

SAVONIA UNIVERSITY OF APPLIED SCIENCES  
Unit of Business and Administration, Kuopio

## **INTERNATIONALIZATION OF SMEs IN CENTRAL FINLAND**

Case: Jykes' international services

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Abstract <p>The thesis deals with the small and medium enterprises in Central Finland, and their use of services which support international operations. There are organizations providing international services, and these organizations were also studied. These various organizations offer diverse services which assist the enterprises on their expansions to abroad. There are three main research questions which were studied. The primary goal is to cover the enterprises' awareness of international services. Also studying the satisfaction of the enterprises to international services and organizations providing these services was one of the research questions. The final part of the research was to study the international services of Jyväskylä Regional Development Company Jykes Ltd.</p> <p>The study was done as a quantitative research and it was conducted by a questionnaire. The questionnaire was sent to the active clients of Jykes. It was conducted as an internet query by using a program called Typala. There were 144 enterprises which received the questionnaire and 69 answered to it. This gave the answering rate of 47,9%. The research indicated that the awareness of the international services was relatively good. The information channels were also proper for most of the enterprises. The mostly used organizations were Jykes, Finnvera and ELY-centres (Centres for Economic Development, Transport and the Environment) which are all active organizations. The mostly used services for enterprises with international operations were financing and funding, and fairs and exhibitions. For enterprises with no international operations they were financing and funding, and partners and connection searches.</p> <p>The state of Jykes services was also good. Most of the enterprises knew their services and were also satisfied with them. The services which needed improvements the most were market researches and information and guidance. These are the ones Jykes should concentrate on developing.</p> <p>The organizations providing the international services need to continue marketing their services and have to operate actively. They should co-operate more and develop their services into co-operation also. Jykes needs to listen to the client more and to develop their services to meet the need. This thesis can be used as an information package for both enterprises and organizations offering international services. The international services could be researched more closely.</p>		
Keywords SMEs, international operations, internationalization, international services		
Note		

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# 1 INTRODUCTION

The international stage in the Central Finland has been poor. Therefore there have been many attempts to improve it. Various organizations and enterprises have co-operated to achieve a better internationalization stage in Central Finland. There have been different programs to improve the internationalization. One of these has been Kansainvälistyvä Keski-Suomi-project. The goal of the project was to increase the positive image of Central Finland for the foreign enterprise and guests. In the project the organizations which goal is to support SMEs to expand their operations to abroad and the enterprises, aimed to increase the attractiveness by marketing, networking, increasing the project expertise and gathering the international services under one information source. (Jykes 2010 a) Regional Council of Central Finland and European Union's funding for regional development were the financers which funded most of the costs. (Human Technology 2010 a)

Improved and updated international services are part of the process to increase the internationalization stage in Finland. Therefore the services should be research and developed. This thesis concentrates on three main research questions concerning the international services. First question discusses on the enterprises' awareness of the international services; the level of awareness of the enterprises and the information channels used to inform the enterprises. Also the satisfaction and the use of international services and organizations providing them were studied. This covers the range of international services and the satisfaction level. Jyväskylän Regional Development Company Jykes Ltd's international services were studied as well; the range of services and the development of them.

Jyväskylän Regional Development Company Jykes Ltd is the employer of the research. It was established in 1996 by four municipalities; City of Jyväskylä, Laukaa, Muurame and Uurainen. The goal is to support the enterprises in the Central Finland by generating an encouraging business environment. Jykes also aims to improve the relationship between the enterprises and the public sector. (Jykes 2010 b) Jykes and its international services are introduced more detailed in the chapter 4.

The research is focusing on the international services for SMEs in the Central Finland. Internationalization is a learning- and transformation process during which the enter-

prise expands its operations outside the national or other similar border. (Äijö 2008, 41) Internationalization can also be defined as “any business activity organized and carried out across national borders by business firms in pursuit of their stated aims and objectives” (Harrison, Dalkiran & Elsey 2002, 5). Internationalization consists of both activities directed inwards and outwards. Inward activities contain importing of raw materials, parts and products as well as direct investments. Outward activities contain exporting, foreign manufacturing and co-operations. (Vahvaselkä 2009, 17) This research discusses both exporting and importing companies.

SMEs can be defined by the annual turnover, balance and the amount of employees. There are as well certain qualifications enterprises need to fulfil. The annual turnover can be at the most 50 million Euros and the total balance at the most 43 million Euros. The enterprise has to have less than 250 employees to be SME. One qualification is enterprises’ autonomous. This means that 25% or less of the capital or vote-carrying shares can be owned by another enterprise or a public body. (Tilastokeskus 2010) SMEs can be divided into sub categories. These are micro, small and medium enterprises. The micro enterprise has 10 or less employees. Their annual turnover or the total balance has to be 2 million Euros or less. In a small enterprise the number of employees varies from 11 to 49. The annual turnover or the total balance is 10 million Euros or less. An enterprise with 50 to 249 employees is a medium enterprise. Their annual turnover is 50 million Euros or less, and the total balance is 43 million Euros or less. (Confederation of Finnish Industries EK 2010)

Central Finland is a wide concept. One way to define Central Finland is by the number of municipalities. There are 23 municipalities in the Central Finland at the moment but there is discussion on federations of municipalities. Therefore the number may vary in the near future. (Regional Council of Central Finland 2010)

The research consists of six chapters. The first chapter Introduction gives an overview of the research. The second chapter the research process discusses on the research sample and the methods used, as well as the research data. The third chapter discusses on the internationalization process. In the third chapter the theory and the empirical data alternates. The fourth chapter examines the results more closely. The fifth chapter summarizes the thesis, and the sixth chapter discusses on the results.

## 2 THE RESEARCH PROCESS

### 2.1 The research sample and the methods used

This research is a development research which is done in co-operation with the employer of the research. The research studies both context and empirical data. The research is based on a quantitative research sample. The research data was gathered by using a questionnaire which was conducted through the internet. Internet questionnaire is one option for quantitative research. It is often quick way to gather information. It also gives an opportunity to ask delicate subjects and to conduct rather long questionnaire. However, there might be misunderstandings and the exactness of the answer might suffer. (Heikkilä 2004, 20) The questionnaire was done in co-operations with the employer of the research. Jykes formed the outlines for it and the researcher formed the questionnaire in to the questionnaire program called Typala.

The questionnaire was sent to 144 enterprises which are all active clients of Jykes. The questionnaire was sent to the enterprises for three times. The first round was 14.6.2010 and the time to answer was two weeks. The answering rate was only 19,5% which is why it was sent again in 21.7.2010. The answering time was two weeks and the answering rate was 25,7%. The third round was 23.8.2010 and the answering rate increased to 47,9% which is 69 enterprises (n=69). The time for the questionnaire was during the summer holidays which influenced to the answering rate. Therefore the questionnaire was sent three times. The researcher considers 47,9% as a relatively good answering rate.

The questionnaire had few background questions, multiple choices and few open questions. All the questions referred to the international services, the organizations providing them and Jykes' international services. Part of the questions was divided; some questions were meant for enterprises which had international operations and few were meant for enterprises which did not have international operations.

### 2.2 The research data

The population of the research is the SMEs in the Central Finland. Population can be divided into two sectors; target population and frame population. Target population



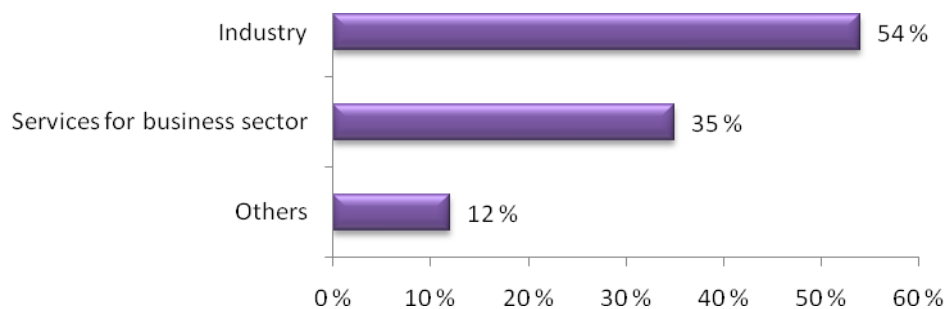
includes all the units that the researcher is interested in. As the frame population includes all the units the researcher is able reach. (Heikkilä 2004, 34)

Jykes had a list of their active clients. There were 286 enterprises on the list. Jykes removed all the inactive clients as well as clients which did not fulfil the qualifications of SMEs. The clients with no e-mail addresses were removed also. These removals left 144 active clients to the frame population.

The sample used in the research has to represent the population. The sample has to have same characteristics in same quantities as the population. This enables that the calculated key figures from the sample responds to the values of the population. For this reason the research will be reliable. The researcher should be able to generalise the answers from the sample to cover the whole population. (Heikkilä 2004, 33-34)

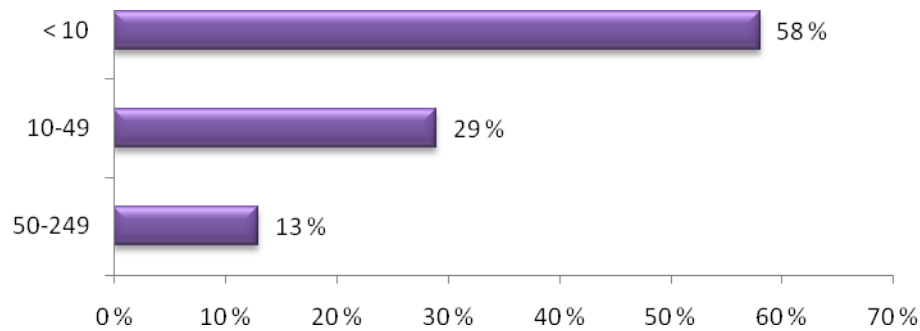
The researcher thinks that the frame population in this research reflects the whole population relatively well.

In the questionnaire the enterprises were asked to give few clarifying details. These details gave a good and comprehensive picture of the enterprises.



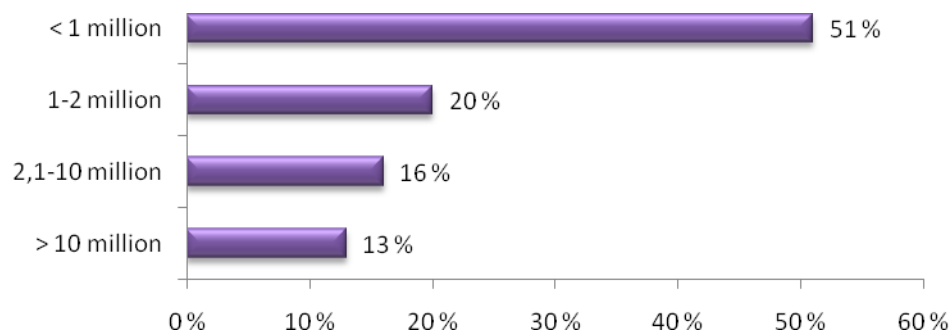
*Figure 1. The branches where enterprises operate. (n=69)*

The branches were divided according to the sector classification which is defined by the Ministry of the Interior. The branches were divided in to three groups; industry, services for business sector and others which covers wholesale and retail businesses and construction businesses. There were 69 enterprises which answered to the question. 54% of the enterprises operate in the industry, 35% were in the business life and 12% on other branches (see figure 1).



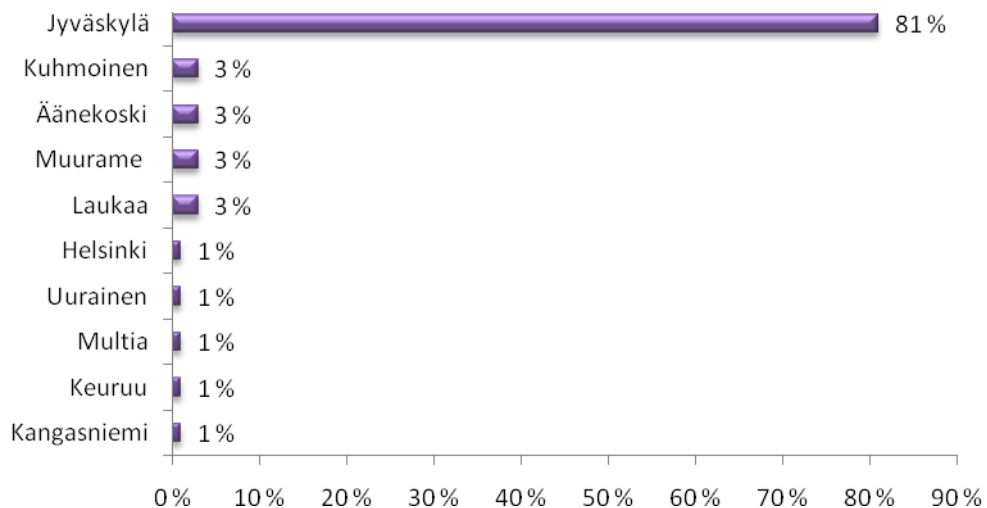
*Figure 2. The personnel of the enterprises. (n=69)*

The personnel were divided also to the three groups according to the definition of the enterprise sizes. Micro enterprises have less than 10 employees, small ones 10-49 and medium-sized 50-249 employees. (Confederation of Finnish Industries EK 2010) As figure 2 shows 58% of the enterprises which answered to the research were micro enterprises. 29% of the enterprises were small ones and 13% were medium-sized.



*Figure 3. Annual turnovers of the enterprises. (n=69)*

Figure 3 indicates that over half (51%) of the enterprises had annual turnover under 1 million Euros. 20% had annual turnover from one million to two millions and 16% had it from 2,1 million Euros to 10 million Euros. There were also 13% of the enterprises which had annual turnover more than 10 million Euros. Most of the enterprises were relatively small when measured by the annual turnover.



