



CREATIN

**Leonardo Da Vinci
ES/08/LLP-LdV/TOI/149007**

Research Analysis Report

Partner(s): Business Development Friesland
Author(s): Anne Visser
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DOCUMENT HISTORY

Version	Date	Comment
01	27-05-2009	First issue
02		
03		
04		

EXECUTIVE SUMMARY

The aim of this document is to give an overview of the results of the research phase of the CREATIN project, combining results from all partner countries on the different identified topics in a statistical analysis according to the methodology developed in WG1.

BACKGROUND INFORMATION

Respondents are all related to European SMEs. Most organisations interviewed have between 5 – 50 employees. A total of 99 respondents from 7 countries were questioned.

As a analysing tool Survey Gold was applied.

The next pages show the results of the analysis, indicating differences and commonalities between country results. A summary and the main conclusions follow after the analysis results at the end of this report.

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RESPONDENTS **FOUT! BLADWIJZER NIET GEDEFINIEERD.**

SORTED BY NAME **FOUT! BLADWIJZER NIET GEDEFINIEERD.**

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Survey Overview

Instructions Provided To Respondents

Answer questions as they relate to you. For most answers, check the boxes most applicable to you or fill in the blanks.

Respondent Metrics

Respondents: 99
First Response: 15-4-2009 10:06 AM
Last Response: 14-5-2009 03:17 PM

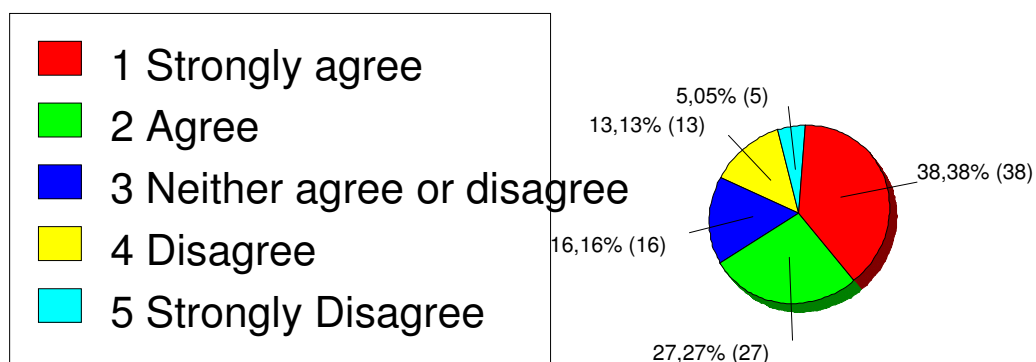
Survey Results

The following is a graphical depiction of the responses to each survey question. Additional comments provided by respondents, if any, are included after each graph.

Section - Leadership

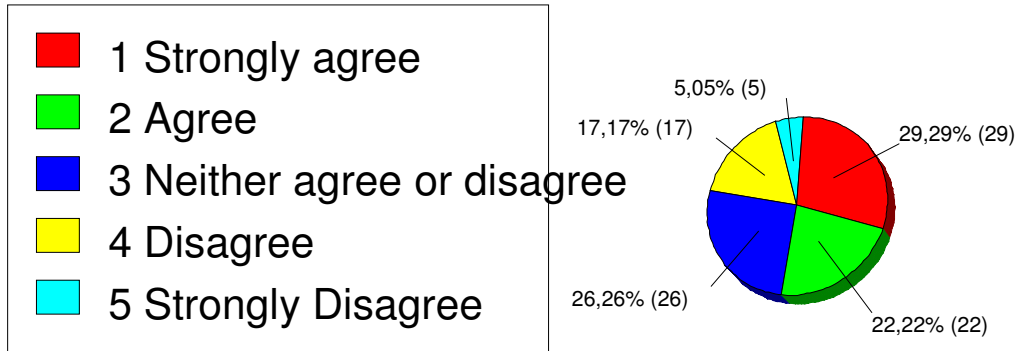
1. Clear strategies are defined

Average Choice: 2,19



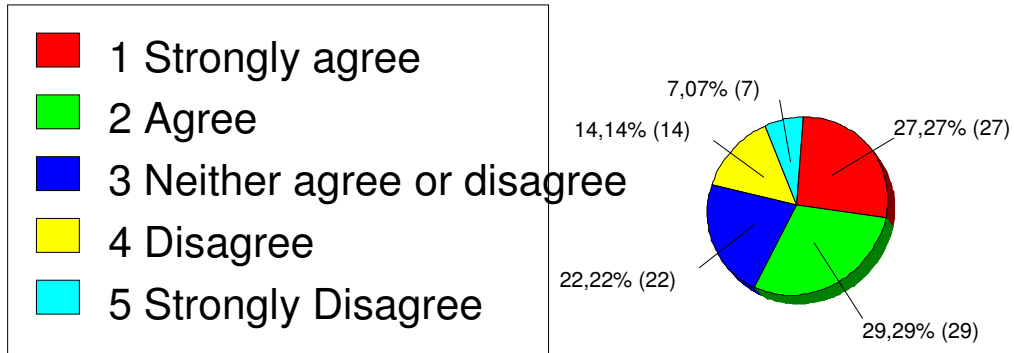
2. Strategies are communicated to all employees

