Multidimensional Performance Measures as Inductors of the Adoption of Best Practices and the Achievement of Projects' Goals

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Abstract
"Sebrae at your doorstep" is the program designed by SEBRAE, the Brazilian Micro and Small Business Support Service, to approach companies offering basic management tools and its catalogue of business solutions. In 2014, it was executed in 24 states of Brazil, reaching 451 thousand companies. The program's responsibility assignment matrix describes the duties of the states that execute the program and those of the national SEBRAE body that establishes and observes the employment of standardized guidelines. Given these characteristics and the heterogeneity of the environments in which the projects operate, the coordination of the program designed a multidimensional set of performance measures – called the Thermometer of Excellence – to encourage the adoption of best practices and the national guidelines by each of the states. Through a regression using the ordinary least square estimator, this paper confirms that the adherence to the framework of performance measures is an effective instrument to the accomplishment of qualitative goals – the application of the solutions indicated on the consultancies and the overall satisfaction of the participating small businesses. The results also indicate that the Thermometer is an effective inductor of the adoption of the national guidelines and the desired best practices in the program execution by the state managers. This corroborates the strategic notion of performance measures as a valid instrument to pursue primary objectives and promote alignment of management processes.

Keywords: performance measure system, multidimensional performance measures, project management, management alignment, small business, key performance indicators.

Introduction

Measuring performance is a strategic operation that has the potential to generate key information for the management of organizations and projects. Through this function, the organization obtains indicators that demonstrate how it is performing in relation to its established goals and objectives. Thus, it can measure and assess its effectiveness and its capacity to address stakeholders' (Callado et al, 2008) needs, as well as to engage in corrective and preemptive actions when applicable.

Management literature provides a wide range of performance measurement processes. According to Mills et al (2003), these models have been developed as a collective effort by academics and professionals. In the same line of reasoning, Rutkowski (2001) and Oliveira (2007) point that once the theoretical models are adopted by organizations they adapt to their specific environments and provide feedback for improvement in the referential framework, following the concrete inputs of their operationalization.

The objective of this article is to analyze the effectiveness of the Thermometer of Excellence – a performance measure system employed as a monitoring tool to investigate qualitative aspects in the management of programs of managerial assistance to small businesses.

The Thermometer of Excellence was first applied by SEBRAE (Brazilian Micro and Small Business Support Service) in 2014 for the management of the Program "Sebrae at your doorstep" – see Appendix I for a detailed description of the program. SEBRAE is a Brazilian non-profit private entity with the mission of promoting the sustainable and competitive development of small businesses. SEBRAE has more than 600 physical points of service distributed along the 27 states of Brazil and the federal district.

Amongst the models of performance measurement that conceptually relate to the Thermometer are the Balanced Scorecard (BSC), designed by Kaplan and Norton (1992), and the framework of the European Prize Excellence Model. Its conception also considered the characteristics of the macro environment in which it is inserted: (1) concern with the final result of the program; (2) high level of autonomy of the actors involved; (3) different spheres of executions (national, state, local); (4) heterogeneity of the environments in which each of the 24 states that ran the program in 2014 operate.

The main objectives of the Thermometer in regards to the program are the measurement of its qualitative objectives and the encouragement of its participants to adopt desired managerial actions. It is situated within the effort to complement the previous orientation mainly focused on the accomplishment of quantitative goals. It was implemented by SEBRAE as an initiative to promote the focus on quality amongst the program's stakeholders.

As a multidimensional performance measure system, the Thermometer is structured in four perspectives: project, management, tutor and agent (Business Orientation Agent, or AOE, in its original acronym).

The following section, Theory and Hypothesis, presents the theoretical reference in which the Thermometer is conceptually based. It brings a historical perspective surrounding the topic of performance measure systems, how it evolved and the main arguments that the theory provides to support the use of multidimensional performance measures. More importantly, this section relates these theoretical foundations to the conception and application of the Thermometer, putting forward the hypothesis that it is an effective instrument to achieve qualitative goals and encourage the observance of desired managerial practices.

The section of Methodology and Results, present the strategy used to measure the effectiveness, the construction of econometric model and the regression technique used (ordinary least square) to test the proposed hypothesis.

Finally, in the Conclusion section, the results are critically contrasted with the theoretical arguments and the implications and recommendations for future research are discussed.

