

Attachment: V4 Research Questionnaire

A Survey Questionnaire on „Patterns of Business Internationalisation in Visegrad Countries – In Search for Regional Specifics”

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<http://www.visegrad.uek.krakow.pl/survey>

(password protected in order to eliminate accidental responses apart from the sampling)

This survey questionnaire is realised within the international research project conducted in the Czech Republic, Hungary, Poland and Slovakia. Results of the survey will be completely anonymous. The results will be presented only in the aggregate form. The results and analysis of the data will be used for research and will serve scientific purposes only. We do hope you are able to devote some attention to this questionnaire. Thank you in advance!

Part 1. Characteristics of the Firm

1. Does your firm run any international activities, at least importing from other countries?

If yes, please give the year in which the first international activity took place.

☐ no

☐ yes, the first going international took place in the year (e.g. 1991)

2. In which year was your firm founded? (e.g. 1988, 2008)

.....

3. How many people are hired (employment contract only) in your firm annually on the average?

.....

4. What is the percentage of foreign ownership in the assets of your firm?

.....%

5. Is your firm a family business?

☐ yes

☐ no

For the purpose of this questionnaire, family businesses are widely understood. These are the firms that are the sole (or dominant) owned by the same family and in which they are employed or at least active in supporting the business processes of the family members.

6. What is the primary economic activity of your firm according to NACE and its national equivalent?

☐ Agriculture, forestry and fishing (A)

☐ Mining and quarrying (B)

- ☐ Manufacturing (C)
- ☐ Electricity, gas, steam and air conditioning supply (D)
- ☐ Water supply; sewerage; waste management and remediation activities (E)
- ☐ Construction (F)
- ☐ Wholesale and retail trade; repair of motor vehicles and motorcycles (G)
- ☐ Transporting and storage (H)
- ☐ Accommodation and food service activities (I)
- ☐ Information and communication (J)
- ☐ Financial and insurance activities (K)
- ☐ Real estate activities (L)
- ☐ Professional, scientific and technical activities (M)
- ☐ Administrative and support service activities (N)
- ☐ Public administration and defence; compulsory social security (O)
- ☐ Education (P)
- ☐ Human health and social work activities (Q)
- ☐ Arts, entertainment and recreation (R)
- ☐ Other services activities (S)
- ☐ Activities of households as employers (T)
- ☐ Activities of extraterritorial organisations and bodies (U)

7. What is the territorial scope of your firm?

- ☐ mainly domestic market (local market, regional market, national market)
- ☐ only neighbouring countries/cross border countries
- ☐ within the EU markets
- ☐ within and beyond the EU markets
- ☐ only beyond the EU markets

8. Evaluate the internal resources of your firm for the internationalization process, please.

<i>Resources</i>	<i>extremely low</i>	<i>rather low</i>	<i>moderate</i>	<i>rather high</i>	<i>extremely high</i>
Financial resources for internationalization (e.g. <i>own capital, credits, venture capital</i>)					
Human resources for internationalization (e.g. <i>staff members fluent in foreign languages, experienced with foreign markets and different cultures</i>)					
Physical resources for internationalization (e.g. <i>equipment, how how, innovation</i>)					
Information resources for internationalization (e.g. <i>sources of information on international markets</i>)					

9. Has your firms implemented any innovation for the last 3 years? If yes, what type of innovation was it and what was the scope of innovation?

- ☐ no (not et al.)

Type(s) of the implemented innovation(s) (more than one answer is possible)

- ☐ product innovation
(launching a product with better features)
- ☐ process innovation
(implementation of new or significantly improved production methods)
- ☐ organisation/management innovation
(introducing new techniques of management or significant changes in the organizational structure or corporate strategy)
- ☐ marketing innovation
(significant changes in distribution, promotion, prices, packaging)

Scope of the implemented innovation(s) (mark one the highest answer in your case)

- ☐ firm-scale of innovation (i.e. new in the firm, but existing in other firms in your region)
- ☐ region-scale of innovation (i.e. new solution in your region)
- ☐ national (country-wide) scale of innovation (i.e. new solution in your country) .
- ☐ worldwide scale of innovation (i.e. new solution in the global scale)

Part 2. Characteristics of the Top Management Team
(The Owner / The Entrepreneur / The Principal Manager)

11. Give the basic characteristics of the current owner/entrepreneur/manager of your firm, please.

- a) ☐ male ☐ female
- b) ☐ primary education ☐ vocational education ☐ secondary education ☐ university degree
- c) ☐ business education ☐ non-business education
- d) age: years old

12. Evaluate the attitude of the owner/entrepreneur/manager of your firm for the internationalization process, please.

<i>Factors</i>	<i>extremely low</i>	<i>rather low</i>	<i>moderate</i>	<i>rather high</i>	<i>extremely high</i>
Motivation to go international					
Cosmopolitism and international openness					
Knowledge on international markets					
Experience on international markets					
Professional business experience in general					

