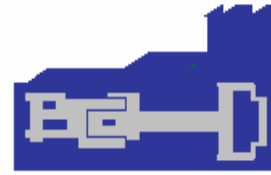


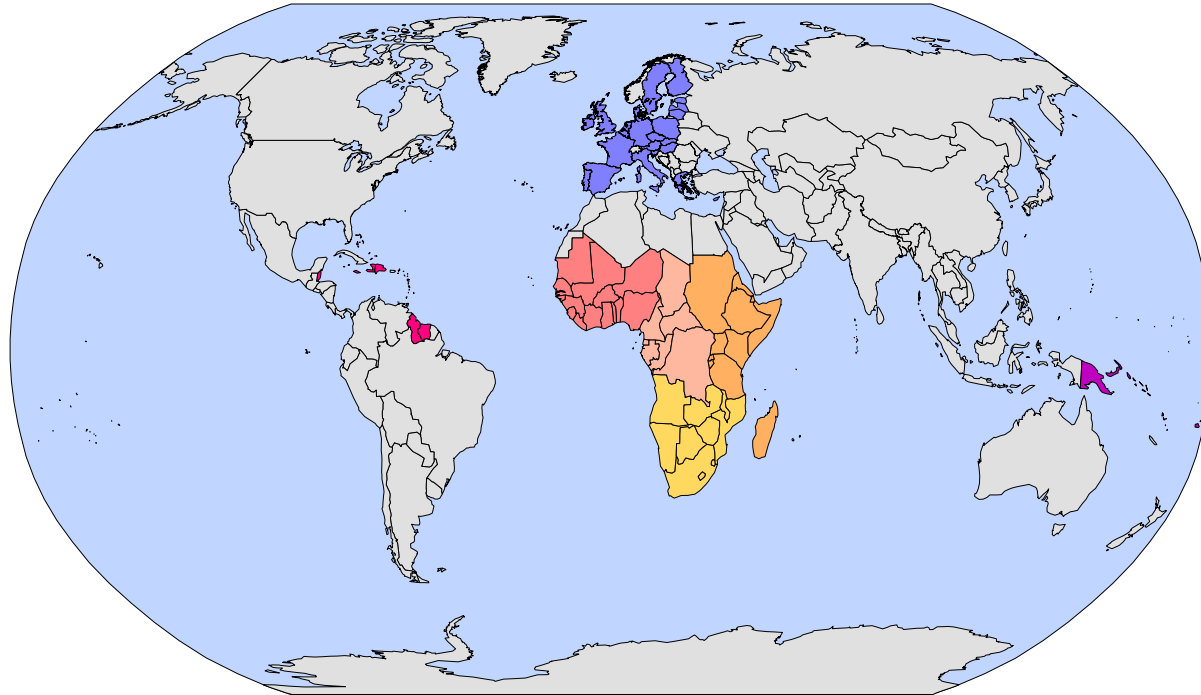


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**BCaD-Consulting Management**

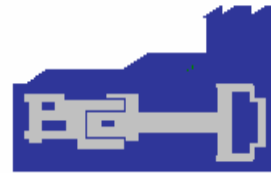
*Helping SMEs to be globally competitive*



# The Integral Diagnostic Tool Purpose

The CDE integral diagnostic tool has been designed on the basis of a software package developed by Fundes Internacional.

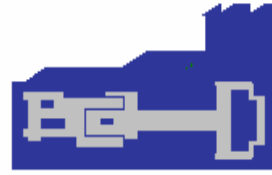




# PURPOSE

- **Provide a complete company evaluation, using a standardised methodology, based on experience.**
- **Conduct integral and results-oriented consulting.**

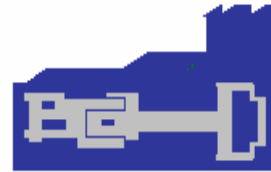




# DEVELOPMENT BACKGROUND

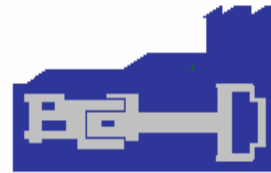
- **Market research for consulting services in Latin America.**
- **Impact study for consulting services (4000 SMEs).**
- **Benchmarking of 14 different tools.**
- **Expert work.**





