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And Development**

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innovation policies**

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Dissemination Level		
PU	Public	PU
PP	Restricted to other programme participants (including the Commission Services)	
RE	Restricted to a group specified by the consortium (including the Commission Services)	
CO	Confidential, only for members of the consortium (including the Commission Services)	

**FP6 – 2004-KNOW-REG-2
REGIONS OF KNOWLEDGE 2**

**MIRIAD:
Managing and Infusing Research Investment
And Development**

Project Participants

Partic. Role	Partic. no.	Participant name	Participant short name	Country	Date enter project	Date exit project
CO	1	University of Sheffield Management School	USFD	UK	1	24
CR	2	South East European Research Centre	SEERC	Greece	1	24
CR	3	Chamber of Commerce University Istanbul	ITICU	Turkey	1	24
CR	4	University of National and World Economy Sofia	UNWE	Bulgaria	1	24

4.1 SME Scorecard

- This constitutes deliverable 4.1, the SME scorecard for use in benchmarking the knowledge assets and knowledge creation and acquisition processes within the businesses of each region.
- A coding sheet will be supplied to all partners in order to enter the data obtained into a database and allow comparisons across the four regions.
- This scorecard will be sent by post to relevant firms within each region, the overall aim being to obtain 50 responses in order to benchmark the regions in terms of knowledge demand and use. The data obtained will form the basis of D4.2, SME Reporting.

SME Business Scorecard

The key aim of this questionnaire is to gain an understanding of how companies in your region can be helped to improve their performance. In order to achieve this, it is necessary to gather some information on your company and its operation. All the information you supply us with will remain confidential and will only be used in an aggregated form along with information supplied to us by other companies.

Furthermore, the design of the questionnaire is such that an analysis of the results could be used to provide your company with performance data relating to key operational strengths and weaknesses.

We are particularly interested in how the region in which you are based plays a role in the operation of your company. In this case the region is defined as [PARTNERS TO INSERT AN APPROPRIATE GEOGRAPHIC DEFINITION OF THE REGION].

We are also very interested in how the knowledge your company has, or may wish to have, can be used to improve the performance of your company. Throughout this questionnaire, **knowledge is defined as broadly consisting of research and development, ideas, expertise, and other information that is, or potentially can be, used to make the operation of your company more effective.**

Within a number of the questions we ask you to rate the importance and effectiveness of various factors for the competitiveness of your company. In this case, please consider the following:

- Importance – relates to how necessary a particular factor is to the competitiveness of your company.
- Effectiveness – relates to how efficient the use is by your company of a particular factor.
- Competitiveness – relates to the ability of your company to maintain or improve its financial position through maintaining or improving the market share for its products and/or services.

Knowledge Stock

1. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

Human Resources	Importance	Effectiveness
Employee skills	[1a]	[1l]
Employee qualifications	[1b]	[1m]
Employee competences	[1c]	[1n]
Employees' problem solving capacity	[1d]	[1o]
Employees commitment	[1e]	[1p]
Employee loyalty	[1f]	[1q]
Management skills	[1g]	[1r]
Management qualifications	[1h]	[1s]
Management competences	[1i]	[1t]
Management commitment	[1j]	[1u]
Management loyalty	[1k]	[1v]

2. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

Intellectual Assets	Importance	Effectiveness
Patents filed	[2a]	[2k]
Copyrights held	[2b]	[2l]
Trademarks registered	[2c]	[2m]
Trade secrets	[2d]	[2n]
Management experience	[2e]	[2o]
Market knowledge	[2f]	[2p]
Process manuals	[2g]	[2q]
Internal training programmes	[2h]	[2r]
Website	[2i]	[2s]
IT facilities	[2j]	[2t]

3. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

Practices and Routines	Importance	Effectiveness
Process manuals	[3a]	[3h]
On-the-job training	[3b]	[3i]
External training	[3c]	[3j]
Management style	[3d]	[3k]
Forums for solving problems	[3e]	[3l]
Communication with customers	[3f]	[3m]
Communication with suppliers	[3g]	[3n]

