



international business management skills among SMEs

CODE: 2019-1-IT01-KA202-007423

www.businessesinternationalgrowth.eu

The European Commission support for the production of this publication does not constitute an endorsement of the contents which Co-funded by the reflects the views only of the authors, and the Commission cannot be Erasmus+ Programme held responsible for any use which may be made of the information of the European Union contained therein.



What is the company Check-Up?



The IO3 - Company Check-Up is a product of testing activity of the training program which is directly realized by the course beneficiaries in the context of work-based learning experiences in their own companies.

The Company Check-up aims to help the beneficiaries to check their company health and gain more objectivity about the impact, challenges and they are facing nowadays.

By conducting the check-up, workers and entrepreneurs can identify strengths and weaknesses in their companies and can take preventative measures so they keep the business healthy.

Who were the beneficiaries?



The check-up beneficiaries were selected from the total of the 91 beneficiaries of the project. Each country partner selected two or three beneficiaries to participate in the check-up procedure.

The beneficiaries are a mix of workers and entrepreneurs of SMEs. The Check-up was held in English and the beneficiaries chosen had a basic level of English language. The face to face interviews were held either in presence, or online.



The process

The questionnaire

The questionnaire process consists 40 questions, with rank from 1 to 10. The ranking of 1 is the weakest, where the business needs the most help here. Ranking of 5 is the midpoint, where the business is facing some difficulties. Ranking of 10 is the strongest, where the business has a high level of development. At the end of the questionnaire the beneficiary could count the total score and record it in the place provided. The questionnaire covers four main sectors for the companies health: MANAGEMENT / MARKETING / FINANCIAL & LEGAL / HUMAN RESOURCES

The interview

The interview involved the beneficiaries from all the participating countries. The interview was consisted of an insightful discussion on the score results of the questionnaire and advises for future steps. The approximate time needed for the interview was 45-60 minutes.

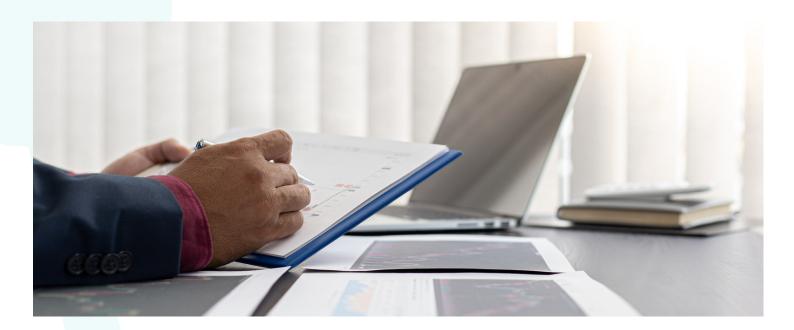
Reporting activity

The reporting activity was carried out by all participating partners and was based on each country's Check-up results. The Greek-Italian Chamber of Commerce was responsible to prepare the final report with the data collected by each partner.





The introduction



All partners evaluated the check up results carried out in their reference companies and territories and prepared the reporting of data and information collected in order to be sent to the coordinator.

The final report works as a summary that outlines the results of the check up process that has been conducted.

The goal of the final report is to clearly outline the findings that may help the next businesses to take action based on the check up results.

The final report is written in a simple and clear way so the readers can understand the background information and the results the questionnaire.

In the final report describes in detail the process of the check up monitoring, the companies involved and the results.



