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**A demand for innovation support in  
small and medium sized enterprises in  
the Baltic sea region.**

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**dr Magdalena Olczyk**

## **A REPORT**

### **„A DEMAND FOR INNOVATION SUPPORT IN SMALL AND MEDIUM-SIZED ENTERPRISES IN THE BALTIC SEA REGION ”**

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## **Introduction.**

The Baltic Sea region covers the area consisting of eleven countries: Denmark, Estonia, Finland, Germany (with the following lands: Berlin, Brandenburg, Bremen, Hamburg, Mecklenburg – West Pomerania, Schleswig-Holstein and Lower Saxony), Latvia, Lithuania, Poland, Sweden, Belarus, Norway and Russia (Saint Petersburg and Leningrad Region, Karelia Republic, Kaliningrad, Murmansk, Novgorod and Pskov regions). European strategy of The Baltic Sea region development created in 2009 and The Baltic Sea region financial support show the importance of this area for the EU coherence policy.

The most important strategic objective of The Baltic Sea Region Programme is the support of a balanced, competitive and area-integrated development of the Baltic Sea Region by means of joining potentials across borders. This programme meets perfectly the objectives contained in the Lisbon and Göteborg strategies. The Baltic Sea Region Programme contains four priorities, out of which the first one is the most important for this report.

The first priority of the BSR Programme focuses on generating, supporting and distribution of innovation in the region. It supports activities designed to help innovation development of natural and technical sciences as well as chosen non-technical sciences such as business services and design<sup>1</sup>. Activities in this priority should analyze and increase the efficiency of the sources of innovation and their relationships with small and medium-sized enterprises (SMEs). They should also facilitate transnational technology and scientific transfer as well as increase the possibilities of generating knowledge and its absorption by different social groups.

Another important form of support is constituted by activities (especially in the context of Russia - Belarus cooperation) designed to provide a balanced socio-economical development on the regional level.

In the light of this, all studies aiming at source analysis and innovation level of the Baltic Sea region enterprises, their activities with scientific and research institutions, and studies of their demand for innovation seem invaluable.

Today, it seems, it is well understood that effective and dynamic innovation processes in economy are interactive and they require cooperation of many business subjects and institutions from business environment.

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<sup>1</sup> See more: <http://www.ewt.gov.pl>.

## **1. The aim and scope of the study.**

The aim of the study is to analyze the actual demand of SMEs from the Baltic Sea region for innovation support. The results of the conducted study can help formulate recommendations designed to increase innovation and competitiveness of SMEs in the Baltic Sea Region in the future.

Research activities of this study include: the evaluation of innovation level of the Baltic Sea Region enterprises (type and intensity of implemented innovation changes, innovation climate, barriers in innovation implementation in enterprises), the study of SMEs cooperation with scientific subjects, R&D sphere; and the identification of the needs of enterprises to do with the increase of their innovation capacities (demand for training, consulting, cooperation with universities and R&D sphere, or cooperation in a cluster).

The questionnaire compiled by a research group of Hanzeatycka Szkoła Zarządzania in Słupsk is a focal point and a rudiment of this study. It has been financed by the Hanseatic Parliament. This institution gathers chambers of crafts, chambers of commerce and industry, and institutions and organizations supporting SMEs coming from the Baltic Sea region countries: Germany, Poland, Lithuania, Latvia, Estonia, Russia, Finland, Norway, Sweden and Denmark.

The questionnaire contained 29 questions (together with metrics) and included 1 open question, 10 multiple choice questions with 1 possible answer, 13 multiple choice questions with many possible answers, and 5 matrix questions. It was translated into 8 languages of the Hanseatic Parliament country members: German, Lithuanian, Latvian, Estonian, Finnish, Norwegian, Swedish and Danish. Then it was posted on the professional website [ankieta.biz](http://ankieta.biz) from March 4, 2011 to April 30, 2011.

The research group of Hanzeatycka Szkoła Zarządzania in Słupsk undertook intense information activities designed to encourage enterprises to fill in the questionnaire on-line. However, the vast majority of completed questionnaires were gathered by personal interviews which took place in enterprises. 370 out of 446 questionnaires were gathered this way.

Enterprises from 9 Baltic Sea Region countries took part in the study. However, the sample of enterprises chosen for the study was not representative. Moreover, the research group did not define a desired structure of such a sample. The conducted research was then of a tentative type only and its conclusions should be interpreted in this light.

As a result of the study 542 filled-in questionnaires were gathered, among which 2 came from Latvia, 3 from Sweden, 11 from Estonia, 4 from Finland, 25 from Norway, 24

from Latvia, 16 from Germany, 11 from Russia and 446 from Poland. The questionnaires completed by Polish entrepreneurs amounted to 82,3% of the total number of all gathered questionnaires. For this reason, the analysis contained in this report concerning the need of enterprises for innovation support is based mainly on the answers given by the Polish entrepreneurs. These results were compared, where possible, with the results obtained from enterprises coming from chosen Baltic Sea Region countries (Norway, Lithuania, Germany, Russia) where the biggest number of completed questionnaires were gathered during the study.

The analysis from this report was based on questionnaires gathered on [ankieta.biz](http://ankieta.biz) website.

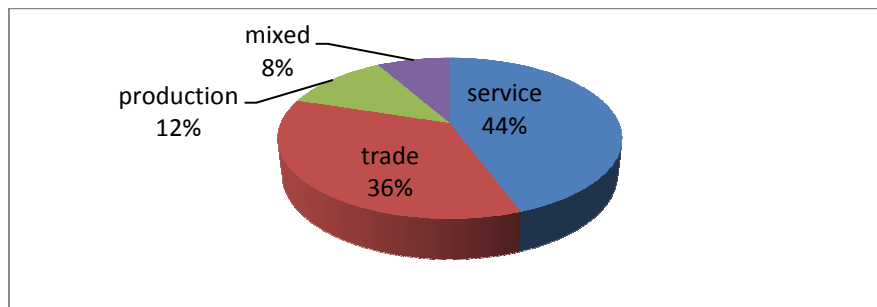
## 2. Description of the analyzed enterprises.

The aim of this chapter is to characterize the analyzed enterprises from the point of view of the following criteria: sector, employment, size, age and market scope of their activity.

### 2.1 Types of activity of the analyzed enterprises.

446 Polish enterprises took part in the study. Service enterprises constitute the biggest share (44%) in the analyzed group. They are followed by trade companies (36%). 8 out of each 10 analyzed Polish enterprises are from trade and service sectors. Predominantly they come from the following sectors: food, clothing, shoe and automobile industries, and cosmetic (hairdresser's) services.

**Chart 1. The structure of the analyzed Polish enterprises according to the sector (in %).**



**Data: N= 446 enterprises.**

The structure of the analyzed enterprises according to the sectors they come from is quite similar in the remaining Baltic Sea region countries (see table 1). In all the analyzed countries, enterprises from service and trade sectors constituted 3/4 of the group.

**Table 1. The structure of the analyzed enterprises from Norway, Lithuania, Germany and Russia, according to the sector (in %).**

sector	Norway	Lithuania	Germany	Russia
services	52	42	38	66
trade	28	35	33	21
production	14	16	19	7
mixed	6	6	10	7

**Data: N for Norway =25, N for Lithuania=24, N for Germany=16, N for Russia =11.**

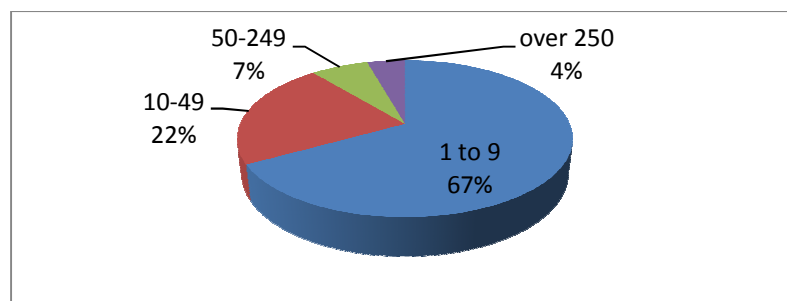
The sector structure of the analyzed Polish enterprises is consistent with general sectoral characteristics of SMEs. SMEs in Poland are to be found in all sectors of economy, but they

dominate in service sector. The market share of microenterprises is especially big in the following sectors: real estate (98%), transportation (98%), trade (97%), construction (96%) hotel and gastronomy (95%) and fishing (95%).<sup>2</sup>

## 2.2. Employment in the analyzed enterprises.

Microenterprises employing from 1 to 9 people yearly account for (67%) of all enterprises in the analyzed sample of Polish enterprises. Small enterprises, employing from 10 to 49 people amount to 20% of this number and medium-sized enterprises constitute only 7% of all the analyzed enterprises.

**Chart 2. The structure of the analyzed Polish enterprises according to employment ( in %).**



**Data: N= 446 enterprises.**

Predominance of microenterprises over small and medium-sized enterprises in the analyzed sample of the Polish SMEs is evident, yet it is a typical phenomenon for Polish economy, for according to GUS and PARP, microenterprises (employing maximum 9 people) amount to about 95% of all private enterprises in Poland (3,6 million).<sup>3</sup> Small and medium-sized enterprises account for the remaining 5 %. Mean employment in a Polish enterprise amounts to 5 employees<sup>4</sup>. Polish SMEs are dominated by microenterprises more than other SMEs from the Baltic Sea region countries

Microenterprises are also dominant in the remaining Baltic Sea region countries of the analyzed group. In Norway and Germany they constitute  $\frac{1}{2}$  of the analyzed enterprises, and more than  $\frac{1}{3}$  in Lithuania and Russia. In Norway and Germany 8 out of 10 analyzed enterprises employed up to 49 people, whereas in Lithuania and Russia 7 out of 10 enterprises belong to micro and small enterprises. In these countries a larger representation of

<sup>2</sup> Średnie przedsiębiorstwa w Polsce, Deutsche Bank Research, 05.08.

<sup>3</sup> GUS is the Central Statistical Office of Poland; PARP is Polish Agency for Enterprise Development.

<sup>4</sup> GUS, www.stat.gov.pl; Polskiej Agencji Rozwoju Przedsiębiorczości, www.parp.gov.pl.

medium-sized enterprises is to be found in the analyzed group, compared to the group of the Polish enterprises.

**Table 2. Structure of the analyzed enterprises from Norway, Lithuania, Latvia, Germany and Russia according to the sector (in %).**

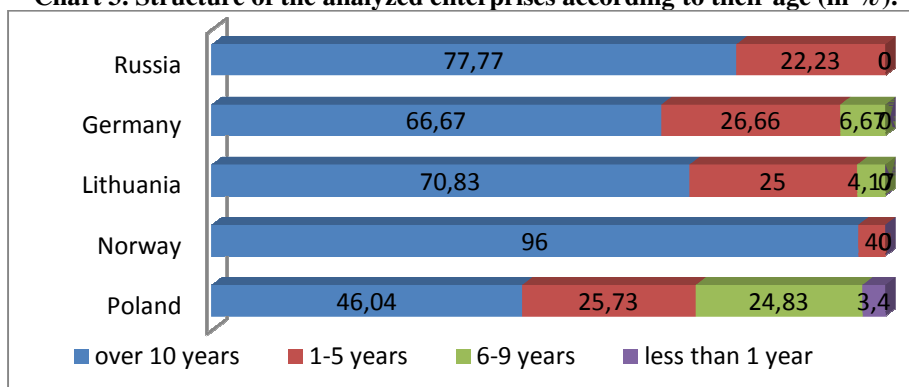
Employment	Norway	Lithuania	Germany	Russia
1 to 9	52	33,33	50	36,36
10-49	32	33,33	31,25	27,27
50-249	16	29,16	18,75	27,27
over 250	0	4,18	0	9,1

**Data: N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

### 2.3 Age of the analyzed companies.

Since the analyzed group in all countries in this study is composed mainly of micro and small enterprises, their age is an important factor. Start-ups and new enterprises, whose main problem is the survival on the market look at the issue of support and development of innovation differently compared to a mature, stable enterprise whose task is to gain its competitive edge on the market. According to data by PARP, the ratio of the first year survival for SMEs amounts to 76% (in 2008)<sup>5</sup>, but five years after the start-up only 30% of enterprises remain on the market. In the analyzed group of the Polish enterprises, 7 out of 10 are stable companies, which have been on the market for more than 5 years (see chart 3). A similar ratio is to be found for the analyzed group of the Lithuanian, German and Russian enterprises. The group of the Norwegian enterprises stands out in this respect since 96% of them have been on the market for more than 10 years. To sum up, the analyzed group of the enterprises from all the countries is composed mainly of mature and stable companies.

**Chart 3. Structure of the analyzed enterprises according to their age (in %).**



<sup>5</sup> Data for SMEs established in the years 2001-2008.

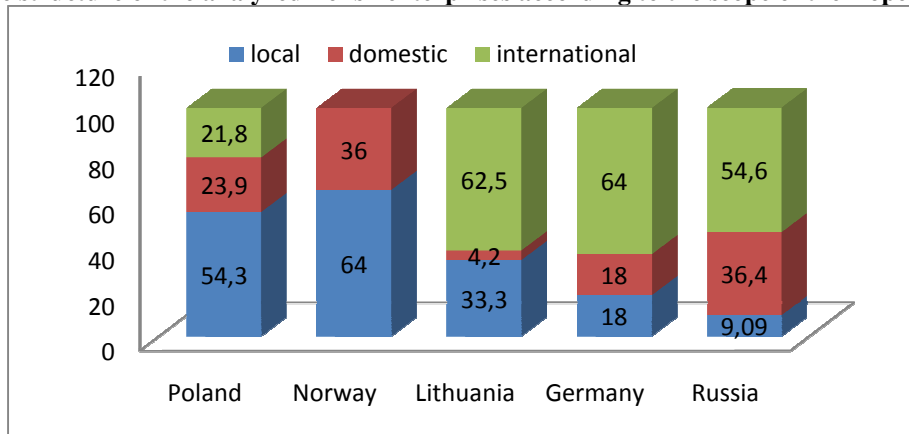


Data: N for Poland = 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

## 2.4 Markets of operation of the analyzed enterprises.

For statistical goals of empirical research, the scope of operation of the analyzed enterprises has been divided into 3 basic fields of operation (identifiers): local market, domestic market, and international market. Among the analyzed Polish enterprises the biggest fraction (54,3%) have pointed to the local market as being the main field of their operation. Half of this number (23,9%) operate all across Poland, and 21,8% of the totality of the analyzed Polish enterprises operate internationally (chart 4).

Chart 4. The structure of the analyzed Polish enterprises according to the scope of their operation (in %).



Data: N for Poland = 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

German enterprises are main foreign business partners for the analyzed group of the Polish enterprises. This data confirm the thesis that Polish SMEs have a low ratio of internationalization. According to PARP data, only  $\frac{1}{3}$  of all commodities and services exported in 2009 had been produced by SMEs. Low international competitiveness of the Polish SMEs sector, deficiency of qualified work force in SMEs, and the lack of financing of internationalization processes in SMEs are thought to be the main reasons for it. This is why Polish SMEs are satisfied with being suppliers for larger exporters.<sup>6</sup>

Norwegian companies had a similar structure of the scope of operation in the analyzed group. As much as 64% of the analyzed Norwegian exporters have pointed at their domestic market as being their main target, and the remaining 36% have operated on the domestic market only. The analyzed companies from Lithuania, Germany and Russia have a totally

<sup>6</sup> Bass i Gostomski (2007), Małe i średnie przedsiębiorstwa w Polsce i Niemczech. Fundacja Rozwoju Uniwersytetu Gdańskiego.

different structure of their markets. As many as  $\frac{2}{3}$  of the entrepreneurs from these countries have pointed at the international market as being their market of operation.

