

INTERNATIONAL ORGANISATION AND SOURCING OF BUSINESS ACTIVITIES

05 March 2012

This questionnaire covers the following topics:

1. General information.
2. Domestic activities in your enterprise.
3. International sourcing and relocation of business functions of your enterprise.
4. International organisation of business activities in your foreign affiliates.
5. Contracted activities of your enterprise to supplying enterprises abroad.

1. General information

1.1 Was your enterprise part of an enterprise group at the end of 2011?

Tick one box.

Yes ☐ ➔ Please go to question 1.2

No ☐ ➔ Please go to question 2.1

1.2 Was your enterprise controlled by another enterprise in the group at the end of 2011?

Tick one box.

Yes ☐ ➔ Please go to question 1.3

No ☐ ➔ Please go to question 2.1

1.3 What was the location of the global group head of the enterprise group at the end of 2011?

Tick one box.

[Name of MS] ☐

Other EU-country ☐

Outside EU ☐

In this questionnaire, the EU consists of 27 Member States:

Belgium, Bulgaria, Czech Republic, Denmark, Germany, Estonia, Ireland, Greece, Spain, France, Italy, Cyprus, Latvia, Lithuania, Luxembourg, Hungary, Malta, Netherlands, Austria, Poland, Portugal, Romania, Slovenia, Slovakia, Finland, Sweden and the United Kingdom.

2. Domestic activities in your enterprise

The following questions concern the domestic activities in **your enterprise** in [name of MS] at the end of 2011 and in the period **2009-2011**.

Information about activities in your affiliates or other enterprises **should not be included**.

2.1 How would you describe the core business function of your enterprise at the end of 2011?

Tick the most characteristic option.

Manufacturing

- **Regular manufacturing** ☐
(owns the rights to the final good, produces and sells the final good)
- **Subcontractor** ☐
(produces under contract for others, neither owns the right to, nor develops, designs, owns, or sells the final good)
- **Factoryless goods provider** ☐
(does not produce the final good, but owns the rights, develops, designs, owns, and sells the final good)

Construction ☐

Trade ☐

Services

- **Regular producer of design, R&D, engineering services** ☐
(develops, designs and engineers services for clients on the market)
- **Design, R&D, engineering services producer and goods provider** ☐
(develops, designs, engineers services, produces goods or controls the production process performed by affiliates and/or subcontractors, and sells the final good)
- **Other services** ☐

Other ☐

2.2 Please give your best estimate of the employment in your enterprise at the end of 2011.

Please fill in the number of persons employed. Your best estimate is fine.

Persons undertaking more than one function should be placed according to their main activity.

	Number of persons employed	Not applicable	Do not know
TOTAL (all functions)	[]		
Core business function			
Production of goods and/or services for the market	[]	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions			
Distribution and logistics	[]	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	[]	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	[]	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	[]	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	[]	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	[]	<input type="checkbox"/>	<input type="checkbox"/>

2.3 How has employment in your enterprise developed from the beginning of 2009 to the end of 2011?

Tick one option per row.

	Increased	No change	Reduced	Not applicable	Do not know
TOTAL (all functions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Core business function					
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions					
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. International sourcing and relocation of business functions of your enterprise

This section concerns the **sourcing** and **relocation** of activities **by your enterprise** in the period **2009-2011**.

Sourcing activities may include domestic and international sourcing:

- **Domestic sourcing** is the total or partial movement of activities currently performed by your enterprise in [name of MS] to other enterprises in [name of MS].
- **International sourcing** is the total or partial movement of business functions (core or support business functions) currently performed in-house or currently domestically sourced by the resident enterprise out of [name of MS] to enterprises within or outside of your enterprise group located abroad.

If you have characterised your enterprise as a **factoryless goods provider** or as a **design, R&D, engineering services producer and goods provider** (in question 2.1), please register any manufacturing activities that you have sourced internationally in the period 2009-2011 under the core business function of your enterprise.

Sourcing of business functions

3.1 Which functions has your enterprise sourced in the period from the beginning of 2009 to the end of 2011?

Tick all that apply.

	Sourced domestically	Sourced internationally	Not sourced	Not applicable	Do not know
Core business function					
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions					
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If your enterprise has **not** sourced any functions **internationally** in the period 2009-2011, please go to question 3.6.

International sourcing of business functions

Please note that the following questions concern **only** the **international** sourcing activities of your enterprise in the period 2009-2011.

3.2 To what kind of business partners has your enterprise sourced functions internationally in the period from the beginning of 2009 to the end of 2011?

Tick all that apply.

