

Annex E. The questionnaire's modeling

Table 1. Board task part of the questionnaire.

| Label | Task | Evaluation |
|---------|---|-------------------|
| task_1 | Direct succession problems | 1 – 2 – 3 – 4 – 5 |
| task_2 | Evaluate/control management performance | 1 – 2 – 3 – 4 – 5 |
| task_3 | Determine management's responsibility | 1 – 2 – 3 – 4 – 5 |
| task_4 | Maximize shareholder value | 1 – 2 – 3 – 4 – 5 |
| task_5 | Determine salary/compensation of management | 1 – 2 – 3 – 4 – 5 |
| task_6 | Select new managers | 1 – 2 – 3 – 4 – 5 |
| task_7 | Building organizational reputation | 1 – 2 – 3 – 4 – 5 |
| task_8 | Networking and maintain relations | 1 – 2 – 3 – 4 – 5 |
| task_9 | Advising management | 1 – 2 – 3 – 4 – 5 |
| task_10 | Formulate/ratify organizational strategy | 1 – 2 – 3 – 4 – 5 |
| task_11 | Taking care of access to extra resources | 1 – 2 – 3 – 4 – 5 |

Table 2. Board Human Capital part of the questionnaire (a).

| Label | Item | Evaluation |
|-------|--|-------------------|
| IBS_1 | International business experiences | 1 – 2 – 3 – 4 – 5 |
| IBS_2 | Networks or personal contacts abroad which related to current business | 1 – 2 – 3 – 4 – 5 |
| IBS_3 | Education related to international business | 1 – 2 – 3 – 4 – 5 |
| IBS_4 | Marketing expertise and specialization | 1 – 2 – 3 – 4 – 5 |
| IBS_5 | Information technology and communication expertise and specialization | 1 – 2 – 3 – 4 – 5 |

Table 3. Board Human Capital part of the questionnaire (b).

| Label | Item | Evaluation |
|--------|---|-------------------|
| IBKL_1 | Knowledge about the laws, norms and standards in foreign markets | 1 – 2 – 3 – 4 – 5 |
| IBKL_2 | Knowledge about the language | 1 – 2 – 3 – 4 – 5 |
| IBKL_3 | Having foreign subsidiaries or representative companies abroad | 1 – 2 – 3 – 4 – 5 |
| IBKL_4 | Having cooperative agreements, including agreements with agents and alliance partners | 1 – 2 – 3 – 4 – 5 |
| IBKL_5 | Having experiences in doing business abroad | 1 – 2 – 3 – 4 – 5 |
| IBKL_6 | Having the unique knowledge and/or competence | 1 – 2 – 3 – 4 – 5 |
| MC_1 | Extensive knowledge of the firm's main operations | 1 – 2 – 3 – 4 – 5 |
| MC_2 | Extensive knowledge of the firm's critical technology and key competences. | 1 – 2 – 3 – 4 – 5 |

| | | |
|------|---|-------------------|
| MC_3 | Extensive knowledge of the firm's weak sides and its products and services. | 1 – 2 – 3 – 4 – 5 |
| MC_4 | Extensive knowledge of the development regarding the firms's customers, markets, products and services. | 1 – 2 – 3 – 4 – 5 |
| MC_5 | Extensive knowledge of the firm's suppliers and customers negotiation power. | 1 – 2 – 3 – 4 – 5 |
| MC_6 | Extensive knowledge of threats from entrants and new products and services. | 1 – 2 – 3 – 4 – 5 |

Table 4. Board Human Capital part of the questionnaire (c).

| Label | Item | Evaluation |
|-------|--|-------------------|
| RT_1 | Board members share similar beliefs about the future direction of this organization. | 1 – 2 – 3 – 4 – 5 |
| RT_2 | Board members actively encourage change and implement a culture of improvement, learning, and innovation in moving towards excellence. | 1 – 2 – 3 – 4 – 5 |
| RT_3 | There is a high degree of unity of purpose throughout the the board of directors. | 1 – 2 – 3 – 4 – 5 |
| RT_4 | There is a comprehensive and structured planning process which regularly sets and reviews short and long-term goals of the board. | 1 – 2 – 3 – 4 – 5 |

Table 5. Board Human Capital part of the questionnaire (d).

| Label | Item | Evaluation |
|-------|--|-------------------|
| USK_1 | Board members know each other's competences well. | 1 – 2 – 3 – 4 – 5 |
| USK_2 | The division of work in this board is a good match between board members' knowledge/competencies and the character of the work | 1 – 2 – 3 – 4 – 5 |
| USK_3 | The most knowledgeable board members use their knowledge when an issue is discussed | 1 – 2 – 3 – 4 – 5 |

Table 6. Board Social Capital part of the questionnaire.

| Label | Item | Evaluation |
|-------|---|-------------------|
| ISC_1 | The board members willingly share information with one another. | 1 – 2 – 3 – 4 – 5 |
| ISC_2 | The board members in this organization have no hidden agendas or issues. | 1 – 2 – 3 – 4 – 5 |
| ISC_3 | The board members share and accept constructive criticisms without making it personal. | 1 – 2 – 3 – 4 – 5 |
| ISC_4 | The board members discuss personal issues if they affect job performance. | 1 – 2 – 3 – 4 – 5 |
| ISC_5 | The board members willingly share information with one another. | 1 – 2 – 3 – 4 – 5 |
| ISC_6 | The board members in this organization keep each other informed at all times. | 1 – 2 – 3 – 4 – 5 |
| TSC_1 | I can rely on the board members I work with in this organization. | 1 – 2 – 3 – 4 – 5 |
| TSC_2 | The board members in this organization are usually considerate of one another's feelings. | 1 – 2 – 3 – 4 – 5 |
| TSC_3 | The board members have confidence in one another in this organization. | 1 – 2 – 3 – 4 – 5 |
| TSC_4 | The board members in this organization show a great deal of integrity. | 1 – 2 – 3 – 4 – 5 |
| TSC_5 | There is no 'team spirit' among board members in this organization" (reverse coded). | 1 – 2 – 3 – 4 – 5 |
| TSC_6 | Overall, the board members at this organization are trustworthy. | 1 – 2 – 3 – 4 – 5 |
| VSC_1 | The board members share the same ambitions and vision for the organization. | 1 – 2 – 3 – 4 – 5 |
| VSC_2 | People in our board are enthusiastic about pursuing the collective goals and mission of the whole organization. | 1 – 2 – 3 – 4 – 5 |

| Label | Item | Evaluation |
|-------|--|-------------------|
| VSC_3 | There is a commonality of purpose in the board of my organization. | 1 – 2 – 3 – 4 – 5 |
| VSC_4 | The board members at this organization are committed to the goals of the organization. | 1 – 2 – 3 – 4 – 5 |
| VSC_5 | The board members view themselves as partners in charting the organization direction. | 1 – 2 – 3 – 4 – 5 |
| VSC_6 | Everyone is in total agreement on our organization's vision. | 1 – 2 – 3 – 4 – 5 |

Table 7. SMEs development stage part of the questionnaire

| Label | Item | Answer |
|-------|---|--------|
| S_1 | We are developing product/service, which to limited degree is introduced in the market. | Yes/No |
| S_2 | The sales are low. | Yes/No |
| S_3 | Our firm grows fast and investments may be necessary for further development. | Yes/No |
| S_4 | Our product/service can be introduced in several markets, and the sales are increasing. | Yes/No |