# 4GGS-CHEK TOOL FOR BUSINESS DEVELOPEMENT User Password Remember me

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BECAUSE CLUSTERS AND BSOs KNOW HOW TO HELP YOUR COMPANY IN THE FINANCIAL CHALLENGE OF THE GREEN GROWTH SECTOR









# 4GGS-CHEK TOOL FOR BUSINESS DEVELOPEMENT



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BECAUSE CLUSTERS AND BSOs KNOW HOW TO HELP YOUR COMPANY IN THE FINANCIAL CHALLENGE OF THE GREEN GROWTH SECTOR



LOGOUT

#### GENERAL ENTERPRISE INFO

## GENERAL ENTE

## SHORT CHECK

SECTION 1 - INNOVATION



ASKING A

ASKING B

ASKING C

ASKING D

ASKING E ASKING F

SECTION 2 - COMMUN. & POSITIONING





SECTION 3 - ADEQUACY TO GREEN GROWTH





SECTION 4 - FINANCIAL ASSESSMENT





SECTION 5 - MARKET & INTERNAZIONALISATION





SECTION 6 - MANAGEMENT & HUMAN CAPITAL





SECTION 7 - ENABLING ASSET







PASS TO COMPLETE

#### COMPLETE CHECK

**SECTION 1 - INNOVATION** 





SECTION 2 - COMMUN. & POSITIONING





SECTION 3 - ADEQUACY TO GREEN GROWTH





SECTION 4 - FINANCIAL ASSESSMENT





SECTION 5 - MARKET & INTERNAZIONALISATION





SECTION 6 - MANAGEMENT & HUMAN CAPITAL





SECTION 7 - ENABLING ASSET





SAVE



**BACK TO SHORT** 

# Some indications and requests

|             | SINGLE CHOICE ICON.  If circular, just one choice/answer is possibile |  |
|-------------|---|--|
| ■           | MULTIPLE CHOICE ICON.   |  |
| <b>]</b> —— | If square, multiple choice is   |  |
| ■           | available.  |  |

WHO IS WORKING FRONTALLY WITH TOOL IS CLUSTER'/BSO'S OPERATOR.

- RESPONDENT IS WHO WILL ANSWER BUT THE QUESTIONS ARE READ BY OPERATOR
- OPERATOR DOES NOT NEED TO WAIT FOR RESPONDET: SHE/HE CAN PROVIDE ANSWER IN OWN WAY
- THANKS TO «EDIT» FUNCTION (SLIDE NO. 3) OPERATOR DOES NOT NEED TO DO ALL IN ONE TIME/ALL AT ONCE, BUT SHE/HE CAN WORK ABOUT IN A MODULAR WAY.
- OPERATOR WILL GET FOR MANY INTERPRETATION DOUBTS AN IMMEDIATELY VIDEO HELP/SUPPORT BY PRESSING ICON «?» WHEN IT'S PRESENT, IN ADDITION TO THE USER GUIDE IN DIGITAL FORMAT.

| GENERAL ENTERPRISE INFO                               |   |
|---|---|
| Company name  |   |
|   |   |
| Company e-mail  |   |
|   |   |
| A valid company e-mail address.                       |   |
| Respondent (surname and name)                         |   |
|   |   |
| Respondent's email                                    |   |
|   |   |
| A valid respondent e-mail address.                    |   |
| All e-mails from the tool and communications from the | ie operators will be sent to these addresses. |
| Respondent's role in the company                      |   |
|   |   |
|   |   |

| Phone number |  |  |
|--------------|--|--|
| Country      |  |  |
| Region       |  |  |
| VAT number   |  |  |
| Fiscal Code  |  |  |
| Street       |  |  |
| City         |  |  |
| Postcode     |  |  |

| Company overview: we want to know well about you   |
|--|
| Vision   |
|  |
| Mission  |
|  |
| If you like to answer A short company description & storytelling                                     |
| If you like to answer A short description of company outlook & goals in the green growth sector      |
| If you like to answer A short description of company innovation goals/results in green growth sector |

| Company overview: we need to know well about you   |
|--|
| Your market is   |
| B2B - Business to Business   |
| B2C - Business to Consumer   |
| Year of establishment  |
|  |
| Year of the last enterprise transformation. e.g. from partnership to corporation or any kind of M&A operations involving the company (if applicable) |
| Year of business refocusing or transformation (if applicable)  |
|  |
| NACE classification code   |

| Business area                              |
|--|
| Research and development                   |
| Manufacturing                              |
| Waste management                           |
| Agricultural, livestock and food economics |
| Logistic and distribution                  |
| Business services                          |
| Transportation                             |
| Energy                                     |
| Product design/development                 |
| □ ІСТ                                      |
| Other                                      |

| Number of human resources  |  |  |
|--|--|--|
| ° 0-5  |  |  |
| <sup>C</sup> 6-10  |  |  |
| ° 11-25  |  |  |
| ° 26-50  |  |  |
| ° 51-100   |  |  |
| ° 101-250  |  |  |
| ° > 250  |  |  |
| Enterprise size category   |  |  |
| C medium – sized (annual work unit < 250; annual turnover <= € 50M or annual balance sheet <= 43M) |  |  |
| Small (annual work unit < 50; annual turnover <= €10M or annual balance sheet <= €10M)             |  |  |
| C micro (annual work unit < 10; annual turnover <= €2M or annual balance sheet <= €2M)             |  |  |
| 116  |  |  |
| Legal form   |  |  |
| sole proprietorship  |  |  |
| <sup>C</sup> partnership   |  |  |
| <sup>C</sup> corporation   |  |  |
| C cooperative  |  |  |
| Other (please indicate the legal form of your enterprise)  |  |  |

