# Business needs assessment of G2B cross-border services usage

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# Abbreviations and definitions

| | |
|---|---|
| BSR | Baltic Sea Region |
| G2B | Government to Business |
| WP | Work Package |
| Vertical services | Services related to general market activities |
| Horizontal services | Services related to specific type of company's activities |
| Cross-border services | Services, which can be provided for foreign companies and used from abroad |
| Project partners | Partner companies from BSR region, conducting the interviews in their countries with selected companies |
| CMRs | Transport waybill accepted and recognized throughout the Europe and based on The CMR Convention ratified by majority of European states |
| EMI | Electronic Money Institution |
| SKAT | SKAT Public online platform in Denmark providing a range of TAX,VAT, Import / Export vehicle registration G2B and G2C services |
| CIM | An internationally standardized freight document issued in rail transport |
| SMGS | An international convention applying in Eastern Europe and Asia to the international carriage of passengers and goods by rail |
| AML | Anti-Money Laundering |

# 1. Introduction

On a European level, although growing fast, the digital sphere still poses obstacles for companies and citizens to freely access goods and services. The EU Digital Single Market initiative is part of the Digital Agenda for Europe 2020 and comes to facilitate the integration of digital areas by tearing down regulatory barriers and unifying the dispersed digital markets. The three pillars of the Strategy are: access to online products and services, conditions for digital networks and services to grow and thrive, and growth of the European digital economy.

On a regional level, the EU Strategy for the Baltic Sea Region is the first macro-region programmatic document that aims to support a stronger collaboration between Baltic Sea Region countries, via three priority directions: saving the sea, connecting the region and increasing prosperity. BSR countries are leaders in many aspects of the digital economy, having a well-developed digital infrastructure and digitally-savvy citizens and companies. This is a strong asset for BSR to become the first digitally-integrated market. Still, the region encounters a number of challenges in the area of digitalisation and poses potential in developing innovative digital public services.

DIGINNO is a project under Interreg Baltic Sea Region, implemented under "digitalization" umbrella, led by the Ministry of Economic Affairs and Communications of Estonia. The overall goal of DIGINNO project is to advance the digital economy and to accelerate the process of moving towards the BSR single digital market. The project focuses on promoting the uptake of ICT in the business sector, developing innovative public services, and facilitating DSM related policy discussions on BSR level. The project is implemented during 36 months by a synergetic partnership consisting of 14 full partners and 10 associated partners, all being important innovation actors in the field of digitalization and representing both public authorities, industry associations and research institutions.

**About DIGINNO:**

**Objective** - to advance the digital economy and to speed up the process of moving towards the single digital market in the Baltic Sea Region. The project is in-line with EU Single Digital Market initiative.

**Scope** – work packages include Industry 4.0, Digitalization of cross-border government to business (G2B) public services and Digital policy network for the Baltic Sea Region.

**Work package 3** – The study on cross-border G2B services was conducted as part of WP3, led by Lithuanian ICT association INFOBALT.

**DIGINNO in numbers:**

**21** project partners in total (14 full partners, 10 associated) from 9 countries in BSR region.

**3,4** million euros for project implementation, ERDF 2,75 MEUR and co-financing 0,64 MEUR.

**36** months of project duration.

The DIGINNO activities covered by the **present component (hereinafter "project"),** relate to the goal of *developing innovative public services*. They include mapping and identifying existing government to business services with cross-border relevance and their level of digitalization in BSR countries. The main

objective of the project is to recommend applicable and sufficient insights improving the G2B services environment in BSR countries by analysing both current situation and respectively obtaining the perception of the situation from business point of view. Success case models of the analysis will be showcased among European countries as a practice to be followed in the future projects.

The first phase of the project was aimed at detailed description of self-research of services. Besides the e-maturity level, we sought to determine the cross-border availability and main barriers for using the services.

During the second phase, in - depth interviews with business representatives were carried out. Interviews allowed uncovering real-life problems, which were not identified during the self-research. In the majority of countries, Project partners conducted the interviews themselves. As results of second phase of the project, specific issues in different sectors were indicated. For major part of these issues, respondents have provided possible solutions. Moreover, additional improvements, not related to any issue, were suggested. Among the responses, not only solutions for certain countries but also for the entire BSR and EU-level initiatives were provided. This “package” of suggestions and solutions could be used in prospect, to improve G2B services in BSR countries.

# 2. Methodology and approach

## 2.1. Definition of the terms

One of the aspects studied has been the cross-border availability of selected G2B services in BSR countries - that is the availability of national G2B services to be used by foreign business entities from abroad. The goal of the overview is to examine BSR countries according to cross-border availability identifying the current state of play.

One of the challenges before and during the study has been the understanding the term “cross-border”, especially by local national authorities. Thus, this brings out the need for a definition of the term “cross-border G2B service”.

Today, the term cross-border has not been fully defined, even though the use of it is wide-spread on both national digital agendas as well as in EU documents. In order to have a common understanding of what is meant by “cross-border” the partners of DIGINNO agreed on characteristics that best describe the term **G2B cross-border service**:

- the ability to be used by business based in a foreigner country;
- for business operations or company’s formalities;
- independently of business location and country of establishment;
- provided by governmental body (central or local institution);
- in a interoperable environment;
- based on shared electronic authentication, identification and signature support services;
- available in at least one language other than official national language
- G2G transactions are excluded. As well as G2C, unless C is a business representative acting on behalf of business.

Parties agreed that **digital service** is a service which takes place via digital channels in the internet space throughout the entire operation (from the initiation of the service till the delivery of its results). Digital channels include, but are not limited to:

- Email;
- Mobile apps;
- Self-service portal;
- Downloading/uploading files, etc.

**E-maturity –** clarifies the digitalization level of the specific service. The answers gathered should show the maturity level of the service on national level. 3 main levels of e-maturity have been separated:

- Fully online – all of the procedures needed to receive the service can be done in online form;
- Partly online – part of the procedures needed to receive the service can be done in online form;
- Not online – none of the procedures needed to receive the service can be done in online form.

**Barriers** – obstacles which could prevent the cross border usage of the service. These barriers could include:

- Language (service is available in local language only);
- Online identification (not present);
- Online authentication (not present);
- E-documents (not present);
- Recognition of documents (not available online);
- Regulatory;
- Other barriers.

## 2.2. Methodological approach

After the completion of G2B services analysis which provided the description of G2B services analysed and overview of e-maturity, cross-border availability and barriers for uptake, the second phase (exhibited in this report) consisted of 3 main stages:

- Primary selection of respondents;
- Conduction of interviews;
- Data aggregation and analysis.

The interviews were arranged based on the principles that guided the selection of companies. Namely, companies conducting international business, preferably in the BSR and related to the sectors that were pre-selected, were chosen. In doing so, their main business directions should have been related to one of sectors we have been researching:

- Land and Water transport;
- Manufacture of wood and products of wood and cork, except furniture;
- Manufacture of machinery and equipment;
- Telecommunications;
- Financial service activities, except insurance and pension funding.

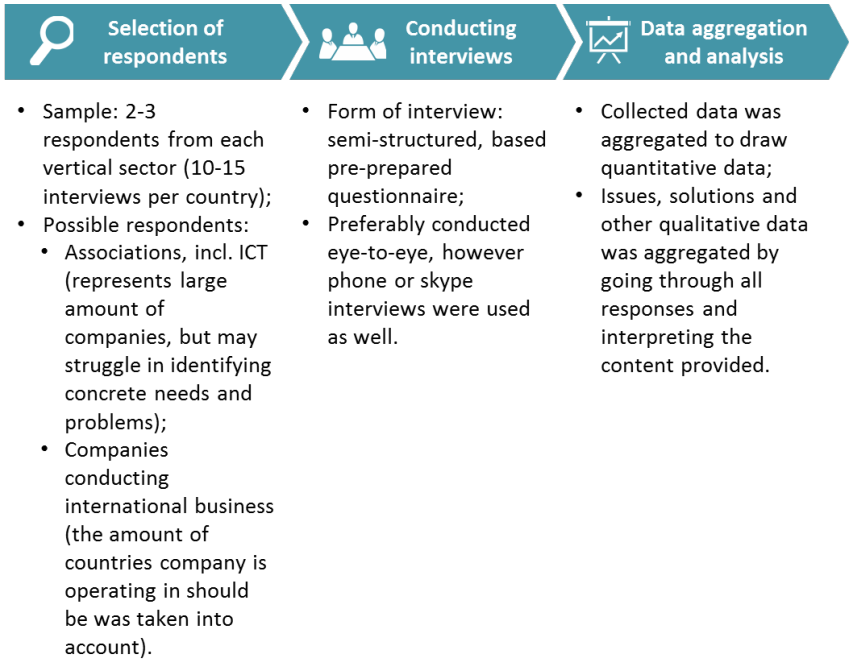
Project partners from different countries[1] were responsible for identifying and interviewing companies from the selected verticals from their own country, based on the criteria described in Figure 1.

Even though the respondents were selected based on vertical sectors listed above, during the interviews they were asked about horizontal (market entry, market activity and market exit) services as well.

[1] Estonia, Latvia, Lithuania, Finland, Denmark.

Selected companies were asked for an interview with their representatives through a call or email. Face to face interviews were preferred, however in some cases questionnaires were filled in online.

**Figure 1 - Main stages of the business needs assessment**




*Source: Civitta analysis*

After the mapping and selection of interviewees, semi-structured interviews with selected companies' representatives were conducted. The interview guide is attached in Annex 1. Respondents of interviews were divided into 2 main streams: industry associations, including ICT, and companies conducting international business. Associations were selected based on the possibility to represent several businesses at once. Several options were used obtaining interviews: face-to-face conversation, phone call or representatives answered the questions themselves using survey form. All the data was conducted and listed in a structured manner. It was noted that associations oftentimes are not able to identify specific needs and problems for a particular business. Selected international companies engaged in cross-border activities and are conducting business in BSR (or had conducted in the past).

