

# Identification of needs related to increase of innovativeness of internationalisation among SMEs

**Aggregated report**

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## 1. SUMMARY

The aim of the study was to identify needs related to increasing the innovativeness of internationalisation in seven participating regions.

193 SMEs and five representatives of business support institutions took part in the study. The respondents represented the following domains: sustainable innovation (14%), manufacturing & industry (53%), ICT (9%). Less represented in the sample following were industries like human health and nutrition (5%), construction (5%), key enabling technologies (7%), and transportation and storage (7%). 3/4 of enterprises analysed are internationalised 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 on European markets, and to smaller extent on Asian and North-American markets.

More than half of enterprises declared very high or high level of cooperation with foreign partners when the specific operation areas were addressed; the cooperation was indicated mainly in the domain of marketing and sales, operations, outbound logistics and procurement.

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; as the least efficient – cooperation with chambers of commerce, trainings, creating a full internationalisation strategy, membership in business organizations and workshops. Taking into consideration the international support instruments the following were indicated as the most significant: finding partners for cooperation, acquiring clients and promotion; as the least significant – related to aid in management – technology management, human resource management and order system management.

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

Most 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 enterprises is an important aspect in the era of globalisation. 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 (Poland, Lithuania, Latvia, Estonia, Finland, Germany, Denmark) – partners of the GoSmart BSR project.

The aim of the study conducted in June and July 2018 among representatives of SMEs and business support institutions was to identify the needs related to increasing innovativeness of internationalisation.

The study was conducted on a group of innovative enterprises and a business support institution. The study group includes enterprises which are already engaged in activities on foreign markets or which plan to engage soon and an institution engaged in, among others, supporting internationalisation of entrepreneurs. 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 in which the respondent is asked to fill in the electronic form. The questionnaire was composed of 4 closed questions and a metric part with 6 closed or semi-open questions (Annex 1).

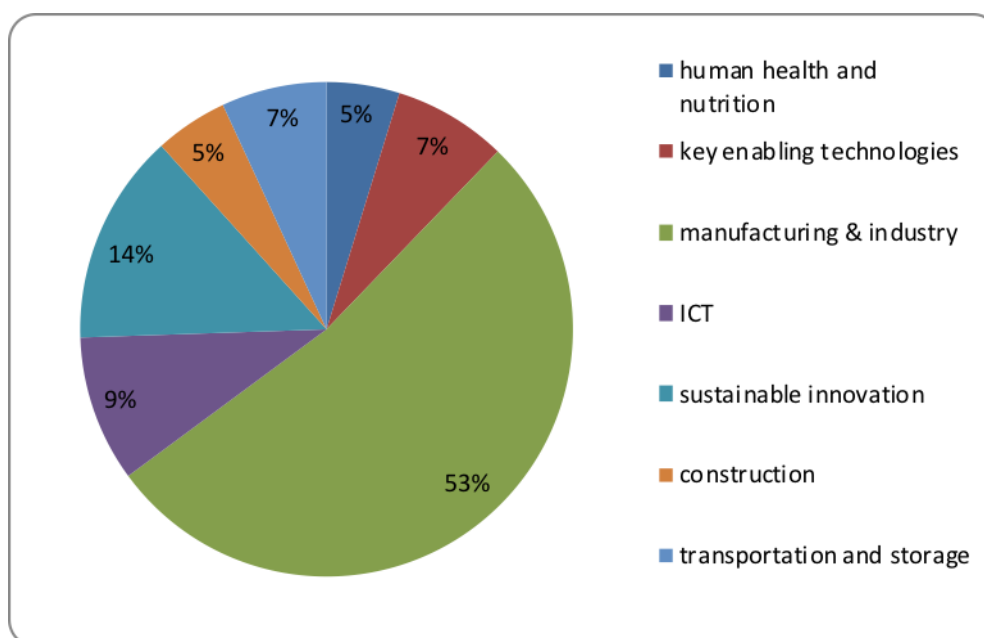
Moreover, partially-structured interviews were conducted, i.e. a method of research which is open and allows new ideas to be brought up during the interview according to interviewee's replies; the interviewer has a framework of themes to be explored. The interview scenario in its structured part was composed of 4 closed questions (the same as the survey questionnaire) and 4 additional open questions (Annex 2).

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

Additionally, to supplement the research results, a regional roundtables was held. During the roundtables the results of the research were presented, discussions and workshops on identifying barriers to internationalisation were conducted.

### 3. BACKGROUND INFO ABOUT ENTITIES

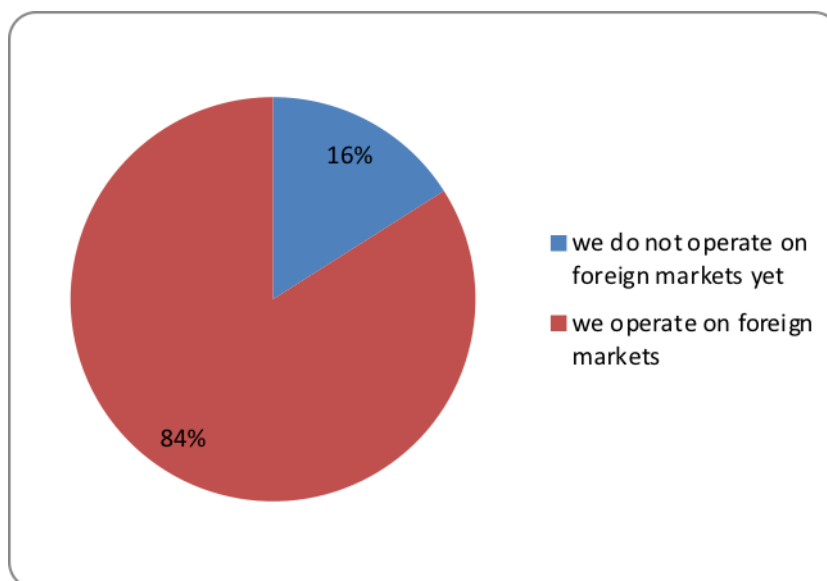
193 micro, small and medium companies and representatives of business support organisations took part in the study. However not all of them detailed their background information, 188 entities revealed their field of business. The respondents represented the following domains: sustainable innovation (14%), manufacturing & industry (53%), ICT (9%). Less represented in the sample following were industries like human health and nutrition (5%), construction (5%), key enabling technologies (7%), and transportation and storage (7%). No prominent industry was observed among the domains represented by the enterprises. Chart 1. provides information on dispersion of respondents in relation to their main activity.