The markets of the Baltic Sea region countries have a dominating position among all foreign markets for the analyzed countries; i.e. for Lithuanian enterprises importers from Russia and Belarus are most important; for Russian exporters Belarusian business partners are vital, and for the analyzed German enterprises partners from Lithuania, Finland and Estonia are particularly important.

### 3. Characteristics of implemented innovations.

#### 3.1 Intensity of the implemented innovation changes.

To identify the state of innovation of SMEs from the Baltic Sea Region, the type of innovation implemented in the last three years has been analyzed in the first place. For research goals, the implemented innovations have been divided according to a classical division found in literature i.e. into product, process, organization and marketing innovations.

Product innovation is understood as launching a commodity or service, which is new or refined in its features or applications. Process innovation is defined as implementing new or substantially refined production methods, distribution methods and supporting operation in goods manufacturing and services. Organization innovation denotes implementing new organizational methods in the company's rules of operation (knowledge management), in the organization of the workplace or the rapport with the environment, which have not been used so far in the enterprise. Finally, marketing innovation relies on implementing a new concept or strategy substantially standing out from past marketing methods applied in the company. It comprises important changes in the project/construction of products, packaging, product distribution and promotion as well as influencing product prices. It does not comprise, however, seasonal changes or regular and routine changes in marketing methods.

The analyzed enterprises of the Baltic Sea region implement mostly marketing and product innovation. In the last three years, 6 out of 10 Polish enterprises have launched at least one new product or service onto the market. According to PARP research, about a half of product innovations introduced by Polish SMEs have been totally new market products (not only products new to the company).<sup>7</sup>

**Table 3. Type of implemented innovation in the analyzed enterprises in the last 3 years (in %).**

<b>innovation type</b>	<b>Poland</b>	<b>Norway</b>	<b>Lithuania</b>	<b>Germany</b>	<b>Russia</b>
<b>product</b>	62,33	48	62,5	43,75	54,54
<b>process</b>	35,42	44	59,2	56,25	36,36
<b>organization</b>	48,2	40	58,33	56,25	44,45
<b>marketing</b>	50,22	52	62,5	31,26	54,54

Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

Moreover, every second Polish enterprise has launched a marketing innovation in the analyzed period. In SMEs this has typically been a new product look, i.e. new packaging, a new promotion strategy or a new sales method. Likewise Norwegian, Lithuanian and Russian SMEs have introduced product and marketing innovations most frequently in the last 3 years.

<sup>7</sup> Raport „Innowacyjność 2008”, PARP.

When inquired which of innovations are most important for them, SMEs have pointed to product and marketing innovations.

**Table 4. Most important types of implemented innovations according to enterprises (%).**

	<b>Poland</b>	<b>Norway</b>	<b>Lithuania</b>	<b>Germany</b>	<b>Russia</b>
<b>product</b>	<b>52,91</b>	<b>40</b>	<b>58,33</b>	43,75	<b>45,45</b>
<b>process</b>	27,35	24	50	56,25	18,18
<b>organization</b>	32,28	28	33,33	56,25	27,27
<b>marketing</b>	<b>38,56</b>	36	<b>62,5</b>	31,25	<b>45,48</b>

**Dane:** N for Poland = 446, N for Norway= 25, N for Lithuania = 24, N For Germany = 16, N for Russia = 11.

**Note:** enterprises could choose up to 4 answers.

As much as 52,9 % of the analyzed Polish SMEs have pointed to product innovations as being most important from the point of view of enterprise growth and development. This number was even higher for the Lithuanian enterprises and amounted to 58,33 %. Marketing innovations have been as important for the Baltic Sea Region SMEs. 38,6% of the Polish enterprises have indicated this kind of innovation as being most important for them. The same number of the Russian SMEs have chosen product and marketing innovations as the most important innovation type introduced in the last three years. By contrast marketing innovations have been indicated as key innovations by 62,5 % of the Lithuanian SMEs.

### **3.2 Innovation climate in enterprises and in the economy.**

Internal conditions i.e. human resources, innovation encouraging organization structure and innovation climate are some of crucial factors influencing the intensity of innovation activities in the enterprise. Innovative enterprises focus first and foremost on new know-how creation, and a favourable climate is its necessary condition. Innovation climate is understood as atmosphere in the enterprise resulting from employees' and management's attitude towards innovation implementation.

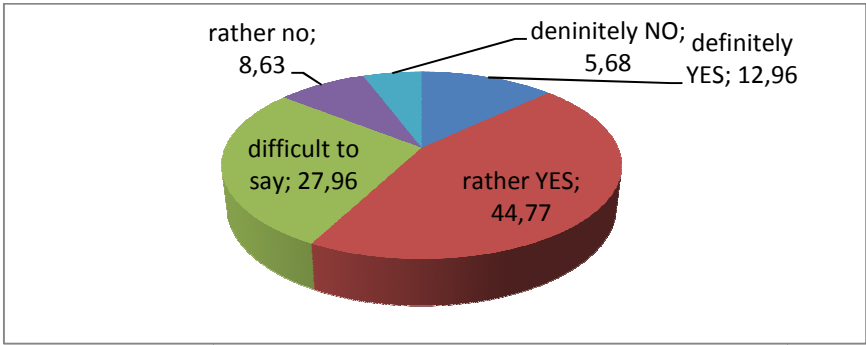
Research conducted among the most innovative enterprises shows how important this factor is for innovation implementation, company's growth and increasing its competitiveness. A common feature of those companies is, it turns out, a flexible structure and a good innovation climate, and not the amount of investments in R&D or a number of registered patents.<sup>8</sup> This is why one of the objectives of this study has been the analysis of innovation climate in SMEs in the Baltic Sea Region.

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<sup>8</sup> Global Innovation 1000, Booz Allen Hamilton, 2005.

In the first place the influence of the organizational structure on the innovation activity of Polish SMEs (chart 5) has been analyzed.

**Chart 5. Organizational structure vs innovation ratio of Polish SMEs (in %).**



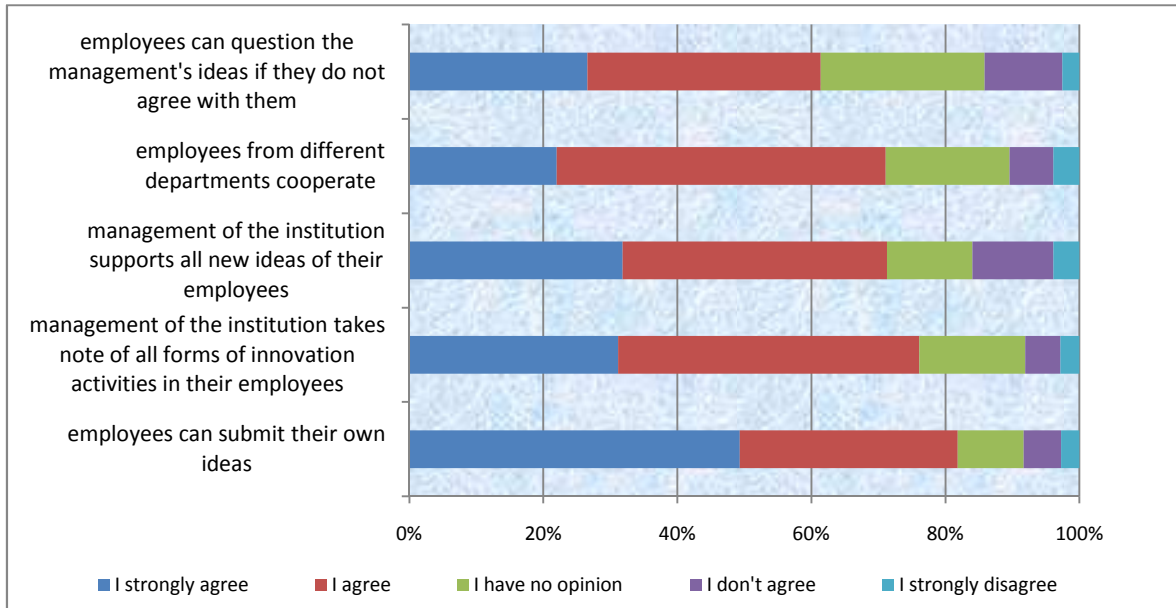
**Data: N for Poland = 446.**

It occurs that a majority (57,73%) of SMEs believe that their structure (definitely yes or rather yes) fosters innovation. This ratio has been even higher for German (81,25%), Lithuanian (70,84%), Norwegian (68%), and Russian (63,64%) enterprises.

However, it would be too much of exaggeration to believe that a structuralized innovation, or the organizational structure designed to permanently offer new and/or better products for customers, exists in the analyzed SMEs, for as much as 28% of the Polish companies have difficulty deciding whether their organizational structure fosters innovation or not. This ratio amounts to about 20% for the analyzed German, Lithuanian and Russian enterprises.

The analysis of factors fostering innovation climate indicates that the majority of them substantially encourage innovation in the Baltic Sea Region SMEs (chart 6). On average 75% of the analyzed Polish enterprises claim there is some openness and flexibility in their organizational culture inciting both the number and the quality of implemented innovations; the employees can submit their own ideas, question management's ideas if they believe they are wrong, and moreover, the executives of different departments frequently and eagerly cooperate with one another. Moreover, in the vast majority of the analyzed Polish SMEs (76,1%) their managements declare substantial support of innovative ideas submitted by the employees and any activities destined to increase innovation. Innovation climate is even better appraised by SMEs from the remaining Baltic Sea Region countries. In Norway, as much as 94,5 % of enterprises on average (89,75% in Germany, 87,25% in Lithuania, 71,15% in Russia), declare that the analyzed factors have promoted an innovation-friendly climate in their companies.

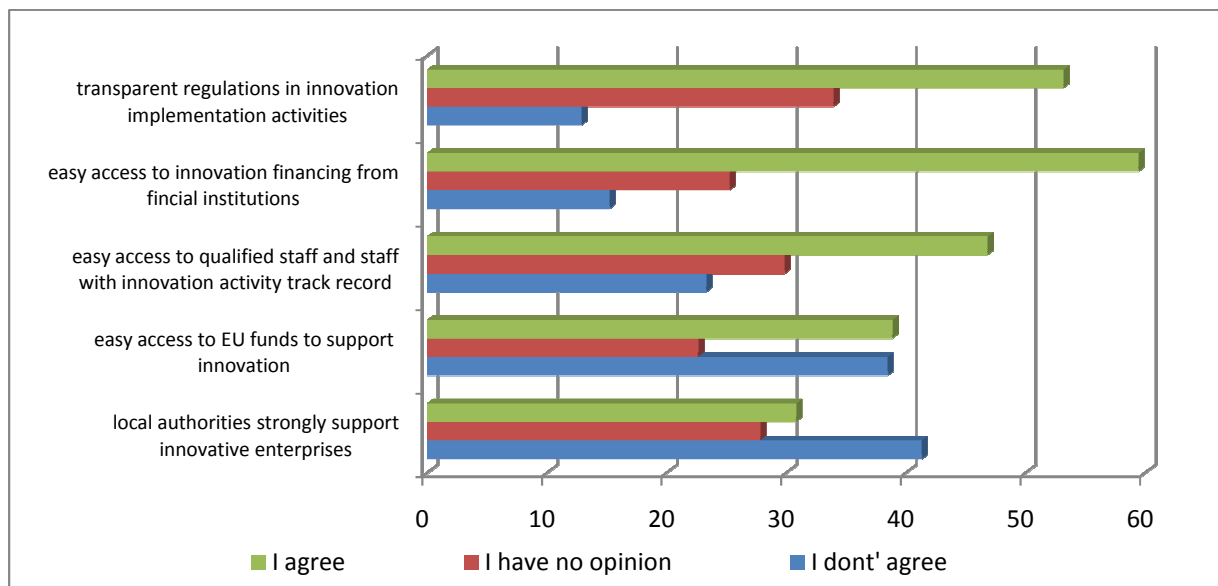
**Chart 6. Factors influencing innovation climate in Polish SMEs.**



**Data: N for Poland= 446.**

However, these SMEs believe that the innovation climate in the country they operate in is not good. Polish SMEs believe that the reason for a poor innovation climate in Poland can be accounted for in terms of lack of financing of innovation activity from financial institutions (59,64% of enterprises), unsatisfactory transparency of laws governing innovation implementation (53,07%), and unsatisfactory access to adequately qualified and innovation-experienced employees (46,8%). It turns out that according to the Polish SMEs, local authorities encourage innovation climate quite satisfactorily both locally and across the country.

**Chart 7. Factors influencing innovation climate in the country according to Polish SMEs.**



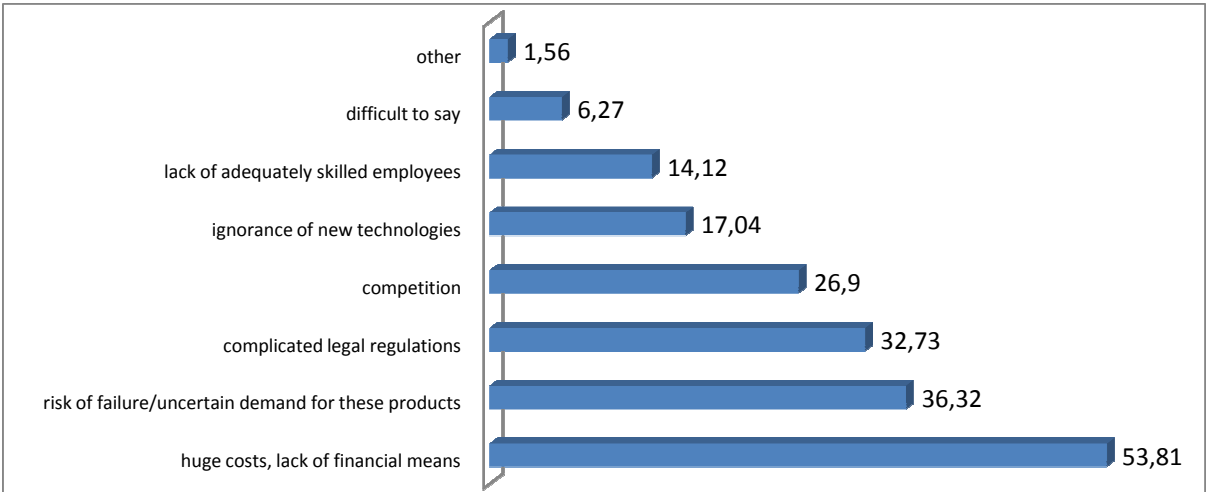
**Data: N for Poland = 446.**

Interestingly, SMEs from the other analyzed countries negatively assess the innovation climate in the economy. Building a favourable climate for innovations is a common problem in all the analyzed countries. It is due to a difficult access to innovation financing from financial institutions. As much as 75%, 83% and 43,75% of Norwegian, Lithuanian and German enterprises respectively express this opinion. Moreover, a factor that deteriorates the climate for innovation implementation in SMEs in Norway is a difficult access to experienced employees qualified in innovative sectors (opinion expressed by 64% of the analyzed enterprises). 70% of the Lithuanian SMEs and 37,5% of German SMEs believe that a difficulty in receiving financing from the EU is a major obstacle.

**3. 3 Barriers in innovations implementation.**

An important issue for the assessment of innovation potential of the Baltic Sea Region SMEs is specifying factors which influence the increase of innovation activity. Identification and abolishment of barriers which restrict the implementation of innovations onto the market seem important. When asked about barriers they encounter when implementing innovations, the enterprises have mentioned problems that can be found in the literature devoted to innovations in SMEs. For more than a half of the Polish SMEs insufficient funds are the major difficulty in innovation activities (chart 8).