During the next step data gathered was aggregated and analyzed. Quantitative data was analyzed using *MS Excel* forms. Quantitative data was also compared with the results of previous study of G2B service e-maturity. It has to be kept in mind, that the quantitative data is not comparable directly with aforementioned study due to different approaches and samples. However linking this data can still show general tendencies and validate previous results (for example if both researches show that the same barrier persists for particular set of services).

Qualitative data was structured by answers of open interview questions. Expert judgement was used to interpret the interview results (for example to evaluate if two different respondents are describing same e-service just in different wording). Collected responses were systematically drawn and shared in PPT format.

### Challenges faced during the analysis

While conducting interviews, in BSR countries different challenges and barriers were faced by the project implementing partners. The list of main challenges is provided below:

- Lack of interest and low motivation of companies and its personnel. Consequently there is a low rate of response and/or difficulties with arranging meetings;
- As a rule, businesses outsource part of functions or hire local partners to operate in foreign country. Due to outsourcing processes, companies do not have adequate knowledge regarding cross-border G2B services;
- Lack of adequate knowledge or low rate of awareness about cross-border G2B services and the benefits of the EU Digital Single Market;
- Obtain contacts of needed companies, presumably because of GDPR regulation.

Many challenges were related to the implementation of the project research methodology:

- Finding appropriate and eligible companies, matching the requirements set;
- Arranging the interviews was often difficult since business representatives were highly busy. Due to this reason, in many cases meetings were declined or postponed;
- Arranging the interviews, then analysing and structuring obtained responses require large time resources, therefore the number of respondents was fixed;
- During the interviews, a lot of information that is irrelevant to the project was provided, hence, additional time and efforts were spent on extracting needed and important data;
- Manufacture of machinery and equipment and telecommunications sectors companies rarely use sector specific services cross-border.

## 2.3. Limitations of the study

Firstly, the definition of cross-border e-service is not unified among European Union countries. The problem leads to possible differences in interpretation of questions, services and barriers. In other words, the lack common and quantifiable definition, different experts conducting this research as well respondents could have interpreted definitions differently. This means that the reader has to be reserved when interpreting the results of the study. Furthermore, the comparison of the countries is limited as well – the percentages derived from the data gathered show indication but should not be compared directly. The described reason also generally limits usage other previous studies.

Secondly, since five vertical sectors have been selected, other fields are left out of scope, thus limiting the scope and interpretation of the results of the study.

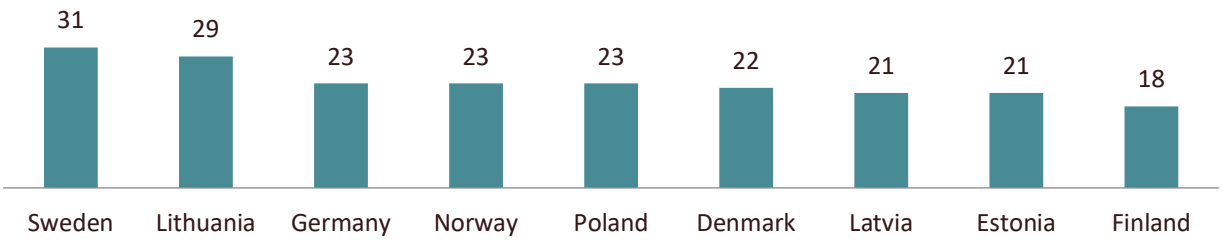
Thirdly, the method used to conduct the study (semi structured in-depth interviews) is highly time consuming and given limited recourses, the sample size had been relatively small. Furthermore, as there were no partners taking part of this study representing Sweden and Germany, the study has been conducted by a third party without local presence hence the response rate for these countries was significantly smaller.

Lastly, the questionnaires have been filled by project partners from BSR countries. Human error, as well as differences in backgrounds, interpretations and biases, are inevitable and might influence the accuracy of the data to some extent.

# 3. Collected data

During the research, 60 interviews with representatives of companies and associations operating in 9 BSR countries were conducted. Out of international companies interviewed, about half of the companies from different countries operate in Sweden and Lithuania (with 31 & 29 respondents, accordingly). Over a third of the companies interviewed conduct their business in Germany, Norway, Poland, Denmark, Latvia and Estonia, the least coming from Finland. For each country, at least 18 responses were provided from companies operating in different fields.

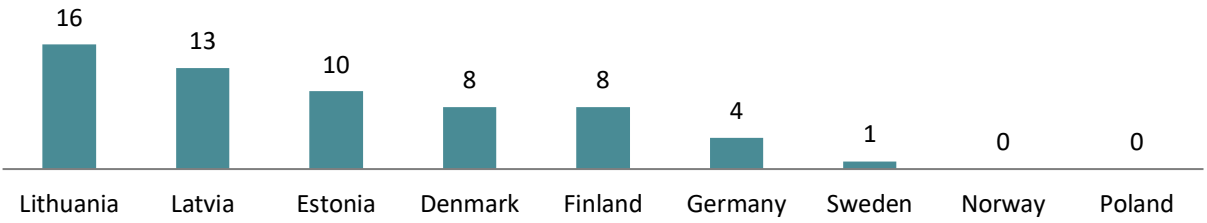
**Figure 2 - Number of respondents operating in each country**




*Source: Civitta analysis*

Most of the companies interviewed are based in the Baltic region. In Denmark, as well as in Finland, 8 companies have participated in interviews. Although Norwegian and Polish companies did not provide information on business needs, part of interviewed companies conduct their business in these countries, what allow to cover these markets by the analysis.

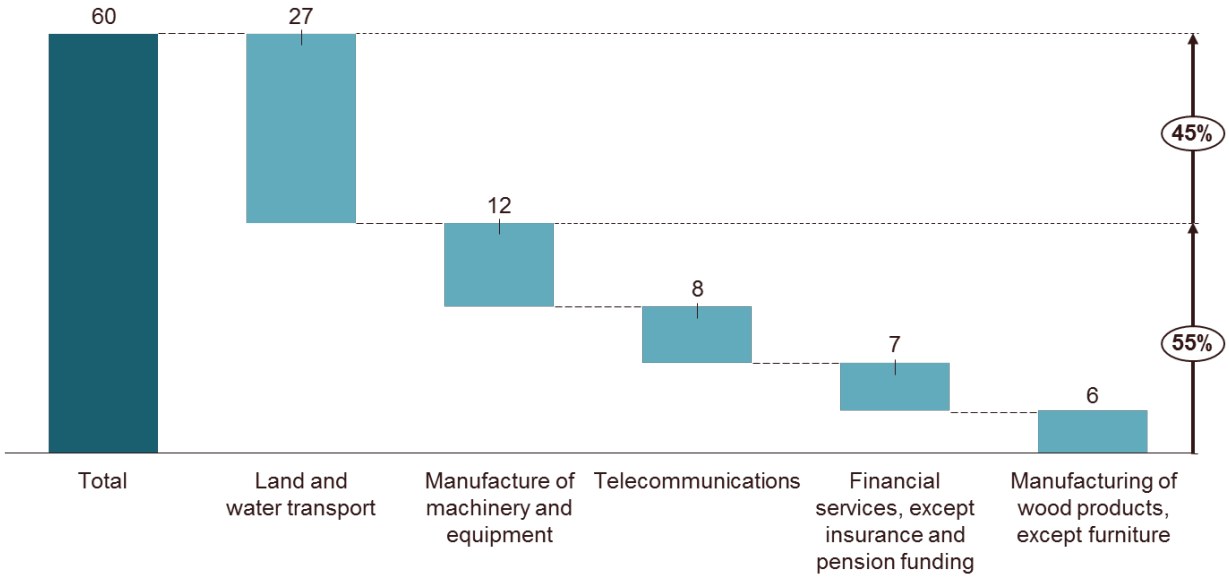
**Figure 3 – Number of interviews conducted**




*Source: Civitta analysis*

All prioritized vertical sectors were covered in the study. Almost half of responses are related to land and water transport sector. This can be explained by very strong cross-border aspect in this industry due its nature. Besides the strong cross-border aspect, land and water transport sector was covered extensively due to willingness to cooperate and in order to cover multimodality aspect of the sector. 33 responses are received from companies conducting their business in 4 other sectors.

**Figure 4 – Number of interviews referring to the sectors**




*Source: Civitta analysis*

## Insights

- Sweden and Lithuania are most frequent countries for conducting business among the responses analysed;
- As responses have shown, all countries and sectors were covered enough for making analysis. However, given the large scope of the project, the analysed sample is relatively small. This means that results of the analysis may not represent the whole economy in the region, yet it indicates problems and needs of business working in BSR;
- 27 out of 60 respondents represent companies operating in Land and water transport sector, as it has strongest cross-border aspect from sectors analysed, as well as multimodality aspect (railway, road and water transport);
- The relatively low number of responses in the Telecom sector can be justified by the fact that the majority of companies are international with subsidiary offices.
- The low number of responses collected in the Manufacturing industry occurred because most services in this category are accessed on a case-by-case basis (e.g., to obtain a certificate), and

these companies don't need and don't use the G2B services in the target countries for international trade on a daily basis.

# 4. Analysis of services used

During the interviews, the respondents were asked to identify most commonly used services. In the chapters below these indications are analysed.

It has to be noted, that this chapter is based on **interview responses only**, not statistical data of usage of aforementioned services. Furthermore, it should also be noted that this data was used to validate findings of the first report on cross-border G2B services. Data of e-maturity, also based on interviews, reflects the experience of respondents and due to different samples is not directly comparable with data in aforementioned first report.