**Chart 1. Main business fields**

Source: own researched.

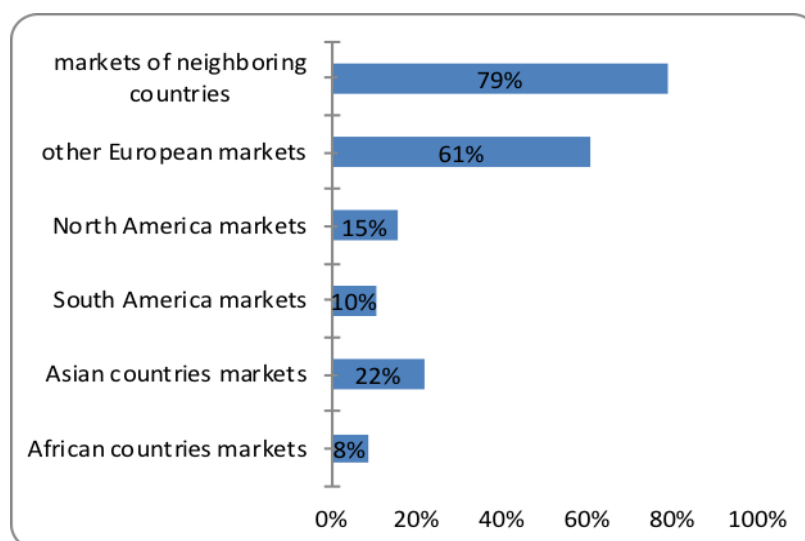
Respondents, who do not operate in the foreign markets represent minor part of participants (35, 16%) – these enterprises expressed their willingness to internationalize and, simultaneously, lack of any further steps from their part on this matter were observed. The remaining companies (145, 84%) are already internationalized (Chart 2).



**Chart 2. Internationalisation**

Source: own researches.

Among companies that declared having business experience gained in foreign markets the most cases refer to cooperation with neighbouring countries and other European markets – 79% and 61% respectively. Moreover, 22% of companies cooperate with Asian countries, 15% conduct business in the North America territory. The least of the enterprises cooperate with South America (10%) or with Africa (8%) (Chart 3). There are regions where no businesses have been interviewed which have cooperation with Asia, South America and Africa.

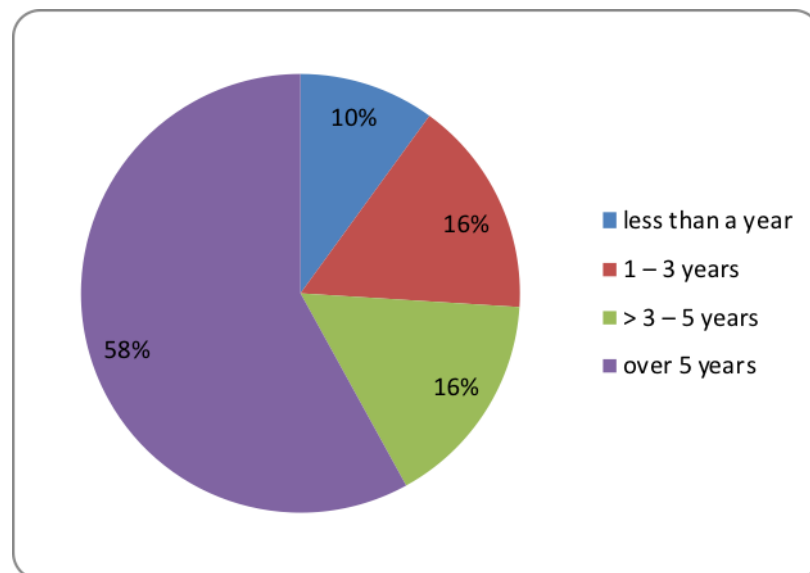


**Chart 3. Areas of international partnerships**

Source: own researches.

During analysis of time of operation in foreign markets one may notice that in case of internationalised companies the dominant duration is five years (more than 50% of companies studied); 16% of companies declared operation of 1-3 years and the same number of companies 3-5 years, while 10% of companies operate in an internationalised manner not longer than one year (Chart 4).

However, there are significant differences between the regions regarding the type of entities that were selected to interview. Denmark companies had less experience in foreign markets, so they have more needs as they are more recent exporters. Other countries chose to interview experienced companies, which have already acquired multiple markets and can share what type of instruments were the most successful in that journey, but therefore they have 5+ years of experience in the international markets.



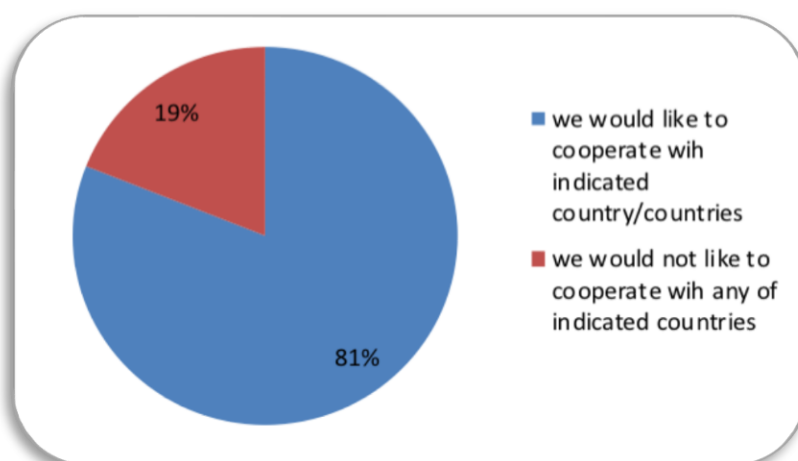
**Chart 4. The time of operating on foreign markets**

Source: own researches.

During the analysis of internationalisation needs the respondents were surveyed, among others, about countries these companies would like to cooperate with. 7 countries from the Baltic Sea Region emerged, and the respondents stated they are interested in foreign cooperation with at least one of the mentioned countries – Chart 5.

Most of the respondents (81%) would like to cooperate with some of the partnering countries, however 19% or 35 companies did not express interest in cooperation with partnering countries.