Average Choice: 2,46



3. Leaders create a vision and communicate this by setting clear objectives

Average Choice: 2,44

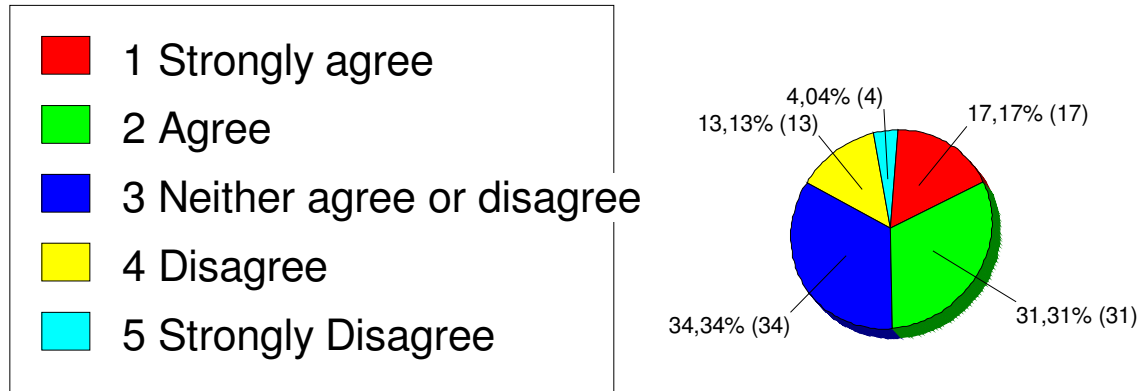


4. Top management actively promotes creativity and innovation

Average Choice: 2,21

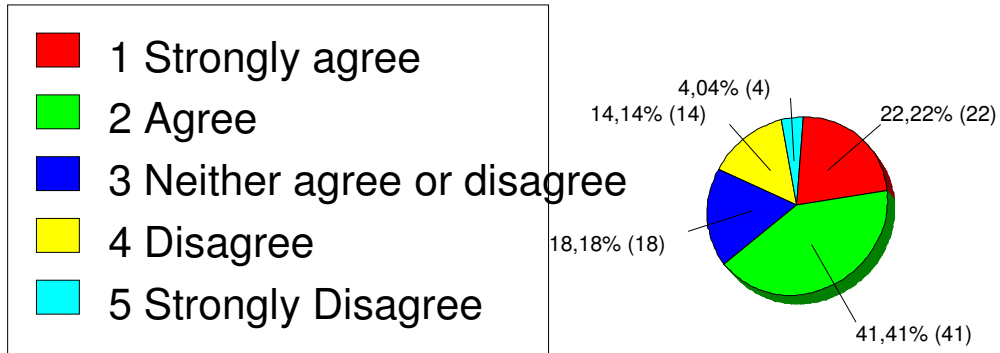


5. Non conformity is tolerated



6. Leaders encourage champions

Average Choice: 2,36



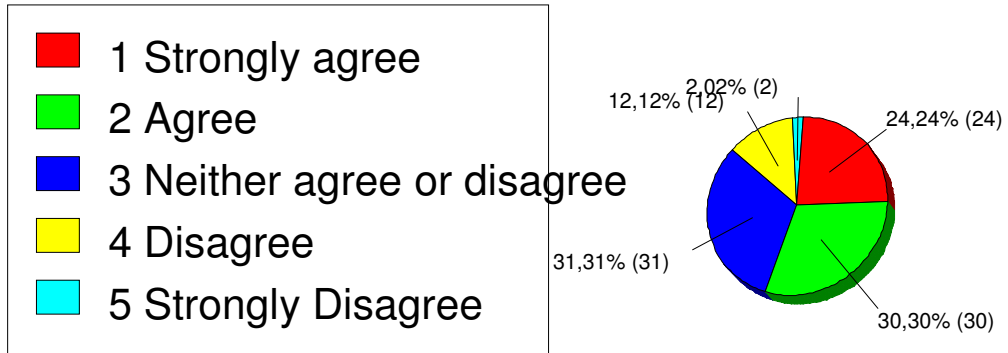
7. Leaders visibly drive innovation

Average Choice: 2,22



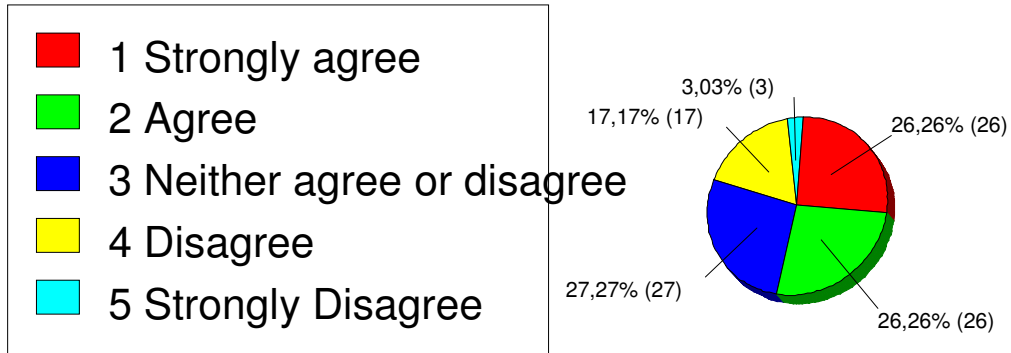
8. Leaders adopt a consensus and shared approach to decision making

Average Choice: 2,37



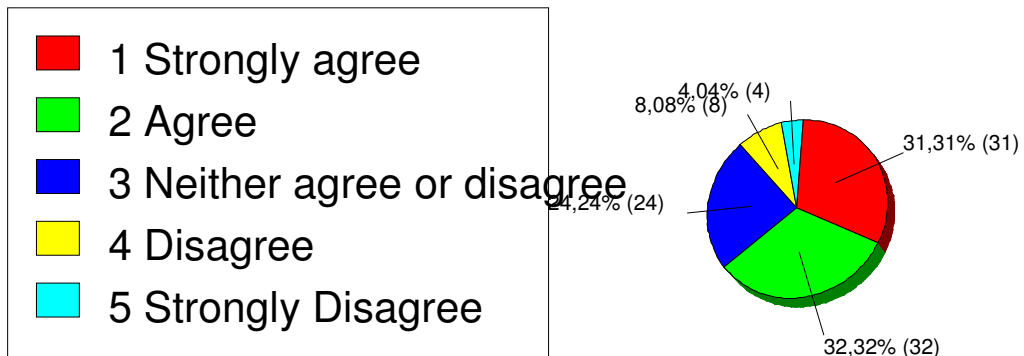
9. Leaders adopt a participative decision making style

Average Choice: 2,44



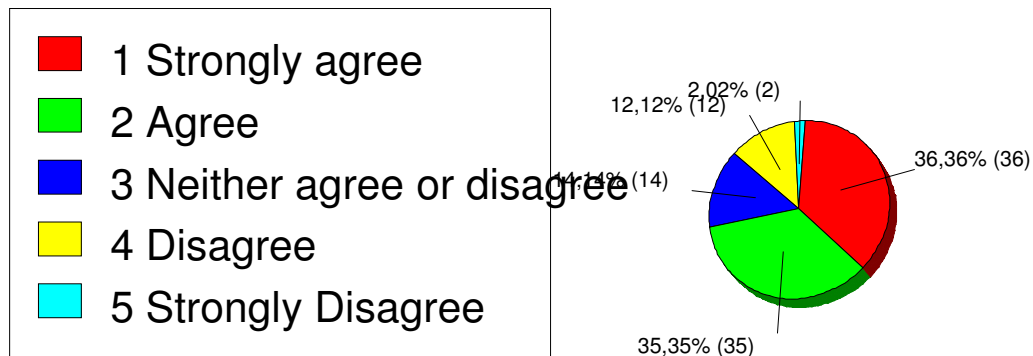
10. Senior management actively encourages the submission of new product ideas

