Final report

<u>Acronym</u>	Cooexcell2015
Program	H2020
Call	H2020-INNOSUP-2014-5
Topic:	INNOSUP-5-2014
Type of action:	CSA-LS
Project	680941

Introduction

The project was approved in the 5th Call 2015 on the program INNOSUP with the proposal 680941 called COOEXCELL2015 led by the Economic Development Agency of La Rioja ADER and whose consortium is made up of:

- Economic Development Agency of La Rioja ADER
- Nordic Innovation
- West Regional Development Agency of Romania (West RDA).

The project has been developed in accordance with the proposal initially presented and fulfilling the detailed program of activities.

In this report, the actions have been taken in accordance with the project and the results obtained are described.

The attached complete and justify the information presented.

Project Objectives

The objective consists on using the "EFQM Framework for Innovation Agencies" as a tool for self-assessment by ADER (Spain), with a peer learning approach in which 2 other European Innovation or Economic Agencies participate.

The project will end achieving the deliverable 'Recognised for Excellence EFQM assessment' that provides training and learning for all bodies involved in the process.

The proposal is in line with the objectives of ADER, in its guidance to incorporate innovation and excellence as elements for improving the competitiveness of companies in La Rioja.

ADER operates by applying the EFQM model, and wants to go a step further by contrasting it with other Innovation Agencies, with the aim to:

- Improve their systems and advance the process of recognition for excellence.
- Acquire new knowledge to facilitate the promotion and dissemination of the EFQM model among enterprises.

Calendar- Diary

The schedule of the performances taken throughout the project

Date	
12 Feb 2015	Presentation of the proposal EU
30 Jun 2015	EU ranked the proposal and invited to prepare grant data
25 Aug 2015	EU invited partners to accede to the grant agreement
27 Aug 2015	EU performed a payment
1 Sept 2015	Kick off project
26-28 Oct 2015	Training to the Regional Economic Agency of La Rioja (ADER) WorkShop
27-29 Jan 2016	EFQM Assessor Training Elisabeth Smith and Heikki Uusi-Honko (Nordic Innovation)
22-23 Feb 2016	EFQM Assessor Training Miruna Vitcu (West RDA)
18 de Mar 2016	Send Management Document and attached (Strategic Plan & Process Map) to be distributed to the evaluation team.
18-21 April 2016	Recognised for Excellence Assessment
21 April 2016	Recognised for Excellence Closing Meeting
27 April 2016	Self-assessment report and recommendations from peer evaluation for "EFQM Framework for innovation agencies".
30 April 2016	Final Report

Description of the Work performed

Activity 1: Training to the Regional Economic Agency of La Rioja (ADER) aimed at strengthening their internal capacities to organize and develop the application of the EFQM Model.

It has made a **Workshop on ADER** facilities in La Rioja the **26-28th October** aimed at:

- Process Responsible
- Excellence Council

The workshop has a total duration of **14 hours** and has been attended by **17 people** from the Organization.

The WorkShop has been taught by the evaluator D. *José Antonio Calvo Maguregui* appointed by EFQM.

EFQM ADER made available the following documentation:

- EFQM User Guide. DOCUMENT MANAGEMENT EFQM
- EFQM WORKSHOP ADER [attached]
- EFQM Excellence Model 2013

The **initial goals** foreseen in the project are met:

- The contents of the training will be the a description of the challenges and requirements to obtain the "*Recognised for Excellence*" certificate, and the internal capacities needed within the organisation to progress in the application of the EFQM Framework for Innovation Agencies.

- The EFQM experts and the ADER staff will also perform a joint analysis of the current existing basis in the organisation to build success itinerary to advance towards the achievement of the "Recognised for Excellence" certificate.

- The training will be carried out in La Rioja, in the ADER headquarters.

- One EFQM adviser will impart the workshop.

Activity 2: Training to the partner Innovation Agencies Personnel as EFQM Internal Assessor

'EFQM Assessor Training' has been provided for the three advisers Agencies Innovation project partners. Training has developed on the in Brussels EFQM offices.

- In the case of **Nordic Innovation**, *Elisabeth Smith* and *Heikki Uusi-Honko* have gone to Training on 27-28th and January 29th , 2016. [the EFQM certificates of training are attached]

- In the case of **West Regional Development Agency of Romania**, *Miruna Vitcu* have gone to Training on 22th and 23th February 2016. [the EFQM certificates of training are attached]

The **initial goals** foreseen in the project are met:

- The course content will be the needed methodological tools to perform technical assisstance to Innovation Agencies in the application process of the EFQM.

- The training will be carried out in Brussels, in the EFQM headquarters.

- One EFQM Team Leader will impart the training.

- One representative of each partner Innovation Agency will participate in the training. (en este caso a petición de Nordic Innovation se admite la presencia de un segundo asesor tanto en la formación como en el proceso de 'Recogniced for Excellence Assessment'

Activity 3: Peer learning process to perform a "Recogniced for Excellence Assessment" of the Regional Economic Agency of la Rioja (ADER)

Technical assessment to ADER La Rioja to advance in the itinerary to obtain the "Recognised for Excellence" certificate.

ADER has developed the ***Management Document***, which is attached, according to the training received in the Workshop Activity 1. For developing this document according to the EFQM model. The Management Document refer to the following **sections**:

The **Assessment Team** is formed by one or two members of Innovation agencies involved in the project under the leadership of a senior evaluator appointed by EFQM:

- **ATL:** *Riëtta Klijn* EFQM and Help2Improve
- *Elisabeth Smith,* Nordic Innovation
- *Heikki Uusi-Honko,* Nordic Innovation
- *Miruna Vitcu ,* West Regional Development Agency, Romania
- *Berta Vives,* EFQM

This document and attached (**Strategic Plan** & **Process Map**) was sent on March 18th to EFQM and the responsible Senior Evaluator assessment team, Mrs. Riëtta Klijn has distributed it to the evaluation team.

Prior to the reception by the Evaluation Team of the Management Document, Ader has held several calls with *Rieta Klijn* for a better understanding of the organization and the scope of its activities.

The 18-19-20th and 21th April in the facilities Ader develops *'Recogniced for Excellence Assessment'*

During this process, they have been made:

- No. of interviews: 21
- No. of mirror meetings: 3
- No. of FG: 2
- No. of employees interviewed: 29
- No. of hours consensus meeting: 8

The initial goals foreseen in the project are met:

- The content will be the realization of self-assessment sessions with a peer learning approach, conducted with the technical assistance of EFQM expert consultants and the participation of the partner agencies.
- Elaboration of a "*Recognised for Excellence Assesment*" to ADER La Rioja.
- The assessment work will be carried out in La Rioja, in the ADER headquarters.
- The same EFQM Team Leader that realized the training in Brussels for "*Internal Assessors*", will lead this assessment process to ADER La Rioja.
- One representative of each partner Innovation Agency will participate in the assessment process. The Innovation Agencies representatives will be the same persons that attended to the Internal Assessor training carried out in Brussels EFQM headquarters.

After the Assessment was finish, the 21st has developed a final meeting in order to show the main results of the process and the main conclusions regarding Fundamental Concepts of Excellence, strengths and possible areas for improvement of the organization. [It is attached: ***Recognised for Excellence Closing Meeting***]

Finally, the process ends with the delivery on April 27th of the final report:

"Self-assessment report and recommendations from peer evaluation for "EFQM Framework for innovation agencies".

Networking activities between the partner's technical staffs, as a support action of the project:

After the Assessment process, a **workshop of good practices** has been performed among the agencies participating in the project.

After the knowledge of the activities and services developed by ADER and known in depth after the process above assessment, the partners **Nordic Innovation** and **West Regional Development Agency Romania** have made two presentations of their organizations and they have shown good practices which can be of interest to each agency. They are provided as attached (***ADER***, ***Nordic Innovation*** and ***West Regional Development Agency of Romania***).

The workshop has revealed different types of performances and competences of organizations and establishes ties that will allow further contacts and future collaborative developments between the partners:

The initial goals foreseen in the project are met:

- The content will be the organisation of the future cooperation basis among the partners in order to foster a joint progress in the application of the EFQM Framework for Innovation Agencies.

- An analysis and debate workshop will take place after the realization of the selfassessment activity focused on reflecting about the acquired learnings by the partners during the project, and the potential aplication of this knowledge to the partner EFQM implementation processes. Partners will determine the actions to implement to progress in cooperation in the application of the EFQM Model to their organisations.

Political dialogue between the partner regions, as a support action of the project.

The *ADER CEO* informs to the *Regional Minister of Economic Development and Innovation of La Rioja* the goals obtained as a result of the recognition process for excellence who will notify to the *President of the Autonomous Community of La Rioja*.

After knowing the result of the Assesment, ADER will inform through the local media, Web and social networks the results and benefits obtained by the evaluation process.

The **initial goals** foreseen in the project are met:

- Partner will realice presentations to policy makers of La Rioja, to orientate the strategic framework to the inclusion of the EFQM concept in the designing process of the innovation support policies in partner regions.

Activity 4: Plan for disseminating and exploiting The project's results.

Over 8 months of the project, ADER has made **internal communication** at several levels:

- Management
- Excellence Council,
- Assessment Committee
- Project Developers
- General (all staff)

It is used different **media**:

- Internal signage and bulletin board
- Email: 20 emails awareness and information from approval in July 2015
- Meetings Process
- Friday Knowledge: 2 Friday knowledge-awareness training

- The Ader Newsletter ENTERATE: Included information and awareness in 25 different newsletters. (As of November 2015)
- Training 2 days: all leaders: Units and Processes)
- Training of respondents: 1 day

Once the final results of *'Self-assessment Report and Recommendations from peer evaluation for EFQM Framework for innovation agencies"* is known, Ader will communicate it by the communication channels usually used in ADER:

- **Institutionally** Communication Regional Ministry through press conference will present the final results of the project
- **General** Communication in the ADER Newsletter, Web & Social Networks.

It is able on the ADER **website**, inside the European projects section, a file with links for the project description and **COOEXCELL2015** [http://www.ader.es/servicios/innovacion/proyectos-europeos/]

The **initial goals** foreseen in the project are met:

• Dissemination of outcomes to the partner's working teams through the internal diffusion of information within the Innovation Agencies, by email, intranets, specific presentations and internal workshops.

• Dissemination of outcomes to a broader audience of Innovation Agencies, companies and entrepreneurs committed with the application of the EFQM Model, through the publication of articles, publicity and internet exposure.

The contents of this activitiy **after the project** will be:

• Difussion of the information about the project results to european agents and companies with potential interest in studying the cases of the application of the EFQM Framework to Innovation Agencies, through the social networks as linkedin and twitter, and the internet exposure by the partners websites.

Activity 5: Communication activities

It has created a custom **page on Twitter** @AderCooexcell with the aim of spreading the project results and promotes the model of excellence among partners and businesses in our region.

The contents of this activity will be:

- Internal communication within the partner's organisations with the objective of spreading the knowledge about the EFQM Framework for Innovation Agencies.
- Creation of a personalised page in twitter targeted to the regional companies and entrepreneurs to inform them about the application of the EFQM Model to the public policy for supporting innovation services.
- Publication of a report of challenges in practice of the application of the EFQM Framework for Innovation Agencies.

Budget Execution

Budget: *Direct and Indirect cost of the action* **+VAT***:*	Actual Budget
consultancy	7.441,50 €
Trainning - EFQM	8.082,80 €
Translations	4.447,23 €
Travel , hotel, meals	6.547,25
Assessment - EFQM	**7.000,00**

TOTAL COSTS	33.518,78
EU Contribution / grant amount	15.000,00
ADER Contribution	18.518,78

Conclusions

The purpose of the **Feedback Report** is to give you the team's analysis of your main *strengths* and *opportunities* for improvement as identified during the assessment process and based on the evidence collected during the site visit. The Feedback Report is aimed at encouraging improvement.

The main conclusions depicted from the *"EFQM Recognised for Excellence Feedback Report"* issued by the Assessment Team are:

> *"Related to these strategic priorities, the assessment team has observed the following key strengths:*
>
> • *The different types of partnership are very well structured and deployed. This will help ADER to deliver added value services to their customers.*
>
> • *Diversification of services, not any more managing grants only but also delivering other types of services to their customers.*
>
> • *Managing by processes is very well structured and deployed. This helps ADER in achieving their strategic ambition.*
>
> • *Most of the employees of ADER are very motivated and proud. They are very customer focussed in everything they do.*
>
> • *The leaders of ADER are showing role model behaviour such as transparency, accountability, integrity and willingness to offer good services. The role model behaviour helps the people in ADER to deliver the services to the customer in an appropriate way.*
>
> *To further enhance ADER's achievements, the assessment team has identified some key opportunities for improvement:*

- *More ambitious target setting based on relevant comparative data and measuring their socioeconomic impacts, will help ADER to achieve their Mission and strategy.*
- *Try to use people resources in a more flexible way during the peak periods.*
- *More international partnerships will help ADER to develop further the services to their customers and secure the future of the enterprises in La Rioja.*
- *Try to create a more innovative organisational culture (out-of-the-box-thinking) to optimize the use of all your resources (people, IT, budget if allowed...)*

The assessment team believes that the organization is capable of exploiting these and other opportunities for improvement, reaching even higher levels of performance and wishes ADER success in its continued Journey to Excellence."

Attachments

1. Recognised for Excellence 5 star Certificate
2. EFQM Recognised for Excellence Feedback Report . Self-assessment report and recommendations from peer evaluation for "EFQM Framework for innovation agencies".
3. EFQM Recognized for Excellence Closing Meeting
4. ADER Management Document
5. Training certificates: 'EFQM Assessor Training'
6. EFQM Workshop day 1 &day 2
7. Workshop of good practices : ADER
8. Workshop of good practices: Nordic Innovation
9. Workshop of good practices: West Regional Agency Romania

Publishable Summary

Summary of the context and overall objectives of the project

The objective consists on using the "EFQM Framework for Innovation Agencies" as a tool for self-assessment by ADER (Spain), with a peer learning approach in which 2 other European Innovation or Economic Agencies participate: REGIONAL DEVELOPMENT AGENCY OF THE WEST REGION ROMANIA (Romania) and NORDIC INNOVATION (Norway)

The project ended achieving the deliverable 'Recognized for Excellence EFQM assessment' that has provided training and learning for all bodies involved in the process.

This proposal is in line with the objectives of ADER, in its guidance to incorporate innovation and excellence as elements for improving the competitiveness of companies in La Rioja.

OBJECTIVES:

The specific objectives of the Project are:

- To use the EFQM Framework for Innovation Agencies as a tool for self-assessment by the Regional Economic Agency of La Rioja ADER (Spain).
- To progress in the implementation of a roadmap aimed at achieving the "EFQM Recognized for Excellence" certificate.
- To build capacities in the partners human capital, to define and implement a consistent EFQM strategy.

CONSORTIUM:

ADER

ADER is a Spanish public agency aiming to improve the competitiveness of companies in La Rioja by promoting research, innovation and technological development, internationalization and promotion abroad, business excellence and corporate design through different instruments and technical and financial support services for the companies. One of its strategic objectives is to promote the use of the EFQM model by companies in La Rioja through a program developed since 2007 called Business Excellence

ADER. The program aims to encourage companies to advance in the development of its management system, in line with the principles of excellence. The program held every year "Rioja Recognition and Awards for Business excellence".

ADER has internalized in its organization the approach to quality and excellence with a clear orientation to the citizen. It has certified the provision of services through a system of Quality Management and Environmental according to the UNE-EN-ISO 9001, UNE EN- ISO 14001, and the Accessibility Certification ICT AENOR according to the UNE 139803.

ADER operates by applying the EFQM model, and want to go a step further by contrasting it with other Innovation Agencies, with the aim to:

- improve their systems and advance the process of recognition for excellence.
- acquire new knowledge to facilitate the the promotion and dissemination of the EFQM model among enterprises

WEST REGIONAL DEVELOPMENT AGENCY ROMANIA (West RDA)

For the last 16 years, Romanian Development Regions are the framework for the design, implementation, and evaluation of the regional development policy and of the social and economic cohesion programs. The main structures operating at the level of West Region are: the Regional Development Board (RDB) as the deliberating regional body, and the Regional Development Agency (RDA) acting as a non-governmental, non-profit public organization, having legal powers in the field of regional development. West RDA operates in West Region, aiming to implement the regional development policy by means of: Management of Funds, Regional Planning, Attraction of investments, Innovation and International Relations

NORDIC INNOVATION

NORDIC INNOVATION was founded in 1973 as a part of the official intergovernmental cooperation structure between the Nordic countries. It is a small organization (25 staff), but well networked with the national innovation authorities and agencies within the region. So far, Nordic Innovation has indirectly been implementing some of the principles of the EFQM Excellence Model (like Managing with Agility and Adding Value to Customers). Additional experience of a more holistic use of the whole Model

gives us an excellent chance to prioritize the organization's development activities in the future.

Work performed from the beginning of the project to the end of the period covered by the report and main results achieved so far

The schedules of activities following approval of the proposal were as follows:

- *1 Sept 2015*   Kick off project
- *26-28 Oct 2015*   Training to the Regional Economic Agency of La Rioja (ADER) WorkShop
- *27-29 Jan 2016*   EFQM Assessor Training Nordic Innovation
- *22-23 Feb 2016*   EFQM Assessor Training West RDA
- *18 de Mar 2016*   Send Management Document and attached (Strategic Plan & Process Map) to be distributed to the evaluation team.
- *18-21 April 2016*   Recognised for Excellence Assessment
- *21 April 2016*   Recognised for Excellence Closing Meeting
- *27 April 2016*   Self-assessment report and recommendations from peer evaluation for "EFQM Framework for innovation agencies".
- *30 April 2016*   Final Report

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The workshop has a total duration of 14 hours and has been attended by 17 people from the Organization.

The WorkShop has been taught by the evaluator appointed by EFQM.

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'EFQM Assessor Training' has been provided for the **three** advisers Agencies Innovation project partners. Training has developed on the in Brussels EFQM

offices.

- **Nordic Innovation** ,27-28th and January 29th , 2016. (A person)
- **West Regional Development Agency of Romania**, 22th and 23th February 2016. (two people)

Activity 3: Peer learning process to perform a "Recogniced for Excellence Assessment" of the Regional Economic Agency of la Rioja (ADER)

ADER has developed the **Management Document** according to the training received in the Workshop Activity 1. For developing this document according to the EFQM model.

The **Assessment Team** is formed by one or two members of Innovation agencies involved in the project under the leadership of a senior evaluator appointed by EFQM.

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During this process, they have been made:

- No. of interviews: 21
- No. of mirror meetings: 3
- No. of Focus Group: 2
- No. of employees interviewed: 29
- No. of hours consensus meeting: 8

After the Assessment was finish, the 21st has developed a final meeting in order to show the main results of the process and the main conclusions regarding Fundamental Concepts of Excellence, strengths and possible areas for improvement of the organization.

Finally, the process ends with the delivery on April 27th of the final report:

- *"Self-assessment report and recommendations from peer evaluation for "EFQM Framework for innovation agencies".*

After the Assessment process, a **workshop of good practices** has been performed among the agencies participating in the project.

After the knowledge of the activities and services developed by ADER and known in depth after the process above assessment, the partners **Nordic Innovation** and **West Regional Development Agency Romania** have made two presentations of their organizations and they have shown good practices which can be of interest to each agency. They are provided as attached (*ADER*, *Nordic Innovation* and *West Regional Development Agency of Romania*).

The workshop has revealed different types of performances and competences of organizations and establishes ties that will allow further contacts and future collaborative developments between the partners:

After knowing the result of the Assesment, ADER will inform through the local media, Web and social networks the results and benefits obtained by the evaluation process.

Plan for disseminating and exploiting The project's results and Communication activities

Over 8 months of the project, ADER has made **internal communication** at several levels: Management, Excellence Council, Assessment Committee, Project Developers, General (all staff). It is used different **media**

Once the final results of *'Self-assessment Report and Recommendations from peer evaluation for EFQM Framework for innovation agencies"* is known, Ader will communicate it by the communication channels usually used in ADER:

- **Institutionally** Communication Regional Ministry through press conference will present the final results of the project
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It is able on the ADER **website**, inside the European projects section, a file with links for the project description and **COOEXCELL2015** [http://www.ader.es/servicios/innovacion/proyectos-europeos/]

It has created a custom **page on Twitter** @AderCooexcell with the aim of spreading the project results and promotes the model of excellence among

partners and businesses in our region.

Progress beyond the state of the art and expected potential impact (including the socio-economic impact and the wider societal implications of the project so far

The project will contribute to the expected impacts set out in the work program as follows:

- To improve the quality of the innovation support services provided to the companies by the partners. The application of the EFQM Framework for Innovation Agencies will improve the management capacity of the partner Innovation Agencies and also will orientate the specific innovation services to the appropriate companies targets, by means of improving the level of quality of the innovation support services, the qualification of the Agencies human capital and the knowledge about the companies assessment of the quality of the innovation support services of the Agencies.

- The number of Innovation Agencies engaged in peer review activities will significantly increase. Three Innovation agencies will be involved in the peer learning activities during the realisation of this project.

- The results of the peer learning will be taken up by the "ADER La Rioja" with the aim to carry out a self-assessment oriented to progress to achieve the EFQM "Recognized for Excellence" certificate.

- The results of the peer learning also will include the learning about how to improve the quality and excellence of the innovation services provided to the companies and entrepreneurs, and how to support and promote the application of the EFQM approach by the regional companies.

- The project also will work on improving the partner services oriented to foster the application of the EFQM methodology by the companies and entrepreneurs.

Address (URL) of the project's public website

WEB   http://www.ader.es/servicios/innovacion/proyectos-europeos/

Twitter   @AderCooexcell

1. Recognised for Excellence 5 star Certificate
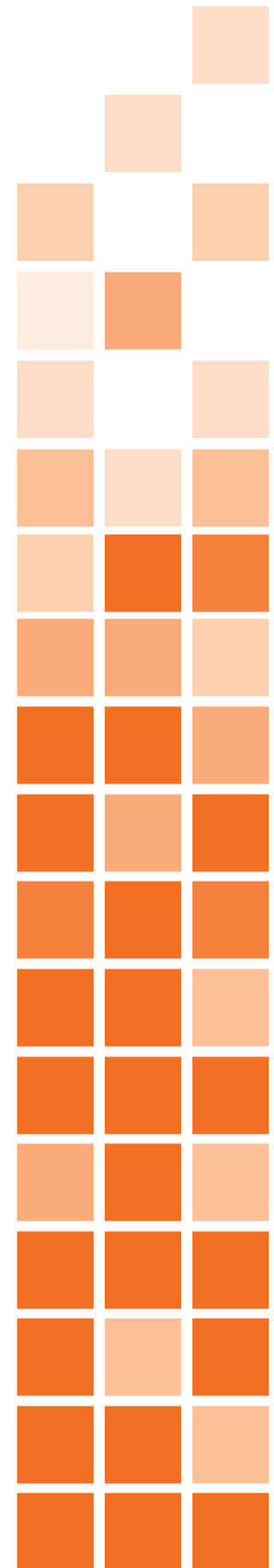
EFQM ®

Recognised for Excellence 5 star

Awarded to:

AGENCIA DE DESARROLLO ECONÓMICO DE LA RIOJA

April 2016
This certificate remains valid for 2 years.

[signature]

Léon Tossaint
CEO, EFQM

EFQM ®

Recognised for Excellence
5 star - 2016

2. **EFQM Recognised for Excellence Feedback Report**. Self-assessment report and recommendations from peer evaluation for "*EFQM Framework for innovation agencies*".

EFQM Recognised for Excellence
Feedback Report

Agencia de Desarrollo Económico de la Comunidad Autónoma de La Rioja (ADER)

Assessment team

- ATL: Riëtta Klijn, EFQM and Help2Improve
- Elisabeth Smith, Nordic innovation
- Heikki Uusi-Honko, Nordic innovation
- Miruna Vitcu, West Regional Development Agency, Romania
- Berta Vives Soler, EFQM

Contents

Assessment process and introduction to feedback

Introduction

ADER has applied for recognition as part of EFQM Levels of Excellence Scheme. One of the benefits of applying for the EFQM Recognised for Excellence is the feedback all applicants receive.

It has been a privilege to be given access to ADER through your application for the EFQM Recognised for Excellence in 2016. Your application was assigned by EFQM to a team who worked to assess your application fairly and objectively. The purpose of the feedback is to give the main strengths and opportunities for improvements - as perceived by the team of assessors and an indication of the scoring profile.

The feedback report is aimed primarily at improvement; we hope you will find the comments made constructive and in the spirit of continuous improvement which is right from the heart of all our journeys towards excellence.

We have deliberately avoided making specific recommendations on potential approaches to secure improvement; this is outside the scope of our feedback.

The feedback report is divided into four sections:

1. The first section is a brief overview of the process followed during assessing ADER for EFQM Recognised for Excellence. This is to help you understand the work with your organisation leading to this feedback report.
2. The second section contains the Executive Summary, which is aimed at giving a high level view of ADER and putting the assessment findings into the ADER business context.
3. The third section contains detailed findings at the EFQM Model criterion level. This section is based on the observations of the team who assessed ADER and is written in the team's words.
4. The fourth section is a table which shows, for each of the criteria and criterion parts, the score achieved by your application within bands of 10 percentage points and the overall score achieved in intervals of 50 points on the scale 0 -1000.

Overview of the assessment process

Assessors

The first stage was to assign a team of assessors who are largely experienced managers from EFQM member organisations and members of other European Development Agencies. Assessor teams are put together bearing the following points in mind. One member of the team was nominated to act as an Assessment Team Leader and asked to lead the ADER assessment.

Individual Preparation

The work started when the team received the ADER submission document. Each Assessor read the document and familiarised themselves with the ADER organisation. This serves in the next phase as input in the team effort to understand the applicant and decide how to structure the site visit.

Preparation for the Site Visit

During the second phase the team in partnership with ADER worked towards the site visit. In an iterative way the team moved from the high level master plan to the structured and detailed site visit plan by individual interview. Both the logistics and other practicalities were arranged.

Site Visit

After an opening meeting with the ADER management team (Excellence meeting), the assessor team conducted a range of interviews within the organisation. After the evidence collection and sharing, the team members consolidated their findings into a list of strengths and opportunities for improvement for the ADER management to consider. Afterwards the team reached consensus based on the RADAR methodology.

Feedback

The last step is the refining and delivering this feedback report to ADER.

The ADER Assessment Team

The EFQM assessor team consisted of: Riëtta Klijn (ATL), Elisabeth Smith, Heikki Uusi-Honko, Miruna Vitcu and Berta Vives Soler

Thank you

The assessment team would like to give special thanks for all the arrangements made before and during the site visit to Amadeo Lázaro Fernández, Lola Antón Rodríguez and Ramón Somoano Matesanz. The assessor team have talked to at least 29 staff. We would like to thank all interviewees for being supportive, patient and making us understand the context of ADER. We hope we have inspired the staff in a manner which will support the next level of improvements of ADER.

Executive Summary

Overview

ADER is the Spanish Public body acting as the regional development agency of the Autonomous Community of La Rioja based in Logrono. La Rioja is the smallest region in Spain, with around 300,000 inhabitants. ADER was founded in 1997 and is responsible for the implementation of government enterprise policy with an adequate legal status and attached to the Regional Ministry for Economic Development and Innovation of La Rioja, which also monitors and controls ADER's effectiveness. ADER is mainly (95%) governed by Public Law when exercising administrative powers (basically the authority to provide financial aid) and for certain aspects of its economic, contractual, budgetary and property regime. For the remaining 5% (an example is society taxes), it is governed by Private Law.

ADER's main activity is managing grants (80% of time spent) and 20% of their time spent is on the delivery of other services such as advisory service and processing of industrial property titles area (trademarks, patents, models and designs), services to entrepreneurs, internalisation service, design services and activities etc. ADER's customers are enterprises in La Rioja, except enterprises that primarily produce agricultural, livestock or forestry products and the tourist sector. ADER is collaborating with a range of different partners such as: a) Institutional partners and participation in collegiate bodies; b) Strategic partners by Agreement; c) Strategic suppliers; d) Other suppliers; e) Participation Networks; f) Collaborative projects and g) Society (the inhabitants of La Rioja).

Governance of ADER is arranged via the Board of directors, which is a collegiate body formed by twelve members: Chairman (president), Deputy-chairman (vice-president), Manager (Javier Ureña) and nine senior officers appointed by the Government of La Rioja, which holds authority over ADER's area of competence. Advice on the strategic direction of ADER is arranged via the Advisory Board. This is a collegiate body with an advisory capacity, to provide advice and strategic guidance to ADER. The Board has a mixed composition, comprising the Chairman, Deputy Chairman and Manager of the Agency. The economic and social stakeholders operating in La Rioja are also involved in, and represented on the Board such as the Employers' Federation of La Rioja; and the two most representative trade unions in the region.

The current staff is 58 people (71% women and 60% graduates). This has remained the same for 7 years due to the restrictions set by the Spanish State government. In 2004 ADER started with implementing process management and achieved in sequence ISO9001, ISO14001 and UNE 139803. In 2012 ADER introduced the first Strategic Management Plan 2012-2014 and now the second Strategic Management Plan 2015-2017 is in place. The assessment team concentrated their attention on ADER's strategic challenges as defined by ADER as Strategic lines:

1. Excellence management through technological innovation and improvement.
2. ADER as benchmark organisation in the region as support for the business fabric of La Rioja.
3. Service provider, by getting closer to our customers' needs.
4. ADER present in society, acting in a sustainable and socially inclusive way.
5. ADER achieving its Vision through the organisation's people and values.

Related to these strategic priorities, the assessment team has observed the following key strengths:

- The different types of partnership are very well structured and deployed. This will help ADER to deliver added value services to their customers.
- Diversification of services, not any more managing grants only but also delivering other types of services to their customers.
- Managing by processes is very well structured and deployed. This helps ADER in achieving their strategic ambition.
- Most of the employees of ADER are very motivated and proud. They are very customer focussed in everything they do.
- The leaders of ADER are showing role model behaviour such as transparency, accountability, integrity and willingness to offer good services. The role model behaviour helps the people in ADER to deliver the services to the customer in an appropriate way.

To further enhance ADER's achievements, the assessment team has identified some key opportunities for improvement:

- More ambitious target setting based on relevant comparative data and measuring their socio-economic impacts, will help ADER to achieve their Mission and strategy.
- Try to use people resources in a more flexible way during the peak periods.
- More international partnerships will help ADER to develop further the services to their customers and secure the future of the enterprises in La Rioja.
- Try to create a more innovative organisational culture (out-of-the-box-thinking) to optimise the use of all your resources (people, IT, budget if allowed...)

The assessment team believes that the organisation is capable of exploiting these and other opportunities for improvement, reaching even higher levels of performance and wishes ADER success in its continued Journey to Excellence.

Leading with Vision, Inspiration & Integrity

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

Leaders are communicating regularly the Vision, Mission and ambitions of the Strategic Management plan 2015-2017. They understand the need to communicate this to their people through a dialogue-based approach. The effect is that the people at ADER know the future direction and what the focus is. Leaders are showing integrity, transparency, accountability and willingness to offer good services behaviour to ensure that the information communicated externally is appropriate. Because of all regulations and also the frozen organisation structure, the organisation lost some flexibility. In order to balance this, a more pro-active creativity role model behaviour is needed to help ADER achieve their key success factors.

Harnessing Creativity & Innovation

Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

Despite of all restrictions coming from regulations ADER is using Friday meeting, participating in networks, process teams, "Book for Improvements" and "Suggestion box" to encourage employees to come up with new ideas. Internal innovation like Strategic Management plan are implemented and refined over time. Innovation to new services like Virtual office and Industry 4.0 are developed and being implemented. However, more creative innovation is needed to make the internal organisation more flexible, so ADER can manage the workflow properly, which will help them to reduce the response times through agile management (key success factor LE1.OE1). In addition ADER is doing a lot of external learning, prioritisation of all these inputs will help ADER to implement the right ideas at the right time, maybe a project management process could help ADER in achieving this.

Developing Organisational Capability

Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

ADER is using all type of partners (six type of partnerships) to achieve their Mission. The establishment of these partnerships is based on agreements, which include clear objectives, targets and well-defined roles. Strategic Suppliers are also selected to help ADER to add value to the customers (e.g. Deloitte, Argos…). The strategy is well deployed via all the processes, supported by strong IT systems. In addition, further development of international partnerships can help ADER to achieve their Mission (e.g. more jobs in La Rioja)

Adding Value for Customers

Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

ADER is delivering other services (such as internalisation) to their customers in strong cooperation with Strategic Suppliers like Argos. These services promote among other things the presence of La Rioja companies abroad and services and activities with regard to design: CEDIR. The customer is at the centre of the organisation, it is therefore customer focussed (people competences are aligned to customer needs). A high level of customer satisfaction for 3 years or more is supporting this. More appropriate comparative data leading towards more ambitious target setting would help ADER to

improve the customer satisfaction measures, maybe a new way of surveying would be needed. New type of services are developed and implemented such as Virtual office, loans etc... ADER could strengthen the international partnerships to collect more input to develop new attractive services.

ADER is communicating with their customers via different tools and tries to adapt the communication channel to the need of the customer group (e.g. twitter for entrepreneurs...). A lot of customer information is available and ADER could benefit from using this existing knowledge in a more efficient way. By gathering this information, ADER would gain insight into their needs and preferences by targeting the customers for new services in a proactive way to better engage with them. This is in line with the key success factor LE2.OE2 Attract customers and builds loyalty.

Creating a Sustainable Future

Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

Societal sustainability is integrated in the Mission, Vision, Values and Strategic Management plan of ADER. Diversification of services has led to a more versatile and sustainable activity portfolio for ADER. Collaborative partnerships with e.g. Argos or Deloitte are helping ADER to secure the future for their customers and could lead towards more export and more jobs in La Rioja in the future. ADER could develop more funding and services that support more green sustainable developments for their customers. An example could be: eco-friendly goods and services to empower consumers to make the right choice when buying in order to reduce the environmental impact. To secure the future of ADER, they could consider to assign back-ups (right people) for critical positions in case of emergencies and make the workforce more multi-functional to streamline the peaks in the workflow. By setting more challenging targets for their environmental program, ADER would be able to show customers "practice what you preach".

Succeeding through the Talent of People

Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.

Skills gap analysis is used as an input for the training plan and aligned with the competences needed to serve the customer. People consider ADER as a very good working place and they are real ambassadors of the organisation. The process teams stimulate involvement of people, every person is participating in at least one process team, which is evidenced by a positive trend achieving in '% of people satisfied with their involvement in the organisation'. People are particularly proud to work at ADER and this is reflected in the positive trend in most of the people perception and performance measures for 3 years or more. Due to the limitations derived from the Government (since 7 years it has not been possible to hire new employees, to change the organisation structure and to improve financial benefits). ADER could benefit from a consolidated approach to give feedback on people performance and give them the opportunity to have a dialogue about the problems and challenges that may occur. This would help ADER to become the benchmark organisation in people management.

Managing with Agility

Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

ADER is using a set of key processes to deliver value adding services and products to their customers. The process framework is used to deploy the Strategic Management objectives into all processes. All processes have a process owner, process teams and different type of process indicators (divided into satisfaction and performance indicators). The process owner does regular monitoring of the process performance, and improvements are made if needed. A review of the currently used process indicators to make sure that there are a number of predicting process indicators could help ADER to improve the peaks in the workflow. This would enable ADER to use people resources in a more flexible manner in the peak periods.

Sustaining Outstanding Results

Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

Unlike other organisations ADER has achieved for 3 or more years sustained good satisfaction levels and improving trends for the performance measures even in difficult times. This will support the growth in the region La Rioja. ADER is using a balanced set of results (Strategic indicators and Quality objectives) to monitor their progress against the Strategic Management Plan. ADER ensures transparency of financial and non-financial reporting to the relevant customers and partners. This is very well done evidenced by '% of entities satisfied with ADER with regard to ethical conduct towards society and transparency of services'. More ambitious target setting based on relevant comparative data would help ADER to secure their future. More social and economic impact measures could be used in various ways in their management system; this would help them to achieve their Mission.

Criterion 1 – Leadership

Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the on-going success of the organisation.

- Leaders develop the Mission, Vision, values and ethics and act as role models.
- Leaders define, monitor, review and drive the improvement of the organisation's management system and performance.
- Leaders engage with external stakeholders.
- Leaders reinforce a culture of excellence with the organisation's people.
- Leaders ensure that the organisation is flexible and manages change effectively.

1 – Strengths

- Leaders are communicating regularly the Vision, Mission, Values and Strategic Management plan of ADER, via the Friday meetings, Process Team meetings and meetings within each unit. Employees have a clear understanding of ADER's ambition, as seen during the interviews throughout the site visit and supported by related Employee satisfaction survey results in this area. The "open door policy" and the accessibility of the leaders make them well perceived by the people and in the same time improve people satisfaction.
- Role model behaviour such as Integrity, Accountability and Transparency is clearly shown by the leaders at ADER. This is clearly demonstrated by the sustaining positive trend since 2012 in '% of entities satisfied with ADER with regards to ethical conduct towards society and transparency of service'.
- All level 1 and 2 leaders are participating in the Board of Excellence. During the first analysis phase of the preparation of the current Strategic Management plan, the leaders have refined the Mission and Vision due to the changes in the market e.g. La Rioja business structure consists of small enterprises, more services are based on new technologies and reduction of funding from State and Region. More focus is now added to Innovation and the area of Internationalisation and entrepreneurship.
- All level 1 and level 2 leaders (=the Board of Excellence) meet quarterly to monitor the performance of the Strategic indicators and Quality objectives. Priorities of process improvements are defined and deployed via the Process Teams.
- All leaders have direct access to the different IT platforms (such as Pentaho, Database Strategic Plan and Database Statistics CAR) and monitor their strategic and process indicators on a regular basis and take necessary actions if needed.
- Different types of leaders are engaging with the external stakeholders. An example is the contribution of the Manager of ADER at the Board of Directors and the Advisory Council allowing the exchange of information about important strategic issues. This is demonstrated by the increase of satisfaction shown in '% of entities generally satisfied with ADER'. Another example is the close cooperation with the Government of La Rioja; which has resulted in an increasing budget since 2013.
- Leaders of ADER promote a culture of excellence by the implementation of ISO9001 and ISO14001. Since 2012, ADER has implemented management by processes based on the EFQM

Model and learned from other good practices coming from the CEX awards. By choosing this approach the leaders try to involve all employees in process improvements making sure that all employees are participating in at least one process team.

1 – Opportunities for Improvement

- Leaders could learn from engaging with international development agencies. This could help ADER to add more value to the growth of enterprises in La Rioja area.
- It is proven that all the structures set (e.g. processes, book of improvement, etc.) and promoted by the leaders help people to accomplish plans. For future improvements, it could help ADER if leaders show more "out of the box creativity" e.g. process owner more empowered versus unit structure, which would enable them to design more flexible structures.
- Leaders prioritise their decisions for (process) improvements based on direct impact on customer satisfaction and/or improvement of the process performance and/or work smarter. Predicted performance of the processes for decision-making is not used yet. This could help the leaders to use people resources in a more flexible manner in peak periods (e.g. deadlines call for proposals) resulting in better service to the customer.
- Leaders are participating in various working groups, forums and meetings (external/internal) and share, prioritise and transform this collected knowledge into concrete ideas. It is not clear how effective and efficient this approach is. ADER could consider a more agile project management approach to help the leaders implementing the right ideas in the right way and at the right time.
- Leaders have been trained on the 12 challenges with an external advisor and courses such as "creative leadership" & "management skills". ADER could not demonstrate the positive impact the training had on the % of "people satisfied with the leadership" indicator, as there was a decrease in 2015.
- ADER could not demonstrate how leaders are using the measures available concerning socio-economic impact of the activities (e.g. generated turnover, exports, jobs, trademarks, etc.) to steer their Strategic Management plan.

Criterion 2 – Strategy

Excellent organisations implement their Mission and Vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

- Strategy is based on understanding the needs and expectations of both stakeholders and the external environment.
- Strategy is based on understanding internal performance and capabilities.
- Strategy and supporting policies are developed, reviewed and updated.
- Strategy and supporting policies are communicated, implemented and monitored.

2 – Strengths

- ADER is heavily impacted by regulations from the EU, Spanish state and La Rioja Region. Budget (income) is given to ADER for 1 year at a time. Despite of this, ADER has implemented a 3 year Strategic plan since 2011. ADER creates their Strategic Management plan via a structured strategic planning process. During the preparation of their Strategic plan the Strategic Planning team ensures that the Strategic Management plan outcomes will help ADER to achieve their Mission and Vision. The concept of social responsibility is also taken into account. The leaders of level 1 and 2 have been participating in the preparation of the Strategic Management Plan 2015-2017. Inputs from relevant external stakeholders such as La Rioja Regional Government are gathered through the Board of Directors and the Advisory Board.
- Needs and expectation of the most relevant stakeholders such as customers, partners and people are collected through all types of surveys and regular meetings. These inputs are analysed and used in the preparation of the Strategic Management plan. In addition to these analysis, external information coming from La Rioja Regional Government, Spanish R&D&I, European projects (CDTI), technology papers, statistics from local and national government is analysed and used as input for the preparation of the Strategic Management plan. Learning from these sources is utilised internally, and, in certain cases, also communicated proactively to the DGT's.
- The structured strategic planning process supports, in an excellent manner, the analysis of internal performance and capabilities (Pentaho, Database Strategic Plan, Database Statistics CAR), and its integration with information from external sources. In the Strategy Committee this analysis of stakeholder input and other external information is discussed and used to prepare a detailed SWOT analysis. Based on the SWOT, strategies and objectives are defined e.g. Reduce response time by more agile management by improving case file times.
- ADER has identified key processes and key success factors e.g. reduce response times through more agile management. Based on the key success factors, key results (Strategic and Quality indicators) have been identified. These key results are regularly monitored and improvements are made if needed. This helps ADER to evaluate the progress towards the Vision and their strategic objectives. To ensure that the strategy is deployed properly, ADER uses the Annual Strategic Plan and the Annual Action Plan.
- ADER is communicating their Strategic Management through different channels both internally and externally. The staff have access to the Strategic Management plan through their intranet, Friday meetings ('Viernes del Conocimiento'), newsletter ('Enterate'), a guide which explains among other things the strategy of ADER (Perso_ADER), and other informal meetings with the Leadership team.

- In order to ensure financial, physical and technological resources to support organisational development, in April ADER prepares a draft budget for the coming year, which is presented to the Government. This is a structured approach supported by an increasing budget from 34,1 MEuro in 2013 towards 60,5MEuro in 2015.

2 – Opportunities for Improvement

- Enlarging the concept of sustainability (People-Planet-Profit) in the Strategic Management Plan and in all the relevant processes of ADER, by setting more ambitious targets on environmental and economic impact, would help ADER to positively improve their society perception (e.g. '% of entities satisfied with ADER with regard to its attitude and respect for the environment'.)
- Strategic and process data is available through Pentaho, Database Strategic Plan and Database statistics CAR. Further optimisation of the analysis of all available data in the appropriate way could help ADER to make more efficient and timely decisions for the next Strategic Management Plan. An example is: ADER uses 'Number of internships per annum' (8b5) to indicate the significance and development of products (funding and services) with a clear societal and/or sustainability impact. Further aggregation of data concerning the volume and development of products with same characteristics would help ADER to better analyse the impact of these products in the perceptions of relevant stakeholders.
- There is limited set of impact indicators used in steering the key process. Using this type of (social-economical) impact indicators (e.g. 'export figures through ADER', 'new entrepreneurs', '# of jobs created through ADER' and '# of trademarks registered through ADER') could help ADER direct its activities based on the Mission, and would help to communicate the benefits of its actions widely towards the society.
- Although improvement proposals have been implemented after the preparation of the Strategic Plan 2012-2014, it is not clear if these improvements have led to a more efficient and agile information analysis and strategic planning process.
- Despite the participation in the COEXELL-project, there seems to be no widespread culture of seeking opportunities to benchmark and compare the performance of ADER to other (inter) national (development) organisations. This could help ADER to excel further.
- ADER is the current chair of the Spanish Association of Development Agencies. The current focus of this Association is to identify the main risks and weaknesses of the Development Agencies in relation to the structure of the Central State Administration and that of the Autonomous Communities. This opportunity could help ADER to make the next step in managing strategic risks.
- The effectiveness of the external communication about ADER's strategy has not yet been thoroughly measured. By assessing this, ADER would get more insight on how to improve the external communication to the different types of customers. ADER has started analysing the current situation in the digital communication between the different development agencies and is preparing improvements regarding the external digital communication.
- Ability to innovate is very important for ADER as an organisation and in the way the society of La Rioja perceives ADER. Maybe bigger impact could be accomplished if ADER sets more focussed goals for internal and external innovation (e.g. # of new developed services within one year).

Criterion 3 – People

Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

- People plans support the organisation's strategy.
- People's knowledge and capabilities are developed.
- People are aligned, involved and empowered.
- People communicate effectively throughout the organisation.
- People are rewarded, recognised and cared for.

3 – Strengths

- ADER has developed a comprehensive People Management and Planning Process (PE02). A team that involves participants from all units and personnel groups supports the process, as well as a variety of tools like Epsilon system and the planning document Plan Perso_ADER.
- Comprehensive personnel manual GUIA Perso_ADER, was created based on input from the employees. It has been updated and improved, and has been selected as a good practice by an insurance company. The manual communicates effectively the different approaches utilised in the people management, and thus helps in aligning the implementation of people plans with ADER's strategic targets.
- The leaders of ADER are collecting feedback from the employees by structured surveys and the results are openly communicated throughout the organisation. The survey is integrated in the strategic planning process, and the content was improved for 2016.
- Although the organisational structures are much constrained by the present regulation enforced by the Regional government, the people resources of ADER can be used flexibly by the means of process management and teamwork. This helps to improve the performance of the organisation, contributing to the permanent development of people capabilities and the opportunity to learn from each other.
- ADER is using the skills gap analysis to define the training plan. It is reviewed every year and a new training plan is created. The skills gap analysis is aligned with ADER's strategic objective of achieving competent and service oriented professionals.
- The culture of innovation and creativity is supported in ADER by using different tools like the process team meetings, the "suggestion box", "book of improvement" and the internal communication tools, such as Friday Meetings. All these tools help people to feel involved in their organisation, which is demonstrated by a positive trend achieved in '% of people satisfied with their involvement in the organisation'.
- ADER has incorporated the people's communication needs into an Internal Communication plan, which is linked to the strategic objective of getting an active involvement amongst its people by achieving a dynamic flow in internal communication (Strategic Line 5 – 5.1.2). This Internal Communication plan is based on external learning from communication plans of award-winning companies.
- Peole understand the direction and strategic focus of ADER, due to clear communication by the leaders, using various actions and tools of communication like communication of the results of

the Board of Excellence meetings, the Friday Information Day, the process meetings, "Get informed" newsletter, WebADER, etc.

■ People feel motivated and involved in the organisation by their participation in the process management system and by the use of ADER's Reconciliation Plan. This shows that ADER is assuring a healthy work – life balance, contributing to the general satisfaction of the people.

3 – Opportunities for Improvement

■ The strategic targets are guiding the key processes of ADER, and are cascaded into process targets. However, there is no clear cascading of these targets into individual levels. Where applicable, this type of clear target cascading could effectively support the communication within the organisation, as well as the professional performance of people working at ADER, and their long-term motivation.

■ ADER has not been allowed to hire new employees in the last seven years; it is not clear how ADER will secure key critical positions, in the case of emergencies.

■ ADER could consider to train their people to become more multifunctional in order to optimise resource management e.g. the period of time before the deadline for a call for proposals. In addition, trainings related to the other services competences such as training in foreign languages for the internalisation unit would help ADER to grow further in these areas.

■ Although there are tools used to encourage innovation and creativity at ADER, it appears that the internal capability of innovation is hindered by the regulations that must be met, which is not supporting the 'out of the box thinking' organisational culture.

■ Although there is a decreasing trend in the way people are generally satisfied with their organisation concerning internal communication, it is not clear yet which actions have been taken to improve the internal communication.

■ Every leader has a different approach in giving feedback to their people. Although ADER has developed an approach to manage people's activities using the new process management system, the Human Resources Unit could prepare a consolidated approach (supported by a document) to give feedback of people's performance and invite them for a dialogue about the problems and challenges that may occur.

■ ADER could consider to train their people to become more multifunctional in order to support the possible gaps or the overloaded employees. For example the period of time around the closing a call for proposals. In addition, trainings related to the other service competences such as training in foreign languages for the internalisation unit would help ADER to grow further in these other services.

Criterion 4 – Partnerships & Resources

Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support their strategy, policies and the effective operation of processes. They ensure that they effectively manage their environmental and societal impact.

- Partners and suppliers are managed for sustainable benefit.
- Finances are managed to secure sustained success.
- Buildings, equipment, materials and natural resources are managed in a sustainable way.
- Technology is managed to support the delivery of strategy.
- Information and knowledge are managed to support effective decision-making and to build the organisation's capability.

4 – Strengths

- ADER has developed a comprehensive approach towards working with partners. The partnership management process (PE3) is very well structured and implemented in the organisation and the partners are segmented into six categories. There is a very well developed partnerships agreement model including KPIs, measurements/targets and defined roles that together create a confidence in ADER's ability to efficiently use partnerships to deliver added value to their customers. Currently ADER has more than 100 partners, which can be seen in the increase of the 'number of agreements'. ADER has developed several Strategic Partnerships (e.g.: the Employees Federation, Chamber of Commerce, Industry of La Rioja, CDTI, Argos...), which help to deliver added services, such as internalisation, to their customers.
- ADER is participating in the network of Spanish Regional Economic Development Agencies. The cooperation is active at all levels of the organisation.
- The preparation of ADER's annual budget, which is in accordance to the guidelines of the Regional Ministry of Finance, is taking into account ADER's Strategic Plan for the years 2015-2017. All units in ADER take part in the preparation of the budget, which is coordinated by the Economic – Financial Management Unit of ADER. The budget negotiations starts in April and lead to final approval of the Parliament of La Rioja by the end of the year. The evolution of the final budget is improving year by year even now during the financial crisis.
- ADER's financial processes (including management of financial risks, governance) and the use of the relevant IT tools e.g. SICAP, COBRAZ etc. are regulated by the Government of La Rioja and the State Government. ADER has managed to develop a strong financial process, which is supported by the fact that only one minor non-compliance was found during the financial audit of 2014 and a good controlled cash flow.
- ADER has developed a comprehensive system and maintenance process and is working with a preventive and corrective maintenance plan. The process enables ADER to ensure alignment of operations with legal and other prerequisites, as well as to decrease materials consumption and costs (proven by the decrease in annual consumption of paper and KW per person). ADER is certified for ISO14001 since 2005An Occupational Health and Safety Plan is implemented through a professional external service provider. The plan covers areas considered relevant: risk assessment, preventive action plan, emergency measures and accident investigation when applicable. The approach guarantees a controlled action in response to health and safety issues.

- The office facilities of ADER radiate openness and accessibility. The entry floor is designed to give an "open office" impression to visitors and customers. The workspaces show an efficient use of available resources.

- ADER, as a part of the Government of La Rioja, has access to a joint procurement program at governmental level. While this might also cause additional time-lags, it seems that ADER is able to efficiently use these opportunities.

- ADER seems to be very limited by the Regional Government regarding technology. Although they have this limitation they are making the best use of all their different tools (Pentaho, CRM , etc.) to support their service delivery to customers.

- With the implementation of the new CRM System (Microsoft 360) ADER is making good use of technology allowing them to provide better services to customers. This initiative was taken by ADER, an example of the partnership with the Government of La Rioja.

- The decisions taken by the leaders are supported by accurate and sufficient information gathered from the different IT tools within the organisation, such as @DER/SIG, CRM, Pentaho, SICAP, etc.

- ADER is using secure and reliable systems, which give people access to all relevant information and knowledge. This helps the organisation to achieve their strategic goal of providing value to their customers through innovation and new technologies.

4 – Opportunities for Improvement

- While ADER is actively participating in the co-operation of Spanish Regional Economic Development Agencies (the chair organisation in 2016) it seems that not all possibilities of developing this cooperation are utilised. For example, creation of comparative data or joint development projects could be new ways of creating win-win opportunities for all participating Development Agencies.

- Co-operation with domestic partners is well developed; however ADER shows a limited culture of international partnerships. These could open new opportunities for mutual learning between organisations with very similar tasks and products, and, for example, increased partnerships at European level with financial support from the EU. In general, developing language skills (English) would help to implement this line of activities.

- ADER has 6 defined partnership segments who are participating in the society survey. ADER could extend this survey towards press and inhabitants of La Rioja area, which could help ADER to better understand how the whole society is perceiving them.

- Although ADER has developed an Occupational Health and Safety Plan and assesses risks in processes, a comprehensive Risk Management Approach (ERM) could support a more holistic analysis of risks and communication about them and actions taken.

- While the physical working environment is well developed and efficient, it might not be fully supporting the different phases of daily work. The need and possibilities for further development of the office spaces (e.g. acoustics) could be considered given availability of means to do so.

- It is not clear how the information and knowledge gathered by leaders from various working groups, forums and meetings are effectively shared, prioritised and transformed into reality within timescales. More comprehensive use of agile project management tools could further help ADER to implement the new ideas and improvements at the right time.

- ADER has a lot of internal performance and external customer information. Optimal use of all this information is not demonstrated yet. ADER could target customers for new services or improve the workflow as they foresee that a lot of applications will come in.

- '% of satisfied customers with the use of technology means made available to them' is showing a negative trend. It is not clear how ADER is involving customers when they start developing new tools like for example Virtual office. A more proactive involvement could have a positive impact on the perception of the customers.

Criterion 5 - Processes, Products & Services

Excellent organisations design, manage and improve processes, products and services to generate increasing value for customers and other stakeholders.

- Processes are designed and managed to optimise stakeholder value.
- Products and services are developed to create optimum value for customers.
- Products and services are effectively promoted and marketed.
- Products and services are produced, delivered and managed.
- Customer relationships are managed and enhanced.

5 – Strengths

- In 2004 ADER started with the management by processes and was certified with ISO9001. Based on external learning (EFQM model, award winning companies) ADER improved the way of working with processes. Processes are divided into key processes and processes. The key processes are supporting the objectives of the Strategic Management Plan. Every process has process owners, process teams and process indicators (divided into satisfaction and performance). The process owners regularly monitor the process indicators by accessing the relevant IT tools such as the Pentaho platform. Every employee is participating in at least one process team. The process teams hold regular meetings about the performance of the processes and improvements are implemented where needed. New processes are created to meet the challenges of the organisation, such as regulative measures.
- Through ADER's process "Stakeholder satisfaction management" (PE.05) six types of surveys are conducted targeting their current and new customers and partners. To improve the survey process, ADER has developed a survey management guide to support the staff in preparing and assessing the surveys.
- ADER's business model is primarily based on granting aid through calls for proposals. But as part of their strategy to be a service provider, ADER has implemented several different services, e.g. design, patents and trademarks, and internationalisation promotion to support existing and potential customers in La Rioja.
- ADER has a highly skilled and professional unit for legal and regulatory affairs which are reflected in the customers understanding of the legal basis for the different calls for proposals and the services that the organisation supplies.
- The people of ADER know their customer groups through their presence in the community and knowing their region and its development. By using traditional and digital communication channels such as newsletters, annual meetings, press conferences and social media, ADER inform their customers about new developments. Moreover, ADER has developed an external communication strategy in collaboration with the Regional Ministry and the Government of La Rioja. Good examples of external communication to entrepreneurs and participants in the EU network enterprise are the custom made newsletters and news via the social media.
- ADER has two main calls for proposals annually. Customers can easily access information from the organisations web pages which are regularly updated and developed, and apply for grants through the "Virtual office".
- ADER's Dossier Management System is the tool for managing applications linked to services. The tool is also accessible for customers to monitor the status of their application. The management system is in line with the organisation's operational key processes (PO7 and PO8).

- In 2015 collaboration and sharing of information between units and feedback from customers led to two concrete actions being taken in the area of design (patents and digital application), which will benefit the customers. The actions are in line with ADER's strategic line 1 and 3.
- Through daily contact with customers (help-desk/phone/email) ADER maintains a continuous dialogue based on openness and transparency.

5 – Opportunities for Improvement

- ADER has developed satisfaction and performance indicators for each process. There is a limited number of process performance indicators which predicts the outcome of the process. Review and refinement of these performance indicators could help ADER to improve the workflow in the processes such as optimal use of people resources during peak periods (e.g. before and after the deadline for call for proposals). This would support ADER to achieve the key success factor LE1.OE1.
- Although ADER offers several different types of services to their customers the development of new services takes a long time to develop which may in turn not meet the changing needs and expectations of their customers. Involvement of customers and relevant partners in the development of new services is desirable.
- Comparative data is not used yet to improve ADER's processes.
- Extending national and international partnerships and identify new opportunities could help ADER to develop new services (e.g. EU Network Enterprise). This will help ADER to achieve their key success factors LE2.OE2 and LE2.OE3.
- The Zero presence project was implemented in 2015 and ADER started with one grant line. The other 23 grant lines are not deployed yet, although the customers of ADER give signals that technological means are needed since 2013 ('% of satisfied customers with the use of technological means made available').
- The input of ADER's customers and partners ('% of entities satisfied with ADER with regard to attitude and respect to the environment') could help the organisation to start developing more green sustainable services e.g. eco-friendly services to empower consumers to make the right choice when buying in order to reduce the environmental impact.
- The new marketing plan for digital communication has been implemented in 2016 and is expected to generate opportunities to reach the needs of a broader group of new customers, e.g. entrepreneurs and students. However, as the plan has just been implemented the effect and/or results of this new digital marketing strategy is not visible yet.
- ADER has a lot of information about their customers; it is not demonstrated how ADER is using this information to target new customers pro-actively for their new developed services e.g. which customer information can be used by the EU Network Enterprise to pro-actively target potential customers. This would help ADER to achieve the key success factor LE2.OE2.
- Currently ADER is sustaining high level of positive trends for customer satisfaction. Because of these positive results, it is not easy to improve this high level even further. Conducting surveys at different times than what is the current practice (e.g. short survey at the moment of customer contact), could give ADER better insight of the quality of service delivered

Criterion 6 – Customer Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

Criterion part 6a - These are the customers' perceptions of the organisation. These may be obtained from a number of sources, including surveys, focus groups, ratings, compliments and complaints. These perceptions should give a clear understanding of the effectiveness, from the customers' perspective, of the deployment and outcomes of the organisation's customer strategy, supporting policies and processes.

Criterion part 6b - These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of its customers. These indicators should give a clear understanding of the deployment and impact of the organisation's customer strategy, supporting policies and processes.

6 – Strengths

- ADER measures a valid range of customer perception measures for managing the grants and the other services (all 6a measures + 6b1 + 6b3). The scope of the measures presented is in line with the needs of their current customers and aligned with the Strategic Management Plan 2015-2017.
- For most of the presented customer perception measure there is a sustained high-level trend over three or more years. In most cases, targets are met and exceeded. The satisfaction of customers visiting the ADER office is improving due to the monitoring of the waiting time and taking actions to improve this. The 2014 customer perception measures are comparing well against Euskalit average.
- ADER has shown a positive trend in the past three years with regards to the customer performance indicators (6b2, 6b4, 6b5 and 6b6). Due to external legal matters and the economic crisis, the indicators linked to new customers were lower in 2015. Based on the customer perception measures presented, there is confidence that the performance levels will be sustained in the future.

6 – Opportunities for Improvement

- Technological means are implemented for the customers e.g. online grant application form. However, only one of the 23 funding programmes has this possibility. Since 2013 there has been a negative trend of satisfaction concerning the indicator '% of satisfied customers with the use of technological means made available for them'.
- There is a limited number of customer performance indicators which predicts the future customer perception of ADER. Reviewing and refining these customer performance indicators, especially concerning customer contact moments (e.g. response time on customer requests and immediate service satisfaction check), would help ADER to get more grip on the customer perception in the future.
- Comparison against best-Euskalit for 'General degree of satisfaction with ADER', 'General satisfaction in-person customer survey' and 'Rating understanding of rules regulations granting of financial aid' show that ADER is performing lower than the benchmark. Comparison with other (inter)national development agencies would give ADER more insight into how they are performing in the customer perception area.

- Although the target is achieved for 'Recommendation rate of our customers', the trend has been negative since 2013. The same is valid for the 'general degree of customer satisfaction with ADER', where some of the services e.g. internationalisation (6a2) show a negative trend. It is not clear what types of actions are taken or will be taken to improve these measures.
- The response rate for the Satisfaction survey –Managing Grants is 100%. The Satisfaction survey - Other services has a much lower response rate and segmented data is not available yet. As ADER wishes to increase the volume and importance of the services in the future, they could benefit from more segmented data and information to refine their services and develop new services.

Criterion 7 – People Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

Criterion part 7a - These are the people's perception of the organisation. These may be obtained from a number of sources, including surveys, focus groups, interviews and structured appraisals. These perceptions should give a clear understanding of the effectiveness, from the people's perspective of the deployment and outcomes of the organisation's people strategy and supporting policies and processes.

Criterion part 7b - These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation's people and to predict their impact on perceptions. These indicators should give a clear understanding of the deployment and impact of the organisation's people strategy and supporting policies and processes.

7 – Strengths

- ADER measures a valid range of people perception and performance measures. The scope of these measures is coherent and aligned with ADER's Strategic Line 5 "Achieving its Vision through the people and values in its organisation". Appropriately segmented results are available, e.g. leaders satisfied with the trainings and the staff satisfied with the training.
- ADER shows a positive trend for most of the perception measures over three or more years. People are very satisfied with the training offered, the workplace environment and their involvement in the organisation. Most of the 2014 perception measures compare well against the average Euskalit. Two of the 2014 perception measures are performing better than the Best Euskalit figures (% of people generally satisfied with ADER' and '% of people satisfied with training'). For all perception measures the targets are set and exceeded. This performance gives general confidence that the people perception results will be sustained in the future.
- People performance indicators are overall positive and trends are sustained and improved over the last 3 years for most of the indicators. They are appropriately designed to give meaningful insights and there are comparisons available for most of the results. In all of the cases ADER is performing at the benchmark level. There is currently a high percentage of employees benefiting from the 'reconciliation plan' (22 people out of the 58 members of the staff). This will help them to achieve their goal of making ADER an excellent workplace. Most of the targets for the different people performance indicators are met or exceeded.

7 – Opportunities for Improvement

- There is a decreasing trend from 2014 to 2015 regarding people's general satisfaction with the organisation and leadership. It is not clear yet which actions will be taken to reverse the declining trend.
- Given that ADER aims at being considered as a benchmarking organisation with regards to people management, comparison with best-in-class people management organisations (this can be national and even international) could help ADER to become the benchmark for people management in La Rioja area.
- More ambitious target setting based on Best-in-Class people management organisations could help ADER to achieve their aim to become the benchmark for people management in La Rioja.

Criterion 8 – Society Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

Criterion part 8a - This is society's perception of the organisation. This may be obtained from a number of sources, including surveys, reports, press articles, public meetings, Non-Governmental Organisations, public representatives and governmental authorities. These perceptions should give a clear understanding of the effectiveness, from society's perspective of the deployment and outcomes of the organisation's societal and environmental strategy and supporting policies and processes.

Criterion part 8b - These are the internal measures used by the organisation in order to monitor, understand, predict and improve the performance of the organisation and to predict their impact on the perceptions of the relevant stakeholder within society. These indicators should give a clear understanding of the deployment and impact of the organisation's societal and environmental strategy and supporting policies and processes.

8 – Strengths

■ ADER measures a range of society perceptions and performance measures. The scope of these measures is aligned to the activities of ADER in La Rioja area and aligned with the Strategic Plan 2015-2017.

■ In most of the shown society perception measures the positive trend is sustained at a very high level over three or more years. The '% of entities satisfied with the adaptation of services to the needs of the business fabric in La Rioja' has increased steadily from 62,5% in 2012 into 87,88% in 2015. Targets are presented for all society perception measures and met in all.

■ Two of the measures ('% of entities generally satisfied with ADER' and '% of entities satisfied with ADER with regard to the ethical conduct towards the society and transparency of services') compares well against the best benchmarks of Euskalit of 2014.