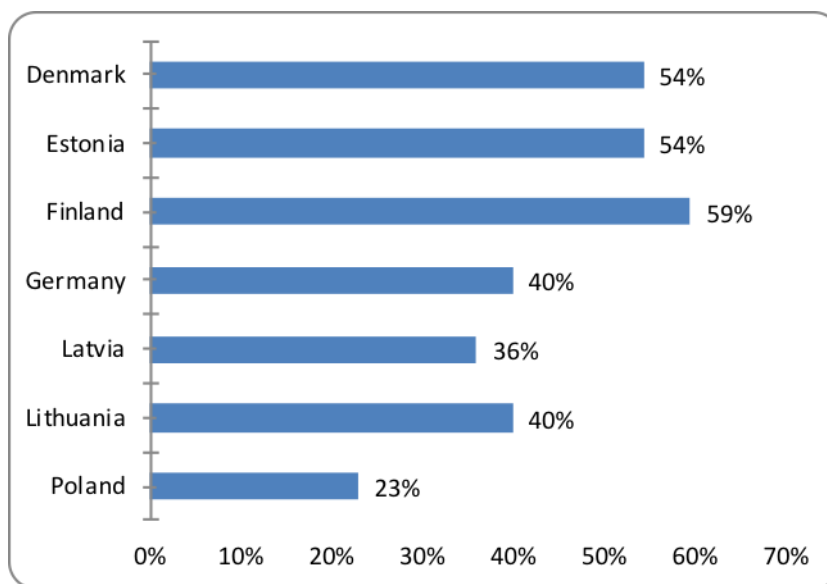




**Chart 5. Willingness to cooperate with other countries from Baltic Sea Region**

Source: own researches.

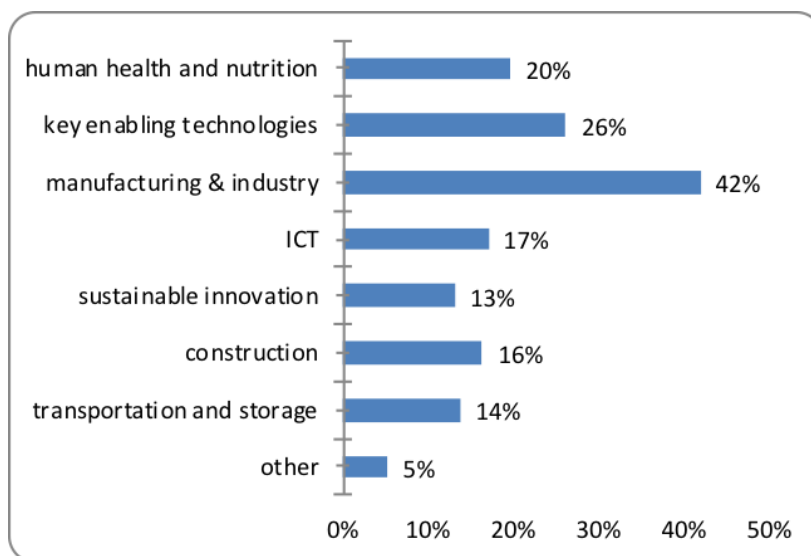
The largest percentage of respondents (59%) expressed their willingness to cooperate with Finland; considerable interest was expressed in cooperating with Denmark (54%), Estonia (54%) and Lithuania (40%) as well as Germany (40%). Less of the respondents expressed their interest in cooperation with Latvia (36%) and Poland (23%) – Chart 6.



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

Source: own researches.

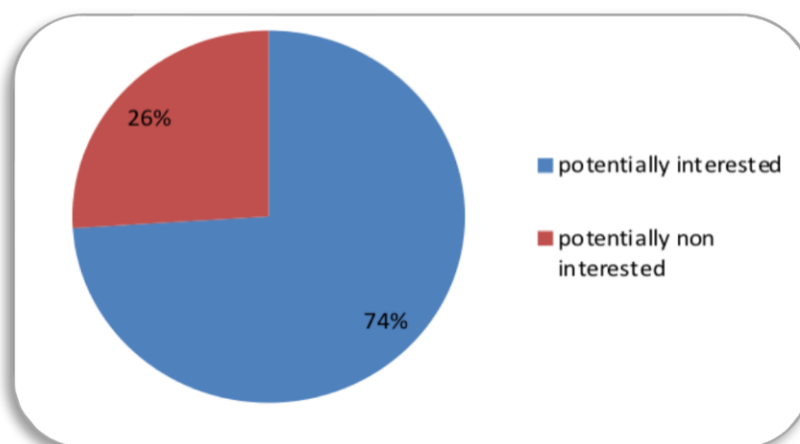
The entrepreneurs were also surveyed on the industry they would be interested to commence international cooperation (Chart 7). The most commonly chosen was manufacturing & industry (42%) and key enabling technologies (26%), which, most probably, is in relation with currently conducted business, yet some of the respondents were eager to cooperate with other key sectors as well.



**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 based on international network experience was analysed, three quarters of the respondents (74%) expressed willingness to participate in such system (Chart 8). However, there are significant variations between the regions, ranging from 100% of interest to cooperate and participate to as low as close to 50%. It might be depending on how the selection of the companies was done. In some regions most of included companies were interested in actively searching for new markets, whereas in other regions selected companies have wide network of cooperation already and they served as advisors to what instruments are or are not helpful but would not be interested in participating in new projects right now.

