



Analysis Results CREATIN

By Business Development Friesland

Background information



- European SMEs
- Most organisations have between 5 – 50 employees
- Total of 99 respondents
- 7 countries
- Analysing tool Survey Gold.



Questionnaire Topics



- Leadership
 - Non conformity is tolerated
 - Senior management actively encourages the submission of new product ideas
- Culture
 - A formal idea generation process is in place
 - There is a high level of trust in the organisation
 - Information and knowledge is shared throughout the organisation
- Structure
 - The structure enables the voice of the customer to be captured effectively
 - Team member are empowered to make decisions
 - There is a high level of co-operation across the organisation





– Motivation

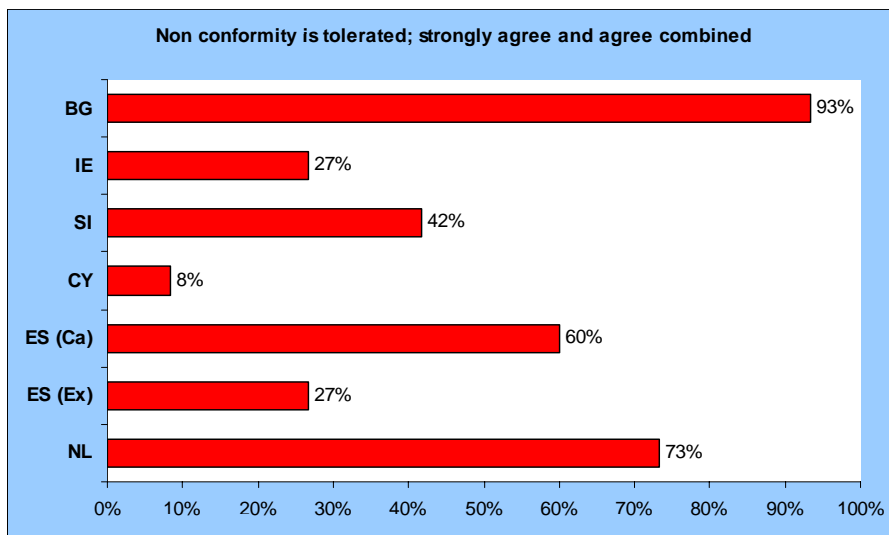
- Knowledge sharing and reuse is rewarded
- All team members are mutually accountable
- Failures and mistakes are tolerated and not punished

– Communication

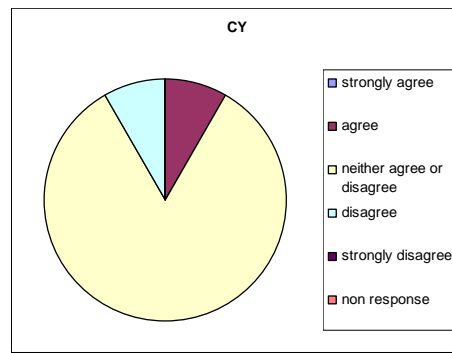
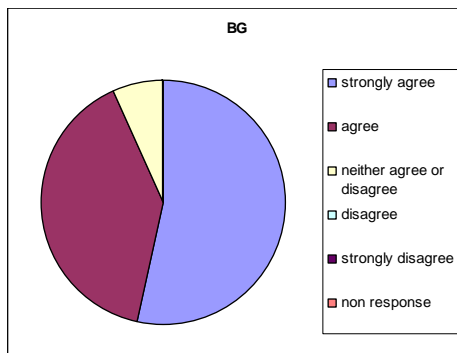
- Alliances are formed with other organisations for mutual benefit
- Individuals collaborate to solve problems.