■ ADER achieves positive society performance trends, over three or more years, in the relevant society performance indicators (e.g. 8b1, 8b3 and 8b2). Targets for the measurements are met in over half of the cases. The annual contribution of the CDTI to R&D projects submitted from La Rioja is increasing since 2013. This is due to the activities done by ADER.

■ Cause and effect is visible for most of the shown measures. The continued focus of ADER employees with regard to the ethical conduct towards society and transparency have contributed to the high level of satisfaction of 87,88% in 2015. There is a general confidence that the past achievements will be sustained into the future

8 – Opportunities for Improvement

■ Segmentation of Society results into the six partner categories is not possible yet. ADER could benefit from segmenting the Society surveys results into their six categories, this would help ADER to further improve the already strong relationship with all their partners.

■ There is a limited number of society performance indicators which predict future society's perception of ADER. Review and refinement of these society performance indicators could help ADER to improve the society perception in the future. One of the possible indicator could be: volume of activities with specific green services.

- The target setting rational is clear for most of the shown results. The target set for 'the % of entities satisfied with the adaptation of services to the needs of the business fabric in La Rioja' is not aligned with their current target setting rational.
- The '% of entities satisfied with ADER with regard to the attitude and respect for the environment' is lower than the shown benchmark of Best Euskalit. Although ADER achieves positive performance trends in indicators for internal environmental performance (8b2 and 8b3). More ambitious target setting for ADER's environmental impact could help to influence the society opinion and improve further their environmental achievements to impact the society opinion. Next to this ADER could try to implement more green sustainable services to their customers, which could have also a positive impact on the society opinion.
- Despite the high level of satisfaction for the society survey measures, it is not always clear which improvements have lead to the high level of satisfaction.

Criterion 9 – Business Results

Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

Criterion part 9a - These are the key financial and non-financial business outcomes which demonstrate the success of the organisation's deployment of their strategy. The set of measures and relevant targets will be defined and agreed with the business stakeholders.

Criterion part 9b - These are the key financial and non-financial business indicators that are used to measure the organisation's operational performance. They help monitor, understand, predict and improve the organisation's likely business outcomes.

9 – Strengths

■ Impact measures such as 'export' figures, 'new entrepreneurs', '# of jobs created' and '# of trademarks registered through ADER' show a positive trend over three or more years and this shows that ADER is working towards their Mission. Not all increases in the 'export' figures and '# of jobs created' can be directly related to all actions by ADER but still, the impact measures stated above give a general confidence that past achievements will be sustained into the future.

■ ADER is measuring a reasonable range of business outcomes (9a2, 9a3, 9a6, 9b3, 9b6) and business performance (9a1, 9a4, 9a5, 9b1, 9b2, 9b4, 9b5). The scope of these measures is aligned to the strategic ambition of ADER.

■ All key business outcomes are showing a positive trend over three or more years. The 'evolution of the final budget' shows a positive trend from 39,4 ME into 60,5 ME in 2015. Cause and effect is visible for most of the strategic outcomes, for example: 'the evolution of the budget' is clearly a result of the good relationship between ADER and La Rioja Government. Almost all targets have been met in 2015.

■ Most of the key business performance indicators show a positive trend over three or more years. The 'number of Application Dossiers Granted' shows a positive trend for key activities for the years 2012-2014. The figure for 2015 is somewhat lower but this is explained by the end of EU programme period.

■ Number of agreements (9b4) shows a good result in attaining the goals in increased partnerships. The goal set for 2015 is not met, because of a change in product portfolio.

■ Appropriate segmentation is available and used.

9 – Opportunities for Improvement

■ Searching for more relevant impact measures (e.g. ratio of internal costs compared to the volume of external funding, or a combination of the volume of external funding and the volume of service product output) could help ADER to show that they are the benchmark partner for the business fabric in La Rioja.

■ A more ambitious target setting, if possible based on comparative data, will help ADER to excel even more in the future.

■ ADER wants to grow with the other services. Use of more relevant internal process indicators related to these new services would help ADER to achieve their Mission.

■ Comparisons with other (inter)national organisations are not available. It could help ADER to find comparative data from other national/international development agencies, which would help ADER to excel even more in the future.

■ The 'average process throughput times (9b1 and 9b2)' partly show an improving trend. The targets are met in approximately half of the cases.

Scoring

Enablers	Percentile (%) ranges									
	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
Leadership										
1a							X			
1b						X				
1c							X			
1d						X				
1e					X					
1 overall						X				
Strategy										
2a					X					
2b						X				
2c						X				
2d					X					
2 overall						X				
People										
3a						X				
3b					X					
3c					X					
3d							X			
3e						X				
3 overall						X				
Partnerships & Resources										
4a							X			
4b						X				
4c					X					
4d					X					
4e					X					
4 overall						X				
Processes, Products & Service										
5a						X				
5b						X				
5c						X				
5d					X					
5e					X					
5 overall						X				

Results	Percentile (%) ranges									
	0-10	11-20	21-30	31-40	41-50	51-60	61-70	71-80	81-90	91-100
Customer Results										
6a						X				
6b					X					
6 overall						X				
People Results										
7a						X				
7b							X			
7 overall							X			
Society Results										
8a						X				
8b				X						
8 overall					X					
Business Results										
9a					X					
9b						X				
9 overall					X					

Total Points Awarded									
0- 100	101-200	201-300	301-400	401-500	501-600	601-700	701-800	801-900	901-1000
					X				

3. EFQM Recognized for Excellence *Closing Meeting*

RECOGNISED FOR EXCELLENCE CLOSING MEETING

ADER

Logroño (La Rioja), 21st of April 2016

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Today:

- **What you can expect:**

  - We will give you a summary of our findings

- **We will not give you:**

  - A finished feedback report or comprehensive details

  - Any indication of the score or the outcome you can expect

- **What happens next?**

  - We complete our feedback report and return it to EFQM

  - EFQM will send you the final feedback report, inform you about the outcome, send certificate and logos

Special Thanks To:

- Ramón Somoano Matesanz

- Amadeo Lázaro Fernández

- Lola Antón Rodríguez

- All staff for being supportive, patient and making us understand the context of ADER

Figures

- # of interviews: 21

- # of mirror meetings: 3

- # of FG: 2

- # of employees interviewed: 29

- # of hours consensus meeting: 8

The Fundamental Concepts of Excellence
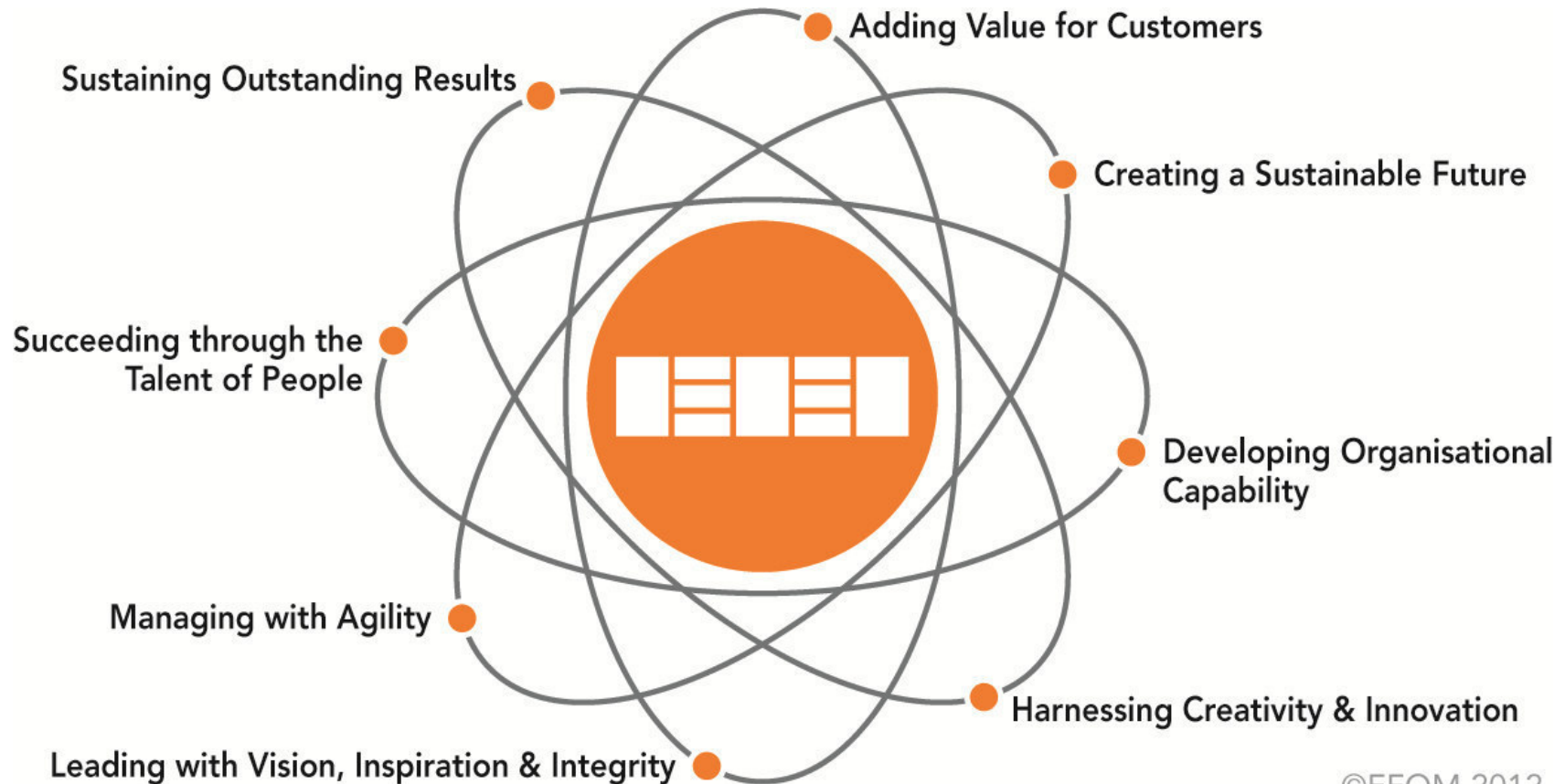
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Liderar con visión, inspiración e integridad

EFQM®
Shares what works.

- **Definition**

  - Las organizaciones excelentes tienen lideres que dan forma al futuro y lo hacen realidad, actuando como modelo de referencia de sus valores y principios éticos.

- **Summary**

  - Clear communication on vision, mission and values and strategic management plan (2015-2017) and the staff know where to go.

  - *Could the leaders proactively stimulate their employees more to create an innovative organisational culture?*

Aprovechar la creatividad y la innovación

- **Definition**

  - Las organizaciones excelentes generan mayor calor y mejores resultados a través de la mejora continua y la innovación sistemática, aprovechando la creatividad de sus grupos de interés.

- **Summary**

  - Innovation has been used to create new external services (E.g Virtual Office, Industry 4.0,…)

  - *How about being more innovative within your internal organisation to become more flexible?*

Desarrollar la capacidad de la organización

- ### Definition

  - Las organizaciones excelentes incrementan sus capacidades gestionando el cambio de manera eficaz dentro y fuera de ellas.

- ### Summary

  - Strong approach for partnerships based on agreements including clear objectives, targets and well defined roles.

  - *Have you considered developing more international partnerships to further develop your services?*

Añadir valor para los clientes

- **Definition**

    - Las organizaciones excelentes añaden constantemente valor para los clientes comprendiendo, anticipando y satisfaciendo necesidades, expectativas y oportunidades.

- **Summary**

    - Very customer focused.

    - Using all types of partnerships to add value to your customers.

    - *You have a lot of customer information inside ADER, how about using this information to target your customers for new services in a proactive way?*

Crear un futuro sostenible

- **Definition**

  - Las organizaciones excelentes producen un impacto positivo en el mundo que les rodea porque incrementan su propio rendimiento al tiempo que mejoran las condiciones económicas, ambientales y sociales de las comunidades con las que tienen contacto.

- **Summary**

  - Diversification in services will lead to other types of activities for ADER and their customers which will help them secure their future.

  - Collaborative partnerships will guide you to achieve a better future for ADER's customers (E.g more exports and more jobs in la Rioja).

  - *Wouldn't it be also attractive for an innovative agency to develop more funding and services that support green, sustainable developments for your customers?*

Alcanzar el éxito mediante el talento de las personas

- **Definition**

  - Las organizaciones excelentes valoran a las personas que la integran y crean una cultura de delegación y asunción de responsabilidades que permite alcanzar tanto los objetivos personales como los de la organización.

- **Summary**

  - The people working in ADER feel motivated and proud.

  - Also very oriented to the customers.

  - *ADER wants to be a benchmark organisation in People Management. How about giving more regular and secured feedback to your people?*

Gestionar con agilidad

- ## Definition

    - Las organizaciones excelentes se reconocen de manera generalizada por su habilidad para identificar y responder de forma eficaz y eficiente a oportunidades y amenazas.

- ## Summary

    - ADER is using a set of key processes to deliver value adding services and products.

    - *Could people resources be used in a more flexible manner in peak periods? Or could the workflows be made more evenly distributed on the time axis?*

Mantener en el tiempo resultados sobresalientes

- ## Definition

  - Las organizaciones excelentes alcanzan resultados sobresalientes que se mantienen en el tiempo y satisfacen las necesidades a corto y largo plazo de todos sus grupos de interés, en el contexto de su entorno operativo.

- ## Summary

  - Sustaining good satisfaction result levels even in bad times to help the region La Rioja to grow further.

  - You even improved trends in the other performance indicators.

  - *Have you considered a more ambitious target setting that would lead you to the next level to help you secure ADER's future?*

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Shares what works.

THANK YOU!

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12.00 – 13.00
Good practice sharing session

■ Romania

■ Norway

■ How to cooperate in the future?

4. ADER Management Document

ader✓
Management
Document

TABLE OF CONTENTS

GLOSSARY OF TERMS

@DER/SIG	Grant Application Management System
AAPP	Public Administrations
ABC	La Rioja Web-based System for the Management and processing of Information and Signature
ACTIS	Acronym European Project for the management of the EEN
ADER	Economic Development Agency of the Autonomous Community of La Rioja
ADR	Spanish Association of Regional Development Agencies
AJER	Association of Young Entrepreneurs of La Rioja
APP	Software Application
AS-400	First Dossier Management System (1998)
ASPACE	La Rioja association to support persons with cerebral palsy .
BDNS	National Financial Aid Database
BBDD	Databases
BEI	European Investment Bank
BOR	Official Journal of La Rioja
Cª	Regional Ministry of the CAR
CAR	Autonomous Community of La Rioja
CCAA	Autonomous Communities
CDTI	**Industrial Technology Development Centre**
CEDIR	Integral Design Centre of La Rioja
CEX	Spanish Association of Centres for Excellence
CIBIR	Centre for Biomedical Research of La Rioja
CIDA	Centre for Winegrowing Research Reg. Min. Agriculture
CITA	Centre for Food Innovation and Technology of La Rioja
CMI	Balanced scorecard
CMR	Marketing Club of La Rioja
COBRA	ADER-BEI Loan Management App
COCIR	Official Chamber of Commerce and Industry of La Rioja
COE	Electronic Procurement System

COOEXCELL	Acronym European Project of Excellence between pairs of Agencies within INNOSUP program
COTEC	Spanish Foundation for Innovation
CREANET	Acronym European Project on creativity
CRM	**C**ustomer **R**elationship **M**anagement
CTCR	Footwear Technology Centre of La Rioja
CTIC	Meat Industry Technology Centre of La Rioja
CTICH	Mushroom Research Technology Centre of La Rioja
DAFO	Analysis of Strengths, Weaknesses, Opportunities and Threats
DG TIC	Directorate-General for Information Technology of the CAR
DGT's	Directorate-General for Information Technology of the CAR
DTD	ADER financial aid line to companies for Expert Mentoring of Product Design
EEN	Enterprise Europe Network
EFQM	European Foundation for Quality Management
EMP	ADER financial aid line to support entrepreneurs
ENECO	Acronym European POCTEFA Project on Eco-innovation
EPSILON	Employee portal Web- based App
ESFERA	Acronym European Project on Circular Economy, continuation of ENECO
ERAP	La Rioja School of Public Administration
EUSKALIT	Basque Foundation for Quality
FECYT	Spanish Foundation for Science and Technology
FER	Employers' Federation of La Rioja
FNE	Navarra Foundation for Excellence
GESTUR	Gestión Urbanística de La Rioja, S.A (Land development Co.)
GI	Stakeholder Groups
HISTOR	Financial Aid Enquiry Application

ICEX	Foreign Trade Institute
ICVV	Research Institute for Vine and Wine Related Sciences
INNOVACTIS	Acronym European Project for the management of the EEN
LE	Strategic Line
LOPD	Personal Data Protection Act
MVV	Mission Vision Values
OE	Strategic Objectives
OEPM	The Spanish Patent and Trademark Office (SPTO)
PAE	Help Desk for Entrepreneurs
PE	Strategic Plan
PENTAHO	Software application to view ADER historical data in the form of a Scorecard
PIDI	CDTI Information Point at ADER
PITEC	Technology Innovation Panel of the Spanish R&D&I Observatory ICONO
Q&S	Complaints & Suggestions
RED IDI	R&D&I Public Policy Network, Ministry Economic Affairs & Finance, Govt. Spain
REE	ADER Financing line for enterprise restructuring
SARA	Application Systems Network and Administrations Networks
SICAP	Public Administration Accounting Information System
TIC	Information & Communication Technologies
UNIR	International University of La Rioja
UR	University of La Rioja
WEB-COM	On-line Survey Management App

INTERPRETATION OF THIS MANAGEMENT DOCUMENT

This document aims to provide the Assessment Team with sufficient information to allow it to gain an understanding of the history of ADER and the development of its management system over the last few years. The information is structured according to the criteria and sub-criteria of the EFQM Model. This report is completed with a series of Annexes, a copy of the working documents used by ADER for management purposes. A few explanations with regard to how the Enabler Map should be interpreted, are set out below.

Titles and basic explanations of the different Approaches with which ADER addresses the corresponding sub-criterion.

Bullet points used to develop the approach mentioned. These are explained (as a quick list) so that the assessors can get the broadest possible view of ADER and can understand it and plan the contents of their interviews during the visit.

	Approach	Deployment	On site evidence	Measurement
2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment				
		•		

This shows the titles of the documents, applications or other elements that are part of the ADER management and which the assessors will be able to view in detail during their visit to ADER, and which are related to the Approaches, demonstrating their Deployment.

The review, improvement and learning mechanisms are noted down in these boxes, in addition to the indicators used to measure and assess the approaches. The bracketed numbers [XX] indicate the indicator code in the corresponding application.

At the end of each Criterion, a table is added with the most significant improvements undertaken by ADER over the last few years. These are listed in chronological order, indicating the corresponding sub-criterion for each one, the learning mechanism or source through which the improvement was identified and the contents of the same.

Sub-crit.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT

INTRODUCTION

Name of the organisation: **A**gencia de **D**esarrollo **E**conómico de la Comunidad Autónoma de La **R**ioja (**ADER**).

Address: Muro de la Mata 13-14 26001 Logroño La Rioja · Spain

Year of foundation: **1997**. The Agencia de Desarrollo Económico de La Rioja (ADER) was founded pursuant to Act number 7/1997, of 3rd October, of the Parliament of La Rioja, partially amended by Acts 12/1998 of 17th December, 10/2003 of 19th December and 6/2007 of 21st December.

Year of start-up: **1998**. Following the mandatory regulatory implementation of the provisions established in the Act of foundation, and the completion of the administrative formalities for its start-up, the Agencia de Desarrollo Económico de La Rioja started its activity on the 1st April 1998.

Reasons that led to the foundation of ADER: A number of reasons were behind the foundation of our agency: a) The need to centralise the enterprise development policy into a single body, a task which was previously spread across a number of departments; b) The need to have a specialised organisation to act as a single interlocutor with enterprises, with other entities with a similar mission, and with the European Union in order to apply for community funds; c) The legal status of the Agency, as indicated later on, meant that it was able to exercise its duties in a decentralised, independent manner, making management more flexible, effective and efficient, without prejudice to the different controls provided for in the rules governing the foundation of the agency.

Mission: Our Agency's mission is to drive and promote business development in La Rioja in order to increase competitiveness and encourage innovation, internationalisation and entrepreneurship in the enterprises in our region, for the ultimate purpose of achieving the highest job creation potential.

We provide services, grant financial aid and support business financing in order to:
- Increase the size and capacity of the productive fabric.
- Spread innovation.
- Boost those business projects that are able to generate employment
- Modernise city-trade

- Support the internationalisation of our companies.
- Support the incorporation of design as a competitiveness tool.
- Support businessmen and entrepreneurs in their quest to export and achieve international presence.

In order to achieve our objectives as effectively as possible: a) we use new technologies to communicate with our customers, the businesses in La Rioja; b) we have the essential support of our partners; c) we promote environmental sustainability, both internally and through our public policies; and d) we remain attentive to the requirements and demands of the Society of La Rioja, the ultimate recipient and beneficiary of our work and activities.

Values:

1. Approachability and willingness to offer good service, in a friendly, respectful manner.
2. Management efficiency and effectiveness.
3. Transparency, professionalism and responsibility in all our work.
4. Innovation and creativity as drivers of change and the learning of a new organisational culture.
5. Development of knowledge within the organisation through teamwork.
6. Environmentally responsible action at work.

TYPE OF ENTITY AND LEGAL STATUS

In order to understand the situation of the Agencia de Desarrollo Económico de La Rioja, we first need to briefly explain how the Spanish State is organised with regard to the territorial distribution of power. The Spanish Constitution of 1978 established a highly decentralised structure for the Spanish State, in both administrative and political terms. Spain is territorially organised into municipalities, provinces and Autonomous Communities.

The Autonomous Communities are the territorial entities with the highest level of autonomy, given the fact that not only do they have purely administrative authority (executive power) but also a wide range of exclusive powers and other powers shared with the State and over which they have legislative authority, that is the power to pass regulations of the highest legal status, the law, the maximum channel for political expression (legislative power). In other words, with regard to the three classic powers of the State (legislative, executive and judicial), the Autonomous Communities have the use

of the first two in order to exercise the authority attributed to them in their respective Statutes of Autonomy, in the terms established therein and by the Spanish Constitution.

In 1982, the province of La Rioja became an Autonomous Community, one of the 17 Autonomous Communities forming part of the Spanish State, acquiring the highest degree of political and administrative autonomy in its history.

The institutional bodies of the Autonomous Community of La Rioja are the Parliament of La Rioja, which embodies the legislative power, and the Government of La Rioja and its General Administration structured into Regional Ministries, which embody the executive power.

The powers assumed by the Autonomous Community of La Rioja in its Statute of Autonomy, expressly include the economic development and promotion of its territory.

Legal form of the entity

Within the framework of this legal-territorial organisation, the ADER is a public body coming under the Autonomous Community of La Rioja. It is incorporated into the Government and General Administration of La Rioja through its attachment to the regional ministry with competence in economic development, which is currently the Regional Ministry for Economic Development and Innovation.

ADER has its own legal identity and is independent of the General Administration of the Autonomous Community of La Rioja, with full capacity to act, and it also has its own equity and liquid assets.

In short, ADER is a public body pertaining to the Autonomous Community of La Rioja, coming under the Government of La Rioja through its attachment to the Regional Ministry for Economic Development and Innovation, which monitors and controls its effectiveness. ADER enjoys autonomy for carrying out its duties and achieving the objectives assigned to it.

Legal status of the entity: ADER is governed by Public Law when exercising administrative powers (basically the authority to provide financial aid) and for certain aspects of its economic, contractual, budgetary and property regime. For all other matters, it is governed by Private Law.

CHALLENGES & STRATEGY OF THE ORGANISATION:

Vision (statement of the organisation's future)

✓ We aim to achieve a leadership position in the Autonomous Community of La Rioja, as an entity driving the process to promote a new business model. A model in which the traditional management of SMEs progresses to incorporate "innovation" "internationalisation" and "entrepreneurship" vectors, in order to achieve:

- o Increased technological sophistication
- o Larger businesses
- o New, more international forms of marketing
- o New financing alternatives

✓ We aim to be a Benchmark Organisation with regard to people excellence.

To achieve this goal, a Strategic Plan is implemented every three years.

Strategic Themes (The key objectives and the strategies adopted to achieve them)

The Strategic Plan 2015-2017 identifies 5 Strategic lines, each associated with its Strategic Objectives:

LE1. ADER Excellence management through technological innovation and improvement.

OE.1.1 Reduce response times, by more agile management.

OB.1.2. Provide value to our customers through innovation and new technologies.

OB.1.3. Ensure customer satisfaction through our actions.

OB1.4. Have an excellent management system.

LE2. ADER, a benchmark organisation in the region as support for the business fabric of La Rioja.

OE.2.1. Offer our customers the means to cover their needs.

OE.2.2 Attract customers and build their loyalty

OE.2.3. Increase the financing capacity through European funds.

LE.3 ADER Service provider, by getting closer to our customers' needs

OE.3.1. Promote the use of design as a tool to improve business competitiveness and quality of life, and also for its cultural value.

OE.3.2. Promote entrepreneurship and company creation.

OE.3.3. Promote the EFQM model in the business fabric of La Rioja.

O3.3.4. Promote the introduction and presence of the products and services offered by companies in La Rioja on the international market.

OE.3.5. Promote the technological development and competitiveness of enterprises in La Rioja as a regional centre for patents and trademarks from La Rioja.

LE.4 ADER present in society, acting in a sustainable and socially-inclusive way

OE.4.1. Strengthen the presence of ADER in society.

OE.4.2. Efficiently manage resources and facilities.

OE.4.3. Responsible, sustainable management.

LE.5 ADER achieving its vision through the organisation's people and values.

OE.5.1. To achieve active involvement and teamwork amongst its people.

OE.5.2. To achieve competent, service-oriented professionals.

OE.5.3. To achieve effective leadership at ADER.

OE.5.4. To make ADER an excellent workplace.

Each strategic line is assigned some strategic Objectives, and then Action Plans are assigned to the latter, in order to realise the Vision defined.

Strengths – Weaknesses – Opportunities – Threats (in the context of the organisation's mission and vision, and capability and capacity to achieve strategy)

In the context of our mission and vision, and as a basis for the Strategic Plan, we carry out an internal and external analysis of our strengths-weaknesses and our opportunities-threats.

WEAKNESSES (I)	STRENGTHS (II)
- The inter-operational units are still isolated to a certain extent, showing a lack of knowledge and information on the achievements and activities of other units. - There is a lack of flexibility in the organisation chart to adapt to the provision of services. - Highly focused service orientation towards grant management as the core activity. - Excessive administrative formalities, resulting from the regulations in force, preventing streamlined management of the expenditure dossiers. - Long processing times, lengthening the approval and payment times. - Lack of guidance for tapping own financial resources. Complete dependence on the economic resources and budget of the Autonomous Community of La Rioja. - No strategy deployed to address an investment attraction system. - Lack of flexibility in the management of people policies due to the inflexibility of government regulations.	- More than 17 years as an organisation with a relationship with, and knowledge of the business fabric of La Rioja. - Customers extremely satisfied with the treatment afforded by ADER personnel and their professionalism: very good results in the surveys. - Our customers come back, and take us into account for any investment to be made. - Trained personnel with extensive knowledge of their duties, with experience and knowledge in the sector. Attitude of service to companies. Current organisational structure with defined responsibilities and duties. - Positioning of the ADER "brand" in businesses/society of La Rioja. We are a benchmark organisation in the business fabric, established as a basic reference for the economic promotion of the region. - Strong, well-established Management System, including management, the environment, and personal data protection. - Integration in its Board of Directors of the government bodies related to economic policy. - Partnerships deployed with the key players in the promotion of the economy, innovation, internationalisation and entrepreneurship at a regional and national level.
THREATS	OPPORTUNITIES
- Inflexible regulatory framework for work involving the provision of services. - Total dependence on the budget of the Autonomous Community of La Rioja. Financing limitations due to the prioritisation of the control of the deficit. - National framework with the clear involvement of "Public Bodies and Entities", which can encourage the competition of other institutions (Employers' Federation of La Rioja, Chamber of Commerce, Marketing Club, etc.) - Gradual elimination of the policy of subsidies. Modifications in the framework of active policies (tax benefits). - Reduction in the number of new companies/customers and loss of other former companies, due to the economic environment in previous years. - Inflexibility of the aid system, with no room for manoeuvre to develop individual projects.	- Greater reach on the regional Aid Map. Maximum benefits for investment. - Greater aid intensities: the new change in the European framework makes it possible to achieve new aid intensities. - New alternative products to the traditional management of subsidies: ADER-BEI loans; risk coverage mechanism provided for in the operational program. - The orientation of regional policy towards programs that are more focused and personalised, such as the business consolidation Agenda, where the "expertise" of ADER is fundamental for its correct implementation. - New technological stage, making it possible to increase access to the entire business sector and the possibility of simplifying procedures, taking advantage of the mobility and interoperability of systems and platforms. - National and regional framework promoting entrepreneurship through public policies, thereby bringing about the development of more personalised instruments for entrepreneurs and the self-employed. - - Greater business need to provide competitive differentiation services, that can set ADER apart as a leading agent and as a driver of these services.

MANAGEMENT STRUCTURE & ACTIVITIES

ADER has a three-tier organisational structure:

a) Governance and Management

Being a public entity, the governing bodies of ADER are as follows:

1) Board of Directors.. This is the supreme governing and administrative body of the Agencia de Desarrollo Económico de La Rioja (ADER). It is a collegiate body formed by twelve members: Chairman, Deputy-chairman, Manager and nine senior officers

appointed by the Government of La Rioja, which holds authority over ADER's area of competence.

2) Chairman. As head of the agency, the Chairman is its highest representative and is also the Chairman of the Board of Directors. The post is ex-officio and corresponds to the head of the specific Regional Ministry of the Government of La Rioja that is responsible for economic development. The position is currently held by the Regional Ministry for Economic Development and Innovation.

3) Deputy-chairman The Deputy-chairman supports the Chairman in carrying out his duties and takes his place in the event of absence, illness, if the post is vacant, or any other circumstances preventing him from exercising his duties. The post is ex-officio and corresponds to the specific head of the General Technical Secretariat of the Regional Ministry of the Government of La Rioja who is responsible for economic development. The position is currently held by the General Technical Secretariat of the Regional Ministry for Economic Development and Innovation.

4) Manager.. Following the guidelines of the Board of Directors and the Chairman, the Manager has managerial, planning, organisational and supervisory duties. The Manager is elected and appointed by the Government of La Rioja.

The specific powers of each of these bodies are determined by the Regulations implementing the Act of Foundation of the entity, approved by Decree 57/2005 of 2nd September.

b) Organisational structure: Operational or action

With the change in the organisational structure in 2008, the Agency adopted a new structural approach, moving from a hierarchical structure based on a civil service structure, to a matrix structure, where the Strategic Areas horizontally cross with the Operational Action Units.

The **Strategic Business Areas** are as follows:

- Investment and Entrepreneurship.
- Innovation
- Internationalisation and Domestic Trade.
- European Projects.
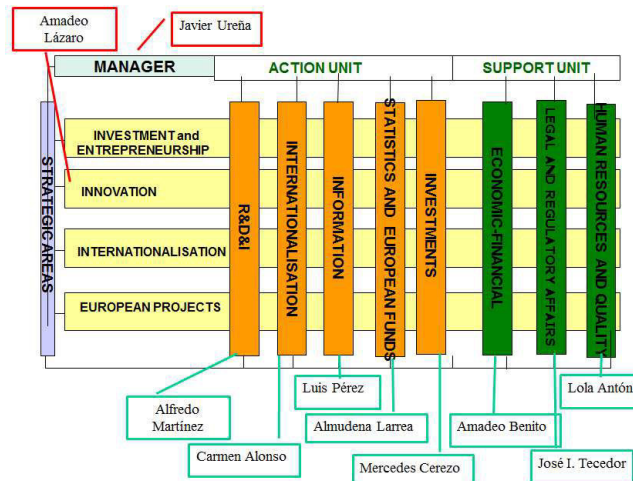
The **Operational Action Units** are as follows:

- R&D&i.
- International action.
- Customer management and information.
- Fixed assets and benchmark sectors.
- Statistics and Fund Accountability.

The **Operational Support Units** are as follows:

- Legal Advice.
- Human Resource Administration and Management
- Internal Management and Quality
- Economic-Financial Management.

c) Advisory bodies

The regulations for the establishment of the entity, provide for two specific advisory bodies, each with a different nature, composition and duties: The Advisory Board and the Assessment Committee.

The **Advisory Board** is a collegiate body with an advisory capacity, to provide advice and strategic guidance to the entity. The Board has a mixed composition, comprising the Chairman, Deputy Chairman and Manager of the Agency, whilst the economic and social stakeholders operating in La Rioja are also involved in, and represented on the Board: The Employers' Federation of La Rioja; and the two most representative trade unions in the region.

The **Assessment Committee** comprises the Manager and the heads of the functional and operational areas of the Agency. Its purpose is to provide assistance and advice to Management in the areas pertaining to each unit, to propose and analyse lines of action and other formal duties as established in the Agency's rules.

OPERATIONS

Organisation's activity: the ADER is an organisation specialising in promoting harmonious and sustainable economic development in La Rioja, as a means to promote the growth and consolidation of employment.

Territorial sphere of action: As an entity that is part of the public sector of the Autonomous Community of La Rioja, the ADER is responsible for the economic development of the territory of La Rioja. However this does not preclude us from being present at a national and European level, as well as in other areas outside the EU, through participation in national and European programs and projects, or from pertaining to entities and associations with similar functions, becoming part of certain national and European networks, opening offices abroad, etc.

Likewise, we promote the presence of Riojan companies abroad through participation in national and EU projects, integration in International knowledge and transfer networks, participation in trade fairs and missions, the development of a network of advisory services abroad, etc.

In order to perform its duties and achieve the aims and objectives established in the Act founding ADER, the agency basically carries out the following activities:

- **Information** service on financial aid and services
- Creation of industrial **land**
- Attraction of **Investments**
- Financial **incentives** – Financial aid (Grants)
- **Financing** of enterprises
- Services to **Entrepreneurs**:
- Participation in national and EU programs with regard to R&D&I, assistance for defining projects and obtaining financing
- City trade
- **International trade** services

KEY INFORMATION

- Services and activities with regard to **design: CEDIR, Integral Design Centre of La Rioja**
- **Diagnostic and advisory** service: Information & Communications Technologies, International, Trademarks, Patents, Design, etc.
- Specific **Methodologies or itineraries** in areas such as eco-innovation, business excellence (ADER EXCELENCIA), R+D (EUROPA+CERCA)
- **Study grants**. ADER promotes the practical training of university graduates in enterprises in the following areas: Internationalisation/international trade, Design, R&D&I

MARKETS, OFFERINGS & CUSTOMERS

MAIN CUSTOMER

a) **Enterprises:** The benefits and services are directed at enterprises with an operational centre in La Rioja, for all sectors of activity, whether these be manufacturing, commercial or services, yet excluding the primary production of agricultural, livestock or forestry products, and the tourist sector, the management of which is the responsibility of the General Administration.

OTHERS

b) Trade **Associations** of companies (footwear, furniture, commerce, etc.).

c) **Horizontal associations** representing their interests such as: Employers' Federation of La Rioja; Official Chamber of Commerce and Industry of La Rioja; Marketing Club of La Rioja

d) **Universities** of La Rioja: UR, UNIR

e) **Technology centres**: Footwear of La Rioja (CTCR); Meat Industry of La Rioja (CTIC); Food Technology and Innovation of La Rioja (CITA); Mushroom Research of La Rioja (CTICH); Biomedical Research of La Rioja (CIBIR); Vine and Wine-related Sciences (ICVV); Centre for Winegrowing Research (CIDA).

KEY COMPETITORS

The economic promotion conducted by ADER is also undertaken by other agents. ADER can be differentiated by its integrated management, compared to the partial actions of our competitors.

Internal competitors

With regard to our internal competitors, particular focus is on the Regional Ministry of the Government of La Rioja responsible for **rural development**, inasmuch as it finances companies in the processing sector (principally wineries). However, the competent senior executive for rural development, is a member of our Board of Directors.

External competitors

Public sector:

- **Local**: Town councils, particularly the most important ones (Logroño, Calahorra), establishing lines of support for entrepreneurs, commerce or promoting industrial land.
- **Autonomous Community:** The Autonomous Communities bordering La Rioja, and particularly those that enjoy a special tax system, putting them at an advantage with regard to attracting investments. (Basque Country , Navarra, Castilla-León, Aragón)
- **State:**
  - Ministry of Industry, Energy and Tourism
  - Industrial Technology Development Centre (CDTI), a public business entity coming under the Ministry of Economy and Competitiveness.
  - Institute for Energy Diversification and Saving (IDAE), a public business entity coming under the Ministry of Industry, Energy and Tourism.
  - SEPES. A public land management company, coming under the Ministry of Development.
  - Gestión Urbanística de La Rioja, S.A. (GESTUR), a public company with mixed capital, between the State - Autonomous Community of La Rioja.

Private sector:

- Employers' Federation of La Rioja (FER).
- Official Chamber of Commerce and Industry of La Rioja (COCIR)
- Marketing Club of La Rioja (CMR)
- Private promoters of industrial land
- Financial entities

PARTNERS & SUPPLIERS

Given the wide range of duties entrusted to ADER in the Act founding the agency, we have all kinds of partners from many different activities. We currently have more than 100 partners, which are managed through the different processes in the "ADER Partners" Application. They are grouped together as follows:

a) Institutional partners and participation in collegiate bodies

b) Strategic partners by Agreement

c) Strategic Suppliers

d) Other suppliers

e) Participation Networks

f) Collaborative projects

SOCIETY

As a body that manages the public policy for the development or economic promotion of La Rioja, society is made up of each and every one of the inhabitants of La Rioja inasmuch as the said policy tends to 1) ensure a level of economic activity that makes it possible to maintain and consolidate employment, and the quality of the same, and 2) obtain the financial resources required to support the public services.

As well as people, ADER considers that society is also formed by those associations and organisations in which the people are integrated and involved and which are connected to: business associations, trade unions, professional bodies, technology centres, etc.

ADER has a number of indicators to detect the level of recognition and acceptance by society, and also has channels to receive complaints, suggestions and proposals.

	Approach	Deployment	On site evidence	Measurement
2a. Strategy is based on understanding the needs and expectations of both stakeholders and the external environment				
1	Collect and analyse information to understand the needs and expectations of the external and internal stakeholders and include such needs and expectations in the implementation and review of the strategy	In 2011, in order to establish our own planning process for a longer period of time than that covered by the budget (annual), the PE.01 "Strategic Planning" process was created, which generally established the procedure to follow for the preparation of our Strategy for a three year period. Based on this procedure, the Strategic Plan 2012-2014 was prepared and the current Strategic Plan 2015-2017. Therefore, for the current Strategic Plan, the Strategic Planning team, made up of Management and the heads of the Units forming part of the Board of Excellence, held work meetings, in line with the principal milestones set out in the Procedure itself: • Review of the mission, vision and values. • Preparation of the DAFO (SWOT) analysis • Determination of strategic lines and objectives • Specification of the key factors for success • Establishment of the key processes In October 2014, at a meeting of the Board of Excellence (prior to the preparation of Strategic Plan 2015-2017), we saw the need to have a baseline document to bring together all the documentation required for the team to prepare the external environment analysis, given the large amount of information available. Following the improvement made, the PE.01 "Strategic Planning" procedure was modified to create a document entitled "Information analysis document" which establishes in detail: Type of information (internal or external) and Stakeholder affected, information group, information source, name, process responsible for providing the information and frequency of review. The information contained in this document is reviewed and updated with the frequency indicated therein for each Process, and this may be on either a quarterly, annual, triennial or even daily basis, depending on the characteristics of the information and the changes that may occur in either the external environment or internally. Prior to preparing the Strategic Plan, the updated information is made available in each of the Processes responsible. ADER has identified its Stakeholders: INTERNAL: Government of La Rioja, Board of Directors of ADER, and Advisory Board and ADER Personal. EXTERNAL: Customers, Partners - Institutional Partners and Partners by Agreement - , Entities on whose participation bodies we are represented, Suppliers, Strategic Suppliers, Participation Networks and Members of International Collaborative Projects. An ADER Partners application is available, which is managed by the various processes.	-Process PE.01-Strategic Planning.. -Strategic Plan 2015-2017 - Stakeholders Application: ADER PARTNERS	- Customer degree of satisfaction (**59**) - Society degree of satisfaction [**74**] - Supplier degree of satisfaction [**27**] - Customer-service degree of satisfaction
2	Identify, analyse and understand the external indicators	The EXTERNAL INFORMATION allows us to analyse the external environment through: • Our customers' opinion: Surveys to: customers-aid, customers-in person, customers-services, customers-potential. • Our suppliers' opinion: Supplier surveys • Society's opinion: Society surveys. • Plans by our Government, which affect us. • External market indicators and societal indicators: macro magnitudes, business demography, labour market, international trade, unemployment, legislation (European, national, autonomous community, and local). • Committees and Work groups in which ADER takes part (for example, Agreement with CDTI and COTEC Board of Trustees: analysis of business and technological evolution).	"Information Analysis" Document	- Pentaho APP (results of surveys)
3	Understand and anticipate the impact (global and local, long and short term) of the political, legal, regulatory changes and other mandatory	Process PO.07 "Preparation and management of regulatory bases", directed at implementing the regulatory orders for financial aid, contains a document entitled "Documentation - related legislation" which takes account of all the applicable legislation and regulations which serve as a legal basis for our financial aid and which supports the Strategic Planning Process to compile the necessary legal, regulatory and mandatory requirements, as included in document "Information analysis documentation" of PE.01 Strategic Planning. The Legal Advisory Process PO.18 Legal Assistance and Internal Control, directed at taking all the legal action and internal controls inherent in the Organisation, has a number of sources to detect legislative changes that may affect ADER's activity. Once detected, they are assessed and sent to	PO.O7 "Preparation and management of regulatory bases" Related legislation documentation	-No. active regulatory bases [**8**] - No. annual grant lines [**112**]

	Approach	Deployment	On site evidence	Measurement
	changes.	the Units and to Management, proposing measures to implement them, which will then be displayed in the Strategic Plan. Legislative databases are also available for all personnel. ADER personnel takes part in the bodies and forums in which the legal and regulatory changes are analysed and studied, for example ADER's Association, teams to analyse the General Law on Subsidies to send to the Ministry; participation in collegiate bodies such as the SME & Entrepreneurship State Board; Sectoral Committee on Fisheries; General Managers' Round Table on Commerce; Round Table of SME General Managers; Inter-territorial Board on Internationalization; Advisory Board for training and employment. All these regulations are applicable to our Regulatory Bases for financial aid, set out in our Strategic Plans for annual subsidies.	- Legislative databases http://laleydigitalhome.laley.es https://www.boe.es/legislacion	- No. mails sent by Legal Advisory services on changes in legislation
4	Identify changes in the external environment and translate these into potential future scenarios.	The external analysis included in the preparation of the DAFO (SWOT) identifies the principal threats and opportunities for ADER, as reflected in the five lines of the Strategic Plan. 2015-2017 and in the strategic objectives defined for the period of validity of the plan. ADER draws on the external annual reports prepared by leading national and international organisations such as the COTEC foundation, which presents a yearly report on the state of innovation in Spain, the GEM report on entrepreneurship in Spain, the statistical indicators of the PITEC panel of the FECYT Foundation. Likewise, it has linked information on the indicators of the La Rioja Institute of Statistics, through the LaRioja.org portal and the Pentaho tool.	-Strategic DAFO (SWOT) 2015-2017	-Pentaho
2b.- Strategy is based on understanding internal performance and capabilities				
1	Analyse the performance of the previous strategic period	The assessment of the Organisation's performance is made separately through each Process team and overall in the PE01 Strategic Planning Process, which is the responsibility of the Board of Excellence, with the following frequencies: - The System is monitored on a quarterly basis: A review is made of the key indicators, the most significant indicators, the actions to be taken, any improvements and all those matters of interest for the organisation during the quarter. - Annually, during the first quarter of the year, a review is made of the System and the new financial year is planned, leading to the report entitled "Annual Review of the Management System". Likewise, at the end of the Strategic Plan, a report on the implementation of the Plan is prepared, to be used as input for the following planning period. This report analyses the Strategy of the period through compliance with objectives and measurement of the related indicators.	- Document on quarterly meetings. - Report on the Annual Review of the Management System - Report on the execution of the Strategic Plan 2012-2014	- No. Meetings of Board of Excellence
2	Assess ADER's performance trend and its competitive position	ADER has a number of tools to analyse its internal results: - FOR INFORMATION MANAGEMENT On the one hand, after a number of years of improvements, ADER uses the Pentaho platform, which brings together all the historical data (from 1998 onwards) for the management of subsidies made by the Organisation. - FOR INDICATOR MANAGEMENT AND MONITORING On the other hand, the Management by Processes and Management of improvements process makes two applications available to the process teams, in order to monitor the indicators: one application monitors the indicators related to the Strategic Plan (CMI: Strategic Plan 2015-2017) whilst the other monitors the Process operational indicators, analysing and assessing the indicators with the frequency established in the same. The indicator management applications display a record sheet for each indicator, containing: Name and description (calculation method), Line and Strategic and Operational Objectives related to the indicator; Process owner, monitoring frequency; goal to be achieved; historical graph and monitoring text field, showing the indicator performance and the actions to be taken if the goals are not reached, where applicable.	-Pentaho Open Source Business Intelligence -App CMI strategic indicators - App process indicators - Indicator monitoring record sheet	Total number of indicators for the applications
3	Assess the possibilities offered by technology and collaborators for	ADER has no direct authority to procure information and communication technologies, this comes within the sphere of responsibility of the Directorate-General for Information and Communication Technology (DGT's).	- Garner app analysis	

	Approach	Deployment	On site evidence	Measurement
	the development of ADER	However, ADER does carry out prior prospective work to determine what technology is being demanded and used by companies in their growth towards increased competitiveness. Through the knowledge generated by the business support line to implement TIC's (ICT), ADER identifies the latest trends, requirements and needs of companies for these technologies. This serves as a source of learning and, based on the business model, ADER then proposes to the DG TIC those solutions considered to be advanced and necessary for its growth towards the enhanced provision and management of services to customers. For example, ADER funds the introduction of TIC (ICT) tools in companies that place the customer at the centre of the organisation, known as CRM. ADER recognised that the introduction of this technology tool in its own organisation would represent a step forward, taking account of its knowledge of the tools being implemented by companies. ADER then studied the various options available on the market and, finally, in 2014 it sent a proposal to the DGT's to implement this tool at ADER, which was recently done in 2015. Another interesting factor is the partnership maintained with AERTIC, the Information Technologies Cluster. ADER remains in regular contact with AERTIC with regard to market trends, when developing new business support lines in these areas.	- AETIC report (national association TIC (ICT)) - Telefónica Foundation Report - Orange Foundation Report	
4	Compare performance with relevant indicators in order to identify ADER's Strengths and Weaknesses	The INTERNAL INFORMATION is sourced from: • Strategic Documentation (Mission, Vision, Values, Strategic Lines, Execution previous Strategic Plan, etc.) • Information from the Management System itself (processes, indicators, improvements, annual reports, audits). • Situation analysis according to the implementation of our financial aid schemes and the current socio-economic situation, in order to put onto the market the new Regulatory Bases for granting Aid. • People's opinions (people survey, processes, complaints, etc.)	-Strategic DAFO (SWOT) 2015-2017	All the people survey questions and all the CMI indicators
	2c.- Strategy and supporting policies are developed, reviewed and updated			
1	ADER's Mission, Vision, Values and policies	The first milestone in the Strategic Planning process conducted by the Board of Excellence is a reflection on what we are (Mission) and where we are going (Vision) and the impact of the environment over the previous period. In this way, as was the case in this last strategic period, following the review conducted, we modified the Organisation's mission and vision, given the fact that the economic crisis dominating the period led ADER to focus its future action on the vectors of "Innovation", "internationalisation" and "entrepreneurship", and this was shown in the new vision and strategic lines. Furthermore, in view of the present day digital times, we have been obliged to focus our action on new technologies; the business structure in La Rioja (small scale) has made us reflect on how to support and boost the size and capacity of companies; in addition to the new commerce - city vision. All this is reflected in our new mission.	Mission and vision	
2	Create and maintain a clear strategy and supporting policies to achieve ADER's Mission and Vision.	The next milestone in the Strategic Planning process, in line with the new definition of our mission and vision and after completing the DAFO (SWOT) analysis, is the definition of the strategic lines. There are 5 lines for the Strategic Plan 2015-2017: ADER 1 "Excellent Management through technological innovation and improvement". ADER 2 "Benchmark organisation in the Region". ADER 3 "Services provider, moving closer to our customers' needs". ADER 4 "Present in society in a sustainable and socially-inclusive way". ADER 5 "Achieving the vision through the organisation's people and values". The strategic planning is completed once we have defined the Lines and related Strategic Objectives, as well as the Action Plans. To implement the plans, the Operational Objectives related to the indicators for the different Processes are deployed, as can be seen in the "Strategy deployment" document. The approved Action Plans linked to the Strategic Objectives are reviewed on a six-monthly basis by the Board of Excellence and an annual follow-up is included in the Report on the "Annual Review of the Management System".	- Strategic lines - Strategy Deployment Document	
3	Identify and adopt effective mechanisms to manage the strategic risks identified through scenario planning.	Through our participation in a number of work groups in ADER'S partner organisations, we are able to monitor potential strategic risks that could impact on the normal functioning of our planning, altering the scenarios foreseen in our strategic planning. Thus, for example, our participation in, and current chairmanship of the Spanish Association of Development Agencies (http://www.foroadr.es/), whose purpose is to promote the exchange of experiences and knowledge between Spanish Development Agencies, has made it possible for us to identify the main risks and weaknesses in the Development Agencies and in the structures of the Central State Administration and that of the Autonomous Communities, as well as the public bodies coming under them, as a result of the economic and financial crisis.	- Reports and Actions Plans of the ADRs http://www.foroadr.es/ planes-y-memorias/planes-de-actuacion	

	Approach	Deployment	On site evidence	Measurement
		The risks of the "Development Agencies" disappearing were analysed and qualitatively assessed by work groups of the Network of Agencies, in which ADER participated. Through the various work groups, such as the High Competence group, common strategies were established to strengthen the Development Agencies in their regions, in the face of the structural weaknesses created by the economic crisis. Likewise, the participation of ADER in different committees and work groups that are either part of a number of ministries of the Central State Administration or of private entities, such as the COTEC Foundation, has made it possible for the ADER Management and various Area managers to have access to important sensitive information, which is input as a new variable in the strategic planning and in the annual action plans.		
4	Identify and understand the key results	Annually, through the Report on the annual review of the Management System, an assessment is made of all the indicators related to the Plan and their evolution, in case a strategy review is required. Likewise, an assessment is made of the Annual Plans (Strategic Plan for Subsidies and Action Plan) and the implementation of the same from an economic and action point of view. An "Activity report 2015" is issued and sent to the Parliament of La Rioja, together with the performance and budgetary reports, which are an economic vision of the deployment of the strategies implemented in the course of the year.	- Report on the Annual Review of the Management System - Activity Report	
	2d.- Strategy and supporting policies are communicated, implemented and monitored			
1	Translate the strategies into aligned processes, projects and organisational structures, ensuring that changes can be implemented with appropriate speed throughout the value chain.	ADER's strategies are deployed through Strategic Objectives which, in turn, are deployed through Operational Objectives, as can be seen in the current Strategic Plan 2015-2017. Strategies are deployed through the Organisation's different processes through actions and process owners. These are the ones who have been assigned the operational objectives and the measurement of the same, through the various indicators and with the aid of the various applications available, in order to assess compliance.	"Strategy Deployment" Document	
2	Establish targets.	All indicators have targets established in order to assess performance. The targets are set together with the definition of the Strategic Plan and are included in the software program. Considering the established procedure, all ADER personnel (participating in at least one process) participate in setting the targets and monitoring the same.	- Target setting criteria Strategic Plan 2015-2017	
3	Availability of financial, physical and technological resources to support development.	The financing required for the implementation and execution of the organisation's annual Strategic Plan is agreed for each year, by an Act passed by the Parliament of La Rioja. This Act is for the approval of the General Budget for the Autonomous Community of La Rioja for the corresponding financial year. This General Budget includes, separately, ADER's budget for income and expenditure. The appropriate allotments are enabled in the expenditure budget for financing the actions. The Agency's expenditure budget is itemised into headings, based on allocation: personnel expenditure; running or operating costs; financial costs; current subsidies; capital subsidies; real investments; financial assets and financial liabilities.	-Annual Budget	- Amount per heading.
4	Deploy strategy and supporting policies in a systematic manner to achieve the desired set of results, with "cause and effect".	The ADER has two annual planning instruments: The Annual Strategic Plan for Grants and the Annual Action Plan. These plans contain the programs for grants and services that ADER intends to implement in each financial year. Both plans are consistent with the lines of action and objectives contained in the Strategic Plan in force. The implementation of the Strategic Plan for Grants is determined each year with the calls for proposals for grants for the different programs (investment in assets, R&D, innovation and technological development, design, information technologies and telecommunications, internationalisation, the environment, energy, entrepreneurship, etc.). The calls for proposals for grants are in line with the general regulations on subsidies (European, national and autonomous community) and with the Ministerial Orders	- Annual Strategic Plan for Grants - Action plan. Call for proposals for	- Amount per financial aid line - Amount of each call for

	Approach	Deployment	On site evidence	Measurement
		containing the specific regulatory bases for each subsidies program. Once the calls for proposals for grants have been published, our customers present their applications, specifying the actions or projects for which they require public funding. With regard to the services provided by ADER to its customers, these are specified by signing contracts with strategic suppliers (internationalisation services) and concluding agreements with partners (entrepreneurship services) or through our own means (general guidance, patents and trademarks, etc.).	grants - Portfolio of services	proposals - No. of contracts
5	Communicate the strategy and supporting policies to Stakeholders	The Strategic Plan, its monitoring and actions are communicated to stakeholders through the methodology set out in the Internal and External Communications Plan Internal Communication is made through: • General meetings of all Agency personnel, called by Management • Quarterly meetings "VIERNES DEL CONCOMIENTO ("FRIDAY INFORMATION DAY") • Preparation of a LEAFLET summarising the Plan: Mission, Vision, Values; Strategic Lines, Strategic Goals and Actions • Common space: V:ADER EXCELLENT • Regular sending of e-mails • "ENTÉRATE" (Get informed) Newsletter External Communication is made through: • Meetings of the BOARD OF DIRECTORS, on which various departments of the Government of La Rioja are represented. • Meetings of the ADVISORY BOARD, on which employers' associations and workers unions are present. • ADER.ES website • Noticeboard and display stands at the Agency's facilities • Others: press news items, press conferences, presentation leaflets, etc.	- Leaflet - Website - Noticeboard - Intranet	No. Friday information day [78]

Sub-crit.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT
2b .	2008	Training in Indicator Management and Database Applications	Query Application for Grants: "**Histor**" "**Information to management**": Database application which includes all the data for grant dossiers since 1998
2a.	2011	External Consulting Firm and Training	PE.01. Strategic Planning Process: Strategic analysis
2b .	2012	Training in Indicator Management and Database Applications	Applications for **CMI** indicator management: Strategic Indicators and Process Indicator management applications
2a.	2014	Regulatory bases preparation and management team	Document with related legislation (included in PO.07)
2a.	2014	Strategic Planning Team	Information analysis document (included in PE.01)
2b .	2014	Benchmarking DGT's	Implementation **Pentaho** Open Source Business Intelligence, gathers together information on the Budget, all the indicators for our management of Grants, Surveys, national statistical data
2d	2014	Planning Process and people management	Internal communication plan: Definition of Strategy communication media and own preparation of leaflet.
2a.	2014	External Consulting Firm, reflections strategic planning of the Autonomous Community of La RIoja 2020 and RIS3	Project **Business Enhancement Agenda**, which came into being as a result of the analysis of one of the weaknesses of the industrial fabric of La Rioja, namely the small size and lack of internationalisation of businesses. It is put forward as a framework for all ADER's financial aid lines for a 3 year period.