**Chart 8. Barriers in implementation of innovations according to Polish SMEs ( in %).**



**Data: N for Poland = 446.**

**Note: enterprises could choose up to 8 answers.**

According to GUS research, the main source of financing innovations in SMEs is their own financial means (74,75%), and bank loans amount to 22% only in this respect. For  $\frac{1}{3}$  of the Polish SMEs risk of investment failure in innovations, and uncertain demand for new products constitute a major problem. A smaller fraction of the analyzed Polish SMEs (32% enterprises) have pointed at too complicated legal regulations as a major obstacle in their innovation activity.

Similarly, the analyzed SMEs in Norway, Germany, Lithuania and Russia claimed insufficient financial means was a major barrier for them (table 5). This was a problem for 64% of the Norwegian companies, 66,7% of the Lithuanian companies, 68,7% of the German companies and 46,7% SMEs from Russia. Complicated procedures in innovations implementation, lack of qualified employees and existing market competition have also been an issue.

The conducted research have allowed to bring to light some specific barriers in innovations implementation in each of the analyzed countries. These barriers are important for one specific country and are not for others; i.e. for the Polish and Lithuanian SMEs it is uncertainty of investments in innovations, for the Norwegian enterprises competition and for the German SMEs lack of properly qualified staff.

**Table 5. Barriers in implementing innovations according to SMEs from Norway, Lithuania, Germany and Russia (in %).**

	<b>NOR</b>	<b>LT</b>	<b>GER</b>	<b>RUS</b>
huge costs, lack of financial means	64	66,7	68,7	46,7
risk of failure/uncertain demand for these products	12	58,3	12,5	27,3
complicated legal regulations	40	29,2	43,7	45,6
competition	40	25	18	18
ignorance of new technologies	16	16,6	25	0
lack of adequately skilled employees	24	16,6	37,5	18,2
difficult to say	12	4,2		9
other	8	4,2	18,7	0

**Date:** N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

**Note:** enterprises could choose up to 8 answers.



#### 4. The Baltic Sea Region SMEs cooperation with other enterprises and institutions.

##### 4.1 SMEs contacts with scientific, R&D, and other institutions.

In modern highly competitive economy the ability and intensity of cooperation on innovations has taken on a particular importance. This cooperation is vital especially for SMEs, which have fewer employees and a smaller financial potential. This analysis of SMEs, as far as innovations are concerned, indicates that a role of a leading partner is played by local authorities, chambers of commerce, chambers of crafts and entrepreneurs' associations (table 6).

**Table 6. The Baltic Sea Region SMEs cooperation on innovations until present (in %).**

	<b>Poland</b>	<b>Norway</b>	<b>Lithuania</b>	<b>Germany</b>	<b>Russia</b>
local authorities	12,6	44	37,5	56,3	36,4
local administration	9,8	24	25,8	25	18,6
R&D institutions	2,2	24	25	12,5	18,2
Financial institutions	9,6	4	58,3	25	0
Business support institutions	7,8	4	12,5	12,5	36,4
Universities	5,8	8	33,3	31,3	27,3
Consulting companies	9,8	4	0	25	27,3
Other entrepreneurs	26,2	16	16,6	37,5	9,1

Data: N for Poland = 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

As much as 56,3% of the German, 44% of the Norwegian, 37,5% of the Lithuanian and 36,4% of the Russian SMEs have cooperated with local authorities. As for the Polish SMEs, only 12,6% have done it. A cooperation with other enterprises is a common denominator for the Polish and German SMEs. 26,2% of the Polish and 37,5% of the German SMEs have declared such a cooperation. It is worth mentioning that a cooperation between enterprises is especially important, since according to numerous studies, a number of enterprises which have permanent business contacts with other companies is strongly correlated with their innovation activity. In the analyzed SMEs, the SMEs from Lithuania, Germany and Russia stand out in this respect. In these countries a substantial fraction of SMEs have cooperated on innovations with different institutions. In Lithuania 58,3 % of the SMEs have cooperated with financial institutions, and 36,4% of the SMEs in Russia have cooperated with business support institutions.

Contacts with R&D institutions are a particularly important type of cooperation from the point of view of innovation potential increase. It is due to the fact that SMEs seldom

engage in R&D on account of high costs of such an ventures, lack of qualified staff, and lack of necessary equipment.

Only 16,37% of the Polish SMEs could boast of a current cooperation with scientific and R&D institutions (table 7). It can be inferred than that the majority of implemented innovative solutions in the Polish SMEs is a result of their own effort, without resorting to cooperation with scientific centres and R&D institutions. However, the fraction of companies which have been cooperating with scientific centres and R&D institutions when this research was done, has been much bigger and amounted to 50%, 64%, 75% and 90,9% for the German, Norwegian, Lithuanian and Russian SMEs respectively.

**Table 7. Current cooperation of the analyzed SMEs with R&D institutions (in %).**

	<b>Poland</b>	<b>Norway</b>	<b>Lithuania</b>	<b>Germany</b>	<b>Russia</b>
universities	5,6	16	54,16	43,75	36,4
scientific and R&D institutions	3,36	16	<b>33,33</b>	<b>25</b>	<b>27,3</b>
technology transfer centres	3,13	12	12,5	18,75	<b>27,3</b>
technological incubators	4,7	12	16,66	12,5	9,1
cluster initiative	2,02	<b>40</b>	20,83	18,75	18,2

**Data: N for Poland = 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

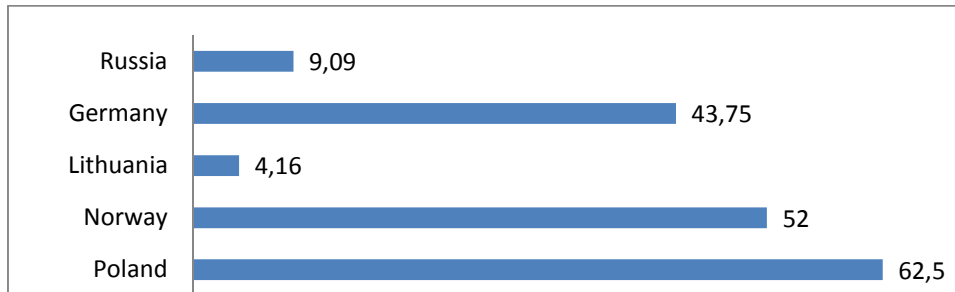
The conducted research shows that universities are the most frequently chosen R&D partner by the Baltic Sea Region SMEs. More than a half of the Lithuanian SMEs, 44% of the German SMEs and more than a third of the Russian SMEs have permanently cooperated with universities when this research was done. Poland is no exception in this respect even though only 5,6% of the analyzed Polish SMEs have cooperated with universities. Generally, Polish SMEs cooperate much less intensely with R&D institutions in comparison with SMEs from the remaining countries. Apart from cooperation with universities, a specific type of specialization of the Baltic Sea Region SMEs and R&D institutions looms large. As much as 40% of the Norwegian SMEs have cooperated with a cluster, 33,3% of the Lithuanian and 25% of the German SMEs have cooperated with scientific and R&D institutions, and 27,3% of the Russian SMEs have cooperated with technology transfer centres when this research was done.

#### **4.2. Types of conducted R&D activities.**

As it has already been mentioned SMEs rarely engage in R&D activities. In Poland SMEs which occasionally conduct R&D research account for 3,8% of all SMEs, and only

1,85% of the Polish SMEs can boast of a permanent activity of this type<sup>9</sup>. In the analyzed Polish SMEs, a fraction of companies which have not been engaged in R&D is very high and amounts to 62,5% of all analyzed Polish SMEs (chart 9.)

**Chart 9. A number of the analyzed SMEs which are not engaged in R&D (in %).**



Data: N for Poland = 446, N for Norway= 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

Similarly, a half of the analyzed Norwegian and German enterprises have not been engaged in any R&D activity when this study was conducted. The only exception to this rule are the Russian and Lithuanian SMEs where 9 out of 10 enterprises have been engaged in R&D activities.

A predominant kind of R&D conducted by the Baltic Sea Region SMEs concerns enhancements in production and services (table 8). This kind of activity has been conducted by  $\frac{1}{4}$  of the Polish SMEs, over  $\frac{1}{3}$  of the Lithuanian and German SMEs, 44% of the Norwegian SMEs, and more than a half of the Russian SMEs.

**Table 8. Types of R&D activities conducted by SMEs (in %).**

	Poland	Norway	Lithuania	Germany	Russia
possible enhancements in products and services	21,5	44	37,5	37,5	54,5
market research	10,5	4	37,5	12,5	36,4
analyses of offers of competitive markets	9,4	8	12,5	6,3	54,5
analyses of accessible technologies	6,7	8	25	18,7	18,18
other	x	x	4,16	6,25	x

Data: N for Poland = 446, N for Norway= 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

#### **4.3. Barriers in cooperation between SMEs and scientific institutions.**

On account of a relatively poor cooperation of the Baltic Sea Region SMEs with R&D institutions, the authors of this report have undertaken a task of identifying problems in SMEs and R&D institutions cooperation. A majority of the analyzed SMEs have come across a

<sup>9</sup> A. Żołnierski, Innowacyjność 2008, WWW.parp.pl

proposal of cooperation on behalf of a scientific institution (89% of the Polish SMEs, about 72% of the Norwegian SMEs, and about 66% of the German and Russian SMEs). Lithuania stands out as an exception with only 50% of the companies declaring such contacts.

It turns out, however, that 9 out of 10 of all the analyzed SMEs can see barriers in cooperation with scientific institutions. Basing on the completed questionnaires, it can be inferred that the main barrier preventing such a cooperation is a limited financial potential of the SMEs (table 9).

**Table 9. Barriers preventing cooperation between SMEs and R&D institutions. (in %).**

	Poland	Norway	Lithuania	Germany	Russia
Substantial costs, financial barriers	41	76	50	37,5	54,5
difficulties with starting a cooperation	28,5	32	33,3	31,2	36,3
lack of interest of R&D institutions to start a cooperation	19,7	28	41,7	18,7	18,8
legal barriers	17,9	4	8,3	x	x
R&D representatives do not understand the issue	18,4	64	45,8	25	27,3
communication problems with R&D representatives	10,3	36	29,16	12,5	x
no barriers	11,4	8	x	6,3	18,2
other (if so, what kind of barriers)	2,2	x	8,3		x

**Data: N for Poland = 446, N for Norway= 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

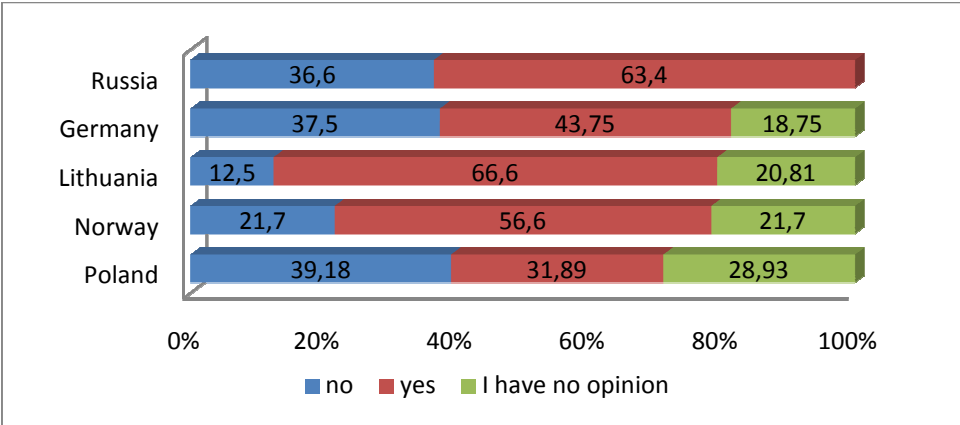
This problem is due to limited financial resources of the enterprises for joint research as well as a difficult access to external financing of R&D projects carried out together with R&D institutions. It should be noticed, however, that SMEs believe that a low intensity of cooperation with R&D institutions is caused by R&D institutions themselves. About  $\frac{1}{3}$  of the analyzed SMEs have encountered problems with starting a cooperation with scientific institutions. On average 1 in 5 of the analyzed SMEs has shown a lack of interest on behalf of the scientific institution to initiate a cooperation with enterprises on R&D projects. Moreover, a substantial fraction of the analyzed companies (64% from Norway, 46% from Lithuania, 25% from Germany and Russia, and 4% from Poland) have declared that representatives from R&D institutions ignore economic matters, which prevents or limits a possible cooperation.

**5. Demand for innovation support in the analyzed SMEs.**

**5.1 Demand for R&D in SMEs.**

One of the fundamental objectives of this report is to estimate the demand for innovation of the Baltic Sea Region SMEs. To do this, a potential demand for R&D in SMEs has been analyzed in the first place. It turns out that  $\frac{2}{3}$  of the Lithuanian and Russian SMEs, over  $\frac{1}{2}$  of the Norwegian SMEs and 43,7% of the analyzed German enterprises need R&D (chart 10 ). Polish SMEs do not do well in this respect, because only 1 in 3 of them declares a demand for R&D in their company.

**Chart 10. Demand for innovation support in the analyzed SMEs (in %).**

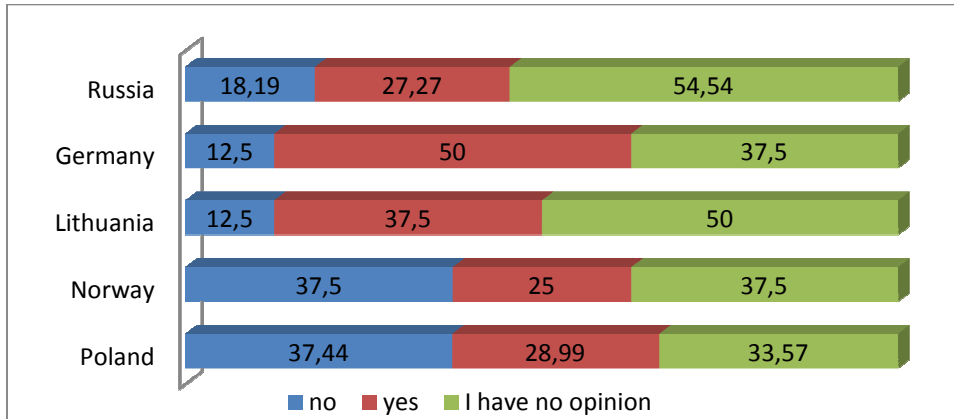


**Data:** N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

Moreover,  $\frac{1}{4}$  of the German, Lithuanian, Norwegian and Polish enterprises on average, do not have any opinion about possible demand for R&D in the future. It probably indicates that the analyzed SMEs do not quite understand what underlies innovative solutions creation in company, because they do not understand the importance of R&D.

It is obvious that understanding and verbalizing a demand for R&D is only a first step in planning innovation processes in the company. A company can understand the necessity of R&D to increase the level of innovation, yet on account of some restricting conditions, it will not intend to engage in any R&D activity. This is why, the next step in this research was to analyze the Baltic Sea Region SMEs' intentions to engage in and order R&D or to buy their results in the future (chart 11).

**Chart 11. SMEs' intentions to engage in or order R&D or to buy their results (in %).**



Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

It turns out that a number of the Lithuanian, Norwegian, and Russian enterprises declaring readiness to engage in, order or buy R&D is twice smaller than a number of the SMEs in these countries, which declare a demand for R&D. Only in Poland and Germany a demand for and a potential supply of R&D go hand in hand.

A substantial number of the analyzed companies which do not have any specific plans to engage in, order or buy R&D indicates that SMEs in all the analyzed countries are hesitant about incorporation of potential R&D projects. As  $\frac{1}{2}$  of the Lithuanian and Russian SMEs and over  $\frac{1}{3}$  of the SMEs from Germany, Norway and Poland do not have any opinion about running, ordering or buying R&D projects. It is probably due to barriers in R&D implementation in SMEs mentioned before.

