

CZECH REPUBLIC

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Interviewed entities:

Region	Number of entities	Entity
MAS ZD	7	Cyklos výrobní družstvo Choltice
		Jaroslav Kutílek (operator of microbrewery Žlebské Chvalovice and distilleries)
		MAS Železnohorský región, z.s.
		Ing. Jaroslav Nevole – Sady Svinčan
		Obzor výrobní družstvo invalidů v Praze
		Vodní zdroje Chrudim
		ZOD družstvo Stolany

MANAGEMENT AND SUPPORT

71% of companies joined in research have linear organisational structure. 14% of respondents have linear-staff organizational structure and the rest don't mention organizational structure in interview. 29% of respondents belong to micro enterprises, 29% belongs to small enterprise and 42% belong to medium sized enterprises. They have different legal form such as cooperative, limited liability company, non-profit organization, self-employed and agricultural entrepreneur.

STRATEGY PLANNING (VISION AND MISSION)

All of investigated companies have wrought a strategy plan. They have clear vision and mission of the company for the future. They approach responsibly for a strategic planning on regular basis in 57% usually on short term and in 43% on long term.

TREND'S MONITORING

86% of investigated companies run KPI's monitoring system. 71% of them have corrective action plan in any case of trends deviation, what is quite good.

CERTIFICATIONS

All investigated companies have different certificates according to the area of activity – production and services provided. This demonstrates a rational and responsible

management approach not only to the company itself but also to customers and clients. It is one of the basic presumptions for building and consolidating the positive image of the enterprise in the eyes of the public. Owned certifications are following: ISO 900, ISO 9001, Association of Regional product Badge of the Czech Republic, Czech Service Quality System, GLOBAL G.A.P. certification and SISPO.

MONETIZATION

86% of respondents have revenues predictable and the rest of respondents have it irregular and seasonal. Companies have access to different favourable funds. They make use of different funds, for example EU funds, loans, subsidies, national grants and loan from Czech-Moravian Union of Production Cooperatives.

REVENUE MODEL

43% of respondents use specific tool within the pricing policy which are trigger prices, quantity discounts or individual offers. The rest of respondents do not have space for application of these specific tools.

EMPLOYMENT

71% of respondents are able to attract and retain a skilled workforce by stable job, career growth, bonuses, above-standard social policy, home-office and variable work tasks. All of investigated companies consider their fluctuation rate low or very low, but they do not have idea about exact indicator. 43% of the respondents have training program for their employee. Evaluation of labor force diversity shows up, that only 29% of the respondents employ disables and 71% employ seniors in their companies. 57% of investigated companies accept students for an internship.

PARTNERS AND NETWORKS

86 % of respondents invest into the social community, through company events, public events (sport, leisure time, beneficial events), regional events, lifelong learning, association of athletes, volunteer fire brigade, local primary school, kindergarten and programs for students. 71% of companies participate in monetary community involvement by Local Action Group Železnohorský region, Association of

Microbreweries, Association of Regional Brands of The Czech Republic, Nationwide Rural Development Network, Local Action Group Chudimsko, Cooperative society of Pardubisko, Czech Agrarian Chamber and Czech Agrarian Union. 71% of respondents are in a partnership with other companies. 43% of the respondents apply the HEI-company-research triangle. 86% of respondents cooperate with local or regional government. Only 43% of asked companies process wastes from its production. Also 43% of respondents are in a partnership with social enterprise by sheltered workshops and with children's home. Only 28% of them cooperate with universities such as University of Pardubice, Charles University, Mendel University of Agriculture, Masaryk University in Brno and University of Krakow. Also only 28% of investigated companies participate in educational process and only 14% of respondents think that there are taught study programs tailor made their needs.

RESOURCES

The financial resources for the business are profit, loans, EU funds, subsidies and Czech national grant program. Companies develop human resources through trainings, specialized courses, external trainings, multidisciplinary projects, work safety, increasing qualification and excursions. 71% of respondents encourage their employees to attend personal development. The critical skills of employees are technical skills, language skills, business talent, personal responsibility, communication skills, creativity, knowledge and expertise. 86% of respondents have proven and analysed structure of expenses and all of them make profit.

MARKETING SYSTEM

Marketing

The most used channels for marketing and promotion are Internet, Facebook, website, newspapers, exhibitions, catalogues, leaflets, video-spots and direct mailing. 57% of respondents have a marketing strategy and only one respondent is considering extend the strategy in the future by active search of new customers.

Customers

The number of individual business customers is very diverse and is directly related to the focus of selected businesses. It moves between 5-200 customers. Investigated companies focus on following customer segment: users of printers and air-condition, beer consumers, small traders and companies. 43 % of respondents focus only on national customers and the rest of them target also on local, national and international customers.

INNOVATION SYSTEM

Offer

71% of investigated companies apply the process of the product or service development. 57% of respondents consider make their production more diversified.

Value proposition

86% of respondents maintain relations with customers from the marketing point of view and they would improve them with constant monitoring, positive relations, personal communication and good relations. Product is marketable for 86% of investigated companies. For all companies can their customers clearly differentiate their products. For 71% is their brand meaningful in the customer perception.

Sustainability

The investigated companies have a different market position, some of them have registered mark, trademarks and also loyalty is very important. 57% of respondents can innovate more successfully than competitors.

BIOECONOMY PRODUCTION SYSTEM

Offer

The asked companies provides following products/services: machines and device for adjusting papers after printing, sheet materials, air-conditioning, beer and distillery services, work and protective means, milk, beef, poultry, cereals, grass seeds, sugar beet and oil seeds.

Capacity and capacity planning

Only 43% of respondents have analysis of how many percentage of their capacity is filled with customers order. It is between 85% and 100%. 71% of respondents have not process to balance the customer order fluctuation with their capacity.

Sustainability

The investigated companies remain sustainable with following: respecting business and natural laws, tracking efficiency, statistic and effectiveness and monitoring efficiency.

Quality management

All respondents have target value for customer quality claim. 43% of asked companies don't have escalation system than the costumer claim is higher than expected. 57% of them have action plan to develop their product quality.

Suppliers

Investigated respondents have key supplier between 3-20. Only one company is for 100% dependent on it's key suppliers. Other companies are not dependent or for a low range.