	Approach	Deployment	On site evidence	Measurement
5a. Processes are designed and managed to optimise stakeholder value				
1	Use a framework of key processes to implement ADER's strategy.	One of the milestones within the PE01 Strategic Planning Process, once the Strategic -Objective Lines are identified, is the preparation of the Key Process Matrix, understanding key processes to be those through which we endeavour to achieve the vision through the effective implementation of our policy and strategy. In order to establish the key processes, which the Strategy deployment needs to focus on, once the Process Map has been reviewed, the next step is to weight the processes with the Key Success Factors through a double input matrix, measuring the involvement of each process in the attainment of the Strategy. This matrix is prepared for each strategic reflection. Following the implementation of the procedure above, considering the Strategic Plan 2015-2017, the key processes are: PE.01 Strategic Planning; P3.02 People planning and management; PE.03 Partnerships and Agreements; PO.07 Preparation and Management of Regulatory Bases; PO.08 Award of financial aid; PO.09 Payment and PO.06 Information and Advice (strategic processes and the financial aid management operations, which account for most of our activity).	- Matrix of key processes	
2	Identify the processes, define them and classify them	In 2004 we started the overall management by processes of ADER, certified to ISO 9001, and we defined the first Process Map, which was complemented with the environmental processes in 2005, certified to ISO 14001. ADER has always been committed to promoting quality and excellence in company management and its services include ADER_Excelencia, an entity promoting the Quality Management System based on the European EFQM Model. The presence of this body within our structure, prompted us to have the EFQM model as a benchmark in our own management and, in 2011, the Process Map was modified to include new service and management support processes in order to meet the requirements of the Strategic Plan defined. This new map differentiates between Strategic Processes, Operational Processes and Support Processes. Within the Operational Processes, those Processes covering financial aid management are differentiated from the ADER services processes.	- Process Map - New integrated management system ISO-EFQM: Quality Manual	
3	Systematically manage the processes, including those that go beyond the limits of the organisation.	The new Process Map includes a new process, namely PE.04 "Management by Processes and Improvement System". Given the fact that the process owners and their teams are much more active and have greater involvement in this new management system, this new process will provide the Owners and teams with management support and the necessary tools, such as the "Guide to management by Processes", the "Process Audit" forms and the indicator management tools. As a Process improvement, the aforementioned "Guide to management by Processes" was created to make it easier for the owners and teams to manage the processes. Amongst other points, the Guide includes: What a process should contain, the responsibilities of participants, actions to perform, management schedule, how to document a process, software applications available to monitor the Process indicators, the documents to assess the process and the interface between the processes and the strategic planning, partnerships, satisfaction and communication processes.	PE.04 "Management by processes and improvement system" "Guide to management by processes" "Process audit"	
4	Ensure process owners understand their role and responsibility	Likewise, in order to aid process management, the physical folder "Process owner manual" was created, directed at facilitating the operating procedure. The folder includes certain documents required for management: Guide to management by processes; timeframe for actions; Map of Processes; applicable Strategic Plan; Leadership Plan; Strategic Indicators, if any; Operational Indicators and Improvement Actions; Process Audit Card. To facilitate digital access to all this documentation, our quality area, intranet V:/ADER_ Excelente, includes a document that provides direct access to all the necessary documents and tools, named "Gestiono mi proceso" (I manage my process).	- Owner's folder - "Gestiono mi proceso" (I manage my process)	
5	Develop a measurement system based on a meaningful mix of process performance indicators and related outcome	Since its foundation, this organisation has been based on management with the use of data (performance indicators and outcome measures), as stated in our organisational structure approved in 2009, in which a specific Unit was created for this purpose, the Statistics and Funds Management Unit. This Unit, together with the Head of the Management by Processes process / Head of Quality, provides Management and other people within the Organisation with management information obtained through a number of databases and applications. The first Management information extraction database was created in 2005, which imported all the data from the Dossier Management System @DER-SIG with the previous management system AS-400. In this way, the flat table "HISTOR" was created, and this was used to make multiple	-App CMI strategic indicators - App process indicators -Pentaho Open Source Business	Total app indicators

	Approach	Deployment	On site evidence	Measurement
	measures, enabling the review of the efficiency and effectiveness of the key processes and their contributions towards the strategic goals.	routine queries. The database provided standardised management reports and, subsequently, together with the POWER PLAY tool, it also provided management infographics, preparing a new tool named "Information to Management ", which still operates today and is updated by the Statistics and Fund accountability Unit. We currently use the "Pentaho" tool, which was introduced in 2014. This is an extremely powerful, information management tool which brings together all the historical data (from 1998 onwards) for the management of subsidies made by the Organisation, data for surveys, budgets, etc.	Intelligence	
6	Creativity, innovation and process continuous improvement	The 2015-2017 Strategic Plan establishes as strategic line 1: "Excellent management through technological innovation and improvement." Right from the outset, the Organisation has used new technologies, and these have progressively evolved to the point at which they are today. The first technology-based process improvement was made through the dossier management computer system, @DER/SIG, which was implemented in 2003. This is a grant dossier management system directed by the steps to be taken, and, in turn, it is a document manager that issues the reports, resolutions and other necessary documents, monitoring deadlines and steps to be taken. The implementation of the system made it possible to standardise all the documents, approving a unique model for all the grant lines, yet respecting all the particularities of each of the grant lines. Back in 2005, taking advantage of the progress made in electronic processing and faced with the need to make it easier for customers to submit applications and to reduce the documentary requirements for the submission of grant applications (looking at the results of the surveys, this is an ongoing demand made by our customers), the "Zero Presence" Project was set up and is still in operation today. The "Zero Presence" Project was started with two key milestones: 1. The creation of the Virtual Office, to allow customers to use our website to submit the grant application from their homes. 2. "Third party Registration" system, whereby each customer registered in the system (who has applied for a grant) has a business folder with all the information and documentation submitted. So that, once scanned and uploaded onto the system, these documents never need to be re-submitted by the customer. Over the following years, this procedure has progressively improved and, taking the new technological advances into account, in 2015 the Virtual Office was modified with an important upgrade, to create "Electronic Forms".	-Grant dossier management system @DER/SIG - Zero Presence Project Leaflet - Third party Registration: Customer folder - Customer access platform - New electronic forms	No. dossiers in SIG [44] No. customers No customer accesses [4] No. % electronic dossiers [2]
7	Strengthen the processes through management systems	ADER has process PO.21 Systems and Maintenance. This comprises 3 distinct parts: The maintenance of the ISO Standards, the Environmental System and the Personal Data Protection System (LOPD) ADER, ever aware of the need to reach the greatest number of potential customers, by facilitating access to information, aimed to provide a website that was accessible to all citizens, regardless of physical disabilities and technical barriers. Therefore, in 2011, ADER was certified to the ISO 139803 website accessibility standard . Through this LOPD system, the requirements of the Organic Law on Data Protection are managed, and other additional requirements included in this process, such as the "Security Record" and the "Traceability" application which indicates where the documents are located and the movement of those documents sent out of the Organisation.	PO.21 Systems and Maintenance - Certification ISO 139803 - LOPD system - Security Record.	Achievement certification ISO 14001 [42] ISO 9001[106] Accessibility[102]
	5b Products and services are developed to create optimum value for customers			
1	Strive to innovate and create value for customers	In accordance with the strategic lines and their deployment through Operational Process PO.0 Preparation and Management of Regulatory Bases for Grants, a uniform methodology and procedure were developed to make it possible to prepare instruments to support ADER's business-customers. As examples of adaptation, in 2005, given the difficulties of SMEs in La Rioja to access financing, "Financial Aids" were created to facilitate the financing of their investment projects through interest rebates on loans; in 2008, right in the middle of the crisis, the REE line was created to restructure the financing of companies with regard to working capital and also the refinancing of liabilities; and the EMP-Entrepreneurs line, due to the substantial change in the type of customer, whereby a large number of SMEs were closing down due to the economic crisis and a large number of physical persons were starting up their own business projects.	PO.O7 Preparation and management of regulatory bases	No. regulatory bases [112] Customer-

	Approach	Deployment	On site evidence	Measurement
		Initially, ADER's business promotion activity was primarily based on the granting of aid. However the evolution of the Organisation has also led it to direct its activity towards the provision of support services to companies in La Rioja. These services are generally free and, in many cases, complement the financial aid or grants and create greater value for customers: - Services in the area of Design - Entrepreneurship Services, advice for the creation of companies - Services to promote the EFQM management model amongst companies in La Rioja - Business internationalisation services - Office for Patents and Trademarks • Services to support companies in the presentation of European Projects	PO.10 Design PO.11 Entrepreneurs PO.12 Excellence PO.13 International PO.14 Patents and Trademarks PO.15 E Projects	service satisfaction No. service actions
2	Use market research, customer surveys and other forms to enhance the product and service portfolio	ADER has established a new process, named PE.05. "Stakeholder satisfaction management", the vision of which is to standardise the way in which stakeholder surveys are prepared, conducted and reviewed. 6 types of surveys are conducted: Grants customer; in person customer ; service customer ; suppliers; people; and society. Each survey is conducted through what are considered to be the most appropriate means to obtain the highest number of responses (call-centre to the grants customer, being the most representative and guarantees 100% respondents; online through the web_com for people, services and suppliers; in writing for the Company Manager; and on paper for the in-person customer). To enhance the process a "survey guide" was prepared, providing support to members for preparing and assessing the surveys and a tutorial on the web_com program. Our activity is completely related to the social environment and we therefore have a procedure to measure the level of satisfaction of the social Entities with regard to ADER's social responsibility. From 2011 onwards, an annual survey is made to 70 Organisations (professional associations, councils, intermediate bodies, associations, etc.).	-E.05 Stakeholder satisfaction management - Survey Management Guide - ADDER's Web_com app	Indicators for the 6 stakeholder surveys: pentaho
3	Develop their product portfolio in line with the needs of their existing and potential customers	Prior to the publication of the annual call for proposals, the team for process: PO.07 Preparation and management of regulatory bases, analyses the functioning of each financial aid line during the previous year, assessing the need to maintain the aid or to make appropriate changes. For example, promote micro-enterprises by granting more aid; including other types of expenditure eligible for aid (furniture or transport elements); reduce the minimum amount on the invoice that is eligible for aid, and others.		Changes in the bases and calls for proposals
5c	**Products and services are effectively promoted and marketed**			
1	Define ADER's value proposition and communicate it to groups of existing and potential customers	The communications medium is very important to us, given that it is decisive in getting our message across to different "receivers". For this reason, we select the most appropriate channel based on what we want to communicate and the type of ·"receiver". For example, to reach a potential entrepreneur (general profile of a young person with a business project), then the chosen media are the social networks or website; to reach previous customers and businessmen in order to get them to request our grants, then then is done through digital newsletters, website, meetings; to reach the general public, we use the press and radio; for general dissemination, we use leaflets and publications; or, to reach different areas within the region, then live events are organised at the main towns in the area.	- Communication, annual meetings, main town in area, leaflets on aid services.	No. hits
2	Make ADER's value proposition known	The press publishes news on ADER's activities on almost a daily basis. The Manager, and also certain Unit heads, appear on radio and television. Each year, when the call for grant proposals opens, then the Heads of Units organise dissemination events at the main towns in each area, and at business organisations such as the Employers' Federation, chamber of Commerce (partners of ADER close to the business fabric of La Rioja), and also for new services or specific activities.	Press, radio spots, website	No. news items www.ader.es No. news items www.larioja.org
3	Design of necessary tools and supports to complete the sale	Leaflets are published for the annual call for grant proposals, provision of services, for example the help desk for entrepreneurs (PAE), leaflets of the Strategic Plan and other advertising documents. On a daily basis, our website and that of the Government of La Rioja shows the activities to be performed. In 2015, there were 101,226 visits to our website. The Organisation uses its digital newsletters to directly disseminate all activities, new	- Leaflets - Digital Newsletters	No. newsletters - ADER

	Approach	Deployment	On site evidence	Measurement
		projects, latest news, etc.		- CEDIR - ENE
4	Develop marketing strategies to promote their products and services to target customers and other stakeholders	In response to our stakeholders' needs and expectations, the Strategic Plan 2015-2017 establishes strategic line 2 as: ADER, A benchmark organisation in the Region to support the business fabric of La Rioja. To realise this line, it is essential to reach all the target public, understanding this to be the business fabric of La Rioja as it may be established in the future and, therefore, we are talking about the La Rioja Society at large. This strategy is supported by process PO "COMMUNICATION". ADER's external Communication is always subordinate to the Press Office of the Regional Ministry that it is attached to, and to that of the Government of La Rioja, both of which have a communication role. However, in order to systematize communication, ADER created its own Communication and Marketing Plan within the "Communication" Process. This defines the general objectives of the Plan and establishes 2 specific lines based on the main types of communication: LE1 Traditional communication and LE2 Digital communication, the latter in line with strategy 1 "Excellent management through technological improvement and innovation".	-PO.17. Communication - External Communication Plan	No. hits [63]

5d. Products and services are produced, delivered and managed				
1	Produce and distribute products and services	The financial aid contemplated in the Regulatory Orders is announced annually by publication in the Official Journal of La Rioja. Normally, two calls for proposals are approved for the financial aid programs, the first around the month of February and the second in the third quarter of the year. There are also other lines available with calls for proposals open almost all year round; this all depends on the type of application, allowing the customer to apply for the one that best suits the specific investment project or activity. ADER's website provides details of all the lines for financial aid and services provided, whilst the possibility of making an online application through the Virtual Office makes the formalities easier. At a national level, there is a Financial Aid Database, the BDNS. Any calls for grant proposals that are approved and, subsequently, the details of the beneficiary and the amount of the grant are required to be published in the BDNS. The BDNS is public (http://www.pap.minhap.gob.es/bdnstrans/es/index) thereby guaranteeing the transparency and publicity of the aid granted throughout Spain.	- Annual calls proposals BOR - Website -Virtual Office www.ader.es/oficina virtual - BDNS	No. calls for proposals [8]
2	Develop an effective and efficient value chain to ensure delivery on the promised value proposition	Through a monitoring process, ADER: • analyses and studies all the Spanish and European rules and regulations on financial aid and support to businesses that are put into effect in different areas; • reviews and analyses the measures deployed by similar organisations in other Autonomous Communities (learning from the innovations and practical improvements made by other agencies. Knowledge that flows from the work groups of the Regional Development Agency Network, meetings with agencies in Technology Development Centres (CDTI), and the R&D&I Network, amongst others). • drafts measures that are adapted to the reality of the Autonomous Community of La Rioja; • Deploys, implements, monitors and measures the impact of the measures designed. • Closes and assesses the programs implemented and measures the customer's and society's perception of how well the instruments of its policies adapt to the needs of customers and to the reality of the region.	- Reports on the closing of each financial aid line to the Assessment Committee.	No financial aid lines [8]
3	People have everything that is necessary to provide service in optimal conditions	The provision of service is facilitated by the @DER/SIG Dossier Management System available to personnel. The status of the dossier can be monitored through this system (in line with Processes PO.07 Granting and PO.08 Payment) whilst customer access is also possible, to consult the dossier status and the documentation submitted or pending submission to ADER. ADER promotes in-service training so that people may use their knowledge for the benefit of the agency. Therefore, whenever necessary, due to changes in regulations, new applications, new working methods, or anything that will help people provide an optimal service, in-service training days are organised (for example: training days for the Legal Advisory Unit due to changes in the Procedure Act; training day for the head of Quality on the practical implementation of CRM or the use and improvement of @DER/SIG).	-SIG - In-service training - Company car - Mobile phones - Laptops - smartphones - projectors - signage	

	Approach	Deployment	On site evidence	Measurement
4	Manage products or services throughout the complete life cycle	The @DER/SIG management system makes it possible to continuously monitor the dossiers throughout their life cycle, featuring a traceability system to determine the status at any moment in time.		
5	Availability of benchmarks for other organisations and/or projects	ADER is actively involved in Regional Development Agency forums, directed at exchanging ideas to improve the different areas, such as management, business promotion, etc. One of its achievements is that certain proposals from the industrial land work group have been submitted to the Spanish Parliament Board of Industry in order to proceed with any legislative measures required. The Senior Management group has analysed the Spanish Development Agencies model, its functions, competences, activities, strengths and weaknesses as instruments for the business promotion policies of the public administrations of the Autonomous Communities. Participation in the Enterprise Europe Network, in its Spanish node, the largest network of European entities promoted and co-funded by the European Commission in order to facilitate the internationalisation process of the European SMEs. Also, its participation in the Industrial Technology Development Centres (CDTI) provides benchmarks on other Spanish Communities.	-ADER'2 Web Forum	
5e. Customer relationships are managed and enhanced				
1	Ader maintains an ongoing dialogue with its various customers and users in order to learn about and meet their needs, based on openness and transparency.	In 2000, the Information Unit was created, counting on Information Managers and Administrative support personnel for compiling documentation. With this improvement, the information managed was centralised and standardised, the documentation was centralised and the provision of service was improved for each type of ADER customer. Each customer dossier is assigned a contact person from the customer's company, who has direct contact with the official who is to process the dossier. With the implementation of CRM, clear notes shall be made on each customer's record, showing the meetings and the outcomes, so that information on the customers' needs is shared with all the Organisation's personnel.	- Information Unit - Direct meetings with the dossier managers - CRM	No. calls No. services In-person customer level of satisfaction
2	Systematic evaluation of customer and user satisfaction through surveys and performance indicators	Process PE.05 Stakeholder satisfaction management serves to standardise and develop the survey preparation and review for all stakeholder groups (grant-customer; services-customer; in-person-customer, society, people). The process issues a guide for preparing surveys with the criteria to be followed in order to issue a survey: such as how to plan a survey (design, frequency, analysis method, measurement scales, etc.); results report model (comparison with previous years, actions, segmented results, etc.); and methods for conducting a survey. As a Process improvement, the Government was asked about the possibility of using tools available for electronic forms, which ADER uses to send on-line surveys to customers.	-PE05 - Survey preparation guide -Web-Com - Service-customer surveys	Total surveys
3	Oversee and continuously review customer experiences and opinions and guarantee that the processes are aligned in order to give an adequate response	ADER has recently started up a Microsoft Dynamics CRM. This System represents an important change in our customer relations, given the fact that it allows for smarter marketing and a more efficient provision of services. However, there is more to this system than customer relations, as it also enables us to improve all the relations between a business and the market and with all stakeholder groups, such as suppliers, partners, etc. With this new system, the focus is on the "ACCOUNT" (in addition to customers, suppliers, partners, without forgetting potential customers). All the organisation's personnel have access to the system and can enrich it by adding data and their own experiences with customers. The system features very advanced search engines for mass searches to facilitate the marketing management. The system is also open to outsiders, through our website we offer the possibility of enrolling for courses, training days and services.	-Microsoft Dynamics CRM.	
4	Analysis and response to complaints, queries and comments from customers and users.	ADER, as a public body, is included in the Complaints and Suggestions (C.&S.)system of the Government of La Rioja, to be found on the Government's website. Furthermore, ADER offers all customers the possibility of submitting a complaint or suggestion either in writing or through our website, through general e-mail ader@ader.es. ADER also has complain forms for submitting complaints on paper.	- Government of La Rioja Suggestions Box - Complaint form	No. customer complaints resolved [61] % C. & S. used [62]

	Approach	Deployment	On site evidence	Measurem ent
5	Customers are recommended and advised on the optimal conditions for the provision of service	Through the Information Unit and, in particular, the Information Managers, ADER offers guidance to customers and potential customers on the best way to direct their Projects with regard to those activities eligible for grants and the services that can be provided.. For example, for a project by a physical person, the Information Managers can offer guidance as to the best way to become established (sole proprietorship, or commercial company, etc.) the financial aid lines available and the highest performance obtainable. Entrepreneurs can be given support for a feasibility study, whilst commercial companies can be formed through the PAE help desk and can even be offered a trademark registration service (Patents and trademark office), thereby offering a holistic service. Also the various Operational Units hold ongoing meetings with customers with regard to the prior definition of their Projects.	- Information Unit - Help desk Service	No. help desk services [21]

Sub-crit.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT
5c	2001	ESDIR, CAR, COAR, FER, Chamber, Club MK,	Creation of **CEDIR, Integral Design Centre of La Rioja,** directed at promoting the use of design as a differentiating element and business competitiveness tool.
5a.	2007		**Development of ADER's own TIC & DTD lines**. Need to continue to promote activity in implementation of TIC (ITC) and Design tools for companies in La Rioja. Extension of areas of competence of the future R&D&I Unit, greater integration of all innovation-related matters.
5a.	2010	Ministry PIPE program	The "**first export**" program is organised around two fundamental figures: a Senior Advisor with extensive experience in international trade and two Technicians (internationalisation trainees). Each Technician is assigned four companies from different sectors.
5a.	2011-2014	Training and benchmarking DGT's	App **Indicators:** CMI Strategic Indicators, Process Indicators and Pentaho (included in 2b improvements)
5a.	2011	External Consulting Firm and Training	New **Process Map**
5a.	2011	External Consulting Firm and Training	**Process re-engineering** As a system improvement: Review of the processes implemented since 2005 and creation of new strategic processes and those corresponding to new activities through Services Processes (PO 10, 11, 12,13,14.15)
5a.	2011	Training Head of Quality	Integration ISO-EFQM Processes in System Implementation of new processes
5a.	2011	Training Head of Quality	**Guide to management by processes** Guide to how to prepare and manage a process
5a.	2011	ADER Infrastructures	Creation of **Conservation Entity:** an urban entity, formed by a public-private partnership for the optimal maintenance of industrial estates.
5a.	2011	LOPD Consulting firm	**LOPD** Security record: signed by each person on joining ADER, with the provision of material and a certain type of access and, on leaving the agency, returning the tools and proceeding to de-register in the appropriate systems.
5a.	2012		**Itinerary for immersion in innovation** Search for new ways to drive innovation in companies.
5a.	2012	Partners ENECO European Project	**Itineraries towards the Eco-innovation, ENECO** Benefit from the synergies of executing European projects with those of the strategic financial aid lines.
5e	2012	Process PO.06 Information and PE.05 Stakeholder satisfaction management	In 2012, as an improvement of PO.06 Information, an **in-person customer survey** was conducted to assess waiting time, correct information and personnel management. At first it was conducted on a weekly basis, but this was seen to be excessive, and so the frequency was changed to once a month Additionally, and as an improvement, a control was included by the ordinance or security personnel, for the actual waiting time (time of entry - time of exit) on the day of the survey.
5a.	2013	Training Head of Quality	**Owner's Manual and guide document: "I manage my process"** Physical folder to facilitate the process management by Process Owners and guide document on the formalities for managing a process.
5a.	2013		**Accelerated Itinerary of Advanced Management**. A new development of the ADER excellence model is designed, directed at increasing the size of companies, improving their capacities, in a 360º business management process. Collaboration with CMR for the development of personalised management itineraries.
5b	2013	PE.05 Stakeholder satisfaction management	**Survey guide:** A help manual to create and manage surveys.
5b	2014	Benchmarking DGT's	App **Web_com**: Application for sending on-line surveys.
5c	2014	Process PO.17 Communication	**External Communication** Plan
5a.	2015	Regional Ministry of Finance, DG, TIC, COBRA, ADE Castilla & Leon	ADER created a new **BEI loan** product for those consulting other Spanish Development agencies. After comparing existing products, ADER developed a customised product for La Rioja and offers a technology tool for the management of Loans.
5e	2015	Benchmarking DGT's	**CRM** Microsoft Dynamics CRM. Integral management of the customer, potential customer, suppliers and partners. Register of meetings, comments

	Approach	Deployment	On site evidence	Measurement
4a. Partners and suppliers are managed for sustainable benefit				
1	Partnership Management: establish collaboration agreements with other organisations to maximise the added value and achieve objectives	The strategic nature of Process PE3 "Partnerships and Agreements" is based on ADER's actual mission, inasmuch as, in order to drive economic development, it becomes necessary to establish collaboration links through strategic partnerships with different Institutional Bodies (public entities), semi-public intermediate organisations and private entities whose activity is related to our business promotion role. In general terms, strategic partnerships are implemented by signing contracts or agreements. As an example, we would cite the Agreement signed with the Employers' Federation of La Rioja and the Official Chamber of Commerce and Industry of La Rioja to support new business initiatives, contributing to the attainment of the strategic objective to encourage entrepreneurship and business creation, established in Strategic Plan 2015-2017 and which is implemented in the EMPRENDERIOJA scheme. Given the wide range of duties entrusted to ADER in its foundation Act, we have all kinds of partners and in many different activities. At present, we have more than one hundred partners. These can be grouped as follows: a) Institutional partners and participation in collegiate bodies b) Strategic partners by Agreement c) Strategic Suppliers d) Other suppliers e) Participation Networks f) Collaborative projects	-PE.03 Partnerships and Agreements - App BBDD ADER Partners - App BBDD Agreements - App CRM Agreements	[90] No. Agreements [91] No. partners
2	Supplier management: relations with suppliers to maximise the value for both parties	With regard to suppliers, some cover the organisation's ordinary operating needs, whilst others serve to support the provision of services to companies. The selection of all these suppliers is made in line with the procurement procedures regulated by the Public Sector Contracts Act, which contemplates, when required by the regulations, the preparation of technical and administrative specifications applicable to the contract, including the award process in line with the principles of publicity, transparency, competition, equality and non-discrimination. The approval and management of these contracts is made through Process PA19 Economic-Financial and Procurement/Sub-process: Procurement. There is a specific "Contract Management" application for the management of contracts. All suppliers are identified in the Third-party Module which is integrated into the Accounting Reporting System of the Autonomous Community of La Rioja (SICAP), with most invoices submitted through the Government of La Rioja's new E-invoicing platform. In January 2015, the e-invoicing system was implemented as a result of the entry into force of the Government of La Rioja's regulations on electronic invoicing. Therefore, all the invoices from our Suppliers (whether strategic or otherwise) shall be issued through the WEB application. This has meant less paper, the traceability of invoices right from issue, faster administration and control and agile payment, providing complete transparency to invoice management. The remaining invoices submitted in paper format follow an authentication procedure in order to be able to subsequently enter them in the digital accounting system through the Accounting Reporting System of the Autonomous Community of La Rioja (SICAP).	- Application "ADER partners" -App SICAP Accounting System - App "e-invoicing "R"	[94] Supplier satisfaction
3	Ensure partners and suppliers operate in line with ADER's strategies and values	Our relations with strategic suppliers and partners is conducted through Agreements and Contracts. The aim is to ensure that our partners support us in improving the competitiveness of businesses in La Rioja through innovation, design and internationalisation. Agreements define objectives and activities as well as indicators of the impact of the said activities in order to comply with ADER's strategic lines. Therefore, for example, ADER signed a collaboration agreement with the Industrial Technology Development Centre (CDTI) to strengthen the business fabric of La Rioja through Innovation, the agreement establishes activities relating to the promotion, provision of information and financial support to businesses in La Rioja.	Agreement with FER Agreement with CDTI Agreement with Club MK.	Agreement indicators
4b. Finances are managed to secure sustained success				
1	Design ADER's	Budgetary management is based on ADER's Budget which includes and authorises the income and expenditure items required to carry out our activity.	-App SICAP:	Execution

	Approach	Deployment	On site evidence	Measurement
	financial planning and economic management process to support its strategy.	ADER's Budget is annual in nature and is included as a separate item in the General Budget of the Autonomous Community of La Rioja, approved by law each year by the Parliament of La Rioja. The preparation of ADER's annual budget commences during the previous year, in accordance with the guidelines established by the Regional Ministry of Finance. It is prepared taking account of ADER's Strategic Plan (the strategic lines and strategic and operational objectives.), which is currently the Plan in force for years 2015-2017, the annual Action Plan and the Annual Strategic Plan for Financial Aid. All ADER's Action and Operational Units take part in the preparation of the budget, coordinated by the Economic - Financial Management Unit. Once ADER's Draft Budget has been approved by our Board of Directors, it is incorporated in the General Budget for the Autonomous Community, which is processed as a draft bill and is approved by the Parliament of La Rioja. In parallel to the preparation and approval of ADER's Draft Budget, the annual plans are prepared and approved, which give full information on ADER's intended actions during the following financial period, with financial coverage reflected in the approved budget. Once ADER's Budget has been approved, as well as the Annual Action Plan and the Strategic Plan for Financial Aid, the next step is to approve the calls for proposals for the grant and subsidy programs that are to be financed through the provisions contemplated in the approved budget. The calls for proposals are in line with the corresponding Ministerial Orders, and all contemplate promotion lines that are in agreement with the forecasts of the Strategic Plan 2015-2017.	Accounting System	Lists
2	Prepare, implement and control the economic budget	In order to verify correct economic management, Process PA.18 Legal Assistance and Internal Control, provides for Internal Control and Audit, responsible for controlling the legality of all the acts with an economic content with budgetary repercussions on the expense and income statements of the Agency's Budget. This unit carries out control work prior to the subsequent inspections to be made by the various Public Administrations and which are related to this organisation in one way or another (Autonomous, State and Eu Administrations). Without prejudice to the internal control or audit, the said management is subject to the following external financial controls and audit: a) Account audit by the General Inspection of the Autonomous Community of La Rioja. b) Financial audit, on compliance and operations, by the General Inspection of the Autonomous Community of La Rioja. c) Inspection by the State Court of Auditors. d) Inspection by the inspection bodies of the European Union with regard to the community co-financing of projects approved by ADER through community funds (ERDF, EAFRD, FEMP, and ESF).	-PA.18 Legal Assistance and Internal Control - External controls - Pentaho App - Budgetary Implementation	-Operational cost/hour worked [97] - Financial aid granted / application processed [98] - Cost financial aid granted per worker [99] - Operational costs acc. to approved investment [100] - Operational costs/financial aid.. [101]
3	Manage income and expenditure	The general budget of the Autonomous Community of La Rioja is published in the Official State Journal and in the Journal of La Rioja and, furthermore, in the Transparency Portal of the Government of La Rioja. The Annual Accounts and the audit and inspection reports issued on the accounts and on their economic-financial activity are also published on the Transparency Portal.	- Budget (BOR)	Budgetary Implementation
4	Economic information is provided to convey trust and assurance to stakeholders.	Each year, the ADER prepares a Management Report, including a report of all the activities performed by the organisation as well as the budgetary implementation for the financial year. The annual Management Report is approved by ADER's Board of Directors and submitted to the Parliament of La Rioja. This Management Report contains data and information which affects, and is useful to, all ADER's stakeholders (people, customers, partners and society). ADER has a transparency portal on its website (www.ader.es/Portal de la transparencia), displaying all the economic information.	- Annual accounts: Transparency portal and Management Report	

	Approach	Deployment	On site evidence	Measurement
4C Buildings, equipment, material and natural resources are managed in a sustainable way				
1	Optimise the use and effectively manage the life cycle and physical security of tangible assets, including buildings, equipment and materials.	In line with our LE.4, ADER Present in Society, acting in a sustainable and socially inclusive way, and with related objective "4.2. Effectively manage resources and facilities", Process PA21-Approved Systems and Maintenance, is responsible for the management of buildings, equipment and materials. A maintenance procedure is required in order to achieve an effective service. ADER therefore has had a preventive and corrective Maintenance Plan since 2005. From 2010 onwards and based on the public expenditure rationalisation policy, the Government implemented a new centralisation and standardisation policy, with a substantial improvement in cost reductions, by removing the procurement powers of the Regional Ministries and Public Entities (including ADER) and centralising them in the Government itself. ADER subscribed to the Agreement, transferring the purchasing powers to the central services of the Government of La Rioja. ADER's IT equipment is ideal for the provision of service and, in line with the policy of obsolescence implemented by the Government of La Rioja, in 2013 the DGT's replaced 90% of the Organisation's computers. It should be indicated that, if it is necessary to acquire a particular software program or tool in order to provide efficient service, then, at the proposal of the head of the Organisation (Manager), it is automatically acquired and installed by the DGT's.	-PA.21. Systems and Maintenance - Maintenance Plan	Successful renewal of ISO 9001[106] certificate each year
2	Guarantee the safety of ADER personnel and users through a comprehensive H&S system	ADER has an Occupational Health & Safety Plan that is implemented through the Prevention Service of the Universal Mutual Insurance Company. The plan comprises: Risk assessment; preventive action plan; emergency measures; accident investigation, where applicable. Routine measurements are taken of the lighting and personnel from the Mutual Insurance Company advise personnel on how to achieve ergonomic work stations. For example, there have been improvements in the overall lighting, personal lighting with flexi lamps for workstations and a footrest has been added to the workstation. 2 services have been contracted with the Mutual Insurance Company, namely a Prevention Service and Worker health surveillance. On a yearly basis, an emergency drill is conducted, with no prior warning. The results are always very good, with the evacuation of all personnel and even any customers present at the time, in just a few minutes.	- Risk prevention plan - Emergency drill records	% satisfaction work station ergonomics [15]
3	Minimise the local and global environmental impact, including setting challenging goals for meeting and exceeding the legal standards and requirements.	In line with our "LE.4. ADER Present in Society, acting in a sustainable and socially inclusive way, and with related objective "4.3. Responsible management", Process PA21-Approved systems and Maintenance, has an "Environmental Management Plan" certified to ISO 14001 in 2005, given ADER's concern with regard to environmental aspects. ADER's most significant impacts are always electricity and paper consumption. These are reduced year after year, and are included in the key indicators of the quality objectives.	Document "Maintenance Plan"	- Annual consumption Kw per person [104] - Annual consumption paper/person [105] - Satisfaction regarding attitude and respect for the environment [108]:

4d. Technology is managed to support the delivery of strategy				
1	Manage the technology portfolio and assess emerging technologies	ADER comes within the TIC (ICT) architectures of the Government of La Rioja, arranged in multiple computer systems, platforms and physical locations, connected together through the Institutional Communications Network. The Data Processing Centre is the nerve centre of this network. In 2010, the Government of La Rioja invested heavily in order to position our region as the first Administration in Spain to incorporate a technology for maximum flexibility and optimisation of bandwidth management into the internal connectivity of its data centre. The DGT's have jurisdiction in the area of information technologies and, therefore, ADER is totally dependent in this area. For example, for the procurement of new programs, new equipment, identification of new technologies, even, in certain cases, specific system programming. Even so, ADER has the capacity to make proposals, for example, faced with the need for the management of our stakeholders in a much more integrated way, ADER sent a proposal to the DGT's with regard to the possibility of acquiring a recently implemented CRM. All this is in line with our Strategic Line ADER 1: Excellent management through technological innovation and improvement.	WEB , CRM	
2	ADER applies, operates and evaluates technology in order to improve the efficiency of processes, projects and ADER.	The Government of La Rioja approved "The digital Strategy for the Electronic Administration of La Rioja", establishing the actions to be taken in order to achieve an effective electronic Administration. The actions were also implemented in ADER, and include: - E-signature. Application for signing internal documents through a Digital signature, issued by the Spanish Mint (Fábrica de Moneda y Timbre). To facilitate management and eliminate paper. - "Electronic invoicing": Digital invoice management application for all our suppliers. To speed up invoice management, ensure complete traceability and improve payment times. - "ABC": Internal communication application, combined with E-signature. All communications between the different Government bodies are made through this system: This ensures the immediate exchange of information, the documents are signed with the E-signature, the system controls response times and all internal paperwork is eliminated. - "SICAP: Digital accounting of all the budgetary expenses related to Chapter II of ADER's Expenditure Budget. - "COE: Electronic Procurement System: a program that facilitates the e-management of the complete administrative procurement process, in addition to the electronic notification of decisions. All the applications of the Government of La Rioja have unique recognition. Therefore all ADER personnel, being users of the Institutional Network, have the use of these systems with their digital signature.	List of Technological Tools: - SIG - SICAP - ABC - E-signature. - COBRA - CRM - WEB: Ader, emprenderioja, EEN,..	Tool management
3	Use technology to support the culture of creativity and innovation.	Our first steps in digital management were "0 presence project" implemented in 2005, which marked the start of the Digital Office. The application of the technology was a great step forward for our management process, allowing our customers to submit financial aid application dossiers from their computers with no travel involved (see 5 a) including the documentation in the system. This action made it possible to create Third Party Registration and registration of the documentation by the customer. Following the "0 Presence" Project, the Virtual Office has progressively been improved in subsequent years. The system is open to customers who, with a code and password, can access their dossiers, view the status, the timeframe available for managing the applications and view all the documentation already held by ADER and which does not need to be re-submitted. The Agency's website received the Award for the Best Social Website, at the 5th edition of the International Festival of Social Advertising, Publifestival, for its accessibility. The application of technology for the exchange of information between the various Public Administrations is also very important. Our responsibility to manage public subsidies means that we need to know whether or not those companies who are to receive financial aid, are up-to-date with payments in other Public Administrations. For this purpose, from 2003 onwards, documents are exchanged online with the Tax Authority, Social Security and the Regional Finance Ministry. The SARA NETWORK is currently being implemented, with the same objective, but from a common point.	- WEBSITE ACCESSIBILITY - Agreement and SARA NETWORK - Employee Portal - ESPILON - Management of ROOMS & CAR	

		4e. Information and knowledge are managed to support effective decision making and to build the organisation's capability		
1	Provide leaders with sufficient and accurate information and data for decision making	ADER has a large amount of management data that supports the provision of service and decision making and which is utilised through the following tools: @DER/SIG, Pentaho, Quality System Management Applications, common document Space: V:/, Microsoft Dynamics CRM	Indicator and scorecard management tools: - Pentaho - Databases to inform management - CRM	
2	At ADER, learning and collaboration networks are established and managed in order to identify opportunities for creativity, innovation and improvement.	ADER has a number of learning and collaboration means: Meetings of the Board of Excellence - Strategic Planning Process; periodical meetings of the different processes with their teams; meetings made through the "Friday Information Day"; meetings held for specific matters; in-service training days with all personnel either when new systems are introduced (CRM for example) or whenever there are any new developments in our activities (for example the different Units explain to the Information Unit the new developments in the annual financial aid programs). In addition to in-service learning, ADER participates in a number of organisations and collaboration networks, taking part in their work groups and allowing it to detect opportunities and to create or modify the products developed for its customers. (RED IDI, RED EEN, RED ADRs, Centres of EXcellence CEX, etc.)	-Directory V:/ -ISO 27001 - SECURITY OF GOVERNMENT CD - Backup copies -CRM -Virtual Workstation	
3	Access to information and knowledge: have secure, reliable and flexible systems	ADER personnel has access to the relevant information for carrying out its work. All the systems have different profiles, determined by the job performed and accessed either through the digital signature or user name and password. ADER comes within the TIC (ICT) architecture of the Government and, therefore, is included in the Government's IT security policy: The Data Processing Centre of the Government of La Rioja is certified to ISO 27001 on security management. On a daily basis, the DGT's make backup copies of the data servers and also the website contents. The information can be retrieved at any time through the User Support Service.		
4	ADER uses innovation to provide value to customers, and new ways of working.	Our dossier management system @DER/SIG, implemented in 2004, was programmed in a web environment so that the Organisation's personnel (particularly teleworking) can access the system from home, and can process and manage dossiers online. ADER offers a service to its customers through the Virtual Office (http://www.ader.es/ayudas/oficina-virtual/) named "Consult your dossier": Once registered in the system, users can access either with a code and password or through the digital signature, and get information from our dossier management system @DER/SIG. The "Online Forms" represent another major technological step forward. There are two sides to the improvement achieved with these new forms, based on new technologies: on the one hand, the customer is offered convenience, information and ease of use, whilst, on the other hand, it is far easier for ADER personnel to manage the dossiers.		

Sub-sec.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT
4a.	2003	REDINTER	**REDINTER, Network of technical advisers in Destination countries**, we valued the need to have technicians in the countries of destination in order to support companies from la Rioja. We valued the need to have our own offices in different countries and decided that the best option was to provide service through a network of advisers.
	2005	SAICAR, Fundarco	Development of the web application **ader@sig_externo** directed at offering ADER's financial aid customers, information on the situation and status of their application dossiers, in addition to all the documentation held by ADER and which does not need to be re-sent.
4e	2005	Database.Access in-service training	Internal development of application to control the **traceability of ADER's financial aid application dossiers** during their itinerary to different bodies (for signing) outside ADER's facilities.
4a.	2006	Aspace	Collaboration agreement for the **integration of users** within ADER's facilities.
4a.	2007	CMD of La Rioja, La Rioja Evaluators Club	**Creation of the ADER EXCELLENCE Model.** The need to improve the business management of the SMEs in La Rioja and create a network of expert professionals in La Rioja (assessors). 1st advanced complex management model. Own model, pioneer in Spain with regard to the support provided to SMEto

			allow them to improve their strategic processes.
4a.	2010	University of La Rioja	Creation of a **University chair on internationalisation**, in order to Encourage students to direct their careers towards business internationalisation areas. - Offer research grants and/or internships in companies in areas related to Foreign Trade
4a.	2011	COCIR, ICEX	**Creation of Global Rioja** directed at coordinating all the institutions intervening in the Autonomous Community of La Rioja in the internationalisation activities in order to improve and optimise the resources dedicated to internationalisation. Global Rioja came into being through a collaboration agreement between Icex, Chamber and ADER.
4e	2011	Database.Access in-service training	Creation of a **Common database for Powers of Attorney and Recognition of Credentials.** In order to rationalise the administrative management of the recognition of credentials, a database for powers of attorney and the recognition of credentials was created in order to avoid processing duplicity and to reduce formalities for citizens.
4b	2013	Regional Ministry of Industry	"Proposal for inclusion in the Autonomous Community of La Rioja Budget Law, **nominative subsidies for an unspecified amount** and/or nominative transfers in favour of partners, indicating the activities to be implemented.
4a.	2013	Excellence Consultant	**Partnership and agreement process**. Study of the needs to be covered with our partners in the business promotion policy, in line with the strategic plans for subsidies. Speed up the formalities for the regulatory agreements for subsidies with our strategic partners and improve the transparency of our activity (UNIVERSITY OF LA RIOJA, EMPLOYERS' FEDERATION, CHAMBER OF COMMERCE, MARKETING CLUB, ASSOCIATIONS, FOOTWEAR INDUSTRIES, COMMERCIAL, SECTORAL ASSOCIATIONS AND OTHERS. "
4C	2013	DG TIC	**Management of ADER's Rooms and Resources** The need to have a common area for managing the means, tools, spaces, common vehicles
4b	2015	DGTs	**Electronic invoicing** through the WEBSITE, which has improved management transparency and has promoted the elimination of paper, the traceability of the invoice from its issue date onwards, speedier management and control and responsiveness in the payment times.
4e	2015	TIPSA, DGTs, prospection, Dossiers, TICs (ICT), AERTIC	**CRM ADER360** A scheme which positions the CUSTOMER as the focal point of the organisation, restructuring all the information systems, making the necessary connections in a single data repository for ADER's Customers and Contacts.
4e	2015	Tipsa, DGTs	Creation of **Tender Space** in CRM . Migration and up-dating and linking of Tender DB with the business contact information map in the CRM
4a.		Regional Ministry of Finance	**Development of ADER standard procurement specifications** adapted to the new contract regulations of the Public Administrations and introduction of the negotiation phase in the standard specifications for negotiated contracts in order to improve the final requirements and conditions in the contract awards, increasing the efficiency of the procurement activities.
4a.	2015	Database Access in-service training	**Preparation Partners Database -** Speed up the formalities for the agreements regulating subsidies with our strategic allies and improve the transparency of our activity (UNIVERSITY OF LA RIOJA, EMPLOYERS' FEDERATION, CHAMBER OF COMMERCE, MARKETING CLUB, ASSOCIATIONS, FOOTWEAR INDUSTRIES, COMMERCIAL, SECTORAL ASSOCIATIONS AND OTHERS.
4b, e		DG TIC	Incorporation of the **digital signature** to the different ADER processes, as a validation and authentication system.
4a.		Enterprises, University of La Rioja	**Grants** ADER Design, Excellence, R&D, Internationalisation
4a.		COCIR, AJER, FER	**Creation of EmprendeRioja** a public-private collaboration model for the management of the entrepreneurship model in La Rioja.

	Approach	Deployment	On site evidence	Measurement
3a. People plans support the organisation's strategy				
1	Alignment of people management plans with ADER's strategy	ADER defines Process PE.02 People management and planning as strategic. This Process comprises a series of sub-processes for the integral management of the Organisation's personnel through Integral Plan Perso_ADER, covering: Induction Plan, Training Plan, Prevention Plan, Reconciliation Plan, and Recognition Plan. Furthermore, the Process is key to the organisation as identified in the current Strategic Plan 2015-2017, establishing strategic line ADER 5: Achieving its vision through the people and values in its organisation.

In 2006, an Integrated Human Resources Management System was implemented, named "EPSILON", supporting the management of the organisation's people plans and which also serves as an internal communication tool through the Employee Portal which is used by 100% of personnel. It represented a major change, providing a good internal communication channel, helping to eliminate the use of pay slips and documents, with fluid B2B interaction with workers, improvement of the management of time off, and a global information space through the virtual noticeboard. | -PE.O2. People management and planning

- Epsilon System

- Employee Portal | |
| 2 | Involve people in developing and reviewing the people management strategy | The multidisciplinary team for the People management and planning process PE.02 implemented, comprises people from all Units and categories, providing an external vision to that of the Human Resources Unit, adding value and vision from a "people" point of view.

For example, at meetings of the team, the need to clarify the information on personnel matters was identified. This was the starting point for the creation of the "Guia Perso_ADER", which is a compilation of all the information on integrated management of people and their life at ADER, right from joining until leaving the company. This comprises: 1 The organisation (MVV, rules, bodies, organisation chart, who's who, and who manages what). 2 Management System (Strategic Plan, Map, processes, etc.). 3. ADER tools (location, manual). 4. Working practices (working hours, material, rooms, travel). 5. IT security (personal data protection, security record, etc.). 6. Prevention Plan (Mutual Insurance Co., emergencies, etc.). 7. Reconciliation Plan (what and how) 8. Internal communication (tools, process).9. Training Plan. 10. Induction Plan (for new staff) 11 Dismissal Plan (for personnel leaving the organisation).

In a study conducted by the Egarsat Mutual Insurance Company, the Perso-ADER Guide was selected as an example of good practice in the Public Administration, including it in the book entitled "The Management of human resources in the Public Administration and its impact on absenteeism". | - Guia Perso_ADER | |
| 3 | Selection, induction and development | The ADER as a Public Body of the Government of La Rioja, is subject to the principles of "equality, merit and capability" with regard to the recruitment of personnel, in accordance with the applicable public regulations. In compliance with these principles, all the Selection Processes are on a free competition basis.

The call for applications for a permanent job are published in the Official Journal of La Rioja (BOR) and are accessible to anyone, containing all the information required by the regulations. For the recruitment of temporary staff, in line with our internal Rules, these jobs are announced following the same procedure, by publication of the call for applications in the BOR, or else the selection may either be made either through the La Rioja Employment Service or through the creation of a Job Centre (also published through the BOR) to cover temporary employment (maternity or sick leave), but always complying with the principles of equality, merit and capability, and never arbitrarily. The selection processes are publicly displayed on the Transparency Portal on the www.ader.es website. In the intermediate process stages, the lists of the candidates presented are displayed, in addition to the names of those candidates successfully passing each stage and the score obtained.

In 2010, the Induction Plan was set in motion, to facilitate the incorporation of new personnel into the organisation. Likewise, and in order to value the effectiveness of the Induction Plan, a satisfaction survey is conducted for each induction process. | - Internal Rules
- Induction Plan | % satisfaction with Induction Plan |
| 4 | Use people surveys and other forms of people feedback to improve strategies, | A people survey is conducted annually, to get the people's opinion regarding: general satisfaction; working atmosphere; remuneration; communication; job; training; workplace ergonomics; objectives; leadership; promotion; recognition; responsibility; change management.
The participation and involvement of people in the processes is very important to the organisation and, therefore, in 2012 the process satisfaction survey was introduced. This is conducted at the end of each year at the final meeting of the Process Audit. It is currently conducted through the new | - People surveys
- Process surveys

- Complaints & Suggestions box | All questions. People surveys |

	Approach	Deployment	On site evidence	Measurement
	policies and management plans	WEB_com system via the internet, at the proposal of the PE05 Stakeholder satisfaction process. ADER has a complaints and suggestions Box on its website, to guarantee confidentiality, where all workers can make their contributions. Some of these suggestions have led to improvement actions such as, one week before the end of the month, personnel are given lists of hours so that they can personally check compliance, or the inclusion by officials of company documentation dossiers in the management system, for the common use of the organisation. Likewise, the Management and all Unit leaders are open to any suggestion, made at either a group or personal level, and the open doors policy is a reality at ADER.		
**3b. People's knowledge and capabilities are developed**				
1	Define the skills, competencies and people performance levels required to achieve the Mission, Vision and strategic goals.	The Organisation's Internal Operating Rules establish the basic duties of each job. Additionally, the calls for job applications specify the duties of the post, to be met by candidates, in order to ensure that the person has the necessary skills and competencies, as defined in the job profile records. Once a person has joined the Organisation, he/she is given help to complete his/her professional training by the Unit Leaders and through the ADER Annual Training Plan, to supplement the learning. In line with the provisions of Process PE.02. People planning and management, during the last quarter of the year, training needs are detected by sending an online form to be completed by all personnel, as well as taking account of the training needs required by the Unit Leaders, which are also detected in the form, or those detected by the actual Human Resources Unit. The ADER Training Plan comprises 3 very distinct parts, depending on the source of the training given: 1. Training Plan of the Government of La Rioja. 2. Training Plan Intermediate Organisations, and 3. Training promoted by ADER. If the above-mentioned Plans do not cover the training required, then HR personnel shall either seek training on the market, plan training from the department, or even carry out in-house training, where necessary. Also, the people themselves within the Organisation seek their own specific training, which takes place if it is agreed by the Head of Unit. The effectiveness of the training is assessed in two ways: Surveys are conducted on those people receiving training, for all the courses given and, subsequently, the Head of the Unit they report to, providing that the training directly affects the job, rates the implementation and effectiveness of the training received by the person, at his/her post.	- Internal Rules - Job Profiles - Need detection form - Training Plan - Effectiveness of training form	- % satisfied with the training [83] - No. training hours - No. training actions [87]
2	Align personal and team objectives with ADER's own objectives	The Operational Action Units are structured according to the action area; Operational Units: Information, Innovation, Fixed Assets, Internationalisation and Support units: Legal Advice, Economic-Financial and HR-Quality. Each operation Unit is responsible for the lines of financial aid and services for that area. The Head of the Unit distributes the management of the aid and services between the technical and administrative personnel, based on the operational objectives defined. In turn, the operational objectives related to the different Processes establish the objectives for the various Units and are so deployed in the Individual Objectives. For example, Strategic Objective 1: Excellent management through technological innovation and improvement, is related to Operational Objective "Reduce response times by speeding up our management" with indicator "average time for approval". An official managing the R&D line would have the individual objective of achieving the operational objective by managing the lines within a given timeframe and this would be monitored by the Head of Unit.	- Operational Objectives/Individual Objectives	All process operational indicators
3	Appraise and help people to improve their performance and commitment	The head of each Unit is assigned and is responsible for a group of officials and administrative personnel for the management of that Unit. The head of the unit assigns the workloads and indicates the individual objectives for each person, in line with the overall operational objectives, and monitors the same. Generally, each person is assigned certain financial aid lines and the provision of some services. Therefore, each year, each person knows for sure his/her workload, as well as the overall strategic objectives that have an impact on the management of individual objectives, and the appropriate tools are made available.	Pentaho	
4	People have the necessary competencies, resources and opportunities to maximise their contribution.	ADER makes available to all personnel, the following IT reference resources for the different areas: 1. Digital Act (on-line legislation base). 2. Human Capital Newsletter. 3. Work-related notes and advice. 4. SABI (database on economic data on businesses). @DER/SIG, a Management System for financial aid dossiers, made specifically for the Organisation, is available, and all personnel have access to SICAP an accounting management system, for real time queries and data print outs relating to the implementation and management of the Budget for each action line. Furthermore, through the Training Plan, people are offered the possibility of training in any necessary areas in order to extend their skill and knowledge. In addition to the duties of each job, ADER also offers the opportunity to take part in other special, more specific Projects. For example, participation in approved European Projects, according to subject, such as the ACE (Achieving Cluster Excellence) Project, in which Innovation technicians are	-@DER/SIG -SABI -SICAP	job satisfaction [14]

	Approach	Deployment	On site evidence	Measurement
		involved; the ENECO cross-border project to promote the eco-economy and in which the Head of the Environment Line is involved; and the Crea Net 2.0 Project to support business creativity to identify and develop innovative projects to drive business creation, in which the Head of the entrepreneurs line is involved.		
3c.	**People are aligned, involved and empowered**			
1	Align personal and team objectives with ADER's general objectives	Through a job analysis and description Project, the standard profiles for the different jobs were prepared by category. All personnel took part in the Project, given the fact that a questionnaire was sent to all personnel, asking for a description of their duties, actions, tools, internal and external relations, and everything related to their job. This led to the "Standard Job Profiles".	- Standard Job Profiles	
2	Create a culture of creativity and innovation	With the process re-engineering carried out in 2011, Process teams were appointed from amongst all the people in the Organisation: The teams are multi-disciplinary (people from different units and different categories). The formation of these process teams has encouraged active participation and the possibility of putting forward ideas, as well as promoting teamwork. All organisation personnel are part of at least one process. For example, through PO.09 Payment, an instruction has been prepared for putting together payment dossiers, to facilitate the work of administrative personnel; PO.06 Information and Advice, has modified the physical structure of the Unit in order to improve the service, and duties are performed with a rotational system, so that all Unit personnel participates in all the tasks, avoiding getting into a routine and the demotivation that public service entails. Meetings were also held for the Unit Heads with their technicians in order to improve the Orders and the calls for applications.	- Process teams	- No. Processes - No. persons participating
3	Encourage involvement in improving the efficiency and effectiveness of projects and processes.	In order to encourage the involvement of people in improving projects and processes, in 2009 the "Action for Improvement" document was created, and the number of improvements increased. In 2011, the "Book for Improvement" was created, in which all the Management System improvements are managed, which may arise out of "non-conformities in the ISO system", improvement actions proposed by the processes, actions proposed by people, or coming from audits. There are many means of direct involvement open to ADER personnel, such as: Involvement in the processes (given the fact that everyone in the organisation is involved in at least 1 process), Complaints and Suggestions box on the website to guarantee confidentiality, involvement in approved European Projects at ADER, depending on the subject area, involvement in work teams in Associations, involvement in a person's own Unit or in other Units.	- Book of Improvement - Complains & Suggestions Box	No. improvement actions No. Q&S[62] participation satisfaction [84]
4	Encourage people to be ambassadors of ADER's image and reputation	On an annual basis, the heads of the ADER areas systematically prepare the presentation of ADER products and services to enterprises in La Rioja. In parallel to this initiative, the heads and technicians of each area actively participate in the presentation of ADER in different regional, national and international Forums and events. ADER personnel are aware of ADER's good image in the region, as indicated through the people survey to the question regarding a socially attractive company, always with scores of more than 95%, as well as to the question in the society-survey on ADER's image through people at Public events. Therefore, in those areas and forums in which people are ambassadors of ADER (events presenting financial aid and services, participation in events and forums, participation in joint Projects with other Organisations, participation as teachers, etc.), they are ambassadors of our image and public reputation. All the organisation's technicians have business cards, to improve their external image as professionals.	Business cards	
5	Promote involvement in activities that contribute to society in general.	All ADER personnel actively contribute to Social Responsibility: We have been certified to ISO 14001 since 2005, having substantially reduced our consumption of paper and electricity. ADER personnel is involved with social responsibility, so that it collaborates with the collection of bottle tops and pens (containers located at ADER) to help children with rare diseases and it also supports environmental projects such as an organic poultry farm in which personnel are financially supporting the entrepreneur by advancing the cost of the product for 1 year.	Environmental management ISO 14001	
3d.	**People communicate effectively throughout the organisation**			
1	Understand the communication	PE.02 People planning and management includes the Internal Communication Plan, establishing: General Objectives, Operational Objectives, Communication types, basic elements of communication, ADER communication elements, general framework of ADER media, functional diagram of	Internal communication plan	

	Approach	Deployment	On site evidence	Measurement
	needs of people and use appropriate strategies.	ADER communication in addition to the monitoring and review of the Plan, facilitating communication in all directions. In order to consider the communication needs, the process team, in which people from all Units and categories are involved, carried out a joint analysis of needs in order to cover each and every one.		
2	Communicate a clear direction and strategic focus	The Organisation's leaders (at all 3 levels) communicate the Organisation's mission, vision and strategy to all personnel, and encourage involvement: The Manager (Level 1) communicates the strategy to all personnel on a quarterly basis, once the Board of Excellence has held its meeting, through the Friday Information Day meetings, where the overall figures for the Management System are made known, and also at general meetings called or through the Assessment Committee. In turn, the Unit Heads also communicate information with regard to the management of their Unit linked to compliance with the strategy and, of course, the Process Heads with regard to the actual management of the processes, which is where involvement is encouraged and is put into effect.	- Friday information day - Process meetings - Process meetings	No. meetings
3	Enable and encourage the sharing of information, knowledge and best practices	The internal Communication Plan, in section "General outline of means", indicates the spaces in which information and knowledge are shared. "Friday information day", "Get informed" Newsletter, WebADER and ADER newsletter, Perso_ADER guide, Intranet, suggestions box, physical notice board, virtual noticeboard, Lync internal chat, coffee shop. All the organisation's personnel regularly use the means described.		No. Friday information days [78] No. Get informed newsletters sent [70]
4	Check and improve the communication instruments, seeking to improve the effectiveness of collaboration and teamwork.	The Communication Plan actions are made through the various Processes, which are measured and monitored in the document entitled "Implementation of the Communication Plan", so that the process have a guide document with regard to what needs to be communicated, how to do so, frequency, to whom, the means and the measurement. The satisfaction with communication is assessed through the People-survey and also with the means and tools available. This survey item is highly rated /77.5% in 2015) however the value obtained is below that of the overall satisfaction value (87.5% in 2015). The team therefore agreed to conduct a survey to detect the personnel's communication needs and to meet its expectations, as an improvement action.	- Implementation Communication Plan - People surveys	Satisfaction with communica-tion [77]
3e. People are rewarded, recognised and cared for				
1	Align remuneration, benefits and terms of employment with transparent strategies and policies.	LE5- Achieving the vision through the Organisation's people and values and the related Strategic Objective "Achieve an excellent workplace at ADER" are in line with the Operational Plans implemented in the organisation such as the Reconciliation Plan (support for family and individual reconciliation), Health prevention and surveillance plan (improvement of the workplace and health); Promotion Processes (approved in the Internal Regulations that provide financial benefits and are regulated and accessible to all personnel) and other personal benefit actions that are greater than those legally established.	- Strategic Plan	
2	Motivate people to get involved in improvement and innovation and recognise their efforts and achievements	Within the Perso_ADER people management project, the "Recognition Plan" is implemented, with the following specific actions, which are performed at each moment in time and in line with the provisions of the Plan and applicable to all ADER personnel. Birthday greeting through the "Get informed" Newsletter, Congratulations to new parents by sending flowers, on behalf of ADER, and subsequent inclusion of a photo in the "Get informed" Newsletter. Telephone follow-up of periods of illness, Retirement party, Induction and farewell in accordance with the Induction Plan and Farewell Party. And recognition of work by e-mail, "Get informed" newsletter, Friday information day and public recognition by the Manager. ADER, in accordance with its internal operating rules, has a job classification system that establishes the remuneration of each person, in line with the supplements for job and level, based on the responsibility of each job. Additionally, productivity, quality bonuses, etc. may be added. ADER offers its workers a number of social benefits, such as: Death and disability insurance, taken out for all personnel (permanent or temporary), optional gynaecological, urological and eye check-ups for all personnel requesting this, at the time of the medical check-up performed every 18 months, formal training and Master.	- Recognition Plan	No. actions Recognition Plan

	Approach	Deployment	On site evidence	Measurement
3	Ensure a healthy work - life balance	ADER's Reconciliation Plan is part of the People management project, with the following specific actions: Work-family reconciliation: 1/3 or 1/2 reduction in working day with a 20% or 40% salary reduction; flexi-hours for starting and finishing work, based on needs; Tele._ADER project, on-line part-time work from home; other types of reconciliation: flexi-time on request; 1 hour reduction for the over sixties; Reduction in working day 1/2 for 1 month paid leave; reduction working day due to illness of a relative; reduction in working day due to recover from a serious illness and others.	- Recognition Plan	% people Reconciliation Plan
4	Promote a culture of mutual support, recognition and collaboration between individuals and between teams	ADER is not a very large organisation, making it possible to get closer to people. Most Operational Units are formed by less than 10 people, encouraging collaboration and closeness between members. The new process management has facilitated the integration of teams from different Units and encouraged collaboration between them. There is also very close collaboration between the Operational Units and Support Units, forming informal teams in the face of any needs that may arise (for example, the Manager, to cover a specific situation such as the management of the National financial aid Database, calls on personnel from quality, legal services and statistics in order to implement the action; or in light of a requirement from Europe, the Legal Advice Unit calls on the Statistics, Assets and R&D Units to view the action). All these actions, which are internalised in the organisation, ensure that there is a culture of support and collaboration between people and teams, and that there is real support.		

Sub-sec.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT
3a.	2006	Market analysis	EPSILON: HR integral system/**Employee Portal**
	2009	Study of organisational structures	**Internal Rules of operation** New organisational structure:
3d.	2009	"Internal communication" improvement team	**"ENTÉRATE" (Get informed) Newsletter:** Weekly newsletter on the (formal and informal) actions of ADER personnel
3a.	2010	Excellent Organisations, benchmarks in assessments for ADER excellence award, CEX or AAPP award	**Induction Plan** Development of an induction guide for new additions to the organisation's HR. The document includes the results of a survey showing a person's perception on joining the organisation.
3b.	2010	Analysis of other entities through EFQM assessments	**Induction Plan Survey**
3c.	2011	Quality and the Environment Audits	**Book of Improvement:** Creation of a technological tool to record and control all the organisation's improvement actions, achieving active involvement.
3a.	2012	Excellent Organisations, benchmarks in assessments for ADER excellence award, CEX or AAPP award	Incorporation of a **Processes Survey** in relation to the satisfaction of the teams involved in the management of the processes.
3d.	2012	Review of communication plans of award-winning entities and identification of Good Practices in communication of Finalists CEX awards	**Internal communication plan:** Development of an Internal Communication Plan establishing two-way communication between the people in the organisation, using the information channels made available by the organisation. Allows everyone to offer input and to get all the information related to the internal and external activity.
3a.	2014	Analysis of other entities through EFQM assessments	**Perso_ADER Guide** Creation of a people guide adapted to the new induction needs.
3b.	2014	Process team	New Detection of **training needs** through an on-line form
3b.	2015	Process team	New personalised procedure for **training management:** Personalised offer according to needs detection
3b.	2015	ISO quality audit	New form for **assessment of the effectiveness** of training by the Head of Unit.
3b.	2015	Excellent Organisations, benchmarks in assessments for ADER excellence award, CEX or AAPP award	Detection of **communication needs**

	Approach	Deployment	On site evidence	Measurement
1a. Leaders develop the mission, vision, values and ethics and act as role models				
1	Secure the future of the organisation by defining and communicating the Mission, Vision and Values and strategic direction.	The members of the Board of Excellence, as a Strategic Planning Process team, are responsible for strategic planning and for defining the organisation's M/V/Values, as was the case with the preparation of the first Strategic Plan 2011-2014 and the current Strategic Plan 2015-2017. All the organisation's leaders, Manager, Heads of Units, Heads of Process, promote the Organisation's values and our Management System, internally amongst the members of their teams, and externally amongst our customers and society in general. For example, when addressing the Board of Directors, the Manager always refers to our model and informs the board member of the management and results and, amongst the Organisation's personnel, the Manager is the main driver and at the quarterly Friday information days, directed at publicly monitoring the Management System. This is also true for the Unit and Process Heads at their meetings with their teams.	. Internal Rules of Operation: Operational structure: Unit Heads - Meetings of the Board of Excellence - Process meetings - Meetings of the Board of Directors - Meetings of the Advisory Board	[49] Execution annual Plan - indicators with target met
2	Promote the values of the organisation and be a benchmark model internally and externally	ADER's Internal Rules of Operation (Official Journal of La Rioja No. 162/2008) chapter V, Section1, defines the Entity's organisational structure, describing the Entity's bodies and areas of operation. The Agency is organised in a matrix structure. The Strategic Business Areas are integrated horizontally, whilst the Operational Action Units and the Operational Support Units are integrated vertically; all reporting to the Manager. The Internal Rules also contain a detailed description of the duties of each job, the structure based on the job or the professional category. In 2011, the Board of Excellence approved the "ADER Leadership Plan" in line with our Organisational Structure and Internal Rules of Operation. ADER understands leadership to be the " role of a person to ensure that the members in his/her team give the best of themselves, showing an interest in work well done and committed to achieving the defined objectives and goals." The Plan aims to help leaders to develop and improve their leadership. The Plan defines leadership, indicates who are the leaders at ADER, the responsibilities of the leaders (activities and management timetable), the values, development and how leaders are assessed. ADER has 3 levels of leadership: Level 1 Management. Level 2 Heads of the Units of the organisational structure, and Leve 3: Heads of Processes.	-12 Challenges -'Enterate'(Get informed) regularly sends messages on MVV and excellence to the whole organisation. - Leadership Plan	
3	Develop and support a shared leadership culture and review and improve the effectiveness of their behaviour as leaders.	Within the Training Plan, specific training is offered and provided to the leaders, on team management, motivation and all training directed at improving the leadership effectiveness. For 2016, the School of Public Administration offers 10 training schemes on leadership in the course of the year, in its section on Public Management. All the heads of Units (8 leaders for Level 2) have taken part in "The 12 challenges" with an external advisor. Part of this project consists in leadership training, imparted in the course of the various sessions. The second part consists in a self-assessment of the leadership management and the third part is focussed on actions to improve leadership. Courses have also been conducted in: "skills to direct teams" "creative team leadership" and "management skills" (level 2 and 3) The assessment, in line with section 7 of the Leadership Plan "Leadership Assessment" is made through: - People survey, rating Management leadership (Level 1) and the leadership of the Heads of Units (Level 2) - The Process survey, made at the end of the year, together with the last Process Audit meeting, assessing the leadership of the Head of Process (Level 3) Of particular significance is the satisfaction with the heads of process, who have increased their rating year by year (97.37% in 2014). In line with the auto-assessment made by each head of Unit, the improvement actions were established which are reviewed by each head on an annual basis.	-Process Leader Manual - Leader Guide - Indicator applications - Leadership training - Survey	[86] PEOPLE SURVEY. Percentage satisfied with Management LEADERSHIP
1b. Leaders define, monitor, review and drive the improvement of the organisation's management				
1	Defines and uses a balanced set of results to monitor the organisation's management	Indicators are established for all processes, in order to assess management. On the one hand, there are the indicators related to the Strategic Plan and, on the other hand, there are process activity measurement indicators. The monitoring procedure is as follows: Every quarter, or with the frequency established by each process, the Process Owner calls a team meeting to analyse some of these actions (with the applications available):	- Monitoring of Strategic Plan Indicators and Operational Indicators - Process monitoring	

	Approach	Deployment	On site evidence	Measurement
	progress	- Potential process modifications and specific actions - Monitoring of the strategic and operational process indicators, analysing performance and whether action is required. - Monitoring of specific actions and improvement actions in course or the implementation of new actions.	meetings - Meetings of the Board of Excellence	
2	Evaluate the set of results achieved in order to improve future performance.	The Processes have been defined and deployed throughout ADER since 2005. However, from 2011 onwards, there was a substantial change in management, leading to process re-engineering and the appointment of process management teams, where the leaders (Process Owners) actively promote and manage the management system. With the frequency established for each process (generally quarterly), the teams and their leaders monitor and assess the results and, once a year, at the final meeting of the financial year, a Process Audit is conducted to review the process, its results, improvement actions and also the advisability of maintaining the team; changes have been made in some cases. With the new System, software tools are available to the leaders for the management of the System (all the information and management applications), which are progressively improved and up-dated year after year.	- Process monitoring meetings - Process audits - Meetings of the Board of Excellence	
3	Deliver high levels of stakeholder confidence.	The leaders are accessible, internally and externally. Internally, there is a daily open-door policy, and anyone in the organisation has direct access to all the Heads of Unit, whether or not they are a member of the Unit in question. The same is also true for the Manager. Externally, the leaders are involved on an ongoing basis in a number of improvement activities with customers, at Process Owner and Manager level, depending on the area of action:		
1c.	**Leaders engage with external stakeholders**			
1	Use approaches to understand, anticipate and respond to the different needs and expectations of their key stakeholders	All leaders are extremely close to our customers and personalised treatment is also extended to potential customers given the fact that, through the information Unit, individual advice is given to anyone coming to our organisation or to any company with an investment project in our Community, with private meetings either with the Manager or Leaders. We even have a "Sales Notebook" on our website, to attract new projects. All this leads us to affirm that we are in a position to anticipate the needs and expectations of our customers, offering services of interest to them.		
2	Establish a culture of shared values, accountability, ethics, trust and openness.	ADER is present in the Society of La Rioja through a number of media channels, press, TV, and it is also present in forums, conferences and events organised in the region and relating to the business fabric, attracting companies with our activity. Furthermore, through our Transparency Portal (www.ader.es/Portal de transparencia) the leaders post our data (economic-financial management, expenditure, personnel, etc.) for the information of all Stakeholders and Society at large.		
3	Encourage their stakeholders to get involved in activities that benefit society at large.	The leaders establish partnerships with bodies that share common goals and, together, they implement actions and generate services for our customers and for the benefit of society at large. For example: EmprendeRioja (Partnership between ADER, Chamber of Commerce and Employers' Federation to support entrepreneurs); Export Plan (Partnership between ADER, COCIR and ICEx) to support companies in internationalisation, and the organisation of international technological events with CDTI to promote the internationalisation of technology. All activities performed with these partners and other stakeholder groups are for the benefit of society at large.	-Agreements Databases -"Partnerships" application -Agreements Signed -Agreement monitoring meetings	[64] No. newsletters sent (information, CEDIR, website link, etc.) [65] No. of Web Pages (in thousands) [70] No. "Entérate" (Get informed) (weekly newsletter HR Unit)

	Approach	Deployment	On site evidence	Measurement
1d. Leaders reinforce a culture of excellence with the organisation's people				
1	They are a benchmark for the organisation's people.	With regard to innovative systems and new technologies, the leaders have always endeavoured to be a benchmark before our Government. Already in 2003, the leaders promoted the implementation of a Dossier Management System (@der/sig) in an online environment. This has progressively developed over time to also become a space for online information to our customers. Right from the outset, back in 1998, the leaders have promoted data management with the availability of databases managed by ADER personnel in order to obtain indicators. They went on to promote the improvement of these databases, to achieve the tools that are currently available.		
2	Guarantee involvement in, and contribution to improvement, supporting plans and ideas and recognising the effort made.	The leaders have always been committed to transparent reporting and, therefore, each and every one of the Organisation's management tools is public for 100% of its people, providing economic data, management data, stakeholder satisfaction data (Pentaho Application) and ADER was also the first Government Entity to have a people's portal and to make it possible to eliminate paper pay slips. The leaders have always done their best to ensure that ADER is an organisation in which people are happy to work (strategic line 5) and, therefore, ADER is committed to equality and capability (the Unit Owners are selected from amongst people with a permanent contract, with a selection process based on their knowledge), and to work-family reconciliation in line with the Reconciliation Plan. Along these lines, in 2008, ADER was the first entity of the Government of La Rioja to implement working from home. Due to is commitment to ensure that its employees are skilled and trained, ADER annually offers any training required (Training Plan) and, amongst many other things, the leaders are committed to creating a friendly workplace atmosphere, by constantly improving facilities (new lighting, foot rests, ergonomic chairs, etc.).		
3	Promote a cultures which supports the generation of new ideas and new ways of thinking, to encourage innovation and development at ADER.	The leaders develop and deploy the competencies of the organisation's people through active involvement at meetings, workgroups, forums and exchange networks with other Development Agencies, Organisations and Institutions. Involvement in groups to share ideas, visions and ways of working from different points of view, makes it possible to restructure the organisation's visions through new input by its leaders. ADER promotes and drives the implementation of innovation management models in enterprises in La RIoja, through different pathways (excellence, innovation, eco-innovation, etc.) and developed models. ADER has participated in a number of EU projects, and in some as the coordinator for the development of Creativity and Innovation (CREANET).	Participation of leaders in: - ADER Network R&D&I Network - Groups on EU funds. - EU Projects: EEN, ESFERA, ENECO	
1e. Leaders ensure that the organisation is flexible and manages change effectively				
1	Are flexible, taking sound, timely decisions.	Year after year, the Organisation's leaders, aware of the need for changes, have promoted the following major changes: - Structural:. Approval of the Internal Rules and new organisational structure, as well as the promotion of personnel to cover the new structure. - In the Management System: Start of management by processes with ISO quality systems, to continue with the integration of the EFQM model in the System, including the initial engagement of an expert consultant to support the re-engineering. - Online management: With a move from complete management on paper to overall online management (electronic signature, e-invoicing and online forms, Virtual Office, etc.) - Software: Always promoting new software systems to support people and benefit the Customer, such as the new financial aid dossier management system (@DER/SIG), the implementation of the Indicator Management Applications (strategic and operational), the implementation of the Pentaho reporting system and the recent implementation of Microsoft Dynamics CRM.		
2	Involve and seek support and contributions from all relevant stakeholders to introduce the changes necessary	Over the years, the ADER Management has endeavoured to be involved in benchmark organisations on promotion and industrial policies, both nationally and internationally. This objective is in line with the organisation's strategy to be a benchmark organisation in the promotion and development of La Rioja. ADER takes part in work groups and forums for contact and dialogue on matters affecting its competences, as a promoter of business development. It is involved in private and public organisations alike and at a regional, national and international level. In their management bodies and in the work groups. This has enabled ADER to have a vision and watch capacity with regard to changing scenarios, that has made it possible to redirect the organisation's policies. Likewise, ADER promotes collaboration agreements with entities that are in line with its strategy , in order to meet its goals, Industrial Technology Development Centres, Technology Centres, etc. , and it watches international participation	- "Partners" App - European Projects in which it has been involved (Eneco, Actis, Esfera, Cooexcell, innovactis, etc.)	

