

Identification of needs in relation to increase of innovativeness of internationalisation among SMEs from Vidzeme Planning Region

Study report

September 2018

Authors: Ilona Platonova and Santa Niedola (Vidzeme Planning Region)

Report prepared within the Group of Activity 3.3 in the project *GoSmart BSR. Strengthening smart specialisation by fostering transnational cooperation* No #R041 GoSmart BSR financed by Interreg Baltic Sea Region 2014-2020 from Priority 1. Capacity for innovation, Specific objective 1.2. Smart specialisation.

TABLE OF CONTENTS

1. SUMMARY	4
2. METHODOLOGY OF RESEARCH.....	5
3. BACKGROUND OF THE PARTICIPATING ENTERPRISES.....	6
4. THE LEVEL OF INTERNATIONALISATION	12
5. INSTRUMENTS FOR INTERNATIONALISATION SUPPORT.....	18
6. BARRIERS OF INTERNATIONALISATION.....	22
7. CONCLUSIONS AND RECOMMENDATIONS	25
Annex 1	28
Annex 2	32

1. SUMMARY

The aim of the study was to identify needs related to increasing the innovativeness of internationalisation. This report was prepared by experts from Vidzeme Planning Region.

29 SMEs and one representative of business support institution took part in the study. The SMEs represented the following industries: manufacturing & industry, key enabling technologies, human health and nutrition, ICT and sustainable innovation. 3/4 of enterprises analysed are internationalized entities, the remaining companies declared they are willing to internationalise (and, simultaneously, do not take any further actions to proceed). Enterprises with experience gained on foreign markets cooperate mainly on European markets, and to smaller extent on Asian and North-American markets.

More than 2/3 of enterprises declared very high or high level of cooperation with foreign partners when the specific operations areas were concerned; the cooperation was indicated mainly in the domain of: procurement, outbound logistics, marketing and sales, finances and operations.

The report includes, among others, the results of analyses of types, tools and instruments of support. The respondents have mentioned the following ones as the most efficient: financial support, international trade fair and export support. The most support is expected in acquiring clients and finding cooperation partners. The least companies expect that any assistance would be available for after sales processes run by companies.

The barriers to internationalisation have also been analysed – indicating, as the most dangerous, lack/insufficient financial resources and strong competition on the foreign market; the least dangerous – unwillingness to cooperate with foreign partners.

Many of respondents expressed their willingness to participate in the transnational SMEs innovation and internationalisation support system being built upon international network experience; the report includes recommendations for the designed system.

2. METHODOLOGY OF RESEARCH

Internationalisation of innovative enterprises is an important aspect in the era of globalization. Therefore, it is important to take actions that contribute to increase in internationalisation of economic entities.

This study is a part of a larger research project conducted simultaneously in 7 countries (Latvia, Estonia, Poland, Lithuania, Finland, Germany, Denmark) – partners of the GoSmart BSR project.

The aim of the study conducted in summer 2018 among representatives of SMEs and business support institutions from Vidzeme region was to identify the current needs related to increasing innovativeness of internationalisation.

The study was conducted within group of 29 innovative enterprises and a business support institution. All organisations have their registered office on the territory of Vidzeme Planning Region. The study group includes enterprises which are already engaged in activities on foreign markets or which plan to engage soon and a non-governmental organisation engaged in, among others, supporting internationalisation of entrepreneurs from Vidzeme. The enterprises delegated their most knowledgeable representative in terms of development, internationalisation and innovation to take part in the study.

In the quantitative study a CAWI method was used (Computer-Assisted Web Interview), which is a method of quantitative data collection method in which the respondent is asked to fill in the electronic form. 25 entities took part in this study. The questionnaire was composed of 4 closed questions and a metric part with 6 closed or semi-open questions (Annex 1).

Moreover, 5 direct partially-structured interviews were conducted, i.e. a method of research which is open and allowing new ideas to be brought up during the interview because of what the interviewee says; the interviewer has a framework of themes to be explored. 4 companies and business support organisation took part in this particular study. The interview scenario in its structured part was composed of 4 closed questions (the same as the survey questionnaire) and had 4 additional open questions (Annex 2).

The percentage of responses provided and simple statistical measurement (arithmetic average) were utilised for interpretation of the data collected.

3. BACKGROUND OF THE PARTICIPATING ENTERPRISES

29 micro, small and medium companies and one representative of business support organisation took part in the study. The enterprises represented the following domains: manufacturing & industry (67%), human health and nutrition (17%), ICT (10%), key enabling technologies (3%) and sustainable innovations (3%). There were no representatives of the following domains in the study: construction and transportation and storage. Manufacturing&Industry represent the major part of the study it is by large the most significant exporter in the Vidzeme region among the domains represented by the enterprises. Chart 1. provides information on dispersion of respondents in relation to their main activity.

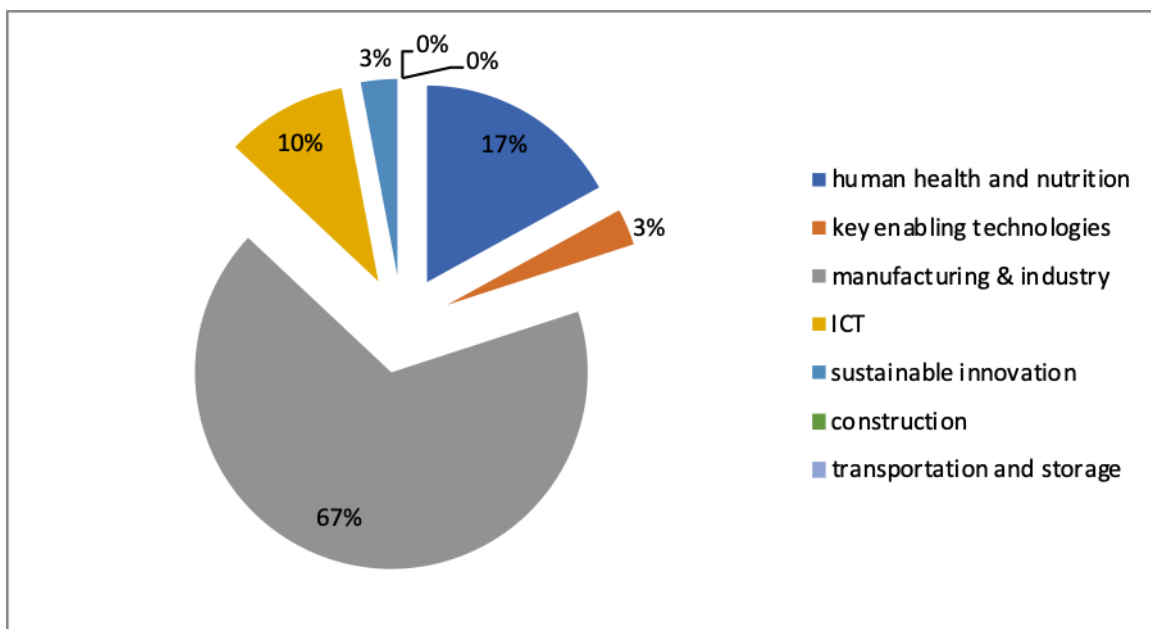


Chart 1. Main activities' areas

Source: own researched.

Only 7 (23%) of companies studied do not operate in foreign markets – these enterprises informed about their willingness to internationalise and, simultaneously, lack of any further steps in this matter. The remaining companies (23, 77%) are already internationalized (Chart 2).

