UNIVERSITY OF LJUBLJANA
SCHOOL OF ECONOMICS AND BUSINESS

DESIGNING A NEW BUSINESS ECOSYSTEM: BEEHIVE BUSINESS HUB

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ABBREVIATIONS

et al. - And others

etc. - Et cetera

e.g. - For example

i.e. - That is

IT - Information Technology

AI - Artificial intelligence

ICT - Information communication technology

EU - European Union

SME - Small and medium-sized enterprise

B2B - Business to business

B2C - Business to consumer

INTRODUCTION

The COVID-19 pandemic was a significant challenge for the global society in all areas, and it is no different in the business world. We started working from home, remained in quarantines for months, moved all meetings online, and adapted as best we could. Now that it is (broadly) over, some firms have accepted the new hybrid models of work, reduced costs with less commuting into the offices, and substituted flying early Monday mornings across the Atlantic for a client meeting with an after-work Zoom call.

Not every company wants to remain online, however. Some want to bring their employees back into the offices, and many do not want to go, so executives and managers are looking for new ways to incentivize them. An interview in the Slovenian Finance Manager magazine with Ana Kosi and Ognen Arsov (who operate the Kosi in partnerji architectural bureau; recipients of the golden German Design Award for the renovation of the Ljubljana Stock Exchange offices in 2017) shows how the well-being of employees and the quality of office spaces can help in this regard. Offices are much more than just a desk and a computer nowadays; many firms are opting for renovations and upgrades that focus on open areas, hot desks (where no employee has a set space but can rotate as they see fit), rooms where employees can mingle outside of obligatory meetings (Koražija, 2023). In the same way that offices are evolving to attract and retain workers, business zones are looking for ways to improve their offerings for participating companies so that they may flourish even more.

In the field of innovation and management, the concept of a business ecosystem is becoming increasingly important (Kapoor & Lee, 2013; Tsujimoto, Kajikawa, Tomita & Matsumoto, 2018). The definition of business ecosystems varies depending on the type of ecosystem in question. Business ecosystems consist of interconnected actors, but each has different characteristics, decision-making principles, and goals. The analytical boundary of the ecosystem is the product/service system and is not limited to national borders, regional clusters, contractual relationships, and complementary suppliers. However, within this boundary, business and non-business actors are included (Tsujimoto, Kajikawa, Tomita & Matsumoto, 2018).

Each ecosystem is characterized by its unique value proposition and a well-defined set of actors with different roles (e.g., producer, supplier, orchestrator, complementor). Once a new business ecosystem is in place, it can scale much faster than other governance models. Its modular structure with well-defined interfaces makes it uncomplicated to add new participants. In addition, positive network effects can foster a self-reinforcing dynamic of growth (Pidun, Reeves & Schüssler, 2019).

Technological advances over the past 20 years have developed new collaborative organizational networks distinct from traditional business zones or ecosystems. Among these is the digital business ecosystem (DBE). The DBE can be categorized as a collaborative environment of different entities that create value through information and communication technologies. The result is breaking down traditional industry boundaries and promoting open, flexible collaboration and competition. For many companies, this can be a new approach to leveraging resources such as technology and specialized services across industries to better meet the needs of B2B and B2C customers while maintaining organizational efficiencies (Senyo, Liu & Effah, 2019).

Over the past decade, the structure of business networks has changed significantly as companies and consumers increasingly prefer products and services located in a single geographic area. The benefits of finding innovative start-ups in geographical hotspots have long been recognized in the literature, although these tend to be concentrated in leading universities and public research institutions (Link & Scott, 2003; Senyo, Liu & Effah, 2019). By statistical regions, most of the business zones are located in Gorenjska, Savinjska, Osrednjeslovenska, and Goriška regions, with a total of 653 developed by 2019. Nevertheless, not all of these areas are fulfilling their potential, and many are being abandoned, leaving room for improvement in the business model (Bizjak, 2019). This master thesis aims to provide insights into the possibilities of business ecosystem innovation and business ecosystem design so that we can target the specific pain points of companies regarding services and facilities that hinder their productivity and potential growth.

To achieve this, the thesis will:

- Define the theoretical background and anecdotal evidence of business ecosystems and zones by looking at established practices on a global scale.
- Identify shared services (in the Shared Services Beehive) and amenities (in the Facility Beehive) that solve the most industry-specific pain points by conducting a survey and in-depth interviews.
- Define the impact of amenities in the Facility Beehive and analyze average facility and operating costs.
- Introduce the growth phases of the Beehive Business Hub and evaluate the environmental impact of a growing business ecosystem.
- Create a plan for implementing a pilot project for a pure Beehive Business Hub model in the community of Izola.
- Break down the 360-degree stakeholder approach to determine the impact of the Beehive Business Hub on all stakeholders, specifically in the case of Izola and on a broader scale for the general implementation of the business ecosystem in other regions.
- Design a model that would enable the establishment of a hybrid Beehive Business Hub in existing poorly performing business parks across Slovenia.

The findings obtained from studying the above will be combined and analyzed to present a new business ecosystem design, which can be modified and implemented in Slovenian regions (based on regionally specific factors), a hybrid ecosystem and digital model that are not defined by physical boundaries, as well as show the results of developing a conceptual model of establishing a business ecosystem in the municipality of Izola.

We conducted in-depth interviews and focus groups with small and medium-sized enterprises to understand the pain points and obstacles potential entrants into business ecosystems face. Following that, we prepared a database of likely Slovenian companies we wanted to hear from and compiled a list of their contact information. After that, we designed a survey with the help of online software to increase the response rate. After collecting the responses, we analyzed the data.

We looked for statistically significant differences between different factors, from the industry a company works to the geographical region it is positioned in. We have used the following research questions to guide us throughout the process:

1. Which shared services and amenities within the framework of the business hub would add the most value to Slovenian companies?
2. How big of an impact would separate shared services modules have on firms in the Beehive?
3. How much would the average setup and operational cost be for the amenities in the Facility Beehive?
4. How would outsourcing some shared (supporting) services help them focus on the company's core business?

The study is divided into three main parts: business zone concept, business zone analysis, and empirical research. The chapter on business zones begins with a definition of their shortcomings, followed by findings regarding their development throughout the years, the everyday practices of successful examples, and factors that impact them. The third empirical part consists of qualitative research (interviews and focus groups) and quantitative research (survey results) to capture businesses' preferences, pain points, and opinions about business zone services. The thesis concludes with a summary of the findings, limitations, and recommendations for future research.

1 BUSINESS ZONES OVERVIEW

A business zone can be conceptualized as a concept intended for the spatial location of businesses and is usually equipped with an infrastructure to serve the operator’s technical and business needs. Business zones provide a potential influx of financial resources for regions; however, if designed correctly, they can also target participating companies' pain points and growth obstacles, which might significantly impact local community development.

Providing SMEs with access to affordable office space and using common areas in the zone promotes economic growth in the chosen area (Kokelj, 2012). Business zones have different functions depending on the regional conditions in which they are established and aim to solve regional problems.

1.1 The importance of business zones for economic development

In general, we can define a business zone as a more extensive land complex intended for the spatial location of companies and is usually equipped with basic economic public infrastructure such as water supply, electricity, and telecommunications. Very often, it also includes built business premises available either for rent or purchase by the tenants. It should be in a suitable micro–location, with the possibility of expansion and optimal connectivity with transport infrastructure of all types, and is intended for long-term economic consumption (Bizjak, 2019). Business zones can serve as an umbrella concept as we recognize different forms based on economic activity.

Therefore, we can distinguish among commercial, retail, industrial, or specialized zones (such as technology parks), to mention a few. Business zones can be built from scratch or founded to reuse existing facilities that are not being used to their full potential at a given moment (Bullen, 2007).

As business zones provide an inflow of financial funds into regions, they significantly impact the local community's development by enabling SMEs access to transport infrastructure, affordable office spaces, and usage of common areas in the zone, all of which drives down costs incurred by SMEs, a crucial aspect of their growth. In this way, business zones help create new jobs, attract foreign investors, retain young talents, develop domestic brands, and increase the export of domestic knowledge (Kokelj, 2012).

The concept of business zones in academic literature sometimes exhibits a slight discrepancy in the terminology. The term business zone used throughout the thesis refers to the Slovenian expression "poslovna cona," which is a direct translation; however, we found that the terms commercial zone and enterprise zone are close substitutes in the matter and are defined similarly to Bizjak's (2019) definition of a business zone. The literature also recognizes zoning as a spatial concept where zones are determined by their economic activity, such as industrial zone, manufacturing zone, retail zone, specialty zone (such as technology parks and incubators), and many others. In general, business zones have been a point of interest for researchers in the region and EU, where many analyses have been conducted on the effects of business zones on economic growth. The concept of business zones has been a part of the Lisbon strategy (2000), which focused on creating a more competitive industrial innovation environment (Kokelj, 2012). To avoid any misunderstanding, through the Thesis, we will continue the usage of the term business zone in the way how it was defined by Bizjak (2019).

Business zones have different functions based on the regional specifics where they are built; therefore, their goal is solving regional-specific issues. Since, in most cases, business zones are financed from public (government) funds, they can be considered a tool of economic policy, specifically as an instrument for regional development and spatial planning (Kokelj, 2012). Of course, business zones are used as a tool of economic policy when governments want to increase job opportunities and salary levels in a region or to stop the outflow of the residents of a particular area. Kolko and Neumark (2010) argue that business zones are used as a tool for economic policy changes from region to region depending on the industry targeted, policy instruments and measures applied in the area, and the development level of the part. When observing them as a tool of economic policy, we can differentiate between free trade zones (FTZ), export processing zones (EPZ), comprehensive special economic zones (Comprehensive SEZ), industrial zones, bonded areas, specialized zones, and eco-industrial zones (Zeng, 2016).

Assessing economic benefits that arise from business ecosystems for the state can be done by observing the relationship business ecosystems have with multinational companies (MNE) and SMEs. From the business ecosystem overview, it can be deduced that there is a significant two-way relationship between SMEs and business ecosystems, as most play a significant role in providing SMEs a space to grow, develop and access global markets. Business ecosystems enable SMEs to approach the requirements of the digital and platform economy and a network of suitable partners from various backgrounds, such as MNEs, ready to help adapt suitable structures, develop functioning business models, and gradually transform their value chain. Therefore, joining a business ecosystem is a strategic decision bound to produce positive long-term effects on SMEs (Bossen, 2020).

To understand the benefits states receive from business ecosystems, it is helpful to understand SMEs' impact on the economy. In 2020, SMEs accounted for 99.8 percent of all non-financial or business companies in the EU-27, meaning there were more than 23 million (European Commission, 2021). From this, growth in the EU is unthinkable without SMEs, and they present the backbone of the economy. SMEs benefit the economy by creating new jobs, retaining young talents, providing investment opportunities, and forming the capital and potential required for sustainable economic growth.

As SMEs provide investment opportunities, they open a country's economy for foreign direct investment (FDI), which continues to be an essential driver of international business activities. Divjak et al. (2021) state that foreign direct capital in Slovenian regions has positively affected the regional GDP per employee. Because of this, a growing number of supranational bodies like the OECD and national governments worldwide are actively embracing the concept of the ecosystem as a tool for policymaking in the sphere of entrepreneurship and economic growth (Brown & Mason, 2017).

1.2 Overview and development of existing business zones in Slovenia

Many economic and business zones were built in Slovenia, especially in 2005 and 2008. Most were small and medium-sized business zones, which were scattered, as each municipality had one or even two business zones. At that time, the business zones were built far away from the major highways and railway lines. Today there are more than 600 business zones in Slovenia, some unsystematic and do not function comprehensively (Bizjak, 2019). Only a few have managed to be both well-planned in terms of location and exploit the full potential of the zone.

Slovenia has many different business zones, named differently and with different contents and sizes, some of which focus more on innovation and technology, while others have a more industrial function (Čok, 2003). Bole (2010) and Čok (2016) noted that several designations for economic zones are not aligned; however, most zone typifications are made based on their size and impact. The fact that there are so many utterly contrasting business zones in Slovenian regions leads to an inevitable fragmentation and disorganization, as each municipality, as a good landlord, tries to establish a zone on its territory. However, it does not have sufficient spatial, infrastructural, business, organizational, and human capacities. There are many business zones in Slovenia; 653 have been developed as of 2019 (Bizjak, 2019), with many not fulfilling their potential and some being used in an unreasonable and unsustainable way.

This fact exacerbates the negative economic and environmental impacts caused by the irreversible loss of available land, increased passenger and freight traffic, energy consumption, and irrational investments in land development. It is difficult for smaller communities to provide all the necessary spatial and infrastructural requirements and other resources, e.g., human and financial, on their own (Bizjak, 2020).

The development of business zones in Slovenia over the last 25 years has been influenced by several factors, the most important of which are free market principles, privatization of social property, and the state's interest in creating an effective network of areas as a driver of economic activity through appropriate policies and financial initiatives.

Despite ambitious plans and adopted strategic spatial planning laws at the national level, it is clear that areas in their current spatial and administrative form are not sufficiently effective development mechanisms (Čok, 2016). In the early 1990s, when many large companies went bankrupt, and some industrial zones remained empty and unused, smaller companies with various activities began to move into the zones. The number of zones at that time matched the demand from start-ups. In 1991, the state began to promote and invest in business zones. Municipal funds and the Republic of Slovenia Fund for Small Business Development were also established. However, as the demand for new premises was low, the fund never entirely fulfilled its function. In the other half of the 1990s, the need for recent locations arose due to the unsuitability of the older zones (Meolic, 2017).

A more comprehensive approach to their management needs to be developed to improve the competitiveness of existing areas and their role in planning economic ecosystems of all kinds. In addition to a more comprehensive approach to promotion and marketing, zones are often not adequately advertised to attract successful new investors successfully. Nevertheless, in times of economic boom, business zones are the fastest-growing economic phenomenon in easily accessible rural areas in the Slovenian region (Čok, 2003). Research on the development of business zones in Slovenia concludes that the zones have not grown systematically or organically with the settlement and its infrastructure, which can lead to a failure of the infrastructure system. Even if we look at the legal part, there is practically nothing in terms of legislation and directional development of the areas, and the relevant ministries pay too little attention to the substantive work of the municipal spatial plan and focus far too much on technical issues and details (Bizjak, 2019). In the last ten years, Slovenian regions have experienced the collapse of several large and small businesses in various business zones throughout Slovenia, most of which were economic and industrial, leaving many abandoned areas that could potentially be revived (Koželj, 2016). As for the importance of business incubators, they positively impact the creation of new companies and contribute to a higher survival rate of the business while simultaneously creating new jobs and thus enabling a higher level of employment (Bizjak, 2019).

The ongoing establishment of new business zones in Slovenian regions reflects the specific needs of local entrepreneurs looking for places to secure or expand their operations (Čok, 2003). By statistical areas, most business zones are in the regions of Gorenjska, Savinjska, Osrednjeslovenska, and Goriška (see Table 1). These regions are also among the most developed. However, as mentioned above, not all these areas are fulfilling their potential, and many are being abandoned, leaving room for improving the business model itself (Bizjak, 2019). According to Bizjak (2020), the leading cause of problems related to business zones is mainly the lack of interest of many municipalities to actively promote economic development in the community by offering attractive business initiatives, unsuccessful communication with companies operating in business zones, pressure from the capital and private landowners, and the inability to establish links with neighboring municipalities (Bizjak, 2020).

Table 1:Number of zones by statistical regions

Statistical region	Area (million m^2)	Population (15-65 years)	Number of zones
Gorenjska	2,136.7	131,013.00	91
Savinjska	2,300.8	168,225.00	90
Osrednjeslovenska	2,334	360,497.00	84
Goriška	2,325,6	73,813.00	82
Jugovzhodna Slovenija	2,675.1	94,205.00	73
Podravska	2,169.8	212,719.00	63
Pomurska	1,335.6	73,728.00	49
Obalno-kraška	1,043.5	74,537.00	34
Koroška	1,040.8	45,995.00	28
Posavska	968.2	48,958.00	24
Primorsko-notranjska	1,456	33,509.00	24
Zasavska	485.3	36,949.00	11
Total	20,271.4	1,223,135.00	653

Source: Bizjak (2019)

1.2.1 Analysis of business zones in Slovenian regions

Globally, Slovenia is a relatively small and developed member of the Organisation for Economic Co-operation and Development and has certain competitive advantages, especially in areas requiring a highly skilled workforce with good access to knowledge and technology. Due to its small size, Slovenia is uninteresting from the point of view of market size but interesting in terms of its favorable geographical location, proximity to economically developed EU Member States, and transport infrastructure (Čok, 2016).

Suppose we consider the statistical regions of Gorenjska, Savinjska, Osrednjeslovenska, and Goriška; most industrial zones are in these regions. Even though these areas have the most significant number of zones, what matters most is the content and the benefits they can offer the municipality (Bizjak, 2020). Most zones in the Slovenian regions are relatively small, up to 5 ha in size (297 zones – see Table 2). This is followed by larger zones of 5 to 15 ha (201 zones), and the largest zones are over 15 ha (155 zones). It is quite advantageous that a quarter of all zones are significant because it is easier to carry out industrial symbiosis or similar actions (Bizjak, 2019).

Table 2: Size of business zones (in ha)

Statistical region	Up to 1 ha	From 1 to 4.9	From 5 to 9.9	From 10 to 14.9	15 or more	Total
Gorenjska	4	36	22	15	14	91
Goriška	4	40	18	10	10	82
Jugovzhodna Slovenija	3	20	16	8	26	73
Koroška	5	13	3	2	5	28
Obalno-kraška	1	13	6	2	12	34
Osrednjeslovenska	2	30	11	7	34	84
Podravska	2	22	15	4	20	63
Pomurska	4	24	7	4	10	49
Posavska	1	7	5	1	10	24
Primorsko-notranjska		10	6	3	5	24
Savinjska	4	45	21	13	7	90
Zasavska		7	1	1	2	11
Total	30	267	131	70	155	653

Source: Bizjak (2019)

To ensure business zones are correctly placed in their surroundings, each area must be recorded in official documents. Either in the regional development programs or the development programs of the municipality, the decision of the municipal council, state, or municipal spatial plans (Koželj, 2016). The documents show how the city has defined the zone, thus creating the possibility to operate and prepare it for investors. As mentioned earlier, there are more than 600 business zones in Slovenia; however, they are all at different stages of development, which shows the life cycle of the zone (Bizjak, 2019).

When activity starts in the zone, the zone is ready for operation. Towards the end of the life cycle, it usually happens that the companies using the zone stop using it, either due to moving to another location, abandonment of activities, or bankruptcy. In this case, the area is partially degraded but can be transformed into a functional space by new companies buying the vacated land. However, if the site is cleared and there is no possible completion, it becomes a business zone in abandonment (Madsen, 2020).

Of all the zones in the Slovenian region, up to 50% are in or partially in operation. 35% are empty and somewhat ready to receive investors. Only 6% are partially degraded, i.e., part of the area is being used, and a portion is abandoned.

The possible revival of these zones depends, of course, on the deterioration of the zone itself and is different for each area (Bizjak, 2019). Complete data is available in Table 3.

Table 3: Development phases of the business zones

Statistical region	Land in planning	Land ready for investment	Communal land	Operating business zone	Partially functioning business zone	Partially degraded business zone	Business zone in abandonment	Total
Gorenjska	15	5	0	33	13	15	1	91
Goriška	13	2	2	40	15	4		82
Jugovzhodna Slovenija	14	12	4	28	12	0	0	73
Koroška	6	0	0	18	2	0	1	28
Obalno-kraška	10	4	2	12	5	1	0	34
Osrednjeslovenska	21	5	0	40	15	2	0	84
Podravska	17	5	1	19	14	3	0	63
Pomurska	15	14	5	4	7	1	0	49
Posavska	7	1	1	11	4		0	24
Primorsko-notranjska	8	4	5	3	3	1	0	24
Savinjska	28	2	1	34	9	9	0	90
Zasavska	4	1	0	4	2	0	0	11
Total	158	55	21	246	101	36	2	653

Source: Bizjak (2019)

Bizjak (2019) also determined the typology of zones according to the activities that take place in the zones based on the main activity registered by the subjects. The presented data differ significantly from the estimates of the representatives of the municipalities who entered the data on industrial zones to the relevant ministries. Thus, the industrial zone has a share of only 6%, while the zones of transport and logistics, trade, and technological activities are negligible.

The distribution of zones with several economic activities is higher (42%), and zones with different economic activities (7%). Zones account for 43% of undefined economic activities, including all zones with no economic activities or where they are only up to 20%. These zones may be emerging zones, which to some extent is consistent with the data on the development phases, where about 35% of the zones are in the emerging phase, with full results visible in Table 4 (Bizjak, 2019).

Table 4: Business activity in the zone concerning the primary activity of entities in the zone

Statistical region	Industrial zone	Traffic-logistical zone	Trade zone	Technological zone	Zone with several economic activities	Zone of diversified economic activities	Zone with unspecified economic activities	Total
Gorenjska	7	0	0	1	48	9	26	91
Goriška	7	0	0	0	38	3	34	82
Jugovzhodna Slovenija	10	1	2	0	29	2	29	73
Koroška	1	0	1	0	15	1	10	28
Obalno-kraška		0	1	0	17	2	14	34
Osrednjeslovenska	2	0	4	1	38	6	33	84
Podravska	3	1	1	0	24	52	29	63
Pomurska	1	0		0	12	3	33	49
Posavska	1	0	1	0	10		12	24
Primorsko-notranjska	2	0		0	6	3	13	24
Savinjska	5	1	3	1	31	9	40	90
Zasavska		0		0	6	0	5	11
Total	39	3	13	3	274	43	278	653

Source: Bizjak (2019)

Building a new ecosystem in certain regions is challenging for policymakers and regional developers. An innovative business zone would significantly impact the entire area, increase employment opportunities, especially well-paying jobs in the service sector, and improve the social and economic potential of the region (Jazbec, Kodrin, Križaj, Pregarc & Tepić, 2021). Therefore, it is crucial to develop a methodology to identify the appropriate characteristics correctly and functions a business zone should have in a given region (Li, Wu & Tan, 2021).

Based on the characteristics of a particular region, the location, and the size of the area, we can identify the most suitable industries for which the land is suited. In this regard, several qualitative and quantitative factors (visible in Table 5) can help us to identify the most relevant industries based on the exclusion criteria methodology (Jazbec, Kodrin, Križaj, Pregarc & Tepić, 2021).

Table 5: List of qualitative and quantitative factors for industry selection

Qualitative factors	Quantitative factors
Standard practices for similar projects	Average yearly wages and growth
Regional talent availability and development (Tertiary institutions present in the region)	Net value added per employee and growth
Spillover effects	Average space needed per employee
Support and sustainability of the local environment	Compound annual growth of selected industries
Already existing expertise	
Municipality requirements and specifications, including current industry alternatives	

Source: Jazbec, Kodrin, Križaj, Pregarc & Tepić, (2021)

After identifying the industries in the chosen region, the expertise, and the availability of talent, it is necessary to review each industry's net value added per worker and its value for shareholders. To track the prospects of the innovative ecosystem, the workers' perspective also needs to be considered. Therefore, annual wages and their growth per industry must also be examined (Jazbec Kodrin, Križaj, Pregarc & Tepić, 2021).

1.3 Business ecosystems overview

Looking at historical examples, successful businesses are the ones who manage to evolve rapidly and effectively while adapting to the changing environment that affects them directly and indirectly. The answer to these rapid changes might not lie in the traditional business models but rather in their alternative – the business ecosystem (BE) concept. Defined by Moore (1993) as “an economic community supported by a foundation of interacting organizations and individuals,” today, a BE presents a networked yet relatively accessible collaboration between several organizations and ranges from small companies to large corporations (Božić, Guštin Habuš & Zanasi, 2021).

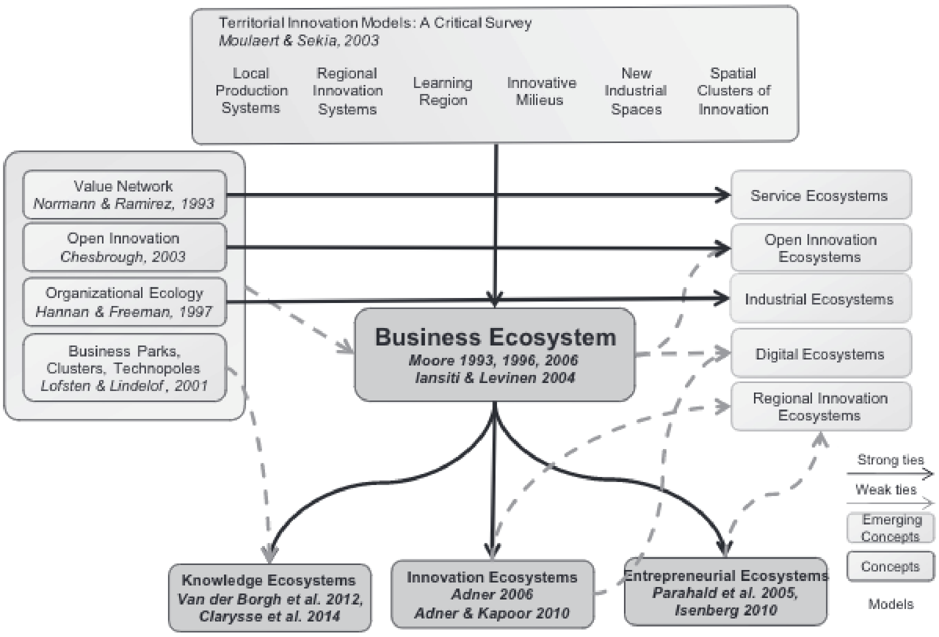
One more definition of the BE relative to the goal of business value creation across multiple parties states: “A business ecosystem is a purposeful business arrangement between two or more entities (the members) to create and share in collective value for a common set of customers. Every business ecosystem has participants, and at least one member acts as the orchestrator of the participants. All members in a business ecosystem, whether orchestrators or participants, have their brands present in the value propositions." (Sarafin, 2021).

With this in mind, a good understanding of the BE concept can be critical to keeping up with the pace of change and not risking falling behind. Additionally, being part of a BE can improve a company's innovative capacity and present an excellent opportunity for Small and Medium Enterprises (SMEs) who can benefit from interdependency, cooperation, and co–evolution (Bossen, 2020). Therefore, this chapter systematically evaluates the development of BEs, starting with the importance of business zones for economic development and their role as a multifunctional tool of economic policy and continuing with the overview of existing BEs, the switch to platform Economy, and finally, economic benefits for the state.

1.3.1 Critical ecosystem concepts

Having in mind the BE definition relative to the goal of business value creation, it can be outlined that BEs exist to create a higher level of value collectively than the members can create individually, considering various constraints they might face, such as time, capital, brand recognition, market access (Sarafin, 2021). Therefore, in practice, it is possible to distinguish various BE types (Figure 1), the main ones being: platform-based ecosystem, digital business ecosystem (DBE), IoT business ecosystem, innovation ecosystem, knowledge ecosystem, and entrepreneurial ecosystem (Božić, Guštin Habuš & Zanasi, 2021).

Figure 1: The critical ecosystem concepts and their roots



Source: Scaringella & Radziwon (2018)

1.3.2 Platform Ecosystems

Platforms have and still are creating entirely new ways of competition among organizations driven by their data collection and processing ability. Platform ecosystems build upon recent research developments in IT systems, software engineering, and business strategy (Tiwana, 2015). Through the years, these systems enabled their owners to innovate significantly and reach out to untapped markets. At their core, platform ecosystems are service oriented and, on one side, enable organizations to connect and coordinate all players involved and make interactions more straightforward. At the same time, they allow customers to access a particular product (solution) or service and compensate for their lack of necessary technological infrastructure.

These ecosystems help organizations avoid significant capital investment (Božić, Guštin Habuš & Zanasi, 2021). Therefore, the platform presents the technological infrastructure of various modules, whereas the corresponding, evolving ecosystem consists of users, vendors, and the like. (Guggenberger, Möller, Haarhaus, Gür & Otto, 2020). Nowadays, most people interact daily with platform ecosystems; the most prominent examples are Apple’s App Store and Google Play.

1.3.3 Digital Business Ecosystems (DBE)

DBEs present a significant initiative focusing on the health of European SMEs – the so-called “business tail” of the modern economy. They came to life in Europe towards the end of the 1990s as a tool to increase the competitiveness of SMEs, who were primarily disadvantaged compared to large corporations at that time. SMEs' failure to use digital technologies at nearly all levels of functionality was identified as a core problem that needed to be solved. The DBE essentially represents a business-to-business (B2B) interactivity supported by a software platform. The DBE model comprises two layers: the business stratum (a network, or cluster, of SMEs) and the digital stratum (reflecting the relationship between SMEs and other organizations) (Stanley & Briscoe, 2010).

Recent events, the COVID-19 pandemic, and virtually all organizations' massive shift to remote work have amplified the importance of various digital interactions. In April 2020 in the US, 80 percent of B2B sales teams shifted to remote work, and underlying businesses rated digitally enabled interactions as being twice as important as traditional methods. These shifts are expected to accelerate the adoption of DBE models further, considering their value-generation potential (Dietz et al., 2021). In practice, we can recognize DBEs tackling B2B, business-to-customer (B2C), or B2B and B2C markets.

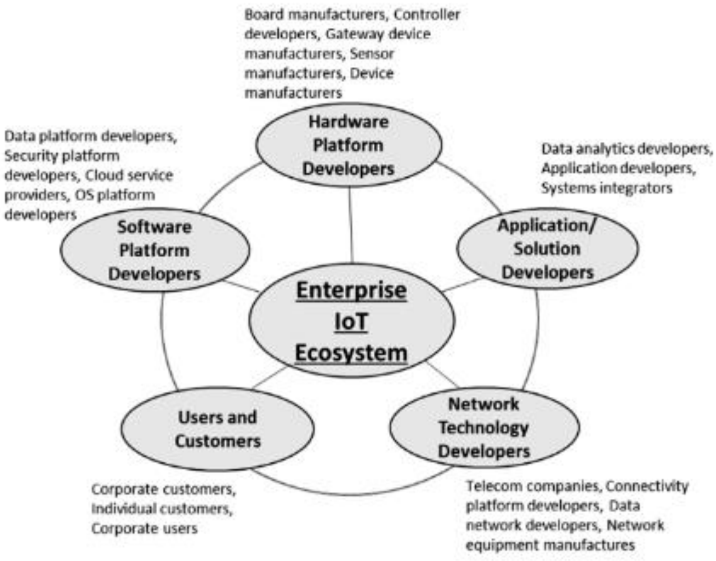
1.3.4 IoT Business Ecosystem

The internet of things (IoT) represents a "global network and service infrastructure of variable density and connectivity with self-configuring capabilities based on standard and interoperable protocols and formats consisting of heterogenous things that have identities, physical and virtual attributes, and are seamlessly and securely integrated into the Internet" (Mazhelis, Luoma & Warma, 2012). It is recognized as one of the most critical areas of future technology development, and therefore it is gaining lots of attention from various industries). It has enabled a shift by radically changing the way of doing business by enabling organizations to develop value-added services by connecting their machines, devices, and so on (Lee, 2019).

An IoT business ecosystem can be defined as a particular type of business ecosystem comprised of interacting IoT-related organizations and individuals and their socio-economic environment (Mazhelis, Luoma & Warma, 2012). IoT business ecosystems can generally have either a hub-centered star structure or a flat mesh-like structure. The star structure is standard in the US, where IoT ecosystems are created around major IT companies such as Google, Apple, Amazon, and others.

The flat structure is characteristic of the EU, where the IoT ecosystem comprises small and agile companies cooperating. We can also determine many stakeholders for an IoT business ecosystem, with the five key ones (Figure 2): software platform developers, hardware platform developers, network technology developers, application/solution developers, and users and customers (Lee, 2019).

Figure 2: Five critical stakeholders for the IoT business ecosystem



Source: Lee (2019)

1.3.5 Innovation ecosystem

Innovation ecosystems are very similar to the business ecosystem concept defined by Moore (1993). The innovation ecosystem approach is based on interconnected network actors where various stakeholders, such as organizations, suppliers, customers, policymakers, and outside innovators, share knowledge and skills to jointly co-create innovative products and services (Guggenberger, Möller, Haarhaus, Gür & Otto, 2020). The main characteristics of an innovation ecosystem are that it is based on innovation rather than existing products, services, or technologies, it is related to value creation rather than value capture like DBEs, and it has a lifecycle that follows a co-evolution process and co-creation of value (Božić, Guštin Habuš & Zanasi, 2021).

The main difference between a business and an innovation ecosystem is how they approach a customer - it is more tangible in a business ecosystem, while the innovation ecosystem takes the user for granted and focuses on value creation in general. Conversely, a feature in both types of ecosystems is that a keystone actor or platform leader may lead them, usually a well-established and large organization (de Vasconcelos Gomes, Facin, Salerno, Ikenami, 2018). Understanding this concept is very important to develop a flourishing innovation ecosystem.

The ecosystem comprises various interdependent stakeholders that play different roles in the value-creation process. They can be companies, non-governmental organizations (NGOs), governmental organizations, funders, customers, and other resource providers (Scaringella & Radziwon, 2018). We can identify four different types of innovation systems that link strategic thinking and entrepreneurship (de Vasconcelos Gomes, Facin, Salerno, Ikenami, 2018):

- Orchestra - a group of organizations coming together to exploit a market opportunity based on one explicit innovation,
- Creative Bazaar - a dominant organization shopping for innovation in a global bazaar of ideas,
- Jam Central - a collection of independent entities collaborating to develop an innovation in an emergent/new field,
- MOD Station - organizations allow their customers to create modifications.

Furthermore, innovation ecosystems offer a newer approach to entrepreneurial decision-making and venture processes. Lubik, Lim, Platts & Minshall (2012) describe that several challenges are addressed through the help of innovation ecosystems, the main identified ones being the need for large amounts of capital and financial resources, the need for process and complementary innovations, as well as innovations regarding long development times and management of a complex network of all involved players. The authors also claim that market selection for entrepreneurs is directly linked to an innovation ecosystem. Nowadays, one viral example of an innovation ecosystem is Tesla.

1.3.6 Knowledge ecosystem

Knowledge ecosystems are found near universities, as their primary goal is knowledge generation. In that sense, it can be defined as a BE of knowledge-sensitive companies whose main characteristics are knowledge sharing, mobility of personnel, and geographic colocation advantage, which are essential for advancing technological innovation (Božić, Guštin Habuš & Zanasi, 2021). In other literature, knowledge ecosystems are defined as an interdependent set of heterogenous and knowledge-intensive companies (van der Borgh, Cloodt & Romme, 2012).

Clarysse, Wright, Bruneel & Mahajan (2014) identified three main categories differentiating BEs and knowledge ecosystems: the ecosystem's focus activities, the players' connectivity, and the keystone player. When differentiating knowledge ecosystems, it is possible to distinguish between knowledge ecosystems searching for a knowledge domain and the ones searching within an already identified domain (Järvi, Kähkönen & Torvinen, 2018). As they focus on the creation of new knowledge, central roles in knowledge ecosystems are played by research institutes and various innovators such as technology entrepreneurs (Valkokari, 2015).

1.3.7 Entrepreneurial ecosystems

As this type of ecosystem is usually start-up related in some literature, it is referred to as a start-up ecosystem. Scarignella and Radziwon (2018) describe that the ecosystem is purposely built around an entrepreneur or entrepreneurial teams where the government's role is to sustain and nurture entrepreneurship. On the other hand, Sako (2018) characterized it as an ecosystem of various stakeholders and start-up-related organizations, such as entrepreneurs, investors, or end users who collaborate to form a new start-up. Entrepreneurial ecosystems emerge in locations with place-specific assets; therefore, their characteristics vary from region to region (Brown & Mason, 2017).

Breaking down the stakeholders of the system, at the core of the ecosystem are entrepreneurs, along with organizations attracting a skilled workforce. They generate a spillover effect of the entrepreneurial culture on formal and informal institutions such as universities, incubators, or accelerator programs to continue developing human capital and shaping entrepreneurial behavior (Shwetzer, Maritz & Nguyen, 2019). Considering the focus on spillover effects, only a hand full of entrepreneurial success is needed to impact the whole system significantly. Also, the businesses that are most effective in stimulating the ecosystem are those locally headquartered rather than being part of multinational businesses. For example, even if owners sell their start-up businesses, they will likely reinvest in the ecosystem by forming a new start-up or acting as an angel investor for already existing start-ups. Today, the most recognizable and famous entrepreneurial ecosystem is in Silicon Valley in Northern California.

1.4 The switch to the platform economy

As discussed in the section about platform ecosystems, online platforms are present in more sectors of the economy than ever. In this way, platforms (and their creators) have positioned themselves as critical intermediaries in various businesses. Platforms keep on creating new markets while at the same time reorganizing an increasing number of more traditional industrial sectors making their impact on the economy even greater. Traditional (linear) business models create value by creating products and services that are then sold to customers, while platform-based business models create value by connecting users on an online network. In this sense, the platform does not own the means of production but instead creates the means of connection – allowing them to eliminate trade barriers and use data to its advantage (Deloitte, 2019). A testament to these claims is that in December 2020, five platform organizations (Microsoft, Apple, Amazon, Alphabet/Google, and Facebook) accounted for 22 percent of the S&P 500 market capitalization (Kenney & Zysman, 2020). The switch to a platform economy started in the late 1990s when they emerged as intermediaries between customers and vendors; little did everyone know how powerful they would become in organizing markets and industries. The emergence of smartphones during the 2010s helped accelerate the adoption of platforms and move social and economic activity online.

Further on, platforms enabled cross-functionality among markets and industries; for example, companies such as Uber and Lyft did not affect the taxi industry but mass transit and car rentals. Similarly, Airbnb has impacted the hotel industry and long-term rental availability in various cities (Kenney & Zysman, 2020). When considering how platforms have affected various industries, it is also helpful to consider some of the most occurring types of platforms. Two are already mentioned, retail platforms (Amazon, eBay) and service-providing platforms (Uber and Airbnb). These two also present the most widely recognized and used types of platforms. Next, platforms for platforms are the core in this division where, for example, the Internet itself acts as a foundational platform for all others; similarly, we can consider Apple iOS and Google Android operating system platforms which enabled massive ecosystems to be built on them. Then we have platforms that make digital tools available online and, in that way, support the creation of other platforms and marketplaces. A prime example here can be GitHub, as it is becoming the repository of open-source software of all kinds.

Platforms that mediate work operate in a variety of ways. On one side, we have LinkedIn, which enables headhunters and HR departments to target potential employees, while on the other, we have platforms such as UpWork that enable a two-way exchange between employees (often freelancers) and employers (Kenney & Zysman, 2016). However, platforms open the world to new options and erase boundaries between markets; some topics still need to be considered. As with various other technological changes, the emergence of platforms brought specific disruptions and created the need to re-evaluate laws and regulations.

Considering that most laws were not initially designed to deal with the emerging platform economy, various tax, compliance, protection of rights, and data protection standards had or still need to be evaluated to adhere to the platform economy switch entirely. Another highly raised concern is the power structure between platforms and platform workers, where it is primarily discussed whether workers are empowered or exploited by platforms and whether the platform economy creates any redistribution of wealth or accelerates inequality. Although critics outline that the platform economy could lead to the marketization of jobs and consequently diminish the protection of workers, on the other side, they have enabled individuals and SMEs to become competitive in a global environment. In addition, it is considered if companies are ready to manage the new workforce ecosystem built on new talent and how to establish fully effective and compliant HR policies that will stay on track with the constantly changing environment (Deloitte, 2019). Ultimately, no matter from which point of view we observe, the switch to a platform economy is inevitable. It will continue to disrupt markets even more with the emergence of decentralized finance (DeFi) platforms, combined with the effects of the COVID-19 pandemic, where most platform organizations increased their value. An increasingly significant number of organizations moved to the virtual workspace (Kenney & Zysman, 2020).

2 DESIGNING A NEW BUSINESS ECOSYSTEM

Extensive research on thriving business ecosystems worldwide have emphasized their superiority over existing business zone models in many different aspects. It can also be seen from the findings of our focus groups and questionnaire that Slovenian companies have pain points and obstacles that they believe hinder their business development and growth. Our aim for designing a new business ecosystem is to provide a blueprint that can be modified and implemented not just in one specific area, but in different regions with different characteristics, with different businesses with specific needs that can be solved through the business ecosystem. For a more tangible solution, we have also worked on developing a pilot business ecosystem called the Beehive Business Hub, where we worked on a 360-degree approach that can present as complete of a solution as possible, including governance models, cost estimates, growth phases and concepts for both a digital and a real estate business ecosystem.

2.1 SWOT Analysis of existing business zone models in Slovenia

One of the main pillars of the Slovenian economy consists of SMEs, which employ 72 percent of the workforce in the business sector – 436.000 workers to be exact; and generate 64 percent of all value added (OECD, 2020).

As mentioned, there are 653 business zones already in Slovenia; however, only approximately one-third of all zones use more than 80 percent of their total capacity, and only one-third use less than 20 percent of available land (Bizjak, 2020). Even though we can observe an upwards trend in value-added and growth of employment in SMEs, the trend is more significant in urban enterprises compared to rural ones, the reasons for it being labor shortages, high costs, and limited financial sources, to name a few (Freshwater et al., 2019). This is one of the reasons why we wanted to focus on providing a business ecosystem that can be tailored more to the specific demands of a rural or an urban region and provide a plan for the more precise needs of participating SMEs.

According to Bizjak (1999), municipalities strive to establish business zones even if they lack the appropriate infrastructural, organizational, and human capacities, which leads to the unsustainable use of space and creates adverse effects on the economy and its surroundings. Other negative consequences are irreversible land loss, increased transport and energy use, and occasional irrational investments in land development, to name a few (Bizjak, 1999). Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021) prepared a SWOT analysis of the standard business zone model, which we have also used to compare to the Beehive model analysis (see Table 6).

Table 6: SWOT analysis of business zones in Slovenia

Strengths	**Weaknesses**
• "Traditional" way of capital attraction • Bringing in investors with already-developed ideas • Diversification of industrial branches	• Initial revenues for the municipality, but then no additional revenue streams • Maintenance and administration, the longevity of the business model • The initial high financial burden for potential investors (companies)
Opportunities	**Threats**
• High interest by big players from different industries • Quick initial cash inflow could be used for other municipality investments and future development plans	• Non-aligned motives of companies and business zone management lead to lower value added per employee. • Unattractive (many industrial zones in Slovenia already are) • Irrational and unsustainable use of land • Visually an unattractive and incompatible business infrastructure with the surrounding landscape • Lack of specific activities / no benefits or synergies for participating companies

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

The standard business zone is very well known in the Slovenian business landscape, and it garners high amounts of interest from established prominent players in different industries who wish to open up subsidiaries or move into other regions. It also provides a quick and "easy" initial cash flow (compared to other models) which can sooner be used for other means by the land seller. We believe, however, that the negative aspects can be improved. Even though the initial cash flow comes reasonably soon, there is a lack of additional revenue streams, and for the buyer, it represents a significant financial burden.

Furthermore, the business model's longevity is not considered in most cases. Due to the oversaturation of existing zones', it is perceived by some as unattractive, and its lack of specific activities and no clear outline of synergies means that it is off-putting for SMEs that want to focus on production growth as well as operating as best as they can.

2.2 Pain points of business zones and solutions

The Beehive Business Hub model challenges the existing model of business zones in Slovenia. It builds on synergies among business partners and regional specifics to help SMEs develop and grow in their respective industries, benefits the local community, and increase productivity. The development of the business ecosystem concept is based on the research paper by Habuš & Prašnikar, (2021), with the main goals of developing a thriving business ecosystem focusing on long-term scalability, synergy development, increased value delivery for all stakeholders and providing a high added value for participating SMEs.

Pidun, Reeves, and Schüssler (2020) also presented a way to design a business ecosystem. They identify a six-step journey to design an ecosystem which, in their opinion, encompasses many different challenges, from hierarchical control and governance to value distribution between members:

1. What is the problem that you want to solve?

The question first concerns whether the problem is big enough and what kind of business ecosystem (if any) can solve it. A clear definition of the problem and the value proposition the business ecosystem will bring is necessary. Value propositions vary greatly depending on the context, and B2C ecosystems are usually easier to establish than B2B ecosystems. Furthermore, not every problem can (or should) be solved with an ecosystem; other governance models can, in some instances, do a better job of providing higher value, so due diligence must be done.

2. Who needs to be a part of your ecosystem?

To identify the players and roles, a value blueprint is needed that shows which activities are required to deliver the value proposition, how they are linked amongst themselves, and what the responsibilities of each actor are. The driving force behind the blueprint should be its core value proposition and specify the flow of money, goods, services, and information. As well as identifying the blueprint, one should find an orchestrator who will be fair and neutral (not competing with other actors), accepted by others, and should have a central position. In the case of the Business Beehive, the orchestrator would act like a Beekeeper in an actual Beehive.

3. What should be the initial governance model of your ecosystem?

The governance of the model is one of the critical factors when creating an ecosystem as it pertains directly to the complexity of the model and establishes the rules and processes that set the framework for a flourishing business ecosystem.

It should focus on value creation and sharing between all actors and identify each member's access, to what extent each actor participates in the ecosystem, and what levels of commitment to one specific business ecosystem are required for a healthy and prosperous model. In any case, the scope of control of the orchestrator should also be clarified.

4. How can you capture the value of your ecosystem?

Monetization is one of the significant design steps in developing the business ecosystem, one that creates value for all participants out of the benefits that the customers of the ecosystem receive. As mentioned, this should be done by balancing value creation and sharing. This can be more straightforward in some ecosystems, but the orchestrator must own the critical control points, for example, access to the customers or critical services needed for the ecosystem's operations. The benefits from proper monetization should also be used towards overcoming bottlenecks and stimulating innovation.

5. How can you solve the chicken-or-egg problem during launch?

Research that looked at 57 ecosystems in 11 sectors across geographic markets found that half of the analyzed failed (Pidun, Reeves & Schüssler, 2019). Deeper insights into the reasons for failure and success showed that issues began at launch. First, they found that the first-mover advantage usually does not matter as much as being the first provider with a complete solution.

Secondly, issues remain when considering the importance of the network effect; for example, the number of network members is not as significant as the number of transactions that occur in the network. Thirdly, the quality of the ecosystem participants matters much more than the quantity, and establishing a culture that stimulates growth is a crucial step from the beginning. Finally, a measure that can increase the odds of the launch's success is demonstrating the operations of the business ecosystem through a pilot product before initiating a broad rollout.

6. How can you ensure the evolvability and long-term viability of your ecosystem?

Compared to other business models, business ecosystems have an immense potential for economies of scale, both on the supply and demand side of the market. Demand-side economies of scale are mainly based on the network effect and are reinforced by a strong brand of the ecosystem. The network effect can, however, also bring adverse effects (e.g., in a growing transaction ecosystem[1]), which can be limited through the effective use of data and algorithms and feedback from customers and participants. On the supply side, economies of scale are based on decreasing fixed or variable costs, especially in digital ecosystems. In this case, the rising

[1] https://www.bcg.com/publications/2021/how-to-manage-business-ecosystem

costs of a more complex model and higher quality control costs may balance out the positive scale effects of a growing network.

Based on our findings from secondary research and the interviews and focus groups we conducted, we wanted to focus on developing a business ecosystem that can right the wrongs of the standard business zones in Slovenia. It would also serve as a blueprint for a model that focuses on harnessing synergies between participants, bringing the most value for all stakeholders (including external ones), and considering the ecosystem's long-term viability. The Beehive Business Hub is our proposed solution that can solve the abovementioned issues and help SMEs improve their productivity growth and competitiveness.

2.3 The Beehive Business Hub Concept

To help develop an ecosystem that focuses on synergies and cooperation, we found inspiration in something very dear to Slovenia and our natural landscape – The Beehive. The bees work towards a common goal and follow the guidance of the queen bee, who knows what each of them needs to do. The bee house is an infrastructural base for all its operations, and the beekeeper helps manage the beehive's external needs.

However, to not only think of it as an idea, but we also wanted to develop a pilot project that would help us better understand all the necessary aspects of bringing a concept of this scale to realization, as no business ecosystems like it exist Slovenia. Since 2021, we have been working on creating a Beehive Business Hub business ecosystem for the town of Izola with the help of the local municipality and community.

Izola is located in the Coastal-Karst statistical region on the southern coast of the Gulf of Trieste. Due to its location, it developed mainly seasonally oriented businesses, such as hospitality, agriculture, and food industries as well as healthcare; however, all offer little development potential for younger generations, and they boast low value-added per employee. They lack business opportunities and a professional workforce while their competitors develop faster.

The following sections delve deeper into what the Beehive Business Hub represents, its aspects, analyses, and the graphical models we developed. A 360° stakeholder approach is taken to determine pain points, obstacles that need to be addressed, and benefits and synergies arising from implementing our business ecosystem. Towards the end of this chapter, a closer look at the establishment in the Izola municipality would look like, with an investment and scenario analysis conducted to compare different industries.

2.3.1 Beehive Business Hub: A symbiosis of nature and business

The Business Beehive works similarly to an actual beehive. The SMEs in the Beehive (aka the bees) would conduct their regular operations, with an established business in the industry as a Queen Bee that can help smaller companies through their established practices and provide synergies from them. The “Beehive” is the ecosystem built around the Queen Bee; the framework that ties it all together keeps operations running smoothly and provides shared services from which all Bees can benefit. “The Bee House,” on the other hand, is the infrastructural support system that provides support activities for the Bees and Queen Bees in many different ways. Finally, “The Beekeeper” is the Business Hub manager, an external employee or group that handles administrative work and other necessities, so the Bees do not have to (see Table 7).

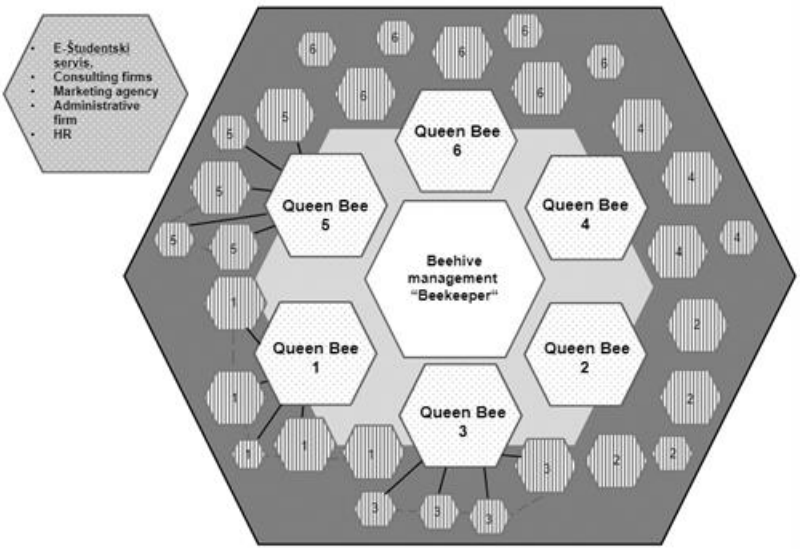
Table 7: Beehive Business Hub factors description

The Bee	*The SME in the Beehive*
The Queen Bee	*The established business in the industry (there can be many)*
The Beehive	*The **specific ecosystem** built around the “Queen Bee” being part of the hub*
The Bee House	*The **overall ecosystem** where all Beehives are located*
The Beekeeper	*The Hub management*

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

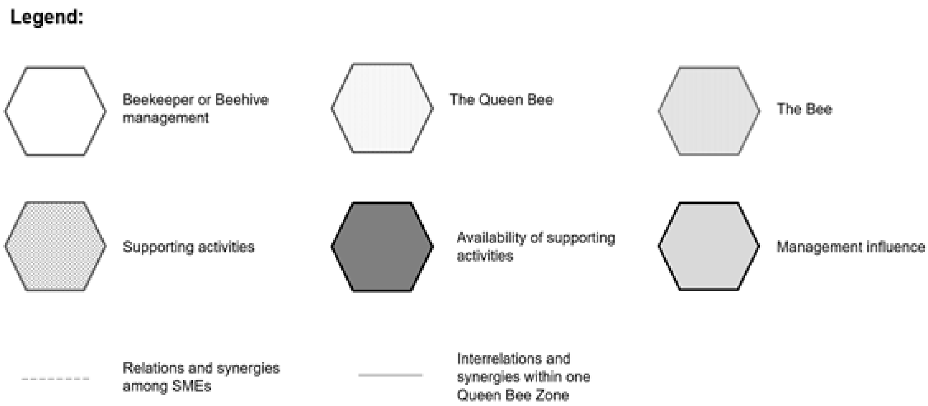
Figures 3 and 4 from Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021) visually represent how we envisioned the concept of the Business Beehive Hub to look. The legend further clarifies what each separate hexagon represents and its role in the Beehive, e.g., management influence for the Queen Bees and how each participant is connected to other parts of the Beehive.

Figure 3: Visual representation of the Beehive Business Hub concept



Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

Figure 4: Legend and participants of Beehive Business Hub



Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

2.3.2 Beehive Business Hub SWOT Analysis

As with standard business zones, to better recognize the benefits and challenges of the Business Beehive Hub, a SWOT analysis was used to identify the main positive aspects of the concept and try to minimize the potential negative traits of the ecosystem.

Looking at the internal side of the Business Beehive, one of the main strengths lies in developing synergies following the alignment of specific strategic goals from different participants, aided by the Beehive's clear focus and purpose-driven strategy.

Furthermore, it has a higher potential for innovation and cooperation with other innovative stakeholders, for example, universities and research institutes. Not to be disregarded, the prior selection of industries with a higher value-added per employee and attractiveness for foreign direct investment is a significant benefit for anyone wishing to participate internally or partake as an external stakeholder.

On the other hand, specific weaknesses have been identified, nonetheless. The main barrier to successful cooperation would, in our opinion, be the inaccurate selection of the proper governance model, which could prevent the Bees and Queen Bees from working as efficiently as possible. Moreover, the Business Beehive Hub initially requires a higher financial investment than regular business zones. Furthermore, the fact that it would bring low cash inflows in the initial phase for external stakeholders (e.g., investors and municipality) were the most significant weakness we identified in our business ecosystem.

Externally, the model offers quite a few opportunities. If an identified weakness was the low initial cash inflow of the model, an opportunity is a more significant cash inflow over time for the municipalities (i.e., in the form of taxes and rent), especially compared to the standard business zone model.

The attractiveness of the business ecosystem would bring in more talent and companies (both domestic and foreign) to the region where the Beehive Business Hub is located. Most importantly, however, it would help SMEs grow and bring sustainable benefits to all participating stakeholders, which would also increase the longevity of the model itself.

The identified threats are fewer but just as important. The selection of the appropriate industries for the specific region is a crucial factor in the Beehive's success, and the Queen Bees' unwillingness to do their part can significantly hinder the development of the business ecosystem.

On the policy side, the lack of support from local and national/supranational policymakers can significantly harm the Business Beehive Hub by unnecessarily prolonging the establishment and growth of the ecosystem, mainly through bureaucratical barriers (see Table 8).

Table 8: Business Beehive Hub SWOT Analysis

Strengths	Weaknesses
• Developing synergies based on selected industries and firms' strategic goals • Prior selection of industries with high value-added per employee • Clear focus and purpose-driven strategy • Attractiveness to FDI • Higher potential for cooperation with other innovative subjects (universities, institutes) • Development of sub-branches within the most profitable industry • Presence of at least one established player in the industry	• High investment (financial investors) compared to regular business zones • Low cash inflow in the starting phase (for financial investors and municipality) • Possible lack of synergy between companies in the beehive • Inability to effectively cooperate • Selection of the wrong governance model
Opportunities	**Threats**
• Cash inflow over time for a municipality (taxes, supporting activities – consumption, rent) • Attracting talents to the region (and municipality) • Attracting foreign and domestic companies to the region (and municipality) • Sustainable benefits to stakeholders provide solid pillars for the zone to stay active for several years • Helping SMEs grow	• The (un)willingness of queen bees to participate • Wrong industry selection for the region • Low or no support by policymakers (national or EU level)

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

2.3.3 Comparison of different governance models

Initial research from Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021) identified four different governance models for the organization and management of the Business Beehive Hub: The Cooperative model, the Growing Together model, the Equity-based model, and the Spatial model. The main differences lie in the voting rights that the stakeholders would have, as well as the distribution of the accumulated profits. The preferred governance model which we believe would fit best with the strategy of the Business Beehive Hub would be the Growing Together model, as it incorporates all the participating stakeholders in the decision-making. Its purpose pertains to increased stakeholder cooperation, synergies, and financial benefits.

It is based on a specific voting system where the Queen Bees initially have more voting rights; however, the increased growth of the participating SMEs and their contribution to the Beehive would lead to them getting more voting rights (see Table 9 for more information).

Table 9: Proposed governance models for the Business Beehive Hub

	Cooperative model	Growing Together model	Equity-based model	Spatial model
Decision makers	Companies in the Beehive (cooperative members)	Companies in the Beehive, other stakeholders (financial investors, municipality, university)	Outside financial investors	Companies in the Beehive
Purpose of the business model	Increased synergies & cooperation, profit of cooperative is not the only goal of the operation	Increased synergies & cooperation + financial benefits for all the stakeholders	Providing adequate financial resources for initial investment	Increased synergies & cooperation
Profit distribution	Members in cooperative (based on the Establishment Act)	All stakeholders	Financial investors	Companies in the Beehive (depending on the size)
Voting rights	All equal (1 company, one vote)	Based on a specific voting system	Pertain to voting stocks	Depending on the square footage

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

2.3.4 Growth phases of the Business Beehive Hub

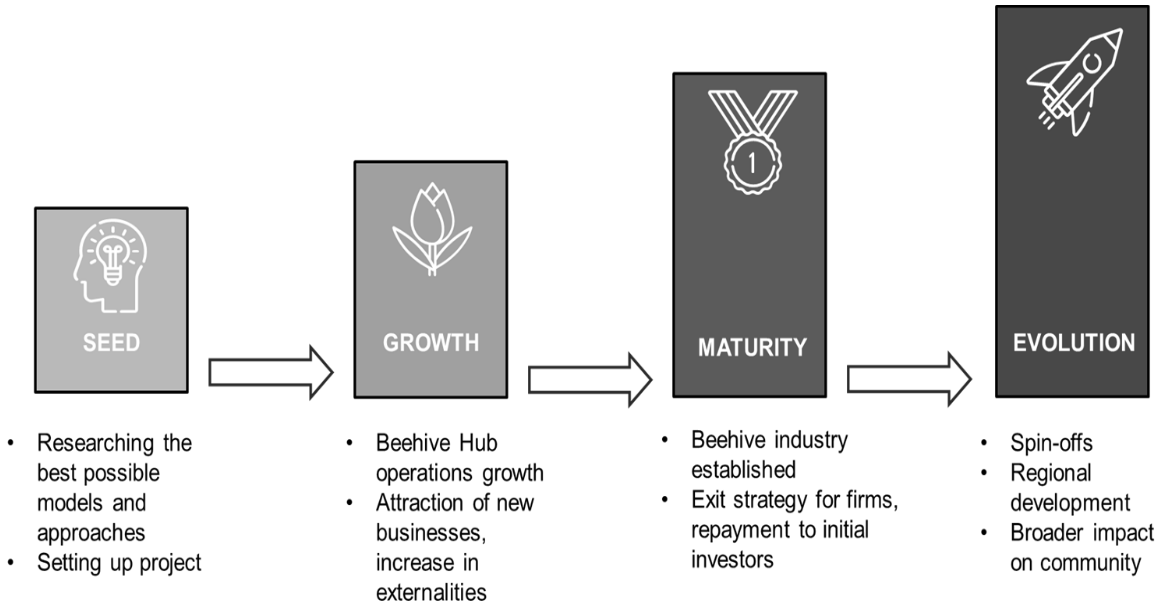
As mentioned before, an opportunity that the Business Beehive Hub offers compared to the standard business zones is the longevity of the model. The model's scalability is also evident through the proposed phases, sourced from Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021). The progression of the Business Beehive Hub is supported by the "Growing Together" governance model, mainly in the entry and exit options for SMEs. The "Seed" phase sets the foundation for every Business Beehive Hub, most importantly, the best possible models, industry selection, and factor adjustment for each specific scenario.

After the ecosystem is set up, the "Growth" phase would bring new businesses and increase synergies and externalities for all stakeholders, making it more attractive for other participants who perhaps jump aboard at the "Seed" phase and would like to join later on.

In the "Maturity" phase, the industries inside the Beehive Business Hub would become established, and an exit strategy for any firms wishing to move on would be available. Initial investors would also be repaid in this phase with higher-than-average returns.

Finally, we would come to the "Evolution" phase, where spin-offs would occur, and a broader impact on the community and other external stakeholders would become evident, not to mention the regional development that would follow, like the bees in nature that pollinate flowers and trees and make sure that the area is flourishing and healthy (see Figure 5).

Figure 5: Growth phases of the Business Beehive Hub



Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

As mentioned throughout this part many times, the Business Beehive Hub differs from the standard business zone model in all critical factors which impact the success of all participants, while not forgetting that the Business Beehive Hub takes into account all stakeholders through a 360° approach (Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc, 2021). The main differences can be seen in Table 10 on the following page.