	Approach	Deployment	On site evidence	Measurement
	to ensure the sustainable success of the organisation.	projects that could sustainably promote and project its organisation externally.		
3	Use a structured approach for generating and prioritising creative ideas.	The organisation's approach, as developed in the last strategic plan, is structured and prioritised. It was prepared in agreement with Management and all the team of process leaders.	-Strategic Plan 2015-2017	
4	Test and refine the most promising ideas, allocating the necessary resources to realise them.	In order to develop new projects, such as the preparation of new proposals for regulatory bases, calls for applications, new services, new European projects, the Leadership establishes responsibilities in different work groups in order to analyse new scenarios and possibilities. Following the development of the new proposals, these are analysed again with Management and, if viewed positively, they are given a budget and and developed for implementation. For example, the development of the "*Business Consolidation Agenda*", *"the advanced management accelerator"* or the development of proposals for participation in European projects such as ACE, ESFERA and Cooexcell.	- ACE Projects: - Esfera Project - Coexcell Project - Agenda call for applications and prior studies.	

Sub-sec.	YEAR	LEARNING SOURCE	LEARNING, INNOVATION AND IMPROVEMENT
1e	2008	HR management business models	Development of a new organisational structure in line with the organisation's needs, with a distribution of new responsibilities and new leaders: **Job descriptions**
1b.	2011	Surveys and Reports from other award-winning organisations	Survey extended to the Organisation's People with inclusion of 2 **questions on perception of leadership (management and leaders)** **Preparation of new survey for level 3 leaders: Process survey**
1d	2011	Award-winning Organisations, ADER excellence	Drive by the ADER Management to implement management by processes, based on the EFQM European model.
1a.	2012	Euskalit, Mpplus Consulting	**"12 leadership challenges"** developed by Euskalit, taken as a reference for conducting the leadership analysis at ADER and the preparation of a Leadership plan.
1	2015	European Project Cooexcell Innosup	Learning by pairs of European Agencies of the best practices available on the management of organisations, in line with the EFQM European model.
1e		Award-winning organisations, Good Practice Cases, CEX Awards	Deployment of new responsibilities and leaderships in an overall process management model for all the organisation. The **process teams** include all the organisation's personnel.
1e		HR matrix structures in business organisations	Process to **promote ADER leaders** as Unit Owners. An innovative process, configured in line with the new ADER structure and different to the promotion in place in other public administrations.

LOGIC OF THE RESULTS

Shown below are ADER's principal results over the last few years, classified on the basis of the EFQM Model structure and on criteria of relevance and usefulness.

1. ADER's key indicators are indicated in its **APP, CMI. Strategic indicators**

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2. ADER also has other perception results and performance indicators linked to its processes and activities, not shown herein, available to the Assessment Team during the assessment visit.. **App process indicators**

3. The organisation's management results can be dynamically viewed and updated on the **Pentaho** platform which permits the analysis of:
   - Budget: implementation income - expenditure
   - Dossiers: registrations, approvals, payments, managed, portfolios, status
   - Surveys: People, Society, Customers, Suppliers, Processes
   - Economic Spain, Autonomous Communities: R&D, Innovation, Scientific Production, High Technology, R&D HR, patents, R&D&I Plan,

   These results can be segmented by years, months, programs-lines, calls for applications, economic sectors, districts and localities, ADER divisions and ADER units.
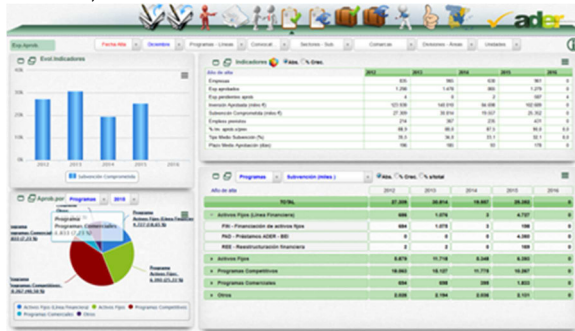
4. Through Process PE.05 Stakeholder satisfaction management and through the **"Survey management guide"**, stakeholder satisfaction is uniformly managed. The survey indicators (customer financial aid, people, society, suppliers and processes) are available on the Pentaho platform.

Results of Customer and User perception:
Sub-criterion 6a shows the perception results for Customers and Users, measured with the corresponding satisfaction surveys (5e):
- **Customer survey financial aid-subsidies**
- **In-person customer survey**
- **Services survey**

Results of People perception:
Sub-criterion 7a shows the perception results for People perception, measured with:
- **Annual survey of people satisfaction**
- **Annual survey of Processes).**

Society perception results
Sub-criterion 8a shows the perception results for Society perception, annually measured with:
- **Society satisfaction survey**

Performance results: Customers, People and Society
Perception results (6a, 7a and 8a) are complemented with performance indicators (6b, 7b, and 8b), which make it possible to predict and understand them in order to anticipate situations requiring improvement.

Key results of the Activity:
Criterion 9 shows the Key results relating to ADER's activity. 9a shows the final results, economic and non-economic, whilst 9b shows the results driving the former. Although this data, as for the data above, is segmented by logical criteria, this report only shows the overall results.

Data integrity and relevance, and segmentation
The results provided are the ones used by ADER for management purposes, and are orderly and systematically included through the mechanisms indicated throughout this report. Their reliability and integrity are guaranteed.

All the financial aid management indicators are segmented by line type, action Unit, type of subsidy, municipality, district, etc.

Establishment of objectives:
- The indicators associated with the Strategic Plan are established in the Plant itself, as defined in the current PE 2015-2017, as follows:

- **Satisfaction indicators:** Until the optimal value desired by the Organisation has been achieved, the goal shall be the **average of results obtained in the last three years,** understanding that the degree of satisfaction fluctuates depending on when the survey is conducted and the respondent. The optimal value required by ADER is understood to be a satisfaction rate of 85%, a very demanding value but in line with our excellent management and benchmark entity strategy.

- **Performance indicators:** Our goal, in line with out strategy for excellent management and continuous improvement, shall be to improve on, or at least be equal the results to the previous year.

- The operational indicators for the Processes, which measure the management of processes, and their goals, are annually established by each Process team and are set out in the "Process Audit" document.

Comparative data
Comparative data are provided for the key indicators, for which information is available, and for other indicators that provide a benchmark for ADER's management.
The comparison is established with **data supplied by Euskalit** (a Foundation promoting excellence). The Spanish Association of Centres Promoting Excellence (CEX) has established an indicator reporting platform in which Euskalit, The Navarra Foundation for Quality, and the Asturias Club for Quality, all participate. This indicator data exchange platform annually collects the indicators of the entities participating in its recognition processes, grouped by sectors: public administration; companies, education, and social services. Annually, the platform provides the best figure and the average.

Cause-effect relationship: Throughout this document, in the section on Agents criteria, a column has been included, entitled "Measurement", which shows the information related to the mechanisms and indicators that serve to measure the results achieved, the fruit of the policies, approaches and/or management practices of each section. This structure aims to show the cause-effect relationship between the agents and the results achieved.

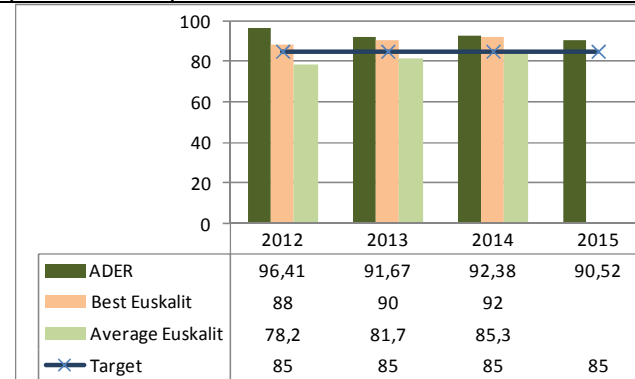# CUSTOMER RESULTS

6a.- Perceptions

6a1. General degree of satisfaction with ADER

	2012	2013	2014	2015
ADER	79,46	83,63	84,52	82,32
Best Euskalit	84,7	86	92,46	
Average Euskalit	76,2	79,2	78,5	
Target	76,34	79,47	81,44	82,53
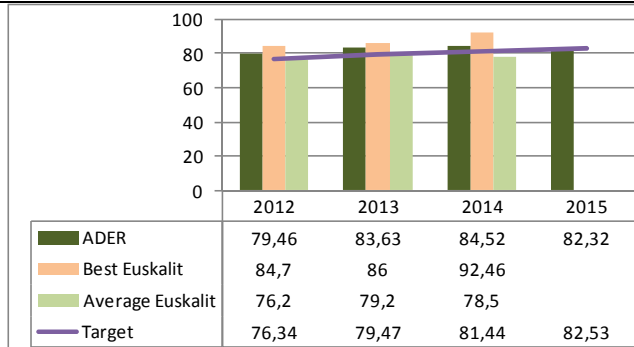
Trends:	=	Targets:	++	Comparisons:	++

Causes: The level of satisfaction has progressively increased, year after year. All the actions performed, directed at simplifying the formalities and reducing the documentation required for the financial aid dossier and the new provision of supplementary services, have led to increased satisfaction.

6a3. Degree of satisfaction of customers satisfied with the treatment and professionalism of personnel

	2012	2013	2014	2015
ADER	96,41	91,67	92,38	90,52
Best Euskalit	88	90	92	
Average Euskalit	78,2	81,7	85,3	
Target	85	85	85	85

Trends:	=	Targets:	++	Comparisons:	++

Causes: Our customer-focussed management, the creation of the Information Unit, our open-door management and the close relationship between our people and companies, form the basis for the good results obtained.

6a5. Customer satisfaction. Rating understanding of rules regulation granting of financial aid
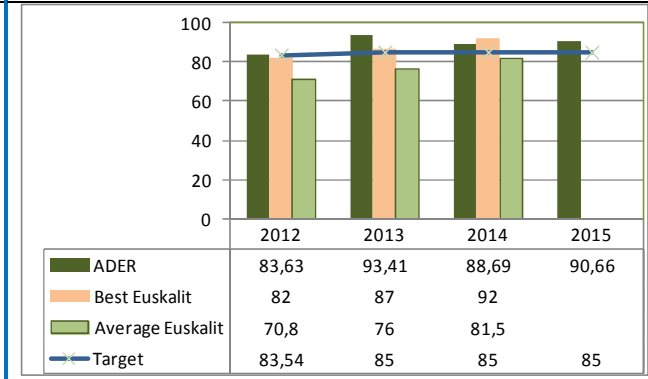
	2012	2013	2014	2015
ADER	83,63	93,41	88,69	90,66
Best Euskalit	82	87	92	
Average Euskalit	70,8	76	81,5	
Target	83,54	85	85	85

Trends:	=	Targets:	++	Comparisons:	++

Causes: It is essential for our customers to understand our Regulatory Bases and Ministerial Orders for financial aid, establishing the conditions for beneficiaries. In this way their real expectations can be met. The dissemination and information actions undertaken at the Unit and at events and talks, bring results, achieving very high values.

6a2. General degree of satisfaction customers-ADER services

	2012	2013	2014	2015
CEDIR	82,5	81	87,5	72,5
Excelencia	80,75	78,1	80,65	79,2
Emprendedores	92,6	93	94,2	94,6
Internacional		92,69	91,77	87,5
Euskalit	82,3	81,3	81,2	
Target	85	85	85	85
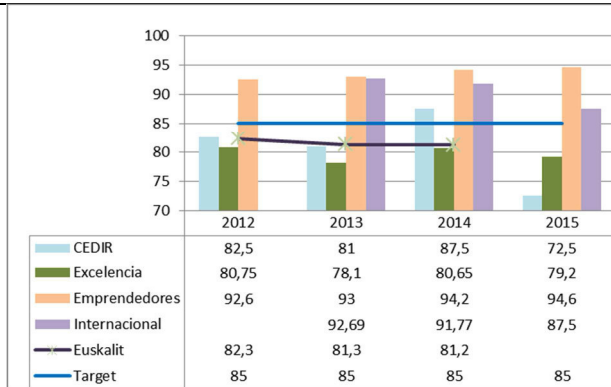
Trends:	=	Targets:	++	Comparisons:	++

Causes: In addition to our customers-financial aid, which is the most significant, we have 4 services customers: CEDIR, Excellence, Entrepreneurs and International, complete an annual survey, with values of more than 80% in almost all cases. A comparison is made with the Euskalit figure.

6a4. General Satisfaction In-person customer survey

	2012	2013	2014	2015
ADER	98,4	93,3	90,1	92,1
Best Euskalit	86	90	92	
Average Euskalit	78,2	81,7	85,3	
Target	85	85	85	85
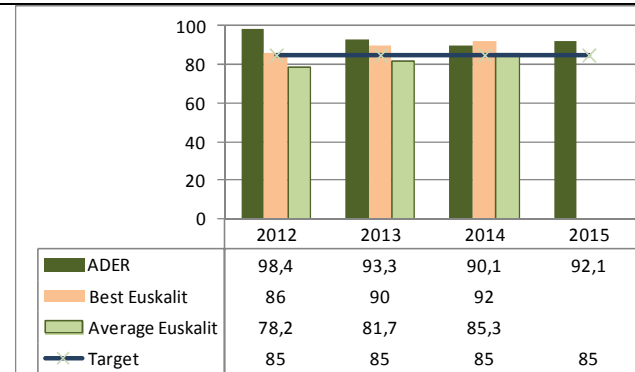
Trends:	=	Targets:	++	Comparisons:	++

Causes: The in-person information provided for financial aid and services alike, and document management support is very important to us, based on our strategy of excellent service. For this reason we carry out an interim survey. With very good scores over time, we assessed treatment, the quality of information and the waiting time; segmented by type of aid and service requested.

6a6. % of satisfied customers with the use of the technological means made available to them

	2012	2013	2014	2015
ADER		89,22	81,85	75
Target		85	85	85
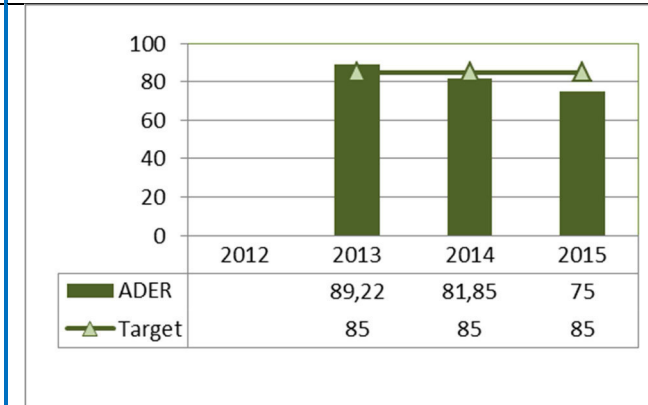
Trends:	-	Targets:	+	Comparisons:	-

Causes: The first measurement was taken in 2013 in a new question for aid-customers. Although the technological means have progressively improved since 2006 (zero presence project), we are aware of the need to progress. Thus, the new Project with online forms implemented in 2015 in just one of the 23 lines open, will help us, yet again, to achieve a substantial improvement. Even so the level of satisfaction is high.

CUSTOMER RESULTS

6b.- Performance Indicators

6b1. Recommendation rate of our customers

	2012	2013	2014	2015
ADER	95,24	97,31	95,24	93,43
Target	85	85	85	85

Trends:	=	Targets:	++	Comparisons:	-

Causes: This indicator shows us that our customers consider us to be a benchmark Organisation for supporting the business fabric in La Rioja, being the recommended body for submitting a Project and being able to receive the financial aid and services required to implement it.

6b3. Loyalty: Repeat customers

	2012	2013	2014	2015
ADER	639	684	745	608
Target	625	639	684	745

Trends:	=	Targets:	++	Comparisons:	-

Causes: There is a positive trend, and enterprises in La Rioja count on us, before undertaking any investment project. ADER has a consolidated customer portfolio over time. The figure for 2015 is lower because 2014 groups together dossiers for 2014 and 2015 due to the uniqueness of the call for applications (explained in 6b2)

6b5. Number of different customers who annually access the ADER financial aid schemes

	2012	2013	2014	2015
ADER	1.032	1.211	748	1.476
Target	1000	1.032	1.211	1211

Trends:	=	Targets:	++	Comparisons:	-

Causes: It is essential for our customers to understand our Regulatory Bases and orders for financial aid, establishing the conditions for beneficiaries. In this way their real expectations can be met. The dissemination and information actions undertaken at the Unit and at events and talks, bring results, achieving very high values.

6b2. New customers

	2012	2013	2014	2015
ADER	365	505	518	353
Target	453	453	505	518

Trends:	-	Targets:	+	Comparisons:	-

Causes: Faced with a period of economic crisis with the destruction of businesses and jobs, ADER has adapted with new products directed at entrepreneurs, making it possible to maintain the results for 2013-2014. 2015 marked the end of the Funding period, forcing us to close the 1st call for applications in the middle of the year, thereby reducing the figure for 2015.

6b4. Total number of companies who are ADER customers

	2012	2013	2014	2015
ADER	5.688	6.215	6.752	7.120
Target	5.295	5.688	6.215	6.752

Trends:	++	Targets:	++	Comparisons:	-

Causes: The number of financial aid customers, being our main customers, increases year after year. Although there has been a loss of business fabric due to the crisis, the new lines of aid, adapted to the new requirements, mean that our customers (now new customers: entrepreneurs and financial aid customers) do not decrease, but increase year after year. More than 7,000 companies have submitted a project to ADER.

6b6. Percentage of companies using the Virtual Office

	2012	2013	2014	2015
ADER	11,6	14,3	19,4	28,9
Target	8,75	11,6	14,3	19,4

Trends:	++	Targets:	++	Comparisons:	-

Causes: Since 2006, marking the start of the online Office with the Zero Presence Project, there have progressively been actions and improvements that customers have rated positively, thereby increasing the online submission of documents. To continue with these improvements and listening to our customer (indicator 6a6), over the last few years we have been working on a new Virtual Office through online forms (more agile and easier to fill in), with a pilot scheme implemented in 2015, expecting to see the results in the next few years.

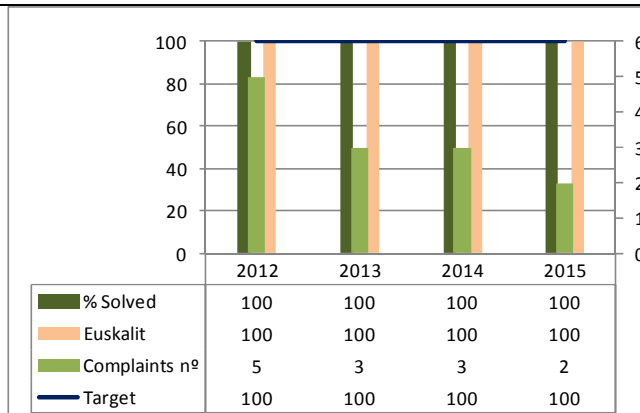# PEOPLE RESULTS

7a.- Perceptions

7a1. % of people generally satisfied with ADER

	2012	2013	2014	2015
ADER	90,91	90	97,83	87,5
Best Euskalit	84,7	86	92,4	
Average Euskalit	76,2	79,2	78,5	
Target	85	85	85	85

Trends:	=	Targets:	++	Comparisons:	++

Causes: There is always a high level of satisfaction of people with the Organisation. For ADER personnel, the approaches with regard to leadership, communication, training, teamwork, involvement, reward, flexibility and work-family reconciliation are the satisfaction drivers. All the data for the People survey are segmented by Unit and professional Category.

7a3. % of people satisfied with Communication

	2012	2013	2014	2015
ADER	70,45	60	78,26	77,5
Euskalit	84	79	76	73
Target	60	64,11	62,75	69,5

Trends:	=	Targets:	++	Comparisons:	-

Causes: The level of satisfaction is progressively improving, already reaching figures of more than 75% All the actions performed through the Communication Plan are effective. The Organisation's results are in line with those of other benchmark organisations.

7a5. % of people satisfied with Training

	2012	2013	2014	2015
ADER	77,27	75	95,65	95
Best Euskalit	53,9	66,7	89	
Target	75	75	75,95	85

Trends:	+	Targets:	++	Comparisons:	++

Causes: The improvements made by the People Process with regard to training have had good results. The new detection of needs and the personalised offer of courses has helped to improve the indicator.

7a2. % of people satisfied with the Workplace Environment

	2012	2013	2014	2015
ADER	77,27	72,5	80,43	82,5
Best Euskalit	81,7	90,9	86,3	
Average Euskalit	67,9	70	69,1	
Target	68,56	76,39	74,36	76,73

Trends:	+	Targets:	++	Comparisons:	+

Causes: ADER has an adequate workplace environment, achieving the strategic objective: *"ADER is a good place to work"*. The new management of processes means that there is greater personal interaction between the various Units and the actions directed at improving the working atmosphere (Friday Information Day, informal acts) have also helped.

7a4. % of people satisfied with the Leadership

	2012	2013	2014	2015
Managers	72,73	77,5	93,48	75
Responsibles	61,36	70	84,78	77,5
Best Euskalit	86,7	90,7	92,9	
Average Euskalit	59,7	66,2	73,8	
Target Managers	71,11	71,92	73,79	73,79
Target Responsibles	57,78	64,85	63,04	63,04

Trends:	=	Targets:	++	Comparisons:	+

Causes: Following the implementation of the new organisational structure and the new management by processes, ADER has become an organisation with a distributed, more participative leadership. The Leadership Plan defines the itinerary and responsibilities to meet the organisation's strategic objectives.

7a6. % of people satisfied with their involvement in the organisation

	2012	2013	2014	2015
ADER	70,45	82,5	89,13	87,5
Euskalit	82	80	76	75
Target	60	65,22	70,98	85

Trends:	+	Targets:	++	Comparisons:	++

Causes: The creation of process teams and the direct involvement in management has meant that this indicator has progressively improved to achieve the good figures for 2014 and 2015.
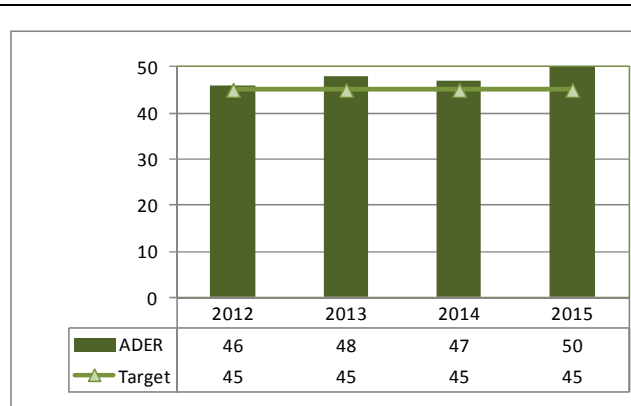
PEOPLE RESULTS

7b.- Performance Indicators

7b1. Employee complaints and suggestions resolved in 10 days

	2012	2013	2014	2015
% Solved	100	100	100	100
Euskalit	100	100	100	100
Complaints nº	5	3	3	2
Target	100	100	100	100

Trends:	+	Targets:	++	Comparisons:	++

Causes: ADER has an online, anonymous complaints and suggestions Box. The organisation's open door policy allows everyone easy access to the heads of the Units and to other people within the organisation, so that complaints and suggestions can be discussed, this has led to a reduction in the number of complaints and suggestions submitted through the box.
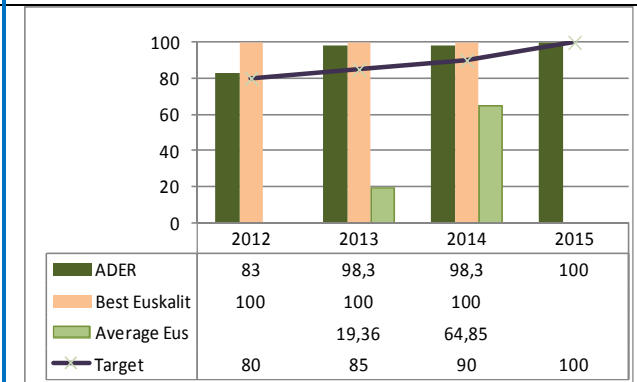
7b3. No. "Enterate" (Get informed) newsletters per year

	2012	2013	2014	2015
ADER	46	48	47	50
Target	45	45	45	45

Trends:	+	Targets:	++	Comparisons:	-

Causes: In 2009, and as a result of a work team formed to prepare an Internal Communication Plan, the HR Unit started to publish a weekly newsletter entitled "Entérate" (Get informed) with articles on the lives of people from the organisation, with all type of formal and information about people and their daily activity.

7b5. % of people in the organisation receiving training per year

	2012	2013	2014	2015
ADER	83	98,3	98,3	100
Best Euskalit	100	100	100	
Average Eus		19,36	64,85	
Target	80	85	90	100

Trends:	+	Targets:	++	Comparisons:	+

Causes: The Organisation's key pillar is the skills development of employees, for this reason training is promoted and encouraged. Annually, ADER offers many different courses through various channels (Public Schools, Organisations and personalised training), achieving an average of 41.40 hours/employee and 4.02 courses/person.

7b2. % of people within the "ADER-Reconciliation" plan

	2012	2013	2014	2015
ADER	12	20,33	22,41	23,21
Target	12	12	20	22
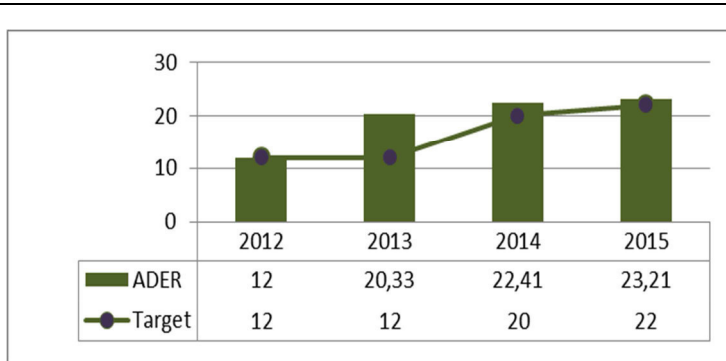
Trends:	+	Targets:	++	Comparisons:	-

Causes: There is currently a very high percentage of people within the "Reconciliation Plan" The organisation's policy is to grant this status to everyone requesting it, and to make the necessary technological means available (TELEADER, Reduction in working hours, flexi-time, etc.)

7b4. Average number of hours of training per employee

	2012	2013	2014	2015
ADER	43,66	16,29	35,50	39,98
Average AAPP Euskalit	28,40	38,58	22,65	
Best EMP Euskalit	14,53	15,00	20,00	
Target	27,00	30,00	30,00	40,00
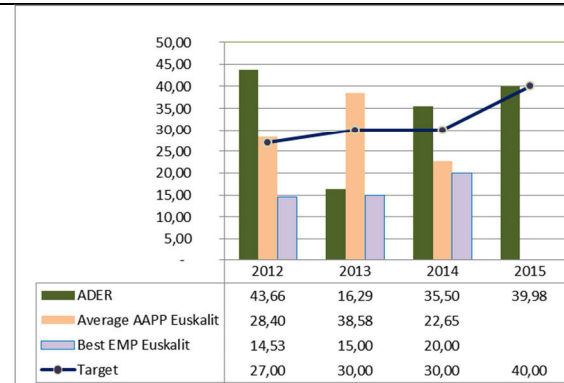
Trends:	++	Targets:	++	Comparisons:	-

Causes:. ADER offers courses through a number of channels (ERAP, Organisations and personalised training). In 2012, the training budget was reduced, causing the indicator to drop. 2013-2014-2015 the growth trend was maintained, achieving optimal figures in 2015 with an average of 4.02 courses/person per year. Comparisons were made with the public administrations and companies of Euskalit.

7b6. % of ADER personnel involved in management by processes

	2012	2013	2014	2015
ADER	83	98,3	98,3	100
Best Euskalit	100	100	100	
Average AAPP Euskalit		19,36	64,85	
Target	80	85	90	100
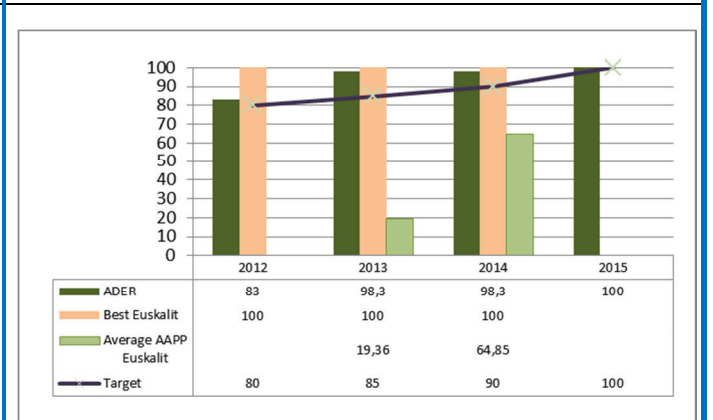
Trends:	-	Targets:	-	Comparisons:	++

Causes: The participation of personnel is key to our Management System. In this way 100% of employees are integrated in at least one process team, taking part in the same.

SOCIETY RESULTS

8 a.- Perceptions

8a1. % of Entities generally satisfied with ADER

	2012	2013	2014	2015
ADER	76,75	87,05	77,78	81,25
Best Euskalit		88,6	77,5	
Target	75	76,75	85	80,52
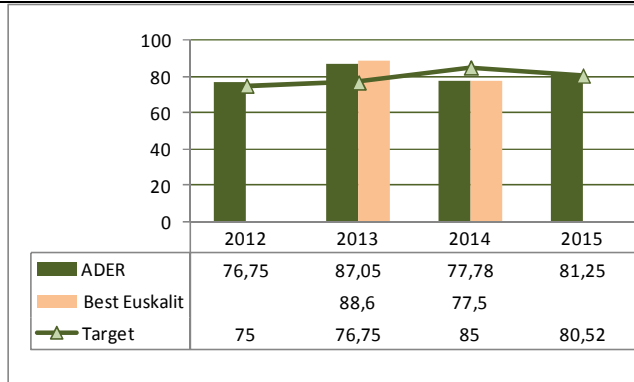
Trends:	=	Targets:	+	Comparisons:	+

Causes: The Society survey, through the principal social groups in the region, helps assess fulfilment of strategic line 4: "*ADER present in society*" and its strategic objective 4.1 "*Consolidate its presence in society through the establishment of partnerships and with constant presence in the environment through different communication channels*".

8a3. % of entities satisfied with ADER with regard to its attitude and respect for the environment

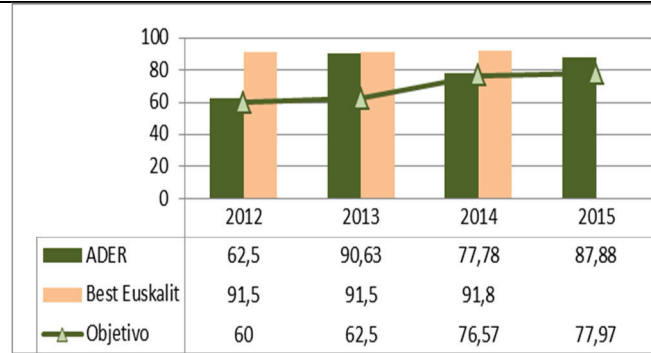|	2012	2013	2014	2015
ADER	62,5	90,63	77,78	87,88
Best Euskalit	91,5	91,5	91,8	
Objetivo	60	62,5	76,57	77,97

Trends:	=	Targets:	++	Comparisons:	+

Causes: The organisations surveyed note that ADER's actions are environmentally-friendly.
There is a clear alignment with strategic line 4 of ADER plan 2015-2017 present in society in a sustainable and socially-inclusive way. And, to do so, it deploys its objectives: Effectively manage its resources and facilities, responsibly and sustainably.

8a5. % of satisfaction of suppliers with ADER

	2012	2013	2014	2015
ADER	96,55	95,74	90,6	93,18
Target	85	85	85	85
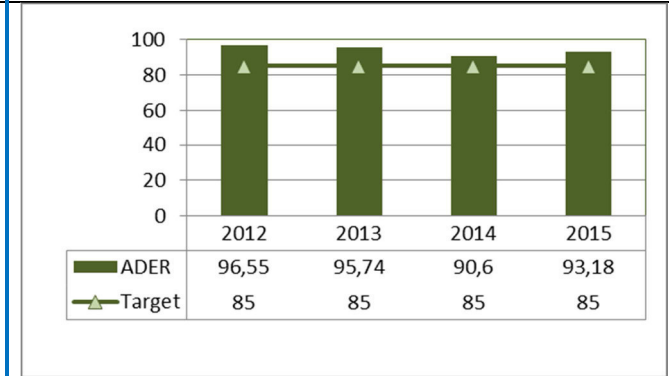
Trends:	-	Targets:	++	Comparisons:	-

Causes: This survey has been conducted since 2007, obtaining some good results. It allows ADER to see the point of view of the suppliers, partners of our organisation, who collaborate in the provision of ADER's service.
Through the economic-financial processes, improvements have been made in supplier management, the information provided to them and the processing of procurement and electronic invoicing procedures.

8a2. % of entities satisfied with ADER with regard to ethical conduct towards society and transparency of service.

	2012	2013	2014	2015
ADER	75	93,75	86,11	87,88
Best Euskalit	95,8	95,8	97	
Target		75	85	85
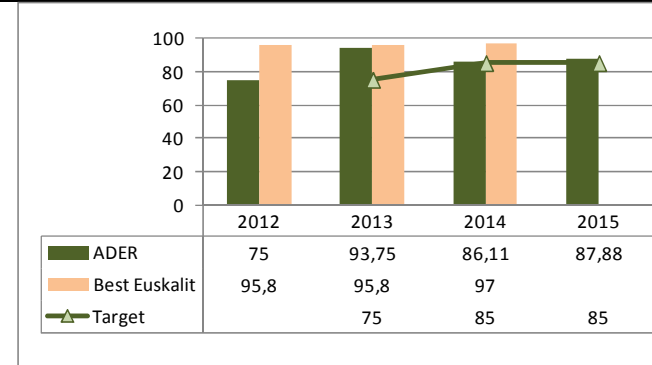
Trends:	=	Targets:	++	Comparisons:	+

Causes: Society's perception of our way of working and, particularly, our ethical conduct, are very important. ADER is a benchmark for providing aid to the business fabric and its ethical conduct is recognised. A clear alignment with strategic line 5, achieving our vision through the organisation's people and values: Transparency, professionalism ethics and accountability.

8a4. % of Entities satisfied with the adaptation of the services to the needs of the business fabric in La Rioja

	2012	2013	2014	2015
ADER	62,5	78,13	63,89	87,88
Target	60	62,5	70,31	75
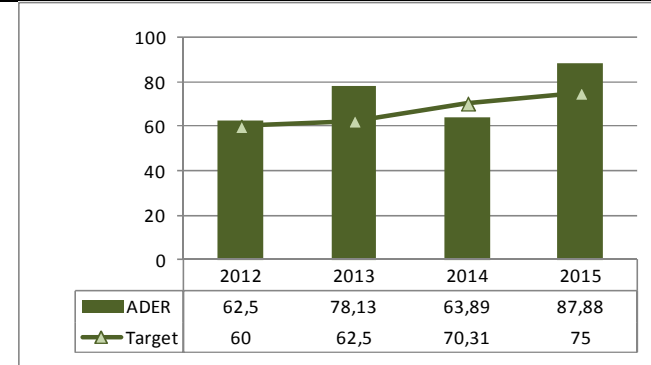
Trends:	-	Targets:	+	Comparisons:	-

Causes: For ADER it is strategic that the Society of La Rioja and its principal agents perceive the various instruments of financial aid, support and services offered by ADER to be suitable and effective for the improvement of La Rioja.
The indicators show a positive trend in social perception in this respect.

8a6. % of satisfaction of society with the involvement and attitude of personnel

	2012	2013	2014	2015
ADER	93,75	90,63	88,89	96,97
Target	85	85	85	85
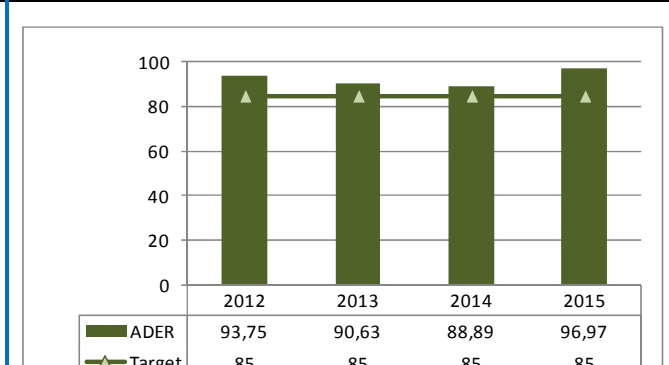
Trends:	=	Targets:	++	Comparisons:	-

Causes: ADER personnel is highly valued and appreciated in the various surveys conducted by ADER. From a societal point of view, the professionalism and ethics demonstrated by ADER's personnel with the social environment, are highly valued, bearing in mind that ADER and its people are working with public funds.

8b.- Performance Indicators

8b1. Collegiate bodies, societies, foundations, etc. in which ADER participates

	2012	2013	2014	2015
ADER	47	71	102	163
Target	45	47	71	102

Trends:	+	Targets:	++	Comparisons:	-

Causes: ADER considers that it has built a strategic, key relationship with the various stakeholder groups in which ADER participates in their work groups, governance, tutelage and/or advisory bodies, etc. ADER is particularly careful to ensure that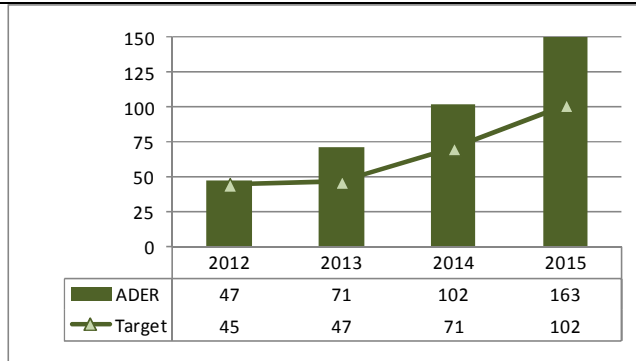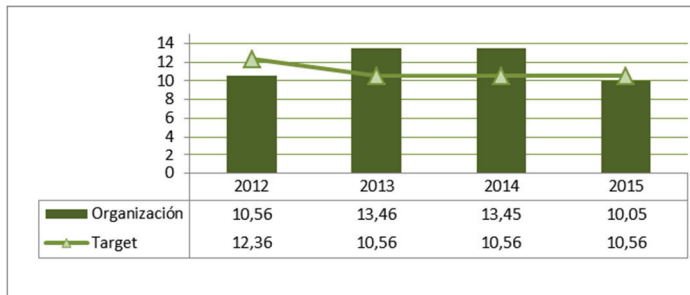 its participation is distributed between all its areas of action and with region, national and international representation.

8b3. Annual consumption of packets of paper per person in the organisation

	2012	2013	2014	2015
Organización	10,56	13,46	13,45	10,05
Target	12,36	10,56	10,56	10,56

Trends:	=	Targets:	++	Comparisons:	-

Causes: A number of awareness-raising actions have been conducted to reduce the consumption of paper, and actions are underway to replace paper by electronic files. The final objective in the near future is for electronic processing and management and the disappearance of paper.

8b5. No. of internships per annum

	2012	2013	2014	2015
ADER	12	22	22	22
Target	12	20	22	22
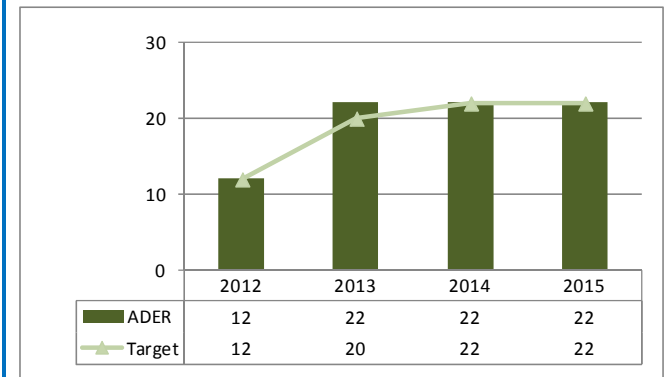
Trends:	=	Targets:	++	Comparisons:	-

Causes: In 2003 ADER started up a new service through the program for internationalisation interns. In 2013 the service was extended with interns financed by ADER in the internationalisation departments of companies in La Rioja requesting this and also, from 2011 onwards in the design departments. At the end of the internship, 80% of design interns are recruited by the company.

8b2. Annual consumption of KW per person in the organisation

	2012	2013	2014	2015
ADER	135	132	118	119
Target	134	134	132	118
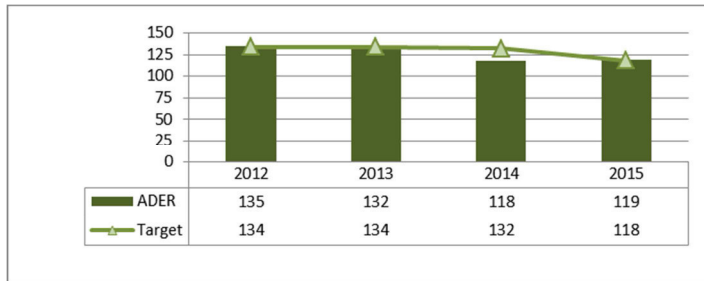
Trends:	++	Targets:	++	Comparisons:	-

Causes: ADER sustainably and responsibly manages the resources and facilities (ISO 14.001 since 2005), carrying out actions in line with its strategic plan directed at reducing the energy consumption of the organisation. (Replacement with energy saving lighting, presence detection, protocol for switching off equipment consuming electricity and lighting when not in use. Actions to raise the awareness of ADER personnel)

8b4. No. of overall actions made to boost the EFQM model amongst companies in La Rioja.

	2012	2013	2014	2015
Organización	16	14	15	12
Target	14	16	16	16
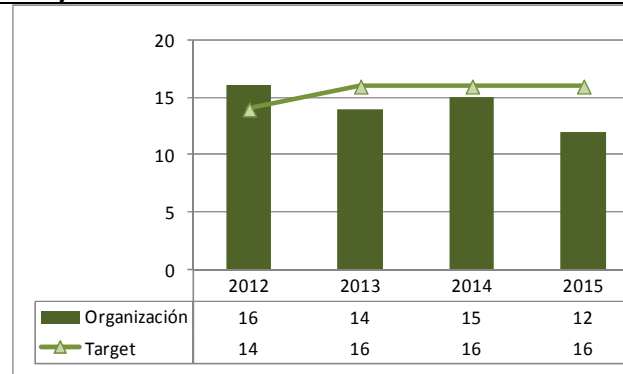
Trends:	-	Targets:	+	Comparisons:	-

Causes: The ADER excellence model is aligned with Strategic Objective 3.3 "promote the EFQM model amongst businesses in la RIoja". The actions performed are: Innovation in Management financial aid line; training businesses in the model; free excellence diagnostics, management of the assessors CLUB of La Rioja and recognition and awards for business excellence. Partnership with CEX.

8b6. Annual contribution of the CDTI to R&D projects submitted from La Rioja to this national body.

	2011	2012	2013	2014	2015
CDTI (€)	5.306.412 €	4.789.237 €	5.508.124 €	5.334.548 €	7.538.530 €
Target	3.000.000 €	3.250.000 €	3.500.000 €	3.750.000 €	4.000.000 €
Project nº	13	11	11	14	17
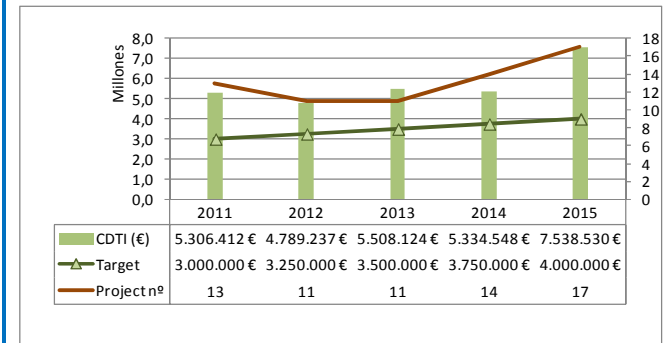
Trends:	+	Targets:	++	Comparisons:	-

Causes: ADER has a strategic collaboration agreement with the Industrial Technology Development Centre (CDTI) coming under the Ministry of Economy and Competitiveness of the Government of Spain, with which it carries out a number of activities to drive and promote innovation. The indicator shows the economic return of businesses in la Rioja to present applications for financial aid R&D&I programs in the CDTI, promoted by ADER.

KEY RESULTS

9a.- Key Strategic Outcomes

9a1. No. of Application Dossiers managed per year

	2012	2013	2014	2015
ADER	3.216	3.328	3.420	2.935
Target	3.200	3.216	3.328	3.374
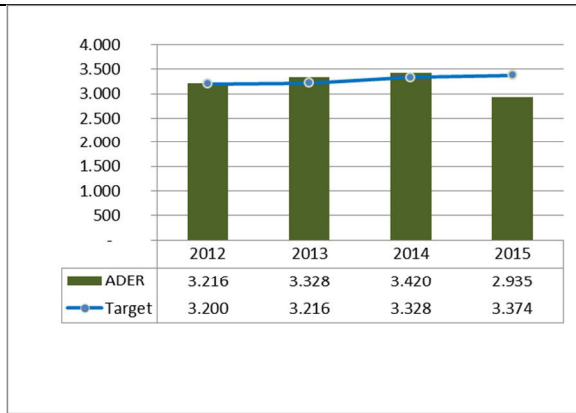
Trends:	+	Targets:	++	Comparisons:	-

Causes: With regard to the management of financial aid applications, ADER's overall activity has followed a sustained trend in the last few years. 2015 is a special year due to the end of the European structural fund period (Legal framework for the financial aid) and the transfer of the aid for 2015 to the second call for applications of 2014. Our objective is to maintain ADER's activity in financial aid, complemented with the services offered. All the indicators for this criteria are segmented in Pentaho.

9a3. Annual investment approved

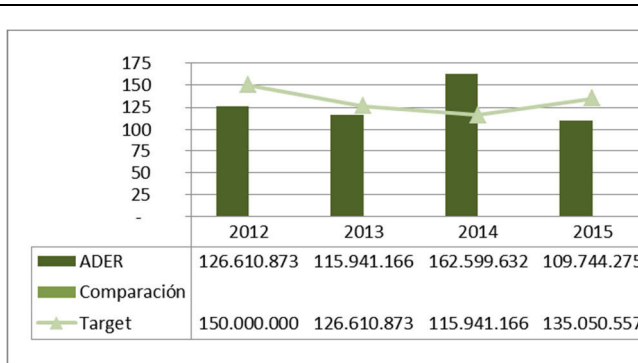|	2012	2013	2014	2015
ADER	126.610.873	115.941.166	162.599.632	109.744.275
Comparación				
Target	150.000.000	126.610.873	115.941.166	135.050.557

Trends:	=	Targets:	+	Comparisons:	-

Causes: Our strategy is based on complying with our vision of being the driving entity for transforming businesses. This indicator shows the investment approved, made in the companies supported by the motivating effect of our financial aid. The figure for 2015 is distorted because part of the financial aid for 2015 was recorded in the call for applications in 2014, as indicated earlier.

9a5. Number of Application Dossiers paid

	2012	2013	2014	2015
ADER	1.067	1.067	1.094	933
Target	1.000	1.067	1.067	1.094
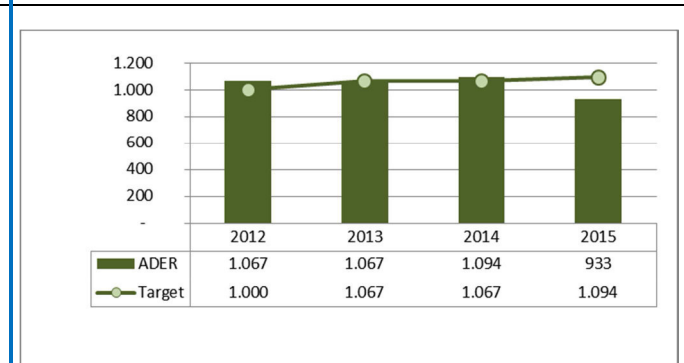
Trends:	++	Targets:	++	Comparisons:	

Causes: The key for our customer is the completion of the dossier management process with the payment of the financial aid. Annually, in general terms, more than 1000 applications are paid, that is one thousand completed projects accounting for a subsidy of 22.9 M€ and an investment of 80.5 M€, with 573 jobs created in 2015.

9a2. Euros granted in funding, per annum.

	2012	2013	2014	2015
ADER	27.220	25.684	35.867	25.803
Target	30.000	27.220	27.220	29.590
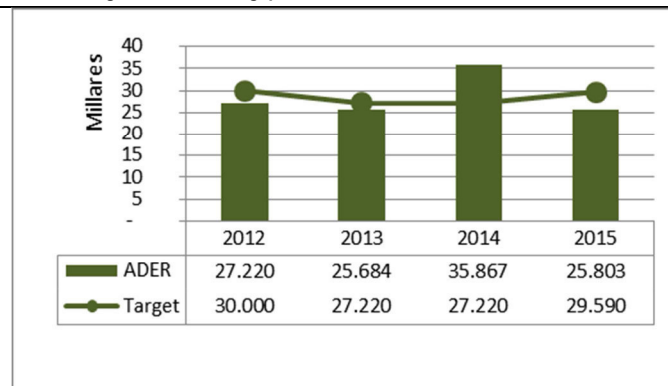
Trends:	=	Targets:	++	Comparisons:	+

Causes: This indicator represents the annual amount granted in ADER financial aid to businesses and organisations in La Rioja. In 2015, this figure affected 955 different companies, 1278 projects, 109 M€ investment and 465 jobs committed. All this data is segmented by typology: customers sectors, location (region, municipality), type of financial aid and department managing the aid.

9a4. Number of Application Dossiers granted

	2012	2013	2014	2015
ADER	1.333	1.395	1.386	1.279
target	1.300	1.333	1.395	1.386
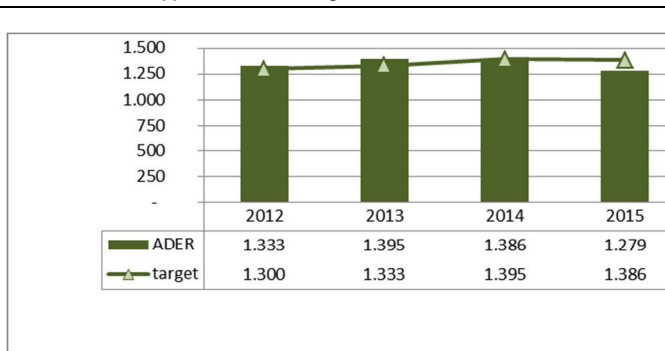
Trends:	=	Targets:	++	Comparisons:	-

Causes: This indicator describes the number of applications recorded per annum at the approval stage. This figure is extremely representative of the financial aid management activity at ADER and represents the number of business projects approved and pending implementation. This is the initial phase of our management process in which a commitment is given to provide financial aid to a company. These figures are segmented, as for the rest of this criterion.

9a6. Evolution of Definitive Budget

	2012	2013	2014	2015
ADER	39,4.- M€	34,1.- M€	57,4.- M€	60,5.- M€
Target	37,5.- M€	35,0.- M€	55,0.- M€	60,0.- M€
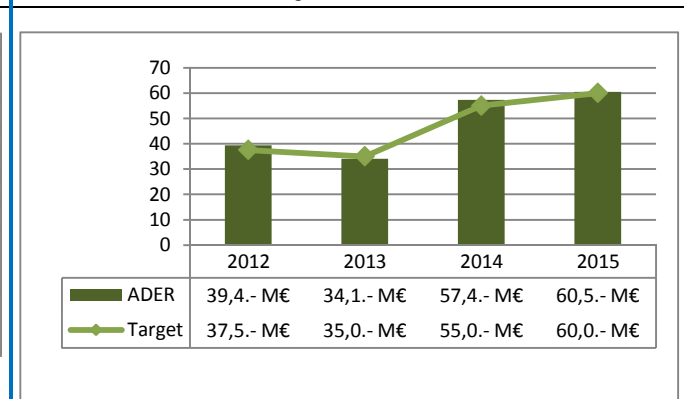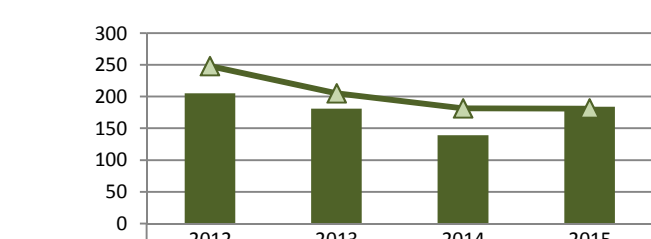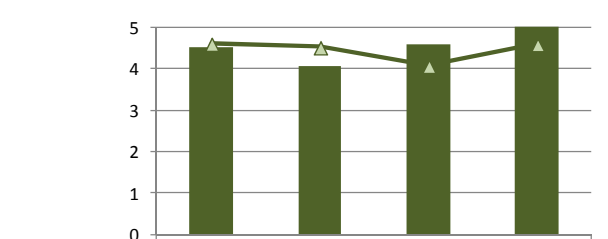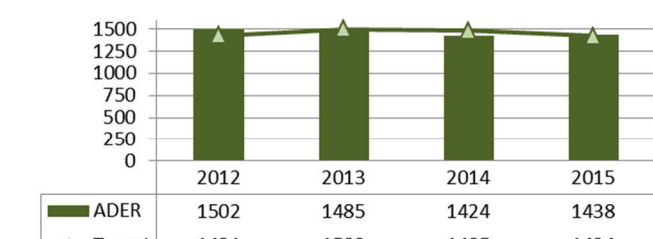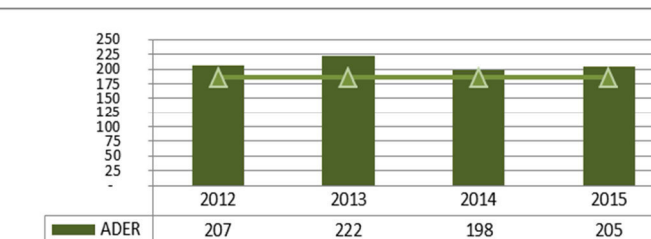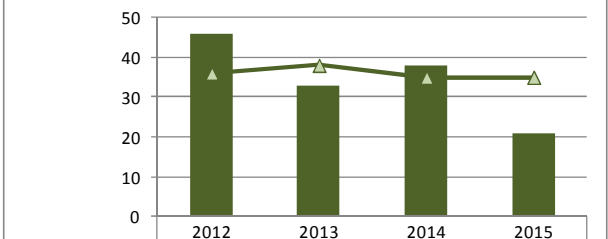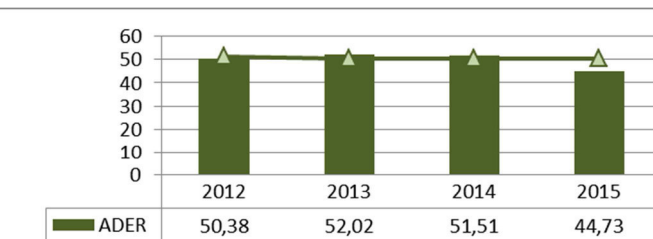
Trends:	++	Targets:	++	Comparisons:	-

Causes: The budget is negotiated annually with the Regional Ministry for finance of La Rioja, taking the budget for the previous year as a baseline and any new projects that may be implemented. In 2014 a new financial support line for companies was introduced, the fruit of a collaboration agreement with the European Investment Bank, which increased the budget by 23 M€ to reach the present figure of 60.5 M€. As a result of this increase, ADER is developing loans entitled ADER-BEI.

KEY RESULTS

9b.- Key Performance Indicators

9b1. Average approval time

	2012	2013	2014	2015
ADER	205	181	139	184
Target	248	205	181,33	181

Trends:	=	Targets:	++	Comparisons:	-

Causes: Represents the time to process the approval of the financial aid. Over the years, considerable effort has been made to reduce the formalities required, helping to reduce this timeframe. Given the fact that 2014 market the end of the period for the schemes financed with funds from the European framework and Operational programs. All the applications had to be approved in June 2015, the figure is not significant and therefore the objective for 2014 is maintained. (this explication affects the other indicators)

9b3. Ratio of induced investment/approved subsidy

	2012	2013	2014	2015
ADER	4,52	4,07	4,59	4,99
Target	4,6	4,52	4,07	4,59

Trends:	+	Targets:	+	Comparisons:	-

Causes: Part of our mission is to increase the business fabric of La Rioja. This indicator measures the relationship between the financial aid granted by ADER and the investment generated by the said subsidy. Financial aid helps company to undertake projects that would otherwise not be implemented, or increases the scale of the project.

9b5. operational cost per application processed

	2012	2013	2014	2015
ADER	1502	1485	1424	1438
Target	1431	1502	1485	1424

Trends:	=	Targets:	++	Comparisons:	-

Causes: The cost of managing a file, list of personnel expenses and current expenditure of the organisation, with the applications processed.
Although, as a Public Authority, the services are provided to our customers at no cost, the analysis serves as a reference for the effectiveness and efficiency of our management. This is a point that is not generally contemplated in the management of Public Authorities, and is therefore difficult to compares.

9b2. Average payment time

	2012	2013	2014	2015
ADER	207	222	198	205
Target	186	186	186	186

Trends:	-	Targets:	++	Comparisons:	-

Causes: As for the time required to grant financial aid, this is a key indicator for customer satisfaction: receipt of the financial aid. Despite the fact that we are dealing with legally regulated procedures with a complex justification procedure, our objective is to reduce this time as much as possible. An ambitious objective bearing in mind the fact that the aim is to improve customer satisfaction. All the process improvement actions, particularly with regard to payment, result in compliance with these objectives.

9b4. Number of Agreements

	2012	2013	2014	2015
ADER	46	33	38	21
Target	36	38	35	35

Trends:	-	Targets:	+	Comparisons:	-

Causes: This reveals the high level of collaboration with other entities in the course of the year. The reduction in agreements in the last financial year is due, on the one hand, to a reduction in agreements with banks as a result of the appearance of the ADER-BEI new product with no bank mediation and, on the other hand, the agreements to boost commerce were reduced, as these are now undertaken directly by the town and city councils. (change competences)

9b6. Operational Cost per hour worked

	2012	2013	2014	2015
ADER	50,38	52,02	51,51	44,73
Target	51,38	50,38	50,38	50,38

Trends:	+	Targets:	++	Comparisons:	-

Causes: This indicator represents the structural cost of the organisation by effective hour worked: The objective achieved is to reduce as far as possible. This cost is the fixed cost of the service provided by ADER personnel to our customers. This is measured in order to improve the effectiveness and transparency of the organisation.

5. Training certificates: 'EFQM Assessor Training'

EFQM ®

Elisabeth Smith

has successfully completed the
EFQM Assessor Training.

27/01/2016 - 29/01/2016

Léon Tossaint
CEO, EFQM
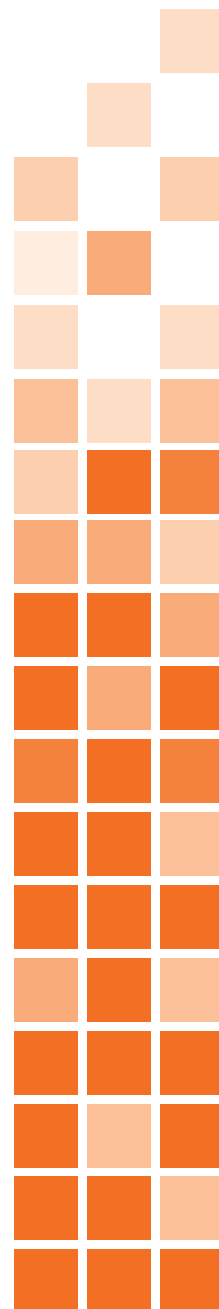
EFQM
MODEL
2013

EFQM ®

Heikki Uusi-Honko

has successfully completed the
EFQM Assessor Training.

27/01/2016 - 29/01/2016

Léon Tossaint
CEO, EFQM
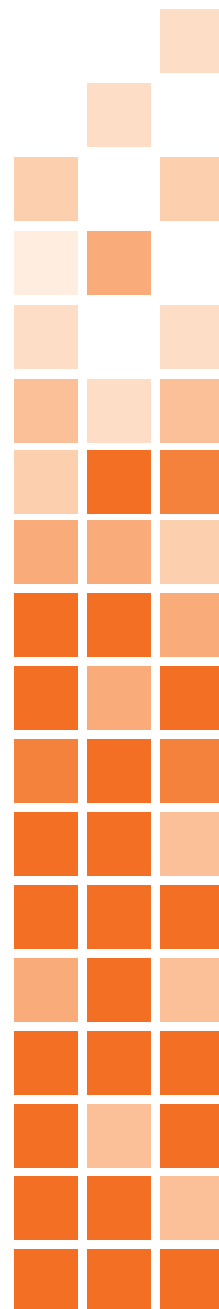
EFQM
MODEL
2013

EFQM ®

Miruna Vitcu

has successfully completed the
EFQM Assessor Training.

