

EXPORT & INVESTMENT READINESS SURVEY

Cluster Competitiveness Activity

WOOD PROCESSING & FORESTRY SECTOR

In Bosnia and Herzegovina

MUNICIPALITY				
CANTON				
REGIONAL DEVELOPMENT AGENCY				
COMPANY NAME				
COMPANY ADDRESS				
COMPANY TELEPHONE				
COMPANY FAX				
COMPANY E-MAIL				
WEB SITE				
RESPONDENT NAME				
RESPONDENT TITLE				
RESPONDENT MOBILE TELEPHONE				
INTERVIEWER NAME				
DATE				
TIME STARTED				
TIME ENDED				
AVAILABILITY OF BROCHURES	YES	NO	COPY TAKEN	IN PREPARATION

Introduction

My name is _____ and I'm working for _____. Thank you for agreeing to meet with me.

The main goal of the CCA project is to increase the rate of economic growth in BiH by working to raise productivity, profitability, and employment in the wood processing and forestry sector.

We will use the information from this survey primarily to formulate key strategies for assisting the sector and individual companies like yours to be successful.

In addition, several companies in the wood processing and forestry sector will be selected for firm-level assistance in exporting and preparation for investment.

Your honesty in answering our questions is appreciated and important. We will not disclose or report any information that you provide to any authority.

This interview will require approximately 45 to 60 minutes of your time to complete.

The objectives of this survey are:

- To obtain an overview of the sector, its primary activities and the general size of companies in terms of number of employees, range of revenues, and export sales;
- To evaluate the readiness of your company for export and investment.

A. Basic Company Information

The first 13 questions are about your company.

1. What is the ownership structure?

	%	Comment
Private		
State Owned		
AD/DD (Share holding company)		
JV (Joint Venture)		

2. What is your primary business? Please check all boxes that apply to indicate the scope of your operations.

Type of Business	Yes	Instructions
Saw Mill	<input type="checkbox"/>	
Veneer or Board Producer	<input type="checkbox"/>	
Construction Joinery Producer	<input type="checkbox"/>	
Furniture Producer	<input type="checkbox"/>	
Distributor/Agent	<input type="checkbox"/>	
Designer/Retailer	<input type="checkbox"/>	
Materials Supplier	<input type="checkbox"/>	
Other	<input type="checkbox"/>	

3. What are your principal products? Please check all boxes that apply.

Principal Products	Yes	Examples
Saw Mill Products	<input type="checkbox"/>	Random length/random width lumber, dimension lumber, and rough elements in green, air-dried, or kiln-dried condition, steamed
Veneer or Board Products	<input type="checkbox"/>	Veneer, plywood, particleboard, oriented strand board, and MDF
Construction Joinery Products	<input type="checkbox"/>	Finished windows, doors, flooring, and molding ready for installation; elements such as Eurobloc for use in production of joinery products, and pre-fabricated housing
Panel Furniture	<input type="checkbox"/>	Home, kitchen, and office furniture produced primarily from plywood, particleboard, or MDF

Solid Wood Furniture	<input type="checkbox"/>	Home, kitchen, and office furniture produced primarily from lumber
Upholstered Furniture	<input type="checkbox"/>	Upholstered sofas and chairs
Furniture Elements	<input type="checkbox"/>	Semi-finished and finished components used in the manufacture of furniture
Other	<input type="checkbox"/>	Tool handles, pallets, wood boxes, containers, briquettes

4. What are your principal activities? Please check all that apply.

Principal Activities	Yes	Examples
Forestry	<input type="checkbox"/>	Forest management, logging
Primary Production	<input type="checkbox"/>	Sawmill products
Rough Production	<input type="checkbox"/>	Veneer and board products
Semi-Finished Production	<input type="checkbox"/>	Furniture elements, edge-glued panels, Eurobloc, window and door elements, laminated particleboard/MDF
Final Production	<input type="checkbox"/>	Products that are purchased by the final or end consumer like furniture, windows, doors, molding, flooring
Trading	<input type="checkbox"/>	Companies that do not manufacture products but only resell items made by others
Other	<input type="checkbox"/>	Any activity not listed above-please specify

