



S-ACCESS

Smes ACCESS to international public procurements

Project n. 101034046 – S-ACCESS

Smes ACCESS to international public procurements

D.5

“The best offer for tender”

Skills and Organisational aspects for SMEs wishing
to go international with public procurements

Handbook and self-assessment for SMEs



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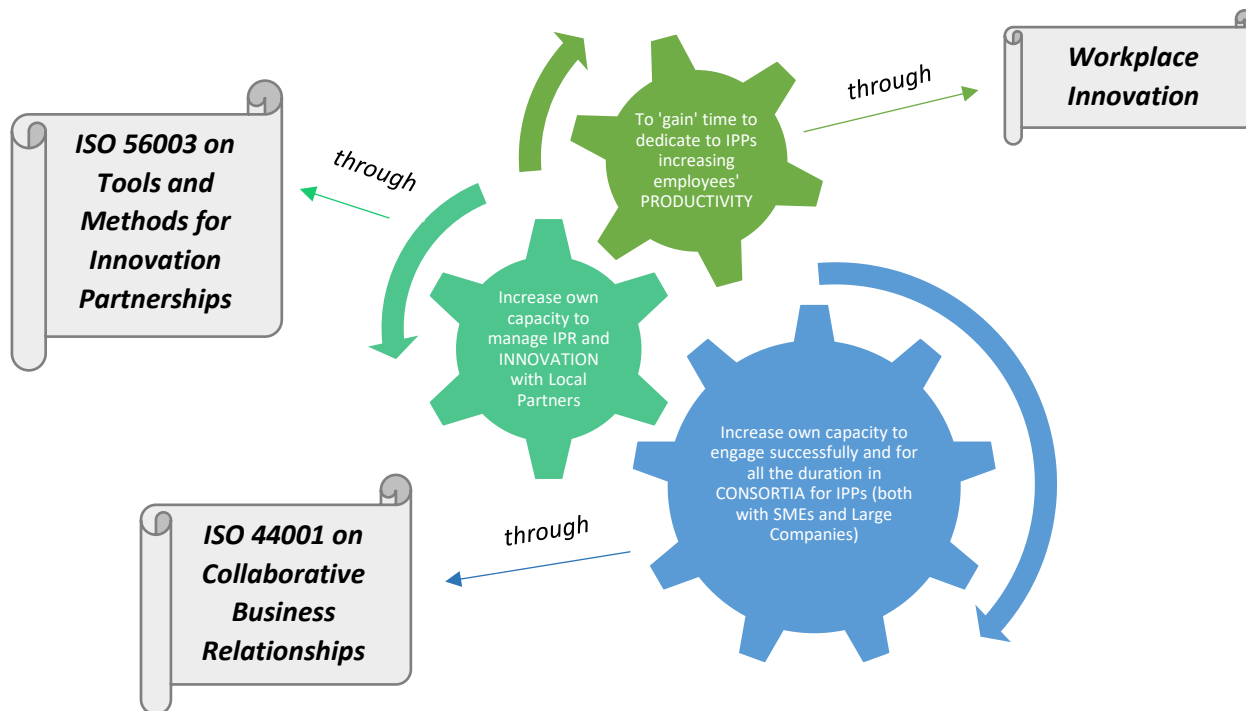
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Introduction

This Report aims at providing the SMEs operating in the Railway sector with indications suitable to build-up “the right skills” and “the right organisational modalities” for tendering on the international scale and through consortia.

A “business as usual approach”, in fact, should be discarded to seriously get prepared to participate – for the first time or in a more successful way – in International Public Procurements. Many are the aspects inside and outside an organisation *influencing* its *actual* capacity to achieve a goal. From the lessons learnt so far in the S-ACCESS project these may relate to the following needs, that can be helped implementing tools and standards already existing:



The inputs provided in this Report therefore come from:

- ISO 44001 on Collaborative Business Relationships within or between organisations¹
- ISO 56003 on Tools and Methods for Innovation Partnerships²
- relevant key lessons from the EU-funded INNOSUP projects on Workplace Innovation in SMEs³

¹ [ISO 44001:2017 - Collaborative business relationship management systems — Requirements and framework.](#)

² [ISO 56003:2019 - Innovation management — Tools and methods for innovation partnership — Guidance.](#)

³ [HORIZON 2020 – INNOSUP 04 Workplace Innovation uptake by SMEs \(europa.eu\).](#)

- inputs resulting from two S-ACCESS Deliverables, namely D.2 “SMEs' readiness classification and lessons from previous success stories” and D.4 “Overview of recurring requirements in public procurements in the USA, Canada and Norway”.

The Report, conceived as a “Handbook”, also includes a self-assessment for SMEs aiming at **stimulating self-evaluation and prepare cultural change** in SMEs, whereas needed.

Once approved, the Deliverable will be delivered to the Partners’ SME members, published on the project website, on the Partners’ websites, on the ECCP and disseminated through the EEN contact points supporting the S-ACCESS project.

Foreword

SMEs seeking to compete and succeed at international level in public tender opportunities, should address some key preparatory activities that can help enhance their performance. Additionally, participating in tailored pre-tendering activities and trainings can also help optimising their performance, during and throughout the tendering process.

In this handbook, we would introduce aspects of ‘best practice’ to SMEs during their preparation phase and to reference from specific references that are relevant to their preparation. In particular, the following international standards are considered very useful references when due to engage in *collaborations* as it is the case of consortia for public procurements, as well as when partnerships are around *innovation* (e.g. like the ones that could be set-up in Joint Ventures between a European SME and one based in USA):

- ISO 44001 – the international standard describing Collaborative Business Relationship Management Systems, highlighting the importance of collaborative skills, behaviours, and mindset
- ISO 56003 – the international standard describing Innovation Management and the Tools and Methods for innovation partnership, highlighting the guidance required for success.

It is important that we pay due respect to these two reference documents as their content will be instrumental to the success of this initiative. Indeed, many quotes, references and figures have been obtained from these two sources alone. The author can confirm and demonstrate that receipts for the purchase of these two standards are available for inspection.



1. Key indications useful to improve collaboration and success rate in consortia for international public procurements

1.1 Key indications from ISO 44001 - Collaborative Relationship Management

A Collaborative Business Management System seeks to establish the **requirements of a strategic lifecycle framework to improve business relationships in and between organisations of all sizes** – from ISO 44001:2017, we see the primary benefit of a collaboration being:

- Business relationships formed by committed organisations to maximise joint performance for the achievement of mutual objectives and the creation of additional value
- The achievement, or creation, of additional value being key to the collaboration’s viability.

What are “Collaborative Relationships”? From ISO 44001, we can see that there is a framework for identifying, setting up and managing collaborative business relationships – the overriding factor appears to be that of ‘value creation’ in particular, the creation of ‘added value’ from the creation of the collaboration. Put simply, if there is no benefit (‘added value’) from collaborating, why invest the resource and embrace the risk in the first place?

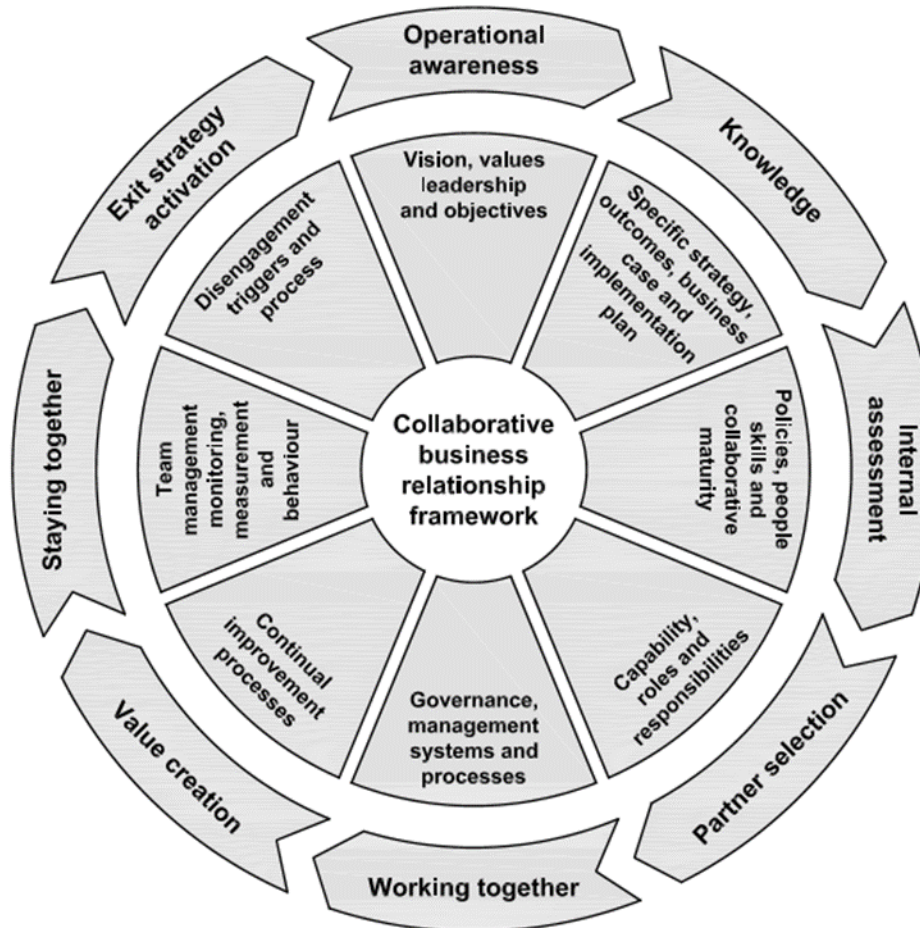
The framework for Collaborative Business Relationships has its roots in a British Standard (BS11000 circa 2011) and, before then, the framework was available as a Publicly Available Standard (PAS) 11000. This framework is robust and, over the past 12 years or so, has proven itself across several sectors. The framework comprises eight sections:

- Operational awareness
- Knowledge
- Internal assessment
- Partner selection
- Working together
- Value creation
- Staying together
- Exit Strategy activation

Although the eight sections of the standard are grouped in a circular fashion (largely following a logical sequence), the evidence for any collaboration can be gathered for any section at any time – the repository for the evidence being the Relationship Management Plan (RMP) and this is similar in purpose and scope to other so-called ISO Management Standards (examples being ISO 9000, ISO 14000, ISO 27000 series of standards). For example, as part its accreditation for ISO 14001, a company will need to have an *Environmental* Management Plan; similarly, for ISO 44001, a company will need to have a *Relationship* Management Plan.



Figure 1 | ISO 44001 Framework – Principal Lifecycle Components (p. 13)



Some Strategic Considerations before we begin to contemplate setting up a collaboration concern:

- How do we select the right market for collaborative working?
- How do we select the right partner for collaborative working?
- How do we put the governance in place?
- How do we get ourselves ready for collaborative working?
- How do we set up our organisation for collaborative working?
- How do we decide what is in and out of scope?