Average Choice: 2,21



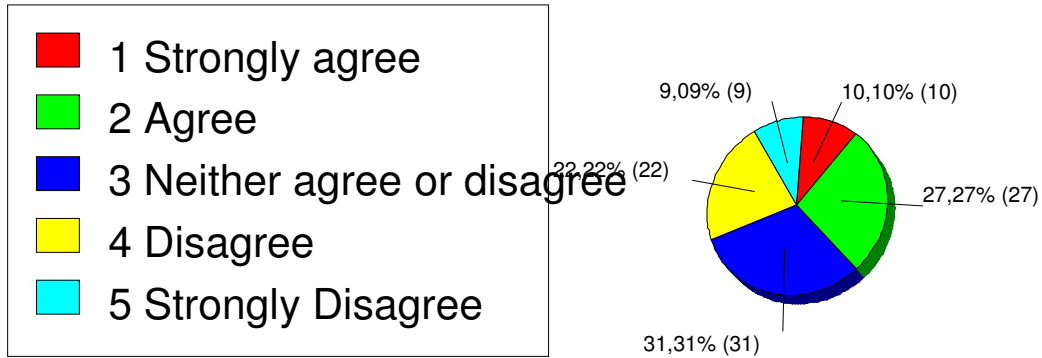
Section - Culture**11. The organisation's culture promotes idea generation**

Average Choice: 2,08



12. A formal idea generation process is in place

Average Choice: 2,93



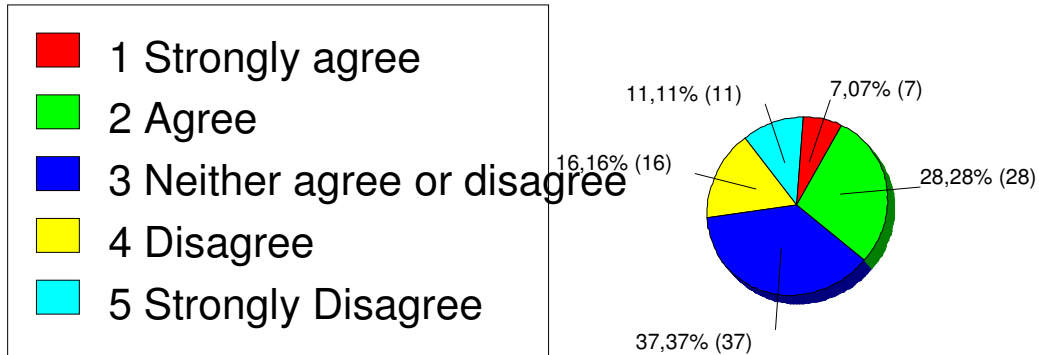
13. Our employees have a diverse range of interests

Average Choice: 2,21



14. Risk taking is actively encouraged

Average Choice: 2,96



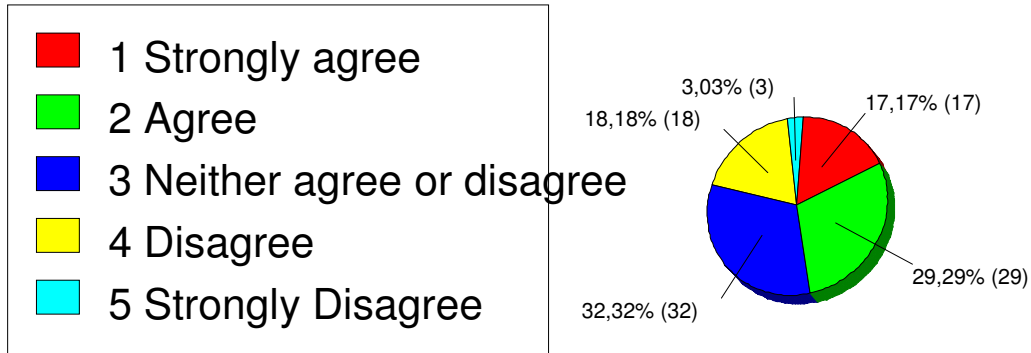
15. There is a high level of trust in the organisation

Average Choice: 2,15



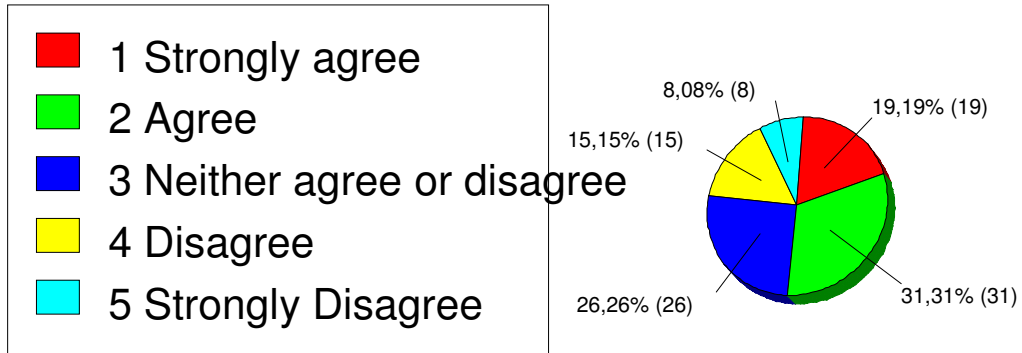
16. Adequate resources are dedicated to achieve creativity goals

Average Choice: 2,61



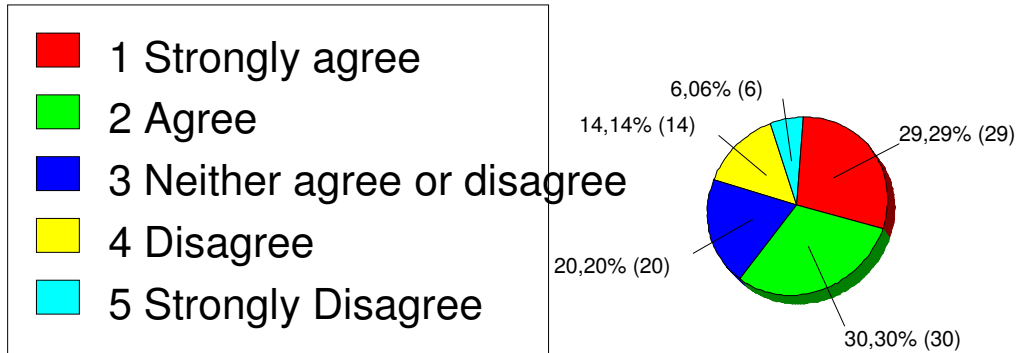
17. All employees participate in generating ideas