Part 3. Characteristics of the Business Industry

13. What is the innovation and technology type of the industry, in which your firm operates?

- ☐ high tech industry
- ☐ moderate-high tech industry
- ☐ moderate-low tech industry
- ☐ low tech industry

14. Evaluate the basic characteristics of the business industry, in which your firm operates?

<i>Factors</i>	<i>extremely low</i>	<i>rather low</i>	<i>moderate</i>	<i>rather high</i>	<i>extremely high</i>
Vulnerability towards Internationalization (e.g. <i>local kiosk is certainly local, some hi-tech industries are certainly global that is international vulnerable</i>)					
Level of competitiveness in general (Do firms compete strongly or not?)					
Intensiveness of foreign competitors (Are there many foreign competitors in your industry?)					
Intensiveness of foreign capital (Is your industry dominated by foreign capital?)					
Level of innovation (Do the firms in your industry implement much innovation?)					

Part 4. Pathways and Patterns of Internationalisation

15. What is the main motive for going international in the case of your firm?

- ☐ lack of opportunities for further development of your firm in the domestic market
- ☐ recognizing new opportunities for further development of your firm in international markets
- ☐ making use of unplanned international chances
(e.g. due to the response to international orders)
- ☐ continuous efforts for the development of your firm through the introduction of new solutions

16. What is the main reason for going international in the case of your firm?

- ☐ market seeking
- ☐ resources seeking

- ☐ efficiency seeking
- ☐ strategic assets and/or strategic capabilities seeking

17. What kind of international activities are you engaged in?

(more than one answer is possible)

Importing

- ☐ import

Indirect exporting modes

- ☐ export commission house (ECH), which is sometimes called export buying agent
- ☐ export/import broker
- ☐ export management house (EMC)
- ☐ trading company

Direct exporting modes

- ☐ foreign agent
- ☐ foreign distributor
- ☐ own foreign representative office

Cooperative exporting modes

- ☐ export grouping / export consortium
- ☐ piggybacking

Contractual modes

- ☐ management contracting
- ☐ assembly operations
(e.g. part fit-up and shimming operations, drilling operations, fastener installations)
- ☐ contract manufacturing (i.e. subcontracting)
- ☐ turnkey operations
- ☐ international licencing
- ☐ international franchising

Investment modes

- ☐ a foreign branch (if yes, how many?)
- ☐ a joint-venture subsidiary (if yes, how many?)
- ☐ a wholly-owned subsidiary (if yes, how many?)

18. If you implemented more than one entry mode, what was the pattern of their implementation?

- ☐ we still use only one entry mode
- ☐ we started from simple exporting and later tried to implement more advanced modes
- ☐ we went international immediately (or within 1-2 years of the firm foundation), but only to neighbouring countries or CEEC countries
- ☐ we went international immediately (or within 1-2 years of the firm foundation), we tried to operate on many international markets despite the distance

19. What is the share of different international markets in your all foreign markets (100%)?

export activities?

V4 markets (CZ, HU, SK, PL): %
 other CEEC markets: %
 EU countries altogether: %
 Non-EU markets: %

all international activities?

V4 markets (CZ, HU, SK, PL): %
 other CEEC markets: %
 U countries altogether: %
 Non-EU markets: %

20. What is in your firm the percentage of total revenue that came from

- a) export? %
- a) all international activities? %

21. What is the frequency of export activities in your firm?

- ☐ irregularly
- ☐ regularly (seldom, often or very often)

22. Give the exact percentage for the following data, please:

- a) share of foreign assets in total assets of your firm: %
- b) share of foreign sale in total sale of your firm: %
- c) share of foreign employment in total employment of your firm: %
- c) share of foreign branches and subsidiaries in total number of all branches and subsidiaries of your firm: %

23. Do you have a planned strategy for internationalization of your firm?

- ☐ no
- ☐ partially, but the strategy is not formalised
- ☐ yes, we have the international strategy

24. Which kind of the international strategy is used in your firm?

- ☐ on international markets we use the same marketing and management specifics as on domestic market, our international activity has a secondary meaning for us
- ☐ on particular international markets we include the specific conditions for marketing and management strategy
- ☐ we use different strategies for a couple of blocked international markets, in which there are similar marketing and management conditions
- ☐ on all or at least most of international markets we use the standardized and single marketing and management strategy

25. Due to the different conditions was your firm forced to decrease the engagement in internationalization by reducing the number of markets or the entry modes?

- ☐ not et al.
- ☐ yes, to some extent
- ☐ yes, to large extent

26. What are your international plans for the forthcoming 12 months?

- ☐ we will keep our international activities as they are
- ☐ we will intensify/increase our international activities
- ☐ we will decrease our international activities

27. While going international, do you operate in any formal or at least informal networks?

- ☐ we do not cooperate in any international and/or national networks for internationalisation
- ☐ we operate in at least one informal network, which helps us in the internationalisation
- ☐ we operate in at least one formal network, which helps us in the internationalisation

Thank you for your time and attention!

We do appreciate! If you would like to receive the aggregate report with results after the end of the project (July 2014), please leave us your e-mail: **(The answer is optional!)**