Table 10: Comparison of a standard business zone to Business Beehive Hub

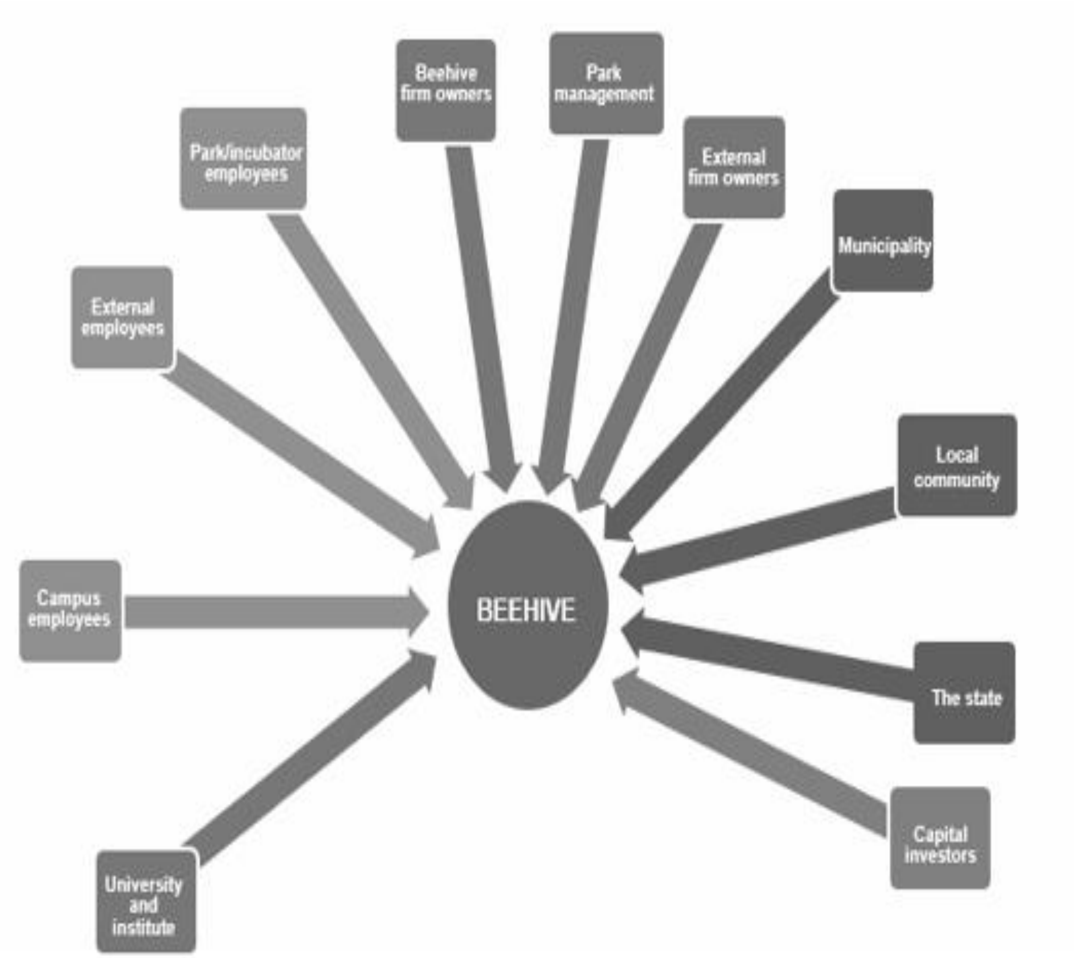
	Standard model	Business Beehive Hub model
Problem identification	Need for business infrastructure (space for office and production facilities, land)	Growth challenges of SMEs, high value-added per employee, lack of synergies
Stakeholders' identification	Companies, municipality	State, municipality, companies, local community, employees
Governance model	One key decision maker	Participation of all stakeholders in decision making, Growing together model
Value creation	Common business area, availability of infrastructure	Synergies, high value-added, growth of SMEs
Active participation of stakeholders in the hub's governance	Little participation	Active participation from all the stakeholders
Long-term scalability	Depends on the companies within a zone, usually individual company growth.	Managed by the ecosystem of companies in the zone – clearly described development strategy. The growth of SMEs will positively impact the growth of other stakeholders.

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

2.4 Stakeholder analysis

A crucial aspect of providing a 360° all-around approach for a flourishing business ecosystem is also to consider all the potential needs and pain points of relevant stakeholders. We have incorporated findings from research done by Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021) that focused on identifying varying groups of key stakeholders with the help of conducting in-depth interviews. Based on those interviews, the stakeholders were grouped into smaller clusters according to their similarities for identifying and addressing the needs of their group (see Figure 6).

Figure 6: Identified key stakeholders for a business ecosystem



Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

After the clustering was finished, the main challenges were identified for each stakeholder cluster, and additional research was conducted to reveal specific pain points and provide mitigation opportunities in advance, incentivizing external firms to join.

The stakeholder aspect encourages sustainable growth and longevity of the participating companies and all other entities by encouraging cooperation and harnessing synergies as much as possible. An extensive list of identified challenges, proposed solutions, and their estimated impact is presented in Table 11 below.

Table 11: The main challenges, mitigation proposals, and impacts for selected stakeholders

Stakeholder cluster	**Main identified challenges**	**Beehive solution proposal**
Cluster 1 - Employees Campus employees, Park/Incubator employees	• Workplace far from home and other errands • Coming back to the office as opposed to working from home • Lack of shared spaces, networking events, and mentoring possibilities	• Availability of fresh food for home, freshly prepared meals at Beehive • Help with personal issues – the daily commute, documentation after moving to Slovenia, school, or kindergarten for children. • Learning and mentorship opportunities
Cluster 2 - Educational and research establishments	• Business partners for research and collaboration • Finding internships or jobs for students at the University	• Help with signing up for tenders or signing up for projects • Promoting collaborations between Beehive, University, Institutes • Work opportunities for students, internships
Cluster 3 - Company owners Campus firm & External firm owners	• Low net value added per employee growth (productivity) • Collaborations and synergies with other companies • Cost optimization • Lack of focus on core operations	• Sourcing local products, working with the local community, employer branding, availability of younger workforce • Help with digitalization, tenders & projects application, internationalization • Mentoring, expertise, and financing aid
Cluster 4 - Beehive management Managers of the Beehive/The Beekeepers	• Collaboration between Beehive members • Selection of good Beehive members, internationalization • Access to finance • Governance of the hub/par	• Sustainability and greener operations of Beehive • Increasing recognition of the Beehive model, growth. • Better cooperation with banks/potential investors • Transparent governance of the hub
Cluster 5 - Local government Municipality Local community	• “Brain Drain” of capable youth to other regions and countries • Aging population • Lack of steady cash flows from the classic model • Aim to develop as sustainably as possible • Below-average business indicators compared to the region • Lower net value added per employee (productivity)	• Long-term development plan of the municipality • The attraction of more foreign capital and funds from tenders • Sustainable architecture and development • Sharing the progress of Beehive and firms in Beehive, boosting the municipality’s image as a business-friendly center • Additional job openings and additional places to sell products

(table continues)

(continued)

Cluster 6 – The State The Republic of Slovenia	• Lack of polycentric development in Slovenia • The attraction of foreign talent and foreign investment • Increasing productivity growth in SMEs • Lower net value added per employee compared to Western European countries	• Support for sustainable productivity growth • Sustainable development, supporting the local community, and improvement of a green network while following ESG objectives • The attraction of foreign capital and funds, internationalization • More straightforward onboarding process of talents from other regions or from abroad • Promoting firms and Slovenia as a business-friendly destination
Cluster 7 - Investors External investors	• Lack of sustainable and profitable investment opportunities • Inflation fears • Commodity prices rising • Volatile markets	• Transparent governance and defined business models • The attraction of more foreign capital, internationalization • Additional investments and new business opportunities

Source: Domadenik Muren, Jarc, Jelovčan, Oplotnik & Pregarc (2021)

3 EMPIRICAL ANALYSIS

The analysis thus far has demonstrated that business zones are a comprehensive concept, ranging from physical business zones where businesses can share space and collaborate to digital business zones with digital services offered through an online platform. The services businesses need in business zones vary greatly depending on the industry. To better understand what businesses want and need from business zones and what services they offer, we conducted in-depth interviews and focus groups with companies and a firm-level survey with companies from different industries. Through the interviews, focus groups, and survey, we aimed to answer the following research questions:

1. Which shared services and amenities within the framework of the business hub would add the most value to Slovenian companies?
2. How big of an impact would separate shared services modules have on firms in the Beehive?
3. How much would the average setup and operational cost be for the amenities in the Facility Beehive?
4. How would outsourcing some shared (supporting) services help them focus on the company's core business?

3.1 Methodology

After reviewing the literature, a mixed method was chosen – an initial qualitative analysis followed by a quantitative analysis. These three methods were chosen to gather all the information necessary to see what possibilities exist in the design, operation, and financing of new models of business zones and the concept of business parks themselves. Our research methodology involved in-depth interviews and focus groups to comprehensively understand business needs related to services and activities available in business zones. These qualitative research techniques allowed us to gain valuable insights that helped us develop a subsequent survey, which we conducted using the Qualtrics platform.

3.1.1 Qualitative research methodology and sample description

To explore the needs of Slovenian companies in terms of business hubs and related activities, we conducted two in-depth interviews and three focus groups with a total of 10 companies from different sectors, including Sector A (agriculture), Sector C (manufacturing of textiles, electronic and optical products, machinery and equipment, and other manufacturing), Sector J (publishing, software publishing, information services), and Sector N (other various business activities); all of the companies were small in size (between 11 and 50 employees) and had domestic ownership. These companies were purposely selected from an extensive database containing approximately 200 companies in the relevant sectors. The interviews were conducted in a semi-structured format better to understand the companies' complex business support needs. The interview questions were organized into three main themes: standard services (marketing, HR, accounting), the real estate aspect of business centers (office supplies), and the business hub concept itself. The in-depth interviews and focus groups lasted 30 to 65 minutes and were performed on-site and online (using MS Teams). More information is available in Tables 12, 13, 14, and 15, with questions used and notes available in Appendixes 3, 4, 5, 6, and 7.

Table 12: Interview sample characteristics

Company	Industry	Interviewee's position(s)	Interviewee's gender
Company 1	Sector N	CEO	Male
Company 2	Sector C	Founder CEO	Female

Source: Own work (2023)

Table 13: Focus group 1 sample characteristics

Company	Industry	Interviewee's position(s)	Interviewee's gender
Company 3	Sector A	Founder CEO	Female
Company 4	Sector A	CEO	Male
Company 5	Sector A	Director of Sales	Male

Source: Own work (2023)

Table 14: Focus group 2 sample characteristics

Company	Industry	Interviewee's position(s)	Interviewee's gender
Company 6	Sector J	CEO	Male
Company 7	Sector J	Founder	Male
Company 8	Sector J	CEO	Male

Source: Own work (2023)

Table 15: Focus group 3 sample characteristics

Company	Industry	Interviewee's position(s)	Interviewee's gender
Company 9	Sector J	Head of Marketing	Male
Company 10	Sector N	Head of Operations	Male

Source: Own work (2023)

3.1.2 Quantitative research methodology and sample description

In our survey, we included information according to the General Data Protection Regulation (GDPR short) to ensure that all respondents consented to the collected information.

We started the survey on the 23rd of May 2022 through the Qualtrics software program and sent the survey link to a total population of 13,236 small and medium-sized enterprises from selected industries, which we identified through the AJPES Slovenian Business Register. Of those

13,236 only 820 showed engagement by clicking on and opening the survey and a total of 553 SMEs continued with the survey by proceeding to respond to the questions.

The sample was based on convenience, as we were mainly focused on gathering responses from small and medium-sized enterprises or SMEs, as they show a more significant propensity to join a business ecosystem. The European Commission defines SMEs as companies with a staff headcount between 1 and 250 (the upper limit for medium-sized companies), with a turnover of up to €50 million or a balance sheet total of up to €43 million (European Commission, 2023). The survey was open for approximately one month, until the 22nd of June 2022[2]. The questionnaire had 312 possible questions presented to the respondent based on the “if-logic.” For quantitative data analysis, we first used the outputs we received from Qualtrics in SPSS for initial findings and then mainly in Excel to construct the tables and charts.

3.2 Qualitative research findings

It is essential to recognize that companies operating in various sectors have distinct needs and expectations regarding specific service functionalities that they either perform in-house or outsource. These activities range from human resources (HR), marketing, sales, information technology (IT), research and development (R&D), supply chain management, accounting, and logistics services, to sustainability management.

Companies in the manufacturing sector (Sector C) may require specialized support related to supply chain management, such as inventory management, to optimize their production processes and ensure the timely delivery of goods. Collaboration and quality service are highly valued when looking for service providers, especially in the area of human resources (HR).

Many companies consider HR critical because it can help identify candidates who are a better fit for the company and assist in assessing candidates during the application process. For example, Company 2 noted, "HR would be a great addition to finding better employee-company fits with candidates, help with assessing candidates when they apply."

Sector J companies, on the other hand, see a growing need for information technology services (IT), given the increasing trend toward digitization of business activities. As more companies in the sector move to conduct business online, there is a more prominent emphasis on the importance of developing a solid online presence and leveraging technology to drive innovation and growth.

Despite this growing trend toward digitization, J-sector companies face significant challenges when achieving genuine synergies with other companies. Financial literacy can also pose a problem: "SMEs have much trouble getting investment and figuring out what investors say and want," as Company 7 noted. As a result, companies in this sector have expressed a great need

[2] Certain companies also shared the survey amongst colleagues whom we did not contact through our mailing list, which shows that they took the initiative and expressed an interest in this topic.

for financial and legal advice to help them navigate the imposing difficulties of the domestic and global business environment. As noted by two of the Sector J companies (Company 8 and 9) that have not yet developed a robust HR function, they may face several challenges in areas such as talent acquisition, retention, and performance management. These challenges, in turn, can impact overall health, sustainable employee development, and organizational climate. Organizations can benefit significantly from seeking advice and support from HR experts to address these challenges. This can include working with external consultants who can provide expert advice and support in recruitment, training, development, and compliance with labor laws and regulations.

Companies in Sector A identified seasonal labor as their most pressing need, as indicated by feedback from all companies in this sector. Company 5 emphasized, "Seasonal labor is key for us during harvest time." In addition, companies in this sector identified accounting as another essential service they need daily. Regarding marketing for specific projects, they tend to outsource the work to agencies that specialize in website design, as cited by Company 4: "To be recognized both in Slovenia and abroad, a well-executed marketing strategy is essential." Legal services are necessary for Sector A companies, as they often require legal representation for various reasons, such as contractual agreements and regulatory compliance.

The need for reliable IT services has also grown in importance, leading many companies to outsource this function to competent providers. The biggest challenge, however, is finding a suitable IT provider that delivers high-quality services promptly and shares the same values and standards. Logistics is another vital area for these companies, with many handling logistics in Slovenia strictly internally. However, for deliveries abroad, they rely on external partners. Responsiveness is also critical in logistics, as delays or delivery failures can significantly impact the company's reputation. As seen during times of crisis, such as the COVID-19 pandemic, companies with ineffective networking strategies struggled to maintain their supply chains and distribution networks, highlighting the importance of responsiveness and effective logistics management.

Another important finding is that many companies still in the start-up phase need business management advice, especially from an investor's point of view, as the representatives of the N sector noted. They also require assistance in contacting other companies and applying for public tenders. In addition, young companies in the N sector are looking for banks and financing companies that can provide them with loans and financial support. One possible solution is establishing a tutorial to serve as a hub for financing multiple small businesses. Company 10 pointed out, "It is difficult to outsource quality and affordable accounting and legal services; IT is also critical, sales are made online." With accounting, the key is to make it as cheap and accessible as possible. Using digital accounting software can also be considered as long as the cost remains reasonable.

3.2.1 Business hub location and amenities

When delving into the issue of amenities and location of the business center, we noted that the representative of Sector C, manufacturing, stressed the importance of reasonable access to the business center, primarily via a highway, and that the area should be well organized and easy to navigate in terms of roads and buildings. They also noted that businesses are increasingly interested in sustainable solutions. Company 2 stated: “In terms of supporting activities, they stated that the most important thing for them would be an electric charging station.” In addition to these practical needs, we also found that businesses in this sector would benefit from certain recreational facilities, such as a gym or sports hall where employees can exercise, and a restaurant or "Menza" for dining options. A bar or café would also be an excellent addition. In addition, mentoring and educational events and courses would be exciting and valuable for businesses in this sector. In contrast to the accessibility of business centers, companies in Sector J emphasize the importance of proximity to other institutions with which they do business. As the representative of Company 6 explained: “When it comes to real estate, we also need suitable premises for rent and also proximity to restaurants for employees.” In addition, proximity to institutions such as banks and universities is critical for many companies in this sector. In terms of support measures, mentoring is crucial for young companies, and it should be located in the business center, as the mentoring process in Slovenia is not yet well developed. Workshops and other training programs supporting young businesses' development are also valuable. The need for mentoring and training programs reflects a growing trend to promote entrepreneurship and small business in Slovenia. Such initiatives can help create a vibrant entrepreneurial ecosystem that fosters innovation and economic growth.

In business hub amenities and location, Sector A companies operating in the agricultural sector have different location requirements than other sectors. Since their business relies heavily on location-based resources, companies in this sector indicated they would benefit from a digital business hub accessible from any location. In addition, logistics play a critical role in their operations, and a location close to the highway is paramount. Easy access to critical facilities such as post offices and banks is required, and warehouse accessibility is critical to meeting the needs of businesses in this sector. Company 3 noted: “If it is a fiscal business center, it is important for them to have a warehouse that also offers other services, parking and useful if it is near the administrative building so you can do all the administrative tasks in one place, the post office, the bank, that it is accessible and makes sense if you need a warehouse.” In today's social climate, many companies emphasize sustainability management in real estate, including Company 10 from Sector N, which responded, "Carbon management, energy efficiency, water management, waste management have proven critical for us." Technology can also be important in improving property management and building sustainability. Respondents pointed to the potential benefits of using augmented and virtual reality to improve the user experience and reduce costs and management. In addition, telecommuting is becoming increasingly important for employees, highlighting the need for efficient transportation methods with a low carbon footprint, such as car sharing, e-bikes, and bicycles. Respondents pointed to the importance of consolidated and homogeneous solutions regarding conference room systems. Regarding urbanization, subsidies for housing needs or office space can be beneficial.

3.2.2 Business hub concept and synergies

In terms of maximizing synergies and optimizing the design of the business hub, companies from different sectors expressed their need for support in business development and helped implement innovative ideas that would improve their company growth. The representative from Company 2, Sector C, highlighted: “we would benefit most from someone to help them with the realization of certain ideas that would benefit the business, so collaborating with businesses or mentoring programs in the Beehive.” Regarding corporate governance within the Business Hub, an incentive-based approach was suggested, where companies could receive voting rights based on criteria such as net value growth or investment in community development. This approach would encourage businesses to invest more in community development and their businesses and could lead to a more equitable and productive business ecosystem. In terms of developing the concept of business hubs, several companies, mainly from Sector J, emphasized the critical importance of establishing a digital presence. One notable company, Company 6, emphasized: “The physical part is not that important, everything can be done online, even in our company, we work remotely.” Moreover, they highlighted that for foreign investors, proximity to a major city could play an essential role in their investment decisions, as it can allay their fears about travel logistics. In addition, running a business outside of a metropolitan area could be challenging from a management standpoint.

One possible solution could be to set up a hybrid office model that includes both an online and physical presence, which could be attractive to emerging companies looking to bid for tenders and EU funding. Such an arrangement would create a favorable environment for business development and investment. Integrating business centers with universities has proven to be an essential part of promoting new knowledge, as noted by Sector A companies: "Collaboration with universities is crucial for business hubs to explore new knowledge and also a collaboration between all entrepreneurs to help each other and take care of business” (Company 4).

Promoting new knowledge and facilitating networking among entrepreneurs, thereby improving overall business performance. Sector A companies also emphasized the central role of digital infrastructure in the success of business hubs. They highlighted the importance of a digital presence for businesses, enabling them to conduct marketing activities from anywhere, thus promoting the visibility of their brand. Another noteworthy aspect to consider in business development is the importance of considering the different perspectives of stakeholders, such as investors, owners, and employees. As cited by Company 5: “To achieve optimal results, companies must consider both the owners' and employees' perspectives.” In property management, owners usually focus on cost efficiency and minimize the costs of managing and maintaining the property. On the other hand, employees may prioritize other factors, such as proximity to transportation or access to amenities, when evaluating the suitability of a particular location. Further details are available in Table 16.

Table 16: A summary of key empirical findings

Aspect	Key highlights
Shared services	• Collaboration skills and quality of service providers. • HR experts support recruitment, training and development, and compliance with labor laws and regulations. • Developing a solid online presence. • Requires specialized support related to supply chain management (Sector C). • More significant needs for financial and legal advice (Sector J). • High need for seasonal labor (Sector A). • Management advice and assistance in contacting other companies and applying for public tenders (Sector N).
Location and amenities	• Easy access to the business center. • Access to amenities. • Close Proximity to other institutions. • Digital business hub platform. • Sustainability management. • Proximity to transportation.
Concept and synergies	• Voting rights are based on criteria such as net value growth or investment in community development. • Digital business hub platform. • Hybrid office model. • Support in attaining tenders and EU funding. • Integrating business centers with universities. • Mentorship.

Source: Own work (2023)

3.3 Quantitative research findings

The survey, as previously indicated, was primarily focused on small and medium-sized enterprises (SMEs). Of the 553 companies that participated in the survey and answered the questions, most were located in the Osrednjeslovenska region, totaling 221 companies. This was followed by the Podravska region with 69 companies, while 59 companies were from the Gorenjska region, 57 from the Savinjska region and 45 from the Obalno-Kraška region.

In contrast, only 38 companies came from Jugozagodnja Slovenija and a mere 22 companies from the Goriška region. Only 14 companies that participated in the survey were from the Pomurska region, 9 companies were from the Koroška region and 8 from the Posavska region. Similarly, the Primorsko-notranjska region had a weak representation with only 6 companies, while the Zasavska region had the lowest participation with only 5 companies taking part in the survey.

Regarding company size, the largest representation was from firms that fit into the micro size description (from 1 to 10 employees), of which there were 76.5% of all respondents. Small enterprieses accounted for 19.9%, and medium sized companies amounted to 3.6%.

The first questions in our questionnaire were descriptive, meant to help us classify the answers more broadly. Out of all 553 respondents who answered the first question (seen in Table 17), 265 were male (47.9%), 283 were female (51.2%), and five did not wish to answer (0.9%); this shows that regarding gender representability, the whole survey is well balanced (see Table 17).

In total, 820 respondents opened and began the survey, and out of those, we received 553 valid responses (which we used for the central portion of our analysis), while 293 respondents fully completed the survey. As the survey had implemented "if logic," it showed questions based on the previous answer from the respondent; therefore, the sample varies from question to question. In some cases, we had to reclassify the answers manually, as companies selected the option "Other," even though their choice was made available initially.

Table 17: Gender and respondent's position in their company

Gender of respondents		
	Frequency	**Percent**
Male	**265**	**47.90**
Female	**283**	**51.20**
I prefer not to answer	**5**	**0.9**
Total	**553**	**100.00**

What is your function in the company?		
	Frequency	**Percent**
Executive director	**105**	**19.00**
Executive director, Employee	**6**	**1.10**
Owner	**102**	**18.40**
Owner, Executive director	**147**	**26.60**
Owner, Executive director, Employee	**40**	**7.20**
Owner, Employee	**9**	**1.63**
Employee	**144**	**26.00**
Total	**553**	**100.00**

Source: Own work (2023); n = 553

Looking at the function the respondents occupy in their companies, Table 17 shows that the most significant representation was from respondents who are both the owner and executive director of their respective companies, 26.6%. Tailing behind them were employees, which comprised 26% of all respondents, also indicating that the survey has insights from people who occupy diverse positions in their companies, indicating good representation and differing views on the researched topics. On top, as one could expect when dealing with micro and small companies, one person would have acted in multiple positions, which can also be seen from the responses. For our research, it was essential to capture the opinions from both perspectives since an owner would be the main person behind the decision to join any form of a business ecosystem, while the employee's point of view also helped bring a bottom-up perspective when defining the main pain points to address. Regarding company size, 76.5% of companies have between 1 and 10 employees, and the second largest group (17.9%) are companies that have between 11 and 30 employees. This means that our insights are mainly from companies with sizes that are more likely to join a business ecosystem. The remaining 5.6% are companies with more than 30 employees.

One of the main differentiating factors by which we wanted to compare the opinions of other companies was based on the industries from which they receive the most significant part of their revenue. We used the Statistical Classification of Economic Activities in the European Community (NACE). Throughout the thesis, we sometimes name the sectors only by their first letter, and a comprehensive list of all industries and what each letter represents can be seen in Appendix 2. The five largest represented industries were F (Construction) with 15.7%, I (Accommodation and food service activities) with 12.3%, G (Wholesale and retail trade; repair of motor vehicles and motorcycles), S (Other services activities) with 9.6% and L (Real estate activities) with 6.9%.

We received at least one response from all industries except for B (Mining and quarrying), O (Public administration and defense; compulsory social security), and U (Activities of extraterritorial organizations and bodies), which based on our preliminary research would find it more challenging to operate in a business ecosystem. The complete list of all remaining industries is available in the Appendix.

The companies who filled out our questionnaire mainly offer physical products or services to consumers. The most significant percentage of respondents claim that their business model provides a physical service to customers – 28.2%. Companies that provide a physical product are the second largest group, representing 21%, while firms that provide both a physical service and offer a physical product account for 13.4%. A combination of physical and digital services is offered by 10.8% of firms, while companies that offer only a digital service represent 4.9%. Other data is available in the Appendix.

Regarding the types of customers that companies have, most companies do business with other businesses and customers simultaneously (B2B and B2C), amounting to 31.6%. B2B businesses account for 28.8% of all respondents, and B2C firms represent more than a quarter of all responses, 25.7% to be precise. The exact distribution is available in Table 18 below (some of the respondents that selected the option “Others” referred to doing business with state-owned institutions).

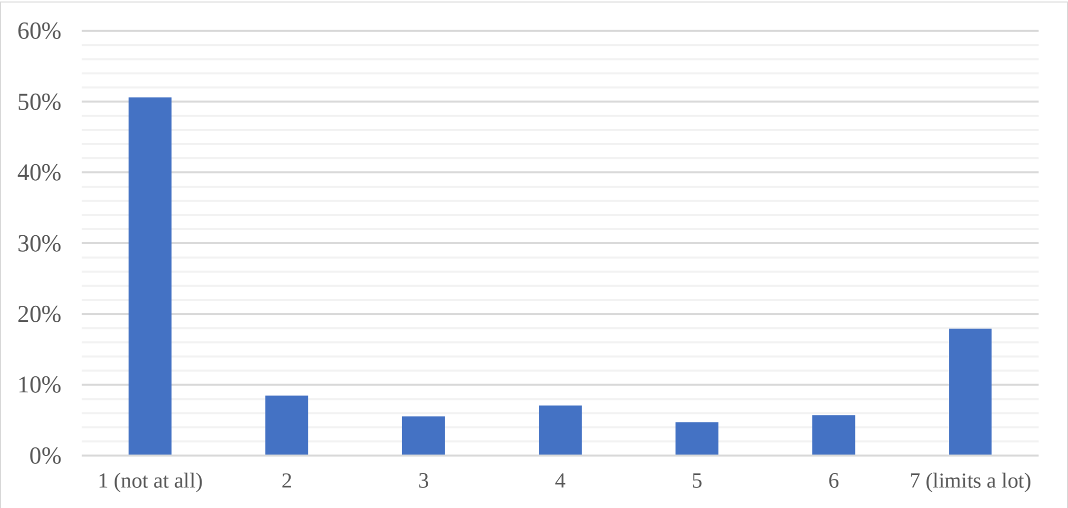
Table 18: Type of customers companies do business with.

Do you do most of your business with other businesses or with consumers? (Multiple answers possible)		
	Frequency	**Percent**
Businesses	**159**	**28.80**
Businesses, Other	**3**	**0.50**
Businesses, Consumers	**175**	**31.60**
Businesses, Consumers, Other	**5**	**0.90**
Consumers	**142**	**25.70**
Consumers, Others	**1**	**0.20**
Others	**23**	**8.10**
Total	**508**	**100.00**

Source: Own work (2023); n = 508

Another important thing we wanted to find out was whether the companies that responded to our questionnaire could move their operations to another location (for the sake of joining a physical business ecosystem) or if that is entirely impossible for them. The Likert scale results show that 64.6% of firms mostly have at most a few restrictions in this case, and only 1% of respondents claim that they would not be able to move their operations to a different location. The exact results are available in Figure 7 below.

Figure 7: Ability of respondents to relocate the business.



Source: Own work (2023); n = 508

When asked about the seasonality of their businesses, most companies do not exhibit any seasonal fluctuations regarding their customer demand, meaning that 78.3% of firms conduct their operations equally throughout the year. However, 13.6% do experience seasonal changes. We asked them how they solve the additional need for higher working hours during those periods and found out that 43.8% solve those issues with additional hires of part-time workers, additional machines, or students, 53.4% increase the working hours of their existing employees, and the remaining 2.8% experience issues or delays in their operations. Furthermore, most of the contacted companies stated that they have issues finding additional seasonal workers, which seems to be the problem for 56.2% of all companies exhibiting seasonal changes in their business.

The main issues regarding finding seasonal employees include the lack of a system for finding seasonal workers, a lack of specialized employees, issues with finding visas or other documents for foreign workers, and poor collaboration with employment agencies. When looking for seasonal employees on their own, they mostly find them through their channels, with the help of referrals or from their existing databases for seasonal employees.

We asked the companies whether the presence of a reliable partner would help them search for seasonal employees and consequently accelerate their growth, and 55.9% of respondents agreed that it would benefit their business. Exact results regarding issues can be found in the Appendix.

After conducting in-depth interviews and focus groups, we started assessing their needs based on different modules we identified as shared services that are used as business-supporting functions of a company. The following modules were identified:

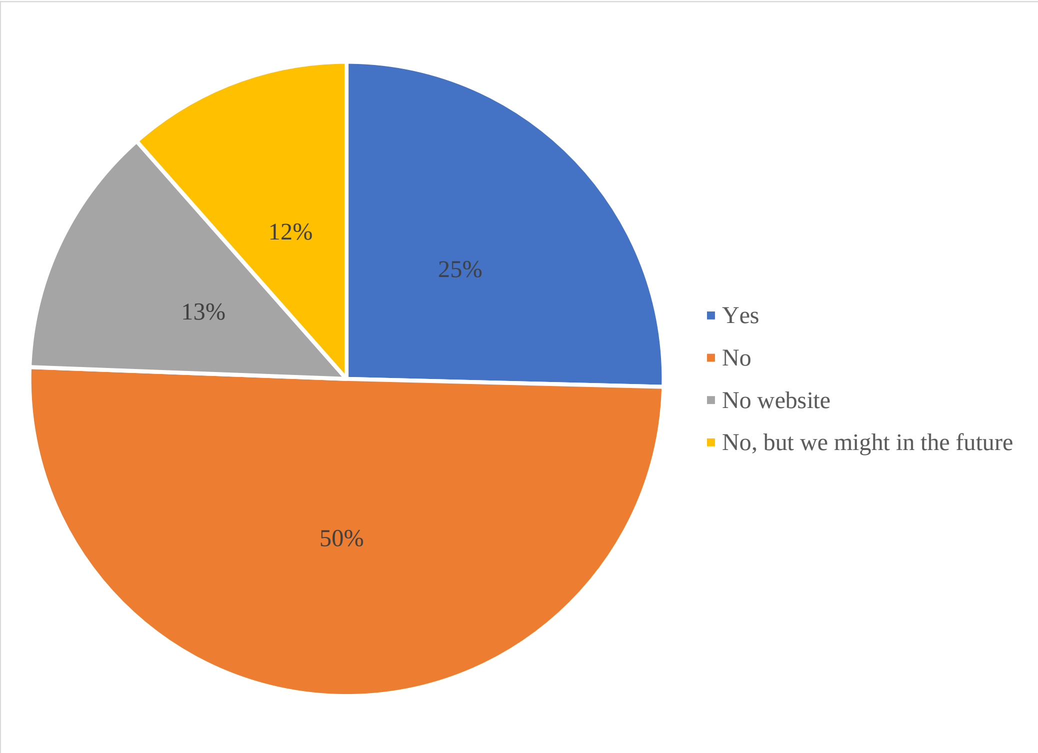
- Marketing:
  - Website
  - Content writing
  - Managing social media channels
  - Branding and logo design
- Accounting
- Legal
- HR:
  - Talent acquisition
  - People development
  - Event organization
- Logistics
- Supporting services:
  - Translating services
  - Support in getting funds (EU)
- Business consulting/development

In each module, we pinpointed the prominent use cases to address and deeply divided in more detail whether the companies already have specific processes and how they are implemented (e.g., in-house or outsourced). On top, we also analyze questions related to the digital and physical Beehive Hub, assessing ownership and collaboration preferences, most critical physical amenities, growth expectations, most crucial service modules, and finally, willingness to join a digital or physical business ecosystem.

3.3.1 Marketing

The marketing module was divided into four areas: website and e-shop, content writing, social media management, and branding/logo design. The first question assessed if companies had an e-store as part of their website. On a high level 87% (439) had a website while 13% (65) did not (see Figure 8).

Figure 8: Proportion of companies with an e-commerce store on their website (in percentages).



Source: Own work (2023); n = 504

We analysed industry and regional differences in having an e-commerce store or website using a crosstabulation in Table 20. Wholesale and Retail trade had the highest percentage of companies with e-commerce stores, while Construction, Real Estate, and Education had the lowest. Transportation and Storage had the highest percentage of companies without a website, and Arts, Entertainment, and Recreation had the highest percentage of companies considering a future e-commerce store. See Table 19 below.

In terms of regions, Primorsko-Notranjska had the highest percentage of companies with e-commerce stores, while Koroška had the lowest. Goriška had the highest percentage of companies without a website.

Table 19: Proportion of companies that have an e-commerce store on their website (per industry and per region, in percentages)

	Yes	**No**	**We don't have a website**	**Currently we don't need it, but might in the future**
Industry				
A - Agriculture, Forestry and Fishing	40%	30%	10%	20%
C - Manufacturing	22%	52%	7%	19%
D - Electricity, Gas, Steam	50%	25%	25%	0%
E- Water supply, Sewerage	0%	100%	0%	0%
F - Construction	4%	65%	19%	12%
G - Wholesale and Retail trade	56%	24%	12%	9%
H - Transportation and Storage	9%	45%	36%	9%
I - Accommodation and Food service activities	20%	52%	12%	17%
J - Information and Communication	30%	43%	22%	4%
K - Financial and Insurance activities	17%	56%	22%	6%
L - Real Estate activities	11%	63%	14%	11%
M - Professional, Scientific and technical activities	21%	58%	4%	17%
N - Administrative and Support service activities	22%	51%	14%	14%
P - Education	21%	68%	0%	11%
Q - Human health and Social work activities	44%	38%	13%	6%
R - Arts, Entertainment and Recreation	43%	29%	0%	29%
S - Other activities	33%	54%	8%	4%
T - Activities of Households as employers	100%	0%	0%	0%

(table continues)

(continued)

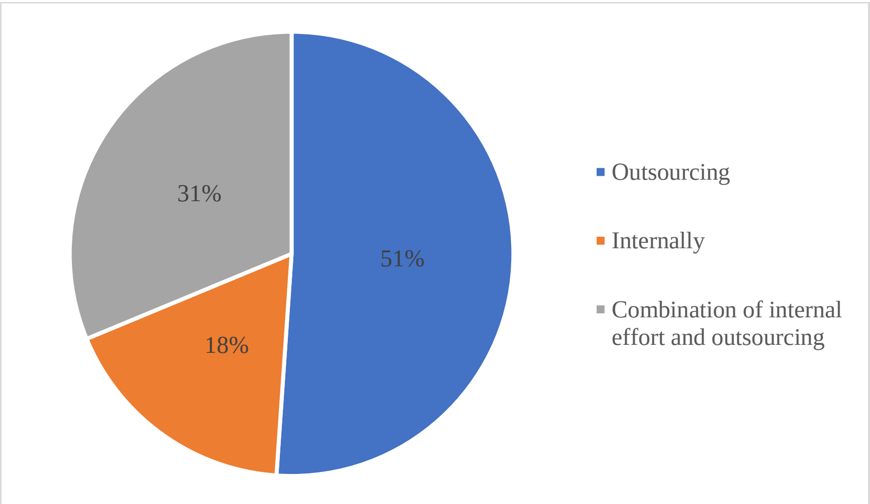
Region				
GORENJSKA	31%	49%	15%	5%
GORIŠKA	21%	74%	0%	5%
JUGOVZHODNA SLOVENIJA	17%	57%	17%	9%
KOROŠKA	0%	56%	33%	11%
OBALNO-KRAŠKA	26%	43%	14%	17%
OSREDNJESLOVENSKA	24%	53%	11%	12%
PODRAVSKA	19%	48%	19%	14%
POMURSKA	29%	50%	0%	21%
POSAVSKA	29%	57%	14%	0%
PRIMORSKO-NOTRANJSKA	83%	17%	0%	0%
SAVINJSKA	38%	40%	12%	10%
ZASAVSKA	0%	20%	40%	40%

Source: Own work (2023); n = 504

Of the companies without a website, 75% stated they don't need one for their business, while others cited reasons like lack of time (14%), website creation in progress (8%), or cost (3%) (see Appendix 11). We found that 12% of companies (58) might need an e-commerce store in the future.

For companies with a website, 51% outsourced its creation, 18% did it internally, and 31% used a combination of both (see Appendix 12). Those outsourcing preferred a per-need basis (81%) over a regular subscription model (19%).

Figure 9: Different approaches companies take for website creation (in percentages).

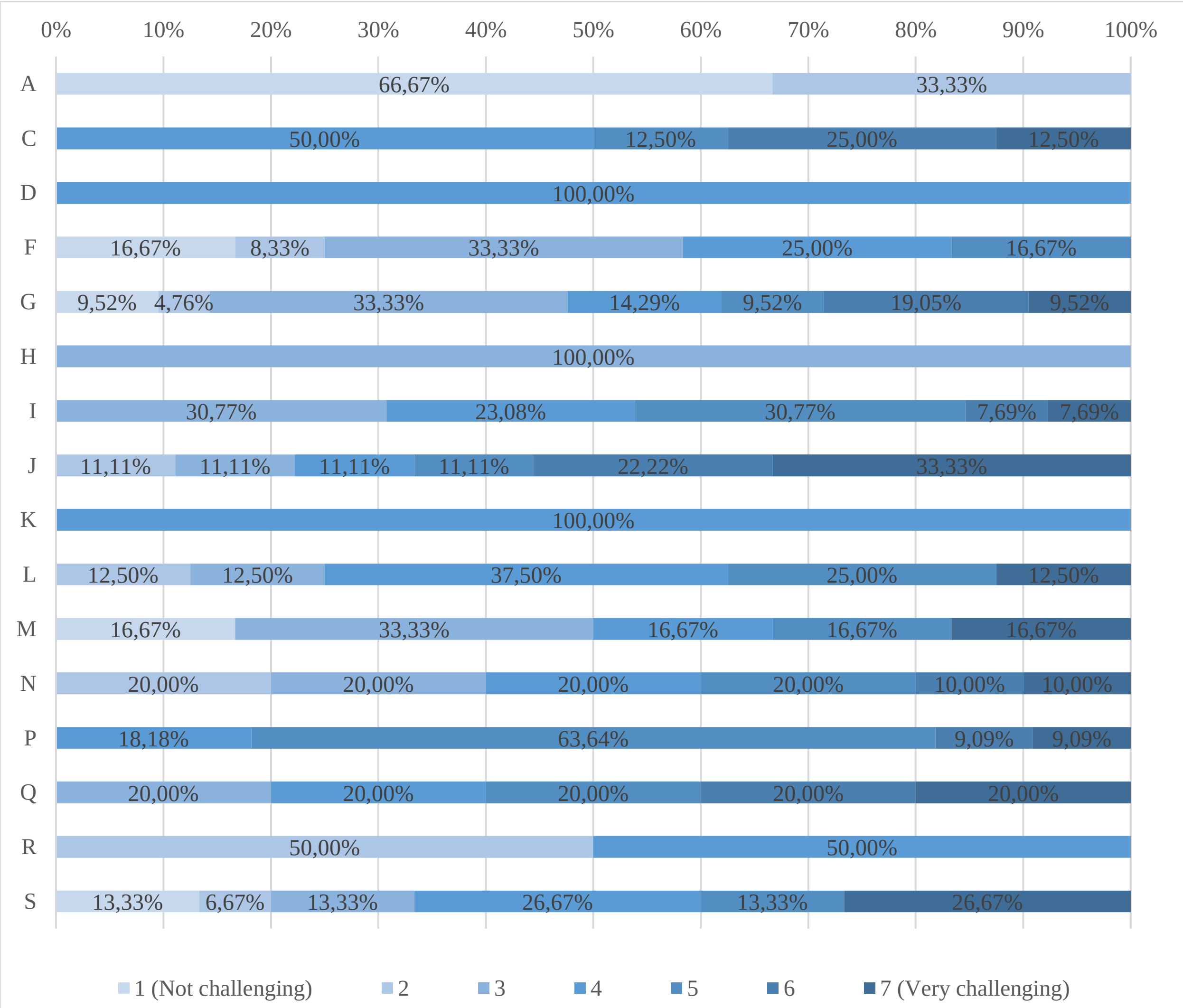


Source: Own work (2023); n = 368

After getting a general overview, in the next step, we assessed whether companies with the website used more advanced marketing tools such as SEO optimization. The results showed that, in reality, most of the micro and small businesses do not use more advanced tools that could help them facilitate a broader market reach; 51% of the respondents said they do not use SEO optimization, 35% use it, while 14% did not know what SEO optimization is.

Once again, the most frequent reason for not using SEO optimization is that companies believe it does not fit their business, followed by a lack of time and knowledge to approach the topic (see Appendix 13). On the other side, as seen from Figure x below, most companies that used SEO optimization as part of their tools found the process to be at least moderately complicated (especially sectors S and J), while we also saw companies thinking SEO optimization was not very complicated (Sectors A and R).

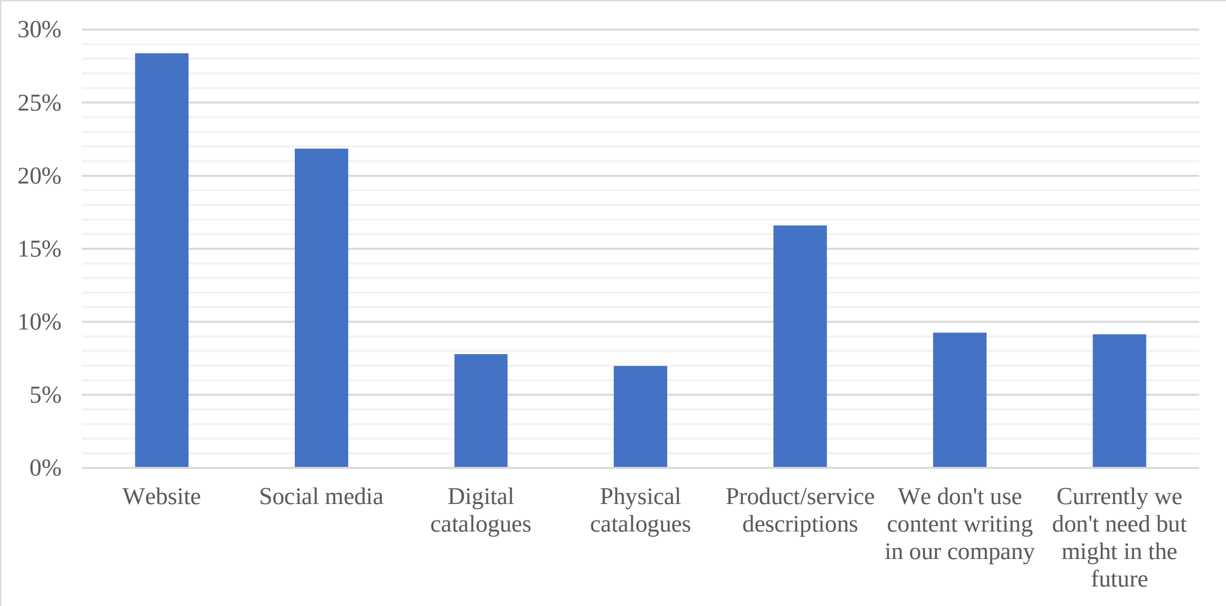
Figure 10: Proportion of companies that find SEO optimization challenging (by industry).



Source: Own work (2023); n = 128

Next, we aimed to assess how companies approach content writing, for what specific purposes they use it, and how they approach their social media marketing strategy. Expectedly, most companies use content writing for their website (28%), followed by social media channels (22%) and product/service descriptions (17%), while 9% of the respondents stated that they do not use content writing at all. A more detailed overview can be found in Figure 11 below.

Figure 11: Different purposes for which content writing is used in companies (multiple possible answers, in percentages)

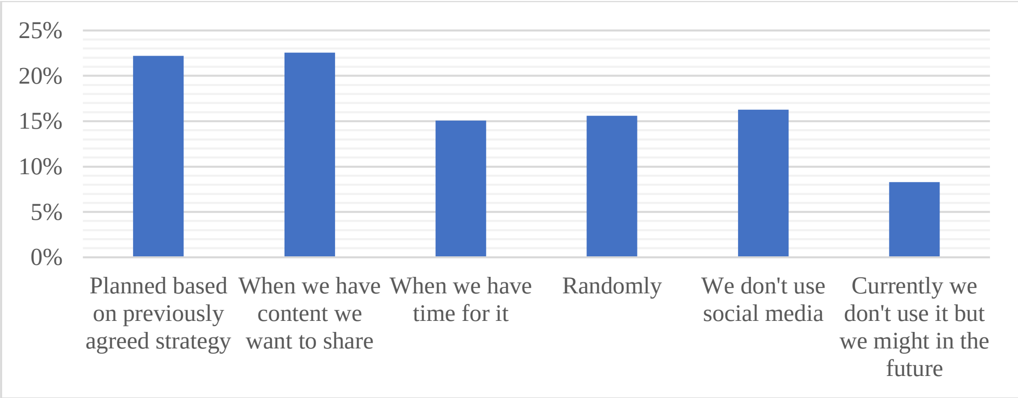


Source: Own work (2023); n = 323

When asked how they approach content writing, the vast majority (58%) stated it was done internally, 35% stated it combines internal effort and external outsourcing, while only 8% completely outsource content writing (see Appendix 14).

Looking into social media usage, we found a relatively even spread in when and why companies publish; 23% of the respondents stated that they publish whenever the content is available, and 22% stated that they publish based on a previously agreed strategy. In comparison, there was a very even split between companies that publish randomly without too much pre-planning (16%), companies that publish when they have time for it (15%), and companies that do not use social media (15%). See Figure 12.

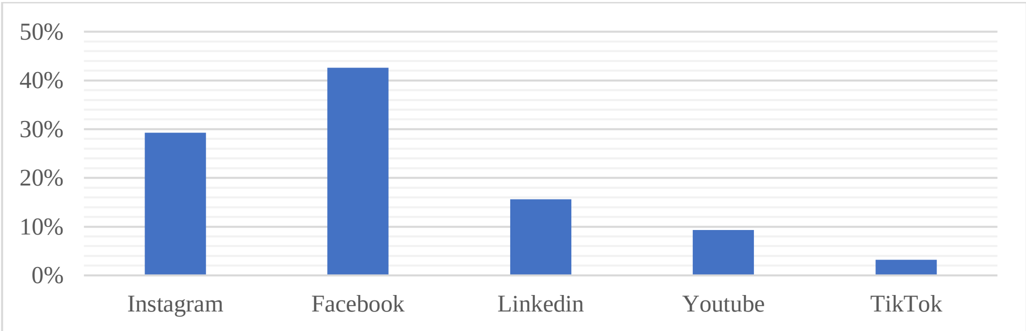
Figure 12: *Frequency at which companies create social media posts (multiple answers possible, in percentages)*



Source: Own work (2023); n =323

Zooming in further on the topic, we analysed the companies of the different platforms used. Surprisingly, the most used platform was Facebook, with 43%, followed by increasingly more popular Instagram, which was the platform of choice 29% of the time. The third notable mention is LinkedIn, with 16%, which makes sense as it is the platform for establishing business connections and connecting with professionals. When looking into the main reasons for using the selected platforms, most of the time, companies believe it is the best-suited platform for their customers (40%), or they use the selected platform for its popularity (33%) (see Appendix 15). Most of the companies approach managing social media internally (70%), some use a combination of internal efforts and outsourcing (24%), while only 6% outsource managing social media channels (see Figure 13).

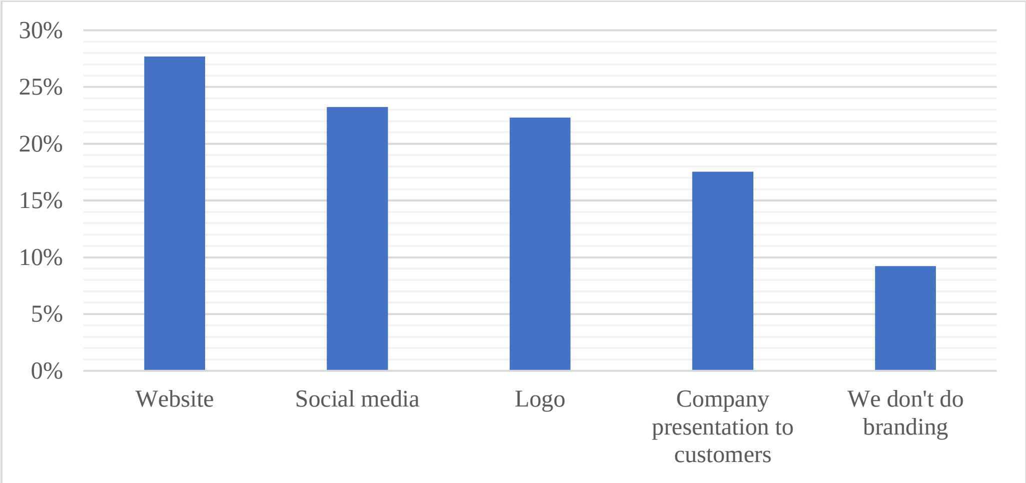
Figure 13: Proportion of social media platforms respondents are active on (multiple answers possible, in percentages)



Source: Own work (2023); n = 323

The final element in marketing we assessed was branding with a focus on trademark and logo design. First, we wanted an overview of where our respondents use branding elements. The split was relatively even between having a website, social media channels, a designed logo, and general company presentations to their customers/stakeholders. Surprisingly enough, 9% of the respondents said they do not do any branding for their business. See Figure 14.

Figure 14: Proportion of different branding tools companies use (multiple answers possible, in percentages)

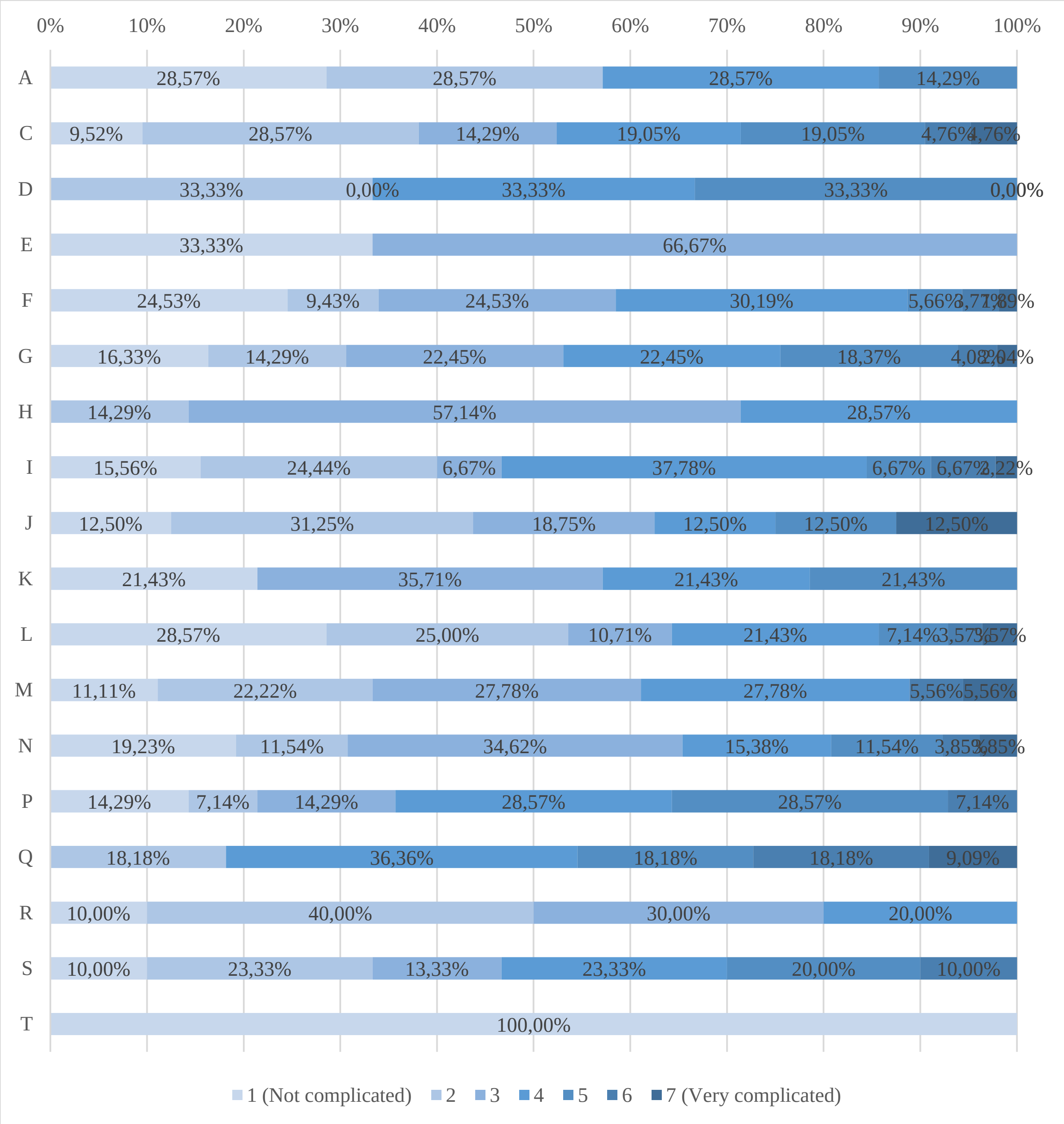


Source: Own work (2023); n = 359

After looking into the different branding elements companies use, we assessed how complicated they find managing their company branding. In total, 55% of the respondents find the process not complicated to lightly complicated, while 45% (4 onwards) find the process moderately to very complicated. We also looked into the reasons behind this, and for the ones that found the process at least moderately complicated, the primary identified reason was the lack of adequate knowledge or skills to do proper brand positioning and understanding of the market (55%). In comparison, the time investment needed was also identified as an issue (33%) (see Appendix 17).

On top of the two highlighted reasons, we also recorded additional comments highlighting the costs of doing high-quality branding for a micro or small business. Considering the issues micro and small business experience with branding, it is also not surprising that regarding this topic, they are more willing to consider outsourcing the work, at least to a certain extent, and use it with external efforts (see Appendix 18).

Figure 15: Proportion of companies that find company branding complicated (per industry, in percentages)



Source: Own work (2023); n = 359

3.3.2 Accounting

We chose accounting as the second module, and our approach was different from other modules. We assumed that there are basic accounting operations that companies must do by law and that micro and small companies would outsource them to accountants. For our ecosystem model proposal, we see accountants as the primary contact point for micro and small companies. We aim to assess how these businesses use accounting services and develop relationships with accountants. To begin, we wanted to understand the perception micro and small companies had towards financial regulations and requirements. More than half of the companies found meeting all financial reporting regulations moderately to very challenging (67%). See Table 20 for more details (1 being not complicated, 7 being very complicated).

Table 20: Proportion of companies that find meeting financial regulations and requirements challenging (per industry, region, and company size, in percentages)

	1	**2**	**3**	**4**	**5**	**6**	**7**
Industry							
A - Agriculture, Forestry and Fishing	50 %	0%	0%	0%	50%	0%	0%
C - Manufacturing	18 %	0%	9%	18%	18%	18%	18%
D - Electricity, Gas, Steam	0%	0%	25%	0%	25%	25%	25%
E- Water supply, Sewerage	0%	0%	33%	0%	33%	33%	0%
F - Construction	14 %	6%	8%	14%	25%	19%	13%
G - Wholesale and Retail trade	5%	8%	12%	25%	24%	14%	12%
H - Transportation and Storage	0%	10%	30%	0%	20%	30%	10%
I - Accommodation and Food service activities	14 %	12%	14%	8%	12%	22%	20%
J - Information and Communication	6%	11%	28%	6%	22%	11%	17%
K - Financial and Insurance activities	13 %	13%	13%	7%	7%	13%	33%
L - Real Estate activities	10 %	13%	16%	6%	19%	23%	13%
M - Professional, Scientific and technical activities	18 %	0%	9%	23%	18%	9%	23%
N - Administrative and Support service activities	13 %	9%	22%	19%	9%	19%	9%
P - Education	7%	0%	21%	14%	29%	7%	21%
Q - Human health and Social work	0%	0%	31%	0%	23%	38%	8%
R - Arts, Entertainment and Recreation	0%	8%	17%	42%	17%	0%	17%

(table continues)

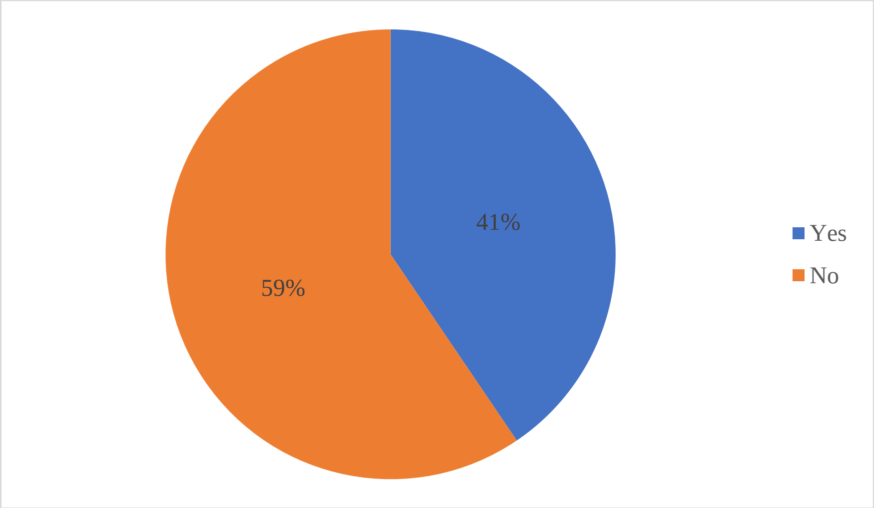
(continued)

S - Other activities	3%	11%	17%	11%	19%	22%	17%
T - Activities of Households as employers	0%	0%	0%	0%	0%	0%	100%
Region							
GORENJSKA	10%	6%	12%	16%	22%	22%	12%
GORIŠKA	18%	6%	24%	24%	6%	18%	6%
JUGOVZHODNA SLOVENIJA	15%	8%	12%	8%	19%	27%	12%
KOROŠKA	14%	14%	14%	14%	14%	0%	29%
OBALNO-KRAŠKA	17%	6%	14%	9%	20%	17%	17%
OSREDNJESLOVENSKA	9%	10%	15%	12%	18%	18%	18%
PODRAVSKA	12%	8%	12%	14%	18%	24%	14%
POMURSKA	0%	17%	17%	17%	50%	0%	0%
POSAVSKA	0%	0%	29%	29%	14%	0%	29%
PRIMORSKO-NOTRANJSKA	0%	0%	0%	20%	20%	20%	40%
SAVINJSKA	5%	5%	18%	20%	28%	13%	13%
ZASAVSKA	20%	0%	40%	20%	0%	0%	20%
Size							
1-10	10%	8%	13%	14%	21%	18%	17%
11-30	12%	8%	21%	13%	12%	21%	13%
31-50	0%	40%	20%	20%	0%	0%	20%
51-100	20%	0%	20%	20%	40%	0%	0%
More than 100	17%	0%	17%	17%	33%	17%	0%

Source: Own work (2023); n = 415

As said, through the assessment of the accounting module, our aim was also to understand better the relationship companies have with their accountants and whether they use them as a platform to receive input on other services or service providers, they might need. We asked the micro and small companies whether their accountant was also their first point of contact when searching for other service providers (e.g., legal), and 41% of them said that yes, their accountant is also their first point of contact when searching for other services, while 59% said it is not (see Figure 15). The ones who use it as a first point of contact most of the time are interested in legal services (54%), followed by human resource management questions (24%) and operative day-to-day tasks (22%) (see Appendix 22).

Figure 16: Proportion of companies that refer to their accountant as their first point of contact when searching for other service providers (in percentages).



Source: Own work (2023); n = 190

3.3.3 Legal and compliance

In the legal module, we aimed to assess how often companies need legal services, which ones they use the most, and how they deal with data protection and compliance topics. The largest share of companies, 32%, use legal services once per year, 23% of them use it once every six months, while 18% selected the option "other" and clarified that they use it need-based without an expressly set time frame or that they do not use it at all (see Appendix 24). Cross tabulating the data in Table 21, we see that in terms of industries and regions there does not appear to be a statistically significant difference in the responses.

In terms of size, the data suggests that the larger the company, the less challenging it is to meet financial regulations and requirements. Micro and small companies with 1-10 employees find meeting financial regulations and requirements to be the most challenging, while companies with more than 100 employees find it to be the least challenging.