## 4.1. Horizontal services

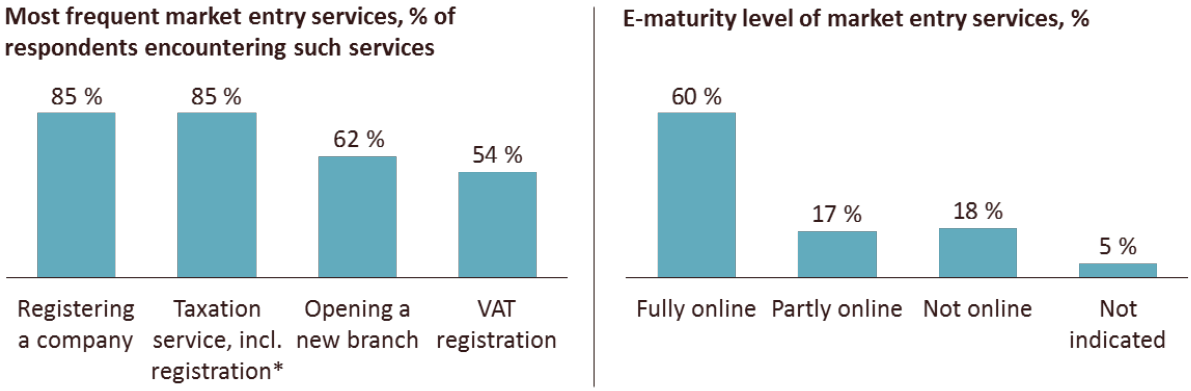
**Market entrance**

Market entrance services include G2B services needed for creating a company and conducting any business activities. These services allow companies to start legitimate business. Examples of these services are:

- Registering a trademark;
- Consulting the business register;
- Opening a new branch;
- VAT registration;
- Registration, modification, deletion of place of establishment;
- Other.

Aggregated results from interview responses are presented in the figure below.

**Figure 5 - Most frequent market entry services and their e-maturity**




*Source: Civitta analysis*

4 main prevailing horizontal services were identified. Registering a company as well as taxation services both cover 85% of respondents encountering market entrance services. 62% of respondents used G2B services related to opening a new branch, 54% - dealt with VAT registration.

60% of market entrance services analysed are fully online, whereas around 18% are not online available. This result correlates with e-maturity level determined during the first phase of the project - 70% of market entrance services were found fully online.

### Insights

- Almost all companies interviewed have shared their experience about registering a company process, as well as taxation services, these 2 market entrance services are the most frequent in market entrance services;
- Most market entrance services are fully online available according to results of interviews (60% of services).

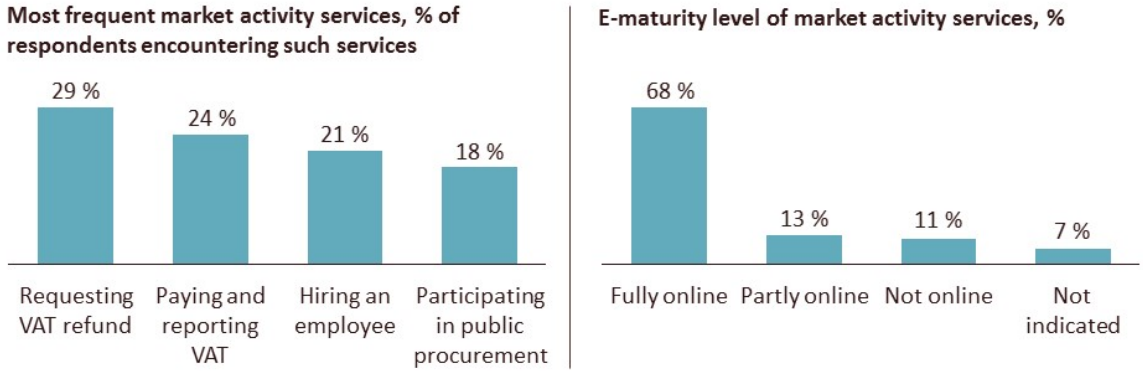
### Market activity

This category covers all companies' operations related to G2B services during its existence. 32 market activity services were identified and analysed, among which are:

- Registering real estate;
- Hiring employees;
- Paying taxes;
- Participating in public procurement;
- Paying parking fines;
- Applying for import/export licenses;
- Other.

Aggregated results from interview responses are presented in the figure below.

**Figure 6 - Most frequent market activity services and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

Since in market activity services there is a large range of identified services, there is more even distribution by their frequency. However, most commonly used services were identified. Respondents used VAT refund service more than any other in this services category (29% of respondents encountering market activity services). Paying and reporting VAT, participating in public procurement and hiring an employee are frequent services as well.

As in the previous category, fully online services prevail in market activity sector and amount 68% of services analysed. Percentage of partly online services is higher than of not online services (13% vs 11% of services). Around 80% of services were found fully online in total according to the results of first phase research.

### Insights

- Due to the diversity of market activity services, most frequent of ones (VAT refunds) cover only 29% of responses of those who filled the market activity section;
- Other common services for this sector in descending order are paying and reporting VAT (24% of responses), hiring employees (21%) and participation in public procurements (18%);

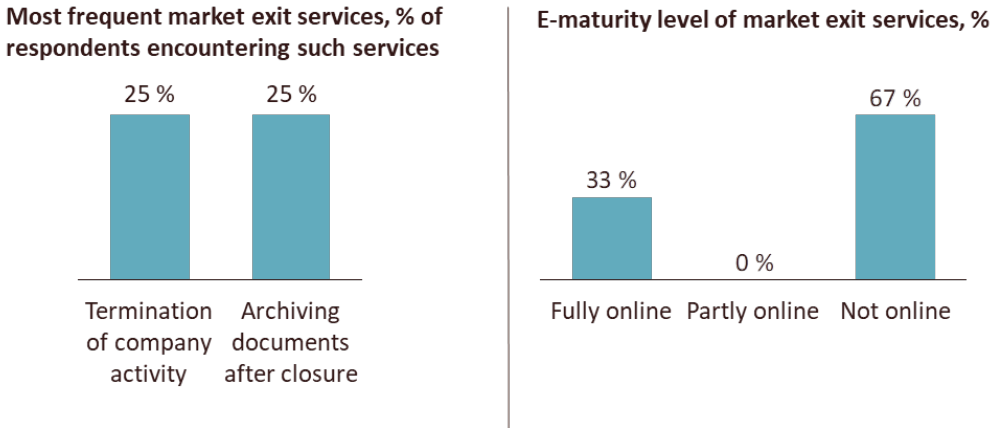
### Market exit

Market exit services are needed for companies who aim to terminate their business. The information about 3 such services provided by respondents was gathered and analysed. These services are:

- Termination of company's activities;
- Archiving the documents after closure of the company;
- Selling company as part of bigger company restructuring.

Aggregated results from interview responses are presented in the figure below.

**Figure 7 - Most frequent market exit services and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

Two services are most common in market exit sector: termination of company's activities and archiving the documents. However the first two services account for half of the uptake rate (50% cumulated).

The largest part of market exit services is not online (67%). Only third of services are fully online available. One of the explanations for the situation is the requirements of companies to archive the documents in paper form after the termination of their activities. In the first phase the percentage of fully online market exit services was 67%. However, the reason causing the difference between these results may stem from the low quantity of companies using these services.

**Insights**

- Market exit services are less often used by companies interviewed than other horizontal services, therefore only a limited range of services was identified;
- Unlike market entrance and market activity services, market exit services are mostly carried out offline, largely due to the reason that documentation needs to be archived in hard copies, thus calling for mostly offline processes.

## 4.2. Vertical sectors

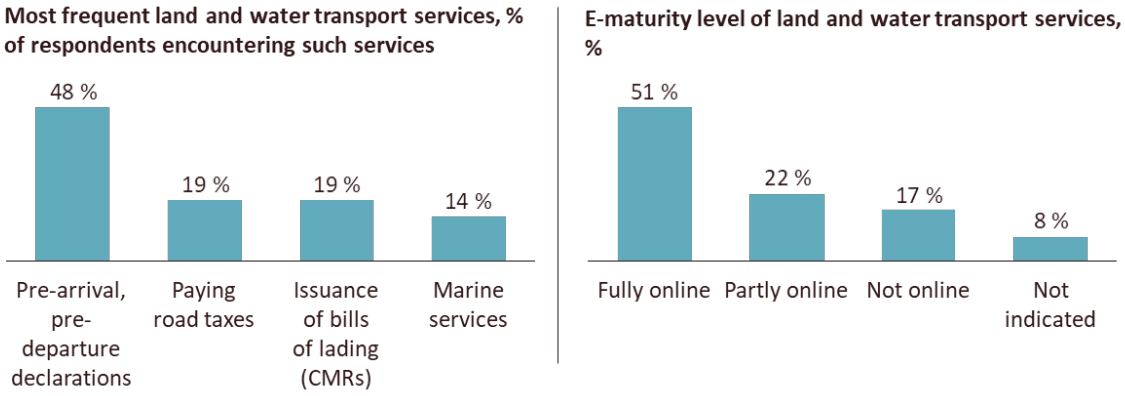
### Land transport and water transport

Land transport and water transport services are intended for entities conducting their business in these sectors. 20 services were identified through interviews with international transport companies. Such services are:

- Pre- arrival and pre- departure declarations;
- Issuance of bill of lading (*CMRs*);
- Paying road taxes and Vignettes;
- Marine services;
- Other.

Aggregated results from interview responses are presented in the figure below.

**Figure 8 - Most frequent services in land and water transport sector and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

As it was mentioned before, considering that the range of different reasons land and water transport sector is wider and deeper presented in interviews conducted. Pre-arrival and pre-departure declarations are the most common indicated services in transport sector - almost half of transport companies use such G2B services. Issuance of bills of lading (*CMRs*) and paying road taxed are also common and both belong to 19% of responses. Other services, not included to the charts, cover less than 10% of responses.

More than half of services mentioned by respondents are fully online (51%). 17% of services are not online available. According to the data obtained through the interviews, in Finland, Norway and Sweden part of operations require paper documents only. This fact also could explain the different result obtained in the first phase - 40% of services were fully online. Another reason for this discrepancy is the difference between transport processes in BSR countries.