Non conformity is tolerated - leadership -



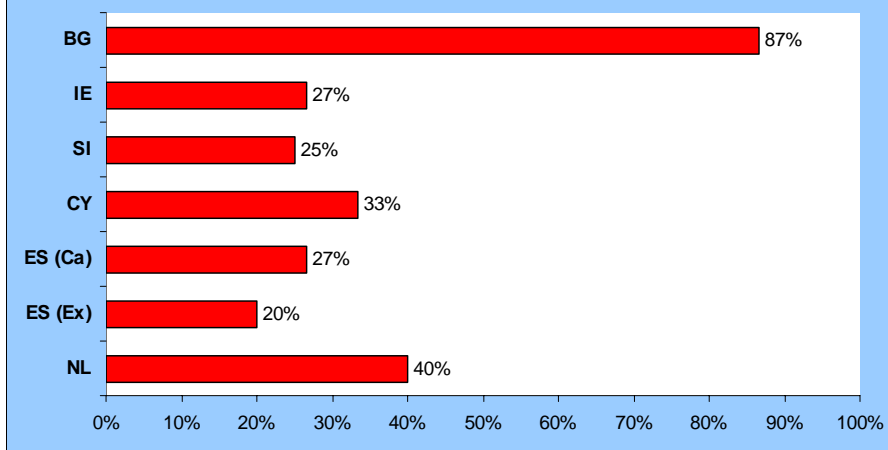
Non conformity is tolerated



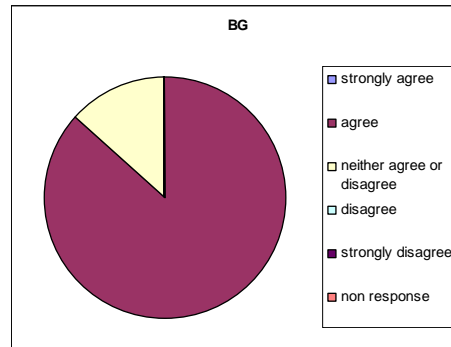
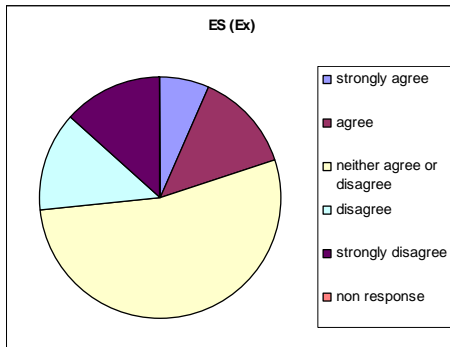
A formal idea generation process is in place - culture -



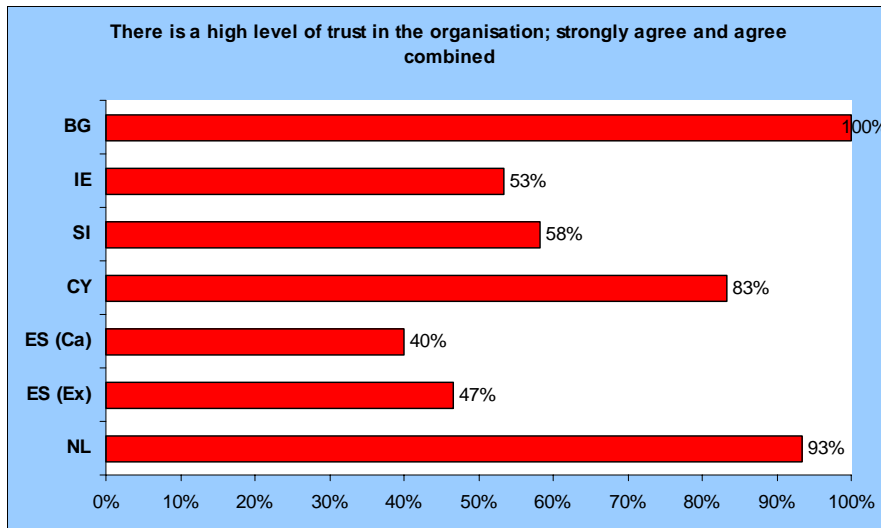
A formal idea generation process is in place; strongly agree and agree combined