	To enterprises within your enterprise group abroad	To enterprises outside your enterprise group abroad	Not applicable	Do not know
Core business function				
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions				
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3 Into which countries has your enterprise sourced functions in the period from the beginning of 2009 to the end of 2011?

Tick all that apply.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
Core business function												
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions												
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* In the National version, each MS should add "- not incl. [name of MS]" in the relevant column

The geographical areas are composed as follows:

- **EU-15:** Belgium, Denmark, Germany, Greece, Spain, France, Ireland, Italy, Luxembourg, Netherlands, Austria, Portugal, Finland, Sweden, and the United Kingdom.
- **EU-12:** the Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia, Slovak Republic, Bulgaria, and Romania.
- **Russia.**
- **Other European countries:** Switzerland, Norway, Turkey, Belarus, Ukraine and the Balkan states.
- **China.**
- **India.**
- **Oceania and other Asian countries:** Includes Japan, Korea, Near-, Middle- and Far-East, and Oceania (including Australia and New Zealand).
- **USA and Canada.**
- **Brazil.**
- **Rest of World:** includes Mexico, South and Central America (except for Brazil), and Africa.

3.4 Please give your best estimate of the number of jobs lost in your enterprise in the period from the beginning of 2009 to the end of 2011 as a result of your international sourcing activities.

Please fill in the estimated number of jobs.

	Number of jobs lost in your enterprise as a result of your international sourcing activities	Not applicable	Do not know
Total number of jobs lost as a result of your international sourcing activities	[] [] [] [] []		
Core business function			
Production of goods and/or services for the market	[] [] [] [] []	[]	[]
Support business functions			
Distribution and logistics	[] [] [] [] []	[]	[]
Marketing, sales services and after sales services, incl. help desks and call centres	[] [] [] [] []	[]	[]
ICT services	[] [] [] [] []	[]	[]
Administrative and management functions	[] [] [] [] []	[]	[]
R&D, engineering and related technical services	[] [] [] [] []	[]	[]
Other support functions	[] [] [] [] []	[]	[]

Motivation and barriers for international sourcing

3.5 Please indicate the importance of the following motivation factors for your decision to carry out international sourcing in the period from the beginning of 2009 to the end of 2011.

Tick one option per row.

	Very important	Important	Not important	Not applicable	Do not know
Reduction of labour costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of costs other than labour costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to new markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified labour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to specialised knowledge/technologies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved quality or introduction of new products	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on core business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced delivery times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less regulation affecting the enterprise, e.g. less environmental regulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic decisions taken by the group head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.6 Please assess the importance of the following barriers when considering or carrying out international sourcing in the period from the beginning of 2009 to the end of 2011.

Tick one option per row.

	Very important	Important	Not important	Not applicable	Do not know
Legal or administrative barriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Taxation issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tariffs and trade barriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to finance or other financial constraints	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linguistic or cultural barriers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity to existing clients needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties in identifying potential/suitable providers abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertainty of the quality of the products/services to be supplied abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Concerns of the employees (including the trade unions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall concerns of the sourcing operation exceeding expected benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Optional:					
Lack of management resources and know-how	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Missing documentation of own products and processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.7 How important is it for your enterprise that the following functions are located physically close to or together with your core business function?

Tick one option per row.

	Very important	Important	Not important	Not applicable	Do not know
Support business functions					
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Relocation of business functions into [name of MS]

3.8 Has your enterprise sourced back functions to [name of MS] from abroad in the period from the beginning of 2009 to the end of 2011?

Tick one box.

Yes ☐ ➔ Please go to question 3.9

No ☐ ➔ Please go to question 3.11

International back sourcing is the movement of functions by your enterprise back into [name of MS], which your enterprise has previously moved out of the country.

The functions have been moved **from** your affiliates abroad or from enterprises within or outside of your enterprise group abroad. They have been moved **to** your enterprise or to enterprises within or outside of your enterprise group in [name of MS].

3.9 From which areas has your enterprise sourced back functions in the period from the beginning of 2009 to the end of 2011?

Tick all that apply.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
Core business function												
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions												
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* In the National version, each MS should add "- not incl. [name of MS]" in the relevant column

3.10 Please indicate the importance of the following factors for your decision to source back functions in the period from the beginning of 2009 to the end of 2011.

Tick one option per row.

	Very important	Important	Not important	Not applicable	Do not know
Difficult to manage due to physical distance, language, and cultural differences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Insufficient quality of product/service at the foreign location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Low labour productivity at the foreign location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified personnel at the foreign location	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too long delivery time to customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Problems with supplier flexibility and ability to supply	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Higher than expected costs involved in sourcing activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Strategic decisions taken by the group head	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.11 Apart from international back sourcing, has your enterprise relocated activities to [name of MS] from abroad in the period from the beginning of 2009 to the end of 2011?