Table 21: Frequency at which companies use legal services (per industry, region, and company size, in percentages)

	Daily	**Weekly**	**Monthly**	**Every six months**	**Yearly**	**Other**
Industry						
A - Agriculture, Forestry and Fishing	0%	17%	33%	17%	33%	0%
C - Manufacturing	9%	32%	18%	14%	23%	5%
D - Electricity, Gas, Steam	25%	50%	25%	0%	0%	0%
E- Water supply, Sewerage	0%	33%	0%	0%	33%	33%
F - Construction	2%	18%	37%	15%	18%	11%
G - Wholesale and Retail trade	0%	25%	34%	16%	25%	0%
H - Transportation and Storage	0%	22%	44%	11%	22%	0%
I - Accommodation and Food services	0%	16%	35%	10%	33%	6%
J - Information and Communication	0%	6%	24%	24%	35%	12%
K - Financial and Insurance activities	20%	7%	33%	13%	13%	13%
L - Real Estate activities	13%	7%	3%	23%	23%	30%
M - Professional, Scientific and technical activities	0%	23%	50%	18%	9%	0%
N - Administrative and Support services	10%	23%	26%	10%	26%	6%
P - Education	0%	23%	62%	0%	15%	0%
Q - Human health and Social work activities	0%	15%	54%	15%	8%	8%
R - Arts, Entertainment	0%	18%	27%	18%	27%	9%
S - Other activities	3%	12%	38%	18%	24%	6%
T - Activities of Households as employers;	0%	0%	0%	0%	100%	0%

(table continues)

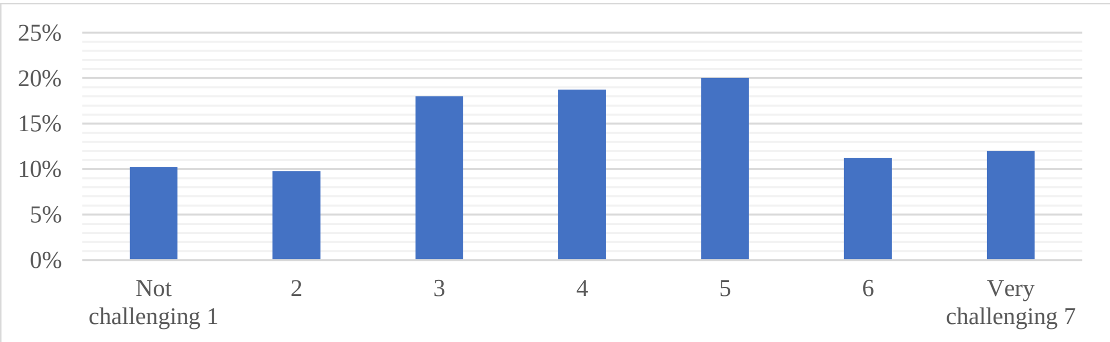
(continued)

Region						
GORENJSKA	2%	17%	39%	11%	30%	0%
GORIŠKA	0%	0%	59%	18%	24%	0%
JUGOVZHODNA SLOVENIJA	4%	23%	42%	8%	19%	4%
KOROŠKA	0%	17%	50%	17%	17%	0%
OBALNO-KRAŠKA	0%	29%	29%	18%	18%	6%
OSREDNJESLOVENSKA	6%	18%	28%	14%	23%	11%
PODRAVSKA	2%	12%	38%	20%	20%	8%
POMURSKA	0%	8%	25%	8%	42%	17%
POSAVSKA	0%	0%	43%	14%	29%	14%
PRIMORSKO-NOTRANJSKA	0%	20%	40%	20%	0%	20%
SAVINJSKA	5%	24%	19%	19%	24%	8%
ZASAVSKA	0%	75%	25%	0%	0%	0%
Size						
1-10	2%	20%	37%	12%	22%	6%
11-30	4%	16%	24%	23%	28%	5%
31-50	0%	0%	0%	40%	20%	40%
51-100	0%	0%	20%	0%	20%	60%
More than 100	42%	0%	8%	17%	8%	25%

Source: Own work (2023); n = 401

While legal support is not frequently used, a considerable portion of companies still find managing legal processes challenging. Out of a rating scale from 1 to 7, where 1 represents no challenge and 7 represents a significant challenge, 19% selected a 4, 20% selected a 5, 11% selected a 6, and 12% found it to be highly challenging. Collectively, this represents 62% of respondents who find managing legal processes in their company at least moderately challenging (see Figure 17).

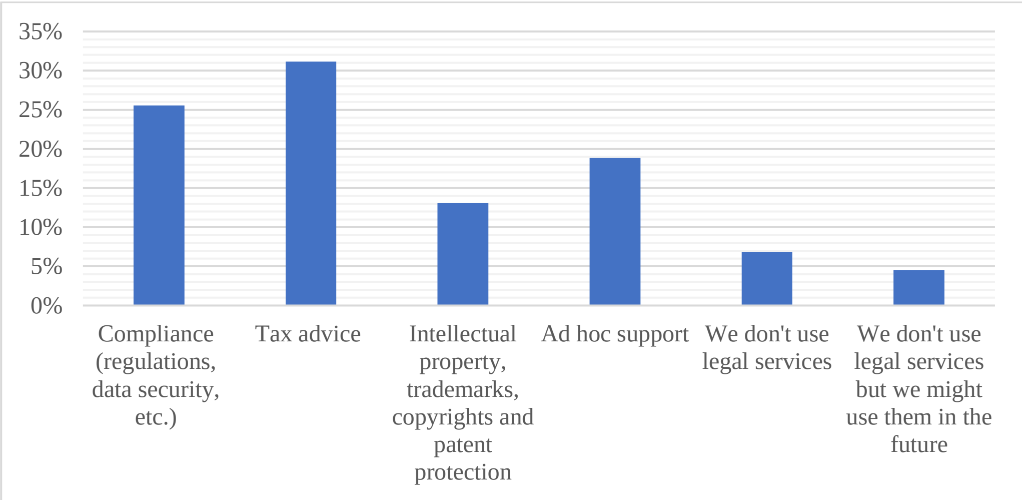
Figure 17: Proportion at which companies use legal services (in percentages)



Source: Own work (2023); n =401

Furthermore, we assessed which specific legal services companies use. Predominantly, companies use tax advice and compliance services, 31% and 26%, respectively. Some of them, 19%, use ad-hoc support, while 13% use them for intellectual property, trademarks, copyrights, and patent protection (see Figure 18). Of course, this highly depends on the industry and type of products/service companies.

Figure 18: Proportion of legal services used by companies (in percentages)



Source: Own work (2023); n = 401

We examined the specific legal services that companies require for ad hoc support. Our analysis showed that the majority of companies needing ad hoc support use it for contract writing (34%), legal claims (33%), and cooperation with authorities (28%). A mere 5% use it to handle product/service complaints and returns. We delved deeper into intellectual property and patent protection to see which services were most frequently used. As expected, trademark protection was the most commonly used service (40%), and patent protection was the least used service (7%). For further details, please refer to Appendix 26.

Additionally, we cross-checked the data in Table 22 to determine the frequency and types of services used. 10% of respondents used ad hoc legal support on a daily basis, 28% used it weekly, 19% used it monthly, 29% used it every six months, and 15% used it yearly. Regarding tax advice, 7% of respondents used it on a daily basis, 31% used it weekly, 20% used it monthly, 33% used it every six months, and 10% used it yearly. For legal services related to intellectual property, trademarks, copyrights, and patent protection, 11% of respondents used them on a daily basis, 26% used them weekly, 21% used them monthly, 32% used them every six months, and 11% used them yearly.

No respondents reported using compliance-related legal services on a daily basis, 67% used them weekly, 5% used them monthly, 19% used them every six months, and 10% used them yearly. The results were statistically significant at $p < 0.001$ (see Table 22 below).

Table 22: Proportion of respondents and frequency at which they use different legal services (in percentages)

Service	**Daily**	**Weekly**	**Monthly**	**Every six months**	**Yearly**	**Chi Square value**
Ad hoc support	10%	28%	19%	29%	15%	p < 0.001
Tax advice	7%	31%	20%	33%	10%	
Intellectual property, trademarks, copyrights and patent protection	11%	26%	21%	32%	11%	
Compliance (regulations, data security, etc.)	0%	67%	5%	19%	10%	
We don’t use legal services	0%	85%	10%	5%	0%	
We don’t use legal services, but we might use them in the future	8%	29%	16%	34%	13%	

Source: Own work (2023), n = 401

When discussing compliance and data protection, we wanted to understand which processes micro, and small companies use. In this question, companies could select multiple choices, and the most used processes were consent and privacy policies, with 33% each. This is also an expected outcome as the two present the most common, most known ways of compliance in terms of data protection. Further regulating data access using internal processes was represented by 16%, data deletion systems by 11% while, worryingly, 6% of the companies did not know which processes they had in place (see Appendix 25).

3.3.4 HR – talent acquisition, employee development, and event organization

In our new, fast-paced era, human resources, talent acquisition, and employee development are becoming more important and prominent in companies’ agendas, regardless of their size. Although human resources go way beyond the highlighted areas, considering our focus on micro and small companies, we identified that here a business ecosystem would be most beneficial. On top of the these, we also included event organization and management, as handling events of larger scales can be more challenging due to the lack of capacity available in micro and small companies.

First, we wanted to understand the pain point from the core by asking a straightforward question: do you experience issues recruiting qualified workers from Slovenia and broad? Most companies (60%) experience issues in recruiting qualified workers. Table 23 shows that companies in the Accommodation and Food Service Activities, Human Health and Social Work Activities, Transportation and Storage, and Construction industries face the most issues in recruiting qualified workers. In contrast, companies in the Real Estate, Arts, Entertainment and Recreation, and Education industries have slightly fewer issues. Regarding the regional level, we did not find a significant split. However, when looking at company size, large and mid-size companies struggled the most in attracting qualified workers, while micro/small companies had slightly fewer issues (see Table 23 below).

Table 23: Proportion of respondents that experience issues when recruiting qualified workers from Slovenia and abroad (presented by industry, region, and company size, in percentages).

Industry	**Yes**	**No**
A – Agriculture, Forestry and Fishing	60%	40%
C – Manufacturing	68%	32%
D – Electricity, Gas, Steam and Air Conditioning Supply	50%	50%
E- Water supply, Sewerage, Waste Management and Remediation activities	67%	33%
F – Construction	75%	25%
G – Wholesale and Retail trade	40%	60%
H – Transportation and Storage	78%	22%
I – Accommodation and Food service activities	91%	9%
J – Information and Communication	59%	41%
K – Financial and Insurance activities	40%	60%
L – Real Estate activities	37%	63%
M – Professional, Scientific and technical activities	68%	32%
N – Administrative and Support service activities	45%	55%
P – Education	38%	62%
Q – Human health and Social work activities	85%	15%
R – Arts, Entertainment and Recreation	18%	82%
S – Other activities	65%	35%

(table continues)

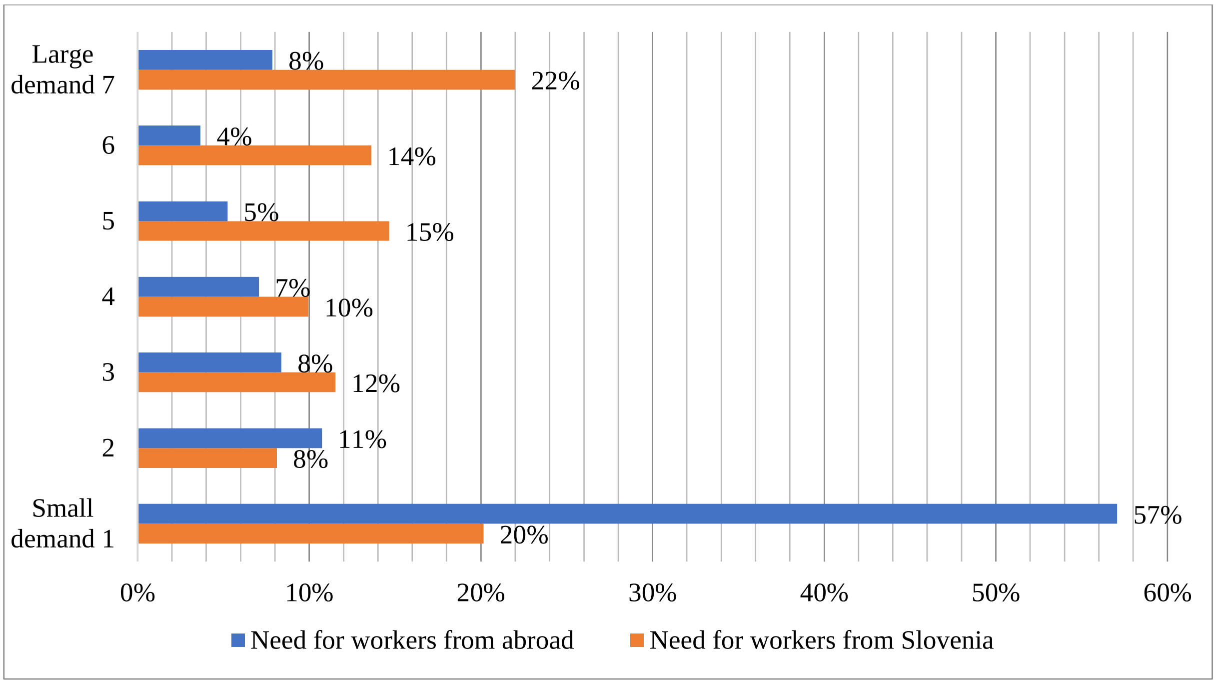
(continued)

Region	Yes	No
GORENJSKA	61%	39%
GORIŠKA	82%	18%
JUGOVZHODNA SLOVENIJA	75%	25%
KOROŠKA	50%	50%
OBALNO-KRAŠKA	64%	36%
OSREDNJESLOVENSKA	51%	49%
PODRAVSKA	64%	36%
POMURSKA	50%	50%
POSAVSKA	71%	29%
PRIMORSKO-NOTRANJSKA	80%	20%
SAVINJSKA	64%	36%
ZASAVSKA	100%	0%
Size		
1-10	54%	46%
11-30	81%	19%
31-50	100%	0%
51-100	40%	60%
More than 100	82%	18%

Source: Own work (2023); n = 379

After the confirmation that we are addressing one of the right pain points for micro and small companies, we also wanted to understand the second layer of the problem, are they facing an immense need for Slovenian or foreign workers. As seen in Figure 18 below, the companies face a more significant need for Slovenian workers than foreign workers, where more than half of the companies stated that their need for foreign workers is insignificant (57%). For more see Figure 19.

Figure 19: Proportion of demand companies have for both Slovenian and foreign employees (in percentages)



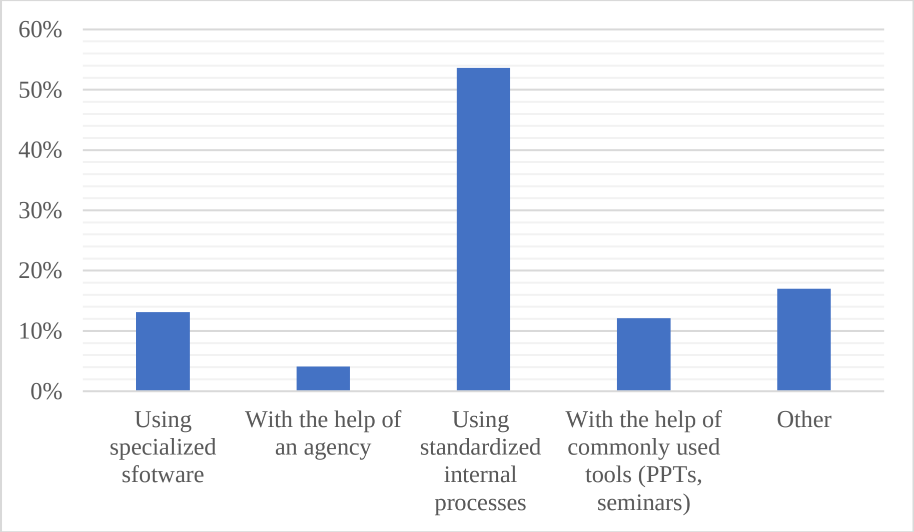
Source: Own work (2023), n = 382

In the next step, we examine how companies approach talent acquisition. Do they use external agencies/head-hunters (outsourcing), devote internal resources to this task, or instead use a mix of external and internal efforts? Here, most companies still use internal resources for talent acquisition (53%), 39% use a combination, and only 8% fully outsource this process (see Appendix 28). Furthermore, we wanted to assess the onboarding process for new employees and see which tools and to which extent micro and small businesses can use.

The most used method/tool for onboarding new employees was standardized internal processes (54%) which differ from company to company. Specialized software's used 13% of the time, and standardized tools such as PPTs or seminars 12% of the time. Only 5% of the companies use an external agency for employee onboarding.

The companies that selected the option "other" mainly stated that they either do not hire many new employees or do it relatively informally through learning by doing and some mentorship (see Figure 20).

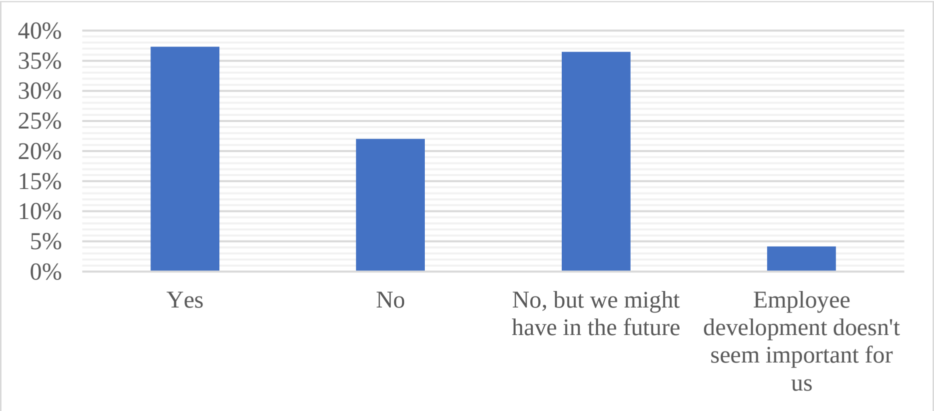
Figure 20: Proportion of different tools companies use for onboarding new employees (multiple answers possible, in percentages)



Source: Own work (2023); n = 382

Switching to the second HR point, we assessed employee development, specifically whether companies have an employee development strategy and do they approach employee development. Looking at the figure below, we can see that 37% of the companies have an employee development strategy, 36% stated that they currently do not have it but might in the future, 22% said they do not have employee development at all, and most likely will not have it in the future and sadly there were still some companies that feel employee development is not essential for them – 4%.

Figure 21: Proportion of companies with an employee development strategy (in percentages).



Source: Own work (2023); n = 359

Furthermore, we wanted to understand how and through which methods employee development is approached. We can see that companies like to use an active and pragmatic approach to the topic since the most used approach was learning by doing (34%), closely followed by education in the course of "official" duties with (27%.) Workshops and seminars, coaching/mentoring, rotations between positions, and specialized sources were all not too popular approaches for employee development in micro and small companies (see Appendix 26).

Finally, we investigated how often companies organize events, the different types of events they organize, and to what extent they use external support. From the figure in Appendix 27, we can see that micro and small businesses do either very few events (1-2) per year (44%) or they do not do them at all (36%). Some do them more frequently, while some companies currently do not do any events but might consider doing them in the future (7%).

The companies that organize team buildings most of the time do it intending to combine social gatherings and development workshops (53%); some of them do it only for social gatherings (44%), while there are also companies that do it only connected to work (4%) (see Appendix 27).

If we split the frequency of team events by industry and size from Table 24 we can see that in terms of organizing team-building events, there are some differences between industries and company sizes.

On an industry level, companies in Agriculture, Forestry and Fishing, Water supply, Sewerage, Waste Management and Remediation activities, and Transportation and Storage industries reported the least organization of team-building events, while those in Electricity, Gas, Steam and Air Conditioning Supply, Transportation and Storage and Construction industries reported the most.

It is important to note that while statistical significance was found for company size, the effect size of the differences may be small, and it is possible that other factors, such as budget or company culture, may also play a role in determining the frequency of team-building events.

Table 24: Frequency at which companies organize team building or other company events per year (per industry and company size, in percentages)

	1-2 times	3 - 5 times	> 5 times	Currently we don't organize, but might in the future	We don't organize
Industry					
A - Agriculture, Forestry and Fishing	80%	0%	20%	0%	0%
C - Manufacturing	55%	15%	20%	5%	5%
D - Electricity, Gas	25%	25%	50%	0%	0%
E- Water supply, Sewerage	67%	0%	33%	0%	0%
F - Construction	36%	5%	44%	11%	4%
G - Wholesale and Retail trade;	45%	4%	39%	6%	6%
H - Transportation and Storage	25%	0%	50%	13%	13%
I - Accommodation and Food service activities	43%	10%	36%	10%	2%
J - Information and Communication	47%	18%	35%	0%	0%
K - Financial and Insurance activities	47%	13%	27%	0%	13%
L - Real Estate activities	44%	4%	41%	7%	4%
M - Professional, Scientific & tech. activ.	45%	5%	41%	9%	0%
N - Administrative and Support service activities	32%	12%	40%	12%	4%
P - Education	40%	20%	30%	10%	0%
Q - Human health and Social work	75%	17%	8%	0%	0%
R - Arts, Entertainment	40%	10%	40%	10%	0%
S - Other activities	52%	7%	34%	0%	7%

(table continues)

(continued)

Size					
1-10	41%	6%	41%	8%	3%
11-30	55%	14%	21%	5%	6%
31-50	50%	0%	50%	0%	0%
51-100	25%	0%	50%	0%	25%
More than 100	64%	36%	0%	0%	0%

Source: Own work (2023); n = 353

3.3.5 Logistics

Considering all the global events in the past two years, supply chain and logistics have been one of the most affected business areas; therefore, we also decided to have it as a separate module in our analysis. Having in mind that large organizations with entire departments devoted to the topic can struggle with logistics, micro, and small companies, especially in the early stages, are expected to struggle with it as well.

As a first step, we wanted to understand how logistic costs affect the price of products. In Table 25 we see that 29% of the company's logistics costs are equal to or less than 5%; for 16% of the companies, they are in the range of 6% – 10%, while 32% did not use or require logistics services.

When split across industry (see Table 25) we can see that companies in the Manufacturing industry have lower share of logistics cost represented in the price of product while companies in the Transportation and Storage industry actually very often transfer costs of logistics to their customers.

Table 25: Proportion of product price percentage represented by logistics costs (per industry, in percentages)

Industry	≤ 5	6 -10	11 -15	16 - 20	We don't use logistics services	No process in place currently, but might be in the future	Costs are covered by customer
A - Agriculture, Forestry and Fishing	0%	0%	40%	0%	20%	20%	20%
C - Manufacturing	61%	28%	0%	0%	0%	6%	6%
D - Electricity, Gas, Steam	50%	25%	0%	0%	25%	0%	0%
E- Water supply, Sewerage	0%	0%	0%	0%	50%	0%	50%
F - Construction	23%	21%	2%	6%	29%	6%	13%
G - Wholesale and Retail trade	38%	22%	11%	9%	13%	4%	2%
H - Transportation and Storage	33%	17%	0%	0%	0%	0%	50%
I – Accommoda-tion and Food service	33%	13%	3%	8%	30%	3%	13%
J - Information and Communica-tion	41%	6%	12%	0%	41%	0%	0%
K - Financial and Insurance activities	7%	14%	0%	7%	71%	0%	0%
L - Real Estate activities	17%	0%	4%	4%	70%	0%	4%

(table continues)

(continued)

M - Professional, Scientific activities	27%	9%	5%	5%	36%	9%	9%
N - Administrative and Support service	22%	22%	4%	4%	43%	0%	4%
P - Education	0%	0%	0%	0%	78%	11%	11%
Q - Human health and Social work activities	18%	36%	9%	0%	36%	0%	0%
R - Arts, Entertainment	22%	22%	0%	0%	56%	0%	0%
S - Other activities	43%	18%	7%	4%	14%	0%	14%

Source: Own work (2023); n = 328

Of companies that use logistics services, 30% outsource the task thoroughly, 34% do it internally, and 36% use a combination. Again, the approach might differ based on the industry or product, but this is the only case of a more even split among the different approaches. Companies that outsource at least part of the process also use different suppliers. Pošta Slovenije was the most used supplier (35%), followed by GLS (23%) and DPD (17%) (see Appendix 28), and in general, companies liked the timeliness, constant availability, presence at multiple locations, and reliability of their selected service providers (see Appendix 29).

Regarding the way companies approach logistics services, it was found that the differences between sectors, scale and location were not statistically significant, implying that the differences are not particularly profound. Nevertheless, it is worth noting that the agricultural sector (sector A) handles logistics entirely in-house, while sector G outsources the most, at 51% (see Table 26). Sector Q, on the other hand, combines both to 100%. The regional results show complete variance, although it is noteworthy that Primorsko-notranjska performs 60% of logistics internally and Koroška performs a 100% combination of activities. Size is also not a predominant factor in logistics, which is somewhat surprising. An interesting observation is that companies with 51 to 100 employees outsource all their logistics services, while companies with 31 to 50 employees perform a 100% combination of internal and outsourced activities.

Table 26: Propensity of respondents to outsource logistics services in their company (per industry, region, and size, in percentages)

	Outsourcing	Internal	Combination
Industry			
A - Agriculture, Forestry and Fishing	0%	100%	0%
C - Manufacturing	17%	50%	33%
D - Electricity, Gas, Steam and Air Conditioning Supply	0%	33%	67%
F - Construction	23%	27%	50%
G - Wholesale and Retail trade	51%	31%	18%
H - Transportation and Storage	0%	75%	25%
I - Accommodation and Food service activities	18%	36%	45%
J - Information and Communication	50%	40%	10%
K - Financial and Insurance activities	25%	50%	25%
L - Real Estate activities	43%	29%	29%
M - Professional, Scientific and technical activities	30%	50%	20%
N - Administrative and Support service activities	25%	33%	42%
Q - Human health and Social work activities	0%	0%	100%
R - Arts, Entertainment and Recreation	40%	20%	40%
S - Other activities	35%	30%	35%
Region			
GORENJSKA	50%	30%	20%
GORIŠKA	11%	56%	33%
JUGOVZHODNA SLOVENIJA	14%	50%	36%
KOROŠKA	0%	0%	100%
OBALNO-KRAŠKA	21%	37%	42%
OSREDNJESLOVENSKA	33%	29%	38%
PODRAVSKA	27%	35%	38%
POMURSKA	40%	50%	10%
POSAVSKA	50%	0%	50%
PRIMORSKO-NOTRANJSKA	40%	60%	0%
SAVINJSKA	26%	26%	48%
ZASAVSKA	50%	50%	0%

(table continues)

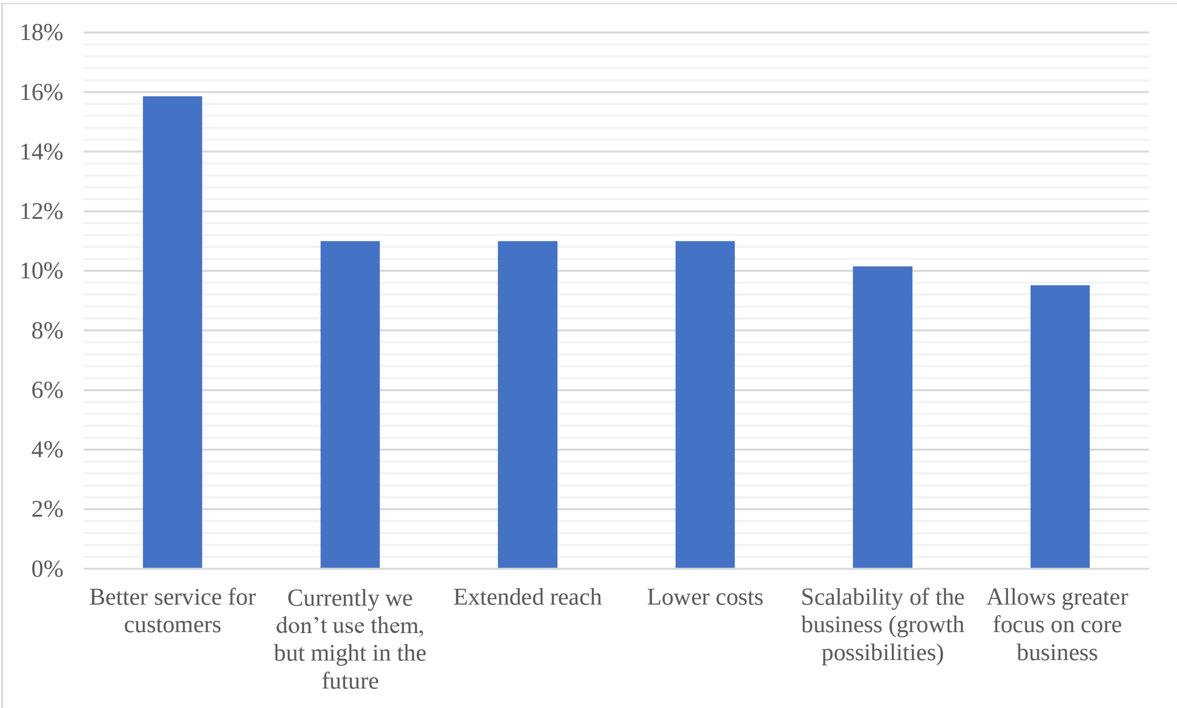
(continued)

Size			
1-10	32%	34%	34%
11-30	27%	41%	32%
31-50	0%	0%	100%
51-100	100%	0%	0%
More than 100	13%	25%	63%

Source: Own work (2023); n = 189

Another topic we wanted to assess regarding the logistics module was the opinion micro, and small companies have towards fulfillment centers – do they use them, and what do they like about them. The most prominent advantage for fulfillment centers companies was better customer service, lower costs, extended reach, and more effortless business scalability. Still, most companies do not use fulfillment centers, but some might consider it in the future. Main advantages specified are available in Figure 22 below.

Figure 22: Main advantages of fulfillment centers (multiple answers possible, in percentages)



Source: Own work (2023); n = 143

In the field of commodity and logistics management, it is imperative to document inventory in accordance with industry standards. Specifically in the agricultural sector, referred to as Sector A, the majority of companies, or 60%, check their inventories monthly, while 40% check them daily. In sector C, on the other hand, manufacturing companies are less diligent: only 30% perform daily checks, and a significant portion neglect them altogether (see Table 27).

In Sector D, 25% of firms conduct daily inventory checks, while 50% do so twice a week. In Sector E, 50% of companies document inventory on a monthly basis, while the other 50% do not record inventory at all. In sector F, commendable care is taken: 34% of the companies document inventories daily and 22% monthly.

In Sector G, the majority of companies, 52%, maintain up-to-date inventory records on a daily basis. Sector H also shows remarkable diligence, with 29% of companies documenting inventory on a daily basis. In Sector I, 33% of companies keep inventory records daily, while 28% do so twice a week.

In Sector J, on the other hand, inventory documentation is not given much importance, with 41% of companies neglecting to keep inventory records at all due to the nature of their business. In the financial sector, referred to as Sector K, 43% of companies do not record inventories at all. Surprisingly, in the real estate sector, sector L, 39% of companies do not document inventories at all.

Finally, in Sector M, 23% of companies record inventories on a daily basis. Remarkably, in sector Q, which includes health and social work activities, 27% of companies record inventory on a daily basis, while 45% do so every two weeks.

From the results of the survey, it appears that Sector A, i.e., the agricultural sector, is the most conscientious about maintaining inventories. This remarkable propensity for inventory management can be attributed to the peculiarities of agriculture (see Table 27 for more).

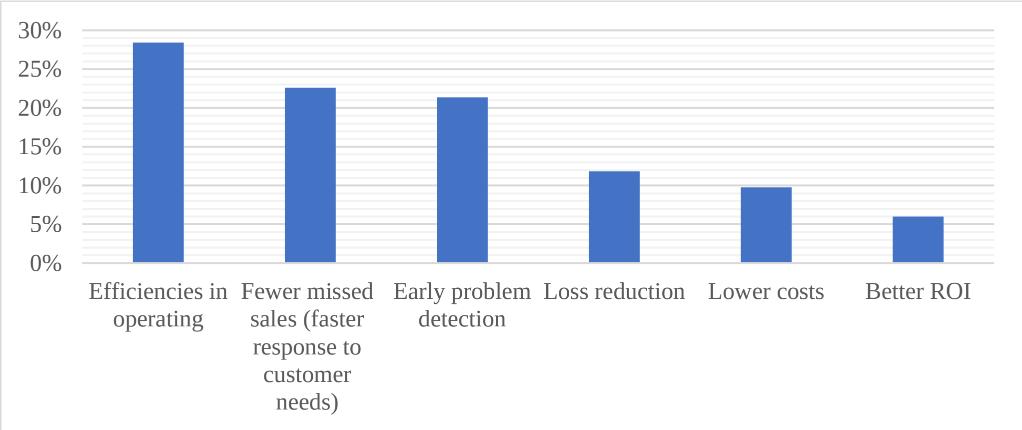
Table 27: Frequency at which respondents record inventories (per industry, in percentages)

Industry	Every day	2x per week	Monthly	Every 2nd month	We don't record inventories	We don't, but might in the future	Other
A	40%	0%	60%	0%	0%	0%	0%
C	30%	25%	20%	5%	5%	10%	5%
D	25%	50%	0%	0%	25%	0%	0%
E	0%	0%	50%	0%	50%	0%	0%
F	34%	8%	22%	4%	16%	8%	8%
G	52%	27%	15%	6%	0%	0%	0%
H	29%	0%	14%	14%	14%	0%	29%
I	33%	28%	31%	5%	0%	0%	3%
J	18%	6%	6%	12%	41%	6%	12%
K	7%	0%	14%	0%	43%	0%	36%
L	9%	9%	26%	4%	39%	0%	13%
M	23%	18%	9%	5%	18%	9%	18%
N	9%	0%	30%	4%	35%	13%	9%
P	0%	0%	11%	22%	33%	11%	22%
Q	27%	45%	27%	0%	0%	0%	0%
R	20%	10%	20%	10%	30%	0%	10%
S	43%	7%	18%	7%	14%	7%	4%

Source: Own work (2023); n = 332

Beyond frequency of tracking, we also wanted to check which benefits companies associate with tracking inventory and efficiency of operating was the main reason (28%), followed by fewer missed sales (23%) and early problem detection (21%), showing that orderly inventory tracking helps a company on multiple layers. Surprisingly, although they see clear value in it, not all companies also fully digitalize the process – the manual way of recording inventory with pen and paper was selected as a way of tracking (24%) in the top three together with excel spreadsheets (26%) and accounting systems (29%) (see Appendix 30). Exact response percentages can be seen in Figure 23 below.

Figure 23: Main reasons respondents record inventories (in percentages)

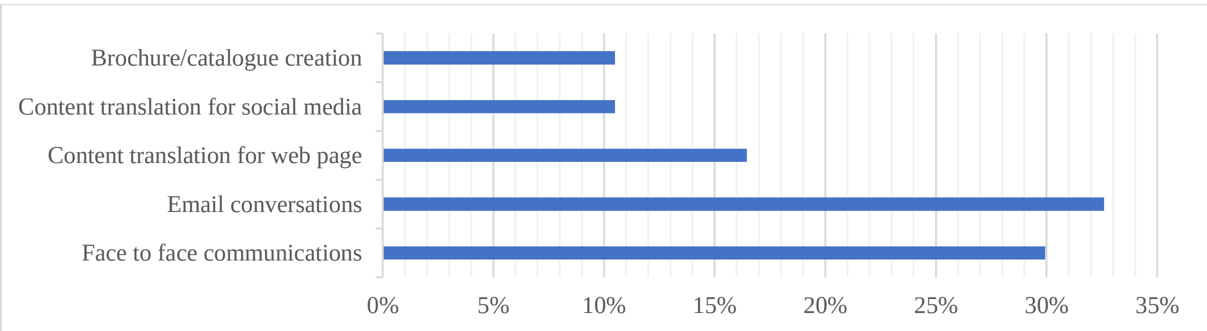


Source: Own work (2023); n = 258

3.3.6 Supporting services: translation and support in receiving EU funds

On top of the larger standalone modules, we also wanted to assess additional supporting services that might be useful for micro and small companies, specifically translation services and help in receiving funds from the EU. Regarding translation services, 71% of companies stated they must use at least one foreign language while conducting business operations (see Appendix 31). The situation in which they use foreign language varies from company to company, but most often, that is for email conversations (33%) and face-to-face conversations (30%). Top companies need to use foreign languages for content translations for their webpage (16%) and social media (11%) as well as brochure or catalogue translation (11%). See Figure 24.

Figure 24: Proportion of cases where companies use a foreign language (multiple answers possible, in percentages)

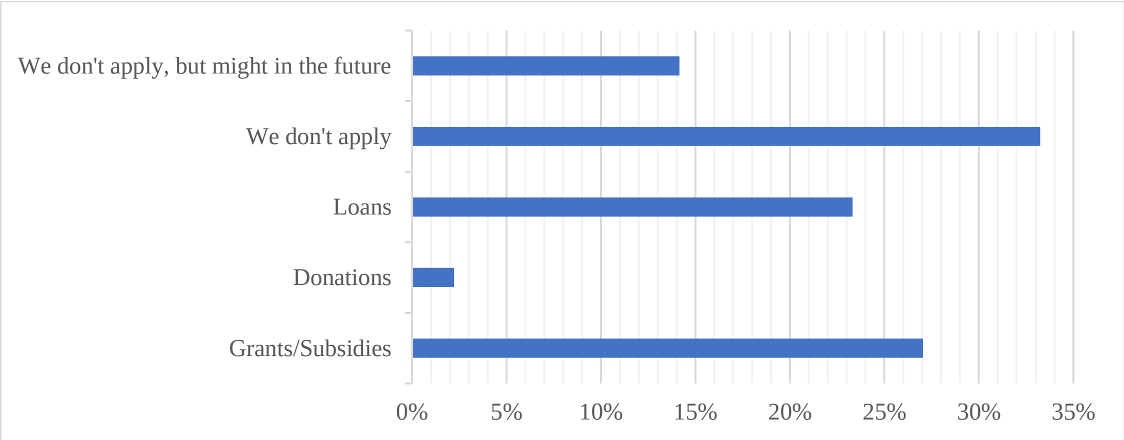


Source: Own work (2023); n =236

The following supporting service we assessed is help in getting funds from the EU. Although it might not be one of the “classical” business supporting services, we assumed that for micro and small companies receiving these funds can be one of the primary growth drivers, especially in the early stages of operations or phases of expansion.

First, we wanted to assess on a high level whether micro and small companies have issues with getting investments; 21% said they do, while 79% stated they do not (see Figure 24). Regarding financing, companies that apply for funds often go for grants or subsidies (27%), followed by loans (23%). Some companies, 33%, stated that they do not apply for financing, while 14% do not apply currently but might in the future.

Figure 25: Proportion of different types of financing companies apply to (multiple answers possible, in percentages)



Source: Own work (2023); n = 236

The statistical significance of firms' perceptions of the complexity of the application process for EU funds is proven to be statistically insignificant, as the empirical evidence presented in Figure 25 shows. Nevertheless, the analysis of the dataset reveals a striking and remarkable trend, namely that companies falling into the size class of 51 to 100 employees show a completely indifferent attitude towards this complex procedure. Conversely, a significant proportion of companies with 31 to 50 employees (33%), show that they are aware of the complexity of the application procedure (see Table 28).

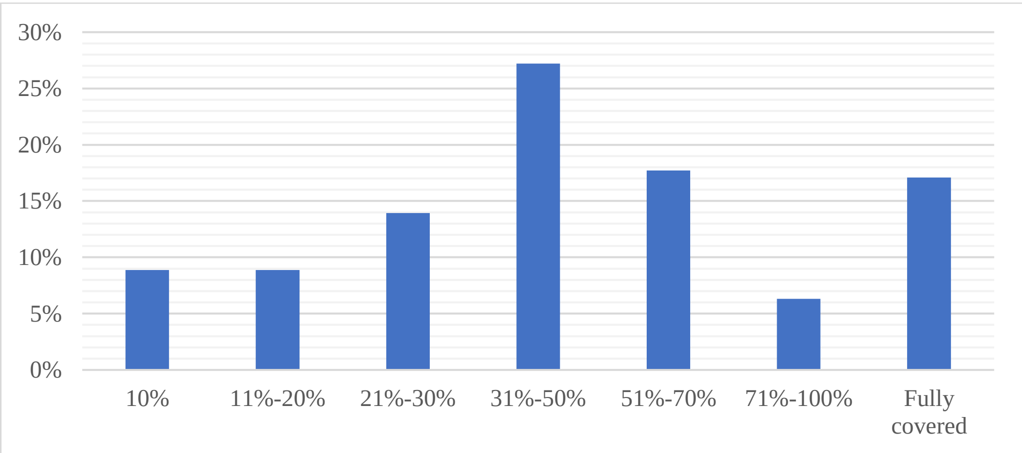
Table 28: Proportion of respondents who find the process of applying for EU funds challenging (per company size, in percentages)

Size	1 (not)	2	3	4	5	6	7 (very)
1-10	10%	8%	19%	18%	16%	12%	18%
11-30	8%	0%	22%	22%	30%	11%	8%
31-50	0%	0%	0%	0%	33%	33%	33%
51-100	0%	0%	0%	100%	0%	0%	0%
More than 100	0%	0%	0%	67%	33%	0%	0%

Source: Own work (2023); n = 157

Finally, in order to apply again for the funds, 27% of the companies stated that they would have to cover between 31% and 50% of their project needs, 18% said it would have to cover between 51% and 70%, while 17% responded it would have to cover the total project cost needs (see Figure 26).

Figure 26: Amount of minimum financial coverage companies would seek if they would apply for funds (in percentages)



Source: Own work (2023); n = 157

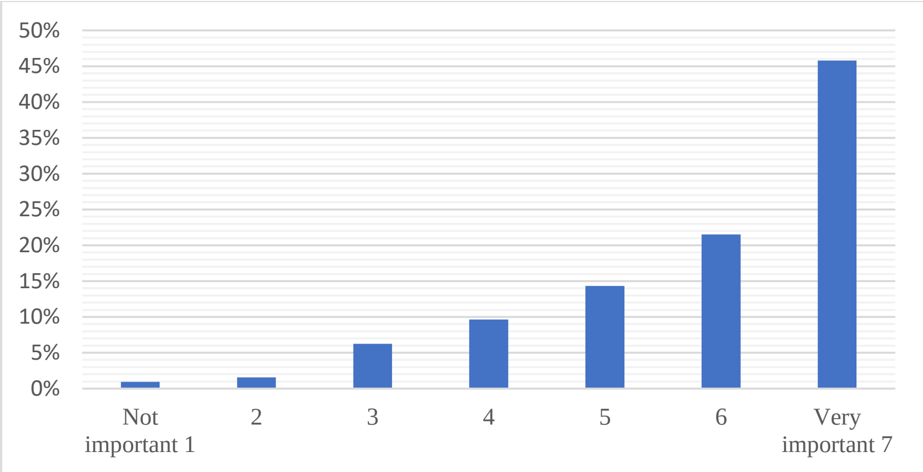
3.3.7 Business consulting/development

The final service module we assessed was business consulting or business development. Planning, creating, and executing a company strategy requires a tremendous amount of time and effort investment, and even large corporations often seek external consultants' help on this topic. For micro and small companies, it is essential to have a clear vision of where and how they want to steer their business and understand their customers, competitors, and general market environment. When asked how they perceive planning and business development, 46%

of companies stated it is imperative, while an additional 45% found it to be at least moderately important.

Only a handful of companies, 1%, think planning and business development are unnecessary. Overall, 68% of the companies also invest in this field, 13% do not, while 19% say they currently do not invest in the topic but might consider doing it in the future (see Appendix 33). When asked how they approached it in the company, 52% said they do it internally, 43% do it in a combination of internal and external efforts, and only 5% outsource the process altogether (see Appendix 34).

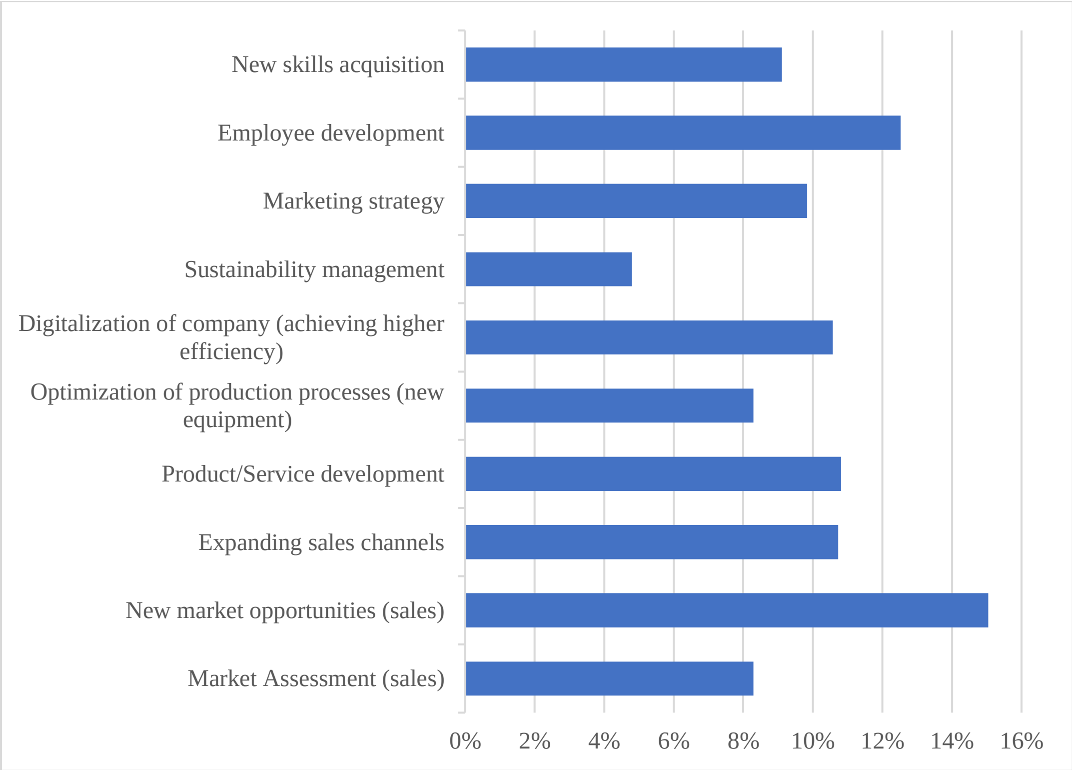
Figure 27: Proportion of companies that perceive planning and business development as necessary (in percentages)



Source: Own work (2023); n = 321

Of course, business development and planning can happen in multiple areas, and very rarely, there is only one topic that needs to be focused on, but there are often multiple areas where development is needed in different stages. This can also be seen from the response on whether your company should invest in growing and expanding. Although new market opportunities and employee development stick out slightly compared to others, most of the topics seem relevant for micro and small companies.

Figure 28: *Proportion of areas companies deem as most important to invest in for growth and expansion (multiple answers possible, in percentages)*

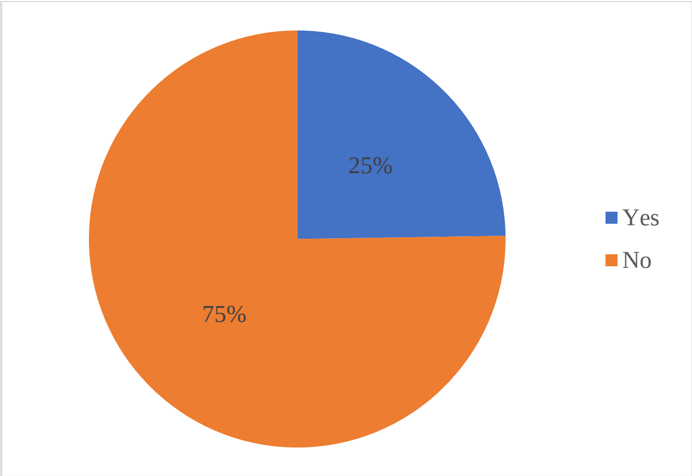


Source: Own work (2023); n = 321

3.3.8 Concept preferences

Given the conceptual framework underlying business hubs, it is essential to examine business preferences and requirements for office space and assess the potential benefits of facilities or digital hubs. The depicted Figure 29 underscores this need by revealing that 75% of companies do not see an immediate need for additional physical office space in the next 3 to 5 years, while 25% have expressed interest in expanding their operations. While these results could indicate a downward trend in demand for physical office space, it is also plausible that companies are not currently interested in expanding their operations.

Figure 29: Proportion of firms that anticipate need for more office space in next three to five years (in percentages)

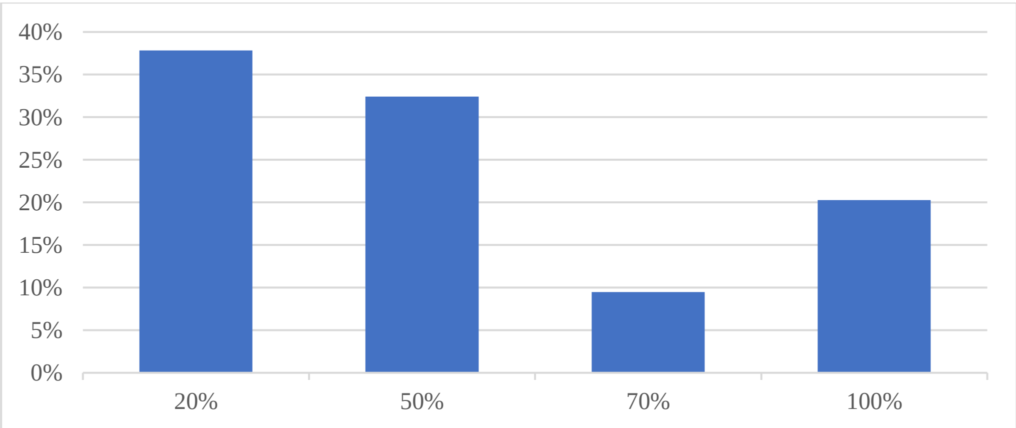


Source: Own work (2023); n = 308

As seen from Figure 30 below most companies that do anticipate a need for additional office space in the years to come assessed that the increase in office space required will be in the range of 20% to 50% compared to their current office space. This projection may be driven by a variety of factors, such as expansion of business operations, hiring of new employees, changes in work practices and arrangements, and the need for additional facilities and equipment.

The need for additional office space can have significant implications for businesses, including financial considerations such as the cost of renting or buying additional space, as well as logistical concerns such as moving and organizing the new space. Companies will need to carefully consider their projected growth and future needs in order to ensure that they are adequately prepared for the changes ahead.

Figure 30: Proportion by how much firms anticipate office space growth (in percentages)



Source: Own work (2023); n = 75

Our data has shown that there are differences in perceived growth rates companies expect in the coming three to five years, and the differences are not statistically significant when comparing company sizes, as represented in Table 29. For example, 50% of companies with 51 to 100 employees said they needed additional space, while 64% of companies with more than 100 employees expressed a desire to expand. Another crucial variable in assessing the need for expansion is the regional location of the company. The region with the highest need for expansion is Primorsko-Notranjska, where 50% of companies are looking to expand. This is closely followed by Posavska with 40% and Obalno krška with 33%. However, it is surprising that all companies in Zasavska, Pomurska and Koroška regions (100%) have no need for expansion. Similarly, 86 % of companies in Jugozahodna Slovenia have no need for additional space. The sectors with the highest expansion needs are sector Q (55%), sector E (50%), and sectors C and A (40%). In contrast, the sectors with negligible expansion needs are the L sector (95%) and the A sector (90%).

Table 29: Proportion of firms that anticipate need for more office space in next three to five years (in percentages, Chi-square)

	Yes	**No**
A - Agriculture, Forestry and Fishing	40%	60%
C - Manufacturing	40%	60%
D - Electricity, Gas, Steam and Air Conditioning Supply	33%	67%
E- Water supply, Sewerage, Waste Management and Remediation activities	50%	50%
F - Construction	28%	72%
G - Wholesale and Retail trade; Repair of Motor vehicles and Motorcycles	19%	81%
H - Transportation and Storage	33%	67%
I - Accommodation and Food service activities	23%	77%
J - Information and Communication	35%	65%
K - Financial and Insurance activities	27%	73%
L - Real Estate activities	5%	95%
M - Professional, Scientific and technical activities	18%	82%
N - Administrative and Support service activities	23%	77%
P - Education	25%	75%
Q - Human health and Social work activities	55%	45%
R - Arts, Entertainment and Recreation	10%	90%
S - Other activities	19%	81%

(table continues)

(continued)

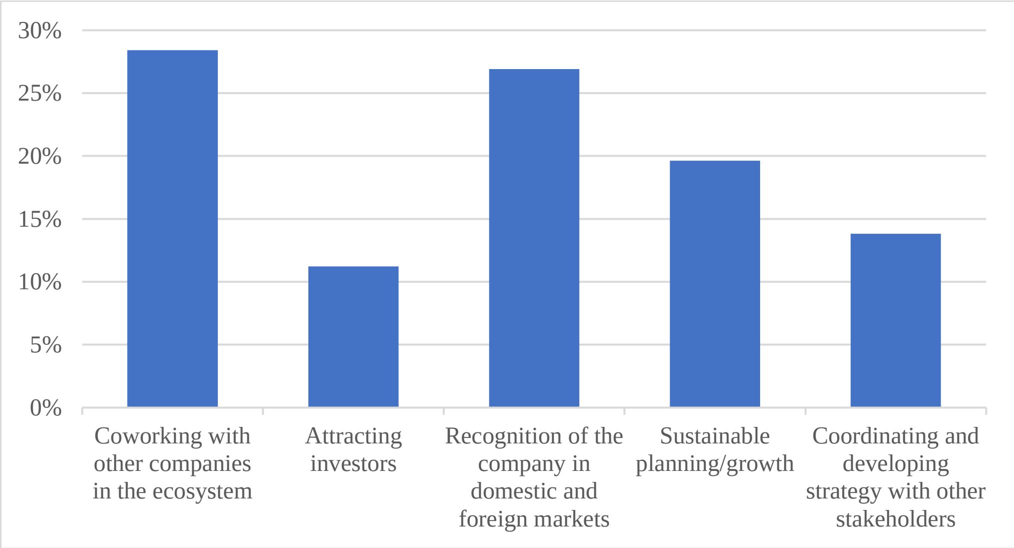
GORENJSKA	8%	92%
GORIŠKA	8%	92%
JUGOVZHODNA SLOVENIJA	14%	86%
KOROŠKA	0%	100%
OBALNO-KRAŠKA	33%	67%
OSREDNJESLOVENSKA	30%	70%
PODRAVSKA	31%	69%
POMURSKA	0%	100%
POSAVSKA	40%	60%
PRIMORSKO-NOTRANJSKA	50%	50%
SAVINJSKA	32%	68%
ZASAVSKA	0%	100%
1-10	24%	76%
11-30	18%	82%
31-50	25%	75%
51-100	50%	50%
More than 100	64%	36%

Source: Own work (2023), n = 308

Achieving synergies within a business hub is critical for companies to optimize the use of available resources and services. As shown in Figure 30, a significant proportion of small and medium-sized enterprises (SMEs) recognize the importance of collaborating with other companies within the ecosystem (28%).

In addition, 27% of respondents value the recognition of their businesses in domestic and foreign markets, while 20% emphasize the importance of sustainable growth. Another 14% consider coordinating and developing strategies with other players crucial, while only 11% of respondents consider attracting investors important (see Figure 31).

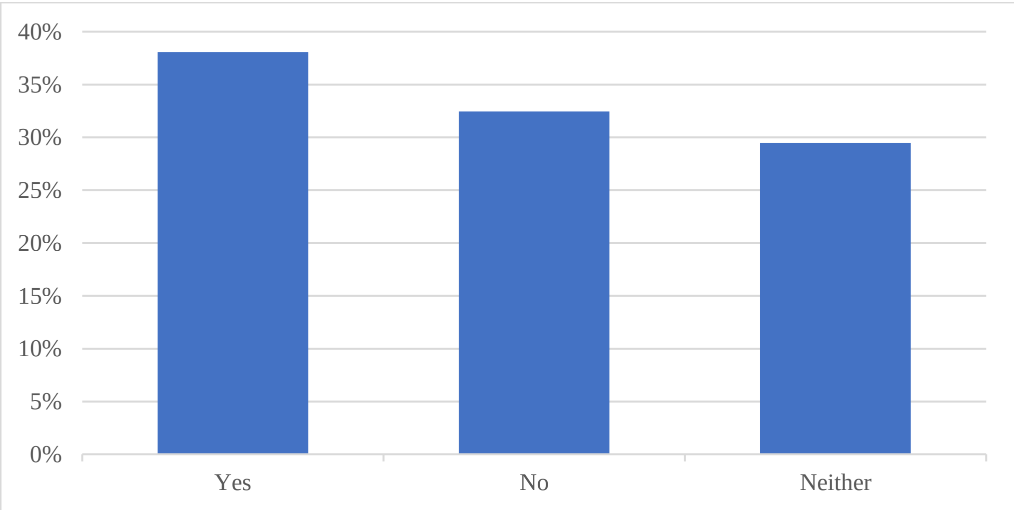
Figure 31: Most important synergies as expressed by respondents (multiple answers possible, in percentages)



Source: Own work (2023); n = 299

These results suggest that while SMEs value the potential benefits of attracting investment, the majority place greater importance on other strategic priorities, such as networking and co-creation opportunities, as well as sustainable growth.

Figure 32: Proportion of firms that would view co-ownership as motivation to join (in percentages)

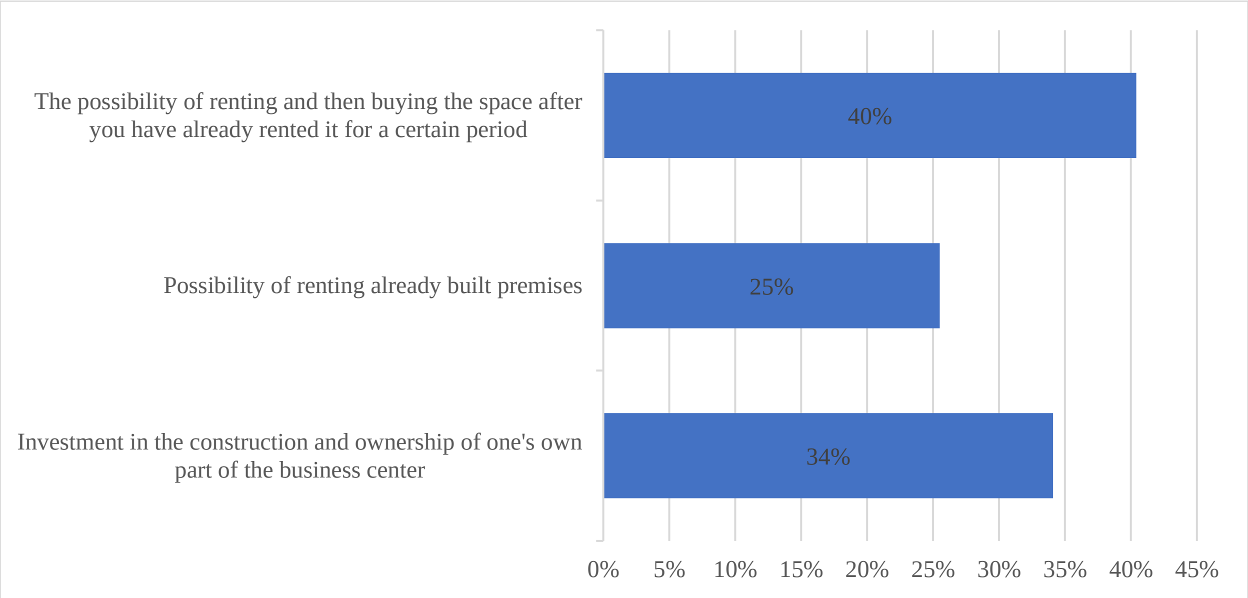


Source: Own work (2023); n = 299

The concept of co-ownership is a potential motivator for businesses. As shown in Figure 32, 38% of respondents indicated that co-ownership would be a motivating factor because they expressed a desire to own a portion of the business center. Conversely, 32% of respondents indicated that co-ownership would not motivate them, while 29% selected the "Neither" option. It is noteworthy that a significant portion of respondents expressed a desire to own a portion of the Business Hub, which underscores the importance and attractiveness of co-ownership.

The critical factor in building a thriving business center is identifying the primary inclination of businesses to either rent or own. The survey results show that 40% of respondents prefer the option of buying or leasing the space after a certain rental period. In contrast, 34% of respondents place more emphasis on investing, building and owning the individual parts of the center. In addition, 25% of respondents prefer the idea of renting an already constructed building (Figure 33). These results underline a discernible impetus and inclination of businesses towards ownership.

Figure 33: Most important factors to take into account when building an ecosystem (multiple answers possible, in percentages)

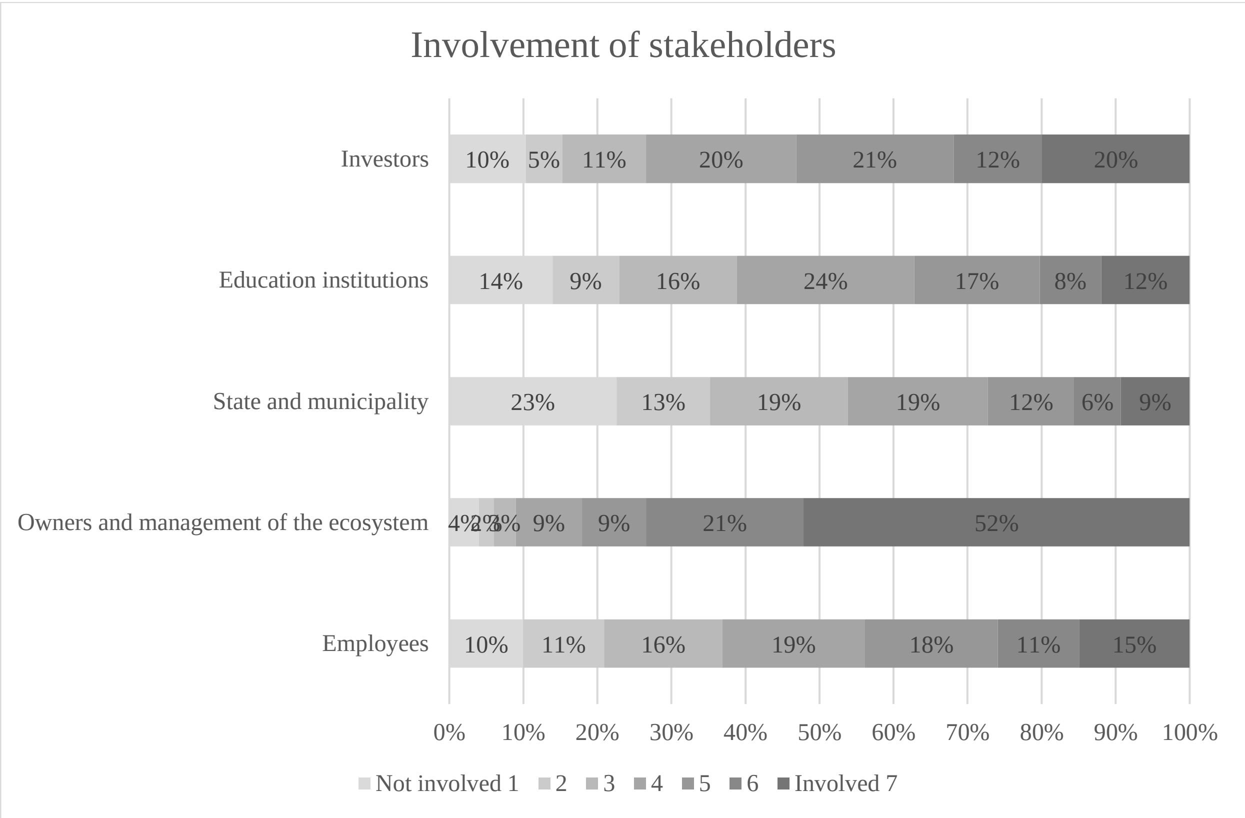


Source: Own work (2023); n = 299

Stakeholder involvement, which includes owners, management, investors, employees, and governmental entities, shows varying levels of interest, with companies indicating that owners and management should be most involved in decision-making processes.

