The Business Support Project -- *FIRMA 2000*

MONITORING and EVALUATION SYSTEM

by

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To Whom It May Concern:

Enclosed please find quarterly reports for the Business Support Project for Poland, Project Number 181-0023-C-00-633-00 from the first three project quarters.

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MONITORING and EVALUATION SYSTEM

I. Introduction

The Business Support Project (BSP), known as "FIRMA 2000," is being funded by the Polish mission of the United States Agency for International Development (USAID) to serve two goals:

- To assist the development of 500-600 small-medium scale Polish enterprises (SMEs); and...
- To build the capacity of 30 Polish Business Support Organizations (BSOs) to continue to assist the development of SMEs on a long-term, financially self-sustainable basis.

Thus, a Project monitoring and evaluation system needs to be able to monitor and evaluate progress and performance at these two levels -- BSO and SME. This need calls for the periodic collection and analysis of data from the businesses and business support organizations involved. In the evaluation field, such data are usually referred to as "primary," "micro" data, in contrast to "secondary" or "macro" data. The latter are data from external sources which have been aggregated from numbers of micro-economic units.

A subsidiary category of concern in the BSP is that of consultants -- those who provide direct management consulting, technical or other assistance to SMEs. This is subsidiary to the BSO level of concern because consultants are recruited and deployed by BSO management as either BSO staff or professionals under short-term consulting contracts. Nevertheless, consultants' activity needs to be monitored and evaluated, too. The capability of their pools of talent for SME consulting represents a critical component of the capacity of BSOs to assist SMEs and to earn sustainable fees for their consulting services. FIRMA 2000 aims to increase this capability through training activities both on and off "the(ir) job" as consultants.

II. Basic Principles and Features of the System

The monitoring and evaluation (M&Ev) system rests on a few basic principles, specifically:

- M&Ev are primarily contingent upon our ability to measure performance;
- Performance is reflected by project outputs (as defined below), not inputs;
- The most relevant, timely data for M&Ev are primary, micro data -- those generated by organizations and individuals who are the primary participants in the Project;

- Data is not information; data must be transformed into information via computation of performance ratios and other forms;
- Information generated for M&Ev purposes must be useful to and used by Project management and the managers of each participating unit in the Project, not just to/by USAID or other external evaluators; and...
- Information to enable performance M&Ev on a comparative basis is most useful because performance comparisons and differentials provide incentives for performance improvement.

Project outputs are those results which reflect progress towards fulfillment of the Project's major targets -- BSO sustainability and improved SME performance. Two major outputs, for example, reflecting the two levels of M&EV, are:

- An increasing number of BSOs which have reached or surpassed break-even on the basis of operating revenues and costs; and...
- An increasing number of SMEs which have grown in terms of sales, employment, profitability, productivity and other measures of performance.

Comparative performance evaluation is also valuable because the information so generated can be featured by the best performers -- either BSOs or SMEs -- in their marketing efforts. Such information, especially in the form of performance scores and rankings, could also provide the basis for a Project awards program to recognize and honor the best performers, somewhat as the INC/Ernst and Young/Merrill Lynch "Entrepreneur of the Year" program in the USA recognizes and honors entrepreneurs who have excelled in various categories of performance.

Comparative performance evaluations also provide a basis for performance benchmarking. The top ten percent or upper quartile of performers according to certain measures effectively set standards for others to shoot for -- part of the "incentive" provided by inter-firm or between-BSO comparisons which was suggested earlier.

These basic principles imply some fundamental features of a M&Ev system, especially:

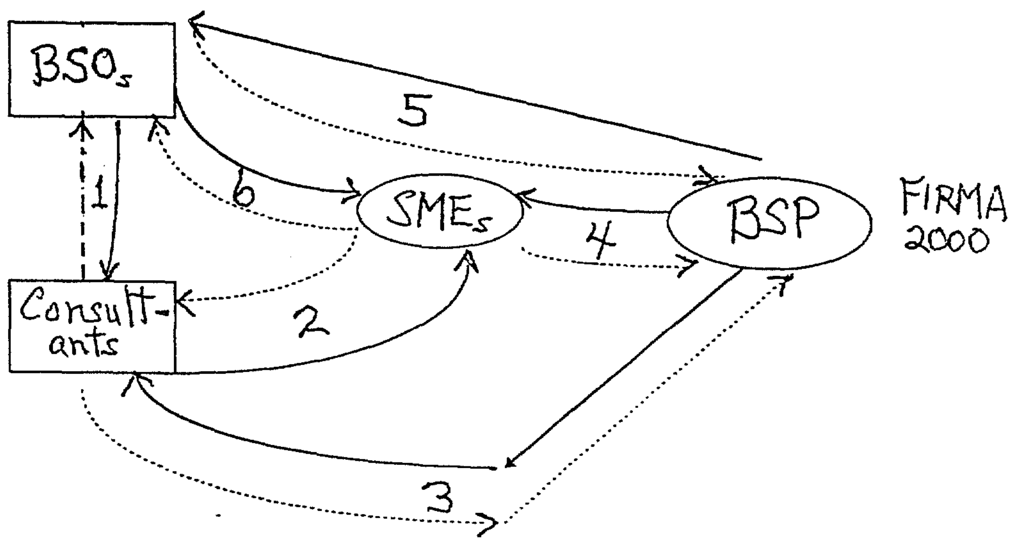
- Data and information flows are not one-way; especially, the primary units ~~whom~~ are asked to provide data should receive useful information in return.
- An important role of the project is to assist both BSOs and SMEs improve their Management Information Systems (MIS) so that they have an improved, continuing ability to self-assess and improve their performance long after the Project has ended.
- Comparative performance information should be generated and utilized as much as possible.

The design of the M&Ev system honors these principles and features insofar as time, budget and other factors affecting feasibility permit.

III. Project Structure / Data and Information Flows

Fig. 1, displayed below, shows flows of data and information among the organizations and units primarily involved in FIRMA 2000. These can be described with reference to bi-directional "loops," which are numbered. Dashed lines show flows of data; solid lines, flows of information and other transfers.

Fig. 1



Loop 1 -- BSO consultants provide data on themselves to BSO management for entry into a BSO consultant data base. Note, however, this is not equivalent to FIRMA 2000's consultant application form, which is a separate data collection item. The return half of the "loop" represents BSO payments to consultants, any feedback from BSO management reflecting consulting arrangements or performance, etc.

Loop 2 -- SMEs provide data to consultants, starting from their very first meetings with them. They may, for example, complete the "Application for U.S. Technical Assistance" with consultants' help. They would not complete the Project's "SME Client Profile Form," however, until an assignment was finished. The return loop represents consultants' advisories and reports to the SME clients of FIRMA 2000.

Loop 3 -- Consultants supply data on their assignments to the Project, quarterly. The Project provides information back to consultants via training and the "Consultant Quarterly Monitoring Report."

Loop 4 -- SMEs provide data to the Project in response to an annual survey. They would receive an informative annual survey report in return.

Loop 5 -- BSOs provide data to the Project in two forms at two different times: (1) Initially, via the BSO "Application Form" and later, quarterly, through the "BSO Quartery Report." The Project returns information to the BSOs in the form of trainings for BSO management and staff and also by sharing with them copies of the BSO "Quarterly Monitoring Report" that the Project produces using data supplied by the BSOs.

Loop 6 -- BSOs receive data from SMEs via the "SME Client Profile Form.". They also receive consultant evaluations provided by SMEs completing "Client Satisfaction Questionnaire"(s) and consultancy accounting data via their own forms for recording client service data. They provide information back to SMEs in the form of consultancy reports with findings and recommendations of their consultants, plus training and more general business information.

By and of themselves, these "loops" do not yield a direct benefit or represent a project "output." Their benefit is indirect but nonetheless important. They represent how various parties are kept "in the loop" of Project information and how there is reciprocity in the M&Ev system -- value given (in the form of data) is balanced by value received (in the form of information).

IV. Monitoring and Evaluation Data Collection and Reporting

Any M&Ev system is manifest primarily in the:

- Forms it employs to collect data from various Project participants; and in...
- Reports it generates and delivers to those involved in the Project who need and would use the information generated by the system. Thus, this section will turn some attention to each report to define and discuss:

  > the purpose of the report;
  > origination of data utilized by the report;
  > data transformations employed to generate information;
  > report users and utilization;
  > data and reports that complement the report in question and that may need to be consulted to derive its full value; and...
  > qualifiers, warnings and other considerations to have in mind (or check in the notes) when using a report.

FIRMA 2000 DATA COLLECTION FORMS AND ASSESSMENT PROTOCOLS

APPLICATION FOR U.S. TECHNICAL ASSISTANCE (Appendix A)

This form is completed by a representative of an SME requesting assistance with input from a BSO manager. It provides background information on the applicant firm plus terms and conditions of assistance from the standpoint of both the requester (SME) and the provider (FIRMA 2000). The latter provide baseline information for later assessment of the quality of assistance rendered.

SME CLIENT PROFILE FORM (Appendix B)

This form provides a very important set of baseline data on SMEs which figure in later performance measurement and evaluation. Change measures to represent performance measurement can be computed using these data once corresponding annual data are collected on an annual basis using the SME Annual Survey form(s). This form also provides data essential to monitoring and evaluating consultants, such as their time, expense and tasks data.

BUSINESS SUPPORT ORGANIZATION APPLICATION FORM (Appendix C)

This form, too, would provide baseline data which figure in later performance measurement and evaluation -- of BSOs. In contrast to SMEs, from whom data would be provided voluntarily, BSOs participating in FIRMA 2000 are required to provide both quarterly and annual data. In addition, the form collects data and information which are employed in the selection of BSOs and in the design of strategic plans to build their capabilities.

BSO ASSESSMENT FIELD REVIEW GUIDE (Appendix D)

This form provides a systematic and comprehensive basis for scoring and assessing BSOs' capabilities and performance. It builds upon, and provides scores comparable to the BSO "baseline" scores derived for the "BSO Selection Criteria Matrix" cited in the following "Reports" section. Relevant categories covered include BSO growth strategies, institutional capacity, consultant skill base, service delivery capability, financial viability, product and service menu, and marketing capability.

BSO QUARTERLY REPORT (Appendix E)

The BSO Quarterly Report would be provided by BSO managers as an Excel™ spreadsheet on disk. M&Ev data are organized by type and by category. Categories include financial status, program activity, clients, consultants activity, BSO staff development and BSO program activity categories. The types of data are two: (1) Qualitative (Yes, No and "Don't know") responses, which can be coded by single digits (0,1,2) and (2) Quantitative data (cardinal numbers, actual or estimated). Qualitative data include feedback from BSO managers to FIRMA 2000 reflecting the managers satisfaction with services received from the Project.

CONSULTANT APPLICATION FORM (Appendix F)

This form is similar to that of the BSO Application Form, in that it enables the collection of two major types of data and information -- those that are employed:

1.in the selection of consultants and...
2.in the design of strategic plans to build their capabilities.

CONSULTANT ASSESSMENT PROTOCOL (Appendix G)

This form provides a systematic and comprehensive basis for scoring and assessing consultants' capabilities and performance. Relevant categories covered include consultants' education, experience; consulting methods, tools and services, client tracking, written reports, and performance on a case study.

CONSULTANT QUARTERLY REPORT (Appendix H)

This report provides quarterly summary data reflecting numbers of SME clients served, consultant's activity to acquire new business, professional development activities, and consultant's utilization of time. One such report is prepared for each FIRMA 2000 consultant. Corresponding expense data would be reported as part of the SME Client Profile form described earlier. Consultant Quarterly Report data enables our M&Ev activity to assess each consultant's productivity in terms of business and professional development as well as numbers of clients served. In conjunction with SME Client Profile data, we are also able to monitor each consultant's ability to handle an (increasingly?) diverse set of consultancy tasks.

CLIENT SATISFACTION QUESTIONNAIRE (Appendix I/J)

This form enables us to obtain data reflecting the client's evaluation of FIRMA 2000 consulting services, including indicators of "satisfaction with engagement", "satisfaction with the expert and consultant involved" and "satisfaction with our approach." Although these data will be in the form of rankings which reflect opinions, they are very important, as they represent a complete range of feedback from the client who, after all, is the prime "customer" of the Project. Summary data from this questionnaire would be included as part of the "Consultant Quarterly Monitoring Report" described in the next section.

COUNTERPART PROFESSIONAL'S CONSULTANT ASSESSMENT (Appendix K)

This form provides a professional "second opinion" on Polish consultants' performance. Most of these would be completed by U.S. experts, who would provide performance ratings reflecting their judgement(s) of the degree to which their Polish counterparts met "service delivery expectations" and other expectations of professional performance. Information would also be provided on "skills or areas of knowledge which should be further developed by the (Polish) consultant." In those situations where a Polish consultant is not paired with a U.S. expert, this form would be completed by a BSO manager or project supervisor. Highlights of this evaluation would be included as part of the "Consultant Quarterly Monitoring Report" described in the next section.

SME QUARTERLY DATA COLLECTION (Appendix L)

Tracking data to monitor SME clients' performance in terms of four basic measures -- sales, employment, profits and exports -- would be provided quarterly by the Polish consultants who are assisting them at the time. If the latters' assignments have been completed, these data would be compiled by telephone by a FIRMA 2000 BSO Program Technical Coordinator who calls the SMEs. These and other data would be collected on an annual basis through the survey noted below.

SME ANNUAL SURVEY QUESTIONNAIRE (Appendix M)

A full range of SME company performance data, both quantitative and qualitative, would be collected through the administration of an annual SME survey. These data would be transformed into a variety of financial, productivity, sales and other performance ratios and indicators that would be analysed and compared, over time and to those of other responding companies. They would also be employed to provide valuable management information back to companies, including performance benchmarks and benchmarking reports to comparable companies in targeted industries.

TRAINING EVALUATION QUESTIONNAIRES (Appendix N)

FIRMA 2000's subcontractor, Price Waterhouse, has designed and administered questionnaires which enable participants in FIRMA 2000 trainings to provide immediate evaluative feedback.

FIRMA 2000 REPORTS

BSO SELECTION CRITERIA MATRIX (Appendix O)

This is a report in purely tabular form, for FIRMA 2000 internal use only, to enable Project managers to recommend BSOs for USAID's approval for participation in the Project according to several criteria for which scores and rankings have been constructed on the basis of the BSO Application Form and interviews. This report may also serve as a source of summary baseline data, to see how BSOs scores and rankings change during their participation in the project.

BSO QUARTERLY MONITORING REPORT (Appendix P/Q)

This report includes quarterly summary data and information aggregated or derived from BSO clients' and consultants' data, as well as data specific to each BSO itself. Thus, it is an important report for monitoring purposes, reflecting numbers of BSO clients served and type of consulting activity, as well as BSO manager and staff development, activities with respect to financing SMEs, client development, public relations and policy interventions on behalf of the SME sector.

CONSULTANT QUARTERLY MONITORING REPORT (Appendix R)

This report, prepared for each FIRMA 2000 consultant, provides quarterly totals reflecting numbers and types of SME clients served, nature of consulting activities and deliverables provided to clients, plus consultants' business and professional development activities.

QUARTERLY PERFORMANCE MONITORING REPORT of the CHIEF of PARTY (Appendix S)

This is the major quarterly performance monitoring report, prepared for both the Chief of Party and USAID. It provides within an integrated format, M&Ev data and information reflecting performance, progress and development, both of the Project and its major components – BSOs, SMEs and consultants. Percentages, other ratios and other indicators can be assessed at a glance relative to project targets reflecting objectives for "Intermediate Results" and goals for Project "outputs."

ANNUAL WORKPLAN MONITORING REPORT (Appendix T/U)

This report, updated monthly and issued quarterly, is designed for use of USAID, the Project Chief of Party and Deputy Chief of Party in order to enable them to see, at a glance, how the :Project is progressing towards targets in the Annual

Workplan. This is not an evaluation report. It reports such items as numbers of BSOs and SME clients engaged, numbers of consultant trainings completed and the like, and percentages of completion for these relative to annual targets.

QUARTERLY PROGRESS REPORT (Appendix V/W)

This report follows USAID reporting requirements but benefits from the BSO, Consultant and SME data reported quarterly, and the other, corresponding quarterly reports, to provide a comprehensive picture and accounting of Project progress over quarters that have been completed. The Appendix contains an outline of a representative quarterly progress report.

PERFORMANCE BENCHMARKING REPORTS FOR TARGETED INDUSTRIES (Appendix X/Y/Z)

These would be derived from SMEs "Annual Survey" responses for those firms in targeted industries deemed to be comparable. They would provide valuable feedback to such companies' management, enabling them to see where their companies stand relative to competitive companies in their industry niche and indicating what performance benchmarks provide relevant goals for their companies. Such reporting for 2-3 of the industries to be targeted, however, would be the subject of discussion with the EXPROM II Project of the Polish Foundation for the Development of Small and Medium Enterprise, with whom FIRMA 2000 would cooperate to provide performance benchmarking services to 2-3 of the six industries that EXPROM has already selected for attention and which overlap FIRMA 2000 industry targets.

SUCCESS STORIES (Appendix AA)

For BSO and SME cases which demonstrate unusual performance, FIRMA 2000 will produce additional "process documentation" (as it is known in the program evaluation field). This will be distilled into narrative reports which are released as "Success Stories" relating what has been accomplished in the unusual cases. A format for the "Success Stories" is provided to the BSOs and their consultants.

Fig. 2, shown below, reveals how these reporting formats serve multiple types of users. SME and industry "performance benchmarking" reports and "success stories" are especially useful in informing by far the largest types and numbers of users.

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PERFORMANCE BENCHMARKING REPORTS FOR TARGETED INDUSTRIES (Appendix T)

These would be derived from SMEs "Annual Survey" responses for those firms in targeted industries deemed to be comparable. They would provide valuable feedback to such companies' management, enabling them to see where their companies stand relative to competitive companies in their industry niche and indicating what performance benchmarks provide relevant goals for their companies. Such reporting for 2-3 of the industries to be targeted, however, would be the subject of discussion with the EXPROM II Project of the Polish Foundation for the Development of Small and Medium Enterprise, with whom FIRMA 2000 would cooperate to provide performance benchmarking services to 2-3 of the six industries that EXPROM has already selected for attention and which overlap FIRMA 2000 industry targets.

SUCCESS STORIES (Appendix U)

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Fig. 2

FIRMA 2000
M&Ev REPORT USERS' MATRIX

REPORT	US AID	BSP	BSO	SME	Con-sult-ants	Pol-ish Gov	Pol-ish Me-dia	Othr Int'l Dev. Org.
• BSO Quarterly Monitoring Report	√	√	√					
• Consultant Quarterly Monitoring Report	√	√	√		√			
• Chief of Party Qtly Monitoring Report	√	√						
• Annual Workplan Monitoring Report	√	√						
• Performance Bench-marking Reports for...								
> SMEs	confi-dential	√		√	√			
> Industry	√	√	√	√	√	√	√	√
• Success Stories	√	√	√	√	√	√	√	√
• "M&Ev System" Report	√	√	√					
• Quarterly Progress Report	√	√						

V. <u>Project Performance Targets</u>

Annual targets have been set for measures and other indicators representing progress and/or performance towards the fulfillment of major project goals and objectives. These are presented and briefly discussed in this section. They are also included in some of the reports which have been noted previously, including the Performance Monitoring and Evaluation Plan for Strategic Objective 1.3 -- "Private Sector Development Stimulated at the Firm Level," and the Quarterly Performance Monitoring Report of the Chief of Party.

SME Performance Targets: These have been established for the four surrogates for SME profitability earmarked for monitoring by USAID -- sales, employment, exports and productivity, plus actual profitability itself, which we expect to obtain from our annual SME Survey. Until we see our Survey results, we employ the measure of productivity selected by USAID -- sales per employee. Survey results, however, may enable us to derive another measure that economists deem to be a more appropriate measure of productivity -- value added per employee. The SME targets defined thusfar for each project year are as follows.

Percentage of SMEs with Growth in....	YEAR 1	YEAR 2	YEAR 3
Sales	51	60	75
Employment	35	45	55
Exports	10	15	20
Productivity	25	30	35
Profitability	30	40	50

There is some logic behind these numbers, even though they are quite speculative. The projections start with sales as the main driver of employment generation. Employment changes tend to follow sales changes with a lag, and due to increases in productivity, changes in employment will be less than corresponding changes in sales. Productivity increases are difficult and take time to achieve, so percentages changes in productivity will typically be less than changes in employment. Productivity improvement is a major factor behind increases in profitability but not the only one; moreover, profitability lags productivity. Thus, percentage changes in profitability may exceed corresponding changes in productivity.

Only a very small proportion of SMEs export. The percentage of SMEs experiencing increases in exports, therefore, is a combination of two components:

- An increase in exports among a proportion of those SMEs who already export; plus...
- An increase in the proportion of SMEs exporting.

These are still likely to be small numbers, notwithstanding Project efforts to help SMEs export, given the fact that only a minority of SMEs may seek help with international trade from the project, and given the well-known difficulties of penetrating foreign markets.

BSO Performance Targets: The overriding goal here is financial sustainability of BSOs by the end of the Project. As a numerical measure, this goal is expressed in terms of a break-even criterion: BSO operating expenses should be covered by operating revenues; i.e., the ratio of operating income to operating expense should reach one (1). Of course, this has implications for several subsidiary financial performance ratios, such as cost recovery by BSO's SME consulting contracts. FIRMA 2000 goals for the numbers of BSOs that would become financially self-sustaining with help from the Project are as follows.

Nos. of BSOs to become financially self-sustaining by....	YEAR 1	YEAR 2	YEAR 3
	0	5	10

In addition, however, we anticipate that a larger number of participating BSOs will make substantial progress towards their "break even" points even though they may not have achieved financial self-sustainability by the end-of-project. These numbers are shown below.

Nos. of BSOs to reach 2/3 of their break even point by....	YEAR 1	YEAR 2	YEAR 3
	2	5	5

Several other, subsidiary, Project targets have also been established. They can be found in various Project reporting forms, but they are not discussed here.

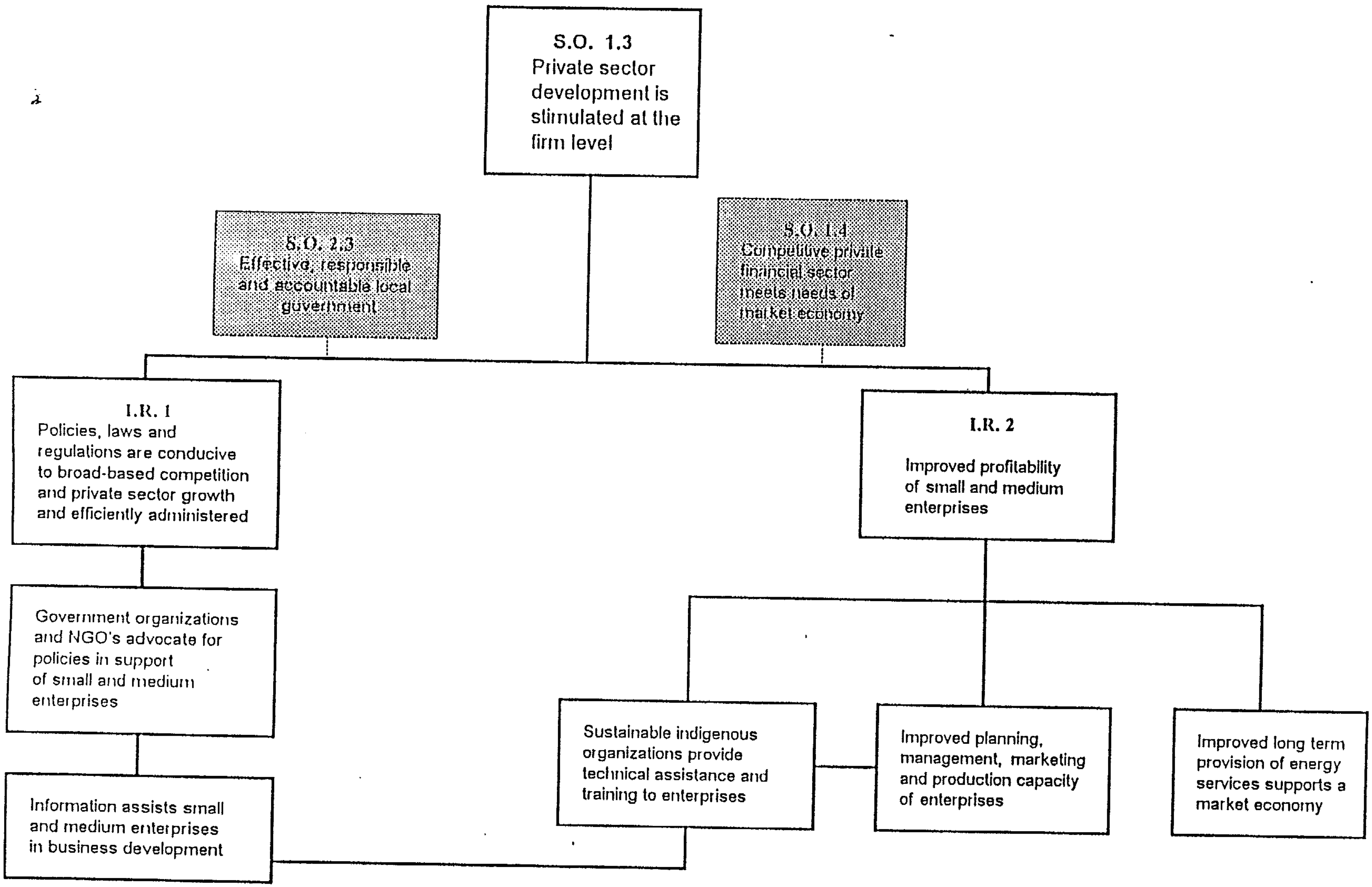
VI. Monitoring Progress and Performance

This section will discuss indicators and measures that are most important to monitoring project progress and performance. It is important to distinguish "tracking" from "impact" indicators. Most of what appears in quarterly reports are numbers reflecting progress towards objectives in the Annual Workplan; for example, number of clients served. loans packaged and trainings completed. By contrast, impact indicators are those that one examines to find evidence of project performance in terms of desirable changes in the clients served. These are organized below under USAID "Intermediate Result" (IR) headings, the structure of which is shown by Fig. 3 on the next page.

Intermediate Result (IR) 2: SMEs Demonstrate Increased Profitability

The primary performance indicators for this section of the plan are percent changes in profitability, sales, employment, exports and productivity. Percentages of SMEs with increasing values for these are also included among the indicators. Since percentage changes typically fall over wide ranges of values, an additional measure is computed to provide more information than can be provided by a single measure such as the average. In fact, averages are biased performance indicators because frequency distributions of business

POLAND STRATEGIC OBJECTIVE 1.3



performance measures are not normal. Thus, the median is reported as a measure of the mid-point of the distribution for each indicator. This is reported along with the upper quartile change. The latter represents the minimum change that would put a company among the top quarter of performers for that indicator.

The sources of data for the five business performance indicators in this section are, of course, the SMEs being assisted by the program. Quarterly data are collected primarily by the BSO consultants who are assisting the SMEs. These consultants should be monitoring, at a minimum, three of the five basic performance indicators of this section – sales, employment and exports. To the extent that some consultants fail to fulfill their data-monitoring responsibilities, a FIRMA 2000 staff member would follow-up with SMEs by telephone and/or fax to fill data gaps.

Performance targets would be annual, as indicated earlier. Monitoring relative to these targets would be quarterly as well as annual.

IR 2.2: Private sector SMEs employ modern business practices

The indicators here are simple counts of the numbers of modern business practices actually employed by assisted SMEs, in three categories -- management practices, quality management practices and advanced technologies. The BSP will establish performance thresholds equal to median numbers of practices utilized by a similar mix of Western European companies. Performance measures then become the percentage of assisted companies who have adopted a number of practices above the threshold. Another useful measure, however, is the percentage of "Don't Knows" for each indicator, for this percentage should gradually decrease through BSP assistance, just as the percentages of adopters should increase.

As with other SME data, these are first collected by consultants assisting the companies. Consultants would also monitor SMEs adoption and utilization of various practices or technologies. The numbers would be tracked annually in relation to annual program targets on the basis of data obtained through the FIRMA 2000 Annual Survey.

IR 2.1: Indigenous SME assistance organizations are sustainable

The indicators in this section cover a wide variety of items on both the input and output sides. "Input" indicators are those that have to do with BSO program activities and staff development. "Output"(s) are those that measure BSO progress towards financial sustainability. Since the latter are key to monitoring and evaluating overall program performance, they are cited as the first section of indicators under"BSO Performance Measures" in the Project's "Performance

Monitoring and Evaluation Plan." They are changes in the median and upper quartile values of...

- operating income % of average operating expense
- fees for all services % of average operating income
  - fees for all consulting services % of average operating income
  - fees for FIRMA 2000 consulting services as % of total consulting fees
  - Fees derived from BSO training events % of operating income
- FIRMA 2000 SME consulting fees % of FIRMA 2000 consulting costs
- Grants and subsidies % of total operating expense

The first of these measures is the basic indicator of extent to which a BSO has become financially self-sustainable, since operating income is income earned from BSO services. These measures would be examined together. If the first is rising and the second falling, then the program's BSOs are progressing towards financial self-sustainability. The remainder of the indicators help to see the extent to which the latter may be attributable to fees earned from FIRMA 2000 SME consulting activities.