The policy disclaimer



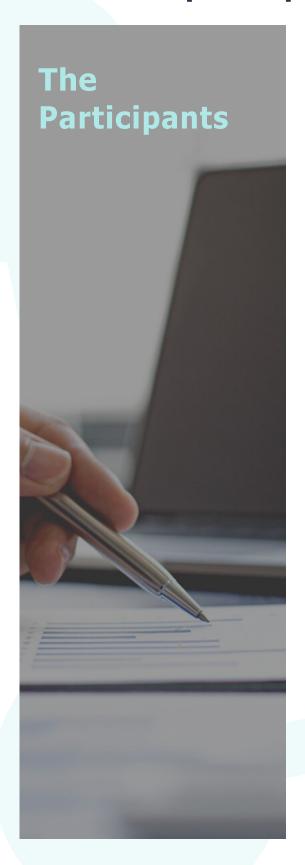
This research is conducted as part of the B.I.G project, which aims to increase the digital, international, business, and financial management skills of 91 workers of small companies functional to define the correct and sustainable planning of digital, international company projection.

The result of this research are used for the project implementation only.

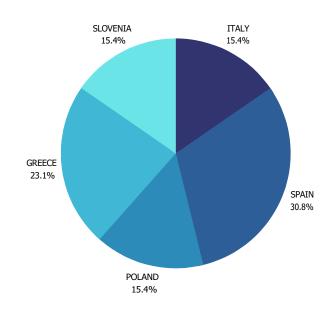
Your responses will remain completely confidential between the partners involved in the project.



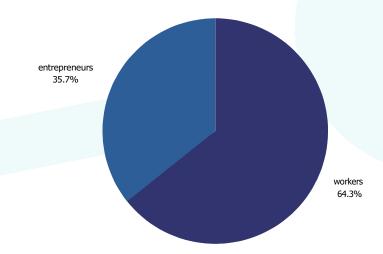
Number of participating companies.



Beneficiaries per Country: 13



Entrepreneurs vs workers



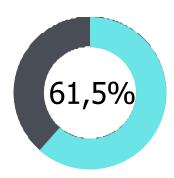




The overall scores of the beneficiaries' companies was between **200-299** (surviving) and **300-399** (very good)

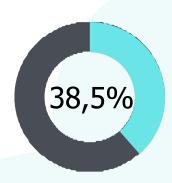
SURVIVING

The company seems to be doing ok but has much more potential to be improved in many areas. Your company needs to shift out of survival mode and identify what areas are going to have the greatest impact for business growth and return on investment by getting some guidance.



VERY GOOD

The company is going very well at this point. With a bit more investment into some key areas, the company could easily move into the thriving rank and take advantage of greater strategic growth opportunities.



The Next-Steps

Once the beneficiaries have completed the questionnaire and identified the necessary areas their business needs attention, they used the "Next Step" template, with the guidance of an expert or advisor and identified the main areas for their business to be addressed.



The main "Next-Steps"

MANAGEMENT

Clear business & operation plan
Specific SWOT analysis

MARKETING

Better social media strategy

Better Tech-Oriented Advertising

CRM tools

Clear marketing plan

FINANCIAL & LEGAL

Frequent checks on financial statements

Better accounting system

Clear financial risk management

HUMAN RESOURCES

Clear HR policy

Clear documented induction for new staff

Better fit on workers-job positions





The main difficulties the beneficiaries faced

MANAGEMENT

- Business plan ready to be adapted on the market changes
- SWOT analysis
- Long-term planning
- Definition of a long term strategy
- Operation plan strategy
- Business professionals

MARKETING

- · CRM tool
- Tech-oriented advertising strategy
- Written marketing strategy
- · Social media strategy
- Long-term marketing strategy
- · Investment on new technologies

FINANCIAL & LEGAL

- · FRAUD detection system
- · Checks on financial statements
- · Financial risk management
- Revenue stream

HUMAN RESOURCES

- · Written HR policy
- Documented induction program for new staff
- Training process for new staff



The main strong points of the beneficiaries

MANAGEMENT

- Gaps determination
- Flexible business plan
- · Advisory team of business professionals
- Legal agreements up to date
- Team meetings
- · Well written contracts
- Insurance policy

MARKETING

- · Effective marketing strategy
- · Buyers' and competitors' activity analysis
- Definition of the market niche
- Quality-price combination
- Pricing strategy
- · Good branding
- Good point of differentiation