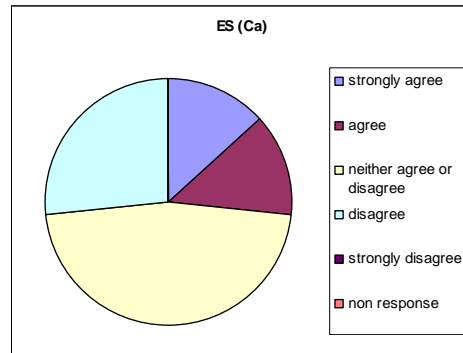
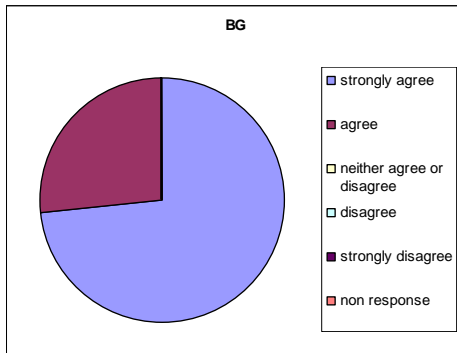
A formal idea generation process is in place



There is a high level of trust in the organisation - culture -

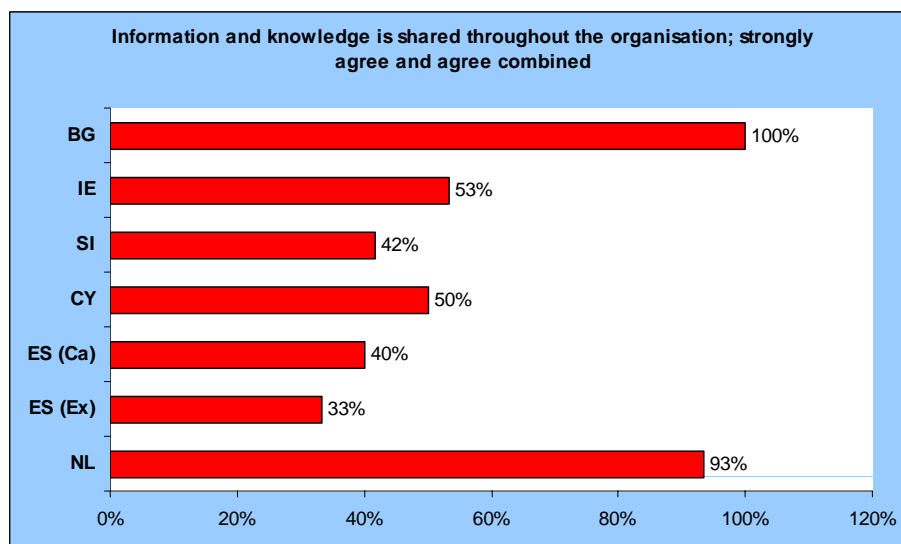


There is a high level of trust in the organisation

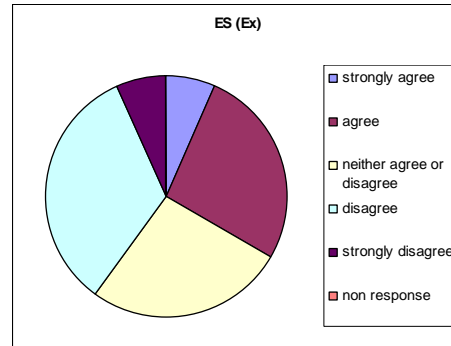
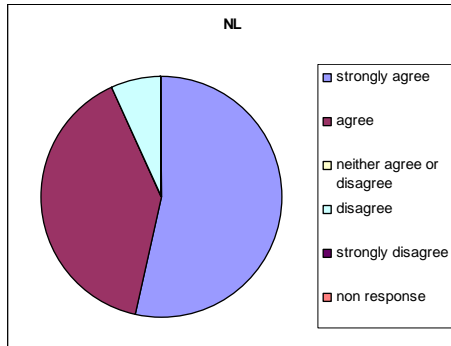


