

Additional modules and questions (with Eurostat codes)

From The Community Innovation Survey CIS2016

1.4 During the three years 2014 to 2016, how important were each of the following strategies to your enterprise?

	Degree of importance				
	3 High	2 Medium	1 Low	0 Not important	
Focus on improving your existing goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FIMPGS
Focus on introducing entirely new goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FNWGS
Focus on reaching new customer groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FNWCUS
Focus on customer specific solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FCSOL
Focus on low-price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	FLOWP

2.5 To the best of your knowledge, were any of your product innovations during the three years 2014 to 2016:

	Please tick one option in every row			
	1 Yes	0 No	2 Don't know	
A first in [your country]	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	INPDFC
A first in Europe*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	INPDFE
A world first	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	INPDFW

*: Include the following European Union (EU) and associated countries: Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Italy, Ireland, Kosovo, Latvia, Liechtenstein, Lithuania, Luxembourg, FYR Macedonia, Malta, Montenegro, the Netherlands, Norway, Poland, Portugal, Romania, Serbia, Slovenia, Slovakia, Switzerland, Spain, Sweden, Turkey and the United Kingdom.¹

5.3 How much do you expect your enterprise's total innovation expenditures to change in 2017 and 2018?

2017 compared to 2016

- ☐ Increase *If yes, by approximately* % **INCREXA**
- ☐ Stay about the same (+/- 5%) **INCREPC SAMEXA**
- ☐ Decrease *If yes, by approximately* % **DECEXA**
- ☐ No innovation expenditures expected **NOEXA**
- ☐ Don't know (yet) **UNEXA**

2018 compared to 2017

- ☐ Increase **INCREXB**
- ☐ Stay about the same (+/- 5%) **SAMEXB**
- ☐ Decrease **DECEXB**
- ☐ No innovation expenditures expected **NOEXB**
- ☐ Don't know (yet) **UNEXB**

¹ Each NSO needs to remove their own country from the list of European countries.

11. Effect of legislation or regulations on innovation activities

11.1 Please assess the effect of the following legislation or regulations on your enterprise's innovation activities during the three years 2014 to 2016.

Tick all that apply

Legislation or regulation	Stimulated innovation		Created no major problems		Created uncertainty		Generated an excessive burden ¹		Lacked consistency across the EU ²		Not relevant	
Product safety / consumer protection	<input type="checkbox"/>	STIMPRS	<input type="checkbox"/>	NPBPRS	<input type="checkbox"/>	UNCPRS	<input type="checkbox"/>	BURPRS	<input type="checkbox"/>	CONPRS	<input type="checkbox"/>	NRPRS
Operational and worker safety	<input type="checkbox"/>	STIMOPS	<input type="checkbox"/>	NPBOPS	<input type="checkbox"/>	UNCOPS	<input type="checkbox"/>	BUROPS	<input type="checkbox"/>	CONOPS	<input type="checkbox"/>	NROPS
Environmental	<input type="checkbox"/>	STIMENV	<input type="checkbox"/>	NPBENV	<input type="checkbox"/>	UNCENV	<input type="checkbox"/>	BURENV	<input type="checkbox"/>	CONENV	<input type="checkbox"/>	NRENV
Intellectual property	<input type="checkbox"/>	STIMIP	<input type="checkbox"/>	NPBIP	<input type="checkbox"/>	UNCIP	<input type="checkbox"/>	BURIP	<input type="checkbox"/>	CONIP	<input type="checkbox"/>	NRIP
Tax	<input type="checkbox"/>	STIMTAX	<input type="checkbox"/>	NPBTAX	<input type="checkbox"/>	UNCTAX	<input type="checkbox"/>	BURTAX	<input type="checkbox"/>	CONTAX	<input type="checkbox"/>	NRTAX
Employment or social affairs	<input type="checkbox"/>	STIMEMP	<input type="checkbox"/>	NPBEMP	<input type="checkbox"/>	UNCEMP	<input type="checkbox"/>	BUREMP	<input type="checkbox"/>	CONEMP	<input type="checkbox"/>	NREMP
Other	<input type="checkbox"/>	STIMOTH	<input type="checkbox"/>	NPBOTH	<input type="checkbox"/>	UNCOTH	<input type="checkbox"/>	BUROTH	<input type="checkbox"/>	CONOTH	<input type="checkbox"/>	NROTH

1) E.g. prescriptive legislation; requires more burden/cost in your enterprise than would be needed to fulfill its objectives.

2) Nationally fragmented regulation, i.e. (too many) different rules in different countries.

11.2 During the three years 2014 to 2016, has legislation or regulations affected your enterprises' innovation activities in the following ways?

