

Innovation Survey

SURVEY QUESTIONNAIRE, 2015

This survey collects information on your enterprise's **innovations and innovation activities** during the three years 2013 to 2015 inclusive.

An **innovation** is the introduction of a new or significantly improved product, process, organisational method, or marketing method by your enterprise.

An innovation must have characteristics or intended uses that are new or which provide a significant improvement over what was previously used or sold by your enterprise.

An innovation need only be new or significantly improved for your enterprise. It could have been originally developed or used by other enterprises or organisations.

Innovation activities include the acquisition of machinery, equipment, buildings, software, and licenses; engineering and development work, feasibility studies, design, training, R&D and marketing when they are specifically undertaken to develop and/or implement a product or process innovation. This includes also all types of R&D consisting of research and development activities to create new knowledge or solve scientific or technical problems.

Sections 3 to 8 cover product and process innovations. Organisational and marketing innovations are covered in sections 9 and 10.

Please complete **all** questions, unless otherwise instructed.

Person we should contact if there are any queries regarding the form:

Name: _____
Job title: _____
Organisation: _____
Phone: _____
E-mail: _____

1. General information about the enterprise

Name of enterprise _____
Address _____
Postal code _____ Main activity _____

1.1 In which geographic markets did your enterprise sell goods and/or services during the three years 2013 to 2015?

	Yes	No
	1	0
A. Local / regional within Armenia	<input type="checkbox"/>	<input type="checkbox"/>
B. National (other regions of Armenia)	<input type="checkbox"/>	<input type="checkbox"/>
C. European Union or associated countries*	<input type="checkbox"/>	<input type="checkbox"/>
D. All other countries	<input type="checkbox"/>	<input type="checkbox"/>

Which of these geographic areas was your largest market in terms of turnover during the three years 2013 to 2015? (Give corresponding letter) _____

*: 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, Turkey, Spain, Sweden and the United Kingdom.

2. Basic economic information on your enterprise

2.1 What was your enterprise's total turnover for 2015? (Give turnover in '000 AMD currency units). Turnover is defined as the market sales of goods and services (include all taxes except VAT/for credit institutions: interests receivable and similar income; for Insurance services give gross premiums written).

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2.2 What was your enterprise's average number of employees in 2015?

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3. Product innovation (good or service)

A product innovation is the market introduction of a **new** or **significantly** improved **good or service** with respect to its capabilities, user friendliness, components or sub-systems.

- Product innovations (new or improved) **must be new to your enterprise**, but they **do not need to be new to your market**.
- Product innovations could have been originally developed by your enterprise or by other enterprises or organisations.

A **good** is usually a tangible object such as a smart phone, furniture, or packaged software, but downloadable software, music and film are also goods. A **service** is usually intangible, such as retailing, insurance, educational courses, air travel, consulting, etc.

3.1 During the three years 2013 to 2015, did your enterprise introduce:

	Yes	No
	1	0
Goods innovations: New or significantly improved goods (exclude the simple resale of new goods and changes of a solely aesthetic nature)	<input type="checkbox"/>	<input type="checkbox"/>

If yes, please indicate the name of the most important one and describe it briefly

Service innovations: New or significantly improved services

☐ ☐

If yes, please indicate the name of the most important one and describe it briefly

If no to all options, go to section 4

Otherwise, go to question 3.2

3.2 Who developed these product innovations?

Tick all that apply

	Goods innovations	Service innovations
Your enterprise by itself	<input type="checkbox"/>	<input type="checkbox"/>
Your enterprise together with other enterprises or organisations*	<input type="checkbox"/>	<input type="checkbox"/>
Your enterprise by adapting or modifying goods or services originally developed by other enterprises or organisations*	<input type="checkbox"/>	<input type="checkbox"/>
Other enterprises or organisations	<input type="checkbox"/>	<input type="checkbox"/>

*: Include independent enterprises plus other parts of your enterprise group (subsidiaries, sister enterprises, head office, etc.).
Organisations include universities, research institutes, non-profits, etc.

