General Report Details
Identfication Report Data
Report Acronym
Abstract of the report
Completion Date
Expert Details
Full Name
Title
Organization Name
Phone Number
Fax Number
e-mail
Postal address
Report Status

A. FINANCIAL PERFORMANCE	
A1 - COMPANY	
A1- i1 Return on equity (Pre-tax profit/overall own funds)	
A1- i2 Return on capital employed (Pre-tax profit/(overall own funds + long-term liabilities)	
A1- i3 Gross profit ratio (Gross profit/total sales)	
A1- i4 Net profit ratio (Pre-tax profit/total sales)	
A1- i5 Debt to equity ratio (Total liabilities/overall own funds)	
A1- i6 Equity to capital employed (Overall own funds/(overall own funds + long term liabilities)	
A1- i7 Equity on assets (Overall own funds/total fixed assets)	
A1-i8 Stock turnover (days) (Total stock*365/total sales)	
A1-i9 Requirements turnover (days) (Requirements*365/sales)	
A1-i10 Current ratio (Total current assets/ total short-term liabilities)	
A1-i11 Turnover / Employee	
A1-i12 Gross profit / Employee	
A2 - REGION	
A2-i1 GDP per capita	
A2-i2 Total number of employees	
A2-i3 Investments	
A2-i4 Productivity index	
A2-i5 Competitiveness index	
A2-i6 Share of added value to salaries	
A2-i7 Share of added value to taxes	
A2-i8 Share of added value to gross profits	
A2-i9 Average salary	

A2-c1 Financial performance of the region (co	omment)
A3 - SECTORAL BENCHMARKING	
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 liabil Minimum	ities)
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	
wiiiiiiiuiii	

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	iabilities)
A3-i6 Equity to capital employed (Overall own funds/(overall own funds + long term) Minimum	iabilities)
(Overall own funds/(overall own funds + long term	iabilities)
(Overall own funds/(overall own funds + long term   Minimum	iabilities)
(Overall own funds/(overall own funds + long term   Minimum Mean	iabilities)
(Overall own funds/(overall own funds + long term   Minimum Mean Maximum	iabilities)
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1 <sup>st</sup> Quartile	iabilities)
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1 <sup>st</sup> Quartile  2 <sup>nd</sup> Quartile	iabilities)
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  A3-i7 Equity on assets	
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile	
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  A3-i7 Equity on assets (Overall own funds/total fixed assets)	
(Overall own funds/(overall own funds + long term   Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  A3-i7 Equity on assets (Overall own funds/total fixed assets)  Minimum	
(Overall own funds/(overall own funds + long term) Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  A3-i7 Equity on assets (Overall own funds/total fixed assets)  Minimum  Mean	

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	
uth o	
4 <sup>th</sup> Quartile	
A4 - MARKET WATCH  A4-i1 Stock exchange indicator for the sector	
Base Year (n):	
Index for the year n	
Index for the year <sub>n-1</sub>	
Index for the year <sub>n-2</sub>	
A4-i2 Productivity indicator of the sector	
Base Year (n):	
Index for the year n	
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 <sub>n-1</sub>	
Index for the year <sub>n-2</sub>	
A4-i4 Raw material 2 price index (last 3 years)	)
Base Year (n):	,
Dusc Four (ii).	

Index for the year n	
Index for the year <sub>n-1</sub>	
Index for the year <sub>n-2</sub>	
A4-i5 Raw material 3 price index (last 3 years)	)
Base Year (n):	
Index for the year n	
Index for the year <sub>n-1</sub>	
Index for the year n-2	
A4-c1 Evolution of prices in raw materials of t	the sector
A5 - R&D WATCH A6 - FORESIGHT TRENDS A6-c1 Trends in the GDP evolution	
A6-c2 Trends in regional salaries evolution	
A6-c3 Trends in regional investments	
A6-c4 Trends in the evolution of regions popu	lation
A6-c5 Trends in the GDP of the sector	
A6-c6 Trends in salaries in the sector	
A6-c7 Trends in investments in the sector	
7.0 07 Honds III III Costillorito III tile octor	
A6-c8 Trends in the evolution of the stock exc	change indicator for the sector
A7 - COMPETENCE CENTRES IN THE REGIO	ON AND SECTOR

B. STRATEGY and MANAGEMENT	
B1 - COMPANY B1-c1 The company strategy (choose one option)	
a. is not officially formulated	
·	
b. exists but not in formal or written form	
c. there is a formal strategy definition process in which executives are involved	
d. like C but the strategy goals are also known to employees	
No Answer	Х
B1-c2 The company goals: (choose one option)	
a. are general and not calculable	
b. there are general measurable goals which are not communicated to employees	
c. the goals are defined for each department or work team but not communicated to employees	
d. the goals are defined for each department or work team and communicated to employees	
No Answer	Х
B1-c3 Senior management cooperates with customers and suppliers for in company's strategies (choose one option)	proving
a. never	
b. occasionally	
c. frequently	
d. always	
No Answer	Х
B1-c4 Mark the following departments that exist in your company:	
a. R&D	
b. Products	
c. Quality	
d. Marketing & Sales	
e. Production	
No Answer	
B1-c5 Who determines the strategy and the goals of the company: (choose option)	e <b>on</b> e
a. the shareholders	
b. senior management and the shareholders	
c. like B. but also the individual departments contribute in the planning process	