FINANCIAL & LEGAL

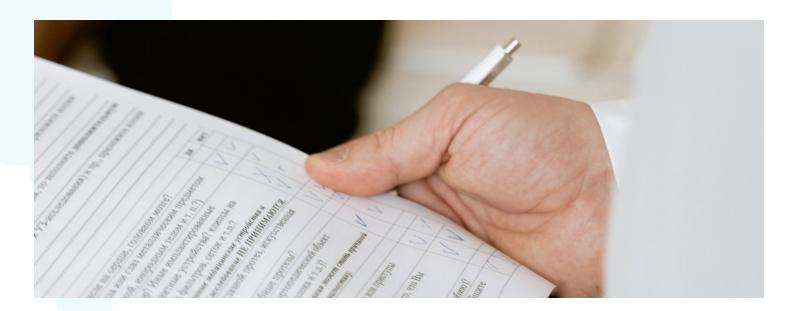
- · Business licenses up to date
- · Labor law and employment standards Financial
- · statements in order
- · Good accounting system

HUMAN RESOURCES

- · Good HR policy
- Reliable approach to compliance with labor law
- Teamwork
- Training and personnel development strategy
- Good match of employees and job positions
- Good leadership
- · Good mix of salary, benefits, rewards etc



The conclusion



The health of a business is a reflection of how well is managed in all the aspects.

This check-up was designed in order to make entrepreneurs and workers review their business from a high level viewpoint and see where is needed to make some changes or invest in key sectors and skills, so their business stays on its way to success.

The check-up contains:

- An introduction of the B.I.G. project and its objectives
- A **questionnaire** of **40 questions** that cover four main aspects that may affect your business health: management, marketing, financial and legal, and human resources.
- An **interview** with an expert per partner country, in which all the participating beneficiaries good have a detailed discussion on the fields of interest.

In this process, 13 companies from five countries has participated: Italy, Spain, Slovenia, Greece, Poland.

The procedure was coordinated by the Greek - Italian Chamber of Commerce of Thessaloniki. All partners supported the group of beneficiaries involved in the check-up process, and evaluated the check-up results carried out in their reference companies/territories.







THE B.I.G. PROJECT IS FINANCED BY THE ERASMUS+ PROGRAMME, KEY ACTION 2 "COOPERATION FOR INNOVATION AND THE EXCHANGE OF GOOD PRACTICE", UNDER THE SPECIFIC VET PRIORITY OF "ENHANCING ACCESS TO TRAINING AND QUALIFICATIONS FOR ALL". THE B.I.G. PROJECT INVOLVES 11 PARTNERS FROM 5 EU COUNTRIES (ITALY, SPAIN, SLOVENIA, GREECE AND POLAND) FROM THE ACADEMIC, TRAINING AND CHAMBER SYSTEMS, ABLE TO CAPITALIZE ON SECTORIAL, GEOGRAPHICAL AND TECHNICAL-SPECIALIST DIVERSITY, TO INNOVATE MODELS, METHODS AND PRACTICES IN THE FIELD OF ADULT EDUCATION. THE PROJECT WANTS TO ENHANCE INTERNATIONAL, DIGITAL AND CROSS-CULTURAL BUSINESS MANAGEMENT SKILLS FOR SMES, BUILDING A SPECIFIC DIDACTIC PROJECT FOR THEIR NEEDS BASED ON 3 DIFFERENT DIMENSIONS: COGNITIVE (LEARNING BY THINKING), OPERATIVE (LEARNING BY DOING) AND BEHAVIOURAL (LEARNING BY ACTING). COMPANIES WILL HAVE THE AVAILABILITY OF A EXPERIMENTAL DIDACTIC PATH THAT WILL BE BUILT WITH THE SUPPORT OF COMPANIES AND WORKERS AND USING THE MOVIE EDUCATION TRAINING METHODS.