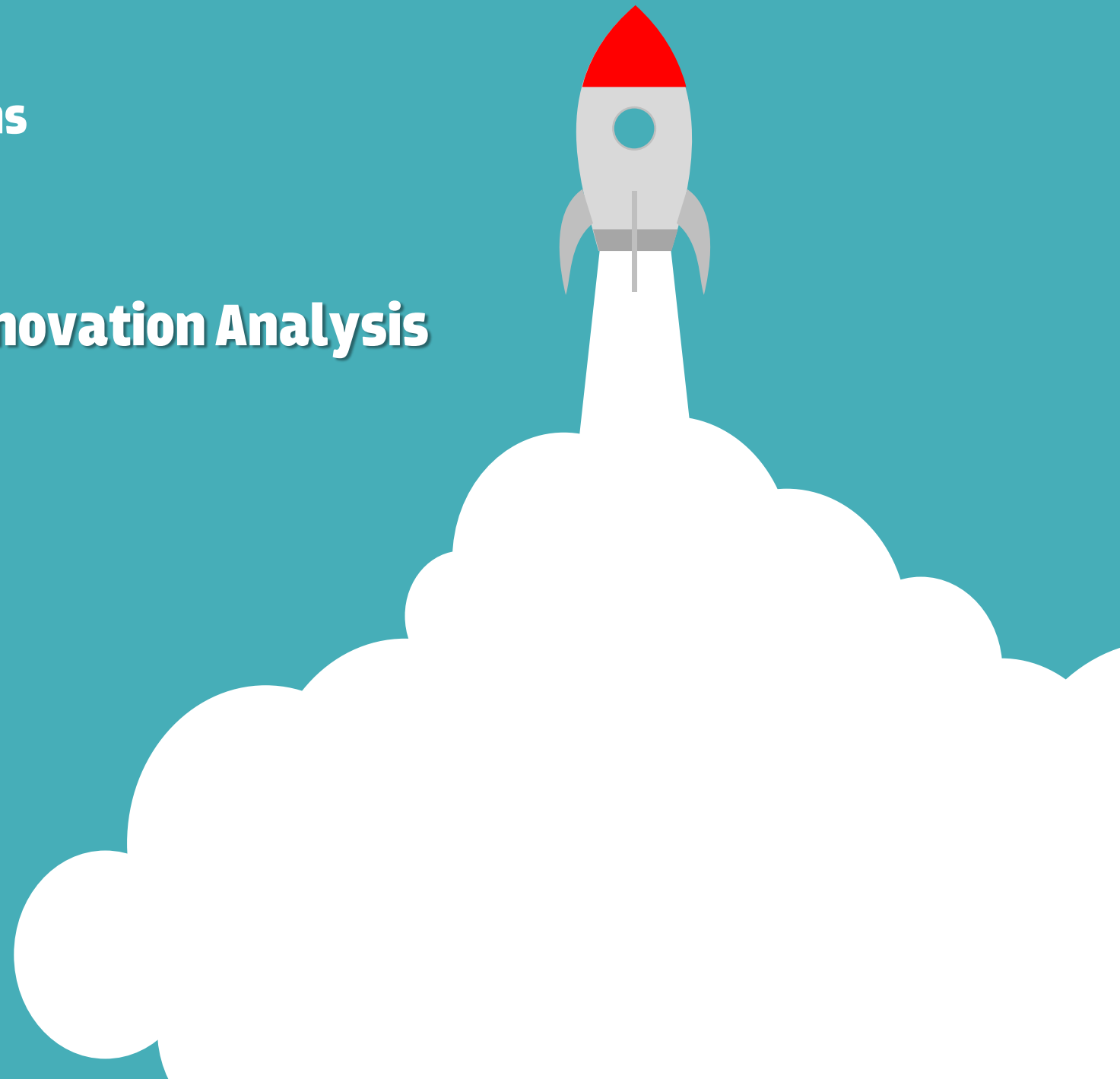


Future Companies Innovation Programs

Small and Medium Businesses Innovation Analysis

5th. Session



At the end of the session, we expect the followings:

Understand what internal business analysis is.

Analysis of the management leadership of Small and Medium Enterprises .

