



International sourcing and global value chains survey

May 2018

This questionnaire covers the following topics:

1. General information.
2. Domestic activities in your enterprise.
3. Domestic sourcing of business functions.
4. International sourcing of business functions.
5. Motivation and barriers for international sourcing.
6. Moving business functions from abroad to [name of reporting country].

1. General information

1.1 Was your enterprise part of an enterprise group at the end of 20[xx]?

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 20[xx]?

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 20[xx]?

Tick one box.

[Name of reporting country]

Other EU-country

Outside EU

In this questionnaire, the EU consists of 28 Member States: *Belgium, Bulgaria, Croatia, 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 20xx. Information about activities in your affiliates or other enterprises **should not be included**.

2.1 How would you describe the main activity of your enterprise at the end of 20xx?

Tick the most (one) characteristic option.

Manufacturing

- Your enterprise produces (completely or partially) goods, owns and sells them.....
- Your enterprise produces goods under contract for others, but does not develop the goods, own the intellectual property rights of the goods or sell them
- Your enterprise does not produce goods, but contracts-out the production completely and has developed the goods and owns the intellectual property rights of the produced goods and sells them.....

Construction

Trade

- Your enterprise buys and resells goods without developing or owning the intellectual property rights of the goods.....
- Your enterprise sells own goods, owns the intellectual property rights of the produced goods and contracts-out the production completely.....

Services

- Your enterprise develops, designs and provides services for clients.....
- Your enterprise develops, designs and provides services for clients, produces, owns and sells goods.....
- Your enterprise develops, designs and provides services for clients, and controls goods' production process performed by others, and owns the intellectual property rights of the produced goods and sells them.....
- Your enterprise produces other services for clients, e.g. transportation

Other, please specify

2.2 Please give your best estimate of the employment in your enterprise at the end of 20[xx].

This includes only employment in your enterprise. Do not include affiliates and other enterprises. Persons undertaking more than one function should be included according to their main function. Your best estimate is fine.

	Number of persons employed
TOTAL (all functions)	[.....]
Core business function (allocate your employment to only one core function)	
- production of goods for the market	[.....]
- production of 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	[.....]
- Engineering and related technical services	[.....]
- Research & Development	[.....]
- Other support functions	[.....]

3. Domestic sourcing of business functions

The following questions concern the **domestic sourcing** of business functions **by your enterprise** in the period **20[xx] - 20[xx]**.

The sourcing of a function may involve the **entire** function or it may be a **partial** movement of the activities within the function.

The questions **do not include** the expansion of activities in other enterprises that do not result from such a movement of existing activity by your enterprise.

3.1 Has your enterprise sourced activities from your enterprise to another enterprise within [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]?

This includes the total or partial movement of activities being performed by your enterprise.

Tick one box.

Yes ➔ *Please go to question 3.2*

No ➔ *Please go to question 4.1*

3.2 Which functions has your enterprise sourced within [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]?

	To enterprises within your enterprise group	To other enterprises
Core business function (Tick only one core function i.e. only on one row)		
- Production of goods <i>for the market</i>	<input type="checkbox"/>	<input type="checkbox"/>
- Production of services <i>for the market</i>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions (Tick all that apply)		
- 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"/>
- Engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>
- Research & Development	<input type="checkbox"/>	<input type="checkbox"/>
- Other support functions	<input type="checkbox"/>	<input type="checkbox"/>

4. International sourcing of business functions

The following questions concern the **international sourcing** of business functions **by your enterprise** in the period **20[xx]-20[xx]**.

The sourcing of a function may involve the **entire** function or it may be a **partial** movement of the activities within the function.

The questions **do not include** the expansion of activities in other enterprises that do not result from the total or partial movement of existing activity by your enterprise.

4.1 Has your enterprise sourced functions internationally in the period from the beginning of 20[xx] to the end of 20[xx]?

This includes the total or partial movement to another country of activities being performed by your enterprise or contracted out to another enterprise within [name of reporting country].

Tick one box.

Yes ➔ Please go to question 4.2

No ➔ Please go to question 5.2

4.2 Which functions has your enterprise sourced internationally in the period from the beginning of 20[xx] to the end of 20[xx]?

	To enterprises within your enterprise group	To other enterprises
Core business function (Tick only one core function i.e. only on one row)		
- Production of goods <i>for the market</i>	<input type="checkbox"/>	<input type="checkbox"/>
- Production of services <i>for the market</i>	<input type="checkbox"/>	<input type="checkbox"/>
Support business functions (Tick all that apply)		
- 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"/>
- Engineering and related technical services	<input type="checkbox"/>	<input type="checkbox"/>
- Research & Development	<input type="checkbox"/>	<input type="checkbox"/>
- Other support functions	<input type="checkbox"/>	<input type="checkbox"/>

4.3 To which countries has your enterprise sourced functions in the period from the beginning of 20[xx] to the end of 20[xx]?