d. like C but also with the contribution of employees	
No Answer	X
B1-c6 Does management share the company strategy: (choose one option)	
a. Yes	
b. No	
No Answer	Х
B1-c7 Administration and leadership: (choose one option)	
a. administration is done by the Managing Director	
b. directors are giving their opinion during decision making	
c. like B, but also directors may take initiatives	
d. like but also the opinion of employees is asked during decision making process	
No Answer	
B1-c8 Senior Management co-operates with the operational departments: one option)	(choose
a. never	
b. occasionally	
c. frequently	
d. always	
No Answer	Х
B1-c9 Information for performance appraisal is communicated: (choose or option)	ie
a. only to senior management	
b. only to department managers	
c. to all managers systematically	
d. like C, but also to employees	
No Answer	Х
B1-c10 Communication within the company is: (choose one option)	
a. hierarchical	
b. bidirectional with constraints	
c. bidirectional open and effective	
d. horizontal and not hierarchical	
No Answer	Х

B1-c11 Communication of employees with administration: (choose one of	ption)
a. the employees are generally discouraged by the	system
b. there is no formal	process
c. each employee has to initially communicate with his/her department n	nanager
d. each employee may communicate straight with the senior may	anagers
No	Answer X
B1-c12 The employees contribute to the improvement of company with proposals and recommendations (choose one option)	y procedures
	a. never
b. occa	sionally
c. fre	equently
d.	. always
No	Answer X
B1-c13 The company strategy takes account: (one option)	
a. The satisfaction of share	holders
b. The satisfaction of cus	stomers
c. A balance is kept between satisfaction of shareholders, and cus	stomers
No	Answer
B1-c14 The strategy of the company is actually oriented towards: priorities)	(3 top
a. Enlargement of the quantity of production	
b. Detection and conquest of new markets	
c. Exports	
d. Improvement of the products quality	
e. Introduction of new process and product technologies	
f. Development of new products	
g. Establish partnerships	
h. Diversification of products	
i. Specialization in production	
j. Other	
No Answer	<b>V</b>
B1-c15 Main objectives for the next 5 years are: (indicate 3 of the	top priorities)
a. Quantitative	
b. Penetration to new markets	

c. Exports		
d. Qualitative		
e. Introduction of new technologies		
f. Development of new products		
g. Partnerships		
h. Diversification of products		
Specialization in production		
j. Other		
No Answer	<b>~</b>	
B1-c16 Staff performance appraisal: (choose one option)		
a. there is no such	process	
b. only the employees are ap	praised	
c. only the management team is ap	praised	
d. everybody is appraised free	quently	
No	Answer	Х
B1-c17 The company measures employee satisfaction (choose one	option)	
	a. Yes	
	b. No	
	Answer	
B1-c18 The employees of the company receive job training (choose	e one o	ption)
a. never or very	y rarely	
b. occasionally when is	needed	
c. according to a routine process based on business	s needs	
d. like C but also there is a training effectiveness appraisal	process	
No	Answer	Х
B1-c19 Management keeps track of market trends, technology and performance (choose one option)	compe	titors
a. informally, without a predetermined pattern mainly based on press	articles	
b. occasionally when changes are about to happen within the co	mpany.	
c. In a systematic way using watch or other methods ar	nd tools	
No	Answer	Х

a. never	
b. occasionally	
c. frequently	
No Answer	Х
B1-c21 Existence of an operational connection between the departments one option)	(choose
a. Yes	
b. No	
No Answer	Х
B2 - REGION	
B2-c1 Regional strategy in investments	
B2-c2 Regional strategy in employment	
bz-cz kegional strategy in employment	
B2-c3 Regional strategy in training	
B2-c4 Regional strategy in infrastructure development	
B2-c5 Regional strategy in innovation	
3 33	
B3 - SECTOR	
B3-c1 The sector strategy (choose one option)	
a. is not officially formulated	
a. is not officially formulated	
a. is not officially formulated b. exists but not in formal or written form	
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer B3-c2 The sector goals: (choose one option)	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer B3-c2 The sector goals: (choose one option) a. are general and not calculable	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer B3-c2 The sector goals: (choose one option)	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer B3-c2 The sector goals: (choose one option) a. are general and not calculable	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer  B3-c2 The sector goals: (choose one option)  a. are general and not calculable b. there are general measurable goals which are not communicated to employees c. the goals are defined for each department or work team but not communicated	X
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer  B3-c2 The sector goals: (choose one option)  a. are general and not calculable b. there are general measurable goals which are not communicated to employees c. the goals are defined for each department or work team but not communicated to employees d. the goals are defined for each department or work team and communicated to	
a. is not officially formulated b. exists but not in formal or written form c. there is a formal strategy definition process in which executives are involved d. like C but the strategy goals are also known to employees No Answer B3-c2 The sector goals: (choose one option)  a. are general and not calculable b. there are general measurable goals which are not communicated to employees c. the goals are defined for each department or work team but not communicated to employees d. the goals are defined for each department or work team and communicated to employees	X