Figure 34 illustrates that 52% of companies are inclined towards a very strong owner and management involvement, while 21% prefer strong involvement, indicating a high level of interest and commitment to decision making in the business ecosystem. Regarding investor participation, 20% of companies expressed a desire for their active involvement, indicating a moderate level of interest in their participation. As for educational institutions, 24% of companies seem to prefer their only moderate participation. In contrast, the results suggest that employee participation is of lesser importance, as only 15% of companies indicated this. Finally, the participation of the state and municipality received the lowest score: only 9% of the companies wanted full participation, while 23% of the companies preferred that the state and municipality should not be involved at all.

Figure 34: Proportion of involvement companies prefer certain stakeholders have (in percentages)

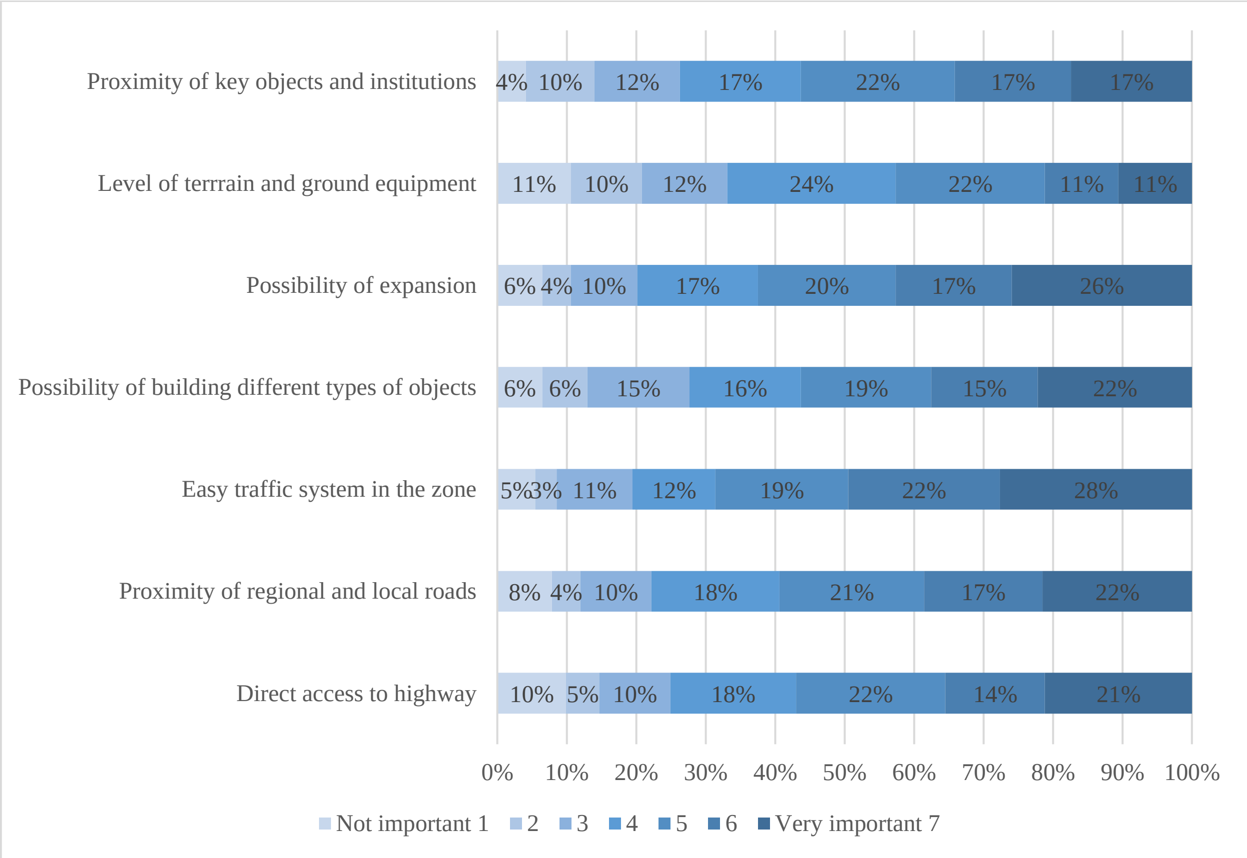


Source: Own work (2023), n = 299

The process of identifying a suitable location for an economic center is a critical factor in its success and long-term viability. Figure 35 underscores the importance of this endeavor, showing that a significant percentage of businesses (i.e., 28%) prioritize an easy traffic system in the zone when selecting a location. In addition, the potential for future expansion opportunities is an equally important factor for 26% of companies.

Another 17% place a high priority on proximity to regional and local roads, as this facilitates access to neighboring communities and potential customers. In addition, direct access to highways is very important to 21% of businesses. While proximity to educational facilities is only moderately important to 22% of companies, taken together these factors demonstrate the importance of choosing a business center location that is easily accessible, strategically located and suitable for further growth and expansion.

Figure 35: Main factors by importance when choosing ecosystem location (in percentages)

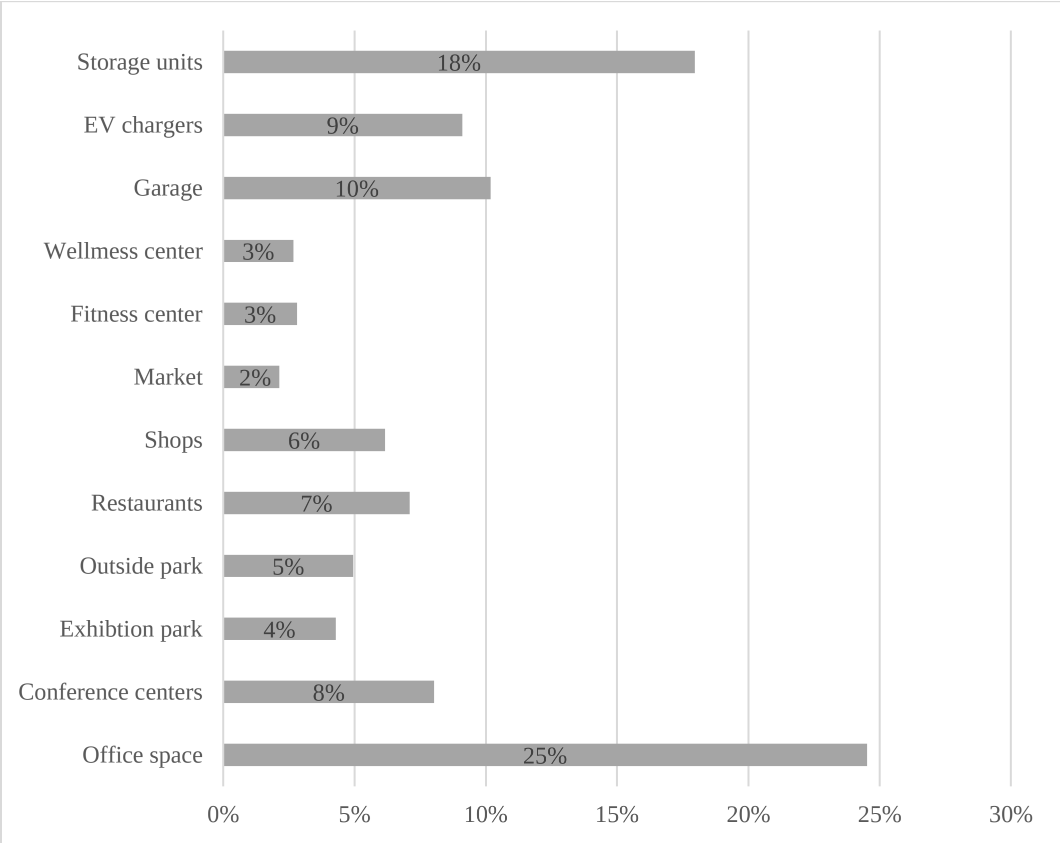


Source: Own work (2023); n = 292

A critical aspect of understanding the operational requirements of businesses in a hub is to identify the appropriate objects and facilities that are deemed necessary. The findings indicate that 25% of respondents prioritize the need for office space, while 18% of respondents require warehouse space. In addition, 10% of respondents expressed a need for garages and 9% for electric vehicle charging stations.

In addition, 8% emphasized the importance of conference centers, while 7% indicated a need for restaurants. In addition, 6% of respondents expressed a need for stores, while 5% indicated a need for outdoor parks. It is noteworthy that only a small percentage of businesses indicated a need for wellness and fitness centers, markets or exhibition parks. Overall, these results illustrate the diverse and complex needs of businesses in a center, with the need for office space being the greatest (see Figure 36).

Figure 36: Main amenities companies would prefer (multiple answers possible, in percentages)

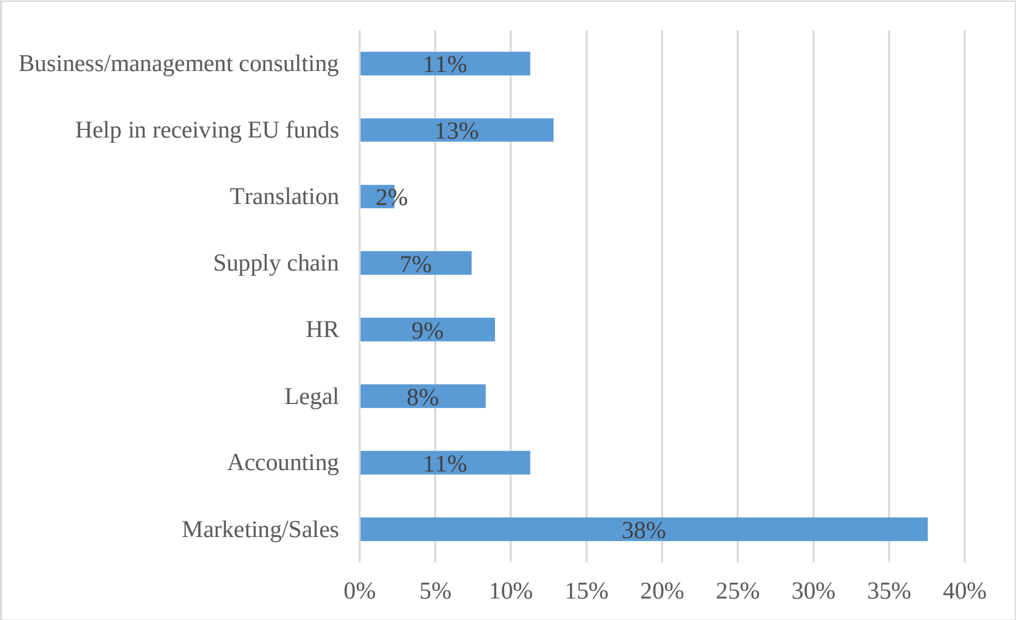


Source: Own work (2023); n = 292

The demand for business services is remarkably diverse. A significant percentage of the participating companies, about 38%, indicated a pressing need for marketing and sales services. In addition, 13% of respondents confirmed that they need assistance in obtaining EU funds, while 11% emphasized the importance of management and consulting services, as well as accounting services.

In addition, 9% of companies expressed the need for HR services, while 8% needed legal services and 7% needed supply chain management services. It is noteworthy that only 2% of companies considered translation services to be necessary. The growing importance of marketing and brand management services in improving operational efficiency is prevalent.

Figure 37: Key modules for growth identified by companies (multiple answers possible, in percentages)



Source: Own work (2023); n = 286

The findings in Table 30 suggest that the importance of Marketing and Sales support is universal across various industries, regions and sizes of companies. It is likely that businesses recognize the importance of effective marketing and sales strategies in order to attract and retain customers, and ultimately drive growth. Additionally, the need for assistance in receiving EU funds is a common concern for many companies.

As the process for obtaining EU funds can be complex and time-consuming, companies may benefit from external support to navigate the process more efficiently. By identifying these key areas for growth, companies can focus their resources and efforts on developing these aspects of their business in order to achieve their growth objectives.

Table 30: Importance of service modules for companies (per industry, region and size, in percentages)

	Marketing / Sales	Accounting	Legal	HR	Supply chain	Translation	Help in receiving EU funds	Business consulting
Industry								
A	43%	0%	14%	14 %	14%	0%	14%	0%
C	37%	9%	11%	7%	11%	2%	13%	11%
D	43%	14%	0%	14 %	0%	0%	14%	14%
E	33%	17%	0%	17 %	0%	0%	0%	33%
F	33%	15%	9%	7%	7%	1%	13%	15%
G	42%	12%	8%	8%	12%	0%	8%	10%
H	38%	13%	13%	0%	13%	0%	13%	13%
I	43%	10%	4%	6%	13%	1%	14%	10%
J	33%	7%	11%	13 %	7%	7%	11%	11%
K	28%	11%	14%	8%	0%	8%	14%	17%
L	40%	14%	14%	9%	0%	0%	14%	9%
M	41%	9%	3%	9%	9%	3%	18%	9%
N	37%	15%	11%	15 %	4%	2%	9%	7%
P	32%	9%	5%	14 %	5%	9%	18%	9%
Q	27%	15%	9%	15 %	9%	3%	9%	12%
R	53%	7%	0%	0%	7%	0%	27%	7%
S	43%	8%	4%	8%	4%	2%	16%	14%

(table continues)

(continued)

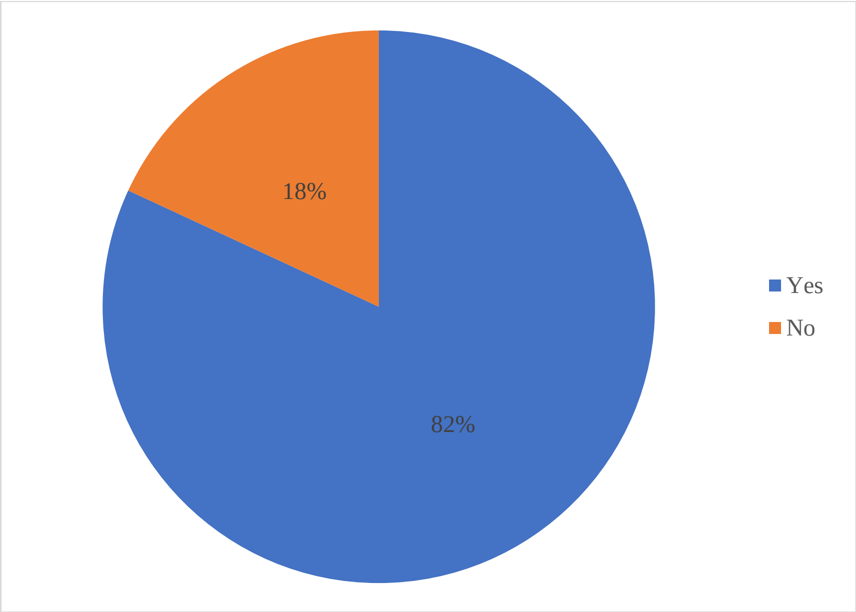
Region								
GORENJSKA	45%	7%	7%	3%	5%	3%	18%	12%
GORIŠKA	53%	21%	5%	5%	5%	0%	5%	5%
JUGOVZHODNA SLOVENIJA	36%	18%	5%	8%	8%	3%	18%	5%
KOROŠKA	33%	17%	0%	0%	17%	0%	17%	17%
OBALNO-KRAŠKA	39%	12%	11%	9%	6%	3%	11%	9%
OSREDNJESLOVENSKA	33%	12%	9%	12%	7%	3%	11%	13%
PODRAVSKA	48%	7%	5%	3%	11%	0%	16%	10%
POMURSKA	50%	19%	13%	0%	0%	6%	6%	6%
POSAVSKA	30%	10%	0%	30%	0%	0%	0%	30%
PRIMORSKO-NOTRANJSKA	36%	0%	0%	9%	27%	0%	9%	18%
SAVINJSKA	36%	8%	10%	8%	10%	1%	14%	13%
ZASAVSKA	25%	25%	25%	0%	0%	0%	25%	0%
Size								
1-10	39%	12%	8%	8%	6%	3%	14%	11%
11-30	35%	11%	11%	11%	8%	2%	12%	9%
31-50	43%	0%	0%	0%	14%	0%	14%	29%
51-100	50%	0%	0%	25%	0%	0%	0%	25%
More than 100	25%	6%	9%	22%	16%	0%	3%	19%

Source: Own work (2023); n = 286

The concept of a business hub refers to a centralized location that offers a range of services to businesses. According to the survey results, the majority of participants, about 82%, expressed a preference for a one-stop-shop digital solution for their business needs. They would like to have access to comprehensive services in a single location that is easy to access and provides efficient and streamlined service.

The need for convenience and accessibility is becoming increasingly important in today's fast-paced business environment. Companies are looking for lean and efficient service models that can help them save time and reduce costs.

Figure 38: Proportion of firms that would join a Digital Beehive (in percentages)



Source: Own work (2023), n = 291

The one-stop-shop solution would involve the integration and presentation of various services in a coordinated manner. This approach would help businesses save time and effort by allowing them to access multiple services in one location. It would also help service providers to better coordinate their efforts and provide more comprehensive solutions to their clients.

This means that the preference for a one-stop-shop solution was consistent across all groups. The results of the survey highlight the importance of providing convenient and efficient services to businesses in a centralized location. A digital business hub that offers comprehensive services would be a valuable asset to many companies looking to grow and expand (see Table 31).

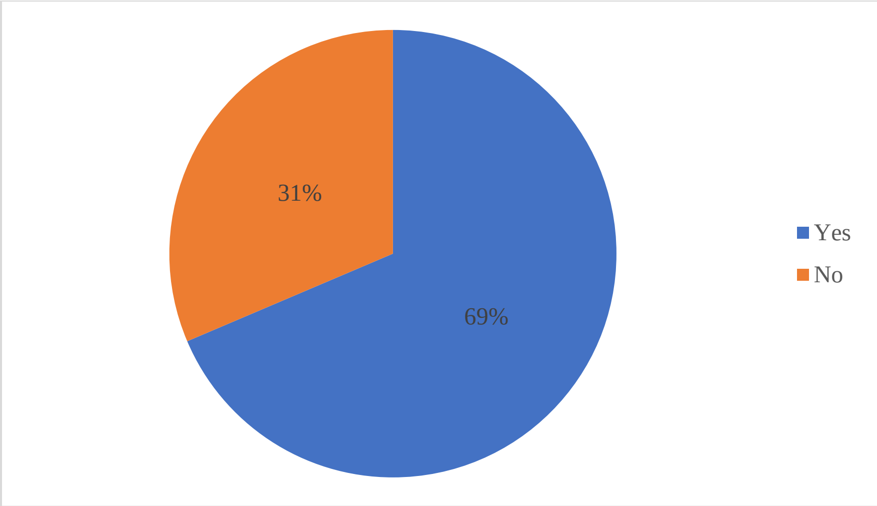
Table 31: Proportion of firms that would join a Digital Beehive (in percentages)

	Yes	No
Industry		
A - Agriculture, Forestry and Fishing	75%	25%
C - Manufacturing	68%	32%
D - Electricity, Gas, Steam and Air Conditioning Supply	67%	33%
E- Water supply, Sewerage	100%	0%
F - Construction	78%	22%
G - Wholesale and Retail trade;	82%	18%
H - Transportation and Storage	100%	0%
I - Accommodation and Food service activities	94%	6%
J - Information and Communication	75%	25%
K - Financial and Insurance activities	82%	18%
L - Real Estate activities	85%	15%
M - Professional, Scientific and technical activities	70%	30%
N - Administrative and Support service activities	86%	14%
P - Education	100%	0%
Q - Human health and Social work activities	91%	9%
R - Arts, Entertainment and Recreation	78%	22%
S - Other activities	80%	20%
Region		
GORENJSKA	73%	27%
GORIŠKA	82%	18%
JUGOVZHODNA SLOVENIJA	82%	18%
KOROŠKA	100%	0%
OBALNO-KRAŠKA	85%	15%
OSREDNJESLOVENSKA	85%	15%
PODRAVSKA	82%	18%
POMURSKA	60%	40%
POSAVSKA	100%	0%
PRIMORSKO-NOTRANJSKA	75%	25%
SAVINJSKA	83%	17%
ZASAVSKA	50%	50%
Size		
1-10	84%	16%
11-30	75%	25%
31-50	100%	0%
51-100	50%	50%
More than 100	64%	36%

Source: Own work (2023); n = 291

Regarding the physical establishment of a business hub facility, a clear majority, 69% of participating companies, expressed interest in this option. This trend indicates a growing recognition of the potential benefits that a business hub facility can offer, including the provision of centralized resources and services. On the other hand, 31% of respondents expressed no interest in a physical business hub facility.

Figure 39: Proportion of companies that would prefer to join a Facility Beehive (in percentages)



Source: Own work (2023), n = 291

Nonetheless, it is important to recognize that establishing a business hub facility can provide numerous benefits that outweigh potential drawbacks and contribute to the overall success and growth of businesses and the economy as a whole. This underscores the growing interest and recognition of the potential benefits of a physical business hub facility, with a significant majority of participating companies expressing interest in this option. Similar to the digital solution no statistically significant differences across industries, regions and sizes were identified during the analysis (see Table 32).

Table 32: Proportion of firms that would join a Facility Beehive (in percentages)

	Yes	No
Industry		
A - Agriculture, Forestry and Fishing	75%	25%
C - Manufacturing	63%	37%
D - Electricity, Gas, Steam and Air Conditioning Supply	100%	0%
E- Water supply, Sewerage	50%	50%
F - Construction	71%	29%
G - Wholesale and Retail trade	61%	39%
H - Transportation and Storage	83%	17%
I - Accommodation and Food service activities	71%	29%
J - Information and Communication	69%	31%
K - Financial and Insurance activities	91%	9%
L - Real Estate activities	70%	30%
M - Professional, Scientific and technical activities	60%	40%
N - Administrative and Support service activities	67%	33%
P - Education	71%	29%
Q - Human health and Social work activities	82%	18%
R - Arts, Entertainment and Recreation	44%	56%
S - Other activities	68%	32%
Region		
GORENJSKA	61%	39%
GORIŠKA	64%	36%
JUGOVZHODNA SLOVENIJA	68%	32%
KOROŠKA	50%	50%
OBALNO-KRAŠKA	74%	26%
OSREDNJESLOVENSKA	69%	31%
PODRAVSKA	79%	21%
POMURSKA	40%	60%
POSAVSKA	75%	25%
PRIMORSKO-NOTRANJSKA	50%	50%
SAVINJSKA	73%	27%
ZASAVSKA	75%	25%
Size		
1-10	70%	30%
11-30	63%	37%
31-50	50%	50%
51-100	50%	50%
More than 100	82%	18%

Source: Own work (2023); n = 291

3.4 Segmentation of results based on industries

In the following section, we dive deeper into the responses from seven companies of the sectors with the highest response rates and present them descriptively, with statistical significance being tested in the previous subchapter. We do not take a uniform approach to the review in this section (comparison of responses for the same question); however, we emphasize the results we found most exciting or where we believe the firms mentioned above provided us with the most valuable results.

Each company could have had a different flow of the survey it solved, based on their preferences regarding their business operations, the obstacles to their growth and productivity improvements they see, and amenities they deem most crucial for the success of their future business. Following sector-specific segmentation, we will provide a table with a general summary of services different sectors need.

3.4.1 F Sector – Construction

Survey respondents from the F sector (n=87) operate in the construction industry and offer various products and services. Construction companies, especially smaller ones, are looking for business opportunities locally in the first place, as it can significantly reduce operational and logistical costs. Innovation and technological improvements are of vast importance, primarily due to the environmentally oriented strategies and directives that the European Union and Slovenian government are implementing to further sustainable growth in the region.

Regarding the use of accounting services, 43.55% state that they only hire external service providers to do their work, with only 19.35% doing all service in-house and 37.1% doing a combination of both, the primary needs for accounting overall being bookkeeping and monthly accounting. The main reason for looking at external accounting services is a lack of internal knowledge, which is the case for 50% of companies, and the second most common answer is a lack of operational capacities for 25% of respondents.

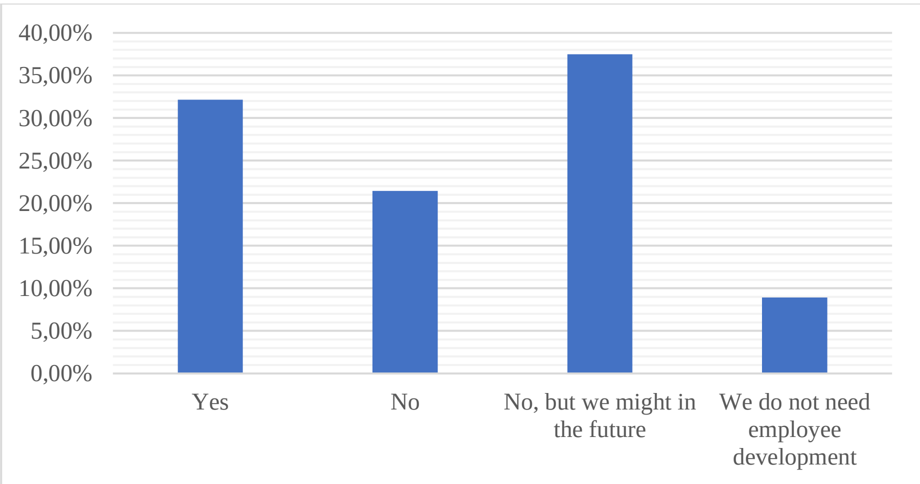
We also wanted to know whether firms use existing service providers to get recommendations for other potential external partners. 44.44% of firms claimed that they do, and the services they ask for most advice from their accountants are legal services with 50%. The frequency of legal service usage varies quite a lot. Approximately 13.11% of companies use them every week, 14.75% at least once a month, 18.03% once every six months, and 36.07% require their help once per year or when the need occurs. Only 9.84% of companies in this sector claim no legal services issues, so the vast majority can benefit from an external legal services provider.

Regarding the specific offering of legal companies, the ones sought out most are tax consultancy, needed by 42.62%; compliance (regulations, data protection), demanded by 29.51% and ad hoc support, which is being used by 19.67% of companies. What is most interesting, however, is that most firms (69.23%) only turn to tax consultancy experts when the taxed amount reaches a certain threshold, and they do their taxes if it is below that. When asked how they find the right experts for outsourcing legal services, all companies claim they do their due diligence and combine it with partner referrals.

Moving to the topic of labor shortage, 73.33% of all firms in the F sector claim that they are experiencing a shortage of qualified workers, both from Slovenia and abroad, meaning that it is a significant issue. Domestic workers are sought more; however, foreign employees are primarily needed for their higher base and specific knowledge, more considerable proficiency in foreign languages, or a general shortage of qualified workers in Slovenia. The onboarding process is most frequently done with the help of standardized internal processes (56.67% of firms do that), while others also turn to specialized software, help from external agencies, and commonly used tools such as Microsoft PowerPoint and seminars. Regarding the employee-seeking and onboarding process, it is common for companies to conduct most of the processes in-house (57.9%), whereas 42.1% either fully outsource it or do it in-house and externally.

Regarding strategies for employee development, only 32.14% of companies utilize them, as shown in the figure below. 37.5% of firms claim that while they do not possess it, they might need it soon. A most disturbing statistic, however, is that 8.93% of firms say that employee development is entirely unnecessary for them (see Figure 40).

Figure 40: Proportion of companies from the F sector that have a strategy for employee development (in percentages)



Source: Own work (2023); n = 56

For the companies that do value workplace development, the most common way is learning through work in this sector (80.36% of respondents, gradually increasing the difficulty of tasks), while other methods include coaching and mentoring, workplace rotation, and workshops; most companies do these processes weekly – 35.71% of all firms.

Another worrying trend is that 55.56% of companies working in the F sector do not organize any team building or company events at all.

Many studies have shown how events outside of the usual workplace organized by the firm increase employee well-being and satisfaction and improve productivity, so these companies could greatly benefit from consulting services offered by human resource management in a business ecosystem. External events that companies do claim would help them the most, however, are organized workshops, business skills seminars, and mentoring programs.

Inventory management is essential in construction, and 34.47% of respondents keep their stock up to date daily, while 22.45% do it monthly. Some do not keep track at all (an operational issue worth mentioning); however, the ones that do claim that the main reasons for it are operational efficiency (stated by 55.56% of respondents), early operational problem detection and prevention (for 30.56% of respondents), as well as quicker response times to client demand and lower costs (for 22.22% and 19.44%, respectively). The responses show that for some companies, an update to their inventory management is needed, as 42.3% of respondents still keep track using a pen and paper and not in any way through digital means.

It should not be surprising that many companies also do business outside Slovenia, and 48.9% say they use foreign languages daily. Foreign languages are commonly used when writing emails (83.33% of respondents) and communicating in person (75% of firms).

Regarding financing, most companies state that they do not experience any issues regarding receiving external financing for their operations; only 20.41% of firms would need assistance in this regard, whereas 46.94% of firms do not sign up for any financing whatsoever. The most common form of financial support firms sign up for is our subsidies (20.41% of respondents look towards them) and loans, which 34.69% of firms utilize. Regarding the process to sign up for any financing, only 40% of firms claim that they had no issue at all, leading to the conclusion that most of the firms would still need help in this regard, as they are having trouble.

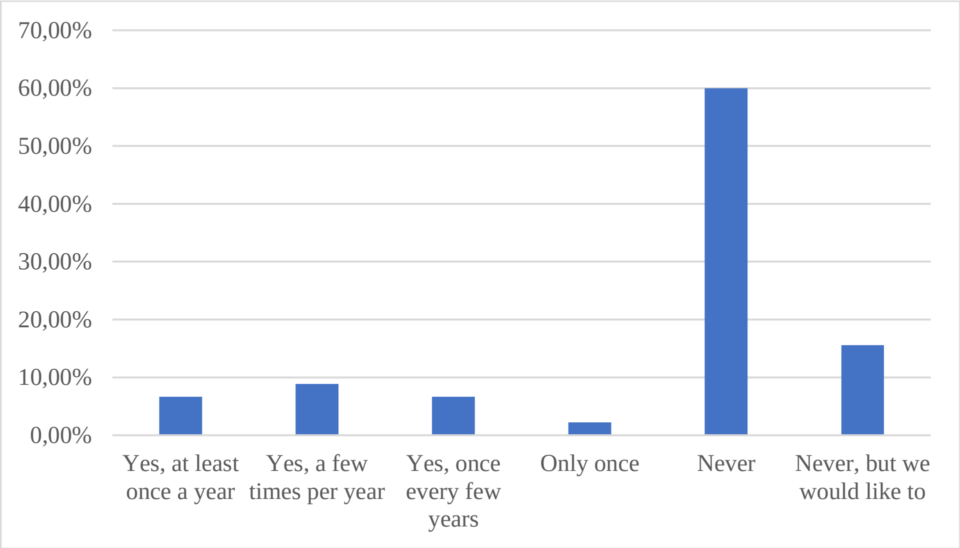
We wanted to know more about research and development, where we found that 10.64% of companies do not believe that business planning and corporate development are at all critical to their operations. For the companies that do look ahead toward the future, however, we wanted to know which areas are most important to them.

The answers that were most commonly selected (multiple choice questions) were: employee development (42.55%), research and development of products and services (36.17%), optimization of manufacturing processes with the help of new equipment (34.04%), development of new skills (29.79%), exploring new market opportunities (27.66%) and company digitalization, which was selected as necessary by 25.53% of firms.

When approaching corporate development, only 53.85% do this process in-house, whereas 46.15% do this either entirely or to some degree in collaboration with external service providers, showing that the presence of a company specializing in this area could be of great benefit.

Another topic connected with corporate development in collaboration with universities and educational institutions, where our responses were mixed, with complete data visible in Figure 41.

Figure 41: Frequency at which companies from the F sector collaborate with universities or other educational institutions?



Source: Own work (2023); n = 45

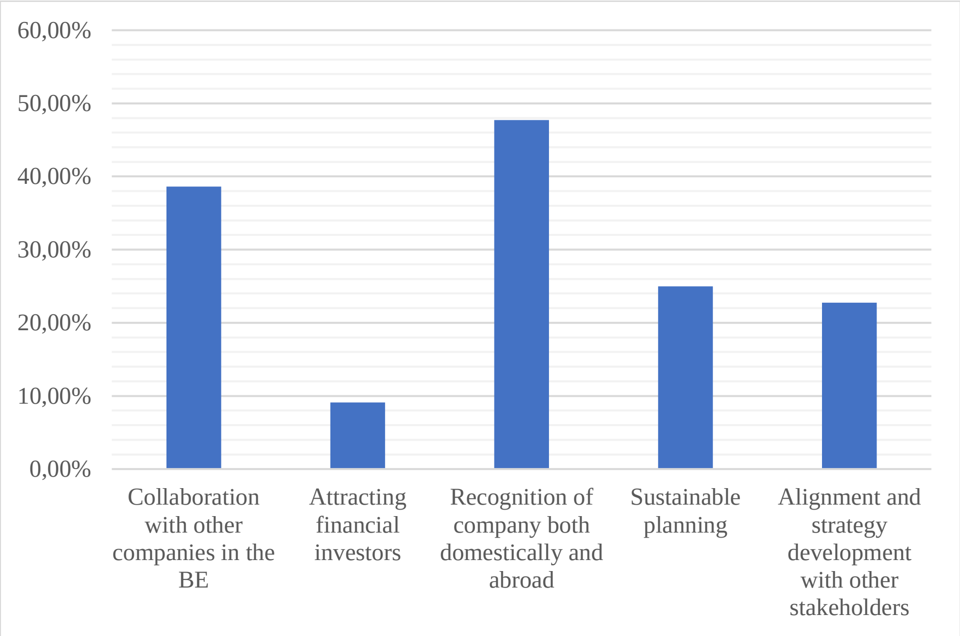
When asked about it, 60% of companies stated that they have never collaborated, either because it is incompatible with their business model or because it supposedly brings no added value. Only 15.56% do it at least once a year, and another 15.56% of respondents say that they have not collaborated yet but would like to.

The most common ways firms would like to harness positive synergies from the collaboration is by generating a steady inflow of either student, part-time, or full-time employees, emphasizing how important of a pipeline it can be.

Towards the end of the survey, we also addressed the digital and physical business ecosystem, where general questions were asked to understand which amenities are essential for employees and businesses. Regarding administrative services, even though Slovenia has experienced an improvement regarding electronic governmental services, 60% of firms from the F sector still do all of their tasks in physical offices. We wanted to know if they project an increased demand for office spaces resulting from business growth in the coming 3-5 years, and 26.67% of firms claim that they would need to increase office area by at least 20%, with most respondents claiming that the growth will result in a demand for a 50% increase in office spaces.

Synergies are among essential value providers when firms evaluate whether to join a business ecosystem. The synergies that would attract them most are improved recognition of the company both domestically and abroad (47.73%), collaboration with other companies in the business ecosystem (38.64%), sustainable planning and development (25%), and alignment as well as strategy development with other stakeholders, which was selected by 22.73% of all companies. The full results can be seen in Figure 42.

Figure 42: Proportion of synergies that would be most attractive for companies from the F sector if they were to join a business ecosystem (multiple answers possible, in percentages)



Source: Own work (2023); n = 44

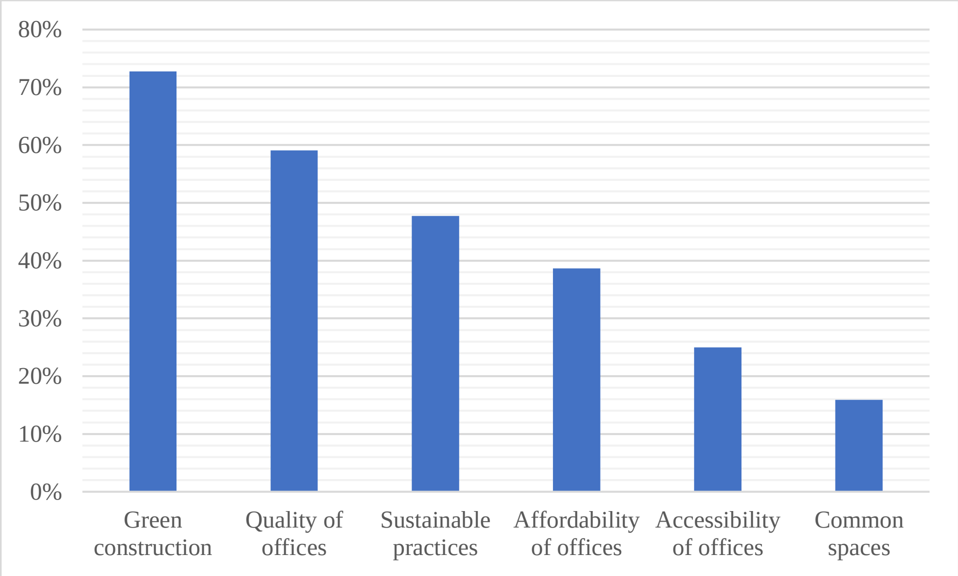
Governance is essential to managing a business ecosystem; some companies value their input more than others. In this case, 27.27% of firms from the F sector would want to be involved in it, 40.91% do not want to be included, and the rest of the respondents are indifferent.

All the stakeholders that would provide inputs and reap benefits into the Beehive might also be included in the day-to-day operations, so we wanted to know how firms felt about that. The stakeholders that firms believe should be most involved in managing the business ecosystem are the company owners/executives and business ecosystem management, as 79.55% of firms believe they should be involved at least to some degree. The next highest approval rating goes to financial investors, where 40.91% of companies believe they should be involved; on the other hand, the stakeholders that firms least favor to help run the ecosystem are the state government and municipalities, where 50% of respondents believe that they should have no say in what goes on.

When asked if they would prefer either to own or rent office spaces in the business ecosystem, 40.91% would prefer to invest and own a part of the ecosystem, 22.73% would straight out like to rent the spaces, and 36.36% would first like to rent and then purchase the building or offices after renting for a certain period.

The following chart (Figure 43) shows which factors are most important when considering the layout of the area where the Business Beehive would be located. Companies state that it is essential that the building is constructed in an environmentally friendly way, followed by the general quality of the offices.

Figure 43: Proportion of factors that are most important when constructing a business ecosystem (multiple answers possible, in percentages)



Source: Own work (2023); n = 44

As part of additional amenities offered, firms would most like to have charging stations for electric vehicles (selected by 15.91%) and exhibition spaces, a park area in the vicinity, and local restaurants for the employees or visiting partners to be able to eat at (all choices selected by 13.64% of respondents). Finally, as part of the business ecosystem, companies could also pay for the amenities offered through a per-use or subscription-based system.

In this case, firms from the F sector would much rather do it on a per-user basis, which is the preference for 78.13% of respondents, meaning that the majority would not desire a subscription-based model.

3.4.2 I Sector – Accommodation and Food Service Activities

Companies working in the I sector (n=68) offer essential products and services to a wide range of customers, be it residents looking for a place to have lunch or tourists visiting a country wishing to stay a short or an extended period, either in a five-star hotel or a youth hostel, the options are many. The I sector was most probably one of the ones heavily impacted by the

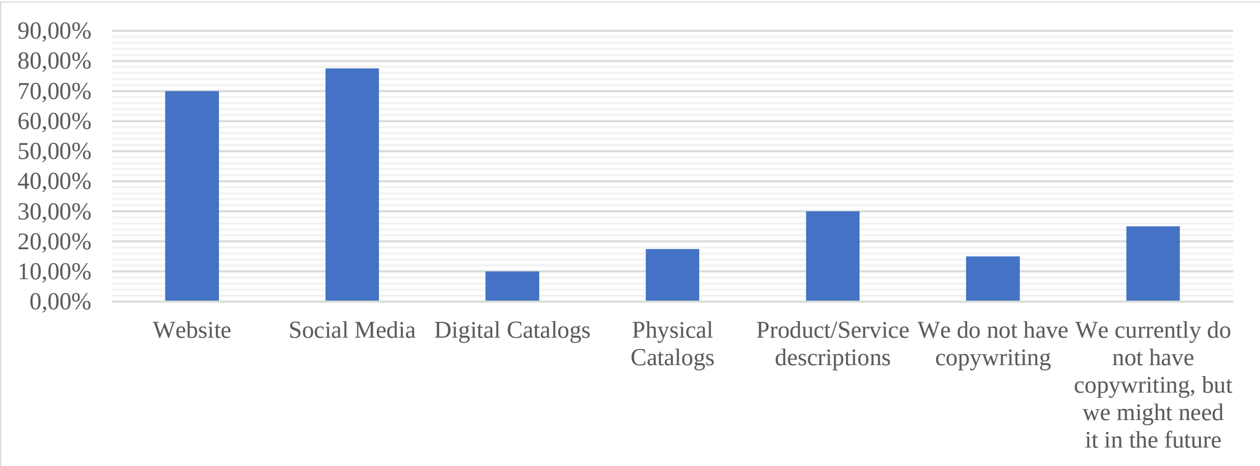
COVID-19 pandemic, as not only closed borders but also local curfews and movement restrictions took an immense toll on their operations. Not all made it through, but many companies started to innovate to survive, and that adaptability is undoubtedly a welcome trait when working in a business ecosystem.

For the companies that experience a larger business seasonality, 92.31% of firms claim that they have an issue with finding seasonal and part-time workers, which are very important to their performance.

The main obstacles they experience with finding seasonal workers are a lack of an efficient system to find them, a lack of specialized employees, and visas and other documents for foreign workers.

Establishing a presence on social media and the internet is very important, and a website is usually the first point of contact a potential client has with the business when searching for ideas on the internet about where to eat or sleep. The majority of firms (64.29%) chose to outsource the creation of their website, and 26.19% did it partially in-house and with external help. Another essential part of regular updates for marketing purposes is copywriting, which firms use in different ways, most regularly for social media and websites, with the complete data visible in Figure 44 below.

Figure 44: Proportion of ways content writing is being used in companies from the I sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 40

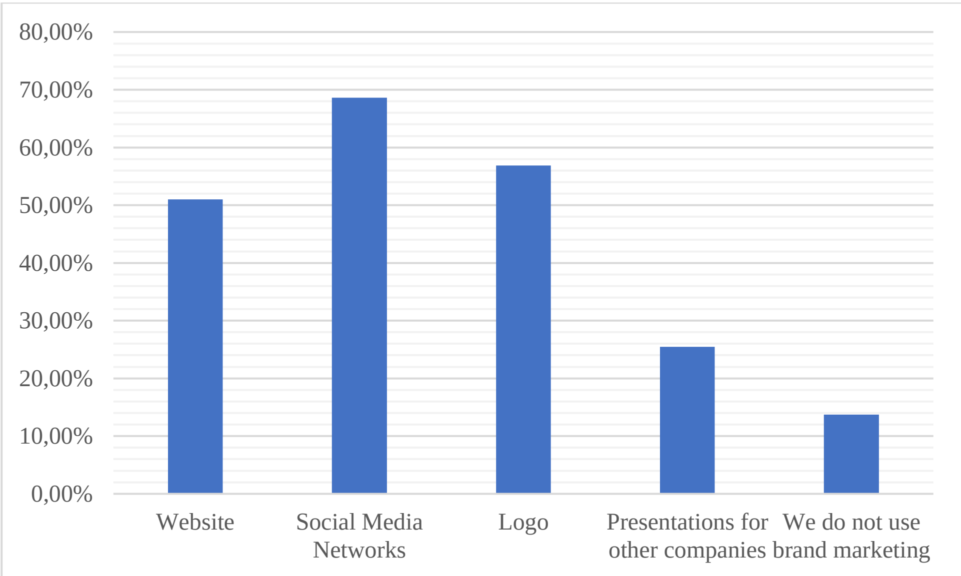
With a strong propensity for firms in the I sector to outsource marketing services, this would imply that a presence of a marketing or web design firm in the business ecosystem could indeed support their growth and improve their success.

Regarding their social media posting, we first wondered when firms prefer to post the most (multiple choices were offered for each respondent). The answers and the social media marketing of companies vary; 49.02% of companies post mostly when updates occur that they would like to share with their followers; in 37.25% of cases, their social media posting is entirely random, and only 35.29% of companies have an existing social media calendar as well as goals and objectives that are set in advance.

We were also wondering which social media networks the firms in the I sector are present on, and we found that Facebook is the most popular, as 96.08% of companies have a profile set up there. In the second place, we have Instagram, with a 72.55% usability, while third place goes to TikTok, the highest-growing social media network in the world, where 9.8% of companies are present, while we believe this number is sure to grow.

When asked why they use the selected social networks, their most common reasons were the popularity of the sites, that they were the most appropriate for their potential customers, and that they are easy to use. Most companies (56.86%) run their social media profiles in-house, while 35.29% approach this through in-house work and outsourcing to external partners. To get a more general overview, the respondents were also asked what marketing tools they use to help them with brand marketing. The most common was the use of social media networks, followed by their use of logos. Exact responses can be seen in Figure 45 below (multiple choice question).

Figure 45: Different types of brand marketing tools used by companies from the I sector (multiple answers possible, in percentages)



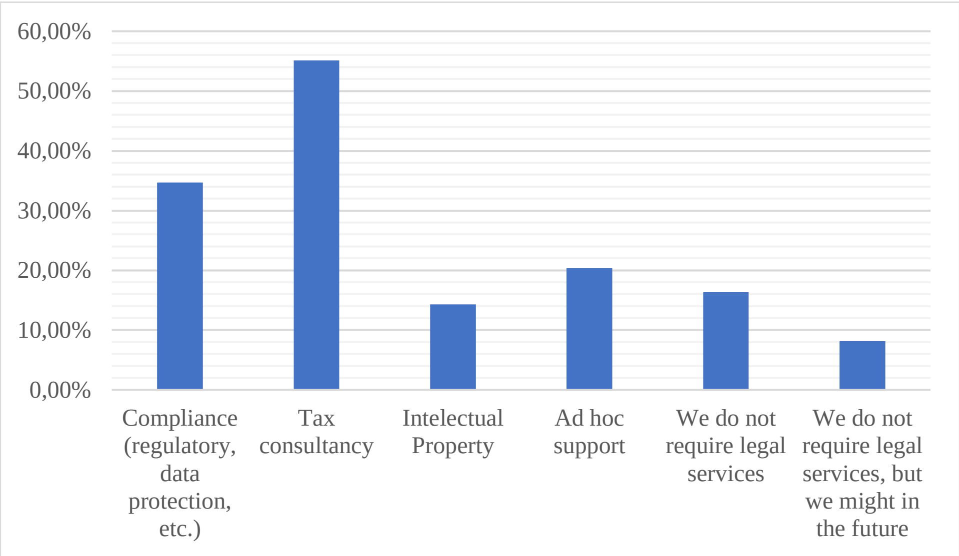
Source: Own work (2023); n = 51

The next topic was accounting. We found that out of all respondents, 52.94% found at least some difficulty and complexity when approaching accounting in their firms. The most common accounting practices used in these firms are bookkeeping and monthly accounting, while 74.51% of firms outsource accounting services to an external provider, the most common reason being a lack of knowledge. Their external partners help them in other ways because

27.45% of firms also look for other services (most frequently legal services and human resource management) through the recommendations provided to them by their accountants.

Regarding legal services, most firms only require their business approximately once yearly – 34.69% of firms, whereas 32.65% of respondents use them at least once every six months. The services that are most commonly used are tax consultancy (55.1%), compliance (34.69%), and ad hoc support, which is used in 20.41% of cases, with the exact percentages available in the following Figure 46.

Figure 46: Proportion of legal services required most by companies in the I sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 49

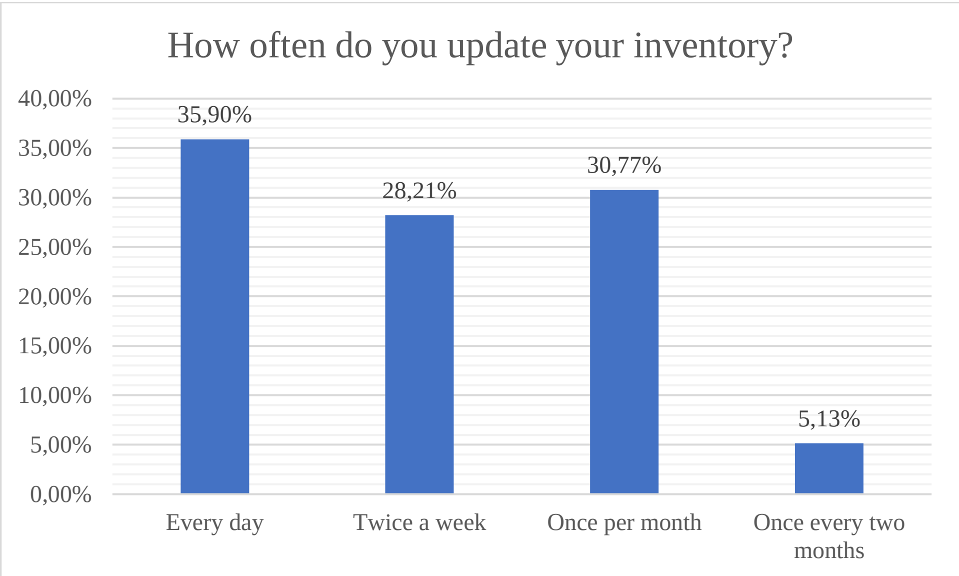
A fact that even laypeople are usually familiar with regarding the food and hospitality sector is that employment is a significant issue, which our findings also back up. When asked if they have problems finding qualified workers from Slovenia and abroad, 90.91% of firms said yes. 47.73% of respondents even claim it is a huge issue, especially domestic employees. When looking for employees from abroad, 43.18% of firms state a lack of a qualified workforce in Slovenia.

When onboarding employees, the most common way is through the use of standardized internal processes (59.09% of respondents), followed by specialized software and similar programs (22.73% of respondents), and finding new employees is primarily done in firms through in-house processes, not through the help of external service providers.

Regarding employee development strategies, 47.62% of firms state that they have one in place, 14.29% do not, and the remaining 38.1% also state that they do not have one currently but might implement one. The most common way they approach this is by learning through work, workshops, seminars, and sometimes coaching and mentoring. We also wondered whether they organize teambuilding and company events for their employees outside of operational hours. Most firms do this at least once or twice per year, which is the case for 42.86% of firms, to be precise. 35.71% do not organize them, while 9.52% emphasize this much more and hold these events approximately three to five times yearly.

Keeping their inventories updated is one of the most important operational tasks for firms in the I sector, as they use and sell fresh food and other non-durable goods. We wanted to know how often they keep their lists up to date, and the responses are mixed; however, it also depends a bit on the type of establishment they run. The results are visible in Figure 47.

Figure 47: Frequency at which companies from the I sector update their inventory (in percentages)



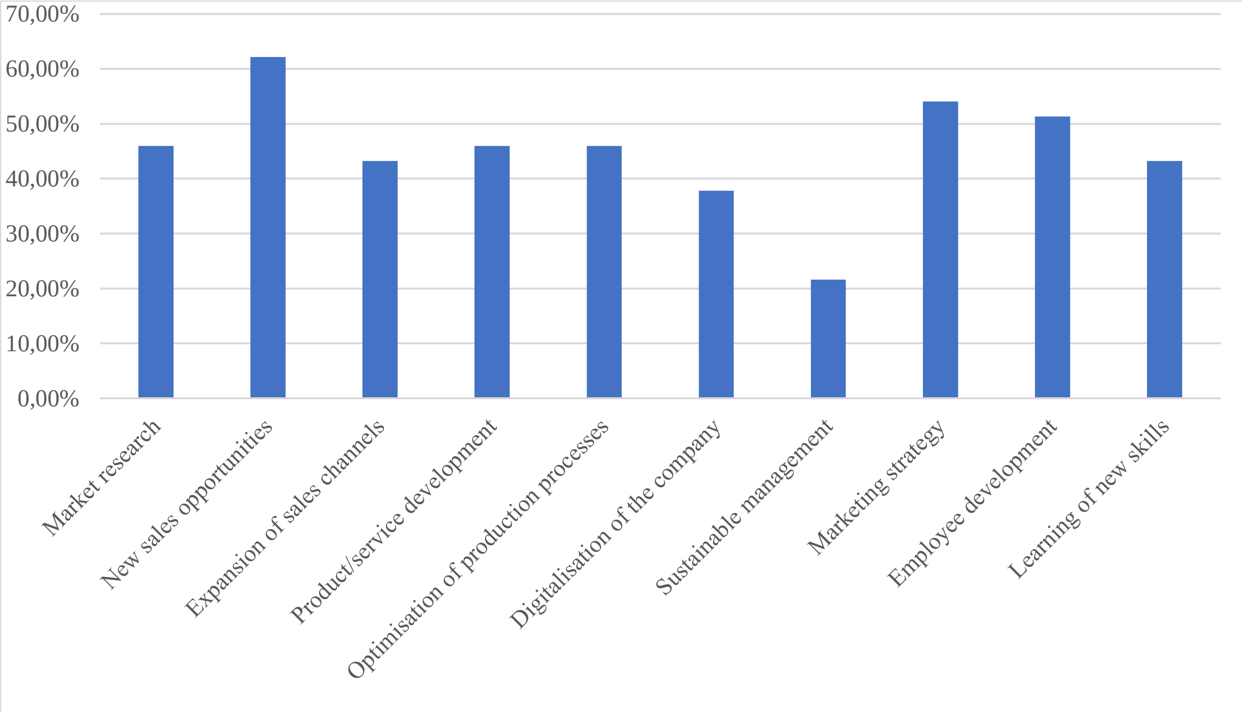
Source: Own work (2023); n = 39

Most firms keep the lists updated daily, which is the case for 35.9% of our respondents, probably companies that deal with the freshest products daily. 28.21% of firms do it twice a week, 30.77% do it less frequently, which is once per month, and some respondents – 5.13% to be exact, do it only once every two months. The companies also listed the main reasons they believe having an updated inventory helps them conduct better business. They could provide multiple answers in this case, and the most common one was to conduct business more efficiently, which was the case for 58.97% of respondents. The following most common reason was quicker issue detection – for 53.85% of firms, and the third most common reason was to reduce the amount of missed sales (quicker response to customer demand), which was selected by 46.15% of respondents. Other listed answers were decreased losses, lower costs, and better return on investment. Their inventories are being kept in many different ways, but most still opt for the more old-school option – 30.77% of companies do it on pen and paper. 23.08% are more digital, and they employ the help of accounting systems to do the job.

Other examples of electronic tools include specialized software, which is used by 20.51%, and spreadsheets, like Excel, which are used by 15.38%. The least common way is using inventory cards, which is only seen in 10.26% of cases. Moving on to financing, 66.67% of firms claim that they do not have any issues whatsoever when applying for and receiving financial aid, and the most common ones they receive are subsidies, followed by loans. However, only 42.31% of companies do this process independently when approaching the task; the rest seek help from external service providers.

Corporate development is also an important topic here, as results have shown that only 8.11% of firms do not find it essential. We also received an extensive list of impressions regarding which areas specifically they deem as most crucial, with the full results visible in Figure 48.

Figure 48: Proportion of areas of corporate development that are most important to firms from the I sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 37

Searching for new sales opportunities seems to be the most important, as it was selected by 62.16% of all firms. In second place is a marketing strategy, which was chosen by 54.05%; third place is taken by employee development, an area selected by 51.35%.

Fourth place is shared by two areas – product/service development and optimization of production processes, essential for 45.95%. What is a bit worrisome could be the fact that only 21.62% deem sustainable management as crucial for corporate development.

The final topic we covered in the survey was general info and preferences to help determine a business ecosystem with respondents of the mentioned industry. It is essential to plan whether a firm might expand and need additional office spaces; however, in the I industry, 77.14% of firms do not believe they will need additional office areas in the next three to five years.

When asked about which synergies they would be interested in the most, the top of the list was taken by collaboration with other businesses in the BE and sustainable planning, selected by 48.57% of firms, followed by recognition of the company both domestically and abroad, chosen by 34.29% of companies.

Regarding whether they would prefer to own or rent the real estate, 40% of respondents would prefer to invest and own part of the business ecosystem, 8.57% would like to rent, and the majority – 51.43%, would first like to rent and then purchase the property after renting for a certain period.

When asked about governance and managing the business ecosystem, the stakeholders that they believe should be most involved in the process are company owners and BE management, followed by financial investors and employees. However, the stakeholders that deserve minor support are the state and local municipalities.

Another critical topic here is also the amenities offered. The most demand (the question was multiple choice) seems to be for restaurants on the premises, which were selected 51.43% of the time, followed by common office spaces, chosen by 42.86%. There also seems to be much interest in charging stations for electric vehicles, which were favored 31.43% of the time as well as parks and green areas, selected by 20% of respondents. To pay for their participation and the use of selected amenities, in this case, the majority – 65.63% of firms; would prefer to pay for them after use, so most would opt out of a subscription-based model.

3.4.3 G Sector - Wholesale and retail trade

The G sector (n=67) under the NACE classification includes companies working in wholesale and retail trade, and businesses that repair motor vehicles and motorcycles fall under this umbrella too. A plethora of goods are offered in stores, from durable to non-durable, everything from household goods to perfumes and luxury watches.

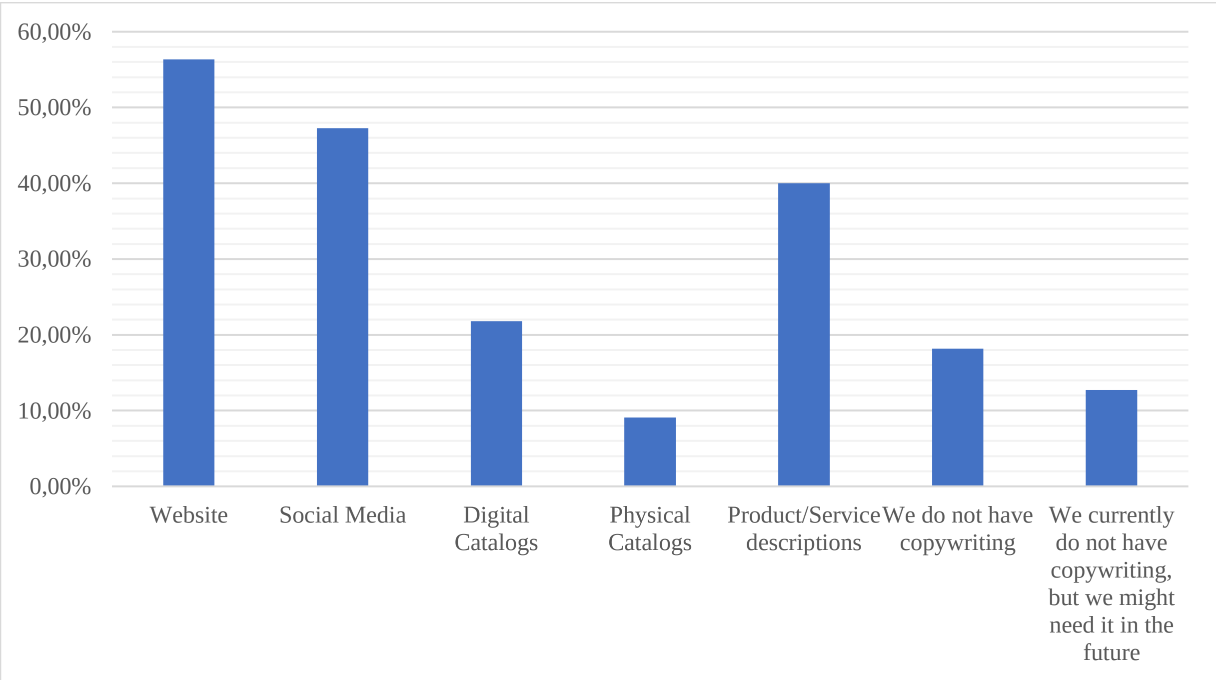
Every business can offer something different than the previous one, one thing that does bind most of them together, however, is the fact that they usually require more area and space to sell their products to customers, if not in physical stores, then at least by owning or renting warehouses to store what they will sell.

Since the main business activity for wholesalers and retailers is selling goods, it might not be surprising that many firms operate a web store, 54.39% to be precise. What might be more peculiar is that 24.56% do not have one, whereas 14.04% do not even have a website, and 7.02% claim that though they currently do not have one, they might install it in the future.

Furthermore, we wanted to know how they optimize their web presence, and we found that only one-third of respondents use SEO optimization in their business, while 17.78% do not even know of the concept. The 48.89% that know of it but do not use it mostly claim it is because they either do not need it in their company or did not have the time to start setting it up. The companies also outsource the setting up their website, and only 20% of them completed this fully on their own.

Copywriting is another part of digital marketing, and stores often rely on copywriters to make their websites and web stores look more appealing to the customers with the help of catchy texts or eye-popping descriptions. A slim majority – 51.82% of firms do this entirely on their own, and in Figure 49 below it can be seen for which purposes they use copywriting.

Figure 49: Proportion of ways content writing is being used in companies from the G sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 55

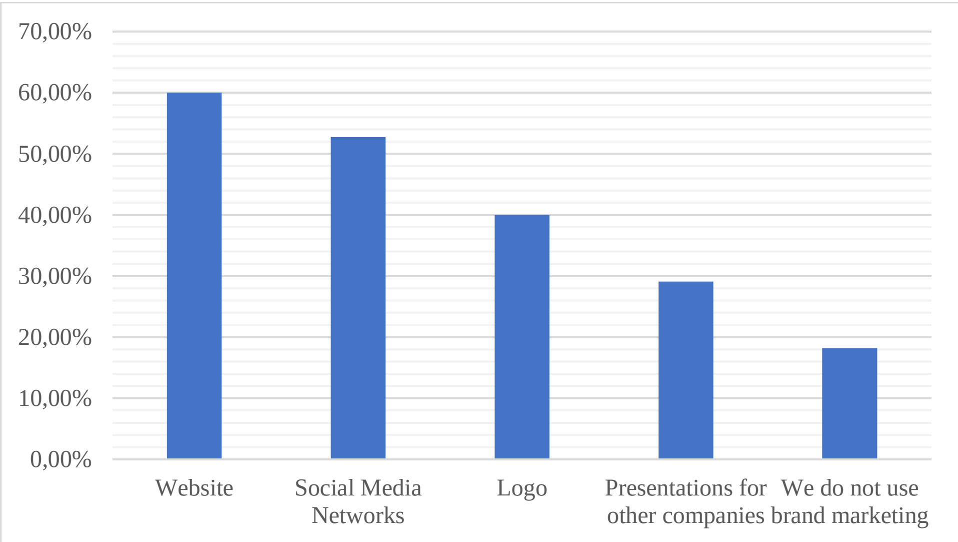
Copywriters do most of their work for companies in the G sector when writing for their websites, which is the case for 56.36% of firms. The second most popular service is copywriting for their social media pages, used in 47.27% of cases, and in the third place are product/service descriptions – 40%. 18.18% of companies do not use copywriting at all, whereas 12.73% claim that while they do not currently, they might come in the future.