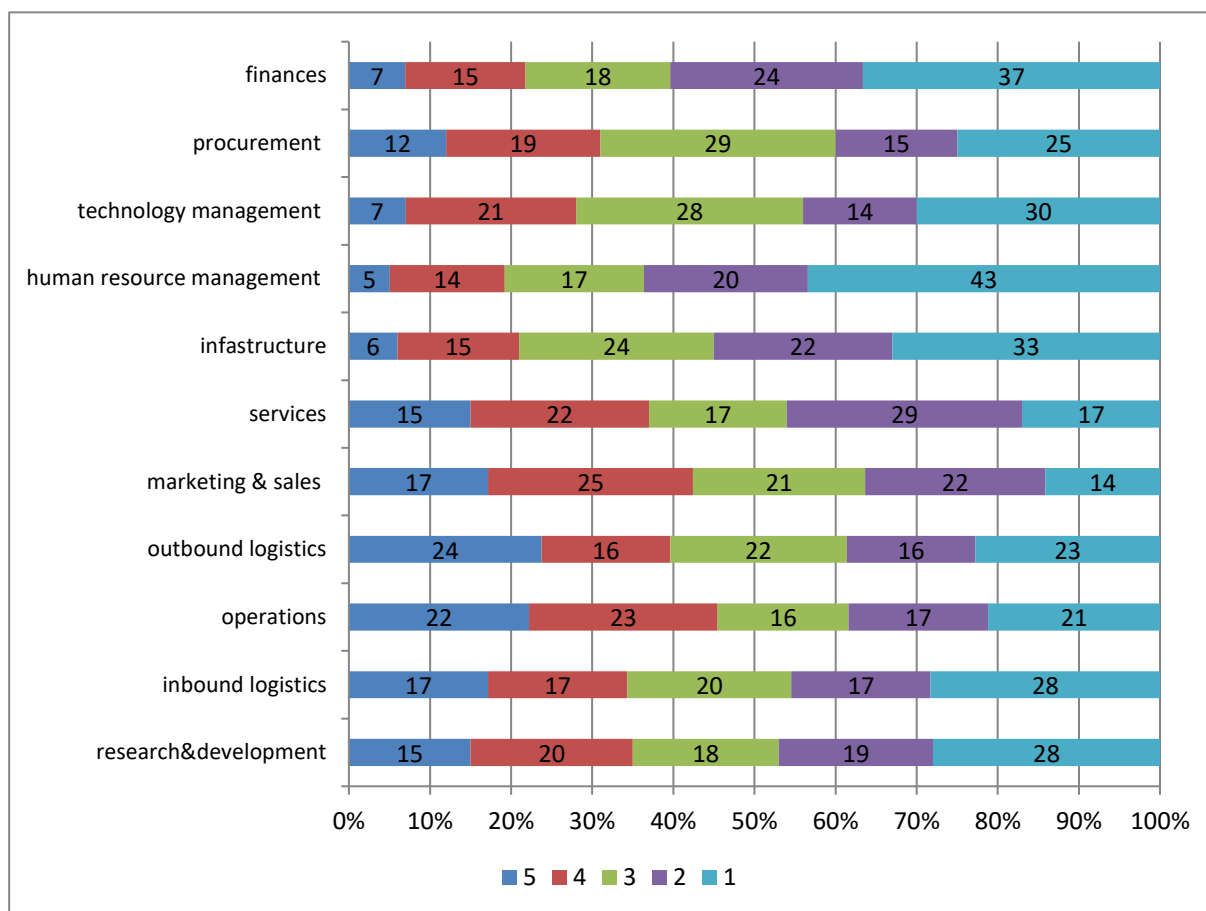


**Chart 8. Level of interest in participation in transnational system of innovation and internationalisation**

Source: own researches.

## 4. THE LEVEL OF INTERNATIONALISATION

When enterprises' internationalisation activities are addressed, it is important to establish their current experience on 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).



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

Source: own researches.

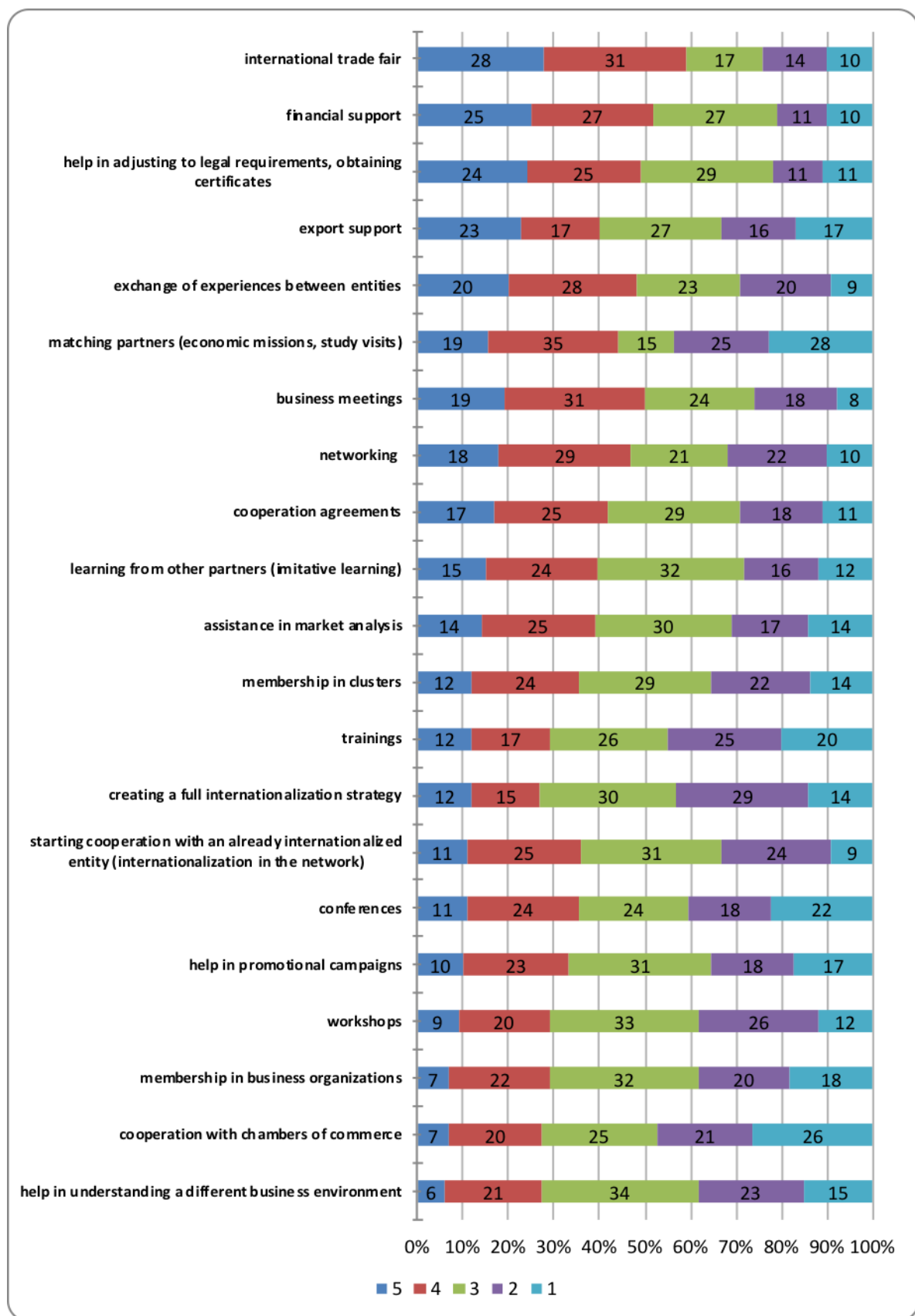
The most experience was indicated in areas directly related to operations, outbound logistics, marketing and sales. The rarest cooperation occurs in the areas of human resource management and infrastructure. In some of the regions respondents scored R&D very low on cooperation, whereas in others R&D was rather internationalised. Similar differences were noted in procurement and inbound logistics. In the overall evaluation R&D and procurement, as well as inbound logistics activities are in the middle of the evaluation.