Information and knowledge is shared throughout the organisation

- culture -

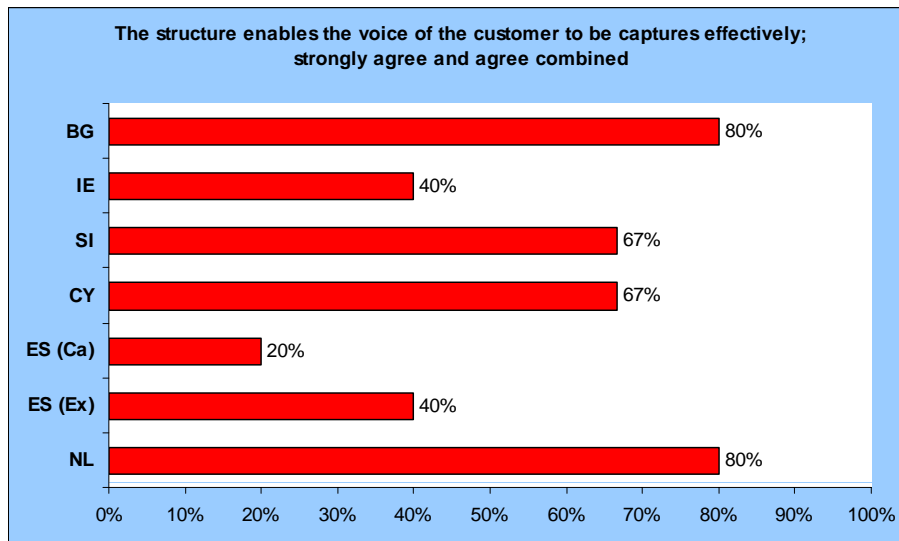


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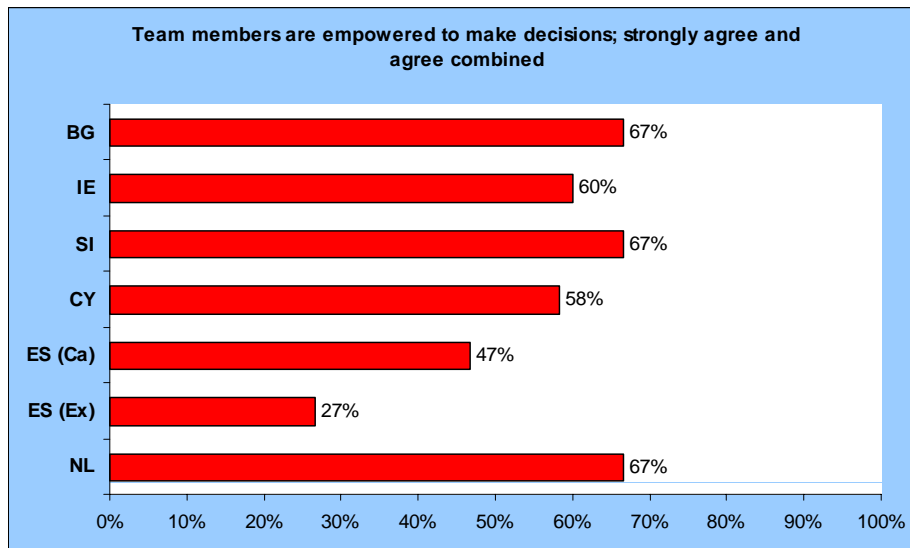


The structure enables the voice of the customer to be captured effectively

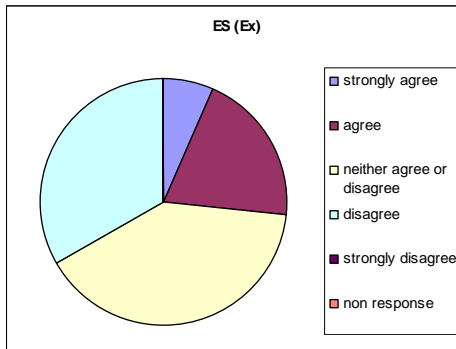
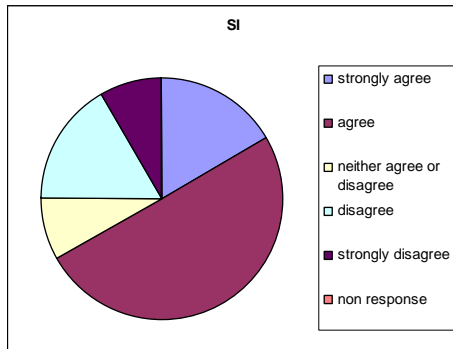
- structure -