The reason that companies stated for outsourcing these services mainly was a lack of own knowledge on the matter, and all of these results from the survey indicate that the companies would enormously benefit from having a reliable company in the business ecosystem that could help them develop their digital marketing and social media strategies further.

Having an established presence on social media is also essential. The social media network that G sector firms are most present on is by far Facebook – used by 63.64%; a close second is Instagram, where 54.55% of stores are present; most firms also claim that the reason they use the aforementioned social media is first that it is the most fitting for their potential customers and second because it is currently the most popular.

Brand marketing is something that respondents approach differently in this sector; for example, some retail store owners are part of a franchise, and they mention that their parent company usually does most of the marketing. The most popular form of brand marketing here are websites, followed closely by social media networks, with the responses visible in Figure 49.

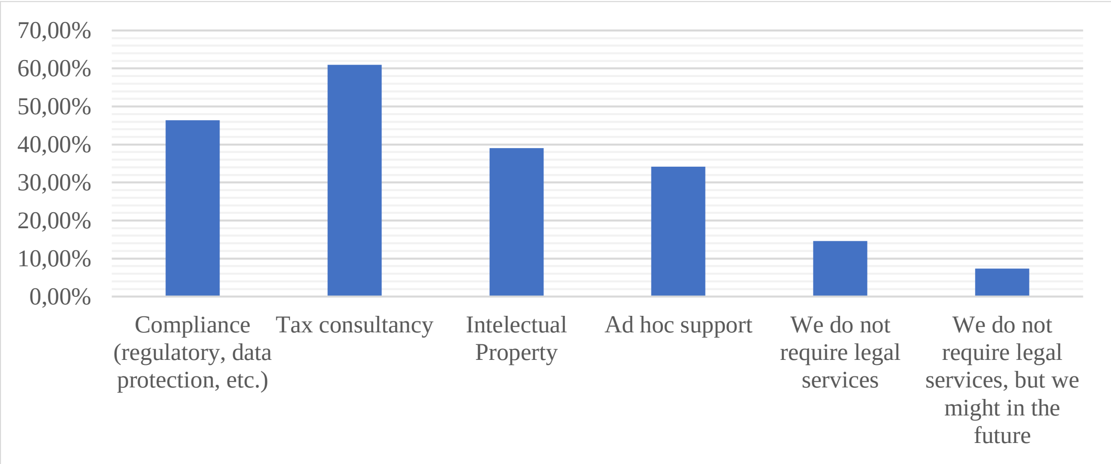
Figure 50: Different types of brand marketing tools used by companies from the G sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 55

The next topic is accounting. Out of all respondents, 87.8% state that they outsource their accounting tasks to an external provider, with the task they most commonly do in their company being bookkeeping. The main reason they choose to look for professionals outside of their firms is a lack of knowledge, followed by a lack of qualified employees. For legal services, 43.9% claim that they find it difficult to approach them to at least some extent, so they mostly do not do it independently. In this sector, the legal service most commonly used by firms is tax consultancy, followed by compliance (regulatory and data protection, e.g.), with the full results seen in Figure 51.

Figure 51: Proportion of legal services required most by companies in the G sector (multiple answers possible, in percentages)

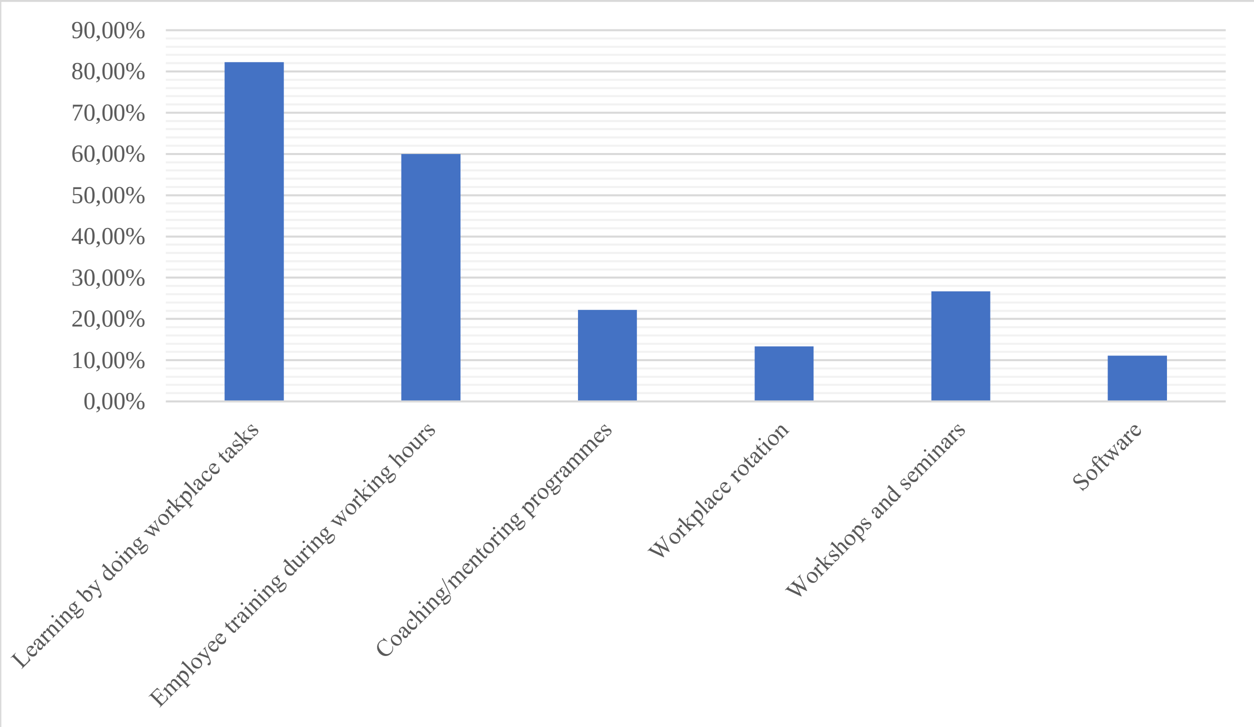


Source: Own work (2023); n = 41

Regarding compliance, firms mostly use privacy policies, followed by approvals from their customers and clients, and 29.41% claim they wrote their terms and conditions on their own. For tax consultancy, 29.17% of companies claim that they fully outsource this service, while 37.5% do it only above a certain threshold; the main reason for outsourcing is a lack of knowledge. Most companies use trademarks to protect intellectual property services – 87.5% of them; 25% use copyright protection, and 31.25% use intellectual property protection.

Moving on to recruiting, companies in this sector do not seem to have many issues finding qualified employees – only 33% of respondents claim that they have problems finding Slovenian workers, while the number drops to 6.67% of foreign employees. During onboarding, most (57.78%) use standardized internal processes to help them during the first weeks and months. Most firms also look for new workers independently, as 66.67% claim they do it in-house. For employee development, they also approach it mostly on their own. The most popular way to introduce new workers to the firm is through workplace tasks, followed by employee training during working hours. The most significant number of companies choose to do this every week – 40.48%. Entire percentages are visible in Figure 52.

Figure 52: Different approaches companies in the G sector take for employee development (multiple answers possible, in percentages)



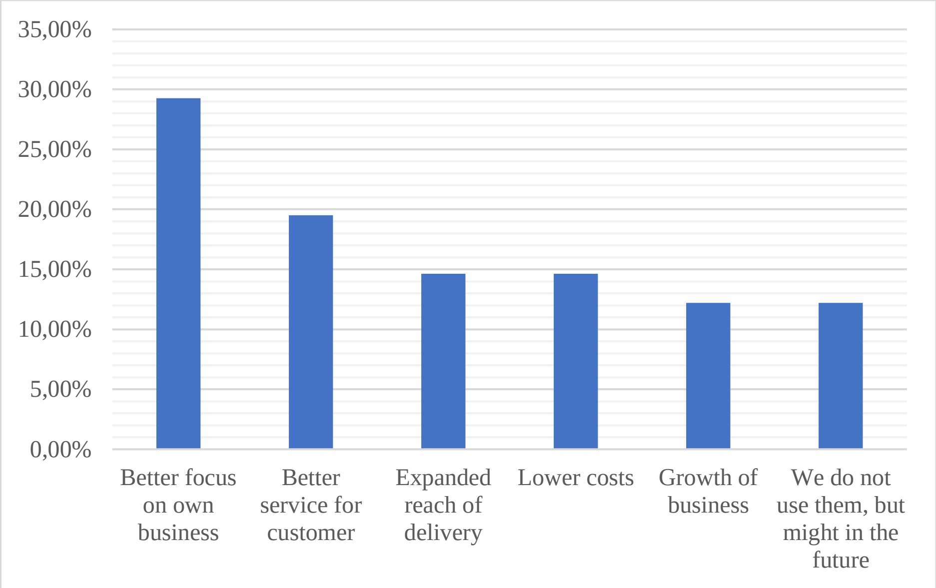
Source: Own work (2023); n = 45

While 66.67% of firms choose to onboard new employees entirely independently, it might be discouraging that 42.86% do not hold any teambuilding events or company events outside of the workplace; most claim that they do not need them. Luckily, that answer is still in second place to companies that hold them once or twice a year – 45.23% of all respondents.

They claim that their favorite approach is to hold social events paired with workshops and educational presentations, and most of them still prefer to organize them fully inside their own company without external help.

An essential aspect of leading a successful business in the wholesale and retail sector certainly has an effective distribution and logistics system in place. We wanted to know the most significant perceived benefit of fulfillment centers, and the results we received were mixed (see Figure 52).

Figure 53: Perceived benefits of using fulfillment centers in companies from the G sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 41

Most respondents claim that they do not use fulfillment centers at all, mainly because they do not need them, it is too expensive, or they do not have time to set it up. Those who believe in their effectiveness claim that it allows them to focus better on their business operations offers better customer service, expands their delivery reach, and lowers logistical costs. Inventory management is also crucial here. 51.22% of companies update their inventories daily, and 29.27% do it at least twice a week.

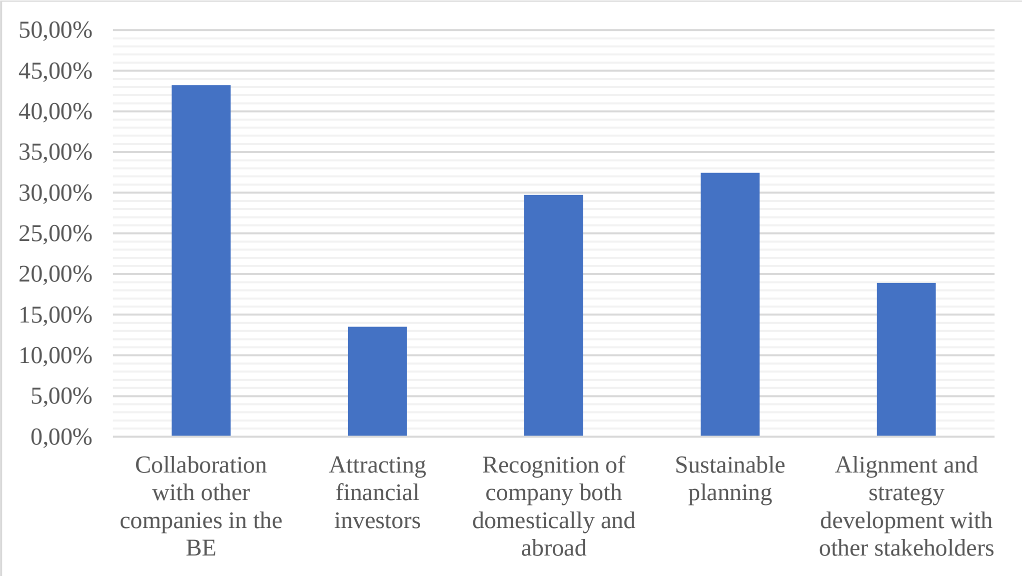
The biggest reason for their dynamic updating is that it allows them to better react to customer demand – stated by 70.73% of companies, followed by operational effectiveness improvements, named in 41.46% of cases, and early problem identification is essential for 36.59% of respondents. The most common way to track it is using accounting systems, spreadsheets like Excel, and specialized software.

When talking to customers, suppliers, or other partners, 78.05% say they use foreign languages. The most common ways are when writing emails (in 70.73% of cases), speaking in person (53.66%), and translating website content used in 34.15% of companies. The firms also prefer to do this independently; only 15.63% of companies outsource this service.

Administrative work is also done differently between firms, where 45.95% of companies do them online, while 54.05% still do them in person. The companies from the G sector also do not expect a greater demand for office spaces in the following three to five years, where only 13.51% expect an increased need in the future.

Synergies are one of the most important reasons for joining a business ecosystem in the first place. Most of these respondents (43.24%) also believe that the most enticing synergy would be collaborating with other companies in the business ecosystem, followed by sustainable planning, an essential synergy for 32.43% of firms. All percentages can be seen in Figure 54.

Figure 54: Proportion of synergies that would be most attractive for companies from the G sector if they were to join a business ecosystem (multiple answers possible, in percentages)



Source: Own work (2023); n = 37

Wholesalers and retailers believe that when discussing the governance of the business ecosystem, the state and local municipalities should, of all stakeholders, be the least involved in the process. On the other hand, the ones that should be most involved are company owners and business ecosystem management, followed by financial investors.

When asked which factors should be most important when choosing the location, the most popular was a simple traffic regime in the business ecosystem, followed by easy access to the highway. For them, the essential practices in the business ecosystem are the affordability of the spaces, the overall quality of the buildings, and general accessibility.

Finally, we also wanted to know which amenities they deem most favorable for their current operations or their company's operations in the future. What might not come as a surprise, the most popular amenity they selected was warehouses, followed by office spaces in second and stores in third place (not the ones they run, obviously). It would also be most favorable to them to pay for the services after using them; however, a third of all firms would still be open to combining a subscription and a pay-as-you-go model.

3.4.4 S Sector – Other services activities

The fourth most significant number of responses came from firms in the S sector (n=53), which is the classification for "Other services activities," which include activities of membership organizations like business and employers' membership organizations, activities of trade unions, and religious and political organizations. It also represents companies that offer repair services – for computer and communications equipment, furniture, watches, and jewelry, to name a few.

Since most of their business revolves around services, holding organizational meetings, and running membership unions, they probably would not need that many warehouse areas. They would likely be interested in renting additional office spaces and conference rooms to accommodate more guests. Respondents in this sector do not seem too limited to a physical location to conduct their business, as 59.58% claim that they can move and change locations if needed, while only 21.28% would have some issue with that.

Even though they are more mobile, as we can see, web stores are not as popular here, as only 34.04% of companies have a web store, while 8.51% do not even have a website. Moreover, 47.5% do not use any form of SEO optimization, and 15% have not even heard of the concept. The main reasons they do not use it are a lack of time and knowledge to begin the process or that it is too costly, while some also state that they are setting it up internally.

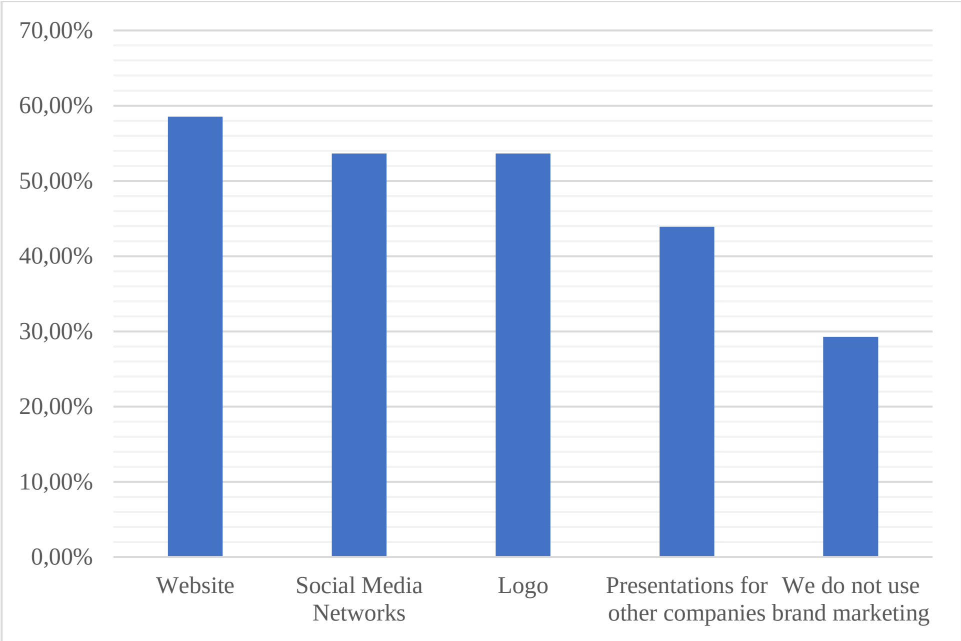
Copywriting is used mainly for website content (by 55% of firms) and social media (50% of firms). Staying on social media, 55.17% of companies claim that they post based on a pre-determined social media strategy and goals, followed by 37.93% of respondents who post when they have updates to share with their followers. The social media network with the most significant number of business pages in this sector is Facebook, where almost all companies are present, as much as 86.21%. In second place is Instagram with 62.07%, and in third is LinkedIn with 34.48%. The main reason for being present on the aforementioned social media networks is that they are most suitable for their target audience, which was selected in 68.97% of cases, the second most frequent reason being their overall popularity – chosen in 51.72% of times. They also prefer not to outsource their social media management, as 89.66% of all firms do that process entirely in-house.

Many companies from the S sector turn to brand marketing to further their business growth. The following figure shows that websites are still the most popular and are used by 58.54% of respondents.

In second place are social media networks and logos, which are part of 53.66% of firms' brand marketing strategies, while 29.27% of them do not use brand marketing at all. When asked why they see brand marketing as complex, most said that they lack the proper knowledge and capabilities or that it is too time-consuming.

Even so, 59.26% of them still decide to do that entirely in-house, while it might be more efficient to outsource the service to specialized companies (see Figure 55).

Figure 55: Different types of brand marketing tools used by companies from the S sector (multiple answers possible, in percentages)

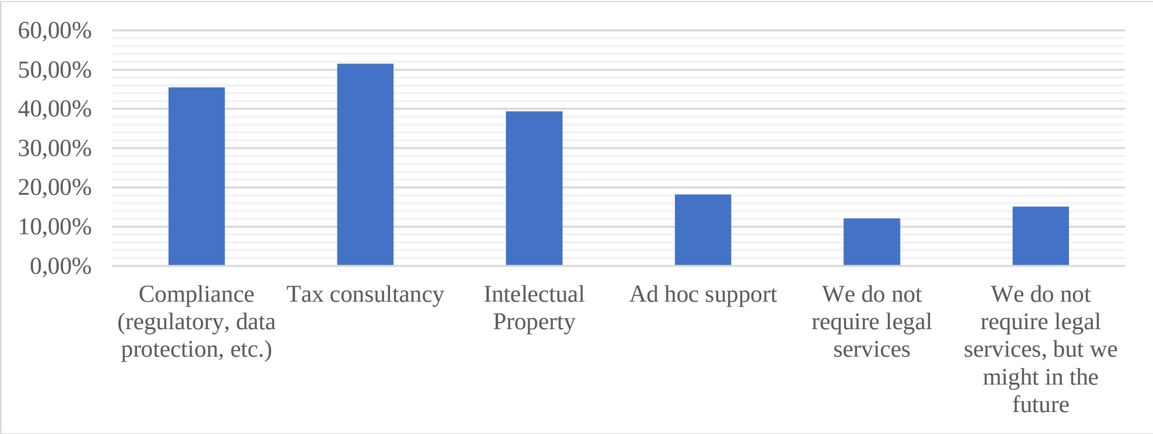


Source: Own work (2023); n = 41

When asked about accounting services, 60% of firms state that they find the process complex, at least to some degree. This can be seen in the degree to which they outsource the accounting processes – as much as 74.29% of companies outsource them to external accountants. For 43.75% of them, their accountant is also the first point of contact when seeking referrals to other services, like legal and human resource management.

Moving on to legal services, the service sought after most in his sector is tax consultancy, where 51.52% of firms claim they use them at least once yearly. Following that, compliance (regulatory, data protection) is in second place with 45.45% of responses, and rounding up the podium is intellectual property with 39.39%. Full results can be seen in Figure 56.

Figure 56: Proportion of legal services required most by companies in the S sector (multiple answers possible, in percentages)



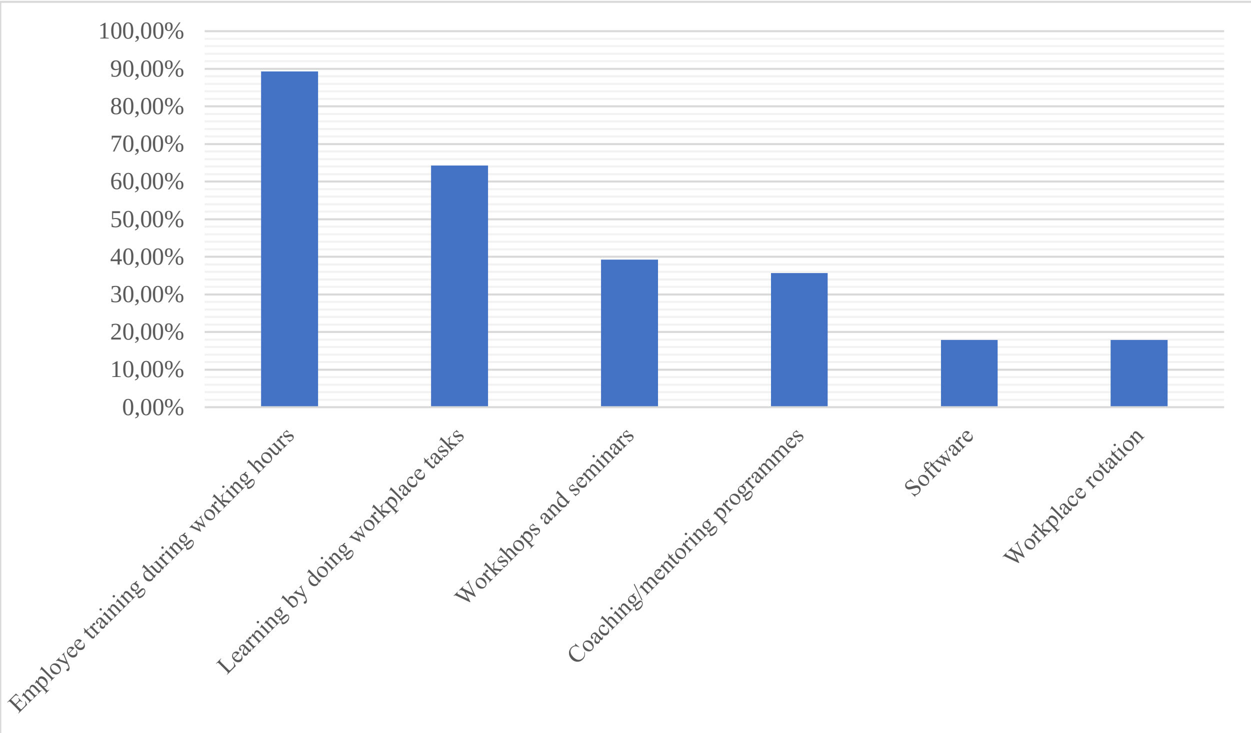
Source: Own work (2023); n = 33

When seeking aid regarding taxes, 29.41% of firms fully outsource the service, 47.06% only do it above a certain threshold, and 23.53% have their in-house lawyers do it for them. The main reason for seeking external help was a lack of knowledge in this regard, as well as a lack of operational capacities.

The next part discusses recruiting new employees and the onboarding processes that follow. In what seems to be a significant issue in this sector, 66.67% of firms say they have problems recruiting new employees from Slovenia and abroad. While most still seek domestic employees, foreign workers are also in demand, mainly when workers from Slovenia cannot be found because they possess a higher base knowledge or specific knowledge that is valuable for the job position. Onboarding in the company is mainly done with the help of standardized internal processes.

Employee development is approached in many ways; as we can see, companies employ many tools to help new employees familiarize themselves with the company. The most popular way is through the help of training done during working hours in the workplace – used by 89.29% of firms. In second place is learning by doing workplace tasks, which gradually increases complexity – used in 64.29% of firms. The least favorite way to approach this is through workplace rotation and with the help of software programs. The complete list of responses can be found in Figure 57.

Figure 57: Different approaches companies in the S sector take for employee development (multiple answers possible, in percentages)



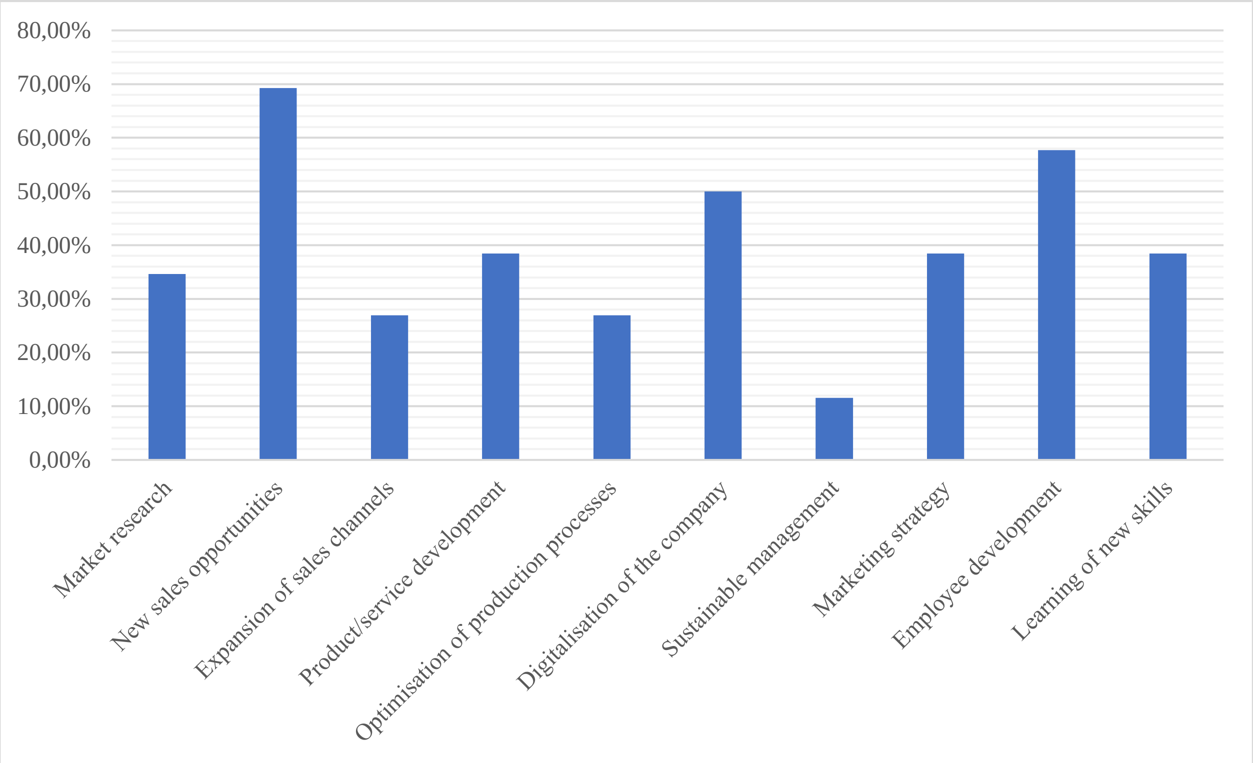
Source: Own work (2023); n = 28

The frequency at which they do this is mixed. More than a third – 34.61%, do this every week. 30.77% do it approximately once per month, while 23.08% do it only once every six months. Regarding team building events, around 50% do them once to twice per year, while 35.71% do not. Most companies also did not turn to external service providers when seeking help in organizing, as 69.23% did this independently.

Even though companies here primarily provide services, inventory management is still an essential aspect of day-to-day operations for some of them. 44.44% of firms state that they keep their inventories up to date daily, while 18.52% do not keep track. The story is similar when talking about fulfillment centers: 40.74% do not use them at all, and 22.22% do not currently but might in the future. For those that do, however, a few benefits stand out – the main one is business growth, which was selected by 25.93% of respondents, followed by an improved service for their customers, which was chosen by 18.52% of the time. Corporate development is also a topic where firms provide us with diverse answers. We asked them which areas they believe their companies should invest in the most, and the majority believe that it should be new sales opportunities, employee development, and, thirdly, the company's digitalization.

An area in which they would invest the least is sustainable management, and the total percentages of responses can be seen in Figure 58.

Figure 58: Proportion of areas of corporate development that are most important to firms from the S sector (multiple answers possible, in percentages)



Source: Own work (2023); n = 26

Almost two-thirds, 65.38% to be precise, invest in corporate development regularly, less than a quarter do not deem this important, while 11.54% do not invest in it right now; they believe they might come in the future. They also mostly like to seek external help – only 41.18% do this alone, while the rest like to turn to external service providers, at least to some degree. However, companies in this sector do not collaborate much with universities and educational institutions. Only 7.69% do that at least once a year, while 11.54% do it many times in one year. 23.08% have never done it before but would like to, mainly in the form of workshops, ideas for corporate development, and establishing a pipeline of potential employees for part-time or student workers. However, 38.46% do not or have not collaborated with them, mainly because it supposedly does not bring any added value.

The final topic was centered around amenities and synergies around the business ecosystem. The synergies that would most likely impact a firm's decision whether to join would be a strong collaboration with other firms in the business ecosystem and improved recognition of the company domestically and abroad. The firms from the S sector would also be indifferent on average whether they could co-manage the business ecosystem, meaning that it is not a vital selling point overall.

Regarding whether to own or lease the spaces, 52% would prefer to invest in the construction and later on ownership of part of the business ecosystem, 36% would first like to rent and then purchase after renting for a certain period, and the remaining 12% would be most in favor of renting already-built spaces. The stakeholders with the most support in the governance process are company owners and business ecosystem managers, followed by financial investors in second and employees in third place. The ones with minor support are educational institutions and universities, followed by the state and local municipalities.

They also gave us their opinions on the factors they view as most crucial when choosing a location for the business ecosystem – the most important is a simple traffic regime in the ecosystem, followed closely by the ability to expand in the future, and the property allows the construction of many different types of objects. When looking at constructing the objects themselves, companies find it most important that the buildings are high quality, which was selected in 75% of responses. The second most crucial aspect is the affordability of the spaces (stated 70.83% of the time), followed by general accessibility, chosen 62.5% of the time. The two essential amenities for companies in the S sector are common office spaces and warehouse locations; options like shops, markets, and restaurants were rarely selected, apart from a charging station for electric vehicles.

3.4.5 L Sector – Real Estate Activities

Sector L (n=38) represents the real estate industry, which provides specialized services to individuals and businesses to purchase, sell and rent real estate. These services are offered through physical locations and online platforms, which are increasingly important in attracting new customers.

Despite the traditional association of real estate with location, it is interesting to note that only 37.14% of respondents in the L sector fully agree that their business is tied to a specific location. This suggests that many L-sector businesses have successfully leveraged digital technologies to extend their reach beyond local markets, enabling them to connect with customers worldwide. Nearly half of the respondents, about 48.57%, fully agree that their business is not tied to location. The results reveal that branding is a crucial factor for most companies. Of the respondents, 25.33% do branding through their website, while 13.33% use social media.

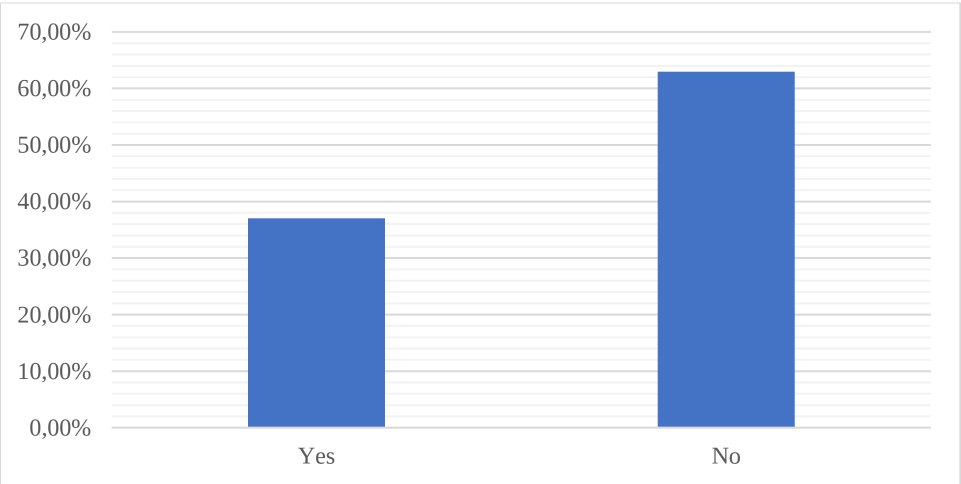
In addition, 26.66% of respondents consider their logo necessary, and 25.33% engage in branding through company presentations to their customers. Only 8% of respondents do not use the branding.

Regarding execution, most respondents (50%) perform branding internally, while only 1.85% outsource the process. The remaining 46.15% of respondents use a combination of outsourcing and internal branding measures.

Regarding accounting services, 45.16% of respondents indicated they exclusively hire external service providers to handle their work, while only 16.13% manage all accounting services internally. The remaining 38.71% choose a combination of both approaches. The most common accounting requirements are bookkeeping, monthly financial statements, and financial reports. The main reason for using external accounting services is a lack of operational capacity, which is the case for 34.78% of companies. The second most common reason is a lack of internal expertise, cited by 26.1% of respondents.

Regarding specific services offered by legal firms, tax advice is the most requested service by 32.73% of respondents, followed by compliance services (e.g., regulations, data protection) requested by 25.45%. Ad hoc support is used by 30.9% of companies. As for outsourcing legal services, most companies (72.22%) seek experts only when the scope reaches a certain threshold, while 27.78% always seek experts outside the company. There is no significant shortage of foreign experts in the real estate sector. Most respondents (62.96%) have no problems finding foreign workers, and only 37% have difficulties (see Figure 59).

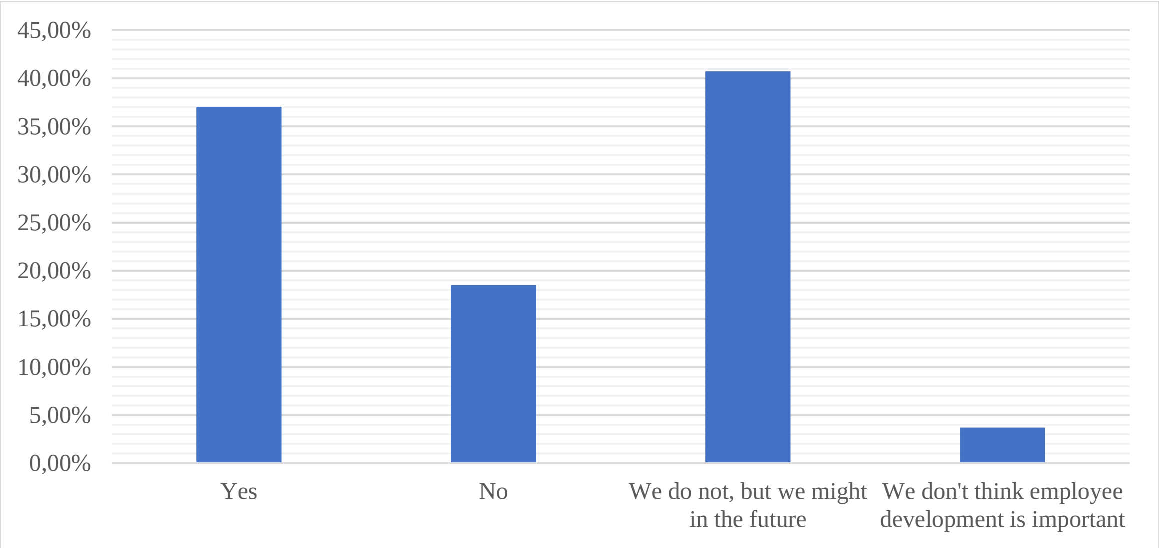
Figure 59: Proportion of companies from the L sector that have issues recruiting employees from Slovenia and from abroad (in percentages)



Source: Own work (2023); n = 27

Regarding employee development strategies and HR, an astonishing 37.04% of companies have a strategy, while 18.52% do not have an employee development strategy. 40.74% of respondents say they do not currently have one but plan to do so. Only 3.7% of respondents believe an employee development strategy is unnecessary (see Figure 60).

Figure 60: Proportion of companies from the L sector which have an employee development strategy in place (in percentages)



Source: Own work (2023); n = 27

Regarding company development methods, a significant proportion of employees (34.37%) learn and develop their skills through on-the-job training. Work seminars were also a popular method of employee development, with 20.31% of respondents reporting using them. In addition, 15.62% of employees attended workshops and seminars to enhance their skills and knowledge. Interestingly, the data also showed that only 10.94% of companies implemented mentoring programs.

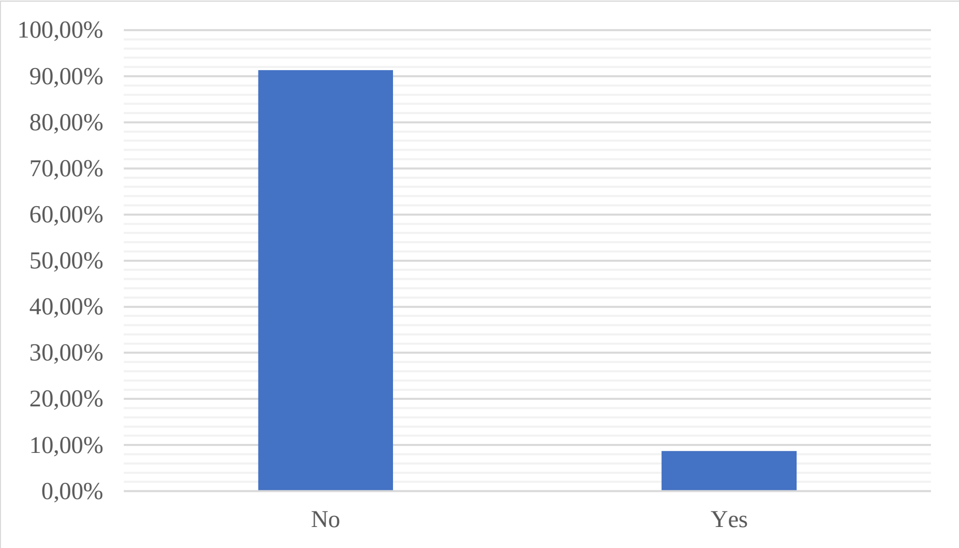
Regarding completing administrative tasks, such as permits, licenses, and similar documents, we found that most companies, 55%, want to complete them in physical offices, while 45% opt for online procedures. This approach offers more convenience as it eliminates the need for travel and can be done anywhere with an internet connection.

3.4.6 N Sector – Administrative and Support Service Activities

Companies operating in the N sector (n=34) offer diverse activities concerning business. They operate in various industries and sectors, including technology, healthcare, finance, and manufacturing. Statistics show that most N-sector companies work directly with other companies, with 66.67% conducting B2B transactions. This indicates that these companies are involved in producing and distributing goods and services that satisfy the needs of other companies.

The remaining 28.21% of these companies are involved in B2C transactions, meaning they primarily deal with individual consumers. When it comes to offering their goods and services, most are location-based (91.3%), while the others are not, so they can also offer their services through digital means (8.7%). More information is available in Figure 61.

Figure 61: Proportion of companies from the N sector whose way of doing business restricts their ability to change locations (in percentages)



Source: Own work (2023); n = 23

Businesses today are expected to have an online presence to remain competitive, and many companies are focusing on optimizing their websites. Surprisingly, however, only 33.33% of companies are actively optimizing their websites. This means that a significant majority of 58.33% of companies are not optimizing their websites, which can lead to missed opportunities and lower online brand visibility. Even more disturbing is that 8.3% of businesses do not even know what website optimization is. This indicates a lack of knowledge and understanding of the importance of digital optimization for businesses.

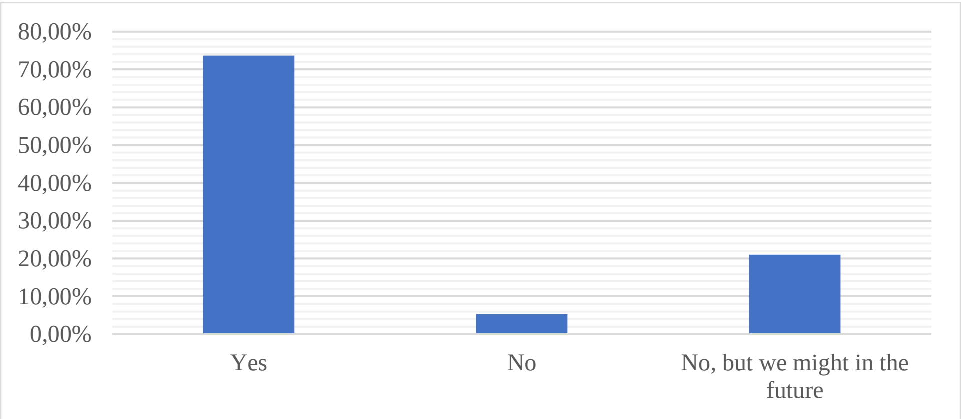
In the highly competitive business landscape, branding has become essential to building a good reputation and a loyal customer base. Interestingly, despite the low percentage of companies in the N sector engaged in website optimization, many of these companies still rely on their websites for branding purposes. More specifically, 28.12% of these companies use their website as their primary branding tool. Other branding techniques companies in the N sector use are presentations directly to customers, with 20.31% of companies using this approach. In addition, 18.75% of companies use social media platforms for branding. Using logos as a branding technique is also widespread, with 17.19% of companies using this method. Despite the various branding techniques used by companies in the N sector, it is noteworthy that 10.93% of these companies do not use branding at all.

Regarding accounting services, a significant proportion of enterprises, 26.09%, require accounting services. In addition, a significant number of companies, namely 21.74%, require monthly accounting services. Financial reporting, which involves disseminating information about an organization's financial performance, is also considered necessary by 17.39% of companies. Interestingly, about 30% of companies outsource their accounting to third parties outside the company.

When examining the use of legal services by companies, it is noticeable that a significant portion of organizations, 25.93%, require legal assistance annually. 22.22% of companies require legal assistance every six months, indicating the need to keep abreast of legal policies and proactively address legal issues. Interestingly, a small but non-negligible percentage of companies, approximately 11%, require legal assistance daily. According to the data, 26.92% of companies require legal assistance to ensure regulatory compliance. In contrast, some businesses require tax advisory services to manage their financial obligations effectively. In addition, 23.08% of companies require ad hoc legal support to address unforeseen legal issues that may arise during their operations.

When analyzing the responses of N-sector companies operating in different business areas, it is clear that investment in business planning and development is essential for most of them. In particular, the data show that a significant percentage of companies, about 73.68%, consider business planning and development as a crucial aspect of their operations. Interestingly, only a tiny percentage of companies, 5.26%, do not invest in business planning and development, possibly indicating a lack of awareness or a different approach to managing their business activities. However, it is worth noting that 21.05% of companies plan to invest in business planning and development in the future, indicating a possible shift in their business strategies and priorities (see Figure 62).

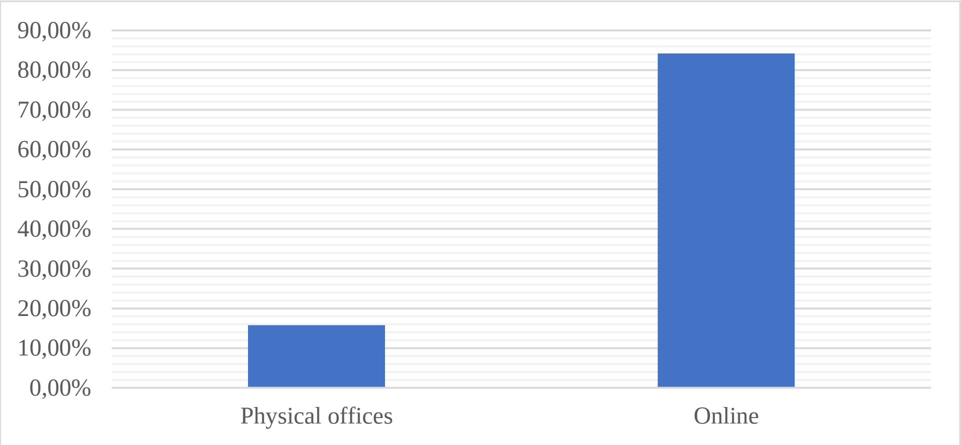
Figure 62: Proportion of companies from the N sector which are investing in corporate development (in percentages)



Source: Own work (2023); n = 19

According to the survey results, the majority of respondents, 84.21% of the sample, preferred to complete administrative tasks such as obtaining permits and licenses through online platforms. On the other hand, only 15.79% of the respondents preferred to complete these tasks in person. This shows that the majority of respondents prefer online administrative services. The convenience and efficiency of online platforms seem to have convinced many people, making them the preferred method for completing administrative activities (see Figure 63).

Figure 63: Proportion of companies from the N sector which mostly perform their administrative services online (in percentages)



Source: Own work (2023); n = 19

Despite respondents' inclination toward digital services, the data shows an interesting trend regarding their preference for a physical business center that provides all the necessary solutions in one place. According to the survey results, 66.67% of respondents are willing to join a physical business center that offers comprehensive solutions, while 33.34% would not consider it. Overall, the data suggests that while respondents are comfortable with digital solutions, they recognize the value of a physical business center that offers comprehensive solutions.

This finding could have implications for the design and delivery of business services, as it points to a potential market for physical business centers that meet businesses' diverse needs and preferences. Such a center would allow businesses to access various legal, financial, administrative, and consulting services without seeking out multiple providers.

3.4.7 M Sector – Professional, Scientific, and Technical Activities

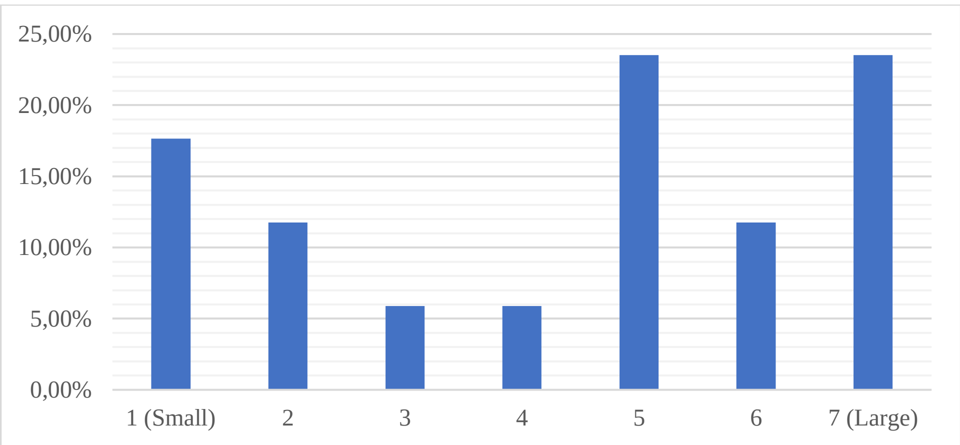
The M sector (n=23) is the area of professional, scientific, and technical activities that play a crucial role in today's environment. From producing goods and services to developing innovative technologies, this sector is at the forefront of driving economic growth and development. Respondents from the N-sector indicated that 27.91% of these companies use their website as their primary branding tool, underscoring the importance of an online presence in today's digital age.

In addition to a website, 16.28% of companies use other brand-building techniques, such as direct customer presentations. Social media platforms have also become a popular branding tool, with 25.58% of companies using social media to reach and engage with their target audience. Logos are also widely used by companies in the N sector, with 20.93% of companies using this method to establish their brand identity and communicate their unique value proposition. However, despite the various branding techniques used by companies in the N sector, it is noteworthy that 9.3% of these companies do not use branding at all.

Regarding the accounting services enterprises need, a significant number of respondents, 25.71%, need accounting services for bookkeeping activities. In addition, a significant number of enterprises, about 20%, need monthly accounting services. Financial reporting is also considered necessary by 17.14% of the companies surveyed. Interestingly, the survey revealed that about 34.29% of companies outsource their accounting services to external providers outside the company.

Companies operating in professional, scientific, and technical fields often require highly skilled workers, who are challenging to find domestically and abroad. A significant proportion of respondents, about 72.22%, had difficulty finding domestic and abroad qualified workers. This finding underscores the importance of talent acquisition, and the challenges companies face in finding and hiring qualified individuals with the required skills and knowledge. However, it is interesting that approximately 27.78% of respondents reported no difficulty finding qualified workers. This indicates that some companies have been successful in their recruitment efforts. 23.52% of respondents indicated their need for skilled workers from Slovenia was “very large,” indicating a great need for skilled workers in various industries. In addition, some 11.76% of respondents indicated that their need for skilled workers from Slovenia was “large,” while another 23.52% described their need as “medium,” indicating the need for skilled workers in Slovenia is widespread and not limited to specific industries or sectors (see Figure 64).

Figure 64: Demand companies from the M sector have for qualified workers from Slovenia (in percentages)



Source: Own work (2023); n = 17

Developing a sound and effective employee development strategy is critical to any organization’s success. However, the sample revealed that only a tiny percentage of respondents, approximately 27.78%, currently have a strategic development plan. Conversely, about 27.78% of the respondents have no strategy development initiatives. Even more notable, however, is that a significant percentage of respondents, approximately 44.44%, plan to implement strategy development initiatives in the future. This indicates that while some companies have not yet formalized their strategy development processes, they are aware of the importance of such a process and are actively taking steps to implement it in the future.

In the distribution of goods and services, the logistical operations of companies are a crucial component to consider. A significant majority of respondents, 27.78%, indicated that their logistics costs represent only a tiny portion of their product costs, 5%. Another 11.11% of respondents indicated that their logistics costs represent a more significant portion, ranging from 6% to 10% of their product costs. Interestingly, a significant portion of respondents, approximately 33.33%, did not use logistics services at all. This could be due to various reasons, such as the nature of their products or the availability of alternative distribution channels. However, it is worth noting that 11.11% of respondents expressed their intention to use logistics services in the future, even if they do not currently do so. A significant proportion of companies, 44.44% of respondents to be precise, choose to handle their logistics activities internally when distributing goods, i.e., logistics operations. In this way, they maintain direct control over the process and can ensure that their products are handled and delivered according to their specific requirements.

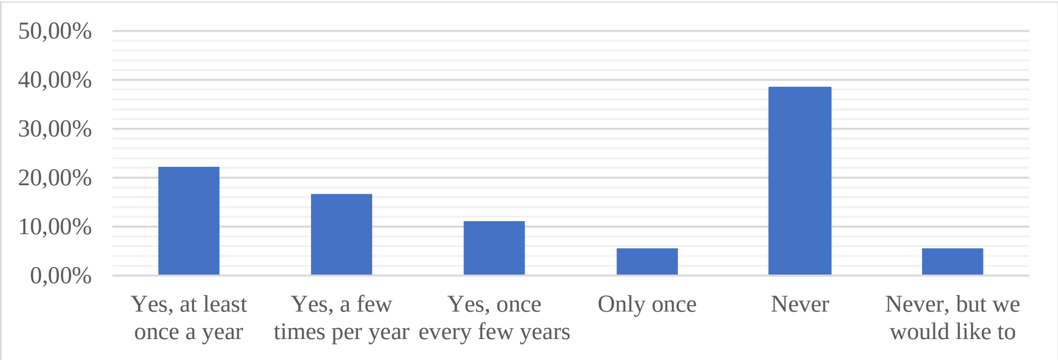
However, a considerable proportion of companies, 33.33% of respondents, prefer to turn to external logistics service providers to meet their logistics needs. By outsourcing their logistics requirements, companies can focus on their core activities, such as production, marketing, and sales. Interestingly, 22.22% of respondents chose a hybrid approach using internal and external logistics resources. This strategy allows them to take advantage of both options, combining direct control's benefits with outsourcing's advantages.

In the rapidly evolving science and technology industry landscape, companies face the challenge of keeping up with the latest discoveries and trends worldwide. As a result, many of these companies must negotiate with foreign partners and operate in an international context. An overwhelming majority – 77.78% of respondents – said they need to use the English language when conducting business. On the other hand, 22.22% of respondents indicated that they do not need to use the English language in their business operations. These companies may operate in the domestic market or have a limited scope of operations that do not require extensive international communication.

The M sector maintains close relationships with academic institutions and research organizations that are critical in developing new technologies and processes. A significant proportion of M-sector companies, 38.89% of respondents, reported collaborating with universities and research institutions at least once a year. This indicates that these companies value the expertise and resources that universities can offer in research and development and actively seek collaboration with them to stay at the forefront of technological innovation. In addition, 11.11% of respondents indicated that they collaborate with universities once every few years. However, a significant proportion of respondents, 38.89%, said they had never worked with universities. This suggests there may be untapped potential for collaboration between these companies and academic institutions.

Interestingly, some respondents expressed a desire to collaborate with universities. 5.56% said they had never worked with them before but would like to, and another 5.56% reported they had only worked with universities once, with complete data visible in Figure 65 below.

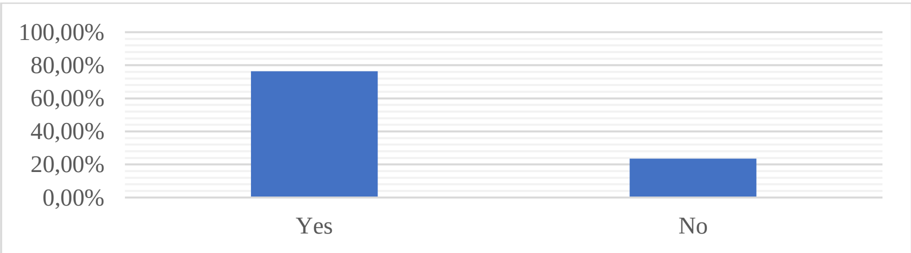
Figure 65: Frequency at which companies from the M sector collaborate with universities and other educational institutions (in percentages)



Source: Own work (2023); n = 18

The idea of a central business hub offering a wide range of services and amenities has gained traction recently as companies seek to streamline operations and reduce costs. 76.47% of respondents expressed interest in participating in such a center. This suggests that many companies see the potential benefits of a central location that offers a range of services, from office space to service providers and other amenities. Despite the potential benefits, some respondents, 23.53%, expressed reluctance to participate in a centralized business center (see Figure 66).

Figure 66: Proportion of companies from the M sector which would be interested in using a one-tier shared services solution (in percentages)



Source: Own work (2023); n = 17

3.5 Summary of preferences for service modules

In Table 34 below, we have gathered the prominent preferences companies from different sectors have regarding the importance of particular services for their business, a summary of findings previously mentioned in the paper. This chart excluded companies from sectors D, E, and T, as they had less than ten total responses. Exact responses can be seen in Table 33.

Table 33: Generalization of main differences between sectors regarding service modules

	Marketing	Accounting	Legal	HR	Supply Chain	Supporting services	Business consulting
A	Important	Not important	Very important	Very important	Very important	Not important	Not important
C	Important	Important	Very important	Important	Very important	Important	Important
F	Important	Extremely important	Very important	Important	Very important	Important	Extremely important
G	Very important	Very important	Very important	Important	Extremely important	Not important	Important
H	Important	Important	Very important	Not important	Very important	Not important	Important
I	Very important	Important	Not important	Not important	Extremely important	Important	Important
J	Important	Not important	Important	Important	Not important	Extremely important	Important
K	Not important	Important	Very important	Important	Not important	Extremely important	Very important
L	Important	Important	Very important	Important	Not important	Not important	Important
M	Very important	Important	Not important	Very important	Very important	Very important	Important
N	Important	Very important	Important	Very important	Not important	Important	Not important
P	Important	Important	Not important	Important	Not important	Very important	Important
Q	Not important	Important	Important	Very important	Important	Important	Important
R	Important	Not important	Not important	Not important	Important	Important	Not important
S	Very important	Important	Not important	Important	Not important	Very important	Very important

Source: Own work (2023)

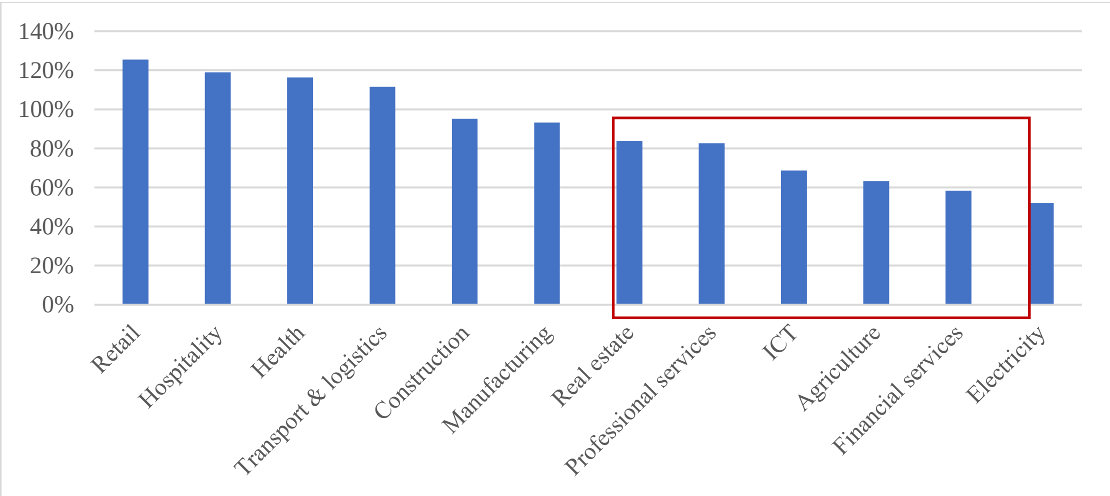
3.6 Beehive Business Hub cost estimation – The Izola Pilot case

On top of analyzing the survey data to grasp better the pain points and preferences that potential candidates for business ecosystems might have, we wanted to prepare an approximation of the costs needed to establish such a project. To prepare the most realistic scenarios, we looked at the Izola Pilot case we were developing with the help of the Izola municipality and other stakeholders.

The conceptualization and construction of simple business zones is a challenging task in itself still, and increasing the complexity to the level of establishing a business ecosystem also raises other requirements, one of which is also the cost estimation and overall financial aspect. The Beehive Business Hub can serve as a medium between SMEs and other stakeholders, as we have seen in the previous section, where they can all, in turn, also benefit from their connection and further aid in the development of the region in which it is situated. Conceptual investment analysis can, in turn, be implemented in any other Slovene region; however, it is necessary to consider regional differences and specifics to ensure that it is optimized to the highest degree.

The paper by Jazbec, Kodrin, Križaj, Pregarc & Tepić (2021) also focused on researching the Business Beehive pilot project in the Izola municipality, emphasizing the general investment analysis and comparing different viable industries that could occupy that space. AJPES data has been analyzed and compared with other statistical regions in Slovenia to determine which industries might make the most significant impact. It should be noted, however, that while an extensive analysis was done in 2021, current global development and a changing economic outlook have raised the prices of assumptions used in these calculations.

Figure 67: Net value added per employee in selected industries in the Coastal-Karst region as a percentage of net value added per employee in the same industries, 2019



Source: AJPES (2021)

Following the findings, qualitative (such as spillover effects, support and sustainability of the local environment, regional talent availability) and quantitative (average yearly wages and growth, net value added per employee (see Figure 66), compound annual growth rate) factors were used to determine the most suitable industries. Other aspects, such as land constraints for specific industries and existing interest from private investors (retail and logistics industries), also contributed to their selection (Jazbec, Kodrin, Križaj, Pregarc, Tepić, 2021).

Comparative methods were used as part of an analytical approach to spatial analysis since the detailed spatial plan was still in development. The plot of land amounts to an area of 88.475 m^2, and spatial regulations and the municipality have defined site-specific boundary conditions. The following figure shows the exact area, and Table 34 below depicts the assumptions used in the operating cost estimations.

Figure 68: Map of the allocated area for the Beehive Business Hub

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (2021)

Table 34: List of assumptions for setup and operating cost estimations

Inputs and assumptions	
Building lifecycle	50 years
Solar energy capacity	kwh/year
Space per employee	e.g., 99m2 per 1 employee
Energy consumption	kwh/m2 per year
Water consumption	liter per year
Share of ancillary activity	e.g. x m2 of ICT y m2 of a restaurant, fitness
Number of employees	in core business according to the scenario
Height restriction	Ground floor + 2

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (2021)

A mixed methods procedure was used in the investment and cost projections involving both analogous and parametric estimates, firstly defining the accurate urban density, deriving the architectural factors, and estimating the square area per scenario. Secondly, setup and operational cost projections were made before the final evaluation to evaluate all scenarios equally (Jazbec, 2021).

To serve as a benchmark for the final cost projections, comparable projects were determined to gauge the accuracy of calculations. The selected projects were chosen based on their date of construction, investment price, quality of urban design, and regional location. After the criteria were established, the following typologies and benchmark projects were analyzed:

- Manufacturing Industry; Iskra mechanisms in Brnik
- Retail center; Planet Koper
- Integrated freight & logistics; Cargo Partner in Brnik
- Office premises (ICT, Financial & Insurance); Ljubljana Technology Park
- Health and social security; Mirje Medical Center in Ljubljana

For the approximate prices of construction costs at that time for the investment analysis, the latest closed public tender data was used from the Chamber of Architecture and Spatial Planning and the projects mentioned above. The sum of setup costs for each scenario was then determined by multiplying the floor areas of specific components with relevant costs per square meter.

Due to the significant variance in plot utilization and construction costs, the total setup costs range between € 30,05 million and € 135,5 million in different scenarios, which can also be examined in the Table 35.

Table 35: Set-up cost estimation per scenario

	Manufacturing industry	**Retail**	**Integrated freight & logistics**	**ICT, Financial & Insurance**	**Health and social security**
The purchase price of the entire plot (EUR)	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50
Total Set up cost (EUR) - ready to move in	33,152,102.97	106,078,090.80	38,216,817.66	112,255,651.88	119,898,720.43

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (*2021*)

Regarding operational costs, the projections are based on the assumption of a 50-year life span of the selected scenarios, and they vary between industries due to different usages, e.g., food service and retail malls are the most energy-intensive. On the other hand, industries such as office spaces, warehouses, and lots do not consume large amounts of energy and are less energy intensive. The lowest operational costs are estimated in the Integrated freight and Logistics industry, whereas Retail would be the highest energy user, with the complete comparison in Table 36 below.

