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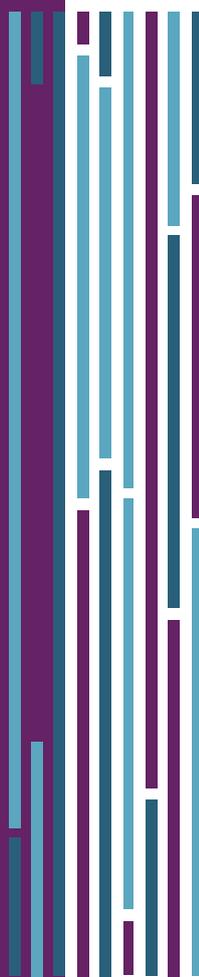
Self-assessment Tool for SMEs on growth (final)

Deliverable 4.2
(prepared by UAH)

www.SMEclustergrowth.eu

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*Self evaluation directs us to
prepare our next performance
from the past and today's
experience*

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Auliq Ice

Founder, Icettratt Foundation for Social Investments



01 Introduction

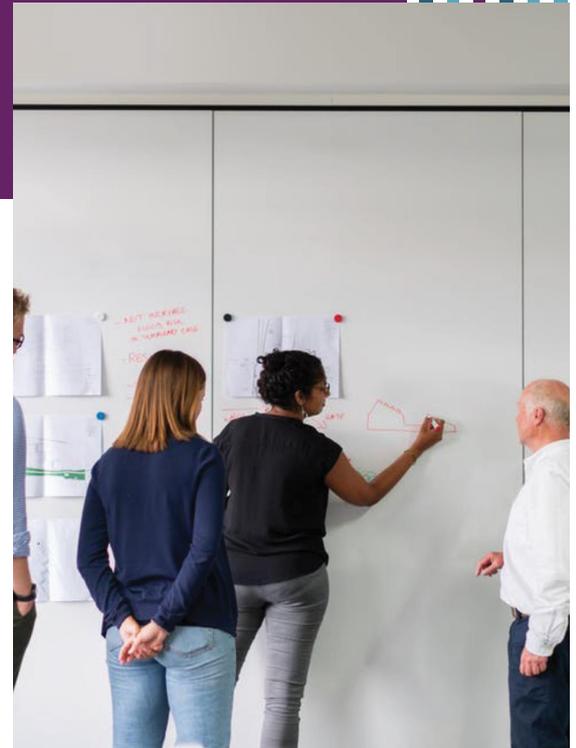
The role of self-assessment in small and medium enterprises (SMEs)

This document presents the interactive self-assessment tool developed in SME Cluster Growth project framework to enable SMEs to be aware of their strengths and weaknesses in order to achieve a sustainable growth. Many references provide evidence and insights on how self-assessment can be beneficial for SMEs to achieve sustainable growth. They cover this topic from different perspectives, including the relationship between self-assessment and business performance, the role of self-assessment in promoting sustainable growth, the link between corporate social performance and firm risk, and the use of self-assessment to improve SME performance.

Chen and Chen (2015) found that self-assessment can help SMEs identify their strengths and weaknesses and that firms with a high level of self-assessment tend to have better business performance. Self-assessment can also be used to identify sustainability-related challenges faced by SMEs (Mehralian et al., 2016), and such information can be used to develop effective strategies to overcome these challenges. Furthermore, the achievements of the sustainability goals that an SME has reached based on these strategies can be supervised through regular self-assessments (Seppänen et al., 2016), allowing deviations in strategic plans to be monitored.

On the other hand, Albu and Albu (2012) stated that self-assessment could be used to foster a culture of continuous improvement within SMEs. This can help involve employees in the growth process, which can be useful for knowledge enhancement and talent retention. Orlitzky and Benjamin (2001) further found that companies that prioritise corporate social performance are better able to adapt to changing market conditions and manage risk.

Providing SMEs with a tool that facilitates the self-assessment process can therefore be an advantage for sustainable growth, especially if the tool suggests recommendations for resolving bottlenecks identified from the SME's response.



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You cannot have an economy without engineering...

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Professor Calestous Juma
Hon FEngFRS,
Harvard Kennedy School

01 Introduction

Self-assessment tool objectives

The self-assessment tool described in this deliverable is an interactive web-based tool aimed at assessing the state of SMEs' growth capacity in the dimensions taught as in-depth training modules described in deliverable 4.1 "SME Cluster Mobility and Training Programme Toolkit (final)".

The project consortium has conducted previous research which concludes, based on literature reviews, surveys and in-depth interviews with CEOs of successful engineering SMEs, that six specific dimensions have a direct impact on the sustainable growth of an SME:

- Managing growth,
- Collaboration with ecosystems and clusters,
- Internationalisation,
- Financing growth,
- Engaging with universities,
- Utilising the value of knowledge and talent

The tool presented in this document allows for the evaluation of SMEs' management practices in relation to these dimensions, identifying possible bottlenecks, and suggesting actions and recommendations according to the specific bottlenecks detected.

The tool will be useful for SMEs to:

- Develop strategies to achieve their growth objectives. By analysing their strengths and weaknesses, SMEs can develop action plans to build on their strengths and address their weaknesses. This may include strategies to increase sales, expand into new markets or

improve product/service quality.

- Identify areas for improvement, such as operational inefficiencies, inadequate staff training or under-utilised resources. By addressing these issues, SMEs can become more efficient, reduce costs and improve their performance.
- Monitor performance and progress over time. This helps SMEs identify trends, track key performance indicators and make data-driven decisions.
- Involve employees in the growth process by fostering a culture of continuous improvement, encouraging them to provide their ideas and feedback and thus creating greater commitment on their part to the company.
- Adapt to changing market conditions by regularly assessing their performance, SMEs can identify emerging trends, threats and opportunities, adjust their strategies accordingly, seek sources of funding or innovate by involving the transference of research carried out in universities.

