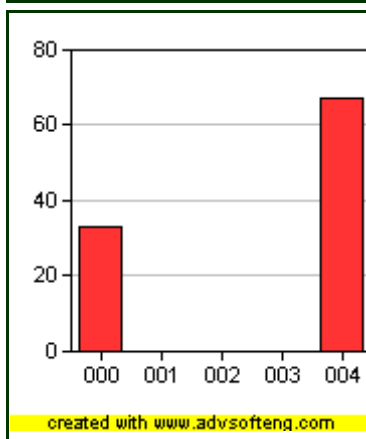
## B1. COMPANY'S STRATEGY AND MANAGEMENT

### B1.1. Strategy and management performance

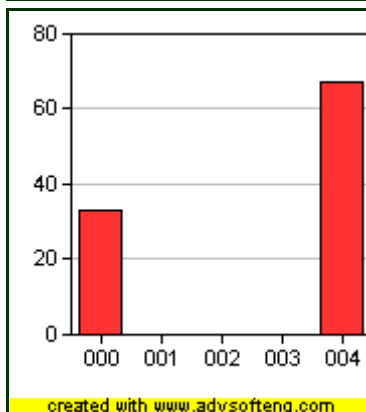
*Describe the strategy and management performance of the company, as well as the strategy on decision making, leadership and interior communication, using the variables B1-c1 to B1-c12*



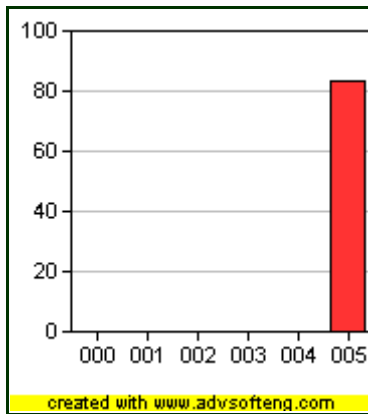
B1-c1 The company strategy				
A	Answer	C	D	E
000	a. is not officially formulated	0	0%	
001	b. exists but not in formal or written form	1	17%	
002	c. there is a formal strategy definition process in which executives are involved	0	0%	
003	d. like C but the strategy goals are also known to employees	1	17%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



B1-c2 The company goals				
A	Answer	C	D	E
000	a. are general and not calculable	2	33%	
001	b. there are general measurable goals which are not communicated to employees	0	0%	
002	c. the goals are defined for each department or work team but not communicated to employees	0	0%	
003	d. the goals are defined for each department or work team and communicated to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

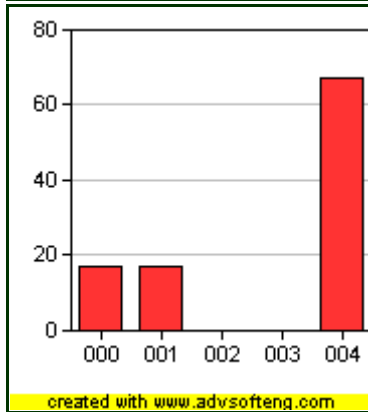


B1-c3 Senior management cooperates with customers and suppliers for improving company's strategies				
A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



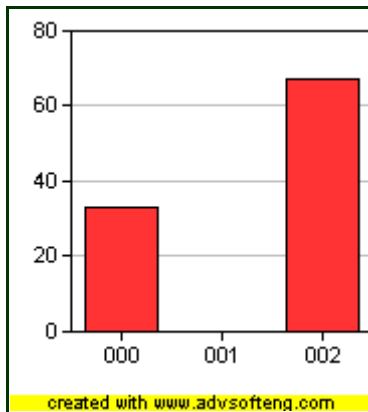
B1-c4 Mark the following departments that exist in your company

A	Answer	C	D	E
000	a. R&D	0	0%	
001	b. Products	0	0%	
002	c. Quality	0	0%	
003	d. Marketing & Sales	0	0%	
004	e. Production	0	0%	
005	No Answer	5	83%	<input checked="" type="checkbox"/>



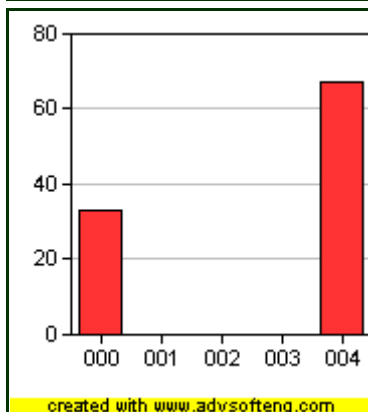
B1-c5 Who determines the strategy and the goals of the company

A	Answer	C	D	E
000	a. the shareholders	1	17%	
001	b. senior management and the shareholders	1	17%	
002	c. like B. but also the individual departments contribute in the planning process	0	0%	
003	d. like C but also with the contribution of employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



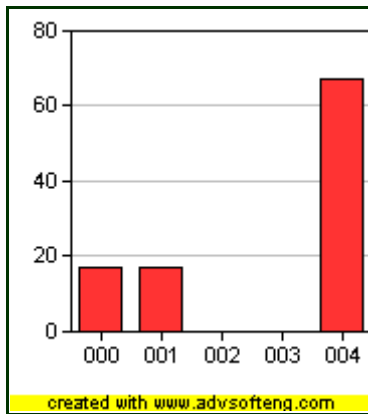
B1-c6 Does management share the company strategy

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



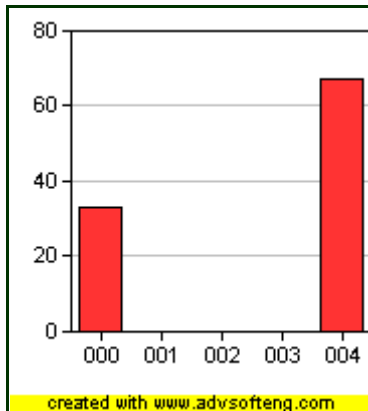
B1-c7 Administration and leadership

A	Answer	C	D	E
000	a. administration is done by the Managing Director	2	33%	
001	b. directors are giving their opinion during decision making	0	0%	
002	c. like B, but also directors may take initiatives	0	0%	
003	d. like but also the opinion of employees is asked during decision making process	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



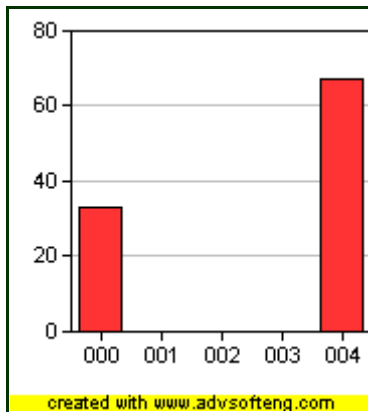
B1-c8 Senior Management co-operates with the operational departments

A	Answer	C	D	E
000	a. never	1	17%	
001	b. occasionally	1	17%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	



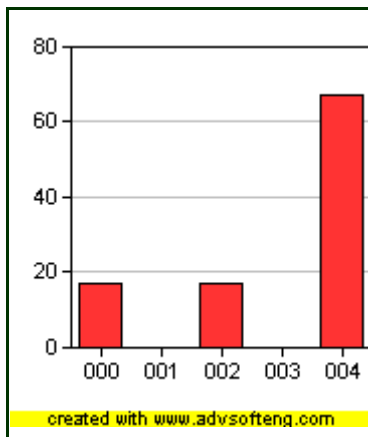
B1-c9 Information for performance appraisal is communicated

A	Answer	C	D	E
000	a. only to senior management	2	33%	
001	b. only to department managers	0	0%	
002	c. to all managers systematically	0	0%	
003	d. like C, but also to employees	0	0%	
004	No Answer	4	67%	



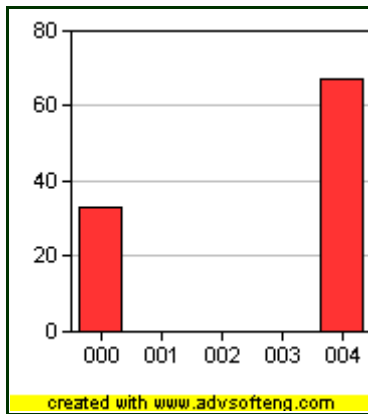
B1-c10 Communication within the company

A	Answer	C	D	E
000	a. hierarchical	2	33%	
001	b. bidirectional with constraints	0	0%	
002	c. bidirectional open and effective	0	0%	
003	d. horizontal and not hierarchical	0	0%	
004	No Answer	4	67%	



B1-c11 Communication of employees with administration

A	Answer	C	D	E
000	a. the employees are generally discouraged by the system	1	17%	
001	b. there is no formal process	0	0%	
002	c. each employee has to initially communicate with his/her department manager	1	17%	
003	d. each employee may communicate straight with the senior managers	0	0%	
004	No Answer	4	67%	

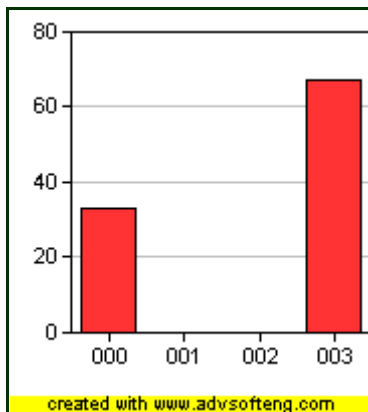


B1-c12 The employees contribute to the improvement of company procedures with proposals and recommendations

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

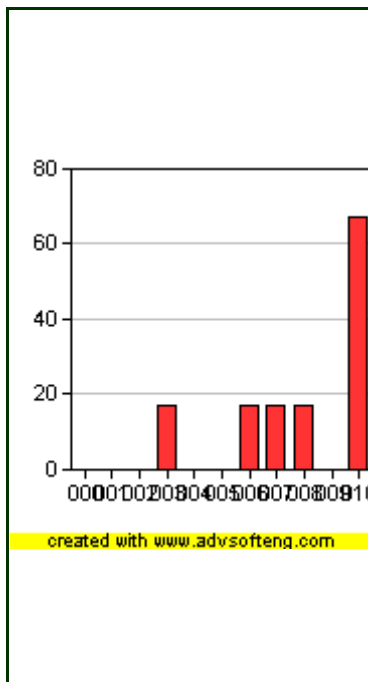
## B1.2. Future strategy

Describe changes in strategic trends, using the variables [B1-c13](#) to [B1-c15](#).



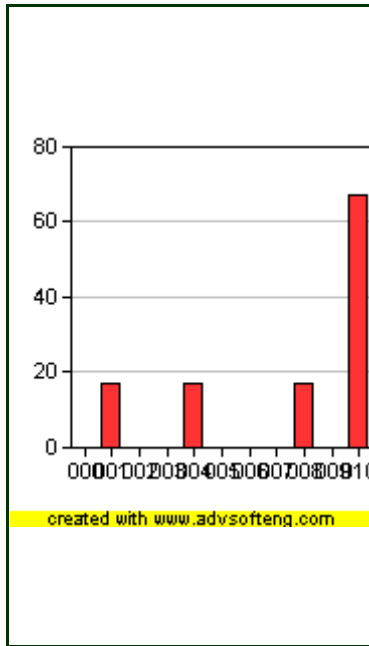
B1-c13 The company strategy takes account

A	Answer	C	D	E
000	a. The satisfaction of shareholders	2	33%	
001	b. The satisfaction of customers	0	0%	
002	c. A balance is kept between satisfaction of shareholders, and customers	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



B1-c14 The strategy of the company is actually oriented towards: (3 top priorities)

A	Answer	C	D	E
000	a. Enlargement of the quantity of production	0	0%	
001	b. Detection and conquest of new markets	0	0%	
002	c. Exports	0	0%	
003	d. Improvement of the products quality	1	17%	
004	e. Introduction of new process and product technologies	0	0%	<input checked="" type="checkbox"/>
005	f. Development of new products	0	0%	
006	g. Establish partnerships	1	17%	
007	h. Diversification of products	1	17%	
008	i. Specialization in production	1	17%	
009	j. Other	0	0%	
010	No Answer	4	67%	

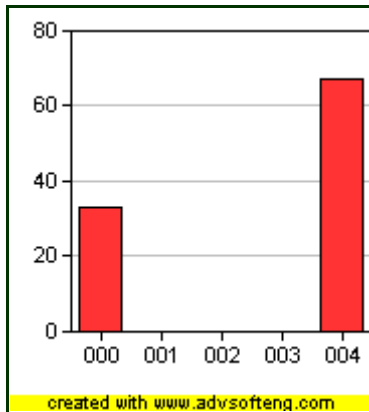


B1-c15 Main objectives for the next 5 years are: (indicate 3 of the top priorities)

A	Answer	C	D	E
000	a. Quantitative	0	0%	
001	b. Penetration to new markets	1	17%	
002	c. Exports	0	0%	
003	d. Qualitative	0	0%	<input checked="" type="checkbox"/>
004	e. Introduction of new technologies	1	17%	
005	f. Development of new products	0	0%	
006	g. Partnerships	0	0%	
007	h. Diversification of products	0	0%	
008	Specialization in production	1	17%	
009	j. Other	0	0%	
010	No Answer	4	67%	

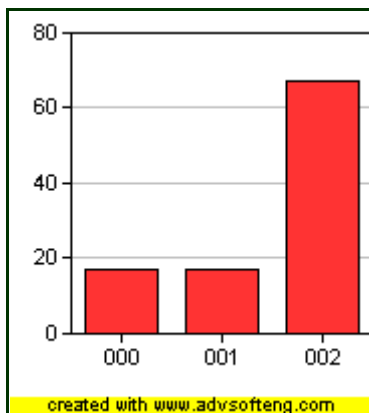
### B1.3. Labour management

Describe the labour management, using the variables [B1-c16](#) to [B1-c18](#).



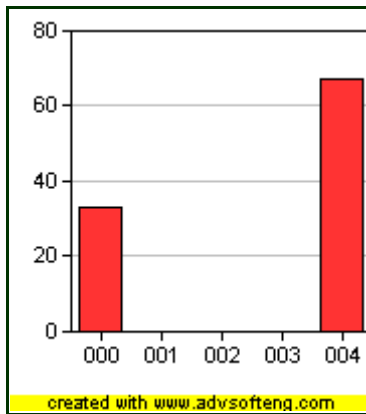
B1-c16 Staff performance appraisal

A	Answer	C	D	E
000	a. there is no such process	2	33%	
001	b. only the employees are appraised	0	0%	
002	c. only the management team is appraised	0	0%	
003	d. everybody is appraised frequently	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



B1-c17 The company measures employee satisfaction

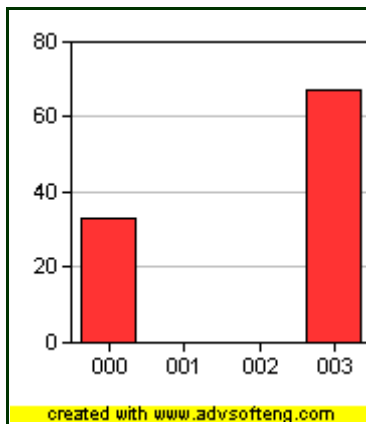
A	Answer	C	D	E
000	a. Yes	1	17%	
001	b. No	1	17%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



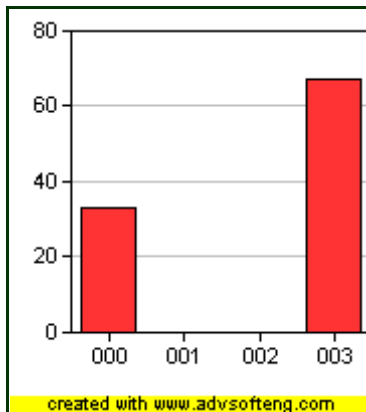
B1-c18 The employees of the company receive job training				
A	Answer	C	D	E
000	a. never or very rarely	2	33%	
001	b. occasionally when is needed	0	0%	
002	c. according to a routine process based on business needs	0	0%	
003	d. like C but also there is a training effectiveness appraisal process	0	0%	
004	No Answer	4	67%	

#### B1.4. Management tools

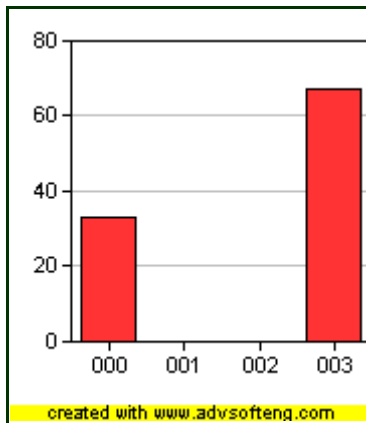
Describe the use of management methods, using the variables [B1-c19](#) to [B1-c21](#).