3.3 Were any of your product innovations (goods or services) during the three years 2013 to 2015:

		Yes 1	No 0
New to your market?	Your enterprise introduced a new or significantly improved product onto your market before your competitors (it may have already been available in other markets)	<input type="checkbox"/>	<input type="checkbox"/>
Only new to your enterprise?	Your enterprise introduced a new or significantly improved product that was already available from your competitors in your market	<input type="checkbox"/>	<input type="checkbox"/>

Using the definitions above, please give the percent of your total turnover in 2015 from:

New or significantly improved products introduced during the three years 2013 to 2015 that were **new to your market** %

New or significantly improved products introduced during the three years 2013 to 2015 that were **only new to your enterprise** %

Products that were **unchanged or only marginally modified** during the three years 2013 to 2015 (include the resale of new products purchased from other enterprises) %

Total turnover %

4. Process innovation

A process innovation is the implementation of a **new** or **significantly** improved production process, distribution method, or supporting activity.

- Process innovations **must be new to your enterprise**, but they **do not need to be new to your market**.
- The innovation could have been originally developed by your enterprise or by other enterprises or organisations.
- Exclude purely organisational innovations – these are covered in section 9.

4.1 During the three years 2013 to 2015, did your enterprise introduce:

Yes	No
1	0

New or significantly improved methods of manufacturing for producing goods or services

☐ ☐

If yes, please indicate the name of the most important method and describe it briefly

New or significantly improved logistics, delivery or distribution methods for your inputs, goods or services

☐ ☐

If yes, please indicate the name of the most important method and describe it briefly

New or significantly improved supporting activities for your processes, such as maintenance systems or operations for purchasing, accounting, or computing

If yes, please indicate the name of the most important process and describe it briefly

☐ ☐

If no to all options, go to section 5

Otherwise, go to question 4.2

4.2 Who developed these process innovations?

Tick all that apply

Your enterprise by itself

☐

Your enterprise together with other enterprises or organisations*

☐

Your enterprise by adapting or modifying processes originally developed by other enterprises or organisations*

☐

Other enterprises or organisations*

☐

**: Include independent enterprises plus other parts of your enterprise group (subsidiaries, sister enterprises, head office, etc). Organisations include universities, research institutes, non-profits, etc.*

5. Ongoing or abandoned innovation activities for product or process innovations

Innovation activities include the acquisition of machinery, equipment, buildings, software, and licenses; engineering and development work, feasibility studies, design, training, R&D and marketing when they are specifically undertaken to develop and/or implement a product or process innovation. This includes also all types of R&D consisting of research and development activities to create new knowledge or solve scientific or technical problems.

5.1 During the three years 2013 to 2015, did your enterprise have any innovation activities that did not result in a product or process innovation because the activities were:

	Yes	No
	1	0
Abandoned or suspended before completion	<input type="checkbox"/>	<input type="checkbox"/>
Still ongoing	<input type="checkbox"/>	<input type="checkbox"/>

If no to all options in questions 3.1, 4.1 and 5.1 go to section 9

Otherwise, go to section 6

6. Activities and expenditures for product and process innovations

6.1 During the three years 2013 to 2015, did your enterprise engage in the following innovation activities:

		Yes	No
		1	0
In-house R&D	Research and development activities undertaken by your enterprise to create new knowledge or to solve scientific or technical problems (include software development in-house that meets this requirement) If yes, did your enterprise perform R&D during the three years 2013 to 2015: Continuously (your enterprise had permanent R&D staff in-house) <input type="checkbox"/> 1 Occasionally (as needed only) <input type="checkbox"/> 2	<input type="checkbox"/>	<input type="checkbox"/>
External R&D	Your enterprise contracted-out R&D to other enterprises (include enterprises in your own group) or to public or private research organisations	<input type="checkbox"/>	<input type="checkbox"/>
Acquisition of machinery, equipment, software & buildings	Acquisition of advanced machinery, equipment, software and buildings to be used for new or significantly improved products or processes	<input type="checkbox"/>	<input type="checkbox"/>
Acquisition of existing knowledge from other enterprises or organisations	Acquisition of existing know-how, copyrighted works, patented and non-patented inventions, etc. from other enterprises or organisations for the development of new or significantly improved products and processes	<input type="checkbox"/>	<input type="checkbox"/>
Training for innovative activities	In-house or contracted out training for your personnel specifically for the development and/or introduction of new or significantly improved products and processes	<input type="checkbox"/>	<input type="checkbox"/>
Market introduction of innovations	In-house or contracted out activities for the market introduction of your new or significantly improved goods or services, including market research and launch advertising	<input type="checkbox"/>	<input type="checkbox"/>
Design	In-house or contracted out activities to alter the shape, appearance or usability of goods or services	<input type="checkbox"/>	<input type="checkbox"/>
Other	Other in-house or contracted out activities to implement new or significantly improved products and processes such as feasibility studies, testing, tooling up, industrial engineering, etc.	<input type="checkbox"/>	<input type="checkbox"/>