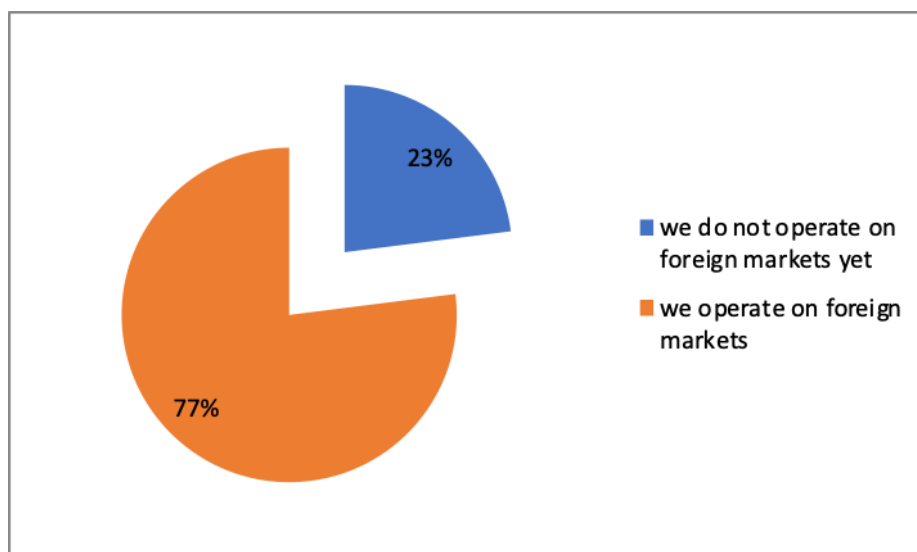


Chart 2. Internationalisation experience of respondents

Source: own researches.

Among companies that declared having business experience gained of foreign markets the most cases refer to cooperation with European markets – 40%. 30% of companies cooperate with neighbouring countries, 7% conduct businesses on Asian markets and on the North America territory. None of the enterprises studied cooperate neither with South America nor with Africa (Chart 3).

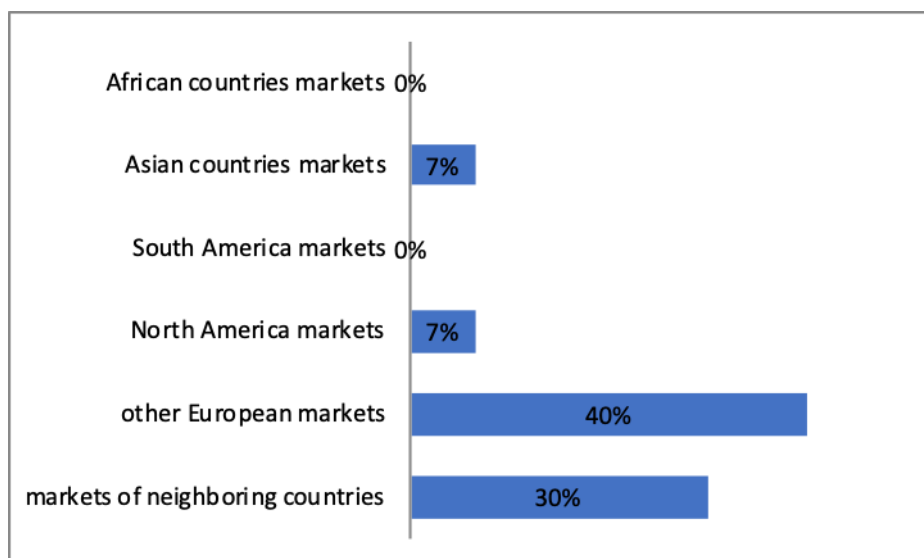


Chart 3. Areas of international partnerships

Source: own researches.

From all respondents 11 have not correctly answered question 6 on international partnerships. They have indicated experienced in foreign markets in question 7, but have not identified any cooperation partners, and have marked the answer of “we do not operate in foreign markets yet”. Companies invited to respond are mainly experienced exporters and have identified cooperation with foreign partners in questions 1 and 2, therefore authors of this report conclude that respondents have avoided answering the question.

During analysis of time of operation on foreign markets one may notice that in case of internationalised companies the dominant period is five years (48% of companies studied); 21.5% of companies declared operation of 1-3 years and the same number of companies of 3-5 years, while 9% of companies operate in an internationalised manner not longer than one year (Chart 4).

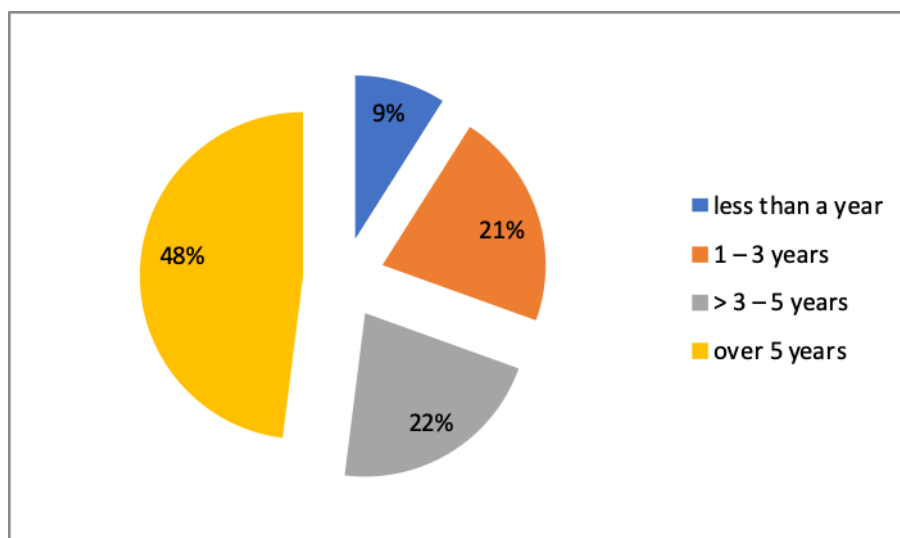


Chart 4. The time of operating on foreign markets

Source: own researches.

During the analysis of internationalisation needs the respondents were surveyed, among others, about countries with which these companies would like to cooperate. 7 countries from the Baltic Sea Region were provided for answers, and only 17% of respondents declared they are not interested in foreign cooperation with at least one of the mentioned countries – Chart 5.

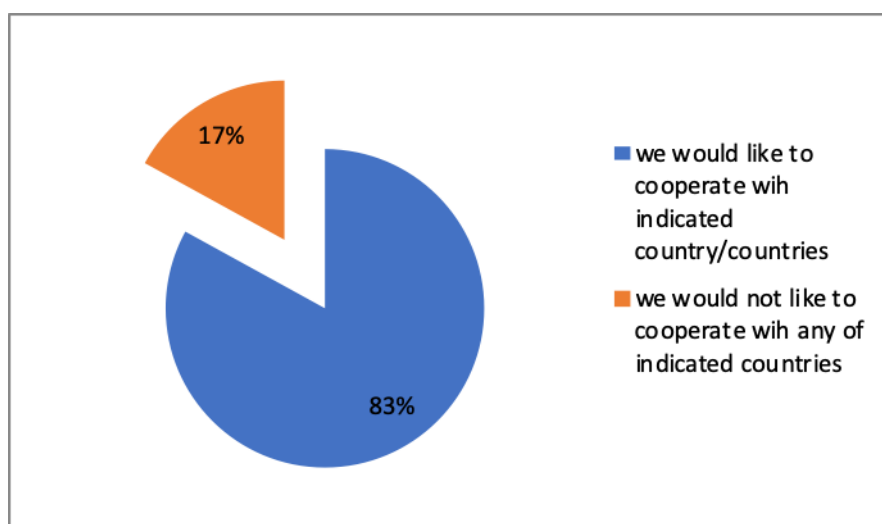


Chart 5. Willingness to cooperate with other countries from Baltic Sea Region

Source: own researches.

The largest percentage of respondents (30%) declared willingness to cooperate with Germany and Denmark; considerable interest was expressed in cooperating with Finland (27%), Estonia (17%) and Lithuania (10%). Some of the respondents did not indicate areas of potential cooperation as they do not intend to participate in the GoSmart project – Chart 6.