- What do we have to do to realise a collaborative culture at all levels of our organization?
- How do we prepare for collaborative working?
- How do we monitor the relationship?
- How do we manage the relationship?
- How do we measure the performance of the relationship?
- How do we sustain and develop the relationship?
- How do we capture Lessons Identified?
- Could we use the ISO 9001 Continuous Improvement Process?

Fundamentals – The Concept of Openness

Without ‘Openness’ or, at the very least, the ability to be receptive to new thinking, new ways of working, new people or new relationships, our ambition is flawed.

Openness is, arguably, the key driver & facilitator for establishing and delivering success in Collaborative Business Relationships.

Trust can be built, developed, repaired, even facilitated – however, it can also be destroyed, compromised (in seconds!).

Openness takes a conscious effort and needs to be in place and remain in place throughout the life of the collaboration.

Leadership Functions

The following thoughts are offered as the topics of workshops within and across the partners of the collaboration. This list is neither exclusive not exhaustive, and comprises:

- Communication, all levels, all media channels, all people
- Empower (Communicate the ‘what’ not the ‘how’)
- Openness & Trust
- Culture and Behaviours
- Competencies (do you have behavioural competences in your Job Descriptions?)
- Develop Individuals and Teams
- Lead by Example
- COMMUNICATE (brief out the ‘why’ as well as ‘what’)

So, what could a collaboration look like? How do we recognise them and what experience have you and others got of working collaboratively? Here are some examples of entities which may (or may not!) have had collaborative credentials, as follows:



- Collaboration
- Network
- Consortium
- Enterprise
- Alliance
- Joint Venture
- Cluster
- Partnership
- Eco-System
- Outsourcing
- Cooperative
- Confederation
- Association
- Syndicate
- Group
- Team
- Gang
- Posse
- Cartel
- Collective

Can Collaboration Work – What can happen and what might need to happen?

Think of the experience level within the collaboration – is this all a new experience for colleagues and potential partners? Is there a history of a blame culture within the organisation(s)? Within a collaboration it is NOT usual to refer to issues and contributions as ‘yours’ and ‘theirs’ but **‘ours’**: there is a **collective responsibility** for getting things done rather than watching from the sidelines.

Additionally, there needs to be a clear definition of capability and credibility in terms of what each member can bring to the collaboration as well as a willingness to share information that hitherto might have been sensitive or commercial-in-confidence. In such a cases, information can be shared and can be protected through Memoranda of Agreement (MoA), Memoranda of Understanding (MoU), Non-Disclosure Agreements (NDA), etc..

Information/Data & Intellectual Property need to be identified: not just that which will be created as a result of the collaboration but that which pre-existed the collaboration and is now a necessary component of the collaboration’s capability, capacity, resilience and so on.



Ways of Working

Quite often it is the tiny things that can balloon into ugly disruptors within a collaboration, so - in the words of the late General Colin Powell - **‘Check Small Things’**. Also check functional capabilities across the collaborations: what are for example the individual firewall protocols (can attachments get through to all email accounts)? And how does operational cultural change from entity to entity? Does, for example, everyone in one entity let alone across the collaboration know what is meant by ‘smart casual dress’? It might seem trivial, but it can also become serious. Are all personnel policies the same? Or if not, is there a level of understanding where there is a difference (company car protocols, expenses, meeting locations, hotel accommodation etc.)?

Consulting over changes to working practices or concerns that the workforce may have where the perception from them is that the collaboration poses a threat to established working practices or even jobs – consulting with them directly as well as their trade unions where appropriate can help to explain the concept of ‘additional value’ that is being derived across the whole collaboration.

Remember that the collaboration can be scaled to a particular business/relationship need and the Standard (ISO 44001) provides a **framework in a common language** that can aid implementation and provide a roadmap for implementation. Also, the Standard works in Public and Private sectors, bridging cultural differences, creates an environment of mutual trust, respect and knowledge-sharing whilst enabling agile thinking across the industry for the benefit of industry and your client base.

Although no two collaborations are likely to be similar, they still have some generic benefits, in that they enable and allow innovation to flourish, de-risk future outcomes, provide shared cultural improvement.

Working on the relationship can realise considerable value and, arguably is as important as working within the relationship: **being clear** as to the partners ‘value added’ contribution is important as is the notion of **being willing** to make others succeed.

Although specifically part of the ‘Staying Together’ component, it is still important to have a clear method of conflict resolution set out well in advance of it having to be deployed: such measures need to be communicated to all levels across the collaboration and understood, practiced and respected.

It can be tempting to relax once the collaboration is set up; however, continually set new targets and goals will keep it fresh; clearly, though, there is a balance to be struck and no-one wants to create a culture where, at best, confusion over purpose and, at worst, ‘initiative fatigue’ is prevalent.

Each partner must **see tangible benefit** on their own terms and this can be enhanced by encouraging embedded/co-located working; ultimately, working so closely and realising the ‘additional value’ can make it easier to turn partnerships into contracts.

Seeking good/best practice from other sectors is often worthwhile and can be a motivational factor in getting certain practises adopted (if it’s good enough for ‘X’ it’s good enough for us!); even for simple



things like meetings there are lessons to learn. The following meeting etiquette is from a F1 team: the meetings were held in a glass-walled room and these sentiments were engraved on the glass door:

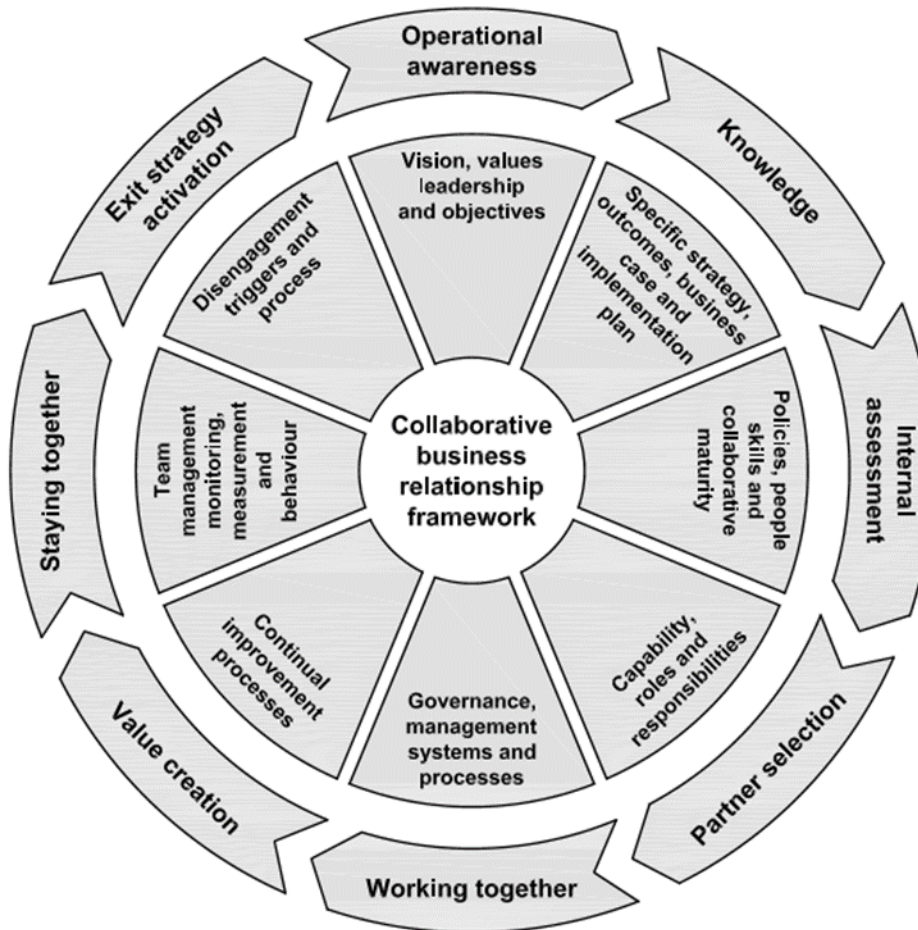
- Start on time
- Be prepared – read the agenda
- Switch electronic devices to silent
- Laptops should remain closed unless being used to present / contribute / take official minutes
- Actively listen to other points of view
- Avoid interrupting the speaker
- Contribute clearly and concisely
- Don’t engage in ‘side conversations’
- Stick to the agenda and reach & communicate decisions
- Finish on time.

ISO 44001 – Principal Lifecycle Components

The 8 stages of the ISO 44001 Model are repeated below in the form of the diagram and each stage with supplementary activity covered by bullet points help guide activity and knowledge gathering.

Central to the collaboration’s effectiveness and – more importantly – as a living document that is required for accreditation to the standard is the **Relationship Management Plan (RMP)**. The RMP is the repository and reference for all data and entries associated with all 8 stages and this is why it is introduced right at the beginning of any journey towards building an ISO 44001-compliant collaboration:





The 8 stages of the life-cycle will be developed below – starting with Operational Awareness (and the need for the RMP) and the other components will be covered in turn (however, although there is a logic for completing the stages in sections, for example you could complete Operational Awareness, Knowledge and Internal Assessment only to find that you -as a company or entity- were not ready for collaborative working and this could be an economical way of finding that out).

Operational Awareness

Identify and select Senior Executive Responsible (SER): this is a crucial leadership role and this individual is both responsible and accountable for the management, leadership and development of the collaboration.

Operational governance needs to be set out and agreed across the collaboration and this governance needs to address and include the following areas:

- Identify operational objectives/value
- Establish value analysis process
- Operational collaborative business relationships
- Plan for operational collaboration
- Develop competences & behaviours
- Conduct Initial Risk Assessment
- Create Relationship Management Plan

The SER owns the Relationship Management Plan (RMP) and the general content of the RMP shall include:

- Overview of relationship programme
- Business objectives
- Roles and responsibilities
- Outline of management/governance structure
- Summary of contract arrangements
- Identify principles for visions, values and behaviour
- All the above are subject to review, amendment and/or agreement after partner selection

The RMP needs to exist either as a stand-alone entity that identifies the links across the organisation or integrated into other operational plans; it should not be considered as separate from existing management processes, but as a basis for integrating and supplementing established working practices.

RMPs can, in turn, feed a Corporate RMP (CRMP): not all projects have to be collaborative within an organisation; the RMP should provide a framework for documenting the relationship development process and procedures.

The RMP provides a focus and background as well as a dynamic record of the evolution of the relationship; it provides a focus for operational personnel and a centralized record for audit or assessment.

Probably the most important activity after any of the stages has been completed, reviewed or changed in any way is that the RMP must be updated and there must be appropriate Version Control & Change Management processes in place for the RMP to have any credibility or utility (for accreditation purposes).