## **5.2 SMEs demand for innovation support from universities.**

In this study an attempt has been made to identify the scope and type of innovation support SMEs require from scientific institutions. A demand for a specific sort of support from universities is much smaller than the analyzed demand for R&D (table 10). In the majority of the analyzed countries an interest in a specific kind of support has been declared on average by  $\frac{1}{3}$  of the total number of the SMEs. The entrepreneurs have been mostly interested in periodical trainings and workshops for companies preparing and realizing innovative projects. A demand for this kind of support has been declared by more than a half of the Norwegian and Lithuanian enterprises, about  $\frac{1}{3}$  of the Polish and Russian companies and  $\frac{1}{5}$  of the German SMEs. 1 in 3 SMEs from Poland, Lithuania and Germany, 42% of the

Norwegian SMEs and close to 3/4 of the Russian SMEs have shown interest in information meetings concerning a specific types and kinds of innovations.

**Table 10. SMEs demand for innovation support from universities (in %).**

	<b>Poland</b>	<b>Norway</b>	<b>Lithuania</b>	<b>Germany</b>	<b>Russia</b>
information meetings on types and kinds of innovations	30,7	41,6	37,5	33,3	72,3
periodical trainings and workshops for persons preparing and realizing innovative projects	35,5	58,3	50	20	36,6
allowing access to practical training and didactical materials	22,6	16,7	16,7	20	36,4
individual consulting directly in the company	22,6	37,5	62,5	26,7	18,2
individual consulting by phone	7,3	20,8	16,7	x	x
individual consulting via e-mail	11,5	16,7	16,7	x	x
other	2,94	x	4,2	x	x

**Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

Moreover, entrepreneurs have shown a potential interest in individual consulting services directly in their companies. This form of support has been of interest to  $\frac{2}{3}$  of the Lithuanian SMEs, over  $\frac{1}{3}$  of the Norwegian enterprises and to every fifth company from Poland, Germany and Russia.

The analysis of potential benefits which SMEs can expect from the cooperation with scientific institutions (table 11) can lead to interesting conclusions. Only few analyzed SMEs can see potential benefits which can result from such a cooperation. The smallest number of SMEs which have a positive opinion on a cooperation with universities is to be found in Poland (22% on average), and the biggest in Lithuania (48% on average). Generally, according to the opinion expressed by the majority of SMEs, benefits from the analyzed cooperation are different in each country. The only common benefit coming from the cooperation with universities that a substantial number of SMEs from all the countries have agreed upon is "launching new products and services". This is the most important benefit for the Polish, German and Russian SMEs. It is also highly valued in Lithuania (62,5%) and in Norway (44%).

Moreover, the Polish SMEs look at a cooperation with universities as a means of boosting sales, getting new customers and increasing their market share. The Norwegian SMEs expect this cooperation to result in enhancing the quality of their products and reducing costs. The Lithuanian SMEs emphasize cost reduction and new technology implementation as a potential benefit from such a cooperation, whereas the German SMEs expect to improve the quality of their products and services and to get access to the latest know-how. Finally, the

Russian SMEs expect to improve the quality of their products and services and to enhance organization in the company.

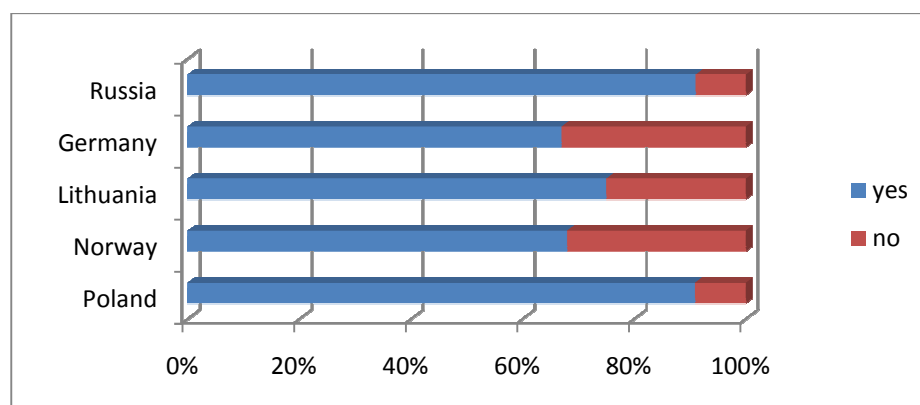
**Table 11. Expected benefits SMEs can get as a result of their R&D cooperation with universities (in %).**

	Poland	Norway	Lithuania	Germany	Russia
launching new products/services	38,1	44	62,5	50	81,8
enhancing products/services quality	21,3	60	54,1	50	63,6
optimalization of organization operations	20,1	20	37,5	43,7	45,4
improvement of cooperation with suppliers and customers	30,7	48	25	31,2	27,3
sales increase	33,8	52	58,3	25	27,3
improvement of competitive position	17,7	28	58,3	32,5	45,4
costs lowering	27,1	56	75	31,2	27,3
increase of ecological activity	7,8	24	41,6	18,7	x
increase of company's prestige	27,3	52	45,8	37,5	36,3
access to latest know-how	17,9	44	25	50	27,3
possibilities of new innovations implementations	16,1	16	62,5	31,2	27,3
possibilities of HR development	9,6	16	33,3	25	9,09
gaining new customers/increasing market share	30,2	40	45,8	25	45,4
increase of company's profitability	17,2	52	45,8	25	27,3
other	x	x	x	x	x

**Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

Apart from the demand for R&D, the authors of this report have analyzed the Baltic Sea Region SMEs in terms of their demand for training and consulting services from scientific circles. Moreover, the authors have tried to specify which barriers impede a possible cooperation between entrepreneurs and scientists. It turns out that a substantial number of the Baltic Sea Region SMEs are interested in this kind of support (chart 12).

**Chart 12. SMEs demand for training and consulting on possible cooperation (in %).**



**Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

As many as 9 out of 10 of the analyzed Polish and Russian SMEs,  $\frac{3}{4}$  of the Lithuanian companies and over  $\frac{2}{3}$  of the Norwegian and German SMEs have declared readiness to



participate in trainings and a demand for consulting services on cooperation from scientific circles.

Moreover, the enterprises taking part in this study, have been asked to specify what they would like to cooperate with universities on? It turns out, that in all the analyzed countries the SMEs have pointed at 3 common subjects that are of interest to them in view of a possible cooperation: services, products and new technologies. Almost  $\frac{2}{3}$  of the Lithuanian SMEs, about 48% of the Russian SMEs, 40% of the Polish and Norwegian SMEs and 1 in 3 German SMEs have declared a need for such a cooperation. Only 1 in 5 SMEs from Poland and Russia and 1 in 4 SMEs from Lithuania, Norway and Germany has been interested in cooperation concerning the improvement of internal process in the company and staff development.

### **5.3 SMEs demand for cluster participation.**

Cluster is defined as a ‘geographical concentration of reciprocally interrelated companies, specialized suppliers, service suppliers, companies operating in related sectors and relevant institutions (i.e. universities, normalization organizations and sectoral associations) which cooperate and compete with one another in particular fields’<sup>10</sup>. The research on clusters carried out so far has shown that there are substantial economic benefits resulting from cluster activities, both for the economy and companies operating in the cluster. From a micro-scale point of view, companies operating in a cluster can inexpensively get information about the environment, properly assess their capacities, get a better access to suppliers and companies providing specialized services and specialized work market.<sup>11</sup> More importantly, however, the existence of clusters fosters intellectual capital growth in companies which are gathered in them. Consequently this growth spurs technological transfer and facilitates innovation implementation in companies in a cluster.<sup>12</sup> This is why, companies operating in clusters have a higher level of innovation than enterprises which do not belong to any cluster organization.

In the light of this, the authors of this report have decided to analyze to which extent the Baltic Sea Region SMEs are engaged in cluster cooperation concerning innovation. It

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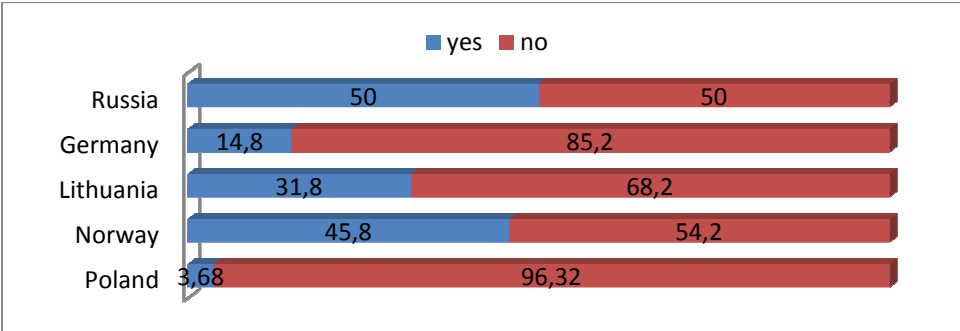
<sup>10</sup> M.E. Porter (ed.), *Competition in Global Industries*, Harvard Business School Press, Boston, 1986.

<sup>11</sup> Wykorzystanie koncepcji klastrów dla kształtowania polityki innowacyjnej i technologicznej państwa, Instytut Badań nad gospodarką rynkową, 2009.

<sup>12</sup> T. Brodzicki, P. Tamowicz, *Propozycja instrumentu służącego zwiększeniu stopnia transferu wiedzy i technologii w ramach inicjatyw klastrowych*, Radom, 2008

turns out that the majority of the analyzed companies could not boast of any cluster membership (chart 12). This is true for 96,3 % of the Polish companies, about 1/2 of the Russian and Norwegian SMEs, 1/3 of the Lithuanian SMEs and 14,8% of the German SMEs. The above results show a relatively low level of SMEs involvement in this kind of cooperation.

**Chart 13. SMEs membership in innovation clusters (in %).**

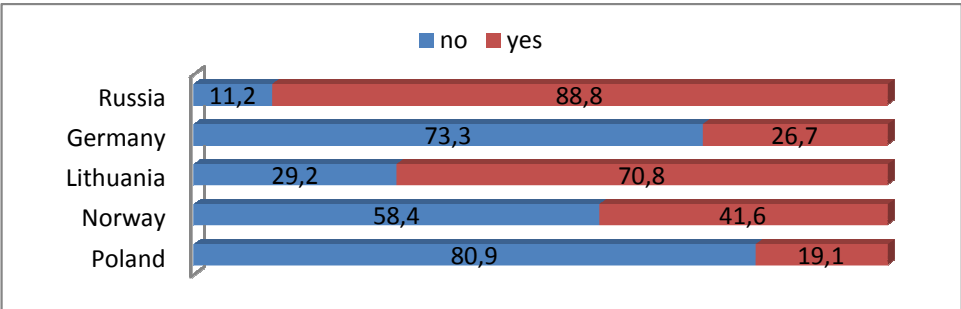


**Data:** N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

As competitiveness increases in all sectors of the economy in the Baltic Sea Region, different forms of associations and cooperation loom large as a means of SMEs growth and survival. Cluster organizations have become vital in this respect. For this reason SMEs have been analyzed in view of a potential cluster cooperation in the future. The results of this study are not optimistic (chart 14). As much as 81% of the Polish, 73% of the German and 58,4% of the Norwegian SMEs have declared no intention to cooperate in a cluster. The Lithuanian and Russian SMEs are an exception in this respect, since 70,8% of the Lithuanian companies and 88,8% of the Russian SMEs have declared interest in cluster ventures as a means of improving their innovation and competitiveness.

Generally, these results indicate that it is necessary to undertake intense activity to increase SMEs' understanding of benefits flowing from mutual cooperation in a cluster.

**Chart 14. SMEs' willingness to cooperate in cluster ventures (%).**



**Data:** N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.

When inquired about potential activities, that they could undertake in cluster ventures, the SMEs point to different possible activities (table12)

**Table 12. Kinds of intended SMEs activities in cluster ventures (in %).**

	Poland	Norway	Lithuania	Germany	Russia
joint R&D	8,9	8	41,6	6,25	36,3
knowledge and technology acquisition	11,9	16	20,8	12,5	9,09
equipment acquisition	19,9	16	16,6	6,25	x
joint initiatives in innovations	13,7	24	50	x	45,4
joint market offer/joint marketing operations	15,2	32	20,8	12,5	27,3
training and consulting services for cluster members	13,9	24	33,3	12,5	36,3
joint market analyses and studies	14,1	20	20,8	12,5	72,7
initiating cooperation and regional experience sharing	9,1	72	33,3	37,5	18,2
starting a cooperation and sharing experience on the international level	7,6	4	37,5	18,75	27,3

**Data: N for Poland= 446, N for Norway = 25, N for Lithuania = 24, N for Germany = 16, N for Russia = 11.**

Very few Polish SMEs have declared an intention to undertake well-defined activities in a cluster. 72% of the Norwegian and 37,5% of the German SMEs have been keen to initiate a cooperation and to exchange experience in the region. 50% of the Lithuanian SMEs have declared readiness to conduct joint innovation ventures, 41,6% of the SMEs have been interested in R&D ventures and 37,5% of the SMEs have shown interest to initiate a cooperation and exchange experience internationally. The Russian SMEs have been willing to participate in joint market analyses (72,7%), joint innovative initiatives (45,4%), and joint R&D ventures (36,3%). Generally, the more willing SMEs are to participate in a cluster venture (i.e. the Russian, Lithuanian, Norwegian SMEs) , the higher intensity of intended ventures in a cluster is.

## **Conclusions and summary.**

The role which SMEs play in the economy of the Baltic Sea Region makes creating adequate conditions for their innovation and competitiveness growth a key challenge. For this reason it is vital to broaden our knowledge of the level of SMEs innovation and to gather data on a demand for innovation support in SMEs - the task that the authors of this report have undertaken.

The sample of the analyzed SMEs consisted of 542 companies from 9 Baltic Region countries and had a large overrepresentation of commercial and service companies as well as mature small and medium-size enterprises (which have been on the market for over 10 years). On account of the fact that the sample of the enterprises used in the study was not representative, the results are not representative either.

In the study, the Baltic Sea region entrepreneurs have been asked to specify a kind and a degree of intensity of innovation changes implemented in their companies. It turns out that marketing and product innovations are most frequent. Moreover, an innovation climate based on openness in organization culture in these companies has proved to be an important factor in innovation implementation in the majority of the analyzed SMEs. SMEs in general have a bad opinion about the innovation climate in the country in which they operate. A difficult access to financing innovation activities by financial institutions is a common problem with building a friendly innovation climate in all the analyzed countries. Major problems which SMEs struggle with in innovation implementation are: lack of financial resources, complicated legal procedures, and a deficiency of adequately qualified staff.

A cooperation with scientific and R&D circles and other institutions designed to increase SMEs innovation level is vital on the account of the specificity of SMEs, which generally have limited human resources and a low financial potential. The results of the analysis indicate that local authorities including chambers of crafts and commerce and entrepreneurs associations are major partners in innovation cooperation for SMEs.

As far as an SMEs cooperation with R&D institutions is concerned, a leader-role is generally played by universities. Moreover, the intensity of this cooperation is quite high. The percentage of SMEs cooperating with R&D centers amounts to 50% in the Germany, 64% in Norway, 75% in Lithuania and 90,9% in Russia. Only the Polish SMEs declare a very low intensity of contacts with R&D sphere (only 16,37% of the Polish SMEs can boast of such contacts). The intensity of cooperation with R&D institutions does not translate into R&D projects in the Baltic Sea Region SMEs, however.