Table 36: Operational cost estimation per scenario for 50 years of operation

	Manufacturing	**Retail**	**Integrated freight & logistics**	**ICT & Financials services**	**Health and social security**
Estimated total operational cost (building only) in EUR	129,031,618.37	222,685,983.73	49,010,922.81	64,994,722.87	72,660,361.82

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (*2021*)

After analyzing the costs for our different business ecosystem scenarios, the next step was to look at the cash inflows, one of the most critical aspects for the largest shareholder, the municipality of Izola. The estimations are based on the fees and taxes paid by the companies in the Beehive Business Hub, as the municipality would receive cash flows in each of the scenarios mentioned above.
Some of the assumptions taken into account include the administrative fee for the building permit issuance (for building values exceeding 420,000 EUR), which amounts to 729.42 EUR + 0.01% building value, as well as the compensation for the use of building land (NUSZ), which costs approximately 0.8 EUR per square meter of the building (Jazbec, Kodrin, Križaj, Pregarc, Tepić, 2021). The estimations of economic effects for each particular scenario are available in the following Table.

To better understand past data on the net value added and gross wage per employee, AJPES data were analyzed to better compare the industries between 2014 and 2019. It was determined that the average yearly growth rate of net value added was the highest in the retail (3,1%) and healthcare (3,2%) sectors, however when looking at the five–year rate, the highest growth was seen in the financial services (23,4%) and healthcare (19,6%), again.
Looking at average gross wage growth, it was the highest in the manufacturing (3,1%) and ICT (2,9%) sectors in the yearly calculations, as well as the five years: 15,2% for manufacturing, 13,9% for ICT (AJPES, 2021).

Table 37: Direct financial effects for a municipality (in EUR)

	Manufacturing	Retail	Transport & logistics	ICT & Financial services	Health
ESTIMATED INFLOWS					
Taxes and fees	20,958,221.76	25,629,711.21	20,559,858.39	19,163,339.82	25,949,971.93
ESTIMATED OUTFLOWS					
Purchase of the remaining plots	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50
Investment in public infrastructure	2,582,022.56	5,633,088.77	3,122,181.54	2,315,020.56	6,014,153.09

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (2021)

Even though all of these estimated inflows (see Table 37) look very inviting, especially from someone working at the municipality, the purpose of the 360° shareholder approach is to determine potential benefits for all other shareholders as well, even indirect effects and spillovers, which are harder to measure. More companies attract more employees to the region, which spend more money locally, perhaps by buying produce from local farmers, using the nearby car wash, or eating at the local restaurant. Firms with more significant value added per employee also pay better, raise the living standards and bring synergies to the local community.

To gather all the previous findings in one comprehensive overview, Jazbec, Kodrin, Križaj, Pregarc, Tepić (2021) also constructed a scenario analysis that determines the most profitable industries for the municipality of Izola. The ICT, insurance, financial services, and health and social security sectors are the better option than the manufacturing, retail, and integrated freight & logistics companies looking to move into the space. The first three industries provide the highest value added per employee while having the most significant demand for new employees. They also align with the "Green Destination" strategy under which Izola operates, as they have a much lower ecological footprint than others.
Furthermore, local talent and opportunities to connect and collaborate with local universities and other educational institutions are available, which could only further sustainable growth. Additional data can be seen in Table 38 below.

Table 38: Scenario analysis

	Manufacturing Industry	Retail	Integrated freight & logistics	ICT	Financial & Insurance	Health and social security
Annual gross wages (2019, EUR)	19,028.98	21,304.43	16,103.87	26,751.14	28,084.06	23,852.44
Maximum number of employees	634	722	510	2077	2077	1311
Total net value added in a year (EUR)	24,950,083.01	34,615,965.68	19,767,964.51	103,114,837.91	120,965,948.39	182,490,942.09
Land allocation cost (EUR)	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50	15,040,877.50
Set up cost (EUR)	33,152,102.97	106,078,090.80	38,216,817.66	112,255,651.88	112,255,651.88	119,898,720.43
Operation costs (50 years, EUR)	129,031,618.37	222,685,983.73	49,010,922.81	64,994,722.87	64,994,722.87	72,660,361.82
Parking spaces	896	2779	553	2099	2099	2099
Spillover effects	Low	None	Low	High	Medium-high	High
Support of local environment	None - low	None - low	None - low	Medium-high	Low	High
Talent availability	YES	YES	YES	YES	YES	YES

Source: Jazbec, Kodrin, Križaj, Pregarc, Tepić (*2021*)

It should be noted that even though the calculations indicate significant differences between the sectors, they should not be used for decision-making without conducting an additional, thorough analysis. Furthermore, this scenario analysis was constructed for the municipality of Izola and its specific factors. Without detailed research, it is not directly reusable for any other potential business ecosystem, as it can reduce the chances of success and potential benefits.

4 DISCUSSION WITH IMPLICATIONS

Improving a company's productivity and future business outlook cannot be magically solved merely by joining a business ecosystem. Even constructing a business ecosystem requires meticulous planning, and accurate assessments of specific stakeholders, what they can bring into a project, and what benefits they can reap. One way to approach this would be to start and develop a business ecosystem concept specific to a region based on their needs (industries with a lower value added per employee, spatial restrictions) and long-term plans. However, we have seen in our research that a way to implement it only partially exists, a less comprehensive solution that can still bring growth and progress. Marinšek, Požun, Bele, Miličević, Sajovic (2021) showed that a feasible solution for large projects is to divide them into two separate parts: investment in the real estate (building of the hub) and investment in setting up and running the hub (the operational side). Combining these insights with the analysis of business zones in Slovenia performed in Chapter 1, it was concluded that there is a need for further steps in the research and adapting the Beehive Business Hub concept in a way where it can also be used to transform already existing, low performing zones, into new hybrid zones. The Beehive Business Hub might be a one-size-fits-all solution for everyone, but the out sample was limited.

As the Beehive Business Hub concept presents a solution built from scratch, two main drivers for value-added were isolated and analyzed to assess their impact on SME growth. This brought us to the development of two additional sub-concepts, the Digital Beehive focused on shared services, and the Facility Beehive focused on real estate facilities. The main idea driving this division is providing the possibility to transform low-performing business zones by adding only some shared services identified in the Digital Beehive or only some real estate facilities identified in the Facility Beehive, enabling a switch to the hybrid zone with lower costs incurred when compared to building a new hub from scratch.

4.1 Digital Beehive (Shared Services)

A Digital Beehive would not require a company to relocate or open a subsidiary in a business ecosystem; it would allow companies to have access to certain services they would require, including but not limited to marketing, accounting, legal and compliance, human resource management, logistics, supporting services (translation, signing up for tenders) and business consulting and development. The ones mentioned above were also given as examples for the service modules in the survey, and we found that, in general, the module most companies emphasize as key for their growth are Marketing and Sales, selected by 38% of respondents, followed by Help in receiving EU funds (selected 13% of the time). The least essential services are translation services, selected only in 2% of the cases.

Accounting was selected as the most important in the F sector, along with Legal services. Overall, Human resource management was not deemed as crucial in most industries, except for the G and N sectors, where it was selected as necessary in 12% of cases. However, the sectors that do need Translation services are J and K industries.

For regional specifics, the Osrednjeslovenska region expressed the highest demand for all mentioned services, as their selection rate is the highest. Looking at company size, firms with one to ten employees seem to express significant demand for Translation services, followed by Help in receiving EU funds, whereas larger ones, with between eleven and thirty employees, mostly need help with legal services, Human resource management, and Supply chain management (see Table 31). Synergies are an essential aspect of joining a business ecosystem and are one of the essential value drivers that would entice a firm to join. The synergy with the largest selection between respondents is "Coworking with other companies in the ecosystem," which further proves that a Beehive enabling companies to enhance cooperation is desired by many.

The second most frequent answer was "Recognition of the company in domestic and foreign markets," indicating that firms wish to find new opportunities, and they view the Beehive as being able to do just that. Thirdly, sustainable planning and growth are valuable, selected in 20% of cases. Different payment options could also be implemented based on the preferences of the companies. While most firms would prefer a pay-as-you-go model, some would still be open to access the services as part of a subscription plan.

As a question in the end, we wanted to gauge the general interest of firms in joining a shared services ecosystem or Digital Beehive, and we found that 82% of respondents would be open to it, meaning that the prospect of it seems valuable to firms. However, there were some differences across firms, with statistical significance evident between sectors, regions, and the number of employees. Sectors showing the most interest are I (Accommodation and Food services activities), N (Administrative and Support activities), and G (Wholesale and Retail trade). Joining a Digital Beehive would be least likely for firms from C (Manufacturing), M (Professional, Scientific, and Technical), and F (Construction).

Regionally, the most interest comes from the Osrednjeslovenska region, followed by the Podravska, Savinjska, and Obalno-Kraška regions. The slightest interest is in the Gorenjska region, followed by Pomurska and Zasavska. Looking also at company size, what was expected and has been confirmed is that firms with one to ten employees would be most prone to joining a Digital Beehive, and slightly larger companies with between eleven and thirty employees mostly would not join. The differences were statistically not significant (see Table 32).

4.2 Facility Beehive (Real Estate)

The Facility Beehive hybrid model would focus on providing companies with all facilities and amenities needed to support their employees, visiting clients, and partners, or improve customers' experience. Based on our in-depth interviews, we found that it is crucial to consider a company's growth prospects, which also depend on the industry in which they work. An IT company, for example, could grow its operations by 50% in five years but would need to increase office space by 10% of its existing area, while on the other hand, a logistics company could grow its operations by 15% and need a 50% area increase to cope with increased inventories. However, when asked about it in the survey, only 25% of companies said that they do, with the majority stating they expect an increase of additional spaces of 20%. The industries that expect the most noticeable increase are from sectors F, G, C, and I; however, the differences between industries were not statistically significant. Looking at a regional perspective, companies in the Osrednjeslovenska region were the ones who expected the most growth; however, in this case, differences between regions were also not statistically significant.

Our initial review of existing business ecosystems has shown that companies provide their employees with many benefits both in-house and in part of the surrounding area. We wanted to provide a wide selection to see which would be of most interest, and while there seems to be a case for establishing fitness and spa centers, a market for fresh produce, and an exhibition area, those were not the most popular among respondents. Most survey results indicate a demand for common office spaces, restaurants where employees can go for lunch or managers can invite corporate partners for informal meetings, and conference rooms to hold workshops and seminars. Moreover, a tremendous demand for charging stations for electric vehicles like e-bikes, electric scooters, and cars indicates that going green is essential to our respondents.

In a hybrid Facility Beehive, the day-to-day operations would generally be run by the management of the Beehive itself. However, a slim majority of respondents (38.46%) would still be more interested in joining such a business ecosystem if they could co-manage it, at least to some degree. In many cases, the opinions of different stakeholders also carry a different weight. However, most support in carrying out essential votes and organizational decisions would go to the company and Beehive management, followed by financial investors, while on the other hand, the state and local municipalities should not involve themselves too much.

Regarding factors important for constructing a business ecosystem, firms claim that the most important is a simple traffic system in the Facility Beehive, followed by direct access to a highway. On the other hand, level terrain and ground equipment are the least important. Most firms would prefer first to rent, then buy the building after renting for a certain period, as opposed to renting only.

As with the Digital Beehive, we wanted to know how prone companies would be to joining a Facility Beehive. We found that 69% of respondents would be willing to, while 31% would not, which shows less interest in joining a real estate business ecosystem than a shared services model. Regarding industry differences, the F-sector shows the largest favorability to join, followed by I and G. Looking at regional specifics, companies from the Gorenjska region would least likely join, while on the other hand, Osrednjeslovenska firms would most likely be in favor of the switch. What is also different from the Digital Beehive is that we can see a propensity to join from larger companies (groups with employees from 51 to 100 and with more than 100).

This can be explained by the fact that many larger companies also have established services (sales and marketing, legal, accounting) in-house, with all of the industry differences being statistically unsignificant however, and full results available in Table 33.

4.3 Limitations and future research opportunities

The present study has some limitations related to the sample's characteristics and the implementation methodology. In particular, the study relied on a non-random sampling method based on a convenience sampling approach that primarily solicited responses from micro, small and medium-sized enterprises (SMEs) because they are more likely to participate in a business ecosystem. While this method may be defensible and consistent with the objectives and focus of the study, it is essential to recognize that using a non-random sampling strategy may result in sample bias that could affect the generalizability of the results.

In addition, the study used "if logic" in the questionnaire, resulting in different sample sizes in different survey sections. This variability could affect the validity of the results and lead to inaccurate results. In addition, respondents had the option to select "Other" even though appropriate options were available, leading to concerns about the accuracy of the data collected. After reviewing the inputs entered from those respondents however, we discarded these inputs as we found that they were not specific enough to be included in the analysis. Finally, it should be noted that the qualitative research component of the study relied on interviews and focus groups conducted with only ten companies, as not all invited companies chose to participate. This may have resulted in limited representativeness of the views and experiences of the broader company population, limiting the generalizability of the findings.

Given the limitations identified in the present study, several avenues for future research can be suggested. These include examining the attitudes and acceptance of business hubs in a more diverse sample of companies to reduce the sample bias associated with the random sampling method. To better understand businesses' specific needs and priorities in using business hubs, further research could examine the relative importance of different service modules to business growth and development, considering differences across industries and business sizes. To this end, surveys with more sophisticated response options could be designed.

CONCLUSION

When we started this project, we were immediately made aware of the issues and shortcomings of Slovenian SMEs and how business zones, a system meant to help improve their productivity and increase their value added, were underutilized and underperforming. Our theoretical research has led us to find successful examples worldwide and understand what makes them stand out and how they can support participating businesses and operate as a business zone and ecosystem – where growth comes organically and sustainably.

Following the theoretical research, we started developing a conceptual model of a Beehive Business Hub which would challenge the existing business zone models in Slovenia. A 360° stakeholder approach was taken to determine the pain points and obstacles that must be addressed when establishing such a comprehensive model, what the participating stakeholders could bring, and which synergies they could reap. The development of a pilot project together with the Municipality of Izola helped us visualize the model and identify the roles of participants similar to what we can witness in nature – the Queen Bees of the Beehive Business Hub, the Beekeepers that keep it up and running and the Bees that are getting more and more productive while providing increasingly more value with each season.

After preparing our business ecosystem concept and comparing its benefits and shortcomings with operational business zones, we wanted to understand how Slovenian companies work, which services they use, which they do not but would like to, and what value they would be looking for when thinking of joining a Beehive Business Hub. Our research methodology involved in-depth interviews and focus groups with small companies from different sectors, where we wanted to get their opinion regarding the services they use, what real estate aspects are vital to them, and which conceptual factors matter.

For the quantitative part of our thesis, we created a survey based on our qualitative findings and sent it out to companies that fit our criteria. We wanted a sample that was as representative as possible, and we also saw that confident respondents forwarded their survey to their colleagues, which we did not reach out to, indicating that they took an interest in the subject; many also reached out to us so that we might share the results of research with them.

The survey results were precise – the concept of a Business Beehive is alluring to the majority and would be considered by the respondents; however, it all depends on the implementation. Every company has its pain points and obstacles; we wanted to know which service modules would be most important for their growth and found differences between companies of different sizes, that work in different industries, and that are located in different Slovenian regions. Even though most Chi-Square tests we conducted were not statistically significant, this result could be different depending on potentially larger samples per category or different splits observed.

Again, the pilot project helped us better understand what is needed to develop a scale project by providing information to create an investment analysis and cost estimations. This also needs to be assessed case by case and should not be approached through a copy-paste mentality, as different regions provide different inputs, and the price of an m2 of land in Koper is not the same as in Murska Sobota. Furthermore, the scenario analysis was also crucial in determining which industries are underdeveloped in the region and could provide the most value-added if approached correctly.

For those that would think of joining a Beehive Business Hub as overwhelming or unnecessary, we provided two hybrid solutions, with the survey data confirming our predictions. The Digital

Beehive would grant access to shared services without requiring a firm to relocate and joining it would be preferred by smaller companies that do not have the operational capacities to do specific processes on their own and outsource them to external providers.

The Facility Beehive, on the other hand, would provide additional amenities for companies joining a physical area, and we have seen that more prominent companies that already do a lot of the supporting processes (accounting, marketing) on their own would instead join this hybrid model compared to the Digital Beehive.

This thesis reviewed the existing state of business zones in Slovenia, collected and analyzed the views of Slovenian companies, and provided solutions for an essential aspect of corporate development going forward.

Furthermore, our research questions, four in total, helped guide us through the whole research, both qualitative and quantitative and allowed us to approach the aforementioned topics from different perspectives.

The first question, “Which shared services and amenities within the framework of the business hub would add the most value to Slovenian companies?”, was very straightforward and clear. Therefore, we were able to directly ask it in our questionnaire. Through the findings from our qualitative and theoretical research we were able to put together a list of main services and amenities from which our respondents could choose. Assessing shared services, marketing was clearly perceived as the most important one. Here, it is important to note that under marketing we were thinking beyond advertising and considered the entire process including product management, sales channels development and market reach strategies. Together with Marketing, help in receiving EU funds, business / management consulting, HR and Accounting were frequently selected as well. Interestingly, only a fraction of companies, 21%, stated they have issues in receiving EU funds and most of them found the process not too challenging, still this service was perceived as one of the most relevant growth drivers for most of the companies. When talking about amenities, office spaces were identified as most useful, in fact 25% of respondents stated that they expect growth in need for office space in the next 3-5 years with most companies expecting the increase to be in the range of 20%-50% compared to current needs. Storage units were also perceived as very important together with the mobility pain point since a lot of companies expressed the need for garage / parking spaces as well as EV chargers, for example. Finally, conference centres wrap up the top four. If we look carefully at the amenities, these are not only solving pain points related with potential future growth but also allowing companies to currently put themselves in a better, healthier, and more sustainable environment since most of them don’t have the resources to invest in these amenities on their own.

The second research question, “How big of an impact would separate shared service modules have on these companies?”, allowed us to analyze the needs across industries based on which we created the matrix on page 128. We decided to more deeply analyze the industries relevant for the Izola pilot case but also the ones from which we received the most responses on our survey. For the manufacturing industry, C, legal and supply chain services were identified as essential to operate effectively and efficiently while complying with legal requirements and managing risk. By working with experienced legal and supply chain professionals, manufacturers can ensure that they are well-positioned to succeed in a competitive and constantly evolving industry. The retail and wholesale industry, G, found all service modules, except supporting services, important, with the highest relevance of the supply chain module, followed by marketing, accounting, and legal. When looking at financial and IT services (Industries K and J), the picture slightly changes considering that these companies have a different business model, product or service and customers compared to the manufacturing and retail industries. For them, supporting services were the most important with a specific focus on receiving EU funds.

From the very start we were aware of the complexity related to financing and building a regular business zone and through our work we realized that the Beehive ecosystem in the current proposal would add an additional layer to the whole story. With this in mind we defined our third research question as “How much would the average setup and operational cost be for the amenities in the Facility Beehive?”. To answer it, we also collaborated with our alumni colleagues with architecture background who helped provide the main inputs behind the assumptions, cost estimates and benchmark criteria for other projects. Due to the significant differences in plot utilization and construction costs, we saw that total setup costs range between €30.05 million and €135.5 million in different scenarios, while the 50-year operational costs range from approximately €50 million to €220 million. Combined with the findings from the qualitative research this realization was the main driver behind the decision to investigate and develop the Digital Beehive model as it was clear that the big-picture project would lack the immediate impact we were aiming for, and its realization would be highly dependent on the success of raising initial financing.

With our final research question, “How would outsourcing some shared (supporting) services help companies focus on their core business?”, we thrived to assess the main benefits companies would see if joining a digital business hub. Our research showed that outsourcing these services would primarily allow these companies to explore new market opportunities, facilitate employee development, product or service development, expand sales channels (or market reach) and the end improve their productivity through digitalization. On top of the mentioned, being in an environment naturally designed to foster synergies companies would much easier co-work with other businesses, receive both domestic and international recognition and manage sustainable growth – all of which would then allow them to better focus on their core business.

The different findings just outlined the complexity of the topic and the “Pandora box” we opened, but also reinforced the need for a structured and serious approach.

While the Beehive Business Hub can be established with different companies and in different regions, the project's success and longevity are determined by an in-depth analysis and thorough preparations beforehand to determine the specific factors and create an environment that creates value above all. If not, it could transform into just another business zone, of which there are too many already, as we have seen — quality over quantity.

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APPENDICES

Appendix 1: Executive summary in Slovenian – Slovenski povzetek

Pandemija COVID-19 je bila precejšen izziv za svetovno družbo na vseh področjih, med drugim tudi v poslovnem sektorju. Ljudje so začeli delati od doma, ostajali v karantenah mesec za mesecem in se privadili na nov način življenja. Sedaj, ko je tega (večinoma) konec, so določena podjetja sprejela nove hibridne načine poslovanja, ne želijo si pa vsi ostati zgolj samo na spletu in bi radi privabili delavce v pisarne, saj cenijo človeški stik in delo v živo ter ga vidijo kot ključnega za produktivnost in dvig vrednosti. Ključno je bilo se navaditi na novo realnost, kar samo dodatno podpre dejstvo da je prilagodljivost ena izmed najbolj ključnih poslovnih veščin v našem času.

Na področju inovacij in managementa postaja concept poslovnih ekosistemov bolj in bolj pomemben (Kapoor in Lee, 2013; Tsujimoto, Kajikawa, Tomita & Matsumoto, 2018). Definicija poslovnega ekosistema temelji na samem tipu ekosistema; vsak ima lahko različne karakteristike, načine reševanja problemov in razvojne cilje, a v vsakem so ključni tako poslovni kot tudi neposlovni člani. Vsak ima svojo vlogo in svoj doprinos, v poslovnem ekosistemu pa prav tako pozitivni učinki mreženja vzgajajo samorastno dinamiko razvoja (Pidun, Reeves in Schűssler, 2019).

Slovenija ima na tem področju že obstoječe sisteme, ki jih imenujemo poslovne cone. Skupno jih ima 653 (razvitih do leta 2019), a kljub temu jih precej ne dosega svojega potenciala, mnogo jih ni optimalno izkoriščenih in dopuščajo ogromno prostora za nadaljni razvoj in izboljšave (Bizjak, 2019). Namen tega magistrskega dela je predstavitev trenutnega položaja poslovnih con in pokazati priložnosti za izboljšave ter inovacije, ki bi lahko povečale njihovo produktivnost in dodano vrednost. Za dosego tega je bilo potrebno:

- Definirati teoretično ozadje in se seznaniti s podatki o poslovnih ekosistemih z analizo uspešnih praks na svetovni ravni.
- Identificirati deljene storitve in dodatne ugodnosti, ki bi rešile najbolj boleče točke za specifične industrije s pomočjo poglobljenih intervjujev in ankete.
- Definirali vpliv dodatnih ugodnosti v Objektnem Poslovnem Panju ter analizirali povprečne stroške vzdrževanja.
- Predstavili ključne faze rasti Poslovnega panja ter ocenili okoljski vpliv rastočega poslovnega ekosistema.
- Naredili načrt za implementacijo pilotnega projekta za Poslovni Panj v občini Izola.
- Razložili 360-stopinjski pristop do analize vpliva ki bi ga imel Poslovni Panj na vse deležnike, predvsem na primeru Izole in hkrati na širšo regijo ob splošni implementaciji.
- Zasnovali model, ki bi omogočil vzpostavitev hibridnih Poslovnih Panjev v slabo delujočih poslovnih conah po Sloveniji.

Za analizo smo se osredotočali predvsem na mala in srednje velika podjetja, saj so ta bolj nagnjena k priključitvi v poslovno cono in dostikrat nimajo vzpostavljenih podpornih storitev znotraj lastnega podjetja, kot je to bolj pogosto pri večjih podjetjih.

Od podjetij smo želeli izvedeti, kako pogosto uporabljajo določene storitvene module, kako za njih plačujejo, katere dejavnosti delajo s pomočjo lastnih poslovnih kapacitet in katere jim manjkajo. Storitvene module smo razdelili na sedem širših področij: trženje, računovodstvo, pravne storitve, upravljanje s človeškimi viri, logistika, podporne storitve (npr. prevajalstvo) ter poslovno svetovanje in razvoj. Ugotovili smo, da obstajajo ponekod tudi precejšnje razlike glede na njihove potrebe, ki smo jih preverili s pomočjo statističnih testov in v določenih primerih ugotovili, da so te statistično pomembne. Prav tako obstajajo razlike med Slovenskimi statističnimi regijami in med velikostjo podjetij. Proces izboljšave produktivnosti podjetja se v nobenem primeru ne bi rešil samo s priključitvijo k Poslovnemu Panju, kajti sama vzpostavitev terja natančno načrtovanje, spoznavanje sodelujočih deležnikov ter načrt rasti in razvoja poslovnega ekosistema. Na začetku bi bilo vedno najboljše se spoznati s specifikami določene regije (in občine), kjer bi se Poslovni Panj nahajal. Poleg tega obstajata še dve drugi rešitvi – za podjetja, ki si ne bi želela pridružiti Poslovnemu Panju ali pa za že delujoče poslovne cone, ki bi potrebovale zgolj nadgradnjo. Za ta dva primera sta predstavljeni tudi hibridni rešitvi Digitalni Poslovni Panj ter Objektni Poslovni Panj, ki z manj investicijami in truda lahko prav tako izboljšata stanje na tem področju.

Digitalni Poslovni panj od podjetja ne bi zahteval menjave lokacije ali odpiranja podružnice na novem ozemlju, bi pa omogočil podjetjem dostop do raznih storitev, ki bi jih potrebovali (npr. iz že prej naštetih storitvenih modulov). Rezultati so pokazali, da bi bil ta pristop veliko bolj po godu manjšim podjetjem, ki nimajo dostopa do določenih storitev znotraj lastnega podjetja in za to velikokrat najamejo zunanje izvajalce. Ključne bi bile tudi sinergije, ki bi jih podjetja prejela že zgolj s sodelovanjem v takem poslovnem ekosistemu, saj bi preko omrežja imela tudi dostop do drugih podjetij in bi tako veliko lažje nastala nova sodelovanja. Objektni Poslovni Panj bi podjetjem omogočil razne ugodnosti v bližini poslopja, kot so skupni prostori, garaže, električne polnilnice za zelena vozila, tržnice in restavracije, če jih naštejemo le par. Naši podatki kažejo, da bi bil ta hibridni model bolj primeren za večja podjetja, ki imajo mnoge storitvene dejavnosti na voljo znotraj podjetja, bi pa dobili precej koristi od zunanjih ugodnosti, s katerimi bi se lahko izboljšala produktivnost ter kakovost življenja njihovih zaposlenih, ki znatno vplivata na uspešnost. Poleg tega je v Objektnem Poslovnem Panju za podjetja ključna prometna ureditev in dostopnost, trajnostna in zelena gradnja ter možnost širitve v prihodnjih letih, če bi to zahtevala rast podjetja. S pomočjo združitve ugotovitev iz znanstvene literature in rezultatov empirične raziskave smo razvili poslovni model za vzpostavitev poslovnega ekosistema, ki je namenjen reševanju problemov s katerim se soočajo srednje in mala velika podjetja in poslovne cone v Sloveniji. S pomočjo pilotnega projekta, ustvarjenega z občino Izola smo pridobili zelo dober vpogled v vse potrebne korake, ki so potrebni za implementacijo, poleg tega smo dobili tudi vpogled v potrebne investicijske analize in ocene stroškov. Na podlagi ankete smo ugotovili, da podjetja potrebujejo nov pristop in drugačne rešitve, ki bi jim pomagale rešiti probleme s katerimi se soočajo, ni pa nujno da je to lahko v prav Poslovnem

Panju, lahko je to s pomočjo Digitalnega ali Objektnega Panja. Razlike med industrijami in regijami so opazne, kar samo še bolj opozarja na dejstvo, da uspešnost zavisi od predhodnjih priprav in natančnosti analiz. Ne rabimo dodatnih poslovnih con, kajti v tem primeru je kvaliteta pomembnejša od kvantitete.

Appendix 2: NACE Classification of Economic Activities in the European Community

A - Agriculture, forestry and fishing

B - Mining and quarrying

C - Manufacturing

D - Electricity, gas, steam, and air conditioning supply

E - Water supply; sewerage; waste management and remediation activities

F - Construction

G - Wholesale and retail trade; repair of motor vehicles and motorcycles

H - Transporting and storage

I - Accommodation and food service activities

J - Information and communication

K - Financial and insurance activities

L - Real estate activities

M - Professional, scientific and technical activities

N - Administrative and support service activities

O - Public administration and defense; compulsory social security

P - Education

Q - Human health and social work activities

R - Arts, entertainment and recreation

S - Other services activities

T - Activities of households as employers; undifferentiated goods - and services - producing activities of households for own use

U - Extra-territorial organizations and bodies

Appendix 3: Interview questions and notes with Company 1 representative.

(Q1) SHARED SERVICES: WHAT SHARED SERVICES WOULD BENEFIT YOUR COMPANY MOST?

(Q2) REAL ESTATE: WHAT ARE IMPORTANT FACTORS FOR YOUR COMPANY WHEN DECIDING ON THE REAL ESTATE PART OF THE BUSINESS HUB?

(Q3) CONCEPTUAL PART: WHAT KIND OF BUSINESS HUB CONCEPT WOULD BRING THE MOST VALUE TO YOUR COMPANY, AND WHAT ARE YOUR PERSPECTIVES ON THE GOVERNANCE AND VOTING RIGHTS OF THE HUB?

Ljubljana, 17.4.2022

- We must consider two perspectives, that of the owner and that of the employees. Moreover, the owner wants to keep property management costs as low as possible. Aspect for sustainable real estate - net zero: carbon management, energy efficiency, water management, waste management.
- VR and AR, there should be the ability to do virtual building tours that apply to all different devices - editing through VR glasses with pop-ups (building sustainability).
- Regarding what can be improved with technology, real estate management, building sustainability, AR VR, and using it to improve user experience. Also, cost reduction and management.
- For employees, working from home is becoming more critical, efficient transportation (car sharing, e-bikes, bicycles - with the lowest possible carbon footprint).
- In conference room systems, everything is consolidated and homogenous.
- Urbanization: subvention of housing needs or office spaces. Izola specific: problem with too less housing and too much of offices (that are not used).

Appendix 4: Interview notes with Company 2 representative

(Q1) SHARED SERVICES: WHAT SHARED SERVICES WOULD BENEFIT YOUR COMPANY MOST?

(Q2) REAL ESTATE: WHAT ARE IMPORTANT FACTORS FOR YOUR COMPANY WHEN DECIDING ON THE REAL ESTATE PART OF THE BUSINESS HUB?

(Q3) CONCEPTUAL PART: WHAT KIND OF BUSINESS HUB CONCEPT WOULD BRING THE MOST VALUE TO YOUR COMPANY, AND WHAT ARE YOUR PERSPECTIVES ON THE GOVERNANCE AND VOTING RIGHTS OF THE HUB?

Ljubljana, 18.5.2022

- Regarding services that a beehive offers, HR would be useful to the companies and very helpful in better matching employees and companies with applicants. We temporarily outsource HR when we are looking for new employees.
- They also outsource IT, accounting and security, legal services, and occupational and fire safety.
- The growth of their value-added would probably come most from marketing and consultancy services to digitize their business.
- For services, they put much more emphasis on quality of service and genuine collaboration.
- Access to the business center is critical (highway), and the zone is accessible and organized (the roads and buildings).
- In terms of supporting activities, they stated that the most important thing for them would be an electric charging station. We want to reiterate that a gym or sports hall would also be helpful so that staff can exercise if they want to. A restaurant or "Menza" would also be great, even a bar or café would be nice. Mentoring and educational events and courses would be interesting.
- In terms of synergies, they would benefit most from someone to help them with research and development or help them realize specific ideas that would benefit their business, so they collaborate with businesses in the Beehive. Administrative buildings would not help much, mainly because much of the administrative stuff has moved to the internet (e-Uprava).
- Regarding voting rights, there could be an incentive where companies with more net value growth would have more rights or companies that would invest more in the community, in their development, so based on a criterion (Such as evaluating suppliers in ISO 9001).

Appendix 5: Notes with focus group 1 representative (Company 3, 4, 5)

Ljubljana, 6. 2. 2022

(Q1) SHARED SERVICES: WHAT SHARED SERVICES WOULD BENEFIT YOUR COMPANY MOST?

(Q2) REAL ESTATE: WHAT ARE IMPORTANT FACTORS FOR YOUR COMPANY WHEN DECIDING ON THE REAL ESTATE PART OF THE BUSINESS HUB?

(Q3) CONCEPTUAL PART: WHAT KIND OF BUSINESS HUB CONCEPT WOULD BRING THE MOST VALUE TO YOUR COMPANY, AND WHAT ARE YOUR PERSPECTIVES ON THE GOVERNANCE AND VOTING RIGHTS OF THE HUB?

- The winemakers use external services such as accounting and seasonal labor, which they need at harvest time.

- When they need marketing for specific projects, they mainly outsource certain agencies to design websites.
- Legal services are also crucial for them as they always need a lawyer. They also outsource IT.
- The biggest problem is to quickly get to the providers of these services and ensure they are quality services. They need to find someone who has similar standards and values as them.
- Most of them handle the logistics themselves, for example, within Slovenia, and they have external partners for delivery outside Slovenia. Responsiveness is also one of the most critical factors, especially in logistics. You have seen how some companies that did not know how to network in times of crisis failed to do so.
- If they had to choose one thing to lay the foundation for their business, marketing strategy would be one of the most critical factors. In Izola, marketing is essential for us, we have countless tools, but if we have a professional in marketing, all these products will be placed on the world markets. There are many quality wines, but we have not been marketed well.
- As for logistics, they must be located near the highway. If it is a fiscal business center, they need to have a warehouse that also offers other services, parking, and valuable if it is near the administrative building so you can do all the administrative tasks in one place, the post office, the bank, that it is accessible and makes sense if you need a warehouse.
- They believe collaboration with universities is crucial for business hubs to explore new knowledge and collaboration between entrepreneurs to help each other and take care of business.
- One of the problems they face is the shortage of human resources in the construction, tourism, and hospitality sectors. In an intense environment, a business center would attract more personnel.

Appendix 6: Notes with focus group 2 representatives (Company 6, 7, 8)

Ljubljana, 11.4.2022

(Q1) SHARED SERVICES: WHAT SHARED SERVICES WOULD BENEFIT YOUR COMPANY MOST?

(Q2) REAL ESTATE: WHAT ARE IMPORTANT FACTORS FOR YOUR COMPANY WHEN DECIDING ON THE REAL ESTATE PART OF THE BUSINESS HUB?

(Q3) CONCEPTUAL PART: WHAT KIND OF BUSINESS HUB CONCEPT WOULD BRING THE MOST VALUE TO YOUR COMPANY, AND WHAT ARE YOUR PERSPECTIVES ON THE GOVERNANCE AND VOTING RIGHTS OF THE HUB?

- For them, one of the main problems is that it is tough to achieve natural synergies with other companies because the business area in which they are located has difficulty providing such opportunities. In the Business Ecosystems themselves, they would like a department, a team of people, and mentors to ensure companies can successfully connect.
- They have found that SMEs have trouble getting investments and figuring out what investors say and want. Financial advice is therefore crucial in such a business environment.
- However, IT and legal advice are paramount to their industry if companies have not yet developed HR. SMEs have the biggest problems with IT and digitalization.
- Regarding real estate, they also need suitable rental premises and proximity to restaurants for employees. Proximity to institutions, especially banks, which are essential for us, always universities.
- Mentoring for young companies should be located in the business center; we do not have well-developed mentoring in Slovenia. Workshops and other training that would help develop young businesses would also be helpful.
- The services that we need daily due to our field of work are accounting and legal services, otherwise, we currently have a lawyer and an accountant employed, so we do not outsource anything, but years ago, I also outsourced. However, I always had a problem finding something quickly that was also high quality and relatively affordable.
- In marketing and advertising, at some point, you need physical labor to put up posters and the like on outdoor surfaces. If you envisage a business center where several industries unite, you also need companies providing various technical labor.
- Some of them also had a big problem with digitalization years ago; we did not know how to deal with it. So, it is essential to have a good IT service provider. IT is still outsourcing, and we are not satisfied with the results.
- They lack quality business or development consulting.
- They do not think the physical part is that important, and everything can be done online, even in our company, we work remotely.
- If you want to attract foreign investors, maybe they are more afraid to invest in a company that is not so close to a big city in terms of travel. I think from a management perspective, it might be difficult to run things outside of a big city
- For example, an online and physical office that helps young companies apply for tenders, and EU funds would attract them the most.
- It is essential to make an excellent offer to HR to develop young talent because young people are fleeing Slovenia. Companies offer them long-term development and promotion opportunities.

Appendix 7: Notes with focus group 3 representatives from Company 9 and 10

Ljubljana, 11.6.2022

(Q1) SHARED SERVICES: WHAT SHARED SERVICES WOULD BENEFIT YOUR COMPANY MOST?

(Q2) REAL ESTATE: WHAT ARE IMPORTANT FACTORS FOR YOUR COMPANY WHEN DECIDING ON THE REAL ESTATE PART OF THE BUSINESS HUB?

(Q3) CONCEPTUAL PART: WHAT KIND OF BUSINESS HUB CONCEPT WOULD BRING THE MOST VALUE TO YOUR COMPANY, AND WHAT ARE YOUR PERSPECTIVES ON THE GOVERNANCE AND VOTING RIGHTS OF THE HUB?

- Growing companies need business consulting, also from the point of view of investors, contacts with other companies, and help in applying for public tenders. In addition, young companies are looking for a bank and a company that provides loans and financing; a tutorial could be set up as a hub for financing several smaller companies.
- It is also essential to have an HR hub so that the workforce can exchange ideas in a 360° area. We would also like coaching opportunities such as education and learning connections with universities.
- In Slovenia, we have a relatively poor network abroad. We should make sure that when our companies grow, they have the opportunity to become competitive in the world market and attract foreign investors. The problems in attracting foreign capital and foreign investors to Ljubljana are worth mentioning.
- It is difficult to outsource quality and affordable accounting and legal services; IT is also critical, as sales are made online. Regarding accounting, the solution would be to be as cheap and accessible as possible. It can also be digital as long as the cost is lower.
- Combining components is also possible digitally; a digital hub is a good idea also because of foreign investors, we could offer some cheap digital options for companies (quality, security).
- Regarding real estate, the facility can be self-sufficient and efficient, with many options, healthy food, sports, walking, and work-life balance, which the facility needs. More extensive facilities must be retrofitted for transportation operations - legislation is changing to allow operations to expand. With ample power consumption, optimization is needed, making a solar power plant, linking mobility and power, and possibly solar panels an issue.
- As for the actual concept of a business park, we should have subsidies, facilitation, and commercial space quality opportunities. Help with investments and attracting people.
- Matice is necessary to increase business competitiveness. Matice could provide coaching, business evaluation, and some development management.

Appendix 8: Survey

Pozdravljeni,

študentje Ekonomske Fakultete, Univerze v Ljubljani, pripravljamo magistrsko nalogo na temo razvoja modela poslovnih con nove generacije, ki prispeva k dvigu dodane vrednosti na zaposlenega, ustvarjanju novih delovnih mest, boljšem razvoju malih in srednje velikih podjetji ter enakomernejšem regionalnem razvoju v Sloveniji. Namen raziskave je ugotoviti, kako učinkovito oblikovati nove poslovne ekosisteme in ali je za majhna in srednje velika podjetja ključno imeti digitalna poslovna stičišča, fizična poslovna stičišča ali kombinacijo obojega.

Za izpolnjevanje ankete boste potrebovali približno 10 minut časa. Zbrani podatki bodo obravnavani strogo zaupno in analizirani na splošno in nikakor na ravni odgovorov posameznika.

Za vaše sodelovanje se vam prijazno zahvaljujemo.

Razvrstitvena/uvodna vprašanja

Q1 - Prosimo, označite svoj spol:

- Moški
- Ženski
- Ne želim odgovoriti

Q2 - Kakšna je vaša funkcija v podjetju?

- Lastnik
- Direktor
- Zaposleni

Q3 - Koliko zaposlenih ima vaše podjetje?

- 1 - 10
- 11 - 30
- 31 - 50
- 51 - 100
- Več kot 100

Q4 - V kateri panogi realizirate največji del vašega prihodka (NACE klasifikacija)?

____

Q5 - Prosim izberite kakšen tip produkta/storitve ponuja vaše podjetje:

- Fizični produkt
- Fizična storitev
- Digitalni produkt
- Digitalna storitev
- Kombinacija fizične in digitalne storitve
- Kombinacija fizičnega in digitalnega produkta

- Kombinacija fizičnega produkta in digitalne storitve

Q6 - Prosim označite, ali so vaše stranke posamezniki ali podjetja?

- Podjetja (B2B)
- Posamezniki (B2C)
- Drugo (prosim razložite)

Q7 - Ali vaš način obratovanja omejuje vašo zmožnost premikanja in menjavo lokacije (npr. kmetijstvo in obdelovalne površine, proizvodni obrati)?

Likert 1-7

Q8 - Je vaše obratovanje bolj sezonsko (veliko povpraševanje v specifičnih obdobjih) ali enakomerno obratujete tekom celega leta?

- Sezonsko

Q9 - Kako rešujete višje delovno obremenitev med sezonskimi vrhi?

- Zaposlovanje dodatnih sezonskih delavcev
- Višje število delavnih ur za redno zaposlene delavce
- Drugo (razlaga)

Q10 - Kako pomembni so sezonski delavci za vaše poslovne rezultate? (Likert 1-7)

- Ali imate težave pri iskanju sezonskih delavcev?

o Da

Q11 - S katerimi težavami se soočate pri iskanju sezonskih delavcev?

o Sodelovanje z agencijami za zaposlovanje
o Pomankanje specializiranih delavcev
o Vize ali drugi dokumenti za delavce iz tujine
o Pomanjkanje sistema za iskanje sezonskih delavcev
o Drugo (razlaga)

Q12 - Bi prisotnost zanesljivega partnerja pri iskanju sezonskih delavcev znatno vplivala na rast vašega podjetja? (Likert 1-7)

o Ne

Q13 - Kako najdete sezonske delavce?

o Najdemo jih sami iz obstoječe baze sezonskih zaposlenih
o Najdemo jih lastnoročno iz različnih virov
o Sodelujemo z agencijami za zaposlovanje
o S pomočjo priporočil
o Drugo (razlaga)

- Tekom celega leta (from Q8)

Deljene storitve (oz. storitve za poslovno podporo) smo definirali kot profesionalne storitve, ki so ključne pri uspešnem obratovanju vsake organizacije. Pravilna implementacija teh storitev omogoča, da se podjetja osredotočijo na njihove ključne poslovne procese ter na rast in doseganje ciljev. Primeri teh storitev so: finance, računovodstvo, trženje, upravljanje človeških virov, pravne storitve, informacijske storitve, dobavne verige, itd.

Modul trženja

<u>Spletna stran (postavitev)</u>

Q14 - Ali ima vaša spletna stran tudi spletno trgovino?

- Da
- Ne

Q15 - Ali veste kaj je optimizacija spletnih strani (SEO optimization)?

- Ne vemo kaj je optimizacija spletnih strani
- Da

Q16 - Ali jo uporabljate?

- Da

Q17 Prosim označite, kako zahtevna se vam zdi optimizacija spletnih strani SEO

  o Likert 1-7

- Ne

Q18 - Zakaj?

  o Predrago (Likert 1-7)
  o Ne potrebujemo je v našem podjetju (Likert 1-7)
  o Je v nastajanju (Likert 1-7)
  o Nismo imeli časa da s tem začnemo (Likert 1-7)
  o Nimamo znanja, da bi s tem začeli (Likert 1-7)
  o Drugo

Q19 - Prosim označite kako ste se lotili postavitve spletne strani:

  o Najemanje zunanjih ponudnikov storitev

  Q20 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

  - Pomanjkanje lastnih operativnih kapacitet (Likert 1-7)
  - Pomanjkanje lastnega znanja (Likert 1-7)
  - Cenovno bolj ugodno (Likert 1-7)
  - Časovno bolj ugodno (Likert 1-7)
  - Drugo

  Q21 - Kako pogosto najemate zunanje storitve?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)

  Q22 - Prosim označite, kako bi želeli plačati za storitev:

  - Po porabi (ko storitev potrebujem, jo naročim in plačam
  - Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
  - Mešanica obojega

  o Znotraj podjetja (from Q19)

  Q23 - Zakaj ste se odločili, da to izvedete znotraj podjetja?

  - Omejen dostop do zunanjih ponudnikov storitev
  - Pomanjkanje zunanjih ponudb

    - Finančne omejitve (cena)
    - Kvaliteta storitev (zaupanje do ponudnikov)
    - Drugo

Q24 - Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- o Pomanjkanje lastnih kapacitet (Likert 1-7)
- o Pomanjkanje lastnega znanja (Likert 1-7)
- o Cenovna ugodnost (Likert 1-7)
- o Časovni dostop do storitev likert (Likert 1-7)
- o Drugo

Q25 - Kako pogosto to uporabljate?

- o Občasno (na podlagi potrebe)
- o Redno (tedensko, mesečno)

Q26 - Prosim označite, kako bi želeli plačati za storitev:

- o Po porabi (ko storitev potrebujem, jo naročim in plačam
- o Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- o Mešanica obojega
- o Mešanica – Sodelovanje z notranjimi in zunanjimi partnerji

Q27 - Kako pogosto to uporabljate?

- o Občasno (na podlagi potrebe)
- o Redno (tedensko, mesečno)

Q28 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- o Nimamo spletne strani (from Q16)

Q29 - Zakaj je nimate?

- o Predrago (Likert 1-7)
- o Ne potrebujemo je v našem podjetju (Likert 1-7)
- o Je v nastajanju (Likert 1-7)
- o Nismo imeli časa da s tem začnemo (Likert 1-7)
- o Nimamo znanja, da bi s tem začeli (Likert 1-7)
- o Drugo
- o Trenutno je ne potrebujemo, jo bomo pa mogoče v prihodnosti

Q30 - Če bi jo potrebovali v prihodnosti, kako bi se lotili postavitve spletne strani?

- o Najemanje zunanjih ponudnikov storitev

Q31 - Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- o Pomanjkanje lastnih kapacitet (Likert 1-7)
- o Pomanjkanje lastnega znanja (Likert 1-7)
- o Cenovna ugodnost (Likert 1-7)
- o Časovni dostop do storitev (Likert 1-7)
- o Drugo

Q32 - Prosim označite, kako bi želeli plačati za storitev:

- o Po porabi (ko storitev potrebujem, jo naročim in plačam
- o Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- o Mešanica obojega
- o Znotraj podjetja

Q33 Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- o Omejen dostop do ponudnikov storitev
- o Pomanjkanje ponudb
- o Finančne omejitve (cena)
- o Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- o Tveganje kibernetske varnosti
- o Drugo

Q34 - Prosim označite, kako bi želeli plačati za storitev:

- o Po porabi (ko storitev potrebujem, jo naročim in plačam
- o Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- o Mešanica obojega
- o Mešanica – Sodelovanje z notranjimi in zunanjimi partnerji

Q35 - Kaj je bil razlog, da ste v eni točki najeli zunanjega izvajalca storitev?

- o Pomanjkanje lastnih kapacitet (likert 1-7)
- o Pomanjkanje lastnega znanja likert (1-7)
- o Cenovna ugodnost (likert 1-7)
- o Časovni dostop do storitev likert (1-7)
- o Drugo

Q36 - Kako pogosto to uporabljate?

- o Občasno (na podlagi potrebe)
- o Redno (tedensko, mesečno)

Q37 - Prosim označite, kako bi želeli plačati za storitev:

- o Po porabi (ko storitev potrebujem, jo naročim in plačam
- o Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- o Mešanica obojega

Pisanje vsebin (npr. za potrebe trženja)

Q38 - Za katere potrebe potrebujete pisanje vsebin

- o Spletna stran
- o Družbeni mediji
- o Digitalni katalogi
- o Fizični katalogi
- o Opisi produktov/storitev
- o Drugo (razlaga)

Q39 - Prosimo označite, kako se lotite pisanja vsebin znotraj vašega podjetja:

- o Najemanje zunanjih ponudnikov storitev

  Q40 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q41 - Kako pogosto to uporabljate?
- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q42 - Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

o Znotraj podjetja

Q43 - Zakaj ste se odločili, da to izvedete znotraj podjetja?
- Omejen dostop do zunanjih ponudnikov storitev
- Pomanjkanje zunanjih ponudb
- Finančne omejitve (cena)
- Kvaliteta storitev (zaupanje do ponudnikov)
- Drugo

Q44 - Če bi iskali zunanjega izvajalca, kaj bi bil glavni razlog za to?
- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q45 - Kako pogosto to uporabljate?
- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q46 - Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – Sodelovanje z notranjimi in zunanjimi partnerji

Q47 - Kaj je bil razlog, da ste v eni točki najeli zunanjega izvajalca?
- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q48 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q49 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

o Nimamo pisanja vsebin v podjetju (from Q38)

Q50 - Zakaj ga nimate?

- Predrago (likert, 1-7)
- Ne potrebujemo je v našem podjetju (likert, 1-7)
- Je v nastajanju (likert, 1-7)
- Nismo imeli časa da s tem začnemo (likert, 1-7)
- Nimamo znanja, da bi s tem začeli (likert, 1-7)
- Drugo
- Trenutno je ne potrebujemo, jo bomo pa mogoče v prihodnosti

Q51 - Če bi jo potrebovali v prihodnosti, kako bi se lotili postavitve spletne strani?

- Najemanje zunanjih ponudnikov storitev
- Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?
- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q52 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q53 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Tveganje kibernetske varnosti
- Drugo

Q54 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

- Mešanica – sodelovanje z notranjimi in zunanjimi partnerji

Q54 - Kaj bi bil razlog, da bi v prihodnosti sodelovali z zunanjim partnerjem?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q55 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Upravljanje družbenih medijev</u>

Q56 - Kdaj objavljate na vaša družbena omrežja?

- Načrtovano glede na vnaprej dorečeno strategijo in cilje
- Ko imamo posodobitve v podjetju, ki bi jih želeli deliti
- Ko imamo čas za to
- Objavljamo naključno

Q57 - Na katerih družbenih omrežjih ste prisotni?

- Instagram
- Facebook
- Linkedin
- YouTube
- TikTok
- Drugo (razlaga)

Q58 - Zakaj uporabljate označena družbena omrežja

- Ker je najbolj primerno za naše stranke
- Ker je priljubljeno
- Ker je uporaba lahka
- Na podlagi priporočil drugih
- Ne vem

Q59 - Prosimo označite, kako se v podjetju lotevate tega (kdo vam upravlja z računi na družbenih omrežjih):

- Zunanji ponudnik storitev

Q60 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)

- Drugo

Q61 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q62 - Zakaj ste se odločili, da to izvedete znotraj podjetja?

- Omejen dostop do zunanjih ponudnikov storitev
- Pomanjkanje zunanjih ponudb
- Finančne omejitve (cena)
- Kvaliteta storitev (zaupanje do ponudnikov)
- Drugo

Q63 - Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q64 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – Sodelovanje z notranjimi in zunanjimi partnerji

Q65 - Kaj je bil razlog, da ste se v eni točki obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q66 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Nimamo družbenih omrežij

Q67 - Zakaj jih nimate?

- Predrago (likert, 1-7)
- Ne potrebujemo je v našem podjetju (likert, 1-7)
- Je v nastajanju (likert, 1-7)
- Nismo imeli časa da s tem začnemo (likert, 1-7)
- Nimamo znanja, da bi s tem začeli (likert, 1-7)
- Drugo
- Trenutno jih ne potrebujemo, jih bomo pa mogoče v prihodnosti

Q68 - Če bi jih uporabljali v prihodnosti, katere bi uporabljali?

- Instagram
- Facebook
- Linkedin
- YouTube
- TikTok
- Drugo (razlaga)

Q69 - Če bi jih potrebovali v prihodnosti, kako bi se lotili vodenja družbenih omrežij?

- Z Najemanjem zunanjih izvajalcev storitev
- Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?
- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q70 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q71 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Tveganje kibernetske varnosti
- Drugo

Q72 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q73 - Kaj bi bil razlog, da bi se v prihodnosti obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q74 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Trženje blagovne znamke & dizajn logotipa</u>

Q75 - Katere elemente trženja blagovne znamke uporabljate?

- Spletna stran
- Družbena omrežja
- Logotip
- Predstavitev podjetja strankam
- Drugo (razlaga)

Q76 - Se vam zdi postopek trženja blagovne znamke zapleten? (1-7/10)

Q77 - Zakaj? (If question above is over the middle to the right)

- Pomanjkanje potrebnega znanja/sposobnosti
- Bilo je časovno potratno
- Ni pomembno za naše podjetje
- Drugo (razlaga)

Q78 - Prosimo označite, kako ste se znotraj podjetja tega lotili:

- Najemanje zunanjih ponudnikov storitev

Q79 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovno ugodneje (likert 1-7)
- Časovno ugoden dostop do storitev likert (1-7)
- Drugo

Q80 - Prosimo označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q81 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Drugo

Q82 - Kaj je bi bil razlog, da bi se obrnili na zunanjega izvajalca?

- Pomanjkanje internih kapacitet (likert 1-7)
- Pomanjkanje internega znanja likert (1-7)
- Cenovno ugodno je (likert 1-7)
- Časovna dostopnost storitve likert (1-7)
- Drugo

Q83 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q84 - Kaj je bil razlog, da ste se v eni točki obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q85 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Ne uporabljamo trženja blagovne znamke

Q86 - Zakaj ne?

- Predrago (likert scale, 1-7)
- Ne potrebujemo tega v našem podjetju (likert scale, 1-7)
- Je v nastajanju (likert scale, 1-7)
- Nismo imeli časa da s tem začnemo (likert scale, 1-7)

- Nimamo znanja, da bi sami to opravljali (likert scale, 1-7)
- Drugo

<u>Računovodski modul</u>

Q87 - Kako zahtevno se vam zdi zadostiti vsem predpisom in zahtevam s področja računovodskega poročanja? (1-7/10)

- Prosimo označite, katere računovodske storitve opravljate sami v podjetju
- Knjigovodenje
- Mesečno računovodstvo
- Finančno poročanje
- Drugo (razlaga)
- Prosimo označite, kako upravljate s tem v vašem podjetju:
- Najemanje zunanjih ponudnikov storitev

Q88 - Ali je vaš računovodja prvi kontakt, ko iščete tudi druge storitve?

- Da
    - **Prosimo označite za katere**
        - Pravne storitve
        - Upravljanje s človeškimi viri
        - Vsakodnevna opravila
    - Drugo (razlaga)
- Ne
    - **Zakaj?**

Q89 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q90 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q91 - Zakaj ste se odločili, da to izvedete znotraj podjetja?

- Omejen dostop do zunanjih ponudnikov storitev
- Pomanjkanje zunanjih ponudb
- Finančne omejitve (cena)

- Kvaliteta storitev (zaupanje do ponudnikov)
- Drugo

Q92 – Če bi iskali zunanjega izvajalca, kaj bi bil glavni razlog za to?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q93 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – Sodelovanje z notranjimi in zunanjimi partnerji

Q94 – Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q95 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Pravni modul</u>

Q96 - Kako pogosto uporabljate pravne storitve?

- Tedensko
- Enkrat na mesec
- Enkrat na vsakih šest mesecev
- Enkrat na leto
- Drugo (razlaga)

Q97 - Prosimo označite, kako zahtevno je za vas upravljanje s pravnimi procesi v podjetju (Likert 1-7)

Q98 - Prosim označite, katere pravne storitve koristite

- Skladnost (regulativna, varovanje podatkov, itd.)
    - **Q99 - Prosimo označite, katere procese uporabljate za zagotavljanje skladnosti pri podatkih vaših strank?**
- Soglasja
- Politika zasebnosti
- Reguliranje dostopa do podatkov s pomočjo internih procesov
- Sistem za izbris podatkov (če ga zahteva stranka)
- Drugo (razlaga)

Q100 - Ali ste sami napisali pogoje sodelovanja za vaše podjetje:

- Zunanji ponudnik storitev (pravni strokovnjak)

Q101 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Bolj cenovno ugodno (1-7)
- Časovno ugoden dostop do storitev likert (1-7)
- Drugo

Q102 - Prosimo označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q103 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Drugo

Q104 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje internih kapacitet (likert 1-7)
- Pomanjkanje internega znanja likert (1-7)
- Bolj cenovno ugodno (likert 1-7)
- Časovna dostopnost storitve likert (1-7)
- Drugo

Q105 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q106 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)

- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q106 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Davki</u>

Q107 - Kako pogosto koristite pomoč davčnih strokovnjakov?

- Vedno (vse delajo davčni strokovnjaki)

Q108 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q109 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Nad določenim zneskom (do te vsote delamo sami)

Q110 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q107 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam

- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Vse delamo sami, ne koristimo storitev davčnih strokovnjakov

  Q111 - Zakaj ste se odločili, da to počnete sami?
    - Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Drugo

Q112 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q113 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Intelektualna lastnina, blagovna znamka, avtorske pravice, zaščita patentov</u>

Q114 - Prosimo označite, katere od sledečih stvari uporabljate:

- Zaščita intelektualne lastnine
- Zaščita blagovne znamke
- Avtorske pravice
- Zaščita patentov

Q115 - Kako najdete strokovnjake za te storitve?

- Na podlagi priporočil
- Na podlagi lastnih poizvedovanj
- S pomočjo računovodij
- Drugo (razlaga)

Q116 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q117 - Prosim označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Ad hoc podpora (svetovanje in osnutki pogodb)

Q118 - Prosimo označite, za katere storitve potrebujete ad hoc podporo in pravno svetovanje:

- Pisanje pogodb (npr. za prodajo, upravljanje s človeškimi viri)
- Reklamacije produktov/storitev
- Pravni zahtevki
- Sodelovanje s pristojnimi organi
- Drugo (razlaga)

Q119 - Kako bi našli strokovnjake za vaše potrebe?

- Na podlagi priporočil
- Na podlagi lastnih poizvedovanj
- S pomočjo računovodij
- Drugo (razlaga)

Q120 - Če bi iskali zunanjega izvajalca, kaj bi bil glavni razlog za to?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q121 - Prosim označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Drugo (razlaga)

Q122 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q123 - Prosim označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q124 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Drugo

Q125 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje internih kapacitet (likert 1-7)
- Pomanjkanje internega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovna dostopnost storitve likert (1-7)
- Drugo

Q125 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q126 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q127 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Ne koristimo pravnih storitev

Q128 - Zakaj ne?

- Predrago (likert scale, 1-7)
- Tega ne potrebujemo v našem podjetju (likert scale, 1-7)
- Delamo na tem (likert scale, 1-7)
- Nismo imeli časa, da to vzpostavimo (likert scale, 1-7)
- Nimamo znanja, da bi s tem začeli (likert scale, 1-7)
- Drugo
- Ne koristimo pravnih storitev, jih bomo pa mogoče v potrebovali v prihodnosti

Q128 - Prosimo označite, katere storitve bi mogoče potrebovali v prihodnosti

- Skladnost (regulacije, varstvo podatkov, itd.)
- Davki
- Intelektualna lastnina, blagovna znamka, avtorske pravice, zaščita patentov
- Ad hoc podpora (svetovanje in pisanje pogodb)

- Drugo (razlaga)
- Kako bi se lotili tega:
- Zunanji ponudnik storitev (pravni strokovnjaki)

Q129 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q130 - Prosim označite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q131 - Kaj bi bil najbolj pomemben faktor za postavitev znotraj podjetja?

- Omejen dostop do ponudnikov storitev
- Pomanjkanje ponudb
- Finančne omejitve (cena)
- Kvaliteta storitve (zaupanje do zunanjih izvajalcev)
- Drugo

Q132 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje internih kapacitet (likert 1-7)
- Pomanjkanje internega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovna dostopnost storitve likert (1-7)
- Drugo

Q132 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q133 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q134 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam

- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

HR module

Zaposlovanje (pridobivanje talenta)

Q135 - Ali imate težave s pridobivanjem usposobljene delovne sile, tako iz Slovenije kot tudi iz tujine?

- Da
- Ne

Q136 - Kako velika je vaša potreba po usposobljeni delovni sili iz Slovenije? (1-7/10)

Q137 - Kako velika je vaša potreba po usposobljeni delovni sili iz tujine? (1-7/10)

Q138 - Zakaj potrebujete usposobljeno delovno silo iz tujine?

- Nižje plače v primerjavi z drugimi službami v tujini
- Višja raven splošnega znanja
- Specifično znanje
- Pomanjkanje primerne delovne sile v Sloveniji
- Drugo (razlaga)

Q139 - Kako opravljate proces onboardinga:

- S pomočjo prilagojene programske opreme
- S pomočjo agencije
- S pomočjo standardiziranih internih procesov
- S pomočjo pogosto uporabljenih orodij (npr. PPT predstavitve, seminarji)
- Drugo (razlaga)

Q140 - Prosimo označite, kako ste izpeljali to (iskanje novih talentov in onboarding – proces vpeljevanja novega zaposlenega v podjetje):

- Zunanji ponudnik storitev
- Kako vam je ponudnik storitve pomagal
- Izpeljali so celoten proces
- Dali so nam dostop do bazena kandidatov
- Drugo

Q141 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q142 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q143 - Zakaj ste se odločili, da to izvedete znotraj podjetja?

- Omejen dostop do zunanjih ponudnikov storitev
- Pomanjkanje zunanjih ponudb
- Finančne omejitve (cena)
- Kvaliteta storitev (zaupanje do ponudnikov)
- Drugo

Q144 - Če bi iskali zunanjega izvajalca, kaj bi bil glavni razlog za to?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q145 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Mešanica – sodelovanje med notranjimi in zunanjimi partnerji

Q146 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q147 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Razvoj zaposlenih (employee development)</u>

Q148 - Ali imate v podjetju strategijo za razvoj vaših zaposlenih?

- Da
- Ne
- Ne, ampak ga bomo mogoče imeli v prihodnosti

Q149 – Kako izvajate razvoj zaposlenih ?

- Izobraževanja tekom službenih obveznosti
- Coaching/mentorski programi
- Rotacije po nalogah/pozicijah
- Delavnice in seminarji
- Programska oprema
- Učenje skozi delo
- Drugo

Q149 - Prosimo označite, kako ste se lotili tega:

- Zunanji ponudnik storitev

  Q150 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

  - Pomanjkanje lastnih kapacitet (likert 1-7)
  - Pomanjkanje lastnega znanja likert (1-7)
  - Cenovna ugodnost likert (1-7)
  - Časovni dostop do storitev likert (1-7)
  - Drugo

Q151 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Znotraj podjetja

Q152 - Zakaj ste se odločili, da to izvedete znotraj podjetja?