5. What principal materials does your business purchase? Please check all that apply and indicate source.

Principal Materials	Yes	Examples	Source	
			BiH	Import
Logs	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Green Lumber	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Kiln-Dried Lumber	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
Steamed lumber				
Rough Wood Elements	<input type="checkbox"/>	Wood pieces of specific length, width, and thickness with no additional machining	<input type="checkbox"/>	<input type="checkbox"/>
Semi-Finished Wood Elements	<input type="checkbox"/>	Wood pieces of specific length, width, and thickness with some additional machining such as Eurobloc, edge-glued panels, and molding	<input type="checkbox"/>	<input type="checkbox"/>
Finished Wood Elements	<input type="checkbox"/>	Wood pieces fully machined and ready for assembly or final production such as chair frames and legs	<input type="checkbox"/>	<input type="checkbox"/>

Particleboard	<input type="checkbox"/>	Raw particleboard in standard panel sizes	<input type="checkbox"/>	<input type="checkbox"/>
MDF	<input type="checkbox"/>	Raw MDF in standard panel sizes	<input type="checkbox"/>	<input type="checkbox"/>
Plywood	<input type="checkbox"/>	Raw plywood with veneer core in standard sizes	<input type="checkbox"/>	<input type="checkbox"/>
Laminated Panels	<input type="checkbox"/>	Particleboard, MDF, or plywood with specified surfaces of paper, vinyl, melamine-treated paper, or wood veneer	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	Any material not included above – please specify	<input type="checkbox"/>	<input type="checkbox"/>

6. What were your sales?

Source	2004	Through August 2005
Domestic Sales		
Export Sales		
Total Sales		

7. What was your employment?

Department/Area	August 2004	August 2005
Management & Administrative		
Export Sales		
Full-Time Production Workers		
Part-Time Production Workers		
Total		

8. What are your current domestic distribution channels?

Channel	% of Domestic Sales
Company Salesmen	
Independent Agents	
Distributors/Wholesalers	
Company-Owned Retail Stores	
Independent Retail Stores	
Total	100%

9. What are your current domestic sales promotion activities?

Domestic Promotion Activities	Yes	Comments
Trade Association Participation	<input type="checkbox"/>	
Trade Fair Visits	<input type="checkbox"/>	
Trade Fair Exhibition	<input type="checkbox"/>	
Magazine/Newspaper Advertising	<input type="checkbox"/>	
TV/Radio Advertising	<input type="checkbox"/>	
Family/Personal Links	<input type="checkbox"/>	
Direct Mail Advertising	<input type="checkbox"/>	
Company & Product Brochures	<input type="checkbox"/>	
Internet	<input type="checkbox"/>	
Product Testing & Certification	<input type="checkbox"/>	
Other	<input type="checkbox"/>	

10. What are your competitive advantages?

Attribute	Yes	Comments
Price	<input type="checkbox"/>	
Quality	<input type="checkbox"/>	
Service	<input type="checkbox"/>	

11. Do these distinguishing attributes apply to all of your company's products?

Yes No

If no, please identify the products that do not qualify.

12. Who are the company's major competitors? What are their advantages?

Competitor	Price, Quality, Service

13. Do you have any document which certifies your QAS:

Certification	Yes
ISO Series 9000	<input type="checkbox"/>
ISO Series 14000	<input type="checkbox"/>
CE	<input type="checkbox"/>
Other	

13.a Please indicate in which state is your company regarding QS:

	Yes	No
No activities	<input type="checkbox"/>	<input type="checkbox"/>
Preparatory phase	<input type="checkbox"/>	<input type="checkbox"/>
Preparatory phase completed	<input type="checkbox"/>	<input type="checkbox"/>
Certified	<input type="checkbox"/>	<input type="checkbox"/>

B. Current Export Activities

For the next group of questions, I'll ask specific questions about your export activities.

1. Do you currently export?

Yes No

2. To which countries and regions do you export?

Country or Region	Yes	% of Exports
Croatia	<input type="checkbox"/>	
Serbia	<input type="checkbox"/>	
Montenegro	<input type="checkbox"/>	
The EU	<input type="checkbox"/>	
USA	<input type="checkbox"/>	
Other	<input type="checkbox"/>	
Total		100%

3. To which EU countries do you export?

EU Countries	% of Exports
Total	100%

4. What products do you export?

Export Products	Yes
Sawmill Products	<input type="checkbox"/>
<i>Green/Air-Dried Lumber</i>	<input type="checkbox"/>
<i>Kiln-Dried Lumber</i>	<input type="checkbox"/>
<i>Rough Wood Elements</i>	<input type="checkbox"/>
Veneer & Board Products	<input type="checkbox"/>
<i>Veneer</i>	<input type="checkbox"/>
<i>Plywood</i>	<input type="checkbox"/>
Construction Joinery Products	<input type="checkbox"/>
<i>Windows</i>	<input type="checkbox"/>
<i>Doors</i>	<input type="checkbox"/>
<i>Mouldings</i>	<input type="checkbox"/>
<i>Flooring</i>	<input type="checkbox"/>
<i>Joinery Elements</i>	<input type="checkbox"/>
<i>Pre-Fabricated Houses</i>	<input type="checkbox"/>