Job performance analysis for Small and Medium Enterprises .

Analysis of objectives, indicators and results.

Consulting sessions to review the activities (internal environment analysis).



Training Topics



The concept of internal environment analysis



Assessment areas of the internal environment



Leadership Assessment



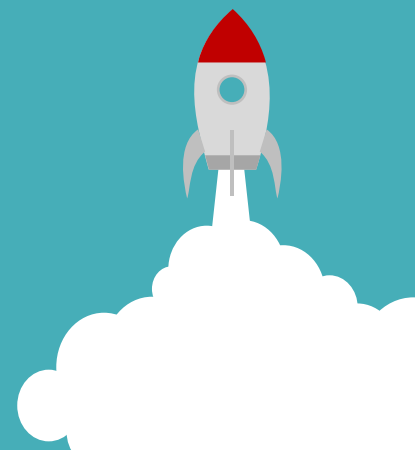
Job performance assessment at the jobs level

Evaluation of indicators and results

Participants' Expectations



Write the expectations on the wallpaper



Pre-Test



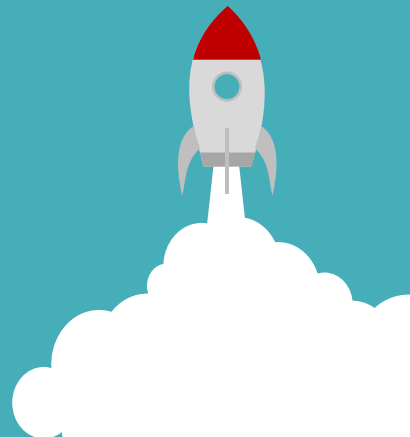
What do you know
about the internal
environment
analysis?

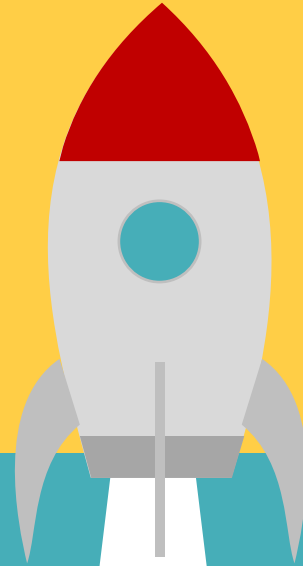
Write the question on the wallpaper

Direct Question to the Participants



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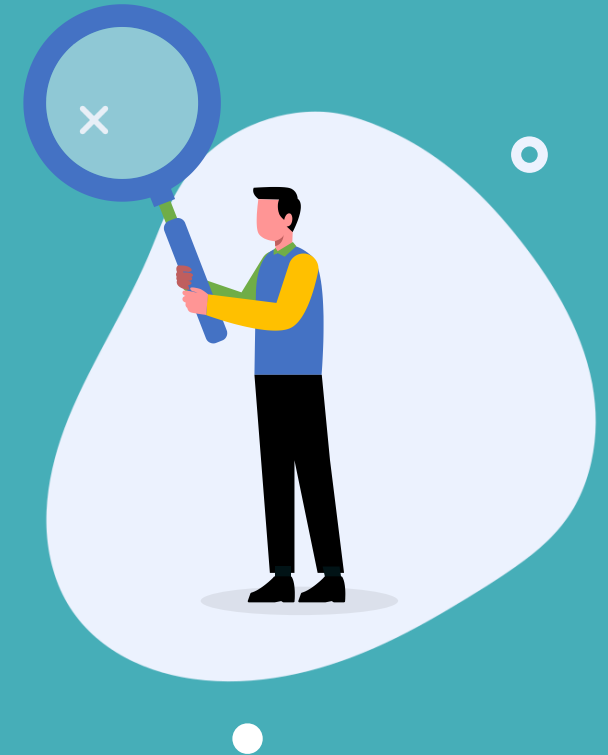
Analysis of the Internal Environment for Small & Medium Enterprises

Analysis of the Internal Environment

Analysis of the internal environment of small and medium enterprises is a process of audit and review of the company's internal performance, and this is done by analyzing the extent of the commitment of the company's senior leaders to the roles required from them, as well as analyzing the performance of the executive management and the extent of their commitment to the functional roles of each of the company's functions.

