

Annex 2: Template for the Country Research Reports

Partner name and country: FyG Consultores, Spain.

Data about respondents and their organisations:

<i>Total number of respondents</i>	29
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<i>Age of the youngest respondent</i>	<i>Age of the eldest respondent</i>	<i>Average age (from all respondents)</i>
22	59	40,72

<i>Number of SME managers</i>	<i>Number of SME owners</i>
20	9

<i>Shortest length of service</i>	<i>Longest length of service</i>	<i>Average length of service (from all respondents)</i>
1	23	8,72

<i>Number of employees</i>	<i>Less than 10</i>	<i>10 - 50</i>	<i>50 - 250</i>	<i>More than 250</i>
	16	11	2	0

<i>Organisation's field of activity</i>	Health Services, Restoration, Food, Catering, Hostelry, Transport, Sales, Textile production, Paper printing, Pharmacy.
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<i>Number of organisations located in urban areas</i>	<i>Number of organisations located in rural areas</i>
25	4

<i>Number of organisations concerned about innovation, in general</i>	22
<i>Activities/actions that respondents currently implement (or they would be interested to implement) in order</i>	The participants mentioned some of the actions they currently implement in

<p>to support and promote innovation in their professional activity or work</p>	<p>their companies and also actions they want to put in practice</p> <ul style="list-style-type: none"> - Formation of Lean Management and Data analysis. - Formation of teamwork and leadership. - Meetings for sharing new ideas or opinions. - Website and Online sales. - Reaching new clients through social networks. - Recruiting through social networks. - Reclying and sustainable development. - Introduction to the international market. - Improve the technology. - Selecting and testing of new materials.
<p>Number of respondents that promote innovation leadership</p>	<p>22</p>
<p>Practices that encourage the employees the most to be proactive or contribute ideas</p>	<p>To get the most out of employees, they have to feel good, listened to and understood in the work environment. The managers and owners mention that it is really important to listen actively to them and value their work. Other of the ideas that was considered is to give to the employees responsibilities related with the innovation in their company and to promote the constructive feedback. Put in practice different tools as:</p> <ul style="list-style-type: none"> - The use of “the online suggestion box”, an online platform where they can leave their ideas, suggestions and opinions. - Brainstorming meetings - During the working hours, can be offered free workshops and modules to the employees for

	<p>them to achieved more innovation skills and knowledge</p> <ul style="list-style-type: none"> - Organize formations and events with other companies where the innovation led to success
<p>Beliefs of respondents regarding innovation leadership</p>	<p>A rigid leadership style does not help employees to feel that they can contribute ideas; compartmentalisation of work helps employees to focus more on the projects they are involved in; and knowing the reality of each employee helps to focus leadership in the company on process innovation.</p> <ul style="list-style-type: none"> - Trust on the employees - Delegating, active listening, not being afraid of failure - Being update of the consumer trends, encouraging communication and a good atmosphere in the workplace. - Openness
<p><u>Behaviours</u> that respondents can practice to encourage and support their employees' openness to contribute their ideas/proactivity/willingness to engage in innovation activities</p> <p>OR</p> <p><u>Behaviours</u> that respondents find relevant for engagement and valuable contribution to (implement) innovation</p>	<ul style="list-style-type: none"> - Setting employees in leadership situations to assess their readiness for leadership and giving them as much information as possible about the objectives in order to be able to develop this process effectively. - Give recognition not only to employees whose ideas are implemented, but also to those who actively participate in proposing ideas. - Apply techniques and practices to connect with workers. - Encourage training through workshops, online courses, etc. - Inclusiveness, collaboration and teamwork. - Active listening to their ideas and putting them into practice