B1-c19 Management keeps track of market trends, technology and competitors performance				
A	Answer	C	D	E
000	a. informally, without a predetermined pattern mainly based on press articles	2	33%	
001	b. occasionally when changes are about to happen within the company.	0	0%	
002	c. In a systematic way using watch or other methods and tools	0	0%	
003	No Answer	4	67%	



B1-c20 The company practices benchmarking				
A	Answer	C	D	E
000	a. informally, without a predetermined pattern mainly based on press articles	2	33%	
001	b. occasionally when changes are about to happen within the company.	0	0%	
002	c. In a systematic way using watch or other methods and tools	0	0%	
003	No Answer	4	67%	



B1-c21 Existence of an operational connection between the departments				
A	Answer	C	D	E
000	a. informally, without a predetermined pattern mainly based on press articles	2	33%	
001	b. occasionally when changes are about to happen within the company.	0	0%	
002	c. In a systematic way using watch or other methods and tools	0	0%	
003	No Answer	4	67%	

## B2. THE REGIONAL STRATEGY

### B2.1. Regional strategy highlights

Give a brief description of the regional strategy in investments, employment, training, infrastructures and innovation using the information in variables [B2-c1 to B2-c5](#).

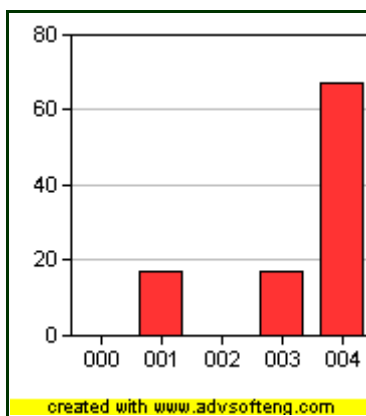
### B2.2. The company within the regional profile

Assess the importance of the company's sector in the regional strategy profile in relation to the above information.

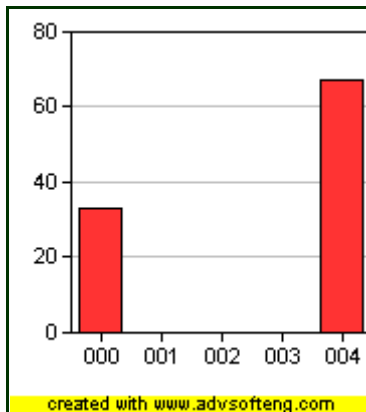
## B3. THE COMPANY WITHIN THE SECTOR

### B3.1. Strategy benchmarking

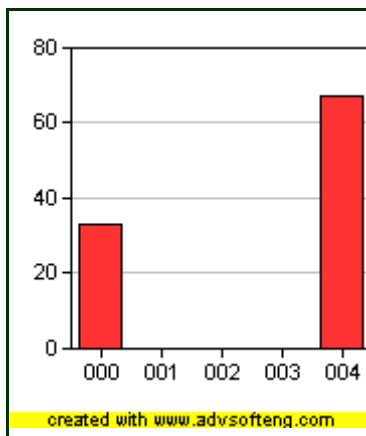
Make a Table / Diagram benchmarking the choices of the company with respect to the sector in which it belongs, using variables [B1-c1 to B1-c21](#) and [B3-c1 to B3-c21](#).



B1-c1 The company strategy (choose one option)				
A	Answer	C	D	E
000	a. is not officially formulated	0	0%	
001	b. exists but not in formal or written form	1	17%	
002	c. there is a formal strategy definition process in which executives are involved	0	0%	
003	d. like C but the strategy goals are also known to employees	1	17%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

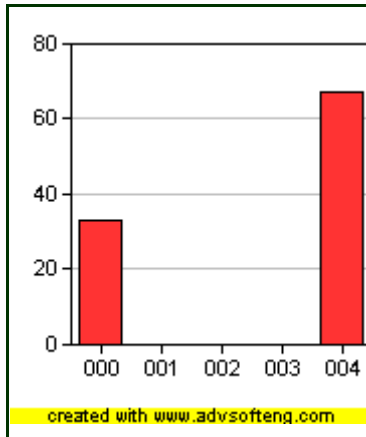


B3-c1 The sector strategy (choose one option)				
A	Answer	C	D	E
000	a. is not officially formulated	2	33%	
001	b. exists but not in formal or written form	0	0%	
002	c. there is a formal strategy definition process in which executives are involved	0	0%	
003	d. like C but the strategy goals are also known to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

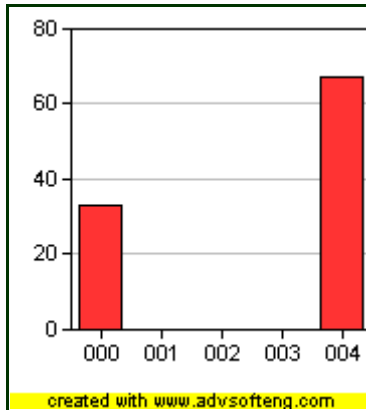


B1-c2 The company goals: (choose one option)				
A	Answer	C	D	E
000	a. are general and not calculable	2	33%	
001	b. there are general measurable goals which are not communicated to employees	0	0%	
002	c. the goals are defined for each department or work team but not communicated to employees	0	0%	
003	d. the goals are defined for each department or work team and communicated to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

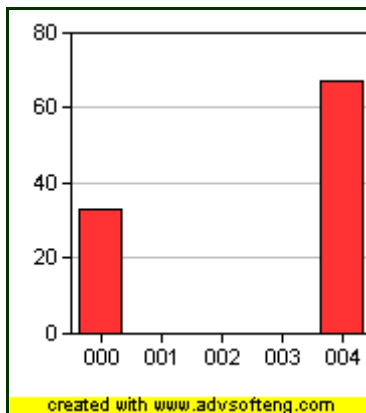




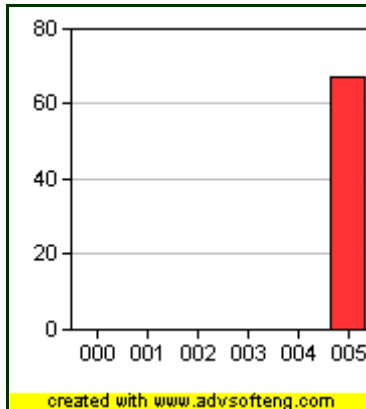
B3-c2 The sector goals: (choose one option)				
A	Answer	C	D	E
000	a. are general and not calculable	2	33%	
001	b. there are general measurable goals which are not communicated to employees	0	0%	
002	c. the goals are defined for each department or work team but not communicated to employees	0	0%	
003	d. the goals are defined for each department or work team and communicated to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



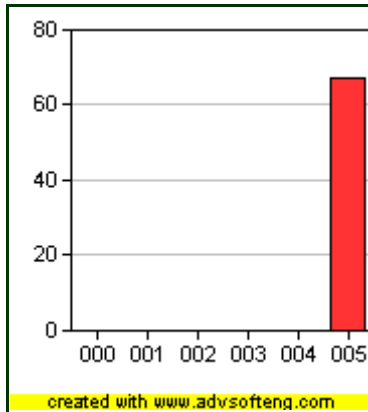
B1-c3 Senior management cooperates with customers and suppliers for improving company's strategies (one option)				
A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



B3-c3 Senior management cooperates with customers and suppliers for improving company's strategies one option)				
A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>

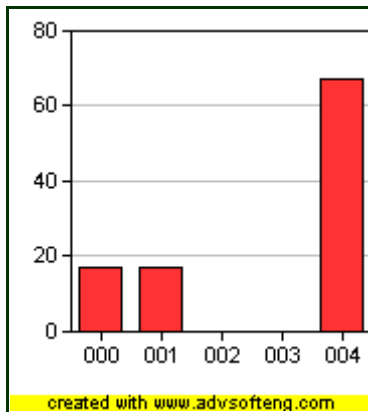


B1-c4 Mark the following departments that exist in the company:				
A	Answer	C	D	E
000	a. R&D	0	0%	
001	b. Products	0	0%	
002	c. Quality	0	0%	
003	d. Marketing & Sales	0	0%	
004	e. Production	0	0%	<input checked="" type="checkbox"/>
005	No Answer	4	67%	



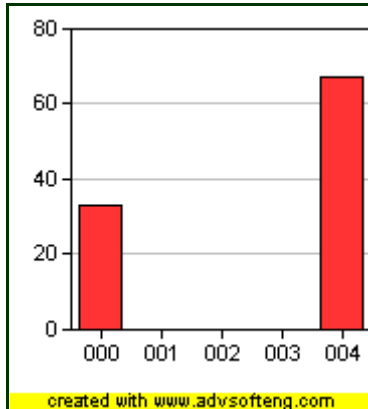
B3-c4 Mark the following departments that exist in the companies of the sector:

A	Answer	C	D	E
000	a. R&D	0	0%	
001	b. Products	0	0%	
002	c. Quality	0	0%	
003	d. Marketing & Sales	0	0%	
004	e. Production	0	0%	<input checked="" type="checkbox"/>
005	No Answer	4	67%	



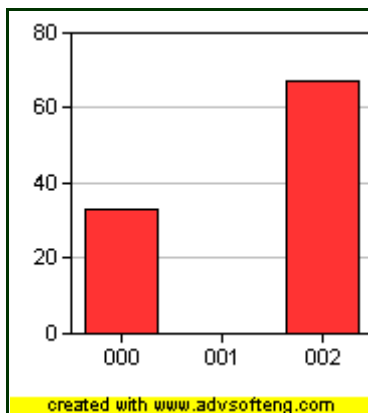
B1-c5 Who determines the strategy and the goals of the company: (choose one option)

A	Answer	C	D	E
000	a. the shareholders	1	17%	
001	b. senior management and the shareholders	1	17%	
002	c. like B. but also the individual departments contribute in the planning process	0	0%	
003	d. like C but also with the contribution of employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



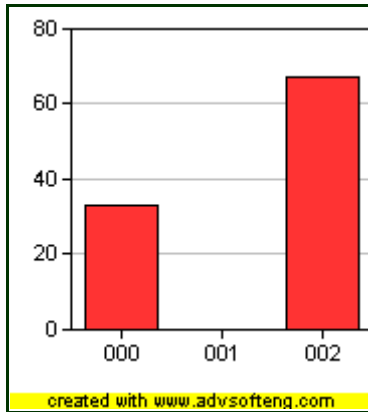
B3-c5 Who determines the strategy and the goals of the sector's companies: (choose one option)

A	Answer	C	D	E
000	a. the shareholders	2	33%	
001	b. senior management and the shareholders	0	0%	
002	c. like B. but also the individual departments contribute in the planning process	0	0%	
003	d. like C but also with the contribution of employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



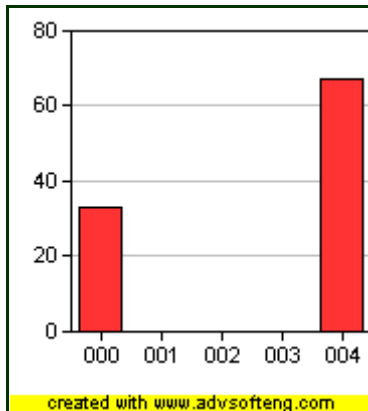
B1-c6 Does management share the company strategy: (choose one option)

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



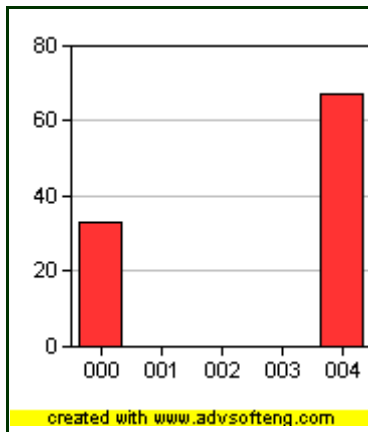
B3-c6 Does management of the sector's companies share the company's strategy: (choose one option)

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



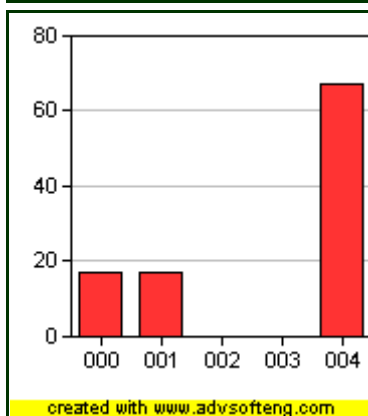
B1-c7 Administration and leadership: (choose one option)

A	Answer	C	D	E
000	a. administration is done by the Managing Director	2	33%	
001	b. directors are giving their opinion during decision making	0	0%	
002	c. like B, but also directors may take initiatives	0	0%	
003	d. like but also the opinion of employees is asked during decision making process	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



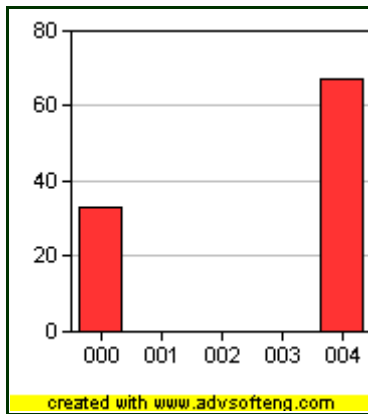
B3-c7 Administration and leadership in the companies of the sector: (choose one option)

A	Answer	C	D	E
000	a. administration is done by the Managing Director	2	33%	
001	b. directors are giving their opinion during decision making	0	0%	
002	c. like B, but also directors may take initiatives	0	0%	
003	d. like but also the opinion of employees is asked during decision making process	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



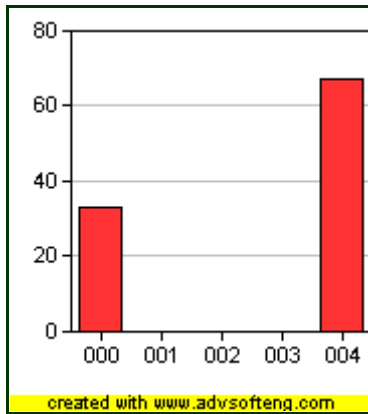
B1-c8 Senior Management co-operates with the operational departments: (choose one option)

A	Answer	C	D	E
000	a. never	1	17%	
001	b. occasionally	1	17%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