6.2 How much did your enterprise spend on each of the following innovation activities in 2015 only?

Innovation activities are defined in question 6.1 above. Include current expenditures (including labour costs, contracted-out activities, and other related costs) as well as capital expenditures on buildings and equipment. (Give expenditure data in 000's AMD)

Please fill in '0' if your enterprise had no expenditures for an activity in 2015

Please estimate if you lack precise accounting data

In-house R&D (Include current expenditures including labour costs and capital expenditures on buildings and equipment specifically for R&D)

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External R&D

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Acquisition of machinery, equipment, software & buildings
(Exclude expenditures on these items that are for R&D)

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Acquisition of existing knowledge from other enterprises or organisations

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All other innovation activities including design, training, marketing, and other relevant activities

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Total of the above innovation activities

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7. Public financial support for innovation activities

7.1 During the three years 2013 to 2015, did your enterprise receive public financial support for innovation activities? Include financial support via tax credits or deductions, grants, subsidised loans, and loan guarantees. Exclude R&D and other innovation activities conducted entirely for the public sector* under contract.

Yes	No
1	0
<input type="checkbox"/>	<input type="checkbox"/>

*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.

8. Co-operation for product and process innovation activities

8.1 During the three years 2013 to 2015, did your enterprise co-operate on any of your innovation activities with other enterprises or organisations? Innovation co-operation is active participation with other enterprises or organisations on innovation activities. Both partners do not need to commercially benefit. Exclude pure contracting out of work with no active co-operation.

No	<input type="checkbox"/> (Go to section 9)
Yes	<input type="checkbox"/> (Go to question 8.2)

8.2 Please indicate the type of innovation co-operation partner by location

(Tick all that apply)

Type of co-operation partner	Armenia	Europe*	United States	China or India	All other countries
A. Other enterprises within your enterprise group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Suppliers of equipment, materials, components, or software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Clients or customers from the private sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Clients or customers from the public sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Competitors or other enterprises in your sector**	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Consultants or commercial labs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Universities or other higher education institutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Government, public or private research institutes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*: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, Turkey, Spain, Sweden and the United Kingdom.

** It is a question about innovation co-operation partners and one of possibilities can be partner from the same sector (NACE activity group) like a responsible enterprise. For example Coca-Cola and Pepsi are competitors, but can work together to creating environmental innovation

8.3 Which type of co-operation partner (8.2) was the most valuable for your enterprise's innovation activities? (Give corresponding letter) _____

9. Organisational Innovation

An organisational innovation is a new organisational method in your enterprise's business practices (including knowledge management), workplace organisation or external relations that has not been previously used by your enterprise.

- It must be the result of strategic decisions taken by management.
- Exclude mergers or acquisitions, even if for the first time.

9.1 During the three years 2013 to 2015, did your enterprise introduce:

	Yes 1	No 0
New business practices for organising procedures (i.e.first time use of supply chain management*, business re-engineering, knowledge management, lean production**, quality management, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
New methods of organising work responsibilities and decision making (i.e. first time use of a new system of employee responsibilities, team work, decentralisation, integration or de-integration of departments, education/training systems, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
New methods of organising external relations with other enterprises or public organisations (i.e. first time use of alliances, partnerships, outsourcing or sub-contracting, etc.)	<input type="checkbox"/>	<input type="checkbox"/>

* Supply chain management (SCM) is the management of the flow of goods and services. It is the active management of supply chain activities to maximize customer value and achieve a sustainable competitive advantage. Currently SCM are known as the software. There are two main types of SCM software: planning applications and execution applications. Planning applications use advanced algorithms to determine the best way to fill an order. Execution applications track the physical status of goods, the management of materials, and financial information involving all parties.