Theory and Hypothesis

Performance measures produce strategic data and information for the good management of organizations and projects. An Indicator is the unit that quantifies the visible form of this measurement. Takashima (1999) defines indicator as "quantifiable representations of the characteristics of products, services, processes and projects. This article uses the SGMP's (2009) definition of Indicator as "metrics that provide information about the performance of an object", aiming at controlling, communicating and improving management. In other words, indicators measure results and manage performance.

Simply establishing and monitoring indicators, however, and according to Marchesan (2005), is not sufficient to clearly assess the functioning of an organization or project. Management literature has coined the expression KPI (key performance indicator) to portray the indicators constructed and applied under these premises (Venkatraman and Ramanujam, 1986). Souza (2014) points that KPIs make sense when they are measured and scrutinized together, generating a privileged view of the processes. When randomly grouped and unstructured KPIs do not represent a system and are counterproductive to interpreting reality.

The systemic characteristic is a key feature of performance measures. We follow Neely (1995) and Corrêa and Corrêa (2006) that argue that a system is a coherent group of KPIs. Macedo-Soares and Ratton (1999) extend this concept, arguing that systems must encompass people, processes, methods and tools in order to generate strategic information.

The concept of performance measure systems is widely referenced in academic journals, what illustrates its relevance in the field of management. Its evolution has been based on its breakdown of features in structural dimensions, containing non-financial, internal and external measures, as well as the traditional financial measures (Mills et al, 2000; Esposto, 2001; Bourne et al, 2003; Attadia, 2003).

The shift started in the end of the 1970s when several authors expressed dissatisfaction with the traditional accounting models (Mills et al, 2000). This trend, according to Bourne et al (2003), identified the main deficiencies of the performance measures at that time: (1) incentive to short-term analysis; (2) lack of strategic focus; (3) didn't focus on the external environment; and (4) didn't encourage continuous evolution.

In the 1980s and 1990s, the dissatisfaction promoted the development of balanced systems that were coined as multidimensional (Esposto, 2001). These new systems addressed the limitations previously identified, as it comprised: non-financial aspects, measurement of external environment, and consideration of historical performance and projection to future goals, promoting the continuous evolution.

This movement unchained academics and professionals to develop tools in order to elaborate measure systems relevant to organizations fulfilling its potential to generate strategic information.

In the evolution demonstrated by Bouckaert and Halligan (2008) the systems have advanced from a point of absolute lack of strategic alignment with the organization and absence of monitoring mechanisms, to an intermediate position where the "governance of performance" was established. It culminates with the current framework characterized by the systemic nature of KPIs and its integration to the governance networks within the organization and transparent and efficient methods of monitoring.

Another relevant point of these modern models of performance refers to how the KPIs are grouped. According to Souza (2014), they must be combined according to their similarities, for example: who is responsible, in what stage it is executed, where it is situated in the value chain.

The base for the conception of a measure system lies within the foundations that the theory offers. The current view of systems encompass the notion of the provision of a basic framework from which organizations can build their own and specific systems. Rutkowski (2001) points to this argument, claiming that the models "don't prescribe a management form, but indicate the necessary perquisites to achieve excellence".

Influence of the Balanced Scorecard and the European Prize Excellence Model

The BSC model comprises four perspectives: one financial and three non-financial (clients, internal processes and learning and growth). The model suggests a structure that assists the translation of business strategies into detailed actions.

The Thermometer of Excellence assumed a similar dynamic in its conception, with prompt inputs and adaptations, carried out after the stage of mapping the activities and critical points of the program, as suggested by the BSC's methodology.

As for the European Prize of Excellence Model (EFQM), it is recognized by Buccelli (2013), FNQ (2013), Barbosa (2008) and Ferreira (2003) as the state of the art in terms of practices and international recognition. This is in line with Jensen and Sage's

(2000) assertion that these prizes reflect the most current concepts in the performance measures literature.

The Figure 1 portrays the model designed by the EFQEM and its systemic feature. It is composed by nine dimensions: the five disposed on the left represent the enablers (leadership, people, strategy and partnerships and resources) and the four on the right the Results' dimension (people, customer, society and business results). This model addresses the concerns of Bourne et al (2003), as it intrinsically encourages learning, creativity and innovation as a natural dynamic of the model.