Knowledge

The Knowledge stage sets out what you know about the products, goods and/or services that are being included ‘in scope’ for the purposes of the ISO 44001 accreditation. It may seem odd at this stage to be considering and drafting the initial Exit Strategy; however, it is important to ‘bound’ the opportunities right from the start so that everyone in the collaboration is on the same page and understands what is in front of them. The typical areas to consider for the Knowledge stage include the following:

- Strategy and Business Case Development



- Identification of specific relationship objectives
- Implementation of the value analysis for a specific opportunity
- Development of the initial Exit Strategy
- Identification of key individuals’ competences and behaviour
- Knowledge Management
- Supply chain and extended enterprise threats and opportunities
- Implementation of risk management process
- Risk assessment
- Internal review
- Risk ownership and mitigation
- Evaluation of the business case
- Incorporation of knowledge into the RMP

Internal Assessment

The internal Assessment stage is rather like having self-awareness as a human being; many people do not know how they come across to other people and in some instances, what some people consider as perfectly reasonable behaviour may, in fact, be ‘toxic’.

This metaphor is relevant as some companies also exhibit similar traits as a corporate entity – how many times have you heard from a business representative, “What do you mean you have not heard of us?” – whose fault is this yours or the company concerned? So, it is important that any company (and any partner within a collaboration) takes seriously the Internal Assessment stage and – metaphorically – looks at themselves in the mirror as well as using other metrics to ask: “are we truly ready to collaborate?”.

Remembering that all stages can be evinced at any time, there is a logic to completing the first 3 stages *in toto* as an early activity as this can provide the evidence for a “Go/NoGo” decision by management so that the expending of unnecessary cost, time and human resources are avoided. Completion of this stage will require a significant amount of time and energy to address the following:

- Capability and environment for collaboration
- Assessment of strengths and weaknesses
- Assessment of collaborative profile
- Appointment of collaborative leadership
- Definition of partner selection criteria
- Implementation of the RMP
- Readiness
- Confidence
- Self-Awareness – “to see ourselves as others see us” quote Aldous Huxley
- Psychometric profiling has its place – choose the appropriate instruments



- Corporate awareness and branding
- Corporate communications
- Be prepared for failure
- Emulate the NASA model/mindset – could it work for you?
- Policies and Processes
- Internal Constraints
- Internal Collaborative Profile – what is the Collaborative Mindset?
- Collaborative Leadership
- Partner Profile – start to think what would your ideal partner look like?
- Knowledge, Skills, Attitudes
- Collaborative Mindset
- Benchmarking

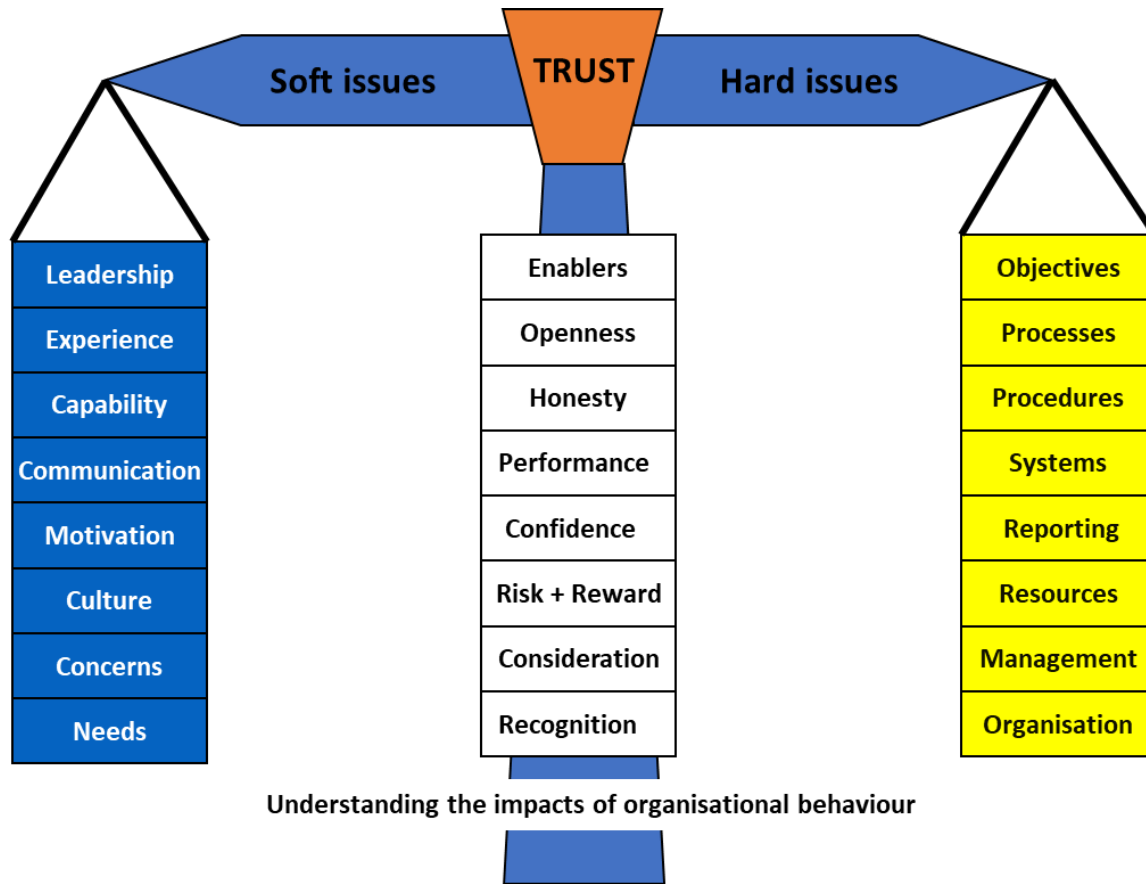
The **maturity matrix** below provides a platform against which organisations can review their internal development needs and present their overall approach to prospective partners. The matrix provides a development and progress profile that outlines an organisation investment and commitment to continuous improvement. The triple ‘A’ rating provides a clear indication of an organisation that has fully integrated collaborative relationship approach within its operating model.

Figure 2 | Maturity Matrix: how a company measures its readiness for collaborative activity (own design)

	Attributes	Ability	Attitude
A	Operational processes are well defined and integrate collaborative approaches	There is a high level of experience at all levels focused on effective collaboration	There is clear corporate commitment and leadership that cascades throughout the operations
B	There is limited application of shared processes and performance indicators	There are individuals at various levels that have demonstrable skills in collaboration	There is evidence of successful individual collaborative programmes in effect
C	There are robust internal processes and performance indicators	There is appreciation of collaborative approaches but a lack of skills	There is appreciation at the operating level of the value of effective relationships
D	Operates with a traditional contract and procedural based approach	No appreciation of a practical approach to the value of relationships	Only operates a robust and effective arms length contracting approach



Figure 3 | Trust is key in collaboration: its many founding elements (own development)



Partner Selection

Partner selection needs to be addressed with a significant amount of thought – this section is being completed as the business feels it has the credentials for collaborative working and it is openly seeking partners. Occasionally, this activity may be completed covertly where there is significant risk associated with commercially sensitive goods, products and services or where Intellectual Property (IP) is either vulnerable or at stake.

It is not unusual to use a form of tendering process to judge potential partners scoring their capabilities or the content from their questionnaire submissions against a matrix that has been standardised by the collaboration bid team.



It is also worth noting that this is when the RMP really starts to show its worth as a management document, and it is absolutely vital that this document remains a controlled document with correct version control and access is limited to those who need to access it.

The following aspects need to be considered:

- Nomination of potential collaborative partners
- Partner evaluation and selection
- Development of engagement and negotiation strategy for collaboration
- Initial engagement with potential partners
- Assessment of joint objectives
- Assessment of Joint Exit Strategy
- Selection of preferred partners
- Initiation of Joint RMP
- Establishment of the joint governance structure
- Joint executive sponsorship
- Validation of joint objectives
- Operational leadership
- Joint management arrangements
- Joint communications strategy
- Joint knowledge management process
- Establish joint risk management process
- Operational process and systems review
- Measurement of delivery and performance
- Improvement of organizational collaborative performance
- Establishment off a joint issue resolution process
- Establishment of a joint exit strategy
- Agreements or contracting arrangements
- Establishment and implementation of the joint RMP

Value Creation

Value Creation is the stage where the processes are aligned across the collaboration (including, but not limited to, commercial and manufacturing perspectives) such that the additional value created by the collaboration is clear to measure and monitor: opportunities for innovative techniques and ways of working should be considered along with the usual efficiency markers such as Lean Thinking, ‘Just in Time’ supply chain capability (although for the latter COVID-19 has taught us that supply chains can suffer from resilience issues in the face of pandemics and global events). The following aspects need to be considered when gathering evidence for this stage:



- Establishment of the value creation process
- Identification of improvement and setting of targets
- Use of learning from experience
- Updating of the joint RMP
- Total Cost Profile – whole life cost modelling
- Cycle Time
- Agility, flexibility and responsiveness
- Business processes
- Resources
- Specification
- Performance
- Innovation feeds all these – and more ...

Staying Together

Probably the most obvious stage in the model is the ‘Staying Together’: when everything is going well, the collaboration is ‘ticking over’ nicely and even small ‘bumps in the road’ are easily dealt with due to the overarching nature of the whole collaborative framework. However, when crises and significant conflict (internal and/or external) arise, this is when the **integrity** and the **resilience** of collaboration is tested; in such cases, there needs to be strong and effective measures in place to manage conflict resolution and clear instructions and processes for the escalation of issues. Moreover, these processes need to be rehearsed and tested such that they are ‘fit for purpose’ and are subject to regular review as part of (perhaps) the Continual Improvement (CI) process (part of ISO 9001).

Human Factors should not be overlooked: it is important to have the right people in the right places with the right balance of competences and behaviours such that when the collaboration is tested, they are not found wanting or exhibiting behaviours that are potentially or actually damaging the overall effectiveness and fabric of the collaboration. Empathy, along with knowledge and, critically, an *understanding* of others’ positions, will help the collaboration continue to move forward as opposed to stagnating and fragmenting.

There is a lot of effort to be expended to achieve this stage and the gathering of sufficient admissible evidence should not be underestimated. At the very least, the following points need to be considered:

- Oversight by the SER/SERs
- Management of the joint relationship
- Implementation of monitoring of behaviour and trust indicators
- Continual value creation
- Delivery of joint objectives
- Analysis of results
- Issue resolution



- Maintenance of the joint exit strategy
- Maintenance of the joint RMP
- Monitor, measure and review performance
- Support to innovation
- Continuous improvement
- Behaviours and trust
- Maintain performance
- Issue/conflict resolution (at as low a level as is manageable)
- Exit strategy reviewed to ensure relevance to current and future activities

Exit Strategy Activation

The Exit Strategy Activation stage is in many ways the ‘final’ stage of the standard – not least as it is the mechanism that is deployed to complete the collaboration – importantly, it is not left until the very end of the collaborative activity for this mechanism to be constructed. The use of the word ‘Activation’ ensures that this stage is actually deployed. There can be the temptation for a collaboration (with all good intentions) to, perhaps, ‘carry on for another few months’ or ‘make another 1000 components’ but such activity is outside the existing scope of the application of the standard – that said, it is not impossible to adjust the Exit Stage Activation: there is scope within the Staying Together stage to review it.