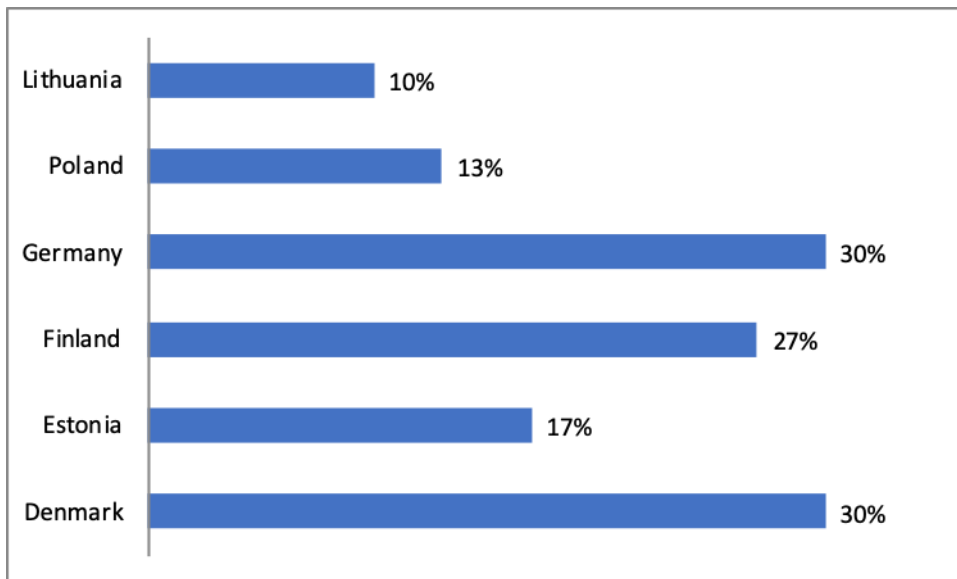


Chart 6. Level of interest about establishing an international cooperation with BSR countries

Source: own researches.

The entrepreneurs were also asked about which industry representative they would be willing to commence international cooperation (Chart 7). The most commonly chosen was manufacturing & industry (23%) and sustainable innovation (20%), followed by health and nutrition (17%) which, most probably, is in relations with currently conducted business, still the respondents were eager to cooperate with other sectors.

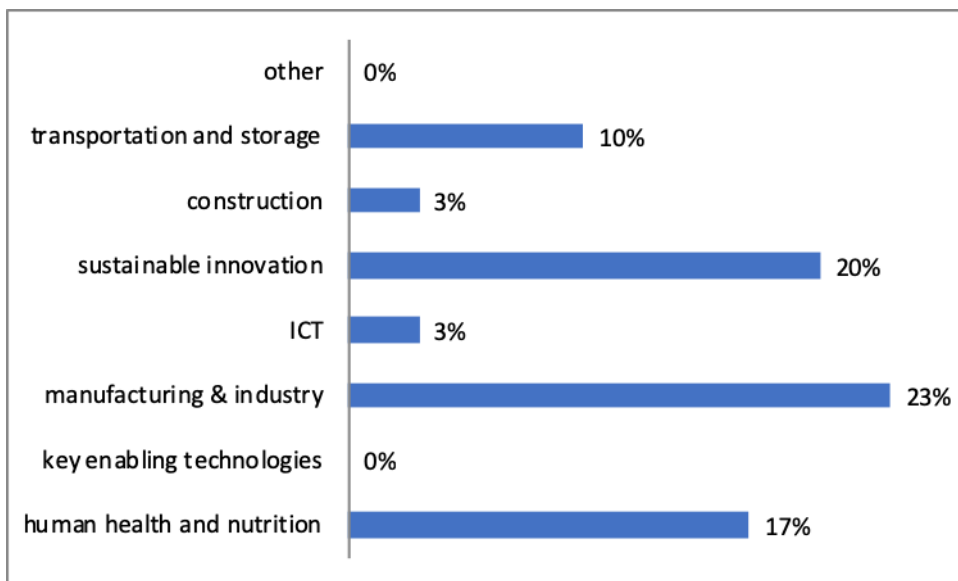


Chart 7. Level of interest about establishing an international cooperation in Trans S3

Source: own researches.

When the attitude towards participation in transnational system of internationalisation and innovation support built based on international network experience was analysed, most of the respondents (67%) did not declared willingness to participate in such a system – Chart 8.

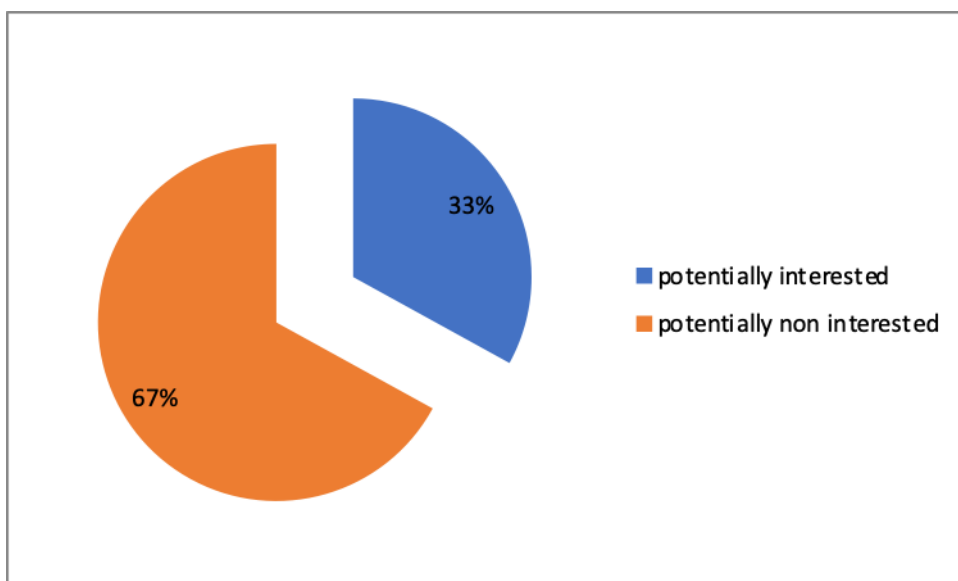


Chart 8. Level of interest in participation in transnational system of innovation and internationalisation

Source: own researches.

The studied business support organisation declared that it cooperates with SMEs from manufacturing and industry domains, is in a partnership with institutions from the other European markets, operates in projects with these markets for more than 5 years. During the study it turned out that this institution itself does not see potential to cooperate within the GoSmart project, but their members might be interested in following domains: human health and nutrition, key enabling technologies, manufacturing & industry, ICT, sustainable innovation. This institution expressed its interest in participation in transnational system of innovation and internationalisation support of SMEs.

4. THE LEVEL OF INTERNATIONALISATION

When the process of enterprises' internationalisation is concerned, it is important to establish their current experience in this matter. The respondents were asked about experience in cooperation with foreign partners in 11 selected areas. Respondents provided their answers on a scale from 1-5 that reflected their engagement in cooperation with foreign partners in each area (where 1 – very low level of engagement; 5 – very high level of engagement). The results are presented on Chart 9 (only enterprises with international experience were taken into consideration).

The largest number of experiences was indicated in areas related to finances, marketing and sales and public procurement. The rarest cooperation occurs in the areas of technology management (71% of companies with no experience in this area, Table 1), infrastructure (61% of companies with no experience in this area) and human resource management (65 % of companies indicated no experience in this area).