Tick one box.

Yes ☐ ➔ *Please go to question 3.12*

No ☐ ➔ *Please go to question 4.1*

International relocation other than back sourcing is the movement of functions by your enterprise into [name of MS] from abroad, which have been carried out for your enterprise abroad but have *not* previously been moved out [name of MS] by your enterprise.

The functions have been moved **from** your affiliates abroad or from enterprises within or outside of your enterprise group abroad. They have been moved **to** your enterprise or to enterprises within or outside of your enterprise group in [name of MS].

3.12 From which area has your enterprise relocated functions to [name of MS] in the period from the beginning of 2009 to the end of 2011?

Tick all that apply.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
Core business function												
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions												
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

** In the National version, each MS should add "- not incl. [name of MS]" in the relevant column*

4. International organisation of activities in your foreign affiliates

The following questions concern the international organisation of activities in **your foreign affiliates**.

Your foreign affiliates are enterprises outside of [name of MS] over which your enterprise has control.

Information about your enterprise, your domestic affiliates or other enterprises **should not be included**.

If you have characterised your enterprise as a **factoryless goods provider** or as a **design, R&D, engineering services producer and goods provider** (in question 2.1), please register any manufacturing activities in your foreign affiliates on your behalf under the core business function of your enterprise.

4.1 Did your enterprise control affiliates outside of [name of MS] at the end of 2011?

Tick one box.

Yes ☐ ➡ Please go to question 4.2

No ☐ ➡ Please go to question 5.1

4.2 Which business functions were undertaken by your foreign affiliates in each area at the end of 2011?

Tick all that apply.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
Core business function of your enterprise												
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions for your enterprise												
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* In the National version, each MS should add "- not incl. [name of MS]" in the relevant column

4.3 Please give your best estimate of the employment by business function in your foreign affiliates at the end of 2011.

Please fill in the number of persons employed.

Persons undertaking more than one function should be placed according to their main activity.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
TOTAL (all functions)	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]		
Core business function of your enterprise												
Production of goods and/or services for the market	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
Support business functions for your enterprise												
Distribution and logistics	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
Marketing, sales services and after sales services, incl. help desks and call centres	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
ICT services	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
Administrative and management functions	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
R&D, engineering and related technical services	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]
Other support functions	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]	[]

* In the National version, each MS should add "- not incl. [name of MS]" in the relevant column

4.4 How has the employment in your foreign affiliates developed from beginning of 2009 to end of 2011?

Tick one option per row.

	Increased	No change	Reduced	Not applicable	Do not know
TOTAL (all functions)	[]	[]	[]		
Core business function of your enterprise					
Production of goods and/or services for the market	[]	[]	[]	[]	[]
Support business functions for your enterprise					
Distribution and logistics	[]	[]	[]	[]	[]
Marketing, sales services and after sales services, incl. help desks and call centres	[]	[]	[]	[]	[]
ICT services	[]	[]	[]	[]	[]
Administrative and management functions	[]	[]	[]	[]	[]
R&D, engineering and related technical services	[]	[]	[]	[]	[]
Other support functions	[]	[]	[]	[]	[]

5. Contracted activities of your enterprise to supplying enterprises abroad

The following questions concern **contracted activities of your enterprise**.

Contracted activities are activities that are undertaken by external supplying enterprises outside your enterprise group abroad.

If you have characterised your enterprise as a **factoryless goods provider** or as a **design, R&D, engineering services producer and goods provider** (in question 2.1), please register the manufacturing of goods contracted out under the core business function of your enterprise.

5.1 Did supplying enterprises abroad undertake functions for your enterprise in 2011?

Tick one box.

Yes ☐ ➡ Please go to question 5.2

No ☐ ➡ Please go to [questionnaire completion]

5.2 In which areas were these supplying enterprises located?

Tick all that apply.

	EU-15*	EU-12*	Russia	Other European countries*	China	India	Oceania and other Asian countries	USA and Canada	Brazil	Rest of World	Not applicable	Do not know
Core business function of your enterprise												
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions for your enterprise												
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* In the National version, each MS should add "- not incl. [name of MS]" in the relevant column

5.3 How has your use (estimated expenditure) of supplying enterprises abroad developed in the period from the beginning of 2009 to the end of 2011?

Tick one option per row.

	Increased	No change	Reduced	Not applicable	Do not know
TOTAL (all functions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
Core business function of your enterprise					
Production of goods and/or services for the market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions for your enterprise					
Distribution and logistics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing, sales services and after sales services, incl. help desks and call centres	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ICT services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative and management functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
R&D, engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other support functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>