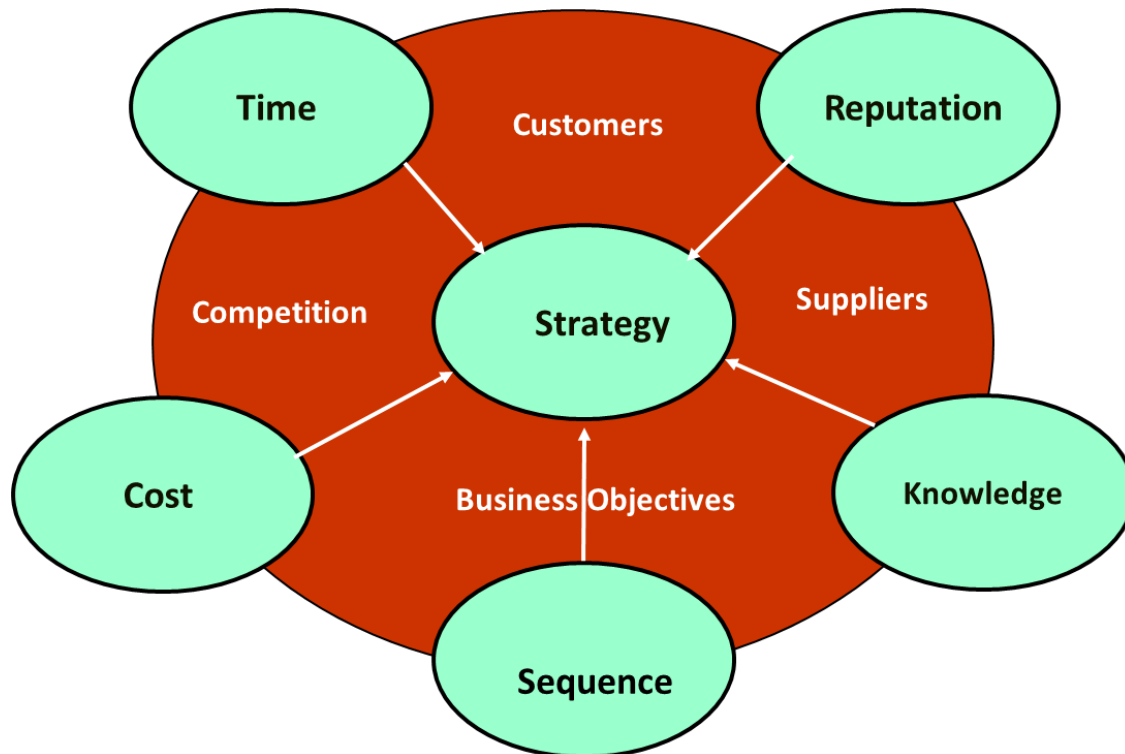
The initial Exit Strategy Activation process(es) is/are drafted in the Knowledge stage, so that *all* collaborative partners know what they are getting into from the ‘get go’. In its simplest form, the activation of the Exit Strategy can be based on quantity (number of items produced) or time (length of engagement – possibly mandated by public procurement processes) or both. Within this process it may be wise to carry out performance reviews such as an internal validation by each of the collaborative partners and, potentially, an external validation with client and or supply chain components. Part of the rationale here is to be able to decide whether continuing is an option or whether ending the collaborative activities is the right thing to do. If it is the latter case, then it is important that the collaboration is ‘retired’ with grace and without any blemishes to character (hence why this single stage exists within three of the eight stages). A satisfactory Exit Stage (as well as adherence to the other 7 stages throughout the collaboration) should limit or prevent damage to any individual or collective brand. The Exit Strategy Activation stage is bespoke to each collaboration and includes the following:

- Initiation of disengagement
- Business continuity
- Evaluation of the relationship
- Future opportunities
- Review and update the RMP/RMPs



The following diagram gives some indication about the issues and thoughts that should be considered before, during and after the Exit Strategy becomes operational:

Figure 4 | What elements to consider before, during and after the Exit Strategy becomes operational? (own design)



1.2 Key indications from ISO 56003 – Innovation Partnerships

It is not unusual to apply more than one ISO standard to any one collaboration (or normal existing working practice) and a good example of this is in the application of ISO 9001 across the operation of the collaboration – in particular, the Continuous Improvement philosophy of ISO 9001 which can include the following requirements:

- Quality Management System planning
- Quality Objectives (framing and review)
- Risks and Opportunities
- Recommendations for Improvement
- Improvement of the System, Processes and Product
- Analysis and Evaluation of Data
- Nonconformity and Corrective Action

Additionally, the very nature of a collaboration, or the adoption of collaborative working practices, enables and facilitates the introduction of innovation across the collaboration’s activities, processes and operating practices. Having a ‘safe space’ (i.e. non-judgemental but focused on growth) where to discuss and apply innovation to and throughout a collaboration can reap many benefits.

An Innovation Partnership seeks to create value for each partner working together – from ISO 56003:2019, we see that the benefits of an innovation partnership include:

- Access to knowledge, skills, technology, and other intellectual assets that are not available within the organisation and
- Access to infrastructure resources, such as experimental laboratories and equipment to develop new or improved product and services.

From ISO 56003, we can see that Innovation Partnerships have a framework and some tools to help establishing this framework, namely:

- ‘Go/No Go’ decision making: whether to enter into an innovation partnership
- The identification, evaluation and selection of partners
- The alignment of the perceptions of value and challenges in, and of, the partnership
- Management of partner interactions

Crucially, the information, advice and teaching within this booklet is relevant to businesses of all sizes whether they are in the public or private sectors, academic or not-for-profit sectors. There is an exception, as far as the standard ISO 56003 is concerned, in that ‘seeking innovation by merger or acquisition’ is not covered by the contents of this particular standard (however, that does not mean innovation cannot happen in such an environment: just that we have to look elsewhere for guidance and information).

Innovation Partnerships start with a gap analysis followed by the identification, engagement and selection of potential innovation partners – all within a supporting governance framework. Much of this activity is relevant to the support activity required to prepare for setting up a Collaborative Business Relationship – so, for those SMEs seeking to comply with both of these ISO standards there may be **synergies** to be gained whereby single events may have benefits across more than one output.



1.3 Key indications from Workplace Innovation practices

According to the European Commission, Workplace innovation “improves performance and working lives, and encourages the creativity of employees through positive organisational changes; combines leadership with hands-on, practical knowledge of frontline employees; engages all stakeholders in the process of change”⁴.

It is a key concept that accompanies any challenge in the life of a company (from adoption of new technologies to – as here – to become readier and more able to engage in International Public Procurements) and has to do with putting **more focus on human factors**. “Workplace innovation not only aims at fostering innovation capacities, it also allows business to remain innovative and adapt to changes more quickly and smoothly”⁵.

Open and inclusive dialogue between managers and employees at every level is indispensable. Be imaginative in the way you stimulate the sharing of ideas and experience. Openness may not come easily, especially when people have not been asked for their ideas previously, and they may need reassurance. **Trust and confidence** are essential.

Many companies have started on the journey of transformation because they have been **stimulated to challenge the status quo**. Sometimes the answer is **to start with a problem**. The following inventory of challenges offers a first basis for self-analysis:

⁴ https://ec.europa.eu/growth/industry/strategy/innovation/workplace-innovation_en.

⁵ <https://ec.europa.eu/docsroom/documents/19187/attachments/1/translations/en/renditions/native> (page 3).



Table 1a-b-c (following pages) | Where to start the change for Workplace Innovation⁶

Starting the Journey: which are your most pressing issues? Score each issue: 1 = No Problem / 10 = Severe Problem		Score
ELEMENT 1: JOBS & TEAMS	Frequent delays caused by breakdowns and bottlenecks	
	High levels of employee turnover and/or sickness absence	
	Minor problems are escalated to senior level	
	Poor team cohesion	
	Persistent quality problems	
	TOTAL SCORE FOR ELEMENT AND DIVIDE BY 5:	
ELEMENT 2: STRUCTURES, MANAGEMENT & PROCEDURES	Line managers lack team leadership skills	
	Ineffective performance management / appraisal system	
	KPIs/targets drive out opportunities for learning and improvement	
	Departmental/organisational boundaries delay decisions and inhibit innovation	
	Work gets held up by poor co-ordination between departments	
	TOTAL SCORE FOR ELEMENT AND DIVIDE BY 5:	

⁶ See “Your Guide to Workplace Innovation”, European Workplace Innovation Network EUWIN, European Commission, 2020, p. 8-9 ([EUWIN_ebook_English.pdf \(workplaceinnovation.org\)](https://workplaceinnovation.org/)).



ELEMENT 3: EMPLOYEE-DRIVEN IMPROVEMENT & INNOVATION	We lack a culture of innovation	
	There are opportunities to improve or innovate but we rarely get around to pursuing them	
	Employees are frustrated that they have no outlet for their ideas	
	We need more effective ways of engaging employees in innovation & improvement	
	Employees are afraid or unwilling to challenge established practices	
	TOTAL SCORE FOR ELEMENT AND DIVIDE BY 5:	
ELEMENT 4: CO-CREATED LEADERSHIP & EMPLOYEE VOICE	There is a gap between senior management and front line staff	
	We don't share information with employees unless it is absolutely necessary	
	Senior managers micromanage the work of others rather than empowering them to take decisions	
	Decisions affecting the work of employees are taken without involving them	
	Our culture inhibits change	
	TOTAL SCORE FOR ELEMENT AND DIVIDE BY 5:	



How to use your results

Sum up your scores and divide as shown, giving you a figure for each of the four Elements. Then ask other colleagues to complete the exercise and compare the results. This will provide you with a strong indication of what is happening in your organisation.

The outcomes provide a great starting point for dialogue and shared reflection involving people throughout the organisation as well as your immediate colleagues:

- Which is the Element with most pressing issues? Select the highest of the four figures. Do you all agree that this represents the highest priority? If so, where do the root causes lie?
- Have you scored over 5 for more than one of the Elements? If so it's very likely that you will also have a high score for some of the others too because different aspects of workplace practice are interdependent. For example, failure to stimulate and use employees' ideas for innovation and improvement may mean that performance measures and line management behaviour are driving out opportunities for reflection, shared learning and creative thinking.