BSO "PROGRAM ACTIVITY" indicators document a variety of inputs into the program, including numbers of clients and consultants, consultants' time inputs (hours), training, SME financial assistance, resource development and policy intervention. These are referred to here as "inputs" or elsewhere as Workplan "tracking numbers" because the activities in question produce results that are intermediate to fulfillment of the main program goals and objectives, SME and BSO performance improvement. Even though "intermediate," however, many of the indicators help to measure the extent to which the program is making progress towards its major goals; for example:

- Number of repeat FIRMA 2000 clients - An indirect indicator of BSO services' quality, since client are not likely to return to the BSO for additional doses of assistance if they are displeased with the quality of the services they received at first.

- No. of trained FIRMA 2000 consultants employed in the field - An indirect indicator of the overall quality of consultants deployed in the field, assuming that training helps consultants provide better client services.

- Average FIRMA 2000 consulting fees per billable hour - An important factor which is an intermediate contributor to BSO's financial self-sustainability, since:

- Total fees revenue = Fees per billable hour * Billable hours, and Fees per billable hour can be compared to consulting expense per billable hour to see if, on average, more is being made in fees revenue than is being paid out in counterpart costs.

BSO performance data are collected and maintained as part of BSO managers' management information systems (MIS). The data are collected quarterly and transformed into performance measures by FIRMA 2000 staff via the BSO Quarterly Report. BSO performance relative to annual targets is monitored and assessed by the Chief of Party.

IR 0.2 Financial services more widely accessible

The measures here are indicative of a major Intermediate Result, but still need to be regarded as indicators of intermediate progress from the standpoint of overall program goals; for example:

- Total PLN volume of financing obtained - This is an indicator of the effectiveness of FIRMA 2000 financing activity to assist SMEs.

Data reflecting financing activities would be compiled from BSO managers to reflect the activities of both BSO managers and FIRMA 2000 staff. Annual targets against which progress could be monitored; e.g., with respect to financing obtained as a percentage of financing requested, would be established by the Chief of Party (COP).

IR.2 Participation in local government decision-making processes

These also are indicative of a major Intermediate Result but need to be regarded as intermediate progress indicators from the standpoint of overall program goals; for example:

- Average no. of hours spent trying to influence gov't policies or regulations and No. of people receiving newsletters - indicators of effort in the areas of "Policy Invention and Public Education."

The data entering into the indicators of this section would be maintained by BSO managers as part of their MIS and reported in the managers' BSO Quarterly Report(s). Where appropriate, annual targets would be established by the COP; e.g., with respect to "no. of newsletters produced" and/or "no. of people receiving newsletters."

A great deal of additional documentation specific to many of the indicators is contained in notes to the various forms and reports, so the interested reader should also check these and not solely rely on this brief narrative.

VII. Program and Project Evaluation

This section will focus upon evaluation methodology and the indicators and measures that are most important to the evaluation of project and program performance. Some discussion of the statistics used to report these, along with their utilization and interpretation of their results, is also called for.

Perspectives on Evaluation Methodology for FIRMA 2000

Project evaluation focuses on the performance or "outputs" of those organizations that the project is designed to serve. In FIRMA 2000, these are BSOs and SMEs. BSOs are viewed as enterprises, too -- business service enterprises established to assist other enterprises. As such, a major criterion of BSO performance is analogous to the major criterion of SME performance; that is, profitability. For if a BSO cannot reach, and to some degree, surpass it's break-even point to generate a "profit" (or operating surplus in NGO terms), then it will not survive (stay in business) to be able to assist other businesses.

Profit, however, is a measure of growth or potential development, not of development per se. Profit only becomes an indicator of development to the extent that it is invested to increase the capacity and capability of the profit-making organization. Similarly, other quantitative measures of performance, such as sales, employment and exports in the case of SMEs; and fees or numbers of repeat SME clients in the case of BSOs, are measures of growth. Qualitative data, such as advanced management practices or technologies adopted by SMEs, or trainings completed by BSO staff, are indicators of development.

It is expected that "development" will lead to "growth," but it is important to realize the time factor(s) involved. Development (investment of time and/or money to build capacity) leads to growth only with uncertain lags over time frames which may be long-term for many measures of performance. "Long-term" is relative; that is, it differs among various types of investment and performance; nevertheless, it often exceeds the time horizons of projects, programs, political offices and government agencies. This poses perhaps the most serious problem for performance evaluation of any project -- that certain of its outcomes, impacts, outputs or results may only come to fruition or be observable "posthumously" -- after life-of-project.

There is a similar end-of-time-horizon issue with regard to specific project interventions; in this case, assistance to BSOs or to SMEs. For example, the impact of management consulting assistance to help SME management to apply for ISO9000 certification may not be apparent for several quarters after the assistance is rendered, as it takes time to market the certification and obtain new, quality-sensitive customers, even after certification has been received. Similarly, the results of training BSO staff may not be apparent for some time, as it take time to market BSO services and for clients' "word of mouth" of the improved quality of BSO services to spread in SME communities.

Certain features of FIRMA 2000 help to address these concerns, albeit only partially. These features include:

- Selectivity of BSOs and of SME clients --
    - With respect to BSOs, the stringent selectivity provides some assurance that BSO management is highly motivated and able to make effective and efficient use of the Project's assistance.
    - With respect to SMEs, similar selectivity provides assurance that the owners and managers of the SMEs selected are committed to growth. And we know from the surveys of SMEs sponsored by USAID's Gemini Project that SMEs run by CEOs that aim to grow are far more likely to grow.
- Quarterly and annual data collection from both BSOs and SMEs over the three year life of the project.
- Comparative features of performance evaluation at three levels and two ways:

1. Comparisons of quarterly and annual results relative to annual targets which represent the <u>own</u> goals and objectives of the Project's three levels of organization -- FIRMA 2000, BSOs and SMEs.
2. Comparisons of the primary set of annual performance measures -- those for SMEs -- to comparable measures for SMEs nationwide <u>external</u> to (outside of) the project, plus comparison of overall Project performance with similar SME development assistance projects; e.g., the EXPROM II supported by EC/PHARE and managed by POLSMEF. Similar comparisons to benchmarks external to the Project may also become possible for BSOs if USAID establishes a data base which tracks Polish BSOs nationwide.

Evaluation Measures and Statistics

As indicated earlier, the primary performance indicators are percent changes in SME's profitability, sales, employment, exports and productivity. Since percentage changes typically fall over a wide range of values, two measures are computed for each indicator. One is change in the median; the other is change in the upper quartile. The median is employed rather than the average because frequency distributions of business performance measures tend to be highly skewed. They are definitely not normal (bell-shaped).

Averages are good indicators of "central tendency," "expected" or "typical" values only where distributions are normal or close to normal. They are biased upward in the case of SME performance measures because of the influence of extreme values such as those displayed by larger companies or high performers. For example, the report cited by footnote 2, below, employs the median rather than the mean to represent "the typical firm in the sample" (which "employs a total of 15 employees") because "the mean is 178% of the median..."

Thus, the median is reported as a measure of the mid-point of the distribution for each FIRMA 2000 SME indicator. This is reported along with the upper quartile. The latter represents the change in the minimum performance level that would put a company among the top quarter of performers for that indicator. Since the "ante" for Polish SMEs to play successfully in competitive markets is continually being raised, FIRMA 2000 will be aiming to raise the performance levels of even the better pre-existing performers, not just the weak performers.

The upper quartile is an example of a rank-order statistic. In order to compute it, one must first rank SMEs by performance according to the indicator of interest. Ranks will be computed for each indicator and each SME assisted by the FIRMA 2000 so that both SMEs and Project management can see where they stand. Rankings will also facilitate performance benchmarking because the upper quartile measures provide benchmarks reflecting the performance of the "best in class" which, in turn, provide SME targets which the lesser performers (and FIRMA 2000 consultants' assistance) can aspire to achieve.

The second major category of SME performance indicators is that representing adoption of management practices and utilization of technologies. The data employed are qualitative here, in contrast to the "quantitative" data items mentioned above. "Qualitative" means data representing categories, such as "yes" or "no," rankings or opinions. Such responses are usually represented as integers in a data base, and the Project follows this convention. The "SME Client Profile" data base also allows for "Don't Know" responses. Thus, data coding is as follows: YES = 2; NO =0 and DON'T KNOW = 1.

This coding enables the derivation of scores. One score would summarize the extent to which SMEs have adopted advanced management; another, the degree to which quality assurance practices are employed. A third would represent overall adoption of advanced technologies. Each score is simply the result of adding together the integer-coded responses. Altogether, the sum of improvements in these scores would represent SME capacity building.

Thus, SME growth and development would be monitored in terms of improvements in SME capacity as well as business performance. But monitoring is not evaluation. Evaluation of FIRMA 2000 must be able to answer the question, convincingly: Has Project assistance made any difference to the performance of SMEs assisted relative to those not assisted? "Convincingly" means that more evidence must be found than would be provided by only an opinion poll of assistance recipients. Such evidence can only be provided by statistical analysis of SME performance measures.

To repeat: SMEs are viewed as the prime clientele or "customers" of FIRMA 2000. This is not to deny that building a sustainable cadre of BSOs is arguably the primary goal of the project from the standpoint of USAID; nevertheless, BSOs are intermediary service providers whose prime clientele are SMEs, and BSOs are unlikely to become financially self-sustaining if their "customers' do not find their services to be sufficiently valuable to justify payments of fees for those services.

Project evaluation from the standpoint of the BSO goal is more straight-forward than from the SMEs' standpoint. A BSO shows evidence of moving towards and surpassing its "break even" point or it does not. Client polls show that SMEs are satisfied with services received, or they are not. Such statements slightly oversimplify but are sufficient to indicate the evaluative judgements to be rendered, and how they are rendered.

Statistical analysis sufficient to isolate or identify impacts of Project assistance on SMEs and to estimate their significance; however, is a challenge of a higher order. An SME performance model needs to be constructed which would statistically "control" for factors other than Project assistance which could conceivably influence or, statistically, help to "explain" SME performance.

It is still an open question whether the group of 200 SMEs recently surveyed by the Polish firm OBOP with support from USAID will provide a sufficiently appropriate statistical "control group" for FIRMA 2000 evaluation purposes. If it is, then it could enable a more sophisticated statistical evaluation of Project impact which by way of a model of the following form:

- Changes in SME "profitability" are statistically explained by:

  - FIRMA 2000 assistance;
  - Characteristics of SME owners or CEOs;
  - Improvements in management practices;
  - Adoption of new technologies;
  - The industry the SME is in;
  - The region the SME is in; and
  - Possibly other factors (random or identifiable).

To the extent that the parameter estimated from such a model to represent the influence of "FIRMA 2000" turns out to be statistically significant, "holding all other factors equal", then we have solid evidence that the Project has served its SME growth and development objectives.

If the OBOP 200 SME sample is not an appropriate statistical "control group" for evaluating FIRMA 2000 (and it is quite possible it may not be, for reasons that have been set forth in earlier memos to USAID), then evaluation of FIRMA 2000 SME impacts would be reduced to comparison of performance statistics for the group and subgroups of FIRMA 2000-assisted SMEs with performance statistics for reasonably comparable subsets of SMEs derived from national censuses of business, as done previously by Development Strategies Corporation for Agroszansa. Such comparative analysis, however, does not permit us to statistically control for the influence of other factors, because national business census data is available only on a aggregate basis, reported for groups and subgroups of SMEs. There are no "public-use" micro-data files available such as those which are accessible from the U.S. Census -- files which contain samples of data from individual firms with the firm identifiers removed.

There are many other pieces of data and information that will be generated by FIRMA 2000 that will figure in the evaluation of the overall Project and its programmatic components. These need not be listed in detail at this time. Major additional <u>types</u> of evaluative data and information include the following:

- Opinion polling-type data and information from --
    - CEOs of participating SMEs reflecting their satisfaction or dissatisfaction with various aspects of assistance received from FIRMA 2000 and providing rankings regarding the perceived impacts of the assistance on their firms;
    - BSO Managers, providing responses analogous to the above, for BSOs;
    - Training evaluations received from participants in FIRMA 2000 trainings;
    - "Client Satisfaction" data and information provided by SME owners or managers reflecting on the performance of consultants; and
    - Polish consultant evaluations provided by U.S. experts or BSO managers.
- Evaluative information produced from process documentation and made available via FIRMA 2000 releases reflecting the Project's "success stories;" and...
- FIRMA 2000's scoring systems for assessing increases in the capacities of both BSOs and SMEs.

Thus, FIRMA 2000 has the potential to be one of the most thoroughly and properly evaluated USAID projects due to the above efforts which make performance evaluation a key component of the project implementation.

VIII. Appendices

Data Collection Forms and Reporting Formats

ACDI VOCA

FIRMA 2000 PROJECT

Form 001

APPLICATION FOR U.S. TECHNICAL ASSISTANCE

Instructions:

(1) *This application form is provided in both English and Polish and should be completed by company representative with assistance of BSO Manager.*

(2) *The company representative and the BSO manager should each retain a copy and forward one English copy to the ACDI/VOCA Project FIRMA 2000 office.*

A. BACKGROUND OF REQUESTING ORGANIZATION

1. Date of application:______________________________

2. Name and address of sponsoring Business Support Organization (BSO):
BSO name:______________________________
BSO contact person:______________________________
Street:______________________________
Town:________________Province:________________
Tel:____________Fax:____________E-mail:____________

3. Name and address of client firm:
Firm name: ______________________________
Street:______________________________
Town:________________Province:________________
Tel:____________Fax:____________E-mail:____________

4. Chief Executive Officer of Firm:______________________________

5. Date of firm's establishment:______________________________

6. Please indicate if client firm is (circle one or more):
(a) a privatized state company
(b) a subsidiary of another private company
(c) a family-owned business
(d) a joint-venture
(e) other (specify)____________________

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7. If company is organized under commercial law, please indicate shareholder structure:
____
____

8. How many people are employed in the business?__________
(Please include owner and other family members working in the business.)

9. Classification code according to European Classification of Business Activity: ______
(Please refer to extract of European Classification of Business Activity)

10. Please briefly describe where and how products are sold or services performed:

11. Annual Sales Revenue for most recent year: _______________PLN

B. TERMS OF PROJECT

1. Duration (number of consecutive days) for which assistance is required:

2. Desired start date:

3. Any contingency that may delay project start date:

4. Latest acceptable start date:

5. Working Headquarters for the U.S. expert:

C. REQUEST FOR ASSISTANCE (attach additional pages as needed)

1. Describe as specifically as possible the background, circumstances and desired objectives of this request for assistance; include quantitative targets if pertinent. Indicate priority objective. *(Please attach any brochures, company reports or descriptive materials that you believe will help us better understand your company and your needs.)*

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2. Specify, in detail, the assistance, advice, activities and the pre-project preparation expected of the U.S. expert in order to accomplish the objectives stated above *(please use additional sheet if more space is required)*:

Task No.	Description of Tasks	Person(s) Responsible	Level of Effort (hours or days)	Expected Results
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				

3. If relevant, include details of machinery, equipment, manufacturing facilities and processes, or other information that will assist the performance of this project.

4. Name and Title of the individual who will be assigned as principal liaison to work with the U.S. expert and to have a leading role in the implementation phase of the project:

Name________________________________ Title___________________________

D. TERMS AND CONDITIONS OF ASSISTANCE

Below are the terms and conditions under which ACDI/VOCA and your sponsoring Business Support Organization are offering to provide a U.S. expert to deliver technical assistance to your firm under the USAID-funded *FIRMA 2000* project. ACDI/VOCA and Requesting Firm (hereinafter called "Client") mutually agree that upon signature of this Agreement by each of them, the following terms and conditions will govern their relationship and their respective obligations and undertakings:

1. Client will provide data and other input in helping the sponsoring Business Support Organization (BSO) and its select consultants to develop a clear and workable scope of work.

2. With client input and final approval, ACDI/VOCA will recruit a person who is, in its judgment, the best U.S. expert available within the time and technical parameters set by client to undertake the Assignment.

3. The sponsoring BSO will inform Client of the name and qualifications of the U.S. expert selected for this Assignment, together with the proposed start date.

4. On receipt of notice of selection of U.S. expert acceptable to Client, Client will enter into an Agreement between sponsoring Business Support Organization and Client which will detail the mutually acceptable terms and conditions for the delivery of consulting services.

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5. Upon receipt of a copy of the Agreement between the sponsoring BSO and Client, ACDI/VOCA will, unless otherwise agreed, arrange for the U.S. expert's round-trip air transportation to Warsaw.

6. ACDI/VOCA will handle all arrival and departure logistics of the U.S. expert:

   a. ACDI/VOCA will send plane tickets and travel advances and meet the U.S. expert at the airport;

   b. ACDI/VOCA will send briefing materials containing all necessary information regarding the Assignment and Client's industry to the U.S. Client is urged to provide ACDI/VOCA as soon as possible with any materials which may better prepare the U.S. expert for the Assignment;

   c. ACDI/VOCA will handle all Warsaw accommodations;

   d. ACDI/VOCA may assist in arranging weekend travel and/or tourism if desired;

   e. ACDI/VOCA makes all return flight arrangements.

7. Client will take responsibility for locating clean, comfortable lodging with heat, hot water and a reasonable quality and variety of food. The U.S. expert can stay in a hotel, pension, or in a private home. Laundry services must be available. Client firm agrees to cover costs of U.S. expert's project residence and provide an acceptable meal plan plus PLN 30 per day pocket money or PLN 60 per day cash for food in addition to PLN 30 per day pocket money.

8. Client agrees to provide all local transportation, including transportation from Warsaw at the beginning of the Assignment and back to Warsaw at the conclusion as well as local transportation to and from the U.S. expert's project residence and Client's business premises.

9. ACDI/VOCA will make its office, fax, computers and other equipment available to our U.S. experts to the extent possible, however, it is understood that Client agrees to provide to the U.S. expert office facilities and secretarial support. In addition, prior to the U.S. expert's arrival, Client will attempt to procure any equipment which the expert deems necessary (e.g. VCR, Overhead Projector, etc.) ACDI/VOCA will assist in the event that the equipment is not locally available.

10. Should the U.S. expert require information or documents which are related to the Assignment, ACDI/VOCA will attempt to procure them during the Assignment.

11. Upon completion of the Assignment, Client agrees to complete and deliver *FIRMA 2000* project review forms which evaluate the services rendered by the project consultants and the results achieved. The evaluation is essential for the maintenance of a high standard of performance by U.S. experts.

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12. It is understood that the U.S. expert selected by ACDI/VOCA to assist the Client will not be deemed an agent of ACDI/VOCA, will have no authority to bind ACDI/VOCA, and will have no authority to act as Client's agent.

13. Client agrees not to bring any legal proceedings or assert any claims against the U.S. expert or against ACDI/VOCA or its personnel or agents in connection with the Assignment.

14. Lastly, we request that you assist us by participating in *FIRMA 2000's* annual survey of small to medium size firms (SMEs). This survey is designed to gather statistical data which will enable us to provide you with up-to-date information regarding your industry which you need to keep your company competitive in an increasingly tough environment. Although the survey form is designed so that the collected data are not all of a confidential nature, if you feel uncomfortable with answering certain questions, you may leave them blank. To assist you in understanding the value of our annual survey report, please request from your sponsoring Business Support Organization a copy of a report of an industry survey which we conducted for the agri-business industry.

E. COMMITMENT TO AGREEMENT

To confirm Client's commitment to this technical assistance agreement, please sign and date this application below:

This is to confirm that I am requesting technical assistance from ACDI/VOCA under the USAID-funded FIRMA 2000 project as stated above, and do agree to the terms and conditions of this agreement. I will give my full support to working with FIRMA 2000 and its technical representative in the completion of this technical assistance effort.

*Signature of firm representative*______________________________ *Date*__________________

ACDI VOCA

FIRMA 2000 PROJECT

Form 002

SME CLIENT PROFILE FORM

Instructions:

(1) *This form is to be completed by FIRMA 2000 consultant with input of client for SME consulting assignments which have a minimum duration of three days of professional time, including preparation, diagnostic, or needs assessment time spent with the client.*

(2) *SMEs which meet our criteria must have at least 10 but no more than 250 employees and be in either manufacturing, agribusiness, or business service sectors.*

I. GENERAL INFORMATION

1. Period of Consulting Assignment: From________________ To ________________
(date) (date)

2. Client status: new client (referred)?_____ new client (initiated contact)?_____
repeat client?_______

3. Name of Polish consultant(s) delivering services to client:
(1) ________________________________
(2) ________________________________
(3) ________________________________

4. Name of *FIRMA 2000* US expert, if any, delivering services on this consulting assignment: ________________________________

5. Name of sponsoring BSO:________________________________

6. Has this client ever utilized a US expert prior to 1997? Yes_________ No_________
If yes, please provide name(s) of expert(s)________________________________

7. Name of client firm:________________________________

8. Name and title of owner/manager:________________________________

9. Address of firm:
Street:________________________________
Town:____________________Province:____________________
Tel:________________FAX:________________E-mail:________________

10. Age of client business under current ownership and organization:
_____ Start-up (less than 1 year)
_____ Early stage (1 to 3 years)
_____ Established (3 to 5 years)
_____ Strongly established (more than 5 years)

11. Is this a woman owned and/or managed enterprise? Yes__________ No__________

12. Please indicate if client firm is (circle one or more):
    (a) a privatized state company
    (b) a company under privatization
    (c) a subsidiary of another private company
    (d) a family-owned business
    (e) a joint-venture
    (f) other (please specify):______________________

13. If company is organized under commercial law, please indicate shareholder structure:
____
____

14. How many people are employed in the business? __________
(Please include owner and other family members working in the business.)

15. Classification code according to European Classification of Business Activity: ______
(Please refer to classification code handbook for four-digit numbering.)

16. What form of financing has the client received (*Please indicate amount next to type and source of financing*):

Credits

Bank:	PLN__________	Duration __________	Interest Rate _________
Family/Friends:	PLN__________	Duration __________	Interest Rate _________
Loan Fund:	PLN__________	Duration __________	Interest Rate _________
Other __________	PLN__________	Duration __________	Interest Rate _________

Equity

Self/Family:	PLN________	Duration ________	Expected ROI ________
Private Investor:	PLN________	Duration ________	Expected ROI ________
Venture Capital Fund:	PLN________	Duration ________	Expected ROI ________

II. Consulting Activity Record

17. Project Objectives. *Please mark with an "X" next to the lines that best describe the objectives of this consulting assignment. Do not mark more than three (3) objectives. If you mark more than one, please circle the objective of greatest importance to the client.*

a	_____	Strategy Development (general, marketing, business plans)	g	_____	System improvements (accounting; info,computer)
b	_____	Accessing/raising capital	h	_____	Quality improvements
c	_____	Increase sales			
d	_____	Cost control/reduction	i	_____	Other (e.g. tax, legal advice) Please specify _______
e	_____	Develop/launch new product or service			__________________
f	_____	Human resource management/ training (recruiting/downsizing)			__________________

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Form 002 **SME CLIENT PROFILE FORM**

18. Consulting Activities. *(Please refer to attached description of Consulting Activities and enter appropriate codes below. If you need more space, please use additional page.)*

Activity Start Date day/month/year	Consultant Initials	Consulting Activity Code	Number of Fee Hours	Number of Non-Fee Hours	Hourly Billing Rate	Consultant Expenses Charged to Client			
						Travel	Meals	Lodging	Other

19. Project Deliverables. *Please mark an "X" next to any of the deliverables listed below which you have provided to this client.*

a ______	Business Plan	h ______	Cost reduction program
b ______	Marketing Plan	i ______	Staffing plan/Org chart
c ______	Market Research report	j ______	Production Plan/Logistics
d ______	Credit/loan application PLN applied for __________	k ______	Strategic Alliance
		l ______	Prime/Subcontractor Relationship
e ______	Quality improvement program		
f ______	Joint Venture Agreement	m ______	Training
g ______	Improvements to MIS	n ______	Other (please specify) ____________________

III. SME SURVEY DATA

20. Business activity: *If actual data is not available, please provide an estimate, if possible, indicating with an asterisk (*) next to the entry that it is an estimate.*

		Previous Year	Current Year To Date	Don't Know
(a)	Total annual sales	______	______	______
(b)	Export sales	______	______	______
(c)	Profits as percent of total sales	______	______	______
(d)	Total value added*	______	______	______
(e)	Number of new products introduced	______	______	______
(f)	Number of new customers	______	______	______
(g)	Total investment	______	______	______
(h)	Total assets	______	______	______
(i)	Liabilities	______	______	______
	i. Short term	______	______	______
	ii. Long term	______	______	______
(j)	Value of inventory at year end	______	______	______
(k)	Method of inventory accounting (circle)			
	i. First in/first out			
	ii. Last in/first out			
(l)	Avg. collection period of receivables (days)	______	______	______
(m)	Cash on hand	______	______	______
(n)	Average Training Hours per employee	______	______	______

* To calculate value added, subtract the net purchases in the period (VAT-7 Declaration) from the net sales in the same period (also indicated in VAT-7 Declaration).

Form 002	SME CLIENT PROFILE FORM

21. Which of the following general management practices are currently employed by the client firm? (*See attached glossary of terms.*)

	Yes	No	Don't know
Business and strategic plan	____	____	____
Marketing Plan	____	____	____
Market Research	____	____	____
Promotional Campaign	____	____	____
Exhibiting in Trade Shows	____	____	____
Regular staff meetings	____	____	____
Performance-based pay	____	____	____
Policies to facilitate “bottom up” communication	____	____	____
Employee suggestion awards program	____	____	____
Formal employee recognition program	____	____	____
Employee stock ownership	____	____	____
Profit sharing plan open to all employees	____	____	____
Productivity improvement program	____	____	____
CEO's use of Time Management	____	____	____
Cost accounting	____	____	____
Activity-based accounting	____	____	____
Strategic alliances with other companies	____	____	____
Participation in CEO Growth Group	____	____	____
Participation in industry specific group	____	____	____
Environmental Plan	____	____	____
Total Quality Management	____	____	____
Just-In-Time delivery	____	____	____
Just-In-Time Manufacturing	____	____	____
MRP (Material Requirements Planning)	____	____	____
MRP II (Manufacturing Resource Planning)	____	____	____
SQC (Statistical Quality Control)	____	____	____

22. Which of the following quality management practices are employed by the client firm? (*See attached glossary of terms.*)

	Yes	No	Don't know
Top management commitment to quality improvement	____	____	____
Periodic customer polls, calls or monitoring of complaints as a basis for improvement	____	____	____
Continuous improvement goals established	____	____	____
Continuous measurements for monitoring progress towards quality goals	____	____	____
Quality data reporting system	____	____	____
Supplier partnership arrangements	____	____	____
Total Quality Management (TQM) training activities	____	____	____
Quality manual	____	____	____

	Yes	No	Don't know
ISO 9000 (1 or 2) certification applied for	____	____	____
ISO 9000 (1 or 2) certification received	____	____	____
System for scheduled review and improvement of TQM process	____	____	____

23. Which of the following technologies are employed by the client firm? (*See attached glossary of terms.*)

Hard Technologies	Yes	No	Don't know
(a) CNC (Machines with computerized numerical control)	____	____	____
(b) CAD (Computer-Aided Design)	____	____	____
(c) CAM (Computer-Aided Manufacturing)	____	____	____
(d) CIM (Computer-Integrated Manufacturing)	____	____	____
(e) LAN (Local Area Networks linking plant workstations)	____	____	____
(f) FMS (Flexible Manufacturing Systems)	____	____	____
(g) Automated Inspection	____	____	____
(h) Manufacturing cells	____	____	____
(i) Robots	____	____	____
(j) Industrial computers used for control on factory or plant floor(s)	____	____	____
No. of keyboards or keypads: ________			
(k) Environmental Systems	____	____	____

24. Estimated number of hours during the past year owner/manager spent trying to:
   (a) understand and comply with laws and regulations:
   No. of hours _____ Don't know ____
   (b) influence or change government policies and regulations:
   No. of hours _____ Don't know ____

25. Please indicate what role, if any, the client firm has played with regard to public service delivery and/or Gmina decision-making process (*check one or more*):

	Yes	No	Don't know
Contractual agreement to provide services to local community/Gmina	____	____	____
Gmina advisory council or committee	____	____	____
Co-financing of local project	____	____	____
Sponsorship of cultural, school or sports activity	____	____	____
Other______________________________	____	____	____

Completed by:______________________________ ____________________

Signature of Consultant Date

GENERAL INFORMATION

1. Nazwa Ośrodka________________________________
   Name of BSO

2. Osoba upoważniona do kontaktów________________________________
   Relevant Contact Person

3. Adres Ośrodka
   Address of BSO:
   Miejscowość________________ Kod pocztowy __________
   Town: *Postal Code*
   Województwo / gmina ________________________
   Province
   Ulica ________________________
   Street
   Tel. (wraz z kierunk.) ____________ Fax. ____________ E-mail ____________
   Telephone

4. Data powstania Ośrodka (rok / miesiąc) _____ _____
   Founding date of BSO (year / month)

II. ORIENTACJA RYNKOWA

BUSINESS / SECTOR PROFILE

1. Określ obszar działań Waszego Ośrodka. Oszacuj procentowy udział obsługiwanych klientów w poszczególnych kategoriach.
   Please indicate the location of your activities. Estimate what percentage of the clients you serve fit into each of the categories given below.

