

Accelerate!

**Needs Analysis Survey:
SMEs Governance
in EU**

(English)

Please select your language above

This questionnaire will take you less than 10 minutes to fill out. The name of the participants will remain anonymous.

Should you desire to get in touch with the organisation that solicited your collaboration in filling out this questionnaire, do not hesitate to write down your name on the last page and they will contact you.

We appreciate your taking the time to complete the following survey!

1. Could you please specify your role in the company?	
CEO	<input type="checkbox"/>
President of the board	<input type="checkbox"/>
Non - Executive Director	<input type="checkbox"/>
Executive director	<input type="checkbox"/>
Shareholder	<input type="checkbox"/>
Other (Please specify)	<input type="checkbox"/>

ABOUT THE COMPANY

2. What is the main economical sector of your company?		
	Construction	<input type="radio"/>
	Services	<input type="radio"/>
	Energy	<input type="radio"/>
	Health	<input type="radio"/>
	Industry	<input type="radio"/>
	IT & Media	<input type="radio"/>
	Consumer Goods	<input type="radio"/>
	Organisations	<input type="radio"/>
	Transportation	<input type="radio"/>
	Other (Please specify)	<input type="radio"/>

3. Number of years your business is established:		
	0-4 years	<input type="radio"/>
	4-10 years	<input type="radio"/>
	10-24 years	<input type="radio"/>
	more than 25 years	<input type="radio"/>

4. Number of workers in your company:		
	0-9	<input type="radio"/>
	10-49	<input type="radio"/>
	50 – 99	<input type="radio"/>
	100-249	<input type="radio"/>
	250+	<input type="radio"/>

5. Turnover:	
< 2 Millions €	<input type="radio"/>
2-10 Millions €	<input type="radio"/>
10-50 Millions €	<input type="radio"/>
over 50 Millions €	<input type="radio"/>

6. Categories of SME:	
<p>Autonomous: Your company have less than 25% capital of voting rights. in another company or another holds less than 25% in yours; This does not applies if the 25% is held by a business angel, a Venture Capitalist, an institutional investor, a university or a non-profit research centre</p> <p>Partners: You have a holding equal to or greater than 25% of the capital or voting rights in another enterprise and/or another enterprise has a holding equal to or greater than 25% in yours and your company is not linked to another enterprise. This means, among other things, that your voting rights in the other enterprise - or vice versa - do not exceed 50%</p> <p>Linked: For example, a wholly – owned subsidiary</p>	
Autonomous	<input type="radio"/>
Partners	<input type="radio"/>
Linked	<input type="radio"/>

7. Is your company a venture capital-backed firm? Does a financial institution public or private, an investment fund, a business angel or a venture capital firm own shares in your company?	
Yes	<input type="radio"/>
No	<input type="radio"/>

8. Is your business a family-owned business?		
The majority of the shares and/or of the voting belongs to members of one family		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

MANAGEMENT AND GOVERNANCE

The following questions will help us to understand the type of management and governance in Small & Medium Enterprises

9. Is the CEO/General manager?		
Please check all that apply:		
	Founder of the company	<input type="checkbox"/>
	Owner of the company	<input type="checkbox"/>
	Majority shareholder	<input type="checkbox"/>
	A member of the family (for family-owned businesses)	<input type="checkbox"/>
	An outsider	<input type="checkbox"/>

10. For how long was he/she the CEO/General manager of the company? Please, indicate the number of years:

11. Does your company have an Executive Committee?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

12. How many senior management positions does your company have? Please, indicate the number:

13. For family-owned businesses only: Are some of the family members part of the senior/executive management? And if yes, in which proportion?		
	Yes, more than 50%	<input type="radio"/>
	Yes, between 25 and 50%	<input type="radio"/>
	Yes, less than 25%	<input type="radio"/>
	No	<input type="radio"/>

14. Does your company have an Advisory Board/Advisory Committee?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

15. Do you follow a code on Corporate Governance in your company?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>
	It doesn't exist in my country	<input type="radio"/>
	I don't know what it is	<input type="radio"/>
	Other (Please specify)	<input type="radio"/>