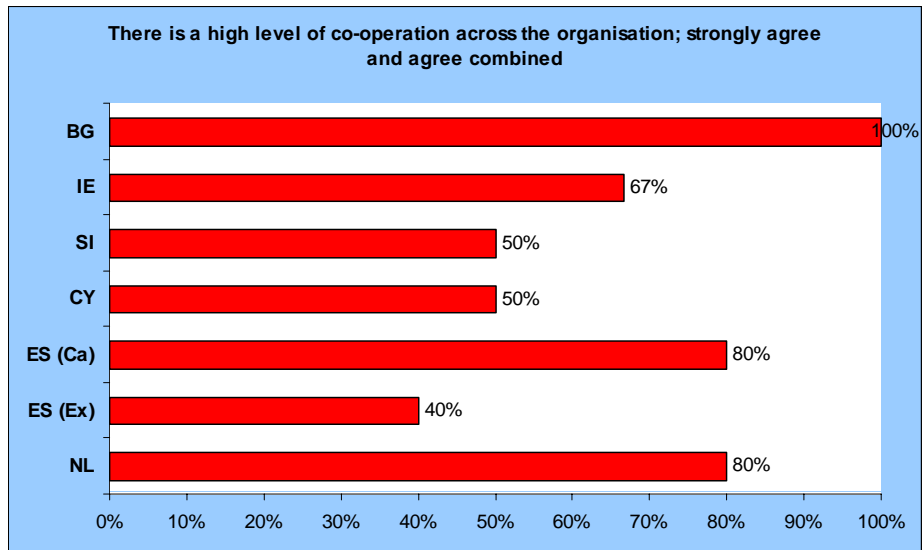
Team members are empowered to make decisions - structure -



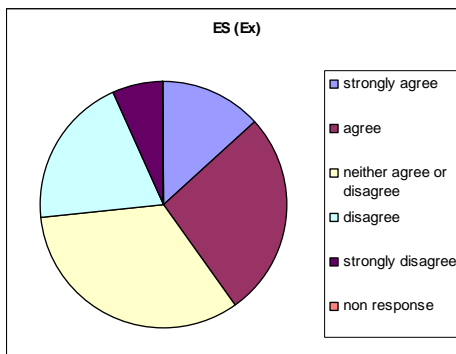
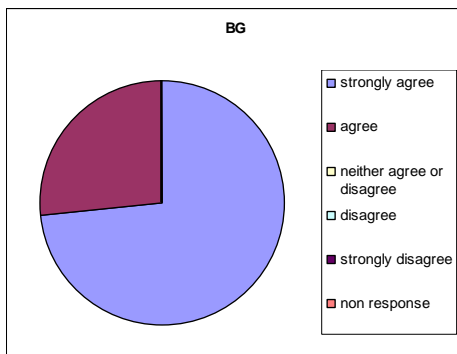
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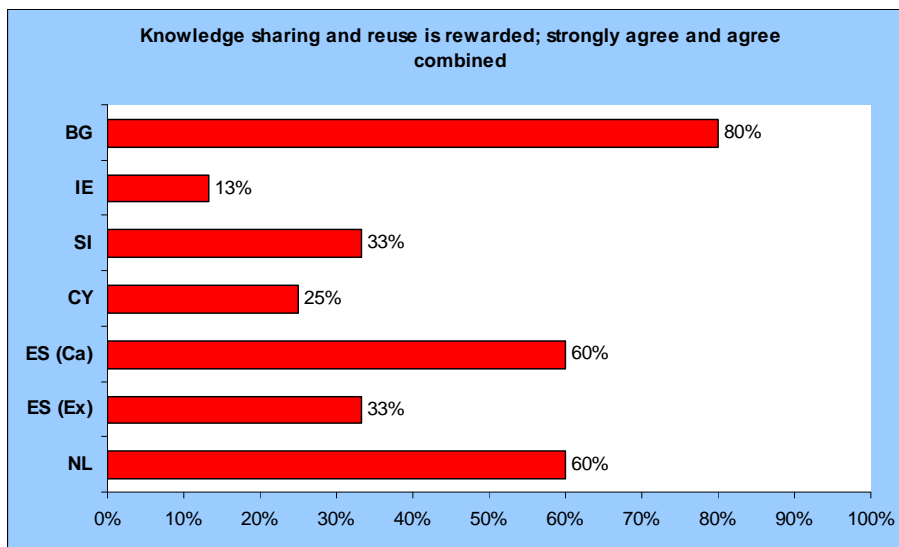
There is a high level of co-operation across the organisation - structure -