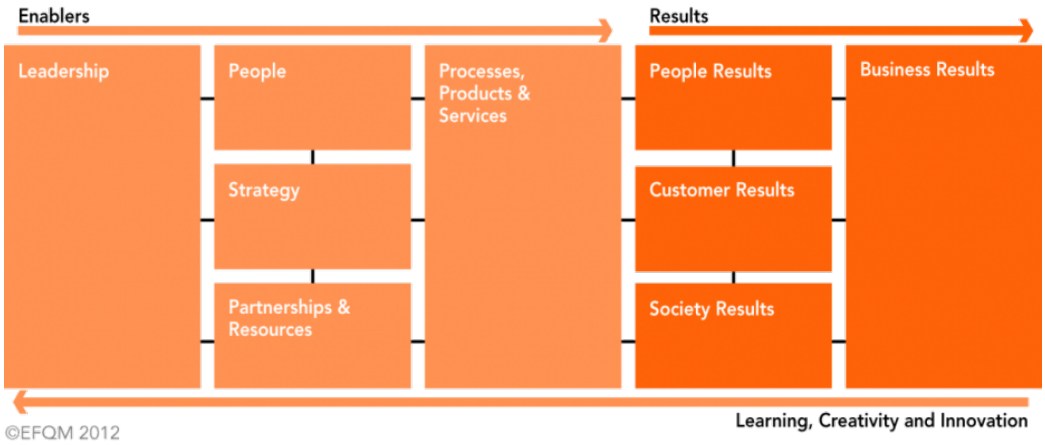

Figure 1. Source: EFQM (2015)

In an analysis of the Thermometer, there are robust conceptual resemblances with the framework of the EFQM. In its body, there are elements that particularly refer to its dimensions of:

1) Leadership: "state manager is exclusively dedicated to the program" and "state manager monitored feedback report through the system";
2) People: "tutor took part in the training of the tutor's methodology" and "the agent was approved in a 76 hours training with methodology developed by SEBRAE Nacional";
3) Strategy: "project proposal follows structure recommended" and "state manager weekly analyzes performance indicators and propose action plans to correct deviations"; and
4) Partnerships: "the announcement of the "call for professionals" included visits to universities or other institutions that might supply workforce for the program".

The Brazilian version of the prize, The National Prize of Quality (PNQ, in the official acronym) was inspired in the EFQM. It is also structured in dimensions (eight in this case) and was constructed under the Excellence in Management Model – MEG approach (FNQ, 2015). This framework is based on the concept of continuous improvements and publicity and dissemination of best practices. Hence, as in the European reference, the dynamics of the Thermometer also bears similarities with the PNQ.

The conception of the multidimensional measures of the Thermometer of Excellence

The Thermometer was conceived taking into account the internal and external macro environment in which it is inserted, following Kaplan and Norton (1997 e 2010) and Gee (2008). The features of high level of autonomy by the local managers, different spheres of execution, the heterogeneity of the environment in which small businesses operate and the necessity of a large scale training and supervision of local agents have risen the need to develop a multidimensional measure system.

This system was complemented by a comprehensive account of the responsibilities of the multiple actors involved in the program, as highlighted by Gonçalves (2002), through a RACI (Responsible, Accountable, Consulted, Informed) Matrix, attribute.

Founded on the main features of the environment and adherent to the conceptual architectures described, the Thermometer was created as a multidimensional performance measure system with four perspectives (or dimensions):

1. Project: questions related to the conception, structure and guidelines. KPIs: indicate the degree of observance of the national guidelines, deadlines, use of financial and human resources and agents' training;

2. Management: questions related to the role of state manager: KPIs: evaluate managerial procedures, manager's dedication and intensity of monitoring of the other actors.

Although the National SEBRAE elaborates and establishes standard methodologies, rules and guidelines, its enactment is limited to encouraging the "what to do", since there is no hierarchical influence on the state managers. As advocated by Barbosa (2008) and Martins (1999) they possess, as executors, a high degree of independence on the "how to do". The KPIs, in this sense, would function as a tool to encourage desired behaviors, offering the individuals (state managers in this case) directions to achieve the objectives of the program (FNQ, 2009; Vieira, 2005). The questions in this section represent the desired good practices observed throughout the execution of the program in previous years. They offer guidance in which the state managers can rely on.

3. Tutor: questions related to the responsibilities of the tutor and his/her supervision of the agents and the compliance to the national guidelines. KPIs: execute and evaluate the visits of the agents to the small businesses, execute and follow procedures of the planned meetings with agents, analyze the meeting of deadlines of visits and applicability of solutions offered.