01 Introduction

Methodological approach

The HEI partners of the SME Cluster Growth consortium were asked to provide the aspects that an SME should self-assess for a specific dimension. Bottlenecks and recommendations were also collected for each element and the threshold that triggers them.

Concretely, inputs that have been collected for each dimension are the following:

1. Text to be shown in the tool concerning the aspects or items that will be used to assess the SME's capacity to grow concerning the dimension. The SME will self-assess each aspect or item on a Likert scale (1 to 5). Each item can weigh from (0 - not very relevant - to 100 - very relevant), which is used to calculate the SME's overall score for the dimension.
2. Feedback according to the responses to each point. Types of feedback can be a recommended action or an identified bottleneck (challenge).

Feedback will be triggered and displayed if a specific numerical condition occurs. This condition can be shaped in the following way:

- Related to the overall score obtained by the SME in the dimension (from 1 to 5).
- Related to the SME's assessment of a particular element (1 to 5).

Conjunctions and disjunctions can complement the conditions, i.e. different numerical conditions can trigger some recommendations if they are given for two or more self-assessed items.

Codes link aspects and feedback, so the condition that triggers a recommendation is coded using the item code, e.g., "*the first recommendation for the third dimension (d3.r1) is shown in the tool if the score for the first item of the third dimension is below 4 and the score for the seventh item of the dimension is below 4*" is encoded as if $d3.i1_score < 4$ and $d3.i7_score < 4$ then show d3.r1.

The Appendix 1 shows in tabular form the aspects (also called items in this document) to be assessed per dimension and the feedback to be provided according to the evaluation carried out.

02 Tool description

The ultimate goal of the tool is to help SMEs identify barriers and bottlenecks to their growth. It would typically be used with training or mentoring activities as a self-assessment tool.

It is open source and is intended to be adapted, reused or extended in particular contexts. It does not have persistent storage but could be extended to integrate with existing systems, e.g. a learning management system (LMS). The tool has been designed to be used within SMEs' training or mentoring process rather than as a long-term database or service. Therefore, the open educational resource (OER) should ideally be deployed per training programme.

The open code is available at GitHub (<https://github.com/msicilia/scg-tool/>). The OER can be used as a stand-alone tool by deploying it to any local or Internet-available server. The tool does not provide any authentication so that anybody with the URL can openly use, con an instance deployed as is, considering that information will not be individuated due to privacy issues.

The homepage (see figure 1) provides information on the tool and the number of self-assessments that have been carried out as a possible indicator for SMEs to compare their results and assess the relevance of the measures obtained.

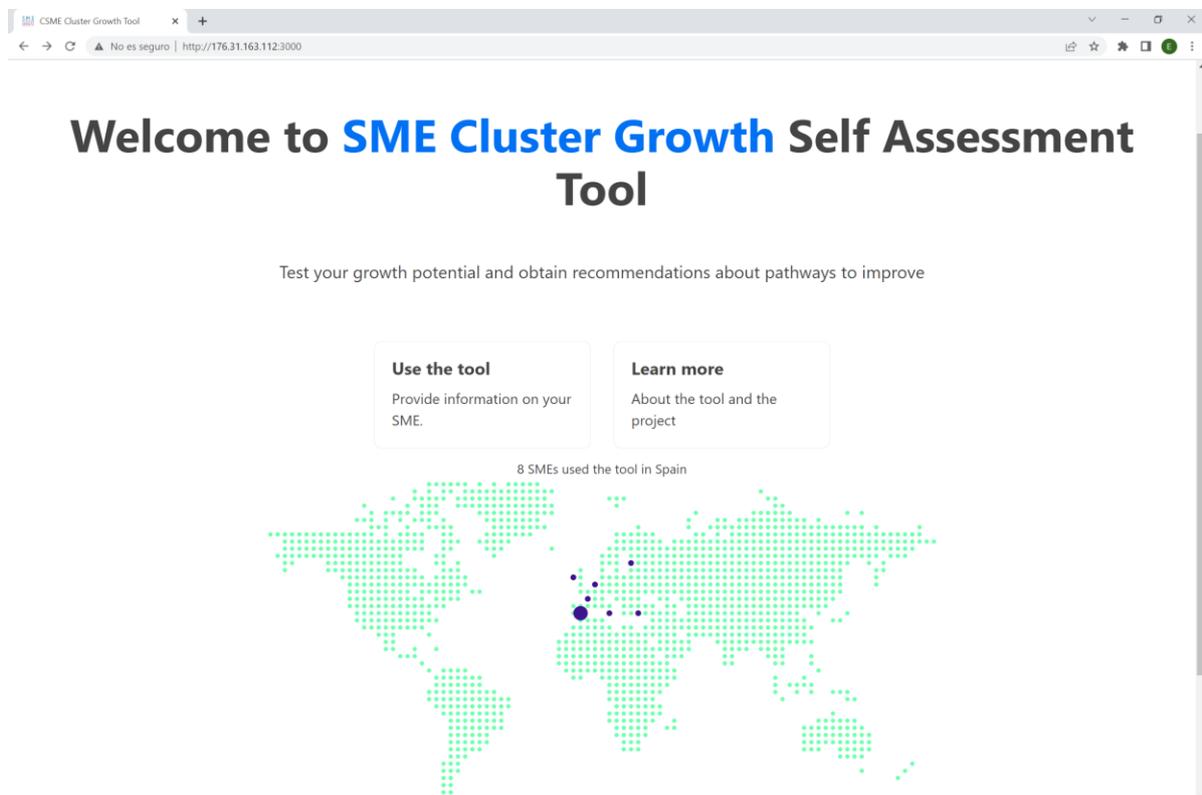


Figure 1. Homepage SME Cluster Growth Self Assessment tool

02 Tool description

On the link "Use the tool", SMEs can carry out a self-assess by answering questions based on a Likert scale for each dimension (see figure 2).