	1 Yes	0 No	
Initiated one or more innovation activities	<input type="checkbox"/>	<input type="checkbox"/>	REGINI
Refrained from starting one or more innovation activities	<input type="checkbox"/>	<input type="checkbox"/>	REGRFR
Stopped one or more ongoing innovation activities	<input type="checkbox"/>	<input type="checkbox"/>	REGSTP
Delayed the completion of one or more innovation activities	<input type="checkbox"/>	<input type="checkbox"/>	REGDLY
Increased the costs of one or more innovation activities	<input type="checkbox"/>	<input type="checkbox"/>	REGINC

14. Innovations in logistics

Logistics is a set of services including the planning, organisation, management, execution and monitoring of an enterprise's entire material, goods and related information flows (flows from purchasing, production and warehousing, to added value services, distribution and reverse logistics).

14.1 During the three years from 2014 to 2016 did your enterprise introduce any of the following innovations in logistics?

	1 Yes	0 No	
Inventory management systems (for example automatic (& real-time) monitoring, tracking / tracing delivery of goods.	<input type="checkbox"/>	<input type="checkbox"/>	LGMGSY
Digital supply chain management (includes paperless, transparent supply chain transactions, manage supplier relationships, and control associated business processes).	<input type="checkbox"/>	<input type="checkbox"/>	LGDSMGT
E-procurement (for example new forms of purchasing and selling materials and goods through internet and other information systems between suppliers and enterprises)	<input type="checkbox"/>	<input type="checkbox"/>	LGEPROC
Unique and automatic identification of products within the whole supply chain	<input type="checkbox"/>	<input type="checkbox"/>	LGUAID
Reverse logistics (all operations related to the re-use and return of products and materials)	<input type="checkbox"/>	<input type="checkbox"/>	LGREV
New delivery models, including the use of alternatively fueled vehicles or multi-modal logistics (for example combined use of road transport and inland navigation)	<input type="checkbox"/>	<input type="checkbox"/>	LGNWDM
Improved shipment by redesign (packaging, weight, density)	<input type="checkbox"/>	<input type="checkbox"/>	LGIMPS
Other	<input type="checkbox"/>	<input type="checkbox"/>	LGOTH

14.2 Approximately what percent of your operating expenses were for logistics in 2016?

Include all operating expenses related to the planning, organisation, management, execution and monitoring of your enterprise's entire material, goods and related information flows.

Please insert '0' if your enterprise had no costs for logistics

% **LGPC**

14.3 How important were the following reasons for your enterprise to introduce innovations in logistics?

	Degree of importance				
	3 High	2 Medium	1 Low	0 Not important	
Open up new market opportunities (e.g. new customers, new or significantly improved goods and/or services)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LGINWMT
Improve your enterprise's performance (increased market share, turnover, profit)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LGIMPF
Respond to market pressures (risk of losing customers and/or turnover)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LGRESMT
Respond to cost pressures (need to reduce costs or limit cost increases)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LGIRESC
Respond to existing or forthcoming regulatory provisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	LGRSPRV

14.4 Approximately how much did your enterprise spend on innovations in logistics in 2016? Include expenditures for any of the innovations in logistics listed in question 14.1.

LGEXP

Tick one only

- | | | | |
|----|---|--------------------------|----------|
| A. | Not applicable as no innovations in logistics were made in 2016 | <input type="checkbox"/> | 0 |
| B. | less than 10,000 Euros | <input type="checkbox"/> | 1 |
| C. | 10,000 to less than 50,000 Euros | <input type="checkbox"/> | 2 |
| D. | 50,000 to less than 100,000 Euros | <input type="checkbox"/> | 3 |
| E. | 100,000 to less than 250,000 Euros | <input type="checkbox"/> | 4 |
| F. | 250,000 to less than 500,000 Euros | <input type="checkbox"/> | 5 |
| G. | 500,000 to less than 1 million Euros | <input type="checkbox"/> | 6 |
| H. | Over 1 million Euros | <input type="checkbox"/> | 7 |
| I. | Don't know | <input type="checkbox"/> | 8 |

Go to section 15

14.5 Which of the following best describes why your enterprise did not introduce any innovations in logistics during 2014 to 2016?

Tick one only

- | | | |
|---|--------------------------|---------------|
| No compelling reason | <input type="checkbox"/> | LGNORE |
| We outsourced logistics to another enterprise | <input type="checkbox"/> | LGOUTS |
| We considered innovating, but faced one or more of the following obstacles: | <input type="checkbox"/> | LGOBS |

*Tick **all** that apply*

- | | | |
|----------------------|--------------------------|----------------|
| Financial obstacles | <input type="checkbox"/> | LGFIN |
| Technical obstacles | <input type="checkbox"/> | LGTEC |
| Regulatory obstacles | <input type="checkbox"/> | LGREG |
| Other | <input type="checkbox"/> | LGO THO |

From The Community Innovation Survey CIS2014

10. Public sector contracts and innovation

10.1 During the three years 2012 to 2014, did your enterprise have any contracts to provide goods or services for:

	Yes 1	No 0	
Domestic public sector organisations*	<input type="checkbox"/>	<input type="checkbox"/>	PUBDOM
Foreign public sector organisations*	<input type="checkbox"/>	<input type="checkbox"/>	PUBFOR

*The public sector includes government owned organisations such as local, regional and national administrations and agencies, schools, hospitals, and government providers of services such as security, transport, housing, energy, etc.