# MARKET RESEARCH Results

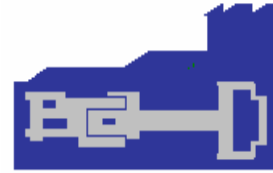
- **SME entrepreneurs request that consultants identify the real causes of their problems.**
- **Consulting work must be result-oriented.**
- **They prefer that consulting work be conducted by business sector's specialists.**



# IMPACT STUDY Results

- **Consulting work based on the integral diagnostic tool\* provides better results and entrepreneurs report higher levels of satisfaction.**
- **Integral consulting has a higher impact.**

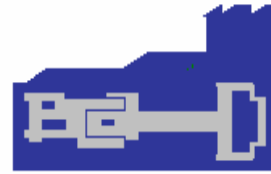
\* The CDE Integral diagnostic tool has been designed on the basis of a software package developed by Fundes Internacional.



# **BENCHMARKING OF DIFFERENT TOOLS -**

## **Conclusions**

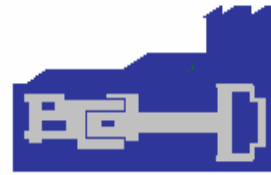
- **Costs and implementation timeframes are critical.**
- **Consultants use self-diagnostic approaches and other alternatives.**
- **There are global and specific management diagnostics. For example: Finance, Environmental, etc.**
- **The best rated tools are those which use indicators and generate practices.**



# Developed by Proficient EXPERTS

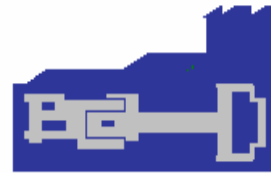
- **With the participation of**
  - **Ex-consulting company managers.**
  - **SME consultants.**
  - **Big company and SME managers.**
- **Each specific area expert headed the issues related to his/her field.**
- **Work sessions were held to agree upon standards.**





# DIAGNOSTIC FEATURES

- **Identifies the company's strengths and weaknesses.**
- **Orients company growth and helps stop setbacks.**
- **Focuses on company's improvements.**
- **Supports investors.**

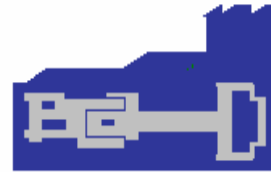


# **DIAGNOSTIC BENEFITS**

## **For the business Directors**

- **Know the company's situation and the priority aspects that must be addressed to improve the company's performance.**
- **Improve company conditions in order to take advantage of the consulting work.**

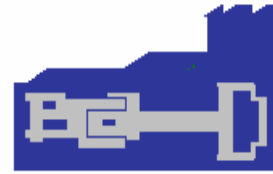




# **DIAGNOSTIC BENEFITS For Supporters**

- **Have a solid tool to plan for and provide a pertinent and comprehensive service.**
- **Have standardised consultant's work evaluations.**



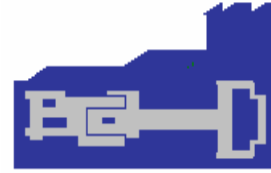


# **DIAGNOSTIC BENEFITS For Consultants**

- **Have a standardised tool that systematises the execution of the diagnostic process.**
- **Capture company's key information; make a comprehensive consulting offer to any given company.**
- **Opportunity to build a reputation as a consultant that solves company priority problems.**