In the majority of the Polish, German and Norwegian SMEs, there have not been any R&D activities, when this study was conducted. The Russian and Lithuanian SMEs are exceptions to this rule, because 9 out of 10 analyzed enterprises have been involved in R&D projects. A predominant type of R&D activities present in the Baltic Sea Region SMEs are product and service enhancements.

Moreover, the study has shown that about 90% of the analyzed SMEs can see barriers impeding cooperation with scientific institutions. The major barrier SMEs encounter is insufficient proper funds to finance R&D and difficulties with access to external financing. However, according to the SMEs, the reasons for low intensity of cooperation with R&D sphere are scientific institutions themselves - SMEs report difficulties with initiating a cooperation with scientific institutions, a lack of interest of these institutions to involve in such a cooperation, and ignorance of the economic subject matter on behalf of these institutions' representatives.

An attempt has been made to assess the demand for innovation in SMEs when analyzing the Baltic Sea Region SMEs' innovation potential and their cooperation with R&D sphere.

It turns out that SMEs from all the countries indicate a high demand for R&D activities. Polish SMEs are an exception in this respect, because only 1 in 3 of the analyzed enterprises shows interest in R&D activities. Unfortunately, a high demand for R&D is not accompanied by SMEs' intentions to conduct such research in the future. The study shows a high degree of uncertainty among SMEs as to satisfaction of their R&D needs.

The authors of the study have intended to assess SMEs needs for innovation support from scientific institutions. The demand for specific types of support from universities has been much lower than the analyzed above demand for periodical R&D. The entrepreneurs have been mostly interested in periodical trainings and workshops for enterprises which were preparing or which were involved in innovative projects, as well as information meetings on specific types of and kinds of innovations. Such a low level of demand for support from universities is due to the fact that most analyzed SMEs cannot see any potential benefits resulting from a cooperation with scientific institutions.

The only positive effect of such a cooperation, which a majority of the analyzed SMEs from all the countries have agreed upon is "launching new products and services". However, the analyzed SMEs have declared a very high demand for trainings and consulting services from scientific environment. Services, products and new technologies are desired fields of a possible cooperation

Finally, cluster involvement in innovative projects of the Baltic Sea Region SMEs as well as their intentions to engage in future cluster cooperation have been analyzed. It turns out that the majority of the analyzed companies have not been involved in a cluster so far. Unfortunately, the majority of the analyzed SMEs do not have any intention to start a cooperation with any cluster.

The above results show that it is necessary to start intense activities destined to increase the Baltic Sea Region SMEs' understanding of benefits resulting from a cooperation with scientific institutions, and the involvement in a cluster venture. Moreover, abolishment of the barriers identified in this study (mainly financial barriers) limiting both innovation implementation processes and SMEs' cooperation with scientific sphere is recommended.

## Attachments.

### Attachment no 1. Questionnaire in Polish.

#### 1. Szanowni Państwo!

Postawiliśmy sobie za zadanie wspieranie innowacyjności i konkurencyjności małych i średnich przedsiębiorstw w regionie nadbałtyckim. W celu realizacji tego zadania konieczne jest zbadanie rzeczywistego zapotrzebowania przedsiębiorstw na wsparcie innowacyjności. Uprzejmie prosimy o wypełnienie poniższej ankiety i podzielenie się z nami Państwa przemyśleniami. Wśród osób, które wypełnią ankietę rozlosujemy dwie nagrody w postaci prawa do uczestniczenia w Sesji Hanzeatyckiej „Efektywność energetyczna dniach 11.-14.05.2011 w Hamburgu (łącznie z pokryciem kosztów podróży i pobytu w Hamburgu). Jeśli chcą Państwo uczestniczyć w losowaniu prosimy o podanie danych kontaktowych (Nazwisko, Imię, firma, Tel., E-Mail).

3	0
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#### 2. Proszę zaznaczyć profil działalności oraz wpisać branżę, w którym działa Pani/Pana firma:

6	0
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- 1)  produkcyjny
- 2)  handlowy
- 3)  usługowy
- 4)  mieszany

#### 3. Ile osób zatrudnia Pana/Pani firma:

0	0	0
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- 1)  1-9
- 2)  10-49
- 3)  50-249
- 4)  pow. 250

#### 4. Jak długo firma istnieje na rynku?

0	0	0
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- 1)  krócej niż rok
- 2)  1-5 lat
- 3)  6-9 lat
- 4)  pow. 10 lat

#### 5. Kraj prowadzenia działalności gospodarczej:

2	0
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<input type="text"/>
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#### 6. Zasięg rynkowy działalności

0	0	0
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- 1)  lokalny
- 2)  krajowy
- 3)  międzynarodowy

**7. Proszę określić, który rodzaj innowacji jest w Pana/Pani firmie najważniejszy:**

1	0
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bardzo ważny    ważny    mało ważny    nieważny    zupełnie nieważny

- |                  |                          |                          |                          |                          |                          |
|------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1) Produktowe    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Procesowe     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Organizacyjne | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4) Marketingowe  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**8. Czy w ciągu ostatnich 3 lat wprowadzono w Pana/Pani organizacji innowacje:**

1	0
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Tak    Nie

- |                  |                          |                          |
|------------------|--------------------------|--------------------------|
| 1) Produktowe    | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Procesowe     | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Organizacyjne | <input type="checkbox"/> | <input type="checkbox"/> |
| 4) Marketingowe  | <input type="checkbox"/> | <input type="checkbox"/> |

**9. Czy struktura organizacyjna w Pana/Pani przedsiębiorstwie sprzyja innowacyjności ?**

0	0	0
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- 1)  zdecydowanie nie
- 2)  raczej nie
- 3)  trudno powiedzieć
- 4)  raczej tak
- 5)  zdecydowanie tak

**10. Proszę ocenić klimat innowacyjny w Pana/Pani organizacji:**

1	0
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- |  | zdecydowanie<br>się zgadzam | zgadzam<br>się           | nie mam<br>zdania        | nie<br>zgadzam<br>się    | zdecydowanie się<br>nie zgadzam |
|--|-----------------------------|--------------------------|--------------------------|--------------------------|---------------------------------|
| 1) Pracownicy mogą zgłaszać swoje pomysły niezależnie od tego, na jakim szczeblu organizacyjnym się znajdują | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| 2) Kierownictwo organizacji dostrzega wszelkie przejawy innowacyjności swoich pracowników                    | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| 3) W organizacji popiera się nowe pomysły pracowników  | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |
| 4) Pracownicy różnych komórek współpracują ze sobą   | <input type="checkbox"/>    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>        |



- Podwładni mają prawo do  
 5) kwestionowania pomysłów kierownictwa, jeśli się z nimi nie zgadzają

**11. Proszę ocenić klimat innowacyjny w Pana/Pani kraju ?**

1	0
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- |  | zdecydowanie się zgadzam | zgadzam się              | nie mam zdania           | nie zgadzam się          | zdecydowanie się nie zgadzam |
|--|--------------------------|--------------------------|--------------------------|--------------------------|------------------------------|
| 1) lokalne samorzady silnie wspierają innowacyjne firmy                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 2) łatwy dostęp do pozyskania środków unijnych na wsparcie innowacyjności                  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 3) łatwy dostęp do pracowników o odpowiednich kwalifikacjach i doświadczeniu w innowacjach | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 4) łatwy dostęp do finansowania działalności innowacyjnej z instytucji finansowych         | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |
| 5) przejrzyste przepisy regulujące działalność wprowadzenia innowacji                      | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/>     |

**12. Jakie są Pana/Pani zdaniem największe bariery ograniczające Pana/Pani przedsiębiorstwo przed wprowadzeniem innowacji:**

6	0
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- 1)  Duże koszty, brak środków
- 2)  Skomplikowane regulacje prawne
- 3)  Konkurencja
- 4)  Brak wiedzy na temat nowych technologii
- 5)  Ryzyko niepowodzenia/niepewny popyt na nowe produkty
- 6)  Brak odpowiednio wyszkolonej kadry
- 7)  Trudno powiedzieć
- 8)  Inne, jeśli tak to jakie

**13. Z jakimi instytucjami badawczo-rozwojowymi współpracuje Pana/Pani organizacja obecnie?**

6	0
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- 1)  wyższe uczelnie
- 2)  instytuty naukowo-badawcze
- 3)  CTT – Centra Transferu Technologii
- 4)  Inkubatory Technologiczne
- 5)  udział w inicjatywie klastrowej
- 6)  inną, jaką
- 7)  nie współpracuję

**14. Jakie rodzaje prac badawczych prowadzone są obecnie w Pana/Pani organizacji ?**

6	0
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- 1)  możliwości usprawnień w zakresie wytwarzania produktów i usług
- 2)  analizy ofert dostępnych technologii
- 3)  analizy ofert konkurencyjnych rynków
- 4)  badania rynków zbytu
- 5)  inne, jakie 

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- 6)  nie prowadzimy żadnych prac badawczych

**15. Czy w Pana/Pani firmie istnieje zapotrzebowanie na prowadzenie prac badawczo-rozwojowych?**

0	0	0
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- 1)  tak
- 2)  nie
- 3)  nie mam zdania

**16. Czy zamierza Pan/Pani w przyszłości prowadzić, zlecić lub zakupić wyniki jakichkolwiek prac badawczo-rozwojowych ?**

0	0	0
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- 1)  zamierzam
- 2)  nie zamierzam
- 3)  nie wiem/trudno powiedzieć

**17. Jakiego typu wsparcie ze strony uniwersytetów/szkół wyższych jest najbardziej pożądane dla zwiększenia zdolności innowacyjnych w Pana/Pani przedsiębiorstwie ?**

6	0
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- 1)  spotkania informacyjne na temat konkretnych typów i rodzajów innowacji
- 2)  cykliczne szkolenia i warsztaty dla osób przygotowujących i realizujących projekty innowacyjne
- 3)  udostępnianie praktycznych materiałów szkoleniowych i dydaktycznych
- 4)  indywidualne konsultacje bezpośrednio w zakładzie przedsiębiorcy
- 5)  indywidualne konsultacje telefoniczne
- 6)  indywidualne konsultacje e-mail
- 7)  inne, jakie 

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**18. Jakich korzyści ze współpracy z ośrodkiem naukowym w ramach prowadzonych prac badawczo-rozwojowych oczekuje Pan/Pani dla swojego przedsiębiorstwa:**

6	0
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- 1)  wprowadzenia nowych produktów/usług
- 2)  poprawy jakości produktów/usług
- 3)  usprawnienia działań organizacji
- 4)  polepszenia współpracy z dostawcami i klientami

- 5)  wzrostu sprzedaży
- 6)  poprawy pozycji konkurencyjnej
- 7)  obniżki kosztów
- 8)  zwiększenia działalności ekologicznej
- 9)  wzrost prestiżu firmy
- 10)  dostępu do najnowszej wiedzy specjalistycznej
- 11)  możliwości wdrażania nowych technologii
- 12)  możliwości rozwoju zasobów ludzkich
- 13)  zdobycia nowych klientów/zwiększenia udziału w rynku
- 14)  poprawy rentowności działania firmy
- 15)  inne, jakie

**19. Jakie, Pana/Pani zdaniem, bariery utrudniają współpracę z instytucjami naukowymi:**

6	0
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- 1)  przedstawiciele instytucji naukowych nie znają problematyki
- 2)  trudności w nawiązaniu współpracy
- 3)  bariery finansowe
- 4)  brak zainteresowania ze strony instytucji naukowych nawiązaniem współpracy
- 5)  trudności w porozumiewaniu się z przedstawicielami takich instytucji
- 6)  bariery prawne
- 7)  nie zauważam żadnych barier
- 8)  inne, jakie

**20. Jakie czynniki w Pana/Pani opinii mają największy wpływ na powodzenie procesu rozwijania i wdrażania innowacji na rynek (każda odpowiedź w skali 1-5, gdzie 1 oznacza nie ma wpływu, a 5 oznacza bardzo duży wpływ):**

1	0
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	1	2	3	4	5
1) właściwe rozpoznanie rynku	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) cele firmy zbieżne z ideą innowacji	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) poparcie idei innowacji przez zarząd i właścicieli firmy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) wsparcie oraz doradztwo pozostałych pracowników firmy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) posiadanie odpowiednio wykwalifikowanej kadry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) innowacyjna kadra zarządzająca	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) posiadanie odpowiednich zasobów finansowych	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8) przygotowanie właściwej strategii zarządzania innowacją

9) innowacyjny klimat pracy w przedsiębiorstwie

**21. Proszę zaznaczyć, który z przedstawionych kanałów komunikacji z potencjalnymi partnerami w zakresie innowacji najlepiej odpowiada Pana/Pani organizacji?**

- 1)  telefon
- 2)  poczta tradycyjna
- 3)  poczta elektroniczna (e-mail)
- 4)  rozmowa bezpośrednia
- 5)  komunikatory internetowe (Skype, Gadu-gadu, inne)
- 6)  systemy informatyczne umożliwiające łatwy dostęp do informacji przez Internet
- 7)  wspólne eventy-impresje okolicznościowe
- 8)  szkolenia/warsztaty/seminaria
- 9)  prezentacja przykładów dobrej praktyki
- 10)  wydawnictwa prowadzonych badań i analiz rynku
- 11)  inny, jaki

**22. Czy Pana/Pani firma otrzymała kiedykolwiek propozycję współpracy od jednostki naukowej ?**

- 1)  tak
- 2)  nie

**23. Czy jest Pan/Pani zainteresowana szkoleniami lub doradztwem na temat współpracy ze środowiskiem naukowym?**

- 1)  tak
- 2)  nie

**24. W jakich obszarach tematycznych współpraca z jednostką naukową miałaby w Pana/Pani firmie największe zastosowanie:**

- 1)  technologia
- 2)  produkty
- 3)  usługa
- 4)  wewnętrzne procesy firmy
- 5)  rozwój personalny

**25. Czy podejmował Pan/Pani w przeszłości współpracę w zakresie innowacji z wymienionymi instytucjami?**

- 1)  Samorząd gospodarczy (Izby, stowarzyszenia)
- 2)  Administracja samorządowa (urzędy, jednostki wspierania gospodarki)
- 3)  Instytucje B+R
- 4)  Instytucje finansujące
- 5)  Instytucje wsparcia biznesu
- 6)  Uczelnie wyższe
- 7)  Firmy doradcze
- 8)  Inni przedsiębiorcy

**26. Czy jest Pan/Pani członkiem inicjatywy klastrowej o tematyce innowacyjnej?**

0	0	0
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- 1)  tak
- 2)  nie

**27. Czy rozważa Pan/Pani podjęcie współpracy w ramach inicjatywy klastrowej?**

0	0	0
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- 1)  tak
- 2)  nie

**28. Które z poniższych działań Pana/Pani organizacja chciałaby podjąć w ramach inicjatywy klastrowej?**

6	0
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- 1)  wspólne prace badawcze i rozwojowe
- 2)  zakup wiedzy i technologii
- 3)  zakup maszyn i urządzeń
- 4)  wspólne inicjatywy innowacyjne
- 5)  wspólne przygotowanie oferty rynkowej/wspólne działania marketingowe
- 6)  usługi szkoleniowe i doradcze dla członków klastra
- 7)  wspólne badania rynku i analizy
- 8)  nawiązanie współpracy i wymiana doświadczeń w regionie
- 9)  nawiązanie współpracy i wymiana doświadczeń na płaszczyźnie międzynarodowej

**29. Co sądzi Pan/Pani o prowadzeniu takiego rodzaju badań jak powyższa ankieta?**

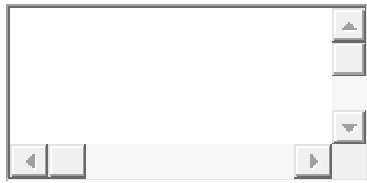
**Attachment no 2. Questionnaire in Norwegian.**

**SPØRRESKJEMA „Behov for innovasjon støtte”**

**1. Kjære Dere!**

Vårt formål er støtte av innovasjon og konkurranseevne av små og mellomstore bedrift i det baltiske området. For å

oppnå dette er det nødvendig å undersøke faktisk behov for innovasjon støtte. Vennligst fyll ut dette skjema og si sin mening. Mellom de som utfyller skjemaet skal vi trekke to pris i form av retten til å delta i Hanseat Sesjon „Energetisk effektivitet” den 11.-14. mai 2011 i Hamburg (kostnader til reise og losji inkludert). Hvis Dere vil delta i utlodning, vennligst skriv inn sine kontaktopplysninger (navn, etternavn, firma, telefon, e-post).



