

Topic 2. Building Risk-Resilient Environment for Economic Growth

SMES RESILIENCE THROUGH INNOVATIVE BUSINESS NETWORKS DEVELOPMENT



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RESEARCH QUESTION

- Which are the current common resilience challenges to be jointly addressed by SMEs in forestry in cross-border regions
- How to meet them.

METHODOLOGY

- The joint forest-based industries' challenges are defined on the base of the literature and policy documents survey, preferably the 2013 Communication “A New EU Forest Strategy” and the accompanying “Blueprint for the EU Forest-Based Industries” (F-BI). They also consider results of the case study analyses.
- The idea for solving problems is based on literature survey more specifically of standards for business excellences.
- The conditions for solving problems are defined observing the literature survey and results of the case study analyses.

RESULTS

Defined common challenges

- limited access to sustainably-sourced raw materials,
- high cost and complications of harvesting wood,
- price increases driven by competing demand, etc.

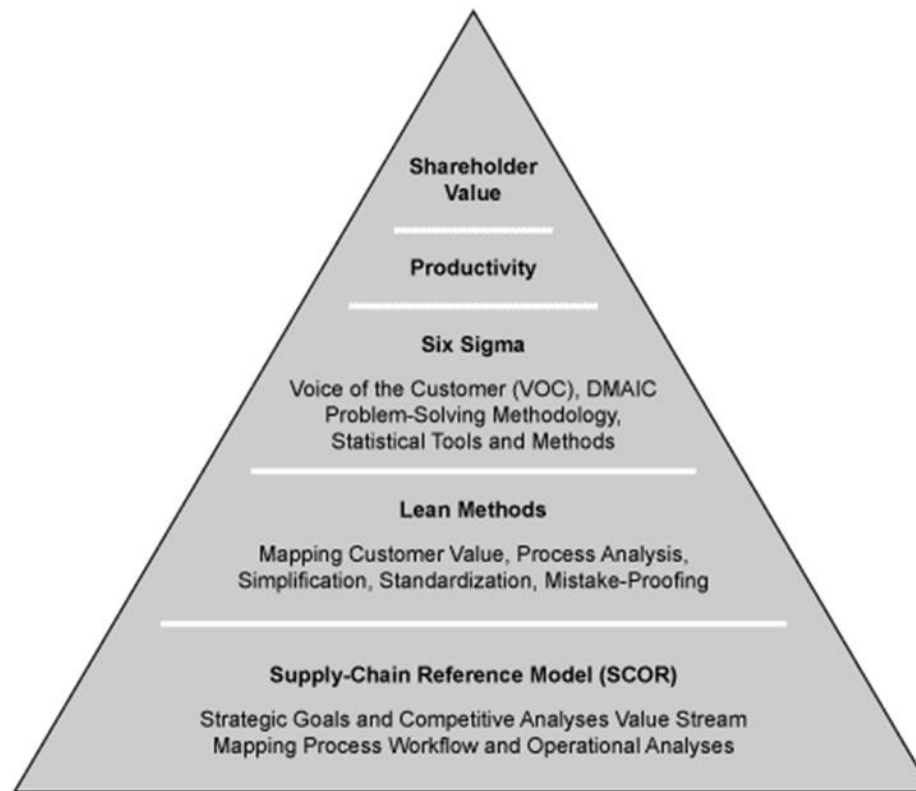
RESULTS

Identified conditions to meet such challenges –

- improving forest management;
- improvement of technologies, management;
- innovation policies;
- scientific information database;
- sustainable consumption.
- Of specific importance is application of standards for business excellence among which are the Supply Chain Operational Reference the newly launched Design-Chain Operational Reference.

SUPPLY CHAIN OPERATIONAL REFERENCE

Figure 1: SCOR Model's Hierarchal Levels



SCOR

Summary of Supply Chain Operations Reference-model (SCOR)

<i>Metric type</i>	<i>Outcomes</i>	<i>Diagnostics</i>
Customer Satisfaction / Quality	1. Perfect order fulfillment 2. Customer satisfaction 3. Product quality	9. Delivery to commit date 10. Warranty costs, returns and allowances 11. Customer inquiry response time
Time	4. Order fulfillment lead time	12. Source/Make cycle time 13. Supply chain response time 14. Production plan achievement
Costs	5. Total logistics costs	15. Value added productivity
Assets	6. Cash-to-cash cycle time 7. Inventory days of supply 8. Asset performance	16. Forecast accuracy 17. Inventory obsolescence 18. Capacity utilization

RESULTS

- Institutional solution to meet challenges -
- SMEs business networks development

IMPLICATIONS

- Academic implication – institutional solution of the problem of the low productivity and competitiveness of SMEs.
- Research implication - IT research development for finding respective IT solutions – office for forest industry support (VOSIF) and a virtual educational platform (VEP).
- Policy makers and practitioners addressed by the IPA Cross-border cooperation program 2014 – 2020.

ADDED VALUE

- Academic added value – defined a new solution of the problem of the low productivity and competitiveness of SMEs in cross-border regions.
- Cross-border community added value – solution of the problem how to overcome the ongoing loss of competitiveness, loss of traditional markets and lack of managerial skills in forestry sector.

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THANK YOU!