*Figure 4. The community where enterprises are located. (n=69)*

The enterprises were also asked to inform the community where the enterprises are located. Some enterprises gave more than one option and from these were chosen the community which is located in Central Finland. One enterprises also notifies Helsinki as the place for headquarter. Figure 4 shows that most of the enterprises were located in Jyväskylä (81%). Muurame (3%), Kuhmoinen (3%) and Äänekoski (3%) were also mentioned more than one enterprise. This reveals that the enterprises are centralized mainly to Jyväskylä area.

From the background information it is obvious that most of the enterprises are relatively small measured by the annual turnover and the amount of employees. They also operate mainly in industry and are centralized around Jyväskylä area.

### 2.3 Estimating the procedures and the reliability of the research

Research should be done truthfully and fairly. The level and the trustiness of the research are often studied by using terms validity and reliability. Validity means the ability of the indicators or the research method to measure what it was supposed to measure. (Hirsjärvi, Remes & Sajavaara 2004, 216) In questionnaires it is often the questions that reflect to the validity. It is vital to succeed in the questions as they determine whether it is possible to get answers to the research problems. It is important to simplify the questions in a questionnaire to avoid misunderstandings. As well defining the population accurately, receiving a representative sample and high answering rate reflect to the validity. (Heikkilä 2004, 29, 186-187)

The questionnaire was done carefully to make sure it measures what it was supposed to measure. From the researchers point of view this succeeded well. Also the frame population represented the population well, and it was accurately defined. The answering rate which was 47, 9% is fairly good as it is almost half of the frame population. However the size of the frame population was rather small. This might have minor effect to the validity of the research. Nevertheless the results can be generalised to the whole population.

Reliability means repeatability of the measurements. This means the answers should be non-random. (Hirsjärvi, Remes & Sajavaara 2004, 216) Reliability is the accuracy of the results. The measurements should be repeatable in other researches and situations as well. Errors in collecting, feeding or managing the information may effect to the reliability. (Heikkilä 2004, 30, 187)

The reliability of the research is good as it could be repeated to the same group of enterprises. Typing errors are also small as the Typala-questionnaire tool transfer the data to Excel. Therefore there was no chance for typing errors. The results were done by using statistic program, and thus there are no calculation errors either.

### 3 INTERNATIONALIZATION PROCESS

This chapter discusses internationalization, motivations and paths to internationalize, operational modes and the target countries. These topics are discussed through theoretical and empirical data. It is vital to understand the internationalization process to be able to recognize the need for international services. Internationalization is a logical and normal part of the growth. It is almost a necessity to be able to be successful. (Vahvaselkä 2009, 61)

There are three different internationalization paths for enterprises to seek growth. In organic growth the turnover of the enterprise increases without any specific arrangements, such as acquisitions. The internationalization develops in stages generally to nearby markets and it is usually financed by cash flow. The knowledge is often gained through experimenting and it suits the best for niche markets. (Vahvaselkä 2009, 31-32)

Co-operation is another path to internationalize. It is often used when the enterprise has shortage of resources or capital, and it wants to minimize the need for investments. Connections and networks assist on this path and the management is often experienced. (Vahvaselkä 2009, 33)

Third path to internationalization is a born global. These enterprises aim for international markets from the beginning and therefore their business idea, products, operations and systems are based on international markets. Their finances are also planned according to the international operations. Born global-enterprises have only few owners and employees which are experienced in international business. Born global-enterprises have generally high technology- or design products for niche markets. (Vahvaselkä 2009, 33-34)

Internationalization can be either carefully considered process or the enterprise can drift to international markets without any conscious decision. The decision is often made by the management and it can be described as a process. (Ahokangas & Pihkala 2002,108) Enterprises might have both internal and external motives to internationalize.

Internal motives signify the reasons inside the enterprises which influence to the internationalization decision. Management which functions ambitiously and actively is one of these influences. If the management do not have the will or the experience to expand the operations to abroad, the enterprise will hardly internationalize. The size, age and the branch are factors which need to be considered. Unique product, technological knowledge or the cost benefit may favour the decision to internationalize. The excess production and decreasing sales in the domestic markets may support the decision to expand. Opportunity to grow and develop operates normally as an internal motive for enterprises. These motives can be called as a pull factors. (Vahvaselkä 2009, 62-63)

There are factors outside the enterprise which may influence to the internationalization. These factors appear often in the operational environment. The size of the domestic markets is one of these markets. Especially in Finland where the domestic markets are relatively small and in certain branches saturated, the enterprises might not have any other choice than to expand the operations. Weak demand for the product and the internationalization of the competitors might function as external motives to expand to foreign markets. The demand for the product from abroad and the opportunities the target markets may offer can motive the enterprises to internationalize. (Vahvaselkä 2009, 62-63)

*Table 1. Factors operating as motives to internationalize for enterprises which have international operations.*

	Urge to grow and interna- tionalize	Urge to keep up with the development	Demand for the product in for- eign markets	Smallness of the domestic markets	Qualified and compe- tent person- nel	Quotation request from abroad	Growing competition in the home markets
n	46	46	44	44	43	44	44
Very much	72 %	33 %	30 %	27 %	19 %	16 %	18 %
Quite a lot	22 %	59 %	57 %	48 %	56 %	48 %	34 %
A few	4 %	4 %	9 %	18 %	19 %	25 %	30 %
Not at all	2 %	4 %	5 %	7 %	7 %	11 %	18 %
Mean	1,36	1,79	1,91	2,05	2,16	2,31	2,48
Standard deviation	0,66	0,70	0,77	0,86	0,81	0,88	1,00

In the research the enterprises which already had international operations were asked to describe which factors influenced their decision to expand to international markets. The mean describes the importance of the motives. When the mean is small the impor-

tance is great. Urge to grow and internationalize was the most important motive for enterprises (1,36) (see table 1). Demand for the product in foreign markets (1,91) and the urge to follow the development (1,79) were main motives which influenced to the internationalization decision as well. Quotation request from abroad (2,31) and growing competition in the domestic markets (2,48) had the least affect to the internationalization decision. The results reveal that the enterprises in the Central Finland expand their operations to foreign markets mainly as they want to follow the development and the competitors. The decision to internationalize comes from the enterprise itself, and it is not done due to the outside factors.

*Table 2. Factors operating as motives not to internationalize for enterprises which do not have international operations.*

	Lack of capital	Lack of exporting expertise	Lack of qualified and competence personnel	Adequate domestic markets	No demand for the product in foreign markets
n	18	18	18	18	16
Very much	13	4	4	3	0
Quite a lot	2	13	11	8	4
A few	1	1	3	6	6
Not at all	2	0	0	1	6
Mean	1,56	1,83	1,94	2,28	3,13
Standard deviation	17,7	8,7	10,9	14,0	12,1

The enterprises which do not have international operations were asked to describe their motives not to expand. The importance of motives is measured by using mean. The smaller the mean the greater impact it has. The most important motive for them was the shortage of shortage of capital (1,56). The capital is vital for the enterprises to begin their internationalization (see table 2). The lack of exporting experience (1,83), and the shortage of qualified and competence personnel (1,94) have effected to the decision not to internationalize as well. The least impact to the internationalization decision has had the demand for the products in the foreign markets (3,13) The results were rather close to each other and the differences were small ones. However it is visible that the enterprises have the will to internationalize. The main motives not to internationalize were the shortage of knowledge and the lack of competence personnel. These difficulties influence more than the lack of capital or the demand for the product in the foreign markets.



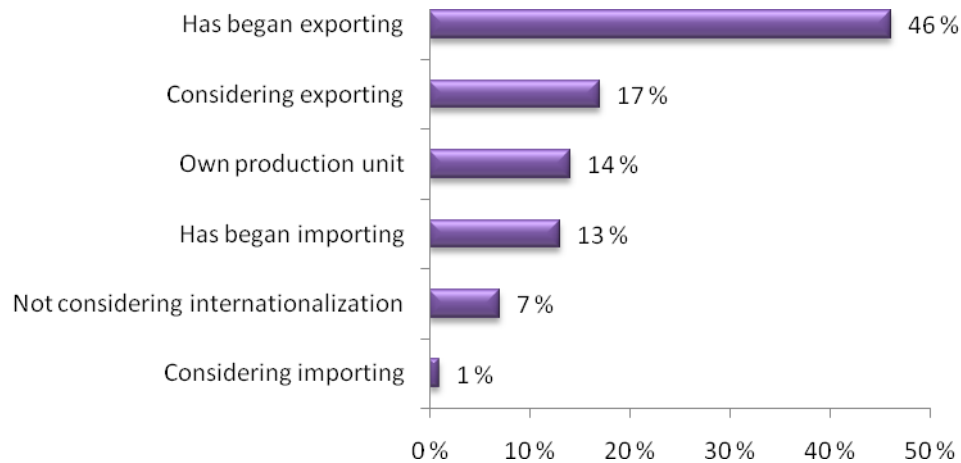
*Figure 5. Actions enterprises are willing to take to begin their international operations. (n=62)*

The enterprises which do not have international operations were asked which actions they would be ready to perform to begin their internationalization. The enterprises were most interested in training the personnel (67%) and the co-operations with other enterprises (67%). As well hiring new personnel was one of the actions the enterprises were ready to perform (56%). The least important actions the enterprises were willing to perform were other actions (6%) and adjusting the product for foreign markets (44%). These results reveal that the enterprises do not have the experience which is needed to manage the internationalization. They need assistance with the personnel, either by training it or finding new experienced personnel. Co-operation with other enterprises informs of the inexperienced enterprises. The results also reveal that the enterprises have confidence to their products as they believe they do not need adjustment.

### 3.1 Internationalization stages of the SMEs in Central Finland

There are many ways to define internationalization. Internationalization is a process in which enterprise develops capacities to operate outside the national borders in different environments. (Ahokangas & Pihkala 2007, 7) It can be also described as learning and changing project. As a result of these processes the enterprise expands its operations to international markets. (Äijö 2008, 41)





*Figure 6. The internationalization stages of the enterprises in Central Finland. (n=69)*

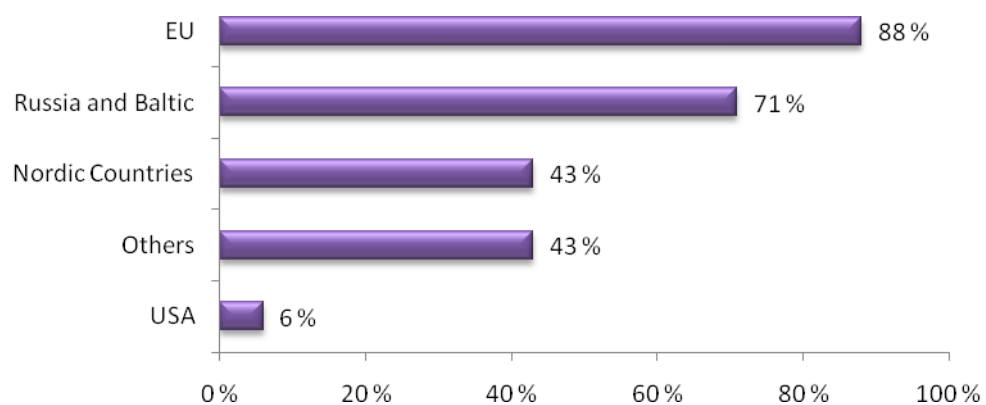
69 enterprises answered to the questionnaire. As figure 6 shows 73% of these enterprises had international operations; 46% were exporting, 13% were importing and 14% had their own production unit abroad. Only 25% did not have international operations, and 7% of these did not even consider internationalization. According to these answers the internationalization stage in Central Finland is good. More than half of the enterprises had international operation. Many of the enterprises which did not have international operations were also considering the internationalization. The amount of enterprises which had their own production unit abroad was very good as 14% had them. The results prove that the enterprises in the Central Finland want to internationalize and there is need for international services.