For the analysis of small and medium enterprises, a number of criteria are usually developed to be evaluated later, and will be addressed in some detail as follows.

After completing the analysis of all internal criteria, strengths and weakness points that distinguish the company from other companies are identified.



What are the areas of internal environment analysis for SMEs?



Results Analysis

It is a process that focuses on the final outputs of all activities and functional roles performed by the company such as sales growth rates, industry growth, profit growth, pre- and post-tax profit ratios and margins, etc.



Management Analysis

It is an analysis of all functional roles in the company starting from production and marketing, research and development, finance and accounting, executive management, human resources, and information technology.



Leadership Analysis

It is an analysis of all the processes that fall on the responsibility of the senior leadership of SMEs such as production planning, marketing, sales, finance, management information systems and personnel affairs, in addition to planning the skills necessary for senior management to achieve sustainable growth.



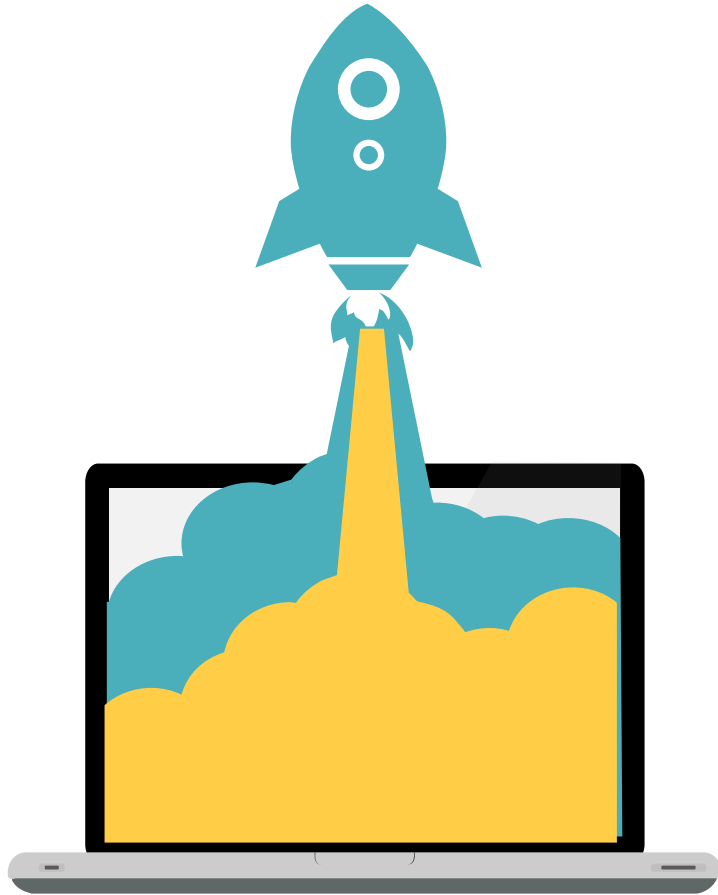
Senior leadership Analysis

Analyzing the commitment of the company's senior leadership to the roles required from them

Analysis of Company Leadership:

Questions are raised to assess the extent of the leadership's commitment to its roles as follows:

- Is there an integrated and updated plan?
- Is there an annual marketing plan in place?
- Are financial statements and budgets managed on a monthly basis?
- Does the leadership have a strong information system that helps them in making management decisions?
- The role of leadership in the process of improving the quality of production and processes?
- Does the senior leadership have a personnel management policy?



The extent of the existence of an integrated and updated plan

The basis of the success of small businesses is based on successful business planning, and this task is usually the task of senior management, so the extent to which the company has complete and updated plans that are integrated with each other to achieve the company's sustainable growth goals



Evaluation Criteria

1. Does the company have a three-year strategic plan?
2. Does the company have annual operational plans?
3. Does the company work through well-studied financial budgets for three years ?

The existence of an integrated and updated plan



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The existence of an integrated plan

An example of senior leadership analysis

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				The company has a three-year strategic plan
				The company has annual operational plans
				The company operates through well-studied financial budgets for three years
				The company reviews plans monthly, quarterly, semiannually, annually.