Average Choice: 2,62



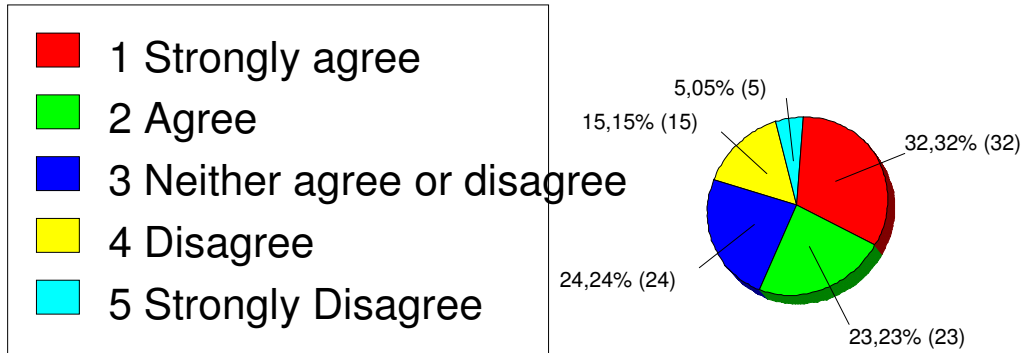
18. Information and knowledge is shared throughout the company

Average Choice: 2,37



19. All operations are driven by customer needs

Average Choice: 2,37



20. An effective mentoring system is in place

Average Choice: 2,89



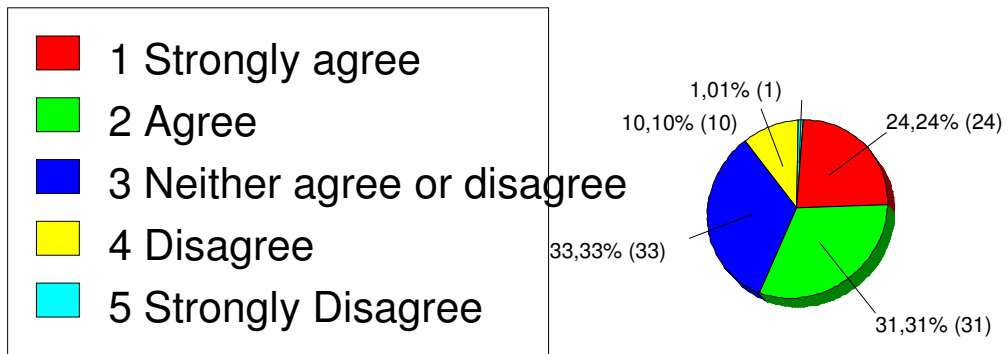
Section - Structure**21. The organisational structure is flexible and organic**

Average Choice: 2,24



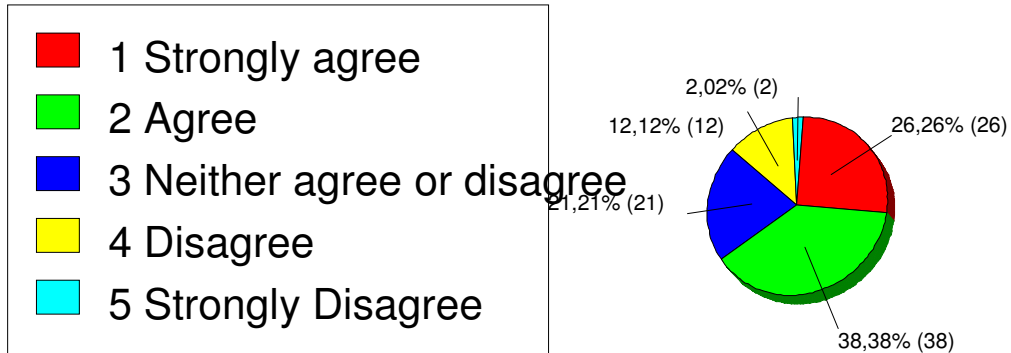
22. The structure enables the voice of the customer to be captured effectively

Average Choice: 2,32



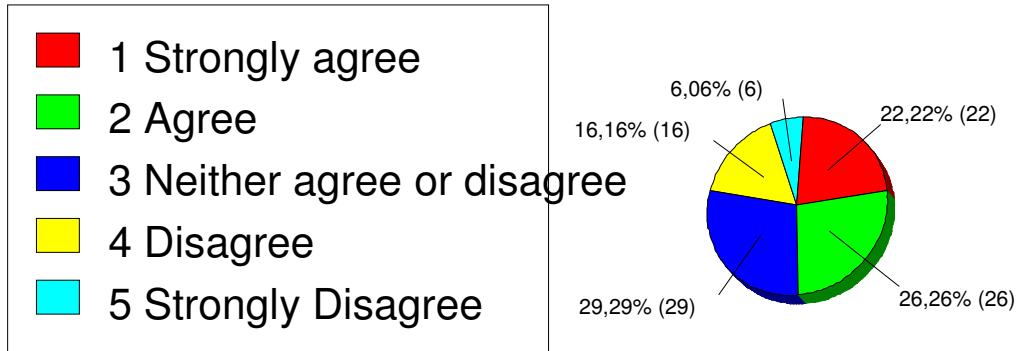
23. The organisational structure promotes idea generation and learning

Average Choice: 2,25



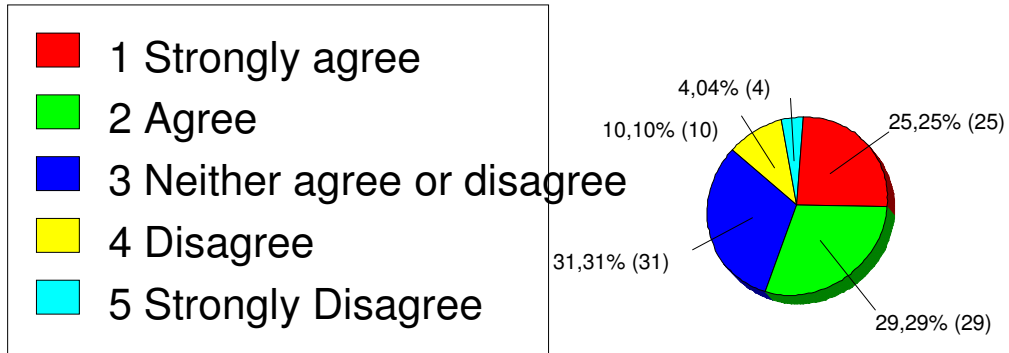
24. Autonomous cross-functional teams are used to implement projects

