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**Tools for innovative SME support in STPs:**

# **Strategic Growth Plan (PEC)**

**International Colloquium on Science Parks  
9<sup>th</sup> September 2009, Berlin-Adlershof**



## Growth management: *challenges and lacks*

- Less companies than needed are created...
- Companies growth less than possible and desirable...
- Until now, much more attention paid to first problem...
- Second one is probably more difficult to be tackled and it's related to different lacks...



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## Some internal lacks in front of the growth challenge

- Lack of ambition
- Lack of focus
- Lack of a professional management team
- Lack of an effective system of company government
- Lack of flexible solutions on the property in order to develop new options to grow. ...

### One of them specially strong:

- The lack of an opportunities identification process implemented in the company that enables taking advantage of these opportunities.



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## PEC Origins

- Barcelona Activa has developed several successful methodological tools for business creation: from his Virtual Incubator, to the On Line Business Plan Tool (that has been used for 1916 entrepreneurs in 2008 with 230 finalised business plans, and that has been transferred to 7 organisations), or the Business Idea Tester and the Entrepreneurial Skills Tester.
- IESE, one of the leading Business Schools in the world, has developed a strategy thinking methodology used in more than 200 different companies of all sizes
- Both organisations decide to collaborate in order to help young and ambitious companies to grow.



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## PEC: Key points

Help the entrepreneur and his/her team to plan and organize the growth process

- Which are our growth **opportunities**?
- Which are the most **attractive and feasible**, taking into consideration our profile and resources?
- What growth **objectives**, ambitious but realistic, are we able to tackle to take advantage of these opportunities?
- What initiatives must we implement to put **all the organization and all the resources in the same direction** in order to achieve the growth objectives?
- What **impact** has this plan in our profit and loss statement?



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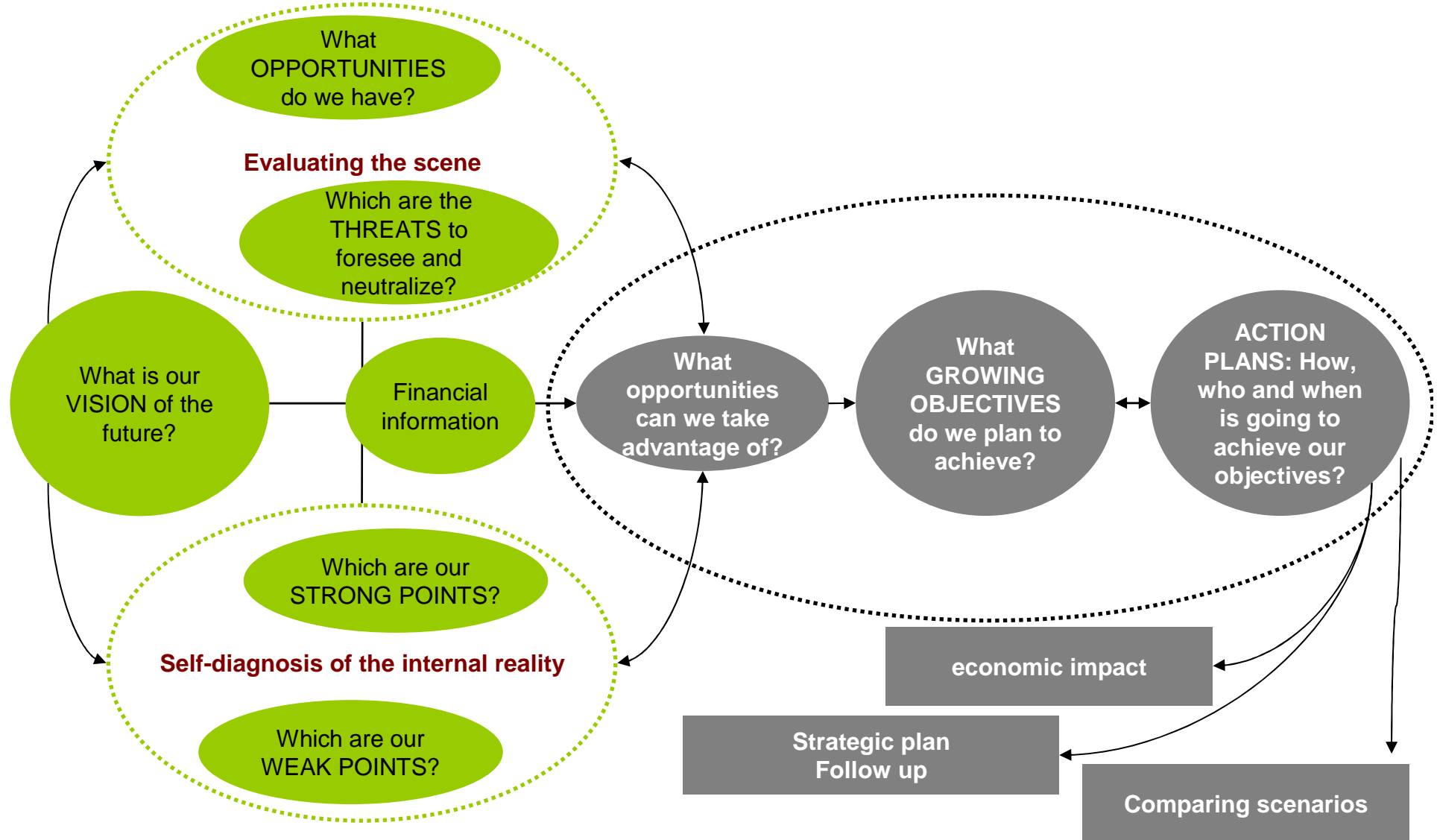
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# PEC's Methodology

## Strategic self assesment tool

## Strategic Planning tool





## PEC Characteristics

- Rigour and consistency of the methodology
- Personalisation: the tool design a personal path of strategic growth plan design depending on the characteristics of the company: production/service, R+D, level of development ...
- Business learning: equipped with conceptual definitions and explanations of business concepts in simple language
- 3 examples of real cases of the business sector assessed.
- possibility to be in touch with a personal adviser who will solve questions during the development of the strategic growth plan. (This functionality is optional)
- User friendly: the tool guides the entrepreneur who answer questions that make him/her thinking in his/her company
- The entrepreneur can create several scenarios and compare the impact of different strategies.



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## PEC: results

- Launched in march '09
- More than 250 companies had shown interest and had logged in the tool.
- 90 companies had started the process of building a Business Growth Plan
- 15 companies had already finished their Business Growth Plan and they are implementing it with important decisions taken as externalisation of sales force, financial officer, opening new markets...
- Together with IESE we have develop the Growth Academy: a 6 month program in a blended model on-line and off-line: 4 sessions with coach and feed back on what entrepreneurs and their team develop in their Business Growth Plan.



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## What does PEC's use offer to companies?

- Develop the competitive environment of the company with its opportunities and challenges
- Create the future in an innovative way, developing a growth vision and objectives
- Establish strategic initiatives and develop action plans about key processes for a better competition and growth
- Involve and integrate the team to achieve the vision
- A resource until now reserved to multinationals



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**Danke!**

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