### 3.2 Target markets of the enterprises

Good and diverse information of the target markets is vital for enterprises that their international operations would be successful. With sufficient amount of information the enterprises are able to operate more effectively. Gathering information also saves money and time as the enterprises are capable to do right decision. If the enterprises do not have enough information on the markets the chance for mistakes and false conclusions is huge. The lack of information may also influence to the marketing and selling. With enough information the enterprises are able to direct their sales and marketing for right customer groups. (Selin 2004, 32-33) The countries are often chosen from a list of countries, and narrowed the list down. Finally the remaining countries are placed in order according to the attractiveness. (Immonen 2005, 26)

Traditional way to internationalize is to expand in stages. Usually the first markets the enterprises expand are markets which are nearby and easy to enter. These markets also contain smallest risks. When the enterprises have more experience they are able expand their business to further markets. (Immonen 2005, 26)

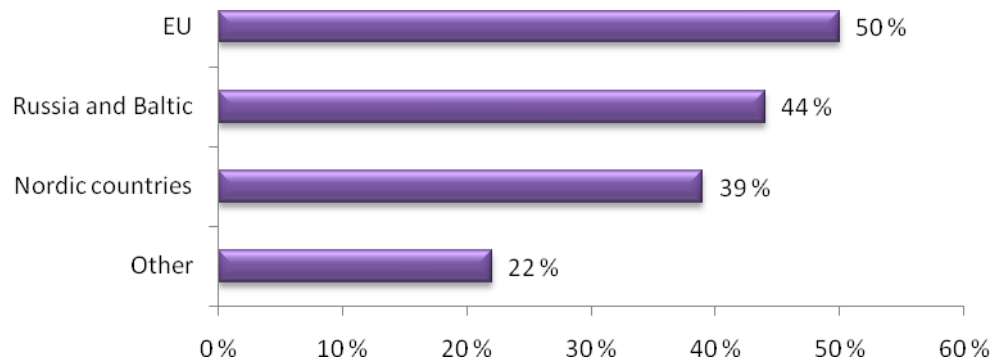
There are three main factors the enterprises should consider before choosing the target markets. Geographic circumstances are one of these factors. Geographic factors can be typographical, living opportunities and climatic circumstances. These influence mainly to transportations, functionality of the product and working conditions. Another issue to consider is cultural factors. Culture is a social phenomenon which is learned. Culture consists of way of life, values, social and moral visions. Cultural differences might complicate the internationalization. The enterprises need to consider the culture to be successful in the markets. Also political, juridical, social and financial factors need to be considered. These factors have even greater meaning when the investments are huge. (Immonen 2005, 27-30)



*Figure 7. Target countries where enterprises have international operations. (n=46)*

The enterprises which had international operations were asked to define the target countries where they have expanded. They were asked to mention three most important target markets. The European Union countries (88%) were the most wanted markets as indicated in figure 7. This might be due to the European Union which facilitates the enterprises' operations. Russia and Baltic (71%) were also preferred by the enterprises which have international operations. Russia has enormous markets which are attractive for many enterprises. Baltic countries are also becoming important mar-

kets for Finnish enterprises. The markets are relatively close and therefore attractive for many enterprises. Nordic countries (43%) are not as attractive as they used to be. These markets are closest to the domestic markets, and thus comfortable markets to begin internationalization.



*Figure 8. Target countries where enterprises with no international operations could expand their businesses. (n=14)*

The enterprises which did not have international operations were asked to clarify the countries where they would begin expanding. The results from this group of enterprises were relatively similar to the answers of the enterprises which had international operations. The European Union countries were the most mentioned countries (50%) as figure 8 shows. Russia and Baltic countries (44%) were also interesting markets for enterprises with no international operations. The reasons why these markets were attractive could be the same as for enterprises which had international operations. The enterprises were also asked to clarify which other countries they would internationalize. Many enterprises mentioned Arabian and developing countries. These results were rather surprising as the markets in Arabian and developing countries are not the easiest markets to begin international operations.

### 3.3 Operation modes used for internationalization

There are different ways for enterprises to expand their businesses to abroad which are called operation modes. Operation modes define where the products are produced, and how they are transported to the final customer in the foreign country. Enterprises need to consider the specific features the different modes have before choosing the one which is the most suitable for them. (Äijö 2005, 113, 185) The strategy and the long-term goals affect to the entry mode. The actions, level of attendance and the desired

visibility in the target markets vary by the entry mode, and these factors should be considered carefully before choosing the entry mode. Operation modes can be divided into three sections; export-, contractual- and investment entry modes. (Vahvaselkä 2009, 72-7)

The most common entry mode is traditional exporting. Products and services are produced in home land, and taken to abroad either by using intermediate or directly by themselves. In indirect export the enterprise's role is relatively passive. This is due to the domestic intermediate, such as an agent, export company or export tier, the enterprise uses. (Vahvaselkä 2009, 73) Indirect exporting does not require any specific knowledge of the international business acts, and the risks involved are relatively small. Therefore it suits best for enterprises which have little or no experience on international businesses. (Ahokangas & Pihkala 2002, 31-31) The enterprise relies on domestic intermediate, and thus it does not receive sufficient amount of information or experiences on foreign markets. Without the information of the foreign markets, controlling the markets might be problematic for the enterprise. (Äijö 2005, 190)

Direct exporting is another way to export, and it is slightly more challenging than indirect exporting. In direct export the enterprise has a foreign intermediate hence the enterprise handles the exporting on its own. The enterprise is directly in contact with the foreign intermediate which can be an importer, an agent or retailer. (Vahvaselkä 2009, 74) Direct exporting requires knowledge on international business acts as the enterprise handles the relationship with the foreign intermediate on its own (Ahokangas & Pihkala 2002, 32). In direct exporting the enterprise gains more knowledge and experiences on international business than in indirect exporting. The foreign intermediate has a better understanding of the markets, and thus knows how to be successful in the markets. However monitoring, communicate and staying in contact with the foreign intermediate might be problematic. (Äijö 2005, 190-191) Motivating, supporting and rewarding the foreign intermediate can be complicate. Nevertheless, when the foreign intermediate knows the markets well, the enterprise has a good chance to be successful in the markets. (Ahokangas & Pihkala 2002, 32)

Own export is the most demanding way to export as it requires knowledge on international businesses. The enterprise sells its products directly to the foreign customers, and do not use any intermediates. This increases the amount of information on the

markets. (Vahvaselkä 2009, 71) Therefore the enterprise has a better control of the markets. This also accelerates the responding time to changes in the markets. (Äijö 2005, 191) The enterprise receives direct feedback from the customers which helps them to understand the markets better. Own exporting requires more resources than other ways to export and it is the most expensive way to export. However, the long-term customer relationships are often build through own exporting. (Ahokangas & Pihkala 2002, 31-33) One way to do own export is through internet. Internet is a distribution channel which does not require immense investments. However marketing and additional services may require a physical attendance in the markets. In the internet the size of the enterprise does not matter and therefore even small enterprises are able export through it. (Vahvaselkä 2009, 74)

Exporting has low costs and risks when compared to other entry modes. It also offers quick entry to the markets, and flexibility to the activities. Exporting is a simple and easy entry mode in which the enterprise is able to monitor the production closely. The enterprise may also use the expertise of the intermediate. However the transportation costs can be relatively high and the enterprise is vulnerable for trade barriers. The enterprise also receives little information on the markets and the customers directly. Therefore they are not able to react to the changes quickly enough. (Äijö 2005, 189) The same principals function in importing. The easiness of the exporting was seen also in the questionnaire. 46% had exporting and 13% importing as an entry mode. Also 17% were considering exporting and 1% was considering importing. This reveals that many enterprises in Central Finland consider this the best way for them to internationalize.

Licensing, franchising, project operations and strategic alliances are all contractual entry modes. Licensing and franchising are relatively close to each others. In licensing the enterprise purchases rights to use other enterprise's immaterial property. These might include information such as patents, brand or label. The license is outlined accurately in a contract. The contract defines the production, quality control, marketing, image and other issues the license will cover. In franchising the enterprise is able to purchase a standardized business concept. Franchisee operates as an entrepreneur by using the label or the name of the franchiser in the production and marketing. (Vahvaselkä 2009, 75-76) The franchisee is part of the organization, and therefore able to assist on product development and networking. Thus the failure of the franchisee is

considered to be a failure of the whole organization. Challenges in franchising involve the monitoring of the franchisees when the organization grows, as well as cultural differences. (Ahokangas & Pihkala 2002, 39-41)

Project operations and strategic alliances are also part of the contractual entry modes. In project operations the enterprise sells a project which is limited by time, location and content. The seller can also be governance, municipality or organisation. (Vahvaselkä 2009, 77) Project operations are often used when the enterprise is unable or unwilling to perform a project on its own. In most cases project operations are used to complete investments. (Äijö 2005, 201-2005) Strategic alliances indicate to co-operations which assist on expanding businesses to foreign markets. There might be multiple co-operation alternatives with long-term partners. (Vahvaselkä 2009, 77) The co-operation partner should be carefully considered and chosen. The content and the form of the alliance should be closely defined. (Ahokangas & Pihkala 2002, 49-50)

Investment entry modes include green field operations, joint ventures and manufacturing unit. Establishing a sales unit means permanent juridical and physical attendance in the target markets. Sales unit can be either branch office or subsidiary. Establishing a sales unit usually implies that the enterprise wishes to be closer to the customers, and wants to have better visibility and control over markets. (Vahvaselkä 2009, 80-81) Sales unit is a direct foreign investment although it is not a manufacturing unit. Sales unit is a natural extension to exporting. (Äijö 2005, 196) Acquisition is also a way to expand. Acquiring a subsidiary offers established customers, market share, functioning organisation and distribution channels. Nevertheless it is not easy to find an enterprise which suits the strategic goals of the purchaser enterprise, and is willing to sell for a moderate price. (Ahokangas & Pihkala 2002, 44-45)

In joint venture there are a parent enterprise and one or more local enterprises working together. (Vahvaselkä 2009, 81) A joint venture is completely new enterprise which is owned and managed by the founding enterprises. Every enterprise invests diverse inputs which are evaluated in money in the founding contract. (Äijö 2005, 200) Lack of resources, sharing the risks, attaining a local brand and learning on the target markets are some of the main reason to form a joint venture. However, finding the right partner, time consuming negotiations, the contract terms, different goals and strategies might cause problems in a joint venture. (Ahokangas & Pihkala 2002, 45)

The most demanding form of internationalization is establishing a manufacturing unit to foreign country. This is usually the last stage of internationalization as is the most expensive and risky entry mode. Nevertheless it provides the best benefits as well. (Äijö 2005, 209) Motivations to establish a manufacturing unit might be high demand in the target markets, need to be closer to the customers and lower production costs (Vahvaselkä 2009, 81).

## 4 INTERNATIONAL SERVICES

International services assist enterprises to expand their operations to abroad. They also assist on different stages and areas along the way. There are many organization offering international services. Some organizations concentrate mainly to finance the international operations as some organizations offer guidance, information and other necessary services. This chapter discusses on international services and the various organizations offering them.

### 4.1 Previous researches on international services

There have been couple earlier researches on internationalization and international services. The studies expire relatively quickly as the markets situations change and the international services change with it. Students Hanna Jäntti and Heidi Kallio from Jyväskylä University of applied sciences studied the international services the enterprises used in their expansions in 2003. Their research concentrated on studying the international services from both organizations and enterprises point of view. Their aim was to research the international services which are on the markets and which of them are used. They invented also some development and improvement ideas. (Jäntti & Kallio 2003, 4, 26)

The most used organizations offering the services were Finpro, TE-centre and Jykes, and the least used organization was Fintra. Third of the enterprises have not used any of the organizations providing international services. Insufficient informing of the services and the lack of resources were mentioned as reasons for this. From the services the most important ones were financing and training- and expertise services. (Jäntti & Kallio 2003, 68-70)

The research was also aiming to find improvement and development ideas. The enterprises wished the services would be more united and that there would be more expertise on certain branches of expertise. The researchers also mentioned that the organizations should listen more to the enterprises. The enterprises wished that the services would be tailored according to their needs. (Jäntti & Kallio 2003, 70)



The international services were important to the enterprises and the services had increased the willingness to internationalize. The services were especially important for the small enterprises which did not have enough resources. (Jäntti & Kallio 2003,71)

Another research which is done on the international services was done by the Birkitta Hämäläinen and Jarmo Malinen in 2007. It is called Problems involving the SMEs' internationalization in Central Finland. The aim of the research was to discover problems enterprises confront when they internationalize, and to find solutions which facilitate the internationalization. One of their goals was also to find out whether Jyväskylä University of applied sciences could ease the enterprises in their expansions. (Hämäläinen & Malinen 2007, 5)

The researchers considered that the internationalization stage in Central Finland is relatively good. However there were half of the enterprises which did not consider internationalization for the next few years. Adequacy of domestic markets and the shortage of capital were reasons for this. The biggest problems with the internationalization mentioned in the research were the deficiency of the contact and the foreign connections. Qualified personnel with good language skills and the limited information on the markets were also mentioned as problems. (Hämäläinen & Malinen 2007, 84-85)

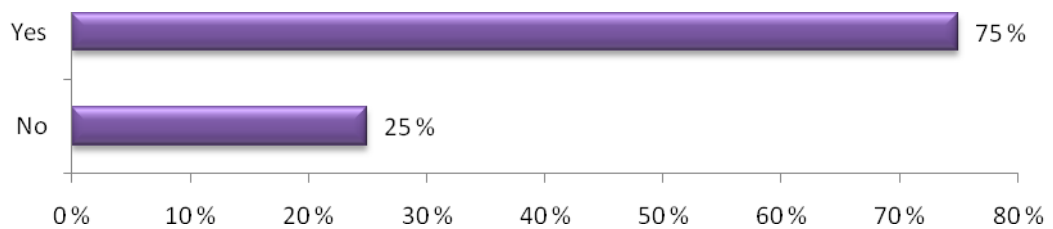
The enterprises considered their capacities to internationalize were good in every aspect. The results were surprising as the enterprises have had international operations only for few years or they are still considering to internationalizing. Although the enterprises considered their capacities good, they were willing to perform activities to increase their operations. More than half of the enterprises were eager to perform market researches and to increase their production to amplify their operations. The opportunities to co-operate with Jyväskylä University of applied sciences were also studied. The greatest activity mentioned in the research was taking a student to the enterprise to search new opportunities to export. Otherwise the enterprises were not interested in co-operating with Jyväskylä University of applied sciences (Hämäläinen & Malinen 2007, 85-87, 89-90)

The enterprises which had international operations were interviewed separately in the research. The resources were the biggest problem the enterprises mentioned. Also

language and cultural problems were mentioned. The enterprises were asked to clarify the factors influencing the success in internationalization. The competition in the target markets and the lack of time were mentioned as the greatest factors influencing the success in target markets. (Hämäläinen & Malinen 2007, 88-89)

#### 4.2 The enterprises' awareness of the international services

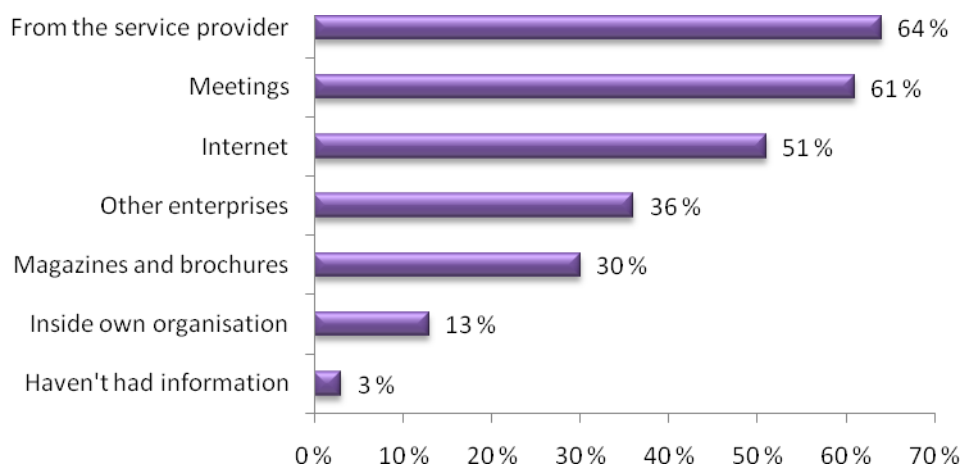
It was important to study whether the enterprises have received enough information on the services and the organizations providing them. Also the channels through which they have received the information were studied.