22/02/2016 - 23/02/2016

Léon Tossaint
CEO, EFQM
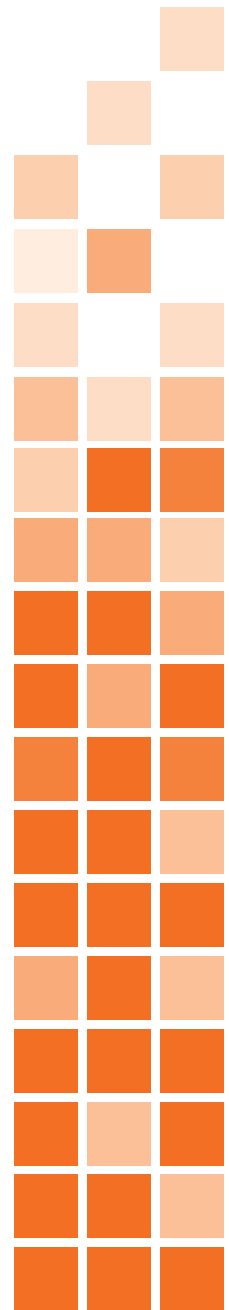
EFQM
MODEL
2013

6. EFQM Workshop day 1 &day 2

Overview

Day 1

- **Morning:**
  - Introducing the EFQM Model
- **Afternoon:**
  - Understanding "the big picture

Day 2

- **Morning:**
  - Creating the Management Document
- **Afternoon:**
  - Next Steps

Agenda

Day 1

Morning

The EFQM Excellence Model
- The Fundamental Concepts
- The Criteria
- RADAR

Afternoon

The "Big Picture"
- Scope of Assessment
- Understanding our Stakeholders
- Key Results

Day 2

Morning

Creating the Enabler Map
- Documenting our key approaches by Concept

Afternoon

Completing the Enabler Map
- Organisation Overview
- Enabler Map
- Key Results

What is EFQM?

Non-profit foundation formed in 1989

Around 450 Members covering over 50 different sectors

89% of people agree using the Model helps increase their organisation's competitiveness

90% of people agree using the Model helps develop a culture of continuous improvement

The pace of change

EFQM
Shares what works.

The need for a Model

Society
- Brand reputation
- Ethical behaviour
- Transparent communication

People
- Opportunities to develop & grow
- Work / life balance
- Pride in Organisation

Customers
- Value-adding products & services
- Excellent service

Shareholders
- Return on investment
- Optimise profitability
- Sustainable financial growth

- Leaders who inspire trust
- Clearly defined long-term strategy
- Robust internal processes
- The right Partners & Suppliers

INTRODUCING THE EFQM EXCELLENCE MODEL

EFQM Excellence Model 2013

- Excellent organisations achieve and sustain superior levels of performance that meet or exceed the expectations of all their stakeholders.

- To achieve sustainable success, EFQM provides guidance through a set of three integrated components:

  - The Fundamental Concepts of Excellence: The underlying principles which are the essential foundation of achieving sustainable excellence for any organisation.

  - The EFQM Excellence Model: A framework to help organisations to convert the Fundamental Concepts and RADAR thinking into practice.

  - RADAR logic: A simple but powerful tool for driving systematic improvement in all areas of the organisation.
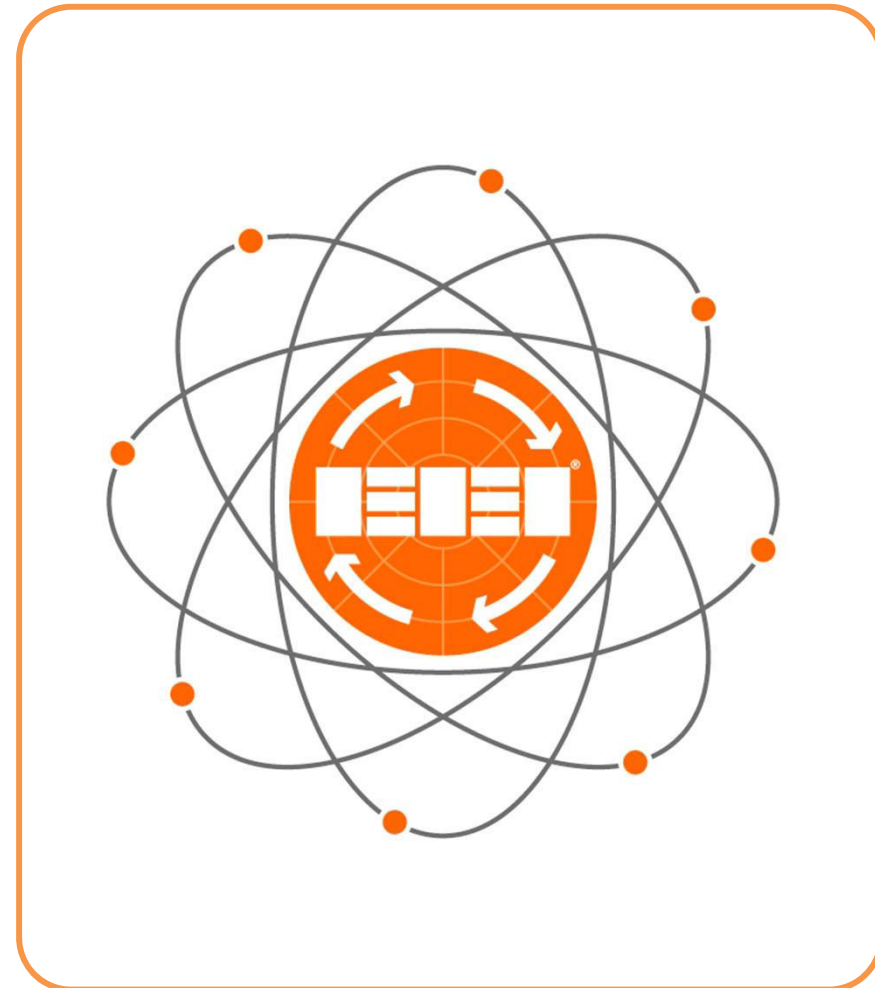
Fundamental Concepts of Excellence

Adding Value for Customers

Sustaining Outstanding Results

Creating a Sustainable Future

Succeeding through the Talent of People

Developing Organisational Capability

Managing with Agility

Harnessing Creativity & Innovation

Leading with Vision, Inspiration & Integrity
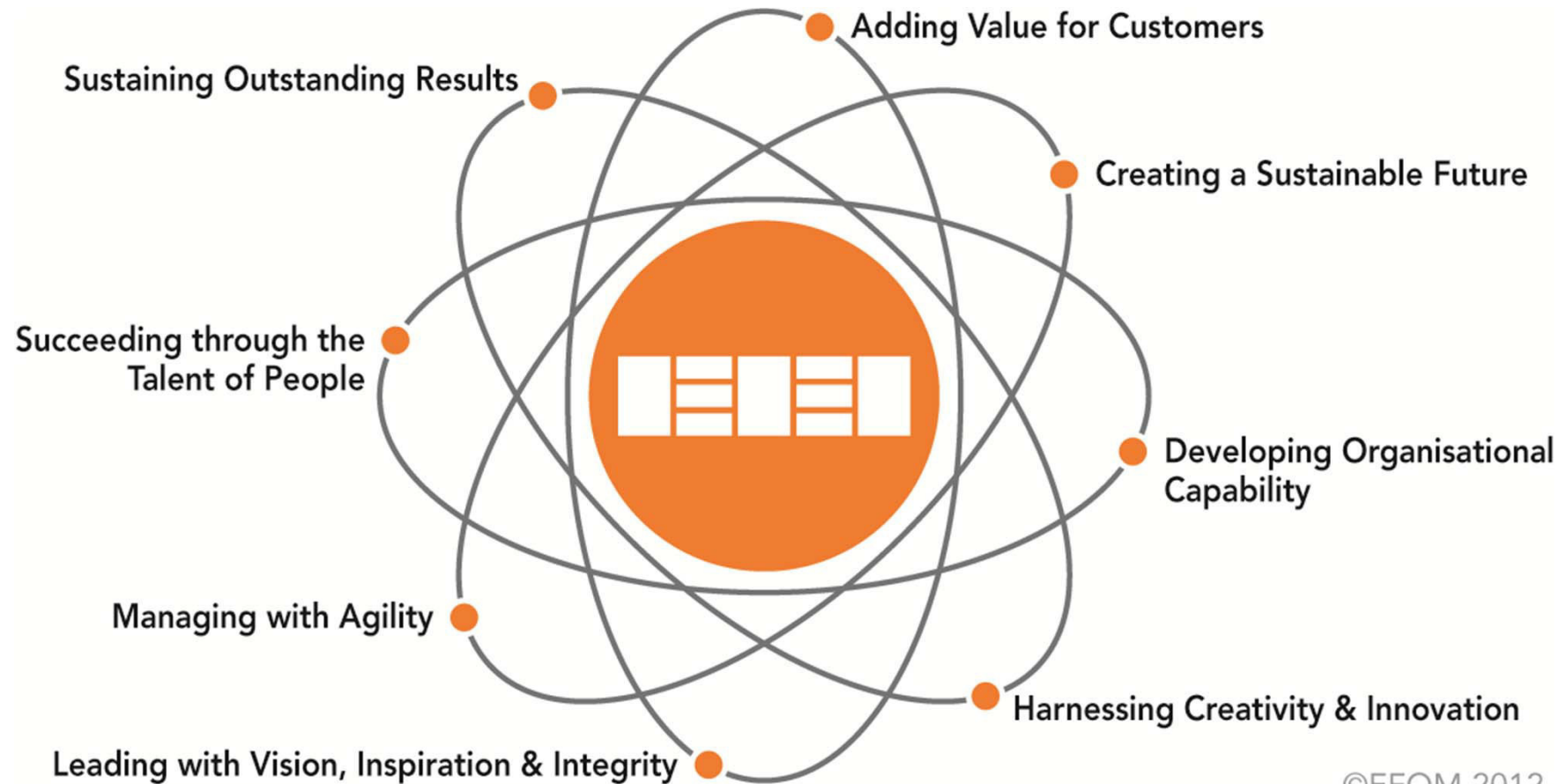
©EFQM 2012
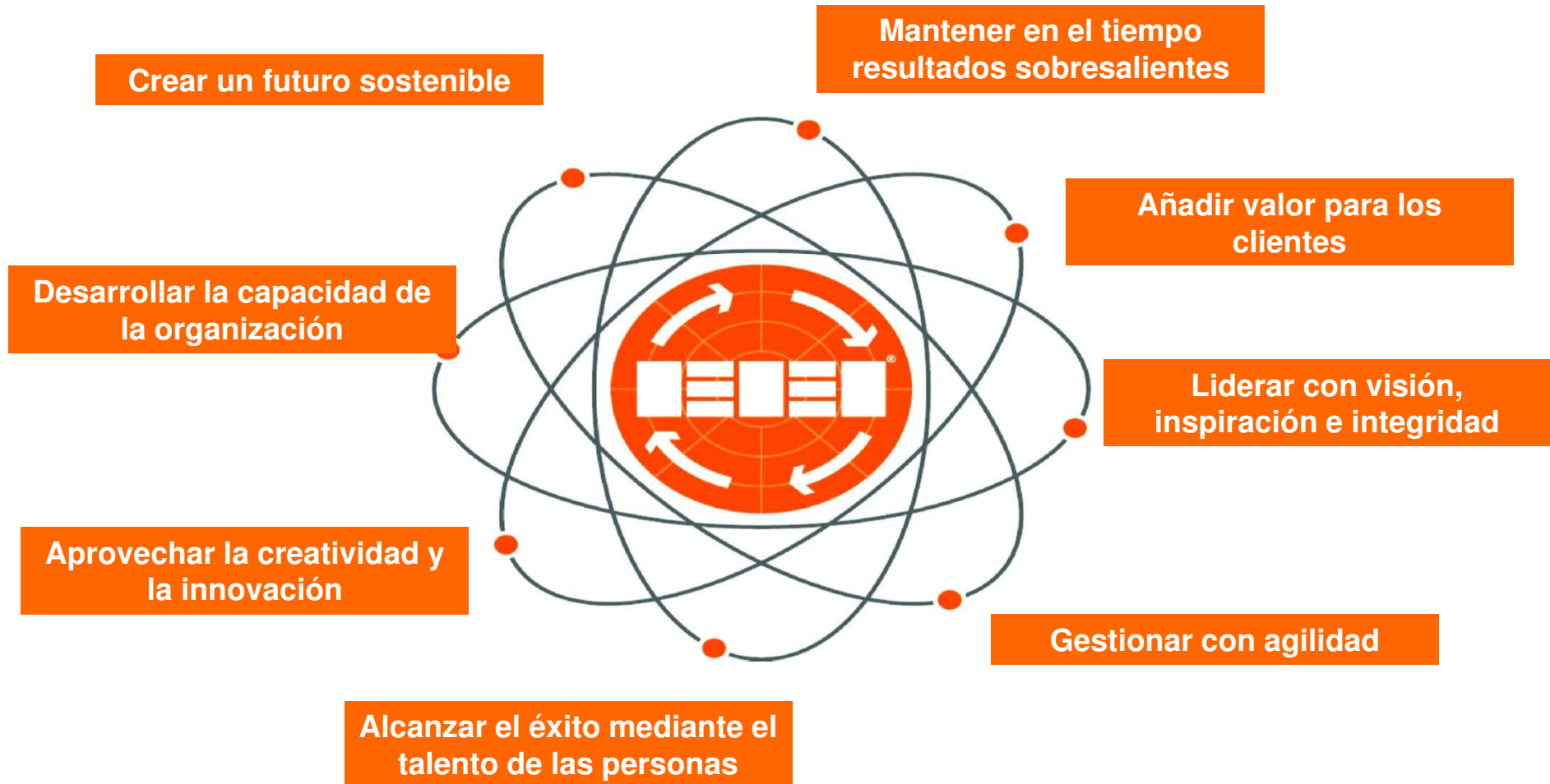
AÑADIR VALOR PARA LOS CLIENTES

Las Organizaciones Excelentes **añaden constantemente valor** para los clientes **comprendiendo, anticipando y satisfaciendo necesidades, expectativas** y oportunidades.

Para ello las organizaciones excelentes:

- Identifican los distintos grupos de clientes.
- Conocen sus necesidades y expectativas
- Responden y se anticipan a sus expectativas
- Conocen su grado de satisfacción
- Se esfuerzan por innovar y crear valor para los clientes

La **satisfacción** del cliente depende del valor **percibido** en el producto o servicio con respecto a las **expectativas** que tiene.

CREAR UN FUTURO SOSTENIBLE

Las organizaciones excelentes **producen un impacto positivo en el mundo que les rodea** porque incrementan su propio rendimiento al tiempo que mejoran las condiciones económicas, ambientales y sociales de las comunidades con las que tienen contacto.

- La organización comprende sus competencias clave y **cómo pueden generar valor compartido en beneficio de la sociedad** en general.

- **Integran los conceptos de sostenibilidad en su estrategia fundamental**, cadena de valor y diseño de los procesos.

- Animan a sus grupos de interés a participar en actividades en beneficio de la sociedad en general.

- Demuestran que miden y optimizan el impacto de servicios y ciclo de vida de productos sobre la salud pública, la seguridad y el medio ambiente.

DESARROLLAR LA CAPACIDAD DE LA ORGANIZACIÓN

Las organizaciones excelentes **incrementan sus capacidades gestionando el cambio** de manera eficaz dentro y fuera de ellas.

Tiene que ver con la **gestión de alianzas, proveedores y recursos** de la organización para incrementar la capacidad de la organización:
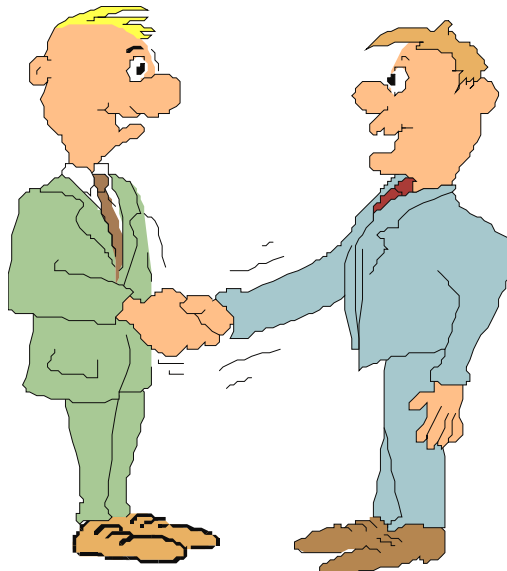
- **Trabajan con sus aliado para lograr beneficios mutuos** y mayor valor para sus respectivos grupos de interés.

- Establecen **redes adecuadas para identificar oportunidades potenciales de alianza** que aumenten sus capacidades.

- Se aseguran de disponer de **recursos financieros, físicos y tecnológicos** para apoyar el desarrollo de la organización.

- Desarrollan una cultura que busca continuamente **mejorar en toda la cadena de valor (incluyendo la gestión de proveedores)** la eficacia de la colaboración y el trabajo en equipo.

APROVECHAR LA CREATIVIDAD Y LA INNOVACIÓN

Las Organizaciones Excelentes generan **mayor valor y mejores resultados** a través de la **mejora continua y la innovación sistemática,** aprovechando la creatividad de sus grupos de interés.

Ideas

Viables

Proyectos

Positivos

Innovaciones

BUSCAR/GENERAR/ CAPTAR IDEAS

SELECCIONAR INICIATIVAS

DESARROLLAR PROYECTOS

ANALIZAR RESULTADOS

EXPLOTAR OPORTUNIDADES
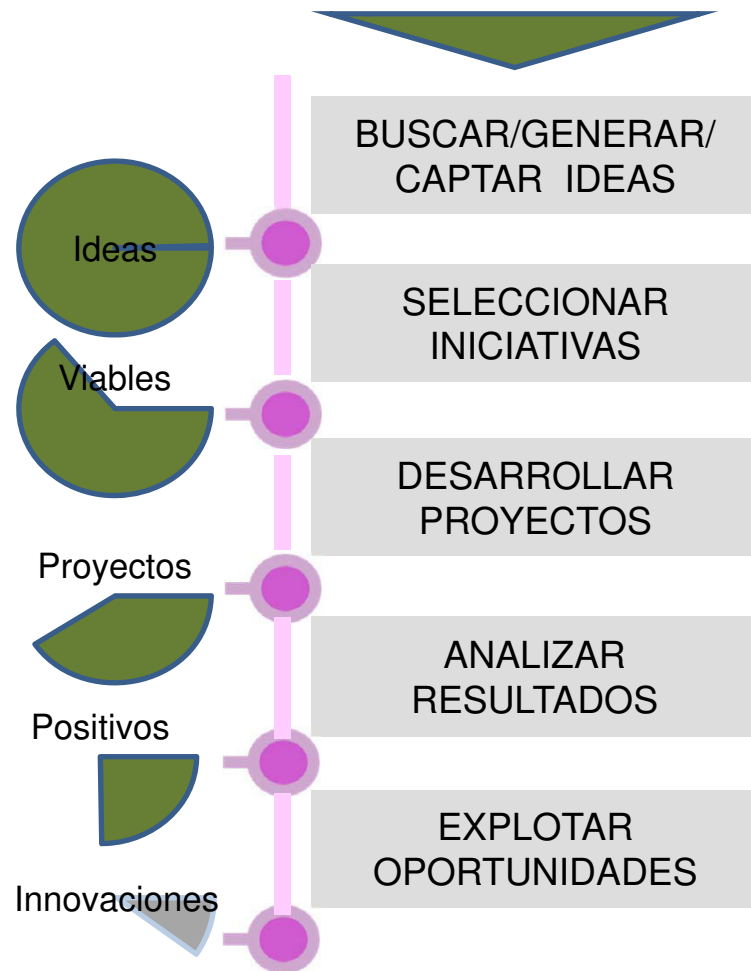
- Desarrollan iniciativas para implicar a grupos de interés y **utilizan su conocimiento colectivo** en la generación de ideas e innovación.

- **Establecen metas y objetivos** claros para la innovación.

- Utilizan un **enfoque estructurado para generar y priorizar ideas creativas.**

- Hacen realidad las ideas en plazos de tiempo que maximizan las ventajas a obtener.

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LIDERAR CON VISIÓN, INSPIRACIÓN E INTEGRIDAD

Las Organizaciones Excelentes tienen **líderes** que dan forma al futuro y lo hacen realidad, actuando como **modelo de referencia** de sus valores y principios éticos.

LIDERAR: Estimular e incitar a individuos y equipos a dar lo mejor de ellos mismos para alcanzar un resultado deseado.

Ejemplos de comportamientos de los líderes:

• Establecen y comunican una clara dirección y orientación estratégica y logran unir a sus colaboradores para trabajar en pro de los objetivos.

• Demuestran su capacidad para tomar decisiones fundadas y oportunas.

• Son flexibles revisando y adaptando el rumbo de la organización cuando es necesario.

• Promueven los valores de la organización y son modelo de referencia de integridad, responsabilidad social y comportamiento ético.

• Crean una cultura emprendedora, de mejora, implicación, pertenencia, delegación y responsabilidad.

MANTENER EN EL TIEMPO RESULTADOS SOBRESALIENTES

Las Organizaciones Excelentes alcanzan **resultados sobresalientes que se mantienen en el tiempo** y satisfacen las necesidades a corto y largo plazo de todos sus grupos de interés, en el contexto de su entorno operativo.

- **CLIENTES**
- **PROVEEDORES**
- **EMPLEADOS**
- **ACCIONISTAS**
- **SOCIEDAD EN GENERAL**

GESTIONAR CON AGILIDAD

Las Organizaciones Excelentes se reconocen de manera generalizada por su habilidad para **identificar y responder de forma eficaz y eficiente a oportunidades y amenazas.**
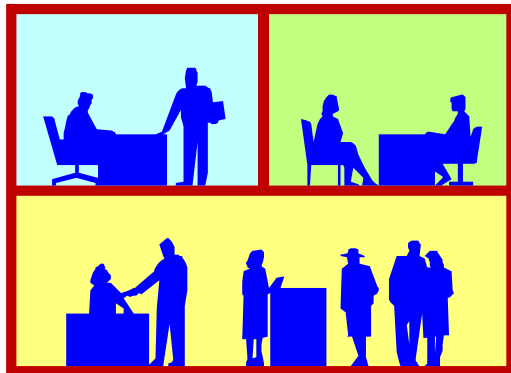
- **Convierten sus estrategias en procesos, proyectos y estructuras organizativas alineadas**, asegurándose de que los cambios pueden implantarse con la velocidad adecuada a lo largo de toda la cadena de valor.

- Desarrollan para sus procesos un c**onjunto significativo de indicadores de rendimiento y de medidas de resultados**, permitiendo la revisión de la eficiencia y la eficacia de los procesos clave y de su contribución a los objetivos estratégicos.

- **Utilizan mecanismo para identificar cambios** en su entorno externo y traducirlos en potenciales escenarios futuros para la organización.

ALCANZAR EL ÉXITO MEDIANTE EL TALENTO LAS PERSONAS

Las Organizaciones Excelentes valoran a las personas que las integran y crean una **cultura de delegación y asunción de responsabilidades** que permite **alcanzar tanto los objetivos personales como los de la organización.**

- **Definen las competencias y niveles de rendimiento de las personas necesarios** para alcanzar la Misión, Visión y objetivos estratégicos.

- **Desarrollan las habilidades y competencias** de las personas para asegurar su futura movilidad y capacidad de empleo.

- **Motivan a las personas** para que se impliquen en la mejora e innovación y dan reconocimiento a sus esfuerzos y logros.

- **Aseguran un equilibrio** saludable entre la vida personal y laboral.

- **Comprenden las necesidades de comunicación** de las personas y utilizan las estrategias y herramientas adecuadas para mantener un diálogo

Adding Value for Customers

■ Excellent organisations consistently add value for customers by understanding, anticipating and fulfilling needs, expectations and opportunities.

Start Up	On the Way	Mature
Customer groups are identified, day to day contacts are managed and satisfaction is measured.	Needs and expectations are deeply understood and embedded in customer related management processes.	The on-going dialogue with customers is used to anticipate changes to the needs and expectations of markets, current and potential customers.

Creating a Sustainable Future

- Excellent organisations have a positive impact on the world around them by enhancing their performance whilst simultaneously advancing the economic, environmental and social conditions within the communities they touch.

Start Up	On the Way	Mature
Management, legal and global/local regulatory requirements are understood and met.	The organisation's approaches support the aims of economic, social and environmental sustainability.	Sustainable corporate behaviour is recognised by key stakeholders as an integral part of the organisation's purpose and strategy.

Developing Organisational Capability

■ Excellent organisations enhance their capabilities by effectively managing change within and beyond the organisational boundaries.

Start Up	On the Way	Mature
A process exists for understanding current capabilities and future organisational needs.	There is a structured process managing organisational change.	The organisation has a proven track record for effectively managing change, not only within their own operations but across all key parts of their value chain.

Harnessing Creativity & Innovation

■ Excellent organisations generate increased value and levels of performance through continual improvement and systematic innovation by harnessing the creativity of their stakeholders.

Start Up	On the Way	Mature
New ideas and innovations are encouraged.	Creativity and Innovation are managed as structured processes with assigned roles and responsibilities.	The organisation has established a reputation for driving change within and beyond their market sector through their creativity and innovation.

Leading with Vision, Inspiration & Integrity

EFQM■
Shares what works.

- Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics.

Start Up	On the Way	Mature
The Vision and Mission are defined, communicated and generally understood.	Leaders inspire people throughout the organisation through shared values, role model behaviour.	A common and shared purpose derived from the Vision, Mission and Values is established and visible in the way the organisation operates and the way people work.

Managing with Agility

■ Excellent organisations are widely recognised for their ability to identify and respond effectively and efficiently to opportunities and threats.

Start Up	On the Way	Mature
The processes required to achieve the desired results are defined, developed, measured and managed.	Comparative data and information are used to put performance into context and drive improvement with appropriate speed for the market.	The organisation is able to anticipate and take timely action to exploit opportunities or effectively manage threats to ensure their future success.

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Succeeding through the Talent of People

■ **Excellent organisations value their people and create a culture of empowerment for the achievement of both organisational and personal goals.**

Start Up	On the Way	Mature
Approaches are in place to involve people and their talents are recognised.	The potential of people is increasingly enabled; people are motivated and prepared to "go the extra mile".	A culture of trust and empowerment drives performance and enhances the organisation's image and reputation.

Sustaining Outstanding Results

■ Excellent organisations achieve sustained outstanding results that meet both the short and long term needs of all their stakeholders, within the context of their operating environment.

Start Up	On the Way	Mature
The strategic goals of the organisation are based on the needs and expectations of their key stakeholder groups.	A balanced set of results is used to monitor performance against strategic goals and how it compares to competitors or best in class organisations.	The key stakeholders have relevant data and confidence that the organisation will be able to sustain outstanding performance levels.

EFQM Excellence Model 2013

- The EFQM Excellence Model allows people to understand the cause and effect relationships between what their organisation does (the Enablers) and the Results it achieves.

- The Model is non-prescriptive and can be applied to any organisation, regardless of size, sector or maturity.

- To achieve sustained success, any organisation needs strong leadership and clear strategic direction. They need to develop and improve their people, partnerships and processes to deliver value-adding products and services to their customers.
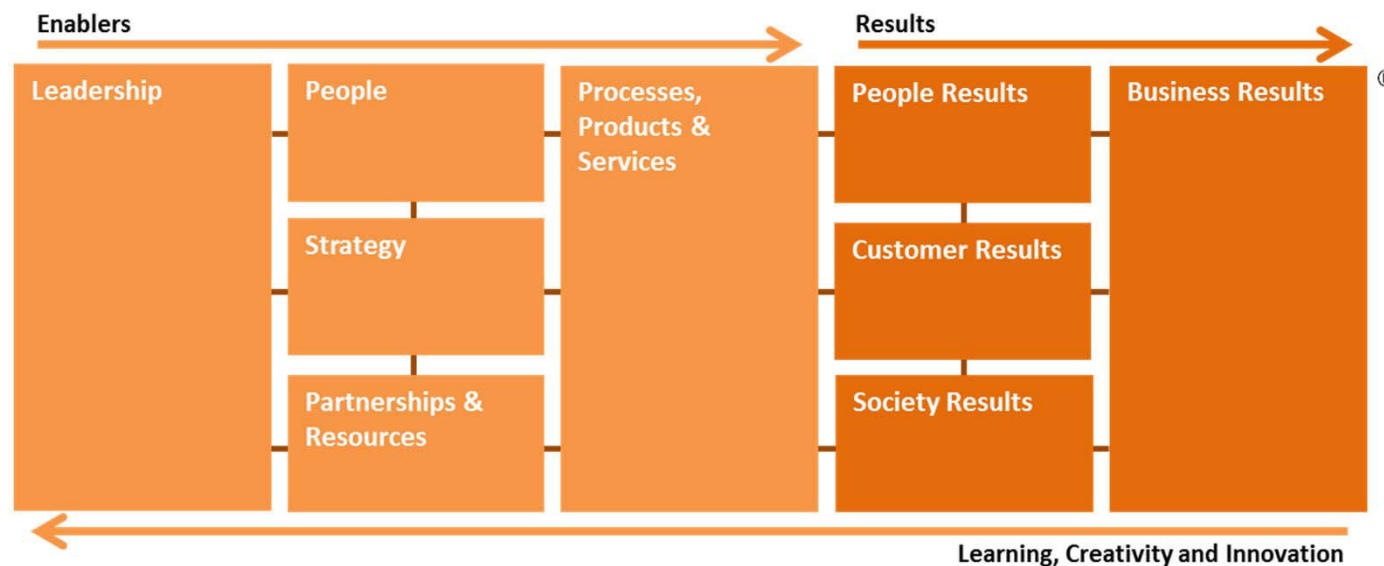
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The 9 Criteria

Enablers

- Leadership
- Policy & Strategy
- People
- Partnerships & Resources
- Processes, Products & Services

Results

- Customer Results
- People Results
- Society Results
- Business Results

The Enablers

- ■ **Leadership**
  - ■ Excellent organisations have leaders who shape the future and make it happen, acting as role models for its values and ethics and inspiring trust at all times. They are flexible, enabling the organisation to anticipate and react in a timely manner to ensure the ongoing success of the organisation.

- ■ **Strategy**
  - ■ Excellent organisations implement their mission and vision by developing a stakeholder focused strategy. Policies, plans, objectives and processes are developed and deployed to deliver the strategy.

- ■ **People**
  - ■ Excellent organisations value their people and create a culture that allows the mutually beneficial achievement of organisational and personal goals. They develop the capabilities of their people and promote fairness and equality. They care for, communicate, reward and recognise, in a way that motivates people, builds commitment and enables them to use their skills and knowledge for the benefit of the organisation.

The Enablers

■ **Partnerships & Resources**

    ■ Excellent organisations plan and manage external partnerships, suppliers and internal resources in order to support strategy and policies and the effective operation of processes.

■ **Processes, Products & Services**

    ■ Excellent organisations design, manage and improve their processes, products and services to generate increasing value for customers and other stakeholders.

The Results

- **Customer Results**

  - Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their customers.

- **People Results**

  - Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their people.

The Results

- ## Society Results

  - Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of relevant stakeholders within society.

- ## Business Results

  - Excellent organisations achieve and sustain outstanding results that meet or exceed the needs and expectations of their business stakeholders.

Modelo EFQM de Excelencia

Agentes (500 Puntos)

Resultados (500 Puntos)

1. Liderazgo 10%

3. Personas 10%

2. Estrategia 10%

4. Alianzas y Recursos 10%

5. Procesos, Productos y Servicios 10%

7. Resultados en Personas 10%

6. Resultados en Clientes 15%

8. Resultados en Sociedad 10%

9. Resultados Clave 15%

Aprendizaje, Creatividad e Innovación

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Modelo EFQM de Excelencia

Agentes Facilitadores (500 P)

CÓMOS
LO QUE LA
ORGANIZACIÓN HACE

1. Liderazgo 10%

5. Procesos, Productos y Servicios

4. Alianzas y Recursos 10%

Resultados (500 P)

QUÉS
LO QUE LA
ORGANIZACIÓN LOGRA

7. Resultados en Personas 10%

6. Resultados en Clientes 10%

9. Resultados Clave 15%

8. Resultados en Sociedad 10%

Los Resultados son consecuencia de los Agentes Facilitadores

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ESTRUCTURA DE LOS CRITERIOS AGENTES
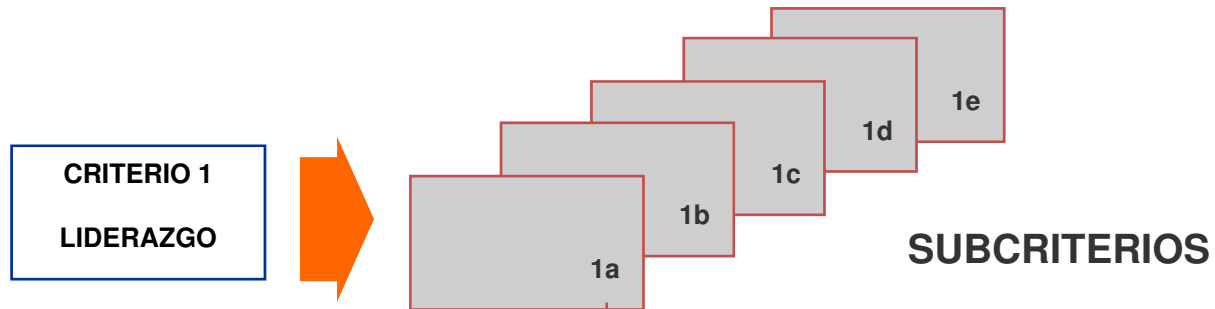
32 subcriterios:
- 24 de agentes
- 8 de resultados

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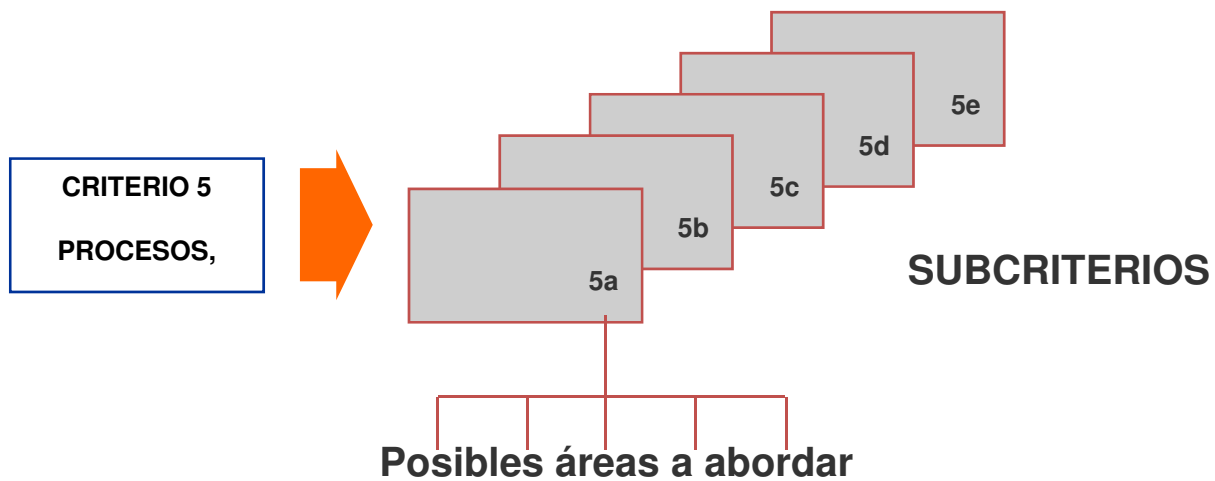
ESTRUCTURA DE LOS CRITERIOS RESULTADOS

| CRITERIO 6
RESULTADOS
EN CLIENTES | ➤ | 6a (75%)
Datos de
percepción | **+** | 6b (25%)
Indicadores de
rendimiento |

| CRITERIO 7
RESULTADOS
EN PERSONAS | ➤ | 7a (75%)
Datos de
percepción | **+** | 7b (25%)
Indicadores de
rendimiento |

32 subcriterios:
- 24 de agentes
- 8 de resultados

| CRITERIO 8
RESULTADOS
EN SOCIEDAD | ➤ | 8a (50%)
Datos de
percepción | **+** | 8b (50%)
Indicadores de
rendimiento |

| CRITERIO 9
RESULTADOS
CLAVE | ➤ | 9a (50%)
Resultados clave
de rendimiento | **+** | 9b (50%)
Indicadores clave
de rendimiento |

Integration of Concepts and the Model

- The bullet points from the Fundamental Concepts appear in the guidance points within the Criterion Parts of the Model

Criterion	1. Leadership					2. Strategy				3. People					4. Partners & Resources					5. Processes, Products & Services				
Criterion Part	a	b	c	d	e	a	b	c	d	a	b	c	d	e	a	b	c	d	e	a	b	c	d	e
Adding Value for Customers																					■	■	■	■
Creating a Sustainable Future	■		■		■			■							■	■				■				
Developing Organisational Capability			■				■		■			■			■								■	
Harnessing Creativity & Innovation					■				■			■						■	■					
Leading with Vision, Inspiration & Integrity	■		■	■																				
Managing with Agility				■	■			■	■									■		■				
Succeeding through the Talent of People										■	■	■	■	■										
Sustaining Outstanding Results		■	■			■		■	■										■					

Según la lógica REDER, toda organización necesita:

- **R**ESULTADOS: establecer los Resultados que quiere lograr como parte de su estrategia.

- **E**NFOQUES: planificar y desarrollar una serie de Enfoques sólidamente fundamentados e integrados que la lleven a obtener los resultados requeridos ahora y en el futuro.

- **D**ESPLIEGUE: desplegar los enfoques de manera sistemática para asegurar su implantación.

- **E**VALUAR Y **R**EVISAR: evaluar y revisar los enfoque desplegados basándose en el seguimiento y análisis de los resultados alcanzados y en las actividades continuas de aprendizaje.

LA MATRIZ RADAR

EFQM ®
Shares what works.

EFQM ■

Resultados:
- **Relevancia y Utilidad**
  - **Ámbito y Relevancia**
  - **Integridad**
  - **Segmentación**
- **Rendimiento**
  - **Tendencias**
  - **Objetivos**
  - **Comparaciones**
  - **Causas**

Enfoque:
- **Sólidamente fundamentado**
- **Integrado**

Planificar y Desarrollar
ENFOQUES

RESULTADOS
Requeridos

DESPLEGAR
Enfoques

EVALUAR, REVISAR Y PERFECCIONAR
Enfoques y Despliegue

Despliegue:
- **Implantado**
- **Sistemático**

Evaluar, Revisar y Perfeccionar:
- **Medición**
- **Aprendizaje y Creatividad**
- **Mejora e Innovación**

El esquema RADAR

REDER para Agentes Facilitadores

La matriz de Agentes Facilitadores se utiliza para apoyar el análisis de los enfoques de los 5 Criterios Agentes Facilitadores:

- Liderazgo.
- Estrategia.
- Personas.
- Alianzas y Recursos.
- Procesos, Productos y Servicios.

Planificar y Desarrollar
ENFOQUES

RESULTADOS
Requeridos

DESPLEGAR
Enfoques

EVALUAR, REVISAR Y PERFECCIONAR
Enfoques y Despliegue
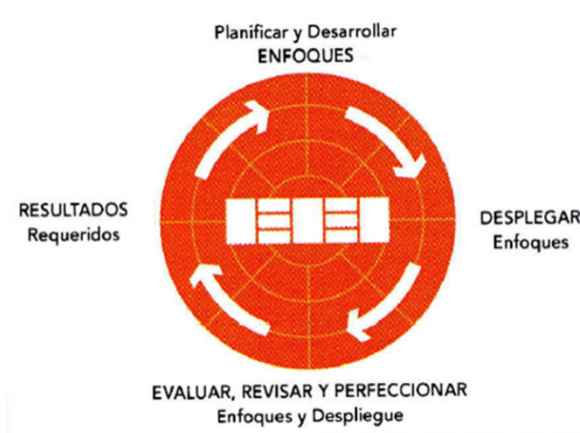
Aplicación de la matriz de Agentes Facilitadores

- Basándose en todas las evidencias disponibles, aplique la matriz REDER de Agentes Facilitadores al conjunto de enfoques adoptados.
- REDER contiene directrices sobre lo que se espera que demuestre la organización.
- La puntuación global no debe exceder la de los enfoques adoptados. Por ejemplo, si los enfoques no están sólidamente fundamentados o no abarcan en su totalidad el subcriterio que se está evaluando, independientemente de la puntuación que se haya obtenido en otros atributos, la valoración dada se circunscribirá a la otorgada a lo sólidamente fundamentados que estén los enfoques.

El esquema RADAR

Aplicación de la matriz de Resultados

- Basándose en todas las evidencias disponibles, aplique la matriz REDER de Resultados al conjunto de resultados utilizados.

- REDER contiene directrices sobre lo que se espera que demuestre la organización.

- La puntuación global no puede exceder la del "Ámbito y Relevancia" de los resultados disponibles. Por ejemplo, si el ámbito de los resultados disponibles no abarca en su totalidad el subcriterio que se está evaluando, de acuerdo con los objetivos estratégicos de la organización, la valoración total dada se circunscribirá a la otorgada al "Ámbito y Relevancia" de los datos disponibles.

Planificar y Desarrollar
ENFOQUES

RESULTADOS
Requeridos

DESPLEGAR
Enfoques

EVALUAR, REVISAR Y PERFECCIONAR
Enfoques y Despliegue
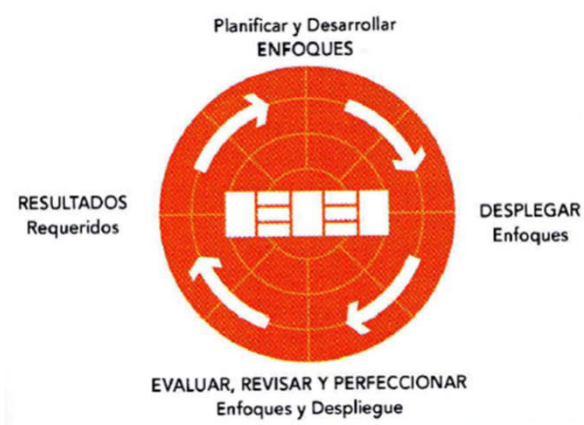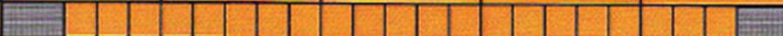
RADAR Agentes 2013

Enfoque	Directrices	No se puede demostrar	Limitada capacidad para demostrar	Se puede demostrar	Se puede demostrar plenamente	Se reconoce como modelo de referencia global
Sólidamente fundamentado	Los enfoques tienen una lógica clara, se basan en las necesidades de los grupos de interés relevantes y se fundamentan en procesos.					
Integrado	Los enfoques apoyan la Estrategia y están vinculados a otros enfoques relevantes.					
Despliegue		No se puede demostrar	Limitada capacidad para demostrar	Se puede demostrar	Se puede demostrar plenamente	Se reconoce como modelo de referencia global
Implantado	Los enfoques están implantados en las áreas relevantes.					
Estructurado	La ejecución está estructurada y permite flexibilidad y agilidad organizativa.					
Evaluar, Revisar y Perfeccionar		No se puede demostrar	Limitada capacidad para demostrar	Se puede demostrar	Se puede demostrar plenamente	Se reconoce como modelo de referencia global
Medición	Se miden adecuadamente la eficacia y eficiencia de los enfoques y su despliegue.					
Aprendizaje y Creatividad	Aprendizaje y creatividad se utilizan para generar oportunidades de mejora o innovación.					
Mejora e Innovación	Los resultados de las mediciones, el aprendizaje y la creatividad se utilizan para evaluar, establecer prioridades e implantar mejoras e innovaciones.					
Escala		0%	25%	50%	75%	100%
Valoración Total						

RADAR Resultados 2013

Relevancia y Utilidad	Directrices	No se puede demostrar	Limitada capacidad para demostrar	Se puede demostrar	Se puede demostrar plenamente	Se reconoce como modelo de referencia global
Ámbito y Relevancia	Se ha identificado un conjunto coherente de resultados de los grupos de interés relevantes -incluidos sus resultados clave- que demuestra el rendimiento de la organización en cuanto a su estrategia, objetivos y sus necesidades y expectativas.					
Integridad	Los resultados son oportunos, fiables y precisos.					
Segmentación	Los resultados se segmentan de forma adecuada para aportar un conocimiento en profundidad de la organización.					
Rendimiento		No se puede demostrar	Limitada capacidad para demostrar	Se puede demostrar	Se puede demostrar plenamente	Se reconoce como modelo de referencia global
Tendencias	Tendencias positivas o rendimiento bueno y sostenido en al menos 3 años.					
Objetivos	Para los resultados clave se han establecido objetivos relevantes y se alcanzan de manera continuada, de acuerdo con los objetivos estratégicos.					
Comparaciones	Para los resultados clave se realizan comparaciones externas relevantes y son favorables, de acuerdo con los objetivos estratégicos.					
Confianza	Basándose en las relaciones causa/efecto establecidas, hay confianza en que los niveles de rendimiento se mantendrán en el futuro.					
Escala		0%	25%	50%	75%	100%
Valoración Total						

How we use the Model

- **To understanding the detail**
    - Use the Excellence Model Criteria & RADAR logic
    - This provides feedback useful to the Process Owners & Responsible Managers
- **To get an holistic view**
    - Use the Fundamental Concepts of Excellence
    - This provides feedback that the Management Team can use at a strategic level
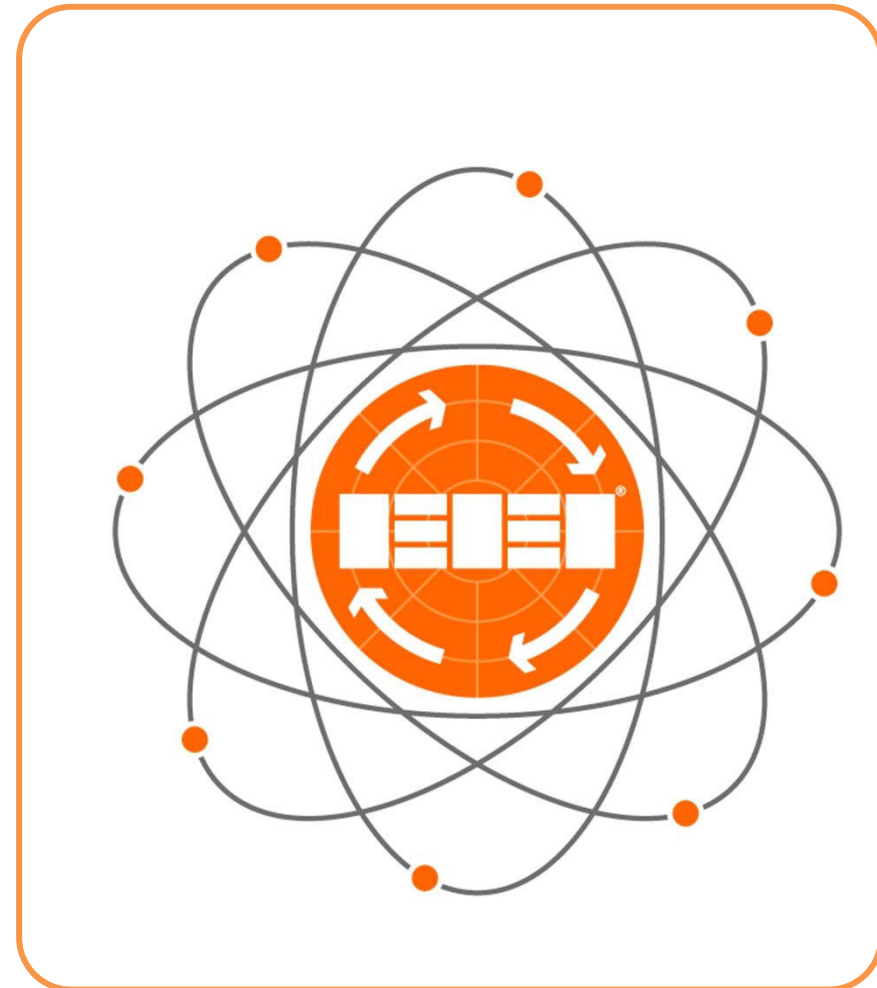
EFQM Recognised for Excellence
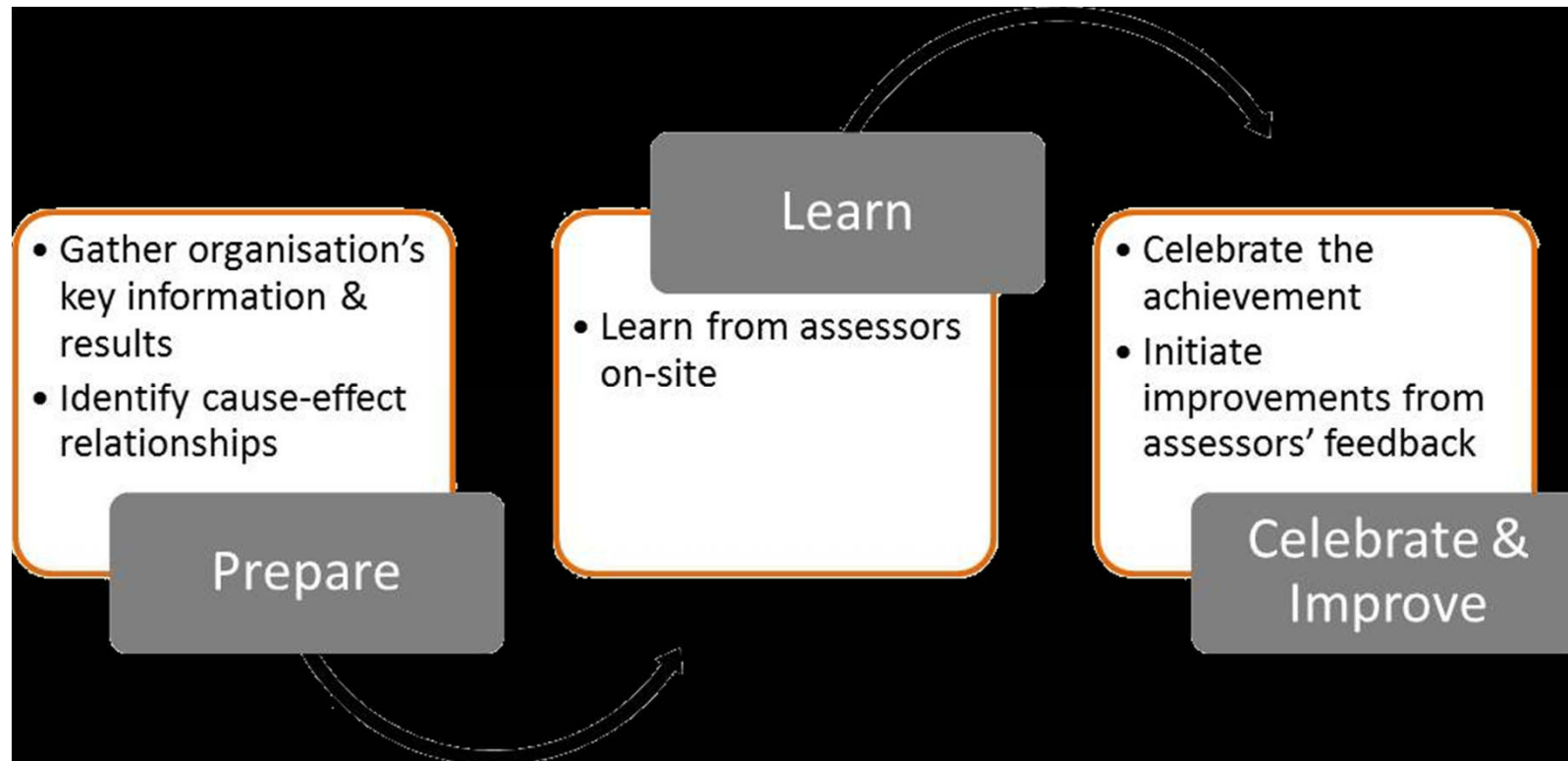
"Recognised for Excellence"

Who is the Recognised for Excellence for?

Any organisation or business unit can apply at any time, regardless of their location, size or sector. The Recognised for Excellence is designed for those organisations or business units that are well on their way to organisational excellence.

A typical profile of an applicant organisation:

- Most important results have been improving for 3 years and have some external comparative data to put them into context
- Major processes are defined, controlled, regularly reviewed and some clear improvement in approaches over time can be demonstrated
- Have assessed themselves against the EFQM Excellence Model and have confidence to score above 300 points

EFQM
Excellence award
EFQM Excellence Awards

EFQM
Recognised for excellence
Recognised for Excellence

EFQM
Committed to excellence
Committed to Excellence
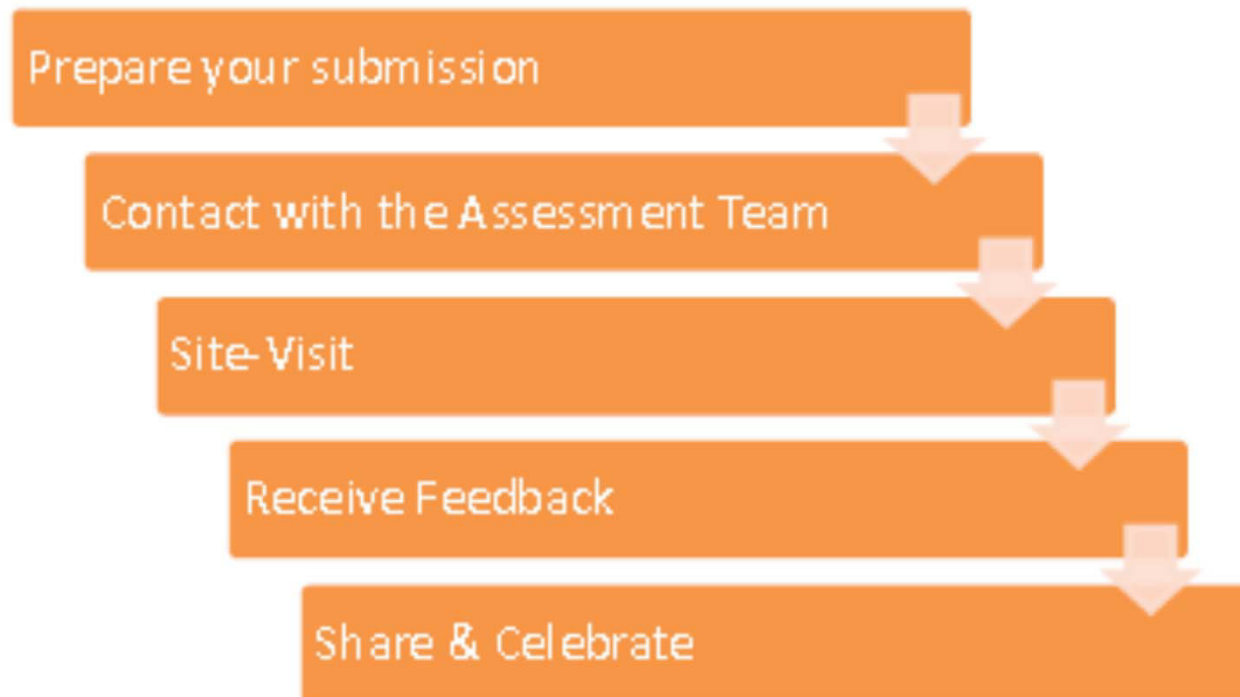
Recognised for Excellence

3 Star:

- Has demonstrated its ability to lead changes
- Some good management practices are in place and impact positively on the results of the organisation

4 Star:

- Performs well in a number of areas and takes change seriously
- Get things done and can demonstrate it has invested in some of the practices that will lead to success
- Results are improving

5 Star:

- Is a high performing organisation where change is managed
- Improves, refines and simplifies the practices it uses to achieve its goals
- Achieves results in line with the strategy

Recognised for Excellence

Helpful Hints

Phase	Do	Don't
Site-visit preparation	Prepare the site-visit in advance; be in regular contact with the assessment team leader	Don't wait until the very last moment to prepare the site-visit and arrange the agendas of all the people involved
Site-visit preparation	Brief your people about how an EFQM Assessment works and how the site-visit works.	Don't expect them to be familiar with an EFQM Assessment if it is their first time
Site-visit	Ensure you have relevant supporting materials available during the interviews; interviewing in the workplace means they can explain information during the interview.	Don't print everything and leave it in the room for the Assessors to read; the assessors will ask for what they need to see during the interviews.
Site-visit	You can offer the team to join you for dinner on <u>one night</u> during the assessment.	Don't forget that the assessor team will need time both on-site and in the evening to discuss their findings.
Site-visit (Mirror Meetings)	Raise concerns to the assessment team leader (and EFQM if needed) during the Mirror Meetings or any other moment	Don't wait until the site-visit is over as it might be too late and don't underestimate the value of the Mirror Meetings
Site-visit (Closing meeting)	Expect to receive high level findings about your organisation from the assessor team during the Closing meeting at the end of the site-visit	Don't expect to receive the score or potential outcome

Recognised for Excellence

Documents to submit

In order to apply, you need to prepare and send the following documents to EFQM:

EFQM Recognised for Excellence Application Form

This is the official document you need to fill in and sign in order to officially apply. It is a one-page document where we ask you to provide the basic information about the organisation. You can send this form signed to EFQM any time in the year.

Management Document

This is the document the assessor team will use as the first input for the assessment. The Management Document contains the following parts:

- Key Information: This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p)
- Enabler Map: This describes the key approaches they have adopted to achieve the strategic objectives (around 10-15 p)
- Key Results: This gives an overview of the key results the organisation has achieved, showing how effectively they are progressing towards their strategic goals (around 5-10 p)

This document is around 35-40 pages long but you can add some graphs, charts etc. as annex at the end of the document.

Recognised for Excellence

Assessment Process – Assessor view

All the assessors are trained against the EFQM Excellence Model 2013. They normally work in teams of 3 – 6 assessors (depending on the size and scope of your organisation) and they spend around 300 hours assessing your organisation.

The different phases from an assessor's point of view are briefly explained below:

Complete Individual Pre-work

Consolidation and Clarification

Prepare for Site Visit

Conduct Site Visit

Consolidate, Prepare Feedback and Score

EFQM Management Document

Example Inputs

1. Key Information:

- This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p).

Strategy Plan

2. Enabler Section:

- This describes the key approaches they have adopted to achieve the strategic objectives (around 10-15 p).

Process Model

3. Results Section:

- This gives an overview of the key results the organisation has achieved, showing how effectively they are progressing towards their strategic goals (around 5-10 p).

Scorecard

Key Information – Overview

EFQM
Shares what works.

3: Challenges - Strategy
(risks and opportunities in current and future value propositions)

2: History
(narrative on past key achievements)

1: Facts and Figures
(mission, owners, sites, size….)

4: Markets-Offerings-Customers (current and potential markets/intermediaries/competitors/customers)

5: Operations-Partners-Suppliers
(structure of assets and partners)

6: Management Structure (governance and performance management)

Global Environment

Market/Arena

Stakeholders

The Organisation

Global warming

Competitors

Customers

Partners

Entrants

Society

Business

Innovations

Globalisation

International agreements

Raw Materials

Intermediaries

Customers

Trends

People

Labour

Legislation

Political change

Societal Trends

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Key Information

Theme	Guidance
Challenges & Strategy of the Organisation	■ Vision (statement of the organisation's future) ■ Strategic Themes (The key objectives and the strategies adopted to achieve them) ■ Strengths – Weaknesses – Opportunity – Threats (in the context of the organisations mission and vision, and capability and capacity to achieve strategy) ■ Competitive advantage ■ Key Business Goals (That support the mission and the achievement of vision, the strategy and how these relate to the results criteria) ■ Critical success factors
Markets, Offerings & Customers	■ Current and future markets: description and figures (Market shares… significance for future) ■ Current and future customer segments: description, needs and figures (breakdown of revenue – profitability - significance for future) ■ List those you consider as your key competitors (current and foreseen) ■ Current and future offerings Product segments: description, features and figures (breakdown of revenue – profitability- significance for future)
Operations, Partners & Suppliers	■ Organisation structure and main functions ■ Key resources and assets ■ Key partners and suppliers – type and significance of relationships ■ Society: Impact on the company and expectation from its members
Management Structure & Activities	■ Governance structure ■ Values ■ Key management meetings ■ Performance management (how the organisation manages and improves its performance)

EFQM®
Shares what works.

Strategic Themes

Strategic Themes = The Key Objectives and the Strategies adopted to achieve them.
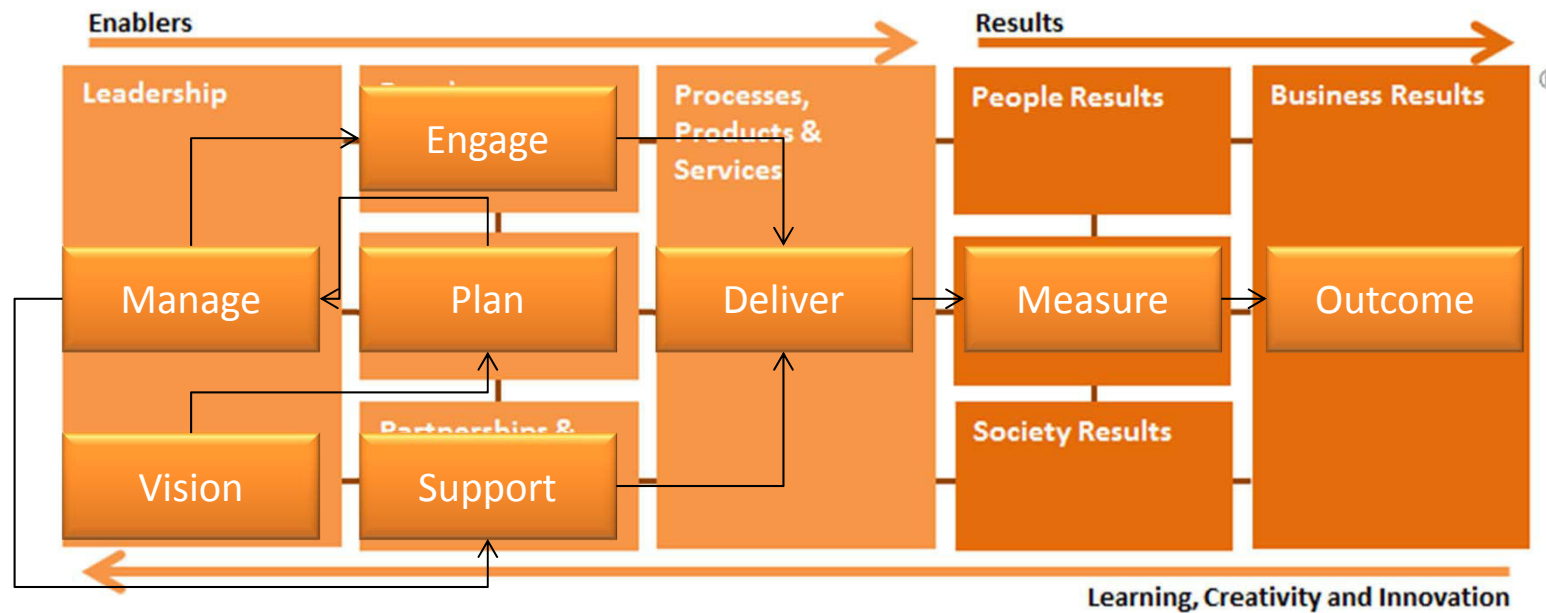
Strategic Themes

Flow of the Assessment

The assessment process is designed to focus on the key strategic challenges the applicant faces and, using the Model, reviewing how effective the approaches they have developed enable them to achieve their strategic goals. To do this, it is crucial to understand the context and operating environment of the organisation before trying to understand the detail.

The flow of the assessment process therefore focuses on the key strategic themes.

Before the Site Visit	During the Site Visit
Map across the Model to identify the high-level site visit subjects / Identify Strategic Themes & review key information / Check understanding is correct with the applicant	Test & confirm potential areas for improvement / Conduct interviews to test strengths / Search for Good Practices
Complete initial assessment at sub-criterion level based on above	Complete assessment, feedback report & scoring

Example: Improve Process Efficiency

Manage & Motivate People

Process Improvement Training

Involve in improvement teams

Productivity

Employee Engagement

Define & Manage Change

Strategy

Monitor Customer Experience

Process Performance Indicators

Improvement Objective

Allocate & Manage Budgets

Current performance

Implement Improvement Projects

Energy Consumption

Waste

Total Expenses

Ejercicio
"Mapeando" retos estratégicos

- **Objetivo**
  - Identificar los enfoques y resultados relacionados con los retos estratégicos de la organización

- **Tiempo**
  - 40 minutos

- **Dinámica**
  - Acordar los retos estratégicos fundamentales de la organización.
  - Elegir uno de los retos e identificar los aspectos clave a considerar en cada criterio de agentes (políticas, enfoques, etc.).
  - Identificar los KPIs claves para el reto en los criterios de resultado.
  - (señalar al menos dos aspectos por criterio)

- **Output**
  - Reto esratégico "mapeado" a través del modelo.

