**Corporate Entrepreneurship Audit**

**The questionnaire**

The Corporate Entrepreneurship Audit (CEA) offers a structured, research-based approach to assessing the entrepreneurial orientation of organizational architecture. This diagnostic tool can be applied to any level of organization – the organization overall, division, department and so on. It provides a means of analyzing potential areas for improvement based upon issues flagged in this book, rather than a crude pass/fail test. This involves making informed judgments about certain criteria and, as such, is subjective rather than objective. It does not answer the question as to why things are the way they are.

* **Part 1** catalogues the observed characteristics of an entrepreneurial organization in the four dimensions of organizational architecture – leadership, culture, structure and strategies – in 100 statements concerning the organization. These statements are derived from the checklists in Tables 15.1 to 15.4. Respondents are asked to circle the appropriate score for each statement from 0 (= not true at all) to 6 (= very true). Scores are totaled and mapped onto a CEA Results Grid, which shows results in percentages. This allows the company profile to be compared against competitors in the industry (if available).
* **Part 2** lists 25 statements concerning the commercial environment the organization faces, to help assess whether it ‘fits’ with an entrepreneurial architecture. These statements are based on Table 15.5. Respondents are asked to circle the appropriate score for each statement from 0 (= not true at all) to 6 (= very true). Scores are then totaled and mapped onto the results grid. The higher the score, the more competitive the commercial environment. This can then be compared to the company CEA profile and a judgement made about whether this ‘fits’ with the environmental profile.

Scores are totaled and mapped onto a CEA Results Grid, which shows results in percentages. This allows performance to be compared against best practice in the industry (if available) and the appropriateness of the organization’s footprint to be measured in terms of the environment. Where benchmark comparisons are required, they should be made against competitor organizations.

The CEA is a snapshot at a point of time based upon your judgments, and possibly those of others within the organization. Combining it with an understanding of the strategic direction the organization is taking and in the context of its portfolio of operations, gives you the opportunity to really understand, not only the entrepreneurial orientation of the organization, but also how this might be improved. It should be used as a basis for a detailed discussion about the architecture of the organization – understanding what the underlying causes of the CEA results are and why they are important. In looking at this detail, never forget to also look at the commercial results generated by the organization – whether or not it is performing well in its industry.

The CEA is taken from *Corporate Entrepreneurship and Innovatin* (4th edn.), by Paul Burns (Red Globe Press, 2020). An interactive, web-based version of it is available on: [macmillanihe.com/Burns-CEI/student-resources/CEA](https://www.macmillanihe.com/Burns-CEI/student-resources/CEA).