*Figure 9. Have the enterprises received enough information on the international services. (n=69)*

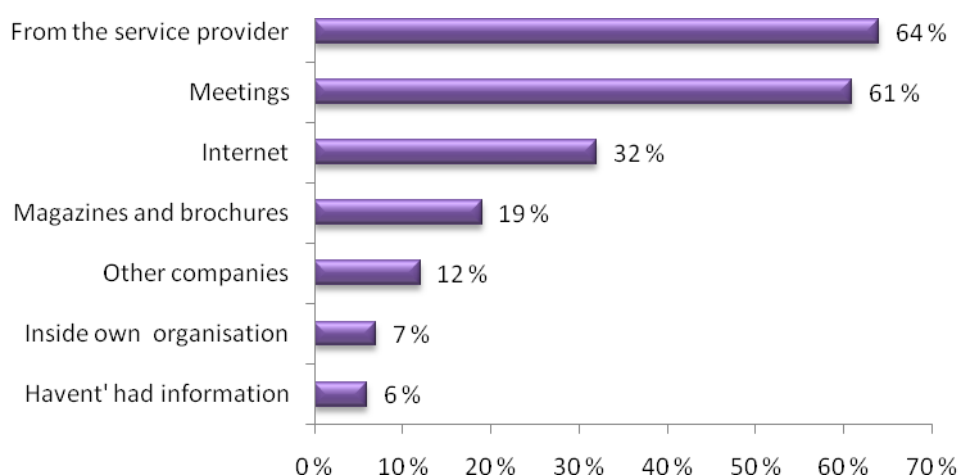
In the research the enterprises were asked whether they have had enough information on the international services. As figure 9 indicates more than half have had enough information on the international services. There were 25% of the enterprises which have not had enough information.

The enterprises were asked to clarify the channels from which they have received information of the international services.



*Figure 10. Information sources from which the enterprises have received information on the international services. (n=69)*

Most of the enterprises have received the information directly from the service provider (64%) as figure 10 shows. As well meetings and the internet have been important information channels. These results indicate the activeness of the service providers. They aim to reach all the potential clients and they want to share the information. However there were 3% of the enterprises which have not had the information on the international services. This shows that the organizations providing the international services need to market their services more to reach all the potential clients.



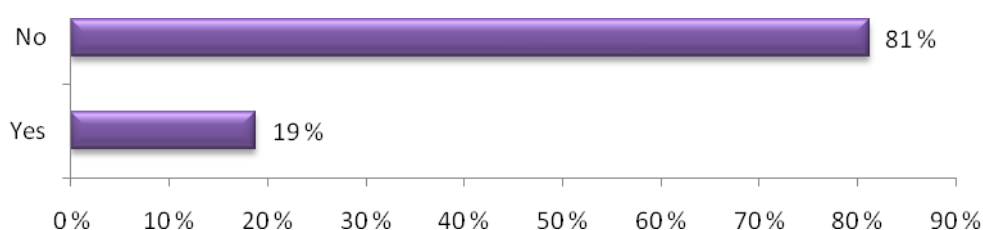
*Figure 11. Information sources from which the enterprises have received information of the international services of Jykes. (n=69)*

The information channels from which the enterprises have received information of Jykes' international services were studied as well. 64% of the enterprises have had the

information of the international services directly from Jykes (see figure 11). Meetings (61%) and internet (32%) have been important channels for enterprises. The enterprises which answered to the questionnaire were all active clients of Jykes. Therefore it is strange that there were 6% of the enterprises which have not had information on the international services. This might be due to the passive behaviour on the behalf of the enterprises as other results reveal that Jykes shares information actively.

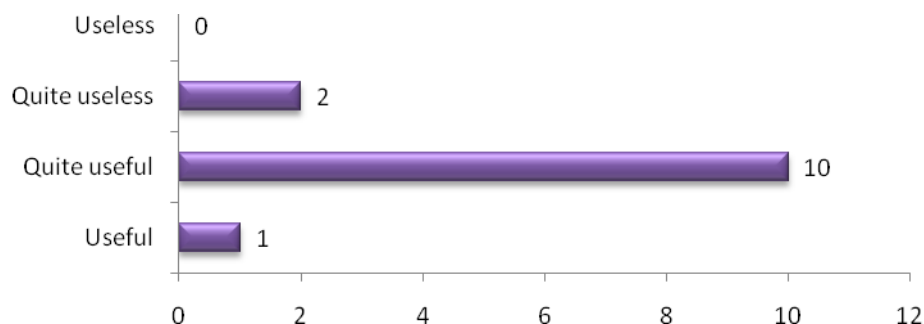
The awareness of the enterprises on the international services is good. Most of the organizations providing the international services operate actively and they want to inform the enterprises on their services. Jykes is one of these active organizations which also the results assure. The information channels are proper for many enterprises and they are also correct for the organization offering the services.

The enterprises were also asked on the Human Technology- internet page. The organizations offering the international services have gathered information on the internationalization to the internet page. As well the private and public service providers which the enterprise might need for internationalization are gathered to the internet page. (Human Technology 2010 b) The aim was to discover whether the enterprises have heard of the page and do they consider it to be useful.



*Figure 12. The awareness of enterprises on Human Technology- web page. (n=69)*

Most of the enterprises (81%) had not heard of the internet page (see figure 12). There were only 19% of the enterprises which had heard of the internet page. The internet page is rather new and it is involving all the time. This might be a reason why many of the enterprises had not heard of it. However the questionnaire might have increased the awareness and introduced the page for new users.



*Figure 13. Usefulness of the Human Technology- page according to the enterprises which are aware of it. (n=13)*

In the research the enterprises which had heard of the Human Technology-internet page were asked to describe the usefulness of the page. Ten enterprises considered the internet page to be quite useful and 1 considered it to be useful as figure 13 indicates. There were only 2 enterprises which considered the internet page to be quite useless and none of the enterprises considered it to be useless. According to these results the pages should be continued to develop as most of the enterprises considered it to be useful.

The enterprises were also asked to give development ideas of the internet page. Many wished the page would be more comprehensive and wider. Thus the page is relatively new and it is improved all the time. Few enterprises also wished the pages would offer more detailed information of the international services. A certain contact person who to contact was one of the wishes the enterprises had. These ideas might give few development ideas for the organizations.

#### 4.3 Organizations offering the international services

There are many organizations offering the international services. Here are introduced the most important ones and the ones which operate in the Central Finland.

There are 15 Centres for Economic Development, Transport and the Environment across Finland, one in Central Finland as well. The aim of these centres is to develop government activities in the regions. For example economic development, labour force, competence and cultural activities are issues the centres aim to advance. (ELY-Centre 2010 a) ELY-Centre in Central Finland supports the founding of SMEs. They also support growth and development by offering guidance and education, as well as

development services and financing. They also offer international services. Centres offer guidance on exporting and internationalization, assessments of the export capacity, and help to build export networks. They also have financial support and guidance. To help the SMEs to internationalize ELY-Centres arrange seminars, training programs and current occasions. They have an expertise network to advance the internationalization (ELY-Centre 2010 b)

Finnfund is one of the financing organizations helping companies to internationalize. It finances long-term projects in developing countries and Russia. (Finnfund 2010 a) Finnfund finances entrepreneurs on private industry and service sector, and infrastructure projects as long as there is a Finnish aspect in the project (Vahvaselkä 2009, 45). There are different types of financing forms Finnfund provides. These include minority equity investment, investment loans, mezzanine financing and combinations of these. The enterprise applying the financing has to have a domestic interest in the project and the project has to be operated in the soil of Russia or developing country. (Finnfund 2010 b)

The Finnish Chamber of Commerce's main aim is to support the business environment. It promotes competitive position of Finnish companies in Finland and in the European Community. Co-operation with municipalities, authorities and other decision-makers is an important part of the work. They publish books and guides, and offer training, advice and services. They also establish networks. (The Finnish Chamber of Commerce 2010)

There is a local Chamber of Commerce in Central Finland. The task of it is to advance the competitive ability of businesses in Central Finland. It aims to strengthen the preconditions for successful operations in the area. The Central Finland Chamber of Commerce aims to act rapidly and co-operatively, and to be relied partner. The member companies of the Chamber of Commerce employ approximately 32 000 people, and therefore it represents the Central Finland well. (Central Finland Chamber of Commerce 2010 a)

Central Finland Chamber of Commerce offers guidance, services and help in different situations. To member enterprises they offer phone guidance on legal, auditing, taxation and VAT matters for free. Chamber of Commerce approves and monitors ac-

countants and accountants' communities in its area. It also approves product inspectors. The Chamber of Commerce is authorized to confirm documents of foreign trade such as invoices and packaging catalogues. They also help enterprises to network by offering a KauppakamariVerkko. This is a meeting point for companies. Through this they can strengthen their networks and find new partners. Central Finland Chamber of Commerce co-operates also with Euro Info Centre. The meaning of this co-operation is to offer comprehensive and practical information to enterprises. From Euro Info Centres companies gain information on enterprise co-operations, financing offered by European Union and on research and development on European Union. (Central Finland Chamber of Commerce 2010 b)

Finnvera Plc is an organization which completes financial markets. Finnvera Plc is owned by the State of Finland. It provides loans, guarantees, venture capital investments and export credit guarantees. Finnvera Plc also promotes the development of entrepreneurship and export. (Finnvera Plc 2010) The financing Finnvera Plc offers is designed for Finnish enterprises which need funding for expansion activities such as establishing subsidiary to abroad and joint venture. (Vahvaselkä 2009, 43)

Finpro is founded by the Finnish enterprises, and its main clients are enterprises at different stages of internationalization. Finpro offers high quality and comprehensive services to SMEs. (Finpro 2010) Finpro has a worldwide consultant network which is specialized in central lines of business. FinPro's services, such as guidance and information services are free for every enterprise, and for part of the services, such as consulting, enterprise's development and searching for contacts, they charge. Finpro co-operates with other organizations to support internationalization of SMEs. Ministry of employment and the economy, TE-centre and Tekes are part of these organizations. Due to this co-operation companies may apply funding from Ministry of employment for certain services which are liable to charge. (Vahvaselkä 2009, 42-43)

Fintra is an organization helping Finnish companies to meet the growing challenges in global business. Services are designed for enterprises which are already active in the global business field or are establishing a global business. The expertise and knowledge Fintra has is present and self experienced through their network of experts. Fintra co-operates with various organizations and associations which support internationalization and increases the knowledge. (Fintra 2010 a)

Fintra offers both open programs and customized programs for enterprises. Customizes programs are planned with the client and they support the execution of the enterprise's strategy. Fintra aims to help SMEs to ensure the successful entry to foreign markets by identifying business challenges in different stages of internationalization. They offer also work requirement and recruiting programs for unemployed job-seeker who participate to a 6-month training period in enterprises. During these months enterprises have international activities. There is also a program called Fintra Russia. In the program Fintra provides training on international business management in St. Petersburg. They have local personnel in St. Petersburg which offers immediate knowledge of the St. Petersburg area. (Fintra 2010 b)

Jyväskylä Innovation Oy is an expert organization. It supports technological growth, development and competitiveness in Jyväskylä and Central Finland. Jyväskylä Innovation Oy is owned by the Jyväskylä Regional Development Company Jykes Ltd (76%) and Technopolis Ltd (24%). They aim to help their clients to process their ideas into a successful business. This increases area's technology knowledge and business expertise. Their goal is to develop the innovation surroundings and technology clusters. The main areas of expertise are energy technology, information technology, nanotechnology, and technology concerning paper making. Jyväskylä Innovation Oy's main concept is to support the international high technological enterprises in Jyväskylä, and to increase the amount of them. (Jyväskylä Innovation Oy 2010 a)

Jyväskylä Innovation Oy offers certain services to support the technological enterprises. They prepare and execute developing projects. These may be regional, national or international. These projects are prepared in co-operation with research facilities and enterprises. Jyväskylä Innovation Oy also gathers networks and forums, and develops them. They also offer seed funding for projects and enterprises. (Jyväskylä Innovation Oy 2010 b)

Jykes' aim is to help enterprises in every stage of their internationalization. The services they offer are based on their in-house expertise as well as to co-operative networks of both local and international partners. The international services of Jykes are designed for enterprises and organizations operating in Finland and abroad. (Jykes 2010 c)