The questions per dimension are described in the Appendix 1: "Aspects to assess and comments" of this document).

The screenshot displays a web browser window with the URL <http://176.31.163.112:3000/tool>. The page features the logo for SME Cluster Growth (Empowered Engineering) and a navigation menu with the following items: [SME info](#), [Universities](#), [Sustainability](#), [International](#) (underlined), [Financing](#), [Ecosystem](#), [Talent](#), [Results](#), and [Advice](#).

Four Likert scale questions are presented, each with a horizontal line and five circular markers. The first marker is labeled "Completely Disagree" and the fifth is labeled "Completely Agree".

- Question 1: "My company has enough financial resources to invest in the resources and infrastructure needed to expand internationally." The blue dot is positioned at the third marker.
- Question 2: "My company have the connections or knowledge needed to access global markets." The blue dot is positioned at the second marker.
- Question 3: "My company has previous international experience." The blue dot is positioned at the second marker.
- Question 4: "My company has experience navigating the rules and regulations that govern international trade." The blue dot is positioned at the first marker.

Figure 2. Self-assessment: aspects regarding go international dimension

02 Tool description

The responses are used to provide recommendations for improvement pathways (see figure 3) and to obtain evaluation results (see figure 4).

Recommendations to improve along with conditions on the provided answers that trigger those recommendations are described in the Appendix 1: "Aspects to assess and feedbacks" in this document.

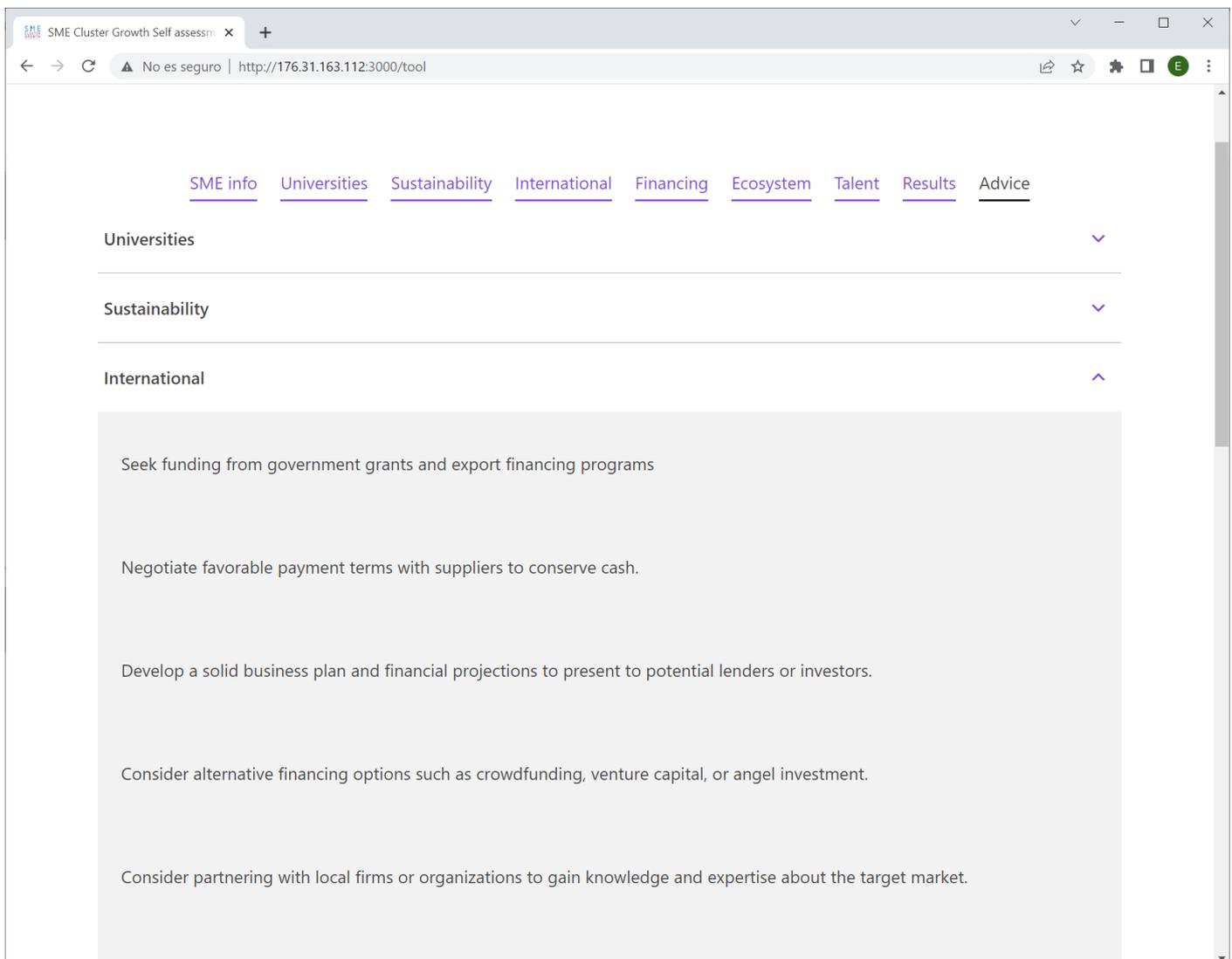


Figure 3. Self-assessment: aspects regarding go international dimension

02 Tool description

The answers provided by the SMEs are also used to obtain the SME score for each dimension (Orange colour in the graph). The scoring considers the importance of each question for the particular dimension (see Appendix 1: "Aspects to assess and feedbacks" in this document).