	- To be accessible to them.
<u>Areas</u> that respondents consider as the most important and that they believe WINN Toolkit and Training Programme should envisage	<ol style="list-style-type: none"> 1. critical thinking 15 2. clarification of ideas 1 3. mapping of arguments and decisions 5 4. innovative mindset 18 5. emotional intelligence 8 6. leadership style 10 7. collaborative behaviours (active listening, constructive response to adversity, etc.) 13 8. empathy 5 9. overcoming biases in the decision-making process 4 10. heuristic reasoning 2 11. comparative reasoning 2 12. empiric reasoning 4
<u>Innovative behaviours</u> most necessary for an employee to become an innovative individual	<p>(a) Idea generation behaviours: Exploring opportunities 17 Identifying performance gaps 15 Producing solutions for problems 16</p> <p>(b) Idea application or implementation behaviours: Demonstrating application-oriented behaviour 11 Investing effort in developing, testing and commercialising the idea 8 Displaying strong personal commitment to the idea 13 Persuading others of the value of that idea 4 Enhancing creativity of your followers 13 Proving creative self-efficacy 5</p>
In relation to “trying to introduce innovation into an organisation”:	
Paths to innovation	<ul style="list-style-type: none"> - Education and information - Listening - Mobility - Take a risk - Keeping and support customers

	<ul style="list-style-type: none"> - Adapt to new trends and promote digitalisation - Involve the whole company in the process - Training and proactivity - Improvements in processes - Include innovation in the company's strategic plan, develop an idea programme, - Open thinking - Vision of the future - Communication
<p>Areas of required individual development</p>	<ul style="list-style-type: none"> - Organisation, critical analysis, proactivity - Resilience - Developing empathy, active listening, and teamwork - Digital training - Innovative and self-critical thinking - Constant training, self-demanding - Being in control, intrinsic motivation - Creativity
<p>Main success factors</p>	<ul style="list-style-type: none"> - Allow mistakes and keep going. - Share ideas with the team - Risk taking, investment and positive thinking - Multidisciplinary work - Increasing results/profits - Increased employee and customer satisfaction - Creativity, usability, universal access - Opportunities and strengths - Strategic orientation, change management, collaboration - Leading teams and promoting optimal teamwork

	<ul style="list-style-type: none"> - Problem solving
Challenges	<ul style="list-style-type: none"> - To achieve and maintain a competitive level with respect to other companies in the sector - Creativity - Personal and economic challenges - When something fails, to have the economic capacity to overcome that obstacle - Flexibility - Overcome the fear of incapacity, introduce products to the market that go beyond our usual lines, sustainability - Coronavirus pandemic

Format of the data to be provided from the interview with representative of SME support organisations:

Brief description of the supporting institution and / or interviewee	<p>Banco Sabadell is a financial institution that has in its DNA both support for the internationalisation of companies and financial support for all those companies that present innovation projects.</p> <p>To cite just one example, at the end of 2020 the Bank's Startups Division had more than 34 companies in which the Bank either participates with participative loans (own resources) or with very long-term external financing with very significant grace periods. Both requirements are absolutely necessary for the development of innovative business ideas that must take market shares currently occupied by other products.</p>
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	<p>As regards internationalisation, Banco Sabadell is the leading Spanish bank in terms of international business quotas, well ahead of other banks that are larger than it.</p> <p>The interview was conducted with Mr. Domingo Álvarez García. Mr. Álvarez studied economics. He has worked for more than 25 years for Banco Sabadell, where he has been able to evolve in different positions with many responsibilities.</p> <p>During his time at the Bank he has managed regional head offices (Main Offices), he has managed the Corporate Banking Division in Levante, he managed the Real Estate Business Division in the Valencian Community and also the Agricultural business unit in Levante and the Balearic Islands.</p>
<p>Main conclusions from the commentary on the research results</p>	<p>For the interviewee, the Director of an SME must have a series of characteristics which, without being mutually exclusive, should include:</p> <ol style="list-style-type: none"> 1. being the team leader with the function of channelling any ideas that arise in his or her team and transforming them into working content for analysis. 2. To be in permanent surveillance of the competition in order to correct in time deviations that do not go in the direction of the market. Direct competition must be an element to be constantly studied and monitored.