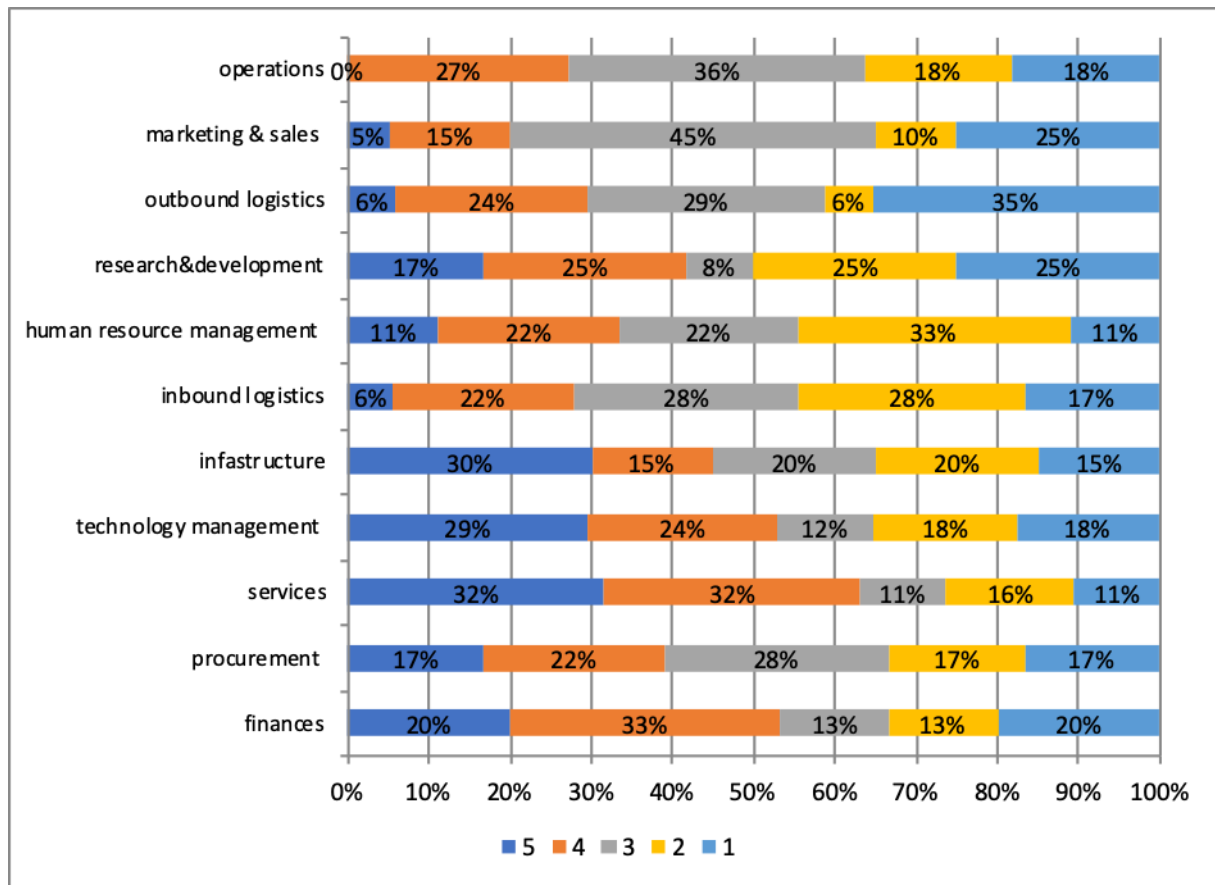


Chart 9. Areas of operation of enterprises under which cooperation with foreign partners takes place

Source: own researches.

To create a ranking of areas in which enterprises cooperate the most, the arithmetic average was used (Table 1). However, it is necessary to point out that many of the respondents declared they have no experience related to the areas analysed. Taking into consideration the arithmetic average of respondents that have experience in cooperation with foreign partners, the most important areas: procurement (3,58), outbound logistics (3,29), marketing & sales (3,20), finances (3.25) and operations (3,06).

Table 1. The importance of cooperation with foreign partners for SMEs in the following areas of the company's operation, N – number of respondents, Average – average evaluation of respondents.

	N	Average
marketing & sales	15	3.20
operations	18	3.06
procurement	19	3.58

outbound logistics	17	3.29
finances	20	3.25
services	18	2.72
technology management	9	2.89
infrastructure	12	2.83
research&development	17	2.59
inbound logistics	20	2.65
human resource management	11	2.73

Source: own researches.

The representative of business support organisation indicated the domain of marketing and sales as the domain in which companies cooperate with foreign partners most.

During the individual interviews the respondents were asked about the most difficult domain in the process of internationalisation. The respondents were asked to share their experiences. As the most difficult areas the respondents have indicated the knowledge about new markets is the most difficult to obtain. All the other issues were considered to be solvable, if people understand similar languages and are ready to cooperate. There must be noted that interviewed companies operate in European markets mainly, which do not include so large cultural differences as other markets.

According to the business support organisation representative the most problematic domain is research and development, as this area is dominated by in-house solutions mainly. There are few examples of successful cooperation on new product development with external parties. and development cooperation with research institutions.

The next step relevant to the enterprises' internationalisation was to establish which forms and tools of internationalisation support are, from the enterprise's perspective, the most efficient. 21 different forms and tools were presented to respondents, and their efficiency was assessed on a scale from 1 to 5 (where 1 – very low efficiency; 5 – very high efficiency). The results are presented on Chart 10 (only enterprises with experience with a given form/tool were taken into consideration).

The results of the data collected indicate that there is a tendency to high assessment of efficiency of the provided forms and tools of internationalisation support. The best

assessed were: international trade fair (48% of respondents indicated very high and 13% high efficiency of this form of support), export support (44% of respondents indicated very high and 22% - high efficiency of this form of support), financial support (36% of respondents indicated very high and 27% - high efficiency of this form of support), and help in adjusting to legal requirements, obtaining certificates (33% of respondents indicated very high and 17% high efficiency of this form of support). It could be explained by existing support mechanisms – main assistance to companies is provided by international trade fairs and financial means for export facilitation. Availability of these measures provide that entrepreneurs know what to expect and how to use those. Rather efficient mechanisms, which involve networking like memberships in organisations, on the other hand, are rated rather low.

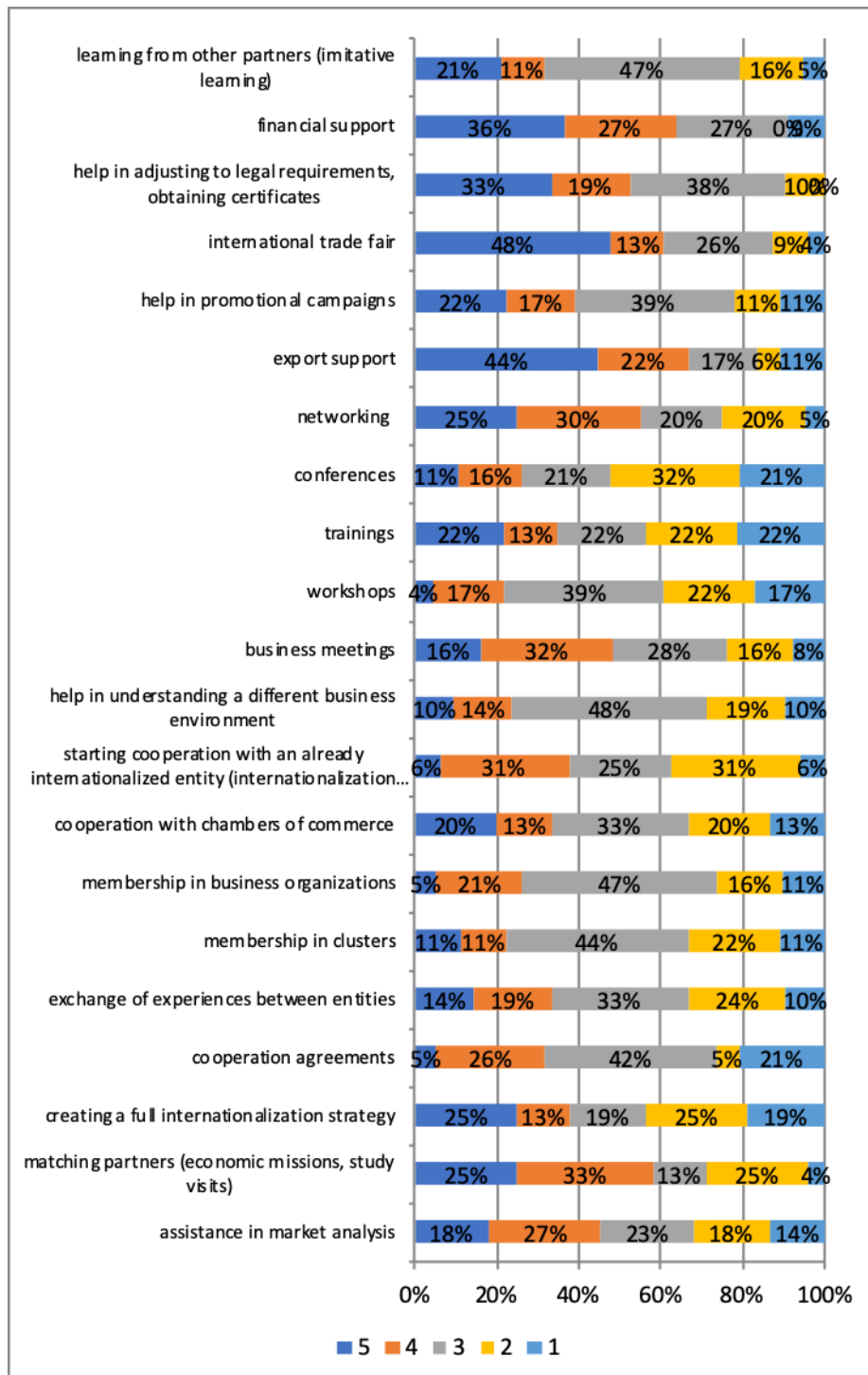


Chart 10. Effectiveness of forms and tools to support the internationalisation of enterprises
Source: own researches.