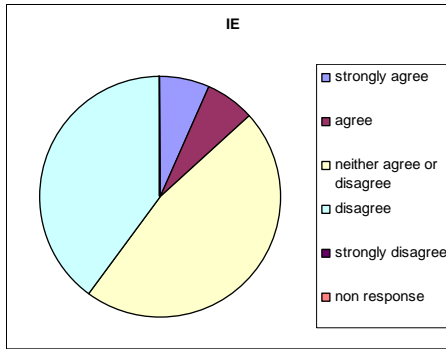
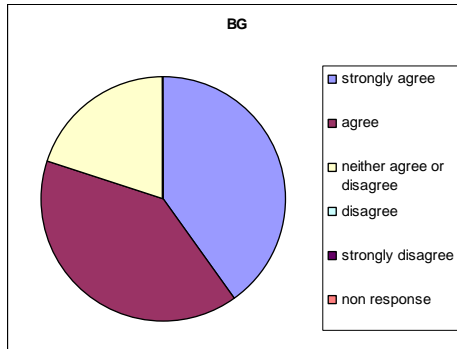
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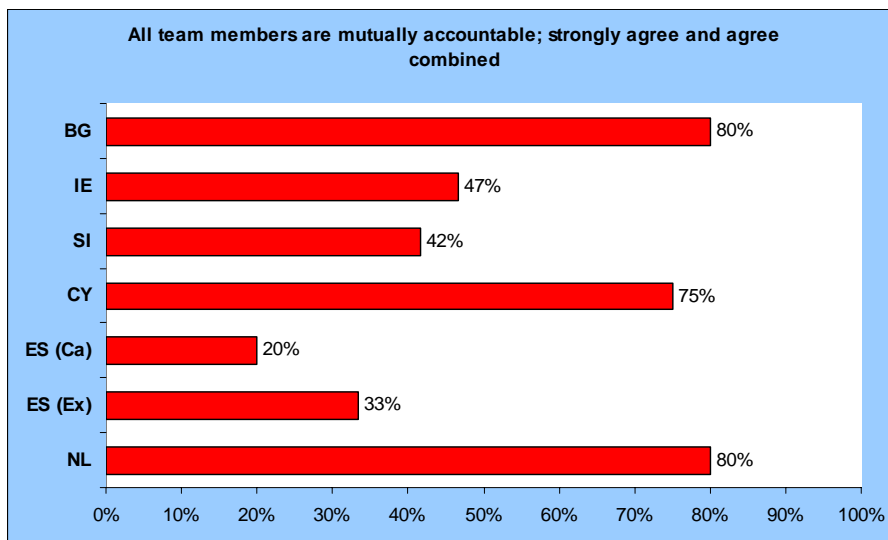
Knowledge sharing and reuse is rewarded - motivation -