Annual Marketing Plan in Place

Is the senior leadership interested in marketing the goods and services provided by the company, and is this done through marketing, sales and development plans that enhance the company's market share in the market and create a distinctive mental image of the goods and services provided by the company?



Evaluation Criteria

- 1- Accurately planned sales and profit targets
- 2- There are marketing strategies and tactics for the next three years.
- 3- Having sales plans.
- 4- The market is divided according to well-studied criteria.
- 5- A clear and precise definition of the market in which the company operates.
- 6- A clear and precise definition of the needs, desires and aspirations of customers.
- 7- Analysis and forecasting of the growth of the markets in which the company operates.
- 8- Analysis and study of competitors.
- 9- Promoting goods and services in unique sales ways.
- 10- Product Promotion.
- 11- Research and development management and its scheduling

The Existence of Annual Marketing Plan



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An example of senior leadership analysis?

The Existence of Annual Marketing Plan

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Accurately planned sales and profit targets
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				A clear and precise definition of the needs, desires and aspirations of customers
				Analysis and forecasting of the growth of the markets in which the company operates
				Analysis and study of competitors
				Promote goods and services in unique sales ways
				Research and development management and its scheduling

Management of Financial Statements and Budgets

The management of financial statements and budgets in small and medium companies is the biggest concern for the owners of companies, and for this the company's leadership devotes most of its time in managing statements and budgets periodically to control and monitor the sources of revenue and expenses in a way that enhances and maximizes profits.



Evaluation Criteria

1. Accurate and up-to-date financial records
2. Cash flow budget
3. Statement of profits and losses (income)
4. Break-even point analysis
5. Analysis of deviations
6. Analysis of financial ratios
7. Standard cost comparisons
8. Cash Settlements

Management of Financial Statements and Budgets



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Management of Financial Statements and Budgets

An example of senior leadership analysis?

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Accurate and up-to-date financial records
				Cash flow management
				Statement of profits and losses (income)
				Break-even point analysis
				Analysis of deviations
				Analysis of financial ratios
				Standard cost comparisons
				Cash Settlements

Management Information System

The information system is a set of databases for industry, markets, company, customers, effectively help in making administrative decisions by the company's senior leadership, and restrictions are usually imposed to access the available information to the different parties of the company (employees, customers, administrative leaders, senior leaders.. etc).



Evaluation Criteria

1. Tracking new developments in the industry
2. Obtaining and studying business information
3. Get enough information about all the company's performance indicators
4. Provide customers with the best available information regarding goods and services
5. Keep all company employees well informed
6. Management of the information security of the company.

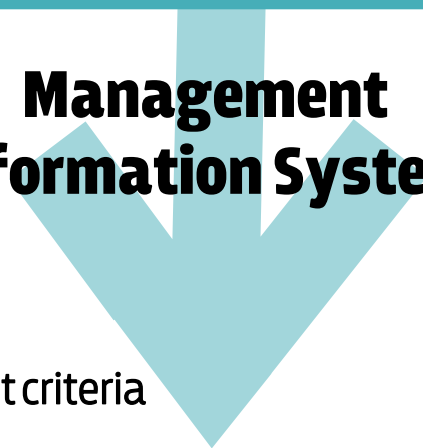
Management Information System



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An example of senior leadership analysis?

Management Information System



The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Tracking new developments in the industry and the target markets.
				Obtaining and studying business information
				Obtain sufficient information about all the company's performance indicators .
				Provide customers with the best available information regarding goods and services .
				Keep all company employees well informed.
				Management of the information security of the company.
				Continuous updating of information systems

Improvement the Quality of Production and Processes

The process of improving and controlling the quality of production is an essential and crucial point for the company's senior leadership, and for this reason, the company's senior leadership gives high priority to maintain the quality of the goods and services it provides by setting high standards for quality control, providing safe environment for production, and making strict decisions regarding poor performance in terms of production and operations .