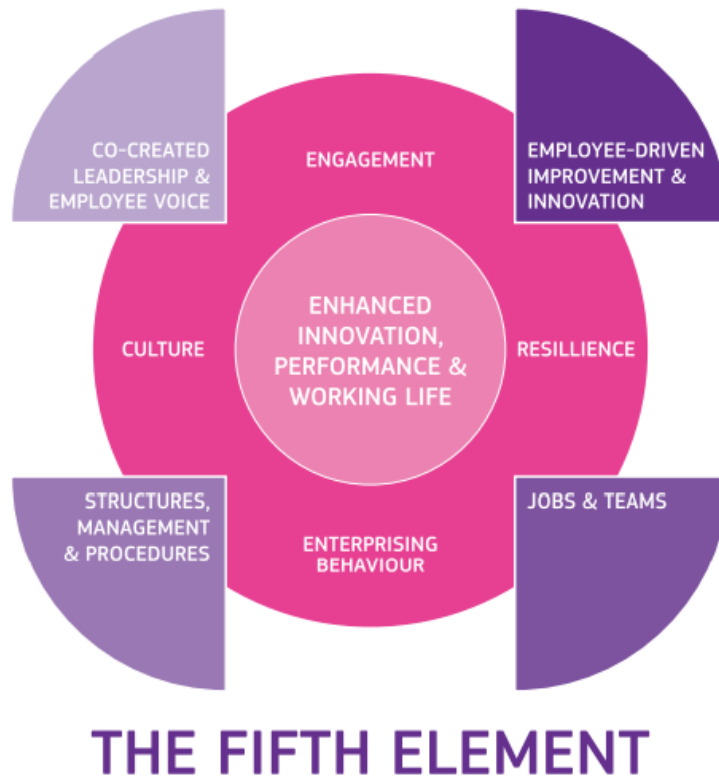
If all four scores are below 5, you have some assurance that all is going well. It is important to recognise and celebrate your good practices if you want to maintain and develop them in the future. Are these practices and the positive aspects of your organisational culture well enough embedded to survive changes at senior level, new owners or challenging external circumstances?

We have only discussed a small selection of possible issues here and it will be important to provide opportunities for people throughout your organisation to raise their own concerns.

According to the "Workplace Innovation in Europe", the **workplace innovation practices** related to the 4 key elements of a workplace **address the root causes of problems**, directly improving both performance and working lives:



Figure 5 | Workplace Innovation and its fundamental elements⁷



⁷ Ivi, p. 9.



Jobs & Teams

Table 2 | Characteristics of ‘real good teams’ able to share challenges and opportunities in ways that break down barriers and demarcations, and suitable to generate ideas for improvement, innovation and growth⁸

What are ‘good’ teams?

- Good teams are clear about their shared tasks, and about precisely who is part of the team. Once teams grow larger than 8-10 members it becomes difficult to maintain cohesion.
- They are clear about the skills the team needs to achieve its purpose.
- The team is empowered to make appropriate choices about recruitment, and recognizes the importance of recruiting people who are good at collaboration and sharing.
- Team members need to understand clearly their roles and the roles of other team members, so there is no ambiguity about who is responsible and accountable for each task.
- Good teams set themselves clear, challenging and measurable objectives every year. The aim is not just to get the job done but to achieve significant improvements and innovations. Progress towards achieving these objectives forms an important part of regular team meetings.
- Well-functioning teams assess and seek to improve their effectiveness in working with other teams inside (and sometimes beyond) the organization.
- Teams with a supportive, humorous and appreciative atmosphere deliver better results and their members are significantly less stressed. They are more optimistic, cohesive and have a stronger sense of their efficacy as a team.
- Teams must also meet regularly and have useful discussions, enabling them to reflect on how well they work together and how to improve. Teams that regularly change ways of working are not only more productive but also more innovative than teams that don’t. ‘We haven’t got time’ is therefore an unacceptable excuse. Such teams are also better able to respond to work pressures and adversity by innovating rather than feeling overwhelmed and helpless.

[Adapted from Michael West, Effective Teamwork]

⁸ *Ivi*, p. 11.



Organisational Structures, Management and Procedures

Truly innovative workplaces recognise the need for a consistent approach to empowerment, learning and development running through every aspect of corporate policy from reward systems and performance appraisal to flexible working and budget devolution.

Vertically organised structures create silos and add to the difficulties of building bridges between functional specialisms. This often causes frustration in resolving day-to-day issues and can have a particularly negative effect on the capacity for innovation. Conversely businesses with flat structures have either no management layers or a very short chain of command.

The aim is often not to erase hierarchies entirely but **to allow organisations to form hierarchies naturally**. Different groups within organisations can intertwine in ways that help everyone understand other people’s jobs, professions, specialisms, priorities, problems and vision.

Flat organisations rely on a decentralised approach to management and require a high degree of employee involvement in decision-making. Control in flat companies lies in mutual agreements between self-managing, self-organising and self-designing teams. Employees take personal responsibility for satisfactory outcomes., facilitating information sharing, breaking down divisions between roles and sharing competencies. Team or organisation-wide reward systems are deployed rather than those which focus on individual tasks or performance, and they are designed to incentivise the supply of good ideas.

Employee-Driven Improvement and Innovation

Much of the innovation in products, services and processes that leads to enhanced business competitiveness and performance is generated by interaction, dialogue and exploration within the workplace. Unsurprisingly this is more common in workplaces where employees have greater control over their own work coupled with discretionary opportunities for learning and problem solving.

A growing number of organisations provide employees with regular opportunities to join **cross-functional improvement teams** to identify and drive forward product or process changes that would otherwise be lost under the pressure of day-to-day workloads. Time-out sessions, ‘down tools weeks’ and hackathons, bringing people together who otherwise would not meet, can also become fountains of constructive dialogue and creativity. Employee-driven innovation and improvement emphasises the importance of aligning the knowledge and expertise of senior teams with the tacit knowledge and experience of front-line workers while recognising and valuing continuing learning. It must also reflect deeper structural practices within each organisation: sustainable and effective employee engagement in innovation and improvement cannot happen in isolation. It must be driven from the top and reinforced by consistent messages from leaders, aligned with organisational structures and procedures, and underpinned by empowerment and discretion in day-to-day working life. Line management culture and performance measurement invariably play a critical role in enabling, or inhibiting, employee driven improvement and innovation.



Co-created leadership and employee voice

It is unsurprising that enlightened leadership often plays a key role in driving workplace innovation within enterprises. What is highly relevant to untap workplace innovation is the **“shared and distributed leadership”**, as it focuses on releasing the full range of employee knowledge, skills, experience and creativity. In this sense **leadership is a collective process** where leadership is co-created through dialogue with and between employees, and where employees are empowered to take initiative and contribute to decision making. It means that workplace culture and practice **provide everyone with the opportunity to take the lead** in areas which reflect their own expertise or initiative, whether strategic, innovative or operational, while understanding and aligning their actions with those of others.

Leadership is therefore not dependent on individual charisma or authority but **creates shared direction and purpose through organisation-wide opportunities** for strategic thinking, shared reflection and learning, and employee voice in decision-making.

Also little details count

Workplace innovation is also about **values, attitudes and behaviours**. It can require you, as a manager or employee, to change some of your deepest beliefs about how organisations need to function. You need to be aware of little details that can symbolise ‘old school’ practices and behaviours that are no longer aligned with the new ways of working. Bring them to the table and find a common solution through openness and dialogue.



1.4 Key indications from other S-ACCESS Deliverables

Being ready for the target markets – the fundamentals

Internationalization of business activities is a serious step for any company. In case of SMEs this statement is especially valid, as it is unreasonable to expect they possess the resources and capabilities necessary to overcome barriers such an entry into different markets may pose.

Among the key learnings coming from the S-ACCESS Deliverable D.4 “Overview of recurring requirements in public procurements in the USA, Canada and Norway”, SMEs should pay attention to the following:

- Demand for **international certificates** differs from market to market and buyer to buyer. However, three standards stood out – ISO 9001, and ISO 45001 or OHSAS 18001 are a requirement by the buyers in several markets, and more often appear as a bonus to the bidder qualifications. **SMEs interested in internationalization of their business activities should consider obtain ISO 9001 and either of ISO 45001 or OHSAS 18001 certificates.**
- SMEs will also have to be in good standings with financial institutions to be able to obtain necessary **bank guarantees or insurance policies** to cover the requirements of the buyer. General liability, professional liability and automobile liability are the most commonly requested.
- In addition, the issue of **language and translation** can pose a serious issue to SMEs wanting to enter foreign markets. This is especially prevalent for Norway, as not only the call for tender is written in Norwegian, but often all communication will have to be conducted in the same language, and documents provided by the supplier will have to be translated into Norwegian using a licensed translator, thus raising the costs of participation in the call for tender for the SMEs. It is reasonable to expect that the SME will have to contract at least one person with knowledge of Norwegian for the duration of the project.
- While the language does not pose a barrier in US and Canada, SMEs will still have to keep in mind **conversion of their technical drawings into imperial measurement system.**

Table 3 | Summary of the most common requirements in public procurements

	USA	Canada	Norway
Period for application	28-49 days	30 days	Up to 30/40 days
Type of procedure	<ul style="list-style-type: none"> • Request for information • Request for qualification • Technical & Commercial offer 	<ul style="list-style-type: none"> • Request for information • Request for qualification • Advance Contract Award Notice 	Negotiated procedure with prior call for competition



Mandatory Documents	<ul style="list-style-type: none"> • Compliance to Small Business Program • Compliance to Buy America Act • Statement on lobbying (part of tender documentation) 	<ul style="list-style-type: none"> • Declaration of Convicted Offenses • Financial reports (last 3 years) • Project team • Operational manuals (for works) 	<ul style="list-style-type: none"> • ESPD-European Single Procurement Document • Financial reports (last 3 years)
Certifications	<ul style="list-style-type: none"> • Contractor Licenses • Professional Licenses • Association of American Railways 	<ul style="list-style-type: none"> • Occupational Health and Safety • eRailSafe • Canadian Rail Operating Rules • Valid engineering license in Canada or US 	<ul style="list-style-type: none"> • Proof of registration in business register • Certificate from tax authority on all taxes and contributions paid
International Standards	ISO 9001	ISO 9001	ISO 9001 ISO 45001 (former OHSAS 18001) ISO 14001 EMAS
Recommended	ISO 2600	ISO 9001 AAR M-1003 certificate on Quality Assurance ISO 45001 (former OHSAS 18001)	ISO 9001 ISO 45001 ISO 14001
Requested registration in suppliers Database	Yes	Subscription to specific electronic tendering platform	No
Previous references	3 references in the past 3 to 6 years	3 references in the past 3 to 6 years	3 references in the past 3 to 6 years
Bid Bond	10%	10%	Not announced
Performance Bond	50%/100%	50%+50%	10%
Payment terms	Net 30 days upon delivery and acceptance	Net 30 days from invoice	Net 30 days from invoice
Warranties	1-year basic warranty	1/2 years basic warranty	1 year basic warranty
Insurances	Several types	Liability insurance	Liability insurance
Incoterms	<ul style="list-style-type: none"> • FOB-Free on Board • Free Carrier 	<ul style="list-style-type: none"> • Not announced • Free Carrier 	<ul style="list-style-type: none"> • Not announced • Free Carrier