The international services of Jykes can be divided into subsectors. Information- and guidance are part of the services Jykes offers. These services include guidance in internationalization and in EU as well as information on internationalization. Jykes has online guidance in which their experts answer to questions through phone and email. However, they have also theme days and – occasions in which the subject may vary from transportation to money transports. Jykes has parenting enterprises which have experience on international businesses and they are willing to share it. These enterprises are used for example for guidance. For finding new business opportunities and networks Jykes offers guidance with EU programs. Jykes publishes every month a leaflet on current issues, important subjects and events. They have also a program called KaTi where enterprises can find information on for example current issues and certificate models. Networking and internationalization programs are part of their services as well. Jykes has a data base where enterprises are able to find other enterprises operating in international markets and network with them. They also gather enterprises to groups and co-ordinate their procedures. (Jykes 2010 d)

Another subsector is planning the internationalization strategies and executing them. These services include mapping the business opportunities and doing a narrow market research which helps the enterprise to decide whether to proceed or not. Finding expert- and business contacts which help the enterprises on new markets belong to the services. Enterprises may find information on these issues from KaTi as well. (Human Technology c 2010) Expertise services which Jykes offers includes fair and exhibitions, and foreign trade support. Jykes searches good fairs and exhibitions and informs the clients of those. Fairs and exhibitions offer an excellent chance for enterprises for personal meetings, making connections and assessing competition situation. Foreign trade support includes interpretation- and translation services, organizing negotiations and assisting on it. Helping with foreign trade documents is also part of their expertise services. (Jykes 2010 d)

The operating environment supporting entrepreneurship and innovative activities is in the responsibility of The Ministry of Employment and the Economy. As well securing the working of the labour markets, employability of workers and regional development within the global economy are part of their main aims. The Ministry of Employment and the Economy establishes its international services for the Finnish inter-

est. Thus the public activities should advance the financial development in Finland. The aims are that the conditions and chances in international markets would be the same for Finnish enterprises as they are for foreign enterprises. (The Ministry of Employment and the Economy 2010)

The Finnish Innovation Fund, Sitra is an independent public fund. It operates under the supervision of the Finnish Parliament, and its responsibilities are specified by the law. Sitra's aim is to support welfare of Finnish society. Sitra's mission has been to support steady and balanced development in Finland, growth of its economy and its international competitiveness. (Sitra 2010) Sitra operates through its programs. Aim of the programs is to change the system in a way it modifies both the society and the everyday life of citizens. The assortment of the programs include among other things clearings, strategy processes, experiment project, business development and business financing. (Vahvaselkä 2009, 47)

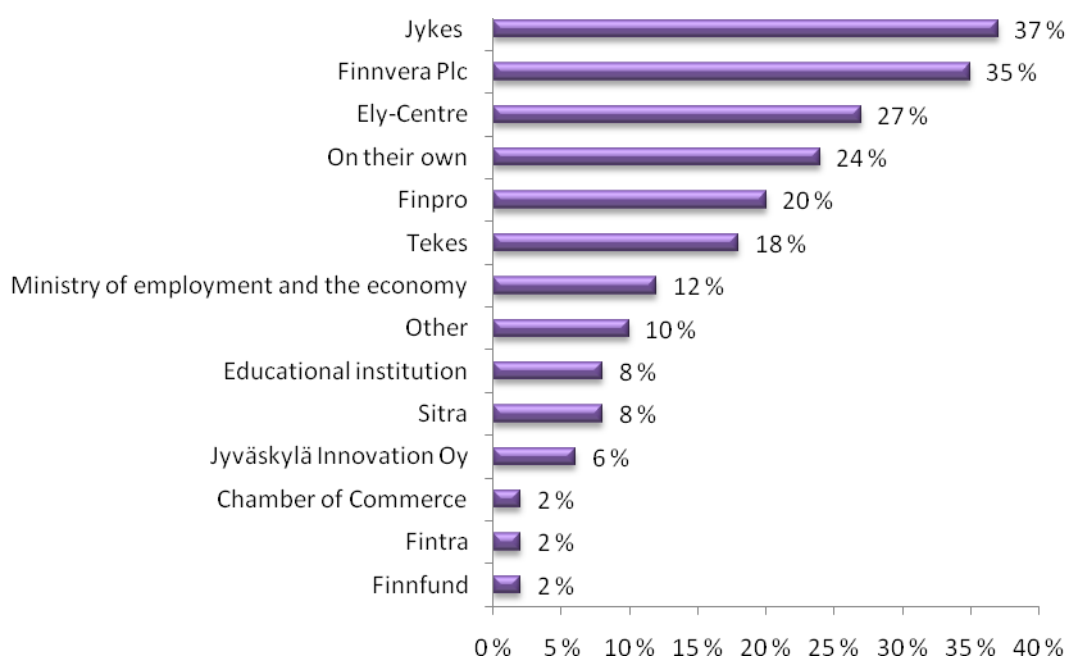
Tekes is a Finnish Funding Agency for technology and innovation. Its aim is to improve innovative activities in different fields such as industry, service sectors and research communities. Tekes is a specialist organization for development and innovation in Finland. It is as well one of the main organization for financial research which is publicly financed. Tekes funds also public research projects at universities, polytechnics and research institutes. In addition to this funding they finance other business researches, development projects and innovations. (Tekes 2010 a) This financing is aimed to projects which generate long-term benefits for Finnish society and economy. Centres for Economic Development, Transport and the Environment (ELY Centres) offer Tekes' services as part of Tekes' network and one of these centres is located in Jyväskylä. (Tekes 2010 b)

The Ministry for Foreign Affairs focuses on foreign and security policy, trade- and development policy, and on major foreign policy issues and international relations. They also support other government branches in coordinating international contacts. The Ministry and diplomatic as well as consular missions assist the Finnish economy and society, the political leadership and Parliament, in addition to Finns. (The Ministry for Foreign Affairs 2010 a)

The Foreign Service offers services for Finnish enterprises. These services are mainly related to export, the financing and practical management of scheduled or continuing projects abroad. The key challenges for Finnish enterprises have been networking and co-operation and therefore the Foreign Service promotes enterprises' exporting and internationalization. Supporting Finland's economic interests abroad is part of their aims. As well influencing to external operational environment is part of their services. This means exploring barriers to trade and eliminating them, facilitating imports and negotiating protection agreements in order to protect Finnish investments. The Foreign Service also arranges promotional events, finds business contacts, and considers the enterprises' wishes when preparing official visits to and from Finland. Through their information services the Foreign Service transfers the network of task to the enterprises' use. They may transfer the information also through trips to provinces and seminars. They have few magazines which offer information. Also co-operating with other Finnish organizations the Foreign Service is able to share the information. (The Ministry for Foreign Affairs 2010 b)

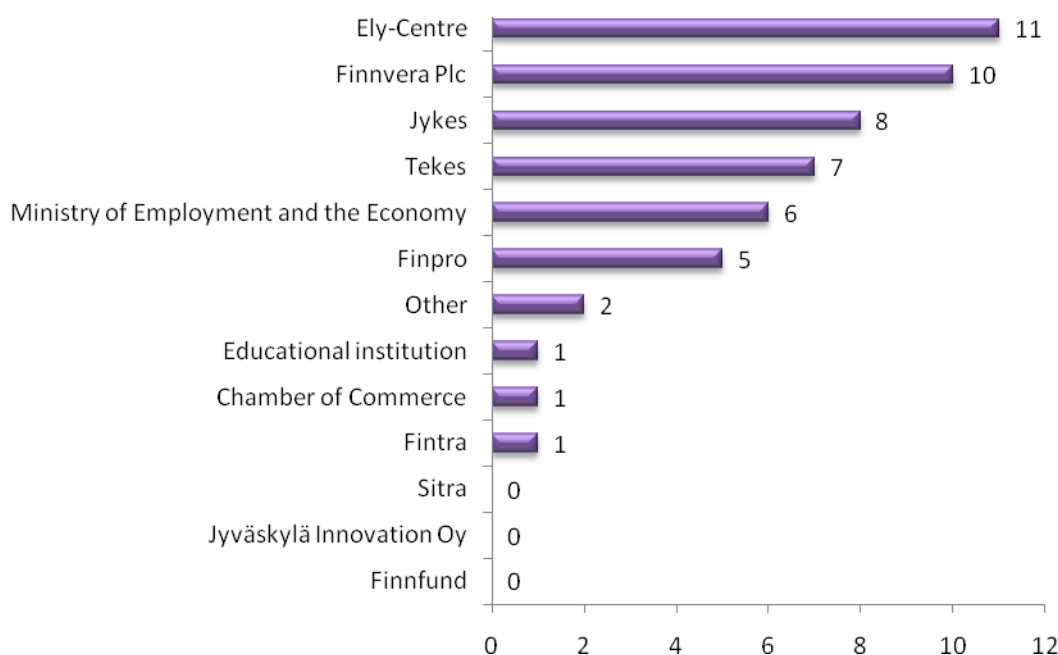
#### 4.4 The use of organizations providing international services

The enterprises were asked to clarify the organizations which they have used or will use for their internationalization. They were also asked to describe the factors which affected to their choice of organization.



*Figure 14. Organizations which enterprises have used for their internationalization. (n=49)*

As figure 14 shows Jykes (37%) and Finnvera Plc (35%) were the mostly used organizations for internationalization by the enterprises which had international operations. ELY-Centre was used a lot (27%) as well. These organizations provide basic services the enterprises need when they expand their businesses to abroad. These organizations have wide range of services and good connections. They also operate actively. Unexpected in the results was the amount of enterprises which internationalized on their own. Expanding a business to abroad requires information and capital from the enterprises. Therefore these enterprises have to have experienced and skilled personnel and excess cash flow to be able to internationalize on their own. There were 10% of enterprises which informed they have used other organizations or ways to internationalize (see figure 14). They were asked to clarify which other organizations or ways they have used. Many enterprises informed they have used their own experience and connections. Unions operating in different branches, such as The Trade Association of Finnish Forestry and Earth Moving Contractors, Finnmetko Ltd and business partners were mentioned as well.



*Figure 15. Organizations enterprises might use for their internationalization. (n=16)*

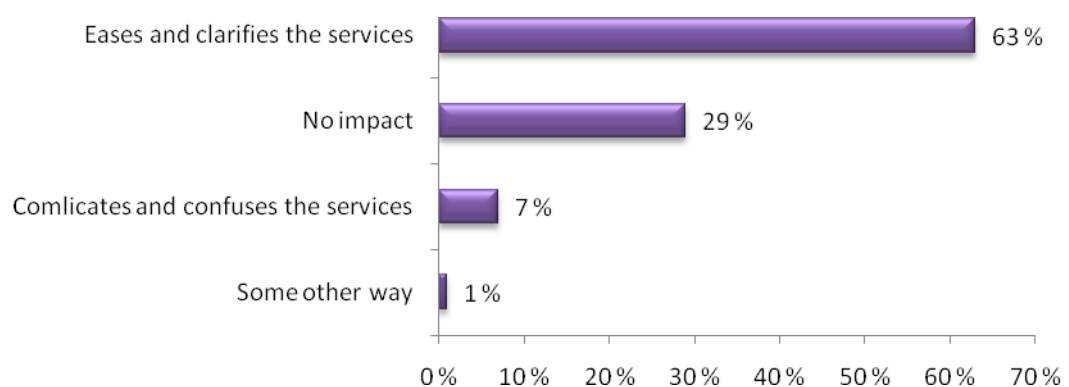
The enterprises which did not have international operations were asked which organizations they would use in the future for their internationalization. The answers were rather similar to the ones the enterprises which had international operations gave (see figure 14). As figure 15 indicates ELY-Centre would be used the most (11 enterprises). As well Finnvera Plc (10 enterprises) and Jykes (8 enterprises) would be used plenty. ELY-Centres aim is to support establishment, growth and development of SMEs, and thus many enterprises might feel comfortable to rely on it also for internationalization. The enterprises were also asked which other organizations or ways they would use for their internationalization. Many mentioned a partner in the local markets which few enterprises have already searched. Also projects which advance exporting were mentioned. These services are found from the international services of some organizations, such as Jykes. Therefore it is strange that these enterprises do not use the services and receive reliable guidance.

These results reveal that the organizations which operate actively on the field and market their services were and would be used more than others. Organizations which are clearly visible in the Central Finland were also chosen more than organizations which are not visible in Central Finland.

*Table 3. Factors effecting enterprises' choices of the organizations.*

	Service prices of the provider	Locality of the provider	Jykes as a provider
n	69	69	69
Great meaning	38 %	12 %	9 %
Quite a lot meaning	54 %	39 %	32 %
Little meaning	7 %	41 %	36 %
No Meaning	1 %	9 %	23 %
Mean	1,71	2,49	2,73
Standard deviation	0,64	1,01	1,01

The enterprises were asked to describe how much certain factors affected their choice of organization. The results were measured by the mean. The mean being small the importance is great. Table 3 shows that 92% of the enterprises considered the services prices of the provider had a great meaning or quite a lot meaning to the choice. The locality of the services provider did not have such a great meaning. More than half (51%) considered that the locality of the service provider had a great meaning of quite a lot meaning. Jykes being the service provider had the least meaning. 41% of the enterprises considered it had a great meaning or quite a lot meaning. From these factors the service prices had the greatest meaning. The organizations should consider carefully their prices as it influences to the choice of organizations the most. With the service prices the organization could get competitive advantage compared to others. The locality did not have such a great meaning as the services prices did. It is positive if the organization is local but it does not define the choice of organization.