If no to both options, go to section 11

Otherwise go to question 10.2

10.2 Did your enterprise undertake any innovation activities as part of a contract to provide goods or services to a public sector organisation? *(Include activities for product, process, organisational and marketing innovations)*

No	<input type="checkbox"/>	(Go to section 11)	0
PBINN			
Yes	<input type="checkbox"/>		1

If yes, did one or more of your public sector contracts:

(If your enterprise had several contracts, tick all that apply)

Specifically require innovation as part of the contract	<input type="checkbox"/>	PBINCT
Not require innovation as part of the contract	<input type="checkbox"/>	PBNOCT

13. Innovations with environmental benefits

An innovation with environmental benefits is a new or significantly improved product (good or service), process, organisational method or marketing method that creates environmental benefits compared to alternatives.

- The environmental benefits can be the primary objective of the innovation or a by-product of other objectives.
- The environmental benefits of an innovation can occur during the production of a good or service, or during its consumption or use by the end user of a product. The end user can be an individual, another enterprise, the Government, etc.

13.1 During the three years 2012 to 2014, did your enterprise introduce a product (good or service), process, organisational or marketing innovation with any of the following environmental benefits?

	Yes 1	No 0	
<u>Environmental benefits obtained within your enterprise</u>			
Reduced material or water use per unit of output	<input type="checkbox"/>	<input type="checkbox"/>	ECOMAT
Reduced energy use or CO ₂ 'footprint' (reduce total CO ₂ production)	<input type="checkbox"/>	<input type="checkbox"/>	ECOENO
Reduced air, water, noise or soil pollution	<input type="checkbox"/>	<input type="checkbox"/>	ECOPOL
Replaced a share of materials with less polluting or hazardous substitutes	<input type="checkbox"/>	<input type="checkbox"/>	ECOSUB
Replaced a share of fossil energy with renewable energy sources	<input type="checkbox"/>	<input type="checkbox"/>	ECOREP
Recycled waste, water, or materials for own use or sale	<input type="checkbox"/>	<input type="checkbox"/>	ECOREC
<u>Environmental benefits obtained during the consumption or use of a good or service by the end user</u>			
Reduced energy use or CO ₂ 'footprint'	<input type="checkbox"/>	<input type="checkbox"/>	ECOENU
Reduced air, water, noise or soil pollution	<input type="checkbox"/>	<input type="checkbox"/>	ECOPOS
Facilitated recycling of product after use	<input type="checkbox"/>	<input type="checkbox"/>	ECOREA
Extended product life through longer-lasting, more durable products	<input type="checkbox"/>	<input type="checkbox"/>	ECOEXT

**If no to all options, go to question 13.4
Otherwise go to question 13.2**

13.2 Were any of these environmental benefits due to the following types of your enterprise's innovations?

	Yes 1	No 0	
Product (goods or services) innovations	<input type="checkbox"/>	<input type="checkbox"/>	ECOPRD
Process innovations	<input type="checkbox"/>	<input type="checkbox"/>	ECOPRC
Organisational innovations	<input type="checkbox"/>	<input type="checkbox"/>	ECORG
Marketing innovations	<input type="checkbox"/>	<input type="checkbox"/>	ECOMKT

13.3 During 2012 to 2014, how important were the following factors in driving your enterprise's decisions to introduce innovations with environmental benefits?

	Degree of importance				
	High	Medium	Low	Not relevant	
	3	2	1	0	
Existing environmental regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENEREG
Existing environmental taxes, charges or fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENETX
Environmental regulations or taxes expected in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENREGF
Government grants, subsidies or other financial incentives for environmental innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENGRA
Current or expected market demand for environmental innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENDEM
Improving your enterprise's reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENREP
Voluntary actions or initiatives for environmental good practice within your sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENAGR
High cost of energy, water or materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENCOST
Need to meet requirements for public procurement contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ENREQU

13.4 Does your enterprise have procedures in place to regularly identify and reduce your enterprise's environmental impacts? (For example preparing environmental audits, setting environmental performance goals, ISO 14001 certification, ISO 50001 certification, etc).

No ☐ (Go to section 14) 0 ENVID
 Yes ☐ 1

If your enterprise had any procedures in place, when were they implemented?