| Life stage of the company and level of consolidation reached by the enterprise   |   |
|--|---|
| C planning phase or established enterprise but not yet generating revenues   |   |
| © early stage start-up generating revenues   |   |
| C growth stage and development (going to break even)   |   |
| C full activity (enabled maximum business potentiality)  |   |
| naturity and/or decline (mature business and decrease of development opportunities)  |   |
| Ownership  | , |
| 1 (sole) owner 2-5 partners/shareholders 6-10 partners/shareholders 11-20 partners/shareholders >21 partners/shareholders  |   |
| Experience of partners/shareholders and sole owner  at least one with experience in other enterprises of the same business area/sector  at least one with experience in other enterprises of a different business area/sector  none with business experience |   |
| Size and number of competitors (please, indicate a number as reliable as possible)  bigger size competitors  same size competitors  smaller competitors  almost no considerable competitor   |   |

|      | of the sales volume in the last 3 years or, if enterprise younger than 3 years old, in the last considerable period trong growth |
|------|--|
| ° m  | noderate growth  |
| ○ st | table  |
| ° m  | noderate decrease  |
| ○ st | trong decrease   |

#### INNOVATION

| The tacit/not codified knowledge of the hun | nan resources (entrepreneurs | , managers, personnel, | , staff) in the company |
|---|------------------------------|------------------------|-------------------------|
| what percentage of the whole company kno    | owledge is tacit?            |                        |                         |

| О  | 0%-10%   |
|----|--|
| •  | 11-20%   |
| 0  | 21-40%   |
| 0  | 41-50%   |
| 0  | 51-60%   |
| 0  | 61-70%   |
| 0  | 71-80%   |
| 0  | 81-100%  |
| 0  | I don't know   |
| Но | w much is the unique influence of tacit knowledge for the company on the turnover, financial results, competitive advantage, R&D or innovation |
| О  | 0%   |
| О  | 25%  |
| О  | 50%  |
| 0  | 75%  |
| 0  | 100%   |
| Но | w much is the impact of the unique influence of tacit knowledge for the company on its own green growth innovation?                            |
| 0  | 0%   |
| 0  | 25%  |
| О  |  |
|    | 50%  |
|    | 50%<br>75%   |

INNOVATION: THIS
SECTION IS DEDICATE
TO PRODUCTS,
PROCESSES,
RELATIONSHIP WITH
THE CORE BUSINESS
AND SO ON.

| Wi | nat did help company in the its own innovation results in green growth sector and, if they are, in related revenues?       |
|----|--|
|    | Company intellectual property/codified knowledge   |
|    | Dedicated company investment by own financial resources  |
|    | Dedicated financial resources from sole owner or shareholders  |
|    | Hire specific manager or personnel   |
|    | Agreement/relation/cooperation with one or more companies  |
|    | Agreement/relation/cooperation with research centres   |
|    | Support from a cluster/business support organisation   |
|    | European grants, international and national public grants  |
|    | Support from one or more private investor  |
|    | Bank loan  |
|    | Merger and acquisition of one or more companies  |
|    | Other  |
| An | alysing the company organizational capital, how many of these factors, if they present, are well operating in the company? |
|    | Clertifications  |
|    | Formalized procedure, especially in R&D e innovation   |
|    | Big data infrastructure or another sophisticated data-processing architecture  |
|    | Project management system  |
|    | Enterprise resource planning (ERP)   |
|    | None of them   |

| Did th | Did the enterprise carry out "intra-muros" R&D activities (i.e. the company carried out with its own personnel and with its own equipment)?  |  |  |
|--------|--|--|--|
| 0      | Yes, in the last 24 months   |  |  |
| 0      | No in the last 24 months, but the enterprise is doing them now and / or plans to do them in the next 24 months   |  |  |
| •      | No R&D activities in the last 24 months, nor the enterprise plans to do for the next 24 months, but the enterprise did in at least one of the two years preceding the last 24 months |  |  |
| О      | No in the last 4 years and does not plan to carry it out in the next 24 months   |  |  |
| In the | last 24 months did the enterprise commission R&D activities to external subjects (public or private) (i.e. "extra-muros" R&D)?   |  |  |
| 0      |  |  |  |
|        | No   |  |  |
| 0      | Less than 25%  |  |  |
| 0      | Less than 50%  |  |  |
| 0      | Less than 75%  |  |  |
| 0      | 75% or more  |  |  |
| Consi  | Considering the last 24 months, does the company belong to a group of companies?   |  |  |
| 0      | Yes  |  |  |
| 0      | No   |  |  |
|        |  |  |  |

| In which of these items has the enterprise invested during the last 24 months in "intra-muros" R&D? |   |
|---|---|
|   | ernal personnel costs for "intra-muros" R&D               |
|   | Researchers   |
|   | Technicians   |
|   | Other staff   |
| Ex  | ternal staff (Consultants)                                |
|   | Other current expenses                                    |
|   | Purchase of consumables                                   |
|   | Purchase of "intra-muros" R&D services                    |
|   | Capital expenditure                                       |
|   | Areas and buildings                                       |
|   | Installations, equipment and movable property             |
|   | Software  |
|   | Industrial patent rights and intellectual property rights |
|   | None of these items                                       |
|   | Other current expenses                                    |

| Acc | According to the previous point, how much has the enterprise spent in the last 24 months on "intra-muros" R&D in relation to turnover? |  |
|-----|--|--|
| 0   | No fees  |  |
| 0   | 1-2%   |  |
| 0   | 2,1-3%   |  |
| 0   | 3,1-4%   |  |
| 0   | 4.1 to 5%  |  |
| 0   | 5,1-7%   |  |
| 0   | 7.1 to 10%   |  |
| 0   | 11-14%   |  |
| 0   | 15-25%   |  |
| 0   | 26-50%   |  |
| 0   | 51-75 %  |  |
| 0   | 76-100%  |  |