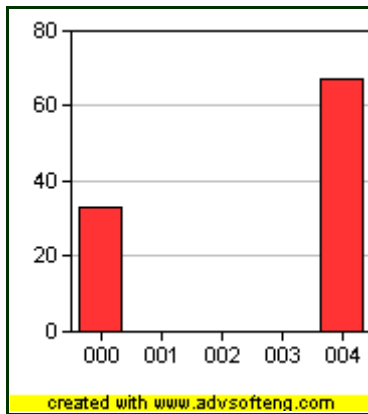
B3-c8 Senior Management in the companies of the sector co-operates with the operational departments: (one option)

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



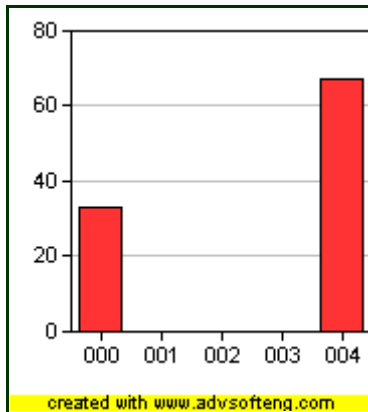
B1-c9 Information for performance appraisal is communicated: (choose one option)

A	Answer	C	D	E
000	a. only to senior management	2	33%	
001	b. only to department managers	0	0%	
002	c. to all managers systematically	0	0%	
003	d. like C, but also to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



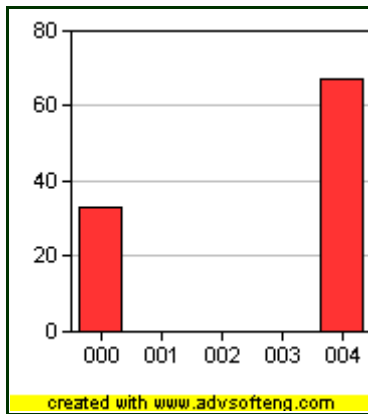
B3-c9 Information for performance appraisal in the companies of the sector is communicated: (choose one option)

A	Answer	C	D	E
000	a. only to senior management	2	33%	
001	b. only to department managers	0	0%	
002	c. to all managers systematically	0	0%	
003	d. like C, but also to employees	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



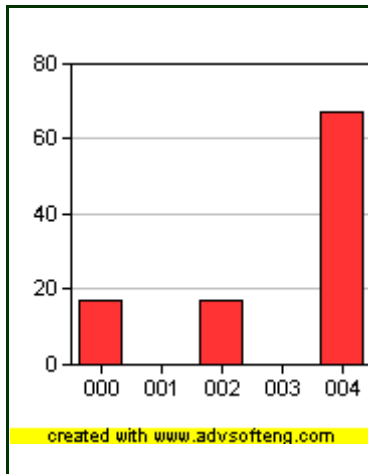
B1-c10 Communication within the company is: (choose one option)

A	Answer	C	D	E
000	a. hierarchical	2	33%	
001	b. bidirectional with constraints	0	0%	
002	c. bidirectional open and effective	0	0%	
003	d. horizontal and not hierarchical	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



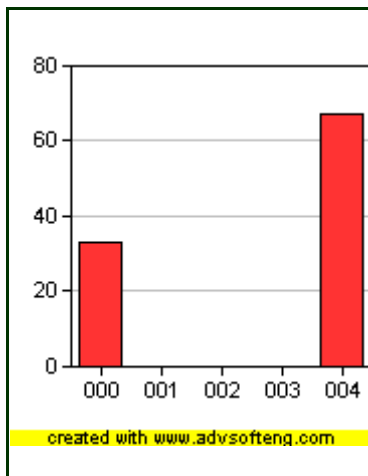
B3-c10 Communication within the companies of the sector is: (choose one option)

A	Answer	C	D	E
000	a. hierarchical	2	33%	
001	b. bidirectional with constraints	0	0%	
002	c. bidirectional open and effective	0	0%	
003	d. horizontal and not hierarchical	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



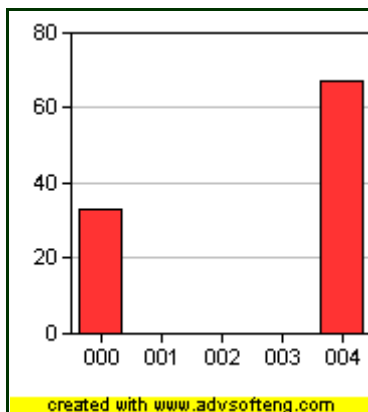
B1-c11 Communication of employees with administration: (choose one option)

A	Answer	C	D	E
000	a. the employees are generally discouraged by the system	1	17%	
001	b. there is no formal process	0	0%	
002	c. each employee has to initially communicate with his/her department manager	1	17%	
003	d. each employee may communicate straight with the senior managers	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



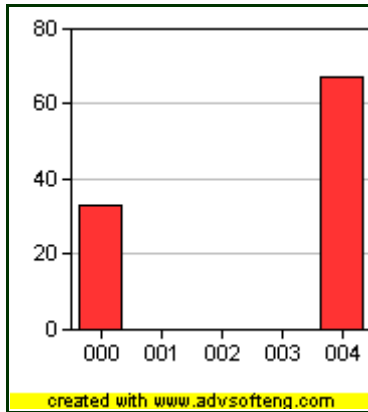
B3-c11 Communication of employees with administration in the companies of the sector: (choose one option)

A	Answer	C	D	E
000	a. the employees are generally discouraged by the system	2	33%	
001	b. there is no formal process	0	0%	
002	c. each employee has to initially communicate with his/her department manager	0	0%	
003	d. each employee may communicate straight with the senior managers	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



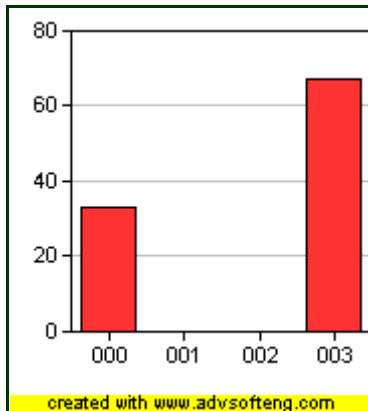
B1-c12 The employees contribute to the improvement of company procedures with proposals and recommendations (choose one option)

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



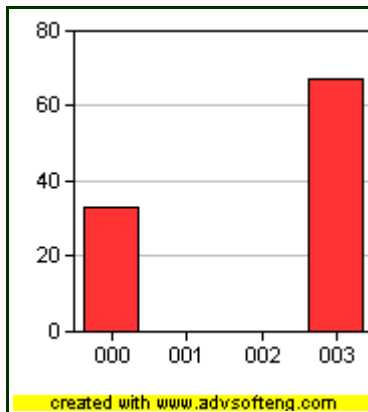
B3-c12 The employees of the sector's companies contribute to the improvement of company procedures with proposals and recommendations (choose one option)

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	d. always	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



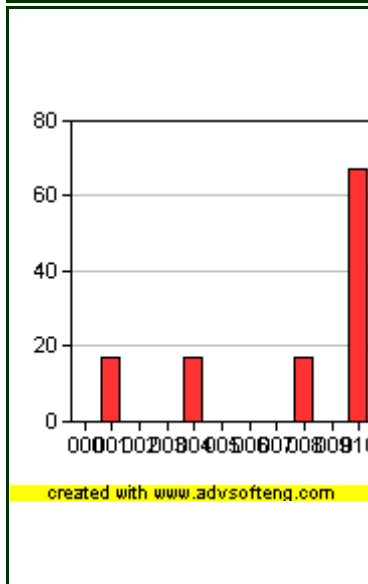
B1-c13 The company strategy takes account: (one option)

A	Answer	C	D	E
000	a. The satisfaction of shareholders	2	33%	
001	b. The satisfaction of customers	0	0%	
002	c. A balance is kept between satisfaction of shareholders, and customers	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



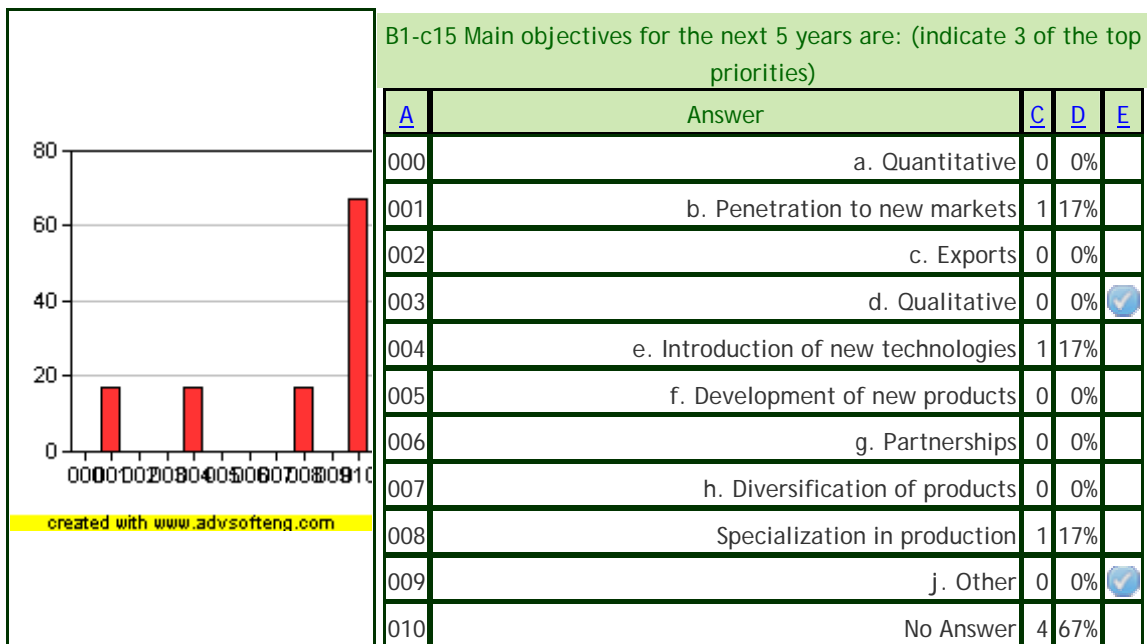
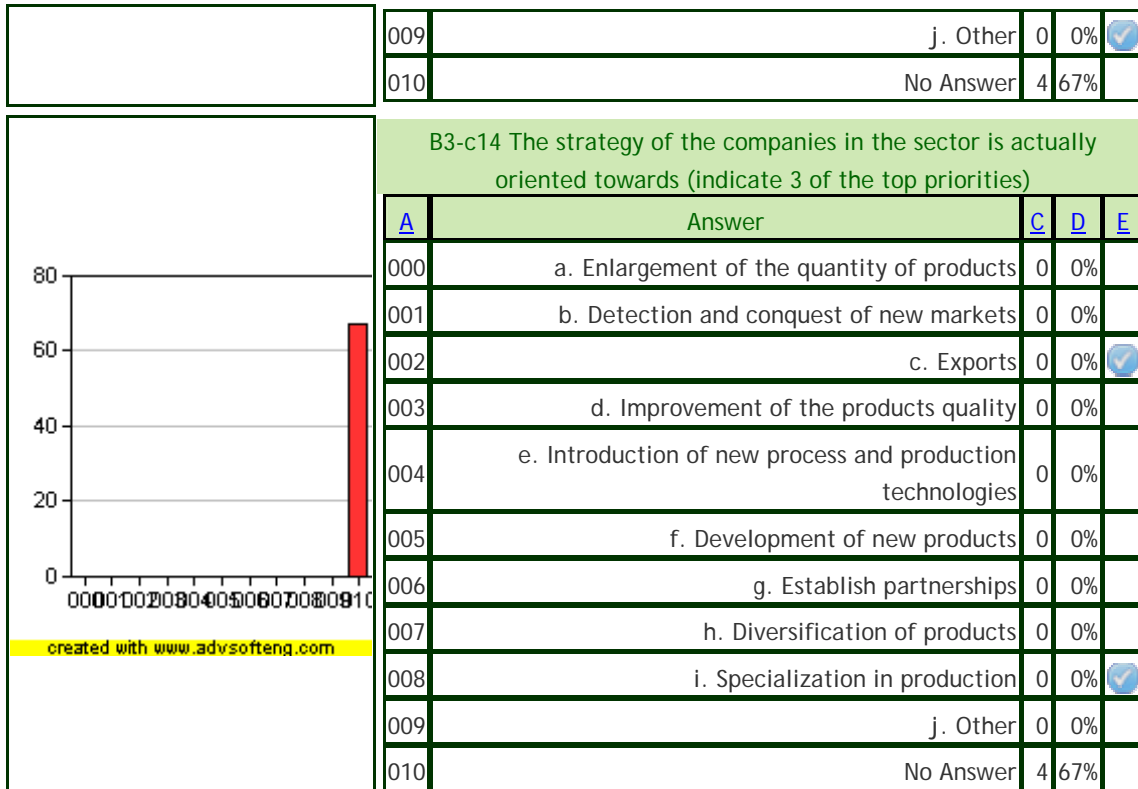
B3-c13 The company strategy of the companies in the sector takes account: (one option)

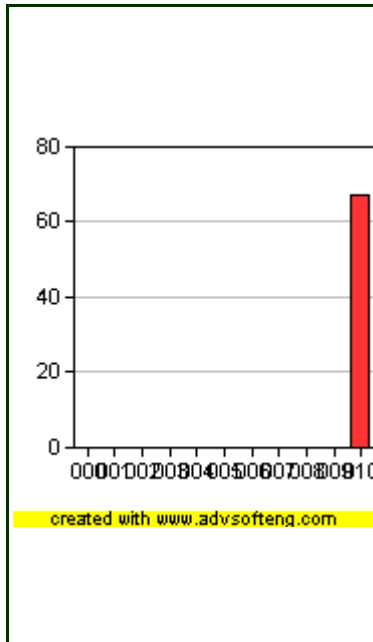
A	Answer	C	D	E
000	a. The satisfaction of shareholders	2	33%	
001	b. The satisfaction of customers	0	0%	
002	c. A balance is kept between satisfaction of shareholders, and customers	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



B1-c14 The strategy of the company is actually oriented towards (indicate 3 of the top priorities)

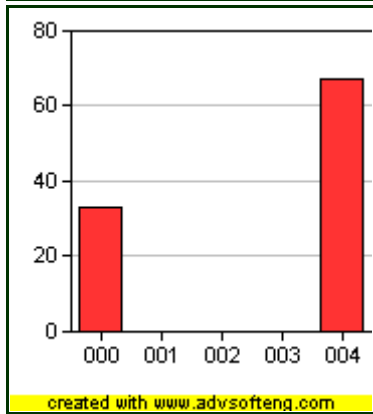
A	Answer	C	D	E
000	a. Enlargement of the quantity of production	0	0%	
001	b. Detection and conquest of new markets	1	17%	
002	c. Exports	0	0%	
003	d. Improvement of the products quality	0	0%	<input checked="" type="checkbox"/>
004	e. Introduction of new process and production technologies	1	17%	
005	f. Development of new products	0	0%	
006	g. Establish partnerships	0	0%	
007	h. Diversification of products	0	0%	
008	i. Specialization in production	1	17%	