To create a ranking of efficiency of forms and tools of enterprises internationalisation support the arithmetic average was used (Table 2); it is important to mention that only part of respondents declared lack of experience related to the analysed forms and tools of support. It is also necessary to point out that the assessment level of efficiency of all forms and tools is between 2.63 and 3.91, which allows to conclude that support for export is seen as important for SMEs. According to the results, the most efficient forms of support: international trade fair (3,91), export support (3,83), and financial support (3,82), an outcome that is in line with the previous results. The least efficient forms of support: conferences (2,63), workshops (2,70) membership in clusters (2,89), cooperation agreements (2,89), and trainings (2,91).

Table 2. The importance of support forms and tools in activities leading to internationalisation based on experience

	N	average
international trade fair	23	3.91
export support	18	3.83
financial support	22	3.82
help in adjusting to legal requirements, obtaining certificates	21	3.76
matching partners (economic missions, study visits)	24	3.50
networking	20	3.50
business meetings	25	3.32
help in promotional campaigns	18	3.28
learning from other partners (imitative learning)	19	3.26
assistance in market analysis	22	3.18
cooperation with chambers of commerce	15	3.07
exchange of experiences between entities	21	3.05
creating a full internationalization strategy	16	3.00
starting cooperation with an already internationalized entity (internationalization in the network)	16	3.00
membership in business organizations	19	2.95
help in understanding a different business environment	21	2.95
trainings	23	2.91
cooperation agreements	19	2.89
membership in clusters	18	2.89
workshops	23	2.70
conferences	19	2.63

Source: own researches.

According to the business support organisation representative, the most efficient instruments and tools of enterprises internationalisation: business meetings, financial support, exchange of experiences between entities, and learning from other partners (imitative learning).

Entrepreneurs that took part in the study indicated that, companies tend to select some of the support measures, as they do not have enough resources to use all the instruments available on the market

During the interview the entrepreneurs were asked about their preferences related to forms of support in developing cooperation on foreign markets. The most often mentioned tools: financial assistance in covering the costs for getting to the market (meetings, networking, attending topical events). Entrepreneurs that took part in this research were rather sceptical about efficiency of writing their internationalisation strategy. They have been very successful in employing international trade events of their speciality.

Companies stressed that their success has been possible when they found the right cooperation partners, as the right people determine most of the success.

Trade/experience exchange missions were also mentioned by the business support organisation representative. Moreover, such visits (study visits, trade missions) provide the opportunity also to bring together local companies and facilitate their cooperation. The aim of these visits is not limited to market acquisition. Very often visits are useful for acquiring knowledge about competitors and potential suppliers' operations and best practices.

5. INSTRUMENTS FOR INTERNATIONALISATION SUPPORT

The next task relevant to enterprises' internationalisation was the study of enterprises' needs when the support of their internationalisation effort is concerned. 21 actions were selected, and the respondents assessed their need for these types of support on a scale from 1 to 5 (where 1 – very low level of need for this type of support; 5 – very high level of need for this type of support). The results are presented on Chart 11 (only enterprises with experience with a given support were taken into consideration).

The highest level of support is expected by entrepreneurs from Vidzeme region with acquiring clients (55% of respondents gave high level of importance here), finding partners for cooperation (50%). At least 1/2 of the respondents indicated the following items as highly important or medium high importance following actions: construction of representative/sales network, promotion, distribution organisation, developing a favourable business model, fulfilment of legal requirements and quality standards; and analysis of legal conditions and analyses of foreign market – clients' needs and expectations. The highest level of need for support was rarely indicated in cases after sales logistics (14%), after sales service (14%), reconciliation of business conditions/negotiations and recognitions of own resources (each 14%).

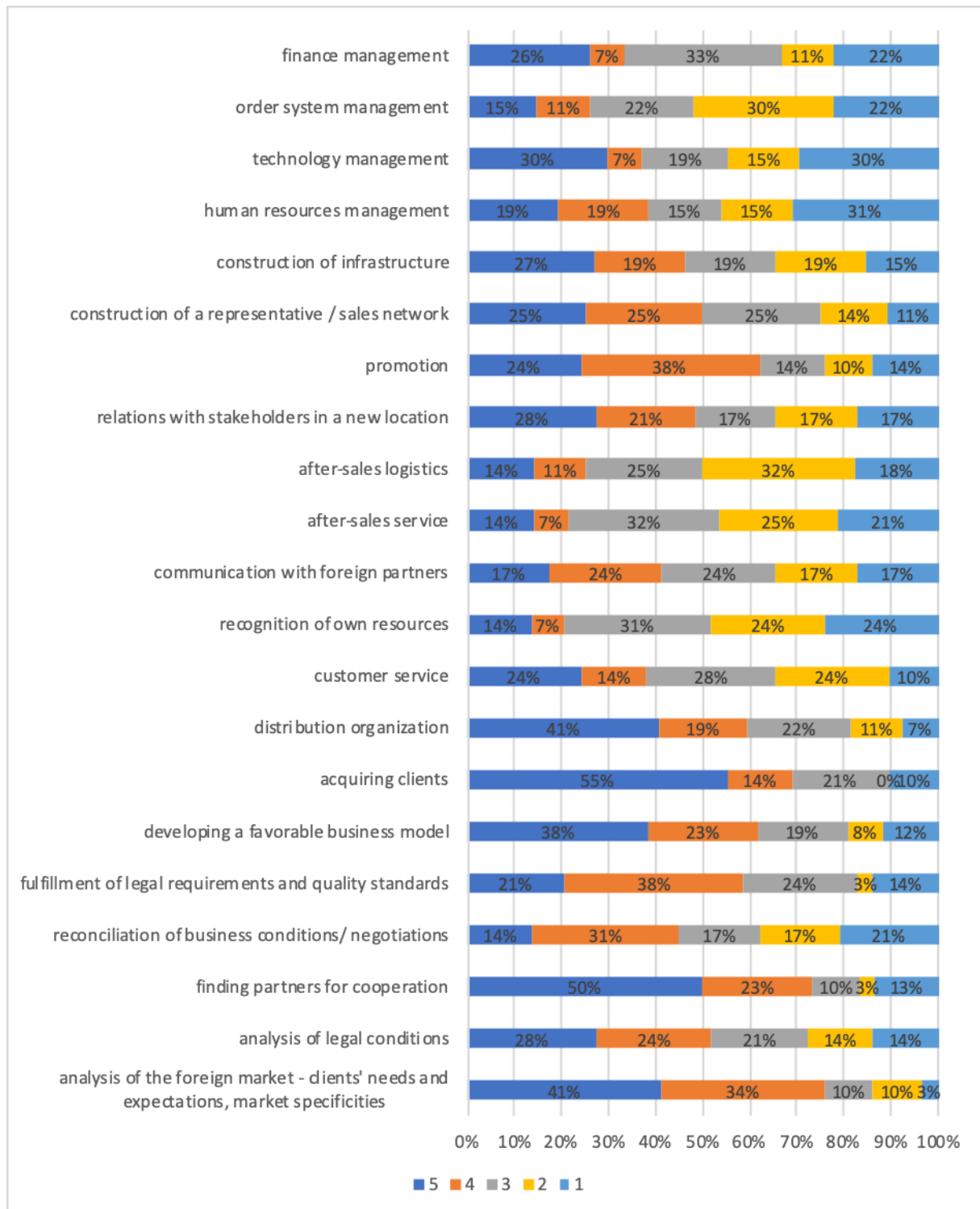


Chart 11. The needs of the support in the activities leading to internationalisation

Source: own researches.

In order to create a ranking of activities that need support the arithmetic average was used (Table 3). The most relevant: acquiring clients (4,03), analyses of the foreign market – clients' needs and expectations, market specificities (4,00) and finding partners for cooperation (3,93). The least relevant: recognition of own resources (2,62) and order system management (2,67), the trend that is present also in the previous analysis.

It is worth noting that part of respondents declared experience almost in all the support mechanisms.