Together with this score, the arithmetic mean

of the SMEs that have previously completed the assessment is calculated to obtain the average score of all SMEs (Coloured red in the graph), in case it were useful for comparative purposes.

SMEs can submit their current answers to obtain statistics, which increases the sample and allows for more meaningful indicators.

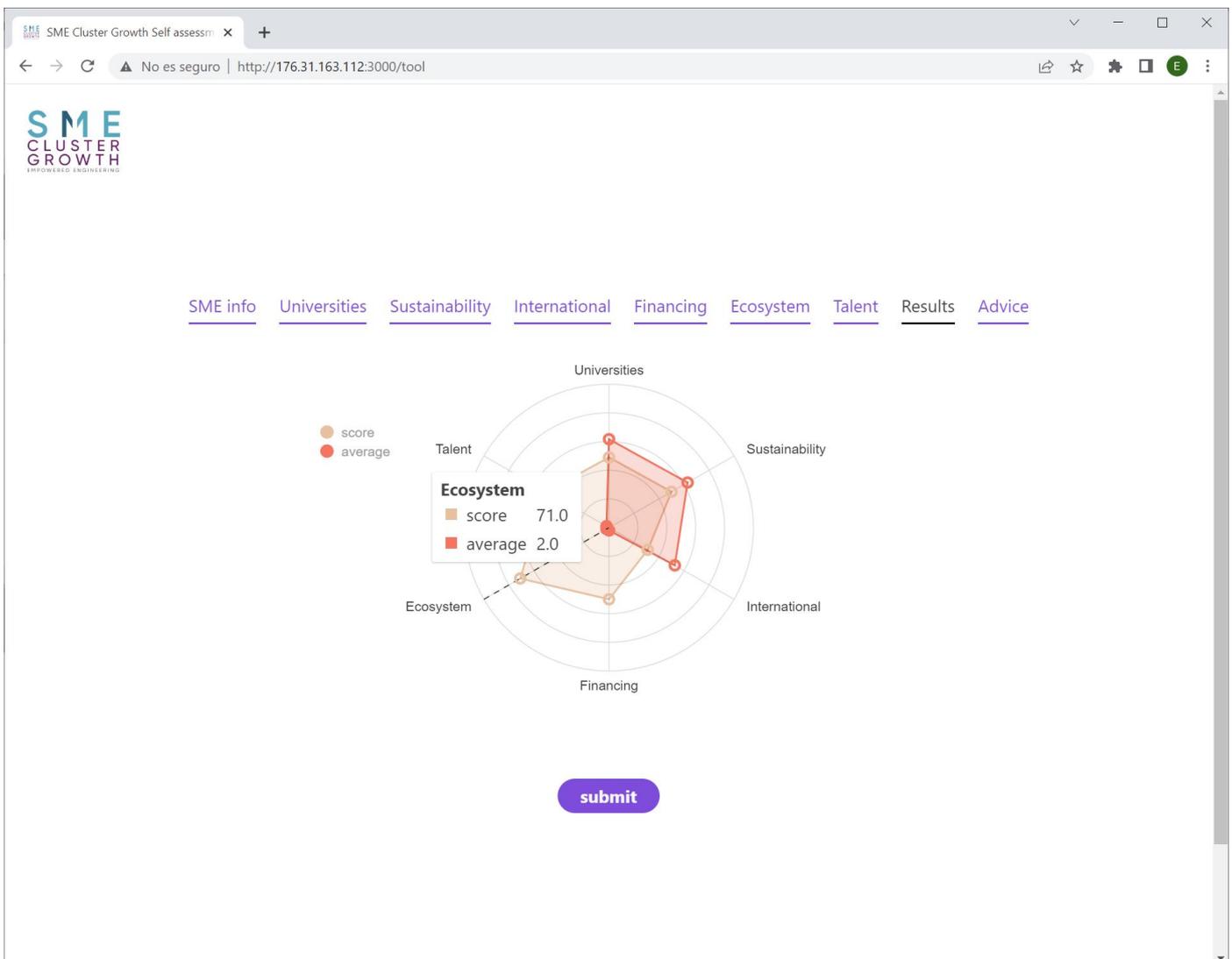


Figure 4. Self-assessment: aspects regarding go international dimension

03 References

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Seppänen, R., Blomqvist, K., & Peltoniemi, M. (2016). The role of self-assessment in promoting sustainable growth of small and medium-sized enterprises. *Journal of Small Business Management*, 54(S1), 87-104.

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Mehralian, G., Rasekh, H. R., & Mortazavi, S. (2016). The role of self-assessment in the sustainable development of SMEs. *Journal of Cleaner Production*, 137, 1527-1535.

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04 Conclusions

- ✓ Self-assessment can be a powerful tool for SMEs to achieve sustainable growth. It helps SMEs identify areas for improvement, monitor performance, develop strategies, engage employees, and adapt to changing market conditions. By leveraging the insights gained from self-assessment, SMEs can position themselves for long-term success and growth.
- ✓ This deliverable has described an interactive tool designed to assist SMEs in detecting main

bottlenecks that are barriers to sustainable growth in collaboration with ecosystems and clusters, going international, financing, engagement with universities and utilising talent and knowledge.