4. To what extent are the company's practices and routines formally documented or recorded? **[ROUTINE]**

Always	Most of the time	Occasionally	Rarely	Never

5. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

Physical Resources	Importance	Effectiveness
Industrial buildings	[5a]	[5k]
Retail premises	[5b]	[5l]
Land	[5c]	[5m]
Plant equipment (owned)	[5d]	[5n]
Plant equipment (leased)	[5e]	[5o]
Physical location	[5f]	[5p]
Road links	[5g]	[5q]
Rail links	[5h]	[5r]
Proximity to customers	[5i]	[5s]
Proximity to suppliers	[5j]	[5t]

6. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

External Relations	Importance	Effectiveness
Distribution arrangements for your company's products and services	[6a]	[6k]
Customer loyalty	[6b]	[6l]
Brand image of your products/services	[6c]	[6m]
Reputation of your company	[6d]	[6n]
Customer satisfaction	[6e]	[6o]
Responsiveness to customer demands	[6f]	[6p]
Relationships with your customers	[6g]	[6q]
Relationships with your suppliers	[6h]	[6r]
Licence agreements with other firms (for your products)	[6i]	[6s]
Licence agreements with other firms (for their products)	[6j]	[6t]

Knowledge Creation and Acquisition

7. On a 1 – 10 scale, how important (where 1 is of no importance and 10 is extremely important), and effective (where 1 is completely ineffective and 10 is extremely effective) are the following for creating the knowledge (i.e. the research and development, ideas, expertise, and other information) required to maintain or improve the competitiveness of your company:

	Importance	Effectiveness
Management	[7a]	[7f]
Shop floor workers	[7b]	[7g]
Specific workers employed to undertake R&D	[7c]	[7h]
Specific teams created to undertake R&D as required	[7d]	[7i]
A specific department (e.g. an R&D department)	[7e]	[7j]

8. Approximately, what proportion of your company's workforce has the skills necessary for creating the type of knowledge the company requires? **[SKILLS]**

_____ %

9. Is the proportion of the workforce with the right skills: **[SKILLS2]**

Above the company's needs	Only slightly above the company's needs	Adequate for the company's needs	Slightly below the company's needs	Inadequate for the company's needs

10. On a 1 – 10 scale (where 1 is never and 10 is very often) how often does your company utilise the following sources to obtain knowledge?

	Within the Region	Outside the Region	If Outside Region, Please State Main Locations
Customers	[10a]	[10j]	[KLOCATION1]
Suppliers	[10b]	[10k]	[KLOCATION2]
Rival firms	[10c]	[10l]	[KLOCATION3]
Public sector organisations, such as government business support agencies	[10d]	[10m]	[KLOCATION4]
Private sector organisations, such as private training or research providers, and consultants	[10e]	[10n]	[KLOCATION5]
Universities or other higher education institutes	[10f]	[10o]	[KLOCATION6]
Professional networks (e.g. chambers of commerce, trade or	[10g]	[10p]	[KLOCATION7]

business associations, business clubs or other professional networks).			
International Organisations/Donors	[10h]	[10q]	[KLOCATION8]
Other (please state)	[10i]	[10r]	[KLOCATION9]

11. Do the organisations and individuals from which you company sources knowledge change or remain mainly the same (please tick)? **[INDIVIDUALS]**

Are Always Changing	Quite Frequently Change	Occasionally Change	Rarely Change	Virtually Never Change

12. Do you or your colleagues engage in social activities outside of the work and business environment - such as informal lunch, dinner, drinks, or other recreational, sporting, or leisure activities – with individuals from those companies and organisations from whom your company sources its knowledge (please tick)? **[SOCIAL1]**

Very Frequently	Quite Frequently	Occasionally	Rarely	Virtually Never

13. To what extent do you think these social activities would continue if your company could no longer source the knowledge it requires from these companies and organisations (please tick)? **[SOCIAL2]**

Would continue as before	Would continue, but slightly less frequently than before	Would continue, but only occasionally	Would continue, but only very rarely	Would cease to occur

14. To what extent do the social contacts you and your work colleagues have outside the company (i.e. friends, family, or other non-work or non-professionally related contacts) act as sources of knowledge for your company (please tick)? **[SOCIAL3]**