b. occasionally		
c. frequently		
d. alwa	ıys	
No Answ	/er	X
B3-c4 Mark the following departments that exist in the sector:		
a. R&D		
b. Products		
c. Quality		
d. Marketing & Sales		
e. Production		
No Answer		
B3-c5 Who determines the strategy and the goals of the sector: (choose	<b>∋</b> O	ne
option)  a. the shareholde	ers	
b. senior management and the shareholde	ers	
c. like B. but also the individual departments contribute in the planning proce		
d. like C but also with the contribution of employe		
No Answ		X
B3-c6 Does management share the sector strategy: (choose one option)	)	
a. Y		
b. I	No	
No Answ	/er	X
B3-c7 Administration and leadership: (choose one option)		
a. administration is done by the Managing Direct	or	
b. directors are giving their opinion during decision maki	ng	
c. like B, but also directors may take initiativ	es	
d. like but also the opinion of employees is asked during decision making proce	ess	
No Answ	/er	X
B3-c8 Senior Management co-operates with the operational department one option)	ts:	(choose
a. nev	⁄er	
b. occasiona	lly	
c. frequen	tly	
d. alwa	ıys	

No Answer	X
B3-c9 Information for performance appraisal is communicated: (choose or option)	ie
a. only to senior management	
b. only to department managers	
c. to all managers systematically	
d. like C, but also to employees	
No Answer	X
B3-c10 Communication within the companies in the sector is: (choose one	option)
a. hierarchical	
b. bidirectional with constraints	
c. bidirectional open and effective	
d. horizontal and not hierarchical	
No Answer	
B3-c11 Communication of employees with administration: (choose one op	tion)
a. the employees are generally discouraged by the system	
b. there is no formal process	
c. each employee has to initially communicate with his/her department manager	
d. each employee may communicate straight with the senior managers	
No Answer	
B3-c12 The employees contribute to the improvement of company procedure with proposals and recommendations (choose one option)	
a. never	
b. occasionally	
c. frequently	
d. always	
No Answer	X
B3-c13 The company strategy takes account: (one option)	
a. The satisfaction of shareholders	
b. The satisfaction of customers	
c. A balance is kept between satisfaction of shareholders, and customers	
No Answer	X
B3-c14 The strategy of the company is actually oriented towards: (3 top priorities)	
a. Enlargement of the quantity of production	

b. Detection and conquest of new markets		
c. Exports		
d. Improvement of the products quality		
e. Introduction of new process and product technologies		
f. Development of new products		
g. Establish partnerships		
h. Diversification of products		
i. Specialization in production		
j. Other		
No Answer	V	
B3-c15 Main objectives for the next 5 years are: (indicate 3 of the	top pr	iorities)
a. Quantitative		
b. Penetration to new markets		
c. Exports		
d. Qualitative		
e. Introduction of new technologies		
f. Development of new products		
g. Partnerships		
h. Diversification of products		
Specialization in production		
j. Other		
No Answer	V	
B3-c16 Staff performance appraisal: (choose one option)		
a. there is no such	process	
b. only the employees are ap	praised	
c. only the management team is ap	praised	
d. everybody is appraised fre	quently	
No	Answer	X
B3-c16 Staff performance appraisal: (choose one option)		
	a. Yes	
	b. No	
No	Answer	Χ

B3-c18 The employees of the sector receive job training (choose one option)	
a. never or very rarely	
b. occasionally when is needed	
c. according to a routine process based on business needs	
d. like C but also there is a training effectiveness appraisal process	
No Answer X	(
B3-c19 Management keeps track of market trends, technology and competi performance (choose one option)	itors
a. informally, without a predetermined pattern mainly based on press articles	
b. occasionally when changes are about to happen within the company.	
c. In a systematic way using watch or other methods and tools	
No Answer X	
B3-c20 The sector practices benchmarking (choose one option)	
a. never	
b. occasionally	
c. frequently	
No Answer X	
B3-c21 Existence of an operational connection between the departments (	choose
one option)	1
a. Yes	
b. No	
No Answer X	
B4 - MARKET WATCH B4-c1 Most important facts concerning investments strategies related to th company (up to 5)	е
B4-c2 Most important facts concerning employment strategies related to the company practices (up to 5)	ne
B4-c3 Most important facts concerning organization strategies related to the company practices (up to 5)	ne
B5 - R&D WATCH B6 - FORESIGHT B7 - COMPETENCE CENTRES IN THE REGION AND SECTOR	

C. PRODUCTS		
C1 - COMPANY  NACE code		
NACE Level A		
NACE Level 1		
NACE Level 2		
C1-i1 Number of products		
C1-i2 Number of product categories		
C1-i3 Number of products in emergence (less than 3 years life in the company) (% of total products)		
C1-i4 Products in growth (gaining market share/ rising sales) (% of total products)		
C1-i5 Products in maturity (stable market share/ stable sales) (% of total products)		
C1-i6 Products in decline (losing market share /falling sales) (% of total products)		
C1-c1 Description of most important products of the c	ompany	
C1-c2 Competitiveness of products is based or		
	a. price	
	b. quality	
	c. brand name	
	d. innovation	
	No Answer	Х
C2 - REGION		
C2-i1 Number of companies in the sector in the region		
C2-i2 Total Number of companies in the region		
C2-i3 Employment in the sector in the region		
C2-i4 Total employment in the region		
C2-i5 Added value of the sector in the region		