Table 3. The importance of support in activities leading to internationalisation

	N	average
analysis of the foreign market - clients' needs and expectations, market specificities	29	4.00
analysis of legal conditions	29	3.38
finding partners for cooperation	30	3.93
reconciliation of business conditions/ negotiations	29	3.00
fulfilment of legal requirements and quality standards	29	3.48
developing a favourable business model	26	3.69
acquiring clients	29	4.03
distribution organization	27	3.74
customer service	29	3.17
recognition of own resources	29	2.62
communication with foreign partners	29	3.07
after-sales service	28	2.68
after-sales logistics	28	2.71
relations with stakeholders in a new location	29	3.24
promotion	29	3.48
construction of a representative / sales network	28	3.39
construction of infrastructure	26	3.23
human resources management	26	2.81
technology management	27	2.93
order system management	27	2.67
finance management	27	3.04

Source: own researches.

According to the business support organisation representative the following activities are of significance when support is concerned: analysis of the foreign market – clients' needs and expectations, market specificities, while the least significant were reconciliation of

business conditions/ negotiations, developing a favourable business model and customer service. These responses were rather similar with general trends of SMEs.

During individual interviews the respondents were asked about their negative experiences related to attempts to enter foreign markets, reasons of failure and help they needed or would need. The companies explained choice of wrong partners or staff have been reasons for most of the failures. Another entrepreneur stressed that they used state support to learn that their products are not appropriate for the particular market, so they learned fast and with low costs (they used subsidized exhibition in their potential market). They would not be able to afford that themselves, so they would have spent more time on that particular market.

The business support organisation representative underlined the importance of proper market analysis – according to him, companies often dedicate not enough time, attention and resources for analysis prior to entering a new, foreign market.

6. BARRIERS OF INTERNATIONALISATION

Next crucial issue in terms of enterprises internationalisation are the internal and external barriers, i.e. the factors that hinder internationalisation processes of enterprises. Again, companies were presented with a list of such factors and were asked to assess to what extent an elimination or reduction of barriers' presence would increase the company's internationalisation level (*in scale from 1 to 5, where one means least important and five – most important*).

It turned out that, among internal barriers, the respondents marked the most of insufficient knowledge about the market and lack or insufficient financial resources (37% value it as the most important barrier), (Chart 12). Important barriers are also those related to lack of proper knowledge on how to operate on a foreign market, i.e. insufficient knowledge about possibilities of cooperation (30%), language barrier (24%), and lack of experience in internationalisation (27%).

The least often considered were the unwillingness to cooperate with foreign partners (3% value it high and 50% have market is as the least important barrier) and inappropriate timing (7%).

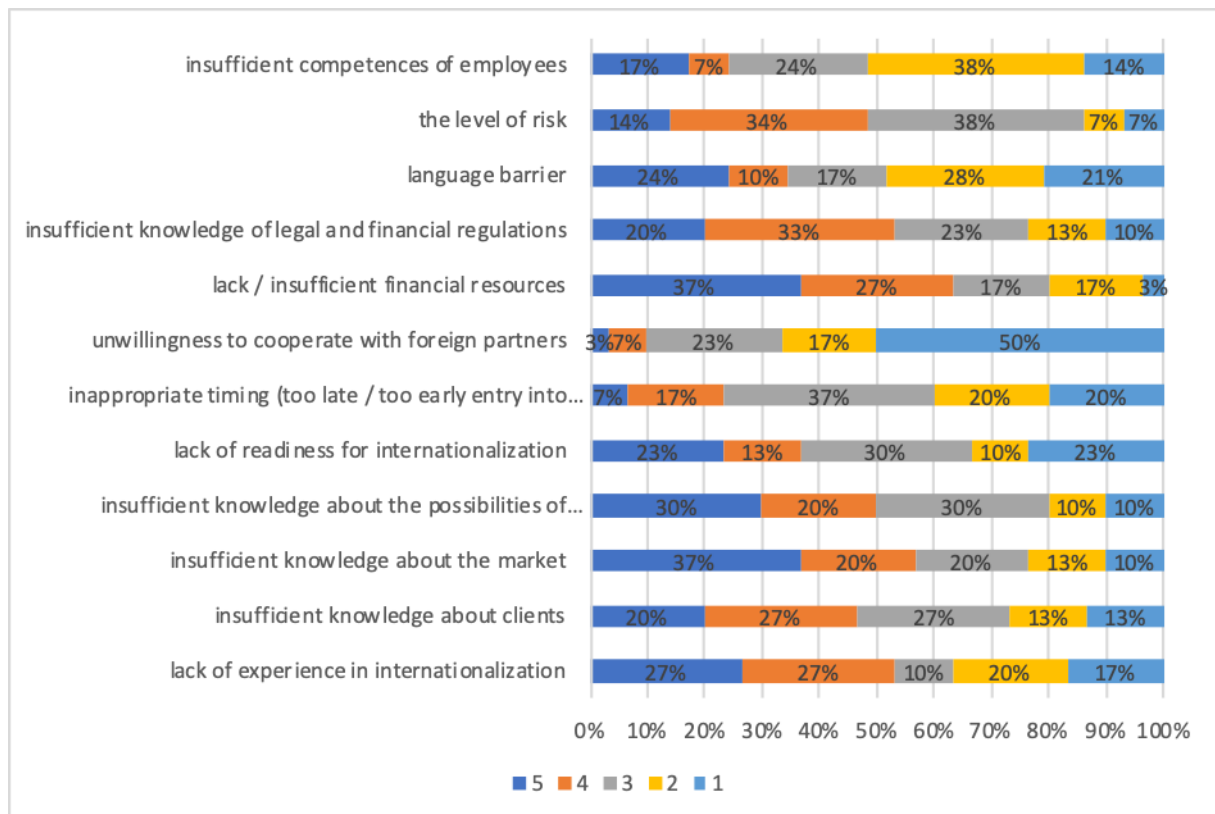


Chart 12. The internal barriers of the process of internationalisation, N=31

Source: own researches.

When the external barriers are concerned, the respondents have often indicated strong competition on the foreign market (20%; Chart 13). The respondents have also noticed cultural differences (17%) and unfavourable legal and financial regulations (17%). Even if not many companies have indicated that it is a major barrier – there is strong evidence that lack or insufficient external support (investors) are a barrier by large majority of respondents.

The following items are treated as the least troublesome in foreign cooperation: unfavourable political situation in target markets (10%), insufficient coordination between business networks (10%) and lack / insufficient consultancy support (3%).