- ✓ The tool is available as an interactive web resource that SMEs can use several times to assess their progress. The code is open source and can be downloaded and adapted anyway.



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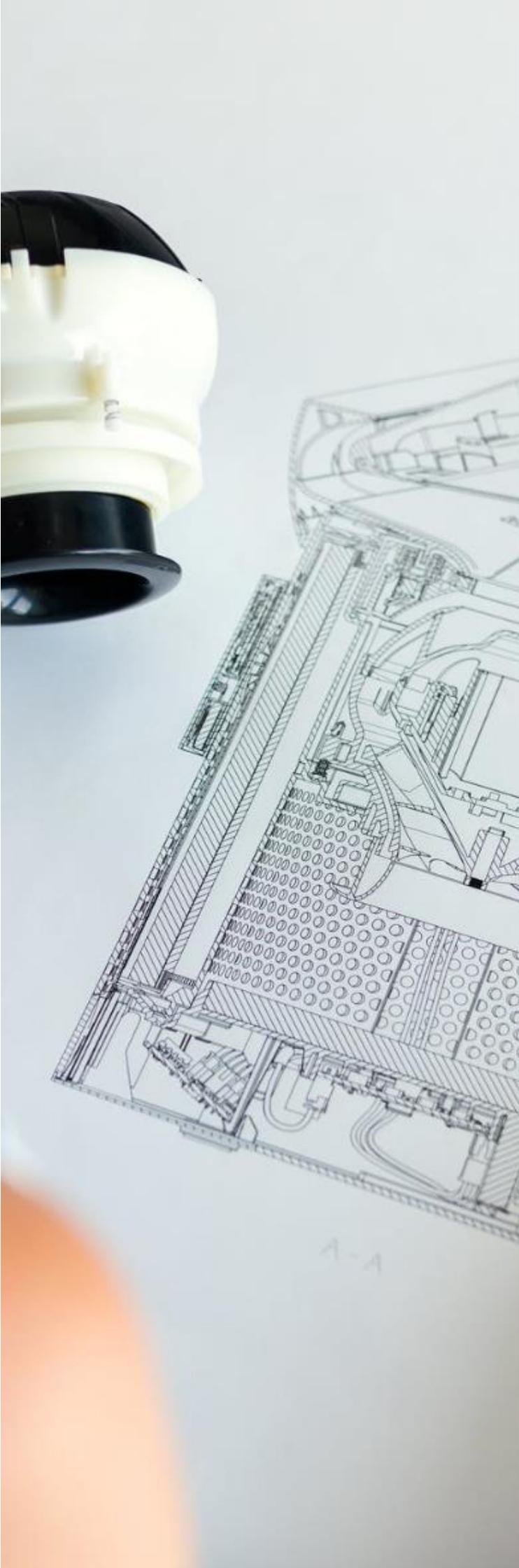
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Appendix 1:

Aspects to assess and feedbacks





How to build sustainable growth

Institut Mines-Télécom
Business School

1

How to collaborate with ecosystems and clusters

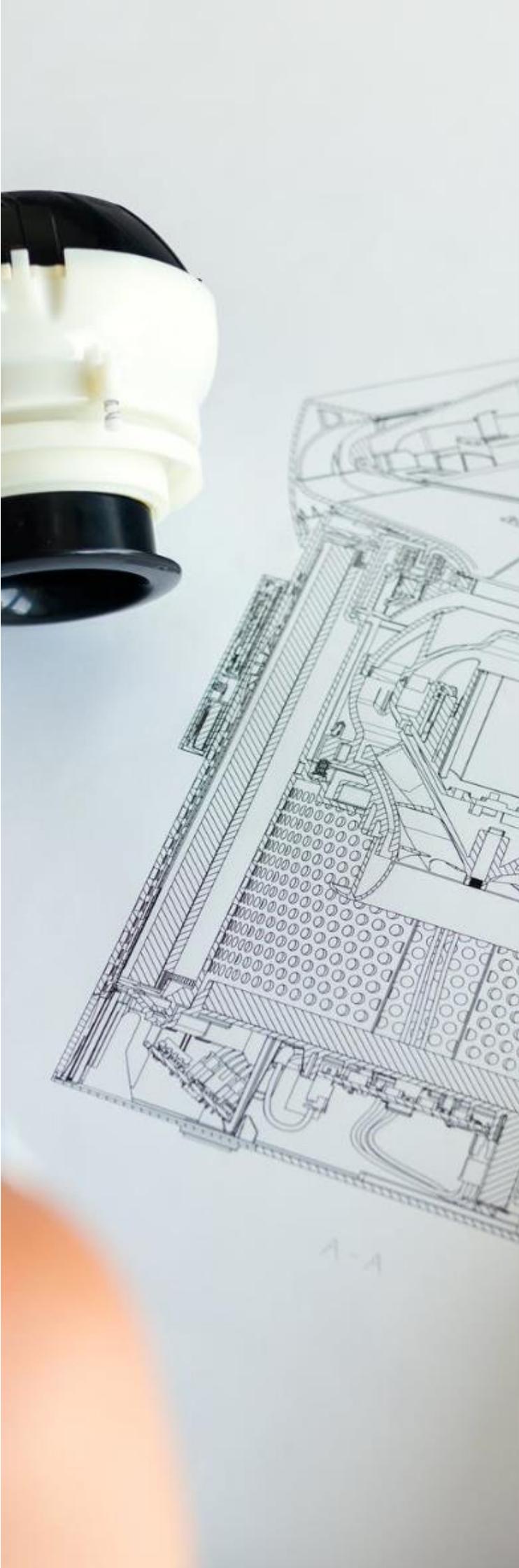
University of Bologna

2

How to go international

University of Alcalá

3



4

How to finance growth

Technical University of Istanbul

5

How to engage with universities

Munster Technological University

6

How to utilize the value of knowledge and talent

University of Málaga

Dimension 1. “How to build sustainable growth”

“

Growth seems to be the totem of strategic management. A simple word that brings together multiple realities, multiple issues, and multiple consequences. Still, growth is a concern for leaders in the context of public policy. The injunction is far from sufficient, and growth is not guaranteed. It depends on external and internal economic conditions since private enterprises operate in a competitive environment.