| In the last 24 months, in the present or for the next 24 months, the "extra-muros" R&D was/is/will be with:  With no one because none "extra-muros" R&D activities |  |  |
|--|--|--|
|  | Companies of the same group                          |  |
|  | Other national companies                             |  |
|  | Foreign companies of the same group                  |  |
|  | Other foreign companies                              |  |
|  | National research centers and private laboratories   |  |
|  | National research centers and public laboratories    |  |
|  | National and private public and private universities |  |
|  | Foreign public and private institutions              |  |
|  | None of these  |  |

| Onl | Only if relevant to the green growth sector, in the past 24 months has the enterprise carried out "intra-muros" R&D activities in biotechnology? |   |
|-----|--|---|
|     | _  |   |
|     |  | No  |
|     |  | Nano-materials  |
|     |  | Applications of nanotechnologies for data transmission, processing and storage  |
|     |  | Applications of nanotechnologies in the medical-health field and in the life sciences sector (including nano-biotechnologies) |
|     |  | Use of nanotechnologies in electro-chemical processes   |
|     |  | Use of nanotechnologies in the energy sector  |
|     |  | Development of processes and equipment for nanotechnology research  |
|     |  | Non-oriented and basic research on nanotechnologies   |
|     |  |   |
| Onl | ly abou  | t the green growth sector, which staff was engaged in "intra-muros" R&D in the last 24 months for professional qualification  |
|     |  | No one  |
|     | Inte   | ernal staff   |
|     |  | Researchers   |
|     |  | Technicians   |
|     |  | Other staff   |
|     | Ext  | ernal staff   |
|     |  | Researchers   |
|     |  | Technicians   |
|     |  | Other staff   |
|     |  |   |
| Wh  | at is th   | e average age of the personnel engaged in "intra-muros" R&D in the last 24 months?  |
| 0   | Less t   | han 25 years  |
| 0   | 25-34  | •   |
| 0   | 35-44  | years   |
| 0   | 45-54  | years   |
| 0   | 55-64  | years old   |
| 0   | 65 yea   | ars and over  |

| What is the age of the chief/manager/director/head of the "intra-muros" R&D department?  |
|--|
| C Less than 25 years C 25-34 years C 35-44 years C 45-54 years C 55-64 years old C 65 years and over   |
| What is the highest educational qualification for staff involved in "intra-muros" R&D in the last 24 months?  Child Child Graduation Another qualification               |
| What 'is the percentage of women in staff engaged in "intra-muros" R&D in the last 24 months?  No women were engaged in "intra-muros" R&D  1- 10%  11-25%  26-50%  > 50% |
| How many successful patent applications for the enterprise were in the last 24 months?  0 1-2 3-5 6-10 Over 10   |

|      | The "intra-muros" R&D activities carried out by the company in the last 24 months have been done in whole or in part from outside request, within agreement or research contracts received from any of the following subjects? |  |  |
|------|--|--|--|
|      | No<br>Public research institutions   |  |  |
|      | Public and private universities  |  |  |
|      | Other public subjects  |  |  |
|      | Companies of the same group  |  |  |
|      | Other companies or private research centers  |  |  |
|      | EU institutions  |  |  |
|      | Other  |  |  |
| Aga  | Again about above point, were these activities concerned with innovation in the green growth sector ?  |  |  |
| 0    | Yes  |  |  |
| 0    | No   |  |  |
| ln t | ne last 24 months, has the company carried out "intra-muros" R&D in collaboration with external parties?   |  |  |
|      | No   |  |  |
|      | Public and private universities  |  |  |
|      | Other public subjects  |  |  |
|      | Companies of the same group  |  |  |
|      | Other companies or private research centers  |  |  |
|      | EU institutions  |  |  |
|      | Other  |  |  |

|    | DMPANY AND BUSINESS COMMUNICATION & POSITIONING  |  |  |
|----|--|--|--|
|    | you feel yourself comfortable to describe your business?   |  |  |
| 0  | Yes  |  |  |
| 0  | No   |  |  |
| Do | you think to have an appropriate and update knowledge about:   |  |  |
|    | Yes, about the market problems   |  |  |
|    | Yes, about the market demand   |  |  |
|    | Yes, about the market needs  |  |  |
|    | Yes, about market trends   |  |  |
|    | Yes, about my business solutions   |  |  |
|    | Yes, about what my business can do in this market  |  |  |
|    | Yes, about my competitors  |  |  |
|    | Yes, about my competitive advantage  |  |  |
|    | Yes, about my innovation impact  |  |  |
|    | Yes, about the green growth sector   |  |  |
|    | Yes, about finding financial resources for my R&D and my innovation  |  |  |
|    | No   |  |  |
| Do | you feel yourself comfortable to describe the solution you propose as an innovation in green growth sector and what your solution can solve? |  |  |
| 0  | Yes  |  |  |
| 0  | No No  |  |  |
|    | Have you proposed in the last 12 months your business to potential investors and/or other stakeholders?                                      |  |  |
| 0  | Yes  |  |  |
| 0  | No   |  |  |

| What kind of response did you get?                                    |  |
|---|--|
| Positive Not clear Negative   |  |
| Do <u>vou</u> know about business plan?                               |  |
| C Yes<br>C No   |  |
| Do you know about business model canvas?                              |  |
| C Yes<br>C No   |  |
| Do you know about business pitch deck?                                |  |
| ○ Yes<br>○ No   |  |
| Do you know investment memorandum/information memorandum?             |  |
| ○ Yes<br>○ No   |  |
| Do you know about business model canvas?                              |  |
| C Yes   |  |
| No No   |  |
| Do you consider important an updated and nice company website?        |  |
| Yes C No  |  |
| Do you consider important an updated and nice news/blog section?  Yes |  |
| Yes<br>O No   |  |
| Do you consider important a company social media account?  Yes        |  |
| No No   |  |