** Lean Manufacturing is a theory that you can reduce waste, and keep your people, equipment, and workspace responsive to what's needed right now. Lean production is an assembly-line methodology. It is also known as the Toyota Production System or just-in-time production. Main principles:

1. Eliminate waste
2. Minimize inventory
3. Maximize flow
4. Pull production from customer demand
5. Meet customer requirements
6. Do it right the first time
7. Empower workers
8. Design for rapid changeover
9. Partner with suppliers
10. Create a culture of continuous improvement

10. Marketing innovation

A marketing innovation is the implementation of a new marketing concept or strategy that differs significantly from your enterprise's existing marketing methods and which has not been used before.

- It requires significant changes in product design or packaging, product placement, product promotion or pricing.
- Exclude seasonal, regular and other routine changes in marketing methods.

10.1 During the three years 2013 to 2015, did your enterprise introduce:

	Yes 1	No 0
Significant changes to the aesthetic design or packaging of a good or service (<i>exclude changes that alter the product's functional or user characteristics – these are product innovations</i>)	<input type="checkbox"/>	<input type="checkbox"/>
New media or techniques for product promotion (<i>i.e. first time use of a new advertising media, a new brand image, introduction of loyalty cards, etc.</i>)	<input type="checkbox"/>	<input type="checkbox"/>
New methods for product placement or sales channels (<i>i.e. first time use of franchising or distribution licenses, direct selling, exclusive retailing, new concepts for product presentation, etc.</i>)	<input type="checkbox"/>	<input type="checkbox"/>
New methods of pricing goods or services (<i>i.e. first time use of variable pricing by demand, discount systems, etc.</i>)	<input type="checkbox"/>	<input type="checkbox"/>

If 'no' to all options in questions 3.1, 4.1, 5.1, 9.1 and 10.1 go to section 13
Otherwise go to section 11

11. Factors hampering product and process innovation activities

11.1 During the three years 2013 to 2015, how important were the following factors in preventing your enterprise from innovating or in hampering your innovation activities?

		Degree of importance			
		High 3	Medium 2	Low 1	Factor not experienced 0
Cost factors	Lack of funds within your enterprise or group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lack of finance from sources outside your enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Innovation costs too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Knowledge factors	Lack of qualified personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lack of information on technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Lack of information on markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Difficulty in finding cooperation partners for innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Market factors	Market dominated by established enterprises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Uncertain demand for innovative goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reasons not to innovate	No need due to prior innovations by your enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	No need because of no demand for innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section 12 refers to enterprises that have introduced/implemented innovation
(‘yes’ to questions 3.1, 4.1, 9.1 and 10.1)

12. 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.

12.1 During the three years 2013 to 2015, did your enterprise introduce a product (good or service), process, organisational or marketing innovation with any of the following environmental benefits?

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

12.2 During 2013 to 2015, 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"/>
Existing environmental taxes, charges or fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental regulations or taxes expected in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Government grants, subsidies or other financial incentives for environmental innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current or expected market demand for environmental innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improving your enterprise's reputation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Voluntary actions or initiatives for environmental good practice within your sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High cost of energy, water or materials	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Need to meet requirements for public procurement contracts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Only answer section 13 if your enterprise did not introduce an innovation and did not have ongoing/abandoned innovation activities during the three years 2013 to 2015 ('no' to all options in questions 3.1, 4.1, 5.1, 9.1 and 10.1).

13. Non-innovators

13.1 Which of the following best describes why your enterprise had no innovation activities during the three years from 2013 to 2015:

Tick one only

No compelling reason to innovate ☐ **Go to 13.2**

Considered innovating, but barriers to innovation too large ☐ **Go to 13.3**

13.2 How important were the following reasons for your enterprise not to conduct innovation activities during 2013 to 2015?

Degree of importance

	High	Medium	Low	Not important
	3	2	1	0
Low demand for innovations in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No need to innovate due to previous innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
No need to innovate due to very little competition in your enterprise's market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of good ideas for innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13.3 How important to your enterprise were the following barriers to innovation during 2013 to 2015?

Degree of importance

	High	Medium	Low	Not important
	3	2	1	0
Lack of internal finance for innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of credit or private equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of skilled employees within your enterprise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Difficulties in obtaining government grants or subsidies for innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of collaboration partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Uncertain market demand for your ideas for innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Too much competition in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of information on technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of information on markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>