Growth Needs Analysis Synthesis Report
(<https://smeclustergrowth.eu/download/1176/>)

”

Aspects for self-assessment

Item code	Item text	Weight within the dimension (0..100)
d1.i1	My SME has identified its core competencies	33
d1.i2	My strategic plan is aligned with the internal capacities of my SME	33
d1.i3	My strategic plan is aligned with the business environment of my company	33

Dimension 1. “How to build sustainable growth”

Feedback

Feedback code	Feedback text	Type	Condition
d1.b1	It's hard to grow in a sustainable way when the company hasn't identified its internal assets and its real core competencies	bottleneck	D1.i1_score < 2
d1.r1	Do an internal analysis	recommendation	D1.i1_score < 2
d1.r2	Integrate the result of the analysis to elaborate the strategic plan	recommendation	D1_final_score < 4
d1.b2	My teams won't be able to deal with the strategic plan. Because they are not aligned. Because it's too much work.	bottleneck	D1.i2_score < 2
d1.r3	Recruit new competencies or do internal training	recommendation	D1.i2_score < 2
d1.r4	Do a cultural analysis to understand why your team doesn't buy the strategic plan	recommendation	D1_final_score < 4
d1.b3	I'm not sure that my offer is sufficient enough for further growth	bottleneck	D1.i2_score < 2
d1.r5	Learn your business environment by heart and if needed adapt your offer	recommendation	D1.i2_score < 2
d1.r6	Develop your network and construct your business thoughts.	recommendation	D1_final_score < 4

Dimension 2. “How to collaborate with ecosystems and clusters”

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To take full advantage of an ecosystem means acquiring a certain number of soft skills, such as the ability to understand the ecosystem and its dynamics and to imagine possible partnerships in a logic of co-construction and establishment of strong links. Communication and collaborating as well as persistence, must also be considered and supported through this evolution.

Growth Needs Analysis Synthesis Report
(<https://smeclustergrowth.eu/download/1176/>)

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Aspects for self-assessment

Item code	Item text	Weight within the dimensión (0..100)
d2.i1	My company is embedded inside a region specialized on other SMEs working on the same industry.	25
d2.i2	My company has enough internal competence to support the innovation process.	20
d2.i3	My company needs to increase its network	20
d2.i4	My company has access to regional and local networks and partners	20
d2.i5	My company has enough knowledge to pursue its strategy and innovation program.	15

Dimension 2. “How to collaborate with ecosystems and clusters”

Feedback

Feedback code	Feedback text	Type	Condition
d2.r1	Look for (or strength) network alliance regarding the development of the company's sector.	Recommendation	D2.i1_score < 3 or D2.i3_score < 4
d2.r2	Identify important actors to support your innovation strategy and knowledge needy.	Recommendation	D2.i1_score < 4 or D2.i2_score < 3 or D2.i3_score < 4
d2.r3	Strength connection with actors that are key to accomplish company's strategy by engaging on joint projects.	Recommendation	D2.i1_score < 3 or D2.i2_score < 3 or D2.i3_score < 3 or D2.i4_score < 3
d2.r4	Identify which competences are missed inside that can inhibit company's growth.	Recommendation	D2.i2_score < 4 or D2.i5_score < 4
d2.r5	Consider engaging on joint projects in order to access complementary competences	Recommendation	D2.i2_score < 4 or D2.i3_score < 3 or D2.i5_score < 4
d2.r6	Consider partnering with local firms or institutions to access knowledge and expertise important to support internal growth and strategy.	Recommendation	D2.i1_score < 3 or D2.i2_score < 4 or D2.i3_score < 3 or D2.i5_score < 4
d2.r7	Participate on industry meetings to build a broader network.	Recommendation	D2.i3_score < 4 or D2.i4_score < 3
d2.r8	Improve your participation on local/national/international fairs and other events	Recommendation	D2.i3_score < 4 or D2.i4_score < 4
d2.r9	Hire an external law consultancy to support the starting of a joint project.	Recommendation	D2.i2_score < 4 or D2.i3 score < 3 or D2.i4 score < 4

Dimension 3. “How to go international”

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International growth is an important piece in the path to growth. However, international growth has a strong impact on the structure and the entrepreneur must be accompanied to understand the stakes of international growth and how its impacts on the structure in depth.