Very Frequently	Quite Frequently	Occasionally	Rarely	Virtually Never

15. What type of knowledge does your firm obtain from all of its external sources?

Knowledge Type	Very	Quite	Not often	Never
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	often obtained	often obtained	obtained	obtained
Employment law [TYPE1]				
Health and safety advice [TYPE2]				
Finance, accounting and auditing [TYPE3]				
New Market development [TYPE4]				
New Product development [TYPE5]				
New Process development [TYPE6]				
New Service development [TYPE7]				
New Technology [TYPE8]				
Recruitment or Skilled Labour [TYPE9]				
Training [TYPE10]				
Procurement of inputs [TYPE11]				
IT development/support [TYPE12]				
General business support [TYPE13]				

16. On a 1 – 10 scale, please rate how important (where 1 is of no importance and 10 is extremely important) it is to your company to be able to access knowledge produced from the following disciplines?

Knowledge Disciplines	Importance	Where possible, please state type of knowledge required
Biological sciences	[DISCIPLINE1]	[BIOKNOWLEDGE]
Medicine and dentistry	[DISCIPLINE2]	[MEDKNOWLEDGE]
Computer science and information systems	[DISCIPLINE3]	[COMPKNOWLEDGE]
Engineering technology	[DISCIPLINE4]	[ENGKNOWLEDGE]
Mathematical sciences	[DISCIPLINE5]	[MATHSKNOWLEDGE]
Business and administrative (e.g. logistics)	[DISCIPLINE6]	[BUSKNOWLEDGE]
Physical sciences	[DISCIPLINE7]	[PHYSKNOWLEDGE]
Agriculture	[DISCIPLINE8]	[AGKNOWLEDGE]
Architecture, building & planning	[DISCIPLINE9]	[ARCHKNOWLEDGE]
Other (please state)	[DISCIPLINE10]	[OTHKNOWLEDGE]

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17. On a 1 – 10 scale (where 1 is of no importance and 10 is extremely important) please rate the following in terms of importance for your company as collaborators to undertake the development of new products, services or processes (either formally or informally) from within and outside your region:

	Within the Region	Outside the Region	If Outside Region, Please State Main Locations
Customers	[COLLABORATOR1]	[COLLABORATOR9]	[CLOCATION1]
Suppliers	[COLLABORATOR2]	[COLLABORATOR10]	[CLOCATION2]
Rival firms	[COLLABORATOR3]	[COLLABORATOR11]	[CLOCATION3]
Public sector organisations, such as government business support agencies	[COLLABORATOR4]	[COLLABORATOR12]	[CLOCATION4]
Private sector organisations, such as private training or research providers, and consultants	[COLLABORATOR5]	[COLLABORATOR13]	[CLOCATION5]
Universities or other higher education institutes	[COLLABORATOR6]	[COLLABORATOR14]	[CLOCATION6]
Members of your professional networks (e.g. chambers of commerce, trade or business associations, business clubs or other professional networks).	[COLLABORATOR7]	[COLLABORATOR15]	[CLOCATION7]
International Organisations/ Donors	[COLLABORATOR8]	[COLLABORATOR16]	[CLOCATION8]

18. Do the organisations and individuals that your company collaborates with change or remain mainly the same (please tick): **[COLCHANGE]**

Are Always Changing	Quite Frequently Change	Occasionally Change	Rarely Change	Virtually Never Change

19. Do you or your colleagues engage in social activities outside of the work and business environment - such as informal lunch, dinner, drinks, or other recreational, sporting, or leisure activities – with individuals from those companies and organisations with whom your company collaborates (please tick)? **[COLSOCIAL]**

Very Frequently	Quite Frequently	Occasionally	Rarely	Virtually Never

20. To what extent do you think these social activities would continue if your company could no longer source the knowledge it requires from these companies and organisations (please tick)? **[CONTINUATION]**

Would continue as before	Would continue, but slightly less frequently than before	Would continue, but only occasionally	Would continue, but only very rarely	Would cease to occur

21. Are you or your company a member of any of the following:

	Yes	No
Chamber of Commerce [MEMBER1]		
Trade or Business Association [MEMBER2]		
Business Club [MEMBER3]		
Other professional networks [MEMBER4]		