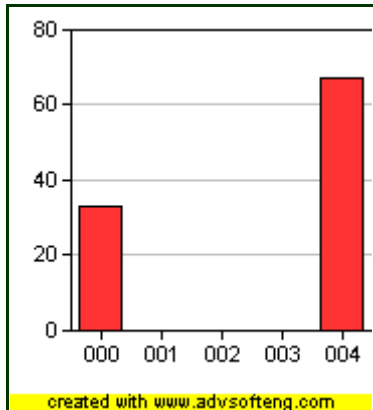
B3-c15 Main objectives of the sector's companies for the next 5 years are: (indicate 3 of the top priorities)

A	Answer	C	D	E
000	a. Quantitative	0	0%	
001	b. Penetration to new markets	0	0%	
002	c. Exports	0	0%	<input checked="" type="checkbox"/>
003	d. Qualitative	0	0%	
004	e. Introduction of new technologies	0	0%	
005	f. Development of new products	0	0%	
006	g. Partnerships	0	0%	
007	h. Diversification of products	0	0%	
008	Specialization in production	0	0%	<input checked="" type="checkbox"/>
009	j. Other	0	0%	
010	No Answer	4	67%	



B1-c16 Staff performance appraisal: (choose one option)

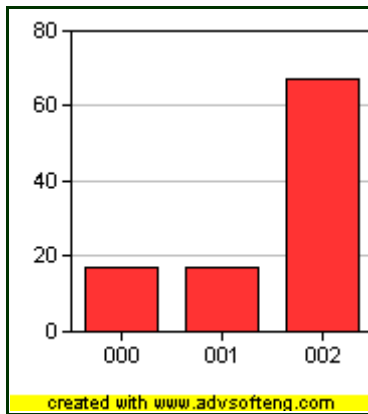
A	Answer	C	D	E
000	a. there is no such process	2	33%	
001	b. only the employees are appraised	0	0%	
002	c. only the management team is appraised	0	0%	
003	d. everybody is appraised frequently	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



B3-c16 Staff performance appraisal in the companies of the sector: (choose one option)

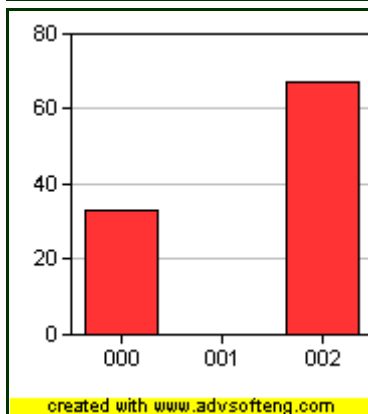
A	Answer	C	D	E
000	a. there is no such process	2	33%	
001	b. only the employees are appraised	0	0%	
002	c. only the management team is appraised	0	0%	
003	d. everybody is appraised frequently	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>





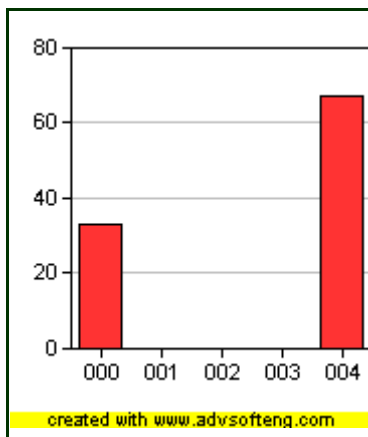
B1-c17 The company measures employee satisfaction (choose one option)

A	Answer	C	D	E
000	a. Yes	1	17%	
001	b. No	1	17%	
002	No Answer	4	67%	<input checked="" type="radio"/>



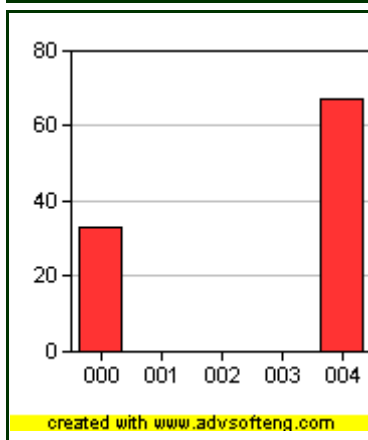
B3-c17 The companies of the sector measure employee satisfaction (choose one option)

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="radio"/>



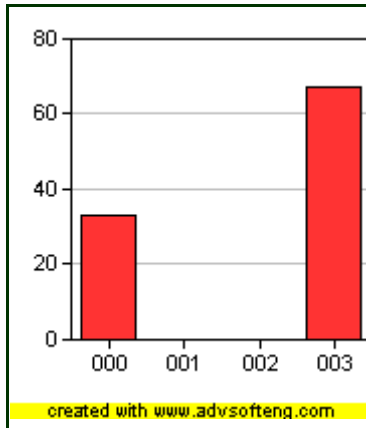
B1-c18 The employees of the company receive job training (choose one option)

A	Answer	C	D	E
000	a. never or very rarely	2	33%	
001	b. occasionally when is needed	0	0%	
002	c. according to a routine process based on business needs	0	0%	
003	d. like C but also there is a training effectiveness appraisal process	0	0%	
004	No Answer	4	67%	<input checked="" type="radio"/>



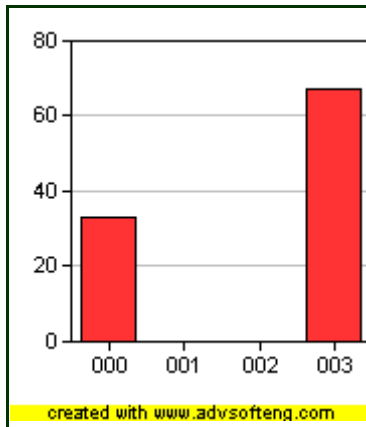
B3-c18 The employees of the sector's companies receive job training (choose one option)

A	Answer	C	D	E
000	a. never or very rarely	2	33%	
001	b. occasionally when is needed	0	0%	
002	c. according to a routine process based on business needs	0	0%	
003	d. like C but also there is a training effectiveness appraisal process	0	0%	
004	No Answer	4	67%	<input checked="" type="radio"/>



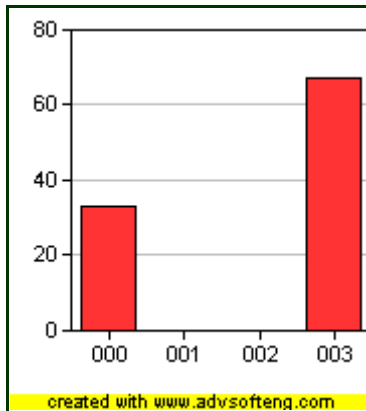
B1-c19 Management keeps track of market trends, technology and competitors performance (choose one option)

A	Answer	C	D	E
000	a. informally, without a predetermined pattern mainly based on press articles	2	33%	
001	b. occasionally when changes are about to happen within the company.	0	0%	
002	c. In a systematic way using watch or other methods and tools	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



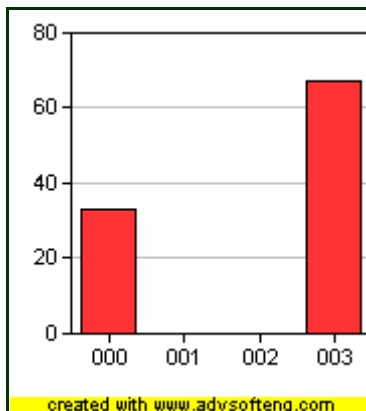
B3-c19 Management of the sector's companies keeps track of market trends, technology and competitors performance (choose one option)

A	Answer	C	D	E
000	a. informally, without a predetermined pattern mainly based on press articles	2	33%	
001	b. occasionally when changes are about to happen within the company.	0	0%	
002	c. In a systematic way using watch or other methods and tools	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



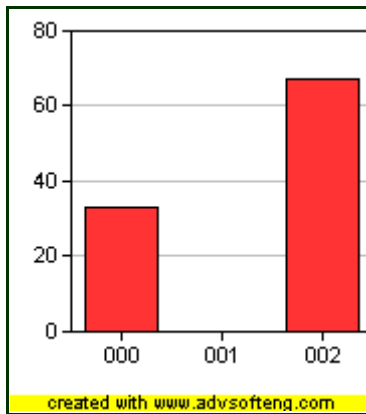
B1-c20 The company practices benchmarking (choose one option)

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



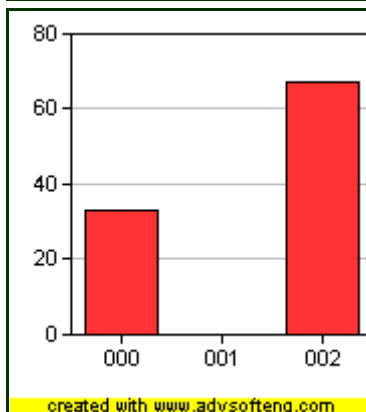
B3-c20 The companies of the sector practice benchmarking (choose one option)

A	Answer	C	D	E
000	a. never	2	33%	
001	b. occasionally	0	0%	
002	c. frequently	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



B1-c21 Existence of an operational connection between the departments (choose one option)

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="radio"/>



B3-c21 Existence of an operational connection between the departments in the sector's companies (choose one option)

A	Answer	C	D	E
000	a. Yes	2	33%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="radio"/>

### B3.2. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.*

## B4. MARKET WATCH

### B4.1. The company's strategy within the international market

*Describe the main (up to 5) actual strategies on investments, employment and organisation of the company's sector appeared in international level, using the information in the variable [B4-c1](#) to [B4-c3](#).*

### B4.2. Pressures on company's strategy

*Assess the influence of the above strategies on the company future situation. Name what are the threats for the company's strategies.*

## B7. COMPETENCE CENTRES IN THE REGION AND SECTOR

### B7.1. Getting support

*Describe the Competence Centres in the region that might help the company in formulate strategies, management and training*

## CONCLUSIONS OF SECTION B

### Section B. Main conclusions

*State the most important findings and comments of this section.*

### Section B. Recommendations

*What recommendations you would propose to the company.*

**C. PRODUCTS****Introduction**

*Describe the purpose of this section.*

i.e: This section looks at the company products; it compares some critical indicators about products, and suggests ways to improve existing products or to design new ones

**C1. COMPANY'S PRODUCTS****C1.1. Main products**

*Describe the main company products using the description in variable [C1-c1](#)*

**C1.2. Product range**

*Describe the product range of the company, using the variables [C1-i1 to C-i6](#)*

Index	Description
45	C1-i1 Number of products
46	C1-i2 Number of product categories
47	C1-i3 Products in emergence (less than 3 years life in the company)
48	C1-i4 Products in growth (gaining market share / rising sales)
49	C1-i5 Products in maturity (stable market share / stable sales)
50	C1-i6 Products in decline (losing market share / falling sales)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
45						
46						
47						
48						
49						
50						

**C1.3. Product strategy**

*Assess the competition strategy of the company using variables [C1-i3 to C1-i6](#) and [C1-c2](#)*

**C2. THE REGIONAL CONTEXT OF PRODUCTS****C2.1. The company within the region**

*Give a brief description of the region focusing on the sector in which the company belongs using the information in variables [C2-c1](#)*

**C2.2. Regional product profile**

*Make a Table showing some critical statistics for the region and the sector of the company, using variables [C2-i1 to C2-i10](#)*

Index	Description
51	C2-i1 Number of companies in the sector in the region
52	C2-i2 Total number of companies in the region
53	C2-i3 Employment in the sector in the region
54	C2-i4 Total employment in the region
55	C2-i5 Added value in the sector in the region
56	C2-i6 Total added value in the sector in the region
57	C2-i7 New companies created in the sector in the region (last year)
58	C2-i8 New companies created in all sectors in the region (last year)
59	C2-i9 Average size of companies in the sector
60	C2-i10 Average size of companies in the region

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
51						
52						
53						
54						
55						
56						
57						
58						
59						
60						

### C2.3. The company within the regional profile

*Comment the above Table. Assess the importance of the company's sector in the regional production profile*

## C3. THE COMPANY'S PRODUCTS WITHIN THE SECTOR

### C3.1. Product characteristics benchmarking

*Make a Table / Diagram benchmarking the products of the company with respect to the sector in which it belongs, using variables [C1-i1 to C1-i6](#) and [C3-i1 to C3-i6](#).*

Index	Description
400	C1-i1 Number of products
401	C3-i1 Average Number of products in the sector
402	C1-i2 Number of product categories
403	C3-i2 Average Number of product categories

404	C1-i3 Number of products in emergence (less than 3 years life in the company) (% of total products)
405	C3-i3 Products in emergence (less than 3 years life in the company)
406	C1-i4 Products in growth (gaining market share/ rising sales) (% of total products)
407	C3-i4 Products in growth (gaining market share / rising sales)
408	C1-i5 Products in maturity (stable market share/ stable sales) (% of total products)
409	C3-i5 Products in maturity (stable market share/ stable sales)
410	C1-i6 Products in decline (losing market share /falling sales) (% of total products)
411	C3-i6 Products in decline (losing market share /falling sales)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
400						
401						
402						
403						
404						
405						
406						
407						
408						
409						
410						
411						

### C3.2. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance*

## C4. MARKET WATCH

### C4.1. The company's products within the regional market

*Describe the main new products of the sector appeared in the region during the reference period, using the information in the variable [C4-c1](#).*

### C4.2. The company's products within the international market

*Describe the main new products of the sector appeared in international markets during the reference period, using the information in the variable [C4-c2](#).*

### C4.3. Pressures on company's products

*Assess the influence of the above changes on the product portfolio of the company. Name the company's products that will eventually become obsolete, and on which time frame.*

## C5. R&D WATCH

### C5.1. Promising R&D from regional research

*Describe the most important R&D results, which are related to the products categories of the company, using information of the variable [C5-c1](#).*

### C5.2. Promising R&D from EU research

*Describe the most important R&D results, which are related to the products categories of the company, using information of the variable [C5-c2](#).*

### C5.3. Promising R&D from patents

*Describe the most important patents, which are related to the products categories of the company, using information of the variable [C5-c3](#).*

### C5.4. R&D impact on company's products

*Assess the possible impact and pressure of the above research on the company's products. Try defining which options are opened to the company to renew or redesign its products.*

### C5.5. Short term product change scenarios

*Describe some scenario of new products based on the promising R&D identified in variables [C5-c1](#) to [C5-c3](#).*

## C6. FORESIGHT

### C6.1. Insights from the Foresight exercise

*Give the main trends identified in variable [C6-c1](#) concerning the evolution of the sector in the region.*

### C6.2. Sectoral trends

*Describe the main trends in the sector globally: new products, products becoming obsolete, hybrid products, emerging related technologies. Use the information in variable [C6-c2](#).*

### C6.3. New opportunities

*Assess the new fields that might open related to the company product portfolio.*

### C6.4. Getting support in new ventures

*Describe the Competence Centres (regional or international) might help the company in developing the new products. Use the information in the variables [C7-c1](#) to [C7-c4](#).*



## CONCLUSIONS OF SECTION C

### Section C. Main conclusions

*State the most important findings and comments of this section.*

### Section C. Recommendations

*What recommendations you would propose to the company.*

## D. MARKETS and COMPETITION

### Introduction

*Describe the purpose of this section.*

i.e:

This section looks at the company market and competition activity and performance; it places the company within its sectoral and regional context, comparing critical indicators of market and competition; it looks at future technologies and trends, and suggests ways to improve the company's capability for competition.