Call for Tender Award Criteria	<ul style="list-style-type: none"> • Lowest Price • Best Value 	Best value (70/30)	Best value (70/30)
Paper vs. eTendering	Both, favoring e-tender	Both	Both
Language	English	English and French	Norwegian
Measurements	Imperial measurements	<ul style="list-style-type: none"> • Imperial measurements • Metric system 	Metric system

Further emerging indications need to be considered to make SMEs ready to apply at any moment for International Public Procurements:

Table 4 | Documents SMEs need to have always ready

➤ Company’s functional organisation chart
➤ Project team description (qualifications, licenses, experience, additional training)
➤ CVs of key project team staff
➤ Information on the past contracts (type, beneficiary, value, contact)
➤ Technical drawings of components
➤ Technical and procedural manuals
➤ Last 3 financial reports

Being ready for the System Integrators and the General Contractors – the fundamentals

Among the key learnings coming from the S-ACCESS Deliverable D.3 “How to create consortia for public procurements. Lessons from System Integrators and General Contractors”, SMEs should pay attention to the following:

Table 5 | Summary of the key lessons learnt from System Integrators and General Contractors, applicable to all Public Procurements, no matter the target country

Must Have	Should Have	Nice to Have
Previous experience of supplying to the purchaser, and/or presence on an approved list of vendors	Convenient location of supplier	Embedded and working EDI policies; corporate social responsibility; privacy policies; modern slavery policies
Tender’s total cost over the contract must meet the customer’s needs	Headline price of tender	National qualification schemes; BS/EN compliance (country-dependent)
Supplier’s delivery terms must meet the customer’s needs	Business systems, e.g. SAP/Oracle	ISO 22301; ISO 22163

Security of supply and on-time delivery; business resilience and financial security; robust supply chain	Company policies, mission vision, values	Compatibility of communication systems (country-dependent)
Past performance in similar tenders and demonstration of competence	ISO14001 compliance	Collaborative profile of the supplier
Attention to detail, addressing all the requirements of the tender, presented in well-written, appropriate language		Compatibility of business systems (e.g. SAP/Oracle)
Financial resources to deliver the tender		Vendor proposals over-and-above the letter of the tender
Human resources, technical capabilities and skills & behaviours aligning with requirements of the tender; commitment to ongoing development		
ISO9001 compliance		
Environmental impact of vendor’s business and organisation		
Named single point of contact during tender and ongoing business; ability to deal with any language barriers		

From the above, we derive the following **indications useful to prepare SMEs for preparing to collaborate with System integrators and major Contractors:**

Table 6 | Key documents and actions SMEs have to make available applicable for any Public Procurement, no matter the target country

➤ Single point of contact, named, with appropriate language skills and communication systems, for both the tendering process and ongoing business
➤ Evidence of company and personnel ability to comply with requirements of the tender
➤ Careful consideration of the tender requirements, how these will be met and ensuring all elements of the tender have been addressed in the proposal. Fully-costed proposal, including total cost over contract period and security of human, financial and supply resources
➤ Information on company resilience, financial stability, robustness of supply chain and therefore reliability of delivery
➤ Information on company technical skills and behaviours, and on company commitment to ongoing personnel development towards these where relevant to the tender
➤ Evidence of being in relevant approved vendor list

- Additional detail on past contracts and track record of past success; company mission, vision and values; environmental impact of the business; location and any other relevant additional information

How to face the key elements of an International Public Procurements – the fundamentals

Among the key learnings coming from the S-ACCESS Deliverable D.2 “SMEs’ Readiness Classification and lessons from Previous Success Stories” and based on own Survey run on Google Modules (<https://forms.gle/PF8yvcnMUdn3FSPbA>) from January 19th 2022 to April 27th 2022, **SMEs should be aware of the following answers SMEs with experience in International Public Procurements have provided** as their overall meaning is that **a SME willing to participate in International Public Procurements needs to be ready under many organisational points of view** – from having the necessary certifications (from Table 7) to being ready to engage with local partners to comply with Local Technical Specifications or with Local Content rules (from Table 8 and 16), etc..

Table 7 | How complex is it to obtain the Company Certifications required by the Public Tenderer, according to SMEs with previous experience in International Public Procurements? (own Survey)

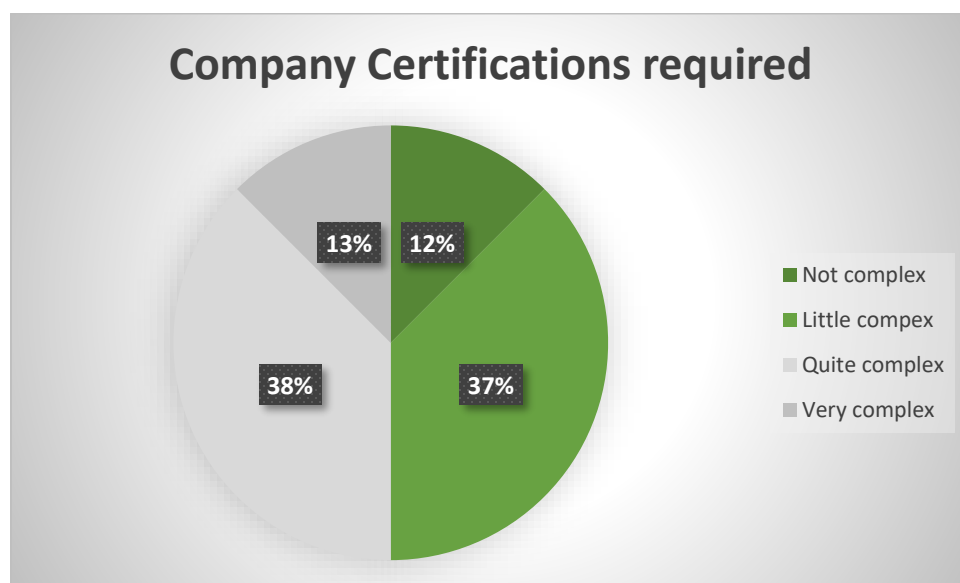


Table 8 | How complex is it to comply to Local Technical Specifications, according to SMEs with previous experience in International Public Procurements? (own Survey)

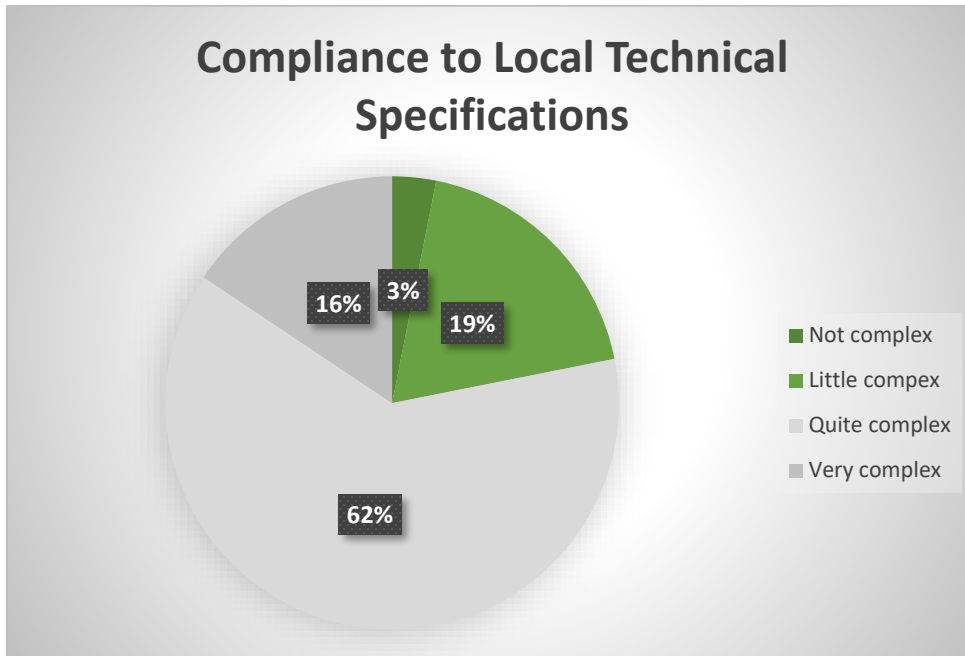


Table 9 | How complex is it to provide the required past technical references, according to SMEs with previous experience in International Public Procurements? (own Survey)

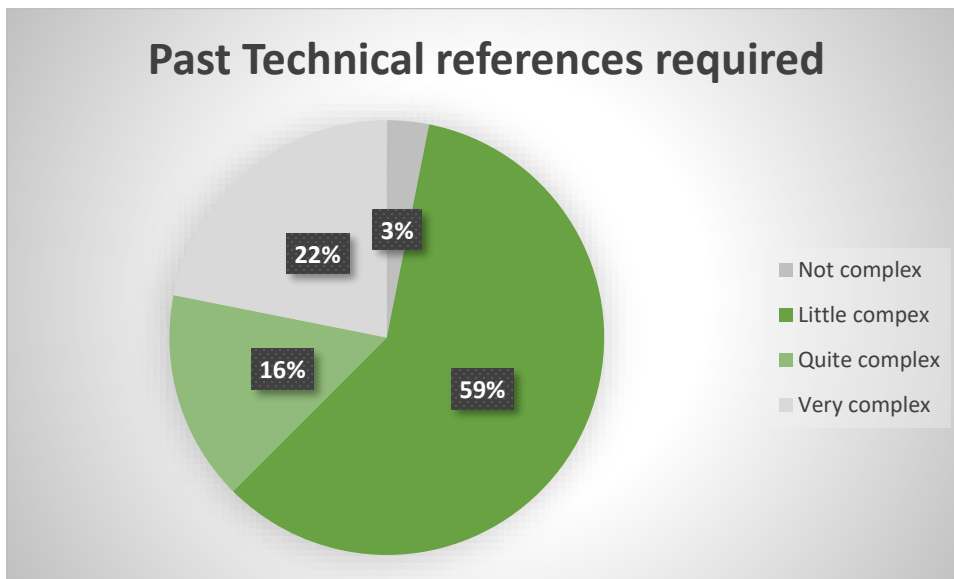


Table 10 | How complex is it to obtain the local homologation of own product, according to SMEs with previous experience in International Public Procurements? (own Survey)