22. If you answered yes to any of the above, on a 1 – 10 scale (where 1 is of no importance and 10 is extremely important), how important is membership of these networks for the following:

Developing customer contacts	MEMIMP1
Developing supplier contacts	MEMIMP2
Obtaining knowledge from other parties	MEMIMP3

Creating solidarity within your industry	MEMIMP4
A means of representing views	MEMIMP5
Sharing knowledge with member	MEMIMP6
Developing trust within the industry	MEMIMP7

Innovation Culture

23. On a 1 – 10 scale, please rate the importance (where 1 is of no importance and 10 is extremely important) and effectiveness (where 1 is completely ineffective and 10 is extremely effective) of the following for the competitiveness of your company?

	Importance	Effectiveness
Core values of firm	[23a]	[23l]
Innovative culture	[23b]	[23m]
Development of new markets	[23c]	[23n]
Development of networking opportunities within the company	[23d]	[23o]
Development of networking opportunities outside the company	[23e]	[23p]
Development of new products	[23f]	[23q]
Development of new services	[23g]	[23r]
Development of new processes	[23h]	[23s]
Development of new materials	[23i]	[23t]
Adoption of new inputs and materials	[23j]	[23u]
Monitoring competitors' products and processes	[23k]	[23v]

24. Approximately, how many new products or services or adaptations to existing products and services has your company made in the last 3 years: **[NEWPROD]**

Barriers and Future Support

25. On a 1 – 10 scale, please rate the most important barriers (where 1 is not a barrier and 10 is a very significant barrier) you company faces in acquiring or creating the knowledge it requires to maintain or improve competitiveness:

	Barrier
Unable to access relevant networks	[BARRIER1]
Unable to access relevant collaborators	[BARRIER2]
Inapplicability of knowledge created by others in region (e.g. universities, other companies or existing networks)	[BARRIER3]
Quality or applicability of available business support or advice	[BARRIER4]
Unable to access suitable finance	[BARRIER5]
Unable to access skilled labour	[BARRIER6]
Unable to access suitable training	[BARRIER7]

Unable to access suitable equipment or plant	[BARRIERS]
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26. Are you are aware of the following organisations and their role in your region [EACH PARTNER TO ADD A LIST OF ORGANISATION IDENTIFIED IN D2.2]?

	Never heard of	Have heard of but not sure what they do	Have heard of and know what they do	Know what they do and have had contact with	Have had contact with them which has been beneficial to the company
e.g. Yorkshire Forward [ORG1]					
e.g. Yorkshire and Humber Regional Technology Network [ORG2]					
ORG3					

ADD IN VARIABLES AS NEEDED

27. Where should policymakers most focus and concentrate their resources so as to help companies in your region better acquire and develop the research and development, ideas, expertise, and other information required to improve their performance?

Policy Area	Does not need to be addressed further	Needs addressing but is not the core issue	Should form the core policy
Creating an improved system of business support and advice [POLICY1]			
Making more finance available to companies enabling them to become involved further in R&D and knowledge related activities [POLICY2]			
Creating more access to training			

and workforce development opportunities [POLICY3]			
Support companies in entering and accessing new markets [POLICY4]			
Create better networks that link companies with universities and other R&D performing organisations [POLICY5]			
Make improvements to the physical infrastructure allowing companies to locate in better equipped premises [POLICY6]			
Provide more support to companies to improve their supply-chains and logistical needs [POLICY7]			
Stimulate better supply and demand for knowledge through the attraction of high value foreign investment [POLICY8]			
Stimulate the creation of new start-up companies [POLICY9]			

28. Please complete the following:

Name of respondent	
Position	
Name of company	
Year of establishment	[YEAR]
Annual Turnover (Most recent year)	[TURNOV1]
Annual Turnover Three years prior to most recent year	[TURNOV2]

For most recent year, what was the Operating Profit (i.e. Turnover minus cost of goods and services sold and marketing & administration costs) as a % of Turnover	[PROFIT]
For most recent year, what were Employee Costs as a % of Turnover	[ECOST]
Ownership (e.g. limited company, partnership, sole proprietor, subsidiary of another company)	[OWN]
Number of employees	[EMP]
Sector of Activity	[SECTOR]