	Klienci korzystający z usług konsultingowych *Clients for Consulting services*	Klienci korzystający ze szkoleń *Clients for Training*
obszar lokalny (do 20 km) *local level*	_____ %	_____ %
obszar województwa (20 do 100 km) *region level*	_____ %	_____ %
obszar państwa (pow. 100 km) *country level*	_____ %	_____ %
	100 %	100 %

2. Dokonaj podziału klientów Ośrodka względem liczby zatrudnionych. Oszacuj procentowy udział obsługiwanych przez Wasz Ośrodek klientów w poszczególnych kategoriach.
   Describe your client base by size of employment. Estimate what percentage of the clients you serve fit into each of the categories given below.

Wielkość zatrudnienia *Client business size:*		
	≤ 10 zatrudnionych	_____ %
	10..50 zatrudnionych	_____ %
	50..100 zatrudnionych	_____ %
	100..250 zatrudnionych	_____ %
	> 250 zatrudnionych	_____ %
		100 %

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Describe your client base by economic sector. Estimate what percentage of your clients are from each of the following sectors. Also, using the Service Legend indicate the main type of service your BSO provides to clients in each sector.

Kategoria klientów-sektor
Client Categories

Kategoria klientów-sektor / *Client Categories*	Udział % klientów / *Client concentration /in %/*	Główny typ usługi (jeden !) (użyj legendy) / *Main service category (use legend)*
Rolnictwo / *Agriculture*	_____	_____
Przetwór. żywności / *Food Processing*	_____	_____
Budownictwo / *Construction*	_____	_____
Finanse, ubezpiecz. / *Finance, Insurance*	_____	_____
Usługi dla biznesu / *Business Services*	_____	_____
Wydawniczo-poligraf. / *Publishing*	_____	_____
Odzieżowy, tekstylny / *Textile*	_____	_____
Skórzany / *Leather*	_____	_____
Drzewny / *Wood*	_____	_____
Chemiczny / *Chemical*	_____	_____
Przetwórstwo TS / *Plastic*	_____	_____
Obróbka metalu / *Metal*	_____	_____
Maszynowy / *Machinery*	_____	_____
Elektroniczny / *Electronic*	_____	_____
Elektrotechniczny / *Electric*	_____	_____
Transport / *Transportation*	_____	_____
Handel hurtowy / *Wholesale*	_____	_____
Handel detaliczny / *Retail*	_____	_____
Urzędy, organizacje / *Official Bodies*	_____	_____
Inne _____ (Podaj jakie) / *Other (Please specify)*	_____	_____
	100 %	

Legenda usług *Service Legend*

Usługa	Kod
Analizy i zarz. finansami / *Financial Analysis and Management*	***A***
Biznes plan / *Business Plans*	***B***
Księgowość / *Acounting*	***C***
Zarz. produkcją i operacjami / *Production Operation Management*	***D***
Transfer technologii / *Technology Transfer*	***E***
Zarz. i kontrola jakości / *Quality Control and Management*	***F***
Systemy informacji / *Information Systems*	***G***
Zarz. zasobami ludzkimi / *Human Resource Development*	***H***
Zarządzanie marketingiem / *Marketing Management*	***I***
Negocjacje / *Negotiations*	***J***
Handel międzynarodowy / *International Trade*	***K***
Porady prawne / *Legal Advises*	***L***
Zarządzanie / *General Management*	***M***
Planowanie strategiczne / *Strategies Planning*	***N***
Usługi biurowe / *Office Services Support*	***O***

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Jaki procent ogólnej liczby klientów Ośrodka reprezentuje:
What percentage of your clients are:

_____ % przedsiębiorstwa prywatne?
Private business

_____ % przedsiębiorstwa państwowe lub komunalne?
State or Municipally-owned business

5. Jaki procent klientów obsługiwanych przez ośrodek reprezentuje przedsiębiorstwa:
What percentage of business you serve is women-owned or managed:

_____ % których właścicielami są kobiety?
Women-owned business

_____ % które zarządzane są przez kobiety?
Women-managed business

6. Dokonaj podziału klientów Ośrodka wg wieku przedsiębiorstw. Oszacuj procentowy udział klientów Ośrodka w poszczególnych kategoriach.
Describe your client base by the age of their businesses. Estimate what percentage of the businesses which you serve fit into the following categories.

Określ działania: _______% początkujących (< 1 rok)
Age of business *start ups*
_______% funkcjonujące (1-3 lat)
established
_______% dobrze funkcjonujące (ponad 3 lata)
strongly established

Wśród przedsiębiorstw kwalifikujących się do konkretnych kategorii wiekowych proszę dokonać podziału procentowego pomiędzy poszczególne typy działalności (dla każdej grupy wiekowej oddzielnie (*) suma wartości w kolumnie stanowi 100 % przedsiębiorstw o danym stażu rynkowym).
Within each age category, please estimate the percentage of clients you serve in each of the following business categories:

	początkujące *Start-ups* (< 1 rok)	funkcjonujące *Established* (1 do 3 lat)	dobrze funkcjonujące *Strongly Established* (ponad 3 lata)
Rolnictwo *Agriculture*	_____ %	_____ %	_____ %
Produkcja *Manufacturing*	_____ %	_____ %	_____ %
Usługi *Service*	_____ %	_____ %	_____ %
Handel *Commercial*	_____ %	_____ %	_____ %
Inne _______ *Other*	_____ %	_____ %	_____ %
	100 %	100 %	100 %

III. STRATEGIA DZIAŁANIA
BUSINESS STRATEGY

1. Jak zdobywacie klientów?
How do you find clients?
(zaznacz wszystkie występujące / *Check all that apply*)

Oszacuj udział procentowy w poszczególnych kategoriach
Estimate the % of clients identified using each method

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Clients attracted through advertising

C ☐ Klienci zgłaszają się skierowani przez innych, ________ %
Clients referred by others

D ☐ Klienci zostają pozyskani dzięki regularnym wizytom konsultantów w firmach, ________ %
Clients obtained through regular visits by BSO personnel to SMEs

E ☐ Bazuje się na klientach lojalnych, ________ %
Repeat clients
100 %

2. Jakie metody stosujecie wobec klientów by sprawdzić skuteczność swych działań po dostarczeniu usługi konsultingowej.
What method do you employ to follow-up with clients after completing a consulting assignment?

____

____

____

3. Czy współpracowaliście z zagranicznymi konsultantami w przeszłości?
Did you cooperate with foreign consultants in the past? (Y / N) _

4. Podaj liczbę Waszych obecnych klientów zainteresowanych współpracą z zagranicznymi konsultantami.
Estimate how many of your actual clients would be interested in cooperating with foreign consultants?

____

5. Wymień 5 głównych elementów strategii Waszego Ośrodka umożliwiających zachowanie konkurencyjnej pozycji na rynku MŚP
List the 5 main elements of your BSO's strategy to remain competitive in the consulting market for Polish SMEs.

1. ____
2. ____
3. ____
4. ____
5. ____

6. Proszę załącz do niniejszego kwestionariusza opis głównych elementów analizy SWOT Waszego Ośrodka.
Please attach a general SWOT analysis for your BSO.

7. Proszę załącz kopie Biznes Planów Waszego Ośrodka na lata 1996 i 1997. (*) tylko wówczas, gdy takie dokumenty były uprzednio opracowane.
Please share with us your BSO - Business Plan for 1996 or 1997 (if prepared).

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List three client references. These should be clients that you served within the past year. Be advised, persons that are listed below may be contacted by the Business Support Project to provide comment on the services which you provided.

Nazwisko *Name*	Nazwa firmy i numer telefonu *Firm and Phone Number*
______________	______________________
______________	______________________
______________	______________________

IV. ZASOBY ORGANIZACJI
INSTITUTIONAL CAPACITY

1. Wyposażenie i pomieszczenia
Facilities and Equipment

(zaznacz wszelkie występujące w Waszym Ośrodku) *(Check all that apply)*	Własność Ośrodka *Owned by BSO (only)*	Własność Organizacji Afiliującej *Owned by Affiliated Organization*
Telefon *Phone*	☐	☐
Fax	☐	☐
E-mail	☐	☐
Ksero kopiarka *Photocopier*	☐	☐
Liczba komputerów (typu 386 lub lepsze) *# of computers (386 or better)*	______	______
Czy posiadacie pomieszczenia seminaryjne? *Do you have a training facilities?*	☐	☐
Jeżeli tak, to dla ilu osób? *If yes, for how many people?*	______	______
Jeżeli nie, to czy istnieje możliwość wynajęcia pomieszczeń seminaryjnych? *If not, do you have possibility rent such?*	☐	☐
Dla ilu osób? *For how many people?*	______	______

2. Wewnętrzne metody zarządzania i kontroli.
Internal Management Procedures and Controls.

Czy stosujecie wewnętrzne systemy sprawozdawczości finansowej? (Y/N) ______
Do you have a financial reporting system?

Jeżeli tak, to jak często generujecie finansowe informacje potrzebne przy zarządzaniu?
If so, how often do you generate BSO financial information for management review?

____

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Czy stosujecie systemy monitorowania usług dla klienta? (Y/N) ______
Do you have a consulting activities tracking system?

Jeżeli tak, to jakiego typu systemy stosujecie?
If so, how do you use your system?

Czy stosujecie procedury prowadzenia badań rynku na rzecz Waszego Ośrodka?
Do you have a system for conducting market research on behalf of your BSO?
(Y/N) _

Jeżeli tak, to jakie z metody stosujecie?
If so, what methods do you use?

Czy stosujecie standardowe umowy / kontrakty konsultingowe oferując usługi klientom?
Do you have a standard consulting contract/agreement which you use for client engagements?
(Y/N) _

Jeżeli tak, to prosimy o załączenie schematycznego wzoru takiego dokumentu.
If yes, please provide a sample copy of your client consulting contract.

V. ZASOBY LUDZKIE
HUMAN SKILLS

1. Ilu pełnoetatowych pracowników jest zatrudnionych w Waszym Ośrodku?
   How many full - time staff work in your BSO? ______
2. Ilu spośród nich zajmuje się poradami technicznymi lub konsultingiem?
   How many of them work in technical or business consulting? ______
   Ilu spośród wymienionych w pkt.2 pracuje ponad rok w Waszym Ośrodku?
   How many of them have worked at least for 1 year? ______
3. Ilu spośród ogółu zatrudnionych zajmuje się wyłącznie pracami administracyjnymi?
   How many of them work in administrative support - type activities? ______
4. Ilu spośród konsultantów zarządzało lub pracowało w przedsiębiorstwach?
   How many of your consulting staff have business management experience? ______
5. Ilu pracowników z niepełnymi etatami zatrudnia Ośrodek?
   How many part time staff work in your BSO? ______
6. Ilu zewnętrznych konsultantów współpracowało z Ośrodkiem w ostatnich 6 mies.?
   How many outside technical consultants have you used in the past 6 months? ______
7. Ile umów / kontraktów konsultingowych zrealizowaliście przez ostatnie 6 miesięcy?
   How many consulting assignments have you completed in the last 6 months? ______

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(Check all that apply)

liczby klientów w każdej z występujących kategorii usług
indicate % of clients if possible

A	Analizy i zarządzanie finansami *Finance Analysis and Management*	☐	______
B	Biznes plany *Business Plans*	☐	______
C	Księgowość *Accounting*	☐	______
D	Zarządzanie produkcją i operacjami *Production and Operation Management*	☐	______
E	Transfer technologii *Technology Transfer*	☐	______
F	Kontrola i zarządzanie jakością *Quality Control and Management*	☐	______
G	Systemy informacyjne *Information Systems*	☐	______
H	Rozwój zasobów ludzkich *Human Resource Development*	☐	______
I	Zarządzanie marketingiem *Marketing Management*	☐	______
J	Techniki negocjacji *Negotiations*	☐	______
K	Handel międzynarodowy *International Trade*	☐	______
L	Porady prawne *Legal Advises*	☐	______
M	Zarządzanie *General Management*	☐	______
N	Planowanie strategiczne *Strategies Planning*	☐	______
O	Pomoc biurowa *Office Services Support*	☐	______
			100 %

9. Jak oceniasz zdolność Ośrodka do komunikowania się w językach obcych?
What are your professional proficiencies languages?

		dostatecznie *fair*	dobrze *good*	b.dobrze *v.good*	doskonale *excellent*
angielski *English*	w mowie *spoken*	☐	☐	☐	☐
	w piśmie *written*	☐	☐	☐	☐
inne *other* ____________		☐	☐	☐	☐
inne *other* ____________		☐	☐	☐	☐
inne *other* ____________		☐	☐	☐	☐

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(YES/NO) ___

VI. MOŻLIWOŚCI ŚWIADCZENIA USŁUG
SERVICE DELIVERY CAPACITY

1. Według jakich kryteriów oceniacie zasadność podejmowania współpracy z klientem?
How do you determine eligibility of potential clients?

____

____

2. Jak oceniacie potrzeby klientów?
(wstawiając kolejne liczby z zakresu od 1 /najczęściej/ do 4 /najrzadziej/ uszereguj częstość stosowania poniższych metod w pracy Ośrodka)
How do you determine the needs of the client? (Prioritize from the list below 1 - 4)

_____ to klient identyfikuje konkretne potrzeby w zakresie usług konsultingowych
client identifies need
_____ klient opisuje ogólnie zaobserwowane problemy nie proponując rozwiązań
client describes general business problems
_____ to Ośrodek identyfikuje potrzeby klienta i proponuje konkretne rozwiązania
BSO identifies need and offers solutions
_____ inne (wymień)______________________________
other (please specify)

3. Jak określacie cenę za świadczone usługi konsultingowe?
(wstawiając kolejne liczby z zakresu od 1 /najczęściej/ do 4 /najrzadziej/ zaznacz częstość stosowania w Waszym Ośrodku poniższych metod)
How do you determine the price of services provided by your BSO? (Prioritize from the list below 1 - 4)

_____ określanie ceny wg oczekiwań co do gotowości klienta do ponoszenia wydatków
Estimate the total price which you believe the client can pay
_____ obliczanie kosztów poszczególnych elementów usługi konsultingowej (czas pracy konsultanta, podróże, itd.) i negocjowanie ceny z klientem.
Calculate component costs (consultant time, materials, travel, etc), present budget to client and negotiate
_____ rozliczenie kosztu usługi bazując na dziennej lub godzinowej standardowej stawce stosowanej dla czasu pracy konsultanta
Agree upon an hourly or daily charge and simply bill the client for time worked
_____ inne (wymień)______________________________
Other (please specify)

4. Podaj ilości klientów obsłużonych w ośrodku w kolejnych latach wg poniższych kategorii.
Indicate numbers of:

	1993	1994	1995	1996
liczba stałych klientów *repeat clients*	_____	_____	_____	_____
liczba nowych klientów *new clients*	_____	_____	_____	_____

VII. SYTUACJA FINANSOWA
FINANCIAL STATUS

Proszę wypełnić załączony formularz danych finansowych.
Please complete the following financial information:

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(name of BSO)

Reporting Period from ______________ to ______________

BSO PERFORMANCE INDICATORS	Note ref.	QUALITATIVE INFORMATION			QUARTERLY TOTALS (QUANTITATIVE)		
		Yes	No	DK**	Actual	Estimate*	DK**
A. PROGRAM ACTIVITY							
Does your BSO manage a loan fund? Yes/No							
Number of active loans in portfolio							
Does your BSO manage a business incubator? Yes/No							
Number of tenant firms							
Does your BSO assist clients in obtaining financing? Yes/No							
Number of SMEs seeking assistance with obtaining financing	i						
Number of SME loans packaged							
Number of SME loans closed							
Number of SME equity deals consummated							
Total PLN volume of SME financing obtained (all types & sources)							
B. BSO CLIENTS							
Number of prospective SME clients in BSO database	ii						
Number of all clients receiving consulting services in this period	iii						
C. BSO CONSULTANTS ACTIVITY							
Total number of consultants on BSO roster	iv						
Total number of FIRMA 2000 consultants on BSO roster	v						
D. BSO STAFF DEVELOPMENT							
Total hours BSO staff spent in professional development activities	vi						
BSO Manager							
Other BSO staff							
Completion of FIRMA 2000 training program by BSO Manager	vii						
Business Skills for BSO Managers Course; Yes/No							
Training Skills Course; Yes/No							
Consulting Skills I Course; Yes/No							
Consulting Skills II Course; Yes/No							
Specialized course ______________________; Yes/No							
U.S. internship; Yes/No							
E. BSO TRAINING ACTIVITY							
Total BSO staff hours devoted to training BSO clients							
Major topics of training (list) & number of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
F. RESOURCE DEVELOPMENT							
Percent of BSO manager's time devoted to:	viii						
BSO management							
Marketing/Sales							
Fundraising							
Service Delivery							

BSO PERFORMANCE INDICATORS	Note ref.	INFORMATION Yes	No	DK**	(QUANTITATIVE) Actual	Estimate*	DK**
G. POLICY INTERVENTION and PUBLIC EDUCATION							
Staff hours spent trying to directly influence government policies/regulations	ix						
Staff hours devoted to public education or information activities	x						
Number of participants in public education workshops/events							
H. PUBLIC RELATIONS							
No. of newsletter issues produced							
No. of people receiving newsletter							
No. of media articles or coverage of activities	xi						
I. OVERALL BSO FINANCIAL STATUS							
Total income from all operations (PLN)	xii						
Fees from consulting services to all BSO clients	xiii						
Fees from training/seminars	xiv						
Total investment income (PLN)	xv						
Total grant income (PLN)	xvi						
Total BSO expenses (PLN)	xvii						
Expenses related to providing consulting services to all BSO clients	xviii						

J. BSO MANAGER FEEDBACK TO *FIRMA 2000* PROJECT

1. How well have we met the needs of your organization?
   - Very well ☐
   - Satisfactorally ☐
   - Not very well ☐
   - Not acceptably ☐

   Comments: What needs has *FIRMA 2000* not yet addressed or should try to help with better?

2. How satisfied are you with the quality of services provided by *FIRMA 2000* thusfar?
   - Very satisfied ☐
   - Quite satisfied ☐
   - Dissatisfied ☐
   - Not acceptable ☐

   Comments:

3. How do you rate the training provided by *FIRMA 2000* thusfar to you and your BSO staff?
   - Excellent ☐
   - OK ☐
   - Poor ☐
   - Not applicable (no training yet received) ☐

4. Which *FIRMA 2000* services or assistance do you value most? Least?

   Most:

   Least:

Note: (**) DK is an abbreviation for "Don't Know." It is important to indicate "DK" rather than guess. However, if there is a basis for a good estimate, providing the estimate is preferable to indicating "DK."

Note: (i) SMEs (small and medium-sized enterprises) are firms employing at least 10 but no more than 250 people.

Note: (ii) Each BSO is required to maintain in a database format a list of SME clients and prospective SME clients. "Prospective clients" means those requesting assistance from the BSO.

Note: (iii) "All clients" include those with 1-9 employees (micro), 10-250 employees (small and medium), and 251+ employees (large), both private and state-owned enterprises.

Note: (iv) The total number of consultants the BSO has on staff or external consultants used regularly (at least 3 times per year).

Note: (v) "FIRMA 2000 consultants" are those who have submitted applications and have been accepted into the program.

Note: (vi) Professional development activities include attending trainings, seminars, continuing education courses, participation in professional confernces, etc.

Note: (vii) Simply enter a "Yes" or "No" if the course has been completed during the reporting period.

Note: (viii) If the BSO manager keeps records of how his or her time is spent during each workday, the entries below would be figured as percentages of the total BSO managers' work time. Otherwise, they would be the best guesses or estimates that the BSO manager can provide.

Note: (ix) Time spent on this and other public benefit activities, which are not directly remunerative, is important to track by an organization seeking to achieve financial self-sustainability because the time represents a direct trade-off with time which might be committed to activities which earn revenues. The time record could also be important, however, in demonstrating to government agencies, foundations or other sources of grant funds that funds are needed to cover at least the staff costs of such activities.

Note: (x) "Public education activities" include workshops, public speaking, writing letters or articles on public issues, presentations at meetings regarding entrepreneurship, market economy, the role of business, etc.

Note: (xi) Please attach all print media clippings covering your BSO activities or mentioning your BSO.

Note: (xii) This is the total BSO income excluding investment income or grant income.

Note: (xiii) "Fees from consulting services to all BSO clients" include all clients: 1-9 employees (micro), 10-250 employees (small and medium), 251+ employees (large), both private and state-owned enterprises, for which consulting assignments required a minimum of 3 days (24 hours) of professional time, including preparation, diagnostic, or needs assessment time spent with the client.

Note: (xiv) Fees from all BSO training/seminars conducted during the quarter.

Note: (xv) For instance, interest earned from repayment of loans if BSO operates a loan fund, from bank deposits, dividends, sale of assets, etc. Enter a "Yes" if a sale of assets is included.

Note: (xvi) All sources -- local, national, and foreign cash donations received during the reporting period.

Note: (xvii) Although we do not require that BSO expenses be itemized, this line item should include the following: payroll; payroll-added costs (e.g., ZUS); contract personnel and/or contract services (e.g., legal, accounting, trainers, consultants, architects, engineers, security guards, maintenance, cleaning, etc.); rent for premises; utilities (e.g., electricity, gas, heat, water, sewer); office supplies, minor equipment/furniture, software; equipment maintenance; printing; promotion/advertizing; communications (postage, phone, Internet, etc.); travel; delegations/per diems; insurance; subscriptions/publications; staff development; real estate taxes; other taxes; miscellaneous.

Note: (xviii) "Expenses related to providing consulting sevices to all BSO clients" should include both time-related expenses (allocation of staff consultant salaries, and other payroll-added costs and/or fees of external consultants) and direct expenses such as travel, meals, lodging, copying, communications, etc.) associated with delivery of consulting services for assignments requiring a minimum of 3 days (24 hours) of professional time. "All BSO clients" include those with 1-9 employees (micro), 10-250 employees (small and medium), and 251+ employees (large), both private and state-owned enterprises.

ACDI VOCA

Projekt *FIRMA 2000*

BSO ASSESSMENT

FIELD REVIEW GUIDE

FOR

RANKING CATEGORIES AND NEEDS

BSO ______________________ LOCATION ____________________

CONTACT PERSON ______________________________________

TITLE ____

DATE __________________ PREPARED BY __________________

Step 1, Part 1

bsoasfr doc 5/6/97

ACDI VOCA

Projekt *FIRMA 2000*

BSO ASSESSMENT

FUNCTIONAL CATEGORIES AND NEED AREAS

DESCRIPTION OF FUNCTIONAL CATEGORIES

(1) GROWTH STRATEGIES

(2) INSTITUTIONAL CAPACITY

(3) CONSULTANT SKILL BASE

(4) SERVICE DELIVERY CAPABILITY

(5) FINANCIAL VIABILITY

(6) PRODUCT AND SERVICE MENU

(7) MARKETING

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ACDI VOCA

Projekt *FIRMA 2000*

BSO ASSESSMENT

LEVELS FOR RANKING BSOs

RANKING EXPLANATION

101 -- BSO RECOGNIZES IMPORTANCE OF FUNCTIONAL CATEGORIES BUT HAS NO WRITTEN COMMITMENT (PROCESS OR GUIDELINES) TO FULFILL FUNCTIONAL CATEGORIES.

201 -- BSO ACKNOWLEDGES IMPORTANCE OF FUNCTIONAL CATEGORIES, AND HAS WRITTEN COMMITMENT (PROCESS OR GUIDELINES) TO FULFILL FUNCTIONAL CATEGORIES.

401 -- BSO HAS WRITTEN PROCESS AND/OR GUIDELINES FOR FUNCTIONAL CATEGORIES, AND CONSISTENTLY APPLIES/USES OR VALIDATES PROCESS AND/OR GUIDELINES OVER TIME TO FULFILL FUNCTIONAL CATEGORIES.

BSO RANKING	*BSP INTERVENTION*
101	REMEDIAL
201	INTERMEDIATE
401	ADVANCED

BSO FIELD ASSESSMENT

FUNCTIONAL CATEGORY (1): GROWTH STRATEGIES

NEED AREAS	RANKING
1. STRATEGY TO REMAIN COMPETITIVE 2. SWOT ANALYSIS 3. BUSINESS PLAN 4. NEW OR EXPANDED REVENUE SOURCES 5. STRATEGIC PLANNING	
AVERAGE OF NEED AREAS	

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (2): INSTITUTIONAL CAPACITY	
NEED AREAS	RANKING
1. MANGEMENT PROCEDURES AND CONTROL SYSTEMS 2. PROJECT TRACKING 3. MANAGEMENT INFORMATION SYSTEM 4. FINANCIAL INFORMATION SYSTEM 5. OFFICE SUPPORT CAPABILITIES: • SPACE • EQUIPMENT • COMMUNICATIONS 6. SECURITY	
AVERAGE OF NEED AREAS	

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (3): CONSULTANT SKILL BASE	
NEED AREAS	RANKING
1. CONSULTANT ENGLISH SKILLS 2. CONSULTANT TECHNICAL SKILLS 3. EXTERNAL CONSULTANTS: • NUMBER • TECHNICAL SPECIALITIES 4. CONSULTANT KNOWLEDGE OF SECTORAL AREAS	
AVERAGE OF NEED AREAS	

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (4): SERVICE DELIVERY CAPABILITY	
NEED AREAS	RANKING
1. CLIENT NEEDS ASSESSMENT 2. ADMINISTRATIVE SUPPORT SYSTEM 3. SUPPORT STAFF 4. FOLLOW-UP PROCEDURES 5. CONSULTING RELATIONSHIPS	
AVERAGE OF NEED AREAS	

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (5): FINANCIAL VIABILITY	
NEED AREAS	RANKING
1. FEE STRUCTURE 2. SUPPORTING NETWORKS 3. NEW OR EXPANDED CLIENT PROJECTS 4. PRODUCT AND SERVICE MIX 5. BUDGET CONTROL	
AVERAGE OF NEED AREAS	

ACDI VOCA

Projekt *FIRMA 2000*

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (6): PRODUCT AND SERVICE MENU	
NEED AREAS	RANKING
1. MIX OF TRAINING WORKSHOPS AND SEMINARS 2. PRODUCT DESIGN AND DEVELOPMENT 3. HUMAN RESOURCES 4. PRODUCT/SERVICE MANAGEMENT 5. MARKETING / TRADE 6. NEGOTIATIONS	
AVERAGE OF NEED AREAS	

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ACDI VOCA

Projekt *FIRMA 2000*

BSO FIELD ASSESSMENT FUNCTIONAL CATEGORY (7): MARKETING	
NEED AREAS	RANKING
1. ANNUAL MARKETING PLAN 2. CUSTOMER OUTREACH 3. CLIENT / PROSPECT DATA BASE 4. PRODUCT/SERVICE PORTFOLIO 5. FOLLOW-UP PROCEDURES 6. MARKET RESEARCH	
AVERAGE OF NEED AREAS	

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BSO ASSESSMENT MATRIX

* Categories and Ranking *

BSO ____________________ Location ____________

Date ____________________ Contact ____________

CATEGORY	RANKING [101,201,401]
1 GROWTH STRATEGY	
2 INSTITUTIONAL CAPACITY	
3 HUMAN RESOURCE (Consultant) SKILL BASE	
4 SERVICE DELIVERY CAPABILITY	
5 FINANCIAL VIABILITY	
6 CLIENT PRODUCT/SERVICE MENU	
7 MARKETING	

BSO On-Site Assessment Checklist

I. Background:

- Describe background of business.

  How, when and why was the firm created?

II. Strategy

- Describe your business.
- Why do you think you'll be successful?
- What is overall mission and strategy of firm?
  Describe in terms of market, service delivery capability, market niche, competition, etc.

- Do you have a written:
  - Mission statement?
  - Business plan?
    (Is it a full business plan, strategy statement, marketing statement, etc.?)
    Get copies of any relevant documents.
- Describe your planning process.
  Who is involved, what is the process, and how often does it occur?

III. Institutional Capacity

Management and Staff
- List and describe staff (individually if small firm or by category if larger firm)
  - Management
  - Administrative/Support
  - Associated consultants (i.e. those used on project or subcontract basis)
- Founder/management backgrounds
  - Business background
  - Management experience
  - Educational background

Computer Systems
  - Document available hardware and software
  - Who is qualified to use?

Facilities and Equipment
- Describe office (size, appearance, etc.)
- Equipment (other than computer), e.g. audiovisual, printing/binding/presentation, fax, copiers, and so on.

- Management/Governance
  - What form of legal entity is the firm?
  - Is there a Board of Directors? Describe nature and degree of involvement?

IV. Human Resources

- Outline and describe consulting staff.
  How many are Full time vs. Part time vs. Associated?
- How do you recruit and screen qualified staff?
- Professional development
  - Describe policies for continuing professional education and development.
  - To what extent is training internally provided vs. externally provided?
- Personnel Policies
  - Do you have written job descriptions?
  - Do you have formal, periodic performance reviews? Describe (how often, combined with salary review only?, etc.)
- Describe salary/compensation structure
  E.g., salary, bonus, hourly, project, contingent, etc.
- Describe employee benefits policies
  E.g. vacation, holidays, insurance, etc.