### Insights

- The most frequent service for transport companies interviewed are pre- arrival and pre- departure declarations - almost half of companies used this service;
- Broad feedback was left about dealing with *CMRs* and paying taxes and Vignettes - these services are also common;
- More than half of services in this sector are fully online. However, there are many procedures and operations that can be done only with paper documents, therefore leading to about 1/5 of services being only partly online, and the rest – either not online or having e-maturity level not indicated;

### Manufacture of wood and products of wood and cork, except furniture

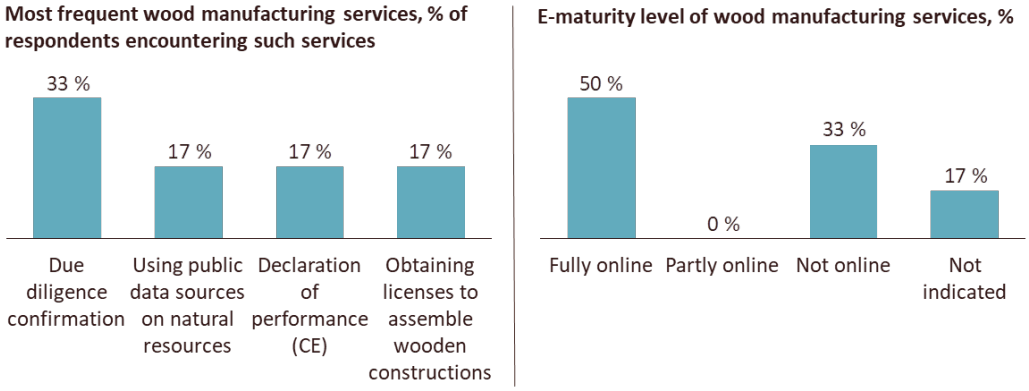
This group includes such G2B services as applying for different permits and confirmations, specific for the industry. Companies producing furniture as well as appropriate services were not involved into a research. In total, 5 services were identified through the interviews. These services are:

- Due diligence confirmation;
- Using public data sources of natural sources;

- Obtaining licenses to assemble wooden constructions;
- Declaration of performance (Conformité Européenne (CE) marking for timber products used in construction);
- Fito-sanitary certification.

Aggregated results from interview responses are presented in the figure below.

**Figure 9 - Most frequent services in manufacture of wood and cork sector and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

The most frequent service for manufacture of wood and cork sector is due diligence confirmation (33% of responses). Other common services are accessing public data of natural resources and declaration of performance (CE), as well as obtaining licenses to assemble wooden constructions.

Half of manufacture of wood and cork services are fully online available. A third of services mentioned by respondents are not online. The similar results were gathered through the research in first phase of the project. 44% of services analysed were fully online available. Moreover, the amount of offline services was also higher than amount of partly online services (33% vs 23% of services).

### Insights

- A significant part of companies interviewed encountered due diligence services related to manufacture of wood and cork industry (33%), what makes this service most frequent in this sector;
- According to the respondents' answers, half of processing wood services are online, and a third of services are only offline available;
- Determined by respondents e-maturity level is similar to recorded through the research one.

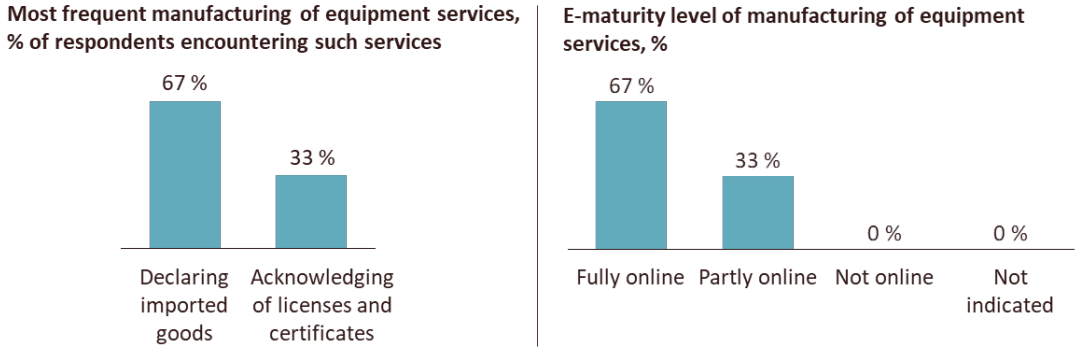
### Manufacture of machinery and equipment

For this group of services only 2 key services were identified, despite the fact that a larger number of companies were interviewed. The cause of that may hide in a low amount of G2B services in this sector at all. Researching the services at the previous stage of the project, also only 2 services were found. The analysed services are:

- Declaring imported goods;
- Acknowledging of licenses and certificates.

Aggregated results from interview responses are presented in the figure below.

**Figure 10 - Most frequent services in manufacture of machinery and equipment sector and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

Two-thirds of responses (67%) identified as the most frequent service the one related to declaring imported goods (as a rule, including raw materials, components and other materials for production). The other G2B service used by interviewed companies was acknowledging of licenses and certificates. As other respondent noticed, usually these certificates are issued by businesses, hence it is a B2B service mandated by government. This is why only a third of respondents mentioned these services.

Services in manufacture of machinery and equipment sector are mostly online (67%). For instance, in Finland there are several high-quality data sources, digitalizing the process. In first phase of the project all 3 options of this answer had equal amounts (33% for each option). Such difference might be justified by low range of G2B services in this sector and limited respondents' experience.

### Insights

- Declaring imported goods is the most frequent service throughout manufacture of machinery and equipment sector for companies conducting international business in this sector;
- Most services are online available, however part of procedures could be digitalized.

### Telecommunications

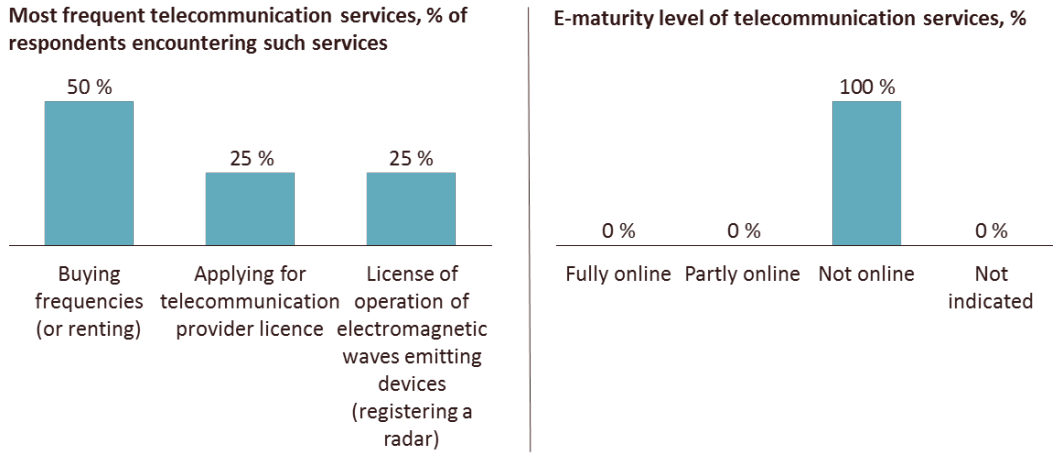
As the specificity of telecommunications sector rarely assumes international business, the range of proper respondents was initially low. Nevertheless, it was managed to find such companies and as result, 3 services providing by government were mentioned by companies' representatives through the interviews. These services are:

- Applying for telecommunication provider licence;
- Buying or renting frequencies;
- License of construction and operation of electromagnetic waves emitting devices (registering a radar);

- Permission to use public mobile telephone network codes.

Aggregated results from interview responses are presented in the figure below.

**Figure 11 - Most frequent services in telecommunications sector and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

Buying or renting frequencies is the most common service for telecommunications sector and covers 50% of responses. Other G2B services used by companies are applying for telco provider license and license of construction and operation telecommunication devices as radar. The two services were identified in an equal proportion (25% each) by the respondents.

Respondents have reached a consensus about level of e-maturity of telecommunications services. All of them have ticked that services are not online available. It is also worth noting that 2 respondents have clarified that aforementioned services were comfortably used and did not create any obstacles, although they were not online. No one found these processes complicated.

### Insights

- A quarter of responses are covered by buying or renting frequency services, which is the most frequent one in telecommunications sector;
- None of the services in this category are online available. Although it does not obstruct the companies from carrying out these processes, services could be digitalized.

### Financial sector activities, except insurance and pension funding

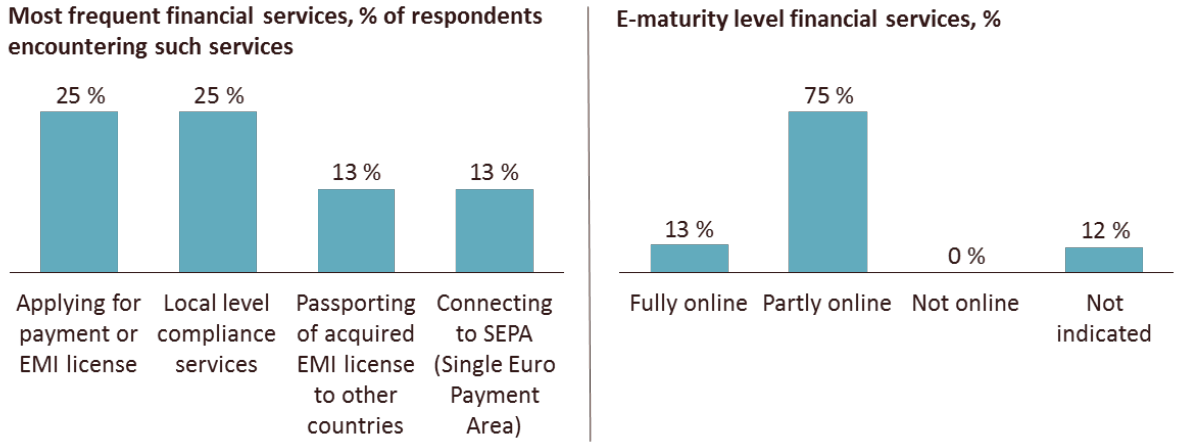
Gathering the information, insurance companies and appropriate services were avoided. As users of G2B services international banks as well as investment companies and other financial companies were considered. Among 7 services identified are:

- Applying for payment company license;
- Notary services;
- Passporting of acquired *EMI* license to other countries;

- Connecting to SEPA (Single Euro Payment Area);
- Other.