Output from Exercise 2
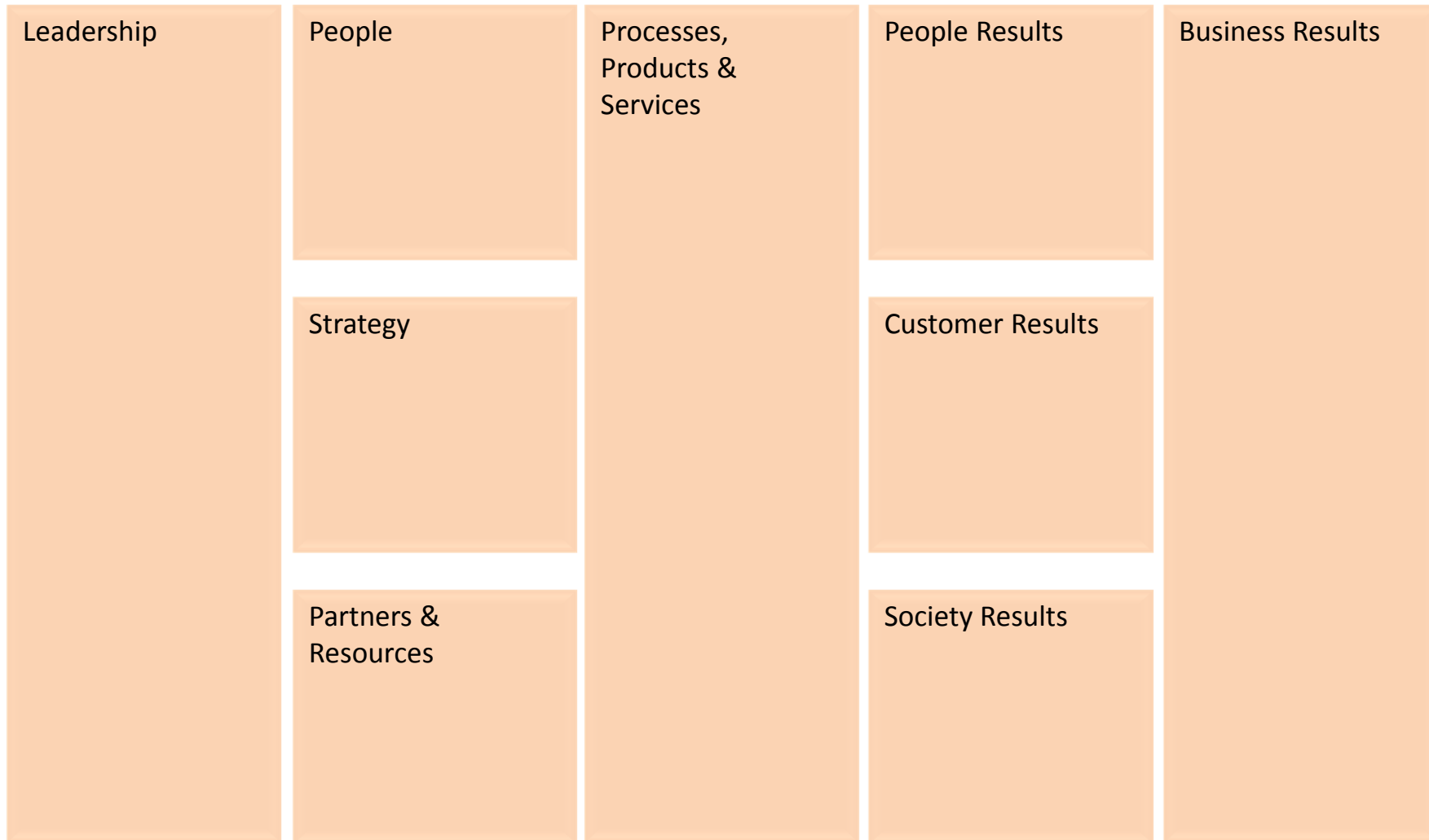
Leadership	People	Processes, Products & Services	People Results	Business Results
	Strategy		Customer Results	
	Partners & Resources		Society Results	

THANK YOU

Jose Antonio Calvo Maguregi (jacalvo@acordeconsulting.com)

Logroño. 26 y 28 octubre 2015

EFQM WORKSHOP

Day 2

Jose Antonio Calvo Maguregi (jacalvo@acordeconsulting.com)

Logroño. 26 y 28 octubre 2015

APPLYING THE RADAR TO BUSINESS PROCESSES

What is the RADAR?

- Results, Approach, Deployment, Assess and Refine are the elements of RADAR

  - The concept is similar to other "continuous improvement" tools, such as the PDCA cycle

- Each element contains a number of attributes

  - Elements and attributes should be addressed for each criterion part of the Model when assessing using RADAR

- Applying the RADAR logic within your everyday work will help ensure you're working effectively and efficiently
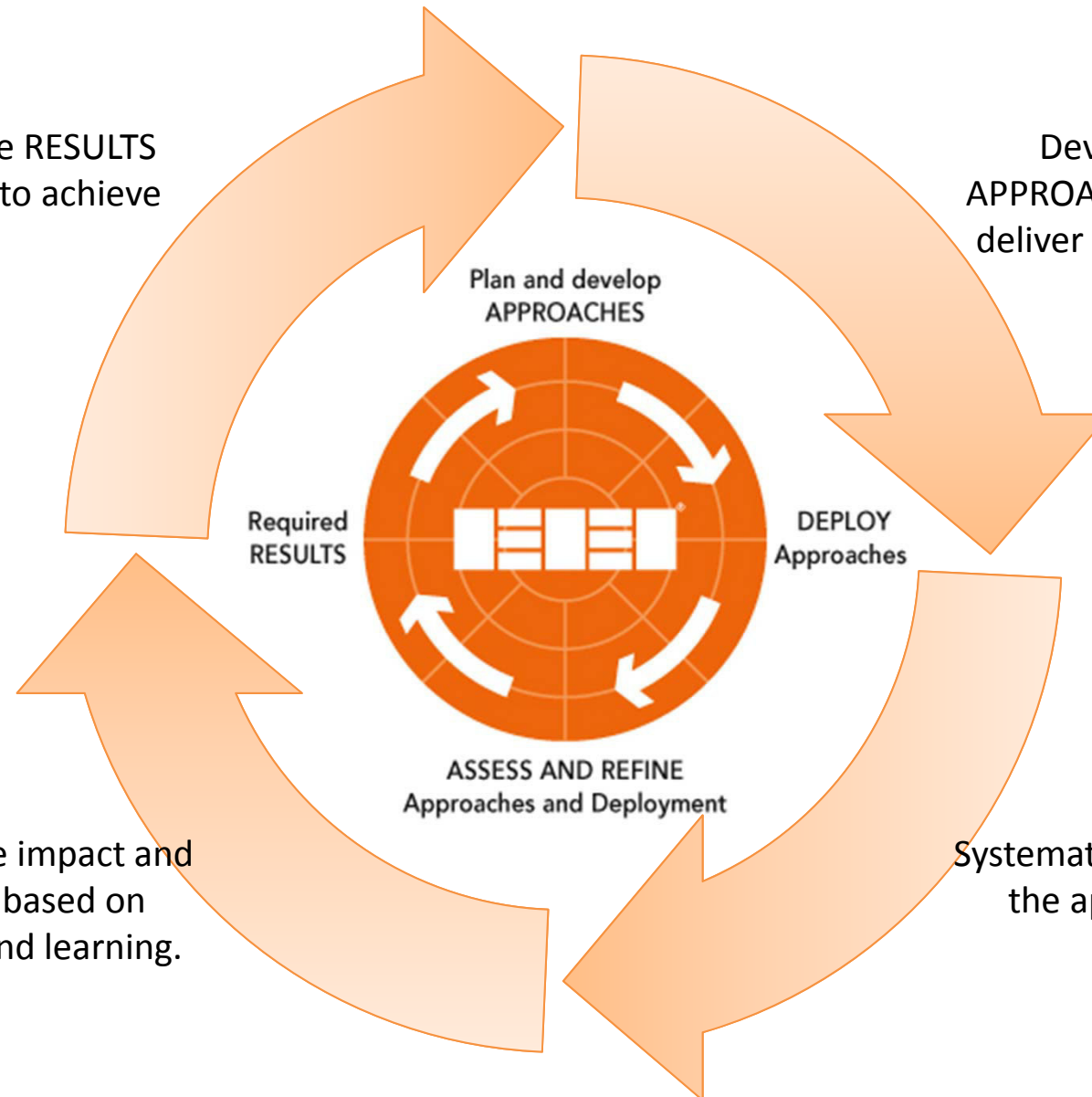
RADAR Questions

- **Desired Result:**
  - What are we trying to achieve?

- **Approach:**
  - How do we try to achieve this?

- **Deployment:**
  - How / where / when was this implemented?

- **Assessment:**
  - How do we measure whether it's working?

- **Refine:**
  - What have we learned and what improvements have been made?

Exe rc ise 3 – Using RADAR

- ■ **Objective**
  - ■ Use the RADAR to determine the maturity of one of the key approaches identified in Exercise 2

- ■ **Time Allowed**
  - ■ 30 minutes

- ■ **Method**
  - ■ Select one of the approaches from Exercise 2
  - ■ Apply the RADAR to it to describe in more detail:
    - – What the objective is
    - – How the approach works
    - – Where it is implemented
    - – How you determine whether it is effective & efficient
    - – Whether it has been refined and improved over time

- ■ **Outputs**
  - ■ RADAR description of one Key Approach

Output: Exercise 3

RADAR Element	Description
Result	
Approach	
Deployment	
Assessment	
Refinement	

UNDERSTANDING
"THE BIG PICTURE"

EFQM Management Document

Example Inputs

1. Key Information:

- This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p).

Strategy Plan

2. Enabler Section:

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Process Model

3. Results Section:

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Scorecard

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Global Environment

Market/Arena

Stakeholders

The Organisation

Global warming

Competitors

Customers

Partners

Entrants

Society

Business

Innovations

Globalisation

International agreements

Legislation

Political change

People

Labour

Customers

Trends

Raw Materials

Intermediaries

Societal Trends

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Determining the scope

- **What is included in the scope of the assessment?**

  - Which sites?

  - Which functions?

  - How many people?

  - How many locations?

Out of Scope
- What functions & sites are NOT included in the assessment?

In scope
- What functions & sites are included in the assessment?

The Value Chain

Design
- Who?
- What?
- Where?

Promote
- Who?
- What?
- Where?

Produce
- Who?
- What?
- Where?

Deliver
- Who?
- What?
- Where?

Service
- Who?
- What?
- Where?

Key Information

![EFQM - Shares what works.]
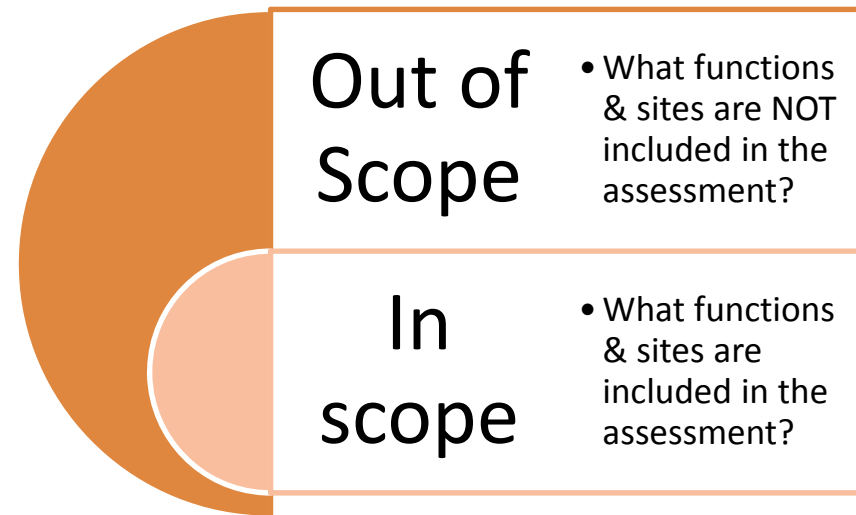
- For the 6 areas included, we provide about 1 page giving the relevant key information for that section.

- Additional information relevant to each criteria can be included at the start of each section.

EFQM Management Document 2011

Our Markets, Products & Customers
Effectively, any organisation can be a customer of EFQM. The majority of our delivery focuses on organisations in the EMEA region but we do have partners in South America and members and customers from Asia. EFQM delivers products and services to member and non-member organisations, both through the direct channel (EFQM staff or contracted consultants) and the indirect channel (EFQM Partners).

Our Competitive Environment
Prior to 2009, there was a view within EFQM that there were no competitors, other than our national partners, as no one else had the EFQM Excellence Model. This was challenged by the key members during the development of the 2010 to 2012 strategy. With limited budgets, managers within organisations must carefully decide which tools to use, which events to attend, which membership organisations to join, etc. Competitors can be grouped into the following categories and our understanding of the current general trends for each area is summarised below:
- Membership organisations - many membership organisations are struggling with retention, especially during the current financial climate. The challenge is how they can demonstrate "value for money".
- Quality / Excellence Tools (e.g. Lean, Six Sigma, Balanced Scorecard) – in the 20 years since EFQM was established, there have been several "waves" within the management community; a tool that has been very popular for few years, peaked and then faded.
- Certification bodies (e.g. ISO) – many organisations are required by their customers to have specific certifications and standards. There are very few cases where adoption of EFQM is a requirement.
- Training providers – EFQM is widely viewed as a "specialist training centre" for "quality managers". Attempts to promote courses outside of this area have proved difficult and resource intensive.
- Conference organisers – there are numerous events and conferences run each year on "excellence" topics, many by companies who specialise in this area. Attendance of events in general is declining, partly because there is more choice but increasingly because technology is providing more efficient networking platforms.

EFQM Portfolio
The EFQM Portfolio has evolved over the years and is now designed to help organisations at every step of their journey. In line with our revised strategic focus, our products and services have been tailored to support the systematic implementation of the EFQM Excellence Model in any organisation, regardless of size, sector or maturity.

- EFQM Knowledge Base
- Events
- Webinars
- Communities of Practice

Sharing | Training

- Assessors
- Managers
- Leadership Development

- Committed to Excellence
- Recognised for Excellence
- EFQM Excellence Awards

Recognition | Assessment

- Holistic assessment tools
- Tailored assessment tools

During 2010, we implemented the revised portfolio, aligned to the EFQM Excellence Model 2010. The Model Brochure is now available in 14 different languages and a number of EFQM Training Courses are available in local language through our partner organisations. A number of the products and services in our portfolio have been developed as collaborative partnerships with our members. These are practical tools, techniques or trainings that have been proven to deliver results.

Stakeholder Groups

Stakeholder Group	Definition
Business Stakeholders	The "owners" of the organisation; the people the Management Team are ultimately accountable to for the performance of the organisation.
Customer	The recipient of the products or services provided by the organisation
People	All individuals employed by the organisation, whether on a full time, part time or voluntary basis. This includes the leaders of the organisation
Partner	An external party the organisation strategically chooses to work with, to achieve common objectives and sustained mutual benefit
Society	The social infrastructure outside the organisation that can be affected by or, equally, can affect the organisation

Understanding your Stakeholders

EFQM ®
Shares what works.

Shareholders / External Governance / Regulators

Key Partner & Supplier Groups

Group

Your Organisation

Key Customer Groups

Society Stakeholders

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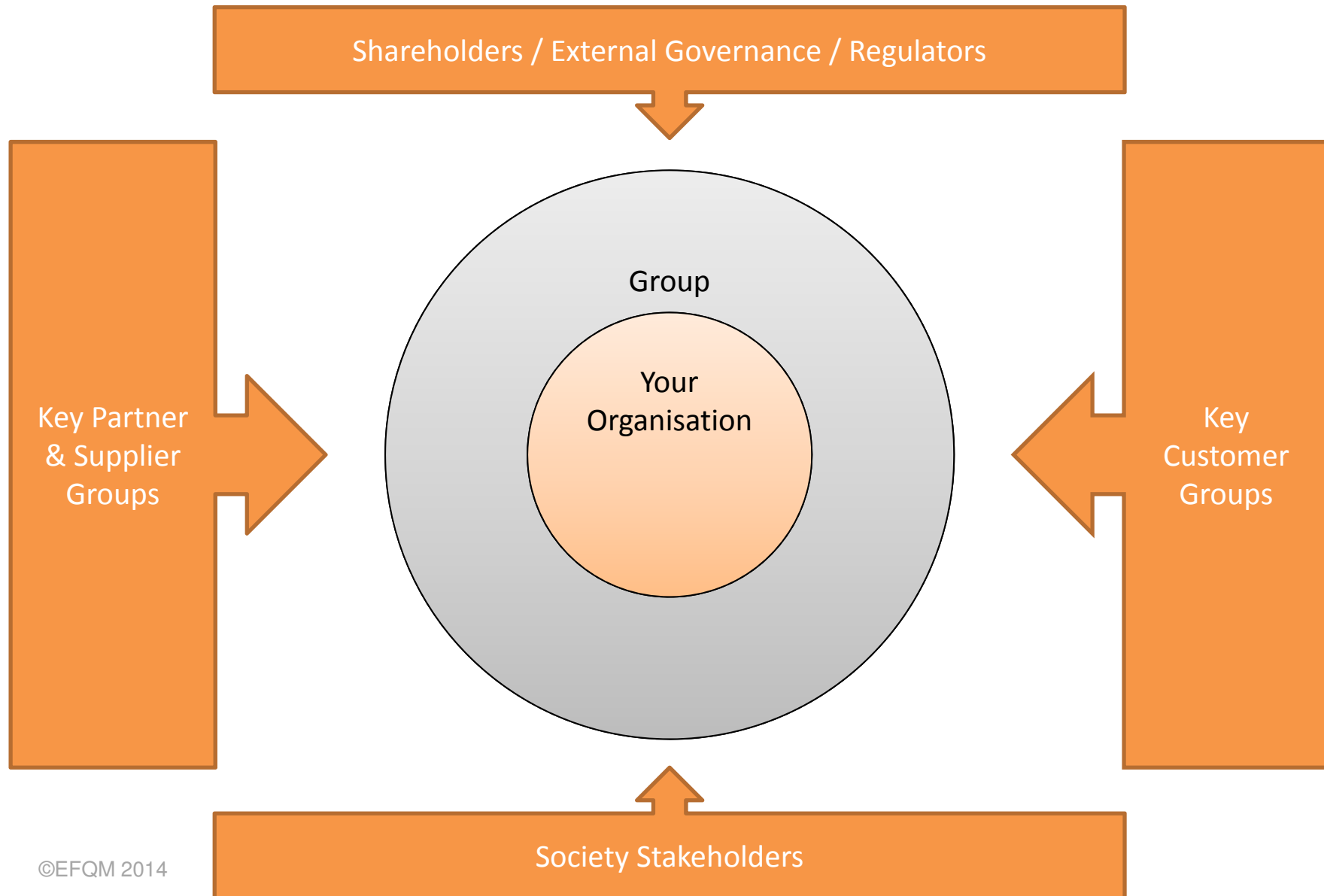
Example Stakeholder Map
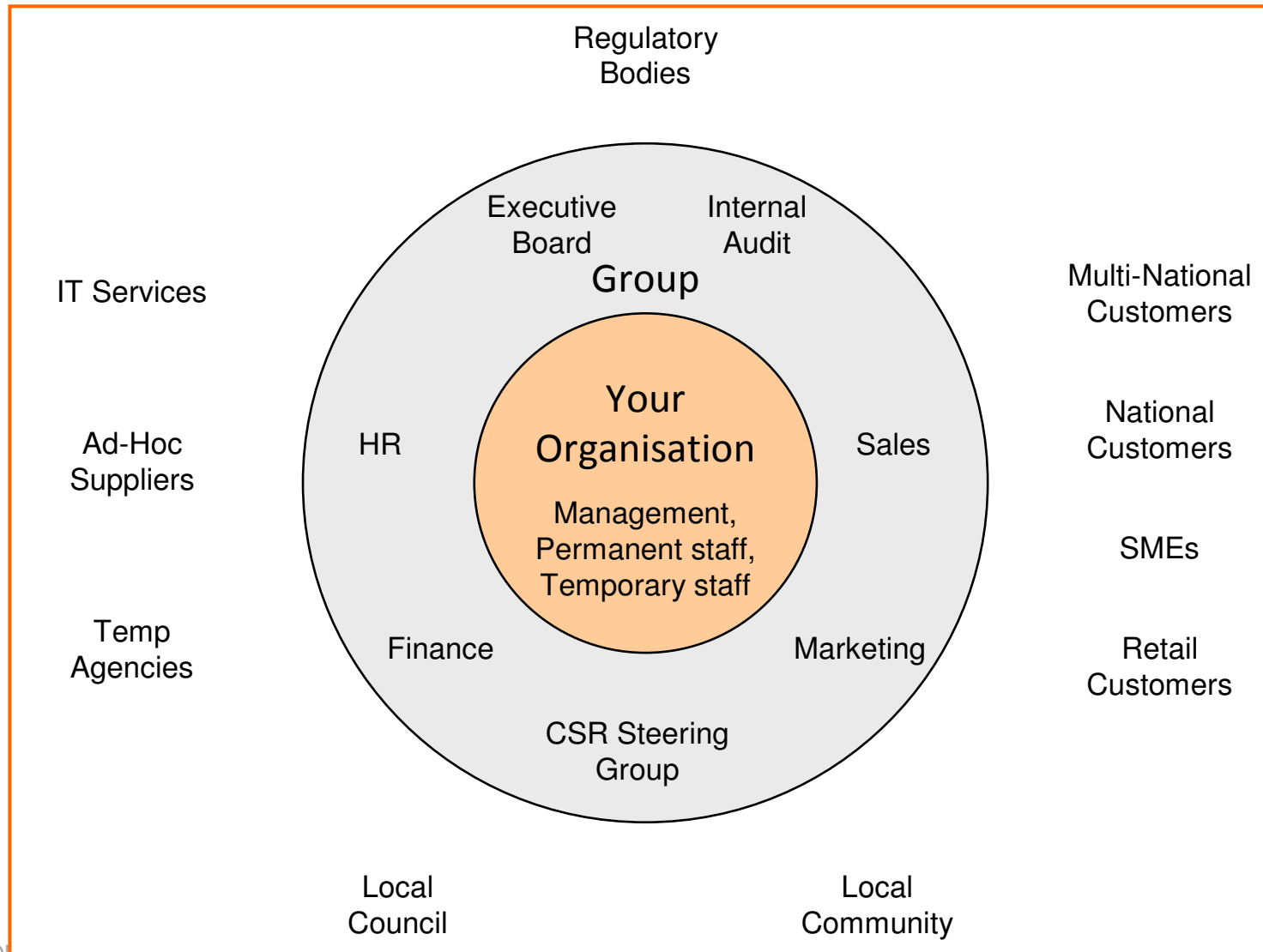
EFQM
Shares what works.

Regulatory Bodies

Group

Executive Board

Internal Audit

IT Services

Multi-National Customers

HR

Your Organisation

Management, Permanent staff, Temporary staff

Sales

National Customers

Ad-Hoc Suppliers

SMEs

Temp Agencies

Finance

Marketing

Retail Customers

CSR Steering Group

Local Council

Local Community

EFQM Management Document

Example Inputs

1. Key Information:

- This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p).

Strategy Plan

2. Enabler Section:

- This describes the key approaches they have adopted to achieve the strategic objectives (around 10-15 p).

Process Model

3. Results Section:

- This gives an overview of the key results the organisation has achieved, showing how effectively they are progressing towards their strategic goals (around 5-10 p).

Scorecard
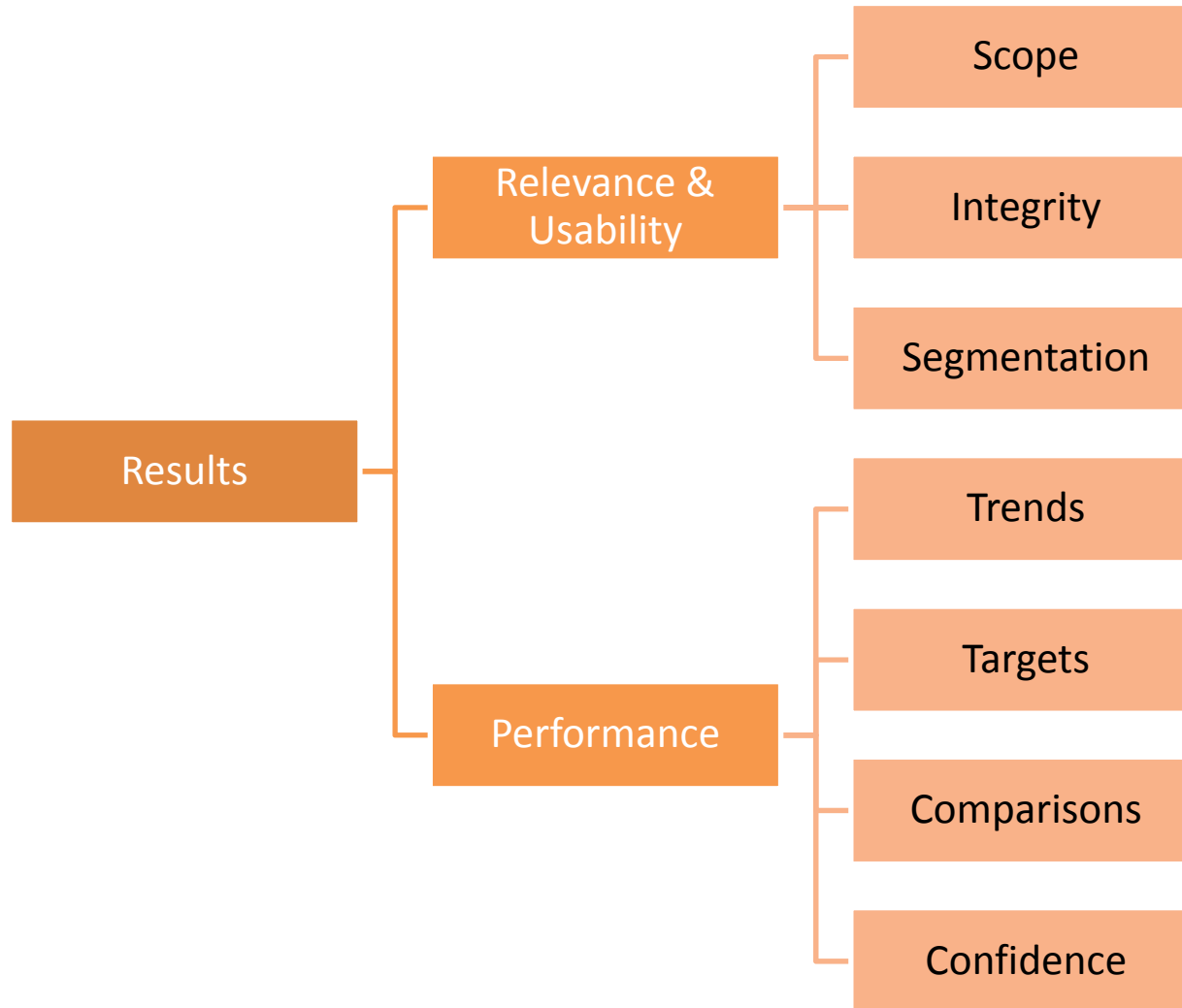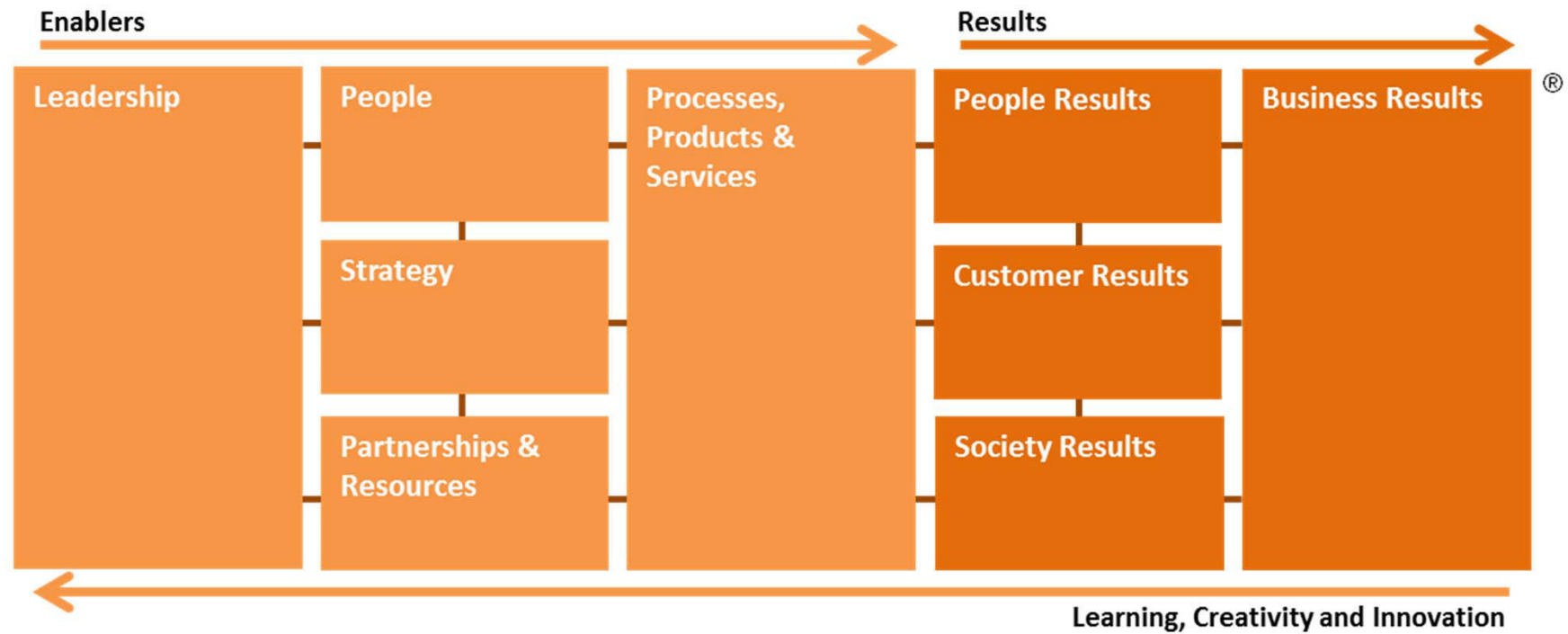
The Criteria

© EFQM 2012

©EFQM 2014

Exercise 6 – KPIs

- **Objective**
  - Identify how your current KPIs map on to the EFQM criteria

- **Time Allowed**
  - 30 minutes

- **Method**
  - Review the current KPIs you use
  - Allocate them to one of the 4 EFQM Results criteria:
    – Customer Results
    – People Results
    – Society Results
    – Business Results
  - Are there any additional sources of data e.g. perception surveys not included?

- **Outputs**
  - Completed Results template

Output: Exercise 6

Customer Results	People Results

Society Results	Business Results

Self-Assessment: Scoring Results

EFQM®
Shares what works.

- Once the Matrix is populated, you can easily do a "self-assessment" to determine your current score.

- Using the "Results RADAR" sheet, rate each of the Criterion Parts based on the data available.

Results	Score
No results / anecdotal	0%
About 1/4 of result areas	25%
About 1/2 of result areas	50%
About 3/4 of result areas	75%
All result areas	100%

Results Section

■ **For each of the results criterion we provide:**

■ A one page overview summarising the key information relevant to each criteria.

■ 2 pages of graphs, showing our current performance of the past years, with targets and comparisons where available.

![EFQM — Shares what works.]
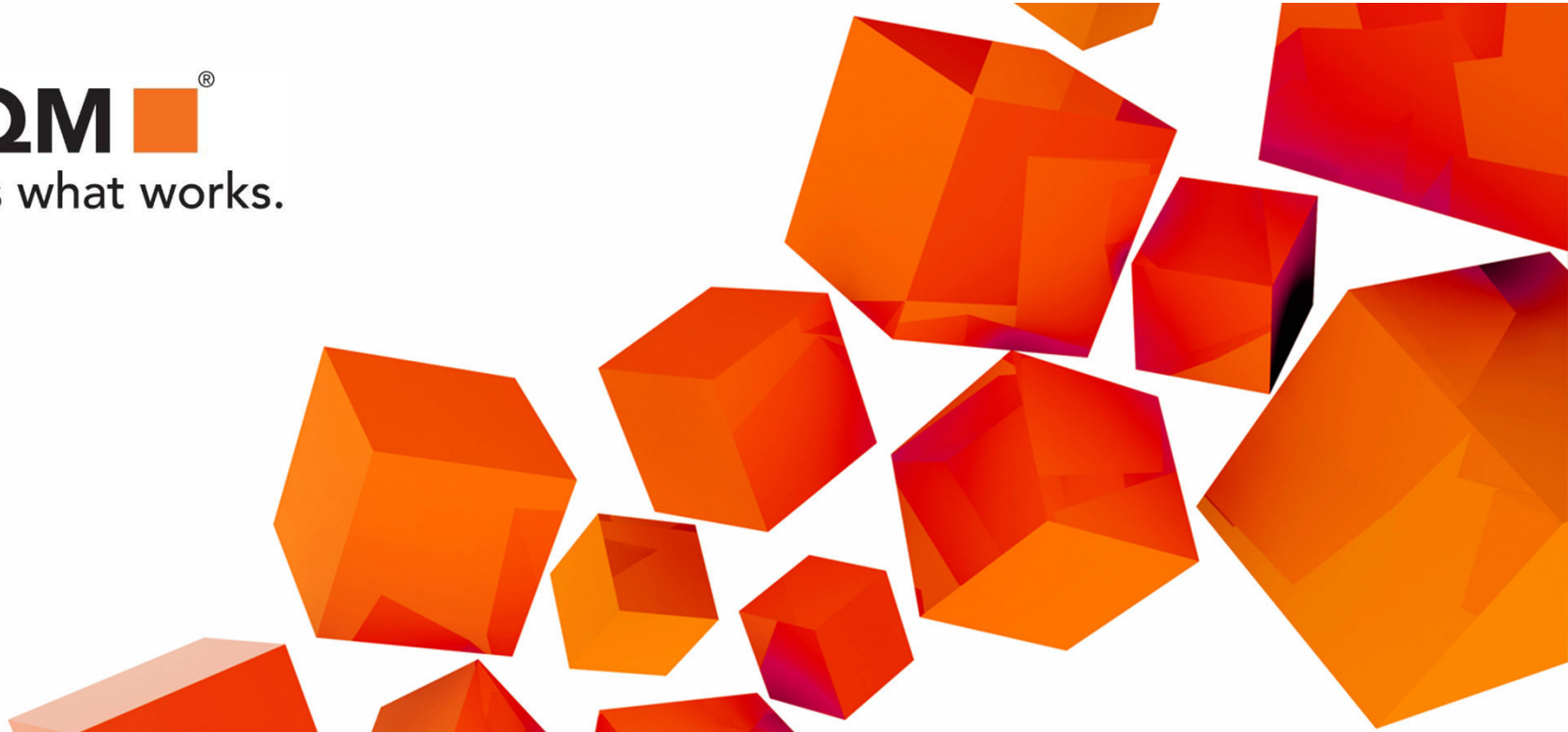
COMPLETING THE MANAGEMENT DOCUMENT

EFQM Management Document

Example Inputs

1. Key Information:

- This summarises the organisation's operating environment, structure, stakeholders and strategic objectives (around 5-10 p).

Strategy Plan

2. Enabler Section:

- This describes the key approaches they have adopted to achieve the strategic objectives (around 10-15 p).

Process Model

3. Results Section:

- This gives an overview of the key results the organisation has achieved, showing how effectively they are progressing towards their strategic goals (around 5-10 p).

Scorecard

The Criteria
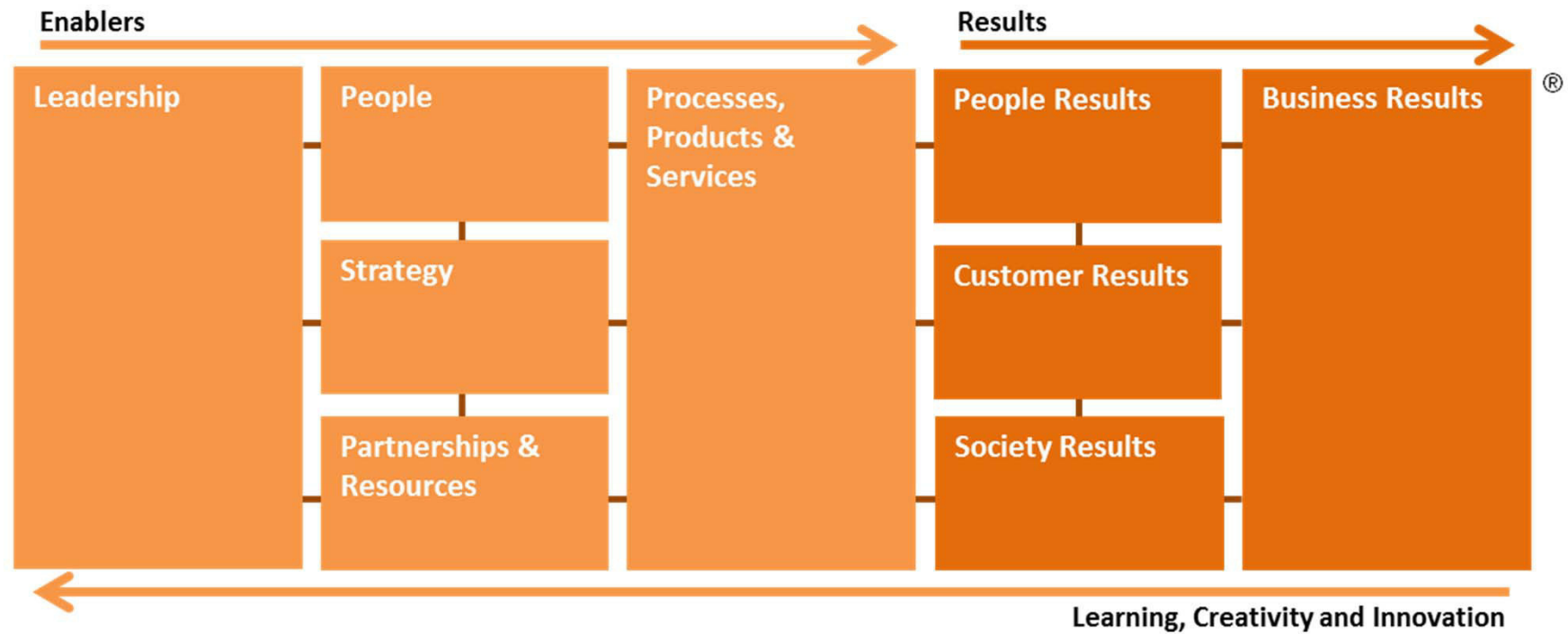
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RADAR - Enablers

```
Enablers ──┬── Approach ──┬── Sound
           │              └── Integrated
           │
           ├── Deployment ──┬── Implemented
           │                └── Structured
           │
           └── Assessment & ──┬── Measurement
               Refinement     ├── Learning & Creativity
                              └── Improvement & Innovation
```
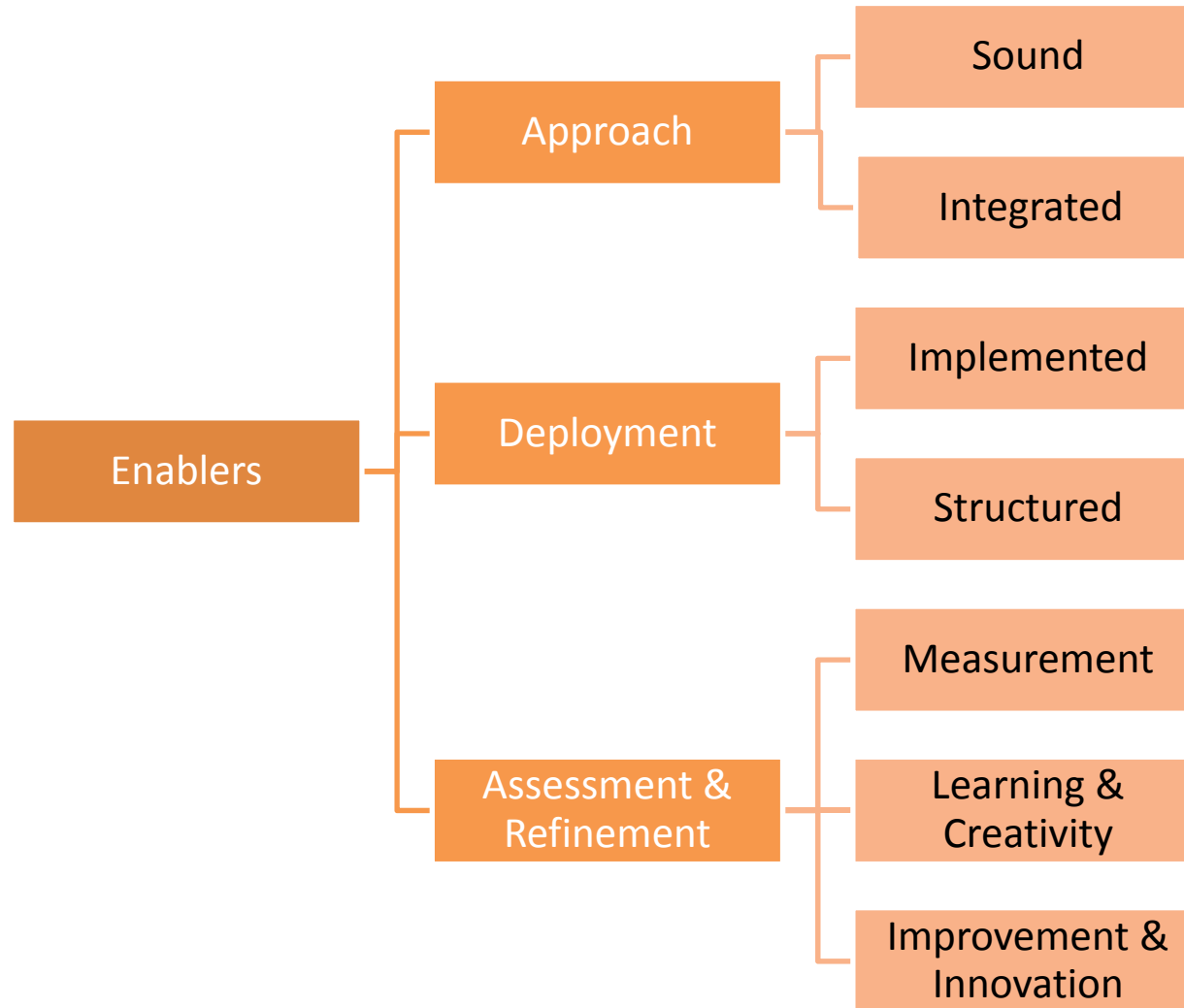
Enablers Section

- **For each criterion, we provide:**

  - A one page overview of the key approaches adopted in this area.

  - An "Enabler Map" giving further information on the relevant approaches and how they link to the results achieved.

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EFQM Management Document 2011

	Title	Description	Evidence Available	Linkages & Key Results	Owner
3a1	Organisation Structure	The final stage of the 3YAP development process is defining the people resources, both in terms of numbers and skills. These plans are then further developed as part of the annual budgeting process, including head count.	The organisation structure was reviewed at the end of 2010 to align with the strategic objectives.	Annual Budget (4b1)	Pierre
3a2	People Engagement Survey	The first People Engagement Survey was conducted in 2009 and a number of improvements were implemented as a result of the information. We revised the survey in 2011 to align with the Gallup questions, enabling benchmarking with external organisations.	Full details of the process, including the questionnaire used, are available.	People Perception Results (7a)	Geert
3b1	Training Plans	The training plans are developed as part of the Aim for Excellence Process. Training needs are identified based on the Competency Model and annual objectives.	These are included in the Aim for Excellence documentation.	Training Days per FTE (7b6)	Geert
3b2	Appraisal Process	Formal appraisals are conducted for all staff bi-annually, with regular one to one discussions throughout the year. The appraisal includes what they have achieved against their objectives and how have been achieved, against the competency model.	This is part of the Aim for Excellence process. Examples are available on-site.	Discuss performance regularly (7a3)	Geert
3b3	Knowledge of the Model	For the last 2 years we have been including EFQM product knowledge in the personal development plans. This includes acting as Assessors and delivering training.	This is included in the Aim for Excellence planning tool.	EFQM Assessors (7b3), Internal Training Capability (7b4)	Matt
3c1	Recognition Pyramid	As one of our C2E improvement projects in 2010, we developed the Recognition Pyramid. This includes financial and non-financial recognition for all employees.	The project plan is fully documented as part of our C2E submission.	Measures included in Engagement Survey	Geert
3c2	Share What Works Sessions	The concept is that anyone can call a "Share What Works" session during a lunchtime to involve, communicate and share throughout the office. This year, we coordinated these sessions as "EFQM Summer School".	Examples of previous sessions are available.	Working towards the same goal (7b6)	Naomi

Completing the Enabler Map

Column	Description
Ref	Reference to EFQM criterion part e.g. 1a1 relates to criterion part 1a in the EFQM Excellence Model.
Guidance	This is a specific bullet point from the EFQM Excellence Model and should be used as a reference when agreeing which approach you will describe.
Criteria	This is the relevant criterion description from the EFQM Excellence Model.
Concept	This is the Fundamental Concept that the approach should relate to.
Approach Title	Which approach you are describing, using the language of your organisation.
Description	A brief description of the approach, how it works, where & when it was implemented, etc.
Links to Enablers & Results	Use this column to make links between the approaches described and the results presented.
Owner	The person in the organisation who owns this approach.
Comments	Any additional comments or areas for improvement you feel are relevant (for use in self-assessment).
Rating	The current state of maturity of the approach (for use in self-assessment).
Score	Automatically calculated based on the Rating given (for use in self-assessment).

Scoring Enablers

- **For each approach, you can give a rating to show the current level of maturity.**

- **In the end, this will produce a "self-assessment" score, giving you an indication of your current position.**

Enablers	Score
Examples available but not structured (ad-hoc)	0%
Approach defined and deployed to all relevant areas	20%
Evidence of approach and / or deployment being measured and reviewed	40%
Clear evidence of approach being embedded and deployment being improved	60%
Clear evidence of external benchmarking being used to improve approach	80%
Clear evidence that approach is "best in class"	100%

REDACCIÓN DE LA MEMORIA:
Los resultados

LOS RESULTADOS

Existen cuatro criterios de Resultados: en los Clientes, en las Personas, en la Sociedad y los Resultados Clave.

Para redactar los criterios de Resultados, la organización debe recoger los indicadores que utiliza habitualmente en su gestión. Se tratará de indicadores de visión, indicadores estratégicos e indicadores de resultados de los procesos incluidos los resultados de las encuestas de clientes, de clima laboral y de la sociedad (incluso de aliados o proveedores)

Estarán disponibles en sus Cuadros de Mando, Tablas de Indicadores, Planes de Gestión, Presupuestos, Encuestas de Clientes, Encuestas de Personal, Documentación de Procesos u otros.

Estos indicadores deben asociarse a los criterios y subcriterios del Modelo EFQM. Todo indicador debe poder asociarse a algún criterio de resultados.

LOS RESULTADOS

Se puede usar la siguiente tabla de relaciones

Indicadores	Clientes		Personas		Sociedad		Clave	
	6a	6b	7a	7b	8a	8b	9a	9b
- Beneficio							x	
- Margen							x	
- Productividad				x			x	
- Imagen	x				x			
- Absentismo				x				
- Fidelidad de clientes		x						
- etc...								

LOS RESULTADOS

Relevancia y Utilidad:

Haciendo una lectura vertical de la tabla anterior se podrá valorar si, con los indicadores de gestión que se utilizan de forma cotidiana, se dispone de información completa para evaluar cada uno de los subcriterios de Resultados.

Hay tres atributos que se valoran independiente:

1. **el ámbito y relevancia**: debe demostrarse que los resultados mostrados abordan las necesidades y expectativas de los grupos de interés relevantes, que están priorizados en función de su importancia y que están enlazados entre sí

2. **la integridad**: debe demostrarse que los valores mostrados son fiables, oportunos y precisos

3. **la segmentación**: se aplican criterios de segmentación coherentes con sus grupos de interés, sus procesos, sus mercados, etc. que sirven para explicar mejor los resultados.

LOS RESULTADOS

Una vez que se dispone de la lista de indicadores completa, se procederá a redactar los subcriterios de resultados siguiendo estas etapas:

1. Recopilar los valores de los resultados, de los objetivos y de las comparaciones (totales y segmentados) para cada indicador

2. Confeccionar los gráficos correspondientes

3. Ordenar los indicadores resaltando los más importantes y los más favorables

4. Redactar el texto de los subcriterios de Resultados

LOS RESULTADOS

1.- Recopilar los valores de los resultados, de los objetivos y de las comparaciones (totales y segmentados) para cada indicador

Se debe garantizar que se conoce con precisión la fórmula de cálculo de cada indicador, su significado y la fuente de la que se extraen los datos. Se debe comprobar que no hay resultados contradictorios

Los mismos conceptos son aplicables a los objetivos: aclarar cómo se calculan y de qué documentos se obtienen.

Comparaciones: En caso de que la organización no utilice habitualmente datos comparativos para su gestión, al escribir la memoria será el momento de razonar con qué tipo de organizaciones sería lógico y positivo compararse y buscar datos en aquellos indicadores relevantes para la organización.

También debemos demostrar la confianza en el rendimiento futuro.

Comparaciones:

- Definir en qué indicadores es razonable presentar comparaciones, en función de la relevancia estratégica para la organización

- Escoger con qué organizaciones compararse y por qué

- Buscar datos comparativos de las entidades consideradas referentes: solicitarlos a la organización elegida o acudir a información disponible en sistemas abiertos (memorias EFQM, datos públicos, memorias de actividad, datos sectoriales ACICAE, entidades como Euskalit...)

- Asegurar que los datos son realmente comparables: Mismo contenido, significado, fórmula de cálculo, unidades, etc... En caso de no serlo en términos absolutos, buscar aspectos relativos comparables (incrementos, porcentajes, tendencias, etc.)

Segmentación de resultados

Es conveniente presentar los resultados segmentados según los criterios que establezca la organización.

- Según criterios estratégicos
- Según tipos de cliente o de mercado
- Según los procesos de la empresa
- En personal, según tipo de contrato, actividad dentro de la empresa (MOD/MOI), antigüedad en la empresa, etc...

No sólo pueden/deben ir segmentados los resultados sino también los objetivos y las comparaciones

2.- Confeccionar los gráficos

Consiste en representar los valores mediante gráficos. Deben ser lo más claros y completos posible.

Deben dejar patente:

- La tendencia, distinguiendo si es positivo que la tendencia sea creciente o decreciente
- La escala, sobre todo para justificar buenos rendimientos sostenidos
- El valor de los objetivos y si éstos se alcanzan o no
- El valor de las comparaciones, permitiendo ver si son o no favorables. Identificar en qué casos se es *el mejor de la clase*
- Valores segmentados.

LOS RESULTADOS

Existen muchas maneras de representar los datos. Veamos varios casos y distingamos los puntos fuertes y débiles de cada formato.

Condiciones de Trabajo

Fig. 7a. 9. Condiciones de Trabajo
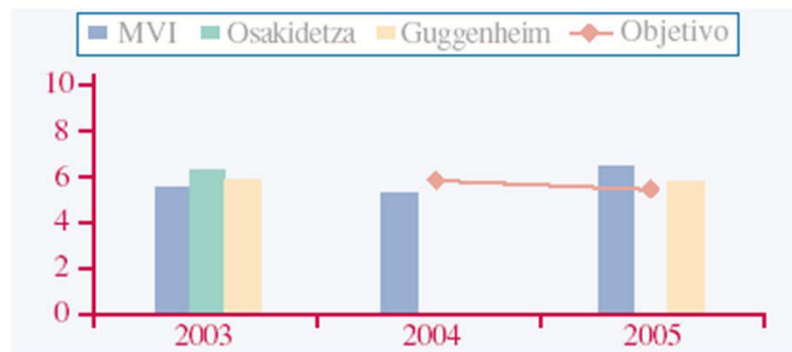
Fig. 6a. 4. Calidad de los Servicios
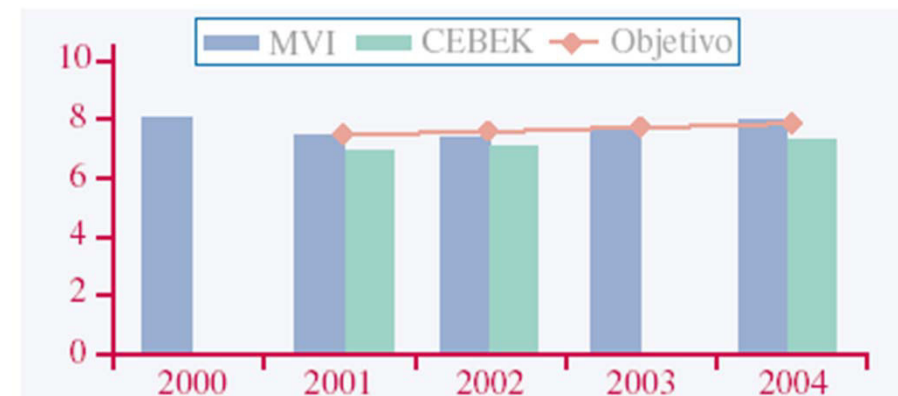
- Vigilar la escala. Debe ayudar a interpretar valores y tendencias
- Debe ser claro si un objetivo se alcanza o no. Evitar el *punto gordo*
- Razonar las comparaciones

2.- Confeccionar los gráficos

Desarrollo profesional

Museo ITP S. Serv. Objetivo

MEDIA DE RETRASOS SEMANALES

RETRASOS OBJETIVO
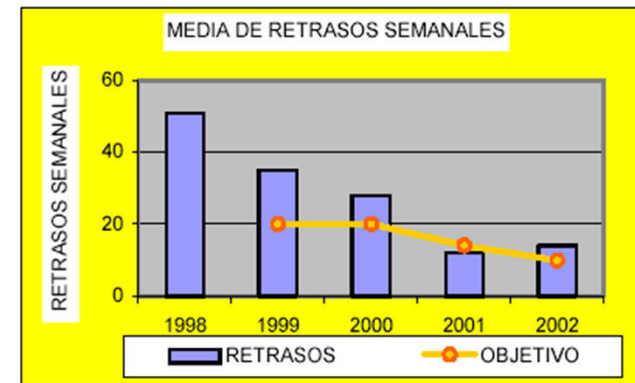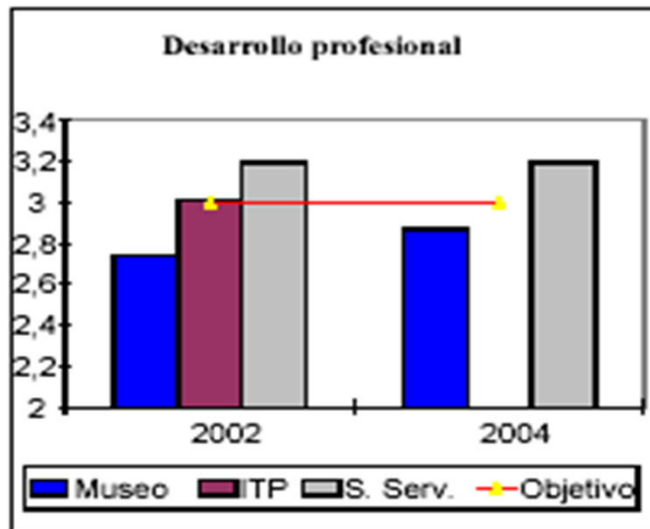
Figura 6b.1 Evolución de Retrasos semanales.

Figura 7a.6

VALORACIÓN ACTIVIDAD FORMATIVA

EGA MASTER FAGOR INDUSTRIAL

2.- Confeccionar los gráficos

	00/01	01/02	02/03	03/04	04/05	05/06
■ Resultados		7,6	7,6	7,8	8,3	
■ Objetivos				6,7	7,0	7,3
■ Comparaciones		7,1	7,0	7,3		
CICLO MEDIO			7,4	7,1	8,5	
CICLO SUPERIOR			7,8	8,4	8,0	
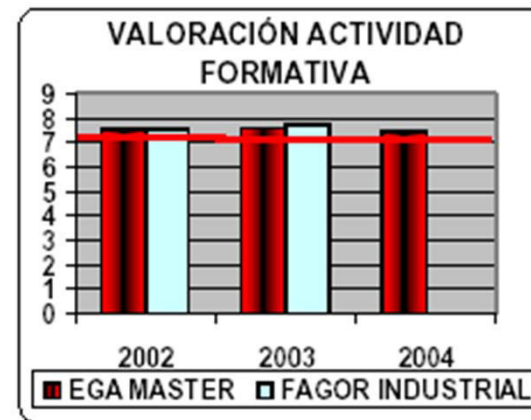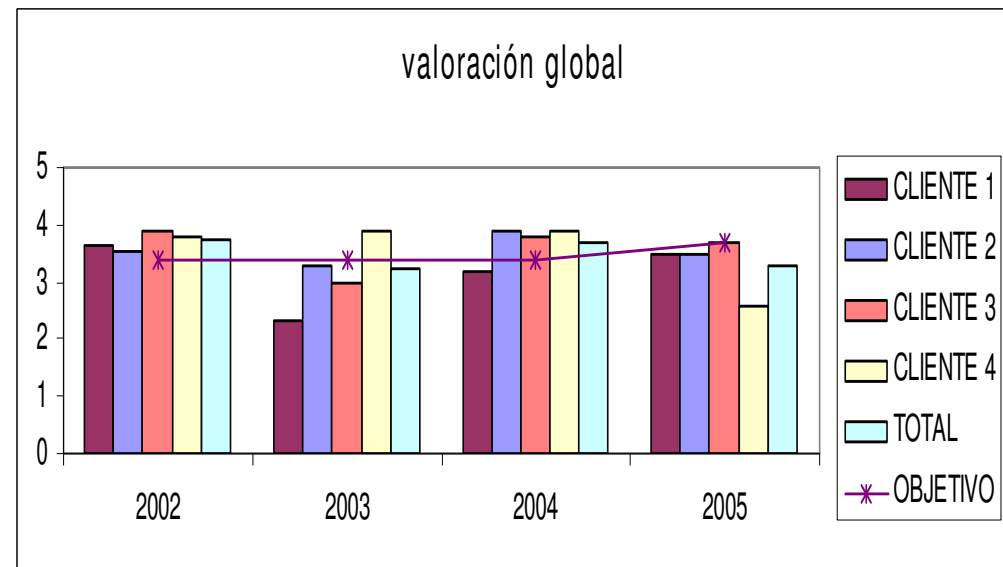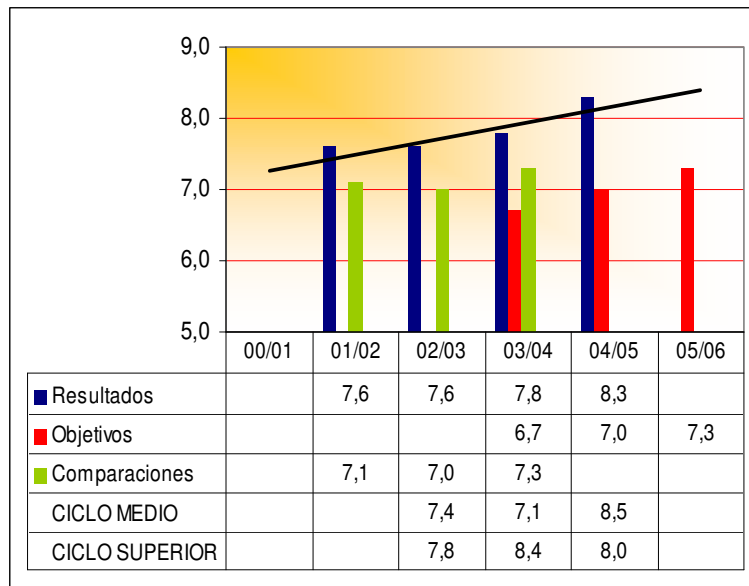
•Buena elección de escala
•Combina gráfico con tabla
•Resultados segmentados en tabla

Evitar saturar el gráfico con información

LOS RESULTADOS

2.- Confeccionar los gráficos

La propuesta de Acorde Consulting es confeccionar cuadros que combinen la parte gráfica con las tablas numéricas, añadiendo incluso comentarios que ayuden a su interpretación. Por ejemplo, a continuación se muestra un gráfico para representar los resultados alcanzados por un centro de enseñanza en el indicador Satisfacción del Alumnado con la Calidad de la Enseñanza

6a3. Calidad de la enseñanza

Proyecto agrupación curricular. Ver 5b

	01/02	02/03	03/04	04/05
Ciclo Medio		7,4	7,1	8,5
Ciclo Superior		7,8	8,4	8
Resultados	7,6	7,6	7,8	8,3
Comparación	7,1	7	7,3	
Objetivo	7,1	7	7,3	
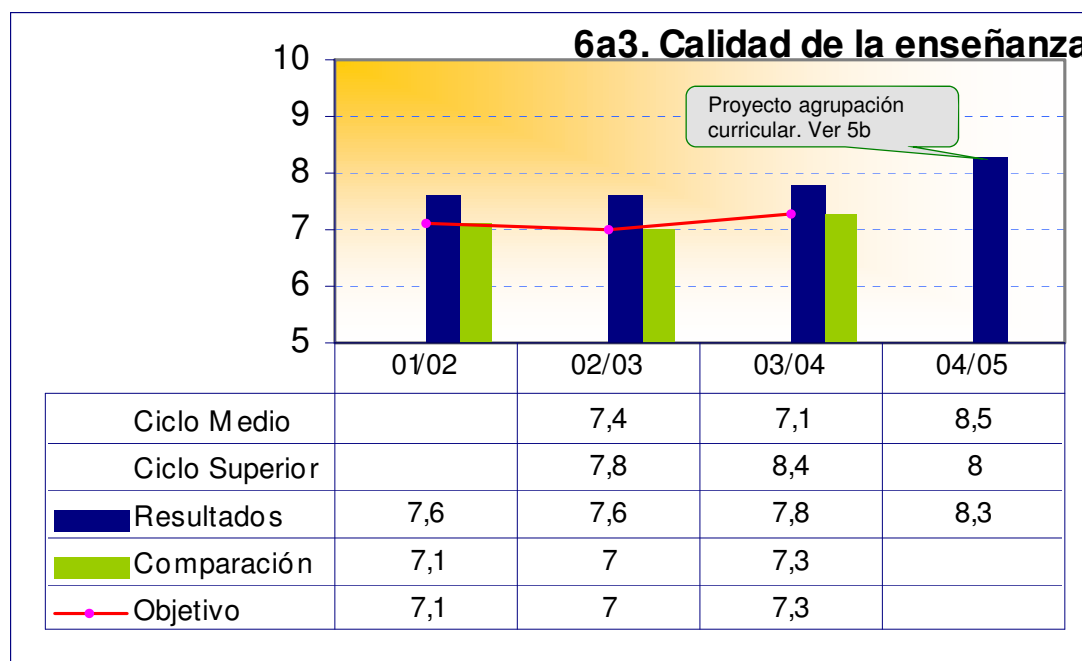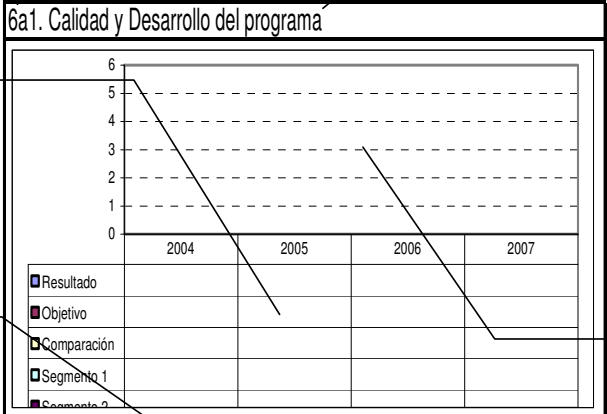
LOS RESULTADOS

2.- Confeccionar los gráficos

Ordinal

Nombre del indicador

Datos a rellenar

6a1. Calidad y Desarrollo del programa

Datos numéricos tomados directamente de la tabla

	2004	2005	2006	2007
Resultado				
Objetivo				
Comparación				
Segmento 1				
Segmento 2				

Indica si las tendencias, objetivos o comparaciones son favorables, neutros o desfavorables

Representación sólo de Resultado, Objetivo y Comparación

Tendencias: Objetivos: Comparaciones:

Causa - efecto:

Elemento de gestión: Segmenación adicional:

Ámbito aplicación: Correlación percepción:

Programas, iniciativas, proyectos... que han influido en estos resultados

Indica si existen otras segmentaciones no representadas pero disponibles para el evaluador

Elemento de gestión con el que se relaciona el indicador: Cuadro de Mando, Proceso, etc...