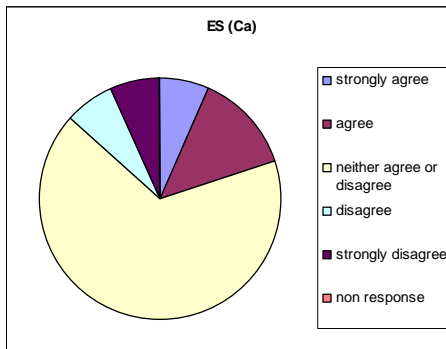
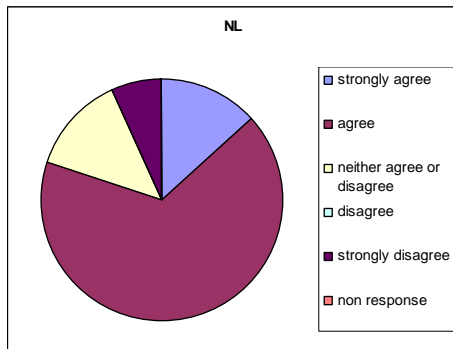
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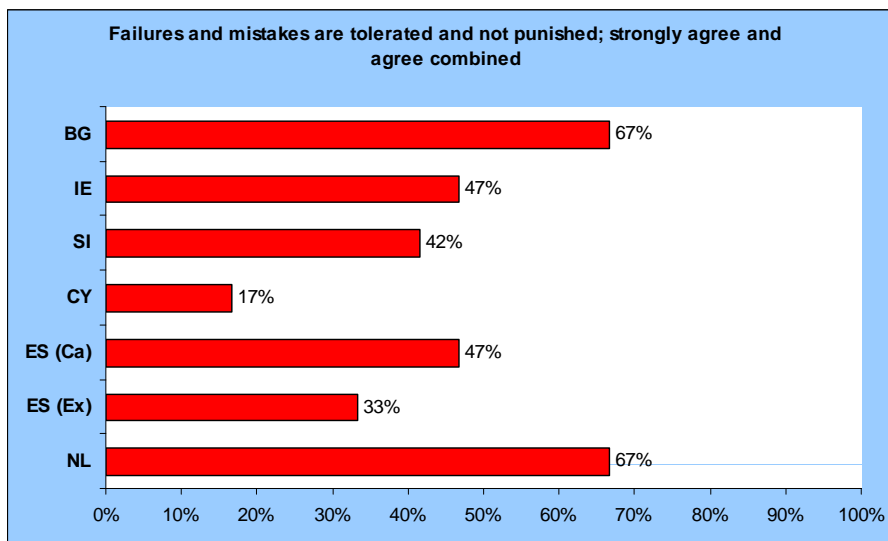
All team members are mutually accountable - motivation -



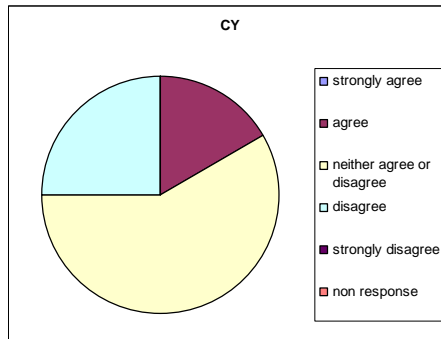
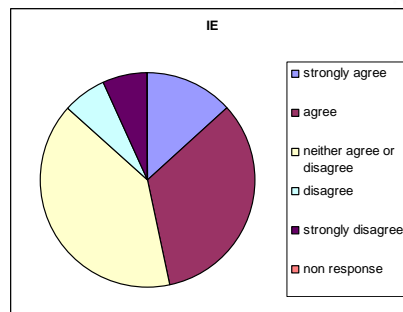
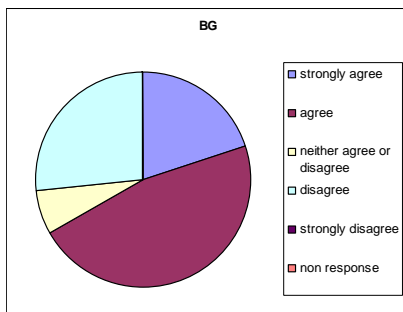
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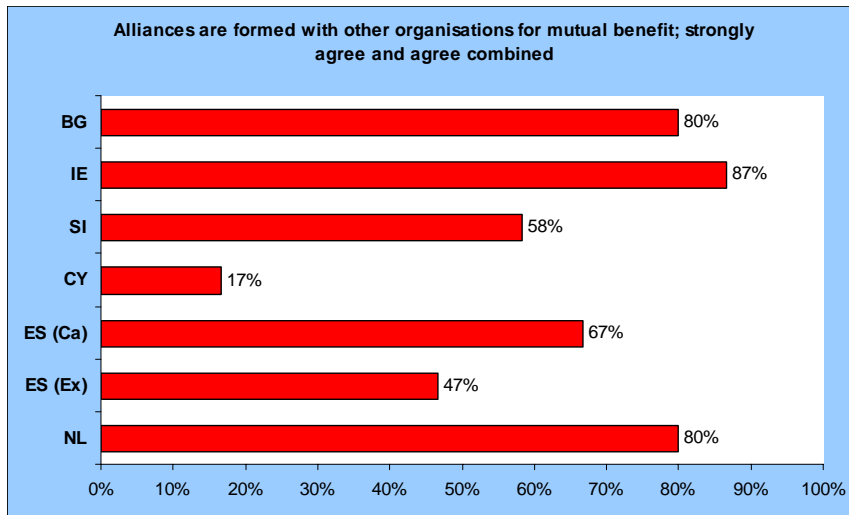
Failures and mistakes are tolerated and not punished
- motivation -



