# 

**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 | [\_ \_ \_ \_ \_ \_ \_ ] | [\_] | [\_] |
| **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 | [\_ \_ \_ \_ \_ \_ \_ ] | [\_] | [\_] |

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)*** | [\_] | [\_] | [\_] |  |  |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] |

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# 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 | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] |

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 activitiesof 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 | [\_] | [\_] | [\_] | [\_] |
| **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 | [\_] | [\_] | [\_] | [\_] |

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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |

\* 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, Belo Russia, 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 | [\_] | [\_] | [\_] | [\_] | [\_] |
| Reduction of costs other than labour costs | [\_] | [\_] | [\_] | [\_] | [\_] |
| Access to new markets | [\_] | [\_] | [\_] | [\_] | [\_] |
| Lack of qualified labour | [\_] | [\_] | [\_] | [\_] | [\_] |
| Access to specialised knowledge/technologies | [\_] | [\_] | [\_] | [\_] | [\_] |
| Improved quality or introduction of new products | [\_] | [\_] | [\_] | [\_] | [\_] |
| Focus on core business | [\_] | [\_] | [\_] | [\_] | [\_] |
| Reduced delivery times | [\_] | [\_] | [\_] | [\_] | [\_] |
| Less regulation affecting the enterprise,  e.g. less environmental regulation | [\_] | [\_] | [\_] | [\_] | [\_] |
| Strategic decisions taken by the group head | [\_] | [\_] | [\_] | [\_] | [\_] |

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 | [\_] | [\_] | [\_] | [\_] | [\_] |
| Taxation issues | [\_] | [\_] | [\_] | [\_] | [\_] |
| Tariffs and trade barriers | [\_] | [\_] | [\_] | [\_] | [\_] |
| Access to finance or other financial constraints | [\_] | [\_] | [\_] | [\_] | [\_] |
| Linguistic or cultural barriers | [\_] | [\_] | [\_] | [\_] | [\_] |
| Proximity to existing clients needed | [\_] | [\_] | [\_] | [\_] | [\_] |
| Difficulties in identifying potential/suitable providers abroad | [\_] | [\_] | [\_] | [\_] | [\_] |
| Uncertainty of the quality of the products/services to be supplied abroad | [\_] | [\_] | [\_] | [\_] | [\_] |
| Concerns of the employees (including the trade unions) | [\_] | [\_] | [\_] | [\_] | [\_] |
| Overall concerns of the sourcing operation  exceeding expected benefits | [\_] | [\_] | [\_] | [\_] | [\_] |
| ***Optional:*** | | | | | |
| Lack of management resources and know-how | [\_] | [\_] | [\_] | [\_] | [\_] |
| Missing documentation of own products and processes | [\_] | [\_] | [\_] | [\_] | [\_] |

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 | [\_] | [\_] | [\_] | [\_] | [\_] |
| 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 | [\_] | [\_] | [\_] | [\_] | [\_] |

# 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 backsourcing** 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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |

\* 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 | [\_] | [\_] | [\_] | [\_] | [\_] |
| Insufficient quality of product/service at the foreign location | [\_] | [\_] | [\_] | [\_] | [\_] |
| Low labour productivity at the foreign location | [\_] | [\_] | [\_] | [\_] | [\_] |
| Lack of qualified personnel at the foreign location | [\_] | [\_] | [\_] | [\_] | [\_] |
| Too long delivery time to customers | [\_] | [\_] | [\_] | [\_] | [\_] |
| Problems with supplier flexibility and ability to supply | [\_] | [\_] | [\_] | [\_] | [\_] |
| Higher than expected costs involved in sourcing activities | [\_] | [\_] | [\_] | [\_] | [\_] |
| Strategic decisions taken by the group head | [\_] | [\_] | [\_] | [\_] | [\_] |

3.11 Apart from international backsourcing, 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 backsourcing** 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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |

\* 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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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

4.3 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 activitiesthat 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 | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] | [\_] |
| **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

**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)*** | [\_] | [\_] | [\_] |  |  |
| **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 | [\_] | [\_] | [\_] | [\_] | [\_] |