Average Choice: 2,58



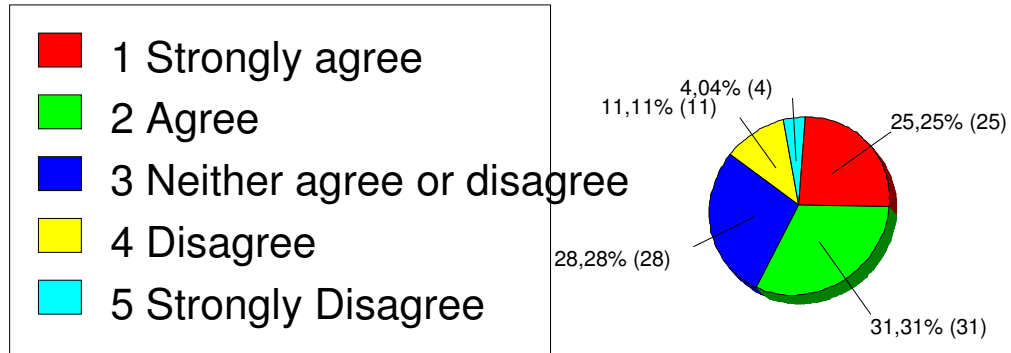
25. Project teams are organic, flexible and agile

Average Choice: 2,38



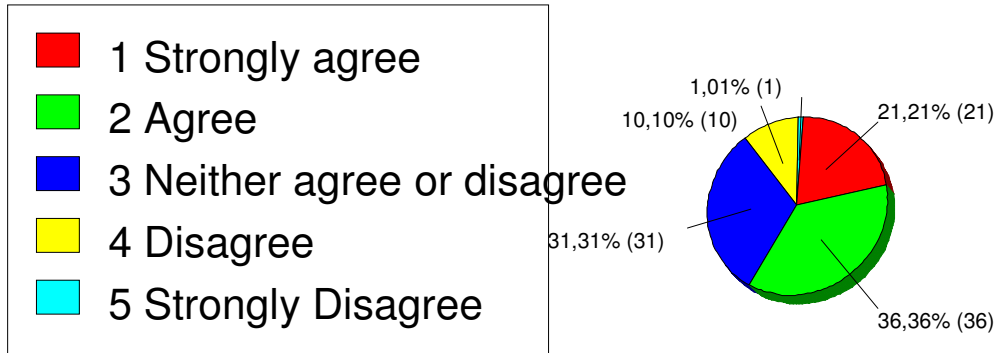
26. All team operations are driven by customer needs

Average Choice: 2,37



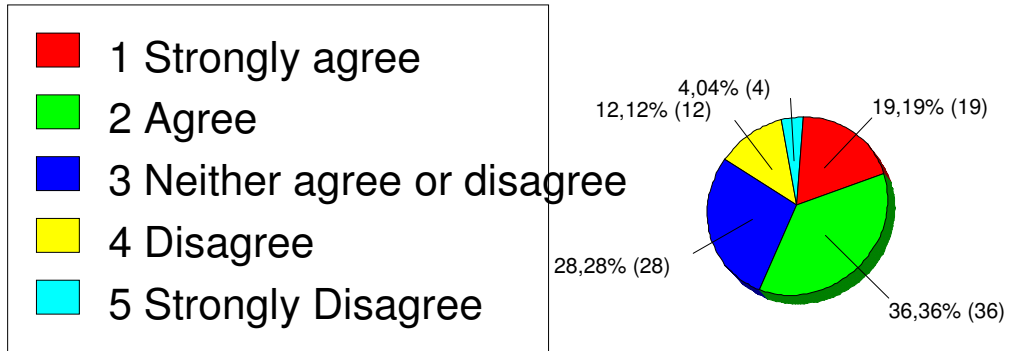
27. Team members are mutually accountable

Average Choice: 2,33



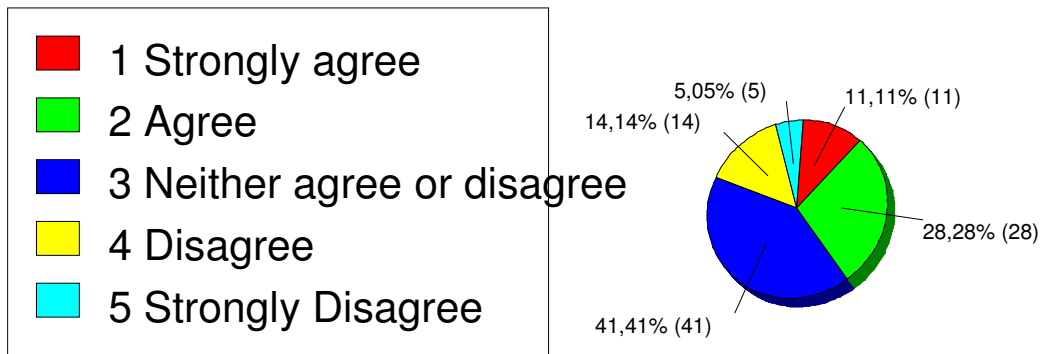
28. Team members are empowered to make decisions

Average Choice: 2,45



29. Communities of practice are used to optimise core competencies

Average Choice: 2,74



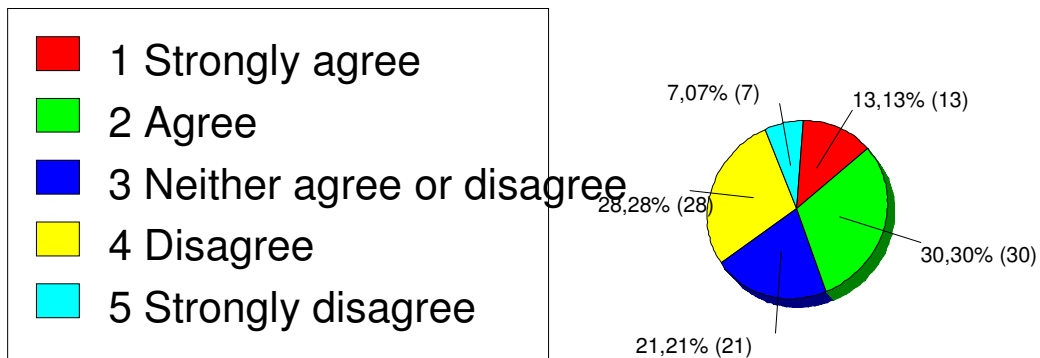
30. There is a high level of co-operation across the organisation