4. AOE: questions related to the performance of the agents and his/her level of compliance to national guidelines. KPIs: evaluate the following of the methodology and guidance when approaching and attending the small businesses, evaluate the applicability of the solutions recommended and implementation of basic managerial orientations provided.

The grouping in these four dimensions sought to thematically combine the executors of each action and design KPIs accordingly, in an easy-to-follow manner. This arrangement was based upon two aspects. First, a transparent and comprehensive set

of responsibilities of the actors involved (Gonçalves, 2002). Secondly, a system that fosters communication and promotes engagement with the participants of the program (Martins, 1999).

Balancing the (de)centralization of the measure system

In the end of the 1980s, international institutions such as the United Nations and the World Bank started to advocate in favor of the decentralization of project management (Tobar, 1991). In 1983, the seminal publication of G.Shabbir Cheema e Dennis A. Rondinelli titled *Decentralization and Development* (1983), argues in favor of decentralizing project management in order to

1)Reduce the negative effects of bureaucracy;
2)Respect local priorities and needs;
3)Provide wider representativeness in decision-making;
4)Increase institutional stability;
5)Increase efficiency in its operation; and
6)Reduce costs.

This decentralization is incorporated in the core of the program "Sebrae at your doorstep" and is embodied in the Thermometer of Excellence.

On the other side, in order to maintain the national status of the program, there is the need to incorporate a certain degree of centralization. In this manner, it is the National SEBRAE, without local adaptations, that defines the structural guidelines, methodology and institutionalizes of best practices.

This decision came from the realization of the potential risk the heterogeneity of scenarios of each state may have pose to the program. Each state is sovereign to assemble its management structure, to define the profile of the executors and to respond to the stakeholders that may have differing perquisites, expectations and needs according to where the program runs.

The Thermometer is a managerial tool to mitigate this risk, once it establishes the desired outcomes to address the most critical points. The instrument conveys the balance between centralization and decentralization of managerial decision-making.

Because of its national reach the environment in which each state operates differs significantly, which characterizes the execution of the program as highly heterogeneous in terms of organizational culture, profile of actors involved and small business approached. Consequently, the Thermometer's purpose goes beyond the inducing of the adoption of best practices. It provides a detailed guide step-by-step on how to manage the program.

This paper hypothesizes that the Thermometer of Excellence, designed following the frame of reference outlined about performance measure systems, is a managerial instrument effective to the:

(a) Achievement of qualitative goals of applicability of solutions and satisfaction of small businesses; and
(b) Encouragement to observe national guidelines and desired best practices while implementing and executing the program locally.

Method and results

The methodology to evaluate whether the Thermometer has fulfilled its objectives consists of the construction of an econometric model to test the effect of the Thermometer's result on the qualitative goals of the program. The estimator used in the regression was the ordinary least square.

The population of the study comprises results of twenty-two of the twenty-four states that participated in the program. Data from two states were dropped because these states started the program in the second semester of the year thus could not be evaluated.

The dependent variable was constructed as the Sum of the following measures:

1. Percentage of businesses that applied at least one of the solutions recommended by the agents is higher than 80%;
2. The applicability of the non-autonomous (excludes didactic material provided to the businesses) solutions recommend by the agents is higher than 20%;
3. The average satisfaction of the businesses visited, in a scale of 1 to 10 is superior to 8.

Initially, the result of the consolidated result of the thermometer was contrasted with the percentage of the physical execution of the program, the percentage of companies visited in regards to the established goal. The result of the regression was not significant. This indicates that there is no direct relationship between the achievement of quantitative goals and the result of the Thermometer.

This result reinforces the perception that the quantitative objects are not necessarily dependent on the managerial instruments and abilities of the program. They can be subjected to and influenced by exogenous factors such as the dimensioning of the goals, local priorities and strategies not necessarily related to the quality on management.

Consequently, there was created a model with the consolidated result of the thermometer (*TerCon*) as the independent variable. As variables of statistical control of the eventual bias of the equation, there were employed those that may have influenced the result of the thermometer:

Value per company (*ValCom*): each state has a financial limit to propose its budget. This variable was constructed dividing the total budget of the project by the quantity of businesses that were visited in 2014. This average is expected to impact positively on the dependent variable, as, in theory, the more financial resources allocated to the project, the higher its impact on the project.