### D1. THE COMPANY

#### D1.1. Exports and marketing indicators

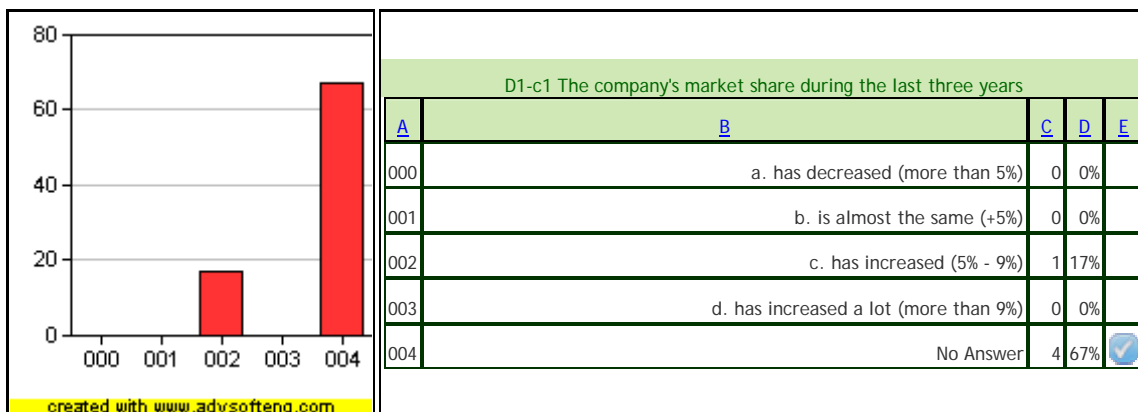
*Indicate the company's export and marketing performance, using data of variables [D1-i1](#) and [D2-i2](#)*

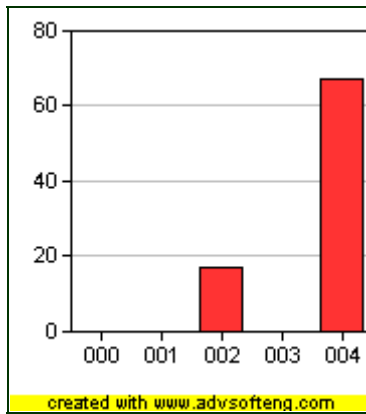
Index	Description
61	D1-i1 Percentage of the company's exports (% value of exports of total company's production value)
62	D1-i2 Percentage of company's investments in marketing (% of total investments)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
61						
62						

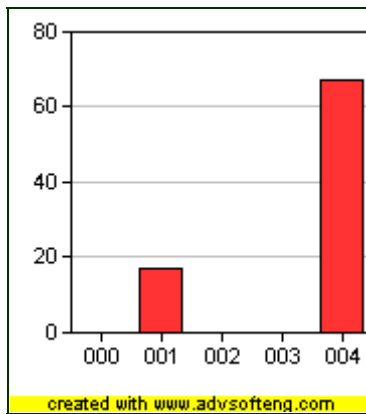
#### D1.2. Market and competition

*Describe the market and competition performance of the company, using variables [D1-c1](#) to [D1-c13](#)*

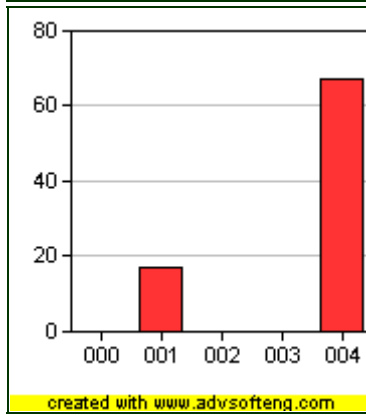




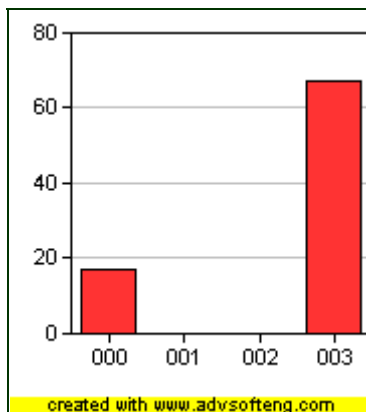
D1-c2 Exports for the last three years				
A	B	C	D	E
000	a. have decreased (more than 5%)	0	0%	
001	b. are almost the same (+5%)	0	0%	
002	c. have increased (5% - 9%)	1	17%	
003	d. have increased a lot (more than 9%)	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



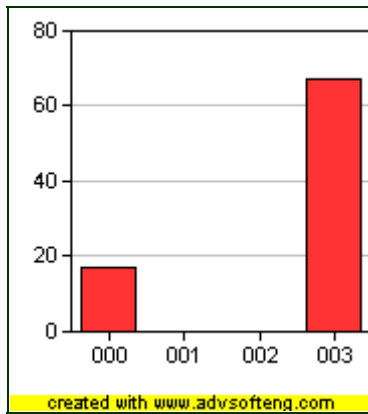
D1-c3 The competitiveness of the company is based on				
A	B	C	D	E
000	a. price	0	0%	
001	b. high quality	1	17%	
002	c. brand name	0	0%	
003	d. other	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



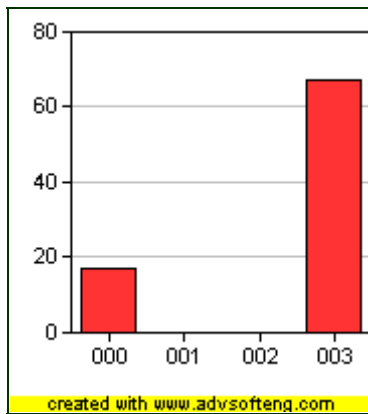
D1-c4 Competition from other companies is based on				
A	B	C	D	E
000	a. lower prices	0	0%	
001	b. quality	1	17%	
002	c. new products/innovations in production	0	0%	
003	d. technological advantages	0	0%	
004	e. better marketing	0	0%	
005	f. better organisation and marketing	0	0%	
006	No Answer	4	67%	<input checked="" type="checkbox"/>



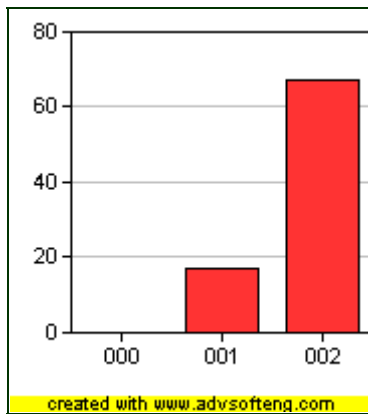
D1-c5 The number of customers the last three years is				
A	B	C	D	E
000	a. increased	1	17%	
001	b. decreased	0	0%	
002	c. almost the same	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



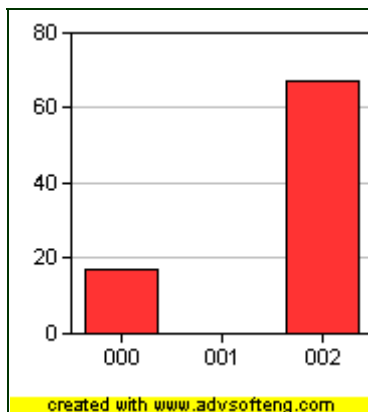
D1-c6 Sales are directed to				
A	B	C	D	E
000	a. commercial shops	1	17%	
001	b. end users	0	0%	
002	c. both a and b	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



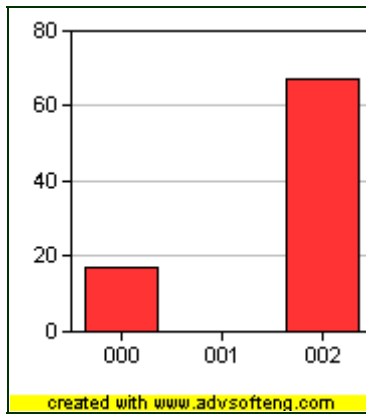
D1-c7 The company market priority is directed towards				
A	B	C	D	E
000	a. the detection and conquest of new markets	1	17%	
001	b. the exports	0	0%	
002	c. the customer satisfaction	0	0%	
003	No Answer	4	67%	<input checked="" type="checkbox"/>



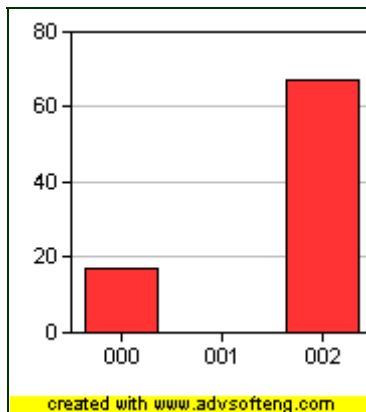
D1-c8 The company practices market research				
A	B	C	D	E
000	a. Yes	0	0%	
001	b. No	1	17%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



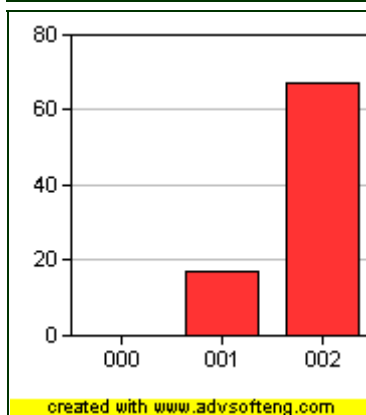
D1-c9 The company has its own distribution channel				
A	B	C	D	E
000	a. Yes	1	17%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



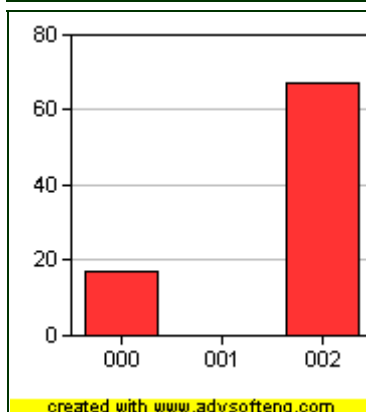
D1-c10 The company cooperates with distribution chain companies				
A	B	C	D	E
000	a. Yes	1	17%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



D1-c11 The company uses wholesales distributors				
A	B	C	D	E
000	a. Yes	1	17%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



D1-c12 The company has e-commerce				
A	B	C	D	E
000	a. Yes	0	0%	
001	b. No	1	17%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



D1-c13 The company has web-based promotion				
A	B	C	D	E
000	a. Yes	1	17%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>

### D1.3. Strengths and weaknesses

*Comment the above data. Assess the market and competition strategy of the company.*

## D2. THE COMPANY WITHIN THE REGION

### D2.1. The sector in the regional market

*Make a Table showing the position of the company's sector in the region, using data of variables [D2-i1](#) to [D2-i3](#)*

Index	Description
76	D2-i1 Regional exports of the sector in different countries (% of the sector's value production of the region)
77	D2-i2 Regional imports of products related to the sector (% of the total imports value of the region)
78	D2-i3 Market of the sector in the region (% of regional GDP)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
76						
77						
78						

### D2.2. The sector in the regional market profile

*Comment the above Table. Assess the importance of the company's sector in the regional market profile*

### D2.3. The sector's position in the regional market

*Comment the above Table highlighting the strong or weak position of the sector in the region.*

## D3. THE COMPANY WITHIN THE SECTOR

### D3.1. Market and competition characteristics benchmarking

*Make a Table / Diagram benchmarking the market and competition of the company with respect to the sector in which it belongs, using variables [D1-i1](#) to [D1-i2](#) and [D3-c1](#) to [D3-c13](#).*

Index	Description
79	D3-i1 Percentage of the company's exports
80	D3-i2 Percentage of company's investments in marketing

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
79						
80						

### D3.2. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.*

## D4. MARKET WATCH

### D4.1. The company within the international market

*Describe the findings of the sector appeared in the international markets during the last 3 years, using the information in variables [D4-c1](#) to [D4-c4](#).*

### D4.2. The company within the regional market

*Describe the findings of the company and the sector appeared in the regional market, using the information in the variables [D4-c5](#) and [D4-c6](#).*

### D4.3. Market pressures and opportunities for the company

*Assess the influence of the above findings in the company's market situation.*

## D6. FORESIGHT

### D6.1. Insights from the Foresight exercise

*Give the main trends identified in variables [D6-c1](#) and [D6-c2](#) concerning the evolution of the sector's market in the international level and in the region.*

### D6.2. New opportunities

*Assess the opportunities that might appear related to the market of the company's sector.*

### D6.3. Getting support in promotion and marketing

*Describe the regional Competence Centres and Events that might help the company in the market promotion, using the information in the variables [D7-c1](#) to [D7-c3](#).*

## CONCLUSIONS OF SECTION D

### Section D. Main conclusions

*State the most important findings and comments of this section.*

### Section D. Recommendations

*What recommendations you would propose to the company.*

## E. R&D and INNOVATION

### Introduction

*Describe the purpose of this section.*

i.e:

This section of the report looks at the company R&D and innovation activity and performance; it places the company within its sectoral and regional context, comparing critical indicators innovation; it looks at future technologies and trends, and suggests ways to improve the company's capability for innovation.

## E1. INNOVATION PERFORMANCE OF THE COMPANY

### E1.1. The concept of innovation

*Describe, in the yellow frame, the concept of innovation introducing the distinction of product, process, and organisational innovation; radical and incremental innovation.*

### E1.2. Innovation performance of the company

*Make a Table showing the innovation performance of the company, using the variables [E1-i1](#) to [E1-i9](#).*

Index	Description
111	E1-i1 Personnel with university degrees in the company (% of total workforce)
112	E1-i2 R&D spending (% of turnover)
113	E1-i3 High tech EPO patent applications
114	E1-i4 All EPO patent applications
115	E1-i5 New products introduced during last 3 years
116	E1-i6 New processes introduced during last 3 years
117	E1-i7 Innovation expenditures (% of turnover)
118	E1-i8 Sales of new-to-market products (% of turnover)
119	E1-i9 Sales of new-to-firm products (% of turnover)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
111						
112						
113						
114						
115						
116						
117						
118						
119						

### E1.3. Qualitative aspects of innovation performance

*Comment the qualitative aspects of the company innovation activity, using the variables [E1-c1](#) to [E1-c6](#).*



## E1.4. Assessing performance

*Give your assessment on the above performance*

## E2. THE COMPANY IN THE REGIONAL INNOVATION ENVIRONMENT

### E2.1. Regional innovation performance

*Make a Table showing the innovation performance of the region, using the variables [E2-i1](#) to [E2-i14](#).*

Index	Description
126	E2-i1 Population with tertiary education (% of 20-29 age class)
127	E2-i2 Participation in life long learning (% of 25-64 age class)
128	E2-i3 Employment in medium and high tech manufacturing (% of total workforce)
129	E2-i4 Employment in medium and high tech services (%of total workforce)
130	E2-i5 Public R&D spending (% of GDP)
131	E2-i6 Business R&D spending (% of GDP)
132	E2-i7 High tech EPO patent applications (per million population)
133	E2-i8 All EPO patent applications (per million population)
134	E2-i9 Innovative manufacturing companies (% of total companies)
135	E2-i10 Innovative service companies (% of total service com)
136	E2-i11 Innovation expenditure manufacturing (% of turnover in manufacturing)
137	E2-i12 Innovation expenditure services (% of turnover in services)
138	E2-i13 Sales of new-to-market products (% of turnover)
139	E2-i14 Sales of new-to-firm products (% of turnover)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
126						
127						
128						
129						
130						
131						
132						
133						
134						
135						
136						
137						
138						
139						

## E2.2. Benchmarking the regional innovation performance

*Introduce a new column in the above Table with latest data from the EU Innovation Scoreboard. Compare the regional data with innovation scoreboard. Indicate the strong and weak areas of the regional innovation performance.*