Average Choice: 2,10



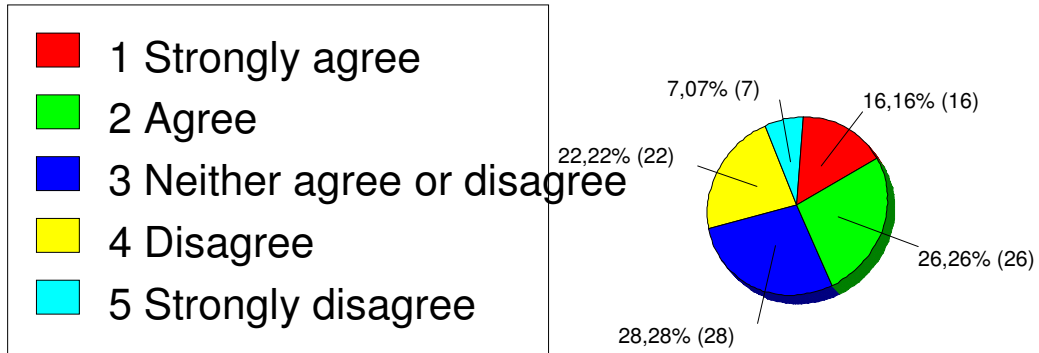
Section - Motivation**31. Effective performance indicators are used to measure progress**

Average Choice: 2,86



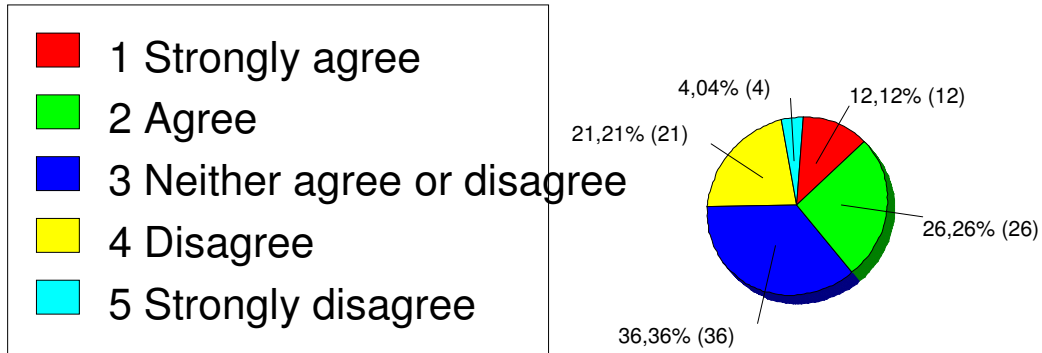
32. Performance indicators encourage desired behaviour

Average Choice: 2,78



33. Knowledge sharing and reuse is rewarded

Average Choice: 2,79



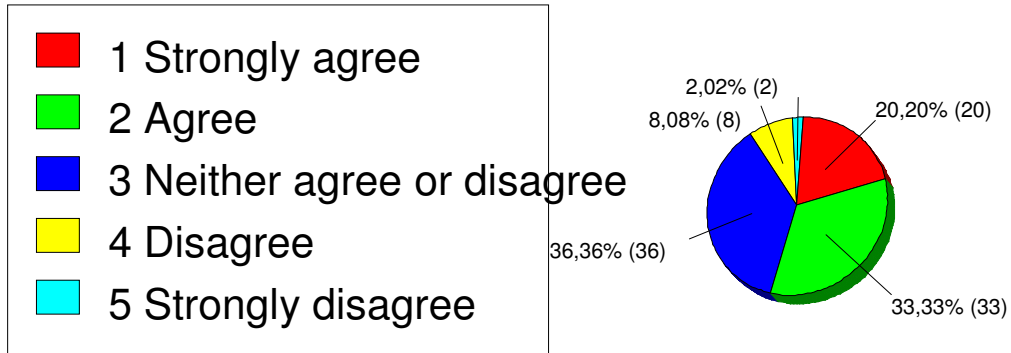
34. Success is recognised in our company

Average Choice: 2,18



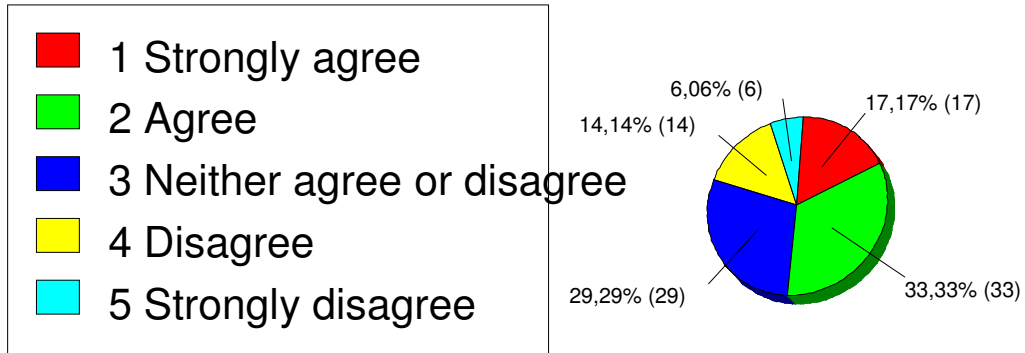
35. All team members are mutually accountable

Average Choice: 2,38



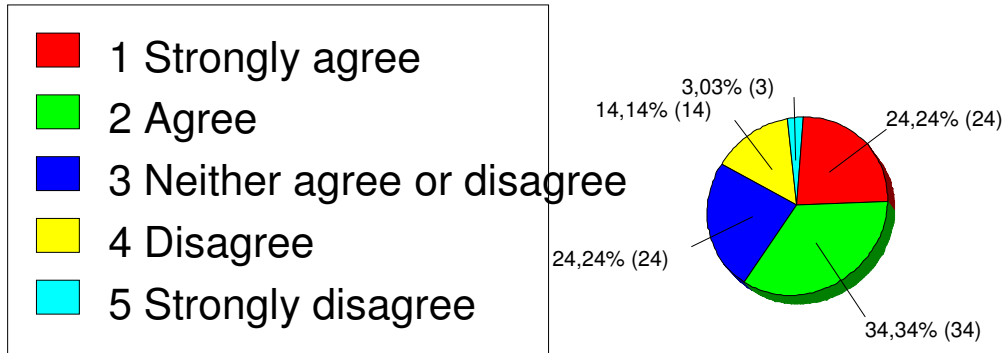
36. Adequate and effective training is provided to all employees