**Table 1. The importance of cooperation with foreign partners for SMEs in the following areas of the company's operation**

	N	average
research & development	109	2.72
inbound logistics	122	2.79
operations	127	<b>3.06</b>
outbound logistics	127	<b>3.00</b>
marketing & sales	152	<b>3.06</b>
Services	126	2.90
infrastructure	95	2.36
human resource management	99	2.17
technology management	122	2.57
procurement	124	2.77
finances	102	2.29

Source: own researches. N= number of companies who have had experience with type of cooperation, who have provided evaluation, average= average evaluation of experience

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).



**Chart 10. Effectiveness of forms and tools to support the internationalisation of enterprises**

Source: own researches.

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 (more than 50% of respondents indicate this as very high or high importance), financial support (25% of respondents indicated very high and 27% - high efficiency of this form of support), export support (40% of respondents indicated very high and high efficiency of this form of support), help in adjusting to legal requirements, obtaining certificates (24% of respondents indicated very high and 25% - high efficiency of this form of support). This aspect was rather similar in all the participating countries.

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

	N	average
assistance in market analysis	157	3.08
matching partners (economic missions, study visits)	166	3.43
creating a full internationalisation strategy	137	2.80
cooperation agreements	158	3.20
exchange of experiences between entities	152	3.30
membership in clusters	129	2.95
membership in business organizations	139	2.78
cooperation with chambers of commerce	132	2.61
starting cooperation with an already internationalized entity (internationalisation in the network)	127	3.03
help in understanding a different business environment	153	2.82
business meetings	171	3.36
workshops	146	2.88
trainings	157	2.78
conferences	146	2.83
networking	156	3.22
export support	140	3.15
help in promotional campaigns	137	2.90
international trade fair	166	3.52
help in adjusting to legal requirements, obtaining certificates	157	3.38
financial support	154	3.50
learning from other partners (imitative learning)	152	3.14

Source: own researches, N =number of companies which answered and had experience to evaluate, average = average rating from evaluations.

## 5. INSTRUMENTS FOR INTERNATIONALISATION SUPPORT

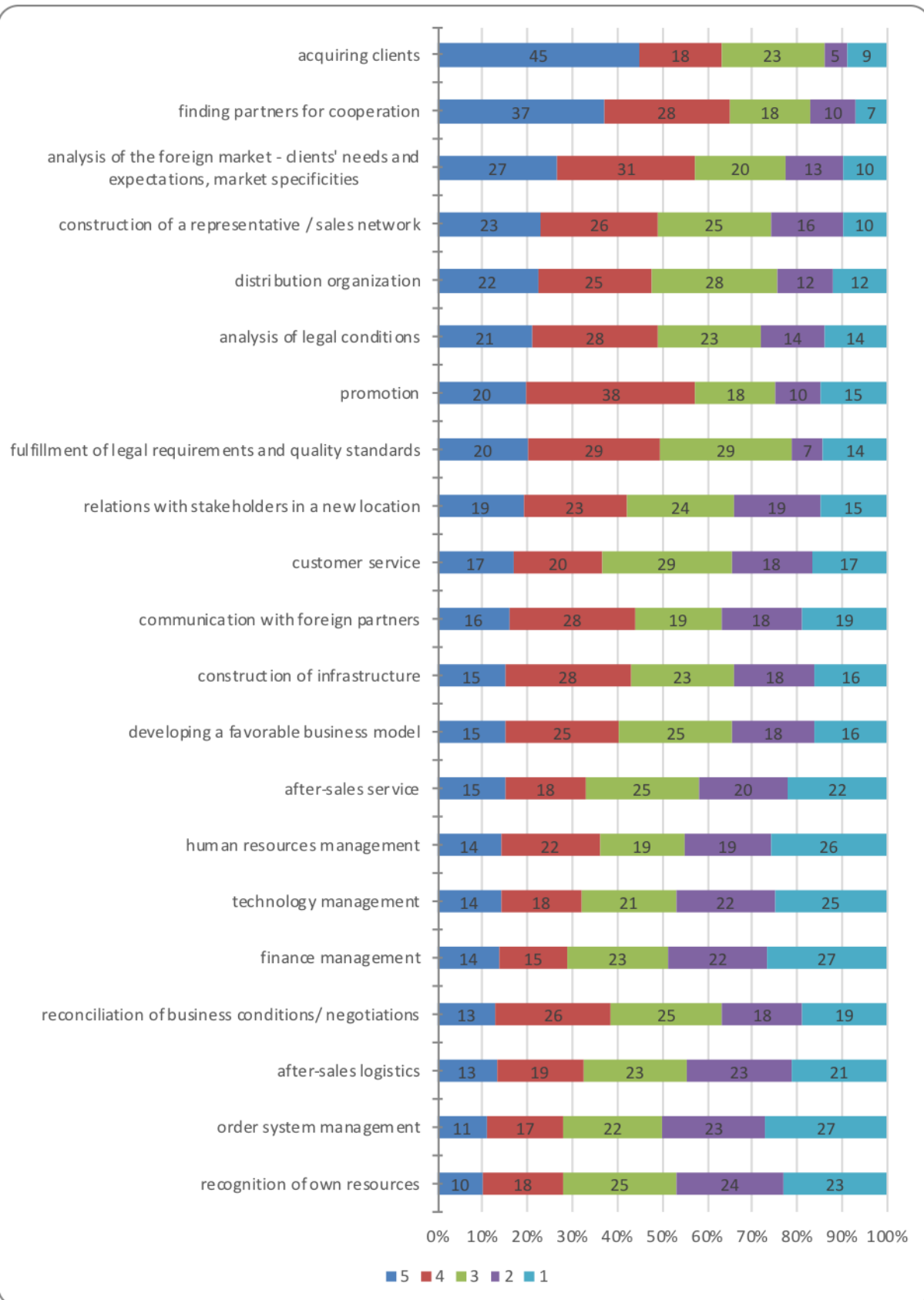
The next task relevant to enterprises' internationalisation was the study of enterprises' needs when the support of their internationalisation effort is concerned. 21 actions were selected, and the respondents assessed their need for these types of support on a scale from 1 to 5 (where 1 – very low level 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 with acquiring clients (45%) and finding partners for cooperation (37% of respondents indicated that it needs support at the highest level). The highest level of need for support was rarely indicated in cases of recognition of own resources and order system management (11% and 10% respectively), it was also low for finance management and after sales logistics;

On extended interviews several aspects of the support were mentioned that supplement the information about necessary instruments – companies expect closer cooperation with trade representatives/advisors of their embassies. Despite questionnaire's results on cultural and language barriers scored very low, in deeper interviews entrepreneurs mentioned that also motivational and "ice-breaking" trainings would be beneficial to understand the foreign market representatives and their culture.