Export Products	Yes
Panel Furniture	<input type="checkbox"/>
<i>Home Furniture</i>	<input type="checkbox"/>
<i>Kitchen Furniture</i>	<input type="checkbox"/>
<i>Office Furniture</i>	<input type="checkbox"/>
Solid Wood Furniture	<input type="checkbox"/>
<i>Chairs</i>	<input type="checkbox"/>
<i>Tables</i>	<input type="checkbox"/>
<i>Bedroom Furniture</i>	<input type="checkbox"/>
<i>Occasional Furniture</i>	<input type="checkbox"/>
<i>Upholstered Furniture</i>	<input type="checkbox"/>
<i>Furniture Elements</i>	<input type="checkbox"/>
Other	<input type="checkbox"/>
Other	<input type="checkbox"/>
Other	<input type="checkbox"/>
Total	100%

5. What export distribution channels do you currently employ?

Channel	% of Exports	Countries
Company Export Salesmen		
Independent Agents		
Distributors/Wholesalers		
Company-Owned Retail Stores		
Independent Retail Stores		
Total	100%	

6. Are you a contract manufacturer ie, produce to your export customers' designs and specifications?

Yes No

7. Do you export your own product line ie, manufacture your designs and specifications?

Yes No

8. What are your current export promotion activities?

Export Promotion Activities	Yes	Comments
Trade Association Participation	<input type="checkbox"/>	
Trade Fair Visits	<input type="checkbox"/>	
Trade Fair Exhibition	<input type="checkbox"/>	
Magazine Advertising	<input type="checkbox"/>	
Family/Personal Links	<input type="checkbox"/>	
Direct Mail Advertising	<input type="checkbox"/>	
Company & Product Brochures	<input type="checkbox"/>	
Product Testing & Certification	<input type="checkbox"/>	
Other	<input type="checkbox"/>	

9. In which foreign trade fairs have you recently participated?

Fair Location	Product Types*	Fair Name/Date Exhibited
BiH		
Balkan Region		
Other European Country		
Other		

* product types = construction joinery/building materials, furniture, furniture supplies, general

10. What other capabilities does your company have to support exporting?

Capability	Yes	Notes
Foreign Language Ability	<input type="checkbox"/>	Which languages?
Multi-Lingual Receptionist/ Telephone Operator	<input type="checkbox"/>	Which languages?
Multi-Lingual Export Sales Staff	<input type="checkbox"/>	Which languages?
Fax Machine	<input type="checkbox"/>	
Email	<input type="checkbox"/>	
Foreign Language Web Site	<input type="checkbox"/>	Which languages?
Product Information on Web Site	<input type="checkbox"/>	
Export Marketing Plan	<input type="checkbox"/>	

10. What are your export payment terms:

Payment	Yes
Cash In Advance	<input type="checkbox"/>
Bank Draft At Sight	<input type="checkbox"/>
Bank Draft At Time	<input type="checkbox"/>
Letter of Credit At Sight	<input type="checkbox"/>
Letter of Credit At Time	<input type="checkbox"/>
Barter	<input type="checkbox"/>
Other	<input type="checkbox"/>

11. What are your delivery terms for export?

INCOTERM	Yes
EXW (ex-works)	<input type="checkbox"/>
CIF (cost, insurance, and freight)	<input type="checkbox"/>
FOB (free on board)	<input type="checkbox"/>
FAS (free on board)	<input type="checkbox"/>

C. Plans for Future Exporting

If you are planning to export or to expand your exporting activities, please answer the following questions...

1. Do you have previous export experience?

Yes No

2. Do you have a formal written Export Marketing Plan for future export activities?

Yes No

If yes, then please answer the following questions.

