**ASSESSING THE SUPPORT ACTIVITIES IN THE VALUE CHAIN**

**PROCUREMENT**

* Have we developed alternate source for obtaining needed resources?
* Are resources procured in a timely fashion? At lowest possible cost? At acceptable quality level?
* How efficient and effective are our procedures for procuring large capital expenditures resources such as plant, machinery, and buildings?
* Are criteria in place for deciding n lease-versus-purchase decisions?
* Have we established sound long-term relationships with reliable suppliers?

**TECHNOLOGY DEVELOPMENT**

* How successful have our R&D activities been in product and process innovations?
* Is the relationship between R&D employees and other departments strong and reliable?
* Have technology development activities been able to meet critical deadlines?
* What is the quality of our organisation’s laboratories and other research facilities?
* How qualified and trained are our laboratory technicians and scientists?
* Does our organisational culture encourage creativity and innovation?

**HUMAN RESOURCES MANAGEMENT**

* How effective are our procedures for recruiting, selecting, orienting, and training employees?
* Are there appropriate employee promotion policies in place and are they used effectively?
* How appropriate are reward systems for motivating and challenging employees?
* Do we have a work environment that minimises absenteeism and keeps turnover at reliable levels?
* Are union-organisation relations acceptable?
* Do managers and technical personnel actively participate in professional organisation?
* Are levels of employee motivation, job commitment, and job satisfaction acceptable?

**FIRM INFRASTRUCTURE**

* Is our organisation able to identify potential external opportunities and threats?
* Does our strategic planning facilitate and enhance the accomplishment of organisational goals?
* Are value chain activities coordinated and integrated throughout the organisation?
* Can we obtain relatively low-cost funds for capital expenditures and working capital?
* Does our information system support strategic and operational decision making?
* Does our information system provide timely and accurate information on general environmental trends and competitive conditions?
* Do we have good relationships with our stakeholders including public policy makers and interest groups?
* Do we have a good public image of being a responsible corporate citizen?