*Figure 16. Co-operation of the organizations influencing to receiving international services. (n=69)*

Many organizations providing international services have co-operations with each others. Kansainvälistyvä Keski-Suomi- project is one good example of the co-operation. In the project the organizations and enterprises together aimed to improve the internationalization stage of Central Finland. (Jykes 2010 a) In the research the enterprises were asked how the co-operation of the organizations influences to their possibilities to obtain international services. As figure 16 indicates 63% of the enterprises considered it to ease and clarify the services and the organizations providing them. Thus there were 7% of the enterprises which considered it to complicate and confuse the services and 29% which considered it has no impact.

The enterprises were also asked to clarify other ways the co-operation influences. Many thought it allows organizations to provide wider service entireties. Co-operation also creates a network where enterprises are able to find expertise from different fields. Part of the enterprises also considered it to be more efficient as the coordination is better, as long as there is one organization clearly in charge. Nevertheless some enterprises thought there are too many organizations operating the same field which complicates finding the suitable information. Some enterprises also thought there is no one taking responsibility in co-operations.

The results imply that most of the enterprises were satisfied with the co-operations as long as there is clearly one organization which leads it. The co-operation aims to wider service entireties which helps the enterprises as well. The organizations offering the services should continue developing their co-operations as third of the enterprises thought it complicates the services or had no impact at all.

#### 4.5 The use of international services

Earlier in the research were discussed the organizations offering the international services. This chapter discusses on the range of services they have. In the research the questions were designed separately for enterprises which have international operations and for enterprises which are considering the internationalization.



*Figure 17. International services enterprises, which have expanded their businesses to abroad, have used for their internationalization. (n=48)*

The enterprises which had international operations were asked which services they have used the most when expanding their businesses to abroad. International services which were used the most were fairs and exhibition (51%), and information and guidance (47%) as figure 17 shows. In fairs and exhibitions the organizations find the suitable fairs and exhibitions which would answer the branch and the need of the enterprise. Fairs and exhibitions provide great opportunities to make new connections and to compare own products to competitor's. Also face-to-face meetings with the customer are possible in the fairs and exhibitions. The mostly used services assist on the basic issues the enterprises need when expanding. The least used services were juridical (2%) and foreign business documents (2%) as figure 17 shows.



*Table 4. International services enterprises imagine using when internationalizing.*

	n	Very much	Quite a lot	Little bit	Not at all	Mean	Standard deviation
Financing and Grants	16	10	5	1	0	1,44	0,63
Partner- and Business connection searches	17	7	6	4	0	1,82	0,81
Market research	16	5	7	3	1	2,00	0,89
Juridical services	17	4	9	4	0	2,00	0,71
Preparations and strategies for internationalization	17	4	8	5	0	2,06	0,75
Foreign business documents	16	3	7	5	1	2,25	0,86
Information and Guidance	16	2	10	2	2	2,25	0,86
Interpretation- and translation services	16	1	8	7	0	2,38	0,62
Internationalization training	16	1	7	7	1	2,50	0,73
Fairs and Exhibitions	15	0	9	5	1	2,47	0,64
Internationalization programs	16	1	7	7	1	2,50	0,73

The enterprises which did not have international operations were asked to describe which services they would use. As the table 4 shows the results were measured by using mean. The greater importance the service has the smaller the mean is. The table 4 shows that the mostly used services would be financing- and grants(5,75), and partner- and business connection searches (7,75). Enterprise which consider internationalization are often small ones and do not have all the necessary resources. Networks are vital for enterprises at the beginning of their internationalization. Therefore partner- and connection searches are important for them. The least used services would be international programs (10,00), and fairs and exhibitions (10,00).

The answers of the enterprises which did not have international services differed from the answers of the enterprises which had international services. As enterprises which had international services used fairs and exhibition the most for internationalization, the enterprises which did not have international operations considered they would use them the least. Both valued information and guidance as important services, nonetheless the enterprises with international operations used them more than the enterprises with no international operations considered to use them. Enterprises with no interna-

tional operations considered they would use financing and grants a lot which was also the case with the enterprises with international operations.

*Table 5. Satisfaction toward the international services different organizations offer according to the enterprises with international operations.*

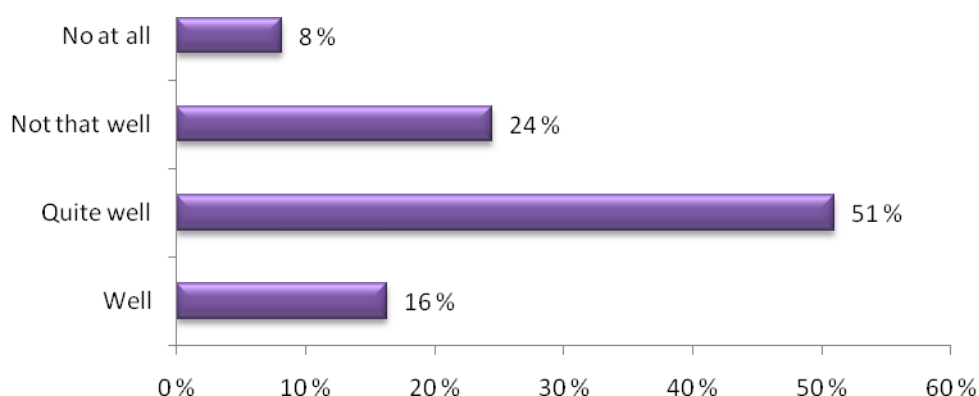
	n	Quite satisfied	Quite unsatisfied	Unsatisfied	Have not used the service	Mean	Standard deviation
Interpretation- and translation services	45	4	0	0	32	1,31	0,68
Juridical services	43	1	1	0	39	1,75	0,96
Foreign business documents	44	4	0	0	37	1,80	0,45
Information and Guidance	46	18	1	1	19	1,85	0,66
Fairs and Exhibitions	44	16	2	0	24	2,00	0,64
Internationalization training	44	8	3	0	30	2,00	0,25
Market research	44	12	3	0	27	2,06	0,99
Financing and Grants	45	12	2	2	25	2,10	0,85
Internationalization programs	45	10	0	3	28	2,12	0,34
Preparations and strategies for internationalization	43	5	2	0	35	2,13	0,26
Partner- and Business connection searches	46	11	7	0	26	2,25	0,46

The enterprises which had international operations were asked whether they were satisfied with the international services they have used. The results were measured by using the mean. The greater the mean is more important the service is. Most of the enterprises have not used the services which made the results slightly inadequate. (see table 5) Most satisfied the enterprises have been for the partner and business connection searches (2,25) which was also one of the mostly used services (see figure 17). The enterprises were rather satisfied with preparations and strategies for internationalization (2,13) and international programs (2,12) as the table 5 shows. These were services the enterprises had used a lot for their internationalization. The least satisfied the enterprises were for interpretation- and translation services (1,31) and juridical services (1,75). However in these results the amount of enterprises which have not used the services was huge.

The level of satisfaction was fairly close to the level of usage. The enterprises were the most satisfied with the international services they have used the most. Thus the organizations should invest more to the services such as international training, in which the enterprises were not quite satisfied with.

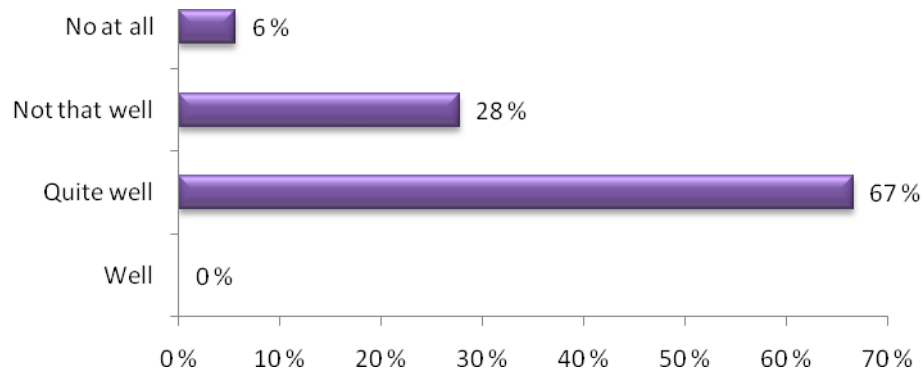
#### 4.6 International services of Jykes

Jykes is an important organizer in the Central Finland, and it assists enterprises in many fields. International services are part of Jykes' activities. This subchapter discusses on the international services of Jykes as well the awareness of the enterprises on Jykes' international services.



*Figure 18. The level of knowledge on Jykes' international services according to the enterprises which have international operations. (n=49)*

Most of the enterprises which had international operations knew Jykes' services rather well. Figure 18 shows that 67 % of the enterprises considered they knew the services well or quite well. This illustrates that the information of the international services have reached the enterprises relatively well as most of them consider knowing them well or quite well. Thus Jykes needs to continue informing the enterprises as there were 32% of the enterprises which considered they knew the international services not that well or not at all.



*Figure 19. The level of knowledge on Jykes' international services according to the enterprises which do not have international operations. (n=18)*

The enterprises which did not have international operations were also asked how well they knew the international services of Jykes. There were only 18 answers to the question and therefore the differences seem quite huge. 67% of the enterprise thought they knew the international services quite well. However, none of the enterprises considered they knew the services well. As the enterprises do not have international operations might explain why they do not know the services well. Jykes needs to market their services also to these enterprises as there were 34% of the enterprises which knew the international services not that well or not at all.

The results in both groups were rather similar. The most significance difference was the amount of enterprises which knew the services well as there were none with the enterprises which did not have international operations. This might be due to the usage of the services. Enterprises which have international operations have used these services and know them therefore better.

*Table 6. The importance of the international services Jykes offers according to the enterprises with international operations.*

	n	Important	Quite important	Not that important	Not important	Mean	Standard deviation
Information and Guidance	45	13	18	9	5	2,13	0,97
Market research	42	10	18	9	5	2,21	0,95
Partner- and Business connection searches	42	11	16	9	6	2,24	1,01
Internationalization programs	40	8	16	11	5	2,33	0,94
Fairs and Exhibitions	42	5	20	11	6	2,43	0,89
Interpretation- and translation services	42	10	9	14	9	2,52	1,09
Preparations and strategies for internationalization	42	5	16	13	8	2,57	0,94
Foreign business documents	40	6	11	14	9	2,65	1,00

The importance of Jykes' international services was also studied. The differences were relatively small as table 6 indicates. The differences were measured by using mean. When the mean is small the service has greater meaning. The enterprises which had international operations considered the most important international services of Jykes to be information and guidance (2,13), and market research (2,21). Information and guidance was also mentioned earlier as one of the mostly used international service by the enterprises which had international operations (see figure 17). However market research was not one of the mostly used international services for internationalization. Thus there is need for market researches as many enterprises consider it to be important. Partner- and business connection searches were also valued as important (2,24) as table 6 shows. Jykes has good networks and their local offices in St. Pietersburg, Shanghai and contact person in Poznan, Poland are able to find good contact and partners. (Jykes e 2010).

The least important international services for enterprises which had international operations were preparation and strategies for internationalization (2,57) and foreign business documents (2,65) as indicated in table 6. These enterprises have international operations and therefore the preparation and strategies for internationalization- services is not current for them. Many foreign business documents might be familiar to them as they have experience of the international business operations.

*Table 7. The importance of the international services Jykes offers according to the enterprises with no international operations.*

	n	Quite Important	Not that important	Not important	Standard Mean	deviation
Information and Guidance	18	9	7	1	1,67	0,84
Partner- and Business connection searches	18	7	8	3	1,78	0,73
Foreign business documents	17	5	8	4	1,94	0,75
Market research	18	7	5	5	2,00	0,97
Fairs and Exhibitions	17	3	8	5	2,24	0,83
Interpretation- and translation services	17	1	13	1	2,24	0,75
Internationalization programs	18	1	10	5	2,44	0,78
Preparations and strategies for internationalization	18	1	9	6	2,50	0,79

Enterprises which do not have international operations were asked to describe the importance of Jykes' international services. The smaller the mean is in the results, greater meaning the service has. The most important services were information and guidance (1,67), and partner- and business connection searches (1,78) as table 7 shows. Enterprises which had international operations mentioned information and guidance as the most important service of Jykes (see table 5). This might be due to the fact that enterprises require lot of information when expanding their operations. Many enterprises which consider internationalization may lack vital connections and networks. Therefore partner- and business connection searches are important for these enterprises. Market research (2,00) was one of the most important services Jykes offers according to the enterprises which did not have international operations (see table 7). Enterprises need certain amount of market information before choosing the right target markets where they are able to succeed.

Internationalization programs (2,44) and preparation and strategies for internationalization (2,50) were services the enterprises considered to be the least important (see table 7). When the internationalization is well prepared and the strategies are well planned, the internationalization process could be easier to execute. Various internationalization programs might also facilitate the expansion.

*Table 8. International services Jykes should develop according to the enterprises which have international operations*

	n	No devel- oping	Not much to develop	Some de- veloping	Lot to develop	Mean	Standard deviation
Interpretation- and translation services	34	4	12	16	2	2,47	0,79
Fairs and Exhibitions	37	5	11	19	2	2,49	0,80
Internationalization programs	35	4	11	17	3	2,54	0,82
Foreign business documents	31	3	10	16	2	2,55	0,77
Preparations and strategies for internationalization	35	6	8	16	5	2,57	0,95
Partner- and Business connection searches	37	5	9	18	5	2,62	0,89
Information and Guidance	36	3	11	17	5	2,67	0,83
Market research	38	4	10	18	6	2,68	0,87

In the research the enterprises were asked whether they consider Jykes has to develop their services and how much they need development. The results were measured by mean. When the mean is great, the service needs development the most.