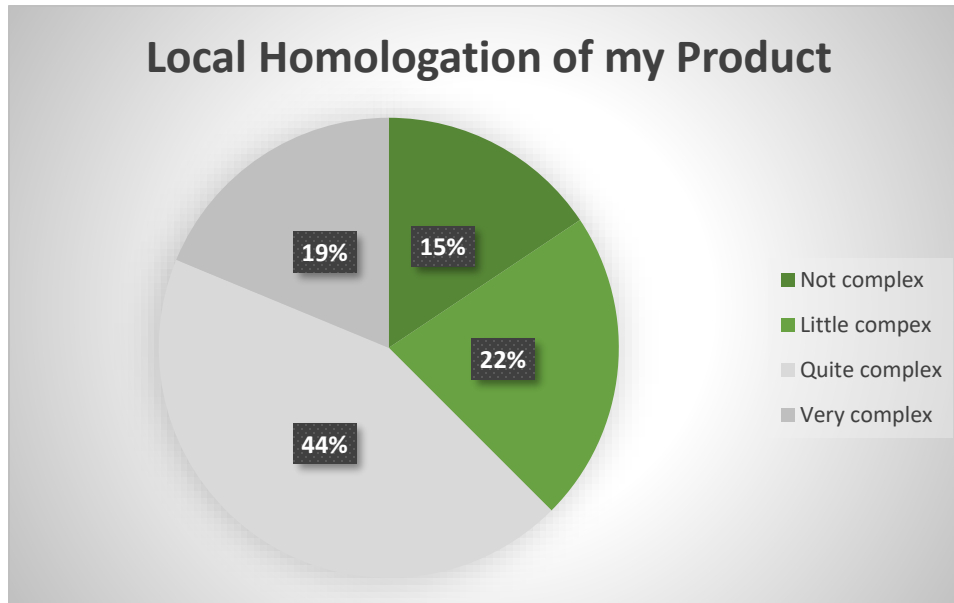


Table 11 | How complex is it to obtain warranties, according to SMEs with previous experience in International Public Procurements? (own Survey)

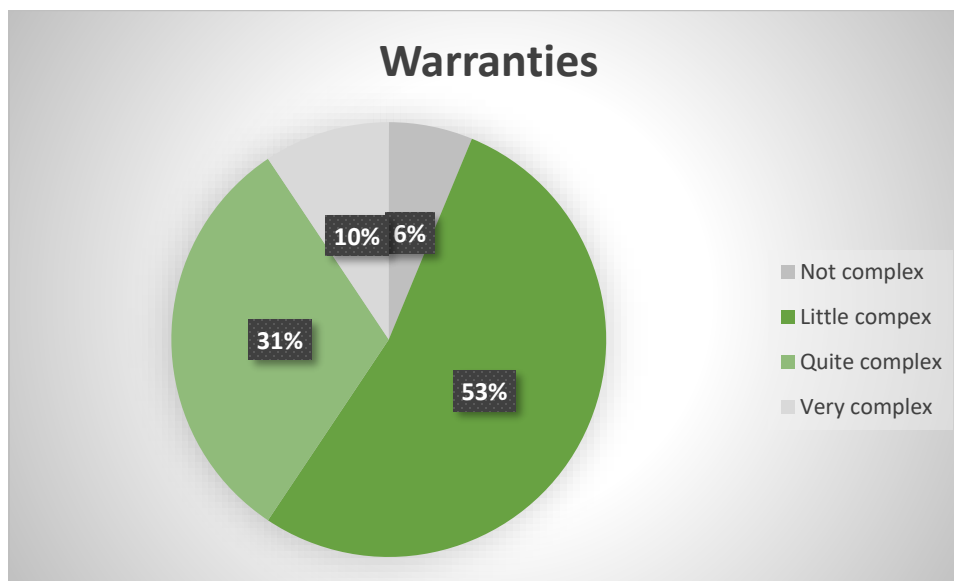


Table 12 | How complex is it to issue bid bond, according to SMEs with previous experience in International Public Procurements? (own Survey)

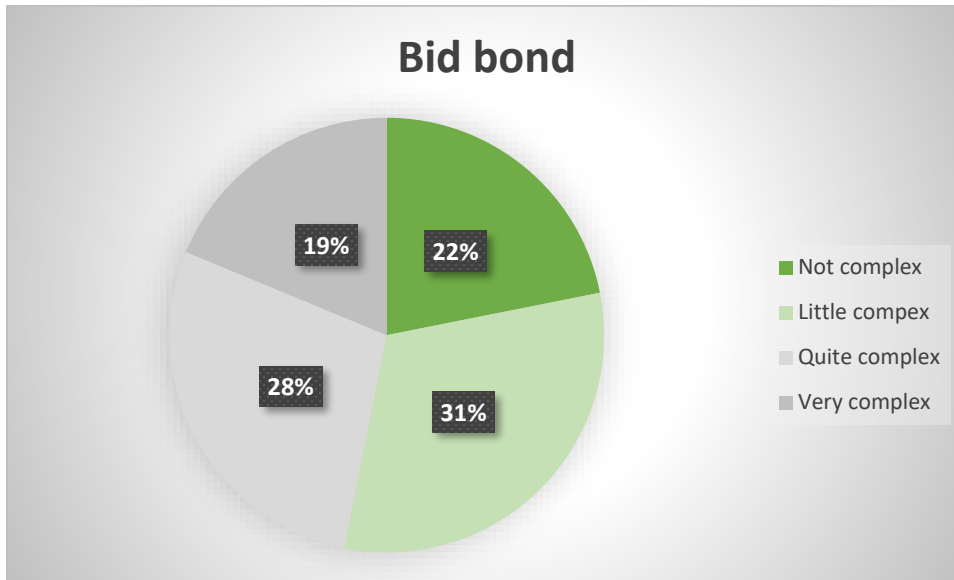


Table 13 | How complex is it to issue performance bond, according to SMEs with previous experience in International Public Procurements? (own Survey)

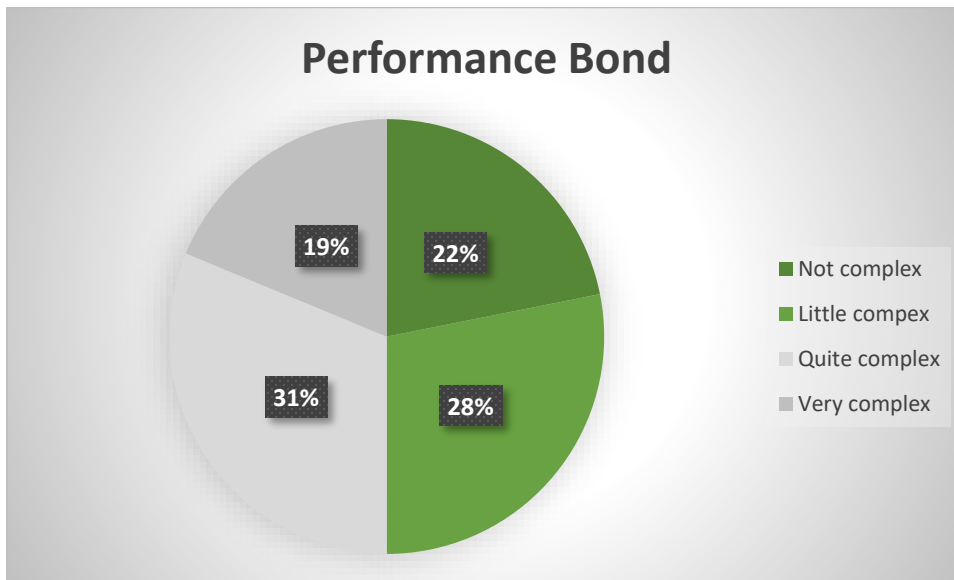


Table 14 | How complex is it to find local legal support, according to SMEs with previous experience in International Public Procurements? (own Survey)



Table 15 | How complex is it to have own IPR-Intellectual Property Rights respected, according to SMEs with previous experience in International Public Procurements? (own Survey)

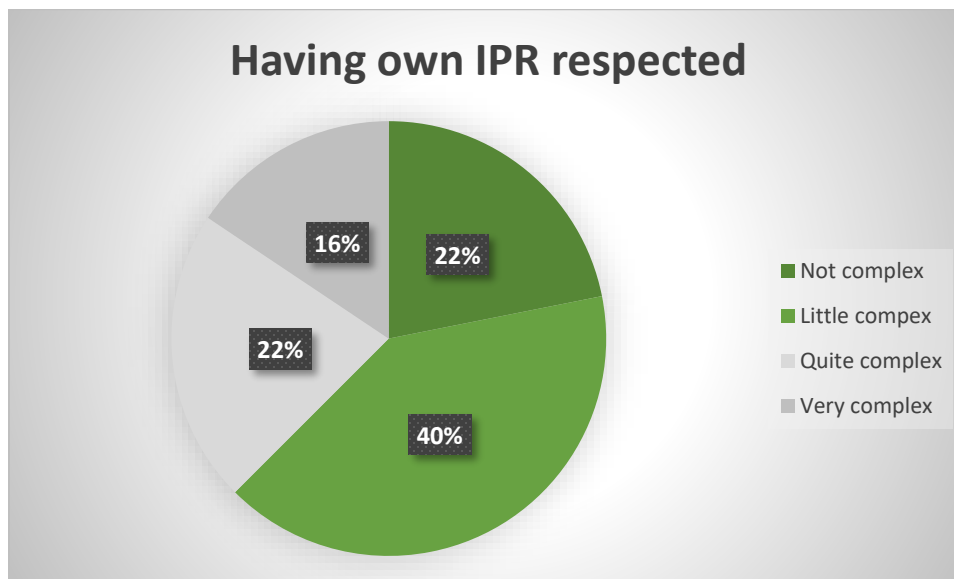


Table 16 | How complex is it to find a local partner to comply with local content rules, according to SMEs with previous experience in International Public Procurements? (own Survey)