V. Service Delivery Capability

- What services are you currently capable of providing? (Estimate percentage of revenues derived from each), e.g:

  ______ General Strategic Analysis
  ______ Formulation and/or Implementation
  ______ Market Analysis/Market Research
  ______ Marketing and Sales Management
  ______ Financial Analysis and Management
  ______ Capital Sourcing and Negotiations
  ______ Operational Analysis and Management
  ______ Organization, Human Resources and Training
  ______ Management Information Systems
  ______ Other (describe) ________________________________

- If applicable, provide detail on financial intermediary services and loan and guaranty funds.

- What services capability to you think you need to be able to provide in the future? (Specify time frame).

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VI. Financial Data/Review

- Describe capital structure of firm.
  - Equity capital: Amount/Percent by owner
  - Debt: Amount/terms by lender

- Revenue and expenses
  - Total revenue last year
  - Expected revenue current year
  - Fixed expenses
  - Revenue/Cost Ratio
  - What is your break-even revenue volume?
  - What has been your experience with having to write-off bad debts?
  - Do you have current Income Statement and Balance Sheet? (get copies)
  - Describe financial management/accounting system.

VII. Marketing

- Who is your target market?
- How big is that market?
- What is market's growth potential and why?
- Competition
  - Who or what is your competition in selling your service to this market (don't forget no decision, etc.)
  - How do you position yourself relative to your competition? (Why does someone buy from you?)

- What methods/techniques/channels are you using to identify and sell to prospects?

  Elicit narrative discussion (using checklist to remind) e.g.:

_____ Marketing seminars
_____ Networking/Referral networks:
    _____ Lawyers
    _____ Accountants
    _____ Banks
    _____ Equity capital sources
_____ Industry and trade associations/professional associations
_____ Other? __________________________________

_____ Trade & other business press
_____ Client referrals
_____ Database marketing (and sources of database information?)

Discuss techniques for lead development, initial contact, follow-up.

- Categorization of Existing Clients

  - Number of fee clients currently?
  - Number of fee clients during 1996, since inception, etc.
  - Describe client profiles:
  - Size (in revenue and employees)
  - Industry
  - Services offered / size of engagement
    (If small number of clients, may be easier to simply discuss each client individually)
  - Percent of fee revenue by:
    ______ Consulting income – all BSO clients
    ______ Training/seminars
    ______ Grant income
    ______ Investment income
    ______ Other ______________________________

- Discuss fee structure
  ______ Hourly
  ______ Contract/project
  ______ Other (describe)

Identifying Most Important Needs and Creating an Enhancement Plan

Based on analysis of answers to the interview questions above the assessment consultant should determine the following:

- What are the three biggest risk factors facing this firm?

- What are the three biggest opportunities facing this firm?

Information obtained during the interview process and the associated analysis should be documented in a narrative BSO Assessment Report that follows the outline of the Assessment Checklist.

The Enhancement Plan and recommended Firma 2000 interventions should be based on the above analysis and should be presented as the final section of the Assessment Report. Care should be taken to individually tailor an Enhancement Plan that selectively takes advantage of quantitative data that will be tracked through the BSO Quarterly Report & Monitoring Process and which can provide an objective basis for documenting in the BSO Participation Agreement.

BSO QUARTERLY REPORT of ______________________________

(name of BSO)

Reporting Period from ______________ to ______________

BSO PERFORMANCE INDICATORS	Note ref.	QUALITATIVE INFORMATION			QUARTERLY TOTALS (QUANTITATIVE)		
		Yes	No	DK**	Actual	Estimate*	DK**
A. PROGRAM ACTIVITY							
Does your BSO manage a loan fund? Yes/No							
Number of active loans in portfolio							
Does your BSO manage a business incubator? Yes/No							
Number of tenant firms							
Does your BSO assist clients in obtaining financing? Yes/No							
Number of SMEs seeking assistance with obtaining financing	i						
Number of SME loans packaged							
Number of SME loans closed							
Number of SME equity deals consummated							
Total PLN volume of SME financing obtained (all types & sources)							
B. BSO CLIENTS							
Number of prospective SME clients in BSO database	ii						
Number of all clients receiving consulting services in this period	iii						
C. BSO CONSULTANTS ACTIVITY							
Total number of consultants on BSO roster	iv						
Total number of FIRMA 2000 consultants on BSO roster	v						
D. BSO STAFF DEVELOPMENT							
Total hours BSO staff spent in professional development activities	vi						
BSO Manager							
Other BSO staff							
Completion of FIRMA 2000 training program by BSO Manager	vii						
Business Skills for BSO Managers Course; Yes/No							
Training Skills Course; Yes/No							
Consulting Skills I Course; Yes/No							
Consulting Skills II Course; Yes/No							
Specialized course ______________________; Yes/No							
U.S. internship; Yes/No							
E. BSO TRAINING ACTIVITY							
Total BSO staff hours devoted to training BSO clients							
Major topics of training (list) & number of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
> ______________________; no. of participants							
F. RESOURCE DEVELOPMENT							
Percent of BSO manager's time devoted to:	viii						
BSO management							
Marketing/Sales							
Fundraising							
Service Delivery							

BSO PERFORMANCE INDICATORS	Note ref.	QUALITATIVE INFORMATION			QUARTERLY TOTALS (QUANTITATIVE)		
		Yes	No	DK**	Actual	Estimate*	DK**
G. POLICY INTERVENTION and PUBLIC EDUCATION							
Staff hours spent trying to directly influence government policies/regulations	ix						
Staff hours devoted to public education or information activities	x						
Number of participants in public education workshops/events							
H. PUBLIC RELATIONS							
No. of newsletter issues produced							
No. of people receiving newsletter							
No. of media articles or coverage of activities	xi						
I. OVERALL BSO FINANCIAL STATUS							
Total income from all operations (PLN)	xii						
Fees from consulting services to all BSO clients	xiii						
Fees from training/seminars	xiv						
Total investment income (PLN)	xv						
Total grant income (PLN)	xvi						
Total BSO expenses (PLN)	xvii						
Expenses related to providing consulting services to all BSO clients	xviii						

J. BSO MANAGER FEEDBACK TO *FIRMA 2000* PROJECT

1. How well have we met the needs of your organization?
   - Very well ☐
   - Satisfactorally ☐
   - Not very well ☐
   - Not acceptably ☐

   Comments: What needs has *FIRMA 2000* not yet addressed or should try to help with better?

2. How satisfied are you with the quality of services provided by *FIRMA 2000* thusfar?
   - Very satisfied ☐
   - Quite satisfied ☐
   - Dissatisfied ☐
   - Not acceptable ☐

   Comments:

3. How do you rate the training provided by *FIRMA 2000* thusfar to you and your BSO staff?
   - Excellent ☐
   - OK ☐
   - Poor ☐
   - Not applicable (no training yet received) ☐

4. Which *FIRMA 2000* services or assistance do you value most? Least?

   Most:

   Least:

Note: (*) If providing an estimate, please provide the basis for the estimate in an attached note.

Note: (**) DK is an abbreviation for "Don't Know." It is important to indicate "DK" rather than guess. However, if there is a basis for a good estimate, providing the estimate is preferable to indicating "DK."

Note: (i) SMEs (small and medium-sized enterprises) are firms employing at least 10 but no more than 250 people.

Note: (ii) Each BSO is required to maintain in a database format a list of SME clients and prospective SME clients. "Prospective clients" means those requesting assistance from the BSO.

Note: (iii) "All clients" include those with 1-9 employees (micro), 10-250 employees (small and medium), and 251 + employees (large), both private and state-owned enterprises.

Note: (iv) The total number of consultants the BSO has on staff or external consultants used regularly (at least 3 times per year).

Note: (v) "FIRMA 2000 consultants" are those who have submitted applications and have been accepted into the program.

Note: (vi) Professional development activities include attending trainings, seminars, continuing education courses, participation in professional confernces, etc.

Note: (vii) Simply enter a "Yes" or "No" if the course has been completed during the reporting period.

Note: (viii) If the BSO manager keeps records of how his or her time is spent during each workday, the entries below would be figured as percentages of the total BSO managers' work time. Otherwise, they would be the best guesses or estimates that the BSO manager can provide.

Note: (ix) Time spent on this and other public benefit activities, which are not directly remunerative, is important to track by an organization seeking to achieve financial self-sustainability because the time represents a direct trade-off with time which might be committed to activities which earn revenues. The time record could also be important, however, in demonstrating to government agencies, foundations or other sources of grant funds that funds are needed to cover at least the staff costs of such activities.

Note: (x) "Public education activities" include workshops, public speaking, writing letters or articles on public issues, presentations at meetings regarding entrepreneurship, market economy, the role of business, etc.

Note: (xi) Please attach all print media clippings covering your BSO activities or mentioning your BSO.

Note: (xii) This is the total BSO income excluding investment income or grant income.

Note: (xiii) "Fees from consulting services to all BSO clients" include all clients: 1-9 employees (micro), 10-250 employees (small and medium), 251+ employees (large), both private and state-owned enterprises, for which consulting assignments required a minimum of 3 days (24 hours) of professional time, including preparation, diagnostic, or needs assessment time spent with the client.

Note: (xiv) Fees from all BSO training/seminars conducted during the quarter.

Note: (xv) For instance, interest earned from repayment of loans if BSO operates a loan fund, from bank deposits, dividends, sale of assets, etc. Enter a "Yes" if a sale of assets is included.

Note: (xvi) All sources -- local, national, and foreign cash donations received during the reporting period.

Note: (xvii) Although we do not require that BSO expenses be itemized, this line item should include the following: payroll; payroll-added costs (e.g., ZUS); contract personnel and/or contract services (e.g., legal, accounting, trainers, consultants, architects, engineers, security guards, maintenance, cleaning, etc.); rent for premises; utilities (e.g., electricity, gas, heat, water, sewer); office supplies, minor equipment/furniture, software; equipment maintenance; printing; promotion/advertizing; communications (postage, phone, Internet, etc.); travel; delegations/per diems; insurance; subscriptions/publications; staff development; real estate taxes; other taxes; miscellaneous.

Note: (xviii) "Expenses related to providing consulting sevices to all BSO clients" should include both time-related expenses (allocation of staff consultant salaries, and other payroll-added costs and/or fees of external consultants) and direct expenses such as travel, meals, lodging, copying, communications, etc.) associated with delivery of consulting services for assignments requiring a minimum of 3 days (24 hours) of professional time. "All BSO clients" include those with 1-9 employees (micro), 10-250 employees (small and medium), and 251 + employees (large), both private and state-owned enterprises.

KWESTIONARIUSZ KONSULTANTA
CONSULTANT APPLICATION FORM

INFORMACJE PODSTAWOWE
GENERAL INFORMATION

Imię i nazwisko ______________________________ Data urodzenia ___ ___ _____
Name *Date of Birth* (miesiąc, dzień, rok) *(month, day, year)*

Adres służbowy ____
Business Address
____

Telefon służbowy ____________________
Business Telephone

Numer faxu ____________________
Fax Number

Telefon prywatny ____________________
Home Telephone

E-mail ____________________

Wykształcenie
Education

Data *Date*	Uzyskany stopień lub dyplom *Degree*	Instytucja *Institution*

DOŚWIADCZENIE ZAWODOWE
WORK EXPERIENCE

(proszę wpisać doświadczenie zawodowe zdobyte w okresie ostatnich pięciu lat rozpoczynając od aktualnego stanowiska)

Work experience (beginning with your current position, please list all relevant work experience during the past five years)

Daty (rozpoczęcia, zakończenia) *Dates (start, end)*	Miejsce zatrudnienia *Employer*	Stanowisko *Position/Title*
1.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		

DOŚWIADCZENIE ZAWODOWE (ciąg dalszy)
WORK EXPERIENCE (CONTINUED)

2.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		
Daty (rozpoczęcia, zakończenia) *Dates (start, end)*	Employer	Position/Title
3.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		
4.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		
5.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		
6.		
Proszę podać krótki opis zakresu obowiązków: *Please give brief description of your duties:*		

Doświadczenie (liczba lat/miesięcy) w pracy konsultanta ______
Total experience (number of years/months) working as a consultant

ZNAJOMOŚĆ JĘZYKÓW
LANGUAGE ABILITY

		słaba *fair*	dobra *good*	b. dobra *v.good*	znakomita *excellent*
Angielski *English*	w mowie *spoken*	☐	☐	☐	☐
	w piśmie *written*	☐	☐	☐	☐
inne ________ *other*	w mowie *spoken*	☐	☐	☐	☐
	w piśmie *written*	☐	☐	☐	☐
inne ________ *other*	w mowie *spoken*	☐	☐	☐	☐
	w piśmie *written*	☐	☐	☐	☐

OCENA UMIEJĘTNOŚCI KONSULTANTA
CONSULTANT SKILLS ASSESSMENT

Projekt ten powstał z myślą o podniesieniu kwalifikacji zarówno doświadczonych jak i początkujących polskich konsultantów. W tej części konsultant będzie wypełniał kwestionariusz dokonując samooceny zdobytego doświadczenia. Proszę zaznaczyć odpowiedzi uważnie, tak aby dokładnie odzwierciedlały zdobyte kwalifikacje oraz obecny poziom umiejętności. **Intencją niniejszego kwestionariusza nie jest eliminacja mniej doświadczonych konsultantów, lecz ustalenie dokładnego poziomu umiejętności oraz kwalifikacji konsultantów.** Podczas kolejnych spotkań będzie możliwym przekazanie dodatkowych szczegółów oraz wyjaśnień.

This project is designed to enhance the skills of both experienced and beginning Polish consultants. In this section you will complete a self-assessment questionnaire. Please mark your answers carefully so that they represent as accurately as possible your past experience and current skill level. No applicant will be penalized for lack of experience. You may provide additional details and explanation during the consultant interview process.

Poniższe dane traktujemy jako poufne i będą one wykorzystywane jedynie jako baza do określenia planu rozwoju konsultanta. Dodatkowo, informacje te stanowić będą układ odniesienia pomocny przy analizowaniu postępów konsultanta objętego programem MŚP. Poniższe dane w powiązaniu z informacjami uzyskanymi w trakcie rozmów indywidualnych będą wykorzystywane do kwalifikowania konsultantów do konkretnych projektów MŚP oraz szkoleń z udziałem ekspertów amerykańskich.

This data will be maintained as confidential and will be used as input for each selected consultant's professional development plan. In addition, this information will serve as the baseline against which each consultant will monitor his/her progress toward individual and project goals. This self-assessment in conjunction with interviews also will be used in assigning consultants to SME client projects and in pairing consultants with US experts.

Opisz trzy rodzaje usług konsultingowych, które dostarczyłeś w ciągu ostatnich 6 miesięcy:
Please describe three consulting assignments which you have completed in the past 6 months.

1. Termin wykonanych prac *Dates of Assignment:*	Objective of assignment:	
Typ klienta/Sektor: *Type of client:* ----- Produkcja rolna *Agricultural production* ----- Przetwórstwo żywności *Food processing* ----- Budownictwo *Construction* ----- Finanse, Ubezpieczenia *Finance, Insurance* ----- Usługi dla biznesu *Business services* ----- Wydawniczo-poligraficzny *Publishing* ----- Odzieżowy, tekstylny *Textile* ----- Przemysł skórzany *Leather* ----- Przemysł drzewny *Wood* ----- Przemysł chemiczny *Chemical* ----- Przetwórstwo tworzyw szt. *Plastic* ----- Obróbka metali *Metal* ----- Przemysł maszynowy *Machinery* ----- Przemysł elektroniczny *Electronic* ----- Przemysł elektrotechniczny *Electric* ----- Transport *Transportation* ----- Handel hurtowy *Wholesale* ----- Handel detaliczny Retail ----- Urzędy, organizacje *Official bodies* ----- Inne *Other*	Zadania/produkt dostarczony klientowi *Tasks / deliverables completed:* 1. 2. 3. 4. 5.	Wyniki/efekty projektu: *Results/ Impacts of assignment:* 1. 2. 3. 4. 5.
Wielkość klienta (liczba pracowników) *Size of client (# employees):* ----- ≤10 ----- 10 - 50 ----- 50-100 ----- 100-250 ----- > 500	Liczba godzin spędzonych na projekcie: ______ (h) *Hours spent on assignment:* Otrzymana zapłata:______(PZL) *Fees collected:* Czy jest to dawny klient? *Is this a repeat client?* ______ (Y/N)	Jak pozyskano zlecenie? (zaznacz właściwą pozycję) *How was the work obtained?* -- Klient sam zgłosił się do ośrodka. *Clients come on their own to your BSO* -- Klient został zachęcony przez reklamę. *Clients attracted through advertising* -- Klient został skierowany przez innych. *Clients referred by others* -- Klient został pozyskany dzięki regularnym wizytom konsultantów w firmach *Clients obtained through regular visits by BSO personnel to SMEs* -- Lojalni klienci *Repeat clients*

2. Termin wykonanych prac *Dates of Assignment:*	Objective of assignment:	
Typ klienta/Sektor: *Type of client:* ----- Produkcja rolna *Agricultural production* ----- Przetwórstwo żywności *Food processing* ----- Budownictwo *Construction* ----- Finanse, Ubezpieczenia *Finance, Insurance* ----- Usługi dla biznesu *Business services* ----- Wydawniczo-poligraficzny *Publishing* ----- Odzieżowy, tekstylny *Textile* ----- Przemysł skórzany *Leather* ----- Przemysł drzewny *Wood* ----- Przemysł chemiczny *Chemical* ----- Przetwórstwo tworzyw szt. *Plastic* ----- Obróbka metali *Metal* ----- Przemysł maszynowy *Machinery* ----- Przemysł elektroniczny *Electronic* ----- Przemysł elektrotechniczny *Electric* ----- Transport *Transportation* ----- Handel hurtowy *Wholesale* ----- Handel detaliczny Retail ----- Urzędy, organizacje *Official bodies* ----- Inne *Other*	Zadania/produkt dostarczony klientowi *Tasks / deliverables completed:* 1. 2. 3. 4. 5.	Wyniki/efekty projektu: *Results/ Impacts of assignment:* 1. 2. 3. 4. 5.
Wielkość klienta (liczba pracowników) *Size of client (# employees):* ----- ≤10 ----- 10 - 50 ----- 50-100 ----- 100-250 ----- > 500	Liczba godzin spędzonych na projekcie: _______ (h) *Hours spent on assignment:* Otrzymana zapłata:______(PZL) *Fees collected:* Czy jest to dawny klient? *Is this a repeat client?* _______ (Y/N)	Jak pozyskano zlecenie? (zaznacz właściwą pozycję) *How was the work obtained?* -- Klient sam zgłosił się do ośrodka. *Clients come on their own to your BSO* -- Klient został zachęcony przez reklamę. *Clients attracted through advertising* -- Klient został skierowany przez innych. *Clients referred by others* -- Klient został pozyskany dzięki regularnym wizytom konsultantów w firmach *Clients obtained through regular visits by BSO personnel to SMEs* -- Lojalni klienci *Repeat clients*

<table>
<tr><td>3. Termin wykonanych prac
Dates of Assignment:</td><td colspan="2">Objective of assignment:</td></tr>
<tr><td>Typ klienta/Sektor:
Type of client:
----- Produkcja rolna
Agricultural production
----- Przetwórstwo żywności
Food processing
----- Budownictwo
Construction
----- Finanse, Ubezpieczenia
Finance, Insurance
----- Usługi dla biznesu
Business services
----- Wydawniczo-poligraficzny
Publishing
----- Odzieżowy, tekstylny
Textile
----- Przemysł skórzany
Leather
----- Przemysł drzewny
Wood
----- Przemysł chemiczny
Chemical
----- Przetwórstwo tworzyw szt.
Plastic
----- Obróbka metali
Metal
----- Przemysł maszynowy
Machinery
----- Przemysł elektroniczny
Electronic
----- Przemysł elektrotechniczny
Electric
----- Transport
Transportation
----- Handel hurtowy
Wholesale
----- Handel detaliczny
Retail
----- Urzędy, organizacje
Official bodies
----- Inne
Other</td><td>Zadania/produkt dostarczony klientowi
Tasks / deliverables completed:

1.

2.

3.

4.

5.</td><td>Wyniki/efekty projektu:
Results/ Impacts of assignment:

1.

2.

3.

4.

5.</td></tr>
<tr><td>Wielkość klienta (liczba pracowników)
Size of client (# employees):

----- ≤10
----- 10 - 50
----- 50-100
----- 100-250
----- > 500</td><td>Liczba godzin spędzonych na projekcie: _______ (h)
Hours spent on assignment:

Otrzymana zapłata:_______(PZL)
Fees collected

Czy jest to dawny klient?
Is this a repeat client?
_______ (Y/N)</td><td>Jak pozyskano zlecenie?
(zaznacz właściwą pozycję)
How was the work obtained?

-- Klient sam zgłosił się do ośrodka.
Clients come on their own to your BSO
-- Klient został zachęcony przez reklamę.
Clients attracted through advertising
-- Klient został skierowany przez innych.
Clients referred by others
-- Klient został pozyskany dzięki regularnym wizytom konsultantów w firmach
Clients obtained through regular visits by BSO personnel to SMEs
-- Lojalni klienci
Repeat clients</td></tr>
<tr><td></td><td></td><td></td></tr>
</table>

Ile usług konsultinowych dostarczasz kwartalnie? (średnio)
On average, how many consulting assignments do you complete per quarter (3 months)?

____

Ile zleceń udało Ci się uzyskać do tej pory? Jaką osiągnąłeś sumaryczną wielkość sprzedaży tych zleceń?
How many client contracts (signed agreements for work) have you generated? (How many sales have you completed for consulting services or training?)

________ kontraktów ________ PLZ
contracts and

Dla ilu klientów pracowałeś kilkakrotnie? (Rozumiejąc to, jako pracę dla tego samego klienta na podstawie różnych kontraktów/umów)
How many clients have you served on a repeat basis? (Meaning that you delivered services to the same client under separate contracts/agreements)

____

Jaka jest średnia długość Twojej usługi konsultingowej (w godzinach lub roboczo-dniach liczone według ośmiogodzinnego dnia pracy)?
What is the average length of your consulting assignments (in hours or person-days calculated at 8 hours per day)?

________ godziny lub ________ dni
hours or days

Czy stosujesz średnią stawkę opłat za swoje usługi konsultingowe? Podaj stosowaną przez Ciebie stawkę godzinową lub dzienną.
Do you charge an average fee for your consulting assignments? Please indicate the units i.e. PLZ / hour; PLZ / day, etc.

Y/N ________ ________ PLZ/godzinę lub ______ PLZ/dzień
PLZ/ hour or PLZ/day

Czy pracowałeś z zagranicznymi ekspertami przy wcześniejszych projektach?
Have you worked with foreign experts in completing prior consulting assignments?

Y/N ____

Wstaw "X" obok rodzaju usług, które osobiście wykonywałeś dla klientów
Please place an "X" next to the types of services you have personally provided to clients.

Kategoria I
Category I

- ☐ Pomoc klientom w przygotowywaniu wniosków kredytowych
  Assist clients in completing credit applications
- ☐ Pomoc klientom w przygotowywaniu biznes planów
  Assist clients in completing business plan questionnaires
- ☐ Usługi w zakresie rachunkowości
  Provide bookkeeping services
- ☐ Współuczestnictwo przy badaniach wykonywanych przez innych konsultantów
  Provide research / support to senior consultants
- ☐ Pomoc doraźna w zakresie doradztwa prawnego
  Provide ad hoc legal advice
- ☐ Pomoc doraźna w zakrese doradztwa podatkowego
  Provide ad hoc tax advice
- ☐ Prowadzenie badań rynku lokalnego
  Conduct local market research
- ☐ Poszukiwanie i rekrutacja pracowników
  Conduct personnel searches

- ☐ Poszukiwania odbiorców/dostawców
  Customer/supplier search and qualification

Kategoria II
Category II

- ☐ Pisanie biznes planów dla klientów
  Write business plans for clients
- ☐ Obsługa w zakresie doradztwa prawnego
  Provide on-going legal advice
- ☐ Obsługa w zakresie doradztwa podatkowego
  Provide on-going tax advice
- ☐ Prowadzenie krajowych/międzynarodowych badań rynku
  Conduct national/international market research
- ☐ Przygotowywanie analiz finansowych
  Complete financial analyses
- ☐ Planowanie/reorganizacja zasobów ludzkich
  Provide human resource planning/re-design organizational structures
- ☐ Tworzenie oraz prowadzenie programów szkoleniowych
  Design and deliver client-specific training seminars
- ☐ Wprowadzanie/rozwijanie systemów informacyjnych
  Develop/install information systems
- ☐ Pomoc w obsłudze eksportu / handlu międzynarodowyego
  Provide export / international trade assistance
- ☐ Pomoc w analizie rynkowej
  Provide market analysis
- ☐ Przygotowywanie analiz kosztów
  Complete cost analysis
- ☐ Pomoc w zakresie dystrybucji
  Provide distribution assistance
- ☐ Ocena procesu produkcji i kontroli
  Evaluate production process and controls

Kategoria III
Category III

- ☐ Rozwijanie/realizowanie planu marketingowego
  Develop/implement marketing plan
- ☐ Wprowadzanie nowych technologii/transfer
  Implement technology transfer
- ☐ Przygotowywanie programów restrukturyzacji finansowej (np warunki renegocjacji)
  Complete financial restructuring (i.e. renegotiate terms)
- ☐ Przygotowywanie dokumentów służących do podniesienia kapitału (prospekty)
  Prepare documents to raise capital (prospectuses, proformas)
- ☐ Pomoc w zakresie badania sprawozdań finansowych
  Provide financial audit

- ☐ Pomoc w zakresie badania zgodności podejmowanych działań wymogami prawa
  Provide legal audit
- ☐ Przygotowywanie planów strategicznych
  Prepare strategic plans
- ☐ Tworzenie i badanie polityki cenowej
  Research and develop pricing policies
- ☐ Wdrażanie systemów rachunkowości finansowej lub zarządczej
  Implement cost or managerial accounting systems
- ☐ Pomoc we wprowadzaniu nowych produktów
  Assist in new product launch
- ☐ Wdrażanie systemu zarządzania jakością
  Implement quality management systems
- ☐ Pomoc w uzyskiwaniu certyfikatów serii ISO 9000
  Advise on quality certification (ISO 9000)
- ☐ Przygotowanie i prowadzenie wyspecjalizowanych programów szkoleniowych
  Provide on-going sector/functional specific training seminars

Jaki procent swojego czasu pracy poświęciłeś w ciągu ostanich 12 miesięcy na obsługę klienta w kategoriach I, II, III oraz na działania marketingowe:
During the past 12 months, what percentage of your time have you spent on activities in:

______ % Kategoria I
Category I

______ % Aktywne poszukiwanie klientów
Marketing your services to clients

______ % Kategoria II
Category II

______ % Kategoria III
Category III

Czy planujesz w ciągu następnych 12 miesięcy:
During the next 12 months:

Zajmować się profesjonalnie konsultingiem? Y/N ______
Do you plan to pursue consulting as your full-time career?

Rozpocząć niezależną działalność konsultingową i zatrudnić pracowników?
Do you plan to develop your own (independent) consulting practice that will employ others?

Y/N ______

OCENA UMIEJĘTNOŚCI KONSULTANTA

CONSULTANT SKILLS ASSESSMENT:

Proszę ocenić swoje umiejętności według podanych poniżej kategorii. Proszę pamiętać, iż oczekuje się podniesienia i rozwoju kwalifikacji konsultanta uczestniczącego w projekcie.

Please rate your skills in the following areas. Keep in mind that regardless of your skill level, you will be expected to identify and work toward further development/enhancement of selected skills during your participation in this project.