What year do you plan to start exporting? _____

3. What products do you plan to export? To what countries do you plan to export?

Export Products	First Year Sales	Target Countries
Sawmill Products		
<i>Green/Air-Dried Lumber</i>		
<i>Kiln-Dried Lumber</i>		
<i>Rough Wood Elements</i>		
Veneer & Board Products		
<i>Veneer</i>		
<i>Plywood</i>		
Construction Joinery Products		
<i>Windows</i>		
<i>Doors</i>		
<i>Mouldings</i>		
<i>Flooring</i>		
<i>Joinery Elements</i>		
<i>Pre-Fabricated Houses</i>		
Panel Furniture		
<i>Home Furniture</i>		
<i>Kitchen Furniture</i>		
<i>Office Furniture</i>		
Solid Wood Furniture		
Chairs		
Tables		
Bedroom Furniture		
Occasional Furniture		
Upholstered Furniture		
Furniture Elements		
Other		

4. What distribution channels are you planning to use?

Channel	Yes
Company Export Sales Force	<input type="checkbox"/>
Independent Agents	<input type="checkbox"/>
Distributors/Wholesalers	<input type="checkbox"/>
Company-Owned Retail Stores	<input type="checkbox"/>
Independent Retail Stores	<input type="checkbox"/>

5. What export promotion activities are you planning to use?

Promotion Activities	Yes	Comments
Trade Association Participation	<input type="checkbox"/>	
Trade Fair Visits	<input type="checkbox"/>	
Trade Fair Exhibition	<input type="checkbox"/>	
Magazine/Newspaper Advertising	<input type="checkbox"/>	
TV/Radio Advertising	<input type="checkbox"/>	
Family/Personal Links	<input type="checkbox"/>	
Direct Mail Advertising	<input type="checkbox"/>	
Internet	<input type="checkbox"/>	
Company & Product Brochures	<input type="checkbox"/>	
Product Testing & Certification	<input type="checkbox"/>	
Other	<input type="checkbox"/>	

4. How many people will be working on export development? _____

5. Do you have a separate export function or department in your company?

Yes No

6. What is your first-year export sales budget? KM _____

7. Do you know what documents are required to ship your products?

Yes No

8. What are your export transport options?

Transport Option	Yes
Lorry	<input type="checkbox"/>
Container	<input type="checkbox"/>

9. What are the problems/obstacles keeping you from meeting your export objectives?

D. Business Planning

The following questions focus on the scope of your current business management and planning...

1. What are your key goals for your business to achieve in the next three years?

Goals	Rank by Priority
Domestic Sales Growth of Existing Products	
Development of New Products for Domestic Markets	
Export Sales Growth of Existing Product	
Development of New Products for Export Markets	
Cost Reduction	
Profitability	
Acquisition of New Equipment	

Note: 1 = highest priority: 10 = lowest priority

2. What are the strategic challenges facing your company over the next Three years?

Challenges	Rank by Priority
Maintaining Present Domestic Sales	
Maintaining Present Export Sales	
Generating Additional Domestic Sales	
Generating Additional Export Sales	
Generating Export Sales	
Securing Adequate Raw Material Supplies	
Locating & Hiring Skilled Workers	
Training Workers in Required Skills	
Financing Present Operations	
Obtaining New Working Capital	
Obtaining New Capital for Plant & Equipment	
Developing a Business Plan	

Note: 1 = highest priority: 10 = lowest priority

3. What is your pricing policy?

Pricing Policy	Yes
Cost + Mark-Up	<input type="checkbox"/>
Market	<input type="checkbox"/>
Same As Domestic Pricing	<input type="checkbox"/>

4. Do you have a detailed written Business Plan?

Yes No

Plan Elements	Yes
Growth Projections for the Plan Period	<input type="checkbox"/>
Marketing & Sales Plan	<input type="checkbox"/>
<i>New Product Requirements</i>	<input type="checkbox"/>
<i>New Distribution Channel Requirements</i>	<input type="checkbox"/>
<i>New Operational Requirements</i>	<input type="checkbox"/>
Operations Plan	<input type="checkbox"/>
<i>New Manufacturing Requirements</i>	<input type="checkbox"/>
<i>Capital Equipment Requirements</i>	<input type="checkbox"/>
<i>Manpower Requirements</i>	<input type="checkbox"/>
Financial Plan	<input type="checkbox"/>
<i>Proforma Financial Statements for the Plan Period</i>	<input type="checkbox"/>
<i>Capital Requirements</i>	<input type="checkbox"/>
<i>Sources of Capital</i>	<input type="checkbox"/>
<i>Justification of Capital Investments</i>	<input type="checkbox"/>
Independent Retail Stores	<input type="checkbox"/>

5. What are your company's key physical assets?

7. Are you interested in additional assistance in exporting?

Yes No

8. Are you interested in additional assistance in attracting investment?

Yes No

THANK YOU FOR YOUR PARTICIPATION IN THIS QUESTIONNAIRE!