(Tick all that apply)

Some procedures were implemented before 2012 ☐ ENVBF
 Some procedures were implemented or significantly changed between 2012 and 2014 ☐ ENVBT

6. Sources of information and co-operation for product and process innovation

6.1 During the three years 2010 to 2012, how important to your enterprise's innovation activities were each of the following information sources? Include information sources that provided information for new innovation projects or contributed to the completion of existing projects.

		Degree of importance				
		Tick 'not used' if no information was obtained from a source.				
Information source		High	Medium	Low	Not used	
		3	2	1	0	
Internal	Within your enterprise or enterprise group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SENTG
	Suppliers of equipment, materials, components, or software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SSUP
Market sources	Clients or customers from the private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SCLPR
	Clients or customers from the public sector*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SCLPU
	Competitors or other enterprises in your industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SCOM
	Consultants and commercial labs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SINS
Education & research institutes	Universities or other higher education institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SUNI
	Government, public or private research institutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SGMT
	Conferences, trade fairs, exhibitions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SCON
Other sources	Scientific journals and trade/technical publications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SJOU
	Professional and industry associations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SPRO

11. Strategies and obstacles for reaching your enterprise's goals

11.1 During the three years 2010 to 2012, how important were each of the following goals for your enterprise? (It does not matter if your enterprise was able to attain these goals)

	Degree of Importance				
	High	Medium	Low	Not relevant	
	3	2	1	0	
Increase turnover	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GOTURN
Increase market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GOMKT
Decrease costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GOCOS
Increase profit margins	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	GOPRF

11.2 During 2010 to 2012, how important were each of the following strategies for reaching your enterprise's goals?

	Degree of Importance				
	High	Medium	Low	Not relevant	
	3	2	1	0	
Developing new markets within Europe*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STMKEUR
Developing new markets outside Europe*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STMKOTH
Reducing in-house costs of operation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STIHCOS
Reducing costs of purchased materials, components or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STEXCOS
Introducing new or significantly improved goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STINNP
Intensifying or improving the marketing of goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STMKT
Increasing flexibility / responsiveness of your organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STFLEX
Building alliances with other enterprises or institutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	STALL

11.3 During 2010 to 2012, how important were the following factors as obstacles to meeting your enterprise's goals?

	Degree of Importance				
	High	Medium	Low	Not relevant	
	3	2	1	0	
Strong price competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSPR
Strong competition on product quality, reputation or brand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSQL
Lack of demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSLDE
Innovations by competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSCP
Dominant market share held by competitors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSDMK
Lack of qualified personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSPRS
Lack of adequate finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSFIN
High cost of access to new markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSAMK
High cost of meeting government regulations or legal requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OBSREG

From The Community Innovation Survey CIS2010

7. Objectives for your product and process innovations during 2008 to 2010

7.1 How important were each of the following objectives for your activities to develop product or process innovations during the three years 2008 to 2010?

If your enterprise had several projects for product and process innovations, make an overall evaluation

	High	Medium	Low	Not relevant	
	3	2	1	0	
Increase range of goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ORANGE
Replace outdated products or processes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OREPL
Enter new markets or increase market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ONMOMS
Improve quality of goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OQUA
Improve <i>flexibility</i> for producing goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OFLEX
Increase <i>capacity</i> for producing goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OCAP
Reduce labour costs per unit output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OLBR
Reduce material and energy costs per unit output	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	ORME
Reduce environmental impacts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OREI
Improve health or safety of your employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	OHESY

11. Creativity and skills

11.1 During the three years 2008 to 2010, did your enterprise employ individuals in-house with the following skills, or obtain these skills from external sources?

Tick both 'Employed in-house' and 'Obtained from external sources' if relevant.

	Employed in-house <i>1</i>	Obtained from external sources* <i>2</i>	Skills not used / not relevant <i>0</i>	
Graphic arts / layout / advertising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SGALA
Design of objects or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SDOS
Multimedia (combining audio, graphics, text, still pictures, animation, video etc)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SMED
Web design	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SWDS
Software development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SSWD
Market research	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SMKR
Engineering / applied sciences	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SENAP
Mathematics / statistics / database management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	SMSDM

*: Include freelancers, consultants, other independent enterprises, other parts of your enterprise group, etc.

11.2 During the three years 2008 to 2010, did your enterprise use any of the following methods to stimulate new ideas or creativity among your staff? If yes, was the method successful in producing new ideas or increasing creativity?

	Method used and:			Method not used	
	Successful <i>1</i>	Not Successful <i>2</i>	Don't know if successful <i>3</i>	<i>0</i>	
Brainstorming sessions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MBRST
Multidisciplinary or cross-functional work teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MMDCF
Job rotation of staff to different departments or other parts of your enterprise group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MJBRT
Financial incentives for employees to develop new ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MFIN
Non-financial incentives for employees to develop new ideas, such as free time, public recognition, more interesting work, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MNFIN
Training employees on how to develop new ideas or creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	MTREM