(4)
0 = brak doświadczenia; 1 = słabo (4) 3 = średnio (dobrze) ; 5 = b. dobrze

0 = no experience 1 = poor 3 = average (good) 5 = exceptional

1. Komunikacja werbalna (kontakty osobiste) *Oral communication (one on one)*	0	1	2	3	4	5
2. Komunikacja werbalna (prezentacja dla grupy) *Oral communication (presentation to groups)*	0	1	2	3	4	5
3. Umiejętność pisemnego komunikowania się *Written communications*	0	1	2	3	4	5
4. Umiejętność organizowania własnej pracy *Ability to organize your own work*	0	1	2	3	4	5
5. Umiejętność organizowania pracy innym *Ability to organize the work of others*	0	1	2	3	4	5
6. Umiejętność do analizowania problemów klienta *Ability to analyze client problems*	0	1	2	3	4	5
7. Umiętność budowania zaufania klienta *Ability to build trust with clients*	0	1	2	3	4	5
8. Umiejętność słuchania i poprawnego rozumienia *Ability to listen and accurately understand*	0	1	2	3	4	5
9. Umiejętność rozwiązywania konfliktów *Ability to manage conflict*	0	1	2	3	4	5
10.Zdolność do efektywnej pracy z innymi *Ability to work with others*	0	1	2	3	4	5
11.Analizowanie danych finansowych *Analyses of financial data*	0	1	2	3	4	5
12.Analizowanie parametrów/warunków rynku *Analyses of market data/conditions*	0	1	2	3	4	5
13.Analizowanie struktur organizacyjnych *Analyses of organizational structures*	0	1	2	3	4	5
14.Analizowanie procesów produkcyjnych/technologii *Analyses of production processes/technology*	0	1	2	3	4	5
15.Zastosowanie współczynników finansowych *Application of financial ratios*	0	1	2	3	4	5
16.Sporządzanie analiz przepływów finansowych *Preparation of cash flows*	0	1	2	3	4	5
17.Ocena projektów (próg rentowności, rentownowność z inwestycji wewnętrzna stopa zwrotu, zdyskontowane przepływy finansowe) *Project valuation (break even, ROI, IRR, discounted cash flow)*	0	1	2	3	4	5
18.Badania rynku *Market research*	0	1	2	3	4	5
19. Znajmość obsługi komputera *Computer skills*	0	1	2	3	4	5
edytor tekstu *word processing*						
arkusze kalkulacyjne *spreadsheets*	0	1	2	3	4	5
zarządzanie bazami danych *data base management*	0	1	2	3	4	5
internet *internet*	0	1	2	3	4	5
programowanie liniowe *linear programming*	0	1	2	3	4	5
20. Umiejętność zarządzania kilkoma projektami równocześnie *Ability to manage multiple projects at once*	0	1	2	3	4	5

Proszę wymienić trzy grupy działalności, które są najważniejsze z punktu widzenia Twojego, profesjonalnego rozwoju (w ciągu następnego roku):

Please list three areas which are most important for your professional development over the next year.

1. ______________________________

2. ______________________________

3. ______________________________

Co jest najważniejszym czynnikiem, warunkującym sukces w usługach świadczonych na rzecz MŚP w Polsce?

What do you believe is the most important factor that will affect your success in delivering consulting services to SME clients in Poland?

____

____

____

____

____

____

____

____

Date:

Consultant's Name / BSO: Interviewer's Name:

INTERVIEW PROTOCOL GUIDELINES

The following protocol is designed to establish equal conditions for assessing Consultants applying to the RMA 2000 Project.

Definition: For the purposes of Consultant assessment and selection the term "Consulting Service or Consulting Assignment" will be defined as a Service/ Assignment which required the Consultant to spend at least 3 days (24 hours) of professional time (e.g. 8 hours/day x 3 days) including preparation, diagnostic or needs assessment time spent with Client.

Consultant's Education Level
(Please indicate all degrees earned by the Consultant).

School Education **Max=20 p.**

Unit / Measure	Documents, Diplomas	
- Consultant is **university** graduate		2 p.
- Consultant is **technical** university graduate		4 p.
- Consultant is **economic** faculty graduate		8 p.
- Consultant is **marketing** or **finance** graduate		12 p.
- Consultant is **management** graduate		16 p.
- Consultant is MBA graduate		20 p.

**** Additional degree/diploma***
Please pecify.

** if the Consultant has some additional educational degrees add points which in total will not exceed max. **20 pts.**,*

** if the Consultant has two or more degrees from the above mentioned areas, please add the respective points, which in total will not exceed max. **20 pts.***

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Business Related Seminars, Trainings or Courses completed **Max=15 p.**

Please indicate the number of Business Related Seminars, Courses or Trainings completed by the Consultant during the past. Evidence of participation includes: Certificate, Diplomas, Seminar Materials or Binder with the list of participants.

Units / Measures **No. of seminars / Answers, Documents, Certificates, Seminars, Binders**

- if the Consultant participated in **at least** 3 Business Related Seminars **3 p.**
- if the Consultant participated **in at least** 5 Business Related Seminars **6 p.**
- if the Consultant participated in **at least 10** Business Related Seminars **15 p.**

Work Experience

General Work Experience **Max=10 p.**

Please indicate the extent of the Consultant's past work experience. Count the time period between the Consultant's first proffessional activities and now, excluding all periods of unemployment that exceeded 3 months.

Units / Measures **No. of Years / Answers**

- Consultant has **at least 3** years Business Experience **3 p.**
- Consultant has **at least 5** years Business Experience **6 p.**
- Consultant has **at least 10** years Business Experience **10 p.**

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Manager Work Experience **Max=30 p.**

Please indicate the length of time the Consultant has worked as a Manager within a business entity or consulting company.

Units / Measures	**No. of Years / Answers**
- Consultant has **at least 1** year Management Experience	6 p
- Consultant has **at least 2** years Management Experience	12 p.
- Consultant has **at least 4** years Management Experience	18 p.
- Consultant has **at least 6** years Management Experience	24 p.
- Consultant has **at least 8** years Management Experience	30 p.

3. Consulting Experience

It is important to discuss with the Consultant his / her experience in consulting. The best approach is to discuss their duties and to understand what tasks he/she has performed. The interviewer should let the Consultant explain the purpose of the consulting assignments, the main activities, deliverables, duration, etc.

General Consulting Experience **Max=24 p.**

In this section we are interested in the total time the person has worked as a Consultant. Please indicate the number of years of experience in consulting (example of activities include providing business training or seminars, strategic advise, business plan preparation, tax advise, etc.)

Units / Measures **No. of Years / Questions, Type of Services, Duration**

	Team Member	**Freelance Consultant**	**Team Leader**
- Consultant has **at least 1 year** of Consulting Experience	**1 p.**	**4 p.**	**6 p.**
- Consultant has **at least 3 years** of Consulting Experience	**3 p.**	**8 p.**	**12 p.**
- Consultant has **at least 6 years** of Consulting Experience	**6 p.**	**12 p.**	**18 p.**

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SME Consulting Experience **Max=35 p.**

If the Consultant has been focused on the SME sector as his / her Strategic Target Group, this should be evident through his / her participation in specific seminars, participation in SME Support Projects and through direct experience in providing consulting services to SME clients.
Please indicate the number of years of experience related to SME consulting.

Units / Measures	No. of Years / Questions, Type of Services, Duration		
	Team Member	**Freelance Consultant**	**Team Leader**
- Consultant has **at least 1** year of SME Consulting Experience	**2 p.**	**5 p.**	**8 p.**
- Consultant has **at least 4** years of SME Consulting Experience	**4 p.**	**10 p.**	**16 p.**
- Consultant has **at least 6** years of SME Consulting Experience	**8 p.**	**20 p.**	**24 p.**

. Consulting Services

The Consultant is evaluated on the basis of the Client Profile Worksheet (see attached) collected from him / her, describing in detail the services provided to past clients. This worksheet will be sent to applicants and must be completed and returned to FIRMA 2000 prior to applicant interviews. The Consultant will complete a Client Profile Worksheet for each SME client he / she served during the past 12 months which required at least 24 hours (e.g. 8 hours/ day x 3 days) (for Team Member 12 hours) of professional time to complete the assignment. The Consultant should indicate the nature of the assignment using the attached service category descriptions. If the Consultant provided services in more than one category during the assignment, he/she should specifiy the amount of time (in days or hours) which was spent in each category of service.

On the basis of the Client Profile Worksheets received from the Consultant and Consultant Skills Profile describing the Consultant's proficiency level, please complete table 1, 2, 3 and 4 presented below. **The maximum number of assignments we score is 10 in total per each general category**. The number of assignments indicated for each category should be multiplied by number of points related to it. The maximum scores to be received can be as follows:

- size of the client (max. 120 pts.),
- age of the client's business (max. 120 pts.),
- length of the assignment per service category (max. 120 pts.),
- Consultant's skills profile (max. 180 pts.).

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 # - means number of assignments completed

Max=120 p.

iz. of Client	10 - 50 Employees			50 - 100 Employees			100 - 250 Employees			
ype of consultancy	TM	FC	TL	TM	FC	TL	TM	FC	TL	Total
u..ber of e..ices										
Points	1 p.	2 p.	3 p.	2 p.	4 p.	6 p.	4 p.	8 p.	12 p.	
u..otal										

Max=120 p.

ge of the lient's Business	less than 1 year			from 1 to 3 years			more than 3 years			
y.. of o..sultancy	TM	FC	TL	TM	FC	TL	TM	FC	TL	Total
umber of e..ices										
o..ts	1 p.	2 p.	3 p.	2 p.	4 p.	6 p.	4 p.	8 p.	12 p.	
ubtotal										

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Max=120 p.

Length of the assignment per each Service Category Number of services	TM 1 - 3 days	FC 3 - 7 days	TL 3 - 7 days	TM 8 - 14 days	FC 8 - 14 days	TL 8 - 14 days	TM more than 15 days	FC more than 15 days	TL more than 15 days	Total
01 General Strategic Analysis										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	6 p.	4 p.	8 p.	12 p.	
02 Strategy Formulation and/or Implementation										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	6 p.	4 p.	8 p.	12 p.	
03 Market Analysis / Research										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
004 Marketing and Sales Management										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
005 Financial Analysis and Management										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
06 Capital Sourcing and Negotiations										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
07 Operational Analysis and Management										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
08 Organization, Human Resources and Training										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4 p.	8 p.	12 p.	
009 Other / Legal										
Points	1 p.	2 p.	3 p.	2 p.	5 p.	8 p.	4p	8 p.	12 p.	
Subtotal										

Max=180 p.

nsultant Skills Profile roficiency)	Level I	Level II	Level III	Level IV	Total
neral Strategic Analysis					
Points	4 p.	8 p.	12 p.	18 p.	
ategy Formulation and/or Implementation					
Points	4 p.	8 p.	12 p.	18 p.	
Market Analysis / Research					
Points	4 p.	8 p.	12 p.	18 p.	
004 Marketing and Sales Management					
Points	4 p.	8 p.	12 p.	18 p.	
005 Financial Analysis and Management					
Points	4 p.	8 p.	12 p.	18 p.	
006 pital Sourcing and Negotaiations					
Points	4 p.	8 p.	12 p.	18 p.	
erational Analysis and Management					
Points	4 p.	8 p.	12 p.	18 p.	
ganization, Human Resources and Training					
Points	4 p.	8 p.	12 p.	18 p.	
er / Legal					
Points	4 p.	8 p.	12 p.	18 p.	
Subtotal					

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5. Methodology of Consulting

Client Identification **Max=20 p.**

In this section Consultant should demonstrate his / her strategic approach to identifying clients. Please indicate which methods are used by the Consultant to identify clients.

- Consultant waits for clients to initiate contact with BSO / Consultant 0 p.
- Consultant seeks clients according to schedule proposed by supervisor. 1 p.
- Consultant seeks clients through referals of others. 2 p.
- Consultant seeks assignments through direct mail or advertising 4 p.
- Consultant seeks to sell additional services to existing or former clients (repeat sales) 5 p.
- Consultant seeks assignments through regular visits to potential new clients 10 p.
- Consultant uses different methods for different types of clients (segmentation) 20 p.

Client Tracking System **Max=39 p.**

The Consultant should demonstrate his / her system for client follow-up. Please indicate what methods are used by the Consultant to follow-up client service.

<u>Immediate evaluation</u>

- Consultant asks client to evaluate service immediately after project completion using a written evaluation form 5 p.

<u>Service Assessment</u>

- Consultant completes formal client interviews or surveys related to the clients satisfaction of the consulting assignment within one month of service completion 10 p.

<u>Tracking Data</u>

- Consultant tracks basic client company performance data and monitor company performance own time 20 p.

<u>Other</u> 4 p.

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Consulting Tools **Max=30 p.**

In this section the interviewer should asses the Consultant's communication skills. Does he / she understand your questions well? Do you feel obliged to push him / her to answer or is he / she open and informative. Are his / her answers clear? Please check all that apply.

<u>Communication skills</u>

- Consultant expresses thoughts clearly.	**4 p.**
- Consultant asks substantive questions.	**4 p.**
- Consultant maintains eye contact with you while speaking.	**2 p.**

<u>Ability to organize own work</u>

- Consultant came for the interview on time.	**2 p.**
- Consultant was prepared for the interview.	**4 p.**
- Consultant exhibited a professional image and courtesy.	**2 p.**
- Consultant demonstrated orderly client file management and could easily provide examples of past work when asked.	**4 p.**

<u>Ability to listen and accurately understand</u>

- Consultant gives direct answer to your question.	**4 p.**
- Consultant asks for clarification of questions.	**2 p.**
- Consultant does not interrupt you.	**2 p.**

Client communication
Please indicate the types of communication which occur between the Consultant and clients.

<u>Written Proposal submitted to potential clients</u> **Max=12 p.**

- Consultant participated in preparing written proposal (or its part)	**2 p.**
- Consultant must show examples of written proposals	**10 p.**

Written Final Reports **Max=43 p.**

Recommendations given to the client at project conclusion

- Consultant participated in preparing written final Report (or its part) ? **1 p.**
- Consultant demonstrates a system of collecting the information cocerned to certain task delivered **2 p.**
- Consultant concluded at least 50 % of delivered services with written final report **10 p.**
- Consultant demonstrates a system of written proposals, written final reports and written client evaluation / assessments **20 p.**
- Consultant can demonstrate use of Time Recording System which helps him / her manage his time and record time spent on client's work. **10 p.**

Case Study

The Case Study is designed to evaluate the Consultant's diagnostic and conceptual skills and ability to make recommendations from limited data.

Below is the basic outline for diagnosing the case.

Please indicate all points / approaches which are employed by the Consultant during the case discussion.

Interviewer's role is to observe the Consultant's approach to solving the problem, therefore the interviewer should simply mark the areas (from the list below) which are covered by the Consultant during the discussion.

(1). Current Situation Analysis **Max=18 p.**

Consultant accurately diagnoses the current situation (as described below).

- Consultant listed shareholders and indicated % ownership	2 p.
- Consultant determined shareholder interest	6 p.
- Consultant determined shareholder knowledge / experience in business	10 p.

Shareholders	% Shares	Experience in Auto - Business	Purpose of interest
C. Perla	42 %	Limited	Successor of Father Business
Benavides	18%	Yes	Main supplier of parts, also refers clients
Ramirez	16%	No	Portfolio Investor
Brenes	14%	No	Bonuses
Baca	10%	No	Passive Investor ("Independent Director")

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). **Reasons for Company's Problems** **Max=28 p.**

- Consultant listed reasons for Company's problems, e.g.:

• lack of leadership / manager, no one is taking management responsibilities after the death of E. Perla	**6 p.**
• no formal agreement among / between owners	**2 p.**
• prices paid for spare parts from Benavides may be too high	**6 p.**
• too many discounts	**2 p.**

- Consultant indicated conflict among shareholders:

• C. Perla and Ramirez operate competing retail businesses	**4 p.**
• Benavides places profit of his own business above performance of Motores and therefore may charge prices for spare parts that are higher than market prices.	**4 p.**
• All shareholders - except Baca - are out for personal gain to the detriment of the company.	**4 p.**

(3). **Potential Options Analysis**

Consultant listed potential options for diminishing / solving the companies problems, i.e:

Short Term Options **Max=24 p.**

Freezing the Accounts Payable (especially to Benavides)

- Consultant proposed negotiating with suppliers / creditors to stop / delay payment of Accounts Payable **6 p.**

Collecting the Accounts Receivables (from Benavides on behalf of referéd clients)
- Consultant proposed to collect faster the Accounts Receivable **6 p.**

Initiate the Negotiations with the Bank
- Consultant proposed to initiate negotiations with the Bank to restructure the debt or to discuss the potential for new credit to increase the firm's liquidity **6 p.**
- Consultant proposed that Motores should discontinue discounts **6 p.**

Long Term Options **Max=37 p.**

Improve the Information Systems
- Consultant proposed to improve the internal information system because of lack of controls in Motores **6 p.**

Review and Control the Internal Systems
- Consultant proposed to review most of Motores' internal systems and processes (raw material or spare parts purchase, clients' structure and priorities, billing process, cost accounting system, etc.) **6 p.**

Change Structure of the Board of Directors
- Consultant proposed to make some changes in the Board of Directors because of conflicts of interest among some of them and/or lack of interest **10 p.**

Consultant divided potential actions/solutions between short-term and long-term options **15 p.**

(4). Recommendations **Max=75 p.**

- Consultant made recommendations (as requested in the instructions) **20 p.**

Remember, a recommendation is a forceful, decisive statement. Saying that he/she needs further information is NOT a recommendation.
Recommendations should focus on the following:

How to restructure the Board / management?

- formalize ownership structure **5 p.**
- hire outside manager **10 p.**
- Perla becomes a full time manager (buy out Baca) **10 p.**
- Beravides becomes a full time manager (buy out others) **10 p.**

- Consultant drew a decision tree or used some formal matrix to justify / support his / her recommendations. **20 p.**

Consultant Skills Profile

Consultant Name: ______________
BSO: ______________

	0	I	II	III	IV
SKILL AREA:					
General Strategic Analysis					
Strategy Formulation / Implementation					
Market Analysis / Market Research					
Marketing and Sales Management					
Financial Analysis and Management					
Capital Sourcing and Negotiations					
Operational Analysis and Management					
Organization, Human Resources and Training					
Consulting Methodologies					

Consultants must have a skills proficiency rating of II in Consulting Methodologies and at least one additional functional area to be considered for selection. Proficiency ratings are defined in general terms below.

O = No Experience

1 = Introductory
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with subtantial supervision and used to support a broader project. Consultants at the Introductory Level have less than 1.5 years of experience/exposure in the topic area.

2 = Foundation
Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience (at least 1.5 years). At the Foundation Level, the consultant should be able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.

3 = Competence
Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience (at least 3 years) as well as formal education or participation in topical seminars. At the Competence Level the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should not present only the results of the client project but also make independent recommendations.

4 = Mastery
Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is represented through the development of new knowledge or techniques and the teaching/training of others. A consultant at this level not only works without supervision but also and more importantly is designing and overseeing the work of others. A consultant whose skill is rated at the mastery level must have at least 6 years of experience in the particular field.

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General Strategic Analysis

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of SWOT analysis Study of Michael Porter's 5 Forces Analysis Techniques Study of Porter's Generic Strategies and Core Competence	Complete SWOT analysis Use Michael Porter's 5 Forces Analysis (Competitive Analysis) Construct a Product-Market Matrix Research competitive environment	Complete SWOT and Competitive Analysis; Review/design corporate mission; develop market map for client and competitors; recommend strategic approach	Train clients and consultants in application of strategic analysis tools; Design and oversee strategic analysis projects for large clients or for industry group or sector.

Strategy Formulation / Implementation

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of Porter's Generic Strategies and Core Competence Study of business planning tools Assist clients in preparing business plan questionnaires	Complete risk-benefit analysis Use Michael Porter's 5 Forces Analysis (Competitive Analysis) Research competitive environment Draft elements of a business plan	Complete Competitive Analysis; Recommend strategic position for client; Write business plan including financial projections for client; Develop corporate mission	Train clients and consultants in business planning techniques; Design and oversee strategic repositioning of client firms or client groups or sectors

Marketing and Sales Management

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be able to carry able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of Marketing 4P's Approach Study of market research tools i.e. surveys, sampling, interviews; Knowledge of local sources of demographic and competitive info	Experience in analysis of product design, packaging, pricing, promotion and distribution choices; customer/supplier search and qualification including export	Develop comprehensive market plans (product design, price, promotion, and distribution); develop export strategies; assist in launch of new product	Train clients and consultants in principles of marketing and sales management; design/recommend market plan for large clients, client groups or sectors

Financial Analysis and Management

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be able to carry able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of basic financial analysis techniques (ratio analysis, cash flow, etc.) Knowledge of key financial statements: income statement, balance sheet, cash flow	Exposure to GAAP or IAS accounting principles; Experience in preparing financial analysis including ratio analysis, cash flow, working capital management, and cost analysis	Complete/review financial analysis; implement cost accounting techniques; project working capital and cash flow; recommend financial controls and restructuring	Train clients and consultants in principles of financial analysis; develop models for cash flow and enterprise valuation; conduct sensitivity and scenario planning

Capital Sourcing and Negotiations

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of basic financial analysis techniques (ratio analysis, cash flow, etc.) Knowledge of key funding sources and terms; study of cost of capital calculations	Experience in preparing financial analysis and cash flow projections; preparation of credit or loan applications for clients; calculation of B/E	Complete/review financial analysis/ projections; Calculate B/E, NPV, IRR and estimate mix/cost of capital; recommend project financing structure, complete due diligence	Train clients and consultants in principles of financial analysis / due diligence; prepare tender documents or prospectuses; represent client in negotiations

Operational Analysis and Management

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of basic engineering, production and operations tools; exposure to quality systems, knowledge of basic technologies; use of efficiency measures/tools	Experience in conducting basic control, quality and efficiency tests; conduct analysis of process flow, plant layout, inventory systems; use of computer modeling for efficiency improvements	Complete/review operational analysis; Recommend improved systems, implement quality programs, prepare ISO 9000 applications; implement technology transfer	Train clients and consultants in principles of operational analysis; develop efficiency models/controls Develop improved technologies for client groups, sectors

Organization, Human Resources and Training

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Study of basic human resource management approaches; participation in the training of trainers; knowledge of various management systems	Completed analysis of organization structure and staffing; analysis of compensation and promotion policies, analysis of information systems, prepare training materials	Complete/review organizational analysis; recommend new staffing and management structures including compensation and promotion policies; delivery training seminars	Train clients and consultants in principles of human resource development and organizational development; train trainers; implement organ. restructuring

Max=180 p.

ns ant Skills Profile oficiency)	Level I	Level II	Level III	Level IV	Total
n l Strategic Analysis					
Points	4 p.	8 p.	12 p.	18 p.	
2 at y Formulation and/or Implementation					
Points	4 p.	8 p.	12 p.	18 p.	
3 rket Analysis / Research					
Points	4 p.	8 p.	12 p.	18 p.	
4 rketing and Sales Management					
Points	4 p.	8 p.	12 p.	18 p.	
5 ancial Analysis and Management					
Points	4 p.	8 p.	12 p.	18 p.	
6 p Sourcing and Negotaiations					
Points	4 p.	8 p.	12 p.	18 p.	
7 e onal Analysis and Management					
Points	4 p.	8 p.	12 p.	18 p.	
8 g zation, Human Resources and Training					
Points	4 p.	8 p.	12 p.	18 p.	
9 le / Legal					
Points	4 p.	8 p.	12 p.	18 p.	
Subtotal					

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Consulting Methodologies

I Introductory	II Foundation	III Competence	IV Mastery
< 1.5 years experience	> 1.5 years experience	> 3 years experience	> 6 years experience
Consultant has been introduced to the subject area through formal studies or participation in topical seminars. Consultant has limited experience in this field as evidenced by few completed assignments. Assignments can be described best as rudimentary or as tasks completed with substantial supervision and used to support a broader project.	Consultant has completed formal education in the area or participated in topical seminars and has demonstrated both knowledge and skill in the area through past work / consulting experience. At the Foundation Level, the consultant should be ~~able to carry~~ able to carry out project work using basic (textbook) research and analysis tools related to the topic. Assignments typically may require some supervision / review.	Consultant has demonstrated deep knowledge and skill in the topic area as evidenced through past work / consulting experience as well as formal education or participation in topical seminars. At the Competence Level, the consultant should carry out project assignments without supervision. In addition, the consultant should evidence his/her experience through use of both basic (textbook) and tailored project design (conceptualization) and diagnostic tools. Consultants at this level should present not only the results of the client project but also make independent recommendations.	Consultant has demonstrated a full complement of knowledge and skill in the topic area including exposure to and use of the latest thinking and practices in the given discipline. Mastery also is evidenced through the development of new knowledge and and techniques and the teaching / training of others. A consultant at this level not only works without supervision but also (and more importantly) is designing and overseeing the work of others.
Illustrative Tasks:			
Participation in seminars related to consulting skills; participation in client projects; proficiency in basic computer tools (word processing and spreadsheets)	Conduct basic research / analysis for client projects, summarize results; prepare written report. Participate in client interviews. Keep time records of client work.	Identify client and develop scope of work for client projects. Complete analysis and recommend actions. Sign contract for client work, deliver written reports and oral presentations.	Train / manage staff consultants; Set strategy for client identification. Develop client marketing/follow-up policies. Set pricing policies. Use internal time reporting and controls.

CONSULTANT QUARTERLY REPORT of ______________________

(name of consultant)

Reporting Period from ______________ to ______________

BSO Name: ___________________________

Position in BSO: ___________________________

(manager, staff consultant, or affiliate)

Number of completed SME Client Profile Forms for this period	
Monthly Consultant Daily Time Record sheets completed (Yes/No)	

CONSULTANT PERFORMANCE INDICATORS	Note ref.	QUALITATIVE INFORMATION		QUARTERLY TOTALS (QUANTITATIVE)	
		Yes	No	Actual	Estimate*
A. CLIENT SERVICES					
Total number of clients receiving consulting services in this period	i				
Number of new clients included in the total	ii				
Number of continuing clients included in the total	iii				
Number of repeat clients included in the total	iv				
Number of SME consulting clients included in the total	v				
Number of training seminars/lectures delivered	vi				
Number of assignments or trainings followed by immediate evaluation	vii				
No. of client interviews/surveys done within 1 month of project/training completion	viii				
B. BUSINESS DEVELOPMENT					
Number of contacts with prospective (new) clients made					
Number of written proposals submitted to potential clients					
Number of oral (formal) presentations delivered to potential clients					
Number of competitive tender applications prepared					
C. PROFESSIONAL DEVELOPMENT					
FIRMA 2000 courses attended:	ix				
Business Skills					
Training Skills					
Consulting Skills I					
Consulting Skills II					
Number of completed FIRMA 2000 specialized courses (please list below)					
> ____________					
> ____________					
> ____________					
> ____________					
Number of additional professional (business) seminars attended (please list)					
> ____________					
> ____________					
> ____________					
> ____________					

CONSULTANT QUARTERLY REPORT of ______________________________
(name of consultant)

Reporting Period from ____________ to ____________

BSO Name: ______________________

Position in BSO: ______________________
(manager, staff consultant, or affiliate)

Number of completed SME Client Profile Forms for this period	
Monthly Consultant Daily Time Record sheets completed (Yes/No)	

CONSULTANT PERFORMANCE INDICATORS	Note ref.	QUALITATIVE INFORMATION		QUARTERLY TOTALS (QUANTITATIVE)	
		Yes	No	Actual	Estimate*
A. CLIENT SERVICES					
Total number of clients receiving consulting services in this period	i				
Number of new clients included in the total	ii				
Number of continuing clients included in the total	iii				
Number of repeat clients included in the total	iv				
Number of SME consulting clients included in the total	v				
Number of training seminars/lectures delivered	vi				
Number of assignments or trainings followed by immediate evaluation	vii				
No. of client interviews/surveys done within 1 month of project/training completion	viii				
B. BUSINESS DEVELOPMENT					
Number of contacts with prospective (new) clients made					
Number of written proposals submitted to potential clients					
Number of oral (formal) presentations delivered to potential clients					
Number of competitive tender applications prepared					
C. PROFESSIONAL DEVELOPMENT					
FIRMA 2000 courses attended:	ix				
Business Skills					
Training Skills					
Consulting Skills I					
Consulting Skills II					
Number of completed FIRMA 2000 specialized courses (please list below)					
> ____________					
> ____________					
> ____________					
> ____________					
Number of additional professional (business) seminars attended (please list)					
> ____________					
> ____________					
> ____________					
> ____________					

CLIENT SATISFACTION QUESTIONNAIRE

Instructions:

(1) *This form is to be completed by client upon completion of the consulting assignment. It should be returned to sponsoring BSO.*

(2) *Consulting assignments evaluated in this form must have a minimum duration of three days of professional time, including preparation, diagnostic, or needs assessment time spent with the client.*

(3) *SMEs which meet our criteria must have at least 10 but no more than 250 employees and be in either manufacturing, agribusiness, or business service sectors.*

Client Name: ________________________________

Period of Consulting Assignment: From: ________ (date) To: ________ (date)

US Expert Name: ________________________________

Polish Consultant Name: ________________________________

BSO Name: ________________________________

[*Please tick* (✓) *one response to each question below.*]

A. Satisfaction with Engagement

1. How well did we fulfill the SOW goals?
   - Very well ___ Comment ____________
   - Quite well ___ ____________
   - Not very well ___ ____________
   - Not acceptable ___ ____________
2. How well did the results meet your expectations?
   - Very well ___ Comment ____________
   - Quite well ___ ____________
   - Not very well ___ ____________
   - Not acceptable ___ ____________
3. Do you find the benefits to the organization greater or less than expected?
   - Greater than ___ Comment ____________
   - At expectation ___ ____________
   - Less than ___ ____________
   - Not acceptable ___ ____________
4. How well did our presentation (if any) meet your needs?
   - Very well ___ Comment ____________
   - Quite well ___ ____________
   - Not very well ___ ____________
   - Not acceptable ___ ____________

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5. How well did our written reports (if any) meet your needs?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

6. How well did we keep the agreed deadlines?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

7. How well did we keep to the estimated fees?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

B. Satisfaction with the Expert and Consultant involved

1. How would you rate the skills level of US expert involved?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

2. How would you rate the skills level of Polish consultant involved?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

C. Satisfaction with our approach

1. How well did we understand your requirements?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

2. How well did we plan the work?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

3. How well did we interact with your staff?

Very well	___	Comment ___
Quite well	___	___
Not very well	___	___
Not acceptable	___	___

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4. How effective were we in reporting progress during the assignment?