- Omejen dostop do zunanjih ponudnikov storitev
- Pomanjkanje zunanjih ponudb
- Finančne omejitve (cena)
- Kvaliteta storitev (zaupanje do ponudnikov)
- Drugo

Q153 - Če bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost (likert 1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

Q154 - Kako pogosto to uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosim označite, kako bi želeli plačati za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano – sodelovanje med notranjimi in zunanjimi partnerji

Q155 - Kaj je bil razlog, da ste se obrnili na zunanjega izvajalca?

- Pomanjkanje lastnih kapacitet (likert 1-7)
- Pomanjkanje lastnega znanja likert (1-7)
- Cenovna ugodnost likert (1-7)
- Časovni dostop do storitev likert (1-7)
- Drugo

  Q156 - Kako pogosto to uporabljate?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)

Q157 - Prosim označite, kako bi želeli plačati za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Razvoj zaposlenih se nam ne zdi pomemben (ga ne potrebujemo)

  Q158 - Zakaj ne?

- Predrago (likert scale, 1-7)

- Tega ne potrebujemo v našem podjetju (likert scale, 1-7)
- Delamo na tem (likert scale, 1-7)
- Nismo imeli časa, da to vzpostavimo (likert scale, 1-7)
- Nimamo znanja, da bi s tem začeli (likert scale, 1-7)
- Drugo

Organizacija dogodkov

Q158 - Kolikokrat letno izvajate team buildinge in druge dogodke, povezane s podjetjem?

- 1-2 krat
- 3-5 krat
- Več kot 5 krat

Q159 - Katere dejavnosti bi po vašem mnenju koristile vašemu podjetju (matrika):

- Mentorski programi (likert 1-7)
- Seminarji poslovnih veščin (likert 1-7)
- Organizirane delavnice (likert 1-7)
- Organizirane konference (likert 1-7)

Q160 - Kaj je namen vaših team buildingov/podjetniških dogodkov?

- Samo družabna srečanja
- Družabna srečanja, dopolnjena z učnimi/razvojnimi delavnicami
- Samo učne/razvojne delavnice
- Drugo (prosimo, navedite)

Q161 - Kako se lotevate organizacije dogodkov?

- Preko zunanjega izvajalca

Q162 - Kaj je bil glavni razlog za iskanje zunanjega izvajalca?

- Ni zadostne notranje zmogljivosti (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (likert 1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q163 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranja izvedba

Q164 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q165 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q166 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q167 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q168 - Prosimo, izberite, kako ste plačali storitev (del zunanjega izvajanja):

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Ne izvajamo team buildingov ali dogodkov v podjetju.

Q169 - Kaj je razlog za to?

- Predrago je (likert 1-7)
- Tega v našem poslu ne potrebujemo (likert 1-7)
- Je še v teku (likert 1-7)
- Za to še nismo imeli časa (likert 1-7)
- Nimamo znanja, da bi to izvedli (likert 1-7)
- Drugo
- Nimamo vzpostavljenih primernih postopkov, vendar jih bomo morda potrebovali v prihodnosti.

Q170 - Katere dejavnosti menite, da bi koristile vašemu podjetju (matrix)

- Mentorski programi (likert 1-7)

- Seminarji poslovnih veščin (likert 1-7)
- Organizirane delavnice (likert 1-7)
- Organizirane konference (likert 1-7)

Q171 - Če bi to izvajali v prihodnosti, kako bi pristopili k temu?

- Z zunanjim izvajanjem
- Kaj bi bil glavni razlog za izbor zunanjega izvajalca?
- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q172 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q173 - Kateri so najpomembnejši kriteriji za izbor notranje izvedbe?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)

- Drugo

Q174 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q176 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Modul dobavne verige

Izhodna logistika, skladišče, distribucijska logistika oz. odprema

Q177 - Kakšna je po vašem mnenju največja prednost izpolnjevanih centrov?

- Razširjen doseg
- Nižji stroški
- Razširljivost poslovanja (zmožnost rasti, ne da bi vas obremenjevali zaradi povečanja proizvodnje)
- Izboljšana storitev za stranke
- Izboljšana osredotočenost na poslovanje
- Drugo (prosimo, navedite)

Q178 - Prosim izberite, kako ste pristopili k temu:

- Zunanje izvajanje

  Q179 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

  - Ni notranjih kapacitet (likert 1-7)
  - Ni notranjega znanja in izkušenj (likert 1-7)
  - Zunanje izvajanje je cenejše (likert 1-7)
  - Potreben pravočasen dostop do storitve (likert 1-7)
  - Drugo

Q180 - Kako pogosto ga uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q181 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q182 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q183 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q184 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q185 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)

- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q186 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Izpolnjevanih centrov ne uporabljamo</u>

Q187 - Zakaj ne uporabljate centrov za izpolnjevanje?

- Je predrago (likert 1-7)
- V našem poslu ga ne potrebujemo (likert 1-7)
- Ne ustreza našemu poslovnemu modelu (likert 1-7)
- Ne ustreza našim potrebam izdelka (npr. temperatura, skladiščenje itd.) (likert 1-7)
- Delo je v teku (likert 1-7)
- Za to še nismo imeli časa (likert 1-7)
- Nimamo znanja za izvedbo te naloge (likert 1-7)
- Drugo
- Nimamo vzpostavljenih primernih postopkov, vendar jih bomo morda potrebovali v prihodnosti.

Q188 - Če bi to izvajali v prihodnosti, kako bi pristopili k temu?

- Z zunanjim izvajanjem

Q189 - Kaj bi bil glavni razlog, da bi se ubranili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q190 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)

- Mešanica obojega
- Notranje izvajanje

Q191 - Kateri so najpomembnejši kriteriji za izbor notranje izvedbe?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q192 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q192 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q193 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Logistika</u>

Q194 - Koliko % cene izdelka predstavljajo stroški logistike?

- Manj kot in vključno s 5
- 6-10
- 11-15
- <u>16-20</u>
- <u>Stroške krije kupec</u>

- Drugo

Q195 - Prosim izberite, kako ste pristopili k temu:

- Zunanje izvajanje

  Q196 - Katerega ponudnika uporabljate?

  - GLS
  - DHL
  - Posta Slovenije
  - DPD
  - Drugo (prosim utemeljite)

  Q197 - Kaj vam je všeč pri njihovih storitvah?

  - Pravočasnost
  - Stalna razpoložljivost
  - Prisotnost na številnih lokacijah
  - Zanesljivost
  - Drugo (prosimo, navedite)

  Q198 - Kaj je glavni razlog, da ste se obrnili na zunanjega izvajalca?

  - Ni zadostnih notranjih kapacitet (likert 1-7)
  - Ni zadostnega notranjega znanja in izkušenj (1-7)
  - Zunanji izvajalci so cenejši (likert 1-7)
  - Pravočasen dostop do storitve (likert 1-7)
  - Drugo

  Q199 - Kako pogosta je uporaba?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)
  - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
  - Po porabi (ko storitev potrebujem, jo naročim in plačam
  - Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
  - Mešanica obojega
  - Notranje izvajanje

Q200 - Kateri so najpomembnejši kriteriji za izbor notranje izvedbe?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q201 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q202 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q203 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Ne uporabljamo logističnih storitev

Q204 - Zakaj ne uporabljate logističnih storitev?

- Je predrago (likert 1-7)
- V našem poslu ga ne potrebujemo (likert 1-7)
- Ne ustreza našemu poslovnemu modelu (likert 1-7)
- Ne ustreza našim potrebam izdelka (npr. temperatura, skladiščenje itd.) (likert 1-7)

    - Delo je v teku (likert 1-7)
    - Za to še nismo imeli časa (likert 1-7)
    - Nimamo znanja za izvedbo te naloge (likert 1-7)
    - Drugo
    - Nimamo vzpostavljenih primernih postopkov, vendar jih bomo morda potrebovali v prihodnosti.

Q205 - Če bi to izvajali v prihodnosti, kako bi pristopili k temu?

- Z zunanjim izvajanjem

  Q206 - Kaj bi bil razlog, da bi se obrnili na zunanje izvajanje?

    - Ni notranjih kapacitet (likert 1-7)
    - Ni notranjega znanja in izkušenj (likert 1-7)
    - Zunanje izvajanje je cenejše (likert 1-7)
    - Potreben pravočasen dostop do storitve (likert 1-7)
    - Drugo

Q207 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q208 - Kateri so najpomembnejši kriteriji za izbor notranje izvedbe?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q209 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q210 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)

- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q211 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Napovedovanje-proizvodno načrtovanje</u>

Q212 - Kako pogosto spremljate svoje zaloge?

- Dvakrat tedensko
- Enkrat mesečno
- Vsak drugi mesec
- Drugo (prosim utemeljite)

Q213 - Zakaj spremljate svojo zalogo?

- Manj zgrešene prodaje (hiter odziv na potrebe strank)
- Zgodnje odkrivanje težav
- Boljša donosnost naložbe
- Učinkovitost pri delovanju
- Zmanjšanje izgube
- Nižji stroški
- Drugo (prosimo, navedite)

Q214 - Kako sledite porabi zalog?

- Ročno (pero in papir)
- Kartični sistem
- Računovodski sistem
- Preglednice (excel)
- Specializirana programska oprema

Q215 - Prosim izberite, kako ste pristopili k temu:

- Zunanji izvajalec

Q216 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q217 - Kako pogosto ga uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q218 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q219 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q220 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q221 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q223 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam

- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q224 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q225 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q226 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Zalog ne spremljamo

Q227 - Zakaj ne spremljate zalog?

  - Predrago je (likert 1-7)
  - V našem poslu tega ne potrebujemo (likert 1-7)
  - Ne ustreza našemu poslovnemu modelu (likert 1-7)
  - Ne ustreza našim potrebam izdelka (npr. temperatura, skladiščenje itd.) (likert 1-7)
  - Izvedba je še v teku (likert 1-7)
  - Za to še nismo imeli časa (likert 1-7)
  - Nimamo znanja za izvedbo (likert 1-7)
  - Drugo

Zaloge ne spremljamo, vendar bomo to morda storili v prihodnosti

Q228 - Če bi to počeli v prihodnosti, kako bi pristopili k temu?

  - Zunanji izvajalec

- Kaj so glavni razlogi za izbor zunanjega izvajalca?
- Ni notranje zmogljivosti (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Je ceneje (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q229 - Izberite, kako želite plačati storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q230 - Kateri so najpomembnejši kriteriji za izbor notranje izvedbe?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q231 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q232 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q234 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Prevajalstvo

Q235 - Ali morate pri poslovanju uporabljati tuji jezik?

- Ja

  Q236 - Kdaj uporabljate tuji jezik?

  - Pri Komunikaciji iz oči v oči
  - Pri pisanju E-pošte
  - Za prevod vsebine spletne strani
  - Za prevajanje vsebine družabnih omrežij
  - Pri izdelavi brošure/kataloga
  - Drugo (prosimo, navedite)

  Q237 - Prosimo, izberite, kako se tega lotite.

  - Zunanji izvajalec
  - Navedite, katero storitev uporabljate
  - Google prevajalnik
  - Prevajalska agencija
  - Samostojni prevajalci/individualni prevajalci
  - Drugo (prosimo, navedite)

  Q238 - Ali zadostuje potrebam vašega podjetja?

  - Da
  - Ne
  - Notranje izvajanje

    Q239 - Zakaj ste se odločili za notranjo izvedbo?

    - Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
    - Pomanjkanje ponudb
    - Omejene finance (cena)
    - Kakovost storitev (zaupanje v dobavo)
    - Drugo

Q240 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q241 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q242 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

  Q243 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

  - Ni notranjih kapacitet (likert 1-7)
  - Ni notranjega znanja in izkušenj (likert 1-7)
  - Zunanje izvajanje je cenejše (likert 1-7)
  - Potreben pravočasen dostop do storitve (likert 1-7)
  - Drugo

  Q244 - Kako pogosta je uporaba?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)

  Q245 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

  - Po porabi (ko storitev potrebujem, jo naročim in plačam
  - Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
  - Mešanica obojega
  - Ne

Q246 - Zakaj prevajalstva ne uporabljate?

- V našem poslovanju ga ne potrebujemo (poslujemo samo v enem jeziku) (likert 1-7)

- Ne ustreza našemu poslovnemu modelu (likert 1-7)
- Je še v teku (likert 1-7)
- Za to še nismo imeli časa (likert 1-7)
- Nimamo znanja za izvedbo (likert 1-7)
- Drugo

Pomoč pri pridobivanju finančne podpore

Imate težave pri pridobivanju financiranja?

Q247 - Ali imate težave pri pridobivanju sredstev za financiranje naložb?

- Da

  Q248 - Ali se prijavljate za nepovratna sredstva ali subvencije?

  - Subvencije
  - Donacije
  - Posojila

  Q249 - Ali ste kdaj prejeli sredstva, na katera ste se prijavili?

  - Ja, enkrat
  - Ja, večkrat
  - Za katere
  - Subvencije
  - Donacije
  - Posojila
  - Drugo (prosimo, navedite)
  - Ne

  Q250 - Kako zahteven se vam je zdel postopek? (1-7/10)

  Q251 - Če bi se ponovno prijavili, kakšno minimalno kritje bi potrebovali za projekt?

  - 10 %
  - 10 - 20 %
  - 20 – 30 %
  - 30 - 50 %
  - 50 - 70 %
  - 70 – 100 %

- V celoti pokrito

Q252 - Izberite, kako pristopate k temu procesu (postopek pisanja predlogov in priprave dokumentacije)

- Zunanji izvajalec

  Q253 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

  - Ni notranjih kapacitet (likert 1-7)
  - Ni notranjega znanja in izkušenj (likert 1-7)
  - Zunanje izvajanje je cenejše (likert 1-7)
  - Potreben pravočasen dostop do storitve (likert 1-7)
  - Drugo

  Q254 - Kako pogosto ga uporabljate?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)

  Q255 - Prosimo, izberite, kako ste plačali za storitev:

  - Po porabi (ko storitev potrebujem, jo naročim in plačam
  - Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
  - Mešanica obojega
  - Notranje izvajanje

Q256 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q257 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q258 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q259 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

  Q260 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

  - Ni notranjih kapacitet (likert 1-7)
  - Ni notranjega znanja in izkušenj (likert 1-7)
  - Zunanje izvajanje je cenejše (likert 1-7)
  - Potreben pravočasen dostop do storitve (likert 1-7)
  - Drugo

  Q261 - Kako pogosta je uporaba?

  - Občasno (na podlagi potrebe)
  - Redno (tedensko, mesečno)

  Q262 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

  - Po porabi (ko storitev potrebujem, jo naročim in plačam
  - Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
  - Mešanica obojega
  - Ne

    Q263 - Zakaj ne?

    - V našem poslu ga ne potrebujemo (likert 1-7)
    - Ne ustreza našemu poslovnemu modelu (likert 1-7)
    - Ni vredno vloženega časa (likert 1-7)
    - Je še v teku (likert 1-7)
    - Za to še nismo imeli časa (likert 1-7)
    - Nimamo znanja za izvedbo (likert 1-7)
    - Drugo
    - Ne, vendar bomo morda v prihodnosti

Q263 - Če bi se prijavili, kakšno minimalno kritje bi potrebovali za projekt?

- 10 %
- 30 %
- 50 %
- 70 %
- Popolnoma pokrito

Q264 - Izberite, kako bi pristopili k temu procesu (postopek pisanja predlogov in priprave dokumentacije):

- Zunanji izvajalec
- Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?
- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q265 - Kako pogosto ga uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q266 - Prosimo, izberite, kako ste plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q267 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q268 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)

- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q269 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q270 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q271 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q272 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q273 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

<u>Poslovno svetovanje</u>

Q274 - Kako pomembno se vam zdi načrtovanje in razvoj poslovanja? (1-7/10)

Q275 - Na katerem področju menite, da bi vaše podjetje moralo vlagati v rast in širitev?

- Ocena trga (prodaja)
- Nove tržne priložnosti (prodaja)

- Širitev prodajnih kanalov
- Razvoj izdelkov/storitev
- Optimizacija proizvodnih procesov (nova oprema)
- Digitalizacija podjetja (doseganje večje učinkovitosti)
- Trajnostno upravljanje
- Marketinška strategija
- Razvoj zaposlenih
- Pridobivanje novih veščin
- Drugo (prosimo, navedite)

Q276 - Ali vlagate v načrtovanje in razvoj poslovanja?

- Da

Q277 - Prosim izberite, kako ste pristopili k temu:

- Zunanji izvajalec

Q278 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q279 - Kako pogosto ga uporabljate?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako ste plačali za storitev:
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q280 - Zakaj bi se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)

- Drugo

Q281 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)
- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q282 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q283 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q284 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q285 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)
- Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):
- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Ne

  Q286 - Zakaj ne ?

- V našem poslu tega ne potrebujemo (likert 1-7)
- Ne ustreza našemu poslovnemu modelu (likert 1-7)
- Ni vredno vloženega časa (likert 1-7)
- Delo je v teku (likert 1-7)
- Za to še nismo imeli časa (likert 1-7)
- Nimamo znanja za izvedbo (likert 1-7)
- Drugo (prosimo, navedite)
- Ne, vendar bomo mogoče v prehodnosti

Q287 - Izberite, kako bi pristopili k temu

- Zunanji izvajalec
- Kaj bi bil glavni razlog, da bi se ubrnili na zunanjega izvajalca?
- Ni notranje zmogljivosti (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanji izvajalec je cenejši (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q288 - Kako pogosto bi to rabili?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q289 - Izberite, kako bi plačali storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Notranje izvajanje

Q290 - Zakaj ste se odločili za notranjo izvedbo?

- Omejen dostop do ponudnikov storitev (zahtevnost dostopa do storitve)
- Pomanjkanje ponudb
- Omejene finance (cena)
- Kakovost storitev (zaupanje v dobavo)
- Drugo

Q291 - V primeru, da bi iskali zunanjega izvajalca kaj bi bil glavni razlog za to?

- Ni zadostnih notranjih kapacitet (likert 1-7)

- Ni zadostnega notranjega znanja in izkušenj (1-7)
- Zunanji izvajalci so cenejši (likert 1-7)
- Pravočasen dostop do storitve (likert 1-7)
- Drugo

Q292 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q293 - Prosimo, izberite, kako bi plačali za storitev:

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega
- Kombinirano - Sodelovanje z notranjimi in zunanjimi partnerji

Q294 - Kaj je bil razlog, da ste se obrnili na zunanje izvajanje?

- Ni notranjih kapacitet (likert 1-7)
- Ni notranjega znanja in izkušenj (likert 1-7)
- Zunanje izvajanje je cenejše (likert 1-7)
- Potreben pravočasen dostop do storitve (likert 1-7)
- Drugo

Q295 - Kako pogosta je uporaba?

- Občasno (na podlagi potrebe)
- Redno (tedensko, mesečno)

Q296 - Prosimo, izberite, kako bi plačali za storitev (del zunanjega izvajalca):

- Po porabi (ko storitev potrebujem, jo naročim in plačam
- Na podlagi naročnine (vsak mesec plačam znesek, storitev pa imam na voljo ves čas)
- Mešanica obojega

Koncept

Koncept poslovnega panja je namenjen zvišanju produktivnosti vseh podjetij, ki so vanj vključena. Poleg tega ponuja dragocene sinergije za vse deležnike in upošteva tudi dolgotrajnost samega modela. Osnovan je na ideji sodelovanja in usklajevanja strategij, kar vodi tudi k uresničevanju individualnih ciljev podjetij.

Q297 - Ali veliko sodelujete z univerzami ali drugimi izobraževalnimi ustanovami?

- Da, nekajkrat na leto.
- Da, vsaj enkrat na leto.
- Da, enkrat na nekaj let.

- Sodelovali samo enkrat in nikoli več.

  Q298 - Kako z njimi sodelujete?

  - Delavnice
  - Tržna raziskava
  - Priliv zaposlenih za začasni delovni čas/študentov
  - Ideja za razvoj podjetja
  - Priliv redno zaposlenih
  - Drugo (prosimo, navedite)

- **Nikoli.**

  Q299 - Zakaj?

- Nimamo dostopa do njih
- Ne vemo, kako z njimi sodelovati
- Nočemo sodelovati
- Ni združljivo z našim poslovnim modelom
- To je zamudno
- Za nas ne prinaša dodane vrednosti
- Drugo (prosimo, navedite)
- Ne, vendar bi si želeli.

  Q300 - Kako bi z njimi sodelovali?

- Delavnice
- Tržna raziskava
- Priliv zaposlenih za začasni delovni čas/študentov
- Ideja za razvoj podjetja
- Priliv redno zaposlenih
- Drugo (prosimo, navedite)

Q301 - Ali večino administrativnih storitev (npr. pridobivanje dovoljenj itd.) opravljate v fizičnih pisarnah ali na spletu?

- Fizične pisarne
- Na spletu

Q302 - Ali predvidevate večjo količino potrebnih pisarniških prostorov v naslednjih 3-5 letih zaradi rasti vašega podjetja?

- Da

  Q303 - Za koliko?

  - 20% več
  - 50% več
  - 70% več
  - 100% več
  - Drugo (prosimo, navedite)
- Ne

Q303 - Katere sinergije bi bile za vas najpomembnejše, če bi se želeli pridružiti poslovnemu ekosistemu?

- Sodelovanje z drugimi podjetji v ekosistemu (likert 1-7)
- Pritegnitev vlagateljev kapitala (likert 1-7)
- Prepoznavnost vašega podjetja na domači in tuji ravni (likert 1-7)
- Trajnostno načrtovanje (likert 1-7)
- Usklajevanje in razvoj strategije z drugimi deležniki (likert 1-7)

Q304 - Ali bi bilo soupravljanje poslovnega središča spodbuda za vas, da se pridružite?

- Da
- Ne
- Niti eno niti drugo

Q305 - Kaj je za vas bolj optimalno pri gradnji in lastništvu poslovnega središča?

- Investicija v gradnjo in lastništvo lastnega dela poslovnega centra
- Možnost najema že zgrajenih prostorov
- Možnost najema in nato nakupa prostora, ko ga že najamete za določeno obdobje

Q306 - Koliko bi po vašem mnenju morali biti zunanji deležniki vključeni v proces delovanja (glasovanje, upravljanje itd.) poslovnega središča?

- Zaposleni (likert 1-7)
- Lastniki podjetij in vodstvo poslovnega središča (likert 1-7)
- Država in občina (likert 1-7)
- Izobraževalne ustanove (likert 1-7)
- Finančni vlagatelji (likert 1-7)

Nepremičnine

Z nepremičninskim delom Business Huba želimo podjetjem zagotoviti okolje, v katerem lahko na enem mestu in na eni zanesljivi lokaciji najdejo vse bistvene objekte, ki jih dnevno potrebujejo.

Q307 - Kaj je po vašem mnenju ključno pri izbiri lokacije poslovnega središča?

- Direktni uvoz na avtocesto (likert 1-7)
- Bližina mestnih in poslovnih (mednarodnih) centrov (likert 1-7)
- Enostaven prometni režim v coni (likert 1-7)
- Zemljišče omogoča gradnjo vseh vrst objektov (likert 1-7)
- Možnost širitve posestva (likert 1-7)
- Raven terenske in kopenske opreme (likert 1-7)
- Bližina ključnih institucij (likert 1-7)

Q308 - Kaj je za vas pomembno glede dejavnikov in praks prostorov podjetja?

- Trajnostne prakse (likert 1-7)
- Zelena gradnja (likert 1-7)
- Možnosti skupnih prostorov (likert 1-7)
- Cenovna dostopnost prostorov (likert 1-7)
- Kakovost prostorov (likert 1-7)
- Dostopnost prostorov (likert 1-7)

Q309 - Kakšne objekte poslovnega središča trenutno potrebuje ali bo potrebovalo v prihodnosti vaše podjetje za uspešno poslovanje?

- Pisarniški prostor (likert 1-7)
- Konferenčni center (likert 1-7)
- Razstavni park (likert 1-7)
- Zunanji park (likert 1-7)
- Restavracije (likert 1-7)
- Trgovine

- Tržnico (likert 1-7)
- Fitnes center (likert 1-7)
- Wellness center (likert 1-7)
- Garažo (likert 1-7)
- Polnilna postaja za električna vozila (likert 1-7)
- Skladišča (likert 1-7)
- Drugo (prosimo, navedite)

Končna vprašanja

Q310 - Prosimo, da glede na vprašanja, na katera ste že odgovorili, razvrstite, kateri modul se vam zdi najpomembnejši za rast vašega podjetja?

- Trženje/Prodaja
- Računovodstvo
- Pravno
- HR
- Oskrbovalna veriga
- Prevod
- Pomoč pri pridobivanju finančne podpore
- Vodstveno/poslovno svetovanje
- Drugo (prosimo, navedite)

Q311 - Če bi vam ponudili enostopenjsko rešitev za zunanje izvajanje skupnih storitev, bi razmislili o njeni uporabi?

- Da
- Ne

Q312 - Ali bi glede na vaše potrebe/preference razmislili o pridružitvi fizičnemu poslovnemu središču, ki je osredotočeno na sinergije?

- Da
- Ne

Appendix 9: Types of customers firms' do most business with (per company size, in numbers and percentages).

Figure 1: Types of customers firms do most business with (per company size, in numbers and percentages).

Do you do most of your business with other businesses or with consumers? (Multiple answers possible)							
	1-10	**11-30**	**31-50**	**51-100**	**More than 100**	**Frequency**	**Percent**
Businesses	118	25	5	3	8	159	**31,30%**
Businesses, Other	2	1				3	**0,59%**
Businesses, Consumers	131	36	2	2	4	175	**34,45%**
Businesses, Consumers, Other	3	2				5	**0,98%**
Consumers	111	28	2		1	142	**27,95%**
Consumers, Others	1					1	**0,20%**
Others	20	2		1		23	**4,53%**
Total	**75,98%**	**18,50%**	**1,77%**	**1,18%**	**2,56%**	**508**	**100,00%**

Source: Own work (2023); n = 508

Appendix 10: Types of customers firms do most business with (per industry, in numbers and percentages).

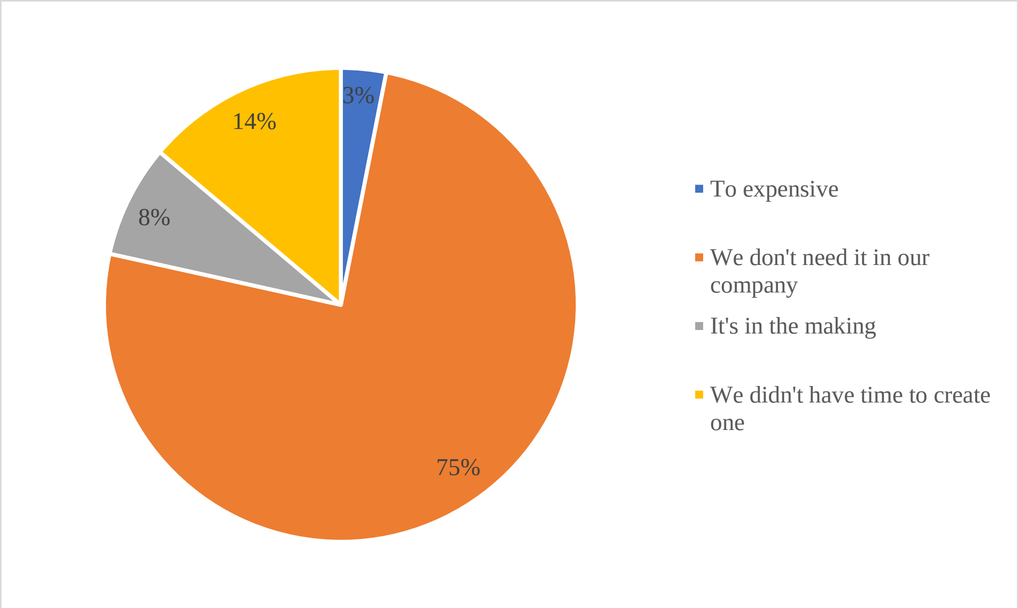
Figure 2: Types of customers firms do most business with (per industry, in numbers and percentages).

Do you do most of your business with other businesses or with consumers? (Multiple answers possible)																					
	A	C	D	Other	E	F	G	H	I	J	K	L	M	N	P	Q	R	S	T	Frequency	Percent
Businesses	2	12	1	7	2	25	11	7	1	11	9	8	12	19	3	1	4	24		159	31,30%
Businesses, Other				1		1									1					3	0,59%
Businesses, Consumers	6	4	2	12		33	28	1	26	5	7	13	4	7	4	7	4	11	1	175	34,45%
Businesses, Consumers, Other						2			2				1							5	0,98%
Consumers	2	1	1	15		15	18	3	31	2	2	12	4	4	10	8	4	10		142	27,95%
Consumers, Others									1											1	0,20%
Others		2		5	1	7	1		1			2		2				2		23	4,53%
Skupna vsota	10	19	4	40	3	83	58	11	62	18	18	35	21	32	18	16	12	47	1	508	100,00%

Source: Own work (2023); n = 508

Appendix 11: Reasons companies do not have a website (in percentages).

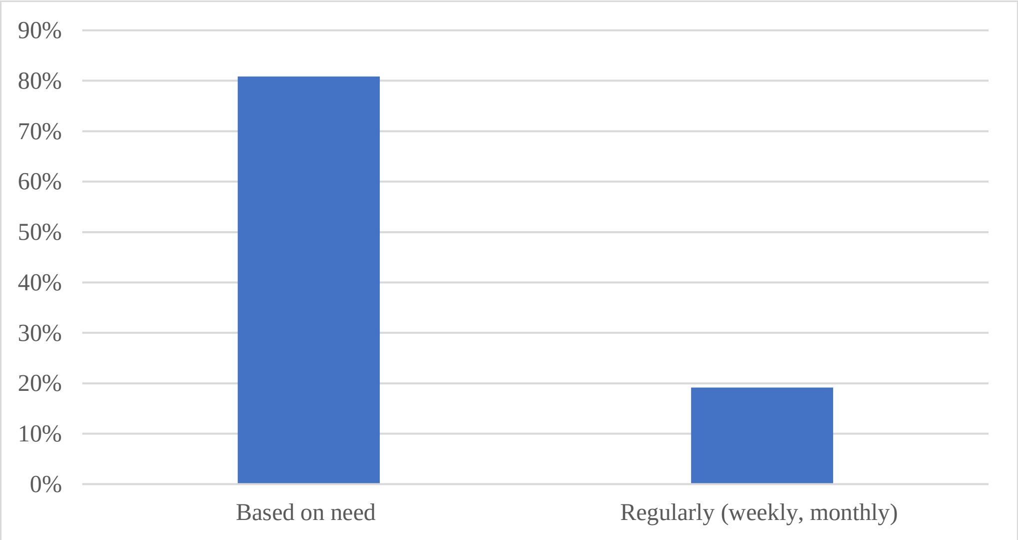
Figure 3: Reasons why companies do not have a website (in percentages)



Source: Own work (2023); n = 65

Appendix 12: Frequency at which companies outsource (in percentages).

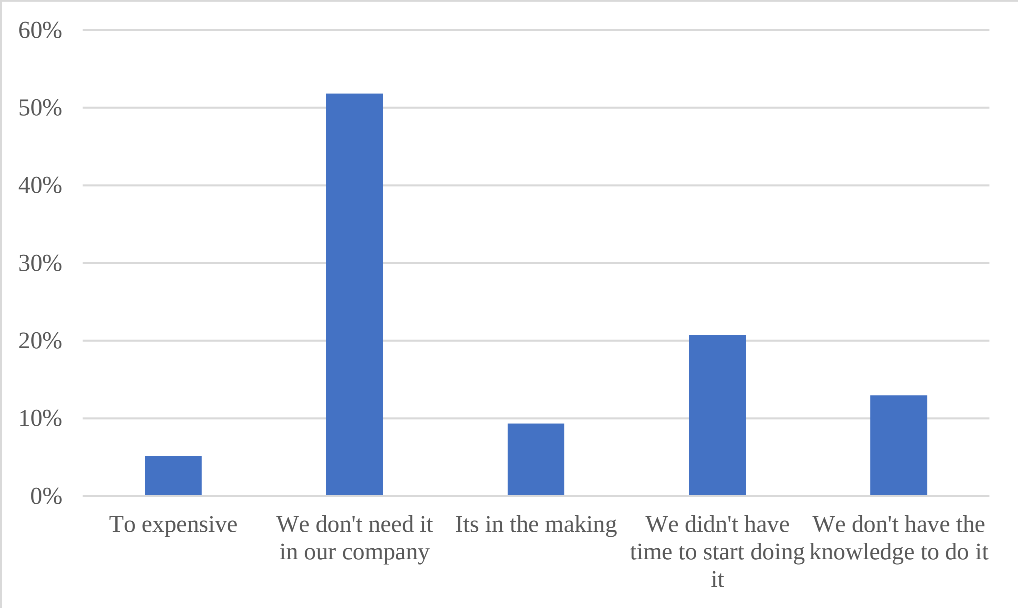
Figure 4: Frequency at which companies outsource (in percentages).



Source: Own work (2023); n = 188

Appendix 13: Reasons companies do not use SEO optimization (in percentages).

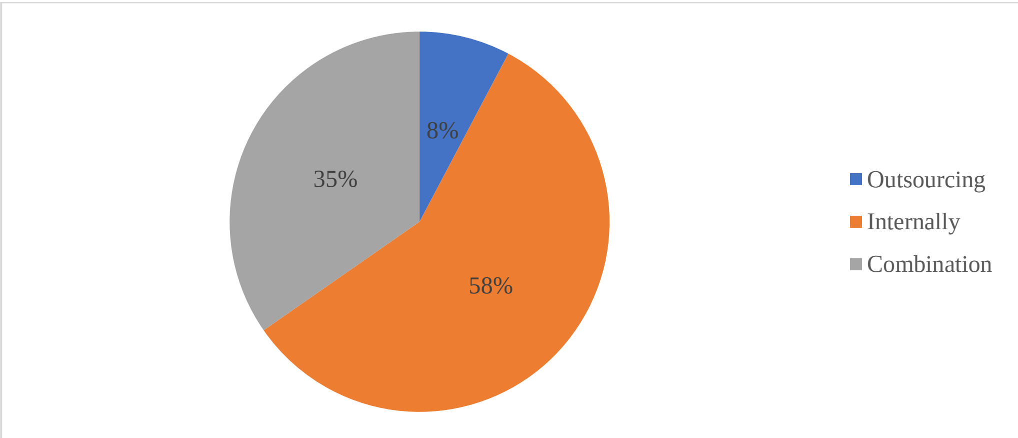
Figure 5: Reasons companies do not use SEO optimization (in percentages).



Source: Own work (2023); n = 193

Appendix 14: Proportion of different ways companies approach content writing (in percentages).

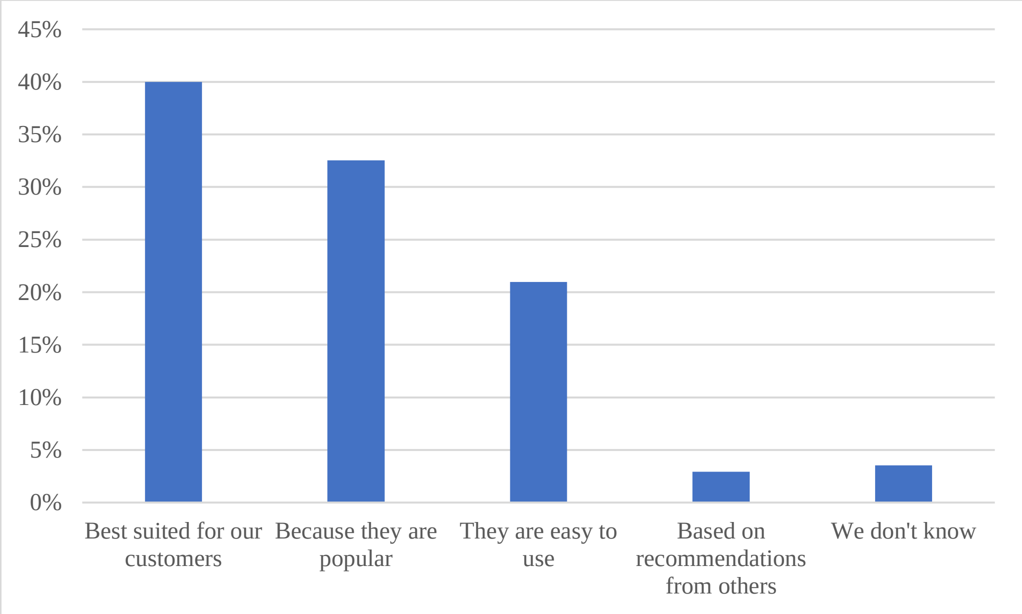
Figure 6: Proportion of different ways companies approach content writing (in percentages)



Source: Own work (2023); n = 323

Appendix 15: Reasons companies use selected social media (in percentages).

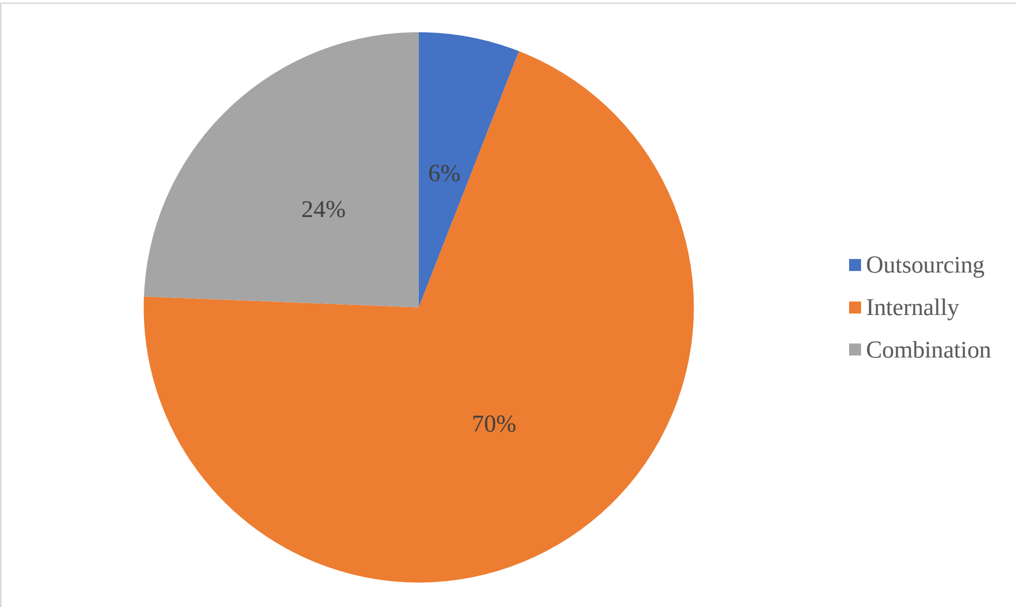
Figure 7: Reasons why companies use selected social media (in percentages)



Source: Own work (2023);n = 323

Appendix 16: Different ways companies manage their social media channels (in percentages).

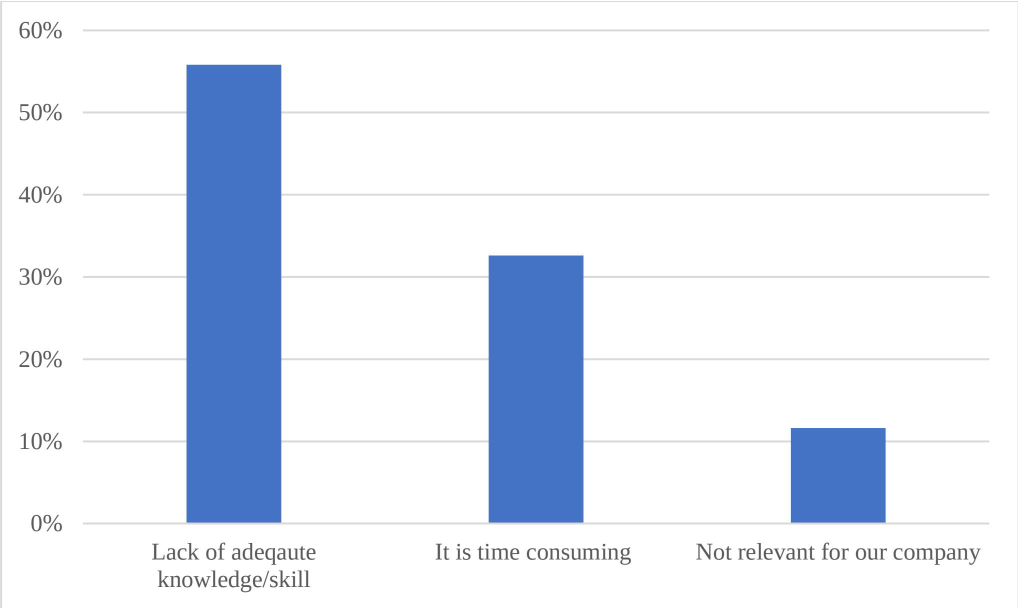
Figure 8: Different ways companies manage their social media channels (in percentages).



Source: Own work (2023), n = 323

Appendix 17: Reasons companies outsource their social media management (in percentages).

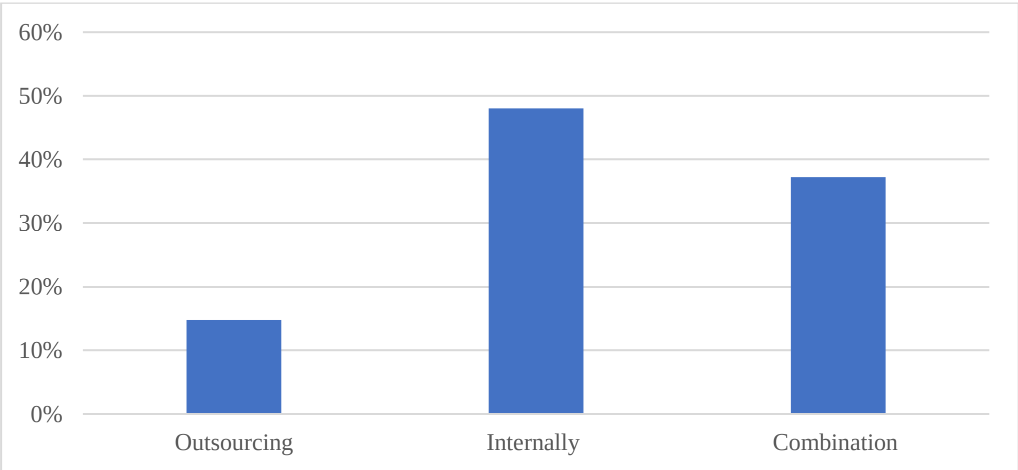
Figure 9: Reasons companies outsource their social media management (in percentages).



Source: Own work (2023), n = 162

Appendix 18: Propensity of firms to outsource company branding in firms (in percentages).

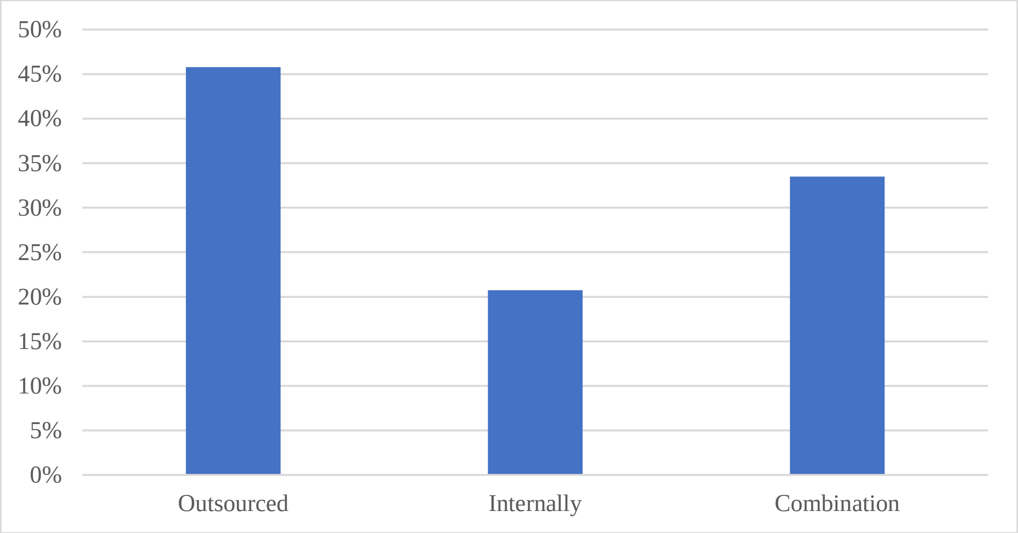
Figure 10: Propensity of firms outsourcing company branding in firms (in percentages).



Source: Own work (2023); n = 352

Appendix 19: Proportion of firms outsourcing accounting services in their company (in percentages).

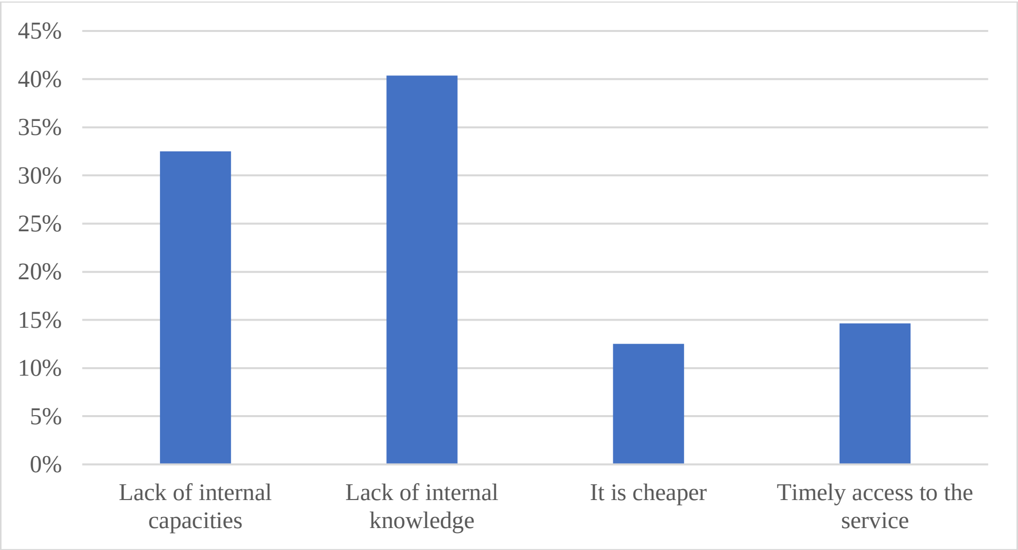
Figure 12: Propensity of firms to outsource accounting services in their company (in percentages)



Source: Own work (2023); n = 352

Appendix 20: Reasons companies outsource accounting (in percentages, multiple answers possible).

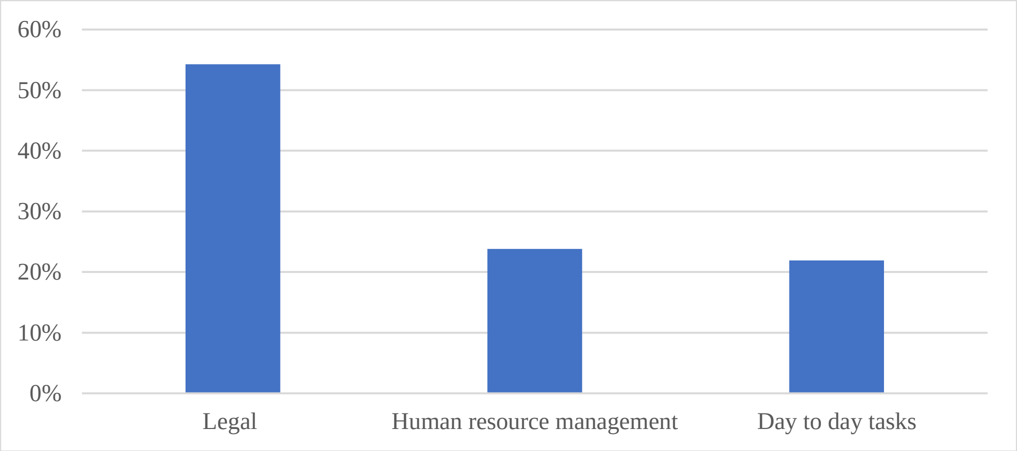
Figure 13: Reasons companies outsource accounting (in percentages, multiple answers possible).



Source: Own work (2023); n = 190

Appendix 21: Additional services companies refer to their accountants first (in percentages, multiple answers possible).

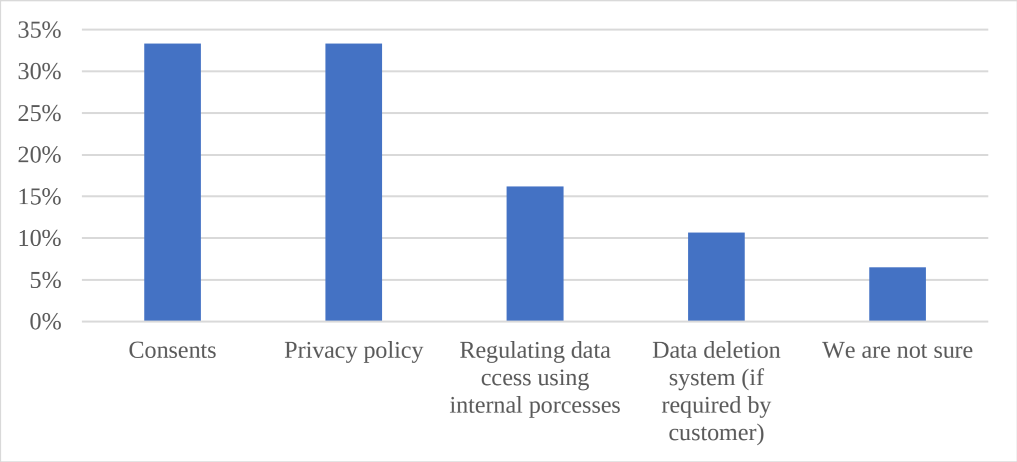
Figure 14: Additional services companies refer to their accountants first (in percentages, multiple answers possible).



Source: Own work (2023); n = 77

Appendix 22: Proportion of processes companies use to ensure data protection (multiple possible answers, in percentages).

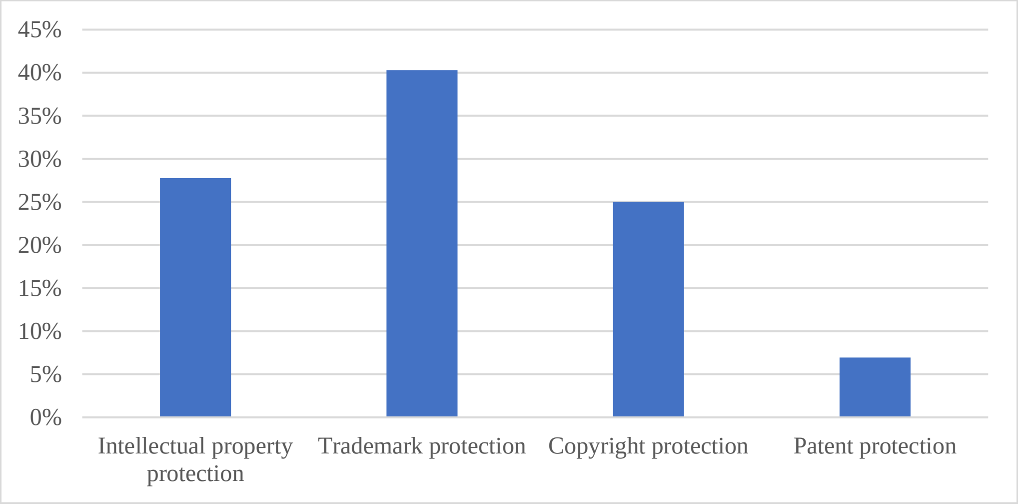
Figure 17: Proportion of processes companies use for ensuring data protection (multiple answers possible, in percentages)



Source: Own work (2023); n = 157

Appendix 23: Proportion of companies' processes for intellectual property (multiple possible answers, in percentages).

Figure 18: Proportion of companies' processes for intellectual property (multiple possible answers, in percentages).



Source: Own work (2023); n = 78

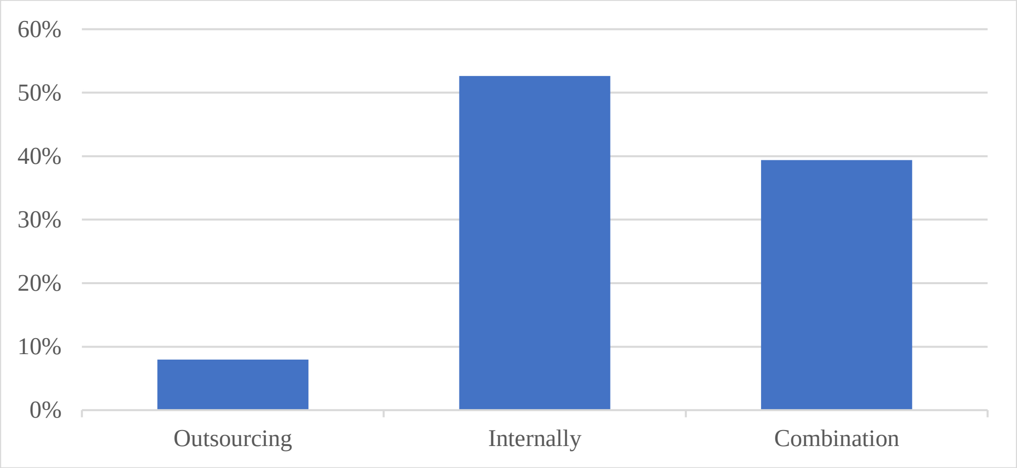
Appendix 24: Propensity to select certain ad hoc legal services (multiple answers possible, in percentages).

Figure 19: Propensity to select certain ad hoc legal services (multiple answers possible, in percentages).

Source: Own work (2023); *n =116*

Appendix 25: Different approaches companies take for talent acquisition (in percentages).

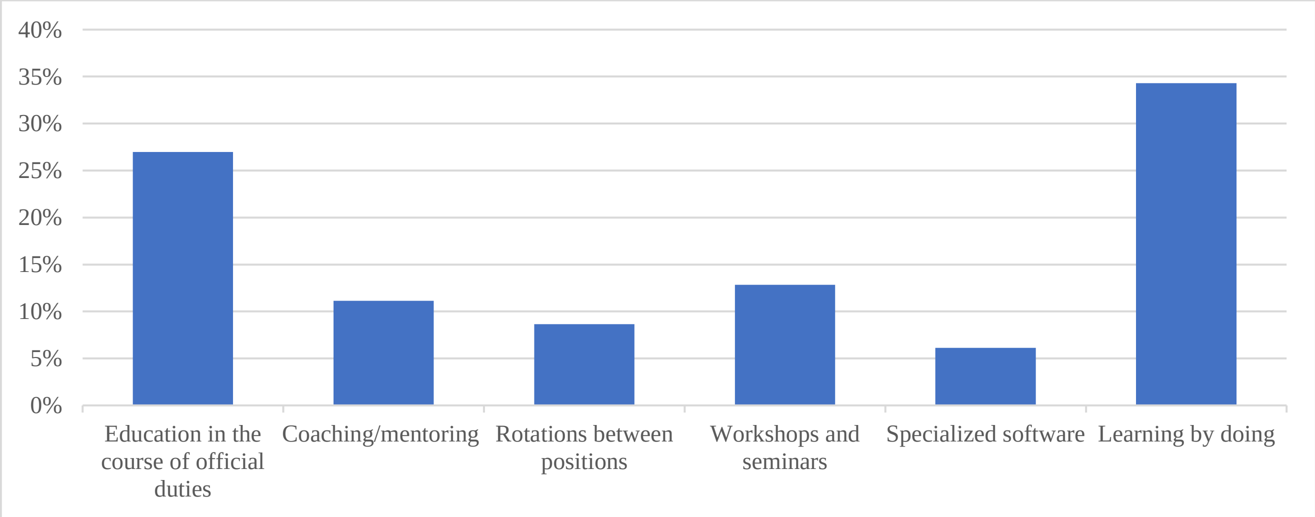
Figure 20: Different approaches companies take for talent acquisition (in percentages).



Source: Own work (2023); n = 363

Appendix 26: Different approaches companies take for employee development (multiple answers possible, in percentages).

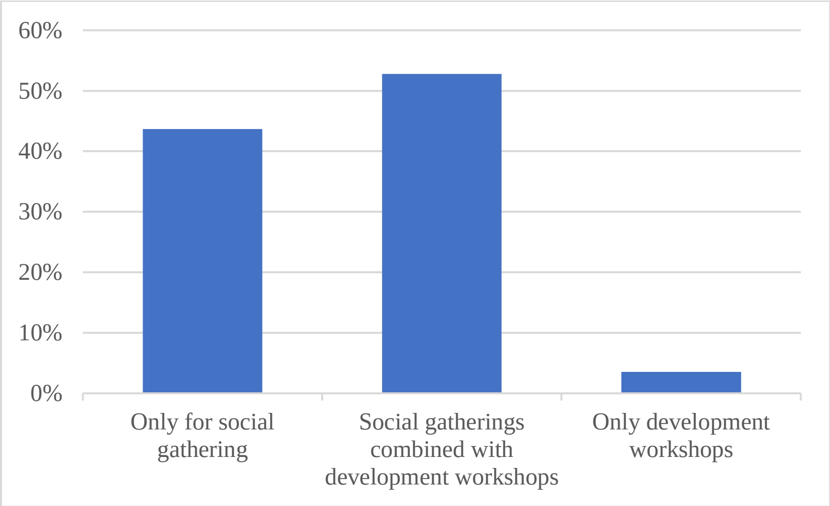
Figure 21: Different approaches companies take for employee development (multiple answers possible, in percentages).



Source: Own work (2023); *n = 356*

Appendix 27: Reasons companies organize team building events (in percentages).

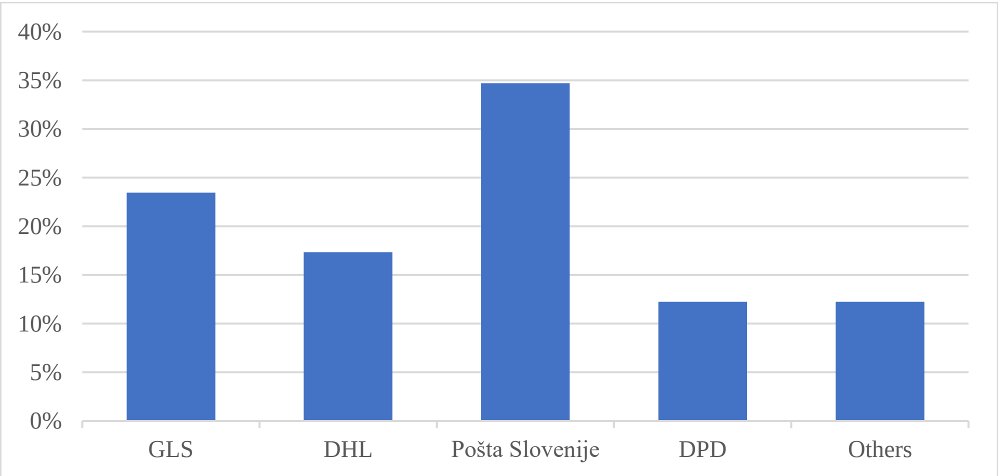
Figure 22: Reasons companies organize team building events (in percentages).



Source: Own work (2023); n = 196

Appendix 28: Different types of supplier companies use (multiple answers possible, in percentages).

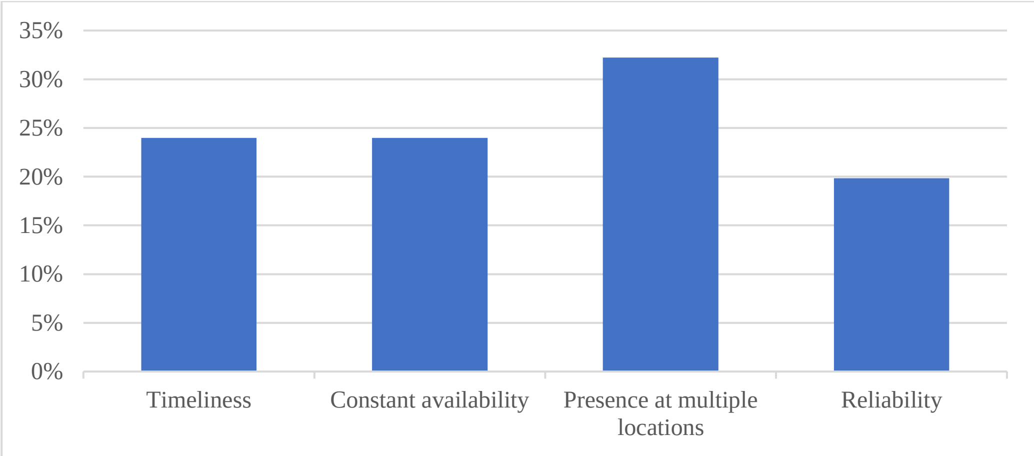
Figure 23: Different types of supplier companies use (multiple answers possible, in percentages).



Source: Own work (2023); n = 55

Appendix 29: Factors companies like about their suppliers (multiple possible answers, in percentages).

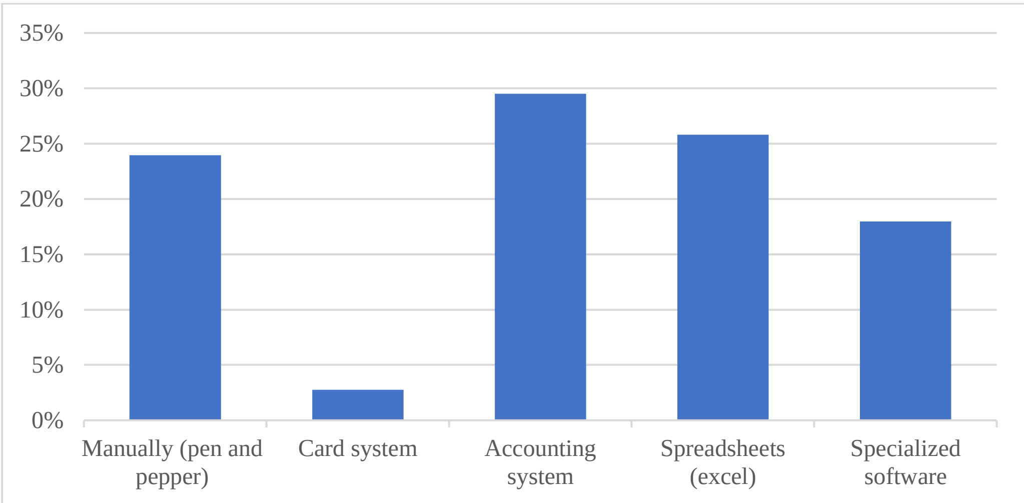
Figure 24: Factors companies like about their suppliers (multiple possible answers, in percentages).