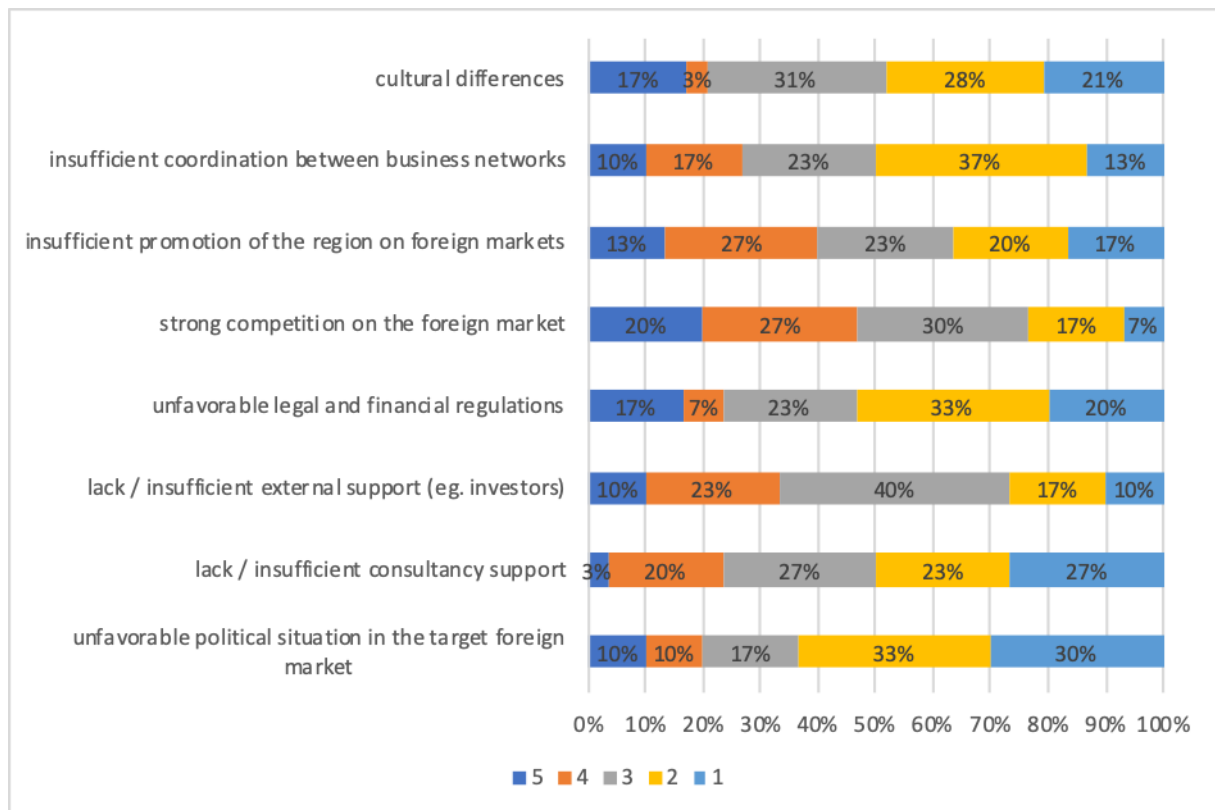


Chart 13. The external barriers of the process of internationalisation, N=31

Source: own researches.

To create a ranking and to assess the importance of the barriers the arithmetic average was used. Closer to five, more significant the barrier in the internationalisation process is (Table 4).

The results show that the most significant barrier is the financial one (3,77). Insufficient knowledge about the market (3,60) and insufficient knowledge about the possibilities of cooperation (3,50) are also perceived as a rather difficult obstacle. The subsequent three places were taken by barriers related to level of risk (3,41), insufficient knowledge of legal and financial regulations (3,40) and strong competition on the foreign

market (3,37). The least important barriers on average are insufficient consultancy support and unfavourable political situation in the target foreign market.

Table 4. The importance of support in activities leading to internationalisation, N=31

	N	average
lack / insufficient financial resources	30	3.77
insufficient knowledge about the market	30	3.60
insufficient knowledge about the possibilities of cooperation	30	3.50
the level of risk	29	3.41
insufficient knowledge of legal and financial regulations	30	3.40
strong competition on the foreign market	30	3.37
lack of experience in internationalization	30	3.27
insufficient knowledge about clients	30	3.27
lack / insufficient external support (e.g. investors)	30	3.07
lack of readiness for internationalization	30	3.03
language barrier	29	2.90
insufficient competences of employees	29	2.76
inappropriate timing (too late / too early entry into foreign markets)	30	2.70
unfavourable legal and financial regulations	30	2.67
lack / insufficient consultancy support	30	2.50
unfavourable political situation in the target foreign market	30	2.37
unwillingness to cooperate with foreign partners	30	1.97

Source: own researches.

Relatively very low score is unwillingness to cooperate with foreign partners, which means that interviewed entrepreneurs in Vidzeme Planning Region are ready to cooperate.

7. CONCLUSIONS AND RECOMMENDATIONS

The evaluation from Vidzeme planning region companies indicate that internationalisation raises interest, but it also generates many problems that entrepreneurs need to deal with. The most internationalised functional areas in enterprises in Vidzeme Planning Region are procurement, outbound logistics, marketing & sales, finances and operations.

According to entrepreneurs, the most efficient method of supporting internationalisation processes are network building activities e.g. participation in foreign trade fairs, followed by partner matchmaking and help in acquiring knowledge about clients' needs and expectations, but financial aid and export support in general also are very well

evaluated. Many entrepreneurs have needed help in adjusting to legal requirements, obtaining certificates. Number of existing support mechanisms are helping with these issues in Latvia, so the information about available instruments can be useful for clients of the Innovation broker.

The entrepreneurs that took part in the study indicated a number of barriers that hamper or even make it impossible to establish business activity on foreign markets. The most important one is a financial barrier, lack of knowledge about the markets and potential cooperation opportunities. It is also the strong competition in foreign markets that makes it difficult for enterprises to internationalise. The help would be expected in acquiring clients, analyses of the foreign market – clients' needs and expectations, market specificities and finding partners for cooperation.

All these problems and needs related to internationalisation and mentioned by the entrepreneurs should be taken into consideration when designing the TIBS support system. Therefore, the following recommendations have been prepared:

- Innovation Broker in Vidzeme should work closely with existing national support mechanisms for internationalisation and innovations. This would help to bridge the information gap and to help companies to use the available opportunities.
- internationalisation strategies should be built upon main competitive advantages of enterprises from Vidzeme, i.e. still present cost advantage, high quality of products, availability of land and wood resources, responsiveness and adaptability of small and medium size companies in the region;
- entrepreneurs from Vidzeme perceive financial support as the most efficient method of internationalisation; it is also indicated as the main barrier for internationalisation; therefore, it is necessary to convince entrepreneurs that it is important to have knowledge about the market, clients, distribution organization methods, promotional activities, business models, but also to take part in matchmaking with the right partners, etc., especially when part of respondents declare a demand for such

knowledge and indicate that insufficient knowledge is one of the most important barriers;

- based on previous assessment of available support instruments for companies, there is a gap of cross-border Research&Development support. Horizon2020 networks should be considered, when innovation broker network identifies opportunities for successful cooperation.
- financial support programmes should all the time be available in order to facilitate new market acquisitions.
- many of companies interviewed have expressed concern about participating in the GoSmart project.
- taking into consideration conclusions from interviews conducted in the framework of Action 2.4, and concerns related to the level of risk (one of internationalisation barriers), the support system should have mechanisms and instruments that would reduce this risk, “break the fear of foreign country, language, culture” and allow for building trust between entrepreneur – TIBS – foreign partner;
- the support system should also allow for modification of how the internationalisation processes are perceived by entrepreneurs (i.e. should allow for building awareness that the internationalisation processes include more elements than merely the export), together with the challenges the company has to face (the respondents mentioned unfavourable legal and financial regulations, yet still they declare having insufficient knowledge on these regulations, which means these unfavourable conditions are rather a perceptual, not a real barrier)
- the study shows that regional support is crucial, as companies value most of support instruments as useful and it would greatly support ventures taken by entrepreneurs on foreign markets; therefore, it is advisable to make the GoSmart project and TIBS support system a sustainable instrument that promotes regions the project partners originate from.

Annex 1

Dear Sir/Madam,

we would like to invite you to participate in the research carried out as a part of the GoSmart BSR project "Strengthening smart specializations by fostering transnational cooperation".

The aim of the study is to identify the needs in terms of increasing the innovation of internationalisation.

The data will not be published, and the results of the survey obtained in the form of collective studies will be used only for project purposes. The time necessary to complete the survey is only 10-15 minutes.

Thank you for your participation in the study.

1. The areas of companies' operation are listed below. Please indicate how strong is your cooperation with foreign partners in these areas.

(please rate on a scale from 1 to 5, where 1 – is very low cooperation with foreign partners, 5 – very high level of cooperation with foreign partners)

If you do not have any experience in internationalisation (you are just planning it), please go to question 3.

	5	4	3	2	1	no experience
research&development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
inbound logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
outbound logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
marketing & sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resource management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
technology management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Which forms and tools to support the internationalisation of enterprises are the most effective according to your experience?

(please address each of the mentioned forms on a scale from 1 to 5, where 1 – is very low efficiency, 5 – very high efficiency)

	5	4	3	2	1	no experience
assistance in market analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
matching partners (economic missions, study visits)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
creating a full internationalisation strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cooperation agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

exchange of experiences between entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
membership in clusters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
membership in business organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cooperation with chambers of commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
starting cooperation with an already internationalized entity (internationalisation in the network)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in understanding a different business environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
business meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
export support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in promotional campaigns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
international trade fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in adjusting to legal requirements, obtaining certificates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
financial support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
learning from other partners (imitative learning)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Please indicate to what extent you need the support in the following activities leading to internationalisation.