Growth Needs Analysis Synthesis Report
(<https://smeclustergrowth.eu/download/1176/>)

”

Aspects for self-assessment

Item code	Item text	Weight within the dimensión (0..100)
d3.i1	My company has enough financial resources to invest in the resources and infrastructure needed to expand internationally.	20
d3.i2	My company have the connections or knowledge needed to access global markets.	15
d3.i3	My company has previous international experience	10
d3.i4	My company has experience navigating the rules and regulations that govern international trade	10
d3.i5	My company knows the culture, i.e. language, customs, business practices and economic conditions of the country whose market we want to address.	10
d3.i6	My company has enough and well-prepared human resources to face foreign market.	10
d3.i7	It is easy for my company accessing the financing needed to invest in international expansion and we have a strong credit history or collateral.	15
d3.i8	My company has access to networks and partners abroad.	10

Dimension 3. “How to go international”

Feedback (I)

Feedback code	Feedback text	Type	Condition
d3.r1	Seek funding from government grants and export financing programs	Recommendation	D3.i1_score < 4 or D3.i7_score < 4
d3.r2	Negotiate favorable payment terms with suppliers to conserve cash.	Recommendation	D3.i1_score < 3 or D3.i7_score < 3
d3.r3	Develop a solid business plan and financial projections to present to potential lenders or investors.	Recommendation	D3.i1_score < 3 or D3.i7_score < 4
d3.r4	Consider alternative financing options such as crowdfunding, venture capital, or angel investment.	Recommendation	D3.i1_score < 3 or D3.i7_score < 2
d3.r5	Consider partnering with local firms or organizations to gain knowledge and expertise about the target market.	Recommendation	D3.i2_score < 4 or D3.i8_score < 3 or D3.i6_score < 4
d3.r6	Conduct market research to better understand the target market and its needs.	Recommendation	D3.i5_score < 4
d3.r7	Attend trade shows and conferences to network with industry experts and potential partners.	Recommendation	D3.i2_score < 4 or D3.i8_score < 4
d3.r8	Consider hiring employees or consultants with international experience.	Recommendation	D3.i3_score < 4 or D3.i6_score < 4
d3.r9	Invest in language and cultural training for employees.	Recommendation	D3.i5_score < 4

Dimension 3. “How to go international”

Feedback (II)

Feedback code	Feedback text	Type	Condition
d3.r10	Engage the services of a local lawyer or legal consultant to navigate regulatory and legal barriers	Recommendation	D3.i3_score<4 or D3.i4_score<4 or D3.i6_score < 3
d3.r11	Consider partnering with other SMEs or forming strategic alliances to pool resources and achieve economies of scale.	Recommendation	D3.i1_score < 4 or D3.i4_score < 3 or D3.i5_score < 3 or D3.i6_score < 3 or D3.i7_score < 4
d3.r12	Hire local staff or translators to facilitate communication and understand local market needs.	Recommendation	D3.i5_score<4 or D3.i6_score < 3
d3.r13	Consider engaging the services of a local trade association or chamber of commerce to navigate local regulations and business practices.	Recommendation	D3.i4_score<4
d3.r14	Seek the assistance of the local embassy or consulate for guidance on local laws and regulations.	Recommendation	D3.i4_score<4
d3.r15	Consider outsourcing certain non-core functions to conserve resources.	Recommendation	D3.i3_score<2 or D3.i1_score<3

Dimension 4. “How to finance growth”

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Planning how to finance growth is crucial. Entrepreneurs should be able to explain with precision the financing plan, the objective they wish to reach, the details of the plan to be financed, the points to which the financing will be allocated and the expected return on investment for these financings.

Growth Needs Analysis Synthesis Report
(<https://smeclustergrowth.eu/download/1176/>)

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Aspects for self-assessment

Item code	Item text	Weight within the dimensión (0..100)
d5.i1	My SME has an easy access to finance	25
d5.i2	My SME has sufficient capital for growth	25
d5.i3	The current finance policies are effective to support growth	25
d5.i4	Finance presents an important barrier for my SME's growth	25

Dimension 4. “How to finance growth”

Feedback

Feedback code	Feedback text	Type	Condition
d5.r1	Use alternative finance mechanisms. In addition to the traditional loan mechanisms, there are new local and international resources	Recommendation	d5.i1_score < 2
d5.r2	Angel investors, joint research projects funded by local and international programs	Recommendation	d5.i1_score < 2

Dimension 5. “How to engage with universities”

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HEIs are a key source of skills and knowledge for growing organisations. However, to be able to support them properly, it is necessary for both the SME and the HEI to be prepared. [...] SMEs need to find a way of balancing their short-term needs with a long-term vision to work with HEIs on cooperative R&D, whilst having a base of scientific literacy is essential for building a basis of cooperation in research

Growth Needs Analysis Synthesis Report
(<https://smeclustergrowth.eu/download/1176/>)

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Aspects for self-assessment

Item code	Item text	Weight within the dimension (0..100)
D5.i1	My business has contacts in our local university	10
D5.i2	My business hosts students on work placement from the university	10
D5.i3	My business hires graduates from the university	10
D5.i4	My business knows what the university can offer us	10
D5.i5	My business accesses training and/or professional development for our staff when we need it	10
D5.i6	My business works with the university on research projects	10
D5.i7	My business accesses equipment/facilities in the university	10
D5.i8	My business knows the funding and supports available if we work with the university	10
D5.i9	My business provides input to the development of curricula and courses in the university	10
D5.i10	My business connects with other SMEs through University forums to access bigger contracts and grow	10

Dimension 5. “How to engage with universities”

Feedback (I)

Feedback code	Feedback text	Type	Condition
D5.b1	Having contacts in your local university is crucial to engagement. You should contact a university to start building relationships.	Bottleneck	D5.i1_score < 3
D5.r1	Having a contact in your local university is crucial to start engaging. Build contacts with university staff to start engaging and accessing the support available so you can grow.	Recommendation	D5_final_score < 2
D5.r2	Accessing students on placement will give you the benefit of exciting new talent at a very low cost, and graduates will have your businesses in mind when they start looking for their first job. Propose role specifications for student placement(s), and consider a range of courses, i.e. engineering, HR, marketing, sales etc.	Recommendation	D5_final_score < 2
D5.r3	Hiring graduates from university allows you access to young talent used to learning and adapting to innovation. Contact the university to access careers days, websites or forums where graduates find employers and get your business noticed.	Recommendation	D5_final_score < 2
D5.r4	Universities have a wide range of support, services, equipment, and training available to help your business grow but you need to know what's available first. Get in contact with a university to ask what they can do for you.	Recommendation	D5_final_score < 2