International services the enterprises which had international operations wished Jykes would develop were relatively close to each others. There were no significant differences. The majority of the enterprises considered Jykes should develop most of their international services (see table 8). Market research (2,68), and information and guidance (2,67) needed to be developed the most. These two services were also considered to be the most important ones by the enterprises which had international operations (see table 5). This is slightly alarming, and thus Jykes should concentrate on these two services. Interpretation- and translation services (2,47) and fairs and exhibitions (2,49) needed to be developed the least according to the enterprises which had international operations. There were 47% of the enterprises which considered interpretation- and translation services needed no development or not much development. Although enterprises interpretation- and translation services needed the least development, there were nonetheless more than half of the enterprises which considered it needed devel-

opment a lot or some. It is the same with fairs and exhibitions. More than half of the enterprises consider it needs some or lot development.

The results reveal that the international services of Jykes require quite a lot development according to the enterprises which have international operations. The international services might go to the right direction; however there are many improvements to do.

*Table 9. International services Jykes should develop according to the enterprises which do not have international operations.*

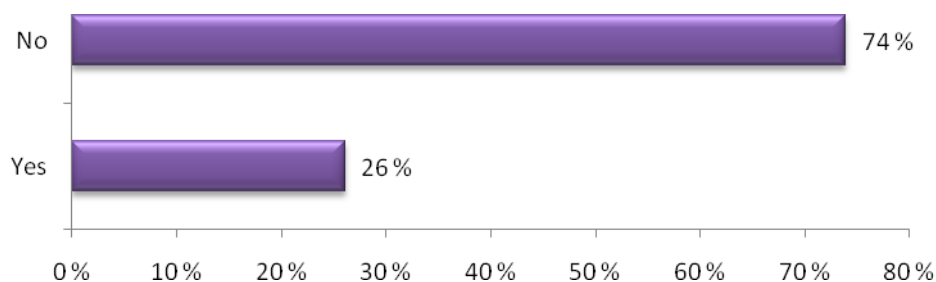
	n	No develop- ing	Not much to develop	Some developing	Lot to develop	Mean	Standard deviation
Foreign business documents	16	2	8	5	1	2,31	0,8
Fairs and Exhibitions	17	1	8	7	1	2,47	0,7
Interpretation- and translation services	17	2	6	8	1	2,47	0,8
Information and Guidance	17	1	5	9	2	2,71	0,8
Internationalization programs	16	2	4	6	4	2,75	1,0
Preparations and strategies for internationalization	17	1	4	9	3	2,82	0,8
Market research	17	1	4	7	5	2,94	0,9
Partner- and Business connection searches	17	1	4	6	6	3,00	0,9

The enterprises which do not have international operations were asked to describe which services Jykes should develop. The differences were rather small as there were relatively few enterprises which answered to this question. However the answers were rather similar to the answers received from the enterprises which have international operations. The need for development was measured by using mean. When the mean is small, the service needs to be developed the least. The international services which needed to be developed the most according to the enterprises which do not have international operations were partner- and business connection searches (3,00) and markets researches (2,94) as table 9 shows. Partner- and business connection searches were



also mentioned by the enterprises which have international operations as one of the services which needed to be developed the most (see table 8). This reveals that the service do not meet the level enterprises expect it to meet, and Jykes needs to concentrate on this. Market research was also mentioned by the enterprises which have international operations as a service which needs to be developed the most. It is vital for Jykes to notice these services and to concentrate on improving them.

The services which needed to be developed the least were foreign business documents (2,31), and fairs and exhibitions (2,47) as table 9 indicates. Fairs and exhibitions were also mentioned by the enterprises which have international operations as a service which needed development the least (see table 8).



*Figure 20. International services missing from Jykes' services according to the enterprises. (n=69)*

In the research the enterprises were asked whether there were international services missing from Jykes' services. Most of the enterprises considered there were no services missing as figure 20 indicates. There were 26% of the enterprises which considered there were some services missing. They were asked to clarify which services were missing. The answers varied quite a much and there were no specific service missing. Some enterprises wished to have more detailed consulting and guidance, and also consulting in the enterprises. Transportation and bio-energy occurred as branches, and the assistance and information on these issues. Some enterprises also wished Jykes would centralize their communication on different subjects. This would facilitate receiving the information. Partner operations were also an issue enterprises wished Jykes would develop. Few enterprises wished Jykes would evaluate their personnel acutely.

## 5 CONCLUSION

This chapter summarizes the results from the research.

### 5.1 The research summary

Internationalization and the organizations providing the international services are becoming more important to the enterprises. Therefore it is vital to study the international services and the organizations providing them continuously. The objective of the study was to explore the need for the international services and the use of them according to the enterprises using them. The research was done by studying the context and the empirical data.

The research was conducted by using a questionnaire which was directed for SMEs in Central Finland. The goal of the research was to answer three main research questions. The aim was to discover the enterprises' awareness of the international services. Another goal was to learn if the enterprises in Central Finland were satisfied with the international services and the organizations providing the international services. The last part of the study was to research the international services of Jyväskylän Regional Development Company Jykes Ltd, and the meaning of their international services. The research was done by internet questionnaire. The questionnaire was sent to the enterprises operating in Central Finland. The validity and the reliability of the research were good. The answer rate was relatively good and the research could be performed again. The population represents the SMEs in Central Finland rather well.

The main findings are discussed according to the research questions.

The awareness of the enterprises on the international services was relatively good. Most of the enterprises considered they have had enough information on the international services. There has been improvement when comparing the results from previous researches made by the students of Jyväskylän University of applied sciences. However there has to be development in the marketing as fourth of the enterprises considered they have not had enough information of the services. There were few enterprises which considered they have not had any information on international services. This might be due to the passive behaviour of the enterprises.

The information channels have been proper. Most of the enterprises have had information directly from organizations providing the international services. Meetings and internet has been important information sources as well. These results reveal that the organizations providing the international services have been active. Internet being one of the most important channels exposes some activity from enterprises side. Both enterprises and organizations have to be active for the information to reach everyone.

The aim was to study a new internet page where the organizations have gathered their international services together. Most of the enterprises had not heard of the Human Technology-internet page. There were only fifth of the enterprises which had heard of the page. Most of the enterprise which knew the page considered it to be useful. From the page enterprises are able to find most of the organizations offering international services under one page which makes it quick and easy for enterprises to find information.

Organizations offering the international services were discussed on the second research problem. The international services were also studied. The most used organizations offering international services according to the enterprises which have international operations were Jykes, Finnvera Plc and ELY-Centres. Jykes is a local operator which has good connection in Central Finland. Jykes has also wide range of services and is an active organization. The need for capital is crucial issue for many enterprises when expanding operations to abroad. Therefore Finnvera Plc is used a lot when expanding the businesses. It is also a reliable organization as it is owned by the State of Finland. ELY-Centre is also trustworthy as it is owned by the State of Finland. It offers various services which are tailored for SMEs. The most used organizations according to the enterprises which did not have international operations were ELY-Centre, Finnvera Plc and Jykes. The researcher considers the reasons to be the same as with enterprises which have international operations.

The enterprises were also asked to clarify factors affecting to the choice of an organization. The factor which influenced the most was the prices of the services. The enterprises wished to have low-priced quality services from the organizations. The organizations should consider their prices carefully if the enterprise chooses the organization according to it. The locality had some effect to the choice as well. One of the factors

was Jykes as a services provider. This factor had the least meaning. Many of the organizations which provide international services have co-operation. The enterprises were enquired on the effects it has for them receiving the international services. Most of the enterprises considered it eases and improves the receiving of the international services. Many of the enterprises considered also that it had no impact. There were few enterprises which considered that it complicates and confuses the services.

The most used services of the enterprise which had international operations were fairs and exhibitions, information and guidance, and financing and funding. These results were visible also from the most used organizations. Jykes and ELY-centres offer good information and guidance services, as well as fairs and exhibition services. For financing and funding the enterprises used Finnvera Plc the most. The enterprises which did not have international services informed financing and funding, partners- and business connection searches, and market research as the services they would use for internationalization. These services cover the issues the enterprises need to know before expanding their operations. The enterprises which had international operations were asked whether they were satisfied with the international services they have used. The enterprises were most satisfied with the information and guidance, and fairs and exhibitions. These were also services that they had used the most. The least satisfied the enterprises were with the preparation and strategies for internationalization, and juridical services. These services the enterprises also used only a little. These results imply that the services which were used the most were also the ones the enterprises were most satisfied with.

The international services of Jykes were studied separately. First was studied how well the enterprises knew the international services of Jykes. Most of the enterprises which had international operations knew them well or quite well. There were few enterprises which considered their knowledge poor or relatively poor. From the enterprises which did not have international operations, most of them knew the services quite well. However the amount of enterprises which knew the services not that well or not at all was greater than with enterprises which had international operations. The researcher considers that this is due to the usage of the services. The enterprises which had international operations have used the services more and therefore have better knowledge on them.

The importance of the services was also measured. The most important services for enterprises which had international operations were information and guidance, market research, and partner- and business connections searches. The least important services were preparation and strategies for internationalization, and foreign business documents. For enterprises which did not have international operations the most important services were information and guidance, partner- and business connection searches, and market researches. The least important services were internationalization programs and preparations and strategies for internationalization. These results reveal that the enterprises need great amounts of information and guidance when expanding operations. It is also vital to have good networks and adequate amount of information of the markets. The services which are least used do not have such on vital role for the enterprises. These might be issues which are part of the whole internationalization process and do not require special attention. They might be also services which do not meet the demand level of the enterprises.

Developing the international services was part of the research as well. According to the enterprises with had international operations the services which needed to be developed the most were market research and information and guidance. The services which needed to be developed the least were interpretation- and translation services, and fairs and exhibitions. The enterprises which did not have international operations mentioned as services which needs to be developed the most market research and partner- and business connection searches. The services which needed to be developed the least were foreign business documents, and fairs and exhibitions. The international services which needed to be developed the most were services which were the most important ones for the enterprises. This is rather alarming. The results expose that Jykes is in the right track. However there are many services which need to be developed.

The research also discovered whether there were services missing from the international services of Jykes. Most of the enterprises considered there were no services missing. There were little more than fifth of the enterprises which considered there were some services missing. Thus they were not able to state any specified service which was missing.

## 6 DISCUSSION

International services and the organizations providing them need to observe the markets constantly. As the markets change, the international services need to change with it. Therefore it is vital to study the international services constantly. The aim of the research was to give a picture of the international services in the Central Finland. Also providing information for Jykes on their international services was a goal. This research gives ideas for organizations offering the international services but also functions as a help for enterprises.

As mentioned earlier the awareness of enterprises was relatively good. However the organizations need to market their services more and to find proper channels to reach the target enterprises. The enterprises' awareness of Jykes' international services was also good. Internet is one channels the organizations should use more. It is relatively cheap and simple way to spread information of the services. Especially the Human Technology- internet page should be developed. Many enterprises considered to be helpful and easy to use. The researcher suggests that the organizations would gather more organizations under one hatch and distribute information through that. It would be easy and simple way for the enterprises to search information. Also widening and expanding the information on the Human Technology- internet page would be vital. The researcher advises the organizations to be active as the best channels in the research required active operations.

Co-operation of the organizations also emerged in the research. The researcher suggests that the organizations would develop their co-operation as most of the enterprises considered it to be positive improvement. Mainly used organizations were no surprise as they were all great actors in Central Finland. They were all visible and reliable organizations. As well the services which were used the most were the ones enterprises need in internationalization. The enterprises were mainly satisfied with the services they use which implies that the services are in a good level. Thus there are always improvement opportunities.

The enterprises which did not have international services were asked in the research which activities they would be ready to perform to begin their internationalization. These activities give great ideas to develop the services. Most of the activities the en-

enterprises mentioned related to personnel. Therefore the organizations should concentrate on offering these to the enterprises. Coaching and improving capacities of the personnel could be important services for the enterprises. The organizations should contact more the enterprises with no international services. Also a parenting system could work. Many enterprises which have international operations have valuable information on expansion. They could operate as parenting enterprises for enterprises with no international operations. Jykes has parenting enterprises. They could develop the idea more and widen the operations in this service. Personnel with the experience and knowledge could go to the enterprise with no international services as an exchange employee, and the organizations could coordinate this exchange. This way the information spreads and the personnel receive information and good tips.

Jykes' situation seems to be rather good as it was one of the mostly used organizations. Many of the enterprises also knew the services of Jykes quite well. Locality, networks and good range of services might be reasons for the popularity of Jykes. Which was rather alarming was that the international services the enterprises considered to be most important ones were also the ones which needed to be developed the most. Thus Jykes needs to concentrate first to develop and improve these services before concentrating on others. Expanding their networks and finding new foreign contact persons would be useful for Jykes as well.

The research inspires few ideas for further studies. The international services and the organizations providing them need to be improved and developed constantly due to the market situations. Therefore this is a subject which should be studied regularly.

This research was done from the enterprises' point of view. The enterprises gave feedback of the international services and their ideas were listened. The further research could be done from the organizations point of view. How they see the services and the opportunities to meet the demand. They have the first hand experiences from the enterprises and the feedback the enterprises are giving.

Another idea for further research would be continuing this research. This was also a small part of the whole services and the organizations. The services could be studied more closely and detailed. Interviewing the enterprises would give more detailed information and feedback of the services. The researcher also recommends that the in-

interviews and the studies would be done by a person outside the organizations providing the international services. This would not restrict the enterprises from giving an honest feedback.

All together the research was interesting to conduct. The thesis took more time than was planned. The timeline for this study was May or June 2010. The timeline would have been adequate but due to the inexperienced researcher, the research took more time than was planned. There were few problems with technical issues and communication. However these were minor problems.