Very well	___	Comment ______
Quite well	___	______
Not very well	___	______
Not acceptable	___	______

5. How well did we provide specific and useful recommendations?

Very well	___	Comment ______
Quite well	___	______
Not very well	___	______
Not acceptable	___	______

6. Among our recommendations, did we identify any other problem areas which you consider important?

Yes ___ No ___ Unsure ___

D. Satisfaction with pre-assignment service

1. How good was our response to your request?

Very well	___	Comment ______
Quite well	___	______
Not very well	___	______
Not acceptable	___	______

2. How valuable did you find the survey visit (if applicable)?

Very valuable	___	Comment ______
Quite valuable	___	______
Not very valuable	___	______
Not acceptable	___	______

3. How would you rate our speed of response from inquiry to delivery of the proposal?

Very quick	___	Comment ______
Quite quick	___	______
Not very quick	___	______
Not acceptable	___	______

4. How would you rate the quality and content of the proposal

Very good	___	Comment ______
Quite good	___	______
Not very good	___	______
Not acceptable	___	______

5. How would you rate the quality and content of our presentation (if any)?

Very good	___	Comment ______
Quite good	___	______
Not very good	___	______
Not acceptable	___	______

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E. Overall quality of service

1. How well have we met the needs of your organization?

Very good	___	Comment ______________________
Quite good	___	______________________
Not very good	___	______________________
Not acceptable	___	______________________

2. How satisfied are you with the quality of service provided?

Very satisfied	___	Comment ______________________
Quite satisfied	___	______________________
Dissatisfied	___	______________________
Not acceptable	___	______________________

3. As a result of this consulting assignment, have you made, or will you make, any changes in your business plan or operation?

   Yes ___ No ___ Unsure ___

   If no, check all that apply:

   Too early to determine ___ Would take too long to implement ___

   Would cost too much ___ Other ______________ ___

4. In general, do you believe that as a result of having received these services your business will:

Decrease its operating costs	Yes ___	No ___	Unsure ___
Increase its profitability	Yes ___	No ___	Unsure ___
Increase its sales	Yes ___	No ___	Unsure ___
increase its number of employees	Yes ___	No ___	Unsure ___

5. Do you consider that you got value for money from FIRMA 2000?

Very good	___	Comment ______________________
Quite good	___	______________________
Not very good	___	______________________
Not acceptable	___	______________________

F. General comments

1. What areas of weakness do you feel we have?

2. What did you value most in this assignment?

FIRMA 2000
CONSULTANT ASSESSMENT

To be filled in by the US-Expert or BSO Manager (if no US-Expert) after the completion of assignment.

Section 1 - Assignment Information

Client Name / (Overall Project Name): ______________________
Period (from-to): ______________________
BSO Name: ______________________
US-Expert Name: ______________________
(or BSO Manager Name): ______________________

Section 2 - Consulting Activities Information

Consultant Name: ______________________
Number of Hours Worked by Polish Consultant: ______________________

Section 3 - SOW Assessment

1. Did the SOW prepared by the Consultant meet the Project/Client's expectations? *Please comment.*

☐ Very well
☐ Quite well
☐ Not very well
☐ Not acceptable

Comment: ______________________

2. Did the planned time schedule meet the SOW objectives (tasks' deadlines)? *Please comment.*

☐ Very well
☐ Quite well
☐ Not very well
☐ Not acceptable

Comment: ______________________

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Section 4 - Consultant Performance to Client

1. How well did the Consultant interact with the Client's staff?

- ☐ Very well
- ☐ Quite well
- ☐ Not very well
- ☐ Not acceptable

2. Did the Consultant provide his/her tasks on or before deadlines?

- ☐ Very well
- ☐ Quite well
- ☐ Not very well
- ☐ Not acceptable

3. How effective was the Consultant in meeting the goals described in SOW? *Please comment.*

- ☐ Very well
- ☐ Quite well
- ☐ Not very well
- ☐ Not acceptable

Comment: ______________________________

4. Estimation of the Consultant's skills and professionalism in the following areas of consultancy? (*Please mark if applicable and comment*).

STRATEGIC MANAGEMENT:

☐ Strategy Development (general, marketing, business plans)

Comments: ______________________________

FINANCE MANAGEMENT:

☐ Accessing / Raising Capital

Comments: ______________________________

☐ Cost Control / Reduction

Comments: ______________________________

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MARKETING MANAGEMENT:

☐ Increase Sales

Comments:

☐ Develop / Launch New Product or Service

Comments:

☐ Quality Improvements

Comments:

HR MANAGEMENT:

☐ Human Resource Management

Comments:

MANAGEMENT INFORMATION SYSTEMS (MIS):

☐ System Improvements (accounting, inf., computer)

Comments:

TAX & LEGAL ADVICE:

☐ Tax Advice

Comments:

☐ Legal Advice

Comments:

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TRAINING:

☐ On-the-Job Training

Comments: ______________________________

____

____

☐ Seminars

Comments: ______________________________

____

____

OTHER:

☐ Other (please specify) ______________________________

Comments: ______________________________

____

____

☐ Other (please specify) ______________________________

Comments: ______________________________

____

____

☐ Other (please specify) ______________________________

Comments: ______________________________

____

____

Section 5 - Deliverables to Client

Please estimate the performance of the Consultant in preparation of the following deliverables to Client (if applicable):

- Business Plan
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Quality Improvement Program
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable

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- Marketing Plan
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Cost Reduction Program
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Market Research Report
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Staff Plan / Organisation Chart
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Credit Loan Application
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Training
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Other (please specify) ____________________
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Other (please specify) ____________________
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Other (please specify) ____________________
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable
- Other (please specify) ____________________
  - ☐ Very well
  - ☐ Quite well
  - ☐ Not very well
  - ☐ Not acceptable

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Section 6 - Description of the Consultants Strengths and Weaknesses

List the strengths and weaknesses you discovered while working with the Polish consultant.

STRENGTHS:

WEAKNESSES:

Section 7 - Recommendations and Areas of Improvement

Please describe the most required areas of improvement for the Consultant and give your recommendations.

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SME QUARTERLY DATA COLLECTION

Instructions:

(1) *The BSO is responsible for completing this form for each SME client which has been provided technical assistance under Project* FIRMA 2000.

(2) *Data may be obtained by telephoning the client, faxing the form to the client for his/her completion, and/or meeting with the client. It is recommended that the consultant who provided the assistance to the client help obtain the data.*

Client Name: ____

BSO Name: ____

Quarter/Year: ____________

[*Please provide numerical information below.*]

Sales this quarter: __________________ zł

Employment at end of quarter: _______ full time, _______ part time

Profits this quarter: _________________ zł

Exports this quarter: ________________ zł

SME QUARTERLY DATA COLLECTION – TRENDS

Instructions:

(1) *The BSO is responsible for completing this form for each SME client which has been provided technical assistance under Project* FIRMA 2000.

(2) *Data may be obtained by telephoning the client, faxing the form to the client for his/her completion, and/or meeting with the client. It is recommended that the consultant who provided the assistance to the client help obtain the data.*

Client Name: ____________________

BSO Name: ____________________

Quarter/Year: __________

[*Please tick (✓) one response to each question below.*]

Sales this quarter compared to last quarter:	Increase	_____
	Decrease	_____
	No change	_____
Full-time employment at end of quarter compared to last quarter:	Increase	_____
	Decrease	_____
	No change	_____
Part-time employment at end of quarter compared to last quarter:	Increase	_____
	Decrease	_____
	No change	_____
Profits this quarter compared to last quarter:	Increase	_____
	Decrease	_____
	No change	_____
Exports this quarter compared to last quarter:	Increase	_____
	Decrease	_____
	No change	_____

ACDI VOCA

FIRMA 2000 PROJECT

Small to Medium Enterprise Sector Annual Industry Survey

I. Business Profile

1. Company Name: ______________________________

2. Name and Title of Person Responding to Survey: ______________________

3. Date of Survey: ______________________________

4. How long has your company been in business? ______________________

5. What are your major business activities and what percentage of your total business activity is concentrated in any of the following categories?

Food Processing..........................	________
Agricultural services	________
Business services.........................	________
Printing & Publishing	________
Repair services............................	________
Construction................................	________
Manufacturing..............................	________
Transportation	________
Wholesale	________
Retail	________
	=========
	100%

II. Current Business Statistics

6. Total number of current FTE (Full Time Equivalent) employees, including business owners:______

7. Total monthly gross payroll: ______________________________

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8. Business Activity **Over the Most Recent Year Ending _____:**

a. Total Annual Sales: _______________PLN
b. Export Sales:_______________PLN
c. Profits as a Percent of Total Sales:_______________%
d. Total value added ____________PLN
e. Total Quantity of Products Produced (kg, litr, mt, ha):_______________
f. Number of New Products Introduced:_______________
g. Number of New Customers:_______________
h. New Technologies/Equipment Acquired by Type: _________________________
i. Total Investment:_______________PLN
j. Total Assets:_______________PLN
k.Total Short Term Liabilities:_______________PLN
l. Total Long Term Liabilities:_______________PLN
m.Value of Inventory at Year End:_______________PLN
Method of inventory accounting? first in/first out____ or last in/first out ____
n. Average Collection Period of Receivables:_______________days
o. Cash on hand _______________PLN
p. Average Training Hours per employee _______________hours

III. Management Practices

9. Which of the following "Management Practices" are employed by your company?

	Yes	No	Don't Know
a. Business and Strategic plan	___	___	___
b. Regular staff meetings	___	___	___
c. Performance based pay	___	___	___
d. Policies to facilitate "Bottom-up" communication	___	___	___
e. Employee suggestion awards program	___	___	___
f. Formal employee recognition program	___	___	___
g. Employee stock ownership	___	___	___
h. Profit sharing plan open to all employees	___	___	___
i. Productivity improvement program	___	___	___
j. Cost accounting	___	___	___
k. Strategic alliances with other companies	___	___	___
l. Total Quality Management	___	___	___
m. Just-in-Time Delivery	___	___	___

10. Which of the following "Quality Management Practices" are employed by your company?

	Yes	No	Don't Know
a. ISO 9000 (1 or 2) certification applied for	___	___	___
b. ISO 9000 (1 or 2) certification received	___	___	___
c. Periodic customer polls, calls, or monitoring of complaints as basis for improvement	___	___	___
d. Quality data reporting system	___	___	___
e. Top management commitment to quality improvement	___	___	___

	Yes	No	Don't Know
f. Quality Manual	___	___	___
g. Total Quality Management training activities	___	___	___
h. Continuous improvement goals established	___	___	___
i. Continuous measurements for monitoring progress towards quality goals	___	___	___
j. System for scheduled review and improvement of Total Quality Management process	___	___	___
k. Supplier partnership arrangements	___	___	___

IV. Network Relationships

11. Please indicate whether your firm is engaged in any of the following interchanges or activities with other businesses:

	Yes	No	Don't Know
a. Exchange of Information	___	___	___
b. Sharing of equipment or plant capacity	___	___	___
c. Marketing	___	___	___
d. New Product Development	___	___	___
e. Investment	___	___	___
f. Technology	___	___	___
g. Subcontracting	___	___	___
h. Exchanging Materials and Supplies	___	___	___

V. Business Development Services

12. Please rate the extent to which FIRMA 2000 and its service providers have assisted the development of your business in specific ways on a scale from 0 for "not at all" up to 5 for "considerably."

Not at All Considerably

0----1----2----3----4----5 Significantly increased your entrepreneurial or business management skills

0----1----2----3----4----5 Helped you improve the management, operations, or productivity of your enterprise

0----1----2----3----4----5 Saved time; accelerated the development of your business overall

0----1----2----3----4----5 Saved money overall

0----1----2----3----4----5 Helped you raise money (obtain financing)

0----1----2----3----4----5 Accelerated time to market for your products and/or services

0----1----2----3----4----5	Saved money that would otherwise have been expended on business or professional services
0----1----2----3----4----5	Provided access to services that would have been difficult to access otherwise
0----1----2----3----4----5	Helped build your market or customer base
0----1----2----3----4----5	Saved on labor costs (including costs of recruiting and training labor)
0----1----2----3----4----5	Saved time dealing with government regulations
0----1----2----3----4----5	Saved money on equipment, materials or supplies
0----1----2----3----4----5	Provided advantages over your competition
0----1----2----3----4----5	Provided greater credibility to your business
0----1----2----3----4----5	Significantly increased your confidence and decreased your anxiety about your business
0----1----2----3----4----5	Other (specify) ____________________

Thank you for taking the time to complete this survey.

Please return the completed Survey form to:

ACDI/VOCA
Project *FIRMA 2000*
ul. Jasna 26 p.301
00-054 Warszawa

Price Waterhouse LLC

Building Consulting Skills
Warsaw, January 7-10, 199~~6~~7

Day 1

Your frank answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill it out.

Module 1: Who Needs Consultants?

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Group Exercise: Characteristics of a Consultant

			1	2	3	4	5	6	
The Group Exercise was:	Relevant	Disagree	O	O	O	O	O	O	Agree
	Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive		Disagree	O	O	O	O	O	O	Agree

Module 2: Marketing Consulting Services

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Group Exercise: The Client Interview

			1	2	3	4	5	6	
The Group Exercise was:	Relevant	Disagree	O	O	O	O	O	O	Agree
	Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive		Disagree	O	O	O	O	O	O	Agree

Module 3: Economics of Consulting

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Module 4: Consulting as a Career

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Price Waterhouse LLC

Building Consulting Skills
Warsaw, January 7-10, 1996

Day 2

Your frank answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill it out.

Module 5: Preparing Proposals

		1	2	3	4	5	6	
The presentation was: Informative	Disagree	O	O	O	O	O	O	Agree
Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills	Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth	Disagree	O	O	O	O	O	O	Agree

Group Exercise: Preparing and Delivering Proposals

		1	2	3	4	5	6	
The Group Exercise was: Relevant	Disagree	O	O	O	O	O	O	Agree
Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive	Disagree	O	O	O	O	O	O	Agree

Module 6: Framework for Project Management

		1	2	3	4	5	6	
The presentation was: Informative	Disagree	O	O	O	O	O	O	Agree
Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills	Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth	Disagree	O	O	O	O	O	O	Agree

Module 7: Project Planning and Interviewing

		1	2	3	4	5	6	
The presentation was: Informative	Disagree	O	O	O	O	O	O	Agree
Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills	Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth	Disagree	O	O	O	O	O	O	Agree

Group Exercise: Handling Client Problems

		1	2	3	4	5	6	
The Group Exercise was: Relevant	Disagree	O	O	O	O	O	O	Agree
Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive	Disagree	O	O	O	O	O	O	Agree

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Day 3

Your frank answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill it out.

Group Exercise: Prepare for the Interview Process

			1	2	3	4	5	6	
The Group Exercise was:	Relevant	Disagree	O	O	O	O	O	O	Agree
	Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive		Disagree	O	O	O	O	O	O	Agree

Group Exercise: Client Interview and Analysis

			1	2	3	4	5	6	
The Group Exercise was:	Relevant	Disagree	O	O	O	O	O	O	Agree
	Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive		Disagree	O	O	O	O	O	O	Agree

Module 8: Conceptual Selling

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Guest Lecture: FIRMA 2000 Representative

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

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Day 4

Your frank answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill it out.

Module 9: Finalizing the Project

			1	2	3	4	5	6	
The presentation was:	Informative	Disagree	O	O	O	O	O	O	Agree
	Relevant	Disagree	O	O	O	O	O	O	Agree
The presenter had good presentation skills		Disagree	O	O	O	O	O	O	Agree
The topics were covered in sufficient depth		Disagree	O	O	O	O	O	O	Agree

Group Exercise: Closing Presentations

			1	2	3	4	5	6	
The Group Exercise was:	Relevant	Disagree	O	O	O	O	O	O	Agree
	Interesting	Disagree	O	O	O	O	O	O	Agree
The breakout groups were productive		Disagree	O	O	O	O	O	O	Agree

Training Evaluations

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Warsaw, January 7-10, ~~1996~~ 1997

Overall Evaluation

Your frank answers to the following questionnaire will help us to improve this and future training programs. Thank you for taking the time to fill it out.

Are the course objectives directly relevant to your current responsibilities?

	1	2	3	4	5	6	
Disagree	O	O	O	O	O	O	Agree

Did the course achieve its stated objectives?

	1	2	3	4	5	6	
Disagree	O	O	O	O	O	O	Agree

Did the course meet your training expectations?

	1	2	3	4	5	6	
Disagree	O	O	O	O	O	O	Agree

How likely are you to apply the knowledge/skills acquired?

	1	2	3	4	5	6	
Disagree	O	O	O	O	O	O	Agree

How do you rate the following training delivery attributes?

		1	2	3	4	5	6	
Structure and organization of course	Very poor	O	O	O	O	O	O	Excellent
Duration of course (too long/short ?)	Very poor	O	O	O	O	O	O	Excellent
Course material	Very poor	O	O	O	O	O	O	Excellent
Classroom facilities	Very poor	O	O	O	O	O	O	Excellent

Comments (especially for ratings of 3 and below)

Would you recommend this course to a colleague?

☐ Yes ☐ No

Relative to other courses that you have attended, would you rank this course as:

☐ Very poor ☐ Poor ☐ Average ☐ Good ☐ Very good ☐ Excellent

PLEASE CONTINUE OVERLEAF

BSO SELECTION CRITERIA MATRIX

	BSO	Interview Tally	Questionnaire Tally							
		* General BSO Presentation * Interview Process * Regional Knowledge * Market Responsiveness	Sector	Strategy	Institutional Capacity	Human Skills	Service Delivery Capacity	Financial Data	Subtotal	Overall Total
1	Gdynia (Doradca)	*96.25*	13.58	9.90	3.50	23.02	7.00	14.00	*71.00*	***167.25***
2	Wrocław (Nova)	*85.00*	14.84	12.90	5.56	22.06	8.00	14.00	*77.36*	***162.36***
3	Katowice (BCMM)	*88.33*	14.22	12.85	5.48	15.26	6.00	14.00	*67.81*	***156.14***
4	Wrocław (CWB)	*83.33*	13.50	16.58	6.12	12.77	8.00	12.51	*69.48*	***152.81***
5	Świdnica (CWB)	*90.00*	14.82	8.90	4.39	16.76	6.00	11.71	*62.58*	***152.58***
6	Kutno (CAIBR)	*85.00*	13.48	11.20	4.40	18.11	6.00	11.20	*64.39*	***149.39***
7	Poznan (Total)	*90.00*	10.44	6.78	4.90	15.11	6.00	14.00	*57.23*	***147.23***
8	Gdańsk (WP)	*92.50*	11.69	6.60	4.10	18.98	6.00	0.86	*48.23*	***140.73***
9	Konin (CWB)	*78.33*	10.75	14.10	3.83	12.59	6.00	13.66	*60.93*	***139.26***
10	Gdańsk (BPS) *	*75.00*	15.48	9.80	2.05	16.02	6.00	14.00	*63.35*	***138.35***
11	Wrocław (Top)	*80.00*	13.51	9.44	2.40	12.73	6.00	14.00	*58.08*	***138.08***
12	Gorzów Wlkp.(ARR)	*85.00*	12.82	8.40	3.75	13.83	6.00	8.20	*53.00*	***138.00***
13	Płock (CWB)	*80.00*	10.76	13.30	2.06	14.33	6.00	10.86	*57.31*	***137.31***
14	Zielona Góra (ARR)	*90.00*	13.31	14.54	0.75	13.51	5.00	0.00	*47.11*	***137.11***
15	Jarosław (CWB)	*86.67*	14.72	13.35	3.42	11.79	6.00	0.86	*50.14*	***136.81***
16	Mielec (CWB)	*81.67*	12.79	15.13	6.56	9.47	6.00	4.86	*54.81*	***136.48***
17	Mielec (ARR) *	*78.33*	13.46	12.05	5.30	17.31	8.00	0.86	*56.98*	***135.31***
18	Kielce (CWB)	*70.00*	13.12	10.45	4.79	14.88	6.00	15.80	*65.04*	***135.04***
19	Skarżysko (Radom)	*85.00*	12.12	11.80	2.06	14.91	6.00	3.00	*49.89*	***134.89***
20	Wałbrzych (ARR) *	*76.67*	15.85	12.65	2.40	15.01	5.00	3.00	*53.91*	***130.58***
21	Sandomierz	*71.67*	11.83	10.10	5.24	17.59	5.00	5.06	*54.82*	***126.49***
22	Zelów	*71.67*	12.55	12.35	4.72	14.38	8.00	2.01	*54.01*	***125.68***
23	Olsztyn (OINiG)	*71.67*	14.93	12.35	4.69	13.68	6.00	1.71	*53.36*	***125.03***
24	Gliwice (GAIG)	*80.00*	11.28	6.80	2.35	13.68	6.00	3.86	*43.97*	***123.97***
25	Rzeszów (MIG)	*60.00*	13.30	8.55	5.06	14.06	8.00	14.00	*62.97*	***122.97***
26	Jelenia Góra	*73.33*	10.98	12.75	4.06	14.50	6.00	1.26	*49.55*	***122.88***
27	Kraków (KPG)	*67.50*	13.03	7.75	2.80	11.65	6.00	14.00	*55.23*	***122.73***
28	Iława	- *60.00*	13.44	15.70	4.30	14.84	6.00	8.31	*62.59*	***122.59***
29	Suwałki (Odnowa)	*75.00*	13.60	7.50	3.24	13.72	6.00	3.00	*47.06*	***122.06***
30	Opole	*61.67*	9.66	11.85	3.86	13.01	4.00	17.21	*59.59*	***121.26***
31	Zabrze	*75.00*	13.65	7.73	4.88	9.68	6.00	0.00	*41.94*	***116.94***
32	Kraków (FEWE)	*51.67*	15.04	7.80	6.12	19.60	6.00	9.26	*63.82*	***115.49***
33	Rzeszów (ARR)	*62.50*	12.73	9.45	1.40	14.84	8.00	0.86	*47.28*	***109.78***
34	Rzeszów (SPP)	*40.00*	13.26	7.68	3.02	18.81	6.00	17.75	*66.52*	***106.52***
35	Gdynia (CWB)	*52.50*	12.51	11.25	3.80	15.17	6.00	5.26	*53.99*	***106.49***
36	Kraków (MISTIA)	*40.00*	14.57	11.30	4.37	16.99	5.00	14.20	*66.43*	***106.43***
37	Gliwice (NAPE)	*50.00*	13.41	8.70	4.46	9.74	6.00	14.00	*56.31*	***106.31***
38	Rzeszów (CWB)	*55.00*	11.82	12.50	4.87	15.07	5.00	0.86	*50.12*	***105.12***
39	Krosno (ARR)	*50.00*	14.00	8.30	3.80	14.11	6.00	0.86	*47.07*	***97.07***
40	Olsztyn (BAF)	*40.00*	13.24	4.90	2.37	12.88	8.00	14.00	*55.39*	***95.39***
41	Kraków (CWB)	*45.00*	12.68	9.56	4.84	13.05	6.00	3.86	*49.99*	***94.99***
42	Kalisz (KIP)	*48.33*	10.19	11.13	3.46	13.68	4.00	2.81	*45.27*	***93.60***
43	Gliwice (Foundation)	*36.67*	10.45	11.60	4.64	12.63	5.00	11.61	*55.93*	***92.60***
44	Leżajsk	*40.00*	11.34	15.59	4.08	13.68	4.00	2.06	*50.75*	***90.75***
45	Gliwice (BIC)	*41.87*	13.14	8.10	3.22	12.38	5.00	3.00	*44.84*	***86.71***
46	Tarnobrzeg	*35.00*	12.97	11.68	4.69	12.10	4.00	3.11	*48.55*	***83.55***
47	Kartuzy	*31.25*	13.53	8.95	5.06	12.45	5.00	7.00	*51.99*	***83.24***
48	Piotrków Tryb.	*28.33*	9.53	8.45	1.40	9.46	8.00	14.41	*51.25*	***79.58***
49	Gdańsk (SDP)	*10.00*	14.20	6.75	3.24	18.32	6.00	17.00	*65.51*	***75.51***
50	Szczecin (ZSRG)	*30.00*	11.31	10.95	2.00	14.20	5.00	0.86	*44.32*	***74.32***
51	Pasłęk	*31.67*	10.87	11.76	3.50	5.61	8.00	2.81	*42.55*	***74.22***
52	Łódź (AIŁ)	*26.67*	7.19	6.60	3.88	11.32	8.00	7.86	*44.85*	***71.52***
53	Wrocław (Arcanum)	*6.67*	9.81	11.75	4.08	16.94	3.00	0.00	*45.58*	***52.25***
54	Olsztyn (CDB)	*n/a*	11.79	7.05	3.97	12.81	8.00	0.86	*44.48*	***44.48***

- 10 BSOs already selected

- 7 BSOs recommended for selection

Note: BSOs which are marked by an asterisk have not been recommended for geographical distribution reasons.

BSO QUARTERLY MONITORING REPORT of ____________________

(name of BSO)

Reporting Period from ____________ to ____________

BSO PERFORMANCE INDICATORS	Note ref.	QUARTERLY TOTALS		
		Actual	Estimate*	DK*
OVERALL BSO FINANCIAL STATUS				
Total income from all operations (PLN)	1			
Fees from all BSO consulting services	2			
Fees from FIRMA 2000 clients only	3			
Fees from training/seminars	4			
Total investment income (PLN)	5			
Total grant income (PLN)	6			
Total BSO expenses (PLN)	7			
Expenses related to providing all BSO consulting services				
Expenses related to providing consulting services to FIRMA 2000 clients	8			
PROGRAM ACTIVITY				
Does your BSO manage a loan fund? Yes/No				
> Number of active loans in portfolio				
Does your BSO manage a business incubator? Yes/No				
> Number of tenant firms				
BSO Clients				
Number of prospective SME clients in BSO database	9			
Total number of all clients receiving consulting services in this period				
Total number of FIRMA 2000 clients served in this period	10			
> Number of new FIRMA 2000 clients in this period	11			
> Number of continuing FIRMA 2000 clients in this period	12			
> Number of repeat FIRMA 2000 clients served in this period	13			
> Number of FIRMA 2000 clients in manufacturing served in this period				
> Number of FIRMA 2000 clients in agribusiness served in this period				
> Number of FIRMA 2000 clients in services served in this period				
Primary consulting services for FIRMA 2000 clients (no. of hours):				
> General Strategic Analysis				
> Strategy Formulation and/or Implementation				
> Market Analysis/Market Research				
> Marketing and Sales Management				
> Financial Analysis and Management				
> Capital Sourcing and Negotiations				
> Operational Analysis and Management				
> Organization, Human Resources and Training				
> Other ____________________				
BSO Consultants Activity				
Total number of consultants on BSO roster	14			
Total number of FIRMA 2000 consultants on BSO roster	15			
> Number completing Consulting Skills I Course				
> Number completing Consulting Skills II Course				
> Number completing Training Skills I Course				
> Number completing specialized courses				
Total consulting hours delivered to FIRMA 2000 clients				
> % of hours delivered by BSO staff consultants				
> % of hours delivered by non-staff consultants				
Total consulting hours billed to FIRMA 2000 clients				
Number of FIRMA 2000 consultants employed this period				
BSO MANAGER DEVELOPMENT				
Total hours BSO staff spent in professional development activities	16			
> BSO Manager				
> Other BSO staff				
Completion of FIRMA 2000 training program by BSO Manager	17			
> Business Skills for BSO Managers Course; Yes/No				
> Training Skills Course; Yes/No				
> Consulting Skills I Course; Yes/No				

BSO PERFORMANCE INDICATORS	Note ref.	QUARTERLY TOTALS Actual	Estimate*	DK*
> Consulting Skills II Course; Yes/No				
> Specialized course ______________________; Yes/No				
> U.S. internship; Yes/No				
BSO TRAINING ACTIVITY				
Total BSO staff hours devoted to training BSO clients				
Major topics of training (list) & number of participants				
> ________________________________; no. of participants				
> ________________________________; no. of participants				
> ________________________________; no. of participants				
> ________________________________; no. of participants				
FINANCING SMEs	18			
Total no. of SME clients seeking assistance in obtaining financing				
Number of SME loans packaged				
Number of SME loans closed				
Number of SME equity deals consummated				
Total PLN volume of SME financing obtained (all types & sources)				
RESOURCE DEVELOPMENT				
Percent of BSO manager's time devoted to:	19			
> BSO management				
> Marketing/Sales				
> Fundraising				
> Service Delivery				
CLIENT DEVELOPMENT				
Business networks formed and functioning	20			
> No. of SMEs participating in CEO group				
> No. of SMEs participating in industry-specific group				
Business-to-business linkages facilitated				
> Number of strategic alliances facilitated				
> Number of joint ventures effected				
> Number of prime/subcontractor relationships facilitated				
POLICY INTERVENTION and PUBLIC EDUCATION				
Staff hours spent trying to influence government policies or regulations	21			
Staff hours devoted to public education activities	22			
Number of participants in public education workshops/events				
PUBLIC RELATIONS				
> No. of newsletter issues produced				
> No. of people receiving newsletter				
> No. of media articles or coverage of activities	23			

Note: Cell "Estimate": If providing an estimate, please provide the basis for the estimate in an attached note.