| Do you consider important a company marketing plan?  ○ Yes ○ No   |
|---|
| Do you consider important a communication plan?  Yes  No  |
| Do you consider important a storytelling about your company R&D solutions and about innovations?  Yes  No |

| Do you know that investors, present or potential stakeholders but also project experts and evaluators, administrative agencies or inspectors, and so on, use to check on web about a company? |  |
|---|--|
| C Yes, I know it very well and I think it's important to manage   |  |
| C Yes, but I think it's not so important to manage  |  |
| O No and I'm learning this now  |  |
| No and I don't think this important   |  |
| ° No  |  |
| How many sections has your business plan?   |  |
| None, because for the company it is not important or a priority   |  |
| C Less than 3   |  |
| ° 3   |  |
| C 4-5   |  |
| More than 5 and it's look as important document for the company   |  |
| How many slides has your pitch deck?  |  |
| None, because for the company it is not important or a priority   |  |
| C Less than 5   |  |
| ° <sub>5</sub>  |  |
| <sup>C</sup> 6-10   |  |
| C More than 10 and it's look as important communication tool for the company  |  |
| How many voices/elements has business model canvas?   |  |
| None, because for the company it is not important or a priority   |  |
| I don't know exactly but it's not so full   |  |
| Enough to describe the company business model   |  |
| a lot and it's very significant and it's look as important business tool for the company  |  |
| How many sections has your investment memorandum/information memorandum?  |  |
| None, because for the company it is not important or a priority   |  |
| C Less than 5   |  |
| ° <sub>5</sub>  |  |
| <sup>C</sup> 6-10   |  |
| O More than 10 and it's look as important communication tool for the company in order to be ready to interest investors   |  |

|   | How many pages has your company website?  |  |  |
|---|---|--|--|
| 0 | None, because for the company it is not important or a priority                         |  |  |
| 0 | Less than 5   |  |  |
| 0 | 5   |  |  |
| 0 | 6-10  |  |  |
| 0 | More than 10 and it's look as important communication tool for the company              |  |  |
|   | w many posts has your company news/blog section in the last 12 months?                  |  |  |
| 0 | None, because for the company it is not important or a priority                         |  |  |
| 0 | Less than 5   |  |  |
| 0 | 5   |  |  |
| 0 | 6-10  |  |  |
| 0 | More than 10 and it's look as important communication tool for the company              |  |  |
|   | w many accounts (profile/page) in social media platform your company (multiple choice)? |  |  |
|   | None, because for the company it is not important or a priority                         |  |  |
|   | Yes, Facebook   |  |  |
|   | Yes, Instagram  |  |  |
|   | Yes, YouTube  |  |  |
|   | Yes, LinkedIn   |  |  |
|   | Yes, Pinterest  |  |  |
|   | Yes, in others social media platform  |  |  |
|   | w many sections has your company marketing plan?  |  |  |
| 0 | None, because for the company it is not important or a priority                         |  |  |
| 0 | Less than 5   |  |  |
| 0 | 5   |  |  |
| 0 | 6-10  |  |  |
| 0 | More than 10 and it's look as important communication tool for the company              |  |  |

| How many sections has your company communication plan?                       |
|--|
| C None, because for the company it is not important or a priority            |
| C Less than 5  |
| ° <sub>5</sub>   |
| C 6-10   |
| O More than 10 and it's look as important communication tool for the company |
|  |
| More than 10 and it's look as important communication tool for the company   |

ADEQUACY TO THE GREEN GROWTH: THIS SECTION IS DEDICATE TO GREEN SENSITIVITY GENERAL ASPECTS THAT INVEST ALL THE ENTERPRISE AND ITS BUSINESS, THE OWNERSHIP AND ITS HUMAN RESOURCES/CAPITAL, THE MODELS OF TRANSFER OF SENSITIVITY AND KNOWLEDGE ABOUT THE GREEN GROWTH. THE MANTRA IS THAT AWARENESS MAKES THE POSITIONING OF FINANCING REQUESTS STRONGER THAN THE SAME TECHNOLOGICAL RESULTS BUT WITHOUT THE SAME AWARENESS AND VISION.

MANY SOURCE OF FINANCE/INVESTORS, EVEN PRIVATE, NOT ONLY THE EUROPEAN FUNDING PROGRAMS/PROJECT/INSTRUMENTS, TAKE IN THE ABSOLUTE CONSIDERATION THE FULL PERVASIVITY, ACTUAL IMPLEMENTATION AND CONSISTENCY OF THE GREEN VISION.

### ADEQUACY TO GREEN GROWTH

| Consi | dering your business again but also the company R&D and innovation, where is positioned your business core according to these following answers?  |
|-------|---|
|       | Energy efficiency   |
|       | Renewable energy  |
|       | Waste and resources management  |
|       | Clean technologies  |
|       | Eco-innovation Eco-innovation   |
|       | Smart technologies  |
|       | Smart plant   |
|       | Smart building and land use   |
|       | Smart city  |
|       | Other   |
|       |   |
|       | dering your business again but also the company R&D and innovation, where is positioned your R&D core activity according to these following answers?  |
|       | Energy efficiency   |
| _     | Renewable energy  |
|       |   |
|       | Clean technologies  |
|       |   |
|       |   |
|       | •   |
|       | Smart building and land use   |
|       | •   |
|       | Other   |
| Conci | dering your business again but also the company BOD and innevation where is necitioned your innevation (for what you ask farly ou want to ask for funding) according to these               |
|       | dering your business again but also the company R&D and innovation, where is positioned your innovation (for what you ask for/you want to ask for funding) according to these ring answers? |
|       | Energy efficiency   |
|       | Renewable energy  |
|       | Waste and resources management  |
|       | Clean technologies  |
|       | Eco-innovation  |
|       | Smart technologies  |
|       | Smart plant   |
|       | Smart building and land use   |
|       |   |
|       | Other   |