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| |  |  | | --- | --- | | **Part 1: Organizational architecture statements** | **Circle the score:**  **0 = not true at all**  **6 = very true** | | | | | | | |
| 1. There are clear values underpinning everything the organization does | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages team working | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is a clear vision for the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is loose organizational control but tight accountability | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are reflective and self-aware | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Strategy development is both top-down and bottom up, involving everyone | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The risks associated with strategic options are identified | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages strategizing | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Operating divisions or subsidiaries are relatively autonomous | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages open communication, top-down, bottom-up and across the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The voice of the customer is important | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is an understanding of the basis for competitive advantage in the organization’s different markets | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There have been spin-offs from new venture activities | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers model the vision and values of the organization – they ‘walk-the-talk’ | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Strategies are aimed at achieving year-on-year growth | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Strategy can be implemented quickly | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Intrapreneurs and/or new cross-functional venture teams are used to take new business ideas forward | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are facilities (resources, rooms, etc.) that encourage creative thinking | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages building networks of relationships with external people and organizations | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Encouraging entrepreneurship is central to the organization’s strategy | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The vision for the organization is clearly communicated | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are clear values underpinning everything the organization does | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are structures to encourage and facilitate training and development | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is informal | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Bench-marking against competitors is regular and continuous | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is a clear strategy for achieving the vision | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Structures encourage delegated decision-making | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is achievement orientated | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The vision is realistic and achievable but stretching | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is an understanding of the opportunities and threats that the organization faces | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are structures to provide resources for new venture activities | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is time for learning and innovation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages continual learning from both inside and outside | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are strategies and structures to get customer feedback | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization has strategic options for the future | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Structures encourage and facilitate intrapreneurship | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages experimentation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers work as a team | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is an R&D department and budget | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Staff feel responsible for the future of the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. People are valued in the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization identifies and implements risk-mitigation strategies | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Crowdsourcing and open innovation are encouraged and facilitated | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are accessible and approachable | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers listen | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is an empowering one | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The voice of the supplier is important | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is broken down into small sub-structures | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The product/market portfolio is managed strategically | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is an understanding of the organization’s core competencies | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers influence rather than direct; they manage with a ‘light touch’ | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are good at reconciling conflict | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Entrepreneurship and innovation is recognised and rewarded | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is an understanding of the opportunities and threats that the organization faces | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is tolerant of mistakes | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization celebrates success | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is continuous innovation to improve the product/service offering and/or reduce costs | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are good at clarifying uncertainties going forward, focusing effort on important things | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is a clear vision for the organization that is realistic and achievable but stretching | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization has developed and participates in a number of professional networks | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are strategic options for the future | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organisation encourages continuous innovation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers have good relationships with staff | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers show care and respect for staff | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is a clear strategy for achieving the vision | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages entrepreneurial risk-taking | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There is a new venture division/department | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Span of control are broad | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are strategies to encourage and facilitate innovation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages and facilitates delegated decision-making | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are trustworthy | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization participates in strategic alliances/partnerships and/or joint-ventures | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is **not** hierarchical | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are strategies to encourage and facilitate commercially orientated creativity | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers are consistent in their behaviour with staff | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages creativity and innovation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are structures to monitor and manage risk | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers think and act strategically | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Resources and capabilities are shared across the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are facilities that encourage and facilitate internal and external corporate venturing | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages internal information and knowledge sharing | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Team working is encouraged and facilitated | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Team working is encouraged in the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Cross-functional team working is commonplace in the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization encourages staff to build relationships at all levels | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Information and knowledge is shared in the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are structures to facilitate continuous innovation | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization structure is flexible | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Staff feel they ‘belong’ to the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Decision-making is decentralised, incremental and adaptive | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Staff are encouraged to strategize | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Senior managers empower people to deal with problems and opportunities | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The senior management team are organized organically | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Environmental developments in the future are reviewed regularly | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Staff are encourage to spot commercial opportunities for the organization | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is egalitarian | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization sees change as normal | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. The organization is **not** bureaucratic | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. There are clear strategic objectives | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |
| 1. Decision-making is delegated | 0 | 1 | 2 | 3 | 4 | 5 | | 6 |

If any statement cannot be scored and the score should be left blank

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| |  |  | | --- | --- | | **Part 1: Organizational architecture statements**  **Scoring** | **Write the score into the blank square.**  **Total up the scores for each column.**  **Divide total score by 1.5 to obtain %.** | | | | | | |
| Question number | **Leadership** | **Culture** | **Structure** | **Strategy** |
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| **Total** |  |  |  |  |
| **1.5 \*** | **1.5** | **1.5** | **1.5** | **1.5** |
| **% Architecture Scores** |  |  |  |  |
|  | **Leadership** | **Culture** | **Structure** | **Strategy** |

\*If any statement cannot be scored and the score is left blank then this needs to be adjusted to reflect the blank score. For example, if 20 out of 25 statements were scored, divide by 1.2 (20 x 6 ÷ 100). If 15 out of 25 statements were scored, divide by 0.9 (15 x 6 ÷ 100).