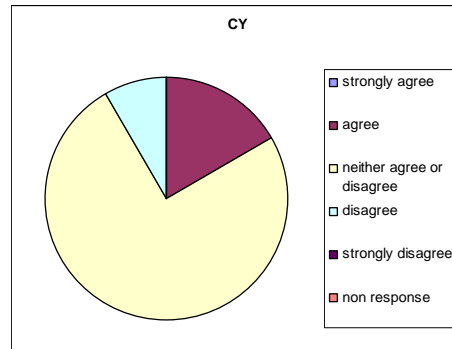
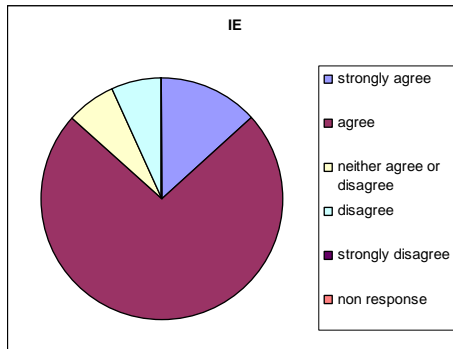
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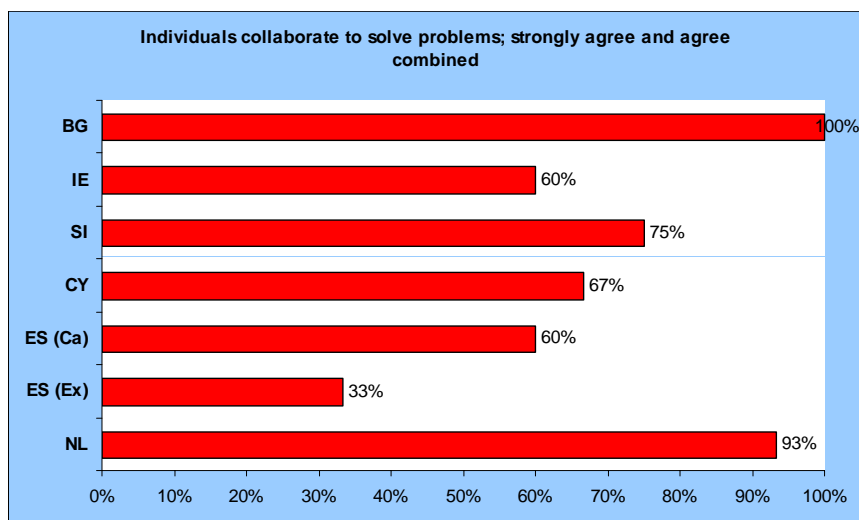
Alliances are formed with other organisations for mutual benefit - benefits -



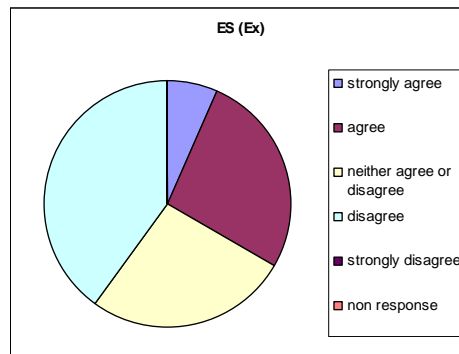
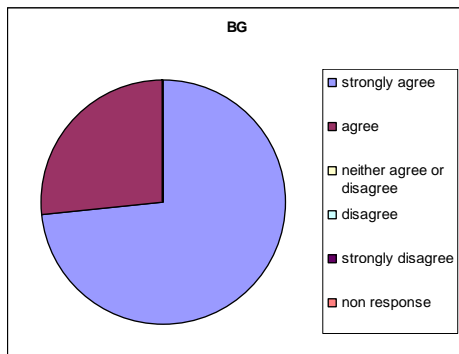
Alliances are formed with other organisations for mutual benefit



Individuals collaborate to solve problems - benefits -



Individuals collaborate to solve problems



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 are 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.



Recommendations



DISCUSSION