C2-i6 Total added value in the sector in the region	
C2-i7 New companies created in the sector in the region (last year)	
C2-i8 New companies created in all sectors in the region (last year)	
C2-i9 Average size of companies in the sector	
C2-i10 Average size of companies in the region	
C2-c1 Brief description of the main products of the se	ctor in the region
C3 - SECTOR	
C3-i1 Average Number of products in the sector	
C3-i2 Average Number of product categories	
C3-i3 Products in emergence (less than 3 years life in the company)	
C3-i4 Products in growth (gaining market share / rising sales)	
C3-i5 Products in maturity (stable market share/stable sales)	
C3-i6 Products in decline (losing market share /falling sales)	
C4 - MARKET WATCH	
C4-c1 Main new products of the sector appeared product: functionality, market, price (up to 5)	in the region. Brief description per
C4-c2 Main new products of the sector appeared product: functionality, market, price (up to 5)	internationally. Brief description per
C5 - R&D WATCH C6 - FORESIGHT	
C6-c1 Trends in the evolution of the sector globally	
C6-c2 Trends in the evolution of the sector in employment, size of companies, added value, creatio the sector)	
C6-c3 Trends in the evolution of the products that t products becoming obsolete, hybrid products, emerging	
C7 - COMPETENCE CENTRES IN THE REGIO	ON AND SECTOR

C7-c1 Profile of technology centres in the region, related to the products that the compan produces
C7-c2 Profile of technology centres related to the sector that the company belongs
C7-c3 Profile of most important related technological centres internationally (up to 5)
C7-c4 Main services provided related to the activity of the company from regional competence centres

D. MARKETS and COMPETITION	
D1 - COMPANY	
D1-i1 Percentage of company's exports	
D1-i2 Percentage of company's investments in marketing	
D1-c1 The company's market share during the last three years (cho option)	ose one
a. has decreased (more th	nan 5%)
b. is almost the same	e (+5%)
c. has increased (50	% - 9%)
d. has increased a lot (more th	nan 9%)
No A	Answer X
D1-c2 Exports for the last three years (choose one option)	
a. have decreased (more th	nan 5%)
b. are almost the same	€ (+5%)
c. have increased (50	% - 9%)
d. have increased a lot (more th	nan 9%)
	Answer X
D1-c3 The competitiveness of the company is based on: (choose on	e option)
D1-c3 The competitiveness of the company is based on: (choose on a	ne option)
D1-c3 The competitiveness of the company is based on: (choose on	ne option)
D1-c3 The competitiveness of the company is based on: (choose on a	quality
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. brance)	quality
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. brance d. No A	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch d. No A D1-c4 Competition from other companies is based on (choose three	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch d. No A D1-c4 Competition from other companies is based on (choose three a. lower prices	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch d. No A D1-c4 Competition from other companies is based on (choose three	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch d. No A D1-c4 Competition from other companies is based on (choose three a. lower prices	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch of the competition from other companies is based on (choose three a. lower prices  b. quality	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch of c. br	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. branch of c. br	quality d name other  Answer X
D1-c3 The competitiveness of the company is based on: (choose on a b. high of c. brance of d. No A D1-c4 Competition from other companies is based on (choose three a. lower prices b. quality c. new products / innovations in production d. technological advantages e. better marketing f. better organization and management	quality d name other  Answer X

D1-c5 The number of customers the last three years is (choose one)	
a. increased	
b. decreased	
c. almost the same	
No Answer	Х
D1-c6 Sales are directed to (choose one)	
a. commercial shops	
b. end users	
c. both a and b	
No Answer	Х
D1-c7 The company market priority is directed towards (indicate one top	priority)
a. the detection and conquest of new markets	
b. the exports	
c. the customer satisfaction	
No Answer	Х
D1-c8 The company practices market research (choose one)	
a. Yes	
b. No	
No Answer	Х
D1-c9 The company has its own distribution channel (choose one)	
a. Yes	
b. No	
No Answer	Х
D1-c10 The company cooperates with distribution chain companies (choo	se one)
a. Yes	
b. No	
No Answer	Х
D1-c11 The company uses wholesales distributors (choose one)	
a. Yes	
b. No	
No Answer	X
D1-c12 The company has e-commerce (choose one)	
a. Yes	
b. No	

No Answer	X
D1-c13 The company has web-based promotion (choose one)	
a. Yes	
b. No	
No Answer	Х
D2 - REGION	
D2-i1 Regional exports of the sector in different countries	
D2-i2 Regional imports of products related to the sector	
D2-i3 Market share of the sector in the region	
D3 - SECTOR	
D3-i1 Percentage of the company's exports	
D3-i2 Percentage of company's investments in marketing	
D3-c1 The sector's market share during the last three years (choose one o	ption)
a. has decreased (more than 5%)	
b. is almost the same (+5%)	
c. has increased (5% - 9%)	
d. has increased a lot (more than 9%)	
No Answer	Х
D3-c2 Export of the sector for the last three years (choose one option)	
a. have decreased (more than 5%)	
b. are almost the same (+5%)	
c. have increased (5% - 9%)	
d. have increased a lot (more than 9%)	
No Answer	X
D3-c3 The competitiveness of the sector is based on: (choose one option)	
a. price	
b. high quality	
c. brand name	
d. other	
No Answer	Х