Note: Cell "DK": DK is an abbreviation for "Don't Know." It is important to indicate "DK" rather than guess. However, if there is a basis for a good estimate, providing the estimate is preferable to indicating "DK."

Note: (1) This is the total BSO income excluding investment income or grant income.

Note: (2) "Fees from all BSO consulting services" include all clients: 1-9 employees (micro), 10-250 employees (small to medium), 251+ employees (large), both private and state-owned enterprises.

Note: (3) "Fees from FIRMA 2000 clients" are derived from only those clients which fall into the SME size range of more than 9 employees and less than 251 and which were served by FIRMA 2000 approved consultants.

Note: (4) Fees from all BSO trainings/seminars conducted during the quarter.

Note: (5) For instance, interest earned from repayment of loans, from bank deposits, dividends, sale of assets, etc.

Note: (6) All sources: local, national, and foreign received during the reporting period.

Note: (7) Although we do not require that BSO expenses be itemized, this line item should include the following: payroll; payroll-added costs (e.g., ZUS); contract personnel and/or contract services (e.g., legal, accounting, trainers, consultants, architects, engineers, security guards, maintenance, cleaning, etc.); rent for premises; utilities (e.g., electricity, gas, heat, water, sewer); office supplies, minor equipment/furniture, software; equipment maintenance; printing; promotion/advertizing; communications (postage, phone, Internet, etc.); travel; delegations/per diems; insurance; subscriptions/publications; staff development; real estate taxes; other taxes; miscellaneous.

Note: (8) Each of the BSO's FIRMA 2000 consultants, whether staff or non-staff consultants, will be required to keep detailed time and expense records reflecting their consulting activities with FIRMA 2000 clients as a basis for calculating fees and as a basis for reimbursement to the BSO from the project.

Note: (9) Each BSO is required to maintain in a database format a list of SME clients and prospective SME clients.

Note: (10) The sum of "new" + "continuing" + "repeat" clients should equal the total of FIRMA 2000 clients served during the quarter.

Note: (11) "New" means first time clients served through FIRMA 2000 contract during the quarter.

Note: (12) "Continuing" means clients which entered into a FIRMA 2000 consulting contract during an earlier quarter but for which the consulting assignment is still under way during the current quarter.

Note: (13) "Repeat" means clients that were served through a FIRMA 2000 contract that was completed during an earlier quarter but who have returned to the program for help through another consulting contract during the quarter just ended.

Note: (14) The total number of consultants the BSO has on staff.

Note: (15) "FIRMA 2000 consultants" are those who have submitted applications and have been accepted into the program.

Note: (16) This is an important indicator of a BSO's commitment to staff development.

Note: (17) Simply enter a "Yes" or "No" if the course has been completed during the reporting period.

Note: (18) Entries in this section would be derived from a BSO's own records.

Note: (19) If the BSO manager keeps records of how his or her time is spent during each workday, the entries below would be figured as percentages of the total BSO managers' work time. Otherwise, they would be the best guesses or estimates that the BSO manager can provide.

Note: (20) In this section, a "network" is distinguished from a "linkage" in that a network involves more than two firms, whereas a linkage is viewed as bilateral, involving only two companies.

Note: (21) Time spent on this and other public benefit activities, which are not directly remunerative, is important to track by an organization seeking to achieve financial self-sustainability because the time represents a direct trade-off with time which might be committed to activities which earn revenues. The time record could also be important, however, in demonstrating to government agencies, foundations or other sources of grant funds that funds are needed to cover at least the staff costs of such activities.

Note: (22) "Public education activities" include workshops, public speaking, presentations at meetings, etc.

Note: (23) Please attach all print media clippings covering your BSO activities or mentioning your BSO.

CONSULTANT QUARTERLY MONITORING REPORT of ______________________

(name of consultant)

Reporting Period from ____________ to ____________

BSO Name: ______________________

Position in BSO: ______________________

(manager, staff consultant, or affiliate)

Number of completed SME Client Profile Forms for this period	
Monthly Consultant Daily Time Record sheets completed (Yes/No)	

CONSULTANT SERVICE AND PRODUCTION INDICATORS	Note ref.	QUARTERLY TOTALS		
		Actual	Estimate*	DK*
A. CLIENT SERVICES				
Total number of clients receiving consulting services in this period	i			
Number of new clients included in the total	ii			
Number of continuing clients included in the total	iii			
Number of repeat clients included in the total	iv			
Number of training seminars/lectures delivered	v			
Total number of SME clients receiving consulting services in this period	vi			
Number of new SME clients included in the total				
Number of continuing SME clients included in the total				
Number of repeat SME clients included in the total				
Number of SME consulting clients employing 10 - 50 people				
Number of SME consulting clients employing 50 - 100 people				
Number of SME consulting clients employing 100 - 250 people				
Number of SME consulting clients in manufacturing included in the total				
Number of SME consulting clients in agribusiness included in the total				
Number of SME consulting clients in services included in the total				
Number of following project objectives aimed at during consulting assignments				
Strategy Development				
Accessing/Raising Capital				
Sales Increase				
Cost Control/Reduction				
New Product/Service Development				
Human Resource Management/Training				
System Improvements				
Quality Improvements				
Other				
Consulting services provided to SME clients (no. of hours)	vii			
General Strategic Analysis				
Strategy Formulation and/or Implementation				
Market Analysis/Market Research				
Marketing and Sales Management				
Financial Analysis and Management				
Capital Sourcing and Negotiations				
Operational Analysis and Management				
Organization, Human Resources and Training				
Other				
Number of following project deliverables provided to clients	viii			
Business Plans				
Marketing Plans				
Market Research Reports				
Credit/Loan Applications				
Total PLN applied for				
Quality Improvement Programs				
Joint Venture Agreements				
Improvements to MIS				
Cost Reduction Programs				

CONSULTANT SERVICE AND PRODUCTION INDICATORS	Note ref.	QUARTERLY TOTALS		
		Actual	Estimate*	DK*
Staffing Plans/Organization Charts				
Production Plans/Logistics				
Strategic Alliances				
Prime/Subcontractor Relationships				
Trainings				
Other				
B. BUSINESS DEVELOPMENT				
Number of new client contacts made by consultants				
Number of written proposals submitted to potential clients				
Number of oral (formal) presentations delivered to potential clients				
Number of competitive tender applications prepared				
Number of SME consulting assignments followed by client assessment				
Number of SME trainings followed by client assessment				
C. PROFESSIONAL DEVELOPMENT				
Total number of business courses completed in this period				
Total number of FIRMA 2000 courses completed				
Business Skills courses completed				
Training Skills courses completed				
Consulting Skills I courses completed				
Consulting Skills II courses completed				
Specialized courses completed				
D. ASSESSMENT SCORES				
Client satisfaction score				
US expert/BSO manager assessment				

Note: (*) If providing an estimate, please provide the basis for the estimate in an attached note.

Note: (**) DK is an abbreviation for "Don't Know." It is important to indicate "DK" rather than guess. However, if there is a basis for a good estimate, providing the estimate is preferable to indicating "DK."

Note: (i) A consulting service must have consumed at least 24 hours of professional time (i.e. 3 days, 8 business hours per day) to be counted. The sum of "new" + "continuing" + "repeat" clients should equal the total number of clients served during the quarter.

Note: (ii) "New" means first time clients served during the quarter.

Note: (iii) "Continuing" means clients which entered into a consulting contract during an earlier quarter but for which the consulting assignment is still under way during the current quarter.

Note: (iv) "Repeat" means clients that were served during an earlier quarter but who have returned to the BSO for help through another consulting contract during the quarter just ended.

Note: (v) A training seminar/lecture delivered must have lasted at least 4 hours to be counted.

Note: (vi) SMEs (small and medium-sized enterprises) are firms employing at least 10 but no more than 250 people.

Note: (vii) For definitions of the following consulting activities, please refer to 'Consulting Activity Codes' booklet.

Note: (viii) Numbers indicate assignments or consulting services completed or consulting products delivered.

	A
1	QUARTERLY PERFORMANCE MONITORING REPORT of the CHIEF OF PARTY, FIRMA 2000
2	
3	**********PERFORMANCE INDICATORS**********
4	
5	**FIRMA 2000 Client Performance Measures**
6	**BSO Performance Measures**
7	**Changes in --**
8	Median operating income % of median operating expense
9	Median fees for all services % of median operating income
10	> Median fees for all consulting services % of median operating income
11	* Total fees for FIRMA 2000 consulting services as % of total consulting fees
12	> Median fees derived from BSO training events % of median operating income
13	Median FIRMA 2000 consulting fees % of median FIRMA 2000 consulting costs
14	Median grants and subsidies % of median total operating expense
15	
16	PROGRAM ACTIVITY
17	
18	**BSO CLIENTS**
19	
20	Number of prospective SME clients in BSO databases
21	Total number of all clients receiving consulting services in this period
22	Total number of FIRMA 2000 clients served in this period
23	> Number of new FIRMA 2000 clients in this period
24	> Number of continuing FIRMA 2000 clients in this period
25	> Number of repeat FIRMA 2000 clients served in this period
26	> Number of FIRMA 2000 clients in manufacturing served in this period
27	> Number of FIRMA 2000 clients in agribusiness served in this period
28	> Number of FIRMA 2000 clients in services served in this period
29	Primary consulting services for FIRMA 2000 clients (no. of hours):
30	> General Strategic Analysis
31	> Strategy Formulation and/or Implementation
32	> Market Analysis/Market Research
33	> Marketing and Sales Management
34	> Financial Analysis and Management
35	> Capital Sourcing and Negotiations
36	> Operational Analysis and Management
37	> Organization, Human Resources and Training
38	> Other ________________________________
39	
40	**BSO CONSULTANTS ACTIVITY**
41	
42	Total number of FIRMA 2000 consultants on BSO roster
43	No. of new FIRMA 2000 consultants engaged this period
44	No. of FIRMA 2000 consultants trained this period
45	> No. completing Consulting Skills I Course
46	> No. completing Consulting Skills II Course
47	> No. completing Training Skills Course
48	> No. completing specialized course
49	No. of FIRMA 2000 consultants employed in the field this period
50	No. of trained FIRMA 2000 consultants employed in the field
51	
52	Total FIRMA 2000 SME consulting hours reported
53	> Total Polish FIRMA 2000 consultants' hours

	A
54	> BSO staff consultants' billable hours
55	> Non-staff consultants' billable hours
56	> Foreign consultants' hours
57	Median FIRMA 2000 consulting fees per billable hour
58	Median FIRMA 2000 consulting hours per Polish consultant
59	Median FIRMA 2000 consulting revenues per consultant
60	Median FIRMA 2000 consulting revenues per BSO
61	Median number of FIRMA 2000 consultants engaged per BSO
62	
63	**BSO MANAGER DEVELOPMENT**
64	
65	Total hrs of BSO staff spent in professional development activities
66	> BSO Managers
67	> Other BSO staff
68	Number of BSO managers completing BSO training program
69	> No. completing Business Skills for BSO Managers Course
70	> No. completing Training Skills Course
71	> No. completing Consulting Skills I Course
72	> No. completing Consulting Skills II Course
73	> No. completing specialized courses
74	No. of BSO managers who have completed U.S. internship
75	
76	**BSO TRAINING ACTIVITY**
77	
78	Total BSO staff hours devoted to training BSO clients
79	Major topics of training (list) & number of participants
80	> ______________________; no. of participants
81	> ______________________; no. of participants
82	> ______________________; no. of participants
83	> ______________________; no. of participants
84	
85	**FINANCING SMEs**
86	
87	Total no. of SME clients seeking assistance in obtaining financing
88	Number of SME loans packaged
89	Number of SME loans closed
90	Number of SME equity deals consummated
91	Total PLN volume of SME financing obtained (all types & sources)
92	
93	**RESOURCE DEVELOPMENT**
94	
95	Average percent of BSO manager's time devoted to:
96	> BSO management
97	> Marketing/Sales
98	> Fundraising
99	> Service Delivery
100	
101	**CLIENT DEVELOPMENT**
102	
103	Business networks formed and functioning
104	> No. of SMEs participating in CEO group
105	> No. of SMEs participating in industry-specific group
106	Business-to-business linkages facilitated
107	> Number of strategic alliances facilitated

	A
108	> Number of joint ventures effected
109	> Number of prime/subcontractor relationships facilitated
110	
111	**POLICY INTERVENTION and PUBLIC EDUCATION**
112	
113	Staff hours spent trying to influence government policies or regulations
114	Staff hours devoted to public education activities
115	Number of participants in public education workshops/events
116	
117	**PUBLIC RELATIONS**
118	
119	> No. of newsletter issues produced
120	> No. of people receiving newsletter
121	> No. of media articles or coverage of activities
122	
123	PROFITABILITY
124	> % SMEs with increasing
125	> median change
126	> upper quartile change
127	SALES
128	> % SMEs with increasing
129	> median change
130	> upper quartile change
131	EMPLOYMENT
132	> % SMEs with increasing
133	> median change
134	> upper quartile change
135	EXPORTS
136	> % SMEs with increasing
137	> median change
138	> upper quartile change
139	PRODUCTIVITY
140	> % SMEs with increasing
141	> median change
142	> upper quartile change
143	
144	Improvements to MIS made during the quarter?
145	> YES (no. of companies)
146	> NO (no. of companies)
147	Increased utilization of more advanced business practices? (see attached list)
148	> YES (no. of companies)
149	> NO (no. of companies)
150	> Change in no. of "Don't Know"s
151	Increased utilization of advanced technologies? (see attached list)
152	> YES (no. of companies)
153	> NO (no. of companies)
154	> Change in no. of "Don't Know"s

	B	C	D	E	F	G	H	I	J	K
1										
2										
3	1996	******************************1997******************************								
4	Baseline	1st Quarter		2nd Quarter		3rd Quarter		4th Quarter		1997
5		Quarter	YTD	Quarter	YTD	Quarter	YTD	Quarter	YTD	Target
6										
7										
8										
9										
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Cell: A8
Note: This is a calculation of the degree to which BSO self-sufficiency has increased since the BSOs admittance into the program.

Cell: A9
Note: This is an indication of the degree to which earnings from fees for services are increasing their contribution to operating income.

Cell: A13
Note: Costs denominator is the total costs of FIRMA 2000 consulting fee-based activities, including costs of consultants' time, support staff time, related expenses, and overhead.

Cell: A20
Note: Each BSO is required to maintain in a database format a list of SME clients and prospective SME clients.

Cell: A22
Note: The sum of "new" + "continuing" + "repeat" clients should equal the total of FIRMA 2000 clients served during the quarter.

Cell: A23
Note: "New" means first time clients served through FIRMA 2000 contract during the quarter.

Cell: A24
Note: "Continuing" means clients which entered into a FIRMA 2000 consulting contract during an earlier quarter but for which the consulting assignment is still under way during the current quarter.

Cell: A25
Note: "Repeat" means clients that were served through a FIRMA 2000 contract that was completed during an earlier quarter but who have returned to the program for help through another consulting contract during the quarter just ended.

Cell: A42
Note: "FIRMA 2000 consultants" are those who have submitted applications and have been accepted into the program.

Cell: A49
Note: Number of FIRMA 2000 consultants actually working on FIRMA 2000 consulting assignments during the current quarter.

Cell: A50
Note: Number of FIRMA 2000 consultants listed in the preceding cell who have completed all of the prescribed training courses.

Cell: A147
Note: "Advanced business practices" are described in the SME reporting format.

MANAGEMENT PRACTICES

1. Business and Strategic Plan
2. Regular Staff Meetings
3. Performance-based pay
4. Policies to facilitate bottom up communication
5. Employee suggestion awards program
6. Formal employee recognition program
7. Employee stock ownership
8. Profit sharing plan open to all employees
9. Productivity improvement program
10. Cost accounting

11. Strategic alliances with other companies
12. Total Quality Management
13. Just-In-Time delivery
14. Activity-based accounting
15. Time Management

QUALITY MANAGEMENT PRACTICES

1. ISO 9000 (1 or 2) certification applied for
2. ISO 9000 (1 or 2) certification received
3. Periodic customer polls, calls or monitoring of complaints as a basis for improvement
4. Quality data reporting system
5. Top management commitment to quality improvement
6. Quality manual
7. Total Quality Management (TQM) training activities
8. Continuous improvement goals established
9. Continuous measurements for monitoring progress towards quality goals
10. System for scheduled review and improvement of TQM process
11. Supplier partnership arrangements

Cell: A151
Note: "Advanced business practices" are described in the SME reporting format.

MANUFACTURING TECHNOLOGIES

Hard Technologies

CAD (Computer-Aided Design)
CAM (Computer-Aided Manufacturing)
CIM (Computer-Integrated Manufacturing)
CNC (Machines with computerized numerical control)
LAN (Local Area Networks linking plant workstations)
FMS (Flexible Manufacturing Systems)
Automated Inspection
Manufacturing cells
Robots
Industrial computers used for control on factory or plant floor(s)
    No. of keyboards or keypads
Programmable machine controllers (on attached to non-CNC equipment)

Soft Technologies

JIT (Just-In-Time manufacturing)
MRP (Material Requirements Planning)
MRP II (Manufacturing Resource Planning)
SQC (Statistical Quality Control)
TQM (Total Quality Management)

NON-MANUFACTURING and OFFICE TECHNOLOGIES

Computers used for
- -- word processing (correspondence, memos, etc.)
- -- order entry
- -- planning and scheduling
- -- inventory control
- -- procurement
- -- tracking: status of orders, work-in-process, deliveries, et. al.
- -- accounting and financial record keeping

- -- electronic data interchange (EDI)
- -- linkage(s) to Internet
- -- fax transmission
- -- e-mail

Fascimile machine
Copy machine(s)
  Automatic feed
  Collator
  Color printing features
Scanner
Binding and/or mailing equipment

BSP - FIRMA 2000 PROJECT (No. 181-0023-C-00-6333-00)

Annual Work Plan I (October 1996 - September 1997)

ACDI – Agricultural Cooperative Development Int'l
BC – Business Support Organization Coordinator
BSO – Business Support Organization
BSOC – Business Support Organization Consultant
BSOM – Business Support Organization Manager
BFS – Business Financing Specialist
CBDP – Cooperative Bank Development Project
COP – Chief of Party
CC – Consultant Coordinator
MIS – Management Information Specialist
PA – Program Assistant
PD – Program Director
PRC – Public Relations Coordinator
PTC – Program Technical Coordinator
PW – Price Waterhouse
SMEF – Small and Medium Enterprise Foundation
STTS - Short-Term Technical Specialist
USAID – United States Agency for International Development
USE – US Expert
VOCA – Volunteers in Overseas Cooperative Assistance

USAID Strategic Objective 1.3.

- **Private sector is stimulated at firm level.**
- BSP Primary Objective: Strengthen the indigenous capacity to provide quality assistance to Polish SMEs.
- BSP Secondary Objective: Provide technical assistance to selected Polish SMEs to improve their planning, management, marketing, and production capabilities.

I. BSO Strengthening

Intermediate Results (2.1.):

- Strengthen BSO capacity to provide technical assistance to SMEs

Performance Indicators:

- Increased number of sustainable BSOs.
- Increased number of for-fee services.
- Increased number of SME clients requesting technical assistance.

Task	Responsible Party	Implementation Timeframe: Start	Implementation Timeframe: End	Output	Target 97 Projected	Target 97 Actual	Target 98 Projected	Target 98 Actual	Target 99 Projected	Target 99 Actual	Completion Status: Actual % This Year	Completion Status: Actual % of TOTAL
1. Develop BSO selection criteria	ACDI	Oct 96	Dec 96	Selection protocol	-		-		-			
2. Form BSO selection committee	ACDI/USAID/SMEF	Dec 96	Jan 97	Decision-making	-		-		-			
3. Select and recommend BSOs	ACDI	Jan 97	Jun 97	BSOs recommended	30		-		-			
4. Approve BSOs	USAID	Feb 97	Jun 97	BSOs selected	30		-		-			
5. Women-owned or managed BSOs	ACDI/BSO	Jan 97	Jun 97	Women-owned or managed BSOs selected	10		-		-			
6. Select BSO assessment STTS	COP/BSOM/PD	Feb 97	Jul 97	Mobilized STTS resources	5		-		-			
7. Do BSO organization assessment	STTS/BSOM	Apr 97	Jul 97	BSO needs identified	30		-		-			
8. Develop organization assessment framework; fine-tune methodology	STTS/PD/COP	Apr 97	May 97	Assessment framework and methodology in place	1		-		-			
9. Develop BSO enhancement plan and SOW	PTC/STTS/PD	May 97	Aug 97	BSO institutional development plan and SOW	30		-		-			
10. Sign BSO participation agreement	COP/BSOM	Apr 97	Aug 97	BSP/BSO agreement	30		-		-			

Task	Responsible Party	Implementation Timeframe Start	End	Output	Target 97 Projected	97 Actual	98 Projected	98 Actual	99 Projected	99 Actual	Completion Status Actual % This Year	Actual % of TOTAL
11. PR and marketing outreach plans	BSOM/PRC	May 97	Sep 97	BSO marketing strategy/plan	30		-		-			
12. Develop and deliver BSO PR workshops	PRC/STTS	Jun 97	Jul 97	BSOs TA workshops delivered	4		-		-			
13. Develop BSO PR plans	PRC/STTS	Jun 97	Sep 97	BSOs have PR plan in place	15		15		-			
14. BSO project promotion to SMEs	BSO/BSOM	May 97	Sep 97	SME client contact made about BSP	300		-		-			
15. BSO newsletter wireservice developed	PRC/STTS/PD/COP	May 97	Jul 97	Wire service system developed	1		-		-			
16. BSO newsletters developed	BSO/BSOM/PRC/STTS	Jul 97	Sep 97	SMEs receive BSO and sector information	20		180		180			
17. BSO newsletters disseminated (100 clients per BSO)	PRC/BSO/STTS	Jul 97	Jul 97	SMEs receive BSO newsletters	1500		3000		3000			
18. BSOs advocate for SME sector	BSO/BSOM	Apr 97	Sep 97	BSOs engage in SME advocacy	-		10		10			
19. BSO enhancement plans implementation initiated	BSO/BSOM	Apr 97	Sep 97	BSOs start enhancement activities	10		20		-			
20. BSOs complete enhancement plans	BSOM/BC/STTS	-	-	BSOs become sustainable	-		5		25			
21. BSOs reach full financial self-sufficiency (10)	BSO/BSOM	Apr 97	Sep 97	Fully self-sufficient BSOs	0		5		5			
22. BSOs achieve near financial self-sufficiency (10)	BSO/BSOM	Apr 97	Sep 97	BSOs are nearly self-sufficient	2		5		3			
23. BSO manager business skills training	ACDI/PW	Jul 97	Sep 97	BSO managers strengthened management skills	30		-		-			
24. Provide TA/training in BSO development and operations	BSOM/CC/PW/PD	Jul 97	Sep 97	BSOs receive TA inputs	30		30		30			
25. Promote links between BSOs and banks	BFS/PD	Nov 96	Sep 97	Bank-IFI-BSO-SME financing channels improved	10		60		90			
26. Prepare participant training plan; submit to USAID	ACDI/VOCA/PD/STTS	May 97	Jun 97	BSP participant training agenda	1		-		-			
27. USAID approves participant training plan	USAID	Jun 97	Jun 97	Approved BSP training plan	1		-		-			
28. BSO managers complete USA participant training	BSOM	Sep 97	Sep 97	BSO managers develop new skills	3		22		5			
29. BSOs conduct SME training workshops/seminars	BSO/BSOM	Jul 97	Sep 97	SMEs receive special training input	15		10		5			
30. BSOs conduct industry subsector outreach	STTS/BSOM	Jun 97	Sep 97	BSOs adopt industry-specific subsector strategy	-		2		3			
31. Organize industry-specific client groups	PD/MIS/BSOM	Jun 97	Sep 97	Industry subsector network established	-		1		2			
32. Establish BSO business resource networks	PD/MIS/BSOM	Aug 97	Sep 97	BSO services network established	-		10		20			
33. BSOs establish SME TA databases	MIS/COP/STTS	Aug 97	Sep 97	SME TA collaboration and access expanded	15		15		-			
34. BSP consultant resource database set up	MIS	Aug 97	Sep 97	BSOs have access to consultant database	-		1		-			
II. Consultant Skills Development												
1. Consultant selection criteria development	COP/PW/CC	Dec 96	Mar 97	Selection protocol established	1		-		-			
2. BSO consultants identified	PW/CC/PA	Jan 97	Jul 97	Consultant participants identified	150		-		-			
3. BSO consultants selected	CC/PA	Apr 97	Sep 97	BSO consultants selected	90		-		-			
4. Conduct training: Consulting Skills I	PW/CC/PA	Jan 97	Sep 97	Strengthened BSO consulting skills	2		6		6			
5. Conduct training: Consulting Skills II	PW/CC/PA	Jan 97	Sep 97	Strengthened BSO consulting skills	1		6		6			
6. Conduct training: Business Skills I	PW/CC/PA	Jan 97	Sep 97	Strengthened BSO consulting skills	1		6		6			
7. Develop and initiate professional development plans	PW/CC/PA	Jun 97	Sep 97	Strengthened BSO consulting skills	20		70		-			
8. Develop specialized consultant courses	PW/CC/PA/PD	-	-	Strengthened BSO consulting skills	-		-		-			
9. Facilitate BSO consultant accreditation with SMEF	COP/PD/CC	-	-	BSO consultants receive accreditation	-		20		50			
10. Negotiate and finalize SME financing package	BSOC/BFS/SME	Jul 97	Sep 97	Consultant becomes skilled in SME financing	6		30		60			
11. Carry out SME TA assignments	BSOC/USE/SME	Mar 97	Sep 97	Consultant strengthens consulting technique	30		100		140			
12. Pair US/PL consultants	BSOC/USE	Mar 97	Sep 97	Consultant on-the-job technical skill strengthening	30		100		140			

III. SME Assistance

Intermediate Results (1.2.):
- Business information assists SMEs in business development

Performance Indicators:
- SMEs use support services to develop and expand more businesses

Intermediate Results (2.2.):
- Improved planning, marketing, and management increases SME capacity

Performance Indicators:
- More SMEs use new business technologies and skills

Intermediate Results (2.0.):
- Improved SME profitability

Performance Indicators:
- Nationwide sample shows SME profitability increase

Task	Responsible Party	Implementation Timeframe Start	Implementation Timeframe End	Output	Target 97 Projected	Target 97 Actual	Target 98 Projected	Target 98 Actual	Target 99 Projected	Target 99 Actual	Completion Status Actual % This Year	Completion Status Actual % of TOTAL
A. Technical Assistance												
1. Select SME clients	BSO/BSOC/CC	Mar 97	Sep 97	Initiate and develop client portfolio	30		100		140			
2. Develop SME needs assessment	COP/PD/CC/BC	Apr 97	Jul 97	SME needs assessment framework put in place	1		-		-			
3. Develop SME TA SOW template	BSOC/PTC/PD	Mar 97	Sep 97	SME SOW template available	1		-		-			
4. Develop SME Scopes of Work	PTC/BSOC/PD	Mar 97	Sep 97	SME TA identified and clarified	30		100		140			
5. Recruit VOCA US expert (USE)	PTC/VOCA-O/PD	Mar 97	Sep 97	USE TA resource identified	30		100		140			
6. USE implements tailored technical assignment	USE	Mar 97	Sep 97	SME TA request fulfilled	30		100		140			
7. Provide general SME TA (workshops/seminars)	BSOC/PTC/CC/USE	Jun 97	Sep 97	SMEs receive general TA	2		6		10			
8. Follow up with USE in field	PTC/PD	Mar 97	Sep 97	Insure high quality SME TA	30		100		140			
9. Solicit SME feedback on TA assignment	PTC	Mar 97	Sep 97	SMEs give TA evaluation and upgrading feedback	30		100		140			
10. Advise VOCA of USE evaluation findings	PTC/PD/VOCA-O	Mar 97	Sep 97	SMEs receive improved USE TA	30		100		140			
11. Carry out quarterly SME impact assessment	MIS/BSO	Quarterly		Impact on SMEs monitored and reported on	10		100		120			
12. 10% TA assignments to women-owned/managed SMEs	BSOC/PTC/USE/SME	Jun 97	Sep 97	Women-owned/managed SMEs receive TA	3		10		14			
13. SMEs contribute to cost recovery of BSO TA	SME	Mar 97	Sep 97	BSO TA cost recovery achieved	10		70		100			
14. CARESBAC clients receive SME TA	USE/BSOC	Jun 97	Sep 97	USAID-financed project SME clients receive TA	3		10		14			
15. SME financing requests made	SME/BFS	Jun 97	Sep 97	SMEs initiate request for financing	8		42		84			
16. SME financing package developed	SME/BFS	Jun 97	Sep 97	SMEs receive financing	2		30		60			
17. Business-to-business linkages facilitated	SME/CC/BSOC/PRC	Jun 97	Sep 97	SME business collaboration promoted/established	3		10		14			
18. Strategic alliances facilitated	SME/CC/BSOC/PRC	-	-	SME business partnerships promoted/established	-		2		3			
19. Develop CEO growth group (CARESBAC)	COP/STTS/CARESBAC	-	-	Technology transfers/management development	-		1		1			
B. Financial Services												
1. Assess SME financing needs/obstacles	BFS/PD/CBDP	Nov 96	Jun 97	Clarification of SME financial needs	-		-		-			
2. Select participant banks	BFS/CBDP/PD	Nov 96	Sep 97	Increase SME financial service providers	2		28		15			