16. Does your company have a Board of directors?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

Branching Instructions

IF ANSWER TO (QUESTION# 16 is (Yes)) THEN GO TO QUESTION# 17

IF ANSWER TO (QUESTION# 16 is (No)) THEN GO TO QUESTION# 26

IF QUESTION# 16 is not answered THEN GO TO QUESTION# 17

17. Is the CEO the Chairman of the Board?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

When you are recruiting someone to join the Board of your company		
18. Recruitment of new board member	Yes	No
Do you reach out to someone from your networks?	<input type="radio"/>	<input type="radio"/>
Do you use head-hunters services?	<input type="radio"/>	<input type="radio"/>

19. What is the process of appointing people to the Board of your company? (Describe it in a few lines)

20. How many board members do you have?

21. Composition of your Board
(a) Number of Men
(b) Number of Women
(c) Men <35 years old
(d) Women <35 years old
(e) Men 35-44 years old
(f) Women 35-44 years old
(g) Men 45 -54 Years old
(h) Women 45-54 years old
(i) Men 55-64 Years old
(j) Women 55-64 Years old
(k) Men 65+
(l) Women 65+
(m) Executive directors

(n) Non-executive Directors

22. For family-owned businesses only: Could you specify the number of directors?

(a) With shares in the company

(b) Without shares

23. Please indicate the number of non-executive directors representing your investors (financial institutions, venture capital firms, business angels, investment funds...)

24. For how long do you have a Board of directors? Please indicate the number of years:

25. Was your Board set up after a particular event in the life of the company? For example a new investor, a new CEO/general manager, a change of generation in the family, etc.

Branching Instructions

IF Question# 25 is answered THEN GO TO Question# 27

IF Question# 25 is not answered THEN GO TO Question# 27

26. Are you planning to set up a board of directors?	
Yes, in the next 2 years	<input type="radio"/>
Yes, in 2 to 5 years	<input type="radio"/>
No	<input type="radio"/>
I don't know	<input type="radio"/>

SKILLS AND COMPETENCES FOR A BOARD MEMBER

**What are the skills/competences you consider as important and should constitute part of a board?
Please, fill the table below.**

If you don't have a board, don't fill the column "Is this an existing competence in your board".

27. Importance of the skills/competences for a Board	Non important 1	2	Important 3	4	Mandatory 5
Previous experience in senior management (CEO, COO, CFO...)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Previous position at a prominent educational institution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior position in a prominent non-profit organisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Senior position in government	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
International experience (living & working outside of country)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Previous experience as director of another company	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Education level	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Company's industry expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Experience in obtaining financial resources management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Risk, Audit & Fraud Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Governmental policy regulatory & Legal compliance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information & communication technology	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Environment & sustainability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic human resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Research & Development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Corporate Communications	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic thinking skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Problem solving skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leadership skills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding of the latest management techniques	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Cross cultural intelligence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Practical knowledge of all aspects of the business	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In-depth knowledge on one area	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Is this an existing competence in your Board?	Yes		No		
Previous experience in senior management (CEO, COO, CFO...)	<input type="radio"/>			<input type="radio"/>	
Previous position at a prominent educational institution	<input type="radio"/>			<input type="radio"/>	
Senior position in a prominent non-profit organisation	<input type="radio"/>			<input type="radio"/>	
Senior position in government	<input type="radio"/>			<input type="radio"/>	
International experience (living & working outside of country)	<input type="radio"/>			<input type="radio"/>	
Previous experience as director of another company	<input type="radio"/>			<input type="radio"/>	
Education level	<input type="radio"/>			<input type="radio"/>	
Company's industry expertise	<input type="radio"/>			<input type="radio"/>	
Experience in obtaining financial resources management	<input type="radio"/>			<input type="radio"/>	
Risk, Audit & Fraud Management	<input type="radio"/>			<input type="radio"/>	
Governmental policy regulatory & Legal compliance	<input type="radio"/>			<input type="radio"/>	
Information & communication technology	<input type="radio"/>			<input type="radio"/>	
Strategic planning	<input type="radio"/>			<input type="radio"/>	
Environment & sustainability	<input type="radio"/>			<input type="radio"/>	
Strategic human resources	<input type="radio"/>			<input type="radio"/>	
Research & Development	<input type="radio"/>			<input type="radio"/>	