Aggregated results from interview responses are presented in the figure below.

**Figure 12 - Most frequent services in financial sector and their e-maturity**




** E-maturity level is derived from questionnaires and apply only to the services mentioned during interviews.*

*Source: Civitta analysis*

Both local level compliance services and applying for permits are most common services for financial sector (25% - both). Other services are less spread and amount not more than 13%.

The major part of services in the financial sector are partly online (75% of services), whereas only 13% of them are online available. Respondents substantiate it by paper form of part of operations, required physical presence as well as waiting periods.

**Insights**

- Most frequent services in financial sector are local level compliance services and applying for permits, other services have an even distribution;
- As financial G2B services are mostly partly online, they could be improved by refusing of paper documents and further digitalization.

# 6. Analysis of barriers

The purpose of this chapter is to understand what barriers are the most widely encountered as well as understanding which ones are the biggest burdens for businesses in BSR. Furthermore, it should also be noted that this data was used to validate findings of the first report on cross-border G2B services.

## 6.1. Barriers by country

Language is the most frequent barrier in BSR (55 indications in overall), following by absence of e-documents and regulatory restrictions (33 & 29 indications overall, accordingly). Absence of online identification and authentication as well as recognition of documents are less presented in BSR (11, 7 & 10 indications accordingly). Regulatory restrictions, restrict use of particular G2B services by foreign business entities (like requirement to have a bank account in that country), are most frequently faced in Poland and Lithuania, while barriers labelled as "other" - in Lithuania and Denmark.

**Table 1 - Barriers for services analysed in BSR countries**

| Country | Number of services with barrier | | | | | | |
|---|---|---|---|---|---|---|---|
| | Language | Lack of online identification | Lack of online authentication | Lack of e-documents | Offline recognition of documents | Regulatory restrictions | Other |
| Lithuania | 7 | 0 | 1 | 7 | 3 | 6 | 4 |
| Latvia | 4 | 2 | 1 | 4 | 1 | 2 | 1 |
| Estonia | 4 | 1 | 2 | 5 | 0 | 3 | 2 |
| Denmark | 9 | 1 | 0 | 2 | 1 | 2 | 4 |
| Finland | 3 | 1 | 0 | 2 | 0 | 1 | 3 |
| Germany | 9 | 2 | 1 | 4 | 0 | 4 | 1 |
| Sweden | 6 | 1 | 0 | 2 | 2 | 4 | 3 |
| Norway | 6 | 1 | 0 | 3 | 2 | 2 | 1 |
| Poland | 7 | 2 | 1 | 4 | 1 | 6 | 1 |

*Source: Civitta analysis*

Only 3 barriers were identified by respondents as main barriers in BSR countries, namely Language barrier, absence of e-documents as well as other barriers (in Finland). Amounts of analysed services with these barriers are presented in the table below. Other barriers include, for example, the clarity of content writing

for non-accounting employees operating the service, application interfaces for data access, references for public tendering.

**Table 2 - Main barriers for services analysed in Finland**

| Country | Main barrier(-s) | Number of indications |
|---|---|---|
| Lithuania | Language; E-documents (not present) | 7 |
| Latvia | Language; E-documents (not present) | 4 |
| Estonia | E-documents (not present) | 5 |
| Denmark | Language | 9 |
| Finland | Language; Other | 3 |
| Germany | Language | 9 |
| Sweden | Language | 6 |
| Norway | Language | 6 |
| Poland | Language | 7 |

*Source: Civitta analysis*

The language barrier is the main barrier for foreign companies using G2B services in Denmark - almost half of respondents have mentioned this obstacle in services' uptake. Due to online-platform *SKAT*, users do not have problems with online access, however respondents find this portal not user-friendly. Moreover, part of other barriers identified by respondents are also somehow or other related to *SKAT* platform.

In Estonia, the lack of e-documents is the main barrier for using G2B services according to the responses (29% of respondents). Also, language barriers and regulatory can be faced using G2B services in Estonia. Lack of online identification as well as authentication have been rarely occurred. Cases of lack of online recognition of documents were not recorded at all.

Two barriers prevail in Finland. Both language barriers and others cover 30% of companies interviewed. Part of respondents have noted that several procedures are available in paper forms only. Lack of online authentication as well as offline recognition of documents were not mentioned by respondents. As other barriers, buying references for public tendering, difference between local ticket structures and limited application interfaces for data access were indicated.

As in Denmark, a large part of G2B services in Germany are available in local language only (43% of respondents). This barrier can be faced especially often by land and water transport companies, as declarations must be completed in German. Regulatory and lack of e-documents are also common (both - 19%).

Companies interviewed mentioned each barrier at least once for G2B services in Latvia. Nevertheless, language barrier and lack of e-documents are 2 main barriers prevailing in Latvia.

As in Latvia, in Lithuania language barrier and lack of e-documents can be faced more often than other barriers (both - 25% of responses). In additional, regulatory barriers are mentioned by nearly 22% of respondents. Both offline recognition of documents and regulatory restrictions are widely presented in Lithuania according to obtained responses.

The language barrier prevails in Norway as 40% of respondents identified this obstacle in accessing G2B services. Problems with documents and regulatory restrictions also obstruct the using of the services.

In Poland, the language barriers force companies to hire local consultants, which increases costs. Besides the language barriers, absence of e-documents and regulatory obstacles are also common. In the opinion of respondents, it creates additional administrative burden and brings a lot of bureaucracy.

A similar situation is recorded in Sweden, where language barriers prevail. However, other barriers are more spread in Sweden than in Poland. One of them is related to inconveniences in Norwegian-Swedish border crossing, which is closed at night. Other identified barriers are lack of high-quality public mobility data and difference between local city tickets structures.

**Insights**

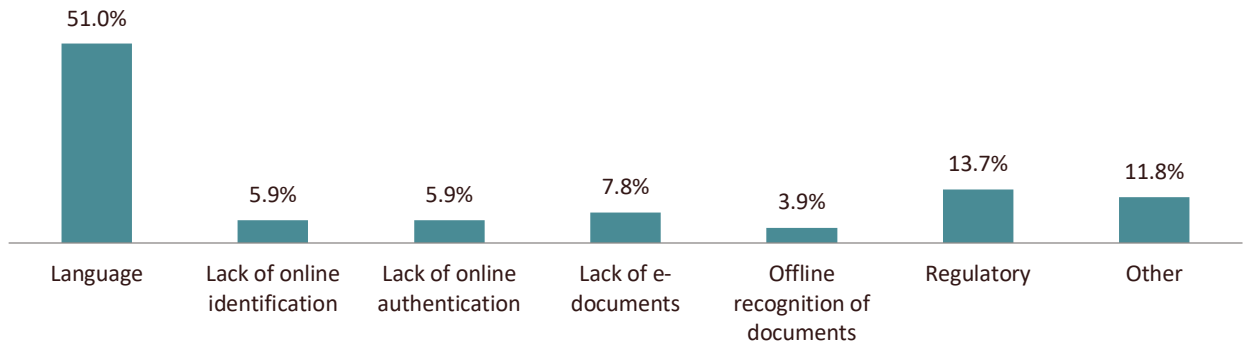
- The main efforts aimed at improving G2B services should be directed towards the removal of language barriers, as it is the main barrier in BSR according to the results of interviews;
- Language is the main barrier in Denmark, Germany, Sweden, Norway and Poland;
- In Latvia and Finland language barrier is 1 out of 2 prevailing ones, the second one in Latvia is lack of e-documents, in Finland - other barriers;
- In Finland language barriers prevail together with other barriers, requests for references in public procurement or limited availability of application interfaces for data access.
- For Estonia, Lithuania and Latvia, the introduction of e-documents will be logical solution - this barrier is most frequent in these countries;
- Lack of e-documents is the main challenge in Estonia for companies interviewed;
- Major part of barriers in Denmark are related to the platform *SKAT*, as it covers a large amount of services from different sectors;

## 6.2. Barriers by type of service and sector

When analysed from a horizontal perspective, the uptake of G2B services in the BSR is influenced by relatively similar distributions of barriers as identified in the previous section. Regardless of the business development stage at which services are accessed, the language and regulatory barriers, as well as online recognition of documents and integration of e-documents remain the most prominent obstacles.

**Market entrance.** Language barrier was identified by respondents in all 9 countries and covers 51% of responses. Regulatory barriers were recorded in Scandinavian countries, Germany and Poland. Such barriers involve legal obstacles in making direct offers (by foreign companies) to unknown companies. Other barriers are related to applying personal ID and complicated, unclear process.

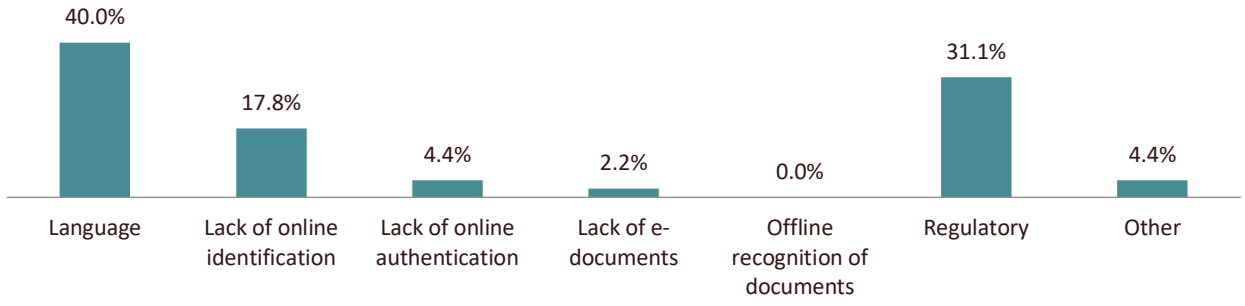
**Figure 13 - Barriers in market entrance services, %**




*Source: Civitta analysis*

**Market activity.** As in market entrance services, language barriers spread in all 9 countries (40% of responses in total), regulatory - in 8 (except Finland). Lack of online identification prolongs the processes of using services. Other barriers include no cross-border availability and interpreting specifications participating in public procurements.