**2. Kryss av foretaksprofil og tast inn bransje din bedrift virker i:**

- 1)  produksjon
- 2)  handel
- 3)  tjenester
- 4)  blandet

**3. Hvor mange personer er ansatt i din bedrift?**

- 1)  1-9
- 2)  10-49
- 3)  50-249
- 4)  over 10 år

**4. Hvor lenge finnes bedriften på markedet?**

- 1)  mindre enn ett år
- 2)  1-5 år
- 3)  6-9 år
- 4)  over 10 år

**5. Landet hvor næringsvirksomhet er drevet:**

**6. Dens markedsområde:**

- 1)  lokal
- 2)  nasjonal
- 3)  internasjonal

**7. Vennligst spesifiser hva slags innovasjon er den viktigste i din bedrift:**

	veldig viktig	viktig	lite viktig	uviktig	helt viktig
1) Produktbaserte	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Prosessbaserte	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Organisasjonsbaserte	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4) Markedsføringbaserte

**8. I de siste 3 årene har det vært innført følgende innovasjoner i din bedrift:**

	Ja	Nei
1) Produktbaserte	<input type="checkbox"/>	<input type="checkbox"/>
2) Prosessbaserte	<input type="checkbox"/>	<input type="checkbox"/>
3) Organisasjonsbaserte	<input type="checkbox"/>	<input type="checkbox"/>
4) Markedsføringbaserte	<input type="checkbox"/>	<input type="checkbox"/>

**9. Er organisasjon struktur i din bedrift innovasjonsvennlig?**

- absolutt ikke
- heller ikke
- vanskelig å si
- heller ja
- absolutt ja

**10. Vennligst vurder innovasjonsklime i din organisasjon:**

	helt enig	enig	har ingen mening	uenig	helt uenig
1) Ansatte kan melde sine ideer, uavhengig av organisasjonsnivå de står på	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Organisasjonsstyret anerkjenner alle innovasjon ideer av sine ansatte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) I organisasjonen er ansattes nye ideer støttet	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Ansatte fra forskjellige seksjoner samarbeider med hverandre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Underordnede har rett til å trekke til tvil styrets ideer hvis de er uenige i disse ideer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. Hvordan vurderer du innovasjonsklime i ditt land?**

	helt enig	enig	har ingen mening	uenig	helt uenig
1) kommunale myndigheter støtter nyskapende bedrifter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) lett til å erverve penger fra Den europeiske union for innovasjonsstøtte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) lett tilgang til arbeidere med passende kvalifikasjoner og erfaring i innovasjoner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) lett tilgang til finansiering av nyskapende virksomhet fra finansielle institusjoner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) gjennomsiktlige bestemmelser som regulerer implementasjon av innovasjoner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. Hva er, etter din mening, de største barrierer som forhindrer din bedrift fra innovasjoner:**

- Høye kostnader, mangel på pengemidler
- Kompliserte lovbestemmelser

- 3)  Konkurranse
- 4)  Mangel på kunnskap om nye teknologier
- 5)  Risiko av mislykkethet/usikkert krav for nye produkter
- 6)  Mangel på velkvalifiserte arbeidere
- 7)  Vanskelig å si
- 8)  Andre, hvis ja, hvilke

**13. Hvilke forskning og utvikling institusjoner samarbeider din bedrift med på dette tidspunkt?**

- 1)  universiteter og høyskoler
- 2)  vitenskapelig og forskning institutter
- 3)  CTT – Teknologioverføring Sentre
- 4)  Teknologiske Inkubatorer
- 5)  deltakelse i initiativgrupper
- 6)  andre, hvilke
- 7)  samarbeider ikke

**14. Hvilke slags forskningsarbeid er utført i din bedrift nå?**

- 1)  mulighet av forbedringer innenfor produksjon av produkter og tjenester
- 2)  analyser av tilgjengelige teknologier ofrer
- 3)  analyser av konkurrerende markeder ofrer
- 4)  forskning av etterspørsel
- 5)  andre, hvilke
- 6)  vi utfører ikke noe forskningsarbeid

**15. Er det behov for forskning og utvikling arbeid i din bedrift ?**

- 1)  ja
- 2)  nei
- 3)  jeg har ingen mening

**16. Har du i hensikt i framtiden til å utføre, bestille eller kjøpe noe forskning og utvikling arbeid?**

- 1)  ja, jeg har det
- 2)  nei, jeg har ikke det
- 3)  vet ikke/vanskelig å si

**17. Hvilken slags støtte fra universiteter/høyskoler er mest ønsket til å forsterke innovasjonsevne i din bedrift?**

- 1)  informasjonsmøter om spesielle typer og slags av innovasjon



- 2)  periodisk fagutdanning og verksteder for personer som forbereder og utfører nyskapende prosjekter
- 3)  frigjørelse av praktiske utdanning og didaktisk materialler
- 4)  individuelle konsultasjoner direkte hos entreprenøren
- 5)  individuelle konsultasjoner på telefon
- 6)  individuelle konsultasjoner via e-post
- 7)  andre, hvilke

**18. Hvilke fordeler for din bedrift forventer du fra samarbeid med vitenskapelig senter under forskning og utvikling arbeid**

- 1)  introduksjon av nye produkter/tjenester
- 2)  forbedring av kvalitet på produkter/tjenester
- 3)  utvikling av organisasjons handling
- 4)  forbedring av samarbeid med leverandører og kunder
- 5)  salgs økning
- 6)  forbedring av konkurransedyktig posisjon
- 7)  kostnadsreduksjoner
- 8)  økning av økologisk aktivitet
- 9)  forsterkning av bedrifts anseelse
- 10)  tilgang til den nyeste spesialkunnskaper
- 11)  mulighet for implementering av nye teknologier
- 12)  mulighet for utvikling av egne presonalressurser
- 13)  tiltrekke nye kunder/øke andel i markedet
- 14)  forbedring av bedriftens lønnsomhet
- 15)  andre, hvilke

**19. Hvilke barrierer, etter din mening, vanskeliggjør samarbeid med vitenskapelige institusjoner:**

- 1)  representantene av vitenskapelige institusjoner kjenner ikke problematikk
- 2)  vanskeligheter med å etablere samarbeid
- 3)  økonomiske barrierer
- 4)  vitenskapelige institusjoner er ikke interesserte i etablering samarbeid
- 5)  det er vanskelig å kommunisere med representantene av slike institusjoner (vitenskapelig språk)
- 6)  rettslig barrierer
- 7)  jeg ser ingen barrierer

8)  andre, hvilke

**20. Hvilke faktorene har, etter din mening, den største påvirkning på utvikling og implementering av innovasjoner i markedet (hvert svar i skala mellom 1-5, hvor 1 betyr ingen påvirkning og 5 betyr veldig stor påvirkning):**

	1	2	3	4	5
1) korrekt markedsanerkjennelse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) bedriftens mål sammenfallende med innovasjon ideen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) innovasjon ideen støtte fra bedriftsstyret og eiere	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) støtte og rådgiving fra andre ansatte i bedriften	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) velkvalifiserte ansatte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) nyskapende bedriftsstyret	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) besittelse av passende pengerressurser	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) preparasjon av passende strategien på innovasjonshåndtering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) nyskapende arbeidsmiljø i bedriften	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. Kryss ut kommunikasjonskanalene med potensielle partnere i innovasjon som passer best din bedrift?**

- 1)  telefon
- 2)  tradisjonell post
- 3)  elektronisk post (e-post)
- 4)  direkt samtale
- 5)  direkte meldingstjenester (Skype, Gadu-Gadu, andre)
- 6)  informasjonssystemer for fri tilgang til informasjon via Internett
- 7)  felles tilfeldige hendelser
- 8)  opplæring/arbeidsgrupper/seminarer
- 9)  fremstilling av eksempler på beste praksis
- 10)  publikasjoner i form av marked forskning og analyser
- 11)  andre, hvilke

**22. Har din bedrift fått tilbud fra en vitenskapelig enhet om å starte samarbeid?**

- 1)  ja
- 2)  nei

**23. Er du interessert i opplæring eller rådgiving vedrørende samarbeid med det vitenskapelige miljø?**

- 1)  ja
- 2)  nei

**24. I hvilke fagområder kunne samarbeidet med en vitenskapelig enhet ha best bruk i din bedrift:**

- 1)  teknologi
- 2)  produkter
- 3)  tjeneste
- 4)  bedriftens indre prosesser
- 5)  personal utvikling

**25. Har du prøvd å starte samarbeid i innovasjon området med følgende institusjoner?**

- 1)  Økonomisk selvstyret (Kamre, foreninger)
- 2)  Kommunal forvaltning (embete, økonomi støtte enheter)
- 3)  R+D Institusjoner
- 4)  Finansiering institusjoner
- 5)  Foretningsstøtte institusjoner
- 6)  Universiteter og høyskoler
- 7)  Handelskamre
- 8)  Andre forretningsmenn

**26. Er du et medlem av initiativgruppe for innovasjon?**

- 1)  ja
- 2)  nei

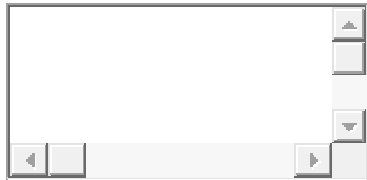
**27. Har du tenkt om å starte samarbeid innenfor initiativgruppe?**

- 1)  ja
- 2)  nei

**28. Hvilke fra de aktivitetene nedenfor ville din bedrift starte innenfor initiativgruppe?**

- 1)  felles forskning og utvikling arbeider
- 2)  innkjøp av kunnskap og teknologi
- 3)  innkjøp av maskiner og utstyr
- 4)  felles innovasjon i initiativer
- 5)  felles preparasjon av markedstilbudet/felles markedsføring aktiviteter
- 6)  opplæring og rådgiving tjenester for medlemmer av en gruppe
- 7)  felles markedsundersøkelse og analyser
- 8)  samarbeid og utveksling av erfaring i området
- 9)  samarbeid og utveksling av erfaring på internasjonalt nivå

**29. Hva synes du om undersøkelser som dette spørreskjema?**



### Attachment no 3. Questionnaire in Lithuanian.

Tiriamasis klausimynas „Inovatyvumo rėmimo poreikis“

#### 1. Gerbiamieji!

Mūsų tikslas yra remti Baltijos regiono mažųjų ir vidutinių įmonių inovatyvumą ir konkurencingumą. Šiam tikslui įgyvendinti būtina ištirti tikrąją įmonių paklausą, susijusią su inovatyvumo rėmimu. Maloniai prašome užpildyti šį klausimyną ir pasidalyti su mumis savo mintimis. Asmenys, užpildę klausimyną, dalyvaus loterijoje, kurioje bus galima laimėti du prizus – teisę dalyvauti Hanzos sesijoje „Energetinis efektyvumas“, kuri vyks 2011 metų gegužės 11–14 dienomis Hamburge (bus padengtos ir kelionės bei apgyvendinimo Hamburge išlaidos). Jeigu pageidaujate dalyvauti loterijoje, prašome nurodyti Jūsų kontaktinius duomenis (vardą, pavardę, įmonės pavadinimą, telefoną, el. paštą)



#### 2. Prašome pažymėti Jūsų įmonės veiklos profilį ir įrašyti veiklos sritį:

- 1)  gamybinis
- 2)  prekybinis
- 3)  paslaugų teikimo
- 4)  mišrusis

#### 3. Kiek asmenų dirba Jūsų įmonėje:

- 1)  1-9
- 2)  10-49
- 3)  50-249
- 4)  virš 250

#### 4. Kiek laiko Jūsų įmonė veikia rinkoje?

- 1)  Mažiau nei vienerius metus
- 2)  1–5 metus
- 3)  6–9 metus
- 4)  Virš 10 metų

#### 5. Ūkinės veiklos vykdymo šalis:

#### 6. Dalyvavimas rinkose

- 1)  Vietos rinka
- 2)  Nacionalinė rinka
- 3)  Tarptautinė rinka

**7. Prašome nurodyti, kuri inovacijų rūšis Jūsų įmonėje yra svarbiausia:**

	itin svarbi	svarbi	mažai svarbi	nesvarbi	visai nesvarbi
1) Produktų inovacijų	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Procesų inovacijų	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Organizacinių inovacijų	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Rinkodaros inovacijų	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Ar per pastaruosius 3 metus Jūsų organizacijoje buvo įdiegta inovacijų:**

	Taip	Ne
1) Produktų	<input type="checkbox"/>	<input type="checkbox"/>
2) Procesų	<input type="checkbox"/>	<input type="checkbox"/>
3) Organizacinių	<input type="checkbox"/>	<input type="checkbox"/>
4) Rinkodaros	<input type="checkbox"/>	<input type="checkbox"/>

**9. Ar Jūsų įmonės organizacinė struktūra yra palanki inovatyvumui?**

- 1)  Vienareikšmiškai ne
- 2)  Greičiausiai ne
- 3)  Sunku pasakyti
- 4)  Greičiausiai taip
- 5)  Vienareikšmiškai taip

**10. Prašome įvertinti inovacinį lauką Jūsų įmonėje:**

	vienareikšmiškai sutinku	sutinku	neturiu nuomonės	nesutinku	vienareikšmiškai nesutinku
1) Darbuotojai gali teikti savo idėjas nepriklausomai nuo jų organizacijoje užimamos padėties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Organizacijos vadovybė pastebi visas savo darbuotojų inovacines iniciatyvas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Organizacijoje palaikomos naujos darbuotojų idėjos	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Skirtingu barų darbuotojai bendradarbiauja tarpusavyje	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Pavaldūs darbuotojai gali užginčyti vadovybės idėjas, jeigu su jomis nesutinka	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. Prašome įvertinti inovacinį lauką Jūsų šalyje**

vienareikšmiškai sutinku	sutinku	neturiu nuomonės	nesutinku	vienareikšmiškai nesutinku
-----------------------------	---------	---------------------	-----------	-------------------------------

- |   |                          |                          |                          |                          |                          |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1) Vietos savivaldybės labai remia inovacines įmones                          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Lengva gauti ES lėšų inovatyvumui remti                                    | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Lengva rasti inovacijų srityje patirties turinčių kvalifikuotų darbuotojų  | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4) Lengva gauti finansinių institucijų finansavimą inovacinei veiklai vykdyti | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5) Skaidrūs teisės aktai, reglamentuojantys inovacijų diegimo veiklą          | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

**12. Įvardykite Jūsų nuomone didžiausias kliūtis, trukdančias Jūsų įmonei diegti inovacijas:**

- 1)  Dideli kaštai, lėšų trūkumas
- 2)  Komplikuota teisinė tvarka
- 3)  Konkurencija
- 4)  Žinių apie naujas technologijas trūkumas
- 5)  Nesėkmės rizika/nežinomybė dėl naujų produktų paklausumo
- 6)  Kvalifikuotų darbuotojų trūkumas
- 7)  Sunku pasakyti
- 8)  Kitos kliūtys (jeigu taip, prašome įvardyti)