| The er | nterprise is skilled about green growth by  |
|--------|---|
|        | Training and skills upgrading provision by universities and colleges  |
|        | Industry-science cooperation (projects and students)  |
|        | Inter-firm collaboration in clean tech cluster projects   |
|        | Vocational education and training projects  |
|        | Support scheme/ incentives for cluster-university collaboration projects  |
|        | Industry-cluster activities and fundraising   |
|        | Knowledge Intensive Service Activities  |
|        | Trade Union training schemes  |
|        | Company investment in training and skills   |
|        | Other   |
|        |   |
| What o | can be corrected regarding the relationships between environment, economic and productive conditions of context, enterprise and its own green R&D and green innovation? |
|        | Productivity enhancements through greater efficiencies of resource use  |
|        | Innovation in addressing environmental problems spurred by policies and frameworks encouraging conditions for innovation  |
|        | New markets from the demand for green technologies, goods and services, and the job growth opportunities these new markets will bring                                   |
|        | Confidence from investors with greater predictability and policy stability  |
|        | Stability of macro-economic conditions and reducing the price volatility around resource costs  |
|        | Resolution of resource bottlenecks (including human capital resources) that can make new investments more costly  |
|        | Resolving imbalances in natural systems that will reduce the risks of more profound and abrupt changes to the natural environment through climate change.               |
|        |   |
|        |   |
|        |   |

#### FINANCIAL ASSESSMENT

FINANCIAL ASSESSMENT: THIS SECTION IS DEDICATE TO ANALYSIS OF THE FINANCIAL AND EQUITY SITUATION OF THE COMPANY, WITH PARTICULAR ATTENTION ALSO TO RELATIONAL ECONOMIC ASPECTS WITH THE WORLD OF TRADITIONAL AND ALTERNATIVE FINANCE, OF INSTITUTIONAL FINANCING, IN ADDITION TO FINANCIAL INDICATORS (RATIOS), TYPICAL ALSO FOR THE WORLD OF PRIVATE EQUITY.

# FINANCIAL ASSESSMENT Express the value in units of €/Euro and not

Express the value in units of €/Euro and not in thousands of Euro, without the € symbol (e.g., if the years 2015 turnover was 1.5 million of Euro, please write: 1500000)

#### Total assets

| in the 2015 | in the 2016 | in the 2017 | in the 2018 | In the 2019 |
|-------------|-------------|-------------|-------------|-------------|
|             |             |             |             |             |

#### Financial debt

| in the 2015 | in the 2016 | in the 2017 | in the 2018 | In the 2019 |
|-------------|-------------|-------------|-------------|-------------|
|             |             |             |             |             |

#### Turnover

| in the 2015 | in the 2016 | in the 2017 | in the 2018 | In the 2019 |
|-------------|-------------|-------------|-------------|-------------|
|             |             |             |             |             |

#### Ebidta

| in the 2015 | in the 2016 | in the 2017 | in the 2018 | In the 2019 |
|-------------|-------------|-------------|-------------|-------------|
|             |             |             |             |             |

#### Ebit

| in the 2015 | in the 2016 | in the 2017 | in the 2018 | In the 2019 |
|-------------|-------------|-------------|-------------|-------------|
|             |             |             |             |             |

| Labour oosts           |             |             |             |             |
|------------------------|-------------|-------------|-------------|-------------|
| In the 2016            | In the 2016 | in the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
| Other oosts            |             |             |             |             |
| In the 2016            | In the 2018 | in the 2017 | In the 2018 | In the 2019 |
|                        |             |             |             |             |
| Interest expenses      |             |             |             |             |
| In the 2015            | In the 2016 | in the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
| Fixed investments      |             |             |             |             |
| In the 2015            | In the 2018 | in the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
| inventories and workli | ng capital  |             |             |             |
| In the 2015            | In the 2016 | In the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
| Number of employees    |             |             |             |             |
| In the 2015            | In the 2016 | In the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
| Liquid asset           |             |             |             |             |
| In the 2015            | In the 2016 | in the 2017 | In the 2018 | In the 2018 |
|                        |             |             |             |             |
|                        |             |             |             |             |

## MANAGEMENT AND HUMAN CAPITAL

# MANAGEMENT AND HUMAN CAPITAL: THIS SECTION IS DEDICATE TO THE ANALYSIS OF THE HUMAN CAPITAL, ITS ORGANIZATION AND TYPICAL MANAGEMENT ASPECTS OF THE RELATED ASSETS

|   |         | ANAGEMENT AND HUMAN CAPITAL you think you need in your company more managers?         |
|---|---------|---|
| _ | 0       | Yes<br>No   |
|   | Do      | you think you need in your company more personnel?                                    |
|   | 0       | Yes<br>No   |
|   | Do      | you think you need in your company all the right competence for business development? |
|   | 0       | Yes   |
|   | 0       | No  |
|   | Do      | you think globalization is an opportunity for your business?                          |
|   | 0       | Yes   |
|   | 0       | No  |
|   | Do      | you think that your company now has yet the right skills for international market?    |
|   | $\circ$ | Yes   |
|   | 0       | No  |
|   | Do      | you think that you need to boost your business with specific investment in marketing? |
|   |         | None, because for the company it is not important or a priority                       |
|   |         | Yes, in traditional marketing   |
|   |         | Yes, in market intelligence activities  |
|   |         | Yes, in innovative communication  |
|   |         | Yes, in new commercial personnel  |
|   |         | Yes, but it's not in this list  |

## **ENABLING ASSET**

**ENABLING ASSET(s)**: THIS SECTION IS DEDICATE TO THE ANALYSIS OF TANGIBLE AND INTANGIBLE ASSETS THAT ENABLE NOT ONLY THE R&D PROCESS, DEVELOPMENT AND POSITIONING OF INNOVATION BUT ALL THE STRATEGY AND PLANNING OF INVESTMENTS AS WELL AS THE RESILIENCE AND PROACTIVITY OF THE COMPANY'S DECISION-MAKING POLICIES TO THE MOST CURRENT CHALLENGES.

