**QUESTIONNAIRE ON BUSINESS MODEL INNOVATION,**

**OPEN INNOVATION, AGILITY AND EXPORT PERFORMANCE**

**OPEN INNOVATION (OI)**

**To what extent do you agree with the following statements about your company?**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1**  **Completely disagree** |  |  |  |  |  | **7**  **Completely agree** |
| OI1 To improve our activity, we regularly look for ideas outside the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OI2 We often acquire technology or technological know-how (patents, licences, etc.) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OI3 We often collaborate with external agents in our innovation projects (customers, suppliers, competitors, research centres...) | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OI4 We sometimes sell technology or technological know-how (patents, licences, etc.) developed by our company |  |  |  |  |  |  |  |
| OI5 We often collaborate in innovation projects of other companies and institutions | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OI6 We share our technological know-how with external agents | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**OPERATIONAL AND MARKET AGILITY (OA / MA)**

**Please indicate your level of agreement with the following statements about your company:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1**  **Completely disagree** |  |  |  |  |  | **7**  **Completely agree** |
| OA1 We can quickly adjust the level of production to variations in demand. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OA2 When supplier supply failures occur, we are able to make the necessary adjustments so that we are affected as little as possible. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| OA3 We can respond quickly to urgent orders or special requests from customers: they rely on our responsiveness. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| MA1 We are able to take swift action in response to market changes. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| MA2 We continually seek new ways to better serve the market. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| MA3 We see changes in the market as a source of opportunity. | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**BUSINESS MODEL INNOVATION (BMI)**

**Please indicate to what extent your company has made changes in the following areas in the last 3 years:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1**  **Any change** |  |  |  |  |  | **7**  **Very significant changes** |
| BMIVO1 Your target audience | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVO2 The company's main product or service | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVO3 Your market strategy | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVO4 The value proposition it makes to its customers | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVA1 Its main distribution channel | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVA2 The internal areas the company considers most strategic | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVA3 The type of resources and competencies the company invests most in | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIVA4 The role its customers, suppliers and other stakeholders play in the company | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIRM1 The company's main sources of revenue | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| BMIRM2 The company's cost structure | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**EXPORT PERFORMANCE (EP)**

**Concerning to your sales abroad, please assess the evolution of the following indicators over the last 3 years:**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **1**  **Strong reduction** |  |  |  |  |  | **7**  **Strong increase** |
| EP1 Foreign sales volumen | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| EP2 Weight of foreign sales in total company sales | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| EP3 Profitability of foreign sales | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| EP4 Number of countries to which the company sells | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
| EP5 Extent to which the company achieves its sales targets abroad | 1 | 2 | 3 | 4 | 5 | 6 | 7 |

**AGE (AGE)**

**How many years has your company been operating? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**EXPORTING EXPERIENCE (EXPERF)**

**How many years has your company been exporting? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**EXPORTING BREADTH (EXPB)**

**How many countries does your company sell to? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**SIZE (SIZE)**

**What is the number of employees in your company? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**FAMILY-OWNED BUSINESS (FAM)**

|  |
| --- |
| **Is your company family-owned (it is considered family-owned if more than 50% of the capital is in the hands of one family)?)**  1  Yes  2  No |