## E2.3. The company in the region

*Place variables [E1-i1 to E1-i9](#) within the regional context described earlier. Comment the company innovation performance with respect to the regional strong and weak points.*

## E2.4. Effects of the regional innovation environment

*Indicate which areas of the company innovation performance are likely to be affected by the regional innovation environment. Describe both pull and stop factors.*

## E3. THE COMPANY WITHIN THE SECTOR

### E3.1. Innovation characteristics benchmarking

*Make a Table / Diagram benchmarking the innovation performance of the company with respect to the sector in which it belongs, using variables [E1-i1 to E1-i9](#) and [E3-i1 to E3-i9](#).*

Index	Description
140	E1-i1 Personnel with university degrees in the company (% of total workforce)
141	E1-i2 R&D spending (% of turnover)
142	E1-i3 High tech EPO patent applications
143	E1-i4 All EPO patent applications
144	E1-i5 New products introduced during last 3 years
145	E1-i6 New processes introduced during last 3 years
146	E1-i7 Innovation expenditures (% of turnover)
147	E1-i8 Sales of new-to-market products (% of turnover)
148	E1-i9 Sales of new-to-firm products (% of turnover)
149	E3-i1 Personnel with university degrees in the sector
150	E3-i2 R&D spending in the sector
151	E3-i3 High tech EPO patent applications
152	E3-i4 All EPO patent applications
153	E3-i5 New products introduced during last 3 years
154	E3-i6 New processes introduced during last 3 years
155	E3-i7 Innovation expenditures
156	E3-i8 Sales to new-to-market products
157	E3-i9 Sales of new-to-firm products

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
140						
141						
142						

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
143						
144						
145						
146						
147						
148						
149						
150						
151						
152						
153						
154						
155						
156						
157						

**E3.2. Strengths, weaknesses, and improvement margins**

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.*

**E3.3. Qualitative aspects**

*Compare and comment the qualitative aspects of the company's innovation ([E1-c1](#) to [E1-c6](#)) to those of the sector ([E3-c1](#))*

**E4. MARKET WATCH****E4.1. New products**

*State the main new products in the sector and assess whether the company products are affected from them. Use data from the variable [E4-c1](#). Describe the possible erosion of the company's competitiveness and lose of market share from the introduction of new products.*

**E4.2. New production processes**

*State the main new production processes in the sector and assess whether the company processes might be affected from them. Use data from the variable [E4-c1](#)*

**E4.3. Organisational innovations**

*State the main organisational innovations in the sector, using data from the variable [E4-c3](#). Describe the possible consequences on the company's processes.*

## E5. R&D WATCH

### E5.1. Promising R&D from regional universities

*State promising R&D results from regional universities and research centres, included into variable [E5-c1](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5.*

### E5.2. Promising R&D from EU research

*State promising R&D results from CORDIS Market Place included into variable [E5-c2](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5.*

### E5.3. Promising R&D from patents

*State promising patents included into variable [E5-c3](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5.*

### E5.4. New opportunities

*State a number of possible new activity fields opened by R&D results and patents described in the previous 3 sections*

### E5.5. Getting support

*Describe which Competence Centres (sectoral or regional) could eventually help the company in opening the above new fields of activity, comparing the conclusion of E5.4 with variables [E7-c1](#) and [E7-c3](#). State the kind of support they could offer using the information given in variables [E7-c2](#) and [E7-c4](#).*

## E6. FORESIGHT

### E6.1. Insights from the Foresight exercise

*Make a synthesis of main future trends as they appear from variables [E6-c1](#) to [E6-c6](#).*

### E6.2. Foresight effects on the company

*Correlate foresight trends to the production technologies of the company. Try defining which technologies used by the company will become obsolete, and on which time frame.*

### E6.3. Opportunities

*Try defining new promising products, within the product horizon of the company, taking into account the foresight trends.*

### E6.4. Getting support

*Describe which Competence Centres (sectoral or regional) could eventually help the company in the exploitation of option defined by future trends. Use the information in variables [E7-c1](#) and [E7-c3](#). State the kind of support they could offer using the information given in variables [E7-c2](#) and [E7-c4](#).*

## CONCLUSIONS OF SECTION E

### Section E. Main conclusions

*State the most important findings and comments of this section.*

### Section E. Recommendations

*What recommendations you would propose to the company.*

**F. PRODUCTION PROCESSES****Introduction**

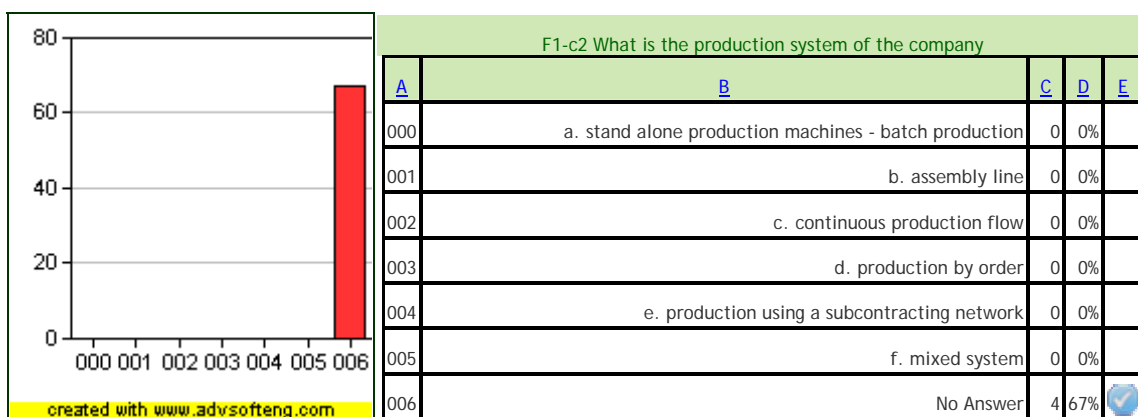
*Describe the purpose of this section.*

i.e:

This section of the report looks at the production processes of the company; it places the company within its sectoral and regional context, comparing critical indicators of production processes performance; it looks at future technologies and trends, and suggests ways to improve the company's production processes.

**F1. THE PRODUCTION PROCESSES OF THE COMPANY****F1.1. Production processes overview**

*Describe the main production lines and processes of the company using variables [F1-c1](#) to [F1-c2](#), [F1-i1](#) to [F1-i2](#) and [F1-i13](#).*



Index	Description
173	F1-i1 Number of distinct production lines leading to different products
174	F1-i2 Number of different processes followed in each production line
175	F1-i13 Capacity installed (KW)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
173						
174						
175						

**F1.2. Process automations**

*Describe the automations installed in the company (MIS, CAD-CAM, Robots, Quality, etc.) using variables [F1-i13](#), [F1-i8](#), and [F1-c3](#) to [F1-c6](#).*

Index	Description
176	F1-i13 Capacity installed (KW)
177	F1-i8 Percentage of automated processes (automated processes/ total processes in the production line)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
176						
177						

### F1.3. Resources management

*Describe the resources management policy (water, energy, etc.) of the company using variables [F1-i4](#), [F1-i14](#), and [F1-c8](#).*

Index	Description
182	F1-i4 Number of auxiliary units (steam/ heat production, energy recycling, water recycling, etc.)
183	F1-i14 Annual percentage of energy costs as a percentage of total industrial cost (including all production units) % (energy cost/total industrial cost)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
182						
183						

### F1.4. Waste management

*Describe the waste management policy of the company (scrap, recycled materials) using variables [F1-i11](#), [F1-i12](#), [F1-i15](#) and [F1-c7](#).*

Index	Description
185	F1-i11 Annual percentage of scrap materials (including all production units) % of scrap
186	F1-i12 Annual percentage of recycled materials that have been reused (including all production units) % (reused recycled materials/ total recycled materials)
187	F1-i15 Annual percentage of waste management cost as a percentage of total industrial cost (including all production units) % (waste management cost/ total industrial cost)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
185		1	1	1		1
186		1	1	1		1
187		1	1	1		1

### F1.5. Warehouse management

*Describe the warehouse management system of the company using variables [F1-i16](#) to [F1-i18](#).*

Index	Description
189	F1-i16 Average control period of the level of raw materials needed to keep a standard level of production (days)
190	F1-i17 Average number of production days guaranteed by the levels of stock and inventories maintained
191	F1-i18 Finished products in stock expressed as a percentage of the annual production

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
189						
190						
191						

### F1.6. Machinery and technology renewal

Show the average times of machinery and technology renewal of the company using variables [F1-i5](#) and [F1-i6](#).

Index	Description
192	F1-i5 Average time for machinery renewal (years)
193	F1-i6 Average time for renewal of production technologies used (years)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
192						0
193						0

### F1.7. Set-up times

Show the average set-up times for a new production order using variables [F1-i9](#) and [F1-i10](#).

Index	Description
194	F1-i9 Standard set-up times for a new production order (days)
195	F1-i10 Typical set-up time for a new production order in the assembly line (days)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
194						
195						

### F1.8. Production processes assessment

Make an assessment on the production processes of the company based on the comments above and taking into account variables [F1-i7](#) and [F1-i19](#).

Index	Description
196	F1-i7 Production cycle performance [MCE=Manufacturing time / total production time]
197	F1-i19 Percentage of qualified personnel running the production processes of the company (qualified personnel/ total personnel %)



Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
196						
197						

## F2. THE COMPANY WITHIN THE REGION

### F2.1. The company within the region

*Describe the main industrial sectors in the region using variable [F2-c1](#).*

### F2.2. Regional technological level

*Describe the technological level of the regional industries using variable [F2-c2](#).*

### F2.3. Automations in the region

*Describe the diffusion of automations in the regional industries (MIS, CAD-CAM, other automation systems, software automations) using variables [F2-c3](#) to [F2-c6](#).*

### F2.4. Resources management systems in the region

*Describe the diffusion of resources management systems in the regional industries using variable [F2-c8](#).*

### F2.5. Waste management systems in the region

*Describe the diffusion of waste management systems in the regional industries using variable [F2-c7](#).*

### F2.6. The company within the regional profile

*Assess the technology level of the regional industries evaluating the above comments.*

## F3. THE COMPANY WITHIN THE SECTOR

### F3.1. Production processes benchmarking

*Make a Table / Diagram benchmarking the production processes of the company with respect to the sector in which it belongs, using variables [F1-i1](#) to [F1-i18](#) and [F3-i1](#) to [F3-i18](#).*

### F3.2. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.*

## F4. MARKET WATCH

### F4.1. New production technologies

*State the main new production technologies in the sector, appeared regionally or globally during the reference period, and assess whether the company operation is affected by them. Use data from variable [F4-c1](#). Describe the possible erosion of the company's competitiveness and lose of market share from the introduction of new*

*production*

*processes.*

#### **F4.2. New horizontal technologies**

*State the main new horizontal technologies, appeared regionally or globally during the reference period, that may influence the production processes of the company. Use data from variable [F4-c2](#).*

#### **F4.3. New machinery**

*Comment new machinery appeared in the global market during the reference period that may affect the processes of the company. Use data from variable [F4-c3](#).*

#### **F4.4. New materials**

*Comment new materials appeared in the global market during the reference period that may influence the processes of the company. Use data from variable [F4-c4](#).*

### **F5. R&D WATCH**

#### **F5.1. Promising R&D from regional universities**

*State promising R&D results from regional universities and research centres, included into variable [F5-c1](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5 and E5.*

#### **F5.2. Promising R&D from EU research**

*State promising R&D results from CORDIS Market Place included into variable [F5-c2](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5 and E5.*

#### **F5.3. Promising R&D from patents**

*State promising patents included into variable [F5-c3](#). Assess the possible influence and opportunities offered to the company. Avoid repetition to C5 and E5.*

#### **F5.4. New opportunities**

*State a number of possible new activity fields opened by R&D results and patents described in the previous 3 sections.*

#### **F5.5. Getting support**

*Describe which Competence Centres (sectoral or regional) could eventually help the company in opening the above new fields of activity, comparing the conclusion of F5.4 with variables [F7-c1](#) and [F7-c3](#). State the kind of support they could offer using the information given in variables [F7-c2](#) and [F7-c4](#).*

### **F6. FORESIGHT**

#### **F6.1. Insights from the Foresight exercise on production technologies**

*Describe which Competence Centres (sectoral or regional) could eventually help the company in opening the above new fields of activity, comparing the conclusion of F5.4 with variables [F7-c1](#) and [F7-c3](#). State the kind of support they could offer using the information given in variables [F7-c2](#) and [F7-c4](#).*

### **F6.2. Insights from the Foresight exercise on new materials**

*Give the main global trends identified in variable [F6-c2](#) related to raw materials of the company.*

### **F6.3. New opportunities**

*Assess the new fields that might open related to the production technologies of the company.*

## **CONCLUSIONS OF SECTION F**

### **Section F. Main conclusions**

*State the most important findings and comments of this section.*

### **Section F. Recommendations**

*What recommendations you would propose to the company.*

## G. SUPPLY CHAIN AND NETWORKS

### Introduction

*Describe in the yellow frame (free text) the purpose of this section.*

i.e:

This section of the report looks at the company supply chain, the providers, subcontractors and customers; it places the company within its sectoral and regional context, comparing critical indicators for supply chain management efficiency; it looks at future technologies and trends, and suggests ways to improve the company's supply chain performance.