The sample group was relatively small but representative. If the sample group would have been wider the research would be more reliable and it could be generalized easier. The methods used in the research were suitable for the research. However, there is still room for improvements and criticism. An interview would have introduced more detailed and profound information to the research and to the results.

The researcher considers the research questions were answered rather well. The awareness of the enterprises on the international services was discussed relatively throughout. However the answers of international services and the organizations providing them were relatively superficial. They could have been analysed more closely and detailed. This would have given more valuable information. It is the same with the Jykes' international services.

In general, the research went relatively well despite few minor problems. The whole thesis process also proceeded rather well after the problems at the beginning and the timeline trouble. The researcher is pleased that the thesis is useful and the information is valuable.



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## APPENDIX 1 The questionnaire

Hei,

Olen liiketalouden opiskelija Kuopion Savonia ammattikorkeakoulusta ja teen opinnäytetyötäni Jyväskylän seudun kehittämissyhtiö Jykesin kanssa yhteistyössä. Tutkimme Keski-Suomen pk-yritysten kansainvälistymistä sekä siihen liittyvien palveluiden käyttämistä erityisesti Jykesin kannalta. Tavoitteenamme on kehittää Jykesin palveluita vastaamaan paremmin keskisuomalaisten yritysten tarpeita.

Olisitteko ystävällinen ja vastaisitte kyselyyn ohjeiden mukaan. Vastauksia käsitellään luottamuksellisesti eikä niitä eritellä raportissa. Sähköpostiosoitteisto on Jykesin asiakas- ja kumppanirekisteristä, ja niitä käytetään vain tämän kyselyn toteuttamiseen.

Jos teillä on joitakin tutkimukseen liittyviä kysymyksiä, vastaan niihin mielelläni.

Kiitos vaivannäöstänne!

Paula Ilmarinen (050-5424456)

### Yrityksen taustatiedot

#### 1. Yrityksen toimiala

- ☐ Teollisuus
- ☐ Liike-elämän palvelut
- ☐ Muut

#### 2. Yrityksen henkilöstömäärä

- ☐ < 10
- ☐ 10-49
- ☐ 50-249

#### 3. Yrityksen liikevaihto (noin arvio)

- ☐ < 1 milj. €
- ☐ 1-2 milj. €

- ☐ 2,1-10 milj. €
- ☐ > 10 milj. €

4. Kunta, jossa yritys sijaitsee

5. Mikä seuraavista kuvaa yrityksenne kansainvälistymistä parhaiten?

- ☐ a) Yrityksemme on aloittanut viennin
- ☐ b) Yrityksemme on aloittanut tuonnin
- ☐ c) Yrityksemme on perustanut oman yksikön ulkomaille
- ☐ d) Yrityksemme harkitsee viennin aloittamista
- ☐ e) Yrityksemme harkitsee tuonnin aloittamista
- ☐ f) Yrityksemme ei suunnittele aloittavansa kansainvälistä toimintaa

#### Kansainvälistymispalvelut ja niiden tarjoajat

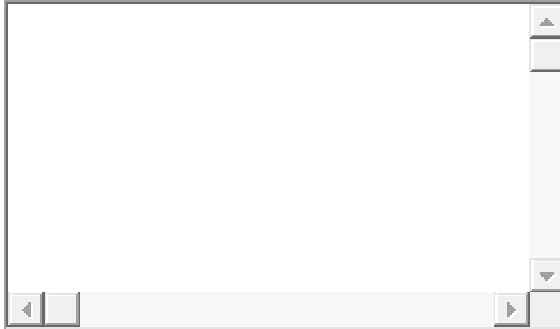
Kansainvälistymispalvelut auttavat yrityksiä laajentamaan yritystoimintaa kansainvälisille markkinoille sekä opastavat ulkomaankauppaan liittyvissä toimenpiteissä. Näitä ovat esimerkiksi rahoitukset, kehittämis- ja neuvontapalvelut sekä liikeyhteyshaut.

6. Mistä seuraavista organisaatioista yrityksenne on saanut apua kansainvälisen toiminnan käynnistämiseen?

- ☐ ELY- Keskus
- ☐ Finnfund
- ☐ Finnvera Oyj
- ☐ Finpro
- ☐ Fintra
- ☐ Jyväskylä Innovation Oy
- ☐ Jyväskylän seudun kehittämisyritys Jykes Oy
- ☐ Työ- ja elinkeinoministeriö
- ☐ Sitra
- ☐ Tekes
- ☐ Kauppakamarilaitos

- ☐ Oppilaitokset
- ☐ Jokin muu
- ☐ Emme ole saaneet apua kansainvälisen toiminnan käynnistämiseen

7. Mistä muualta olette mahdollisesti saanut apua kansainvälistymiseen?



8. Mistä seuraavista organisaatioista yrityksenne suunnittelee hakevansa apua kansainvälisen toiminnan aloittamiseen?

- ☐ ELY- Keskus
- ☐ Finnfund
- ☐ Finnvera Oyj
- ☐ Finpro
- ☐ Fintra
- ☐ Jyväskylä Innovation Oy
- ☐ Jyväskylän seudun kehittämissyhtiö Jykes Oy
- ☐ Työ- ja elinkeinoministeriö
- ☐ Sitra
- ☐ Tekes
- ☐ Kauppakamarilaitos
- ☐ Oppilaitokset
- ☐ Jokin muu

9. Mihin muihin toimenpiteisiin yrityksenne olisi mahdollisesti halukas ryhtymään kansainvälisen toiminnan käynnistämiseksi?

10. Mikä merkitys seuraavilla asioilla on yrityksellenne palveluntarjoajaa valittaessa

	Suuri merkitys	Melko paljon merkitystä	Vähäinen merkitys	Ei merkitystä
Palveluntarjoajan palveluhinnoilla	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Palveluntarjoajan paikallisuudella	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jykes palvelun tarjoajana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Miten keskisuomalaisten palveluntarjoajien yhteistyö vaikuttaa yrityksenne palveluiden saantiin?

- ☐ Helpottaa ja selkeyttää palveluiden saantia
- ☐ Vaikuttaa palveluiden saantia, ja sekoittaa palveluntarjoajien kenttää
- ☐ Ei vaikuta mitenkään
- ☐ Jokin muu

12. Millä muulla tavalla palveluntarjoajien yhteistyö mahdollisesti vaikuttaa yrityksenne palveluiden saantiin?



13. Mistä olette saaneet tietoa kansainvälistymispalveluista?

- ☐ Palveluntarjoajalta
- ☐ Lehdistä ja esitteistä
- ☐ Internetistä
- ☐ Tapaamisista
- ☐ Muilta yrityksiltä
- ☐ Oman organisaation sisältä
- ☐ En ole saanut tietoa palveluista

14. Mistä olette saaneet tietoa Jykesin kansainvälistymispalveluista?

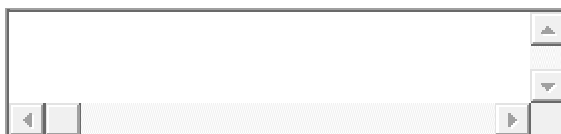
- ☐ Palveluntarjoajalta
- ☐ Lehdistä ja esitteistä
- ☐ Internetistä
- ☐ Tapaamisista
- ☐ Muilta yrityksiltä
- ☐ Oman organisaation sisältä
- ☐ En ole saanut tietoa palveluista

15. Oletteko saaneet mielestänne riittävästi tietoa kyseisistä palveluista?

- ☐ Kyllä
- ☐ Ei

Yrityksenne kansainvälistyminen

16. Mihin maihin kansainvälinen toimintanne kohdistuu? (Ilmoita 3 tärkeintä)



17. Kuinka paljon seuraavat tekijät ovat vaikuttaneet siihen, että yrityksenne on aloittanut viennin

	Hyvin paljon	Melko paljon	Melko vähän	Ei lainkaan
Halu kasvaa ja kansainvälistyä	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kotimaan markkinoiden pienuus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Alan koventunut kilpailutilanne kotimarkkinoilla	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuotteen kysyntä ulkomailla	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pätevä ja osaava henkilöstö	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Halu pysyä kehityksessä mukana	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomailta tullut tarjouspyyntö	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

18. Mitä seuraavista kansainvälistymispalveluista olette käyttäneet?

- ☐ Tieto- ja neuvontapalvelut
- ☐ Kansainvälistymiskoulutus
- ☐ Kansainvälistymisohjelmat
- ☐ Rahoitus ja tuet
- ☐ Kansainvälistymisen valmistelu ja strategiat
- ☐ Markkinaselvitykset
- ☐ Partneri- ja liikeyhteyshaut
- ☐ Messut ja näyttelyt
- ☐ Juridiikka
- ☐ Tulkkaus- ja käännöspalvelut
- ☐ Ulkomaankaupan asiakirjat
- ☐ Emme ole käyttäneet kansainvälistymispalveluita

Kansainvälistymispalveluiden merkitys

19. Kuinka hyvin tunnette Jykesin kansainvälistymispalvelut?

Hyvin   Melko hyvin   Melko huonosti   Huonosti

☐   ☐   ☐   ☐

## 20. Kuinka tyytyväisiä yrityksenne on ollut seuraaviin kansainvälistymispalveluihin

	Tyytyväinen	Melko tyy- tyväinen	Melko tyytymätön	Tyytymätön	Emme ole käyt- täneet palvelua
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymiskoulutus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rahoitus ja tuet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen val- mistelu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Juridiikka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspal- velut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaankaupan asiakir- jat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 21. Kuinka tärkeänä yrityksenne pitää seuraavia Jykesin kansainvälistymispalveluita

	Tärkeänä	Melko tär- keänä	Ei juurikaan tärkeänä	Ei tär- keänä
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen valmistelu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaankaupan asiakirjat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

22. Missä alla olevista palveluista toivoisitte Jykesin kehittyvän?

	Ei kehittä- mistä	Ei juurikaan kehittämistä	Jonkin verran kehittämistä	Paljon kehit- tämistä
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen valmis- telu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaankaupan asiakirjat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Mihin maihin yrityksenne voisi harkita kansainvälisen toiminnan aloittamis-  
ta?

24. Kuinka paljon seuraavat seikat ovat vaikuttaneet siihen, ettei yrityksenne ole  
vielä aloittanut kansainvälistä toimintaa

	Hyvin paljon	Melko paljon	Melko vähän	Ei lain- kaan
Kotimaan riittävät markkinat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tuotteella ei ole kysyntää ul- komailla	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vientiosaamisen puute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pätevän ja osaavan henkilöstön puute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pääomien puute	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. Mihin toimenpiteisiin yrityksenne olisi halukas ryhtymään kansainvälisen toiminnan käynnistämiseksi?

- ☐ Henkilöstön koulutus
- ☐ Lisähenkilöstön palkkaaminen
- ☐ Yhteistyö muiden yritysten kanssa
- ☐ Tuotteen sopeuttaminen ulkomaalaisille markkinoille
- ☐ Markkinatutkimusten suorittaminen sopivan/sopivien maiden löytämiseksi
- ☐ Tuotantokapasiteetin lisääminen
- ☐ Muut toimenpiteet

Kansainvälistymispalveluiden merkitys

26. Kuinka hyvin tunnette Jykesin kansainvälistymispalvelut?

Hyvin Melko hyvin Melko huonosti Huonosti

☐ ☐ ☐ ☐

27. Kuinka tärkeänä yrityksenne pitää seuraavia Jykesin kansainvälistymispalveluita?

	Tärkeänä	Melko tärkeänä	Ei juurikaan tärkeänä	Ei tärkeänä
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen valmistelu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaakaupan asiakirjat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Missä alla olevista palveluista toivoisitte Jykesin kehittyvän?

	Ei kehittä- mistä	Ei juuri- kaan kehit- tämistä	Jonkin ver- ran kehit- tämistä	Paljon ke- hittämistä
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen val- mistelu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspal- velut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaankaupan asiakir- jat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. Mitä seuraavista kansainvälistymispalveluista kuvittelette yrityksenne tarvitsevan

	Hyvin paljon	Melko paljon	Melko vähän	Ei lain- kaan
Tieto- ja neuvontapalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymiskoulutus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisohjelmat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rahoitus ja tuet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Kansainvälistymisen valmistelu ja strategiat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Markkinaselvitykset	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Partneri- ja liikeyhteyshaut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Messut ja näyttelyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Juridiikka	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tulkkaus- ja käännöspalvelut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ulkomaankaupan asiakirjat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Keskisuomalaisten kansainvälistymispalveluita esittelevä sivusto  
[www.kansainvalisty.fi](http://www.kansainvalisty.fi)

30. Onko yrityksenne tietoinen [www.kansainvalisty.fi](http://www.kansainvalisty.fi)- internetsivustosta, jonne on keskitetty Keski-Suomen kansainvälistymispalvelut?

- ☐ Kyllä  
☐ Ei

31. Kuinka hyödyllinen [www.kansainvalisty.fi](http://www.kansainvalisty.fi) - internet sivusto mielestänne on?

Hyödyllinen Melko hyödyllinen Melko hyödytön Hyödytön

☐ ☐ ☐ ☐

32. Miten kehittäisitte [www.kansainvalisty.fi](http://www.kansainvalisty.fi)- internet sivustoa vastaamaan paremmin yrityksenne tarpeita?

#### Jykesin palveluiden kehittäminen

33. Puuttuuko mielestänne Jykesin kansainvälistymispalveluista joitakin oleellisia palveluita?

- ☐ Kyllä  
☐ Ei

34. Jos kyllä, mitä palveluita?

Kiitos vastauksistanne ja vaivannäöstänne!

Mukavaa kesän jatkoa!