D3-c4 Competition in the sector is based on (choose three options)		
a. lower prices	1	
b. quality	1	
c. new products / innovations in production	1	
d. technological advantages	1	
e. better marketing	1	
f. better organization and management	1	
No Answer	1	
D3-c5 The number of customers the last three years in the sector is (	(choc	se one)
a. incre	eased	
b. decre	eased	
c. almost the s	same	
No Ans	swer	Х
D3-c6 Sales of the sector are directed to (choose one)		
a. commercial s	shops	
b. end u	users	
c. both a a	and b	
No Ans	swer	Х
D3-c7 The market priority of the sector is directed towards (indicate priority)	one	top
a. the detection and conquest of new mar	rkets	
b. the exp	ports	
c. the customer satisfac	ction	
No Ans	swer	Х
D3-c8 The sector practices market research (choose one)		
a.	. Yes	
b	b. No	
No Ans	swer	Х
D3-c9 The sector have its own distribution channel (choose one)		
a.	. Yes	
b	b. No	
No Ans		
D3-c10 The sector cooperates with distribution chain companies (cho	oose	one)
a.	. Yes	

b. No	
No Answer	X
D3-c11 The sector uses wholesales distributors (choose one)	
a. Yes	
b. No	
No Answer	X
D3-c12 The sector has e-commerce (choose one)	
a. Yes	
b. No	
No Answer	X
D3-c13 The sector has web-based promotion (choose one)	
a. Yes	
b. No	
No Answer	X
D4 - MARKET WATCH	
D4-c1 Evolution of prices of products that the company produces	
D4-c2 Emerging markets in the sector that the company belongs	
D4-62 Efficiency markets in the sector that the company belongs	
D4-c3 New market niches in the sector that the company belongs	
D4-c4 Main competitors of the company internationally	
D4-c5 Main competitors of the company in the region	
DA o/ Foreign investments in the coston in the region	
D4-c6 Foreign investments in the sector in the region	
D5 - R&D WATCH	
D6 - FORESIGHT	
D6-c1 Consumption and market trends of the sector internationally (increasing-decreasing-stability trends of demand)	
D6-c2 Consumption and market trends of sector in the region (increasing-decreasing-stable trends of demand)	
D7 - COMPETENCE CENTRES IN THE REGION AND SECTOR	
D7 - COMPETENCE CENTRES IN THE REGION AND SECTOR	
D7 - COMPETENCE CENTRES IN THE REGION AND SECTOR  D7-c1 Regional product promotion organisations	
D7-c1 Regional product promotion organisations	
D7-c1 Regional product promotion organisations	3

E. R&D/ INNOVATION		
E1 - COMPANY		
E1-i1 Personnel with university degrees in the company (% of total workforce)		
E1-i2 R&D spending (% of turnover)		
E1-i3 High tech EPO patent applications		
E1-i4 All EPO patent applications		
E1-i5 New products introduced during last 3 years		
E1-i6 New processes introduced during last 3 years		
E1-i7 Innovation expenditures (% of turnover)		
E1-i8 Sales to new-to-market products (% of turnover)		
E1-i9 Sales of new-to-firm products (% of turnover)		
E1-c1 R&D department		
E1-c2 Co-operation with technology intermediaries (page 12)	arks, etc)	
E1-c3 Co-operation with universities and R&D centres		
E1-c4 Supply chain of innovation		
E1-c5 New products introduced		
E1-c6 New processes introduced		
E2 - REGION		
E2-i1 Population with tertiary education (% of 20-29 age class)		
E2-i2 Participation in life long learning (% of 25-64 age class)		
E2-i3 Employment in medium and high tech manufacturing (% of total workforce)		
E2-i4 Employment in medium and high tech services		

(% of total workforce)		
E2-i5 Public R&D spending (% of GDP)		
E2-i6 Business R&D spending (% of GDP)		
E2-i7 High tech EPO patent applications (per million population)		
E2-i8 All EPO patent applications (per million population)		
E2-i9 Innovative manufacturing companies (% of total companies)		
E2-i10 Innovative service companies (% of total service com)		
E2-i11 Innovation expenditure manufacturing (% of turnover in man.)		
E2-i12 Innovation expenditure services (% of turnover in serv.)		
E2-i13 Sales to new-to-market products (% of turnover)		
E2-i14 Sales of new-to-firm products (% of turnover)		
E3 - SECTOR		
E3-i1 Personnel with university degrees in the sector		
E3-i2 R&D spending in the sector		
E3-i3 High tech EPO patent applications		
E3-i4 All EPO patent applications		
E3-i5 New products introduced during last 3 years		
E3-i6 New processes introduced during last 3 years		
E3-i7 Innovation expenditures		
E3-i8 Sales to new-to-market products		
E3-i9 Sales of new-to-firm products		
E3-c1 Main technological resources for the reg	gional companies of	the sector are:
a) Internal R&D department / employees		
b) Technology transfer organisations		
c) Purchase of royalties/ licensing		
d) Purchase of equipment and software		
e) Alliances with other regional companies		