**13. Su kuriomis tyrimų ir plėtros institucijomis Jūsų įmonė bendradarbiauja šiuo metu?**

- 1)  Aukštosios mokyklos
- 2)  Mokslinių tyrimų institutai
- 3)  Technologijų sklaidos centrai
- 4)  Technologiniai inkubatoriai
- 5)  Dalyvavimas klasterinėse iniciatyvose
- 6)  Kita (nurodyti)
- 7)  Nebendradarbiauja

**14. Kokio pobūdžio tiriamieji darbai šiuo metu vykdomi Jūsų organizacijoje?**

- 1)  Galimybės įdiegti patobulinimų produktų gamybos ir paslaugų teikimo srityse
- 2)  Prieinamų technologijų pasiūlos analizė
- 3)  Konkurencinių rinkų pasiūlų analizė
- 4)  Realizavimo rinkų tyrimas
- 5)  Kita (nurodyti)
- 6)  Nevykdoma jokių tiriamųjų darbų

**15. Ar Jūsų įmonėje yra tiriamųjų ir plėtros darbų poreikis?**

- 1)  taip
- 2)  ne
- 3)  neturiu nuomonės

**16. Ar ateityje ketinate vykdyti, pavesti atlikti arba pirkti tam tikrus tiriamuosius ir plėtros darbus?**

- 1)  Ketinu
- 2)  Neketinu
- 3)  Nežinau/sunku pasakyti

**17. Kokia universitetų/aukštųjų mokyklų parama yra labiausiai reikalinga Jūsų įmonės inovacinei gebai didinti?**

- 1)  Informaciniai susitikimai konkrečių inovacijų tipų ir rūšių tema
- 2)  Periodiniai mokymai inovacinius projektus rengiantiems ir įgyvendinantiems asmenims
- 3)  Aprūpinimas praktine mokomąja ir didaktine medžiaga
- 4)  Individualios konsultacijos verslininko gamykloje
- 5)  Individualios konsultacijos telefonu
- 6)  Individualios konsultacijos el. paštu
- 7)  Kita (nurodyti)

**18. Kokios naudos savo įmonei tikėtės iš bendradarbiavimo tiriamųjų ir plėtros darbų srityje su mokslo įstaiga?**

- 1)  Naujų produktų/paslaugų įdiegimo
- 2)  Produktų/paslaugų kokybės išaugimo
- 3)  Organizacijos veiklos patobulinimo
- 4)  Bendradarbiavimo su tiekėjais ir klientais pagerėjimo
- 5)  Pardavimų išaugimo
- 6)  Konkurencinės padėties pagerėjimo
- 7)  Sąnaudų sumažėjimo
- 8)  Ekologinės veiklos plėtros
- 9)  Įmonės prestižo išaugimo
- 10)  Prieigos prie naujausių specializuotų žinių
- 11)  Galimybės diegti naujas technologijas
- 12)  Galimybės plėtoti turimus žmogiškuosius išteklius
- 13)  Rasti naujų klientų/padidinti užimamą rinkos dalį
- 14)  Įmonės rentabilumo išaugimo
- 15)  Kita (nurodyti)

**19. Kokios kliūtys Jūsų manymu trukdo bendradarbiauti su mokslo institucijomis?**

- 1)  Mokslo institucijų vadovams nėra žinoma konkreti problematika
- 2)  Pradėti bendradarbiauti yra sudėtinga
- 3)  Finansiniai trukdžiai
- 4)  Mokslo institucijos nėra suinteresuotos užmegzti bendradarbiavimą
- 5)  Bendrauti su minėtų institucijų atstovais yra sudėtinga (moksline kalba)
- 6)  Teisiniai trukdžiai
- 7)  Nepastebėjau jokių trukdžių
- 8)  Kita (nurodyti)

**20. Kurie iš toliau įvardytų veiksnių Jūsų nuomone labiausiai įtakoja inovacijų plėtros ir diegimo rinkoje procesą (kiekvienas atsakymas diapazone nuo 1 iki 5, kur 1 reiškia, kad įtakos neturi, o 5 žymi labai didelę įtaką):**

	1	2	3	4	5
1) Išsamūs rinkos tyrimai	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Įmonės tikslų ir inovacijų idėjos sutapimas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Inovacijų idėją palaiko įmonės valdyba ir savininkai	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Likusių įmonės darbuotojų palaikymas ir patarimai	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Kvalifikuotas personalas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Inovatyvus valdantis personalas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Disponavimas atitinkamais finansiniais ištekliais	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Deramos inovacijų valdymo strategijos parengimas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Inovatyvi darbo aplinka įmonėje	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. Prašome nurodyti, kuris iš pristatytųjų komunikavimo su potencialiais partneriais inovacijų srityje kanalų Jūsų įmonei yra priimtiniausias?**

- 1)  Telefonas
- 2)  Tradicinis paštas
- 3)  Elektroninis paštas (el. paštas)
- 4)  Tiesioginis pokalbis
- 5)  Internetiniai komunikatoriai (Skype, Gadu-gadu, kita)
- 6)  Informacinės sistemos, užtikrinančios paprastą prieigą prie internete skelbiamos informacijos
- 7)  Bendri proginiai renginiai
- 8)  Mokymai/dirbtuvės/seminarai
- 9)  Geros praktikos pavyzdžių pristatymas



10)  Vykdomų tyrimų ir rinkos analizės leidiniai

11)  Kita (nurodyti)

--

**22. Ar Jūsų įmonė yra sulaukusi iš mokslo įstaigos pasiūlymo bendradarbiauti?**

1)  taip

2)  ne

**23. Ar Jus domina mokymai ir konsultacijos bendradarbiavimo su mokslo aplinka tema?**

1)  taip

2)  ne

**24. Kuri bendradarbiavimo su mokslo įstaiga teminė sritis būtų Jūsų įmonei aktualiausia:**

1)  Technologijų

2)  Produktų

3)  Paslaugų

4)  Įmonės vidinių procesų

5)  Personalo plėtros

**25. Ar anksčiau esate bendradarbiavęs (-usi) inovacijų srityje su toliau išvardytais institucijomis?**

1)  Ūkio savivalda (rūmai, asociacijos)

2)  Savivaldybės administracija (įstaigos, ūkio rėmimo organizacijos)

3)  Tyrimų ir plėtros institucijos

4)  Finansuojančios institucijos

5)  Verslo paramos institucijos

6)  Aukštosios mokyklos

7)  Prekybos, pramonės ir amatų rūmai

8)  Kiti verslininkai

**26. Ar esate inovacinės pakraipos klasterinės iniciatyvos narys (-ė)?**

1)  taip

2)  ne

**27. Ar svarstote galimybę bendradarbiauti klasterinės iniciatyvos principu?**

1)  taip

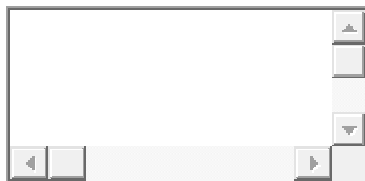
2)  ne

**28. Kurių iš toliau įvardytų veiksmų Jūsų įmonė norėtų imtis klasterinės iniciatyvos ribose?**

1)  Bendra tiriamoji ir plėtros veikla

- 2)  Žinių ir technologijų pirkimas
- 3)  Mašinų ir įrengimų pirkimas
- 4)  Bendros inovacinės iniciatyvos
- 5)  Bendras komercinio pasiūlymo rengimas / bendri rinkodaros veiksmai
- 6)  Mokymai ir konsultacijos klasterio nariams
- 7)  Bendri rinkos tyrimai ir analizė
- 8)  Bendradarbiavimo užmezgimas ir dalijimasis patirtimi regione
- 9)  Bendradarbiavimo užmezgimas ir dalijimasis patirtimi tarptautiniu mastu

**29. Kokia yra Jūsų nuomonė apie tokio kaip šis klausimyno forma vykdomus tyrimus?**



#### **Attachment no 4. Questionnaire in German.**

**„Bedarf an Innovationsunterstützung“**

**1. Sehr geehrte Damen und Herren, wir haben uns die Aufgabe gestellt, Innovationskraft und Wettbewerbsfähigkeit der kleinen und mittleren Unternehmen im Ostseeraum zu fördern. Zur Erfüllung dieser Aufgaben müssen wir aber den tatsächlichen Bedarf der Unternehmen kennen. Deshalb bitten wir, den nachstehenden Fragebogen auszufüllen.**

**Unter den Personen, die den Fragebogen beantworten und übersenden, werden zwei Reisen für 1 Person (Reise-, Hotel- und Aufenthaltskosten) nach Hamburg am 11. – 14. Mai 2011 einschließlich der Gelegenheit zur kostenlosen Teilnahme an der Hanse-Tagung „Energieeffizienz“ ausgelost. Wenn Sie an der Verlosung teilnehmen wollen, dann geben Sie bitte hier Ihren Namen und Ihre E-Mailadresse an:**



**2. Nennen Sie bitte den Tätigkeitsbereich Ihres Unternehmens**

- 1)  Produktion
- 2)  Marketing
- 3)  Dienstleistungen
- 4)  Verschiedenes

**3. Zahl der Beschäftigten**

- 1)  1-9
- 2)  10-49
- 3)  50-249

4)  über 250

**4. Seit wann besteht Ihr Unternehmen?**

1)  weniger als ein Jahr

2)  1-5 Jahre

3)  6-9 Jahre

4)  über 10 Jahre

**5. Land der Ausübung Ihrer Wirtschaftstätigkeit**

**6. Reichweite des Unternehmens auf dem Markt:**

1)  lokal

2)  national

3)  international

**7. Wählen Sie bitte die wichtigste Art der Innovation in Ihrem Unternehmen:**

	sehr wichtig	wichtig	wenig wichtig	nicht wichtig	völlig unwichtig
1) Produktinnovationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Prozessinnovationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) organisatorische Innovationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Marketinginnovationen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**8. Wurden Innovationen innerhalb der letzten drei Jahre in Ihrem Unternehmen eingeleitet**

	Ja	Nein
1) Produktinnovationen	<input type="checkbox"/>	<input type="checkbox"/>
2) Prozessinnovationen	<input type="checkbox"/>	<input type="checkbox"/>
3) Organisatorische Innovationen	<input type="checkbox"/>	<input type="checkbox"/>
4) Marketinginnovationen	<input type="checkbox"/>	<input type="checkbox"/>

**9. Ist die organisatorische Struktur Ihres Unternehmens für Innovationen günstig?**

1)  bestimmt nicht

2)  eher nicht

3)  schwer zu sagen

4)  eher schon

5)  bestimmt ja

**10. Beurteilen Sie bitte das Innovationsklima in Ihrem Unternehmen:**

Ich bin völlig einverstanden      Ich bin einverstanden      Ich weiss      Ich bin nicht einverstanden      Ich bin überhaupt nicht

			nicht		einverstanden
Die Mitarbeiter dürfen ihre Ideen					
1) melden, es gibt dafür Raum und Verfahren.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Die Geschäftsleitung nimmt alle					
2) Anzeichen der Innovation bei ihren Mitarbeitern wahr.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
3) Im Unternehmen werden neue Ideen der Mitarbeiter unterstützt.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Die Mitarbeiter verschiedener					
4) Abteilungen arbeiten miteinander zusammen.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Die Mitarbeiter können Vorschläge					
5) einbringen und Ideen der Geschäftsleitung hinterfragen, wenn sie anderer Auffassung sind.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**11. Beurteilen Sie bitte das Innovationsklima in Ihrem Land**

	Ich bin völlig einverstanden	Ich bin einverstanden	Ich weiss nicht	Ich bin nicht einverstanden	Ich bin überhaupt nicht einverstanden
lokale Selbstverwaltungen und					
1) Behörden unterstützen stark innovative Unternehmen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
2) leichter Zugang zu finanziellen Förderung von Innovationen	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
leichter Zugang zu den Mitarbeitern					
3) mit entsprechenden Qualifikationen und Erfahrung im Innovationsbereich	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
4) leichter Zugang zur Finanzierung von Innovationen durch Kreditinstitute	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
5) transparente, einfache Vorschriften zur Regelung der Innovationstätigkeit	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

**12. Nennen Sie bitte die größten Hindernisse, die Ihr Unternehmen bei der Einführung von Innovationen hat:**

- 1)  hohe Kosten, keine Finanzmittel
- 2)  komplizierte rechtliche Regelungen
- 3)  Konkurrenz
- 4)  unzureichendes Wissen über neue Technologien
- 5)  Misserfolgsrisiko/unsichere Nachfrage nach neuen Produkten
- 6)  mangelnde Fachkräfte
- 7)  schwer zu sagen
- 8)  sonstige, wenn ja, welche

**13. Mit welchen Forschungs- und Entwicklungseinrichtungen arbeitet Ihr Unternehmen zusammen?**

- 1)  Hochschulen und Universitäten
- 2)  Forschungsanstalten
- 3)  Zentren für Technologietransfer

- 4)  technologische Inkubatoren
- 5)  Teilnahme an Clusterinitiative
- 6)  Sonstige, welche
- 7)  Ich arbeite mit keiner Organisation zusammen

**14. Welche Forschungsarbeiten werden derzeit in Ihrem Unternehmen durchgeführt?**

- 1)  Optimierung im Bereich Herstellung von Produkten und Dienstleistungen
- 2)  Analysen verfügbarer Technologien
- 3)  Analysen von Konkurrenzangeboten
- 4)  Untersuchungen der Absatzmärkte
- 5)  Sonstige, welche
- 6)  In unserem Unternehmen werden keine Forschungsarbeiten durchgeführt

**15. Gibt es Bedarf an Durchführung von Forschungs- und Entwicklungsarbeiten in Ihrem Unternehmen?**

- 1)  Ja
- 2)  Nein
- 3)  Ich weiss nicht

**16. Sind Sie daran interessiert, in Zukunft irgendwelche Forschungs- und Entwicklungsarbeiten durchzuführen, durchführen zu lassen oder zu erwerben?**

- 1)  Ja, ich bin daran interessiert
- 2)  Nein, ich bin daran nicht interessiert
- 3)  Ich weiss nicht/Schwer zu sagen

**17. Welche Unterstützung seitens der Universitäten/Hochschulen ist für die Steigerung der Innovationsfähigkeit in Ihrem Unternehmen am meisten erwünscht?**

- 1)  Informationstreffen zum Thema „Bedarf und Arten der Innovationen“
- 2)  regelmäßige Schulungen und Workshops für Mitarbeiter, die Innovationsprojekte vorbereiten und umsetzen
- 3)  Bereitstellung von praktischen Schulungs- und Didaktikmaterialien
- 4)  individuelle Beratung unmittelbar im Unternehmen
- 5)  individuelle Telefonberatung
- 6)  individuelle E-Mail-Beratung
- 7)  Sonstige, welche

**18. Welche sich aus der Zusammenarbeit mit einer Forschungseinrichtung ergebenden Vorteile erwarten Sie im Rahmen der durchzuführenden Forschungs- und Entwicklungsarbeiten für Ihr Unternehmen:**

- 1)  Einführung neuer Produkte/Dienstleistungen
- 2)  Verbesserung der Qualität der Produkte/Dienstleistungen

- 3)  Optimierung organisatorischer Maßnahmen
- 4)  Verbesserung der Zusammenarbeit mit Lieferanten und Kunden
- 5)  Absatzförderung
- 6)  Verbesserung der Wettbewerbsfähigkeit
- 7)  Kostensenkung
- 8)  Erweiterung ökologischer Tätigkeit
- 9)  Verbesserung des Images des Unternehmens
- 10)  Sicherstellung des Zugangs zum aktuellsten Fachwissen
- 11)  Einarbeitung in modernen Technologien
- 12)  Entwicklung, Schulung, Beratung usw. des Personals
- 13)  Gewinnung neuer Kunden/Steigerung seiner Präsenz auf dem Markt
- 14)  Steigerung der Rentabilität des Unternehmens
- 15)  Sonstige, welche

