

## Attachment 2: Interview Questions

1. During the three years 2015 to 2017, how important were each of the following strategies to your company?

	Degree of importance			
	High	Medium	Low	Not important
A. Focus on improving your existing goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Focus on introducing entirely new goods or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Focus on reaching new customer groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Focus on customer-specific solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Focus on low price	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Focus on reducing costs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Focus on satisfying key clients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Focus on developing niche or specialized markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Focus on new domestic markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Focus on opening up new export markets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. During the three years 2015 to 2017, did your company introduce new or significantly improved:

	Yes	No
A. <b>Goods</b> ( <i>exclude the simple resale of new goods and changes of a solely aesthetic nature</i> ). A good is usually a tangible object such as a smartphone, furniture, or packaged software, but downloadable software, music and film are also goods.	<input type="checkbox"/>	<input type="checkbox"/>
B. <b>Services</b> . A service is usually intangible, such as retailing, insurance, educational courses, air travel, consulting, etc.	<input type="checkbox"/>	<input type="checkbox"/>
C. <b>Methods of manufacturing</b> for producing goods or services	<input type="checkbox"/>	<input type="checkbox"/>
D. <b>Logistics, delivery or distribution methods</b> for your inputs, goods or services	<input type="checkbox"/>	<input type="checkbox"/>
E. <b>Supporting activities</b> for your processes, such as maintenance systems or operations for purchasing, accounting, or computing	<input type="checkbox"/>	<input type="checkbox"/>

If you answered yes to any of the items above, then we consider that to be an innovation.

3. If you answered “Yes” to either question 2a or 2b, were any of your product innovations during the three years 2015 to 2017:

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

4. Using the definitions above, please give the percent of your total sales in 2017 from:

A. New or significantly improved products (goods or services) introduced during the three years 2015 to 2017 that were <b>new to your market</b>	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <span>☛</span><span>☛</span><span>☛</span> </div> <table border="1" style="display: inline-table; border-collapse: collapse; text-align: center;"> <tr><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td></tr> <tr><td style="text-align: center;">☛</td><td style="text-align: center;">☛</td><td style="text-align: center;">☛</td></tr> </table> %				☛	☛	☛
☛	☛	☛					
B. New or significantly improved products (goods or services) introduced during the three years 2015 to 2017 that were <b>only new to your company</b>	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <span>☛</span><span>☛</span><span>☛</span> </div> <table border="1" style="display: inline-table; border-collapse: collapse; text-align: center;"> <tr><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td></tr> <tr><td style="text-align: center;">☛</td><td style="text-align: center;">☛</td><td style="text-align: center;">☛</td></tr> </table> %				☛	☛	☛
☛	☛	☛					
C. Products (goods or services) that were <b>unchanged or only marginally modified</b> during the three years 2015 to 2017 (include the resale of new products purchased from other companies)	<div style="display: flex; justify-content: space-around; margin-bottom: 5px;"> <span>☛</span><span>☛</span><span>☛</span> </div> <table border="1" style="display: inline-table; border-collapse: collapse; text-align: center;"> <tr><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td><td style="width: 20px; height: 20px;"> </td></tr> </table> %						
<b>Total sales in 2017</b>	<table border="1" style="display: inline-table; border-collapse: collapse; text-align: center;"> <tr><td style="width: 20px; height: 20px;">1</td><td style="width: 20px; height: 20px;">0</td><td style="width: 20px; height: 20px;">0</td></tr> </table> %	1	0	0			
1	0	0					

5. During the three years 2015 to 2017, did your company engage in the following innovation activities? If yes, please also enter the total investment in each, rounding to the nearest thousand.

		Yes	No	Total Investment
<b>A. In-house R&amp;D</b>	Research and development activities undertaken by your company to create new knowledge or solve scientific or technical problems (include software development that meets this requirement)	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
	If yes, did your company perform R&D during the three years 2015 to 2017:			
	Continuously (your company had permanent R&D staff in-house)	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
	Occasionally (as needed only)	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
<b>B. External R&amp;D</b>	Your company contracted-out R&D to other companies (include affiliated companies) or to public or private research organizations	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
<b>C. Acquisition of machinery, equipment, software &amp; buildings</b>	New machinery, equipment software and building that were acquired for the purpose of developing the goods, services, manufacturing or logistics mentioned previously in Question 2	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
<b>D. Acquisition of existing knowledge from other companies or organizations</b>	Acquisition of existing know-how, copyrighted works, patented and non-patented inventions, etc. from other companies or organizations for the development of new or significantly improved products and processes	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000
<b>E. Training for innovative activities</b>	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"/>	\$_____,000
<b>F. Market introduction of innovations</b>	In-house or contracted out activities for the market introduction of your new or significantly improved goods or services, including market research and launch	<input type="checkbox"/>	<input type="checkbox"/>	\$_____,000

advertising

- G. Brand Building** In-house or contracted out activities to build your company's brand identity   \$\_\_\_\_\_,000
- H. Design** In-house or contracted out activities to alter the shape, appearance or usability of goods or services   \$\_\_\_\_\_,000
- I. Other** Other in-house or contracted out activities to develop or implement new or significantly improved products or processes such as feasibility studies, testing, tooling up, industrial engineering, etc.   \$\_\_\_\_\_,000