Another aspect mentioned in the interview in Hamburg addresses differences of the markets – there are different issues in different markets rather than just internationalisation as such. Like in countries where partners tend to be more undecisive (Russia, African countries) and often take long time for decisions there are different issues in countries with more similar culture.

In several countries human resources were mentioned as one of the main challenges for internationalisation where little if any support can be provided as it is decision of the company whom to employ and how to represent themselves in the respective market. In order to overcome barriers, academic professionals suggest networking as an appropriate solution for strengthening SME performance in foreign markets. However human resources very closely relate to finding the right partners in the target market. Companies can choose to hire someone or collaborate with somebody in the new market. The collaboration was mentioned in interviews in Latvia and Denmark.



**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). First it must be noted that all the support activities are evaluated medium high from the respondents. The most relevant are: acquiring clients (3,88), finding partners for cooperation (3,78) and promotion (3,40) and analyses of the foreign markets – clients' needs and expectations, market specifics. There were less scored activities, but they still all are above 2 points: human resource management (2,79) and order system management (2,63) – the trend that is present also in the previous analysis.

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

	N	Average	Median
analysis of the foreign market - clients' needs and expectations, market specificities	182	3.49	4
analysis of legal conditions	183	3.27	3
finding partners for cooperation	190	3.78	4
reconciliation of business conditions/ negotiations	182	2.96	3
fulfilment of legal requirements and quality standards	180	3.33	3
developing a favourable business model	180	3.05	3
acquiring clients	186	3.88	4
distribution organization	171	3.34	3
customer service	176	3.02	3
recognition of own resources	176	2.66	2
communication with foreign partners	186	3.04	3
after-sales service	169	2.82	2
after-sales logistics	165	2.81	2
relations with stakeholders in a new location	175	3.10	3
promotion	176	3.40	4
construction of a representative / sales network	178	3.35	3
construction of infrastructure	156	3.06	3
human resources management	160	2.79	2
technology management	170	2.75	2
order system management	168	2.63	2
finance management	168	2.67	2

Source: own researches. N =number of companies which answered and had experience to evaluate, average = average rating from evaluations. Median value of evaluations

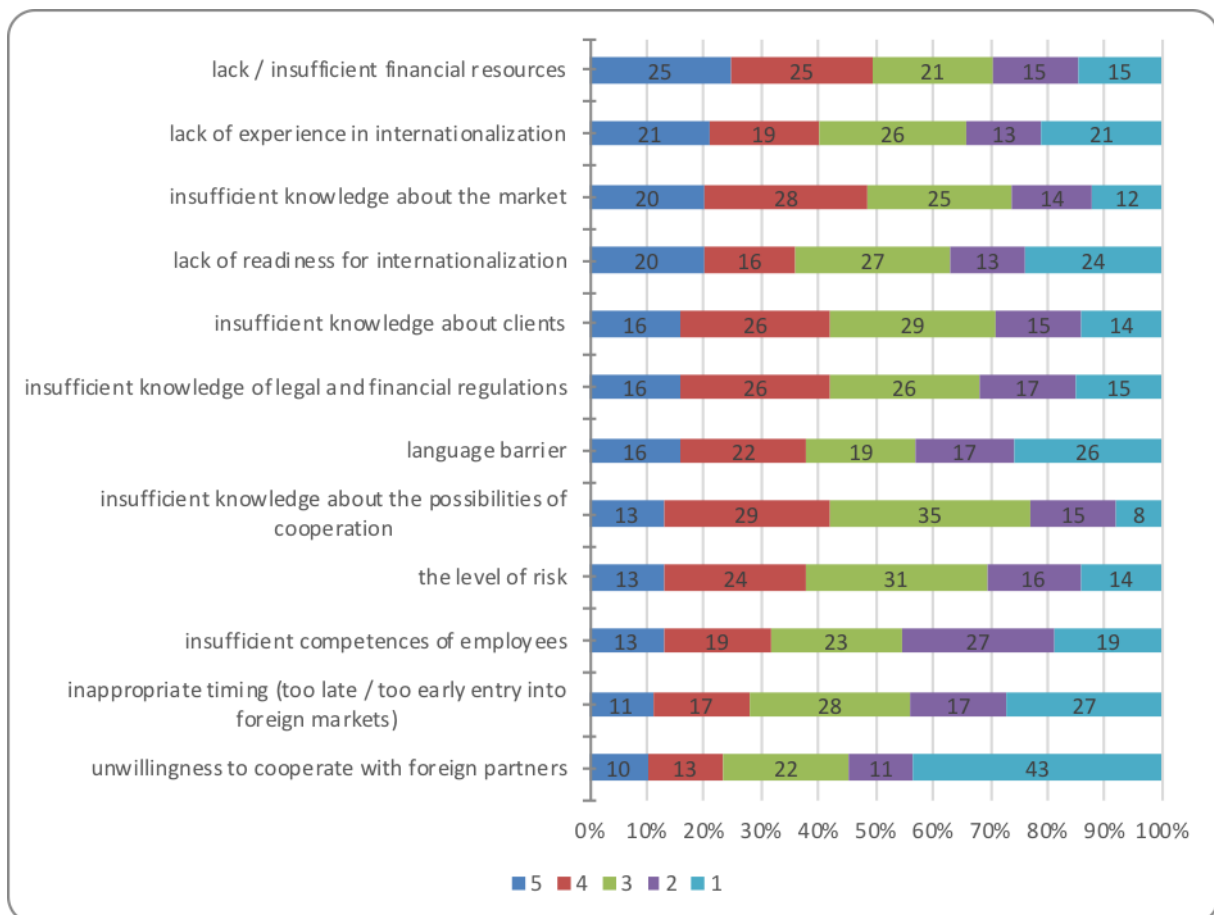
## 6. BARRIERS OF INTERNATIONALISATION

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, little above half of respondents (50%), as of the highest importance (high or very high), indicated financial barriers, i.e. lack or insufficient financial resources for ventures on foreign markets (see Chart 12). Subsequent, important barriers are those related to lack of proper knowledge on how to operate on a foreign market, i.e. lack of experience in internationalisation (21% very high, 19% high), insufficient knowledge about the market (20% very high, 28% high), but another reason was lack of readiness for internationalisation (20% very high, 16% high), this is very difficult to change with support mechanisms of the regional governance side.