Average Choice: 2,59



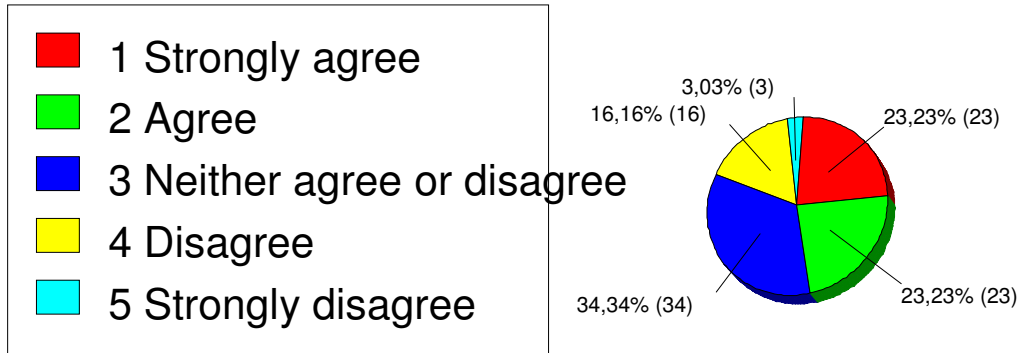
37. We are given some freedom to pursue our own ideas

Average Choice: 2,37



38. We are given lots of autonomy to make decisions

Average Choice: 2,53



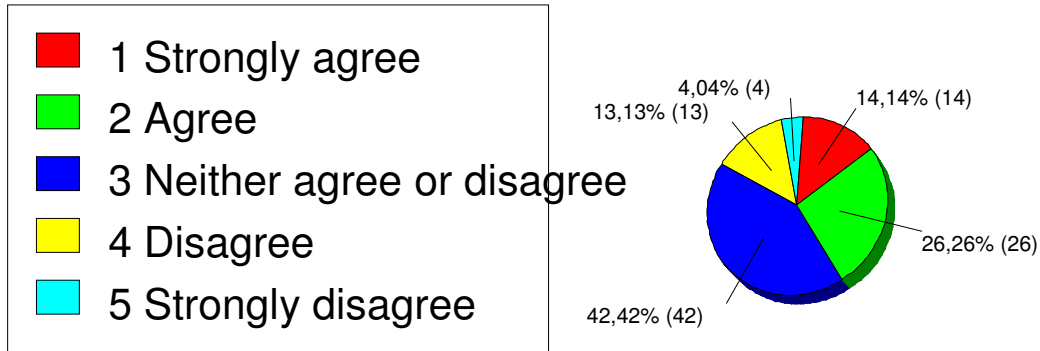
39. Failures and mistakes are tolerated and not punished

Average Choice: 2,59



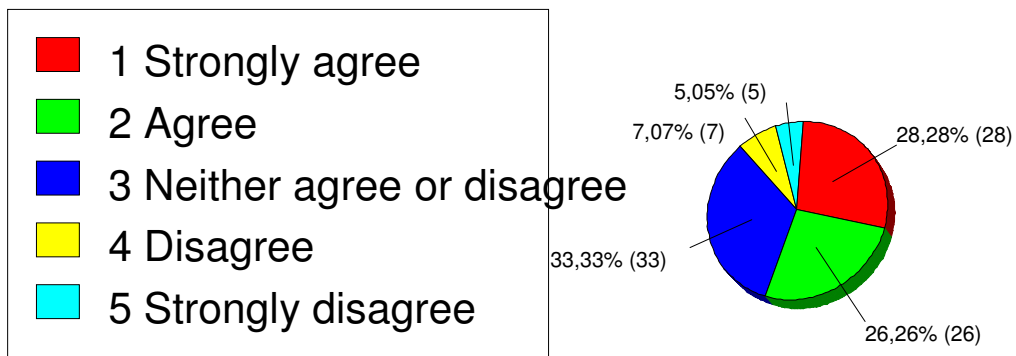
40. Money is made available for internal projects

Average Choice: 2,67



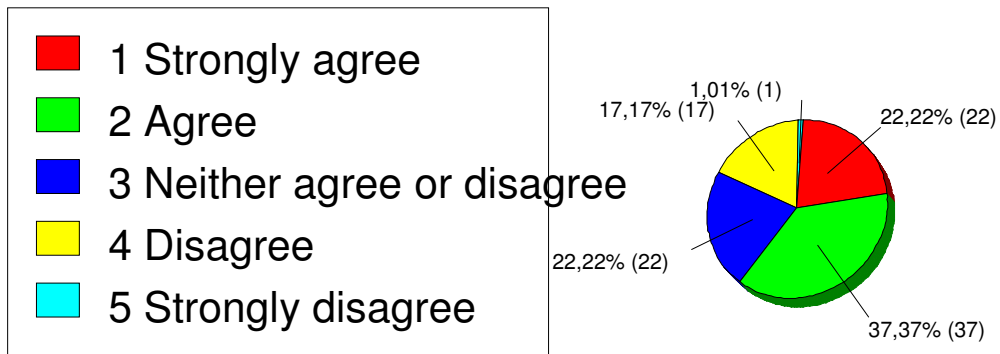
Section - Communication**41. Virtual team members are equipped with effective IT tools to communicate**

Average Choice: 2,34



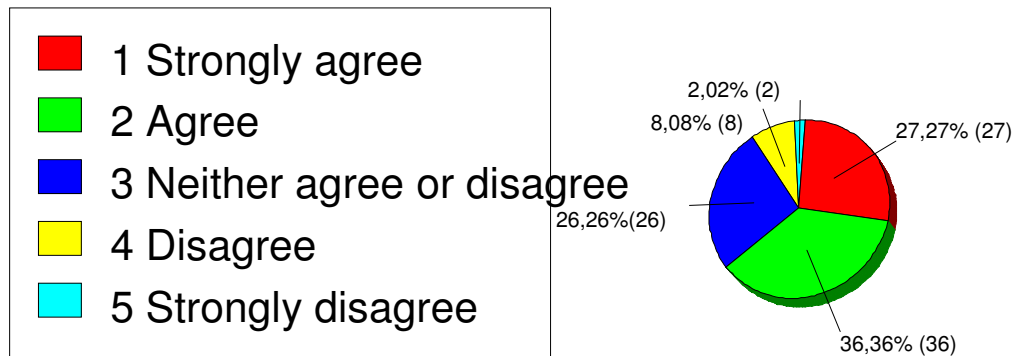
42. The right information is available at the right time and in the right format