**6. During the three years 2015 to 2017, did your company have any innovation activities that did not result in a product or process innovation because the activities were:**

- |   | Yes                      | No                       |
|---|--------------------------|--------------------------|
| A. Abandoned or suspended before completion | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Still ongoing at the end of the 2017     | <input type="checkbox"/> | <input type="checkbox"/> |

**7. During the three years 2015 to 2017, did your company receive any public financial support for innovation activities from the following levels of government?** 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                       |
|---------------------------------|--------------------------|--------------------------|
| A. B. Local or State Government | <input type="checkbox"/> | <input type="checkbox"/> |
| C. D. Federal Government        | <input type="checkbox"/> | <input type="checkbox"/> |

**8. During the three years 2015 to 2017, did your company co-operate on any of your innovation activities with other companies or organizations?** Innovation co-operation is active participation with other companies or organizations on innovation activities. Both partners do not need to commercially benefit. Exclude pure contracting out of work with no active co-operation.

- Yes ? (GO TO QUESTION 9)  
 No ? (GO TO QUESTION 10)

**9. Please indicate the type of innovation co-operation partner by location.**

*(Mark all that apply)*

Type of co-operation partner	United States	All other countries
A. Other affiliated companies (legal entities under common ownership)	<input type="checkbox"/>	<input type="checkbox"/>
B. Suppliers of equipment, materials, components, or software	<input type="checkbox"/>	<input type="checkbox"/>
C. Clients or customers from the private sector	<input type="checkbox"/>	<input type="checkbox"/>
D. Clients or customers from the public sector	<input type="checkbox"/>	<input type="checkbox"/>
E. Competitors or other companies in your sector	<input type="checkbox"/>	<input type="checkbox"/>
F. Consultants or commercial labs	<input type="checkbox"/>	<input type="checkbox"/>
G. Universities or other higher education institutes	<input type="checkbox"/>	<input type="checkbox"/>
H. Government or public research institutes	<input type="checkbox"/>	<input type="checkbox"/>
I. Private research institutes	<input type="checkbox"/>	<input type="checkbox"/>

**10. During the three years 2015-2017, did your company introduce new:**

	<b>Yes</b>	<b>No</b>
A. <b>Business practices</b> for organizing 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"/>
B. Methods of <b>organizing work responsibilities and decision making</b> (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"/>
C. Methods of <b>organizing external relations</b> with other companies or public organizations (i.e. first time use of alliances, partnerships, outsourcing or sub-contracting, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
D. Aesthetic <b>design or packaging</b> of a good or service (exclude changes that alter the product's functional or user characteristics – these are product innovations)	<input type="checkbox"/>	<input type="checkbox"/>
E. Media or techniques for <b>product promotion</b> (i.e. first time use of a new advertising media, a new brand image, introduction of loyalty cards, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
F. Methods for <b>product placement</b> or sales channels (i.e. first time use of franchising or distribution licenses, direct selling, exclusive retailing, new concepts for product presentation, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
G. Methods of <b>pricing</b> goods or services (i.e. first time use of variable pricing by demand, discount systems, etc.)	<input type="checkbox"/>	<input type="checkbox"/>

**11. Which of the following best describes why your enterprise had no innovation activities during the three years from 2014 to 2016:**

- No compelling reason to innovate
- Considered innovating, but factors preventing innovation were too large

**12. During the three years from 2015 to 2017, how important were the following factors in hampering or preventing your company from innovating?**

	Degree of importance			
	High	Medium	Low	Not important
A. Lack of internal finance for innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B. Lack of credit or private equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
C. Innovation costs too high	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
D. Lack of skilled employees within your company	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E. Lack of collaboration partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
F. Difficulties in obtaining government grants or subsidies for innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
G. Uncertain market demand for your ideas for innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
H. Too much competition in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I. Legislation/regulation that generated excessive burden	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
J. Legislation/regulation that created uncertainty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
K. Legislation/regulation that lacked consistency across the United States	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
L. Low demand for innovations in your market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M. No need to innovate due to previous innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
N. No need to innovate due to very little competition in your company's market	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
O. Lack of good ideas for innovations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**13. Please assess the effect of the following types of legislation or regulations on your company's innovation activities during the three years 2015 to 2017. Please select one answer, per row.**

Legislation or regulation	Stimulated innovation	Created no major problems	Created uncertainty	Generated an excessive burden	Not relevant
Product safety / consumer protection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operational and worker safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual property	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tax	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employment or social affairs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other, <i>Specify</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**14. During the three years 2015 to 2017, did your company do any of the following:**

- |  | Yes                      | No                       |
|--|--------------------------|--------------------------|
| A. Apply for a utility patent (patents for inventions) | <input type="checkbox"/> | <input type="checkbox"/> |
| B. Apply for a design patent (patents for appearance)  | <input type="checkbox"/> | <input type="checkbox"/> |
| C. Register a trademark                                | <input type="checkbox"/> | <input type="checkbox"/> |
| D. Claim copyrights                                    | <input type="checkbox"/> | <input type="checkbox"/> |
| E. Use trade secrets                                   | <input type="checkbox"/> | <input type="checkbox"/> |
| F. Use nondisclosure agreements                        | <input type="checkbox"/> | <input type="checkbox"/> |