	EU-15*	EU-13*	Other European countries*	USA and Canada	Central and South America	China	India	Other Asian countries and Oceania	Rest of world
Core business function (Tick only one core function i.e. only on one row)									
- Production of goods <i>for the market</i>	<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"/>
- Production of services <i>for the market</i>	<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 (Tick all that apply)									
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- Research & Development	<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"/>

[* In the National version, each reporting country should add "- not incl. [name of reporting country]" 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-13: Croatia, the Czech Republic, Estonia, Cyprus, Latvia, Lithuania, Hungary, Malta, Poland, Slovenia, Slovak Republic, Bulgaria, and Romania.
- Other European countries: Switzerland, Norway, Turkey, Russia, Belarus, Ukraine and the Balkan states.
- USA and Canada.
- Central and South America including Brazil and Mexico.
- China.
- India.
- Other Asian countries (Japan, Korea, Vietnam etc.), and Oceania (including Australia and New Zealand).
- Rest of world: countries not included elsewhere, e.g. Near- and Middle-East, and Africa.

Optional question:

4.3 To which countries has your enterprise sourced functions in the period from the beginning of 20[xx] to the end of 20[xx]?

	EU-15*	EU-13*	Russia	Other European countries*	USA and Canada	Brazil	Other Central and South America	China	India	Other Asian countries and Oceania	Rest of world
Core business function (Tick only one core function i.e. only on one row)											
- Production of goods 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"/>
- Production of 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"/>
Support business functions (Tick all that apply)											
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- Research & Development	<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"/>

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- EU-13: Croatia, 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
- USA and Canada.
- Brazil.
- Other Central and South America including Mexico.
- China.
- India.
- Other Asian countries (Japan, Korea, Vietnam etc.), and Oceania (including Australia and New Zealand).
- Rest of world: countries not included elsewhere, e.g. Near- and Middle-East, and Africa.

4.4 Please give your best estimate of the number of job losses from your enterprise in the period from the beginning of 20[xx] to the end of 20[xx] as a result of your moving business functions abroad.

This includes also temporary positions and job losses resulting from retirement, voluntary resignation or transfer of employees to new functions.

This includes only employment in your enterprise. Do not include affiliates and other enterprises. Persons undertaking more than one function should be included according to their main function. Your best estimate is fine.

Please fill in the estimated number of jobs or 0, if none.

	Number of job losses from your enterprise as a result of your moving business functions abroad
All functions	[_____]
- of which high skilled	[_____]
Core business function (allocate jobs lost to only one core function)	
– Production of goods <i>for the market</i>	[_____]
– Production of services <i>for the market</i>	[_____]
Support business function	
- Distribution and logistics	[_____]
- Marketing, sales services and after sales services, incl. help desks and call centres	[_____]
- ICT services	[_____]
- Administrative and management functions	[_____]
- Engineering and related technical services	[_____]
- Research & Development	[_____]
- Other support functions	[_____]

4.5 Please give your best estimate of the number of jobs created in your enterprise from the beginning of 20xx to the end of 20xx domestically as an impact of the international sourcing activities.

This includes only employment in your enterprise. Do not include affiliates and other enterprises.

	Total	Not applicable/do not know
Number of jobs created	[_____]	[]

Optional question:

4.5 Please give your best estimate of the number of jobs created in your enterprise from the beginning of 20xx to the end of 20xx domestically as an impact of the international sourcing activities.

This includes only employment in your enterprise. Do not include affiliates and other enterprises.

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

Your best estimate is fine.

Please fill in the estimated number of jobs or 0, if none.

	Number of jobs	- Of which high skilled	Not applicable/do not know
All functions	[_____]	[_____]	[]
Core business function (allocate jobs created to only one core function)			
– Production of goods <i>for the market</i>	[_____]	[_____]	[]
– Production of services <i>for the market</i>	[_____]	[_____]	[]
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	[_____]	[_____]	[]
- Engineering and related technical services	[_____]	[_____]	[]
- Research & Development	[_____]	[_____]	[]
- Other support functions	[_____]	[_____]	[]

5. Motivation and barriers for international sourcing

5.1 Please indicate the importance of the following motivation factors for your decision(s) to carry out international sourcing in the period from the beginning of 20[xx] to the end of 20[xx].

Tick one option per row.

	Very important	Important	Not important
Reduction of labour costs	<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"/>
Access to new markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified labour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to specialised knowledge/technologies	<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"/>
Focus on core business	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduced delivery times	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Less regulation affecting the enterprise, e.g. less environmental regulation, favourable tax regime	<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"/>

5.2 Please assess the importance of the following barriers when considering or carrying out international sourcing in the period from the beginning of 20[xx] to the end of 20[xx].

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"/>
Taxation issues	<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"/>
Access to finance or other financial constraints	<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"/>
Proximity to existing clients needed	<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"/>
Uncertainty of the quality of the products/services to be supplied abroad	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of qualified labour abroad	<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"/>
Overall concerns of the sourcing operation exceeding expected benefits	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Moving business functions from abroad to [name of reporting country]

6.1 Has your enterprise moved functions to [name of reporting country] from abroad in the period from the beginning of 20[xx] to the end of 20[xx]?

This includes the total or partial movement of business functions from abroad to [name of reporting country].

Tick one box.