Average quantity of businesses per agent (*ComAgent*): this variable was constructed dividing the total quantity of businesses visited in 2014 by the quantity of agents that effectively worked throughout the year. It is expected that the lower the average, the higher the dependent variable, as the agents were able to provide a more personalized service to the businesses.

Average quantity of agents per tutor (*TutAgent*): this variable was calculated dividing the total quantity of the agents by the total quantity of the tutors that effectively worked in 2014. It is expected that the lower the average, the higher the dependent variable, as the tutors would have provided a better supervision and more personalized assistance to the agents, therefore contributing to his better approach of businesses.

Table I presents the results of individual correlations and descriptive statistics of the variables in the model.

Table I – Descriptive statistics and individual correlations

Descriptive statistics					Correlation matrix				
Variable	Mean	Standard deviation	Minimum	maximum	1	2	3	4	5
Result	42,60	30,18	0,00	80,00	1				
TerCon	0,77	0,18	0,24	0,93	0,64 [a]	1			
ValCom	244,16	39,50	139,90	290,80	-0,47 [b]	-0,31	1		
ComAgent	231,02	82,67	88,20	354,70	-0,04	-0,26	-0,24	1	
TutAgent	0,13	0,45	0,10	0,20	-0,23	0,01	0,39 [c]	-0,01	1

Notes: a) denotes significance at the 99% level of confidence; b) denotes significance at the 95% level of confidence.

Variables: Result –dependent variable; TerCon: consolidated result of the thermometer; ValCom: average amount of the budget per company; ComAgent: average quantity of companies per agent; TutAgent: average quantity of agents per tutor.

Individually there is only one significant direct relationship amongst the variables in the model. It is a positive association between the dependent and independent variable. This indicates that the higher the result of the Thermometer, the higher the number that represents the achievement of the finalist goals.

Table II presents the result of the regression. The model's specification is significant in the level 99% level of coefficient (Prob. > F = 0,015) and a robust R^2 of 0,4965.

Complementarily, there were applied statistical tests to verify potential mal specification of the model. The VIF (variance inflation factor) multicollinearity certifies the absence of exact lineal relations in the equation, what would compromise the integrity of the results. The result was negative with an average of 5,36. The Breush-Pagan/Cook-Weisberg heteroskedasticity test was also executed to measure the eventual bias in the distribution of the variables what would weaken the use of the ordinary least square estimator. The result was also negative (Prob > Chi^2 = 0,45). Both results corroborate the robustness of the model.

Table II – Regression results

R^2	0,4965		
F	4,19	Prob. > F = 0,01	a

Variables	**Coefficient**	
TerCon	107,25	a
ValCom	-0,07	
ComAgent	0,42	
TutAgent	-140,21	
_Constant	-16,37	

Notes: a) denotes significance at the 99% level of confidence; b) denotes significance at the 95% level of confidence.

Despite the overall significance, there was only individual coefficient statistically significant at least at the 95% level of confidence. It was the consolidated result of the thermometer, which is significantly positive at the 99% level of confidence. This indicates a positive relationship between this variable and the achievement of the qualitative goals, a result that is similar to the one of the individual correlations.

There can be argued, therefore, that the result of the Thermometer positively influences the achievement of the qualitative goals of the project. It is considered, thus as an effective inductor instrument to influence autonomous project managers to adopt desired management practices in the execution of the program.

Exploratory, this study also ran regressions using the result of each dimension as the independent variable. Table III presents results these results for the dimensions of project (TerPro), management (TerMan), tutor (TerTut) and agent (TerAge).

Table III – Result regress with the dimensions as independent variables

	TerPro	*TerMan*	*TerTut*	*TerAge*
Statistics				
R^2	0,5799	0,2422	0,4026	0,75
F	5,89 a	1,36	2,86 b	13,04 a
Variables				
Ind variable	86,69 a	-4,71	97,36 b	83,65 a
ValCom	-0,40	-0,79 b	-0,08	-0,15
ComAgent	0,00	-0,10	0,02	0,00
TutAgent	-151,74	-0,53	-180,37	11,67
_Constant	88,57	267,00 b	-2,07	29,07

Notes: a) denotes significance at the 99% level of confidence; b) denotes significance at the 95% level of confidence.

The regression points that three of the models are significant. The project and the agent dimensions at the 99% level of confidence and the tutor dimension at 95%. The result of the management dimension was not significant. As for the individual results, the independent variables (represented by the dimensional result) behaved exactly as the "F", significant and positive for the project, tutor and agent dimensions.