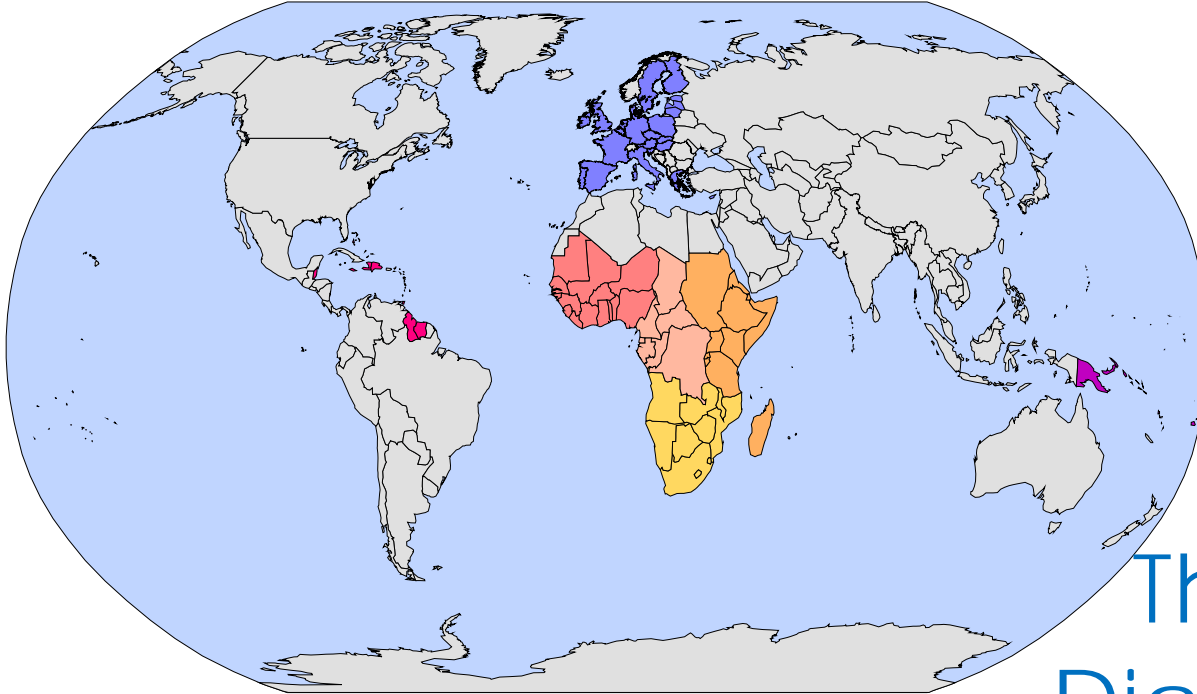


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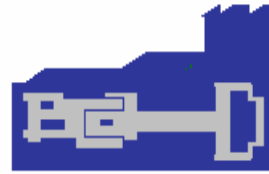
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# The Integral Diagnostic Tool Model & key concepts

The CDE Integral diagnostic tool has been designed on the basis of a s  
package developed by Fundes Internacional.





# COMPANY MODEL

- **Observation model of a company based on Michael Porter's Value Chain.**
- **Systematic Integral Model.**



**ENVIRONMENT**

**ENVIRONMENT**

**RAW MATERIALS**

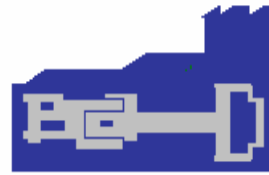
**PRODUCTS**

**ENVIRONMENT**

**ENVIRONMENT**

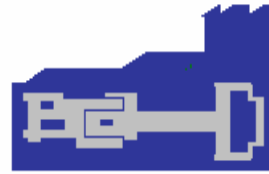
**SUPPLIERS**





# KEY CONCEPTS

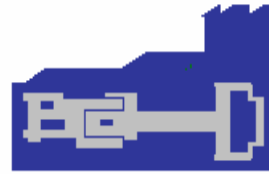
- **In the diagnostic process the company is analysed at three levels:**
  - **Strategic level**
  - **Processes level**
  - **Support level**
- **Each level is made up of areas.**
- **Each area is broken down into sub-areas.**
- **Every sub-area is made up of specific aspects.**



# KEY CONCEPTS

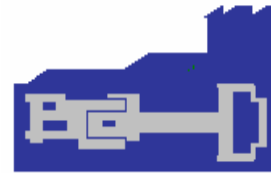
- **The diagnostic process considers three elements in the data collection process:**
  - **Interview**
  - **Visual Verification**
  - **Financial Information**

**In the interview the consultant does not use a rigid questionnaire, but rather a guideline that triggers a fluent two-way conversation in which every specific aspect can be evaluated.**



# KEY CONCEPTS

- **Every specific aspect refers to a Standard of Best Practices**
  - **Standard of Best Practices**
    - **Is a social agreement and a SME best practice that relates to the specific aspect being evaluated.**
  - **Questions:**
    - **Are made to trigger a fluent two-way conversation during the interview. They always focus on specific aspects and their state in a company.**



**CDE is an institution dedicated  
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**BCaD-Consulting Management  
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competitiveness of SMEs in  
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