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| **Part 2: Commercial environment statements**  **Questions** | **Score:**  **0 = not true at all**  **6 = very true** | | | | |
| 1. The commercial environment is highly competitive | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The commercial environment is unstable and unpredictable | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The commercial environment changes rapidly and continuously | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Technological change is rapid and strongly influences the market | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The structure of the market is changing | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There are no barriers to entry in the market | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. New competitors are emerging all the time | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The future is highly uncertain | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Predicted economic and societal changes will greatly impact the industry | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There are continual innovations in the industry | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Innovation is valued by customers | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There is considerable ‘first-mover advantage’ with innovation | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The market is highly price sensitive | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There are large, achievable economies of scale | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Customers are **not** loyal | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Customer needs are changing all the time | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Competitors innovate continuously | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Competitors are very price competitive | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There is heavy expenditure on marketing within the industry | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. There are many mergers and take-overs in the industry | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. New markets are continually emerging | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. The product/service portfolio is unbalanced | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Suppliers exert a great deal of power | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Good managers and staff are difficult to attract | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| 1. Developments in the industry depend very much on knowledge and information | 0 | 1 | 2 | 3 | 4 | | 5 | 6 |
| **Total score from commercial environment statements** |  | | | | | | | |
| **1.5 \* = % Environment Score** |  | | | | | | | |

**Corporate Entrepreneurship Audit**

**Entrepreneurial profile grid**

You can now create the architectural profile of the organization by mapping the scores onto a grid, as demonstrated below. The higher the % score, the more entrepreneurial the organizational profile. Ideally the profile should be balanced. Next insert the environmental score onto the architectural profile.

The profile below shows an organization with a high entrepreneurial orientation but an uneven profile: Leadership 70%; Culture 90%; Structure 50%; Strategy 60%. It should be possible to determine the reasons for the low ‘structure’ score by reviewing the score for individual statements, thus highlighting areas of ‘weakness’. Similar analysis can be applied to the other areas of organizational architecture. The profile also shows a commercial environment score of 80%, indicating it is highly competitive. It would be expected that an organization in a highly competitive environment would have a high CEA score and a uniform profile over the four architectural areas.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Leadership** | **Culture** | **Structure** | **Strategy** |  | **Commercial environment** |  |
| 100% |  |  |  |  | 100% |  | 100% |
| 90% |  |  |  |  | 90% |  | 90% |
| 80% |  |  |  |  | 80% |  | 80% |
| 70% |  |  |  |  | 70% |  | 70% |
| 60% |  |  |  |  | 60% |  | 60% |
| 50% |  |  |  |  | 50% |  | 50% |
| 40% |  |  |  |  | 40% |  | 40% |
| 30% |  |  |  |  | 30% |  | 30% |
| 20% |  |  |  |  | 20% |  | 20% |
| 10% |  |  |  |  | 10% |  | 10% |
|  | **Leadership** | **Culture** | **Structure** | **Strategy** |  | **Commercial environment** |  |

If you choose to answer the environmental questions on the web-based version of the CEA, it calculates both the architectural and environmental scores and gives you the profile automatically. It is available on [INSERT NEW LINK]

**Corporate Entrepreneurship Audit**

**Entrepreneurial profile grid**

Map the scores for your organization onto the grid below.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Leadership** | **Culture** | **Structure** | **Strategy** |  | **Commercial environment** |  |
| 100% |  |  |  |  | 100% |  | 100% |
| 90% |  |  |  |  | 90% |  | 90% |
| 80% |  |  |  |  | 80% |  | 80% |
| 70% |  |  |  |  | 70% |  | 70% |
| 60% |  |  |  |  | 60% |  | 60% |
| 50% |  |  |  |  | 50% |  | 50% |
| 40% |  |  |  |  | 40% |  | 40% |
| 30% |  |  |  |  | 30% |  | 30% |
| 20% |  |  |  |  | 20% |  | 20% |
| 10% |  |  |  |  | 10% |  | 10% |
|  | **Leadership** | **Culture** | **Structure** | **Strategy** |  | **Commercial environment** |  |