Source: Own work (2023); n = 55

Appendix 30: Different approaches companies take for inventory management (multiple answers possible, in percentages).

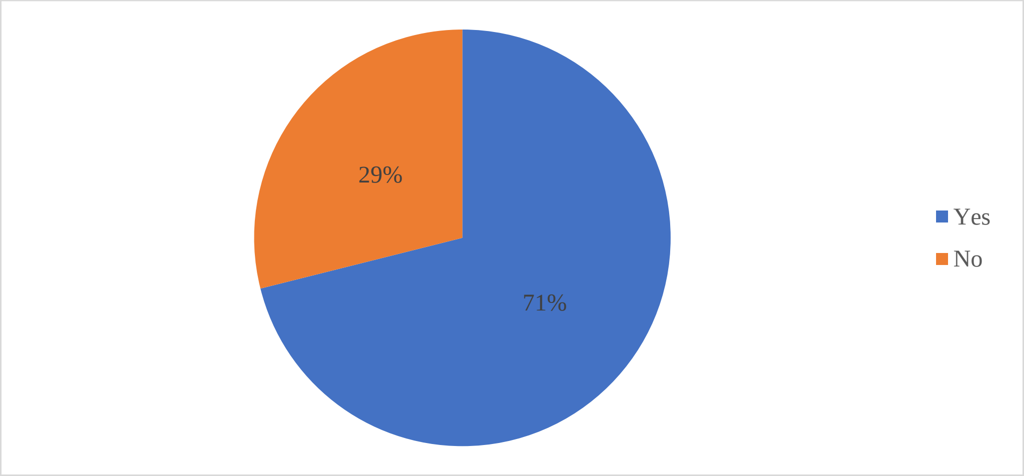
Figure 25: Different approaches companies take for inventory management (multiple answers possible, in percentages)



Source: Own work (2023); n = 162

Appendix 31: Proportion of companies using foreign languages while conducting business operations (in percentages).

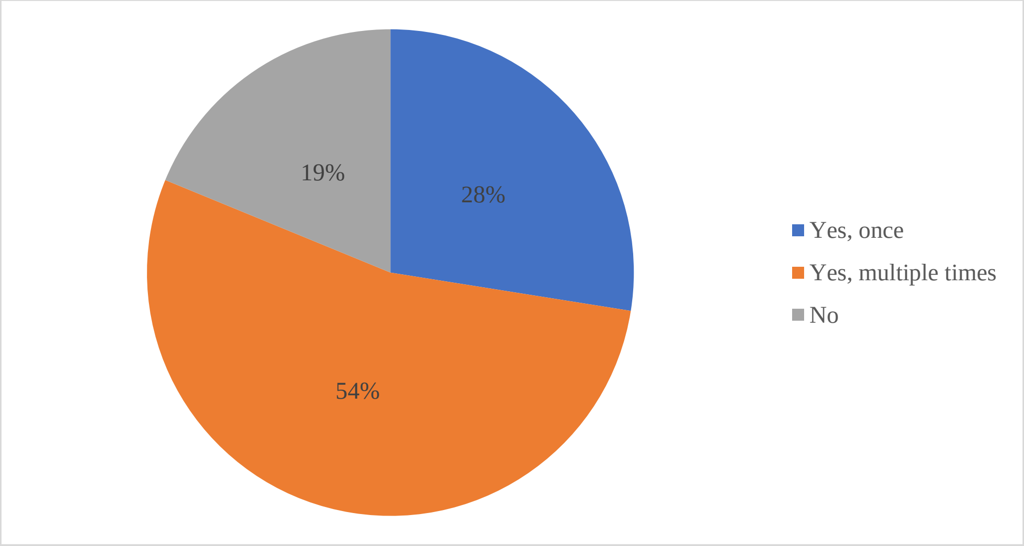
Figure 26: Proportion of companies using foreign languages while conducting business operations (in percentages).



Source: Own work (2023); n = 332

Appendix 32: Proportion of companies that received the funds they applied for (in percentages).

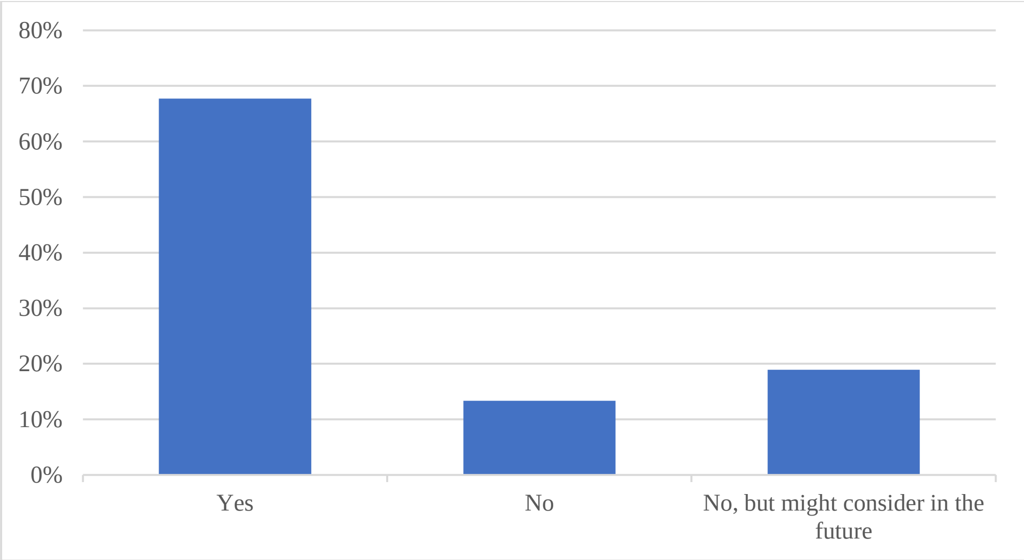
Figure 27: Proportion of companies that received the funds they applied for (in percentages).



Source: Own work (2023); n = 158

Appendix 33: Proportion of companies that invest in business development (in percentages).

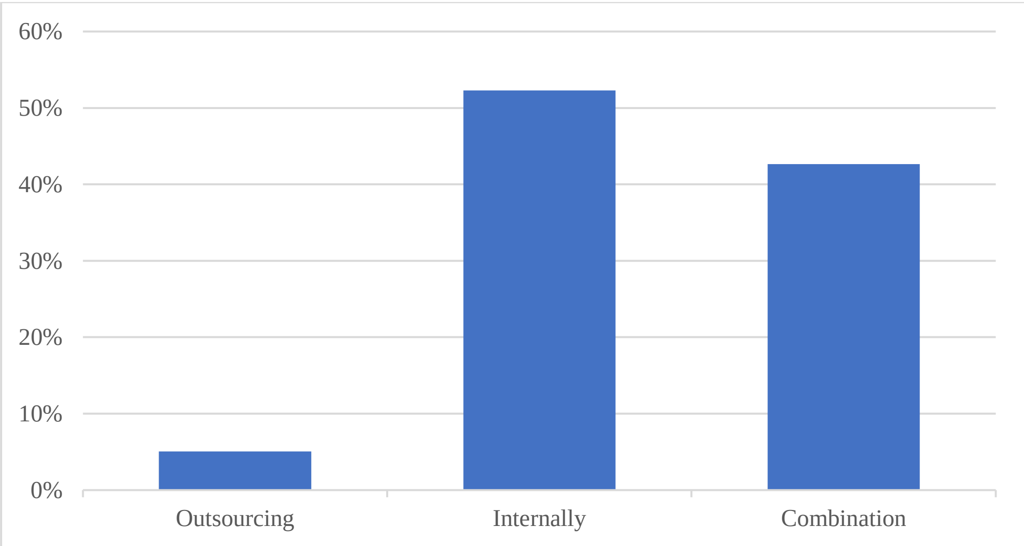
Figure 28: Proportion of companies that invest in business development (in percentages)



Source: Own work (2023); n = 322

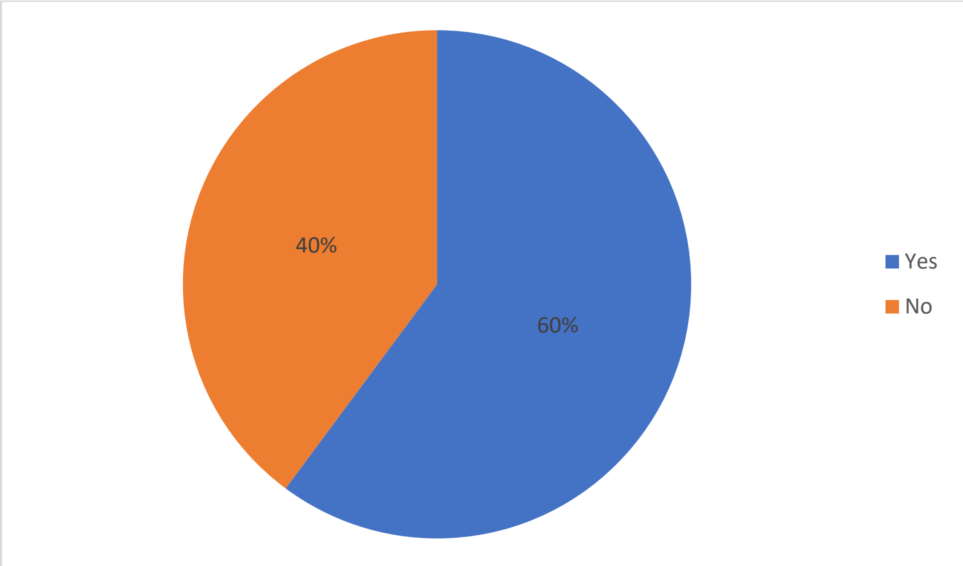
Appendix 34: Different company development approaches (in percentages).

Figure 29: Different company development approaches (in percentages).



Source: Own work (2023); n = 218

Appendix 35: Proportion of companies that have issues getting qualified workers from Slovenia and abroad (in percentages).



Source: Own work (2023); n = 384

Appendix 36: Pearson Chi-Square Statistical tests

Observed values

Row Labels	Dnevno	Drugo (prosi	Enkrat na let	Enkrat na me	Enkrat na vs	Tedensko	Grand Total		Significance	0,05
GORENJSKA	1	8	18	5	14		46		Chi-Square	0,95135542
GORIŠKA			10	3	4		17			
JUGOVZHODNA SLOVENIJA	1	6	11	2	5	1	26			
KOROŠKA		1	3	1	1		6			
OBALNO-KRAŠKA		10	10	6	6	2	34			
OSREDNJESLOVENSKA	10	28	43	21	35	17	154			
PODRAVSKA	1	6	19	10	10	4	50			
POMURSKA		1	3	1	5	2	12			
POSAVSKA			3	1	2	1	7			
PRIMORSKO-NOTRANJSKA		1	2	1		1	5			
SAVINJSKA	2	9	7	7	9	3	37			
ZASAVSKA		3	1				4			
Grand Total	**15**	**73**	**130**	**58**	**91**	**31**	**398**			

Expected values

Row Labels	Dnevno	Drugo (prosi	Enkrat na let	Enkrat na me	Enkrat na vs	Tedensko	Grand Total
GORENJSKA	1,73366834	8,43718593	15,0251256	6,70351759	10,5175879	3,58291457	46
GORIŠKA	0,64070352	3,11809045	5,55276382	2,47738693	3,88693467	1,3241206	17
JUGOVZHODNA SLOVENIJA	0,9798995	4,76884422	8,49246231	3,78894472	5,94472362	2,02512563	26
KOROŠKA	0,22613065	1,10050251	1,95979899	0,87437186	1,3718593	0,46733668	6
OBALNO-KRAŠKA	1,28140704	6,2361809	11,1055276	4,95477387	7,77386935	2,64824121	34
OSREDNJESLOVENSKA	5,8040201	28,2462312	50,3015075	22,4422111	35,2110553	11,9949749	154
PODRAVSKA	1,88442211	9,17085427	16,3316583	7,28643216	11,4321608	3,89447236	50
POMURSKA	0,45226131	2,20100503	3,91959799	1,74874372	2,74371859	0,93467337	12
POSAVSKA	0,2638191	1,2839196	2,28643216	1,0201005	1,60050251	0,54522613	7
PRIMORSKO-NOTRANJSKA	0,18844221	0,91708543	1,63316583	0,72864322	1,14321608	0,38944724	5
SAVINJSKA	1,39447236	6,78643216	12,0854271	5,3919598	8,45979899	2,88190955	37
ZASAVSKA	0,15075377	0,73366834	1,30653266	0,58291457	0,91457286	0,31155779	4
Grand Total	**15**	**73**	**130**	**58**	**91**	**31**	**398**

Observed values									
Row Labels	**Dnevno**	**Drugo (prosi**	**Enkrat na let**	**Enkrat na m**	**Enkrat na vs**	**Tedensko**	**Grand Total**	**Significance**	0,05
1-10	7	61	110	37	67	19	301	**Chi-Square**	2,5188E-11
11-30	3	12	18	17	21	4	75		
31-50				2	1	2	5		
51-100			1		1	3	5		
Več kot 100	5		1	2	1	3	12		
Grand Total	**15**	**73**	**130**	**58**	**91**	**31**	**398**		

Expected values							
Row Labels	**Dnevno**	**Drugo (prosi**	**Enkrat na let**	**Enkrat na m**	**Enkrat na vs**	**Tedensko**	**Grand Total**
1-10	11,3442211	55,2085427	98,3165829	43,8643216	68,821608	23,4447236	301
11-30	2,82663317	13,7562814	24,4974874	10,9296482	17,1482412	5,84170854	75
31-50	0,18844221	0,91708543	1,63316583	0,72864322	1,14321608	0,38944724	5
51-100	0,18844221	0,91708543	1,63316583	0,72864322	1,14321608	0,38944724	5
Več kot 100	0,45226131	2,20100503	3,91959799	1,74874372	2,74371859	0,93467337	12
Grand Total	**15**	**73**	**130**	**58**	**91**	**31**	**398**

Observed values								
Row Labels	**Dnevno**	**Enkrat na let**	**Enkrat na m**	**Enkrat na vs**	**Tedensko**	**Grand Total**		
Ad hoc podpora	10	29	20	30	16	105	**Significance**	0,05
Davčno svetovanje	12	54	35	58	17	176	**Chi-Square p**	0,00077008
Intelektualna lastnina, blagovna znamka, avtorsk	8	19	15	23	8	73		
Ne koristimo pravnih storitev	0	14	1	4	2	21		
Ne koristimo pravnih storitev, jih bomo pa mogo	0	17	2	1	0	20		
Skladnost (regulativna, varovanje podatkov, itd.)	12	43	24	50	19	148		
Grand Total	**42**	**176**	**97**	**166**	**62**	**543**		

Expected values						
Row Labels	**Dnevno**	**Enkrat na let**	**Enkrat na m**	**Enkrat na vs**	**Tedensko**	**Grand Total**
Ad hoc podpora	8,12154696	34,0331492	18,7569061	32,0994475	11,9889503	105
Davčno svetovanje	13,6132597	57,0460405	31,4401473	53,8047882	20,0957643	176
Intelektualna lastnina, blagovna znamka, avtorsk	5,64640884	23,6611418	13,0405157	22,3167587	8,33517495	73
Ne koristimo pravnih storitev	1,62430939	6,80662983	3,75138122	6,4198895	2,39779006	21
Ne koristimo pravnih storitev, jih bomo pa mogo	1,54696133	6,4825046	3,57274401	6,11418048	2,28360958	20
Skladnost (regulativna, varovanje podatkov, itd.)	11,4475138	47,9705341	26,4383057	45,2449355	16,8987109	148
Grand Total	**42**	**176**	**97**	**166**	**62**	**543**

Do you experience issues in recruiting qualified workers from both Slovenia and abroad

Observed values

Row Labels	Da	Ne	Grand Total			
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3	2	5		Significance	0,05
C - Predelovalne dejavnosti	15	7	22		Chi-Square	7,3256E-07
D - Oskrba z električno energijo, plinom in paro	2	2	4			
E - Oskrba z vodo; ravnanje z odplakami in odpad	2	1	3			
F - Gradbeništvo	44	15	59			
G - Trgovina; vzdrževanje in popravila motornih v	21	31	52			
H - Promet in skladiščenje	7	2	9			
I - Gostinstvo	40	4	44			
J - Informacijske in komunikacijske dejavnosti	10	7	17			
K - Finančne in zavarovalniške dejavnosti	6	9	15			
L - Poslovanje z nepremičninami	10	17	27			
M - Strokovne, znanstvene in tehnične dejavnost	15	7	22			
N - Druge raznovrstne poslovne dejavnosti	13	16	29			
P - Izobraževanje	5	8	13			
Q - Zdravstvo in socialno varstvo	11	2	13			
R - Kulturne, razvedrilne in rekreacijske dejavnost	2	9	11			
S - Druge dejavnosti	22	12	34			
Grand Total	**228**	**151**	**379**			

Expected values

Row Labels	Da	Ne	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3,00791557	1,99208443	5
C - Predelovalne dejavnosti	13,2348285	8,7651715	22
D - Oskrba z električno energijo, plinom in paro	2,40633245	1,59366755	4
E - Oskrba z vodo; ravnanje z odplakami in odpad	1,80474934	1,19525066	3
F - Gradbeništvo	35,4934037	23,5065963	59
G - Trgovina; vzdrževanje in popravila motornih v	31,2823219	20,7176781	52
H - Promet in skladiščenje	5,41424802	3,58575198	9
I - Gostinstvo	26,469657	17,530343	44
J - Informacijske in komunikacijske dejavnosti	10,2269129	6,77308707	17
K - Finančne in zavarovalniške dejavnosti	9,0237467	5,9762533	15
L - Poslovanje z nepremičninami	16,2427441	10,7572559	27
M - Strokovne, znanstvene in tehnične dejavnost	13,2348285	8,7651715	22
N - Druge raznovrstne poslovne dejavnosti	17,4459103	11,5540897	29
P - Izobraževanje	7,82058047	5,17941953	13
Q - Zdravstvo in socialno varstvo	7,82058047	5,17941953	13
R - Kulturne, razvedrilne in rekreacijske dejavnost	6,61741425	4,38258575	11
S - Druge dejavnosti	20,4538259	13,5461741	34
Grand Total	**228**	**151**	**379**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
GORENJSKA	27	17	44		**Chi-Square**	0,2081768
GORIŠKA	14	3	17			
JUGOVZHODNA SLOVENIJA	18	6	24			
KOROŠKA	3	3	6			
OBALNO-KRAŠKA	21	12	33			
OSREDNJESLOVENSKA	75	72	147			
PODRAVSKA	28	16	44			
POMURSKA	6	6	12			
POSAVSKA	5	2	7			
PRIMORSKO-NOTRANJSKA	4	1	5			
SAVINJSKA	23	13	36			
ZASAVSKA	4		4			
Grand Total	**228**	**151**	**379**			

Expected values			
Row Labels	**Da**	**Ne**	**Grand Total**
GORENJSKA	26,469657	17,530343	44
GORIŠKA	10,2269129	6,77308707	17
JUGOVZHODNA SLOVENIJA	14,4379947	9,56200528	24
KOROŠKA	3,60949868	2,39050132	6
OBALNO-KRAŠKA	19,8522427	13,1477573	33
OSREDNJESLOVENSKA	88,4327177	58,5672823	147
PODRAVSKA	26,469657	17,530343	44
POMURSKA	7,21899736	4,78100264	12
POSAVSKA	4,21108179	2,78891821	7
PRIMORSKO-NOTRANJSKA	3,00791557	1,99208443	5
SAVINJSKA	21,6569921	14,3430079	36
ZASAVSKA	2,40633245	1,59366755	4
Grand Total	**228**	**151**	**379**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
1-10	158	133	291		**Chi-Square**	0,00041358
11-30	55	13	68			
31-50	4		4			
51-100	2	3	5			
Več kot 100	9	2	11			
Grand Total	**228**	**151**	**379**			

Expected values			
Row Labels	**Da**	**Ne**	**Grand Total**
1-10	175,060686	115,939314	291
11-30	40,9076517	27,0923483	68
31-50	2,40633245	1,59366755	4
51-100	3,00791557	1,99208443	5
Več kot 100	6,61741425	4,38258575	11
Grand Total	**228**	**151**	**379**

How many times per year do you organize team building or other company events?

Observed values

Row Labels	1-2 krat	3-5 krat	Ne izvajamo	Nimamo vzp	Več kot 5 kra	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	4		1			5
C - Predelovalne dejavnosti	11	3	4	1	1	20
D - Oskrba z električno energijo, plinom in paro	1	1	2			4
E - Oskrba z vodo; ravnanje z odplakami in odpad	2		1			3
F - Gradbeništvo	20	3	24	6	2	55
G - Trgovina; vzdrževanje in popravila motornih v	22	2	19	3	3	49
H - Promet in skladiščenje	2		4	1	1	8
I - Gostinstvo	18	4	15	4	1	42
J - Informacijske in komunikacijske dejavnosti	8	3	6			17
K - Finančne in zavarovalniške dejavnosti	7	2	4		2	15
L - Poslovanje z nepremičninami	12	1	11	2	1	27
M - Strokovne, znanstvene in tehnične dejavnost	10	1	9	2		22
N - Druge raznovrstne poslovne dejavnosti	8	3	10	3	1	25
P - Izobraževanje	4	2	3	1		10
Q - Zdravstvo in socialno varstvo	9	2	1			12
R - Kulturne, razvedrilne in rekreacijske dejavnost	4	1	4	1		10
S - Druge dejavnosti	15	2	10		2	29
Grand Total	**157**	**30**	**128**	**24**	**14**	**353**

Significance	0,05
Chi-Square	0,99867871

Expected values

Row Labels	1-2 krat	3-5 krat	Ne izvajamo	Nimamo vzp	Več kot 5 kra	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	2,22379603	0,42492918	1,81303116	0,33994334	0,19830028	5
C - Predelovalne dejavnosti	8,89518414	1,69971671	7,25212465	1,35977337	0,79320113	20
D - Oskrba z električno energijo, plinom in paro	1,77903683	0,33994334	1,45042493	0,27195467	0,15864023	4
E - Oskrba z vodo; ravnanje z odplakami in odpad	1,33427762	0,25495751	1,0878187	0,20396601	0,11898017	3
F - Gradbeništvo	24,4617564	4,67422096	19,9433428	3,73937677	2,18130312	55
G - Trgovina; vzdrževanje in popravila motornih v	21,7932011	4,16430595	17,7677054	3,33144476	1,94334278	49
H - Promet in skladiščenje	3,55807365	0,67988669	2,90084986	0,54390935	0,31728045	8
I - Gostinstvo	18,6798867	3,5694051	15,2294618	2,85552408	1,66572238	42
J - Informacijske in komunikacijske dejavnosti	7,56090652	1,44475921	6,16430595	1,15580737	0,67422096	17
K - Finančne in zavarovalniške dejavnosti	6,6713881	1,27478754	5,43909348	1,01983003	0,59490085	15
L - Poslovanje z nepremičninami	12,0084986	2,29461756	9,79036827	1,83569405	1,07082153	27
M - Strokovne, znanstvene in tehnične dejavnost	9,78470255	1,86968839	7,97733711	1,49575071	0,87252125	22
N - Druge raznovrstne poslovne dejavnosti	11,1189802	2,12464589	9,06515581	1,69971671	0,99150142	25
P - Izobraževanje	4,44759207	0,84985836	3,62606232	0,67988669	0,39660057	10
Q - Zdravstvo in socialno varstvo	5,33711048	1,01983003	4,35127479	0,81586402	0,47592068	12
R - Kulturne, razvedrilne in rekreacijske dejavnost	4,44759207	0,84985836	3,62606232	0,67988669	0,39660057	10
S - Druge dejavnosti	12,898017	2,46458924	10,5155807	1,97167139	1,15014164	29
Grand Total	**157**	**30**	**128**	**24**	**14**	**353**

Observed values

Row Labels	1-2 krat	3-5 krat	Ne izvajamo	Nimamo vzp	Več kot 5 kra	Grand Total
1-10	111	17	110	21	9	268
11-30	36	9	14	3	4	66
31-50	2		2			4
51-100	1		2		1	4
Več kot 100	7	4				11
Grand Total	**157**	**30**	**128**	**24**	**14**	**353**

Significance	0,05
Chi-Square	0,02078454

Expected values

Row Labels	1-2 krat	3-5 krat	Ne izvajamo	Nimamo vzp	Več kot 5 kra	Grand Total
1-10	119,195467	22,776204	97,1784703	18,2209632	10,6288952	268
11-30	29,3541076	5,60906516	23,9320113	4,48725212	2,61756374	66
31-50	1,77903683	0,33994334	1,45042493	0,27195467	0,15864023	4
51-100	1,77903683	0,33994334	1,45042493	0,27195467	0,15864023	4
Več kot 100	4,89235127	0,93484419	3,98866856	0,74787535	0,43626062	11
Grand Total	**157**	**30**	**128**	**24**	**14**	**353**

How much % of your product price are the costs of logistcs

Observed value

Row Labels	11-15	16-20	6-10	Manj kot in v	Ne uporablja	Nimamo vzp	Stroške krije kupec	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	2				1	1	1	5
C - Predelovalne dejavnosti			5	11		1	1	18
D - Oskrba z električno energijo, plinom in paro			1	2	1			4
E - Oskrba z vodo; ravnanje z odplakami in odpadki; saniranje okolja					1		1	2
F - Gradbeništvo	1	3	11	12	15	3	7	52
G - Trgovina; vzdrževanje in popravila motornih v	5	4	10	17	6	2	1	45
H - Promet in skladiščenje			1	2			3	6
I - Gostinstvo	1	3	5	13	12	1	5	40
J - Informacijske in komunikacijske dejavnosti	2		1	7	7			17
K - Finančne in zavarovalniške dejavnosti		1	2	1	10			14
L - Poslovanje z nepremičninami	1	1		4	16		1	23
M - Strokovne, znanstvene in tehnične dejavnost	1	1	2	6	8	2	2	22
N - Druge raznovrstne poslovne dejavnosti	1	1	5	5	10		1	23
P - Izobraževanje					7	1	1	9
Q - Zdravstvo in socialno varstvo	1		4	2	4			11
R - Kulturne, razvedrilne in rekreacijske dejavnosti			2	2	5			9
S - Druge dejavnosti	2	1	5	12	4		4	28
Grand Total	**17**	**15**	**54**	**96**	**107**	**11**	**28**	**328**

Significance	0,05
Chi-Square	0,123395364

Expected value

Row Labels	11-15	16-20	6-10	Manj kot in v	Ne uporablja	Nimamo vzp	Stroške krije kupec	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	0,25914634	0,22865854	0,82317073	1,46341463	1,63109756	0,16768293	0,426829268	5
C - Predelovalne dejavnosti	0,93292683	0,82317073	2,96341463	5,26829268	5,87195122	0,60365854	1,536585366	18
D - Oskrba z električno energijo, plinom in paro	0,20731707	0,18292683	0,65853659	1,17073171	1,30487805	0,13414634	0,341463415	4
E - Oskrba z vodo; ravnanje z odplakami in odpac	0,10365854	0,09146341	0,32926829	0,58536585	0,65243902	0,06707317	0,170731707	2
F - Gradbeništvo	2,69512195	2,37804878	8,56097561	15,2195122	16,9634146	1,74390244	4,43902439	52
G - Trgovina; vzdrževanje in popravila motornih v	2,33231707	2,05792683	7,40853659	13,1707317	14,679878	1,50914634	3,841463415	45
H - Promet in skladiščenje	0,31097561	0,27439024	0,98780488	1,75609756	1,95731707	0,20121951	0,512195122	6
I - Gostinstvo	2,07317073	1,82926829	6,58536585	11,7073171	13,0487805	1,34146341	3,414634146	40
J - Informacijske in komunikacijske dejavnosti	0,88109756	0,77743902	2,79878049	4,97560976	5,54573171	0,57012195	1,451219512	17
K - Finančne in zavarovalniške dejavnosti	0,72560976	0,6402439	2,30487805	4,09756098	4,56707317	0,4695122	1,195121951	14
L - Poslovanje z nepremičninami	1,19207317	1,05182927	3,78658537	6,73170732	7,50304878	0,77134146	1,963414634	23
M - Strokovne, znanstvene in tehnične dejavnost	1,1402439	1,00609756	3,62195122	6,43902439	7,17682927	0,73780488	1,87804878	22
N - Druge raznovrstne poslovne dejavnosti	1,19207317	1,05182927	3,78658537	6,73170732	7,50304878	0,77134146	1,963414634	23
P - Izobraževanje	0,46646341	0,41158537	1,48170732	2,63414634	2,93597561	0,30182927	0,768292683	9
Q - Zdravstvo in socialno varstvo	0,57012195	0,50304878	1,81097561	3,2195122	3,58841463	0,36890244	0,93902439	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	0,46646341	0,41158537	1,48170732	2,63414634	2,93597561	0,30182927	0,768292683	9
S - Druge dejavnosti	1,45121951	1,2804878	4,6097561	8,19512195	9,13414634	0,93902439	2,390243902	28
Grand Total	**17**	**15**	**54**	**96**	**107**	**11**	**28**	**328**

How do you approach logistics in your company?

Observed value

Row Labels	Kombinacija	Najemanje z	Znotraj podj	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo			2	2
C - Predelovalne dejavnosti	6	3	9	18
D - Oskrba z električno energijo, plinom in paro	2		1	3
F - Gradbeništvo	13	6	7	26
G - Trgovina; vzdrževanje in popravila motornih v	7	20	12	39
H - Promet in skladiščenje	1		3	4
I - Gostinstvo	10	4	8	22
J - Informacijske in komunikacijske dejavnosti	1	5	4	10
K - Finančne in zavarovalniške dejavnosti	1	1	2	4
L - Poslovanje z nepremičninami	2	3	2	7
M - Strokovne, znanstvene in tehnične dejavnost	2	3	5	10
N - Druge raznovrstne poslovne dejavnosti	5	3	4	12
Q - Zdravstvo in socialno varstvo	7			7
R - Kulturne, razvedrilne in rekreacijske dejavnost	2	2	1	5
S - Druge dejavnosti	7	7	6	20
Grand Total	**66**	**57**	**66**	**189**

Significance	0,05
Chi-Square	0,142100583

Expected value

Row Labels	Kombinacija	Najemanje z	Znotraj podj	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	0,6984127	0,6031746	0,6984127	2
C - Predelovalne dejavnosti	6,28571429	5,42857143	6,28571429	18
D - Oskrba z električno energijo, plinom in paro	1,04761905	0,9047619	1,04761905	3
F - Gradbeništvo	9,07936508	7,84126984	9,07936508	26
G - Trgovina; vzdrževanje in popravila motornih v	13,6190476	11,7619048	13,6190476	39
H - Promet in skladiščenje	1,3968254	1,20634921	1,3968254	4
I - Gostinstvo	7,68253968	6,63492063	7,68253968	22
J - Informacijske in komunikacijske dejavnosti	3,49206349	3,01587302	3,49206349	10
K - Finančne in zavarovalniške dejavnosti	1,3968254	1,20634921	1,3968254	4
L - Poslovanje z nepremičninami	2,44444444	2,11111111	2,44444444	7
M - Strokovne, znanstvene in tehnične dejavnost	3,49206349	3,01587302	3,49206349	10
N - Druge raznovrstne poslovne dejavnosti	4,19047619	3,61904762	4,19047619	12
Q - Zdravstvo in socialno varstvo	2,44444444	2,11111111	2,44444444	7
R - Kulturne, razvedrilne in rekreacijske dejavnost	1,74603175	1,50793651	1,74603175	5
S - Druge dejavnosti	6,98412698	6,03174603	6,98412698	20
Grand Total	**66**	**57**	**66**	**189**

Observed value						
Row Labels	**Kombinacija**	**Najemanje z**	**Znotraj podj**	**Grand Total**	**Significance**	0,05
GORENJSKA	4	10	6	20	**Chi-Square**	0,726506442
GORIŠKA	3	1	5	9		
JUGOVZHODNA SLOVENIJA	5	2	7	14		
KOROŠKA	1			1		
OBALNO-KRAŠKA	8	4	7	19		
OSREDNJESLOVENSKA	22	19	17	58		
PODRAVSKA	10	7	9	26		
POMURSKA	1	4	5	10		
POSAVSKA	1	1		2		
PRIMORSKO-NOTRANJSKA		2	3	5		
SAVINJSKA	11	6	6	23		
ZASAVSKA		1	1	2		
Grand Total	**66**	**57**	**66**	**189**		

Expected value				
Row Labels	**Kombinacija**	**Najemanje z**	**Znotraj podj**	**Grand Total**
GORENJSKA	6,98412698	6,03174603	6,98412698	20
GORIŠKA	3,14285714	2,71428571	3,14285714	9
JUGOVZHODNA SLOVENIJA	4,88888889	4,22222222	4,88888889	14
KOROŠKA	0,34920635	0,3015873	0,34920635	1
OBALNO-KRAŠKA	6,63492063	5,73015873	6,63492063	19
OSREDNJESLOVENSKA	20,2539683	17,4920635	20,2539683	58
PODRAVSKA	9,07936508	7,84126984	9,07936508	26
POMURSKA	3,49206349	3,01587302	3,49206349	10
POSAVSKA	0,6984127	0,6031746	0,6984127	2
PRIMORSKO-NOTRANJSKA	1,74603175	1,50793651	1,74603175	5
SAVINJSKA	8,03174603	6,93650794	8,03174603	23
ZASAVSKA	0,6984127	0,6031746	0,6984127	2
Grand Total	**66**	**57**	**66**	**189**

Observed value						
Row Labels	**Kombinacija**	**Najemanje z**	**Znotraj podj**	**Grand Total**	**Significance**	0,05
1-10	46	44	47	137	**Chi-Square**	0,446015338
11-30	13	11	17	41		
31-50	2			2		
51-100		1		1		
Več kot 100	5	1	2	8		
Grand Total	**66**	**57**	**66**	**189**		

Expected value				
Row Labels	**Kombinacija**	**Najemanje z**	**Znotraj podj**	**Grand Total**
1-10	47,8412698	41,3174603	47,8412698	137
11-30	14,3174603	12,3650794	14,3174603	41
31-50	0,6984127	0,6031746	0,6984127	2
51-100	0,34920635	0,3015873	0,34920635	1
Več kot 100	2,79365079	2,41269841	2,79365079	8
Grand Total	**66**	**57**	**66**	**189**

How often do you record inventories?

Observed values

Row Labels	Drugo (prosi	Dvakrat tede	Enkrat mese	Vsak dan	Vsak drugi m	Zalog ne spr	Zaloge ne spremljamo, vendar k	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo			3	2				5
C - Predelovalne dejavnosti	1	5	4	6	1	1	2	20
D - Oskrba z električno energijo, plinom in paro		2		1		1		4
E - Oskrba z vodo; ravnanje z odplakami in odpadki; saniranje okolja			1			1		2
F - Gradbeništvo	4	4	11	17	2	8	4	50
G - Trgovina; vzdrževanje in popravila motornih vozil		13	7	25	3			48
H - Promet in skladiščenje	2		1	2	1	1		7
I - Gostinstvo	1	11	12	13	2			39
J - Informacijske in komunikacijske dejavnosti	2	1	1	3	2	7	1	17
K - Finančne in zavarovalniške dejavnosti	5		2	1		6		14
L - Poslovanje z nepremičninami	3	2	6	2	1	9		23
M - Strokovne, znanstvene in tehnične dejavnost	4	4	2	5	1	4	2	22
N - Druge raznovrstne poslovne dejavnosti	2		7	2	1	8	3	23
P - Izobraževanje	2		1		2	3	1	9
Q - Zdravstvo in socialno varstvo		5	3	3				11
R - Kulturne, razvedrilne in rekreacijske dejavnost	1	1	2	2	1	3		10
S - Druge dejavnosti	1	2	5	12	2	4	2	28
Grand Total	**28**	**50**	**68**	**96**	**19**	**56**	**15**	**332**

Significance	0,05
Chi-Square	0,015160983

Expected values

Row Labels	Drugo (prosi	Dvakrat tede	Enkrat mese	Vsak dan	Vsak drugi m	Zalog ne spr	Zaloge ne spremljamo, vendar k	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	0,42168675	0,75301205	1,02409639	1,44578313	0,28614458	0,84337349	0,225903614	5
C - Predelovalne dejavnosti	1,68674699	3,01204819	4,09638554	5,78313253	1,14457831	3,37349398	0,903614458	20
D - Oskrba z električno energijo, plinom in paro	0,3373494	0,60240964	0,81927711	1,15662651	0,22891566	0,6746988	0,180722892	4
E - Oskrba z vodo; ravnanje z odplakami in odpad	0,1686747	0,30120482	0,40963855	0,57831325	0,11445783	0,3373494	0,090361446	2
F - Gradbeništvo	4,21686747	7,53012048	10,2409639	14,4578313	2,86144578	8,43373494	2,259036145	50
G - Trgovina; vzdrževanje in popravila motornih v	4,04819277	7,22891566	9,8313253	13,8795181	2,74698795	8,09638554	2,168674699	48
H - Promet in skladiščenje	0,59036145	1,05421687	1,43373494	2,02409639	0,40060241	1,18072289	0,31626506	7
I - Gostinstvo	3,28915663	5,87349398	7,98795181	11,2771084	2,23192771	6,57831325	1,762048193	39
J - Informacijske in komunikacijske dejavnosti	1,43373494	2,56024096	3,48192771	4,91566265	0,97289157	2,86746988	0,768072289	17
K - Finančne in zavarovalniške dejavnosti	1,18072289	2,10843373	2,86746988	4,04819277	0,80120482	2,36144578	0,63253012	14
L - Poslovanje z nepremičninami	1,93975904	3,46385542	4,71084337	6,65060241	1,31626506	3,87951807	1,039156627	23
M - Strokovne, znanstvene in tehnične dejavnost	1,85542169	3,31325301	4,5060241	6,36144578	1,25903614	3,71084337	0,993975904	22
N - Druge raznovrstne poslovne dejavnosti	1,93975904	3,46385542	4,71084337	6,65060241	1,31626506	3,87951807	1,039156627	23
P - Izobraževanje	0,75903614	1,35542169	1,84337349	2,60240964	0,51506024	1,51807229	0,406626506	9
Q - Zdravstvo in socialno varstvo	0,92771084	1,65662651	2,25301205	3,18072289	0,62951807	1,85542169	0,496987952	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	0,84337349	1,5060241	2,04819277	2,89156627	0,57228916	1,68674699	0,451807229	10
S - Druge dejavnosti	2,36144578	4,21686747	5,73493976	8,09638554	1,60240964	4,72289157	1,265060241	28
Grand Total	**28**	**50**	**68**	**96**	**19**	**56**	**15**	**332**

How dofficult you find receiving EU funds?

Observed values

Row Labels	1 (Ni zahtevr	2	3	4	5	6	7 (Zelo zahtevno)	Grand Total
1-10	11	9	21	20	18	14	20	113
11-30	3		8	8	11	4	3	37
31-50					1	1	1	3
51-100				1				1
Več kot 100				2	1			3
Grand Total	**14**	**9**	**29**	**31**	**31**	**19**	**24**	**157**

Significance	0,05
Chi-Square	0,921884005

Expected values

Row Labels	1 (Ni zahtevr	2	3	4	5	6	7 (Zelo zahtevno)	Grand Total
1-10	10,0764331	6,47770701	20,8726115	22,3121019	22,3121019	13,6751592	17,27388535	113
11-30	3,29936306	2,12101911	6,8343949	7,30573248	7,30573248	4,47770701	5,656050955	37
31-50	0,26751592	0,17197452	0,55414013	0,59235669	0,59235669	0,36305732	0,458598726	3
51-100	0,08917197	0,05732484	0,18471338	0,19745223	0,19745223	0,12101911	0,152866242	1
Več kot 100	0,26751592	0,17197452	0,55414013	0,59235669	0,59235669	0,36305732	0,458598726	3
Grand Total	**14**	**9**	**29**	**31**	**31**	**19**	**24**	**157**

Do you foresee an increase in the amount of office space required in the next 3-5 years due to the growth of your business?

Observed values

Row Labels	Da	Ne	Grand Total			
A - Kmetijstvo in lov, gozdarstvo, ribištvo	2	3	5		**Significance**	0,05
C - Predelovalne dejavnosti	8	12	20		**Chi-Square**	0,31140362
D - Oskrba z električno energijo, plinom in paro	1	2	3			
E - Oskrba z vodo; ravnanje z odplakami in odpad	1	1	2			
F - Gradbeništvo	13	33	46			
G - Trgovina; vzdrževanje in popravila motornih v	8	35	43			
H - Promet in skladiščenje	2	4	6			
I - Gostinstvo	8	27	35			
J - Informacijske in komunikacijske dejavnosti	6	11	17			
K - Finančne in zavarovalniške dejavnosti	3	8	11			
L - Poslovanje z nepremičninami	1	19	20			
M - Strokovne, znanstvene in tehnične dejavnost	4	18	22			
N - Druge raznovrstne poslovne dejavnosti	5	17	22			
P - Izobraževanje	2	6	8			
Q - Zdravstvo in socialno varstvo	6	5	11			
R - Kulturne, razvedrilne in rekreacijske dejavnost	1	9	10			
S - Druge dejavnosti	5	22	27			
Grand Total	**76**	**232**	**308**			

Expected values

Row Labels	Da	Ne	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	1,23376623	3,76623377	5
C - Predelovalne dejavnosti	4,93506494	15,0649351	20
D - Oskrba z električno energijo, plinom in paro	0,74025974	2,25974026	3
E - Oskrba z vodo; ravnanje z odplakami in odpad	0,49350649	1,50649351	2
F - Gradbeništvo	11,3506494	34,6493506	46
G - Trgovina; vzdrževanje in popravila motornih v	10,6103896	32,3896104	43
H - Promet in skladiščenje	1,48051948	4,51948052	6
I - Gostinstvo	8,63636364	26,3636364	35
J - Informacijske in komunikacijske dejavnosti	4,19480519	12,8051948	17
K - Finančne in zavarovalniške dejavnosti	2,71428571	8,28571429	11
L - Poslovanje z nepremičninami	4,93506494	15,0649351	20
M - Strokovne, znanstvene in tehnične dejavnost	5,42857143	16,5714286	22
N - Druge raznovrstne poslovne dejavnosti	5,42857143	16,5714286	22
P - Izobraževanje	1,97402597	6,02597403	8
Q - Zdravstvo in socialno varstvo	2,71428571	8,28571429	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	2,46753247	7,53246753	10
S - Druge dejavnosti	6,66233766	20,3376623	27
Grand Total	**76**	**232**	**308**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
GORENJSKA	3	34	37		**Chi-Square**	0,10873898
GORIŠKA	1	11	12			
JUGOVZHODNA SLOVENIJA	3	19	22			
KOROŠKA		4	4			
OBALNO-KRAŠKA	9	18	27			
OSREDNJESLOVENSKA	35	81	116			
PODRAVSKA	11	24	35			
POMURSKA		11	11			
POSAVSKA	2	3	5			
PRIMORSKO-NOTRANJSKA	2	2	4			
SAVINJSKA	10	21	31			
ZASAVSKA		4	4			
Grand Total	**76**	**232**	**308**			

Expected values			
Row Labels	**Da**	**Ne**	**Grand Total**
GORENJSKA	9,12987013	27,8701299	37
GORIŠKA	2,96103896	9,03896104	12
JUGOVZHODNA SLOVENIJA	5,42857143	16,5714286	22
KOROŠKA	0,98701299	3,01298701	4
OBALNO-KRAŠKA	6,66233766	20,3376623	27
OSREDNJESLOVENSKA	28,6233766	87,3766234	116
PODRAVSKA	8,63636364	26,3636364	35
POMURSKA	2,71428571	8,28571429	11
POSAVSKA	1,23376623	3,76623377	5
PRIMORSKO-NOTRANJSKA	0,98701299	3,01298701	4
SAVINJSKA	7,64935065	23,3506494	31
ZASAVSKA	0,98701299	3,01298701	4
Grand Total	**76**	**232**	**308**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
1-10	56	174	230		**Chi-Square**	0,02508402
11-30	11	50	61			
31-50	1	3	4			
51-100	1	1	2			
Več kot 100	7	4	11			
Grand Total	**76**	**232**	**308**			

Expected values			
Row Labels	**Da**	**Ne**	**Grand Total**
1-10	56,7532468	173,246753	230
11-30	15,0519481	45,9480519	61
31-50	0,98701299	3,01298701	4
51-100	0,49350649	1,50649351	2
Več kot 100	2,71428571	8,28571429	11
Grand Total	**76**	**232**	**308**

Please select the modules that are relevant to the growth of your business based on the previously answered questions? (multiple possible answers)

Observed values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3	0	1	1	1	0	1	0	7
C - Predelovalne dejavnosti	17	4	5	3	5	1	6	5	46
D - Oskrba z električno energijo, plinom in paro	3	1	0	1	0	0	1	1	7
E - Oskrba z vodo; ravnanje z odplakami in odpac	2	1	0	1	0	0	0	2	6
F - Gradbeništvo	29	13	8	6	6	1	11	13	87
G - Trgovina; vzdrževanje in popravila motornih v	36	10	7	7	10	0	7	9	86
H - Promet in skladiščenje	3	1	1	0	1	0	1	1	8
I - Gostinstvo	31	7	3	4	9	1	10	7	72
J - Informacijske in komunikacijske dejavnosti	15	3	5	6	3	3	5	5	45
K - Finančne in zavarovalniške dejavnosti	10	4	5	3	0	3	5	6	36
L - Poslovanje z nepremičninami	17	6	6	4	0	0	6	4	43
M - Strokovne, znanstvene in tehnične dejavnost	14	3	1	3	3	1	6	3	34
N - Druge raznovrstne poslovne dejavnosti	17	7	5	7	2	1	4	3	46
P - Izobraževanje	7	2	1	3	1	2	4	2	22
Q - Zdravstvo in socialno varstvo	9	5	3	5	3	1	3	4	33
R - Kulturne, razvedrilne in rekreacijske dejavnost	8	1	0	0	1	0	4	1	15
S - Druge dejavnosti	21	4	2	4	2	1	8	7	49
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

Significance leve	0,05
Chi-Square p-va	0,99040326

expected values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	2,63862928	0,78504673	0,57788162	0,63239875	0,51246106	0,1635514	0,894080997	0,79595016	7
C - Predelovalne dejavnosti	17,3395639	5,1588785	3,79750779	4,15576324	3,36760125	1,07476636	5,875389408	5,2305296	46
D - Oskrba z električno energijo, plinom in paro	2,63862928	0,78504673	0,57788162	0,63239875	0,51246106	0,1635514	0,894080997	0,79595016	7
E - Oskrba z vodo; ravnanje z odplakami in odpac	2,26168224	0,6728972	0,4953271	0,54205607	0,43925234	0,14018692	0,76635514	0,68224299	6
F - Gradbeništvo	32,7943925	9,75700935	7,18224299	7,85981308	6,36915888	2,03271028	11,11214953	9,89252336	87
G - Trgovina; vzdrževanje in popravila motornih v	32,4174455	9,64485981	7,09968847	7,7694704	6,29595016	2,00934579	10,98442368	9,7788162	86
H - Promet in skladiščenje	3,01557632	0,89719626	0,66043614	0,72274143	0,58566978	0,18691589	1,021806854	0,90965732	8
I - Gostinstvo	27,1401869	8,07476636	5,94392523	6,5046729	5,27102804	1,68224299	9,196261682	8,18691589	72
J - Informacijske in komunikacijske dejavnosti	16,9626168	5,04672897	3,71495327	4,06542056	3,29439252	1,05140187	5,747663551	5,11682243	45
K - Finančne in zavarovalniške dejavnosti	13,5700935	4,03738318	2,97196262	3,25233645	2,63551402	0,8411215	4,598130841	4,09345794	36
L - Poslovanje z nepremičninami	16,2087227	4,82242991	3,54984424	3,8847352	3,14797508	1,0046729	5,492211838	4,8894081	43
M - Strokovne, znanstvene in tehnične dejavnost	12,8161994	3,81308411	2,80685358	3,07165109	2,48909657	0,79439252	4,342679128	3,86604361	34
N - Druge raznovrstne poslovne dejavnosti	17,3395639	5,1588785	3,79750779	4,15576324	3,36760125	1,07476636	5,875389408	5,2305296	46
P - Izobraževanje	8,29283489	2,46728972	1,81619938	1,98753894	1,6105919	0,51401869	2,809968847	2,50155763	22
Q - Zdravstvo in socialno varstvo	12,4392523	3,70093458	2,72429907	2,98130841	2,41588785	0,77102804	4,214953271	3,75233645	33
R - Kulturne, razvedrilne in rekreacijske dejavnost	5,65420561	1,68224299	1,23831776	1,35514019	1,09813084	0,35046729	1,91588785	1,70560748	15
S - Druge dejavnosti	18,470405	5,4953271	4,04517134	4,42679128	3,58722741	1,14485981	6,258566978	5,57165109	49
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

Observed values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
GORENJSKA	27	4	4	2	3	2	11	7	60
GORIŠKA	10	4	1	1	1	0	1	1	19
JUGOVZHODNA SLOVENIJA	14	7	2	3	3	1	7	2	39
KOROŠKA	2	1	0	0	1	0	1	1	6
OBALNO-KRAŠKA	26	8	7	6	4	2	7	6	66
OSREDNJESLOVENSKA	91	32	25	34	18	8	31	35	274
PODRAVSKA	29	4	3	2	7	0	10	6	61
POMURSKA	8	3	2	0	0	1	1	1	16
POSAVSKA	3	1	0	3	0	0	0	3	10
PRIMORSKO-NOTRANJSKA	4	0	0	1	3	0	1	2	11
SAVINJSKA	26	6	7	6	7	1	10	9	72
ZASAVSKA	2	2	2	0	0	0	2	0	8
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

Significance leve	0,05
Chi-Square p-va	0,64160789

Expected values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
GORENJSKA	22,6168224	6,72897196	4,95327103	5,42056075	4,39252336	1,40186916	7,663551402	6,82242991	60
GORIŠKA	7,16199377	2,13084112	1,56853583	1,7165109	1,39096573	0,44392523	2,426791277	2,16043614	19
JUGOVZHODNA SLOVENIJA	14,7009346	4,37383178	3,21962617	3,52336449	2,85514019	0,91121495	4,981308411	4,43457944	39
KOROŠKA	2,26168224	0,6728972	0,4953271	0,54205607	0,43925234	0,14018692	0,76635514	0,68224299	6
OBALNO-KRAŠKA	24,8785047	7,40186916	5,44859813	5,96261682	4,8317757	1,54205607	8,429906542	7,5046729	66
OSREDNJESLOVENSKA	103,283489	30,728972	22,6199377	24,7538941	20,05919	6,40186916	34,99688474	31,1557632	274
PODRAVSKA	22,9937695	6,8411215	5,03582555	5,51090343	4,46573209	1,42523364	7,791277259	6,93613707	61
POMURSKA	6,03115265	1,79439252	1,32087227	1,44548287	1,17133956	0,37383178	2,043613707	1,81931464	16
POSAVSKA	3,7694704	1,12149533	0,82554517	0,90342679	0,73208723	0,23364486	1,277258567	1,13707165	10
PRIMORSKO-NOTRANJSKA	4,14641745	1,23364486	0,90809969	0,99376947	0,80529595	0,25700935	1,404984424	1,25077882	11
SAVINJSKA	27,1401869	8,07476636	5,94392523	6,5046729	5,27102804	1,68224299	9,196261682	8,18691589	72
ZASAVSKA	3,01557632	0,89719626	0,66043614	0,72274143	0,58566978	0,18691589	1,021806854	0,90965732	8
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

Observed values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
1-10	183	55	36	36	30	12	64	52	468
11-30	46	15	14	14	11	3	16	12	131
31-50	3	0	0	0	1	0	1	2	7
51-100	2	0	0	1	0	0	0	1	4
Več kot 100	8	2	3	7	5	0	1	6	32
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

Significance leve	0,05
Chi-Square p-va	0,43683572

Expected values

Row Labels	Trženje/Proc	Računovods	Pravno	HR	Oskrbovalna	Prevod	Pomoč pri pridobivanju finančn	Vodstveno/p	Grand Total
1-10	176,411215	52,4859813	38,635514	42,2803738	34,2616822	10,9345794	59,77570093	53,2149533	468
11-30	49,3800623	14,6915888	10,8146417	11,834891	9,59034268	3,06074766	16,73208723	14,8956386	131
31-50	2,63862928	0,78504673	0,57788162	0,63239875	0,51246106	0,1635514	0,894080997	0,79595016	7
51-100	1,50778816	0,44859813	0,33021807	0,36137072	0,29283489	0,09345794	0,510903427	0,45482866	4
Več kot 100	12,0623053	3,58878505	2,64174455	2,89096573	2,34267913	0,74766355	4,087227414	3,63862928	32
Grand Total	**242**	**72**	**53**	**58**	**47**	**15**	**82**	**73**	**642**

If you were offered a one-stop (one-stop) shared services outsourcing solution, would you consider using it?

Observed values

Row Labels	Da	Ne	Grand Total			
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3	1	4		Significance	0,05
C - Predelovalne dejavnosti	13	6	19		Chi-Square	0,81502228
D - Oskrba z električno energijo, plinom in paro	2	1	3			
E - Oskrba z vodo; ravnanje z odplakami in odpac	2		2			
F - Gradbeništvo	35	10	45			
G - Trgovina; vzdrževanje in popravila motornih v	31	7	38			
H - Promet in skladiščenje	6		6			
I - Gostinstvo	32	2	34			
J - Informacijske in komunikacijske dejavnosti	12	4	16			
K - Finančne in zavarovalniške dejavnosti	9	2	11			
L - Poslovanje z nepremičninami	17	3	20			
M - Strokovne, znanstvene in tehnične dejavnost	14	6	20			
N - Druge raznovrstne poslovne dejavnosti	18	3	21			
P - Izobraževanje	7		7			
Q - Zdravstvo in socialno varstvo	10	1	11			
R - Kulturne, razvedrilne in rekreacijske dejavnost	7	2	9			
S - Druge dejavnosti	20	5	25			
Grand Total	**238**	**53**	**291**			

Expected values

Row Labels	Da	Ne	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3,27147766	0,72852234	4
C - Predelovalne dejavnosti	15,5395189	3,4604811	19
D - Oskrba z električno energijo, plinom in paro	2,45360825	0,54639175	3
E - Oskrba z vodo; ravnanje z odplakami in odpac	1,63573883	0,36426117	2
F - Gradbeništvo	36,8041237	8,19587629	45
G - Trgovina; vzdrževanje in popravila motornih v	31,0790378	6,9209622	38
H - Promet in skladiščenje	4,90721649	1,09278351	6
I - Gostinstvo	27,8075601	6,19243986	34
J - Informacijske in komunikacijske dejavnosti	13,0859107	2,91408935	16
K - Finančne in zavarovalniške dejavnosti	8,99656357	2,00343643	11
L - Poslovanje z nepremičninami	16,3573883	3,64261168	20
M - Strokovne, znanstvene in tehnične dejavnost	16,3573883	3,64261168	20
N - Druge raznovrstne poslovne dejavnosti	17,1752577	3,82474227	21
P - Izobraževanje	5,72508591	1,27491409	7
Q - Zdravstvo in socialno varstvo	8,99656357	2,00343643	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	7,36082474	1,63917526	9
S - Druge dejavnosti	20,4467354	4,5532646	25
Grand Total	**238**	**53**	**291**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
GORENJSKA	24	9	33		**Chi-Square**	0,59713191
GORIŠKA	9	2	11			
JUGOVZHODNA SLOVENIJA	18	4	22			
KOROŠKA	4		4			
OBALNO-KRAŠKA	23	4	27			
OSREDNJESLOVENSKA	92	16	108			
PODRAVSKA	28	6	34			
POMURSKA	6	4	10			
POSAVSKA	4		4			
PRIMORSKO-NOTRANJSKA	3	1	4			
SAVINJSKA	25	5	30			
ZASAVSKA	2	2	4			
Grand Total	**238**	**53**	**291**			
Expected values						
Row Labels	**Da**	**Ne**	**Grand Total**			
GORENJSKA	26,9896907	6,01030928	33			
GORIŠKA	8,99656357	2,00343643	11			
JUGOVZHODNA SLOVENIJA	17,9931271	4,00687285	22			
KOROŠKA	3,27147766	0,72852234	4			
OBALNO-KRAŠKA	22,0824742	4,91752577	27			
OSREDNJESLOVENSKA	88,3298969	19,6701031	108			
PODRAVSKA	27,8075601	6,19243986	34			
POMURSKA	8,17869416	1,82130584	10			
POSAVSKA	3,27147766	0,72852234	4			
PRIMORSKO-NOTRANJSKA	3,27147766	0,72852234	4			
SAVINJSKA	24,5360825	5,46391753	30			
ZASAVSKA	3,27147766	0,72852234	4			
Grand Total	**238**	**53**	**291**			

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
1-10	183	34	217		**Chi-Square**	0,16878586
11-30	43	14	57			
31-50	4		4			
51-100	1	1	2			
Več kot 100	7	4	11			
Grand Total	**238**	**53**	**291**			
Expected values						
Row Labels	**Da**	**Ne**	**Grand Total**			
1-10	177,477663	39,5223368	217			
11-30	46,6185567	10,3814433	57			
31-50	3,27147766	0,72852234	4			
51-100	1,63573883	0,36426117	2			
Več kot 100	8,99656357	2,00343643	11			
Grand Total	**238**	**53**	**291**			

Based on your needs/preferences, would you reconsider joining a physical business center that focuses on synergies?

Observed values

Row Labels	Da	Ne	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	3	1	4
C - Predelovalne dejavnosti	12	7	19
D - Oskrba z električno energijo, plinom in paro	3		3
E - Oskrba z vodo; ravnanje z odplakami in odpac	1	1	2
F - Gradbeništvo	32	13	45
G - Trgovina; vzdrževanje in popravila motornih v	23	15	38
H - Promet in skladiščenje	5	1	6
I - Gostinstvo	24	10	34
J - Informacijske in komunikacijske dejavnosti	11	5	16
K - Finančne in zavarovalniške dejavnosti	10	1	11
L - Poslovanje z nepremičninami	14	6	20
M - Strokovne, znanstvene in tehnične dejavnost	12	8	20
N - Druge raznovrstne poslovne dejavnosti	14	7	21
P - Izobraževanje	5	2	7
Q - Zdravstvo in socialno varstvo	9	2	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	4	5	9
S - Druge dejavnosti	17	8	25
Grand Total	**199**	**92**	**291**

Significance	0,05
Chi-Square	0,88521984

Expected values

Row Labels	Da	Ne	Grand Total
A - Kmetijstvo in lov, gozdarstvo, ribištvo	2,73539519	1,26460481	4
C - Predelovalne dejavnosti	12,9931271	6,00687285	19
D - Oskrba z električno energijo, plinom in paro	2,05154639	0,94845361	3
E - Oskrba z vodo; ravnanje z odplakami in odpac	1,36769759	0,63230241	2
F - Gradbeništvo	30,7731959	14,2268041	45
G - Trgovina; vzdrževanje in popravila motornih v	25,9862543	12,0137457	38
H - Promet in skladiščenje	4,10309278	1,89690722	6
I - Gostinstvo	23,2508591	10,7491409	34
J - Informacijske in komunikacijske dejavnosti	10,9415808	5,05841924	16
K - Finančne in zavarovalniške dejavnosti	7,52233677	3,47766323	11
L - Poslovanje z nepremičninami	13,6769759	6,32302405	20
M - Strokovne, znanstvene in tehnične dejavnost	13,6769759	6,32302405	20
N - Druge raznovrstne poslovne dejavnosti	14,3608247	6,63917526	21
P - Izobraževanje	4,78694158	2,21305842	7
Q - Zdravstvo in socialno varstvo	7,52233677	3,47766323	11
R - Kulturne, razvedrilne in rekreacijske dejavnost	6,15463918	2,84536082	9
S - Druge dejavnosti	17,0962199	7,90378007	25
Grand Total	**199**	**92**	**291**

Observed values

Row Labels	Da	Ne	Grand Total
GORENJSKA	20	13	33
GORIŠKA	7	4	11
JUGOVZHODNA SLOVENIJA	15	7	22
KOROŠKA	2	2	4
OBALNO-KRAŠKA	20	7	27
OSREDNJESLOVENSKA	74	34	108
PODRAVSKA	27	7	34
POMURSKA	4	6	10
POSAVSKA	3	1	4
PRIMORSKO-NOTRANJSKA	2	2	4
SAVINJSKA	22	8	30
ZASAVSKA	3	1	4
Grand Total	**199**	**92**	**291**

Significance	0,05
Chi-Square	0,63710907

Expected values

Row Labels	Da	Ne	Grand Total
GORENJSKA	22,5670103	10,4329897	33
GORIŠKA	7,52233677	3,47766323	11
JUGOVZHODNA SLOVENIJA	15,0446735	6,95532646	22
KOROŠKA	2,73539519	1,26460481	4
OBALNO-KRAŠKA	18,4639175	8,53608247	27
OSREDNJESLOVENSKA	73,8556701	34,1443299	108
PODRAVSKA	23,2508591	10,7491409	34
POMURSKA	6,83848797	3,16151203	10
POSAVSKA	2,73539519	1,26460481	4
PRIMORSKO-NOTRANJSKA	2,73539519	1,26460481	4
SAVINJSKA	20,5154639	9,48453608	30
ZASAVSKA	2,73539519	1,26460481	4
Grand Total	**199**	**92**	**291**

Observed values						
Row Labels	**Da**	**Ne**	**Grand Total**		**Significance**	0,05
1-10	151	66	217		**Chi-Square**	0,60552767
11-30	36	21	57			
31-50	2	2	4			
51-100	1	1	2			
Več kot 100	9	2	11			
Grand Total	**199**	**92**	**291**			

Expected values			
Row Labels	**Da**	**Ne**	**Grand Total**
1-10	148,395189	68,604811	217
11-30	38,9793814	18,0206186	57
31-50	2,73539519	1,26460481	4
51-100	1,36769759	0,63230241	2
Več kot 100	7,52233677	3,47766323	11
Grand Total	**199**	**92**	**291**