**Figure 14 - Barriers in market activity services, %**

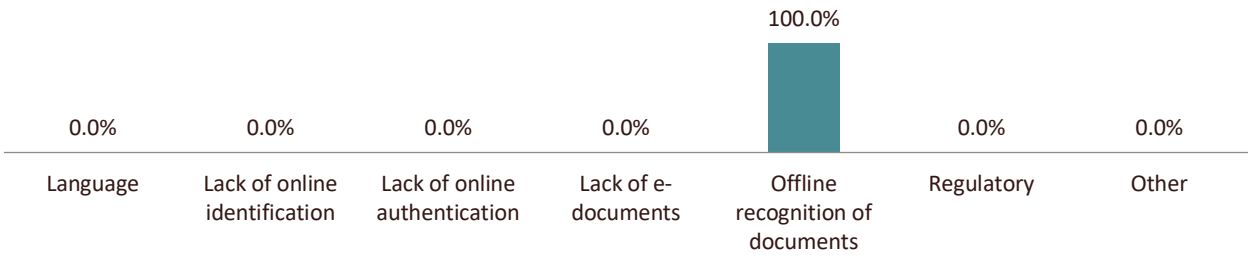



*Source: Civitta analysis*

**Market exit.** Through the interviews only one barrier in market exit services was identified as the main one - not online available recognition of documents. Physical presence, which is required for part of procedures, creates additional administrative burden. Furthermore, for these processes in Lithuania and Latvia lack of

information in understandable form was indicated (usually only whole laws are available). Nevertheless, in respondents' opinion, greatest challenges are covered by offline recognition of documents.

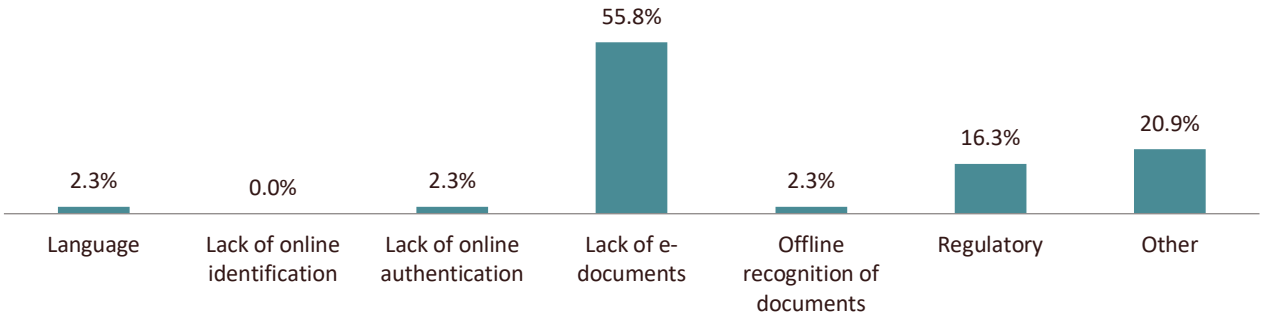
**Figure 15 - Barriers in market exit services, %**




*Source: Civitta analysis*

**Land transport and water transport.** According to the results of interviews, lack of e-documents is present in all countries analysed. This barrier is most frequent one for land and water transport sector and amounts 56% of responses. Regulatory barriers mean required registration of a company in particular country. 21% of respondents have mentioned other barriers, including different practices and processes at country and city level, different tariffs and subventions for railway and others.

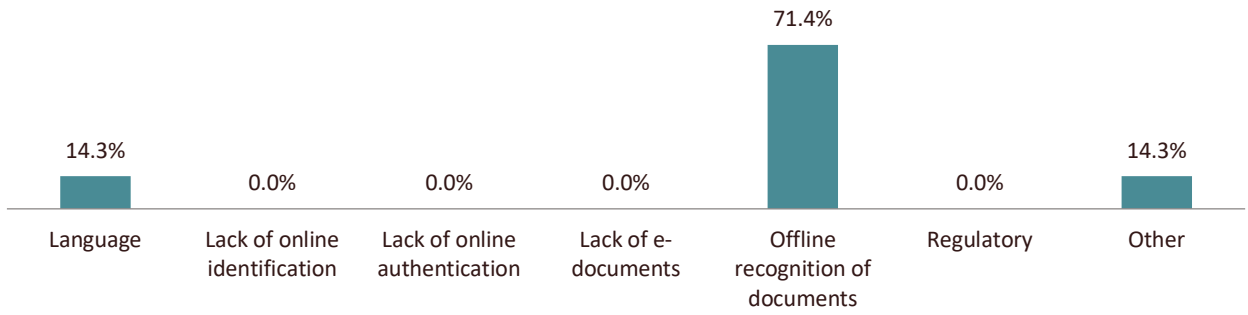
**Figure 16 - Barriers in land and water transport sector, %**




*Source: Civitta analysis*

**Manufacture of wood and of products of wood and cork, except furniture.** Only 3 barriers were identified for processing of wood sector during conducting the interviews, namely offline recognition of documents (prevailing with 71.4%), language barriers as well as other barriers (14.3% each). Physical presence is required in Norway, Poland, Lithuania, Sweden and Denmark. Due to language barrier in Norway companies tend to hire local consultants. In Finland application interfaces limit the access to the data and are not available for use in big data analysis.

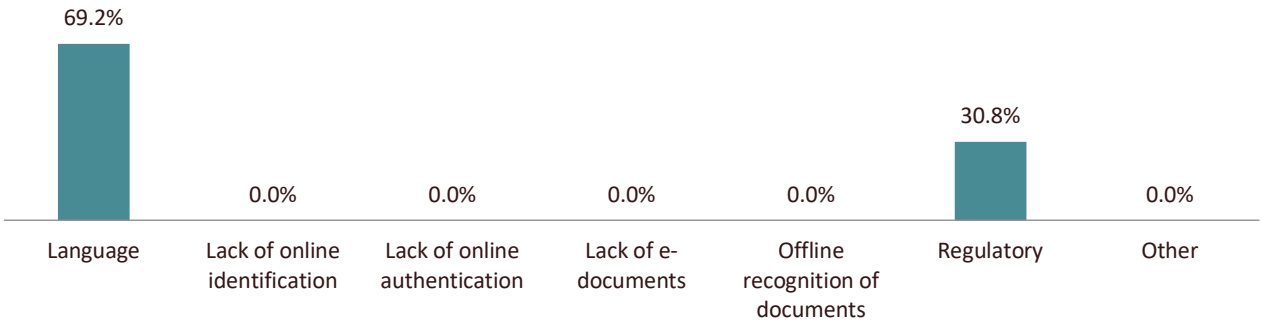
**Figure 17 - Barriers in manufacture of wood and cork sector, %**




*Source: Civitta analysis*

**Manufacture of machinery and equipment.** 2 barriers were mentioned by companies' representatives in their responses for manufacture of machinery and equipment services - language and regulatory. 69% of responses contain the information that services are available only in local language. This can result in a need to apostilise documents. In the opinion of respondents, regulatory barriers are provoked by not adequate risk mitigation measures.

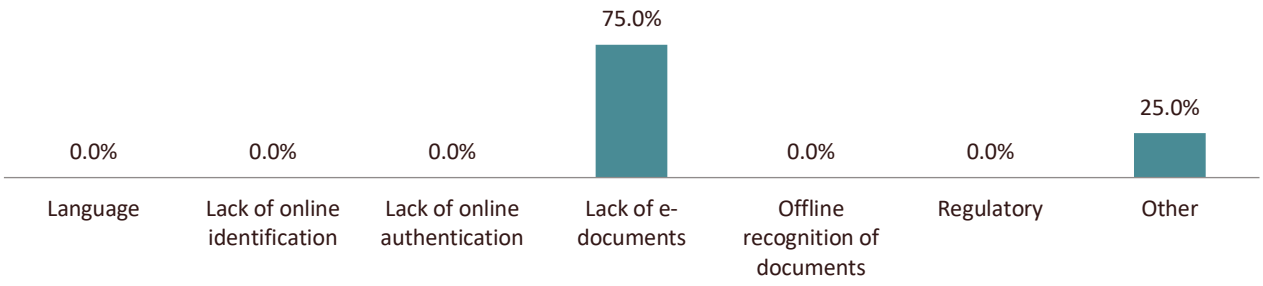
**Figure 18 - Barriers in manufacture of machinery and equipment sector, %**




*Source: Civitta analysis*

**Telecommunications.** For the telecommunications sector lack of e-documents as well as other barriers are common. Lack of e-documents is commonly identified in Estonia and Lithuania, however it was noticed by respondents that usage of paper documents does not cause inconveniences. Other barriers include buying references for public tendering in telecommunications sector.