Dimension 5. “How to engage with universities”

Feedback (II)

Feedback code	Feedback text	Type	Condition
D5.r5	Universities often offer flexible professional development and staff training to help build your existing team skills, including management. Contact the university and ask about training for your staff. Inform your staff of the training available to them and the benefits to them and the business by doing it.	Recommendation	D5_final_score < 4
D5.r6	Working with university researchers means you'll have the latest studies and innovations at your fingertips, ahead of your competition. Research can range from developing technologies and new products and services to providing students with fixed-term projects addressing business challenges such as new product introduction and international expansion. Contact a university and let them know you're interested in research and innovation, however small or large and want to be involved going forward. Identify an employee with an interest in research and suggest they work with a university to develop your business's research potential.	Recommendation	D5_final_score < 4
D5.r7	Whether it's laboratory time, high-tech IT equipment or simply space to hold meetings, many universities will lend you theirs for a small fee or no charge. Contact a university to see what they have on offer for your business. Share a list of the facilities/equipment available and inform your staff of the opportunities available for future use.	Recommendation	D5_final_score < 4

Dimension 5. “How to engage with universities”

Feedback (III)

Feedback code	Feedback text	Type	Condition
D5.i8	There are many funding streams available to encourage small businesses to collaborate with universities. This often includes funding to support research interactions as well as funding for training and development. Contact a university to see what kind of funding is available to businesses like yours. Contact your local enterprise support office also to see what other funding is available to work with public research bodies.	Recommendation	D5_final_score < 4
D5.i9	Once you've started working with a university you can help to design courses and assessments that meet the needs of businesses like yours. Use your contacts with a university to inform course designers of new training needs or changes to your sector that students need to know.	Recommendation	D5_final_score < 5
D5.i10	Running an SME can be stressful and isolating. Universities can bring your business together with other like-minded entrepreneurs, providing support and assistance and helping to build new working relationships. Many universities host local economic growth hubs or business incubators to help small organisations and start-ups get off the ground. Contact a university about collaboration, networks or clusters in your area to start your journey.	Recommendation	D5_final_score < 4

Dimension 6. “How to utilize the value of knowledge and talent”

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Within the framework of a coaching program, it is necessary for the entrepreneur / manager to understand that knowledge is the first asset of the company. It is this knowledge that makes all the value and on which the innovation capacities of a company are based, whether for incremental or disruptive innovations; business model innovations or technological innovations.

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Aspects for self-assessment

Item code	Item text	Weight within the dimensión (0..100)
d6.i1	My company knows where to find talent	10
d6.i2	My company have the capacity to acquire the appropriate staff	10
d6.i3	My company knows how to manage new employees	10
d6.i4	My company contributes to have a good work environment	10
d6.i5	My company have a talent management program that include all the employees	10
d6.i6	My company provides a career plan to the employees regarding their preferences	10
d6.i7	My company has a strategy for retaining talent	10
d6.i8	My company is knowledge-based, so we develop and sell products/services in which the value of knowledge exceeds the value of materials and labour	20
d6.i9	My company has a system to share and keep the knowledge within the employees	10

Dimension 6. “How to utilize the value of knowledge and talent”

Feedback (I)

Feedback code	Feedback text	Type	Condition
d6.r1	Create a list with different resources and the type of profiles that can be recruited in each of them	Recommendation	d6.i1_score < 3
d6.r2	Identify the internal talent needs that your company have	Recommendation	d6.i2_score < 4
d6.r3	Build a relationship with the university in order to have access to new talent	Recommendation	d6.i2_score < 4 or d6.i1_score < 4
d6.r4	Look for highly motivated and committed staff with team working skills	Recommendation	d6.i2_score < 4
d6.r5	Provide onboarding and training to the new employees	Recommendation	d6.i3_score < 4
d6.r6	Managers need to know how to delegate	Recommendation	d6.i3_score < 4
d6.r7	Have continuous and periodical contact with the employees in order to know their needs	Recommendation	d6.i4_score < 4
d6.r8	Help your employees find a comfortable work environment	Recommendation	d6.i4_score < 4

Dimension 6. “How to utilize the value of knowledge and talent”

Feedback (II)

Feedback code	Feedback text	Type	Condition
d6.r9	Encourage team collaboration and communication	Recommendation	d6.i4_score < 4
d6.r10	Develop a strong workplace culture	Recommendation	d6.i4_score < 4
d6.r11	Create a strategy for stimulating talent	Recommendation	d6.i5_score < 4
d6.r12	Create loyalty programmes and an appropriate compensation plan for each employee	Recommendation	d6.i5_score < 4
d6.r13	Offer training programs for each employee depending on their talent needs and their career plan	Recommendation	d6.i6_score < 4
d6.r14	When an employee leaves the company, estimate the consequences and identify the reasons for this decision	Recommendation	d6.i7_score < 4
d6.r15	Conduct talent segmentation and diversify HR activities, adjusting them to the types of talent, their impact on the organization's effectiveness and functioning, also considering gifted people's expectations	Recommendation	d6.i8_score < 4
d6.r16	Identify knowledge gaps and long-term needs with regard to innovation and skills	Recommendation	d6.i8_score < 4
d6.r17	Create a community to share the knowledge and experience acquired in the company	Recommendation	d6.i9_score < 4
d6.r18	Encourage the employees to gain knowledge by learning of the colleague's experiences and create manuals about the different processes of the company	Recommendation	d6.i9_score < 4

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