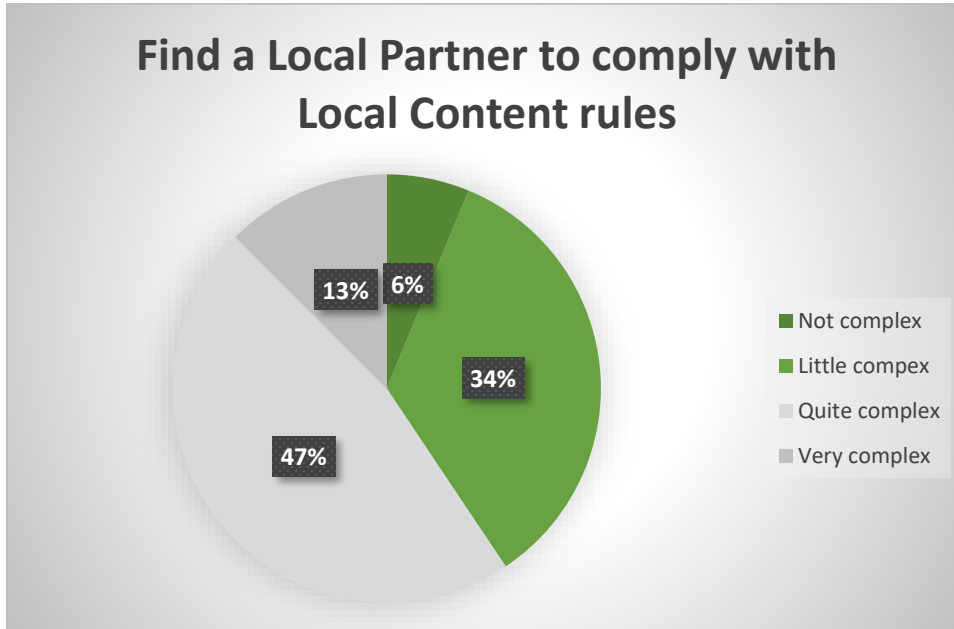
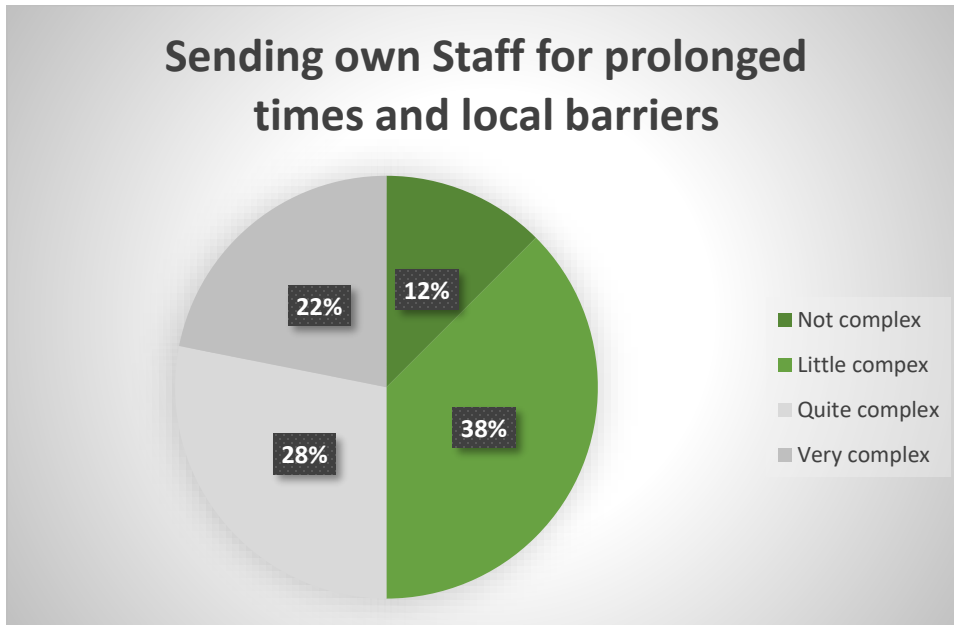


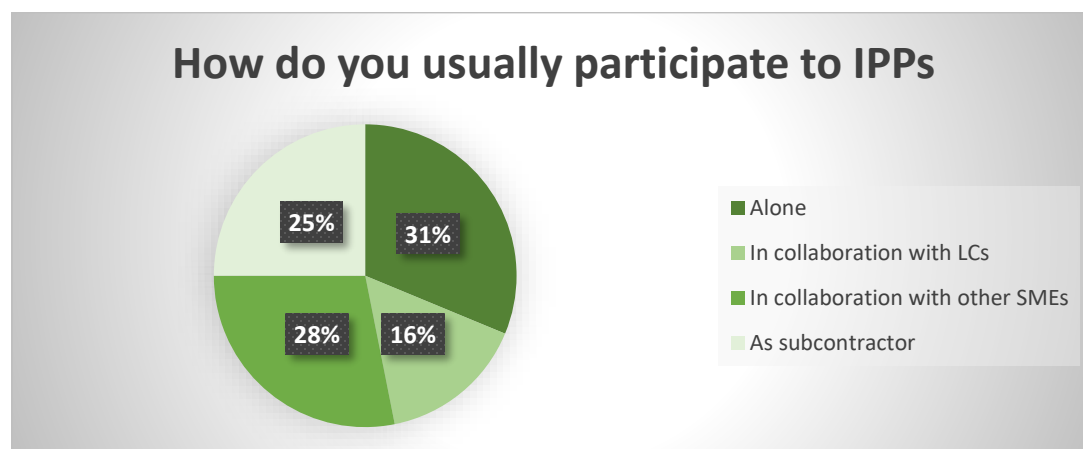
Table 17 | How complex is it to send own staff for prolonged times and local barriers, according to SMEs with previous experience in International Public Procurements? (own Survey)



Last but not the least, these answers show how important it is for a SME to **carefully consider the indications here provided in terms of:**

- ✓ **Collaborative Relationship Management:** as long as the SME participates to the International Public Procurement with other SMEs or Large Companies, and such capacity has to be developed at its full scale

Table 18 | How SMEs usually participate to International Public Procurements (own Survey)



- ✓ **Innovation Partnerships:** as the Railway market is in continuous evolution, and supplies can entail innovative developments to be delivered in the framework of the Tender
- ✓ **Workplace Innovation:** as long as each SME has to deploy its full potential of engagement, proactivity, and innovativeness of all staff in order to be a supplier able to win an International Public Procurement and deliver it properly throughout the work/supply/service delivery and – if relevant – throughout the product life-cycle.

2. Self-assessment for SMEs

2.1 Self-assessment of SME capability to have a Collaborative Relationship Management

Below some pointers are offered to SMEs’ special attention to develop some first thoughts on aspects a SME may wish to consider in the setting up of a collaboration. Of course, reference to the full ISO 44001:2017 standard should be done for setting up, monitoring and managing Collaborative Business Relationships under the better auspices. Within such standard, Annex A provides the official and standardized ‘checklist’ to help monitor and evaluate progress.

A. Operational Awareness Section

10 pointers for self-assessment:

- A1. What are your key objectives for the partnership – what do you want to happen?
- A2. Do you have Executive Sponsorship?
- A3. Are the objectives clearly identified, expressed and linked to business strategy?
- A4. Do you have a clear scope for the programme?
- A5. Have you considered other contracting approaches?
- A6. Define: why you think partnering is an option?
- A7. Have you identified the impacts on your organisation?
- A8. How will your customers or suppliers view the proposed approach?
- A9. What is the expected duration (or bounds) of the relationship?
- A10. What is your definition of value and your measure of success?

B. Knowledge Section

10 pointers for self-assessment:

- B1. Is there a strategy for developing the partnership?
- B2. Do the processes exist to manage a partnering relationship?
- B3. Does the organisation accept the drivers for partnering?



- B4. How does partnering fit within the existing business environment?
- B5. How will partnering affect the people in the organisation?
- B6. Has there been a business risk assessment?
- B7. Is there a Risk Assessment strategy in place?
- B8. Have the objectives been fully defined, scoped and evaluated?
- B9. Have the pros and cons been evaluated (perhaps using a SWOT analysis)?
- B.10 Has an Exit Strategy been outlined?

C. Internal Assessment section

10 pointers for self-assessment:

- C1. Assess the impact of partnering on overall performance
- C2. Assess the internal strengths and weaknesses of the organisation
- C3. Undertake maturity analysis, benchmarking and assess case studies
- C4. Assess internal experience, knowledge, skills and competencies
- C5. Evaluate organizational behaviours and culture
- C6. Evaluate, design and implement training programmes
- C7. Identify partnership leaders
- C8. Review market strategy
- C9. Develop business models and contract needs
- C.10 Develop profile of potential partner and identify potential candidates

D. Partner Selection

10 pointers for self-assessment:

- D1. Establish commercial selection process
- D2. Establish evaluation criteria for potential partner
- D3. Establish required capability profile



- D4. Establish required cultural profile
- D5. Establish required experience profile
- D6. Develop alliancing model including risk and reward models
- D7. Establish performance measures
- D8. Assess existing partnering relationships
- D9. Identify partner objectives and drivers
- D.10 Establish negotiation strategy and approach (work towards a ‘win-win’ culture)

E. Working Together

10 Pointers for self-assessment:

- E1. Create partnering agreement and management structure
- E2. Review business processes to identify interfaces
- E3. Establish contracting approach
- E4. Identify joint objectives and management strategy
- E5. Design, model and agree risk-sharing arrangements
- E6. Establish roles, responsibilities, accountabilities, communication and reporting protocols
- E7. Establish joint planning and joint risk management
- E8. Establish joint training and workforce development
- E9. Establish dispute resolution and escalation approaches
- E.10 Identify early wins to consolidate the partnership

F. Value Creation

10 Pointers for self-assessment:

- F1. Define what ‘value’ means to each organisation
- F2. Focus on customer satisfaction
- F3. Evaluate Return on Investment (ROI)



- F4. Establish resource profile to deliver objectives
- F5. Establish performance targets and indicators/waypoints
- F6. Establish ‘efficiency and effectiveness’ development model
- F7. Establish cost/benefit analysis process
- F8. Establish short, medium and long term goals and benchmarks
- F9. Identify key objectives to deliver additional value
- F.10 Identify and set in train a joint continuous improvement programme

G. Staying Together

10 Pointers for self-assessment:

- G1. Establish executive review process
- G2. Implement management review programme
- G3. Establish joint reporting
- G4. Evaluate incentivisation programme(s)
- G5. Monitor performance measures, systems and dashboards
- G6. Establish relationship profile measurement
- G7. Monitor dispute resolution/escalation processes – review as necessary
- G8. Monitor market changes as well as external factors and forces
- G9. Set in place structured teambuilding and development programmes
- G.10 Maintain joint exit strategy

H. Exit Strategy Activation

10 Pointers for self-assessment:

- H1. Maintain exit strategy as a live joint approach
- H2. Identify lifecycle for partnering programme
- H3. Identify and agree triggers for exiting partnership



- H4. Define and secure intellectual property (IP)
- H5. Define ownership of jointly created IP
- H6. Identify risk from any future knowledge transfer on the activation of the exit strategy
- H7. Assess impact of exit strategy on customers and suppliers
- H8. Define liabilities beyond disengagement
- H9. Identify all stakeholder and reputation impacts – manage expectations accordingly
- H.10 Focus on potential future engagement.

2.2 Self-assessment of SME capability to untap Workplace Innovation and increase productivity

This self-assessment has been developed in the framework of the INNovaSouth project, funded by the Horizon 2020 programme of the EU⁹. It will help the SMEs willing to be readier to participate in International Public Procurements understand own positioning, lacks and way ahead in terms of implementation of organisational models (from business development to management of human resources) suitable to drive business competitiveness.

As the productivity of each employee is key, implementing simple but immediate and innovative solutions suitable to increase motivation and productivity should be highly considered by SMEs on their way to include the coverage of International Public Procurements as permanent channel in their internationalisation strategies.

Start your self-evaluation clicking here:

<https://www.innovasouthproject.eu/online-manual/questionnaire/>

⁹ <https://www.innovasouthproject.eu>.