Yes[] **➡** Please go to question 6.2

No[]

Moving business functions from abroad is the total or partial movement of functions by your enterprise to [name of reporting country]. These functions have been moved from enterprises within or outside (contract-out) of your enterprise group abroad. They have been moved to your enterprise or to enterprises within or outside (contract-out) of your enterprise group in [name of reporting country].

6.2 Which functions has your enterprise totally or partially moved from abroad to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]?

	Moved from abroad to [name of reporting country]
Core business function (Tick only one function)	
- Production of goods <i>for the market</i>	[]
- Production of services <i>for the market</i>	[]
Support business functions (Tick all that apply)	
- Distribution and logistics	[]
- Marketing, sales services and after sales services, incl. help desks and call centres	[]
- ICT services	[]
- Administrative and management functions	[]
- Engineering and related technical services	[]
- Research & Development	[]
- Other support functions	[]

6.3 What was the magnitude of the movement(s) from abroad in the period from the beginning of 20[xx] to the end of 20[xx]?

Tick all that apply

Total close down of the activity abroad.....[]

Moved the function to [name of reporting country] while partly closing down the activity abroad...[]

Moved the function to [name of reporting country] while leaving the activity abroad the same[]

Moved the function to [name of reporting country] while increasing the activity abroad[]

Optional question:

6.3 From which countries have you moved functions to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]?

	EU-15*	EU-13*	Other European countries*	USA and Canada	Central and South America	China	India	Other Asian countries and Oceania	Rest of world
Core business function (Tick only one core function i.e. only on one row)									
- Production of goods <i>for the market</i>	<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"/>
- Production of services <i>for the market</i>	<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 (Tick all that apply)									
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- Research & Development	<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"/>

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- *Other European countries: Switzerland, Norway, Turkey, Russia, Belarus, Ukraine and the Balkan states.*
- *USA and Canada.*
- *Central and South America including Brazil and Mexico.*
- *China.*
- *India.*
- *Other Asian countries (Japan, Korea, Vietnam etc.), and Oceania (including Australia and New Zealand).*
- *Rest of world: countries not included elsewhere, e.g. Near- and Middle- -East, and Africa.*

Optional question:

6.3 From which countries have you moved functions to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]?

	EU-15*	EU-13*	Russia	Other European countries*	USA and Canada	Brazil	Other Central and South America	China	India	Other Asian countries and Oceania	Rest of world
Core business function (Tick only one core function i.e. only one row)											
- Production of goods 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"/>
- Production of 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"/>
Support business functions (Tick all that apply)											
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- 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"/>
- Research & Development	<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"/>

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- Russia.
- Other European countries: Switzerland, Norway, Turkey, Belarus, Ukraine and the Balkan states
- USA and Canada.
- Brazil.
- Other Central and South America including Mexico.
- China.
- India.
- Other Asian countries (Japan, Korea, Vietnam etc.), and Oceania (including Australia and New Zealand).
- Rest of world: countries not included elsewhere, e.g. Near- and Middle- -East, and Africa.

6.4 Please give the best estimate of the number of jobs created due to movement of functions from abroad to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx].

*This includes only employment in your enterprise. Do not include affiliates and other enterprises.
Your best estimate is fine.*

	Total	Not applicable/do not know
Number of jobs created	[_ _ _ _]	[]

Optional question:

6.4 Please give the best estimate of the number of jobs created due to movement of functions from abroad to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx].

*This includes only employment in your enterprise. Do not include affiliates and other enterprises.
Your best estimate is fine.*

	Total	Not applicable/do not know
Number of jobs created	[_ _ _ _]	[]
Of which due to back-sourcing of functions previously sourced	[_ _ _ _]	[]

Optional question:

6.4 Please give your best estimate of the number of jobs created due to movement of functions from abroad to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx]

*This includes only employment in your enterprise. Do not include affiliates and other enterprises.
Persons undertaking more than one function should be included according to their main function.
Your best estimate is fine.*

Please fill in the estimated number of jobs or 0, if none.

	Number of jobs	Of which high skilled	Not applicable/do not know
All functions	[_ _ _ _]	[_ _ _ _]	[]
Core business function (allocate jobs created to only one core function)			
– Production of goods for the market	[_ _ _ _]	[_ _ _ _]	[]

- Production of services <i>for the market</i>	[_____]	[_____]	[]
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	[_____]	[_____]	[]
- Engineering and related technical services	[_____]	[_____]	[]
- Research & Development	[_____]	[_____]	[]
- Other support functions	[_____]	[_____]	[]

6.5 Please indicate the importance of the following factors for your decision to move functions from abroad to [name of reporting country] in the period from the beginning of 20[xx] to the end of 20[xx].

Tick one option per row.

	Very important	Important	Not important
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 from the foreign location	[]	[]	[]
Problems with supplier flexibility and ability to supply at the foreign location	[]	[]	[]
Higher than expected costs involved in sourcing activities	[]	[]	[]
Automation of production process domestically (increased productivity/competitiveness) substitute for production abroad	[]	[]	[]
Production process needed to be closer to R&D and/or product design	[]	[]	[]
More frequent changes to the product made it harder to manage	[]	[]	[]
Strategic decisions taken by the group head	[]	[]	[]