The least often mentioned were the unwillingness to cooperate with foreign partners (10%), and inappropriate timing (11%).



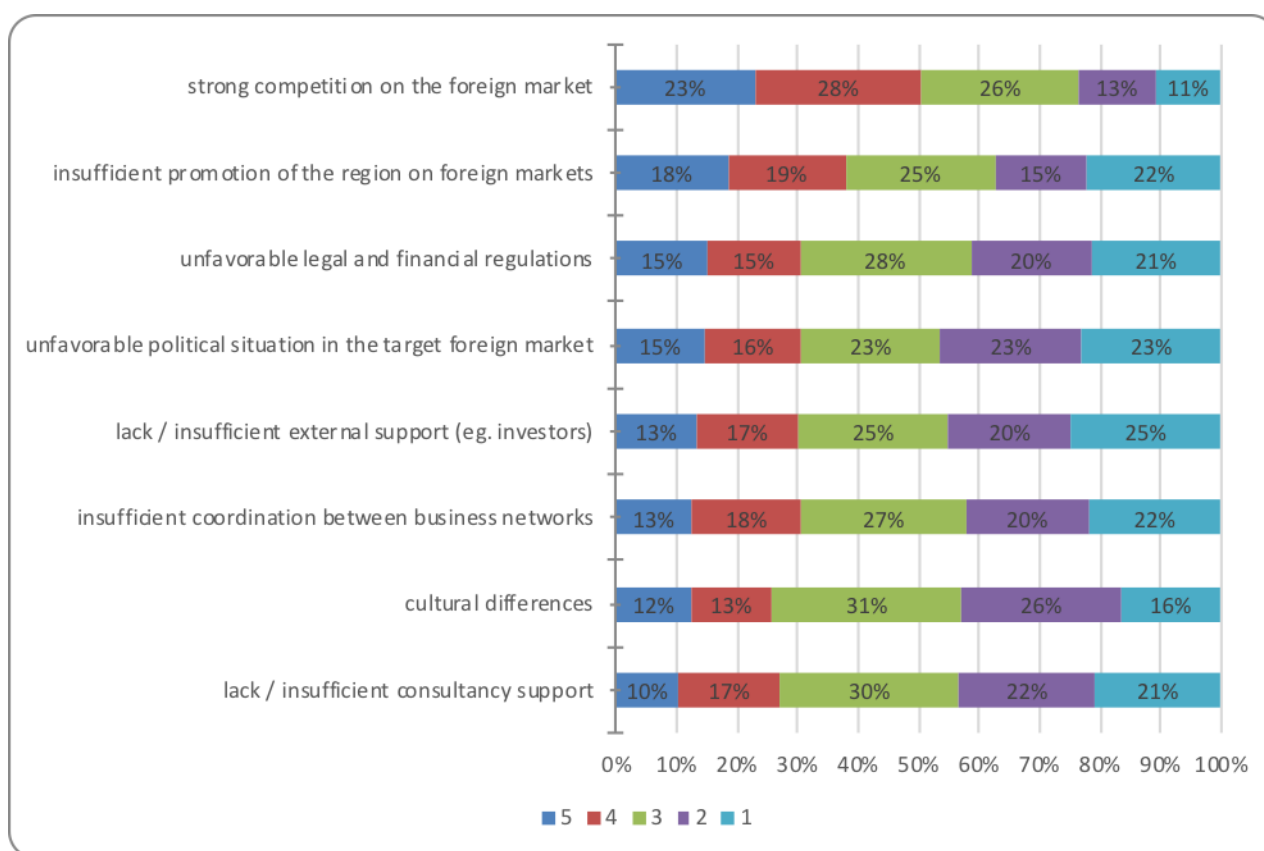
**Chart 12. The internal barriers of the process of internationalisation**

Source: own researches.

When the external barriers are concerned, the respondents have often indicated strong competition on the foreign market (23%; Chart 13). The respondents have also noticed the importance of insufficient regional promotion on the foreign markets (18%).

The following items are treated as the least troublesome in foreign cooperation: cultural differences (12%), insufficient coordination between business networks (13%) and lack / insufficient consultancy support (10%).

There have been rather similar evaluations of the external factors by most of the regions, which means the evaluation of the other markets is similar and there is rather good understanding of other regions in terms of cultural differences as well as there are already cooperation networks developed.



**Chart 13. The external barriers of the process of internationalisation**

Source: own researches.

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

The same factors seem important for companies as described in charts 12 and 13.

The most important factor for companies was strong competition in the external markets. The similar importance are factors like lack of experience and knowledge about clients as are the financial needs and the level of risk. As many of respondents of this survey are with experience of operating in the external markets, evaluation of the factors can help to prepare TIBS proposals for exporting companies.

**Table 4. The importance of support in activities leading to internationalisation**

	N	average
lack of experience in internationalisation	193	3.05
insufficient knowledge about clients	194	3.13
insufficient knowledge about the market	196	3.29
insufficient knowledge about the possibilities of cooperation	195	3.24
lack of readiness for internationalisation	193	2.91
inappropriate timing (too late / too early entry into foreign markets)	193	2.63
unwillingness to cooperate with foreign partners	192	2.31
lack / insufficient financial resources	194	3.28
insufficient knowledge of legal and financial regulations	196	3.09
language barrier	195	2.84
the level of risk	194	3.01
insufficient competences of employees	191	2.77
unfavourable political situation in the target foreign market	192	2.73
lack / insufficient consultancy support	192	2.73
lack / insufficient external support (e.g. investors)	189	2.74
unfavourable legal and financial regulations	192	2.82
strong competition on the foreign market	193	3.40
insufficient promotion of the region on foreign markets	191	2.98
insufficient coordination between business networks	192	2.80
cultural differences	194	2.76

Source: own researches. N =number of companies which answered and had experience to evaluate, average = average rating from evaluations

As experts who work with SMEs in Denmark pointed out, important aspect for SMEs is their scarce resources, so focusing their efforts to smaller number of chosen markets is important for success. They suggest that “Helping focus is therefore another important area of action to pursue more successful SMEs operating on foreign market”.

## 7. CONCLUSIONS AND RECOMMENDATIONS

Even though 84% of the companies participating in this survey already had internationalisation experience, 57% of the respondents expressed interest in cooperating and extending their opportunities with the GoSmart BSR project and have identified potential cooperation areas or countries.