Average Choice: 2,37



43. Collaboration is imperative to facilitate the cross fertilisation of ideas

Average Choice: 2,21



44. Alliances are formed with other organisations for mutual benefit

Average Choice: 2,22



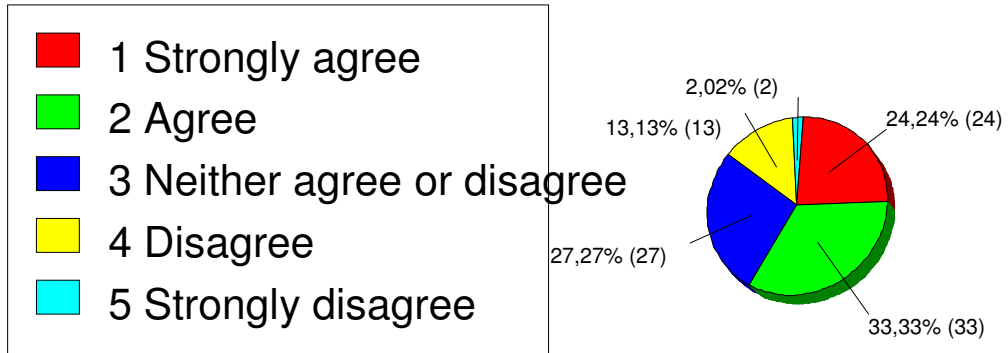
45. Communication among team members is efficient and effective

Average Choice: 2,15



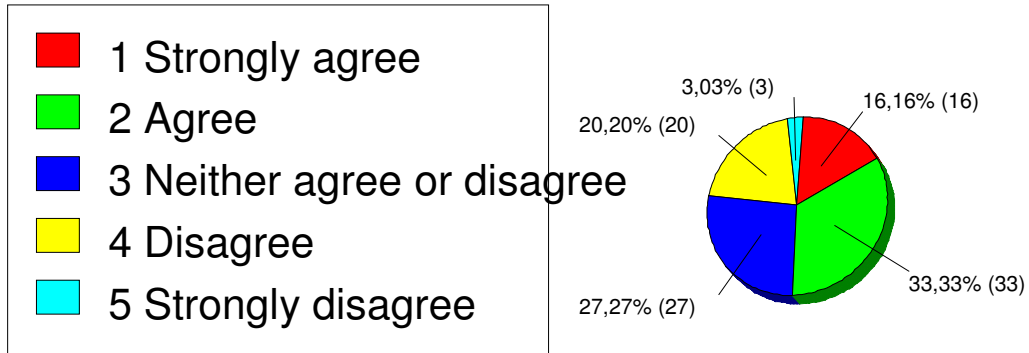
46. Communication between project teams is efficient and effective

Average Choice: 2,35



47. Information on ideas generated and problems raised are accessible to all

Average Choice: 2,61



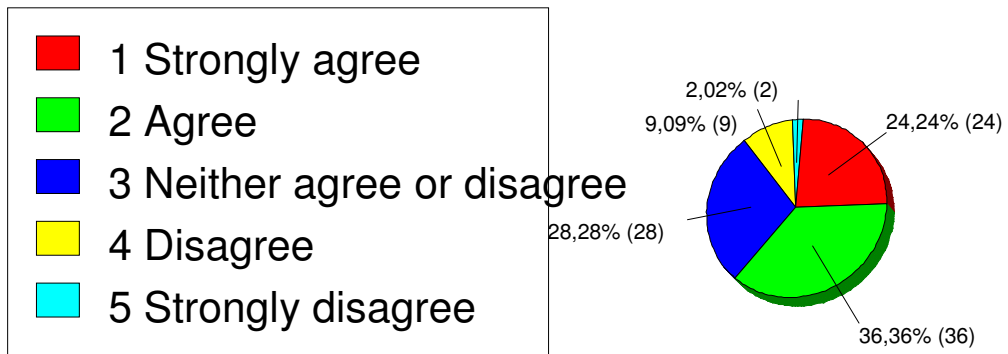
48. Individuals collaborate to solve problems

Average Choice: 2,12



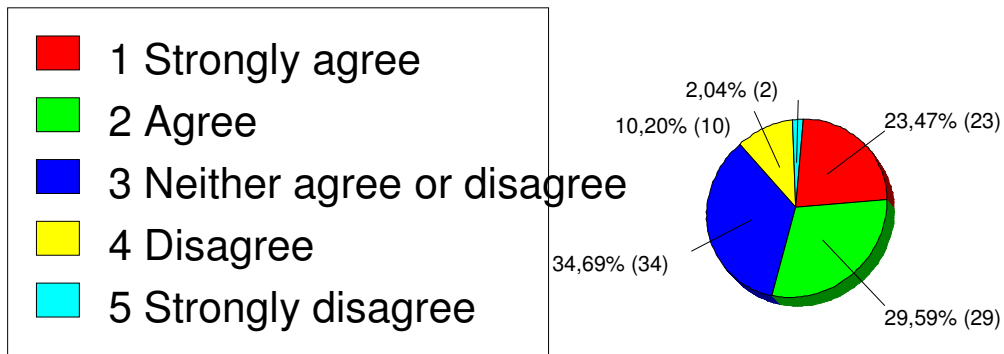
49. Individual skills are effectively leveraged within and between project teams

Average Choice: 2,28



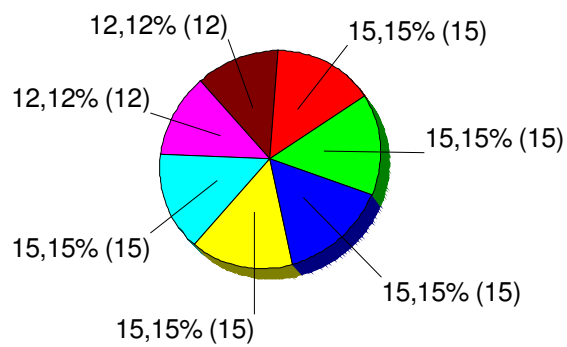
50. Virtual team members are able to seamlessly communicate with each other

Average Choice: 2,38



Section - Country**51. In which country is your company settled?**

Average Choice: 3,85



Summary and Conclusions

- In most European SMEs non conformity is not tolerated.
- European SMEs also declare that there is no formal idea generation in place.
- Except for Spain, SMEs declare to have a high level of trust in their organisation and team members empowered to make decisions.
- In most European SMEs, the voice of the customer is an important objective within their organizations.
- A large part of the SMEs declares to have a high level of cooperation across the organization.
- In general knowledge sharing and reuse is not rewarded in European SMEs.
- In most SMEs failures and mistakes are not tolerated.
- Alliances are formed with other organizations for mutual benefit.
- Finally, most often individuals collaborate to solve problems.