Corporate Communications	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>
Strategic thinking skills	<input type="radio"/>	<input type="radio"/>
Problem solving skills	<input type="radio"/>	<input type="radio"/>
Leadership skills	<input type="radio"/>	<input type="radio"/>
Understanding of the latest management techniques	<input type="radio"/>	<input type="radio"/>
Cross cultural intelligence	<input type="radio"/>	<input type="radio"/>
Practical knowledge of all aspects of the business	<input type="radio"/>	<input type="radio"/>
In-depth knowledge on one area	<input type="radio"/>	<input type="radio"/>
29. Is this a competence you are willing to add to your Board?	Yes	No
Previous experience in senior management (CEO, COO, CFO...)	<input type="radio"/>	<input type="radio"/>
Previous position at a prominent educational institution	<input type="radio"/>	<input type="radio"/>
Senior position in a prominent non-profit organisation	<input type="radio"/>	<input type="radio"/>
Senior position in government	<input type="radio"/>	<input type="radio"/>
International experience (living & working outside of country)	<input type="radio"/>	<input type="radio"/>
Previous experience as director of another company	<input type="radio"/>	<input type="radio"/>
Education level	<input type="radio"/>	<input type="radio"/>
Company's industry expertise	<input type="radio"/>	<input type="radio"/>
Experience in obtaining financial resources management	<input type="radio"/>	<input type="radio"/>
Risk, Audit & Fraud Management	<input type="radio"/>	<input type="radio"/>
Governmental policy regulatory & Legal compliance	<input type="radio"/>	<input type="radio"/>
Information & communication technology	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>

Environment & sustainability	<input type="radio"/>	<input type="radio"/>
Strategic human resources	<input type="radio"/>	<input type="radio"/>
Research & Development	<input type="radio"/>	<input type="radio"/>
Corporate Communications	<input type="radio"/>	<input type="radio"/>
CSR	<input type="radio"/>	<input type="radio"/>
Strategic thinking skills	<input type="radio"/>	<input type="radio"/>
Problem solving skills	<input type="radio"/>	<input type="radio"/>
Leadership skills	<input type="radio"/>	<input type="radio"/>
Understanding of the latest management techniques	<input type="radio"/>	<input type="radio"/>
Cross cultural intelligence	<input type="radio"/>	<input type="radio"/>
Practical knowledge of all aspects of the business	<input type="radio"/>	<input type="radio"/>
In-depth knowledge on one area	<input type="radio"/>	<input type="radio"/>

30. If you had to explain to another entrepreneur what the benefits of having a Board are, what would you say? (Describe it in 3 – 5 lines)

BOARD DIVERSITY

31. Have you considered adopting, or already taken, any measure to advance diversity in the Board of your company?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

32. Are you aware of any study/report/information that assesses the importance of having women on boards for the organisational success (how businesses with a higher number of women on their boards outperform others in terms of returns on invested capital, return on equity, returned sales...)?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>

33. Do you consider that having a more diverse board would add something to your company? Please mark your answer:		
	Non Important 1	<input type="radio"/>
	Somewhat important 2	<input type="radio"/>
	Important 3	<input type="radio"/>
	Very Important 4	<input type="radio"/>
	Mandatory 5	<input type="radio"/>

34. In which country is your company established?		
	France	<input type="radio"/>
	Belgium	<input type="radio"/>
	Poland	<input type="radio"/>
	Italy	<input type="radio"/>
	Portugal	<input type="radio"/>
	Romania	<input type="radio"/>
	The Netherlands	<input type="radio"/>
	Slovenia	<input type="radio"/>
	United Kingdom	<input type="radio"/>
	Other (Please specify)	<input type="radio"/>

35. In which region is your company established? [Answer this question only if answer to Q#34 is Belgium]		
	Brussels	<input type="checkbox"/>
	Flanders	<input type="checkbox"/>
	Wallonie	<input type="checkbox"/>
	German-speaking community of Belgium	<input type="checkbox"/>

36. Are you looking to add or replace a board member in the coming 2 to 3 years? Or if you don't have a board are you willing to create one in the next years?		
	Yes	<input type="radio"/>
	No	<input type="radio"/>
	I don't know yet	<input type="radio"/>

37. If you want us to present you potential candidates for your Board or if you have more questions, please enter your contact details below

(a) Title:

(b) First Name:

(c) Last Name:

(d) City/Town:

(e) State/Province:

(f) Zip/Postal Code:

(g) Country:

(h) Email Address:



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