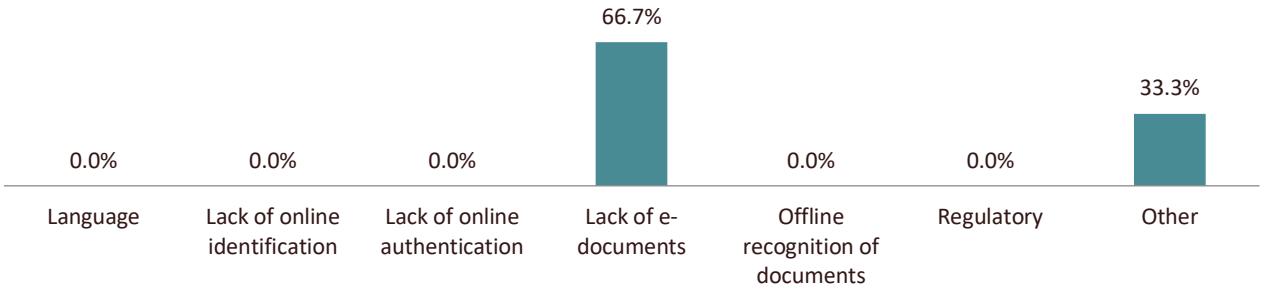
**Figure 19 - Barriers in telecommunications sector, %**




*Source: Civitta analysis*

**Financial service activities, except insurance and pension funding.** The same barriers as in previous sector were for financial sector identified. E-documents are not present for these services in Lithuania, which complicates the process, especially applying for *EMI* or payment institution license. In total, it covers 67% of responses. In Estonia companies have to provide accurate and specific information, this tends to be handled by local consultants.

**Figure 20 - Barriers in financial sector, %**




*Source: Civitta analysis*

### Insights

- Language barrier is the main one for market entrance and market activity services analysed as well as for manufacture of machinery and equipment services (51%, 40% & 69% of responses accordingly);
- Offline recognition of documents is the most frequent barrier for market exit and manufacture of wood and cork sectors (100% and 71% of responses accordingly);
- For land and water transport sector, as well as telecommunications and financial sectors, lack of e-documents creates main challenges (56%, 75% & 67% respectively);
- Regulatory restrictions are mostly common for market activity and manufacture of machinery services, creating additional administrative burden for companies;
- Lack of online identification and authentication were basically mentioned for market entrance and market activity services - both obstacles prolong the process of using services;

- Other barriers are spread in almost all sectors and are generally unique and require an individual approach.

# 7. Business needs and potential solutions

In order to evaluate business needs and main issues that face companies while conducting international business in the BSR, additional questions were raised during the interviews. The respondent were asked not only to identify issues, but also potential solutions fitting their needs, as well as to identify new G2B services, that are currently present, but would address their needs if provided. The further analysed is based on interviews and expert judgement, which was used to interpret the interview results (for example to evaluate if two different respondents are describing same e-service just in different wording).

## 7.1. Overview of issues and solutions

| HORIZONTAL SERVICES | |
|---|---|
| **Market entry** | |
| **Lack of governmental information exchange system** | IT systems of governmental sector are not integrated, which leads to additional efforts being required from companies. Over the process of registering the company some documents still need to submitted in paper form and often notarized. Governmental information exchange system (EU or regional) which would allow to easily accessing services in other countries as well as using e-documents from existing registries. |
| **Market activity** | |
| **E-signature not available cross-border** | Being able to use the electronic signature cross-border, would positively impact about 5-10% of users (the ones which are using the e-signature now, and are conducting international business in the region). At the moment, the signature works only in each country separately. The solution proposed would regional or EU wide electronic signature system that would allow the cross-border usability (implementation of EU eSignature and eID building blocks). |
| **Complicated applying for HSE-cards in Norway** | If a company has only a tax residence in Norway, it's actually impossible to submit employees' remuneration reports without assistance of a local accountant service. Also, applying for HSE Cards is complicated due to applicant's verification procedure. As successful example, application for ID06 cards in Sweden can be used as model. |
| **Market exit** | |
| **Archiving documents after the closure of company** | After the closure of the company in Lithuania it is still required to archive all company's documents in paper form for 10 years. Archiving large amounts of documents is costly and not environment friendly. The possible solution is changing regulation to allow electronic copies be eligible to be archived, not only paper ones, thus saving costs and administrative burden for companies. |

| VERTICAL SECTORS | |
|---|---|
| **Land transport and water transport** | |
| **Paper *CMRs*** | Trucks crossing borders has to fill different CMR for each country separately, which leads to longer time it takes to cross a border as well as additional administrative burden. However, in Denmark, Sweden and Norway *CMRs* are not required. On another hand, on a national scale electronic CMRs are already implemented in some countries, for example Lithuanian iVaz system. The proposed solution was a ratification and implementation of *e-CMR* initiative (from UN). Currently only about ~11 EU members have ratified it. |
| **Different road taxation systems** | Different road taxation systems also create additional burden for companies – the system varies from vignettes in Baltic countries, to distance measuring devices in Germany. In some countries there is no possibility to purchase vignettes online, while other countries, like Latvia, offer to buy them via phone. Moreover, there are various devices measuring the distance driven in different countries, therefore trucks have to have range of these devices inside each truck, based on the countries on route. This situation leads to drivers having to alter the route through countries, for which they have needed devices. This of course, leads to inefficiencies as well as increased administrative burden. Harmonizing road tax measurement systems would allow higher flexibility for route planning for logistic companies, as well as decrease administrative burden for buying and maintaining different devices and systems for road tax measurement. |
| **Complicated process of clearance decisions obtaining** | Currently logistics service providers collect information about the goods, make suggestions about their tariffs and send a clearance request to customs, which then makes the clearance decision. If there were full transparency of documentation across the whole logistics chain, customs could make their clearance decisions automatically based on the original documentation. By one of respondent, usage of Artificial Intelligence was as potential solution tool suggested. |
| **Non-standardized and non-electronic *CIM* system in railway transport** | *SMGS* system (used in Asia and post-soviet countries), based on *OSJD* convention, is highly standardised and same processes are applied in whole region (no matter the country). The usage is relatively simple due to this, plus pilot projects of *e-SMGS* are starting in with involvement from Lithuania, Poland, Belarus and Latvia. e-*SMGS* also already works with empty cargo carts. *CIM* (system used in western part of EU) on the other hand is way less standardised as for example Poland has many different railway cargo transporting companies with different processes and level of e-maturity. Standardization of *CIM* practices on the model of *SMGS* would create basis for moving to *e-CIM* and *e-SMGS*. However, the implementation would require reaching agreements with all cargo carriers in each country. |

| | |
|---|---|
| **Different rules and restrictions in different ports throughout BSR** | The competition between ports is stopping unification of IT systems and regulations. Online identification and authentication are not typically supported. And if they are, the systems differ a lot from port to port. There was an EU wide initiative to harmonise the declaration systems on EU level (European Maritime Single Window) which ended up as non-mandatory guidelines. This leads to shipping companies operating through local agents. Possible solution would be to revive the initiative with mandatory implementation. Air traffic can be used as benchmark, because they have much more aligned systems already. This issues was identified in Lithuania and Denmark. |
| **Financial service activities, except insurance and pension funding** | |
| **Complicated passporting process for *EMI* or payment licence** | In Lithuania, after receiving *EMI* licence you need write an additional document, asking to passport your license in other EU members. There is a waiting period of 30 days, which extended 30 days more if overseeing institution of some country asks any clarifications. The situation with passporting associated agents is more difficult, also requires additional documents, which is again passported to all EU authorities, however, in some cases the process might be longer. Aside from the long waiting periods, one of the main challenge is checking which countries have already passported the licence (so you can provide service there) and which did not (providing services there is against the law). A solution to passporting issue would be creation of simple EU-wide system, which would allow checking the status of approval of your license in every EU country. |
| **Manufacture of wood and of products of wood and cork, except furniture** | |
| **Public support in accessing environmental data, gathered by public institutions** | Public support in accessing environmental data, gathered by public institutions needed in this sector – this would allow business to provide higher quality or new services. In order to get more out from public big data, there is a need for more and better public support in:<br>• Rules how to combine public big data with private big data (for example, resource and environmental data from harvesters, road and weather information from cameras in trucks, etc.);<br>• Role of crowdsourcing in collecting environmental big data;<br>• Rules for data usage (privacy, security);<br>• Determination of persons who have right to own and/or control the use of data;<br>• Common data formats and data interfaces.<br>It should considered, if there should be public service platforms, that allow to use relevant public big data about natural resources, their exploitation and necessary permissions through application interfaces. This would make it easier (faster, lighter) for application developers to develop their services. |

## 7.2. Overview of suggested improvements and (or) new services

During the interviews, 8 general improvements or new services, not related to specific issue, were identified:

| | |
|---|---|
| **International help line** | Existing public support is not sufficient to help foreign companies when dealing with institutions in other countries. As an improvement BSR or EU wide international help line was suggested. There is the need for such line to help foreign companies, especially the small ones that cannot hire consultants. |
| **Unified e-documents interchange** | Unified system of e-document interchange between governments would be needed to ensure faster exchange of information. Integrations of different governmental information systems (regional or national level) which would allow the overseeing or licencing institutions to access and use data that are in other registries or databases, thus avoiding the process of gathering all this information by the company. Certainly, such aggregation of data should be within the framework of GDPR (General Data Protection Regalement), as it restricts the gathering of personal information. |
| **Single KYC database** | A great solution to improve Fintech sector would a creation of *KYC* (Know your customer) database for financial institutions. The database would gather the information needed for compliance. Meaning, a client having an account with different institutions will have to register and enter the *KYC* information once (currently the procedures has to be repeated in every institution a person has an account in). This would also allow building infrastructure for financial institutions to exchange information in order to improve *AML* efforts. On national scale, it could be operated either by joint consortium of such financial institutions or by national bank. On international scale only viable option is to build such infrastructure operated by governments - otherwise the system would not be all-inclusive and SMEs probably would have trouble joining. However, recent GDPR requirement would have to be carefully considered while implementing such initiative. |
| **International system for debtors funds restrictions** | International IT system that allows transmission of data during cash sweeps or restriction orders. The data is transferred to financial institutions in order to proportionally allocate debtor's funds to providers of cash sweeps and control restrictions on debtor's monetary funds and cash sweep processes. The system is implemented on national scale in Lithuania (PLAIS). |
| **E-license for EMI and payment institutions** | A possibility for companies to receive electronic money issuer or payment institution license fully online. It should be noted, that this would still require establishing company in other member states and raises identification issue. |
| **IoT shipment monitoring** | This would allow monitoring the goods while at sea with sensors, so as to guide against goods being spoilt due to change in temperature climate etc. It will also allow keeping track of companies' ship. This raises an issue on Big data being amassed from data retrieved from ships. The shipping companies would prefer a centralized online G2B platform in the EU or Baltic area where they can store, access and retrieve such data. This will save them the cost of developing this infrastructure themselves. Naturally this will raise issues on connectivity and Data ownership. However, such a system will save cost. Currently, such a G2B hub does not exist. |

| | |
|---|---|
| **Separate authentication and payment of public transportation service** | Separate authentication and payment of public transportation service i.e. allow payments to be made afterwards. Paying after the trip would enable more flexible and innovative mobility services. It would also make it possible to choose the best tariff afterwards, for example based on monthly use of services. |
| **Trials to find out end-user needs in public transport** | More trials to find out the real end-user needs. For example, test "combination tickets", i.e. combine entry tickets to large (sports) events with tickets to public transportation - no public subventions would be needed. Or combine other public services (libraries, sports facilities) with mobility tickets. This is relevant in cases where the public transport is provided by businesses. |

# 8. General results and conclusions

The quantitative and qualitative data collected and analysed during business needs assessment has presented a number of insights related to the issues arising from G2B services usage by representatives of different industries in the Baltic Sea Region, as well as uncovering the potential for improvement.

