

## Appendix

### Appendix 1: The quantification of human capital, structural capital, and relational capital.

Human capital is the normalized value of the average of the following variables:

Variable ID	Question ID	Short description of the question	Variable value
HC2	B10Q20	Problems related to employees e.g., low morale, low work intensity, missing or incomplete professional expertise, aversion to change	0.00-0.25-0.50-0.75-1.00 where: 0 – there are problems with everything 1 – there are no problems
HC3	B10Q21	Forms of training: what percentage of employees participated in in-house or outside training, job rotation	0.00-0.25-0.50-0.75-1.00 where: 0 – there was no training 1 – above 75%
HC4	B10Q26	Incentive schemes, e.g., reward scheme, with the after-action review of the completed job; premium scheme, for predetermined tasks; incentives based on group or overall performance; cafeteria.	0.00-0.25-0.50-0.75-1.00 where: 0 – there is no incentive scheme 1 – 4 or more types of incentive schemes
HC5	B05Q15_11; B05Q15_12	Excellent leadership and highly motivated employees.	0.00-0.25-0.50-0.75-1.00 where: 0 – not different from competitors 1 – completely unique
CS3	B15Q08	The leader self-evaluates ten of their entrepreneurial traits on a scale of 1-5	0.00-0.25-0.50-0.75-1.00 where: 0 – the sum of the self-evaluation is 10 points 1 – the sum of the self-evaluation is 47 points and above

**Appendix 1:** The quantification of human capital, structural capital, and relational capital (Continuation).

Structural capital is the normalized value of the average of the following variables:

Variable ID	Question ID	Short description of the question	Variable value
TECH4	B09Q01	Use of ICT assets, e.g., computer, laptop, internet, e-mail, intranet, webpage, web shop, special software (e.g., bookkeeping, CAD, CRM), billing, inventory control software, ERP.	0.00-0.25-0.50-0.75-1.00 where: 0 – the usage of ICT assets is uncommon, or only computer, laptop 1 – the simultaneous use of an ERP system or a solution less pervasive across multiple companies
TECH5	B05Q15_2; B05Q15_3; B05Q15_10	The degree to which the applied technology is advanced and modern, the existence of production control, quality assurance systems, the uniqueness of ICT	0.00-0.25-0.50-0.75-1.00 where: 0 – not different from competitors 1 – completely unique
DEC3	B04Q17	The means of sharing information, e.g., the use of meetings, e-mails, information platforms or applications	0.00-0.25-0.50-0.75-1.00 where: 0 – there is no information sharing or there is only one type 1 – 5 or more types of information sharing
	B04Q16	Consultation during decision-making, the use of advisory agencies when dealing with e.g., involved parties, leaders, owners, employees.	0.00-0.25-0.50-0.75-1.00 where: 0 – there is no consultation during decision-making 1 – wide ranging use of consultation and/or an advisory agency.
DEC5	B04Q11	Operation of the organization, administrative routines, e.g., written organizational structure, clear division of competencies, clarified chain of command, existing job descriptions.	0.00-0.25-0.50-0.75-1.00 where: 0 – the system of operations of the organization and the administrative routines are undefined 1 – the system of operations of the organization and the administrative routines are clearly defined

**Appendix 1:** The quantification of human capital, structural capital, and relational capital (Continuation).

Relational capital is the normalized value of the average of the following variables:

Variable ID	Question ID	Short description of the question	Variable value
NET1	B08Q01; B11Q10	Economic and innovation-based forms of cooperation, e.g., buyer-supplier network, license, consortium, strategic partnership, membership in a professional organization, franchise, cluster, domestic-foreign higher education institution, chamber, technological park, innovation agency	0.00-0.25-0.50-0.75-1.00 where: 0 – not party to any form of cooperation 1 – party to at least on meaningful form of cooperation
NET2	B08Q03	The sum of the duration of the forms of cooperation listed in the previous question	0.00-0.25-0.50-0.75-1.00 where: 0 – not party to any form of cooperation 1 – 15 years or above
NET3	B08Q04	The sum of the intensity (1-5) weighted average (10-50) of the types of external (10 types) help aiding development	0.00-0.25-0.50-0.75-1.00 where: 0 – there was no external help aiding development 1 – the sum of the intensity (1-5) weighted average of the types of external (10 types) help aiding development is 21 or above
NET4	B05Q15_14; B05Q15_15	Stable long-term supplier, buyer relations and unique strategic partners.	0.00-0.25-0.50-0.75-1.00 where: 0 – not different from competitors 1 – completely unique

**Appendix 2:** The descriptive statistics of intellectual capital (as the sum of components), human capital, structural capital, and relational capital.

	Complete sample (n=1,243 SME)				Innovating SMEs (n'=456 SME)			
	Intellectual capital	Human capital	Structural capital	Relational capital	Intellectual capital	Human capital	Structural capital	Relational capital
Mean	1.581	0.536	0.588	0.458	1.842	0.585	0.670	0.586
Median	1.587	0.526	0.600	0.438	1.864	0.579	0.700	0.563
Variance	0.211	0.030	0.037	0.049	0.164	0.034	0.027	0.037
Std. Deviation	0.460	0.174	0.193	0.222	0.404	0.183	0.165	0.192
Minimum	0.328	0.105	0.100	0.000	0.718	0.105	0.150	0.125
Maximum	2.797	1.000	1.000	1.000	2.797	1.000	1.000	1.000
Range	2.469	0.895	0.900	1.000	2.079	0.895	0.850	0.875
Skewness	-0.030	0.178	-0.255	0.098	-0.118	-0.019	-0.515	-0.066
Kurtosis	-0.398	-0.433	-0.571	-0.687	-0.435	-0.468	-0.064	-0.674