f) Alliances with national companies	
g) Alliances with companies abroad	
h) Suppliers	
i) Customers	
j) Competitors	
k) Internet	
No Answer	
E4 - MARKET WATCH	
E4-c1 Most important new products related to the company (up to 5)	
E4-c2 Most important process innovations related to the company (up to 5)	
E4-c3 Most important organisational innovation related to the company (up	to five)
E5 - R&D WATCH	
	( , 5)
E5-c1 Most important R&D results from regional universities and R&D centre	es (up to 5)
E5-c2 Most important R&D results from EU results (CORDIS R&D watch) (up	to 5)
	,
E5-c3 Most important EPO new patents related to the company activity (up	to 5)
E6 - FORESIGHT	
E6-c1 Expected trends in products related to company products	
E6-c2 Expected trends in processes related to company processes	
E6-c3 Expected trends in technologies related to company	
E6-c4 Expected trends in R&D related to company	

E7- COMPETENCE CENTRES IN THE REGION AND SECTOR
E7-c1 Competence centres performing R&D related to the company activity in the region
E7-c2 Main activities of these centres related to the company R&D and innovation
E7-c3 Competence centres in the sector internationally (up to 5)
E7-c4 Main activities of these centres related to the company R&D and innovation

F. PRODUCTION PROCESSES	
F1 - COMPANY	
F1-i1 Number of distinct production lines leading to different products	
F1-i2 Number of different processes followed in each production line	
F1-i3 Number of automated production lines/ processes	
F1-i4 Number of auxiliary units (steam/ heat production, energy recycling, water recycling, etc.)	
F1-i5 Average time for machinery renewal (years)	
F1-i6 Average time for renewal of production technologies used (years)	
F1-i7 Production cycle performance % (MCE=Manufacturing time/total production time)	
F1-i8 Percentage of automated processes (automated processes/ total processes in the production line)	
F1-i9 Standard set-up times for a new production order (days)	
F1-i10 Typical set-up time for a new production order in the assembly line (days)	
F1-i11 Annual percentage of scrap materials (including all production units)	
F1-i12 Annual percentage of recycled materials that have been reused (including all production units)	
F1-i13 Capacity installed (KW)	
F1-i14 Annual percentage of energy cost as a percentage of total industrial cost (including all production units)	
F1-i15 Annual percentage of waste management cost as a percentage of total industrial cost (including all production units)	
F1-i16 Average control period of the level of raw materials needed to keep a standard level of production (days)	
F1-i17 Average number of production days guaranteed by the levels of stock and inventories maintained	
F1-i18 Finished products in stock expressed as a percentage of the annual production	

F1-i19 Percentage of qualified personnel running the production processes of the company		
F1-c1 Brief description of the processes in each production line of the co	mpany	
F1-c2 What is the production system of the company		
a. stand alone production machines - batch production		
b. assembly line		
c. continuous production flow		
d. production by order		
e. production using a subcontracting network		
f. mixed system		
No Answer	Х	
F1-c3 Management Information System (MIS) installed within the company	1	
F1-c4 CAD or CAD-CAM system in product design and development installed the company	ed within	
F1-c5 Automation systems installed in the company (CIM, Robots, SCADA, warehouse, etc.)	Quality,	
F1-c6 MRP, ERP, CRM and other software automation used by the compan	٧.	
	<u>,                                      </u>	
F1-c7 Waste management system installed in the company		
F1-c8 Production process include recycling and reusing of resources (water	er,	
F2 - REGION  F2-c1 Main industries (sectors) in the region		
F2-c2 Technology level per industry		
F2-c3 Diffusion of MIS in the region		
F2-c4 Diffusion of CAD-CAM in the region		
F2-c5 Diffusion of automation systems in the region		
F2-c6 Diffusion of ERP, MRP, CRM in the region		
F2-c7 Diffusion of waste management systems in the region		
F2_c8 Diffusion of recycling and reusing of resources in the region		

F3 - SECTOR	
F3-i1 Number of distinct production lines leading to different products	
F3-i2 Number of different processes followed in each production line	
F3-i3 Number of automated production lines/ processes	
F3-i4 Number of auxiliary units (steam/ heat production, energy recycling, water recycling, etc.)	
F3-i5 Average time for machinery renewal (years)	
F3-i6 Average time for renewal of production technologies used (years)	
F3-i7 Production cycle performance [MCE=Manufacturing time / total production time]	
F3-i8 Percentage of automated processes (automated processes/ total processes in the production line)	
F3-i9 Standard set-up times for a new production order (days)	
F3-i10 Typical set-up time for a new production order in the assembly line (days)	
F3-i11 Annual percentage of scrap materials (including all production units)	
F3-i12 Annual percentage of recycled materials that have been reused (including all production units)	
F3-i13 Capacity installed (KW)	
F3-i14 Annual percentage of energy costs as a percentage of total industrial cost (including all production units)	
F3-i15 Annual percentage of waste management cost as a percentage of total industrial cost (including all production units)	
F3-i17 Average number of production days guaranteed by the levels of stock and inventories maintained	
F3-i18 Finished products in stock expressed as a percentage of the annual production	
F4 - MARKET WATCH	
F4-c1 New production technologies at the reginfluence the company processes and information ac	