## **ENABLING ASSET** Information management: do you think that enterprise has None, because for the company it is not important or a priority lowest level low level medium level good level very good level it's our excellence Internal coordination: do you think that enterprise has None, because for the company it is not important or a priority lowest level low level medium level good level very good level it's our excellence Culture & Leadership: do you think that enterprise has None, because for the company it is not important or a priority lowest level low level medium level good level very good level it's our excellence Market approach: do you think that enterprise has None, because for the company it is not important or a priority lowest level low level

medium level good level very good level it's our excellence

| Ris     | k management: do you think that enterprise has   |  |  |  |  |  |
|---------|--|--|--|--|--|--|
| 00000   | None, because for the company it is not important or a priority lowest level low level medium level good level very good level                     |  |  |  |  |  |
| 0       | it's our excellence  |  |  |  |  |  |
| Pro     | ocess & Roles: do you think that enterprise has  |  |  |  |  |  |
| 0000000 | None, because for the company it is not important or a priority lowest level low level medium level good level very good level it's our excellence |  |  |  |  |  |
| As      | Asset management: do you think that enterprise has   |  |  |  |  |  |
| 0000000 | None, because for the company it is not important or a priority lowest level low level medium level good level very good level it's our excellence |  |  |  |  |  |
| Pai     | rtnerships: do you think that enterprise has   |  |  |  |  |  |
| 000000  | None, because for the company it is not important or a priority lowest level low level medium level good level very good level                     |  |  |  |  |  |
| 0       | it's our excellence  |  |  |  |  |  |

| Digital vision: do you think that enterprise has            |   |  |  |  |
|---|---|--|--|--|
| 0   | None, because for the company it is not important or a priority |  |  |  |
| 0   | lowest level  |  |  |  |
| 0   | low level   |  |  |  |
| 0   | medium level  |  |  |  |
| 0   | good level  |  |  |  |
| 0   | very good level   |  |  |  |
| 0   | it's our excellence   |  |  |  |
| Stakeholders mobilisation: do you think that enterprise has |   |  |  |  |
| 0   | None, because for the company it is not important or a priority |  |  |  |
| 0   | lowest level  |  |  |  |
| 0   | low level   |  |  |  |
| 0   | medium level  |  |  |  |
| 0   | good level  |  |  |  |
| 0   | very good level   |  |  |  |
| 0   | it's our excellence   |  |  |  |
| Change management: do you think that enterprise has         |   |  |  |  |
| 0   | None, because for the company it is not important or a priority |  |  |  |
| 0   | lowest level  |  |  |  |
| 0   | low level   |  |  |  |
| 0   | medium level  |  |  |  |
| 0   | good level  |  |  |  |
| 0   | very good level   |  |  |  |
| 0   | it's our excellence   |  |  |  |

## MARKET & INTERNAZIONALISATION

MARKET AND INTERNAZIONALISATION: THIS SECTION IS DEDICATED TO THE ANALYSIS OF THE POTENTIAL / ALREADY DEVELOPED MARKET, ACCORDING TO A DOUBLE LEVEL: FROM A SIDE, IN GENERAL, THE TOTAL COMPANY MARKET AND, IN OTHER PARALLEL, THE GREEN INNOVATION MARKET OF THE SAME COMPANY.

THE APPROACH SETS THE TWO MARKETS IN PARALLEL TO HIGHLIGHT TRENDS AND CORRELATIONS MADE BY GREEN INNOVATION AND THE RELATIVE SEARCH PATH.

MOREOVER, ON A DESTINATION PLAN, THE ATTENTION IS DEDICATED TO THE GEOGRAPHICAL DIMENSION OF THE "DOUBLE MARKET".

THE MANTRA IS THAT INVESTORS, BETWEEN CONDITIONS, AWARD AN INNOVATION THAT RUNS IN A INTERNATIONAL MARKET AND THE YET CONSOLIDATED INTERNATIONAL EXPERTISE OF THE ENTERPRISE.

LAST BUT NOT LEAST, THE FOREIGN DESTINATION MARKET, ESPECIALLY WHEN THE FOREIGN COUNTRY MARKET MEANS A COUNTRY WITH BAD ECOLOGICAL FOOTPRINT, IS A POTENTIAL KEY TO SUCCESS THAT CAN REDUCE THE RISK OF FINANCING.

#### MARKET & INTERNATIONALISATION

#### Did the enterprise get evidence of market appreciation about the green profile of the its innovation?

- No, because for the company it is not important or a priority
- No, because we had no chances to get evidence/s
- No, because we got evidence/s but we had no chance to cluster and analyze
- No, because of other reasons
- Yes, early, because we developed on our own a specific market analysis before design/development of the innovation.
  - Yes, because we developed on our own a specific market analysis during design/development of the innovation
- Yes, early, because we bought a specific market analysis from other companies before design/development of the innovation
- Yes, because we bought a specific market analysis from other companies during design/development of the innovation
- Yes, early, because we were supported by cluster/BSO about market analysis before design/development of the innovation
- Yes, because we were supported by cluster/BSO about market analysis during design/development of the innovation
- Yes, early, because we were supported by (public/private) research center about market analysis before design/development of the innovation
- Yes, because we were supported by (public/private) about market analysis during design/development of the innovation
- Yes, early, before design/development of the innovation but for other reasons not described here
- Yes, during design/development of the innovation but for other reasons not described here
- Yes, late, after "ex work" life stage of our innovation