This result indicates that, in average, the questions are well combined in the dimensions, as three out of the four resembled the results of the consolidated Thermometer's result. There can also be interpreted that individually, as each dimension is grouped by questions directed to a specific actor, the dimensions induce these actors' behavior towards the accomplishment of the qualitative goals through the adoption of the desired actions as planned by the design of the Thermometer.

Discussion and conclusion

This paper has confirmed that the adherence to the framework of performance measures constructed is an effective instrument to the accomplishment of qualitative goals – application of the solutions indicated on consultancies and overall satisfaction by the companies visited.

The results also indicate that the Thermometer is a valid inductor of the adoption of the national guidelines and desired best practices in the implementation of the program by the state managers. This corroborates the strategic notion of performance measures as a valid instrument to pursue primary objectives and promote alignment of management processes.

The Thermometer's framework resembles conceptual similarities with the state of the art references in performance measures systems: the Balanced Scored Card model and the European Prize of Excellence Model. This indicates that these references proportionate a valid guideline to the design of performance systems to a broad range of organizations or projects, considering that the specific realities and environments are adapted.

The results also confirmed the theoretical proposition that multidimensional measurement systems, when elaborated and applied strategically and instrumentally, as was the Thermometer of Excellence, can lead to the achievement of primary objectives (usually quantitative goals) and to the promotion of management processes alignment.

As an exploratory analysis, the results are valid to enrich the debate about the measurement models effectiveness using the concept of multidimensionality. To a general statistic inference, notwithstanding, it's necessary the use of longitudinal data that allow the use of the panel data regression technique, what can be made from a data base with, at least, two years of occurrences.

For being about a new system, a few questions can obtain maturity, as the inclusion of a specific perspective (or dimension) for the results. This would promote: (i) an interference in the thermometer design; (ii) a reformulation in the indicators disposition and aggregation; (iii) and alterations in the punctuation system and the weighting between the indicators.

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Appendix I – "Sebrae at your doorstep"

"Sebrae at your doorstep" is the program designed by SEBRAE, the Brazilian Micro and Small Business Support Service, to approach companies offering basic management tools and its catalogue of business solutions. In 2014, it was executed in 24 states of Brazil by 1600 business orientation agents – supervised by 300 senior consultants – having reached 451 thousand companies.

The program operates as a customized and continuous assessment, support and orientation program for individual entrepreneurs and micro businesses. It consists of up to two cycles of three *in loco* visits carried out by specifically hired and trained professionals. Each cycle runs through a period of approximately 90 days, necessarily within a year. Each of the visits has a predefined script and precise goals. The overall objective of the program is to improve the competitiveness of small businesses through the personalization of the basic managerial tools supplied and the products and services recommended.

The first visit consists of the presentation of the program's methodology followed by the response of a questionnaire, guided by the agent, intended to depict the current level of the entrepreneur in regards to his management skills. In the second visit, the agent brings in a set of individualized suggestions, validated by a senior consultant, of SEBRAE's products and services – such as workshops or online courses – based on the needs assessed on the questionnaire, as well as basic managerial orientations. Finally, in the third visit, the agent verifies the implementation of the solutions offered. Most businesses trail on to a second cycle in the following year, with a replication of the dynamics of the three visits of the first cycle.

The underlying premise of the program is that the provision of better and personalized access to managerial tools and practices will improve the entrepreneur's knowledge of business practices. As a result, he will systematically apply these techniques in his business, culminating in its increasing competitiveness. The reliance on the guided questionnaire to capture the business' current level of development is a key factor to build up the individualized recommendations – both business solutions and managerial basic orientation.

The program executed by four main actors:

- National SEBRAE: provides financial resources for all participant states (in 2014, the budget was approximately 108 million brazilian reais); provides guidance and technical support; establishes, reviews, oversees and improves the guidelines and methodology; monitors the financial and technical execution.

- State SEBRAE: coordinates the program in its respective state. Hires, trains, pays and monitors tutors and agents. Monitors financial and technical execution locally. In 2014 there were 24 states operating the program. They report to the National SEBRAE

- Tutor: directly supervise the work of the agents and their approach to the companies, enforce the use of the methodology and review all the solutions to be offered to the companies. The tutors offer senior guidance and continuous training to the agents. In

2014 there were approximately 300 tutors working on the program. They report to the local SEBRAE.