Task	Responsible Party	Implementation Timeframe Start	Implementation Timeframe End	Output	Target 97 Projected	97 Actual	98 Projected	98 Actual	99 Projected	99 Actual	Completion Status Actual % This Year	Actual % of TOTAL
3. Coordinate bank/BSO facilitation with CBDP	BFS/PD/CBDP	Nov 96	Sep 97	Strengthen SME financial resource base	-		-		-			
4. Develop BSO/SME/bank linkages	BFS/CBDP/PD	Nov 96	Sep 97	Strengthen SME financial resource base	2		28		15			
5. Identify and select non-bank financing sources	BFS/PD/BSOM	Jun 97	Sep 97	Identify non-banking financial service providers	1		3		3			
6. Determine BSO financing fee structure (from Bank/IFI/SME)	BFS/PD	Jun 97	Aug 97	BSO revenue resources enhanced	1		14		8			
7. Determine BSO/consultant roles as financing intermediaries	BFS/PD/BSOM/CC	May 97	Sep 97	SME financing providers' roles determined	-		-		-			
8. Develop SME financing pre-qualification standards	BFS/PD/BSOM/Bank/CBDP	Nov 96	Sep 97	SME financing protocol streamlined	1		-		-			
9. Train BSO/consultants in financing intermediation	BFS/STTS	Jun 97	Sep 97	Increase SME financing opportunities	1		29		-			
10. Set SME financing targets	BFS/PD	Apr 97	Apr 97	BSP's SME financing performance targets set	2		30		60			
11. Finalize SME financing deals	BFS/BSOC	Jun 97	Sep 97	Firm-level financing achieved	2		30		60			
12. Coordinate SME financing with other projects (WRED, CARESBAC, CBDP, etc.)	BFS/PD	Nov 96	Sep 97	Improved SME financing options	3		2		2			
IV. Promotion and Information Dissemination												
1. Develop and disseminate project services information	STTS/PRC	Quarterly		BSOs/SMEs learn about BSP	4		4		4			
2. Refer SMEs to BSOs resulting from BSP information	PRC	Oct 96	Sep 97	BSO client referral	15		24		24			
3. Develop BSP communication strategy	PRC/PD/STTS	Apr 97	May 97	Promotion marketing tasks clarified for life of project	1		-		-			
4. Develop technical publications production/distribution system	PRC/COP/PD/STTS	Apr 97	Jul 97	BSP/BSO publications approach and format clarified	1		-		-			
5. Produce technical publications	PRC/STTS/PD	Bi-monthly		BSP wireservice product available to BSOs	1		6		6			
6. Assist BSOs with publications dissemination	PRC/BSOM/STTS	May 97	Sep 97	SMEs learn about business development techniques	1		6		6			
7. Research and produce PR pieces about SME clients	PRC/STTS	Bi-monthly		PR information about SMEs sent to media	2		6		6			
8. Develop USE orientation information	PTC/PRC/VOCA-O/PA	Apr 97	May 97	USE TA field orientation materials developed	1		-		-			
9. Present USE field orientation	PTC/PD	Mar 97	Sep 97	USE knowledge of Poland and SME project	30		100		140			
10. Develop BSO newsletter approach/format/schedule	PRC/PD/STTS	Apr 97	Jul 97	BSP/BSO outreach strengthened	1		-		-			
11. Coordinate BSO bi-monthly newsletter production	PRC/STTS	May 97	Jul 97	SME sector information made public	20		180		180			
12. Assist BSOs in developing SME newsletter readership volume	PRC/STTS	May 97	Sep 97	Improved SME access to small business information	1500		3000		3000			
13. Establish Internet BSP-Firma 2000 home page	PRC/MIS/STTS	Jun 97	Sep 97	Expanded BSO/SME participation	-		1		-			
V. Impact Monitoring and Reporting												
A. Project												
1. Develop general monitoring plan and format	COP/STTS/MIS	Oct 96	Mar 97	Impact monitoring mechanism drafted	1		-		-			
2. Coordinate BSP's MIS information with USAID reporting requirements	COP/MIS/STTS/USAID	Apr 97	Apr 97	Impact monitoring mechanism reviewed/enhanced	1		-		-			
3. Set up BSO/BSOC/SME monitoring database(s)	COP/STTS/MIS	May 97	Jul 97	Database monitoring established	1		-		-			
4. Collect and input BSO/BSOC baseline data	BSOM/BSOC/MIS	Apr 97	Sep 97	Baseline-related data collected	1		-		-			
5. Input BSO/BSOC/SME data into database(s)	MIS	Quarterly		Data collected for information generation	1		-		-			
6. Present/use weekly task management information	MIS/BSP	Weekly		Project priorities set and carried out	52		52		52			
7. Provide quarterly project performance information for BSOs/BSOCs/SMEs	MIS/COP/BSO/BSOC	Quarterly		Monitoring progress against targets and deliverables	4		4		4			
8. Prepare and present COP quarterly report	COP/MIS/BSO	Quarterly		Detailed status report of BSO/SME impact	4		4		4			
9. Review with USAID semi-annual performance monitoring (April; September)	COP/PD/USAID	Semi-annual		Tracking project achievability	2		2		2			
10. Review and fine-tune BSO, consultant, SME M&E system as needed	COP/MIS/STTS/USAID	Apr 97	Sep 97	Enhanced M&E system	-		-		-			
11. Initiate linkages with other projects (SMEF, PEDS, FDPA, CDC, CBDP, IESC)	COP/BSOM/PD	Oct 96	Sep 97	Cooperation with other USAID-funded projects	10		2		2			
12. Formalize linkages with other projects (SMEF, PEDS, FDPA, CDC, CBDP, IESC)	COP/BSOM/PD	Oct 96	Sep 97	Cooperation with other projects formalized	4		6		2			

Task	Responsible Party	Implementation Timeframe		Output	Target						Completion Status	
		Start	End		97		98		99		Actual % This Year	Actual % of TOTAL
					Projected	Actual	Projected	Actual	Projected	Actual		
13. Develop and present Annual Training plan	ACDI-DC/PD/COP	Apr 97	May 97	Participant training/workshop training plan established	1		1		1			
14. Develop and present Annual Work plan	COP/PD/MIS	Apr 97	Apr 97	BSP Project tasks, targets, timeframes established	1		1		1			
B. BSO												
1. Develop key component monitoring elements	STTS/MIS/COP	Mar 97	Apr 97	BSO monitoring categories established	1		-		-			
2. Develop BSO reporting	STTS/MIS/COP	Mar 97	Apr 97	BSO impact reporting parameters defined	1		-		-			
3. Develop performance indicators	STTS/MIS/COP	Apr 97	Apr 97	BSO targets, perform indicators, interm. results linked	1		-		-			
4. Monitor BSO impact	MIS	May 97	Sep 97	BSO impact and capacity strengthening monitored	2		4		4			
5. Analyse and report on BSO impact and profitability	MIS/COP	Quarterly		Report on BSO programmatic & financial sustainability	2		4		4			
6. Report on BSO trends as appropriate	MIS/COP	Quarterly		BSO trends reported on	2		4		4			
7. Present global BSO impact information	MIS/COP	Annually		BSP targets/deliverables tracked against contract	1		1		1			
C. Consultant												
1. Develop key component monitoring elements	STTS/MIS/COP	Feb 97	Apr 97	Impact monitoring categories identified	1		-		-			
2. Develop and implement impact monitoring system	MIS/STTS/COP	May 97	Jun 97	Tracking and reporting system in place	1		-		-			
3. Develop consultant reporting	COP/MIS	Feb 97	Apr 97	Reporting parameters established	1		-		-			
4. Monitor consultant performance	MIS/CC/PA	May 97	Sep 97	Consulting capacity strengthening monitored	-		-		-			
5. Analyse and report on consultant impact	MIS/STTS/COP	Quarterly		Targets, perform. indicators, interm results linked	2		4		4			
D. SME												
1. Develop key component monitoring elements	STTS/MIS/COP	Feb 97	Apr 97	Impact monitoring categories identified	1		-		-			
2. Develop and implement impact monitoring system	MIS/STTS/COP	May 97	Jun 97	Tracking and reporting system in place	1		-		-			
3. Monitor SME productivity, profitability, employment, sales, exports	MIS	Quarterly		SME productivity and growth tracked	2		4		4			
4. Analyse and benchmark SME performance in selected subsectors	MIS/STTS	Annually		Targets, perform. indicators, interm. results linked	-		1		1			
5. Compare client performance against national sample	MIS/STTS	Annually		SME and selected industry subsector report	-		1		1			
E. US Expert												
1. Monitor USE performance	PRC/MIS/PD	Mar 97	Sep 97	TA quality tracked and assured	30		100		140			
2. Report on USE assignments	PTC/PRC	Mar 97	Sep 97	TA assignment completion reported	30		100		140			

The Business Support Project - *FIRMA 2000*
QUARTERLY PROGRESS REPORT

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AGROSZANSA BUSINESS SURVEY REPORT

MANAGEMENT PRACTICES,

CLIENT SATISFACTION

AND

COMPARATIVE AGRIBUSINESS PERFORMANCE

by

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Introduction: The Agroszansa Agribusiness Survey

ACDI/VOCA Agroszansa Project completed a survey of 43 Polish agribusiness companies in 1996, 25 of which were Agroszansa clients. This survey was designed explicitly to gather base-line information on the extent to which Polish agribusiness firms have adopted modern management and quality control practices. The survey provides data on firm size, sales and a variety of financial items, as well as information on the management and quality control practices these firms presently employ. In addition, Agroszansa client firms were asked to rate a comprehensive set of Agroszansa services.

A subset of the survey respondents specifically engaged in agricultural processing was then compared to a similar set of Polish firms using benchmarking data from Pont. Info Ltd. The size classification covers all firms with more than 5 employees classified as EKD 15. "Manufacture of Food and Beverages". Twenty-eight out of the 43 firms surveyed fell into this classification. The results of this exercise appear in Part III of this report.

Characteristics of the Survey Sample

The 43 firms surveyed represent a range of activities. They are typically quite young, with 58 percent having been in business for 6 years or less. The average age of firms in the sample is 16.9 years. Companies range from having just 2 to having 1000 employees, with a median size of 55 employees. 14.6 percent of firms have fewer than 10 employees while 26.8 percent have more than 100 employees.

Most firms are engaged in a variety of different activities. Respondents were asked to report the total percentage of business activity concentrated in any number of 13 different activities. The majority of firms [70.7 percent] are engaged in food processing. The following table summarizes the results for the sample as a whole.

Firm Activities Distribution

Activity	Percentage of firms engaged in activity	Percentage of firms 100% engaged in activity	Average percent of total business activity
Agricultural Production	14.6	4.9	9.9
Food Processing	70.7	29.3	59.9
Agricultural Services	9.8	2.4	4.0
Professional Services	9.8	2.4	3.5
Business Services	7.3	2.4	4.3
Personal Services	2.4	2.4	0.2
Finance, Insurance, Real Estate	0.0	0.0	0.0
Transportation	9.2	0.0	0.6
Wholesale	26.8	0.0	6.4
Retail	26.8	0.0	4.4
Other	22.0	0.0	5.2

Financial Data

There was a considerable degree of item non-response in this section. Summary statistics are provided in this report on the basis of non-missing values. The following table provides a concise summary of the business statistics gathered.

Business Statistics Summary Table

Measure	Mean	Median	Standard Deviation	Number of Responses
Total Monthly Gross Payroll	922,059	32,200	4,649,159	33
Total Annual Sales	29,402,953	2,613,200	114,745,452	38
Export Sales	5,627,500	2,642,004	8,400,216	15
Export Sales % of Total Sales	20.2	9.7	23.0	19
Profits % of Total Sales	6.4	3.1	10.0	30
New Products Introduced	6.0	4.5	7.0	24
Number of New Customers	52.2	20.0	84.9	27
Total Investment	867,543	261,853	1,731,393	29
Total Assets	5,286,405	2,139,407	7,092,083	36
Total Short Term Liabilities	1,612,598	716,308	1,775,136	35
Total Long Term Liabilities	3,404,461	409,741	13,336,097	28
Value of Inventory at Year End	1,102,268	354,291	1,540,548	34
Avg. Collection Time of Receivables [days]	21.8	17.5	15.3	38

Part I: Results of the Business Development Services Rankings

Of the 43 firms surveyed, 25 participated in the Agroszansa program and provided ranked responses on the extent to which Agroszansa and its service providers have assisted them in various ways. Respondents were asked to rank each item on a scale of 0 for "not at all" to 5 for "considerably" to indicate the extent to which Agroszansa has improved the development of their business. Any ranking of 3 or more indicates a favorable response. On each item, there were between 20 and 25 respondents out of the total sample of 25 client firms. Percentages are based on those responses with all missing values excluded.

- 80 percent of respondents indicated that Agroszansa had "increased [their] entrepreneurial or business management skills." 24 percent of respondents gave Agroszansa the highest ranking of "5" in this regard.

- 84 percent indicated that Agroszansa had improved "the management, operations or productivity" of the enterprise" with 28 percent of respondents giving Agroszansa the highest ranking.

- 73 percent responded that Agroszansa had "saved time [and] accelerated the development of [the] business overall." 23 percent of respondents gave Agroszansa the highest ranking for this item.

- 45 percent indicated that their participation with Agroszansa had "saved money overall" with 14 of respondents percent giving this item the highest ranking.

- 55 percent indicated that Agroszansa had "helped [them] raise money [and/or] obtain financing." 36 percent of respondents gave the highest ranking on this item.

- Another 55 percent indicated that the program had "accelerated time to market" for their products or services. 4.5 percent of respondents gave the highest ranking for this item.

- 74 percent indicated that Agroszansa had enabled them to "save money that would otherwise have been expended on business or professional services." 20 percent of respondents gave the highest ranking on this item.

- 45 percent of respondents indicated that Agroszansa had "provided services that would have been difficult to access otherwise." 10 percent of respondents gave the highest ranking in this regard.

- 65 percent indicated that Agroszansa had "helped build [their] market or customer base" with 17 percent of respondents giving the highest ranking for this item.

- 61 percent indicated that their experience with Agroszansa had helped them save on labor costs, including costs of recruiting and training labor. 17 percent of respondents gave the highest ranking for this item.

- 42 percent indicated that Agroszansa had helped them save time dealing with government regulations, with 19 percent of respondents giving the highest ranking on this item.

- 27 percent noted that Agroszansa had helped them save money on equipment, materials and supplies with 5 percent of respondents giving this item the highest ranking.

- 72 percent claimed that Agroszansa had provided them with advantages over their competition, with 24 percent of respondents giving this item the highest ranking.

- 77 percent noted that their participation with Agroszansa had provided them with greater credibility. 18 percent of respondents gave Agroszansa the highest ranking in this regard.

- 79 percent indicated that participating in the Agroszansa program had "significantly increased ... confidence and decreased ... anxiety about [their] business." 38 percent of respondents gave Agroszansa the highest rank in this regard.

Part II: Management Practices

The survey asked companies which of several management practices they employed. The objective of this section was to determine the state of management expertise and deployment among Polish agribusiness firms. The response rate for each of these items was 100 percent.

The following section summarizes these results.

- 86 percent of all companies report using a Business/Strategic plan.
- 44.2 percent of companies report using regular staff meetings
- 60.5 percent of firms report using policies to facilitate "bottom-up" communication.
- 51.2 percent of firms report having an employee awards suggestion program.
- Only 27.9 percent of all firms surveyed reported having a formal employee recognition program.
- Only 18.6 percent of all firms had an employee stock-ownership program.
- Only 18.6 percent of firms report having a profit sharing plan open to all employees.
- 55.8 percent of firms report having a productivity improvement program.
- 79.1 percent of all firms report using cost accounting methods.
- Only 25.6 percent of all firms report engaging in strategic alliances with other companies.
- Only 32 percent of companies report using Total Quality Management [TQM] methods.
- 44.2 percent of all companies report being engaged in Just-in-Time [JIT] delivery systems.

Firms were also asked to provide information on the types of quality management practices they employed. Results for Agroszansa client and non-client firms were cross-tabulated. The results of this comparison are shown for those items in which systematic differences between client and non-client companies were detected. The response rate for each of these items was 100 percent.

- 25.6 percent of firms report having applied for ISO 9000 level 1 or 2 certification. Only one firm in the sample, an Agroszansa client, reported having received an ISO 9000 certification.

- 76.7 percent of firms report using customer polls, calls, or monitoring of complaints as a basis for quality improvement.

- 39.5 percent of firms report having a quality data reporting system of some type.

- 83.7 percent of firms reported having a top-management commitment to quality improvement.

- Quality manuals are not widely used. Only 16.3 percent of firms report using them, and the difference between client and non-client firms is minimal.

- 48.8 percent of all firms are engaged in Total Quality Management [TQM] training.

- 74.4 percent of all firms have established continuous improvement goals.

- 69.8 percent of firms report having continuous measurements for monitoring progress toward quality goals.

- 46.5 percent of all firms have in place a system for scheduled review and improvement of the their quality management process.

- 67.4 percent of all firms report being involved in some type of supplier partnership arrangement.

Network Relationships

Firms were asked to indicate whether they engaged in any interactions with other businesses:

- 73 percent exchange information with other companies.

- Only one firm in the entire sample reported sharing equipment or plant capacity with another company.

- Only 11.9 percent of the entire sample reports having a relationship with other firms for purposes of new product development. 23.8 percent of all firms report having relationships for purposes of investment. Only 14.3 percent of firms report networking relationships for technology sharing.

- Only 4.8 percent of all firms report being in a subcontracting arrangement with other companies, and only 7.1 percent report exchanging materials and supplies with other companies.

Part III: Benchmarking Comparison of Agroszansa Companies

Introduction

To help demonstrate how Agroszansa's client companies are performing with regard to a set of objective standards or "benchmarks", business ratio information from the survey can be compared to that derived from a much larger sample of firms in the same size and industry classification drawn from the 1995 Census of Polish Business conducted by "GUS," Poland's central statistical agency.

PONT Info Limited provided business ratio statistics for 2,585 Polish agri-businesses classified as EKD 15 „Manufacture of Food and Beverages" of which 685 were within the sub-sector of meat processing and 268 were fruit and vegetable processors. The size classification covers all firms with more than 5 employees. These ratios were compared to those for Agroszansa survey firms of the same size and industry classification.

Employment Size Distribution

The size distribution of Agroszansa firms shows that they tend to be somewhat larger than firms in the PONT sample. The median Agroszansa firm has 66 employees, while the median of the PONT sample is 54 employees. The decile values for the Agroszansa firms are larger than each corresponding decile value for the PONT companies, with the exception of the smallest (first) decile, as shown in the table below. 28 Agroszansa companies provided data for this comparison.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	10.6	38.8	47.6	55.6	66	103	272.5	431	585.7
PONT	12	19	28	39	54	82	120	192	339

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Gross Sales

In terms of gross sales, Agroszansa firms are somewhat smaller compared to their PONT counterparts. The median Agroszansa firm had sales of 4.75 mil zlotys whereas the median PONT firms had sales of 5.29 mil zlotys. Decile values for Agroszansa companies are larger in the upper decile ranges, indicating that the distribution of Agroszansa companies is somewhat more uneven than the larger PONT sample.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.46	.705	1.424	2.2	4.752	10.424	16.297	27.848	78.387
PONT	.83	1.77	2.69	3.85	5.29	7.64	11.21	18.65	36.39

21 Agroszansa firms provided information on gross sales.

Percent of Agroszansa firms above the PONT median: **45.8%**

Assets

The assets distribution of Agroszansa firms is more uneven than that for the larger PONT sample. The median PONT firm has .48 million zloty in assets, while the median Agroszansa firm has .55 million zloty in assets. Agroszansa firms appear to be less asset-rich than their PONT counterparts only up through the 4th decile. The upper 5 deciles of Agroszansa firms show higher asset values than the upper 5 PONT deciles. 22 Agroszansa firms provided data for this comparison.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.057	.1	.156	.248	.550	.705	1.049	1.539	7.043
PONT	.19	.27	.33	.40	.48	.58	.74	.95	1.52

Percent of Agroszansa firms above the PONT median: **54.5%**

Collection Periods

For each decile, Agroszansa firms demonstrate lower collection periods. The mean collection period is 17.5 days for Agroszansa firms, compared with 23.3 days for PONT firms.

24 Agroszansa companies provided information for this comparison.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	6.7	10	10	14	17.5	20	21	30	37.2
PONT	7.91	12.47	16.36	19.85	23.3	27.87	33.96	43.91	68.75

Percent of Agroszansa firms below the PONT median: **75%**

Profit Margins

Agroszansa companies appear to be distinctly more profitable than those in the PONT sample. The bottom thirty percent of PONT companies show no profits at all (i.e., they have negative profitability and are losing money) whereas there were no reports of negative profitability at all in the Agroszansa sample. 20 Agroszansa companies provided information on profitability.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.458	1.26	2	2.28	3.125	3.8	4.82	6.6	13.763
PONT	-17.0	-4.33	-.064	0.07	0.38	0.91	1.70	3.09	5.89

Percent of Agroszansa firms above the PONT median: **95%**

Percent of Agroszansa firms above the PONT 9th decile: **22.7%**

Assets Turnover

This ratio measures the sales "generated" by assets and is obtained by dividing total sales by total assets. While Agroszansa firms show greater profitability, they demonstrate comparable turnover on assets vis-ŕ-vis the PONT sample. The median Agroszansa firm shows a ratio of 2.361 while the median PONT firm shows a ratio of 2.09.

Note as well that the bottom 30% of Agroszansa firms do not perform as well on this measure as the bottom third of PONT firms while the opposite is true for the fourth through sixth deciles. The top three deciles show comparable rates, with the top 10 percent of Agroszansa firms clearly outperforming the best PONT firms.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.346	.658	1.095	2.03	2.361	2.683	2.993	3.488	6.404
PONT	.65	1.05	1.35	1.73	2.09	2.47	3.01	3.68	5.24

21 Agroszansa firms provided information for this comparison.

Percent of Agroszansa companies above the PONT median: **52.4%**

Assets Profitability/Return on Assets

This measure is calculated by dividing the zloty value of profits by the value of assets, generating a measure of the rate of return on assets. The PONT and Agroszansa distributions show very high variability on this measure. There are

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several possible reasons for this. First, the PONT ratios may be computed on a slightly different basis using, for example, different asset valuations. This possibility can be avoided in future survey designs.

Secondly, note that PONT companies demonstrate negative ratios clear through the third decile while none of the Agroszansa companies show a negative ratio. Some Agroszansa respondents may have been reluctant to report negative profitability, either providing a zero profits entry or leaving the question blank.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.364	.768	1.326	2.31	5.214	6.834	7.89	14.815	40.986
PONT	-22.45	-7.57	-1.44	.26	1.31	2.82	5.38	9.43	16.9

Notwithstanding these qualifications, it is worthy of note that, throughout the range, Agroszansa firms show significantly better ratios than those in the PONT sample. 16 Agroszansa firms provided data for this comparison.

Percent of Agroszansa firms above the PONT median: **68.7%**

Investment Outlays

PONT and Agroszansa companies show very comparable levels of investment. Decile-by-decile comparison demonstrates that the distributions of these indicators are nearly the same.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	0.51	.068	.091	.16	.268	.365	.662	1.658	2.368
PONT	0.00	.03	.09	.16	.26	.45	.74	1.32	3.03

Despite the low profitability and returns characteristic of much of the PONT sample, levels of investment appear, overall, to be positive. Note again that the PONT sample shows lower investment outlays in the lower deciles vis-ŕ-vis Agroszansa firms but comparatively higher levels of investment than Agroszansa counterparts in the upper deciles. The Food and Beverage sector of the Polish economy seems to be sustaining good overall investment levels despite the poor performance of many firms demonstrated by earlier return and profitability measures in the PONT sample.

Percent of Agroszansa firms above the PONT median: **50%**

Exports as a percent of sales

Agroszansa companies appear to be far more likely to export than those in the PONT sample. Agroszansa companies on the whole appear to be exporting a much larger share of their total production as well. The median level of exports for PONT companies is 0.0 percent and 70 percent of PONT companies do no exporting at all. By contrast, the median Agroszansa company exports 9.7 percent of its products.

Only 13 Agroszansa companies provided information on this item, but there are reasonable grounds to suspect that many Agroszansa companies which do not export simply left the question blank rather than report 0% exports.

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.444	.772	6.096	8.6	9.7	21.12	33.44	56.54	67.08
PONT	0	0	0	0	0	0	.01	.05	.18

The PONT data nonetheless reveal that very few agricultural processing manufacturers in Poland export. Given the limited state of Poland's internal market and the need to achieve scale in operations to promote efficiency, encouraging higher levels of exports would appear to be a pressing priority.

Sales per employee

Agroszansa firms follow the PONT distribution very closely, particularly toward the upper deciles. Note, however, that Agroszansa firms do not appear to be performing as well as the PONT sample in terms of this measure.

Many business analysts tend to interpret "sales per employee" as an indicator of productivity. Such is not the case. The appropriate numerator for productivity ratios is not sales but value-added. The latter is available through the PONT data set but, unfortunately, the Agroszansa survey questionnaire did not ask for it. This, too, can be remedied in any future surveys so productivity performance can also be benchmarked and compared.

25 Agroszansa firms provided information for this ratio. Much of the variability in the Agroszansa sample results from lower values in the 10th decile (not shown).

decile value	1	2	3	4	5	6	7	8	9
Agroszansa	.005	.029	.036	.052	.071	.087	.107	.121	.183
PONT	.03	.05	.06	.07	.08	.10	.11	.14	.20

Percent of Agroszansa companies above the PONT median: **44%**

Conclusions

This exercise provides base-line figures against which the future performance of Agroszansa client companies can be gauged. For each ratio, we can define standards of agribusiness company excellence based on the best 8th decile (80th percentile) figure reported by either PONT or Agroszansa companies. These figures

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represent the highest standards of performance we have thusfar defined for the food and beverages manufacturing sector in Poland. A Polish company in this sector of industry which meets or exceeds the following benchmarks can advertise itself as a truly superior performer.

Performance Measure	80th Percentile Threshold Values for Superior Company Performance
Collection Period (the lower the better)	10 days (Agroszansa)
Profit Margin	6.6 % (Agroszansa)
Investment Outlays	1.658 million zlotys (Agroszansa)
Exports as a Percent of Sales	56.5 % (Agroszansa)
Assets Turnover	3.68 (PONT)
Assets Profitability	15.8 % (Agroszansa)
Sales Per Employee	0.14 million zlotys (PONT)

Note that Agroszansa firms provide the 80th percentile threshold markers for superior performance with respect to 5 out of the 7 performance measures analyzed in this paper. Firms that meet or exceed "80th percentile values" are among the top 20% of Polish performers in the industry! Thus Agroszansa has, within its own clientele, access to some of the best performing agribusiness companies in Poland. The implications of this for promoting improved company performance and agribusiness industry growth through networking companies within the expanding Agroszansa family are well worth exploring.

Finally, it is most important to note that the Agroszansa Business Survey has demonstrated the feasibility of using data derived from an official government source, here provided via a private information services company, to derive industry performance benchmarks and provide an eminently adequate basis for comparative company and industry performance analyses.

ACDI VOCA Projekt FIRMA 2000

SUCCESS STORY FORMAT

10 EASY STEPS FOR PROMOTING YOUR CENTRE

BSO NAME: ______________________________

BSO MANAGER'S NAME: ______________________________

BSO CONSULTANT'S NAME: ______________________________

DIRECTIONS FOR USE:

- Please submit all Success Stories on you organization's letterhead, following the format outlined below.
- DO NOT submit this form.
- All Success Stories MUST be in narrative form.
- Firma 2000 will use success stories to promote BSO services and the Firma 2000 project through press releases and media coverage. One Success Story will also be featured in each issue of the Firma 2000 newsletter.

1. SME Client Name: ______________________________

   Address: ______________________________

   ____

   Phone: ______________ Fax: ______________

2. SME President Name: ______________________________
3. SME Contact (Name and Title): ______________________________
4. Outline and describe the SME product or service.
5. What makes this consulting assignment a success story? Describe both the positive qualitative and projected quantitative results for the next year. this quarter.
6. Outline and describe the technical assistance provided by your BSO. Include background information about the SME's relationship with the BSO and a testimonial describing how the company arrived at the decision to request technical assistance, and the benefits derived from the assistance.
7. Briefly describe the projects timeline from inception to completion, including the specific dates technical assistance was received and completed.
8. What skills and abilities has the technical assistance provided to the SME? What can they now do more effectively or efficiently, in comparison with their initial position?
9. Additional comments.
10. Attach a copy of the Release Form signed by the SME client.