(please respond to each of the above activities on a scale from 1 to 5, where 1 – is very low level of support needs; 5 – very high level of support needs)

	5	4	3	2	1	no experience
analysis of the foreign market - clients' needs and expectations, market specificities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
analysis of legal conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finding partners for cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reconciliation of business conditions/ negotiations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
fulfilment of legal requirements and quality standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing a favourable business model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
acquiring clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
distribution organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
recognition of own resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
communication with foreign partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
after-sales service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
after-sales logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

relations with stakeholders in a new location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
construction of a representative / sales network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
construction of infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resources management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
technology management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
order system management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finance management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. The potential barriers to the internationalisation are listed below. What would be important in order to eliminate or reduce the following barriers to increase the internationalisation of your company?

(please rate on a scale from 1 to 5, where 1 – is least important, 5 – most important)

		5	4	3	2	1
internal	lack of experience in internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about the possibilities of cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack of readiness for internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	inappropriate timing (too late/too early to enter foreign markets)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	unwillingness to cooperate with foreign partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack / insufficient financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge of legal and financial regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	language barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	the level of risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient competences of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
external	unfavourable political situation in the target foreign market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack / insufficient consultancy support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack / insufficient external support (e.g. investors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	unfavourable legal and financial regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	strong competition on the foreign market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient promotion of the region on foreign markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient coordination between business networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Please specify main area of your activity (tick one main area and specify sector)

- ☐ human health and nutrition, *please specify sector*:.....
- ☐ key enabling technologies, *please specify sector*:.....
- ☐ manufacturing & industry, *please specify sector*:.....
- ☐ ICT, *please specify sector*:.....
- ☐ sustainable innovation, *please specify sector*:.....

- ☐ construction, *please specify sector*:.....
- ☐ transportation and storage *please specify sector*:.....

6. Please indicate the areas in which you have already established on international partnership with

- ☐ we do not operate on foreign markets yet
- ☐ markets of neighbouring countries ☐ South America markets
- ☐ other European markets ☐ Asian countries markets
- ☐ North America markets ☐ African countries markets

7. How long you have been operating on foreign markets

- ☐ we do not operate on foreign markets yet
- ☐ less than a year ☐ > 3 – 5 years
- ☐ 1 – 3 years ☐ over 5 years

8. Please indicate the countries which you would like to establish international cooperation with

- ☐ Denmark ☐ Estonia ☐ Finland ☐ Germany
- ☐ Latvia ☐ Lithuania ☐ Poland
- ☐ we do not want to establish international cooperation with any of the above countries

9. Please indicate sectors in which you would like to establish international cooperation

- ☐ human health and nutrition
- ☐ key enabling technologies
- ☐ manufacturing & industry
- ☐ ICT
- ☐ sustainable innovation
- ☐ construction
- ☐ transportation and storage
- ☐ other, which

10. Are you potentially interested in participation in transnational system of internationalisation and innovation support of SME based on international network experience?

- ☐ yes ☐ no

Annex 2

Dear Sir/Madam,

we would like to invite you to participate in the research carried out as a part of the GoSmart BSR project "Strengthening smart specializations by fostering transnational cooperation".

The aim of the study is to identify the needs in terms of increasing the innovation of internationalisation.

The data will not be published, and the results of the survey obtained in the form of collective studies will be used only for project purposes. The time necessary to complete the survey is only 10-15 minutes.

Thank you for your participation in the study.

4. The areas of companies' operation are listed below. Please indicate how strong is your cooperation with foreign partners in these areas.

(please rate on a scale from 1 to 5, where 1 – is very low cooperation with foreign partners, 5 – very high level of cooperation with foreign partners)

If you do not have any experience in internationalisation (you are just planning it), please go to question 3.

	5	4	3	2	1	no experience
research&development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
inbound logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
outbound logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
marketing & sales	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resource management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
technology management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
procurement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1A. Which of the above areas is the most difficult in the internationalisation process? Please tell us about your experience, the stages of the internationalisation process, the reasons for success or failure. What is your main advantage in international contacts? (if the interviewed person will have experience regarding several internationalisation projects, please ask for the most important one)

5. Which forms and tools to support the internationalisation of enterprises are the most effective according to your experience?

(please address each of the mentioned forms on a scale from 1 to 5, where 1 – is very low efficiency, 5 – very high efficiency)

	5	4	3	2	1	no experience
assistance in market analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

matching partners (economic missions, study visits)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
creating a full internationalisation strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cooperation agreements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
exchange of experiences between entities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
membership in clusters	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
membership in business organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
cooperation with chambers of commerce	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
starting cooperation with an already internationalized entity (internationalisation in the network)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in understanding a different business environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
business meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
workshops	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
trainings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
conferences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
networking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
export support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in promotional campaigns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
international trade fair	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
help in adjusting to legal requirements, obtaining certificates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
financial support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
learning from other partners (imitative learning)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2A. Please describe your experience of using any of the above tools. What caused that despite the difficulties you managed to gain/ maintain/ expand your scope of activity on international markets? Why did not the support bring the expected results? What can be improved?

2B. What kind of support do you expect in the internationalisation process? / In what way the companies should be supported in the internationalisation process?

6. Please indicate to what extent you need the support in the following activities leading to internationalisation.

(please respond to each of the above activities on a scale from 1 to 5, where 1 – is very low level of support needs; 5 – very high level of support needs)

	5	4	3	2	1	no experience
analysis of the foreign market - clients' needs and expectations, market specificities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
analysis of legal conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finding partners for cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
reconciliation of business conditions/ negotiations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

fulfilment of legal requirements and quality standards	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
developing a favourable business model	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
acquiring clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
distribution organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
recognition of own resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
communication with foreign partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
after-sales service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
after-sales logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
relations with stakeholders in a new location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
construction of a representative / sales network	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
construction of infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
human resources management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
technology management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
order system management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
finance management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3A. In your experience, have you had any unsuccessful attempts to enter foreign markets? Please answer why the activity on these markets has failed. What is the reason for this? What help would be needed in this aspect?

11. The potential barriers to the internationalisation are listed below. What would be important in order to eliminate or reduce the following barriers to increase the internationalisation of your company?

(please rate on a scale from 1 to 5, where 1 – is least important, 5 – most important)

		5	4	3	2	1
internal	lack of experience in internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge about the possibilities of cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack of readiness for internationalisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	inappropriate timing (too late / too early entry into foreign markets)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	unwillingness to cooperate with foreign partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack / insufficient financial resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient knowledge of legal and financial regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	language barrier	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	the level of risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient competences of employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
external	unfavourable political situation in the target foreign market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	lack / insufficient consultancy support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	lack / insufficient external support (e.g. investors)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	unfavourable legal and financial regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	strong competition on the foreign market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient promotion of the region on foreign markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	insufficient coordination between business networks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	other, what	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. Please specify main area of your activity (tick one main area and specify sector)

- ☐ human health and nutrition, *please specify sector*:.....
- ☐ key enabling technologies, *please specify sector*:.....
- ☐ manufacturing & industry, *please specify sector*:.....
- ☐ ICT, *please specify sector*:.....
- ☐ sustainable innovation, *please specify sector*:.....
- ☐ construction, *please specify sector*:.....
- ☐ transportation and storage *please specify sector*:.....

13. Please indicate the areas in which you have already established international partnership

- ☐ we do not operate on foreign markets yet
- ☐ markets of neighbouring countries ☐ South America markets
- ☐ other European markets ☐ Asian countries markets
- ☐ North America markets ☐ African countries markets

14. How long you have been operating on foreign markets

- ☐ we do not operate on foreign markets yet
- ☐ less than a year ☐ > 3 – 5 years
- ☐ 1 – 3 years ☐ over 5 years

15. Please indicate the countries you would like to establish international cooperation with

- ☐ Denmark ☐ Estonia ☐ Finland ☐ Germany
- ☐ Latvia ☐ Lithuania ☐ Poland
- ☐ we do not want to establish international cooperation with any of the above countries

16. Please indicate sectors in which you would like to establish international cooperation

- ☐ human health and nutrition ☐ sustainable innovation
- ☐ key enabling technologies ☐ construction
- ☐ manufacturing & industry ☐ transportation and storage
- ☐ ICT ☐ other, which

17. Are you potentially interested in participation in transnational system of internationalisation and innovation support of SME based on international network experience?

- ☐ yes ☐ no