#### Does your company have any international sales?

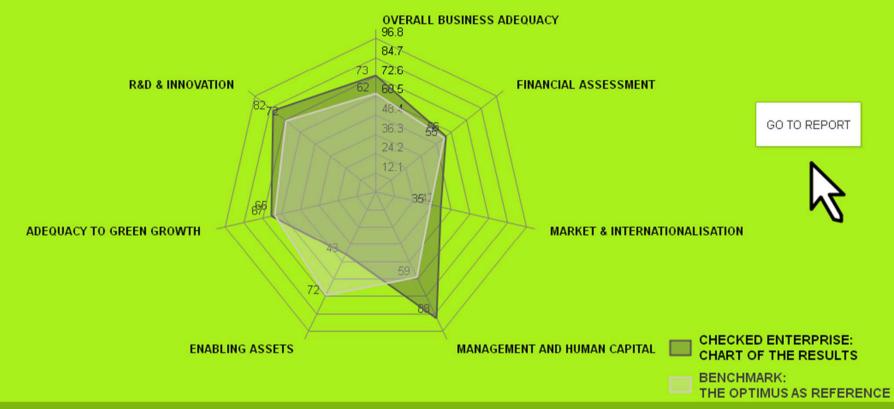
- No, because for the company it is not important or a priority
- No, unluckily we want to do but it's till now possible
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was less than 10%
  - Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 11-20%
  - Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 21-30%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 31-40%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 41-50%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 51-60%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 61-70%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 71-80%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 81-90%
- Yes, and the average share of total turnover generated by foreign sales in last 3 (or shorter if it's less than 3 years) was 91-100%

| Please indicate the number of foreign countries to which the enterprise currently sells |  |  |
|---|--|--|
| □ Enterprise has not any international sales  |  |  |
|   | 1-5 countries in UE  |  |
|   | 1-5 European countries extra UE  |  |
| V   | 1-5 countries in MENA  |  |
|   | 1-5 countries in Asia (not considering MENA countries)                           |  |
|   | 1-5 countries in Africa (not considering MENA countries)                         |  |
|   | 1-5 countries in Oceania   |  |
|   | 1-3 countries in North America   |  |
|   | 1-3 countries in Central America   |  |
|   | 1-3 countries in South America   |  |
|   | China (please, sign even if you yet considered above in list)                    |  |
|   | South Korea (please, sign even if you yet considered above in list)              |  |
|   | India (please, sign even if you yet considered above in list)                    |  |
|   | Vietnam (please, sign even if you yet considered above in list)                  |  |
|   | Japan (please, sign even if you yet considered above in list)                    |  |
|   | United States of America (please, sign even if you yet considered above in list) |  |
|   | Mexico (please, sign even if you yet considered above in list)                   |  |
|   | Canada (please, sign even if you yet considered above in list)                   |  |
|   | Brazil (please, sign even if you yet considered above in list)                   |  |
|   | Chile (please, sign even if you yet considered above in list)                    |  |
|   | Panama (please, sign even if you yet considered above in list)                   |  |
|   | South Africa (please, sign even if you yet considered above in list)             |  |
|   | Uhited Arab Emirates (please, sign even if you yet considered above in list)     |  |
|   | Saudi Arabia (please, sign even if you yet considered above in list)             |  |

| Please indicate the number of foreign countries to which the enterprise currently sells the green innovation product/service or of the whole portfolio of green innovations/services? |   |  |
|---|---|--|
|   |   | Enterprise has not any international sales                                       |
|   |   | 1-5 countries in UE  |
|   |   | 1-5 European countries extra UE  |
|   | ~ | 1-5 countries in MENA  |
|   |   | 1-5 countries in Asia (not considering MENA countries)                           |
|   |   | 1-5 countries in Africa (not considering MENA countries)                         |
|   |   | 1-5 countries in Oceania   |
|   |   | 1-3 countries in North America   |
|   |   | 1-3 countries in Central America   |
|   |   | 1-3 countries in South America   |
|   |   | China (please, sign even if you yet considered above in list)                    |
|   |   | South Korea (please, sign even if you yet considered above in list)              |
|   |   | India (please, sign even if you yet considered above in list)                    |
|   |   | Vietnam (please, sign even if you yet considered above in list)                  |
|   |   | Japan (please, sign even if you yet considered above in list)                    |
|   |   | United States of America (please, sign even if you yet considered above in list) |
|   |   | Mexico (please, sign even if you yet considered above in list)                   |
|   |   | Canada (please, sign even if you yet considered above in list)                   |
|   |   | Brazil (please, sign even if you yet considered above in list)                   |
|   |   | Chile (please, sign even if you yet considered above in list)                    |
|   |   | Panama (please, sign even if you yet considered above in list)                   |
|   |   | South Africa (please, sign even if you yet considered above in list)             |
|   |   | United Arab Emirates (please, sign even if you yet considered above in list)     |
|   |   | Saudi Arabia (please, sign even if you yet considered above in list)             |

| ON THE QUESTIONNAIRE Indicate, among the following, the class of time used to find the information necessary to complete the questionnaire: |  |  |  |
|---|--|--|--|
| <ul> <li>30 min.</li> <li>30 min – 1 h.</li> <li>1 h. – 3 h.</li> <li>3 h. – 10 h.</li> <li>10 h. – 30 h.</li> <li>Over 30 h.</li> </ul>    |  |  |  |
| Indicate if and what difficulties you encountered in completing the questionnaire (more than one answer possible):                          |  |  |  |
| Technical or IT problems  Difficulty moving between sections of the questionnaire   |  |  |  |
| ☐ High number of questions ☐ Questions not sufficiently clear   |  |  |  |
| Unclear or non-exhaustive response options  Lack of information to support understanding of the questions                                   |  |  |  |
| Excessive difference between the information requested and those available in the company  No difficulty was found                          |  |  |  |