## G1. SUPPLY CHAIN OF THE COMPANY

### G1.1. The notion of supply chain

*State the notion of supply chain, indicating the role of customers, suppliers, subcontractors and any other actor involved in the production, marketing and distribution processes of the company.*

### G1.2. Company supply chain statistics

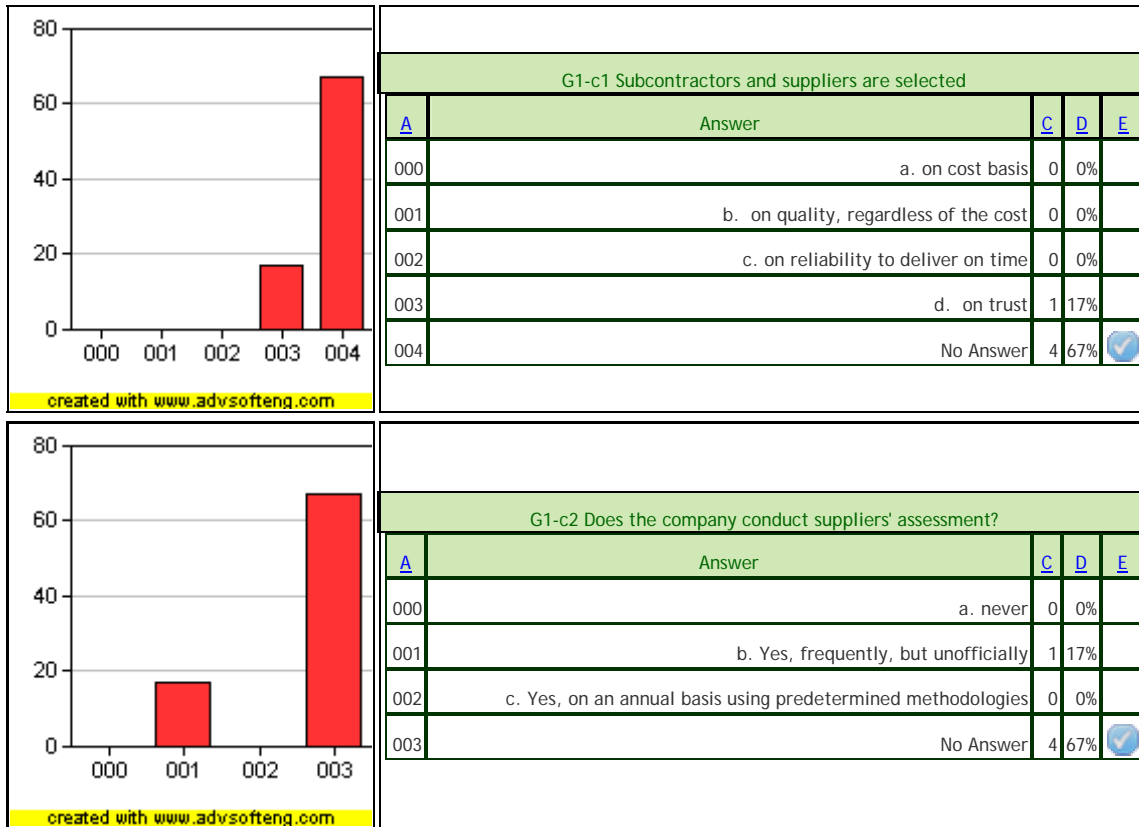
*Make a table with indicators for the supply chain of the company using variables [G1-i1](#) to [G1-i10](#).*

Index	Description
219	G1-i1 Number of subcontractors
220	G1-i2 Percentage % of the total company production assigned to subcontractors
221	G1-i3 Number of suppliers
222	G1-i4 Percentage % of the largest supplier share (value) in the total annual supplies
223	G1-i5 Percentage % of total annual supplies provided by the 3 larger suppliers
224	G1-i6 Number of customers
225	G1-i7 Percentage % of new customers (last year)
226	G1-i8 Growth/ decline of total number of customers the last 2 years
227	G1-i9 Percentage % of turnover from new customers
228	G1-i10 Percentage % of sales to the three larger customers

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
219						
220						
221						
222						
223						
224						
225						
226						
227						
228						

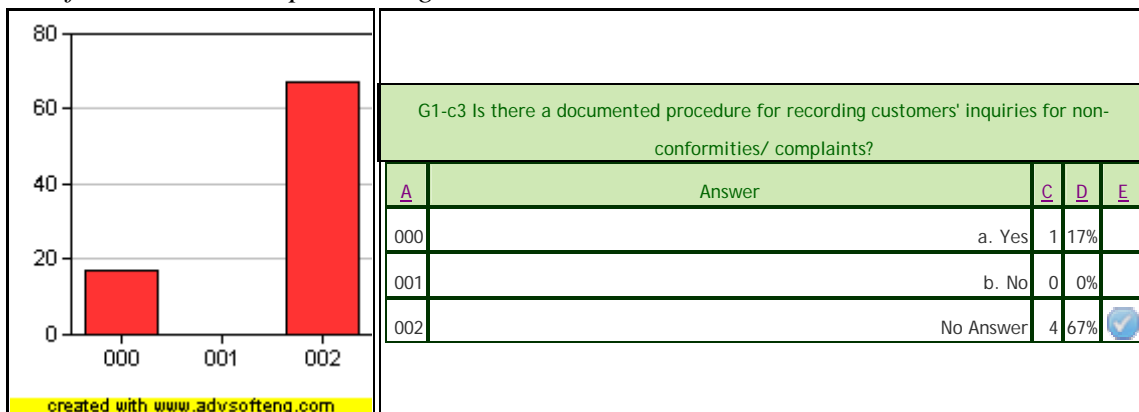
### G1.3. Subcontractors and suppliers relations

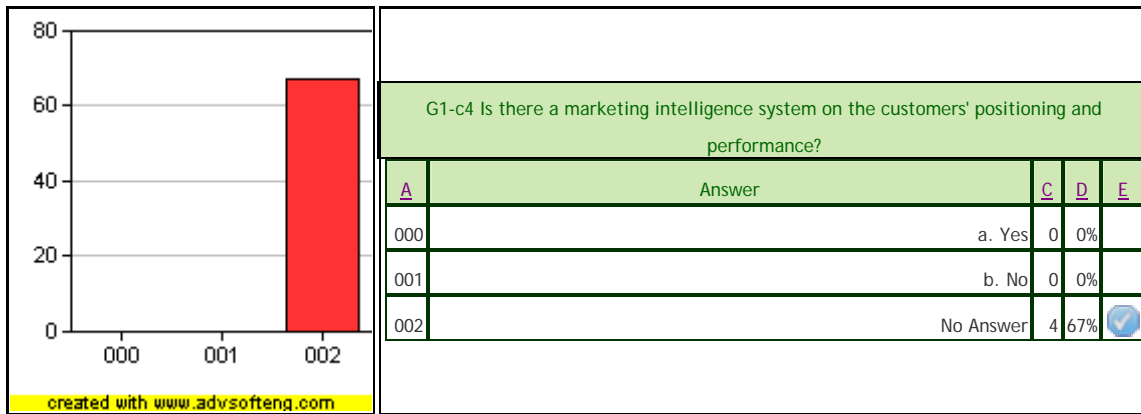
Describe the relations of the company with its suppliers and subcontractors using variables [G1-i1 to G1-i5](#) and [G1-c1 to G1-c2](#). State the procedures followed for their selection and assessment.



### G1.4. Customers

Describe the relations of the company with its customers using variables [G1-i6 to G1-i10](#) and [G1-c3 to G1-c4](#). State any documented procedure for the recording of their satisfaction and their positioning.





### G1.5. Co-operations with suppliers

Describe the co-operations of the company with its suppliers and subcontractors using variable [G1-c5](#).

Index	Description
233	G1-c5_a The company cooperates with suppliers/ subcontractors for a. product design and development
234	G1-c5_b The company cooperates with suppliers/ subcontractors for b. joint production
235	G1-c5_c The company cooperates with suppliers/ subcontractors for c. implementation of projects
236	G1-c5_d The company cooperates with suppliers/ subcontractors for promotion purposes

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
233						
234						
235						
236						

### G1.6. Co-operations with customers

Describe the co-operations of the company with its customers using variable [G1-c6](#).

Index	Description
237	G1-c6_a Does the company cooperate with customers for a. product design and development
238	G1-c6_b Does the company cooperate with customers for b. joint production
239	G1-c6_c Does the company cooperate with customers for c. implementation of projects
240	G1-c6_d Does the company cooperate with customers for

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
237						
238						
239						
240						

### G1.7. Assessing the company's supply chain

*Comment the overall supply chain of the company, based on the above figures and statements, including any dependences and relationships with its suppliers, subcontractors and customers.*

## G2. THE COMPANY WITHIN THE REGION

### G2.1. Regional clusters

*Describe the operation of regional clusters related to the company using variable [G2-c1](#).*

### G2.2. Regional business associations

*Describe the operation of regional associations and supply chain formal networks related to the company using variable [G2-c2](#).*

### G2.3. Regional infrastructures

*Describe the regional infrastructures that facilitate the company's supply chain, including transportation and telecommunications networks, construction, etc. Use information in variables [G2-c3](#).*

### G2.4. Assessment of the regional environment

*Comment the regional environment in terms of contribution to the supply chain of the company using the above descriptions.*

## G3. THE COMPANY WITHIN THE SECTOR

### G3.1. Supply chain benchmarking

*Make a Table / Diagram benchmarking the supply chain of the company with respect to the sector to which it belongs, using variables [G1-i1 to G1-i10](#) and [G3-i1 to G3-i10](#).*

Index	Description
244	G1-i1 Number of subcontractors
245	G1-i2 Percentage % of the total company production assigned to subcontractors
246	G1-i3 Number of suppliers
247	G1-i4 Percentage % of the largest supplier share (value) in the total annual supplies
248	G1-i5 Percentage % of total annual supplies provided by the 3 larger suppliers
249	G1-i6 Number of customers
250	G1-i7 Percentage % of new customers (last year)
251	G1-i8 Growth/ decline of total number of customers the last 2 years
252	G1-i9 Percentage % of turnover from new customers
253	G1-i10 Percentage % of sales to the three larger customers

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
244						
245						
246						

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
247						
248						
249						
250						
251						
252						
253						

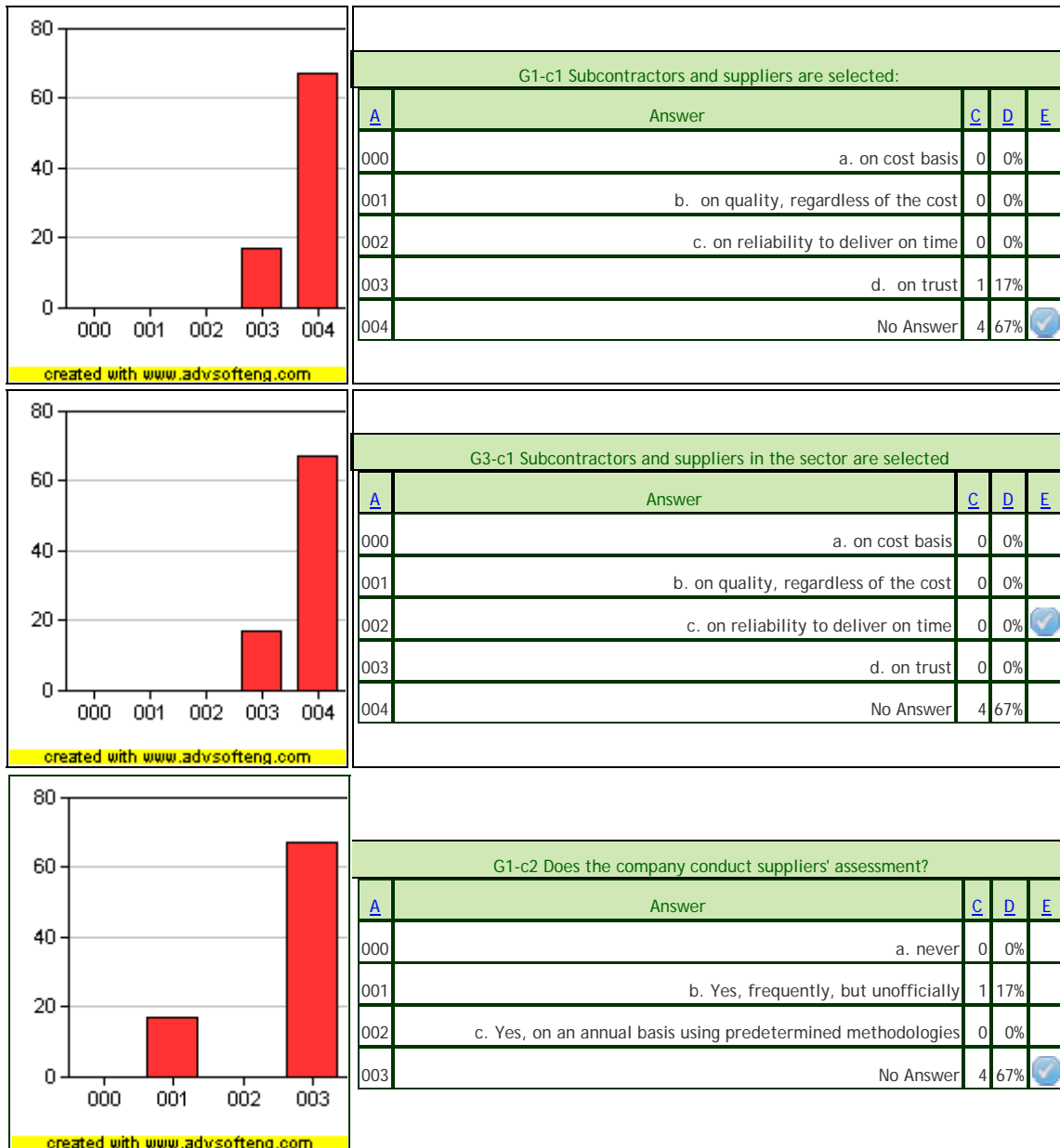
Benchmarking Data						
G3-i1 Number of subcontractors						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i2 Percentage % of the total company production assigned to subcontractors						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i3 Number of suppliers						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i4 Percentage % of the largest supplier share (value) in the total annual supplies						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i5 Percentage % of total annual supplies provided by the 3 larger suppliers						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i6 Number of customers						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i7 Percentage % of new customers (last year)						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i8 Growth/ decline of total number of customers the last 2 years						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0
G3-i9 Percentage % of turnover from new customers						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0

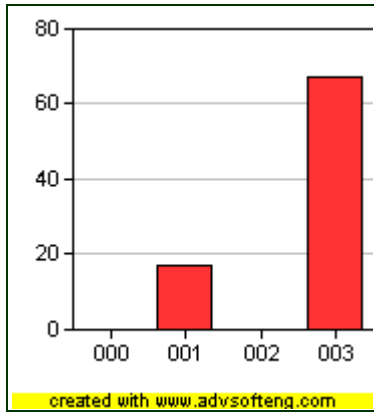


G3-I10 Percentage % of sales to the three larger customers						
Minimum	Mean	Maximum	1 <sup>st</sup> Quartile	2 <sup>nd</sup> Quartile	3 <sup>rd</sup> Quartile	4 <sup>th</sup> Quartile
0	0	0	0	0	0	0

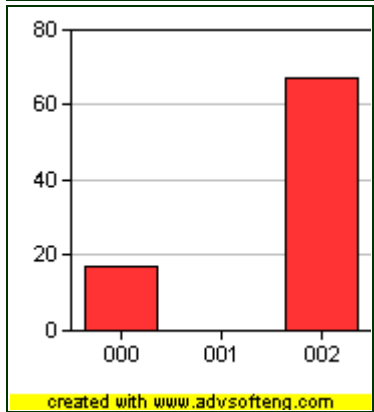
### G3.2. Qualitative aspects

Compare and comment the qualitative aspects of the company's supply chain ([G1-c1 to G1-c6](#)) to those of the sector ([G3-c1 to G3-c6](#)).