	<p>3. To analyse that the demand does not suffer alterations due to new inputs in the supply or changes in purchasing habits.</p> <p>4. Motivate the team (100% of the team) to contribute ideas to improve the company. There must be a set of internal and objective "recognitions" to reward those ideas that end up taking root in the company, whatever their field.</p> <p>5. Know the differences between the Spanish market for the company's products and the situation of these same products in the markets around us. Knowing how the market for our products is evolving in neighbouring countries is a way of anticipating changes in order to ensure that our company lasts as long as possible.</p> <p>6. If the Director is a hired professional, he/she must be in permanent contact with the Capital in order to unite and make known the medium-term objectives of the company and thus involve the Capital in them. The commitment of Capital is absolutely vital.</p> <p>·</p> <p>Mr Álvarez Pointed out some advice about how to work on company innovations together (e.g., how the company should look like in 2025):</p> <p>In his opinion, the working groups that are formed within a company should act by business areas in order to be more operative and efficient. This does not prevent these areas</p>
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from "rotating" from time to time in order to eliminate vices and inertia and to provide the teams with new ideas.

- For example, a team should propose or publicise changes in the offer detected by the competition. He also considers the permanent analysis of our national and international competition to be relevant. For the interviewee, borders have disappeared nowadays thanks to online commerce.

- Another team has to go deeper into the logistics of sales (which is crucial nowadays) in order to detect problems that damage the image of our company in the market. Currently, a logistic problem can ruin a good product.

- Another team must act on the networks. Be absolutely focused on the analysis of the "VALUATIONS" of our company or product. More and more new or potential buyers are taking a look at the content of the evaluations of our way of doing things. These evaluations not only appear on our website but also in a multitude of specialised "Forums".

- Purchasing team. Often the best way to improve our

	<p>results is through better management of our purchases and/or a change in our suppliers. And not so much by being obsessed with sales.</p>
<p>Main conclusions from factors/behaviours/beliefs/aspects relevant for engagement and valuable contribution to innovation</p>	<p>In his opinion, it is when there is a culture rooted in innovation and change in the company that this machinery of ideas works and produces results.</p> <p>In the company where he comes from, there is an internal circuit (BS IDEA) open to any employee to make any kind of suggestion to improve their products or their image.</p> <p>All those initiatives, proposals or suggestions that end up being implemented are the result of annual recognition and at the end of the year prizes of no small importance are awarded to those employees who have contributed the best ideas.</p> <p>This lever works when the culture of innovation is ingrained. As a numerical example, in 2020, 822 ideas were proposed in this channel set up for this purpose.</p> <p>For Mr. Alvarez, there are two main characteristics to create a culture that facilitates the commitment of all employees to innovation.</p> <ul style="list-style-type: none"> - Listening and knowing how to listen to the opinions of others. Not only that they feel listened to, but also that the proposals they make are then implemented. This is how you build

	<p>trust so that employees continue to contribute their ideas. The common denominator of this whole process must be respect for the ideas/opinions of others.</p> <p>- Positive coping with mistakes and future analysis. When it comes to promoting innovation, it is a risky process that sometimes succeeds and sometimes does not. When mistakes are made, it is very important to deal with them constructively in order to learn from them.</p>
<p>Main conclusions regarding the role of the listed areas</p>	<p>For the interviewee, the main objective of the "leader" in an (SME) project, as far as innovation is concerned, is precisely to get 100% of the team involved in this behaviour. The most brilliant idea can come from the most unexpected person. If the culture exists, the idea will be put on the table. If there is no culture, there will be no ideas.</p> <p>Thinking that the Director or Owner of the business is the only one at the helm who can come up with new ideas for the evolution of the company is a mistake that is paid for with the progressive loss of market share and eventually disappearance.</p> <p>Human capital does not appear on a company's balance sheet, but it is an extremely valuable asset. Not taking advantage of it is to have a very short-term vision of your business and to</p>

	waste an enormous asset that exists in all companies. Talent.
Relevant quotes (if necessary)	