F4-c2 New horizontal technologies (ICT, environment, energy, biotechnology, nanotechnologies, micro-systems, production materials) at the regional and global level, which may influence the processes of the company (up to 5) F4-c3 New machinery which may influence the processes of the company (up to 5) F4-c4 New materials appeared in the market which may influence the processes of the company (up to 5) F5 - R&D WATCH F5-c1 Most related promising R&D results related to the production technologies of the company from regional universities and R&D centres (up to 5) F5-c2 Most related promising R&D results related to the production technologies of the company from EU universities and R&D centres (up to 5) F5-c3 Most related to the production technologies of the company EPO new patents (up to 5) F6 - FORESIGHT F6-c1 Expected trends related to the production technologies and IT solutions related to the production technologies of the company F6-c2 Trends in raw materials related to the company production 7-COMPETENCE CENTRES IN THE REGION AND SECTOR F7-c1 Major technological institutions specialising in the production technologies used by the company (universities, research centres, technology transfer organisations) F7-c2 Main activities of these institutions related to the company production technologies F7-c3 Major regional technology transfer mechanisms for the sector (seminars, training, websites, conferences, exhibitions) F7-c4 Types of skills and resources needed for the production processes of the sector

G. SUPPLY CHAIN AND NETWORKS			
G1 - COMPANY			
G1-i1 Number of subcontractors			
G1-i2 Percentage % of the total company production assigned to subcontractors Subcontracts orders / total turnover			
G1-i3 Number of suppliers			
G1-i4 Percentage % of the largest supplier share (value) in the total annual supplies Largest supplier/total annual supplies			
G1-i5 Percentage % of total annual supplies provided by the 3 larger suppliers 3 largest suppliers/total annual supplies			
G1-i6 Number of customers			
G1-i7 Percentage % of new customers (last year) New customers/ total customers			
G1-i8 Growth/ decline of total number of customers the last 2 years			
G1-i9 Percentage % of turnover from new customers Turnover from new customers/ total annual turnover			
G1-i10 Percentage % of sales to the three larger customers Sales to the 3 larger customers/total annual sales			
G1-c1 Subcontractors and suppliers are selected	ed:		
a. on cost basis			
b. on quality, regardless of the cost			
c. on reliability to deliver on time			
d. on trust			
	No Answer	X	
G1-c2 Does the company conduct suppliers' as			
	a. Never		
b. Yes, frequently, but unofficially			
c. Yes, on an annual basis using predetermined methodologies		v	
No Answer X  G1-c3 Is there a documented procedure for recording customers' inquiries for			
non-conformities/ complaints?			
	a. Yes		
	b. No		

	No Answer	Χ	
G1-c4 Is there a marketing intelligence system performance?	n on the customers' position	ing and	
	a. Yes		
	b. No		
	No Answer	X	
G1-c5: Does the company cooperate with sup	pliers/ subcontractors for:		
a. product design and development			
b. joint production			
c. implementation of projects			
d. promotion purposes			
No Answer	▽		
G1-c6: Does the company cooperate with cust	tomers for:		
a. product design and development			
b. joint production			
c. implementation of projects			
d. promotion purposes			
No Answer	<b>V</b>		
G2 - REGION			
G2-c1 Formation and function of clusters -related to the company in the region			
00 -0 5	and any back to be a		
G2-c2 Formation and function of associations related to the company in the region	and supply chain formal net	works -	
C2 c2 Degional infractruatures facilitating the	supply chain (transportation	2	
G2-c3 Regional infrastructures facilitating the networks, constructions, telecommunications, etc.)		1	
G3 - SECTOR G3-i1 Number of subcontractors			
Minimum			
Mean			
Maximum			
Waxiiiiaiii			
1 <sup>st</sup> Quartile			
2 <sup>nd</sup> Quartile			
3 <sup>rd</sup> Quartile			
4 <sup>th</sup> Quartile			
G3-i2 Percentage % of the total company prod	duction assigned to subcontra	actors	

Minimum	
Mean	
Maximum	
1 <sup>st</sup> Quartile	
2 <sup>nd</sup> Quartile	
3 <sup>rd</sup> Quartile	
4 <sup>th</sup> Quartile	
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	
G3-i4 Percentage % of the largest supplier sha supplies	re (value) in the total annual
Minimum	
Mean	
Maximum	
1 <sup>st</sup> Quartile	
2 <sup>nd</sup> Quartile	
3 <sup>rd</sup> Quartile	
4 <sup>th</sup> Quartile	