- Business Orientation Agent (AOE): executes the program. Visits companies, analyzes their questionnaire results and propose solutions accordingly. The agents are constantly being trained and recycled on SEBRAE's business solutions and managerial techniques to apply on the visits. In 2014 there were approximately 1600 agents working on the program. They report to the tutors and the corresponding State SEBRAE.

Appendix II –Thermometer of Excellence and its Application

Question	Evidence	Points
1. Management		
State manager is exclusively dedicated to the program	System	20,00
State manager performance's target is to obtain a result of at least 80% in this thermometer	System	30,00
State manager conducted in loco planned visits*	Monitoring report	30,00
State and/or regional manager conducted meetings with the tutors*	Minutes of the meeting	20,00
State manager monitored feedback report through the system*	Print of 4 feedback reports per week	10,00
Regional manager conducted in loco planned visits*	Monitoring report	20,00
State manager weekly analyzes performance indicators and propose action plans to correct deviations*	Action plan and/or e-mail with orientations	30,00
Customer satisfaction survey and a reminder of the offer for solutions is carried out with 100% of the companies visited within the period of 30 to 45 days after the second visit*	Survey's monthly report	20,00
State manager analyzes data from the call center of inexistent phone numbers and carry out auditing in this client, or hire company or empower tutors to perform this task	Monitoring report	20,00
Subtotal	**-**	200,00
2. Project		
Project proposal follows structure recommended by national SEBRAE	Project	10,00
Visits started until the date proposed in the project	System	10,00
Uses national SEBRAE system or own system with validated reporting for the management of the program	System	10,00
Uses specific "Call for professionals" following the standards defined by SEBRAE Nacional	System	10,00
The workload of the training for the formation of agents is of 76 hours	Presence list of the training	10,00
The grades of the agents approved in the training were at least 7,0	List of grades	10,00
The announcement of the "Call for professionals" included visits to universities or other institutions that might supply workforce for the program. It was used posters, talks, seminars or other forms of publicity in this action. Does not apply if Call was	Varied evidence	10,00

not necessary due to the sufficient quantity of professionals registered.		
Tools' notebook follows standard of SEBRAE Nacional	Tools' notebook	10,00
Supplied the educational kit following guidelines provided by SEBRAE Nacional	Physical material	10,00
Supplied field material for the agent following guidelines provided by SEBRAE Nacional	Physical material	10,00
Subtotal	**-**	100,00
3. Tutor		
The tutor took part in the training of the tutor's methodology	Certificate or minute of the training	60,00
The tutor followed agents monthly in their in loco visits to companies	Monitoring report	60,00
The tutor carried out the planned meetings with the agents	Minute signed	30,00
The tutor follows the standard procedure for the meetings with the agents	Minute signed	30,00
100% of the feedback reports were released and made available for the agents in less than 10 days	System	30,00
The applicability of at least of the recommended solutions is higher than 20%	System	20,00
The percentage of the applicability of at least one solution is higher than 80%	System	30,00
The average grade of the satisfaction survey above 8	Survey report	40,00
Subtotal	**-**	300,00
4. AOE		
The agent was approved in a 76 hours training with methodology developed by national SEBRAE	Certificate or minute of the training	60,00
The personal presentation of the agent follows predefined standards	Monitoring report	20,00
The agent is carrying out the program's material	Monitoring report	20,00
The agent approaches companies adequately	Monitoring report	20,00
The agent asks to speaker to the owner of the company	Monitoring report	20,00
The agent correctly explains the methodology of the program	Monitoring report	20,00
The agent asks to be introduced to the company	Monitoring report	20,00
The agent identifies evidences to back up the answers	Monitoring report	20,00

The agent explains the feedback report	Monitoring report	30,00
The agent explains the Tools' Notebook	Monitoring report	20,00
The agent explains the tools indicated	Monitoring report	30,00
The agent explains the solutions indicated, including their dates, venues and prices**	Monitoring report	20,00
The agent schedules next visit	Monitoring report	10,00
The agent thanks and incentivizes the business' owner	Monitoring report	10,00
The applicability of at least of the recommended solutions is higher than 20%	System	10,00
The percentage of the applicability of at least one solution is higher than 80%	System	30,00
The average grade of the satisfaction survey above 8	Survey report	40,00
Subtotal	**-**	400,00