**19. Welche Hindernisse erschweren Ihrer Meinung nach die Zusammenarbeit mit den Forschungseinrichtungen:**

- 1)  Die Vertreter der Forschungsanstalten kennen sich in der Problematik nicht aus
- 2)  Schwierigkeiten bei der Knüpfung von Kontakten und Aufbau einer Zusammenarbeit
- 3)  mangelnde Finanzmittel
- 4)  kein Interesse für Zusammenarbeit seitens der Forschungsanstalten
- 5)  Schwierigkeiten bei der Verständigung mit den Vertretern der Forschungsanstalten
- 6)  rechtliche Hindernisse
- 7)  Ich bemerke keine Hindernisse
- 8)  Sonstige, welche

**20. Welche Faktoren haben Ihrer Meinung nach den größten Einfluss auf die erfolgreiche Entwicklung und Erarbeitung von Innovation (Jede Antwort von 1-5, wobei 1 "hat keinen Einfluss" und 5 "hat einen großen Einfluss" bedeutet):**

	1	2	3	4	5
1) Markteridentifizierung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) mit der Innovationsidee übereinstimmende Ziele des Unternehmens	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Unterstützung der Innovationsidee durch Vorstand und Geschäftsführung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Unterstützung und Beratung der Mitarbeiter im Unternehmen	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Ausreichende und qualifizierte Arbeitskräfte	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) innovative Geschäftsführung	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

- 7) ausreichende Finanzmittel
- 8) Vorbereitung entsprechender Innovationsmanagement- Strategie
- 9) Innovatives Arbeitsklima im Unternehmen

**21. Markieren Sie bitte, welcher der nachstehend dargestellten Kommunikationskanäle (in Bezug auf potentielle Geschäftspartner) im Bereich Innovation den Bedürfnissen Ihres Unternehmens am besten entspricht?**

- 1)  Telefon
- 2)  Post
- 3)  E-Mail
- 4)  unmittelbares Gespräch
- 5)  Internetmassanger (Skype, Gadu-Gadu, sonstige)
- 6)  IT-Systeme zur Gewährleistung eines leichten Zugangs zu Informationen und Ressourcen per Internet
- 7)  gemeinsame Veranstaltungen
- 8)  Schulungen/Workshops/Seminare
- 9)  Präsentation erfolgreicher Beispiele aus Unternehmen
- 10)  Fachzeitschriften (Marktuntersuchungen und -analysen)
- 11)  Sonstiges, welches

**22. Hat Ihr Unternehmen schon einmal einen Vorschlag zur Zusammenarbeit von einer Forschungsinstitution bekommen?**

- 1)  Ja
- 2)  Nein

**23. Sind Sie an Schulungen bzw. Beratungen im Bereich Zusammenarbeit mit den Forschungseinrichtungen interessiert?**

- 1)  Ja
- 2)  Nein

**24. In welchen thematischen Bereichen könnte die Zusammenarbeit mit einer Forschungseinrichtungen in Ihrem Unternehmen am günstigsten sein:**

- 1)  Technologie
- 2)  Produkte
- 3)  Dienstleistungen
- 4)  innerbetriebliche Prozesse
- 5)  persönliche Entwicklung

**25. Haben Sie in Vergangenheit mit den nachstehend genannten Institutionen zusammen gearbeitet?**

- 1)  Selbstverwaltung (Kammern, Verbände)

- 2)  Behörden, Ämter, kommunale oder regionale Wirtschaftsförderer
- 3)  Forschungs- und Entwicklungsanstalten
- 4)  Kreditanstalten
- 5)  Geschäftsunterstützende Institutionen
- 6)  Hochschulen/Universitäten
- 7)  Freien Beratern/Beratungsunternehmen
- 8)  andere Unternehmer

**26. Sind Sie ein Mitglied der Clusterinitiative im Bereich Innovation?**

- 1)  Ja
- 2)  Nein

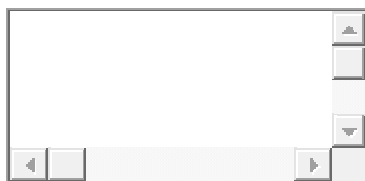
**27. Ziehen Sie die Zusammenarbeit im Rahmen der Clusterinitiative in Betracht?**

- 1)  Ja
- 2)  Nein

**28. Welche der nachstehend genannten Maßnahmen möchten Sie in Ihrem Unternehmen im Rahmen einer Clusterinitiative ergreifen?**

- 1)  gemeinsame Forschungs- und Entwicklungsarbeiten
- 2)  Erwerb von Know-How und Technologie
- 3)  Anschaffung von Maschinen und Geräten
- 4)  gemeinsame Innovationsinitiativen
- 5)  gemeinsame Erstellung des Marktangebots/gemeinsame Marketingaktionen
- 6)  Schulungen und Beratung für die Clustermitglieder
- 7)  gemeinsame Marktuntersuchungen und -analysen
- 8)  Kontaktabbauung und Erfahrungsaustausch in der Region
- 9)  Kontaktabbauung und Erfahrungsaustausch international

**29. Was halten Sie von der Durchführung solcher Untersuchungen wie dieser Fragebogen?**



**Attachment no 5. Questionnaire in Russian.**

**Quick - Потребность в инновационной поддержке**

**1. Уважаемые дамы и господа,**

**мы поставили себе задачу содействовать развитию инновационного потенциала и конкурентоспособности малых и средних предприятий в балтийском регионе. Но для ее решения нам необходимо знать о реальных**



потребностях предприятий. Поэтому мы просим Вас заполнить приведенную ниже анкету.

Среди лиц, которые заполнят и перешлют анкету, разыгрываются две поездки (дорожные расходы, оплата гостиницы и издержки связанные с пребыванием) в Гамбург 11-14 мая 2011 г., включая возможность бесплатного участия в Ганзейской сессии по теме «Энергоэффективность». Если вы желаете принять участие в розыгрыше поездки, укажите здесь, пожалуйста, свой электронный адрес:

**2. Укажите, пожалуйста, сферу деятельности Вашего предприятия**

- 1)  Производство
- 2)  Маркетинг
- 3)  Услуги
- 4)  Разное

**3. Как долго существует Ваше предприятие?**

- 1)  1-9
- 2)  10-49
- 3)  50-249
- 4)  свыше 250

**4. Как долго существует Ваше предприятие?**

- 1)  менее года
- 2)  1-5 лет
- 3)  6-9 лет
- 4)  свыше 10 лет

**5. Страна, где вы осуществляете хозяйственную деятельность**

**6. На каких рынках работает Ваше предприятие:**

- 1)  на местном
- 2)  на национальном
- 3)  на международном

**7. Пожалуйста, выберите важнейший вид инноваций на Вашем предприятии:**

- |   | очень важно                         | важно                    | менее важно              | неважно                  | совершенно не важно      |
|---|-------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1) Обновление продуктов                 | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Инновации производственных процессов | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Организационные инновации            | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4) Маркетинговые инновации

**8. Проводились ли инновации на Вашем предприятии в течение последних трех лет:**

- |                     | Да                       | Нет                      |
|---------------------|--------------------------|--------------------------|
| 1) Обновление       | <input type="checkbox"/> | <input type="checkbox"/> |
| 2) Инновации произв | <input type="checkbox"/> | <input type="checkbox"/> |
| 3) Организационные  | <input type="checkbox"/> | <input type="checkbox"/> |
| 4) Маркетинговые    | <input type="checkbox"/> | <input type="checkbox"/> |

**9. Способствует ли организационная структура Вашего предприятия инновациям?**

- 1)  определенно нет
- 2)  скорее нет
- 3)  трудно сказать
- 4)  скорее да
- 5)  определенно способствует

**10. Пожалуйста, оцените инновационный климат на Вашем предприятии:**

	Я полностью согласен	Я согласен	Я не знаю	Я несогласен	Я совсем не согласен
1) Сотрудники могут сообщать о своих идеях, для этого есть возможности и предусмотрены процедуры.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Руководство предприятия воспринимает все проявления инноваций, исходящие от сотрудников.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) На предприятии поддерживаются новые идеи сотрудников.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Сотрудники различных отделов сотрудничают друг с другом.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Сотрудники могут вносить предложения и выражать сомнения по поводу идей руководства, если они придерживаются иного мнения.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**11. Пожалуйста, оцените инновационный климат в Вашей стране**

	Я полностью согласен	Я согласен	Я не знаю	Я несогласен	Я совсем не согласен
1) местные самоуправления и ведомства оказывают мощную поддержку инновативным предприятиям	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) обеспечен легкий доступ к финансовой поддержке инноваций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) можно легко найти сотрудника с соответствующей квалификацией и опытом в сфере инноваций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) обеспечен легкий доступ к кредитному финансированию инноваций банками	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) существуют прозрачные и четкие нормы, регулирующие инновационную деятельность	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**12. Пожалуйста, назовите наибольшие препятствия, с которыми сталкивается Ваше предприятие при введении инноваций:**

- 1)  высокие издержки, отсутствие финансовых средств
- 2)  сложные правовые нормы
- 3)  конкуренция
- 4)  недостаточные знания о новых технологиях
- 5)  риск неудачи/нестабильный спрос на новые продукты
- 6)  нехватка специалистов
- 7)  сложно сказать
- 8)  иные, если да, какие

**13. С какими исследовательскими и разработческими учреждениями сотрудничает Ваше предприятие?**

- 1)  институты и университеты
- 2)  исследовательские учреждения
- 3)  центры трансферта технологий
- 4)  технологические инкубаторы
- 5)  участие в кластерных инициативах
- 6)  прочие, какие
- 7)  Я не сотрудничаю ни с какими организациями

**14. Какие исследовательские работы в наст. время проводятся на Вашем предприятии?**

- 1)  оптимизация в сфере производства продуктов и услуг
- 2)  анализ имеющихся технологий
- 3)  анализ предложений конкурентов
- 4)  исследование рынков сбыта
- 5)  прочие, какие
- 6)  на нашем предприятии не проводится никаких исследовательских работ.

**15. Есть ли потребность в проведении исследовательских и разработческих работ на Вашем предприятии?**

- 1)  да
- 2)  нет
- 3)  Я не знаю

**16. Заинтересованы ли Вы в том, чтобы в будущем провести либо заказать какие-либо исследования и разработки либо приобрести их результаты?**

- 1)  Да, я в этом заинтересован
- 2)  Нет, я в этом не заинтересован

3)  Я не знаю/сложно сказать

**17. Какая поддержка со стороны университетов/институтов с целью повышения инновационного потенциала Вашего предприятия наиболее желательна?**

- 1)  информационные встречи по теме «Потребность и виды инноваций»
- 2)  обучение и практические семинары для сотрудников, которые занимаются подготовкой и реализацией инновационных проектов
- 3)  предоставление практических обучающих и дидактических материалов
- 4)  индивидуальное консультирование непосредственно на предприятии
- 5)  индивидуальное консультирование по телефону
- 6)  индивидуальное консультирование по E-Mail
- 7)  прочие, какие

**18. Какие преимущества для Вашего предприятия Вы ожидаете от сотрудничества с исследовательским учреждением в рамках проводимых исследовательских и разработческих работ:**

- 1)  введение новых продуктов/услуг
- 2)  улучшение качества продуктов/услуг
- 3)  оптимизация организационных мероприятий
- 4)  улучшение сотрудничества с поставщиками и клиентами
- 5)  развитие сбыта
- 6)  улучшение конкурентоспособности
- 7)  снижение издержек
- 8)  расширение экологической деятельности
- 9)  улучшение имиджа предприятия
- 10)  обеспечение доступа к самым актуальным специальным знаниям
- 11)  освоение современных технологий
- 12)  развитие, обучение, консультирование и т.д. персонала
- 13)  приобретение новых клиентов/расширение присутствия на рынке
- 14)  повышение рентабельности предприятия
- 15)  прочие, какие

**19. Какие препятствия, по Вашему мнению, осложняют сотрудничество с исследовательскими учреждениями:**

- 1)  представители исследовательских учреждений не разбираются в проблематике
- 2)  сложности при установлении контактов и развитии сотрудничества
- 3)  недостаток финансовых средств
- 4)  отсутствие интереса к сотрудничеству у исследовательского учреждения

- 5)  сложности в понимании представителей исследовательских учреждений
- 6)  правовые препятствия
- 7)  я не вижу препятствий
- 8)  прочие, какие

**20. Какие факторы, по Вашему мнению, оказывают наибольшее влияние на успешное развитие и выработку инноваций (каждый ответ - от 1 до 5, 1= «не оказывает никакого влияния», 5= «оказывает большое влияние»):**

	1	2	3	4	5
1) Исследования рынка	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Соответствие целей предприятия инновационной идее	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Поддержка инновационной идеи правлением и коммерческим руководством	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Поддержка и консультирование сотрудников предприятия	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5) Обеспеченность квалифицированными кадрами	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6) Инновативное руководство	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7) Достаточность финансовых средств	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8) Подготовка соответствующих стратегий по менеджменту инноваций	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9) Инновативный рабочий климат на предприятии	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**21. Отметьте, пожалуйста, какой из указанных ниже каналов коммуникации (в отношении потенциальных партнеров по бизнесу) в сфере инноваций наиболее отвечает потребностям Вашего предприятия?**

- 1)  Телефон
- 2)  Почта
- 3)  E-Mail
- 4)  Непосредственная беседа
- 5)  Программы интернет-сообщений (Skype, прочие)
- 6)  Системы IT для обеспечения легкого доступа к информации и ресурсам через интернет
- 7)  Совместные мероприятия
- 8)  Обучение/практические семинары/семинары
- 9)  Презентации успешных примеров других предприятий
- 10)  Специализированные журналы (исследования и анализы рынков)
- 11)  Прочие, какие

**22. Получало ли Ваше предприятие когда-либо предложения о сотрудничестве от исследовательской организации?**

- 1)  да

2)  нет

**23. Заинтересованы ли Вы в обучении либо консультациях в сфере налаживания сотрудничества с исследовательскими организациями?**

1)  да

2)  нет

**24. В каких тематических областях сотрудничество с исследовательским учреждением было бы для Вашего предприятия наиболее выгодно:**

1)  Технологии

2)  Продукты

3)  Услуги

4)  Внутрипроизводственные процессы

5)  Личное развитие

**25. Сотрудничали ли Вы в прошлом с перечисленными ниже организациями?**

1)  самоуправляющиеся организации (палаты, ассоциации)

2)  ведомства, службы, местные и региональные организации содействия экономическому развитию

3)  исследовательские и разработческие организации

4)  кредитные институты

5)  организации содействия бизнесу (научные, техно- парки, инкубаторы и т.д.)

6)  институты/университеты

7)  частные консультанты/консалтинговые компании

8)  другие предприятия

**26. Являетесь ли Вы членом кластерной инициативы в сфере инноваций?**

1)  да

2)  нет

**27. Рассматриваете ли Вы возможность сотрудничества в рамках кластерной инициативы?**

1)  да

2)  нет

**28. Какие из перечисленных ниже мер Вы хотели бы предпринять на Вашем предприятии в рамках кластерной инициативы??**

1)  совместные исследовательские и разработческие работы

2)  приобретение ноу-хау и технологий

3)  приобретение станков и механизмов

4)  совместные инновационные инициативы

- 5)  совместное составление рыночных предложений/совместные маркетинговые акции
- 6)  обучение и консультирование членов кластера
- 7)  совместные исследования и анализ рынка
- 8)  установление контактов и обмен опытом в регионе
- 9)  установление международных контактов и международный обмен опытом

**29. Как Вы относитесь к проведению таких исследований, как данное анкетирование?**