Minimum  Mean  Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1st Quartile
Maximum  1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1st Quartile
1st Quartile  2nd Quartile  3rd Quartile  4th Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1st Quartile
2 <sup>nd</sup> Quartile  3 <sup>rd</sup> Quartile  4 <sup>th</sup> Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1 <sup>st</sup> Quartile
3 <sup>rd</sup> Quartile  4 <sup>th</sup> Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1 <sup>st</sup> Quartile
4 <sup>th</sup> Quartile  G3-i6 Number of customers  Minimum  Mean  Maximum  1 <sup>st</sup> Quartile
G3-i6 Number of customers  Minimum  Mean  Maximum  1st Quartile
Minimum  Mean  Maximum  1st Quartile
Minimum  Mean  Maximum  1st Quartile
Maximum  1st Quartile
Maximum  1st Quartile
1 <sup>st</sup> Quartile
2 <sup>nd</sup> Quartile
3 <sup>rd</sup> Quartile
4 <sup>th</sup> Quartile
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
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		
G3-i9 Percentage % of turnover from new cus	tomers	
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
G3-i10 Percentage % of sales to the three larg	er customers	
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
G3-c1 Subcontractors and suppliers are select	ed:	
a. on cost basis		
b. on quality, regardless of the cost		
c. on reliability to deliver on time		
d. on trust		
No Answer		V
G3-c2 Does the company conduct suppliers' as	ssessment?	
	a	. Never
b. Yes	, frequently, but unof	ficially
c. Yes, on an annual basis using p		
G3-c3 Is there a documented procedure for re		Answer X
non-conformities/ complaints?	column customers in	
		a. Yes

	b. No	
1	No Answer	Х
G3-c4 Is there a marketing intelligence system on the customers performance?	s' position	ing and
performance.	a. Yes	
	b. No	
1	No Answer	X
G3-c5 Does the company cooperate with suppliers/ subcontractor	ors for:	
a. product design and development		
b. joint production		
c. implementation of projects		
d. promotion purposes		
No Answer	V	
G3-c6 Does the company cooperate with customers for:		
a. product design and development		
b. joint production		
c. implementation of projects		
d. promotion purposes		
No Answer	<b>~</b>	
G4 - MARKET WATCH		
G4-c1 Most important facts related to changes in the company supply chain at the regional level (take overs, merges, etc.) (up to 5)		
G4-c2 Most important facts related to changes in the sectors' su (take overs, merges, etc.) (up to 5)	pply chain	globally
G5 - R&D WATCH		
G5-c1 Promising R&D that might improve the supply chain of the developed by regional research centres (up to 5)	e company	
G5-c2 Promising R&D that might improve the supply chain of the developed by EU research (up to 5)	company	1
G5-c3 Promising EPO patents that might improve the supply chain of the compa (up to 5)		

## **G6 - FORESIGHT**

G6-c1 Trends in the supply chain of the company in the region

G6-c2 Trends in the supply chain of the company at the international level

## G7 - COMPETENCE CENTRES IN THE REGION AND SECTOR

G7-c1 Most related regional competence centres specialising in supply chain management

G7-c2 Services provided by the above regional SCM centres

G7-c3 Most related global competence centres specialising in supply chain management (up to 5)

G7-c4 Services provided by the global SCM centres

H. QUALITY		
H1 - COMPANY		
H1-i1 Subcontractors' rejected that have not met the contract specifications (%) Number of subcontractors that provided defected products / total number of subcontractors		
H1-i2 Product orders supplied by subcontractors that failed the order specifications (%) Number of defected products provided by subcontractors / total number of products delivered by subcontractors		
H1-i3 Company products delivered to customers that were rejected / returned as defected Number of products rejected / total number of products delivered		
H1-i4 Subcontracting orders delivered on time (%)		
H1-i5 Company products delivered on time to customers (%) Company products on time / total number of products delivered		
Quality certificates		
H1-c1 Quality certificate ISO 9000 in the company		
H1-c2 Quality certificate EN 14000 in the company		
H1-c3 Quality certificate EMAS in the company		
H1-c4 Quality certificate HACCP in the company		
No Answer		
H1-c5 Other quality seals in the company		
H2 - REGION H3 - SECTOR		
H3-i1 Subcontractors' rejected that have not i	met the contract spe	cifications (%)
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		

H3-i2 Product orders supplied by subcontractors that failed the order specifications (%)		
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
H3-i3 Company products delivered to custome defected	ers that were rejected / returned as	
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
H3-i4 Subcontracting orders delivered on time	e (%)	
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		
2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
H3-i5 Company products delivered on time to	customers (%)	
Minimum		
Mean		
Maximum		
1 <sup>st</sup> Quartile		

2 <sup>nd</sup> Quartile		
3 <sup>rd</sup> Quartile		
4 <sup>th</sup> Quartile		
Quality certificates		
H3-c1 Quality certificate ISO 9000 in the sector		
H3-c2 Quality certificate EN 14000 in the sector		
H3-c3 Quality certificate EMAS in the sector		
H3-c4 Quality certificate HACCP in the sector		
H3-c5 Other quality seals in the sector		
No Answer		
H4 - MARKET WATCH H4-c1 Most related improvements to quality m to 5)	nanagement systems	worldwide (up
H4-c2 Introduction of new standards to the se	ctor / industry of the	o company
114-02 littloddction of flew standards to the se	ctor / madstry or the	e company
H5 - R&D WATCH H6 - FORESIGHT TRENDS H6-c1 Trends in quality regulations and standa	ards	
H6-c2 Trends in quality management / assurar	nce systems	
H7-COMPETENCE CENTRES IN THE REGION H7-c1 Most related competence centres in the		standardisation
in the region		
H7-c2 Main activities related to quality assura	nce and certification	1
and the second s		
H7-c3 Most related competence centres in the	e sector (up to 5)	
H7-c4 Main activities related to quality assura	nce and certification	1