Evaluation Criteria

1. Quality control of goods and services
2. Setting high standards for quality control
3. Providing safe environment for work
4. Providing high-quality production supplies and needs
5. Constant work to improve the quality of goods and services provided by the company
6. Intolerance with poor performance
7. Working with integrity and high professionalism
8. Providing financial potential to improve the company's appearance as an expression of the company's leadership in the market.

Improvement the Quality of Production and Processes



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An example of senior leadership analysis?

Improvement the Quality of Production and Processes

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Quality policy of goods and services
				Setting high standards for quality control.
				Providing and maintaining safe environment for work
				Constant work to improve the quality of goods and services provided by the company
				Intolerance with poor performance
				Work with integrity and high professionalism
				Providing financial potential to improve the company's appearance as an expression of the company's leadership in the market.

Personnel Management

The human resource is the basis for the development and progress of small and medium enterprises, and for this reason successful senior leadership is usually interested in managing the affairs of its employees effectively and efficiently in a way that enhances job satisfaction, which in turn is reflected in achieving the aspirations and goals of the company in the short and long term.



Evaluation Criteria

1. Verify that the company's goals are clear to the employees
2. Communication to make sure that all employees understand the company's goals
3. Existence of structures for administrative functions and a policy for applying powers and responsibilities.
4. Existence of written job descriptions
5. Regular assessments for progress and performance
6. Fair employment practices
7. Having fair payment structure
8. Encouraging creativity and innovation
9. Interest in learning and growth

Personnel Management



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An example of senior leadership analysis?

Personnel Management

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Verify that the company's goals are clear
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				Existence of structures for administrative functions and a policy for applying powers and responsibilities.
				Having written job descriptions
				Regular assessments for progress and performance
				Fair employment practices
				Having fair payment structure
				Encouraging creativity and innovation.
				Interest in learning and growth

Interpersonal and Management Skills of Leaders

The interpersonal and management skills of company leaders play a prominent role in the successful management of small and medium enterprises, and behind the success of companies are usually leaders with high interpersonal and management skills, and to ensure this is achieved, leaders must evaluate their interpersonal and management skills when managing their companies .



Evaluation Criteria

1. Leaders' problem-solving capabilities
2. Stay in constant calm.
3. Being objective during discussions
4. Listen to employees
5. Ability to manage change to minimize negative impacts
6. Making immediate and informed decisions
7. The ability to analyze facts during managing the administrative problems.
8. Delegate tasks that can be performed by another person more efficiently.
9. Possess a high ability to analyze the options
10. Continuous learning and reading
11. Improve interpersonal skills
12. Consider and assess risks
13. Positivity in dealing with employees, partners and customers

Interpersonal and Management Skills of Leaders



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An example of senior leadership analysis?

Interpersonal and Management Skills of Leaders

The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Leaders' problem-solving capabilities
				Stay in constant calm.
				Be objective during discussions.
				Listen to employees.
				Ability to manage change to minimize negative impacts .
				Making immediate and informed decisions.
				Ability to analyze facts during managing administrative problems.
				Delegate tasks that can be performed by another person more efficiently.
				Have a high ability to analyze available options
				Continuous learning and reading.

Interpersonal and Management Skills of Leaders

An example of senior leadership analysis?

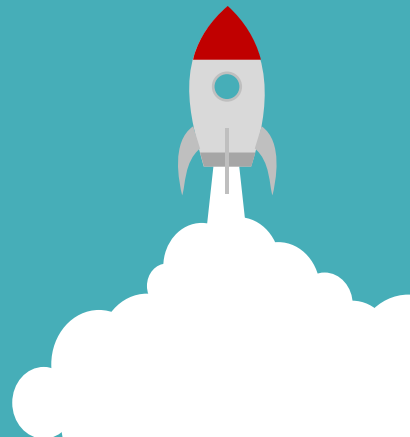
The most important criteria

Value	Extent of its existence 0.1 to 1	Importance 1 to 100	Degree of influence positively and negatively+ / --	
				Improve interpersonal skills
				Consider and assess risks.
				Positivity in dealing with employees, partners and customers.

Through the leadership evaluation criteria, do an analysis of the company's leadership?

Write the question on the wallpaper

Leadership Analysis Activity





End of the Leadership Analysis



Thank you very much.