Indicadores de percepción con los que tiene relación

Área del Modelo a la que corresponde

Tiempo medio de respuesta a reclamaciones (días)
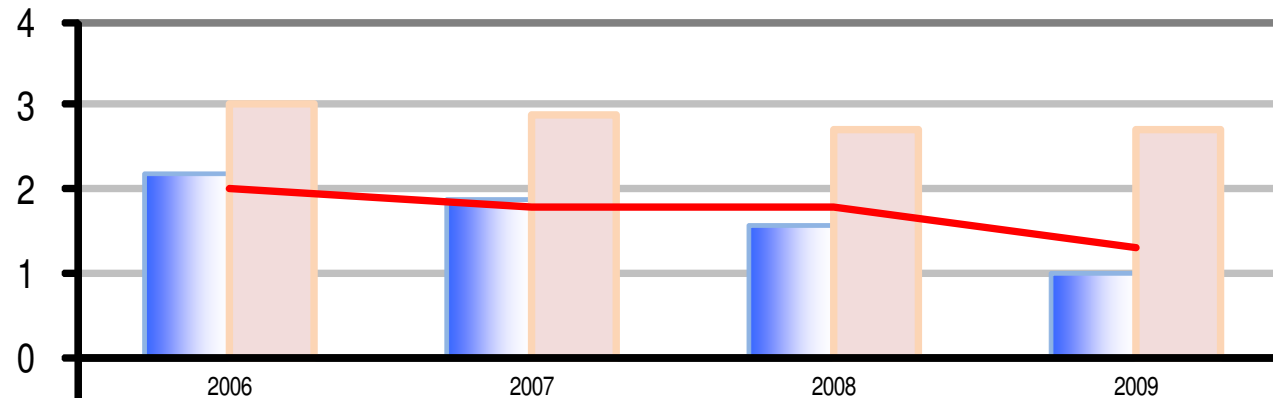
	2006	2007	2008	2009
Resultado	2,2	1,9	1,6	1
Comparación	3	2,9	2,7	2,7
Objetivo	2	1,8	1,8	1,3
Producto catálogo	1,7	1,5	1,5	0,9
Producto Especial	2,5	2,4	1,7	1,2

Tendencias:	☺	Objetivos:	😐	Comparaciones:	☺

Causa - efecto:	Proyecto Komett

Tipo de gestión: CMI	Segmenación adicional: Por célula
Ámbito de aplicación: Servicio Atención	Correlación rendimiento: 6a 3

3.- Ordenar los indicadores

Los indicadores tienen diferente grado de importancia entre sí. Conviene presentarlos en la memoria de más a menos importantes. Asimismo, conviene relacionarlos con los aspectos que el Modelo EFQM propone.

Por ejemplo: Resultados en los clientes: 6a) Medidas de Percepción:

Conviene que aparezcan resultados relativos a:

- Reputación e Imagen
- Valor otorgado por los clientes a los productos y servicios
- Distribución de productos y servicios
- Servicio de Atención y Apoyo al Cliente
- Fidelidad y compromiso del Cliente

4.- Redactar los textos

<u>Introducción</u>

Conviene que, al comienzo de cada subcriterio de resultados se haga una introducción explicando aspectos generales como:

- Representatividad de la muestra (en el caso de medidas de percepción)
- Criterios generales para el establecimiento de objetivos
- Criterios para la elección de las organizaciones que sirven como referente o comparación y de los indicadores seleccionados para establecer comparaciones
- Explicación de cómo interpretar los gráficos. Valores máximos y mínimos de las escalas, si procede.
- Explicación de cómo se han segmentado los resultados
- Circunstancias especiales: por qué no se tienen resultados de un determinado año, por qué faltan comparaciones, posibles cambios de criterio de valoración, etc...
- En caso de mediciones plurianuales, razonar y explicar de manera convincente los motivos y las ventajas de hacerlo así

4.- Redactar los textos

Por cada indicador

- Cada indicador debe tener un nombre claro y distintivo

- Al comienzo del texto se debe explicar el significado del indicador: qué representa, qué mide y, si es posible, su fórmula de cálculo. Si es preciso, dejar claro si es del tipo *cuanto más mejor* o lo contrario. Asimismo se indicarán circunstancias especiales que puedan ayudar a entenderlo.

- A continuación se incrusta el gráfico

- Posteriormente se debe hacer una lectura e interpretación de lo que se representa en el gráfico evitando explicar lo que es evidente. Se debe explicar por qué la tendencia es la que es, qué iniciativas o acciones justifican su evolución, porqué los objetivos se alcanzaron o no, cómo se interpreta estar por encima o por debajo de la organización de referencia con la que se compara. La explicación por segmentos dará más fuerza a los razonamientos.

4.- Redactar los textos

<u>Por cada indicador</u>

- Tener presente que los resultados del tipo "b" Indicadores de Rendimiento, ayudan a supervisar, entender, predecir y mejorar los del tipo "a" Medidas de Percepción o Resultados Estratégicos Clave.

- Los resultados del tipo "b" a su vez se explican a través de las acciones, iniciativas y programas descritos en los criterios Agentes.

Agentes

Indicadores de Rendimiento "b"

Medidas de Percepción "a"
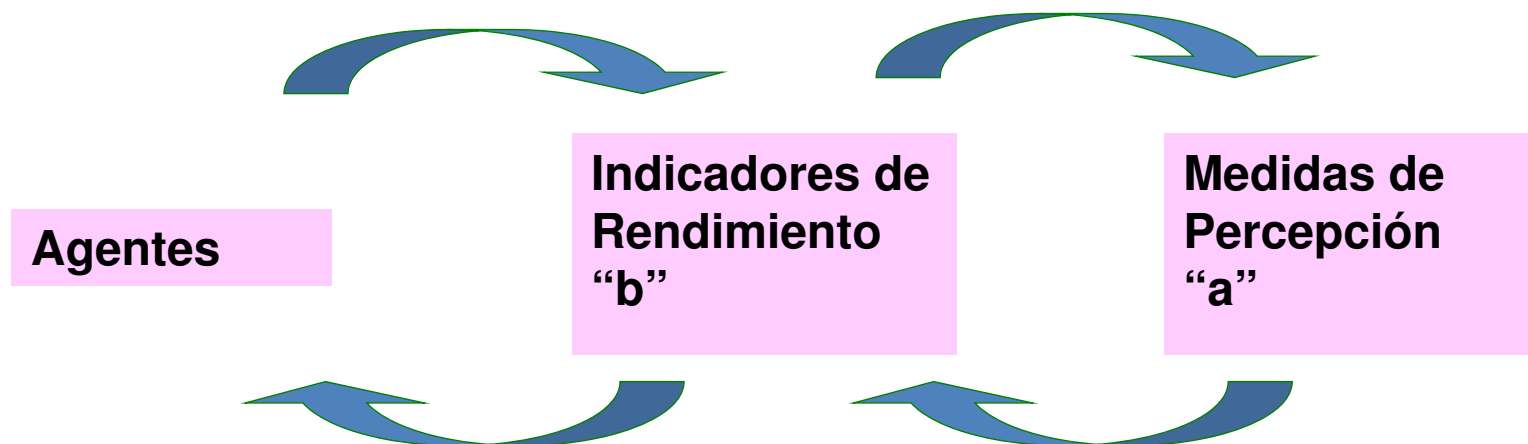
4.- Redactar los textos

<u>Por cada indicador</u>

- En caso de que el indicador no deba tener una tendencia determinada o no aporte nada la comparación con otras organizaciones, conviene dejarlo claro en la explicación para que no demerite la puntuación.

  Por ejemplo: Inversión en formación. Este indicador no tiene por qué mostrar tendencia creciente o decreciente constantemente.

- Igualmente, si se considera que los resultados, aunque no muestren una tendencia favorable, tienen un buen rendimiento sostenido, conviene comentarlo en el texto aportando razones y motivos que lo justifique.

Los Resultados

Comentar puntos fuertes y áreas de mejora de los siguientes ejemplos de presentación de resultados

Intención de seguir comprando (Internacional)

Figura 6a.17

INTENCIÓN DE SEGUIR COMPRANDO

2000   2002   2003   2004

- EFQM MASTER INTERNACIONAL
- COMPETIDOR DIRECTO INTERNACIONAL
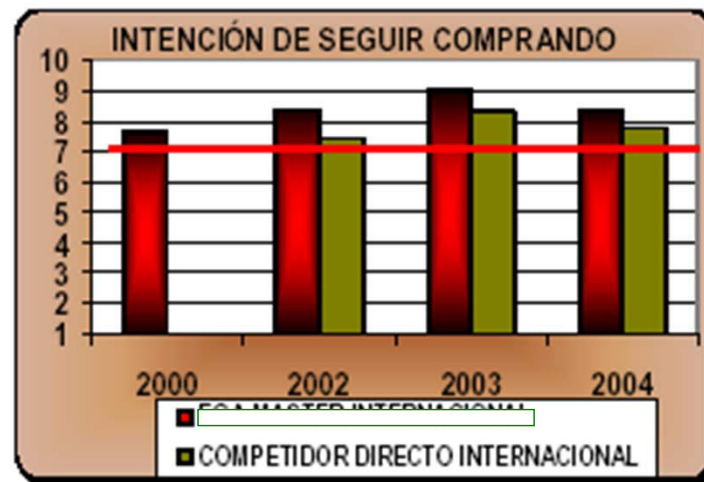
La focalización de toda nuestra gestión hacia la satisfacción de nuestros clientes es positivamente apreciada por los mismos, como lo demuestra su intención de seguir comprando a _Liga Master_ y la superación del objetivo marcado en los tres últimos períodos evaluados, donde nos sitúan por encima de la competencia en intención de compra.

Ejemplos

Fidelidad de clientes

Otro indicador que utilizamos para medir la satisfacción de nuestros clientes es el concepto de fidelidad, que mide los clientes que han repetido compra entre el volumen total de clientes del año (ver figura 6b.7). La evolución positiva es consecuencia de nuestra estrategia orientada al cliente, cumpliendo los tres últimos años el objetivo marcado a pesar del incremento y lo ambicioso del mismo.
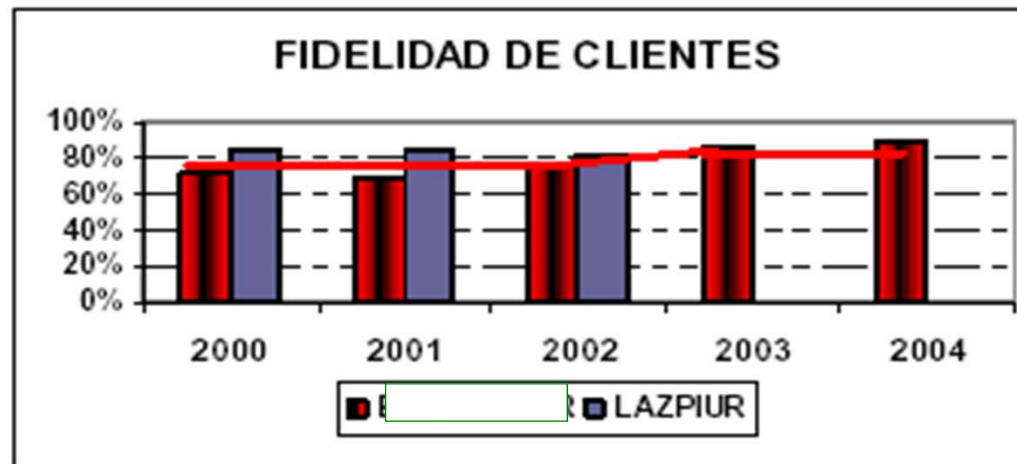
Figura 6b.7

Ejemplos

Este indicador mide el porcentaje de pedidos preparados y expedidos dentro de plazo siendo nuestro objetivo de 48 horas en el caso del mercado nacional y 2-3 semanas en el resto de mercados de exportación. Por el tipo de cliente y las características del mercado español (ferretería o suministro industrial de ámbito local y tamaño relativamente reducido), los pedidos suelen ser de importe menor y gran frecuencia. Como los niveles de stock que mantienen los clientes en España tienden a reducirse al máximo, la entrega en 48-72 horas es indispensable.

Hasta el 2002, el nivel de ventas en España (por decisión estratégica) a ferreterías era prácticamente nulo. Un vez puesta en marcha la red de ventas nacional, tuvimos dificultades para adaptar los recursos necesarios a la creciente demanda. En 2003 creamos una sección especial en fábrica dedicada en exclusiva al mercado nacional. Los objetivos se han ido ajustando año a año tratando de ser realistas y alcanzables en la situación de incremento acelerado de la demanda. Las medidas adoptadas han permitido mejorar los plazos y por tanto remontar una percepción comparada negativa en relación a nuestra competencia, que se ha tornado positiva como se observa en la figura 6a.12.

PLAZOS DE ENTREGA

INTERNACIONAL
COMPETIDOR DIRECTO INTERNACIONAL
FAGOR MINIDOMÉSTICOS
NACIONAL
COMPETIDOR DIRECTO NACIONAL

Figura 6a.12

% Pedidos dentro de plazo

Figura 6b.1

PEDIDOS DENTRO DE PLAZO. NACIONAL

PEDIDOS DENTRO DE PLAZO. INTERNACIONAL
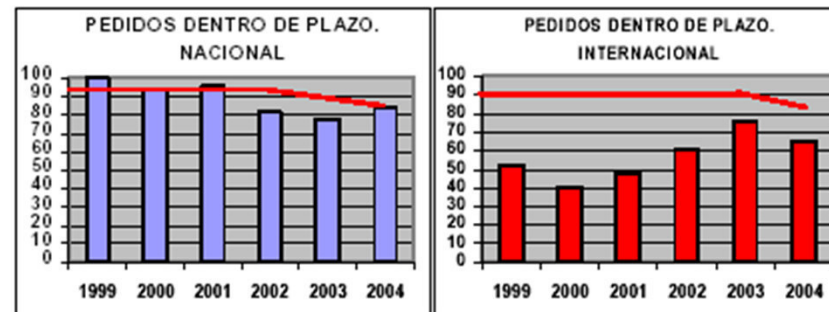
Los clientes de exportación son empresas importadoras de gran volumen, cuyos pedidos son de mucho mayor importe y menor frecuencia; siendo por ello el plazo más amplio y las pequeñas desviaciones menos importantes que para los clientes nacionales. Al igual que para el mercado nacional, hemos ido adaptando los objetivos a una situación más realista en relación al crecimiento de la demanda, logrando el último año alcanzar el objetivo propuesto, si bien estamos trabajando para adaptar mejor los recursos necesarios al incremento de dicha demanda.

Ejemplos

Plazos de entrega

En la figura 6a.12, podemos observar como hemos ido mejorando año tras año la percepción comparada que nuestros clientes nos otorgan respecto a los competidores en el mercado nacional, superándola en 2003 e incrementándola en 2004, motivado sobre todo por la creación en 2003 de una sección en fábrica dedicada exclusivamente a este mercado. Esta percepción, también es muy positiva en el ámbito internacional en el último año, donde a pesar de no conseguir el objetivo numérico (obtener como mínimo un 7), hemos logrado superar la valoración otorgada a la competencia. Lo mismo podemos decir en cuanto a la comparación con Fagor. Sin duda nuestra capacidad de fabricar con la marca del cliente cualquier herramienta de nuestro catálogo cuando así lo solicita, sin requisito de cantidad mínima alguna y con el compromiso de mantener los mismos plazos de entrega incide en estas buenas valoraciones. Igual ocurre con el trabajo realizado para la optimización del uso del transporte que hemos expuesto en 4c.

PLAZOS DE ENTREGA

2000   2002   2003   2004

- EGA MASTER INTERNACIONAL
- COMPETIDOR DIRECTO INTERNACIONAL
- FAGOR MINIDOMÉSTICOS
- EGA MASTER NACIONAL
- COMPETIDOR DIRECTO NACIONAL

Figura 6a.12

LOS RESULTADOS

Dudas razonables

- *Si para un indicador determinado sólo se dispone de datos de un año, ¿es mejor ponerlo o no ponerlo en la memoria?*

Depende de las circunstancias. Si el indicador corresponde a nuevos proyectos, programas o dinámicas de carácter estratégico o de cierta envergadura implantadas recientemente en la empresa, parece lógico que se ofrezcan datos de los resultados obtenidos aunque no haya tendencias consolidadas. Por ejemplo, una organización que el año pasado puso en marcha un área de I+D+i y por tanto sólo tiene datos de resultados de un año, lo lógico es que lo pongan.

- Si la tendencia de un indicador es mala, ¿es mejor ponerlo o no ponerlo?

Si el indicador es relevante, figura en el Cuadro de Mando de la organización y es significativo, lo lógico y esperable es que aparezca en la memoria. Si la tendencia es mala, habrá que explicar los motivos.

REDACCIÓN DE LA MEMORIA:
Los Agentes

LOS AGENTES

Antes de comenzar a redactar los criterios de Agentes y a la vista del aspecto que van teniendo los criterios de Resultados, conviene hacer la siguiente reflexión: cuáles han sido los **impulsores o motores principales** de la gestión de la organización en los últimos años.

Por ejemplo pueden haber sido:

- La autogestión

- Apertura a nuevos mercados

- Alianzas

- Minicompañías

- Reingeniería

- Gestión por Competencias

- Incorporación de tecnología

- Innovación de producto

- Estilo de dirección

- Sistemas de gestión

Una vez establecidos los impulsores, elaborar la siguiente matriz de relaciones

Impulsores	Liderazgo					Estrategia				...			Procesos				
	a	b	c	d	e	a	b	c	d				a	b	c	d	e
Autogestión		x			x				x					x		x	
Apertura a nuevos mercados				x	x	x		x							x	x	x
Alianzas			x			x		x		x							
Minicompañías		x					x		x				x	x		x	x
Gestión por competencias			x						x								
....																	

Esta matriz servirá durante todo el proceso de elaboración de la memoria para dotar a la misma de robustez y coherencia, estableciendo los **hilos conductores** y las conexiones principales

LOS AGENTES

Se recomienda redactar los Agentes con arreglo a la siguiente estructura:

Estrategia – Procesos – Recursos – Personas – Liderazgo

Comprobar con
Resultados en Clientes
Resultados Clave

Comprobar con
Resultados Clave y en
la Sociedad

Comprobar con
Resultados en las
Personas
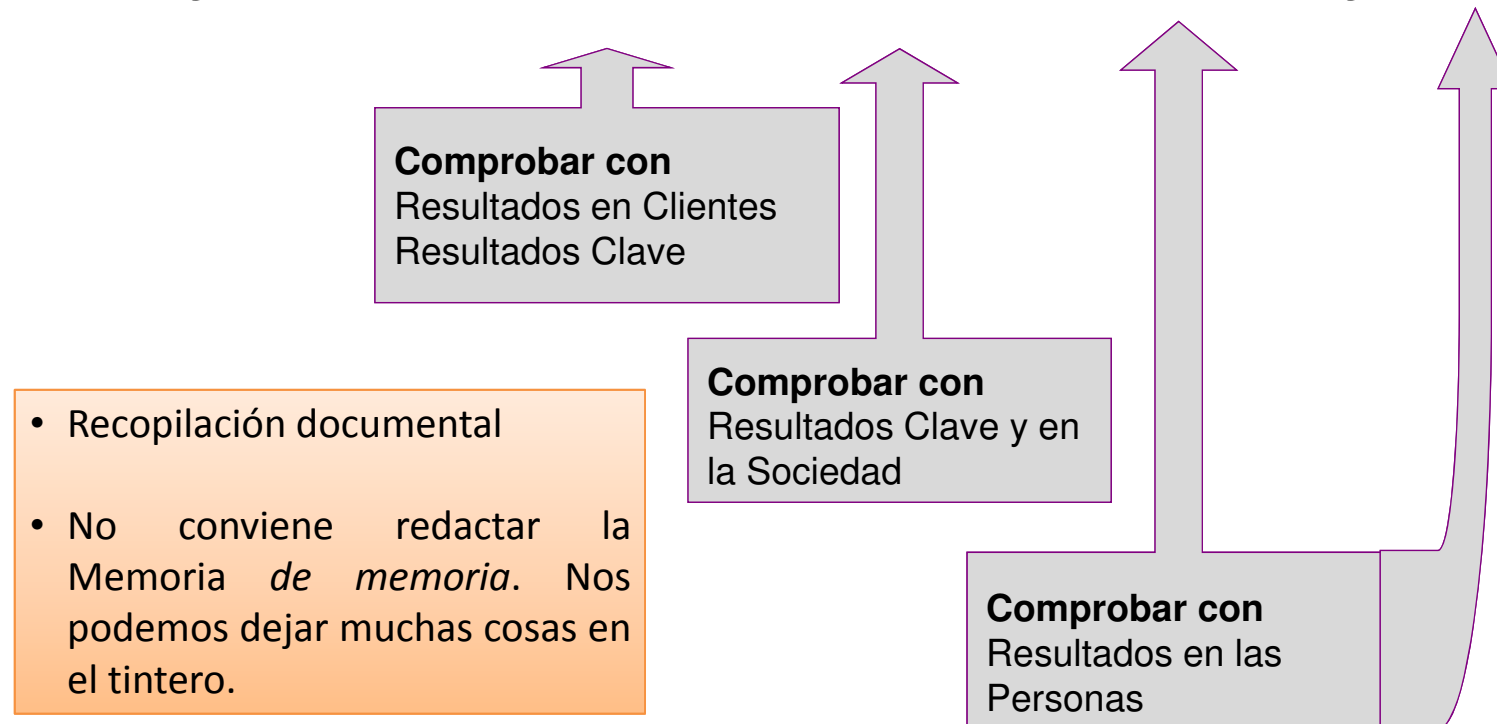
- Recopilación documental

- No conviene redactar la Memoria *de memoria*. Nos podemos dejar muchas cosas en el tintero.

LOS AGENTES

En la redacción de Agentes deben recogerse evidencias de:

•**Enfoque:** Se refiere a la manera en que la organización **hace que algo tenga lugar.** Incluye los objetivos que se persiguen, las razones para ello, los planes para conseguirlos, los procesos que se van a desarrollar y la integración con otros enfoques.

•**Despliegue:** Se trata del grado de ejecución e implantación del enfoque. Se debe describir en cuántas áreas se ha implantado el enfoque, con qué grado de profundidad y qué nivel de sistemática se ha conseguido.

•**Evaluación, Revisión y Perfeccionamiento:** Son las evidencias que describen lo que hace la organización para medir la eficacia de sus enfoques y despliegues, lo que es capaz de aprender de las buenas prácticas internas y externas, la manera en que explota su creatividad para encontrar ideas que mejoren, perfeccionen e innoven sus enfoques y despliegues.

Criterio 2 Estrategia

Antes de redactar es recomendable leer:

- Plan Estratégico de la etapa anterior y Plan Estratégico actual
- Cuadro de Mando Integral
- Planes de Gestión Anuales
- Balances económicos
- Actas de Consejos
- Estudios de Mercado
- Mapa de Procesos. Procesos clave
- Proceso o procedimiento de Planificación Estratégica
- Etc.

Criterio 2 Estrategia

General

Explicar cuándo, cómo y por qué la Dirección decidió implantar el "Proceso de Planificación Estratégica" y cómo se ha evolucionado hasta el actual

Exponer de forma global cómo utilizamos todas las informaciones que alimentan a la Planificación y cómo, una vez establecida, es comunicada a todas las partes interesadas, especialmente las personas de la organización.

Identificar casos en los que se haya detectado un problema en cualquiera de las fases, se hayan implantado acciones y se hayan obtenido resultados positivos

Debemos dejar muy claro cuál es el proceso que hay establecido para el desarrollo de la estrategia de la organización y su comunicación así como su revisión y mejora

Criterio 5 Procesos, Productos y Servicios

Antes de redactar es recomendable leer:

- Mapa de Procesos
- Manuales de Calidad, Medio Ambiente y Seguridad
- Documentación de los sistemas: diagramas de procesos, procedimientos, instrucciones, protocolos, guías, etc...
- Informes de auditorías
- Sistema de indicadores
- Equipos de Mejora implantados y sus principales logros
- Catálogo de productos y servicios actual y anteriores
- Documentación sobre funcionamiento del Servicio de Atención al Cliente, sistema de atención de quejas y reclamaciones o similar
- Encuestas de clientes
- Etc.

Criterio 5 Procesos, Productos y Servicios

General

- A lo largo de toda la memoria hay que demostrar que la gestión de procesos es algo **que se vive** en la organización, proporcionando ventajas sobre la gestión puramente departamental.

- El Modelo propone la gestión basada en procesos y debemos de hacerlos patentes a través de los cinco criterios de Agentes.

- Es importante dar información suficiente para poder valorar el despliegue (nivel de implantación y grado de sistemática)

Criterio 4 Alianzas y Recursos

Antes de redactar es recomendable leer:

- Relación de aliados actual
- Sistema de homologación, evaluación, seguimiento y desarrollo de proveedores
- Documentos utilizados para la gestión y el control económico y financiero
- Presupuestos, balances, resultados de auditorías económicas
- Procedimientos y planes de mantenimiento de edificios, equipos e instalaciones
- Cartera tecnológica
- Publicaciones que recibe la empresa de manera sistemática (revistas del sector, periódicos de empresa, anuarios, etc.)
- Sistemas de información que usa la empresa (ERP, Bases de Datos, etc.)

Criterio 4 Alianzas y Recursos

Subcriterio 4a

En este subcriterio hay que centrar la atención en la **gestión de las Alianzas y la gestión de Proveedores**

La **gestión de Alianzas** debe contemplarse desde dos puntos de vista, el primero es la estrategia de alianzas de la organización y el segundo el tratamiento individual de cada una de ellas o al menos de las más significativas, resaltando el beneficio mutuo para relaciones de largo plazo

Se deben exponer casos que estén relacionados con la Estrategia definida por la organización

La **gestión de Proveedores** como tales, se cubre describiendo cómo se gestiona la base de proveedores, las negociaciones, el seguimiento, la calidad de los productos o servicios que suministran, e incluso cómo se reconoce a los proveedores destacados.

Todo esto debe estar soportado por un conjunto de indicadores que deben de mostrarse en el subcriterio 9b y a los que desde este subcriterio se debe hacer referencia

Criterio 4 Alianzas y Recursos

Subcriterio 4b

Es muy probable que en el Mapa de procesos de la organización exista **un proceso de Gestión Financiera o similar** que contempla: Financiación a medio y largo plazo, Gestión de fondos propios, Gestión de las inversiones, Gestión de activos, Gestión del riesgo, Control de créditos , Gestión de cobros, Control de la facturación, Control de parámetros económicos y financieros (rentabilidad, margen, rotación...), Contabilidad analítica, Establecimiento y seguimiento de presupuestos, Control de la morosidad , Gestión de impagados, etc.

Se debe explicar cómo la estrategia económica y financiera está alineada con la Estrategia global de la organización.

El nuevo modelo hace énfasis en la sostenibilidad por lo que la memoria debe describir qué mecanismos pone en práctica la organización para cuidar su sostenibilidad económica a corto, medio y largo plazo.

Una entidad pública también realiza actividades en el ámbito económico y financiero si bien estará condicionada por su titularidad pública.

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Criterio 4 Alianzas y Recursos

Subcriterio 4c

En este subcriterio se debe describir la gestión de activos físicos de la organización: el **proceso de mantenimiento** de edificios, equipos, instalaciones y maquinaria en línea con la estrategia de la organización y para obtener el máximo partido de ellos.

Explicar las actividades relacionadas con la **seguridad física de los activos:** sistemas de vigilancia, protección antiincendios, accesibilidad, sistemas de emergencia, etc. así como temas relacionados con la **ergonomía**

Se debe describir el tratamiento de la **Gestión Medioambiental** en aquellos aspectos que sean aplicables (vertidos, emisiones a la atmósfera, **consumos** de gas, agua, electricidad, materias primas; disminución, gestión y reciclaje de residuos; conservación de recursos no renovables...)

Asimismo se debe explicar cómo la organización mide, evalúa y gestiona el impacto negativo de sus actividades en el entorno intentando minimizarlos: ruido, humos, molestias, riesgos, trastornos, etc. Sintetizar y explicar cómo se actúa en lo relativo a la **gestión de stocks** de materias primas, piezas compradas, productos semielaborados, productos finales... en caso de que aplique

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Criterio 4 Alianzas y Recursos

Subcriterio 4d

Analizar las líneas estratégicas de la organización y ver qué soporte requieren y tienen desde el punto de vista de la aplicación de las nuevas tecnologías

Hay que enfocar este subcriterio desde un punto de vista amplio, **sin limitarse a la tecnología productiva**. Por ejemplo, se debe incluir cómo la organización gestiona las tecnologías de información y comunicación, o metodologías de gestión de personas (gestión por competencias, gestión por edades, etc.) u otras que tengan relevancia para su sector de actividad

Conviene definir la **Cartera Tecnológica** de la organización, es decir, el conjunto de tecnologías que son de aplicación o pueden serlo tanto en los procesos operativos como de apoyo como estratégicos.

No se trata de demostrar que la organización dispone de *la última tecnología del mercado* sino que conoce las alternativas, las valora, las implanta cuando las necesita y las explota adecuadamente

Criterio 4 Alianzas y Recursos

Subcriterio 4e

Consiste en explicar cómo se gestionan unos recursos tan importantes como son la información y el conocimiento.

Información: Se debe explicar cómo se clasifica la información en la organización, cómo se da acceso a los diferentes usuarios (internos o externos) en base a perfiles adecuados al puesto que ocupan y su nivel de responsabilidad, cómo se garantiza la integridad, accesibilidad, seguridad y fiabilidad de la información, y los medios que se utilizan.

Conocimiento: La explicación es similar a la anterior pero no sobre información aséptica o neutra sino sobre información aplicada, experiencia y capacidades. Se debe describir cómo la organización recopila su conocimiento, lo clasifica y lo pone a disposición de las personas que lo pueden necesitar.

Asimismo, se debe asociar la estrategia de información y conocimiento con la estrategia global de la organización, identificando información y conocimiento clave.

Criterio 3 Personas

Antes de redactar es recomendable leer:

- Fichas de personal
- Perfil de puestos
- Matriz de polivalencia
- Reglamento de orden interno
- Formato de encuesta de clima laboral actual y anteriores
- Procedimiento de selección, contratación, acogida e integración
- Plan de formación actual y anteriores
- Modelo de entrevista para la evaluación del desempeño
- Plan de Comunicación
- Formación impartida sobre Seguridad y Salud Laboral y Medio Ambiente
- Etc.

Criterio 3 Personas

General

Explicar el proceso implantado para la gestión de las personas de la organización

Demostrar que no son áreas inconexas sino un Sistema Integrado de RRHH. Sería recomendable mostrar una figura que recoja este sistema y que sirva de referencia para todo el criterio

Este proceso normalmente está representado en el Mapa de Procesos y suele comprender las actividades y elementos tratados por el Modelo a lo largo del Criterio 3

Si es oportuno, se debe explicar cuándo, cómo y por qué la Dirección decidió implantar el "Proceso de Gestión de Personas" y cómo se ha evolucionado hasta el estado actual

Es importante que, con la información proporcionada, se pueda valorar el despliegue, el nivel de implantación y la sistemática

Criterio 3 Personas

Selección

↓

Contrato y acogida

↓

Integración en el puesto de trabajo

↓

Desarrollo profesional

↓

Evaluación del desempeño

→ Formación

→ Reconocimiento

↓

Evaluación del clima laboral
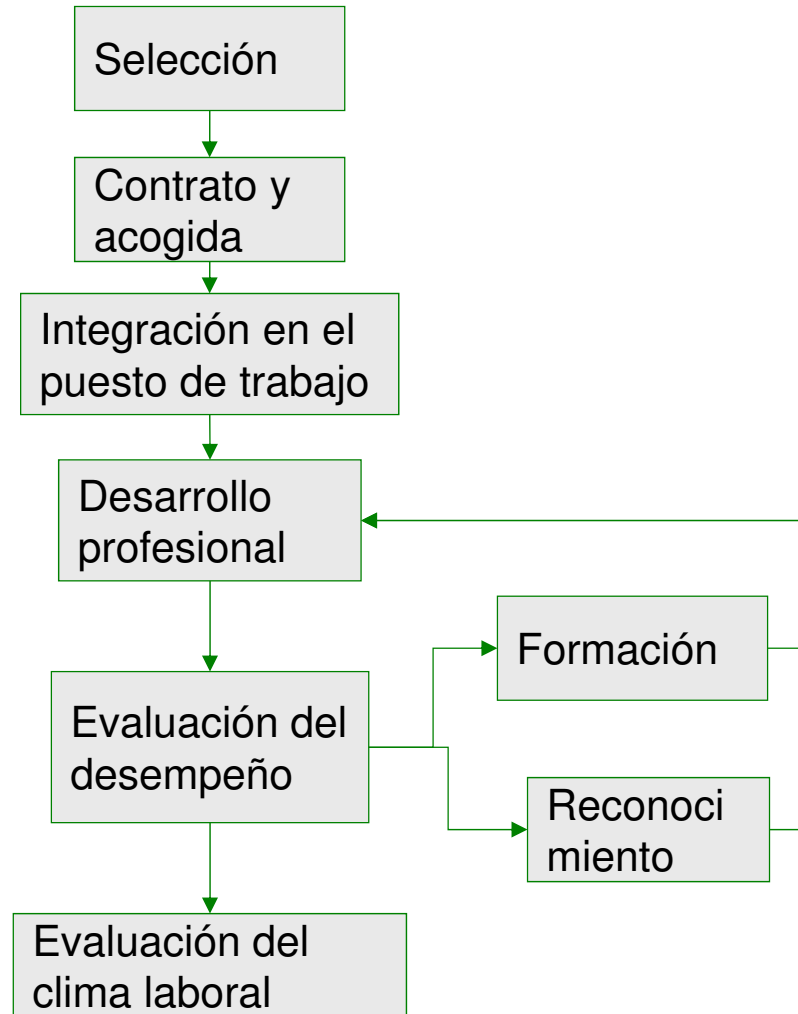
LOS AGENTES

Criterio 1 Liderazgo

Antes de redactar es recomendable leer:

- Misión, Visión, Valores, principios éticos

- Ideario de la organización, reglamento de funcionamiento interno o similar.

- Sistemas de evaluación del liderazgo

- Perfil de los líderes

- Organigrama

- Actos externos en los que participan los líderes (conferencias, congresos, comités, etc.)

- Etc.

PRESENTACIÓN

QUÉ ES:	**información concreta sobre la trayectoria de la organización, su actividad y su modelo de negocio y de gestión.**
UTILIDAD	Es el documento de presentación. Proporciona a los evaluadores externos información básica que permite conocer el perfil de la organización y su entorno.
EXTENSIÓN	1 página

CLAVES Y RECOMENDACIONES PARA REDACTARLO:

• La información debe servir al evaluador para **entender la actividad de la organización y conocer en qué sector se desenvuelve.**

•Se debe realizar un **gran esfuerzo de síntesis**, incluyendo **sólo la información más relevante**. La información de detalle se proporcionará en el resto de documentos y en las visitas.

•No siendo obligatorio, podría incluir: Nombre de la organización, años claves en su historia, sectores de actividad, estructura y organigrama, centros de trabajo, principales reconocimientos, certificados y premios

CRITERIOS AGENTES (15 pág)

QUÉ ES:	**un documento que recoge, de manera ordenada, los elementos de gestión que han impulsado a la organización en los últimos años (procesos, proyectos, programas o similar) explicados mediante evidencias de Enfoque, Despliegue, Evaluación y Revisión**
UTILIDAD	Proporciona a los evaluadores externos información en clave REDER que les permitirá tener una toma de contacto con la organización, ayudándoles a orientar las entrevistas posteriores
CONTENIDO	✓Evidencias ordenadas según los criterios (y subcriterios)del Modelo EFQM siguiendo el orden: criterio 2, criterio 5, criterio 4, criterio 3, criterio 1. ✓El contenido es libre pero, en línea con la EFQM, se recomienda que contengan los siguientes campos: Enfoque, objetivo, descripción, Evidencias in situ, medición y links.

CLAVES Y RECOMENDACIONES PARA REDACTARLO:

•Los agentes facilitadores, normalmente, tocarán aspectos transversales al Modelo EFQM. Es importante que, **al seleccionar las evidencias se consideren todos los criterios de agentes involucrados.**

•Debe haber una **continuidad o hilo argumental** tanto en cada iniciativa singular como entre las diferentes iniciativas, de manera transversal.

•Asimismo debe guardar coherencia con el resto de la documentación, complementando la información sin repetirla

•El estilo de redacción debe estar a caballo entre la carta y el telegrama.

•Se debe tener muy presente que debe proporcionar suficiente información para que los evaluadores dispongan de información de todos los criterios de Agentes del Modelo EFQM

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LÓGICA DE RESULTADOS Y CRITERIOS RESULTADOS

QUÉ ES:	**Un documento que recoge, de manera ordenada, los resultados principales en clientes, personas, sociedad y resultados clave, que mejor reflejan el éxito de la organización. Los resultados se presentan debidamente graficados de manera que se pueda evaluar sus tendencias, el logro de objetivos y la situación frente a otras organizaciones de referencia**
UTILIDAD	Proporciona a los evaluadores externos información para valorar los criterios de resultados de acuerdo con el Modelo EFQM y orientar los contenidos de sus entrevistas.
CONTENIDO	La lógica de los Resultados: selección de indicadores, establecimiento de objetivos y comparaciones Relación de resultados de la organización debidamente graficados y, si es necesario, tabulados y segmentados.
EXTENSIÓN	1+8 páginas

CLAVES Y RECOMENDACIONES PARA REDACTARLO:

• Los resultados que se deben presentar son **los que realmente utiliza la organización para su gestión**.

• Deben ser **consistentes con la información que se facilita en la Tabla de Agentes y con el Plan Estratégico de la organización**

• Debe evidenciarse las relaciones **causa-efecto entre los resultados y los enfoques implantados por la organización**, así como entre los resultados de rendimiento y percepción.

ANEXOS

QUÉ ES:	**copias de documentos o extractos representativos de los mismos utilizados de manera cotidiana para la gestión de la organización.**
UTILIDAD	proporciona a los evaluadores externos evidencias para la valoración del enfoque y despliegue de las distintas herramientas de gestión, facilitando la comprensión de la información contenida la memoria.
CONTENIDO	Documentos utilizados para la gestión que sean explicativos de la información aportada. Por ejemplo: Plan estratégico, Plan de gestión, Modelo de encuestas de clientes, Mapa de procesos, Modelo de ficha de proceso, Cuadro de Mando Integral, Informe de conclusiones de un equipo de mejora, órdenes de fabricación, programaciones, no conformidades, etc.
EXTENSIÓN	Entre 50 y 75 páginas incluyendo un índice

CLAVES Y RECOMENDACIONES:
• Los anexos deben ilustrar lo más significativo de la gestión de la organización, por tanto, se recomienda que sean **los documentos más utilizados y relevantes**, de manera que reflejen fielmente la realidad de la gestión de la organización. Se debe cuidar **la selección** de los documentos a presentar para que sean realmente representativos sin resultar agobiantes.
• Los anexos presentados deben contribuir a explicar la información presentada en los documentos Modelo organizacional, tabla de agentes y resultados. Se recomienda citar, a lo largo de dichos documentos, todos los anexos presentados, concretando el número de anexo, de manera que **el evaluador pueda alternar la lectura de la documentación presentada y la consulta de anexos relacionados**.

EQUIPO DE REDACCIÓN

EL EQUIPO DE REDACCIÓN

Equipo de redacción compuesto por representantes de distintas áreas

- – Buenos conocedores de la operativa
- – Buenos conocedores del Modelo y del REDER
- – Facilidad de redacción

"Propietarios" de criterio o grupo de criterios

- – Depende del tamaño de la Organización

Director de Proyecto

- – Coordinación global

Equipo de evaluación

- – Evaluación continuada informal
- – Evaluación puntual formal

EL EQUIPO DE REDACCIÓN

METODOLOGÍA

Redacción por el equipo según reparto de criterios
- Agrupación gestión / resultados

Evaluación
- Equipo de evaluación
- Planes de mejora de las **operaciones**
- Planes de mejora de la **memoria**

Proceso iterativo

Aprobación por la Dirección

Dirección del proyecto
- Un miembro del equipo de dirección
- Comprometido con la Excelencia en la Gestión
- Con formación suficiente en el Modelo EFQM
- Soporte del resto de miembros del equipo de dirección
- Idealmente un directivo por cada criterio/grupo de criterios

Apoyo externo
No debería sustituir la recopilación de datos / redacción inicial
Deseable para mejora de la memoria a través de revisiones / evaluaciones sucesivas

EL EQUIPO DE REDACCIÓN

La redacción de la memoria es un proceso iterativo que puede constar hasta de cinco versiones:

- **Versión 1**: No encajará ni en contenidos ni en dimensión. Conviene hacer un Documento de Mejoras que incida en los contenidos: forma de abordar el subcriterio, evidencias aportadas, elementos no desarrollados por falta de evidencias o por olvido. El Director de Proyecto elaborará este documento y lo presentará al Equipo de Redacción solicitando mejoras

- **Versión 2:** Los contenidos estarán mucho más ajustados. Se habrán aportado nuevas evidencias y sólo quedará alrededor de un 30% de temas pendientes de completar. La visión de un experto aportará sugerencias de mejora con mayor grado de afino. Se revisarán también las figuras y las gráficas

- **Versión 3**: Esta versión tendrá los contenidos a un 90% pero probablemente la extensión todavía no estará ajustada. En esta ocasión se trata de hacer hincapié en reducir espacio: buscar un estilo de redacción más práctico y uniforme, quizá menos retórico, utilizar las referencias cruzadas, suprimir las evidencias menos relevantes, ajustar los gráficos, eliminar párrafos que no aporten valor (que *no den puntos*)

- **Versión 4:** Versión ajustada en contenidos y en extensión. Es la versión cuasi definitiva lista para maquetación final

- **Versión 5:** Es la definitiva. Versión maquetada, revisada y encuadernada lista para entregar

PREPARACIÓN DE LA VISITA DEL EQUIPO DE EVALUACIÓN

PREPARAR LA VISITA DEL EQUIPO EVALUADOR

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Recepción de la documentación

FASE 1 **Evaluación personal** de la Memoria de la Organización

Intercambio de evaluaciones personales

FASE 2 Preparación de las **propuestas de consenso**

Intercambio de propuestas de consenso

Lectura de propuestas de consenso

FASE 3 REUNION DE CONSENSO Y PREPARACION DE LA VISITA

FASE 4 VISITA A LA ORGANIZACIÓN (1 ó 2 DIAS)
Con las evidencias obtenidas en la visita, reelaboración de los criterios de los que se es propietario y propuesta de puntuación

FASE 5 **REUNION DEFINITIVA** Y PREPARACIÓN DEL INFORME

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Los evaluadores DUDAN SIEMPRE

+ **Información**
=
- **Dudas**

RAZONES PARA LA VISITA

➢ **Confirmar las áreas de mejora** identificadas en las reuniones de consenso.
  - ✓manteniendo entrevistas
  - ✓comprobando documentación.

➢ **Aclarar aspectos de la Memoria**
  - ✓confusos por una redacción poco clara,
  - ✓despliegue de los enfoques
  - ✓puntos fuertes especialmente significativos o sobre los que exista duda

➢ **Percibir "in situ" el ambiente** comprobando
  - ✓estado de las instalaciones, información expuesta
  - ✓actitudes y compromiso con la Calidad Total/Excelencia.

➢ Como consecuencia de la visita**, repuntuar**, al alza o la baja

QUÉ ESTÁ EN JUEGO

Hasta un **±10% de la puntuación** tras el consenso inicial

370

CONTENIDO ESPERABLE DE LA REUNIÓN

Agenda de la Reunión

DIA VISITA **25/06/01**	José Mª (2y9) / María (5)	Iñigo (4) / Félix (6y8)	Nerea (1) / Xabier (3y7)
9:00/9:30	Presentación y charla con el equipo directivo		
9:30/10:00	Visita a las instalaciones (si procede y de corta duración)		
10:00/11:00	Director General (**criterio 2**)	Director de Calidad (**criterios 8** y **4 a**)	Director de Recursos Humanos (**criterios 3** y **7**)
11:00/11:30	Café (intercambio impresiones del grupo)		
11:30/12:30	Director General y/o Director Financiero (**criterios 9** y **4b**)	Director Técnico y/o Director Compras (subcriterio **4c**)	Director de Recursos Humanos (**criterios 3** y **7**)
12:30/13:30	Entrevista con grupo de empleados	Director Técnico y/o Director de I+D (Subcriterio **4d**)	Entrevista con líder/líderes de nivel intermedio
13.30/15:00	ALMUERZO (sólo equipo de evaluación - intercambio impresiones)		
15:00/16:00	Repaso del cumplimiento de la Agenda y oportunidad de que la empresa muestre o comente algún elemento pendiente o de especial interés		
16:00/17:00	Director Calidad (**criterio 5**)	Director Sistemas informáticos y/o Director de Recursos Humanos (Subcriterio **4 e**)	Grupo de empleados
17:00/18:00	Entrevista con Grupo de empleados	Director Comercial (**criterio 6**)	Director General y/o Director Calidad y/o Director Recursos Humanos (**criterio 1**)
18:00/18:15	Breve despedida del equipo de evaluación y equipo directivo		

CONTENIDO ESPERABLE DE LA REUNIÓN

TAREAS PARA LA ORGANIZACIÓN EVALUADA ANTES DE LA VISITA

1.Prever Áreas de Mejora

Identificar, por cada criterio, **los aspectos más desfavorables** en Enfoque, Despliegue, Evaluación y Revisión

2.Prever Asuntos por Aclarar

Agentes: Donde **no se aportan** suficientes evidencias o donde la **redacción es confusa**. Pueden ser temas dejados a propósito

Resultados: Principalmente preguntarán por:

    o Ausencia de indicadores

    o Fórmulas de cálculo utilizadas

    o Criterios para determinar los objetivos

    o Motivo de las comparaciones o ausencia de las misma

    o Fuentes de información

3.Poner al día todo lo que se recoge en la memoria

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CRITERIO n

Lo que nos conviene destacar o realzar
- ✓
- ✓

Áreas de Mejora previstas
- ✓
- ✓

Asuntos sobre los que se prevé solicitarán aclaración
- ✓
- ✓

ESTRATEGIA A SEGUIR

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DOCUMENTACIÓN IMPRESCINDIBLE

- Plan Estratégico
- Plan de Gestión
- Mapa de Procesos
- Documentación de los procesos
- Formatos de encuestas
- Documentación específica: Organigrama, Cuenta de Pérdidas y Ganancias, Cuaderno del profesor, programaciones, etc.

Asegurar:
- Que se dispone **físicamente** de ellos
- **Acceso rápido y seguro** a documentos informáticos

INTERLOCUTORES PROBLABLES

EFQM
Shares what works.

> **ENFOQUE, EVALUACIÓN Y REVISIÓN: ¿Quién, por qué, cómo, cuándo?**
>   - Máximo responsable: Criterios 1, 2, 4, 5, 9
>   - Rble. Administración: Criterios 4, 8
>   - Rble. Personal: Criterios 3, 7
>   - Coordinadores de Proceso: Criterio 5
>   - Comercial: Criterio 6
>   - Todos los Líderes: Criterios 1, 3

> **DESPLIEGUE: ¿Dónde, cuánto?**
- Jefes, Mandos Intermedios, Personal en general. Criterios 1, 2, 3, 4, 5

<u>Normalmente, aunque no es norma</u>
- ✓ El equipo Evaluador elige las **Funciones** que desea entrevistar
- ✓ La organización **propone** las **Personas** con las que entrevistarse

QUÉ APRECIAN LOS EVALUADORES

EFQM ■
Shares what works.

POSITIVAMENTE
- Que las personas **conocen** aquello de lo que se les está hablando
- Que **entienden las preguntas** sin demasiadas explicaciones.
- Disponibilidad y facilidad para **hablar con quienes desean**
- Tener **acceso fácil a la documentación** que desean consultar
- Respuestas **claras y directas**
- Clima **distendido pero serio**

NEGATIVAMENTE
- Que los interlocutores **contradigan la memoria**
- Que los interlocutores **se contradigan entre sí**
- Actitud de **indiferencia o desconfianza** por parte de los interlocutores
- **Respuestas envolventes**, evitando *ir al grano*
- Pérdidas de tiempo por **falta de planificación**

CODIGO DE COMPORTAMIENTO:
Organización Evaluada

1. Antes de responder **asegurar que se ha entendido la pregunta**, sobre todo si la respuesta va a ser desfavorable.
2. **No responder al azar ni improvisar**. No es un examen. Si no se conoce la respuesta es mejor consultar lo que sea necesario o dirigir al evaluador a otra persona.
3. **No contradecir a la memoria,** salvo que exista un error en la misma
4. **Hablar con franqueza**. No se debe mentir ni en la memoria ni en la visita.
5. En lo posible, reforzar las respuestas **aportando evidencias, pruebas, ejemplos** lo más recientes posible
6. **No *dar rodeos* ni obstinarse** en convencer al evaluador.

CODIGO DE COMPORTAMIENTO: Equipo Evaluador

1. Ajustarse en lo posible a la Agenda
2. El evaluador **no es un auditor**
3. Mantener una **actitud receptiva. No criticar. No desconfiar**.
4. Ser **cortés**
5. Mantener la **proporción** entre lo que se desea conocer y lo que se solicita para lograrlo
6. Intentar **adaptarse** al nivel del interlocutor.
7. No comentar cuestiones referidas a la puntuación
8. **No proponer soluciones**. No es el momento
9. Mantenerse **imparcial**
10. No aceptar regalos
11. No llevarse documentación de la organización sin permiso
12. Mantener la **confidencialidad**

EFQM ▪®
Shares what works.

<u>Para el día de la visita</u>:

1. Cuidar el **orden y la limpieza**
2. **Actualizar** los tablones de anuncios y la información que se exhibe (política de empresa, mapas de procesos, indicadores, certificados, etc.)
3. **Logística** preparada: sala de reuniones, desayuno y almuerzo, etc.
4. **Presentación inicial** y **reunión final** con todo el Equipo Directivo

THANK YOU

Jose Antonio Calvo Maguregi (jacalvo@acordeconsulting.com)

Logroño. 26 y 28 octubre 2015

7. Workshop of good practices: ADER

ader

Agencia de Desarrollo Económico de La Rioja

La Rioja, tradition and innovation

Location

The Autonomous Region of La Rioja enjoys a fantastic geostrategic location, with connections to the main economic centers in Spain as well as those in the rest of Europe via a natural route through France.

La Rioja is a region located between two of the most important economic and communications axes in northern Spain, the Ebro Valley and the Way of St. James, and has a **population** slightly **317,000 (2015)**, about 50% of them in its **capital city, Logroño**.

Its location allows quick access to all the central and northern regions in the country as well as to the French border, the **gateway to Europe** with its free movement of goods, people and capital.
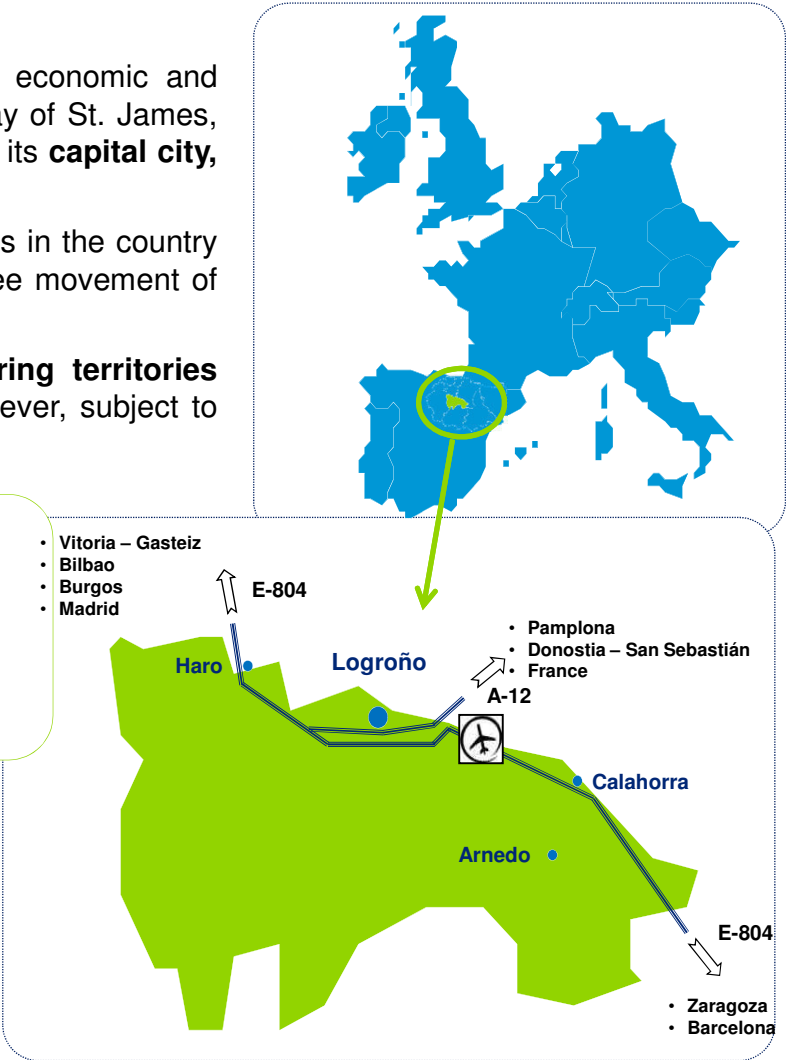
The **road network** enjoys **excellent connections with neighboring territories** while being **the backbone of internal communications**. It is, however, subject to continuous improvement with important actions expected until 2021.

In addition, the infrastructure network of La Rioja is completed with the future creation of a high speed railway line and the existence of an airport 10 minutes from the capital city.

Connectivity and accessibility *are therefore two specific characteristics of La Rioja.*

La Rioja is **3 hours away from Madrid and less than 2 hours away** from strategic sites such as **Zaragoza, Bilbao and the French border**

Main distances:
- ✓ Port of Bilbao: 100 km
- ✓ Port of Pasajes: 150 km
- ✓ France: 185 km
- ✓ Zaragoza: 100 km
- ✓ Madrid: 300 km
- ✓ Vitoria-Gasteiz: 62 km
- ✓ Barcelona: 476 km

- Vitoria – Gasteiz
- Bilbao
- Burgos
- Madrid

E-804

- Pamplona
- Donostia – San Sebastián
- France

A-12

Haro

Logroño

Calahorra

Arnedo

E-804

- Zaragoza
- Barcelona

The economic activity of La Rioja is characterized by a long period of growth, even in years of economic crisis, and by a high per capita GDP when compared to the national average.

- **GDP reached 7,725,703 thousands of € in 2014.**

  ▲**2.0%** during the 2013-2014 period.

- **23,083 companies** in La Rioja in 2015.

- **32 subsidiaries of foreign companies established in the region:** with a staff of 119 on average.

La Rioja's economy specializes in the service sector, with a solid industrial base (30%, 13 points above the national average), as well as in agriculture, due to the importance of the agrifood sector & CANNED FOOD

GDP 2000-2014. INE, 2014

16.7% real growth between 2000 and 2014.

▲ *2.0% in 2014*
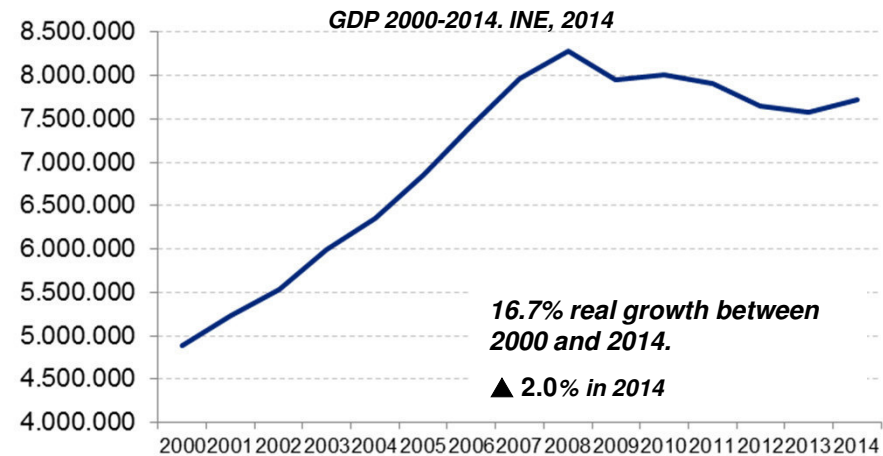
GDP vs Population. INE, 2014

	La Rioja	Spain	Percentage
Population (inhabitants 2014)	317,053	46,624,382	0.68%
GDP (millions of €)	7,727	1,041,160	0.74%

La Rioja ranked 6th in terms of per capita GDP among the Autonomous Regions of Spain

Ranked 79th when compared with all the regions that make up the EU-28

- **A high per capita GDP (2014)**

  The per capita GDP of the Region, which has seen a steady and sustained growth, is **10% higher than the national average**.

3

Some relevant facts and figures
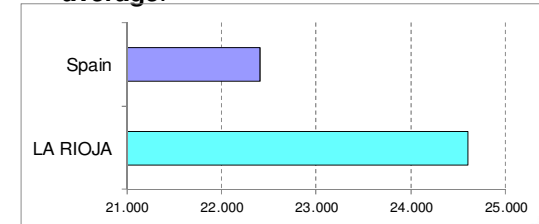
Positive growth of the Balance of Trade

▲ 70% exports and 54% imports in the period 2005-2014.

142% **Positive coverage rate** of the economy of La Rioja, with an **increase of 14% over the last 10 years**.

In 2014 more companies – over 1,660 – from La Rioja exported their products than ever before, of which more than 580 regularly do so, and sold products worth more than 1,500 million euros on the international markets

Balance of Trade. Ministry of Economy and Competitiveness

	2014	Growth La Rioja Previus Year
Exports (thousands of €)	1,709	+3,93%
Imports (thousands of €)	1175,81	+1,79%
Balance (thousands of €)	533,95	+8,99%
Coverage rate	145%	+2,11%

Presence of Subsidiaries of foreign companies. INE, 2013

Number of subsidiaries of foreign companies	**32**
% of the total number of companies	*0.21%*
Turnover (thousands of €)	1,073,673
% of the total number of companies	*13.2%*
Turnover / subsidiary (thousands of €)	*33,552*
Number of staff	3,809
% of the total number of companies	*6.6%*
Average number of staff	*119*

Current productive structure and commitment to the future

La Rioja's economy is characterized by the importance of the tertiary sector, **with a solid industrial base**. The economic model of La Rioja is unique in the country due to the outstanding importance of agriculture and, above all, industry. This configuration results in **the economic model of La Rioja being more balanced**, which explains the rapid recovery in 2015.

The three **sectors in which La Rioja clearly specializes** are:

❖ **Agrifood**
❖ **Footwear**
❖ **Wood and furniture**

Innovation as a differentiator

Relevant information with regard to R&D&i

On the other hand, La Rioja is the region with the largest percentage of companies and returned funds within the **FRAMEWORK program, while achieving leadership in 4 times as many projects as the Spanish average and having twice as many returned funds**.

Innovative companies. Source: ADER, CDTI and INE, 2014

La Rioja: Number of companies employing more than 10 workers which have introduced technology innovations during the 2012-2014 period	362
La Rioja: Percentage of the total number of companies in the territory	31,8%
National average	28,6%

The innovative efforts of Public Administrations can be seen in the funding for R&D&i activities, which exceed 5% of their budget.

La Rioja **is the Autonomous Region with the highest percentage of innovative companies**.

La Rioja offers high quality of life, with comprehensive health services and a natural environment which is second to none, thus resulting in a life expectancy of around 83.

La Rioja combines rural and urban elements in perfect harmony, which allows the cities in La Rioja to enjoy a wide and sufficient range of cultural, educational and health services.

- **A quality Health System which is accessible to all**

  In the health field, La Rioja offers comprehensive services, both in terms of primary health care as well as hospitals, which are permanently being improved and expanded. The inhabitants of La Rioja themselves appreciate the health system, as they rate their regional health system as one of the best of all the regions in Spain.

- **A rich natural environment**

  The territory of La Rioja has an extensive network of natural parks and reserves, wetlands and lagoons. Besides, diverse landscapes combine so that visitors and locals can enjoy a special combination of Mediterranean climate, which is ideal for vineyards; Alpine climate in the mountain summits; and severe, dry climate.

Strong institutional support

A business-oriented Administration, well aware of the fact that the genetration of economic activity in the territory has a positive impact on society as a whole.

La Rioja has a number of features that make it ideal for locating all kinds of initiatives.

• **Institutional stability**

This means investments are guaranteed while ensuring continuity in the various policies designed and implemented through public initiatives.

• **Availability of accessible, well-equipped industrial land**

There is a large amount of industrial land available in both the public and privately owned industrial parks in the territory. The industrial parks also have good road access throughout the territory, as well as the water and energy resources required, and the waste management services suited to the most demanding companies in terms of environmental care.

• **Competitive labor costs and adaptability of human capital**

Labor costs are very competitive when compared to the rest of the country, and the manpower is skilled and flexible. The average annual labor cost stands at € 28.507 (2014) .

• **Social climate**

The good relations between the various public administrations, employers and unions promote the maintenance of stability and an adequate social climate with very low rates of labor unrest, which is endorsed by the low levels of strikes and unjustified absenteeism (0.7% of absenteeism against a national average of 1.9% for 2011 data).

*The Government of La Rioja is firmly committed to the generation of economic activity and wealth in the region, with the support of **a society that wishes to continue moving ahead.***

In conclusion…….

La Rioja becomes the ideal territory for corporate investments, due to the agility, proximity and flexibility resulting from its size, as well as to the excellent coordination between institutions.

1. La Rioja has a number of features that make it the ideal territory for any type of business investment: **institutional stability; a peaceful social climate; availability of accessible and well equipped industrial land; and competitive labor costs**.

2. The location of La Rioja allows **quick access to all the central and northern regions in the country as well as to the French border**, the gateway to Europe.

3. La Rioja is positioned as **the central hub of the Ebro Axis**, which through the process of industrialization and the expansion of modern transportation systems, has become **a major industrial axis in the country**.

4. The economic activity is characterized by a long period of growth, even in years of economic crisis, and a **per capita GDP which is higher than both national and EU-27 averages**.

5. La Rioja offers **high quality of life**, with comprehensive health services and a natural environment which is second to none, thus resulting in a life expectancy of around 83.

6. **More than 998,000 overnight stays in 2015 shows it is attractive for tourists** thanks to the combination of food and wine culture, the historic and artistic heritage as well as the natural environment and landscapes.

7. The latest results of the **PISA report** in 2012 placed the region **among the top five Autonomous Regions** in all three assessed areas: reading, mathematics and science literacy, above the OECD average.

8. La Rioja's economy is characterized by the i**mportance of the tertiary sector, with a solid industrial base**, based on the agrifood, footwear, and wood and furniture sectors.

7. With regard to R&D&I, progress has been made in creating **an extensive network of innovation agents**, while combining a push & pull strategy, thus allowing the region to improve its position in this area.