Needs of the companies in the internationalisation are related with current internationalisation experience. The strongest cooperation with partners exists in marketing and sales. Companies indicated that their important needs from the internationalisation are following three areas:

- Acquisition of new clients.
- Finding partners for cooperation.
- Analysing new markets and client needs.

At the same time companies indicate that there is strong competition in the external markets and that is the most significant problem for their internationalisation success.

Companies have also indicated most important internal problems, which TIBS can seek to solve while helping companies to internationalise:

- Lack of financial resources (50% of respondents).
- Lack of knowledge about external markets.
- Lack of readiness for internationalisation.

As most important support mechanisms for companies therefore have been evaluated financial means and market related information which helps to create partnerships in the new markets.

### Feedback from different regions

Evaluations from the regions provide very different opinions on what the needs from the TIBS are. Some regions expect more contacts for sales promotion, others look for talent recruitment from other regions or joint R&D projects. Needs of exporting companies with long experience (5+ years) are different than those of recent exporters or companies that do not export at all.

Sales & marketing are the main topic of interest from the data collected, but many experts propose that networking facilitation should be the focus of TIBS as sales should be done by individual companies and the mediation if not done at a very good quality can lead companies into loss rather than success. As noted in one of the reports, a company whose participation in an international fair was subsidized by the state, could decide not to pursue that particular market in a much shorter time than it would take them without such a support.

For a region with long exporting traditions like Hamburg, financial support is perceived as less important, where as in regions where internationalisation is not so well established, funding of market discovery mechanisms is very crucial for the companies.

It is noted in several reports that TIBS clients are interested in distribution channels and obtaining new clients more than partners for innovation.

In several focus interviews it has been mentioned that new contacts and partnerships on joined activities could benefit the regions.

With regards to evaluated **support measures** several opinions from the regional reports indicate that some low evaluations from the companies regarding efficiency of support measures might be explained by poor quality of the service (matchmaking, study visit or business meeting) which does not evaluate the measure as such. Therefore, personal guidance or personalised services are expected by businesses, which require a lot of qualification of the TIBS brokers. Still a rather high-level expectations are made with regards to market evaluations, client attraction and consulting, which currently is being provided by European Enterprise Network and several other EU initiatives, which should be included in the TIBS cooperation partners rather than replaced. The clients of the TIBS should receive targeted support, e.g. personal approach might be the most effective.

**Training elements** are noted by several regions:

Intercultural communicational training may be a promising area for the TIBS system to increase the reliability and sustainability of cross-border personal contacts.

Some of suggestions provide that TIBS could serve as a cluster organisation that unites SMEs and finds their collective interests. As there are many small companies with limited resources, TIBS could act as an intermediary and “collect” companies into bigger joined unit.

Denmark has included experts’ opinion in the report, which is different from the companies’ opinions surveyed. It is interesting, though, that the experts conclude opposite, regarding cultural differences. They claim that SMEs’ underestimation of cultural differences are an important barrier to successful SME internationalisation – even on neighbouring markets.

Further, the experts pay attention to factors not listed in the GoSmart BSR questionnaires:

- Lack of focus.
- Lack of commitment.
- Underestimation of investment.
- Capacity of decision makers/owners.

**Further discussion is necessary** between the representatives of the regions, if those aspects are noted by other regions and should be included in the preparation of the TIBS system.

Most of the interviewees indicated that the most challenging in their going abroad process has been the marketing & sales. They say that it has been difficult to find right people, create contacts and relationships. This goes together with their opinions on what attention should be paid to while planning internationalisation. Most of the interviewees consider that a careful and deep enough research of target market, potential customers and their culturally varied demand of products/services is very important to execute as a crucial part of their long-term internationalisation strategy.

### Suggestions

Based on the results of this study, the following issues are recommended to be considered for designing the TIBS:

- Companies need support in finding financing or financial support from the institutions as TIBS themselves cannot provide the resources that companies need to cover the costs of internationalisation. To overcome identified financial barriers TIBS should provide companies with detailed information on how to obtain resources for internationalisation. This should be done preferably as “one stop shop” – having full information on appropriate measures which can be used in the respective region.
- Companies need support and consultancy in doing the background work (market research, customer research, networking, competitor analysis, etc.). TIBS can organise events for market exploration as well as study visits if resources allow to introduce appropriate markets and facilitate matchmaking between the companies.
- Internationalisation as a concept is too narrowly understood (mainly as export-import), and therefore the other potential ways to transnational cooperation should be explained.
- As there are no clear suggestions on how to proceed with companies which are not ready yet for internationalisation, the selection procedure should be arranged that allows TIBS brokers to identify companies that are not ready to allocate resources for internationalisation yet and choose only the ones which are ready and willing to dedicate efforts for internationalisation.
- To overcome issues of SMEs identified by external experts like lack of focus and appropriate choice of markets, TIBS brokers should consider company's participation ability and seek to find guidance for appropriate choices.

## 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 specialisations 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



visits)						
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 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"/>

**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**

- |   |  |
|---|--|
| <input type="checkbox"/> we do not operate on foreign markets yet |  |
| <input type="checkbox"/> markets of neighbouring countries        | <input type="checkbox"/> South America markets     |
| <input type="checkbox"/> other European markets                   | <input type="checkbox"/> Asian countries markets   |
| <input type="checkbox"/> North America markets                    | <input type="checkbox"/> African countries markets |

**7. How long you have been operating on foreign markets**

- |   |  |
|---|--|
| <input type="checkbox"/> we do not operate on foreign markets yet |  |
| <input type="checkbox"/> less than a year                         | <input type="checkbox"/> > 3 – 5 years |
| <input type="checkbox"/> 1 – 3 years                              | <input type="checkbox"/> over 5 years  |

**8. Please indicate the countries in which you would like to establish an international cooperation**

- |  |                                    |                                  |                                  |
|--|------------------------------------|----------------------------------|----------------------------------|
| <input type="checkbox"/> Denmark   | <input type="checkbox"/> Estonia   | <input type="checkbox"/> Finland | <input type="checkbox"/> Germany |
| <input type="checkbox"/> Latvia  | <input type="checkbox"/> Lithuania | <input type="checkbox"/> Poland  |                                  |
| <input type="checkbox"/> 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 an 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 specialisations 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
<b>research &amp; development</b>						
<b>inbound logistics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>operations</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>outbound logistics</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>marketing &amp; sales</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>services</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>infrastructure</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>human resource management</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>technology management</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>procurement</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>finances</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>other, what .....</b>	<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)

**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"/>

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?

**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"/>

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?

**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 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"/>

**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 in which you would like to establish an international cooperation**

- ☐ 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 an 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