According to the results of the interviews, fully online G2B services prevail in 5 out of 8 horizontal services and vertical sectors analysed: market entrance, market activity, land and water transport, manufacture of wood and cork, manufacture of machinery and equipment.

G2B services are mostly partly online in the financial sector, where still a many processes need to be backed up in paper form. On the lower end of e-maturity, in the telecommunications sector 100% of G2B services identified are not available online. Overall in the vertical services category, the average level or e-maturity stands at 44%.

When speaking of horizontal services identified during interviews – those characteristic to the different business development stages across industries – **the lowest degree of e-maturity is in the market exit phase**. **Most online horizontal services are found in the 'market activity'** category (68%), while 60% of market entry services are available fully online. The average level of e-maturity of horizontal services is higher compared to vertical sectors, and reaches 64%.

The most frequently identified market entry services are company registration and tax registration (85%), in the market activity – VAT refunds are leading in terms of uptake by users interviewed, while in the market exit category – most respondents have accessed services of termination of company activities and archiving documents after closure (25% each).

We have explored the obstacles precluding the uptake of G2B services. Language and lack of e-documents are two main barriers identified across types of services and industries. Each from them prevails in 3 sectors, for 2 other sectors recognition of documents with physical presence being the most common. These usually lead to pressure for companies to hire local consultants, which is harder to afford for SMEs and poses additional challenges. As the responses have shown, G2B services are often available in local language only in Lithuania, Denmark, Germany, Sweden and Norway. The lack of e-documents creates challenges the most in Lithuania, Latvia, Germany and Estonia. Other barriers are spread in Finland and Sweden. Moreover, regulatory barriers are characteristic to market entry and market activity of companies, while offline recognition of documents is an obstacle in market exit services.

Although the issues identified and solutions proposed relate to specific types of services and sectors, the majority of insights collected from respondents relate to gaps on a higher, EU-level, in particular to the

current system of rules and documentation in place. Participants highlighted the need to harmonize and standardize G2B services systems across EU countries. The issues recognized by interviewers on specific countries and sectors and mostly caused by complicated procedures or non-electronic services. Most solutions for G2B services' improvement are related to services for the water transport sector. It is important to note that most issues raised were related to the services with the highest degree of usage, which can be explained by the more frequent interactions from the users' end and thus higher level of knowledge of details characteristic to these services (including spaces for improvement). These include services accessed periodically, such as payment of road taxes, KYC, etc.

Besides the solutions, a part of respondents have suggested additional improvements of a more general nature, which are not related to any specific issue.

A summary of findings by types of services and sectors is illustrated in the table below.

**Table 3 - General results of the interviews by type of service and sector**

| Service / Sector | Market entrance | Market activity | Market exit | Land and water transport | Manufacture of wood | Manufacture of machinery | Telecommunications | Financial services |
|---|---|---|---|---|---|---|---|---|
| General level of e-maturity | 60% | 68,3% | 33,3% | 51,1% | 50% | 67,7% | 0% | 12,5% |
| Main services used | Registering a company, taxation services, opening a new branch | Requesting and getting VAT refund, paying and reporting VAT, public procurement | Termination of companies' activities, archiving the documents, restructuring a company | Pre- arrival and pre-departure declarations | Due diligence confirmation | Declaring imported goods | Buying (or renting) frequencies | Local level compliance services |
| Main barriers | Language | Language | Offline recognition of documents | E-documents (not present) | Offline recognition of documents | Language | E-documents (not present) | E-documents (not present) |

# Annex 1. Interview guide

About the project

DIGINNO WP 3 activities, include mapping and identifying existing government to business (further as G2B) (e-) services with cross border relevance and their level of digitalization in BSR countries. Based on findings the business needs assessment will be carried out for analysing the needs, problems and obstacles in G2B cross-border services in business operations. Success case models of the analysis will be showcased among European countries as a practice to be followed in the future projects.

- The goal of the interview is to understand the real-life problems that the business faces using G2B services in BSR countries;
- The needs expressed within this questionnaire will be presented to policy makers on both national and EU levels;
- This is a chance to be heard and influence positive changes and solve problems the business is facing at the moment;
- Aggregated analysis will be presented for the wider public in the conferences held by European Commission.

The questions below are separated into appropriate groups:

1. Overall questions regarding the institution itself.

Further questions are separated accordingly to the company's activity:

2. Market entrance

3. Market activity

4. Market exit

5. Specific field the business is operating in (transport, telecommunications, finance etc.).

Thank you in advance for your contribution. Your opinion is highly important changing the whole business environment.

**Part 1. Introduction.**

1.1. Please select the country your business is based in.

1.2. Please provide name and contact information of responding business entity or association.

1.3. Please select countries where responding business entity or association conducts international business operations (export, participating in joint projects, opening a new branch etc.), (please, do not select your own country).

1.4. Please select the field your business is operating in.

**Part 2. Market entry services.**

Market entrance covers activities associated with bringing a product or service to a targeted market. Several market entrance services are provided: opening a new branch, registration, modification, deletion of place of establishment, registering a trademark or other.

2.1. Has the responding business entity or association recently (for last 5 years) used market entrance G2B services? If so, could you please list up to 3 of these services?

2.2. In what countries these services were completed?

2.3. Are services described in previous question available online?

2.4. What were the main problems/challenges? Please provide explanations or examples of specific situations.

2.5. Which of the usage barriers did you encounter?

2.6. Which of the mentioned barriers complicates the usage of G2B services most and why? Also, which barriers are the most frequent to occur?

2.7. What solutions would you propose to improve the current situation (not only regarding barriers, but main problems and challenges of government to business services regarding market entry)?

**Part 3. Market activity services.**

Market activity combine services related to already successfully operating business unit. Such services are: hiring an employee, requesting building permits, approvals, participating in public procurement, register career interruptions, applying for patent and other.

3.1. Has the responding business entity or association recently (for last 5 years) used market activity G2B services? If so, could you please list up to 5 of these services?

3.2. In what countries these services were completed?

3.3. Are services described in previous question available online?

3.4. What were the main problems/challenges? Please provide explanations or examples of specific situations.

3.5. Which of the usage barriers did you encounter?

3.6. Which of the mentioned barriers complicates the usage of G2B services most and why? Also, which barriers are the most frequent to occur?

3.7. What solutions would you propose to improve the current situation (not only regarding barriers, but main problems and challenges of government to business services regarding market activity)?

**Part 4. Market exit services.**

An act of moving business operation away from certain market. The procedure could cover services as termination of company's activities, VAT deregistration and other.

4.1. Has the responding business entity or association recently (for last 5 years) used market exit G2B services? If so, could you please list up to 5 of these services?

4.2. In what countries these services were completed? 4.3. Are services described in previous question available online?

4.4. What were the main problems/challenges? Please provide explanations or examples of specific situations.

4.5. Which of the usage barriers did the responding business entity or association encounter?

4.6. Which of the mentioned barriers complicates the usage of G2B services most and why? Also, which barriers are the most frequent to occur?

4.7. What solutions would you propose to improve the current situation (not only regarding barriers, but main problems and challenges of government to business services regarding market exit)?

**Part 5. Vertical sector services.**

This part of questions refers only to responding business entity's or association's specific sector in which it is operating in. Such sectors are:

* Land transport and water transport. Possible G2B services: ship registration certificate, pre- arrival, pre – departure declarations and others.

* Manufacture of wood and of products of wood and cork, except furniture. Possible G2B services: issuance of forest felling permit, government auctions of wood sales and others.

* Manufacture of machinery and equipment. Possible G2B services: license of permanent supervision of potentially dangerous equipment and others.

* Telecommunications. Possible G2B services: permission to use telephone numbers, permission to use network identification codes and others.

* Financial service activities, except insurance and pension funding. Possible G2B services: banking license, permission for IPO (Initial Public Offering) procedure and others.

Please answering questions below, refer to responding business entity's or association's specific business sector.

5.1. Has the responding business entity or association recently (for last 5 years) used sector specific G2B services? If so, could you please list up to 5 of these services? (sector specific services are those G2B services which are only relevant for the particular sector responding business entity or association is operating in).

5.2. In what countries these services were completed?

5.3. Are services described in previous question available online?

5.4. What were the main problems/challenges? Please provide explanations or examples of specific situations.

5.5. Which of the usage barriers did you encounter?

5.6. Which of the mentioned barriers complicates the usage of G2B services most and why? Also, which barriers are the most frequent to occur?

5.7. What solutions would you propose to improve the current situation (not only regarding barriers, but main problems and challenges of government to business services regarding specific sector field)?