9. La Rioja has a **31,8% of innovative companies employing more than 10 workers (2014)**, 3 points higher than the national average.

7. The regional Government promotes the implementation of new companies through the **Assistance Strategic Plan**, which includes a strong commitment towards R&D&i, easy access to industrial land, the promotion of entrepreneurship and an increase of competitiveness of businesses in La Rioja.

10. **The aim of the 2020 Strategic Plan of La Rioja is *"to establish the roadmap so that La Rioja can be ranked among the sixty most developed regions of the European Union in the year 2020"*.**

ADER, a strong institutional support

ADER, a strong institutional support

Why ADER ? Reasons that led to the foundation of ADER.

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1. The need to **centralise the enterprise development policy** into a single body, a task which was previously spread across a number of departments;

2. The need to have a **specialised organisation** to act as a single interlocutor with enterprises, with other entities with a similar mission, and with the European Union in order to apply for community funds;

3. The **legal status** of the Agency, as indicated later on, meant that it was able to exercise its duties in a **decentralised, independent** manner, making management more flexible, effective and efficient, without prejudice to the different controls provided for in the rules governing the foundation of the agency.

- **Organization name:** La Rioja Economic Development Agency.

- **Year of creation**: 1997, pursuant to the law of the Parliament of La Rioja Nº. 7/1997, of October 3

- **Year of Foundation date:** 1 April 1998.

ADER, a strong institutional support

ORGANIZATION GENERAL ACTIVITY:

Economic Development Agency of La Rioja (ADER) *is a public agency of the Government of La Rioja under the Regional Ministry of Economic Development & Innovation,* specialized in the promotion of the harmonious and sustainable development of La Rioja, as a means to promote the growth and consolidation of employment, through:

- **AIDS for the promotion of investment of companies (asset programs)**
- **AIDS for the promotion of the competitiveness of businesses (competitive programs: R & D, innovation, internationalization, design, etc.)**
- **FUNDING: supporting the financing of business projects through direct loans, granting of guarantees and interest rate subsidy and financing of the cost of the guarantee of loans by financial institutions .**
- **SERVICES. Some included in the aid rules and some independent**

Organization clients: regional companies (with Legal Address or workplace), public and private support companies (University, Chamber of Commerce, technology centers...), anyone who wants with a business idea to start a business and society in general, as beneficiary of our aid and services.

Organization strategic partners: Development Agencies from other autonomous communities (regions), foundations for innovation, state, regional and local public entities, associations and foundations for excellence, regional economic and social agents, University, technological centres, clusters and networks of collaboration UE.

ADER holds the presidency of the Spanish Development Agencies Organization.

ADER, Legal form of the entity

The Agency for Economic Development of La Rioja (ADER) is a **public agency of the Government of La Rioja** under the Regional Ministry of Economic Development & Innovation, which is responsible for developing economic and industrial development policies, mainly in the field of small and medium enterprises (SMEs).

ADER is a **public body pertaining to the Autonomous Community of La Rioja**, coming under the Government of La Rioja through its attachment to the Regional Ministry for Economic Development and Innovation, which monitors and controls its effectiveness. ADER enjoys autonomy for carrying out its duties and achieving the objectives assigned to it.

ADER is **governed by Public Law** when exercising administrative powers (basically the authority to provide financial aid) and for certain aspects of its economic, contractual, budgetary and property regime. For all other matters, it is governed by Private Law.

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ADER, Legal Context

- ✓ **New European Directives**
- ✓ **New programming period**
- ✓ **New operational programs**
- ✓ **RIS³ Regional Smart Specialization Strategies.**
- ✓ **New Grants**
- ✓ **New Calls**
- ✓ **Strategic Plan ADER**

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ADER, Mission

Our Agency's mission is to drive and promote business development in La Rioja in order to increase competitiveness and encourage innovation, internationalization and entrepreneurship in the enterprises in our region, for the ultimate purpose of achieving the highest job creation potential.

We provide services, grant financial aid and support business financing in order to:

- **Increase the size and capacity** of the productive fabric.
- Spread **innovation**.
- Boost those business projects that are able to **generate employment**
- **Modernise** city-trade
- Support the **internationalisation** of our companies.
- Support the incorporation of **design** as a competitiveness tool.
- Support businessmen and **entrepreneurs** in their quest to export and achieve international presence.

In order to achieve our objectives as effectively as possible:

A. we **use new technologies** to communicate with our customers, the businesses in La Rioja;

B. we have the essential **support of our partners**;

C. we promote **environmental sustainability**, both internally and through our public policies; and

D. we remain attentive to the **requirements and demands of the Society** of La Rioja, the ultimate recipient and beneficiary of our work and activities.

ADER, Vision (statement of the organization's future)

1. We aim to achieve a **leadership position in the Autonomous Community of La Rioja, as an entity driving the process to promote a new business model**. A model in which the traditional management of SMEs progresses to incorporate "*innovation*" "*internationalization*" and "*entrepreneurship*" vectors, in order to achieve:

    - Increased technological sophistication

    - Larger businesses

    - New, more international forms of marketing

    - New financing alternatives

2. We aim to be a Benchmark Organization with regard to people excellence.

ADER, Values

1. **Approachability and willingness** to offer good service, in a friendly, respectful manner.

2. Management **efficiency and effectiveness**.

3. **Transparency**, **professionalism** and **responsibility** in all our work.

4. **Innovation** and **creativity** as drivers of change and the learning of a new organisational culture.

5. **Development of knowledge** within the organisation through teamwork.

6. **Environmentally responsible** action at work.

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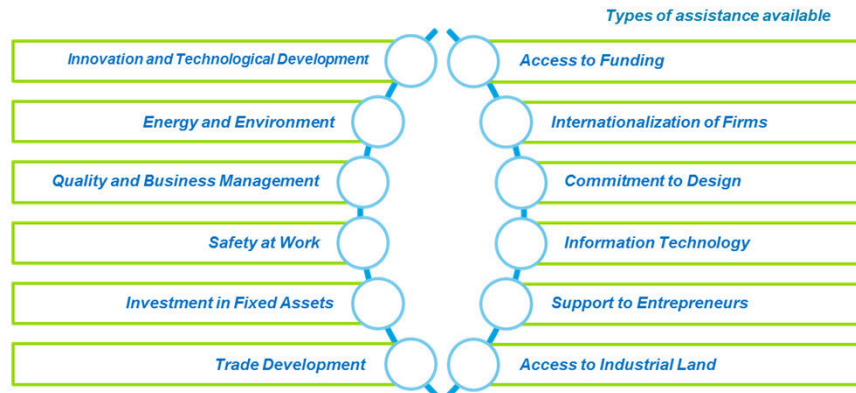
Strategic Themes

The **Strategic Plan 2015-2017** identifies **5 Strategic lines**:

1. **Excellence management** through technological innovation and improvement.

2. **A benchmark organization** in the region as support for the business fabric of La Rioja.

3. **Service provider**, by getting closer to our customers' needs

4. **Present in society**, acting in a sustainable and socially-inclusive way

5. Achieving its vision through the organisation's **people and values**.

ADER, a strong institutional support

Assistance Strategic Plan

The regional Government promotes the implementation of new companies through various lines of assistance. The Agency for Economic Development of La Rioja (ADER) plays a major role, as it provides assistance and services to support companies from their earliest stages and throughout their life.

This assistance includes a strong commitment towards R&D&i, easy access to industrial land, the promotion of entrepreneurship and an increase of competitiveness of businesses in La Rioja, among others.

Types of assistance available

Innovation and Technological Development	Access to Funding
Energy and Environment	Internationalization of Firms
Quality and Business Management	Commitment to Design
Safety at Work	Information Technology
Investment in Fixed Assets	Support to Entrepreneurs
Trade Development	Access to Industrial Land

The regional Government promotes the implementation of new companies through various **lines of assistance and the provision of energy resources and infrastructure**

Budget- Strategic Plan

Strategic Plan

35 M€

23 Grants

2 Cut-off

Public through the General Budgets of the Autonomous Community of La Rioja. For 2016 with an initial budget of **€36.019.360**

ADER, a strong institutional support

Budget- Strategic Plan 2016

- **94,3%** Grants.(33M€)
- **5,7%** Agreements/Conventions.(2M€)

21 M€	→	60,2 %	Business competitiveness.
14,27 M€	→	40,7 %	R & D Innovation.
1 M€	→	2,86 %	Business management,
2,3 M€	→	6,57 %	International Trade
0,90 M€	→	2,57 %	Information Technologies IT
10,4 M€	→	29,78 %	New investments
7,45 M€	→	21,29 %	Investments in fixed assets
1,4 M€	→	4,0 %	Entrepreneur
1,57 M€	→	4,5 %	Commerce.
1,5 M€	→	4,29 %	financing.

Governance and Management

1) **Board of Directors**. This is the supreme governing and administrative body of the Agencia de Desarrollo Económico de La Rioja (ADER). It is a collegiate body formed by twelve members: Chairman, Deputy-chairman, CEO and nine senior officers appointed by the Government of La Rioja, which holds authority over ADER's area of competence.

2) **Chairman**. As head of the agency, the Chairman is its highest representative and is also the Chairman of the Board of Directors. The position is currently held by the **Regional Ministry for Economic Development and Innovation.**

3) **Deputy-chairman** The position is currently held by the General Technical Secretariat of the Regional Ministry for Economic Development and Innovation.

4) ~~**Manager**~~.**CEO**. Following the guidelines of the Board of Directors and the Chairman, the CEO has managerial, planning, organizational and supervisory duties. The CEO is elected and appointed by the Government of La Rioja.

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ADER, Management structure

Advisory bodies

The regulations for the establishment of the entity, provide for two specific advisory bodies, each with a different nature, composition and duties: The Advisory Board and the Assessment Committee.

- **The Advisory Board** is a collegiate body with an advisory capacity, to provide advice and strategic guidance to the entity. The Board has a mixed composition, comprising the Chairman, Deputy Chairman and CEO of the Agency, whilst the economic and social stakeholders operating in La Rioja are also involved in, and represented on the Board: The Employers' Federation of La Rioja; and the two most representative trade unions in the region.

- **The Assessment Committee** comprises the CEO and the heads of the functional and operational areas of the Agency. Its purpose is to provide assistance and advice to Management in the areas pertaining to each unit, to propose and analyze lines of action and other formal duties as established in the Agency's rules.

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ADER, Management structure

Organisational structure: Operational or action

With the change in the organizational structure in 2008, the Agency adopted a new structural approach, moving from a hierarchical structure based on a civil service structure, to a matrix structure, where the **Strategic Areas horizontally** cross with the **Operational Action Units**.

The **Strategic Business Areas** are as follows:

- Investment and Entrepreneurship.
- Innovation
- Internationalization and Domestic Trade.
- European Projects.

The **Operational Action Units** are as follows:

- R&D&i.
- International action.
- Customer management and information.
- Fixed assets and benchmark sectors.
- Statistics and Fund Accountability.

The **Operational Support Units** are as follows:

- Legal Advice.
- Human Resource Administration and Management
- Internal Management and Quality
- Economic-Financial Management.

ADER, Management structure
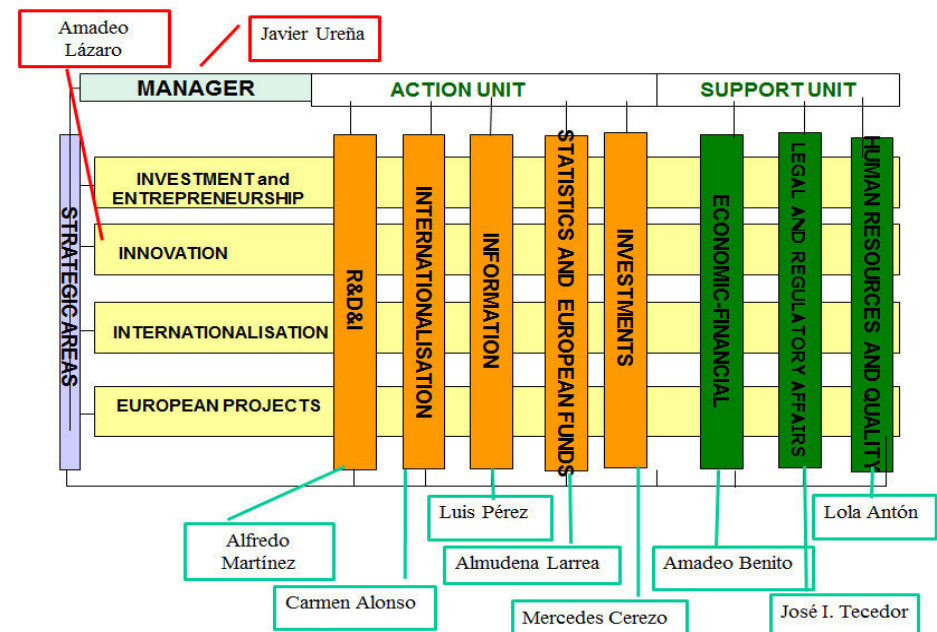
Organisational structure:

OPERATIONAL ACTION UNIT

- **Research & Development & Innovation Unit**: Management of grants and services in the field of innovation, job security, quality and excellence, industrial design, energy and environment.

- **International action Unit**: Management of grants and services in internationalization

- **Information Unit:** customer information, grant management and field entrepreneurs services

- **Investments Unit**: Management of subsidies and services in investment and assets.

- **Statistics and European Funds Unit**: Justification of EU funds and management of statistical data.

OPERATIONAL SUPPORT UNIT

- **Economic-Financial Unit**: Economic and Financial Management

- **Legal and Regulatory Affairs Unit**: Legal Assistance

- **Human Resources and Quality**: Human Resource Management, Quality Systems and Computer Systems.

ADER, People

Currently staff:

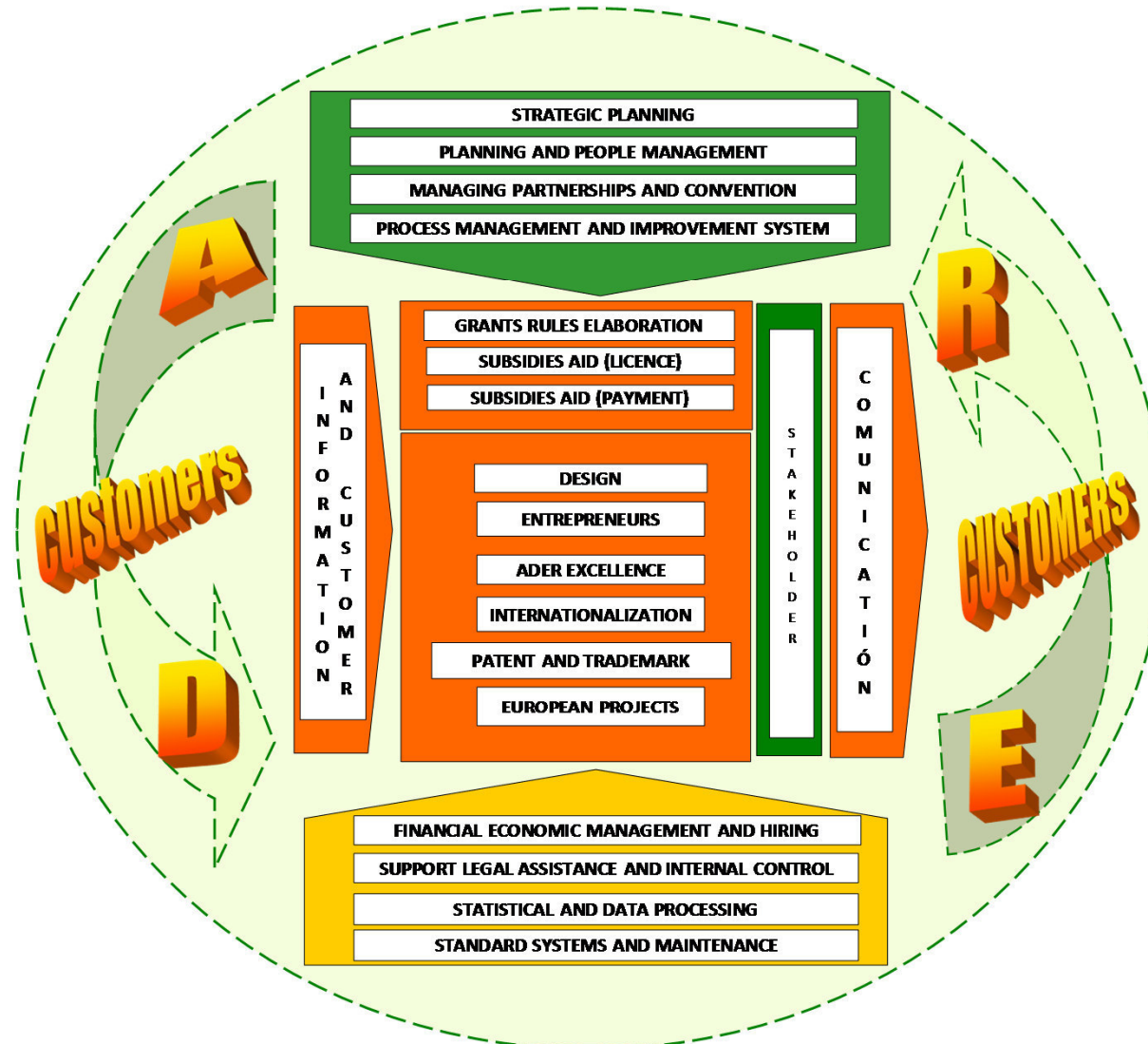- People   **58**
- Women   **71%**
- Graduates   **60%**
- Average age: **47 years**
- Average career in the Organization: **14 years**

Distribution of persons according to organization chart

- Management: 3
- Strategic Innovation Area: 3
- Research & Development & Innovation Unit: 16
- Internationalizations Unit: 3
- Information Unit: 10
- Investments Unit: 10
- Statistics and European Funds Unit: 2
- Economic-Financial Unit: 3
- Legal and Regulatory Affairs Unit: 5
- Human Resources and Quality: 3

PROCESS MAP

Customers
A D

CUSTOMERS
R E

STRATEGIC PLANNING

PLANNING AND PEOPLE MANAGEMENT

MANAGING PARTNERSHIPS AND CONVENTION

PROCESS MANAGEMENT AND IMPROVEMENT SYSTEM

INFORMATION AND CUSTOMER

GRANTS RULES ELABORATION

SUBSIDIES AID (LICENCE)

SUBSIDIES AID (PAYMENT)

DESIGN

ENTREPRENEURS

ADER EXCELLENCE

INTERNATIONALIZATION

PATENT AND TRADEMARK

EUROPEAN PROJECTS

STAKEHOLDER

COMUNICATIÓN

FINANCIAL ECONOMIC MANAGEMENT AND HIRING

SUPPORT LEGAL ASSISTANCE AND INTERNAL CONTROL

STATISTICAL AND DATA PROCESSING

STANDARD SYSTEMS AND MAINTENANCE

RESPONSIBLE FOR PROCESSES

STRATEGIC PROCESS
STRATEGIC PLANNING	JAVIER UREÑA
PLANNING AND PEOPLE MANAGEMENT	LOLA ANTÓN
MANAGING PARTNERSHIPS AND CONVENTION	AMADEO LÁZARO
PROCESS MANAGEMENT AND IMPROVEMENT SYSTEM	LOLA ANTON
STAKEHOLDER SATISFACTION MANAGEMENT	JAVIER SOLOZÁBAL

OPERATIONAL PROCESSES
INFORMATION AND CUSTOMER MANAGEMENT	LUIS PÉREZ
GRANTS RULES ELABORATION	CORO PASCUAL
SUBSIDIES AID (LICENCE)	MERCHE CEREZO
SUBSIDIES AID (PAYMENT)	ALFREDO MARTÍNEZ
DESIGN	MIGUEL GARCÍA
ENTREPRENEURS	JOSÉ RAMÓN BÁÑEZ
EXCELLENCE	GENMA GARCÍA
INTERNATIONALIZATION	CARMEN ALONSO
PATENT AND TRADEMARK	MILA URUÑUELA
TRANSFER AND EUROPEAN PROJECTS	ENRIQUE ESTEBAN
COMUNICATION	AMADEO LAZARO
STATISTICS	ALMUDENA LARREA

OPERATIONS SUPPORT PROCESSES
SUPPORT LEGAL ASSISTANCE AND INTERNAL CONTROL	JOSÉ I. TECEDOR
FINANCIAL ECONOMIC MANAGEMENT AND HIRING	AMADEO BENITO
STANDARD SYSTEMS AND MAINTENANCE	LOLA ANTON

The marked in red are "key processes"

ADER, Operations

<u>Organisation's activity</u>: the ADER is an organisation specialising in promoting harmonious and sustainable economic development in La Rioja, as a means to promote the growth and consolidation of employment.

<u>Territorial sphere of action</u>: As an entity that is part of the public sector of the Autonomous Community of La Rioja, the ADER is responsible for the economic development of the territory of La Rioja. However this does not preclude us from being present at a national and European level, as well as in other areas outside the EU, through participation in national and European programs and projects, or from pertaining to entities and associations with similar functions, becoming part of certain national and European networks, opening offices abroad, etc.

Likewise, we promote the presence of Riojan companies abroad through participation in national and EU projects, integration in International knowledge and transfer networks, participation in trade fairs and missions, the development of a network of advisory services abroad, etc.

Economic Development Agency of La Rioja is an organization specialized in the promotion of the harmonious and sustainable development of La Rioja, as a means to promote the growth and consolidation of employment, through:

- **AIDS for the promotion of investment** of companies (asset programs)

- **AIDS for the promotion of the competitiveness** of businesses (competitive programs: R & D, innovation, internationalization, design, etc.)

- **FUNDING:** supporting the financing of business projects through direct loans, granting of guarantees and interest rate subsidy and financing of the cost of the guarantee of loans by financial institutions .

- **SERVICES**. Some included in the aid rules and some independent

Aid and funding measures are governed by corresponding rules containing their legal status.
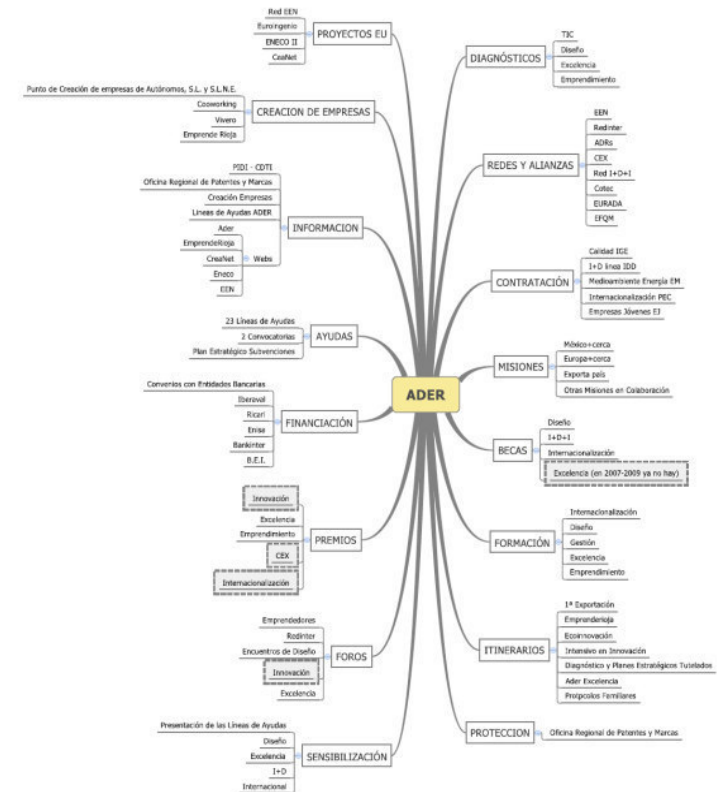
@der #services

ADER, Operations

In order to perform its duties and achieve the aims and objectives established in the Act founding ADER, the agency basically carries out the following activities:

- **Information** service on financial aid and services
- Creation of industrial **land**
- Attraction of **Investments**
- Financial **incentives** – Financial aid (Grants)
- **Financing** of enterprises
- Services to **Entrepreneurs**:
- Participation in national and EU programs with regard to R&D&I, assistance for defining projects and obtaining financing
- City trade
- **International trade** services
- Services and activities with regard to **design: CEDIR, Integral Design Centre of La Rioja**
- **Diagnostic and advisory** service: Information & Communications Technologies, International, Trademarks, Patents, Design, etc.
- Specific **Methodologies or itineraries** in areas such as eco-innovation, business excellence (ADER EXCELENCIA), R+D (EUROPA+CERCA)
- **Study grants**. ADER promotes the practical training of university graduates in enterprises in the following areas: Internationalisation/international trade, Design, R&D&I

ADER, Grants

Technological Innovation and Development

- Support for creation and development of young innovative companies (JEIs) and/or technology based companies (NEBTs), through a competitive tender process.
- Support for boosting research, development and innovation, through a competitive tender process.
- Support for boosting research, development and innovation consultancy
- Support for consultancy and backing services for innovation (defining and submitting R&D+I projects for European tenders and/or Bilateral Projects)..
- Support for innovation business clusters (AEIS), through a competitive tender process.

Energy and the environment

- Support for the promotion of renewable energies, energy saving and efficiency and protection of the environment

Occupational Health and Safety

- Support for the promotion of occupational health and safety

Quality and Business Management

- Support for the promotion of innovation in business management

Fixed Assets (Investments)

- Support for Small and Medium-Sized industrial enterprises, wholesalers and services
- Purchase of land on industrial zones
- Promotion of small and medium-sized food and agriculture industries
- Promotion of the aquaculture industry and processing of fishing and aquaculture products

Funding

- Support for business investments made by Small and Medium-Sized Enterprises
- Interest rate subsidies on loans for financial restructuring of Small and Medium-Sized Enterprises
- Promotion of the aquaculture industry and processing of fishing and aquaculture products

Bank Guarantees

International Trade

- Strategic program for foreign trade

Commerce

- Competitiveness Plan for the retail industry

Design

- Tutored diagnosis program and support for the inclusion of design

Information technology

- New information and communication technologies program

Entrepreneur

- Promotion of entrepreneurialism

Infrastructures

- Promotion of local business sites

Ayudas

En ADER existen distintos tipos de subvenciones y financiación para proyectos o inversiones de distinta naturaleza, dependiendo de la actividad principal de la empresa y del tipo de inversión.

Agenda de Fortalecimiento

- Agenda de Fortalecimiento Empresarial de La Rioja (+información)

Activos fijos

- Ayudas destinadas a proyectos de inversión para la mejora de la competitividad de las empresas: Programa de proyectos de inversión promovidos por PYME (AFI)
- Ayudas destinadas a proyectos de inversión para la mejora de la competitividad de las empresas: Adquisición de suelo en polígonos industriales (POL)
- Ayudas destinadas a proyectos de inversión para la mejora de la competitividad de las empresas: Programa de proyectos de inversión promovidos por Grandes Empresas (GRE)
- Fomento de la Pequeña y Mediana Industria Agroalimentaria (IA)
- Fomento de la Gran Empresa Agroalimentaria (GEA)
- Fomento de la acuicultura y de la transformación y comercialización de los productos de la pesca y de la acuicultura (IP)
- Ayuda a proyectos intensivos en inversión o en creación de empleo (INT)

I+D

- Realización de proyectos de investigación y desarrollo I+D (IDD)
- Programa Trabajos previos al desarrollo de proyectos de I+D+i (DPT)
- Ayudas para la Puesta en marcha y funcionamiento de empresas jóvenes e innovadoras (EJ)
- Ayudas de apoyo a agrupaciones empresariales innovadoras AEIS (CL)

Innovación

- Programa de ayudas para estructuras y sistemas TIC (TIC)
- Programa diseño de producto (DTD)
- Programa de ayudas para estructuras de gestión (IGE)
- Programa de ayudas de estructuras tecnológicas (IDA)
- Ayudas para la promoción de la seguridad en el trabajo (SEG)

Internacionalización

- Programa estratégico de Comercio Exterior (PEC)
- Proyectos agrupados de Comercio Exterior por grupos de promoción internacional y consorcios de exportación (PEG)

Financiación

- Ayudas a operaciones de préstamo y arrendamiento financiero para la financiación de activos fijos (FIN)
- Apoyo a la financiación para circulante (REE)
- Concesión de préstamos por la Agencia de Desarrollo Económico de La Rioja (PAD)
- Concesión de avales (AVA)

Comercio

- Plan para la competitividad del comercio minorista (COM)

Emprendedor

- Promoción de emprendedores (EMP)

Grants ADER

http://www.ader.es/ayudas

- **Information service of aid and services**.

- **Creation and management of industrial ground**

- **Support for the financing of enterprises.** Lending, bonus of the type of interest and/or funding, granting of guarantees

- **Advisory service and processing of industrial property titles area (trademarks, patents, models and designs)**: Regional Centre of Patent and Trademark since 2004

- **Services to entrepreneurs:** Co-working, business incubator. Advisory Service and creation of companies: individual entrepreneurs , limited partnerships, and limited partnerships new company (PAE point, point of care entrepreneur)

- **City trade:** promotion and revitalization of traditional trade in the cities

- Internationalization **service** for regional companies and projection abroad

- **Design services and activities.** Design Centre of La Rioja (CEDIR)

- **Service transfer technology and point of contact of the network Enterprise Europe Network EEN:** coordinated assistance to the definition of projects, participation in national and/or community programs, and obtaining funding

- **Advisory services for the development of methodologies or specific itineraries in areas such as eco-innovation, business excellence (ADER Excellence), R & D (EUROPA+CERCA)**

- **Scholarships** for training in companies to internationalization and design practices.

MAIN CUSTOMER

a) **Enterprises**: The benefits and services are directed at enterprises with an operational center in La Rioja, for all sectors of activity, whether these be manufacturing, commercial or services, yet excluding the primary production of agricultural, livestock or forestry products, and the tourist sector, the management of which is the responsibility of the General Administration.

OTHERS

b) **Trade Associations of companies** (footwear, furniture, commerce, etc.).

c) **Horizontal associations** representing their interests such as: Employers' Federation of La Rioja; Official Chamber of Commerce and Industry of La Rioja; Marketing Club of La Rioja

d) **Universities** of La Rioja: UR, UNIR

e) **Technology centres**: Footwear of La Rioja (CTCR); Meat Industry of La Rioja (CTIC); Food Technology and Innovation of La Rioja (CITA); Mushroom Research of La Rioja (CTICH); Biomedical Research of La Rioja (CIBIR); Vine and Wine-related Sciences (ICVV); Centre for Winegrowing Research (CIDA).

ADER, Partners & Suppliers

Given the wide range of duties entrusted to ADER in the Act founding the agency, we have all kinds of partners from many different activities. We currently have more than 100 partners, which are managed through the different processes in the "ADER Partners" Application. They are grouped together as follows:

a) Institutional partners and participation in collegiate bodies

b) Strategic partners by Agreement

c) Strategic Suppliers

d) Other suppliers

e) Participation Networks

f) Collaborative projects

ADER, Society

As a body that manages the public policy for the development or economic promotion of La Rioja, society is made up of each and every one of the inhabitants of La Rioja inasmuch as the said policy tends to

1. ensure a level of economic activity that makes it possible to maintain and consolidate employment, and the quality of the same, and

2. obtain the financial resources required to support the public services.

As well as people, ADER considers that society is also formed by those associations and organisations in which the people are integrated and involved and which are connected to: business associations, trade unions, professional bodies, technology centres, etc.

ADER has a number of indicators to detect the level of recognition and acceptance by society, and also has channels to receive complaints, suggestions and proposals.

Thank you!!!

Gobierno de La Rioja
www.larioja.org

8. Workshop of good practices: Nordic Innovation

Agency Feedback

ADER
21.04. 2016
Heikki Uusi-Honko
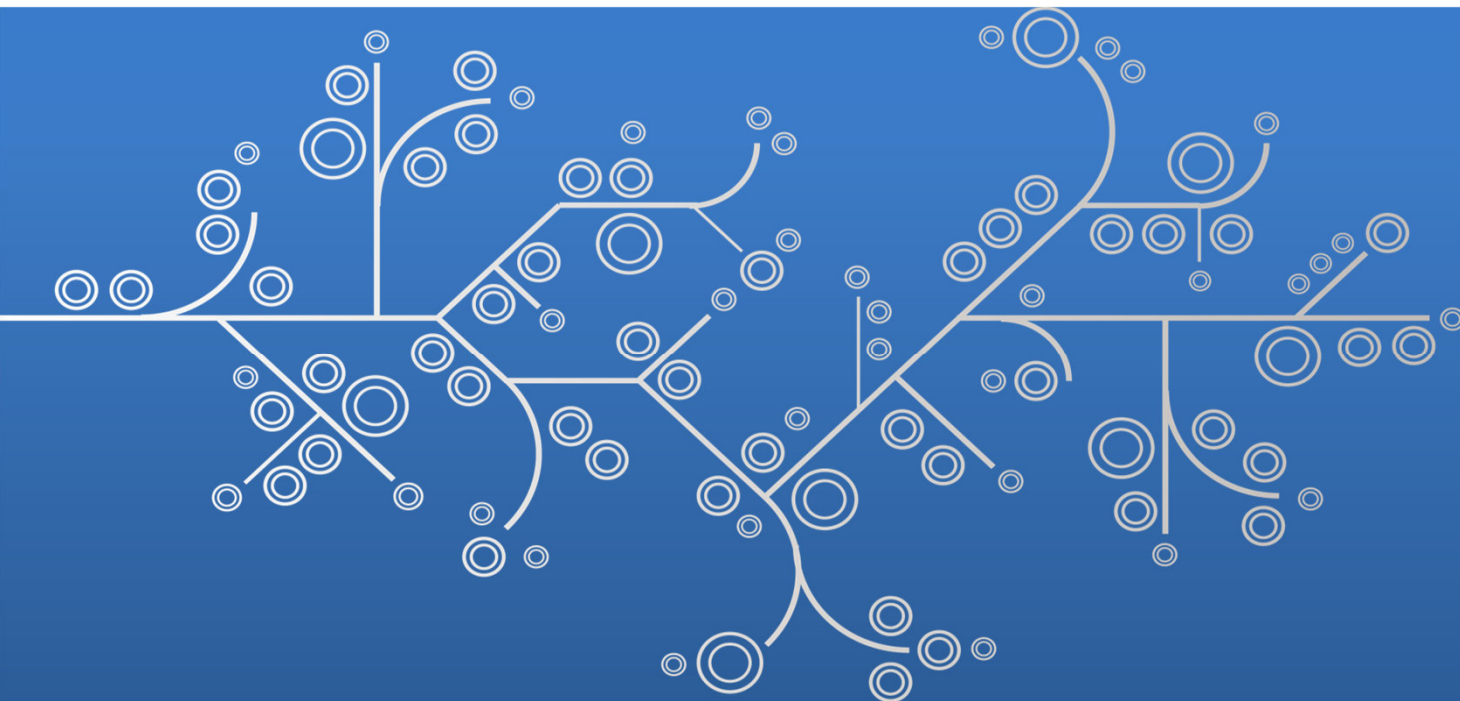
First impressions from ADER

- Congratulations!

- Lots of good things
  - Structure of the strategy
  - Partnerships approach
  - Extensive IT-systems

- Opportunities for further development
  - Use of socio-economical impact indicators
  - Further development of process management
  - EFQM assessments / Management Document

Impact indicators – for inspiration?

In SMEs funded by Tekes the annual growth of exports was

2 billion

euros in three years after the end of the project

SMEs expect projects in 2015 to produce

8

billion euros in turnover during the target year

Projects that were completed in 2015 generated

1880

products, services or processes

In SMEs funded by Tekes 10 years ago the increase of jobs was

3000

In growth companies funded by Tekes, the increase of turnover was

18%

-units faster than in other SMEs in 2011-2014

Projects that were completed in 2015 generated

1,250 patents and

1,320 academic theses

Conceptual Framework for Performance Management in Public Sector – Generic Framework

- Public value added
- Ethical behaviour
- Transparent communication

Society
(including NGO's etc.)

- Opportunities for personal develop-ment
- Work / life balance
- Pride in their organisation

People

- Value-adding products & services
- Excellent service (e.g., fast and clear responses)

Customers
(primary service users)

- Public value added
- Efficient policy implementation
- Cross-institutional participation

Governance
(setting objectives)

- Leaders who inspire trust
- Good *Public Governance*
- Clearly defined long-term strategy
- Robust and agile internal processes
- The right partners & suppliers

Ref. EFQM

Process management – a pragmatic approach to efficient management of workflows

Some processes need to be described in detail...

Process 1 "tight control"
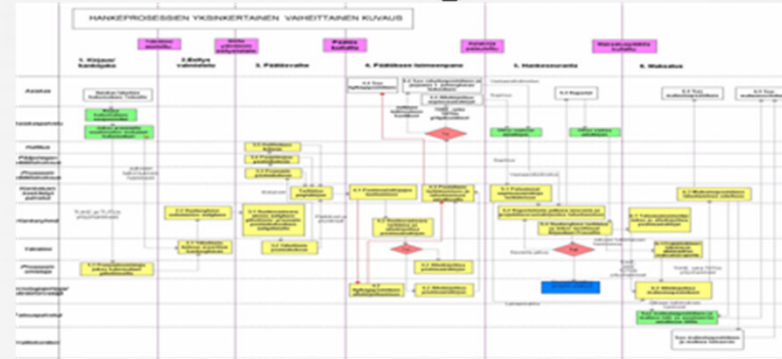
...but some processes are best galvanized with leaving room for variation
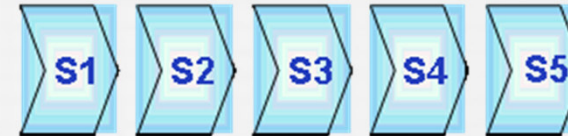
..all processes *should* have defined goals and measurements!

Process 2 "Innovative"

S1 S2 S3 S4 S5

Process for application management – teamwork over unit boundaries, continuous calls, getting applicant information right at the 1st time with online services

Sounding and support discussion

The customer submits an application in the Online Services

The customer receives a notification of receipt

Review of application data

A project team is appointed. The team familiarises themselves in the application and the applicant.

A further discussion with the customer for more details

The project team prepares a proposal to a funding meeting

The funding meeting makes a decision.

The project manager tells the approving or rejecting funding decision and the grounds for it to the customer.
The customer receives a written notification by post or through Online Services communications.

Enabler Map: Focus on key approaches- how many should you build, monitor and continuously revise?

		Approach Title	Description of Deployment
1a		**Leaders develop the Mission, Vision, Values and ethics and act as role models**	
	1	**Tekes Strategy Framework**	The management has together with staff established a Comprehensive Strategy Framework comprising the mission, vision, values, strategic objectives/challenges, and policy choices. Needs for its' renewal are systematically and comprehensively assessed each year. The execution of the Strategy is linked into each staff member's personal *Goals Card*.
	2	**Leadership skills development**	The management and HR ensure as a part of the annual planning (in Human Skills Development Plan, which is a part of the Annual Plan) that leadership skills are supported, coached and assessed comprehensively. The execution of skills development is supported both at individual and division levels by group development discussions, individual 360° feedback and coaching. A specific *Tekes Leadership Academy* was arranged 2009-2010 for all managers.
	3	**Leadership feedback**	The execution of leadership is assessed as a part of the structured annual staff survey. The results and improvement actions based on them are surveyed by the management and staff representatives.
1b		**Leaders define, monitor, review and drive the improvement of the organisation's management system and performance**	
	1	**Performance Monitoring**	A comprehensive performance monitoring system is integrated into Tekes Intranet. Monitoring data is systematically used in follow-up reporting at different levels of the organisation. KPI's (Score Cards) are followed in quarterly reporting.
	2	**Annual Planning & Follow up**	A uniform Planning & Follow up Process is "orchestrating" the planning and follow up work at different levels of the organisation. The process is supported by performance monitoring system including scorecards, and also by a Risk Management Process (ERM) and reporting and support approach for development projects (PMO).
	3	**Comprehensive organisational assessment**	The EFQM Excellence Model is used in assessing organisational excellence every 1-2 years. External assessments have been conducted at 5 years intervals. The model is applied as a basis for developing the management system also between assessments. Parallel to the EFQM based assessments; Tekes is actively using impact assessments in improving its' products and services, and the Ministry of Employment and the Economy is commissioning institutional evaluations of Tekes at intervals.

Thank You !

Heikki Uusi-Honko
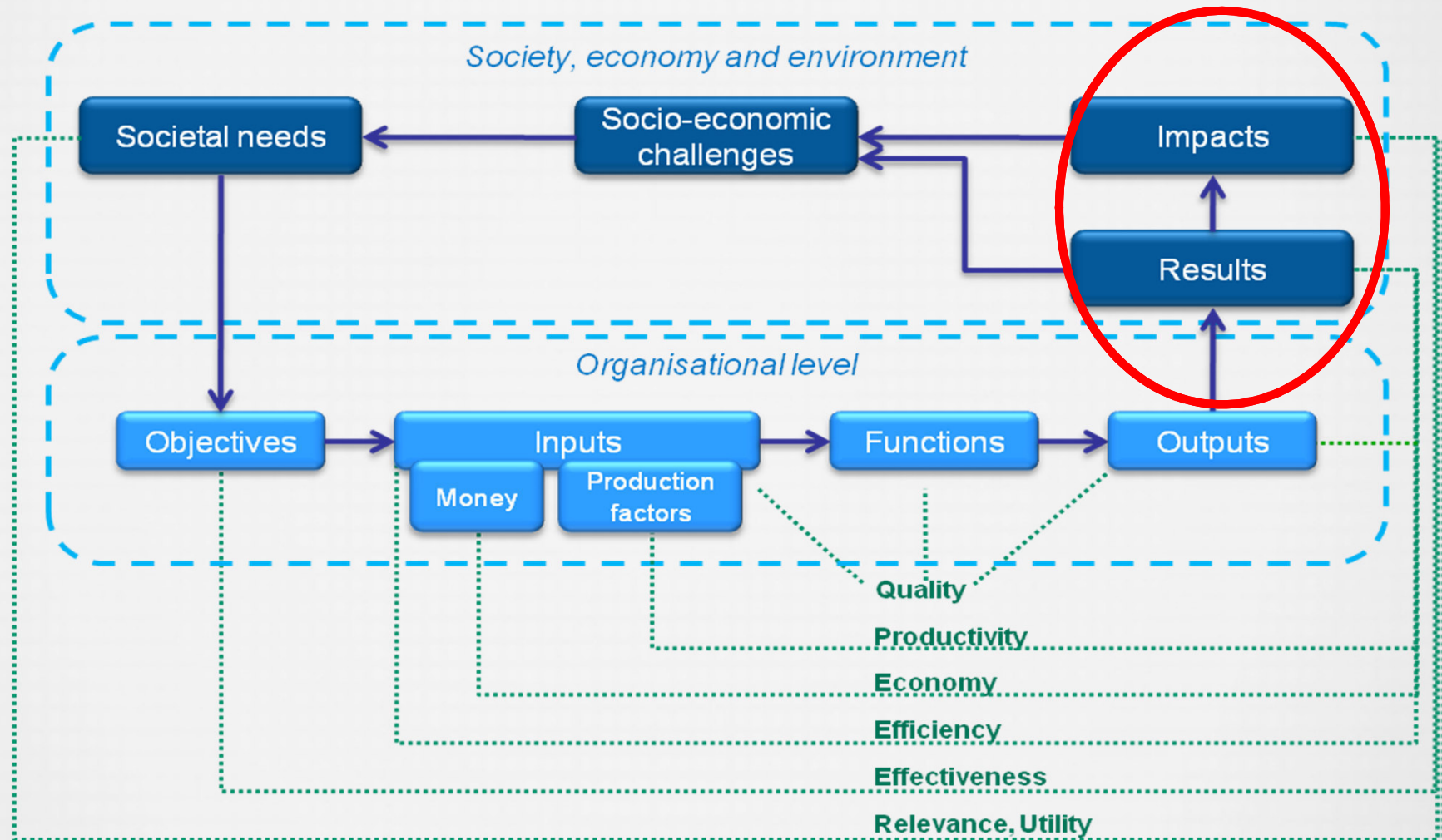
Administration manager

Nordic Innovation (Tekes)

h.uusi-honko@nordicinnovation.org

The look of a Process II (Processing Applications)
-full multilayer intranet documentation internally

Conceptual Framework for Performance Management in Public Sector – Generic Framework

29/04/20 16

Copyright © Tekes

9. Workshop of good practices: West Regional Agency Romania

West Region, Romania

The place where being innovative started as an innovation!

Miruna Vitcu,

Director for Human Resources and Communication

West Regional Development Agency, Romania

Will tell you about

West Region, Romania

West Regional Development Agency

Innovation within West Regional Development Agency

West Region, Romania

West Region, Romania

- 4 counties
- 32.034 sqm
- 1.894.437 people
- regional GDP – 53,7% from EU 28 average GDP: 13 bil. Euro

West Regional Development Agency

West Regional Development Agency

Our focus is on Regional Development through …

West Regional Development Agency

Regio
PROGRAMUL OPERATIONAL REGIONAL VEST

Inițiativă locală. Dezvoltare regională.

2007 - 2013
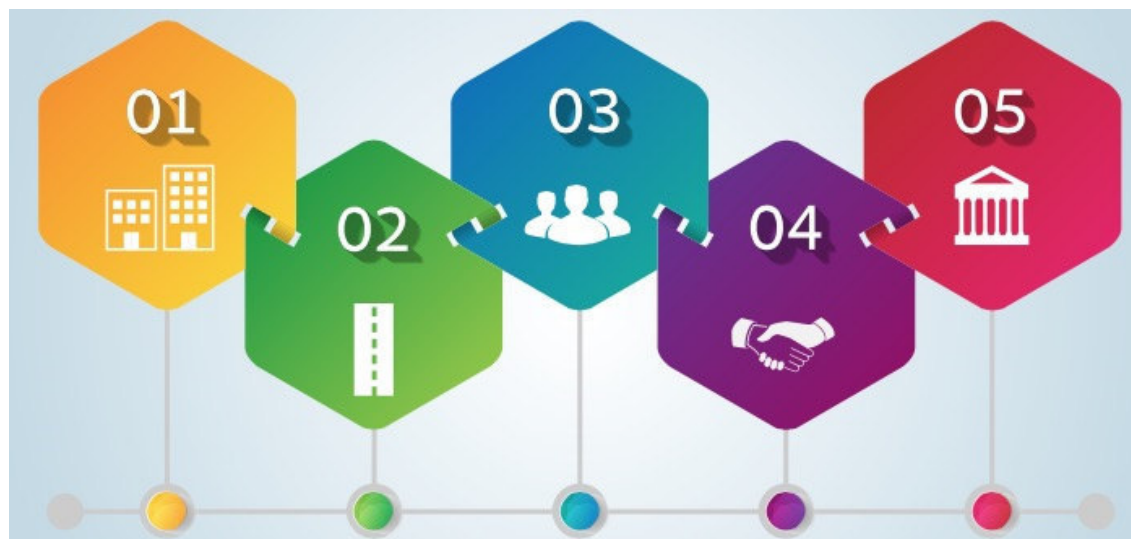
| Urban development | Road infrastructure | Social | Business environment | Turism |

West Regional Development Agency

Regio
PROGRAMUL OPERATIONAL REGIONAL VEST

2014 - 2020

Inițiativă locală. Dezvoltare regională.

AXIS 1	Technology transfer
AXIS 2	SMEs
AXIS 3	Energetic efficiency & Urban mobility
AXIS 4	Sustainable urban development
AXIS 5	Cultural heritage & Abandoned urban areas
AXIS 6	County road infrastructure
AXIS 7	Tourism
AXIS 8	Health & Social
AXIS 9	Disadvantaged communities
AXIS 10	Education
AXIS 11	Cadastre & Land register

West Regional Development Agency

Regional Development through …

Strategic regional planning
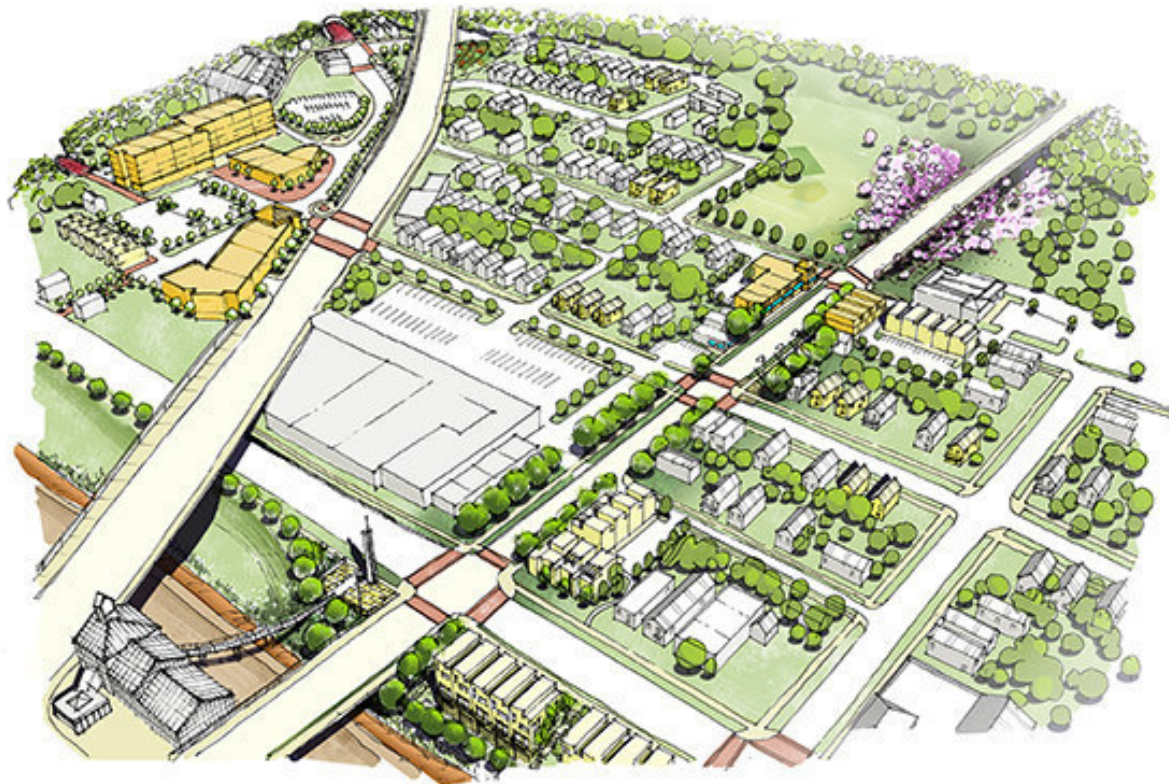
West Regional Development Agency

Regional Development through …

Foreign investments

West Regional Development Agency

Regional Development through …

International projects

West Regional Development Agency

Regional Development through …

European Enterprise Network

West Regional Development Agency

Regional Development through …

Innovation

Innovation in …

1. Developing regional policies - direct result of the regional planning activity (ROP, RIS and S3)

Regional policies
Regional Innovation Strategy

Regional Innovation Strategy Exercise

2005 – 2008: **First Regional Innovation Strategy** in Romania

2009 – 2013: **Second RIS exercise** in the West Region

Throughout the RIS process...

- **50 partner companies** in an effort of **clustering**

- **300 company interviews**

- **Sectoral studies** elaborated in **automotive and IT&C**

- **35 technological audits** in companies

- **20 vouchers** given to firms
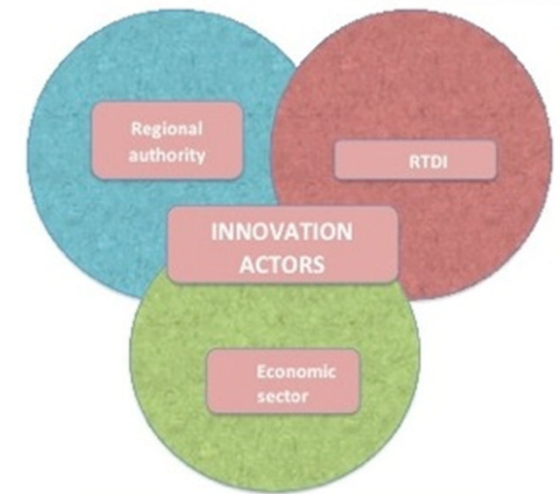
Pilot projects resulted - Tehimpuls Centre, Automotivest Cluster, Regional ITC Cluster, Regional Competence Centre - CERC

S3 – „Smart Specialization"

Regional innovation strategy (2014-2020) based on the „Smart specialization" concept, parallel with the Regional Development Plan 2014-2020.

Context:

- „Services for the increase of competitivity and smart specialization *in West Region*" project - result of the **West RDA** effort in supporting the entrepreneurship, innovation and lasting development in the region; project implemented with the support of World Bank

- **Partnership with the S3 Platform** of the European Comission

S3 – „Smart Specialization" – West Region, Romania

Sectors that have a **competitive advantage** - make export possible
- Automotive
- Textiles
- IT&C

Sectors that have a **potential/latent advantage** - in need of additional resources: location, know-how, institutional environment
- Agro food
- Tourism

Sectors that have an **unclear competitive advantage** - there isn't yet a clear direction for development
- Construction

Innovation in …

3. Approaching internationalization:

- Part of **networks** (domestic & international) - through strategic partnerships with European target regions (**EURADA, ERNACT**)

Innovation in …

- **Leader/partner in european projects** - success rate of over 90%

- **Promoting** & **developing foreign investments** in the West Region

- **representation in other cluster networks** or urban developing committees

- **Coordinating the Enterprise Europe Network Consortium:**

  Ro-Boost SMEs (2015).
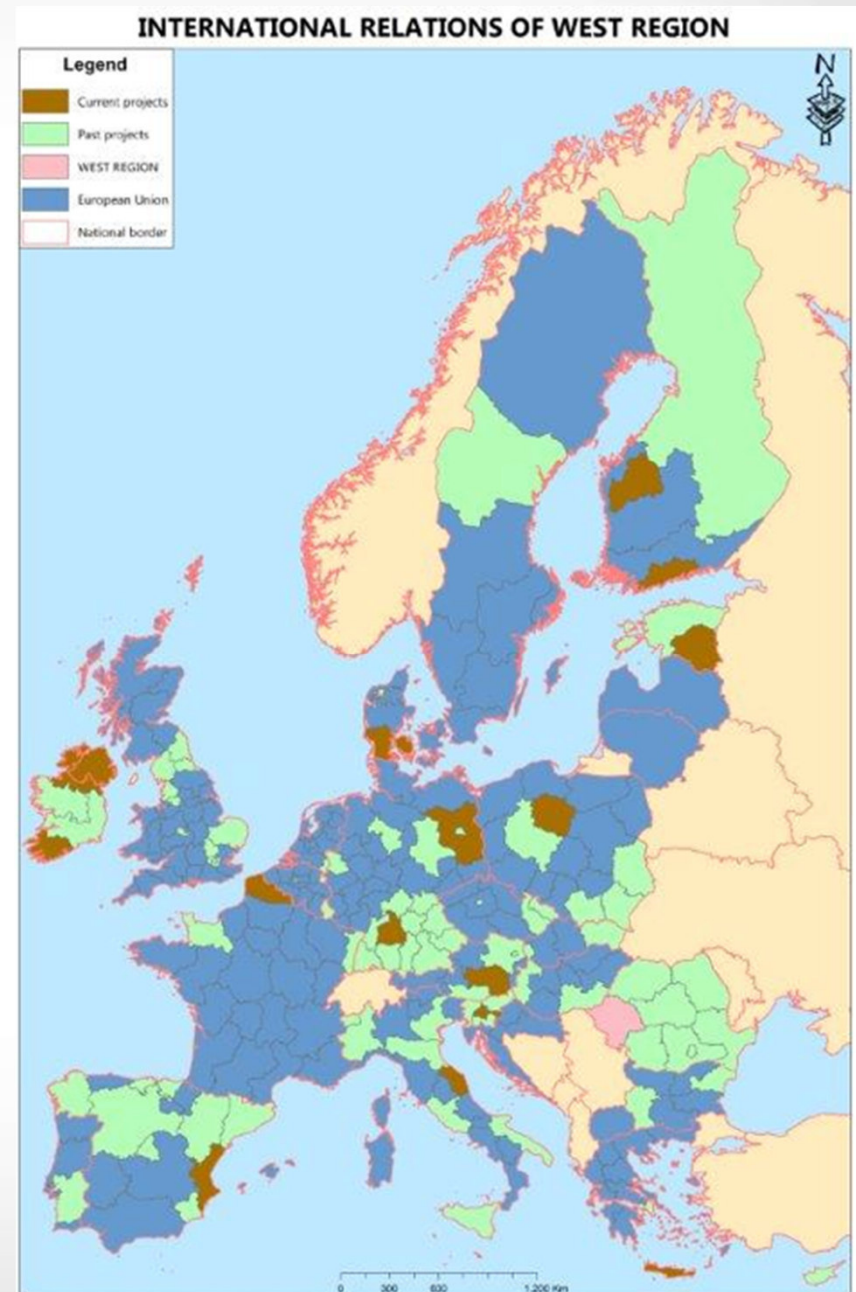
Regional Projects and International Relations
International Relations

International Relations

Partnerships with various
European regions:

- Hungary
- Serbia
- Republic of Moldova
- France
- Spain
- Norway
- Netherlands
- Belgium
- Ireland
- Germany
- Italy
- Greece
- United Kingdom
- Finland

INTERNATIONAL RELATIONS OF WEST REGION

Legend
- Current projects
- Past projects
- WEST REGION
- European Union
- National border

International relations

West RDA member **relevant european networks:**
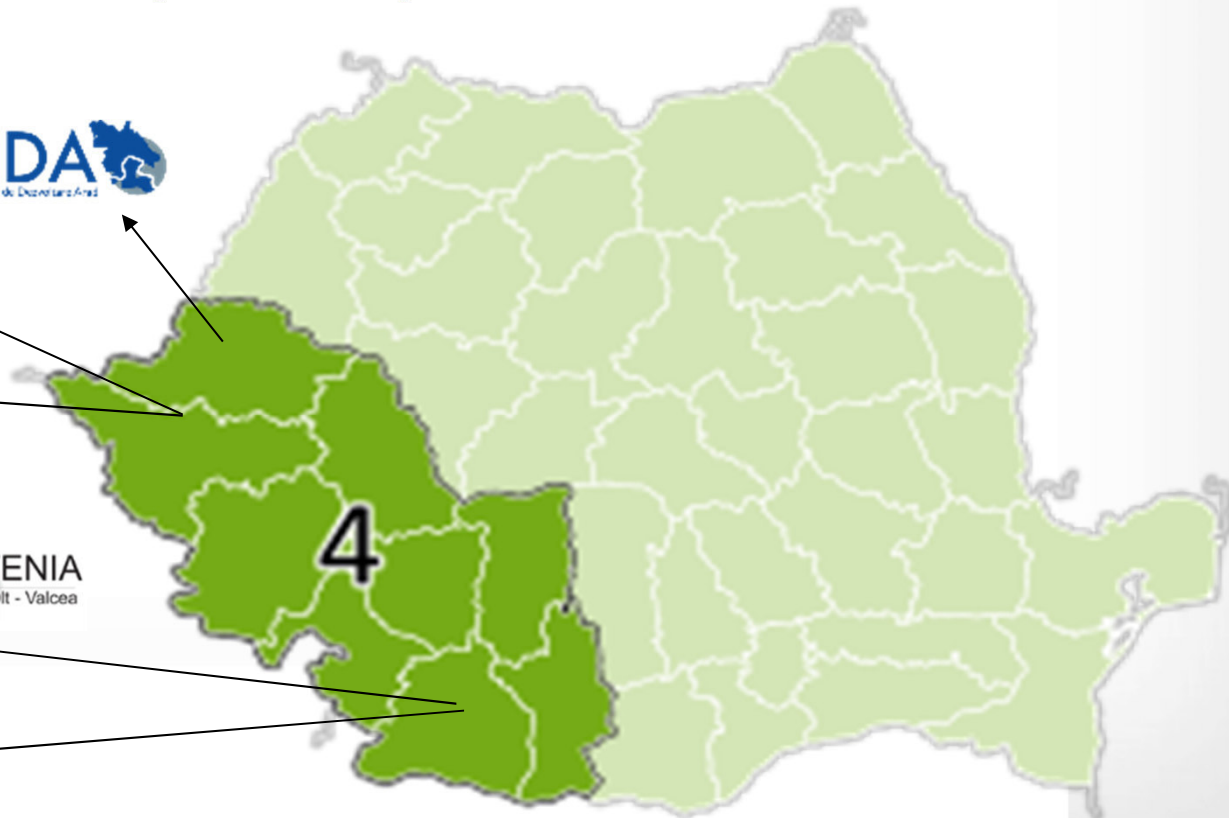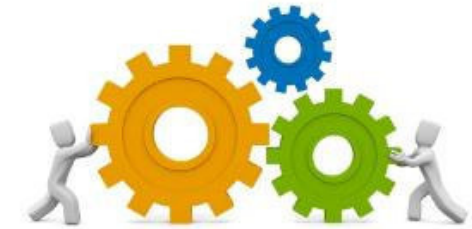
Boosting Smart and Innovation-Driven Growth for Romanian SMEs –
RO-Boost SMEs Consortium
Partner of Enterprise Europe Network for 2015 – 2020

Portfolio of Services ....

▶ **Advice** regarding

❖ Policy, legislation and european standars

❖ European funding programmes

❖ Access to financing (venture capital, vouchers, equity funds etc.)

❖ Business intelligence - European and International markets

▶ **Internationalization** - facilitating partnerships for

❖ International research project

❖ Innovation and transnational technology transfer

❖ Developing transnational bussiness

▶ **Developing the capacity for innovation management**

enterprise europe network
Business Support on Your Doorstep

ADR Vest

ADR SV OLTENIA
Dolj - Gorj - Mehedinti - Olt - Valcea

TehImpuls

CDA
Centrul de Dezvoltare Arad

Universitatea din Craiova

... **Offered by RO-Boost SMEs Consortium...**

- SMEs
- Enterpreneurs
- Universities and research centres
- Clusters
- Bussiness support organisations

(Industrial Parks, Bussiness accelerators, Incubators)

... **to increase competitiveness and innovation in the macro-region 4**
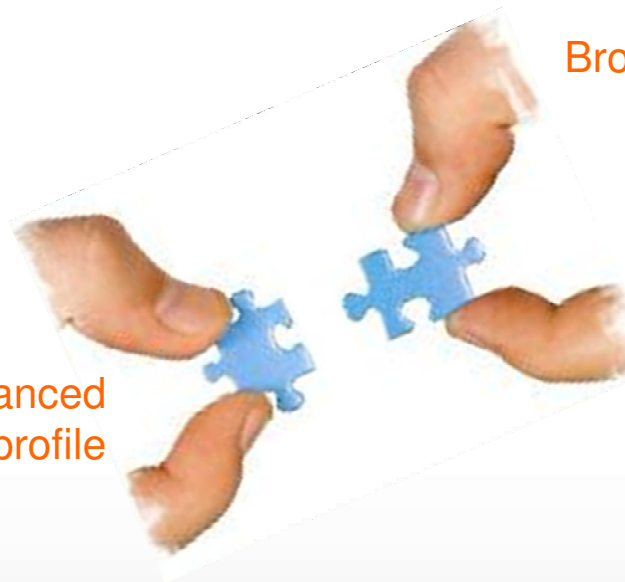
Tools for internationalization

- Database with Partnership opportunities
- Database with international events
- Organized Actions by RO-Boost SMEs

Brokerage Events

Company missions

Targeted advanced
search based on profile

Universitatea din Craiova

In 2015:

Over **2500 clients** have received information about EEN Services

Contact with over **100 companies**

36 companies recipients of advisary services

337 attendees at events

56 bilateral meetings at brokerage events

2 company missions (in Irland and United Kingdom)

10 company started assessment of their innovation management using

IMP3rove tool

Universitatea din Craiova

Ro-Boost SMEs Consortium

enterprise europe network

Innovation Norway

TehImpuls

ADR Vest

Târgul Regional de Inovare Editia A III-A
21 Octombrie 2015
Arad, Regiunea Vest

The outcome … in images:

https://www.facebook.com/316366841803458/videos/876423042464499/

Thank you!