# ADEQUACY OF THE ENTERPRISE TO FINANCE AND GREEN GROWTH INNOVATION FINANCEABILITY



#### HIGHLIGHTS

WHAT IS GREAT

WHAT IS ENOUGH

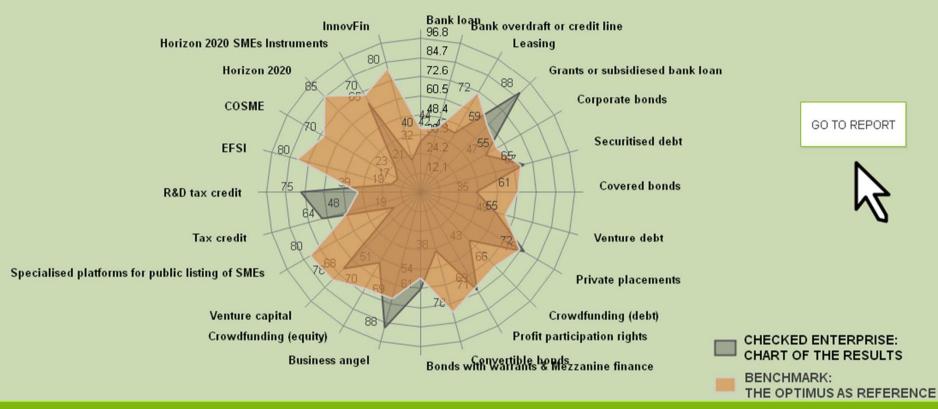
WHAT ENTERPRISE MISSES

ENTERPRISE IS EXCELLENT IN... EXAMPLEA)
ENTERPRISE IS EXCELLENT IN... EXAMPLE B)
ENTERPRISE IS EXCELLENT IN... EXAMPLEC)
ENTERPRISE IS EXCELLENT IN... EXAMPLE D)

ENTERPRISE IS WORKING WELL ... EXAMPLE E)
ENTERPRISE IS WORKING WELL ... EXAMPLE F)
ENTERPRISE IS WORKING WELL ... EXAMPLE G)
ENTERPRISE IS WORKING WELL ... EXAMPLE H)

ENTERPRISE NEEDS TO ... EXAMPLE I)
ENTERPRISE NEEDS TO ... EXAMPLE I)

# SUITABILITY AND POSITIONING COMPARED TO THE SINGLE FINANCING INSTRUMENTS



#### HIGHLIGHTS

WHAT IS WELL SUITABLE

WHAT IS ENOUGH SUITABLE

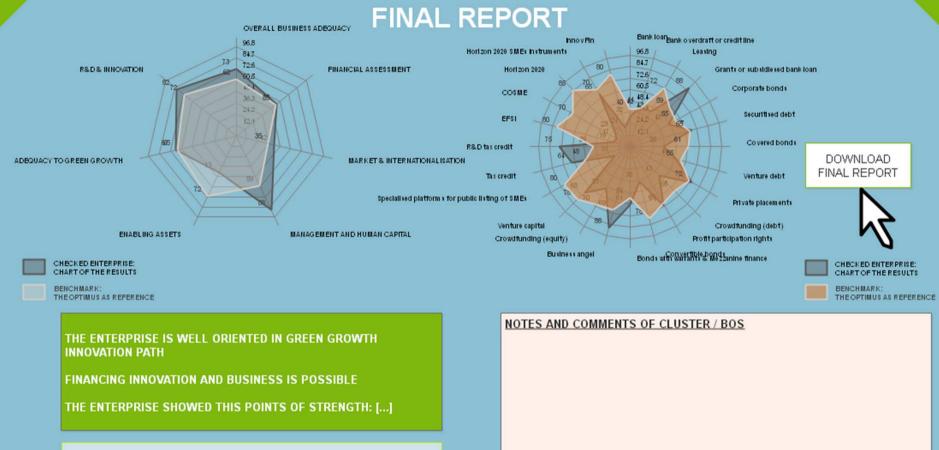
WHAT IS NOT SUITABLE

ENTERPRISE IS EXCELLENT IN... EXAMPLEA)
ENTERPRISE IS EXCELLENT IN... EXAMPLE B)
ENTERPRISE IS EXCELLENT IN... EXAMPLEC)
ENTERPRISE IS EXCELLENT IN... EXAMPLE D)

ENTERPRISE IS WORKING WELL ... EXAMPLE E)
ENTERPRISE IS WORKING WELL ... EXAMPLE F)
ENTERPRISE IS WORKING WELL ... EXAMPLE G)
ENTERPRISE IS WORKING WELL ... EXAMPLE H)

ENTERPRISE NEEDS TO ... EXAMPLE I) ENTERPRISE NEEDS TO ... EXAMPLE I)

# BRIEF FINAL REPORT - PRESS DOWNLOAD FOR FULL



PLEASE, FEEL FREE TO DOWNLOAD AND FILL THESE TEMPLATES

BUSINESS PLAN TEMPLATE

BUSINESS MODEL CANVAS

MARKETING & COMM. TEMPLATE

# PLEASE, ATTENTION.

- This tool is a decision support system (DSS) and NOT a tool that replaces the central role of the cluster.
- What the report will then show is an indication of probability and does not return any certainty that goes beyond the operator's analytical capabilities: the tool, in short, facilitates a collection, order and analysis that are very time-consuming activities for any operator.
- The precision, which remains within the sphere of probability, will be refined thanks to the necessary support of the clusters.