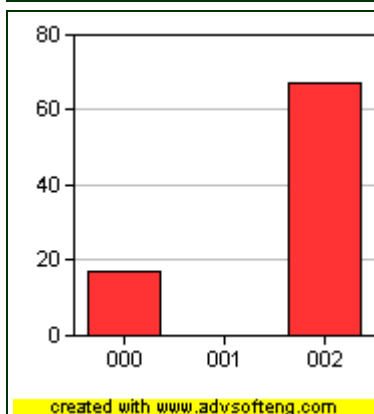




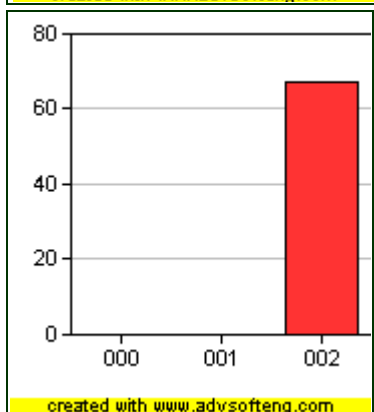
G3-c2 Do the companies of the sector conduct suppliers' assessment?					
A	Answer	C	D	E	
000	a. never	0	0%		
001	b. Yes, frequently, but unofficially	0	0%		
002	c. Yes, on an annual basis using predetermined methodologies	0	0%		
003	No Answer	4	67%		<input checked="" type="checkbox"/>



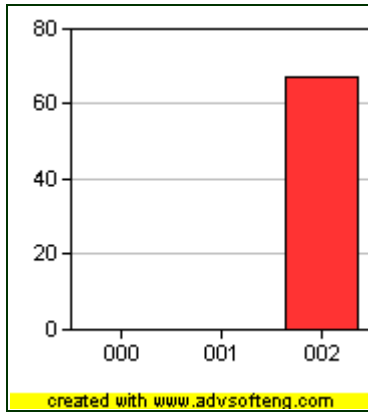
G1-c3 Is there a documented procedure for recording customers' inquiries for non-conformities/ complaints?					
A	Answer	C	D	E	
000	a. Yes	1	33%		
001	b. No	0	0%		
002	No Answer	4	67%		<input checked="" type="checkbox"/>



G3-c3 Is there a documented procedure by the companies of the sector for recording customers' inquiries for non-conformities/ complaints?					
A	Answer	C	D	E	
000	a. Yes	1	17%		
001	b. No	0	0%		
002	No Answer	4	67%		<input checked="" type="checkbox"/>

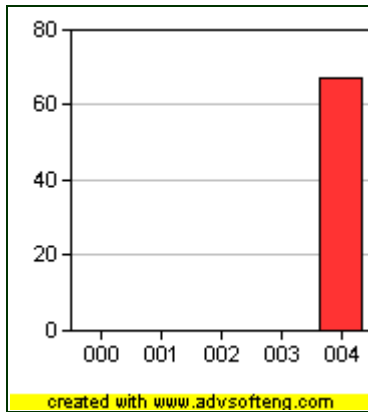


G1-c4 Is there a marketing intelligence system on the customers' positioning and performance?					
A	Answer	C	D	E	
000	a. Yes	0	0%		
001	b. No	0	0%		
002	No Answer	4	67%		<input checked="" type="checkbox"/>



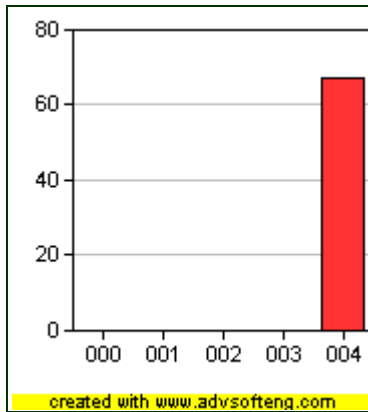
G3-c4 Is there a marketing intelligence system used by the companies of the sector on the customers' positioning and performance?

A	Answer	C	D	E
000	a. Yes	0	0%	
001	b. No	0	0%	
002	No Answer	4	67%	<input checked="" type="checkbox"/>



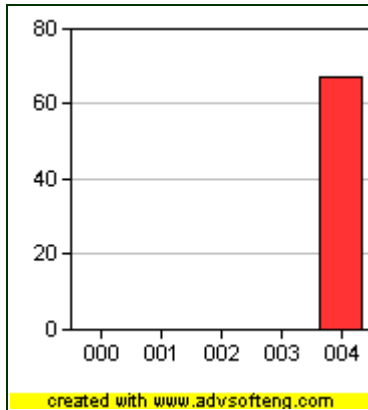
G1-c5: Does the company cooperate with suppliers/ subcontractors for:

A	Answer	C	D	E
000	a. product design and development	0	0%	
001	b. joint production	0	0%	
002	c. implementation of projects	0	0%	
003	d. promotion purposes	0	0%	
004	No Answer	4	67%	<input checked="" type="checkbox"/>



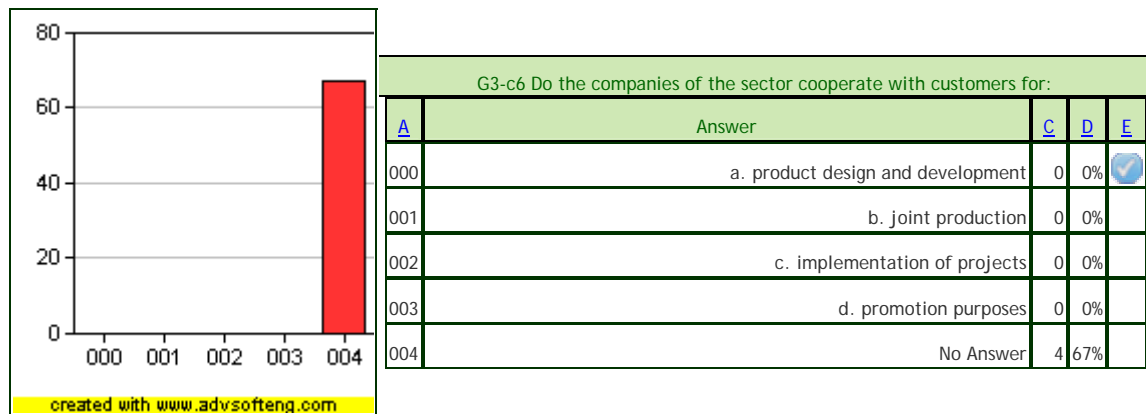
G3-c5 Do the companies of the sector cooperate with suppliers/ subcontractors for

A	Answer	C	D	E
000	a. product design and development	0	0%	<input checked="" type="checkbox"/>
001	b. joint production	0	0%	
002	c. implementation of projects	0	0%	
003	d. promotion purposes	0	0%	
004	No Answer	4	67%	



G1-c6: Does the company cooperate with customers for:

A	Answer	C	D	E
000	a. product design and development	0	0%	
001	b. joint production	0	0%	
002	c. implementation of projects	0	0%	
003	d. promotion purposes	0	0%	<input checked="" type="checkbox"/>
004	No Answer	4	67%	



### G3.3. Strengths, weaknesses, and improvement margins

*Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.*

## G4. MARKET WATCH

### G4.1. Important facts at the regional level

*State the main (up to 5) facts in the sector in the region (take overs, merges, etc.) and assess whether the company supply chain is affected from them. Use data from variable [G4-c1](#). Describe the possible impact on the company's supply chain.*

### G4.2. Important facts globally

*State the main (up to 5) facts in the sector globally (take overs, merges, etc.) and assess whether the company supply chain is affected from them. Use data from the variable [G4-c2](#).*

## G5. R&D WATCH

### G5.1. Promising R&D from regional research centres

*State promising R&D results from regional universities and research centres, included into variable [G5-c1](#). Assess the possible influence and opportunities offered to the company.*

### G5.2. Promising R&D from EU research

*State promising R&D results from CORDIS Market Place included into variable [G5-c2](#). Assess the possible influence and opportunities offered to the company.*

### G5.3. Promising R&D from patents

*State promising patents included into variable [G5-c3](#). Assess the possible influence and opportunities offered to the company.*

### G5.4. New opportunities

*State a number of possible new opportunities for the supply chain of the company opened by R&D results and patents described in the previous 3 sections.*

### **G5.5. Getting support**

*Describe which Competence Centres (sectoral or regional) could eventually help the company in exploiting the above new opportunities, comparing the conclusion of G5.4 with variables [G7-c1](#) and [G7-c3](#). State the kind of support they could offer using the information given in variables [G7-c2](#) and [G7-c4](#).*

## **G6. FORESIGHT**

### **G6.1. Insights from the Foresight exercise**

*Make a synthesis of main future trends in the company supply chain, as they appear from variables [G6-c1](#) to [G6-c2](#).*

### **G6.2. Foresight effects on the company**

*Correlate foresight trends to the supply chain of the company. Try defining which supply chain management policies adopted by the company will become obsolete, and on which time frame.*

### **G6.3. Opportunities**

*Try defining new supply chain management techniques that could contribute to improve the company's supply chain, taking into account the foresight trends.*

### **G6.4. Getting support**

*Describe which Competence Centres (sectoral or regional) could eventually help the company in the exploitation of options defined by future trends. Use the information in variables [G7-c1](#) and [G7-c3](#). State the kind of support they could offer using the information given in variables [G7-c2](#) and [G7-c4](#).*

## **CONCLUSIONS OF SECTION G**

### **Section G. Main conclusions**

*State the most important findings and comments of this section.*

### **Section G. Recommendations**

*What recommendations you would propose to the company.*

## H. QUALITY

### Introduction

*Describe the purpose of this section.*

i.e:

This section of the report looks at the quality performance of the company, the use of international quality standards; it places the company within its sectoral context, comparing critical indicators for quality performance; it looks at future technologies and trends, and suggests ways to improve the company's quality performance.

## H1. QUALITY ASPECTS OF THE COMPANY

### H1.1. Quality performance

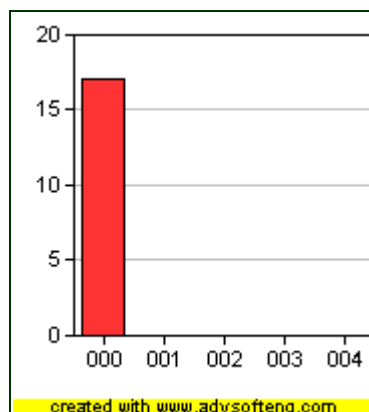
*Make a table showing the quality performance of the company using variables [H1-i1](#) to [H1-i5](#).*

Index	Description
291	H1-i1 Subcontractors' rejected that have not met the contract specifications
292	H1-i2 Product orders supplied by subcontractors that failed the order specifications
293	H1-i3 Company products delivered to customers that were rejected / returned as defected
294	H1-i4 Subcontracting orders delivered on time (%)
295	H1-i5 Company products delivered on time to customers (%)

Index	Real Value	Maximum	Minimum	Average	Standard Deviation	Sample
291						
292						
293						
294						
295						

### H1.2. Quality standards

*Describe the quality certificates used by the company using information in variables [H1-c1](#) to [H1-c5](#).*



Quality certificates				
A	Answer	C	D	E
000	H1-c1 Quality certificate ISO 9000 in the company	1	17%	
001	H1-c2 Quality certificate EN 14000 in the company	0	0%	
002	H1-c3 Quality certificate EMAS in the company	0	0%	
003	H1-c4 Quality certificate HACCP in the company	0	0%	
004	No Answer	0	0%	

### H1.3. Assessment of quality performance

Try to correlate the quality performance of the company, session [H1-1](#) with the use of quality standards [H1-2](#).

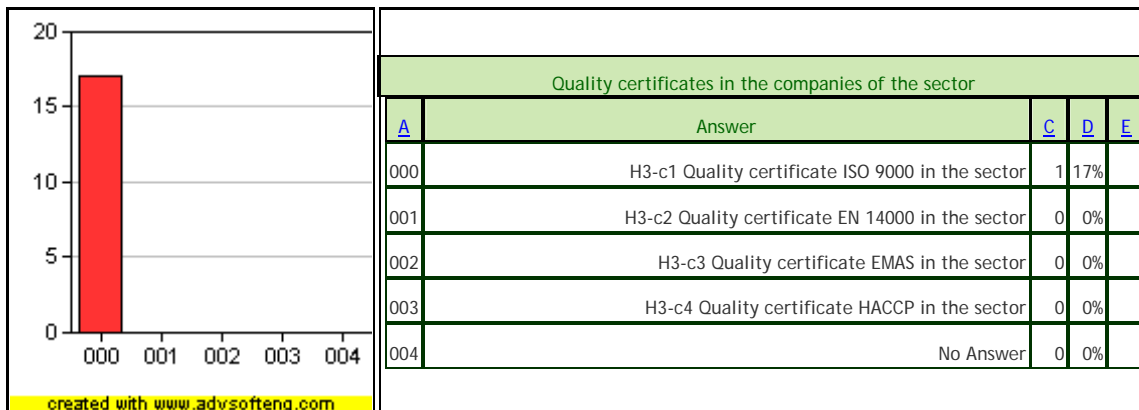
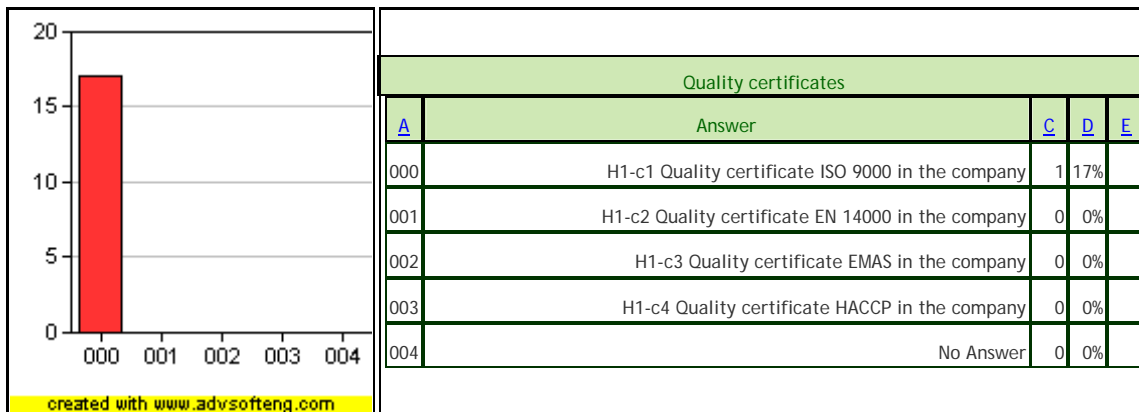
## H3. THE COMPANY WITHIN THE SECTOR

### H3.1. Quality performance benchmarking

Make a Table / Diagram benchmarking the quality performance of the company with respect to the sector in which it belongs, using variables [H1-i1 to H1-i5](#) and [H3-i1 to H3-i5](#).

### H3.2. Qualitative aspects

Compare and comment the use of quality certificates by the company ([H1-c1 to H1-c5](#)) to that of the sector ([H3-c1 to H3-c5](#)).



### H3.3. Strengths, weaknesses, and improvement margins

Comment the above benchmarking data, indicating the strong and weak areas, and the margins for improvement. Try explaining the why the company diverts (positively or negatively) from the sectoral performance.

## H4. MARKET WATCH

### H4.1. New quality management systems

*Describe major improvements to quality management systems related to the company, worldwide (up to 5). Use data from the variable [H4-c1](#). Describe the possible impact of these systems to the quality performance and management of the company.*

### H4.2. New quality standards

*State the main new quality standards introduced in the sector/industry of the company, using data from variable [H4-c2](#). Assess whether the company quality policy might be affected from them.*

### H4.3. Getting support

*Describe which Competence Centres (sectoral or regional) could eventually help the company in the improving its quality performance and adopting new quality regulations and assurance systems. Use the information in variables [H7-c1](#) and [H7-c3](#). State the kind of support they could offer using the information given in variables [H7-c2](#) and [H7-c4](#).*

## H6. FORESIGHT

### H6.1. Foresight in regulations and standards

*Make a synthesis of main future trends in quality regulations and standards, as they appear from variable [H6-c1](#).*

### H6.2. Foresight in management systems

*Make a synthesis of main future trends in quality management and assurance systems, as they appear from variable [H6-c2](#).*

### H6.3. Foresight effects on the company

*Correlate foresight trends to the quality management of the company. Try defining which quality management techniques used by the company will become obsolete, and on which time frame.*

### H6.4. Getting support

*Describe which Competence Centres (sectoral or regional) could eventually help the company in the exploitation of options defined by future trends. Use the information in variables [H7-c1](#) and [H7-c3](#). State the kind of support they could offer using the information given in variables [H7-c2](#) and [H7-c4](#).*

## CONCLUSIONS OF SECTION H

### Section H. Main conclusions

*State the most important findings and comments of this section.*

### Section H. Recommendations

*What recommendations you would propose to the company.*