### MANAGEMENT, ORGANISATION AND INNOVATION SURVEY The European Bank for Reconstruction and Development and the World Bank Questionnaire A – Multi-establishment firms

#### A. CONTROL INFORMATION [TO BE COMPLETED BEFORE INTERVIEW]

A.0a Questionnaire module	<b>A.0</b> Pos	sition of the main respondent		
A 1				moia0
B 2				
<u>a0</u>			<u> </u>	
A.1 Country code (according to the codebook)	A.2		-	ng Region a2
a1	Region	A		1
	Region			2
A.1a Language of the interview	Region			3
Local language 1	Region	D		4
Local language 2				
Russian 3	<b>A.3x</b> C	ity/town/village		
ala				a3x
A.12 Interviewer number				азх
a12	A.3 Siz	e of locality		
		Capital city		1
A.13 Supervisor number	City	with population over 1 million -	other than	2
a13	┓	capital		
a15		Over 250.000 to 1 million		3
		50.000 to 250.000 Less than 50.000		4 5
A.22a Age of the interviewer		Less than 50.000		5
a22a				
a22a	A.3a		of the estab (coded ex pos	
			(could ex pos a3a	st <i>)</i>
A.22b Gender of the interviewer	Regio	n A	1	
Male 1	Region		2	
Female 2	Region		3	
a22b	Region		4	
	<u>,</u>	<u>.</u>		
A.22c Highest level of education attained by the interviewer				
Up to primary school 1	<b>A.4</b> Ind	lustry	Sampling	Screener
Secondary/vocational school qualification 2			sector	sector
University education or higher 3	-	P 1	<u>a4a</u>	a4b
a22c		Food	15	15
	Q	Textiles	17	17
	tion	Garments	18	18
	Seci	Chemicals	24	24
	Manufacturing: Section D	Plastics & rubber	25	25
	urin	Non metallic mineral products Basic metals	26	26 27
	acti		27	
	nuf	Fabricated metal products Machinery and equipment	28 29	28 29
	Ma	Flastronics (21 & 22)	29	29

31

2

31

2

Electronics (31 & 32) Other manufacturing

A.5 Sector match between screener information and sample frame a5

Yes, screener and sample frame info match	1
No, screener and sample frame do not match but establishment does activities which match both screener and sample frame	2
No, does not match	3

A.6 Size

Number of employees (from screener)	a6a
Number of employees (from sample frame)	a6b

#### A.14 Time face-to-face interview begins: INTERVIEWER: USE 24 HOUR CLOCK

Day (dd)	Month (mm)	Year (yyyy)	Hour (0 to 24)	Minutes (0 to 59)
a14d	a14m	a14y	a14h	a14min

#### **READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.**

This survey asks your views about business practices. It will be used to help develop new economic policies that support growth and employment in (COUNTRY).

Your views will remain confidential and will be kept anonymously. Neither your name nor the name of your business will be used in any document based on this survey.

A.7	SHOW CARD 1
A./	SHOW CARD I
	Is this establishment part of a larger firm?
	is this establishment part of a larger min.

Ĩ	Yes	1	
	No, it is a firm on its own	2	ASK QUESTIONNAIRE B
-			a7

**A.10** What is the total number of establishments that the firm has abroad?

Number of establishments in the firm in total abroad		
No establishments abroad	0	
Don't know (SPONTANEOUS)	-9	
		moia1

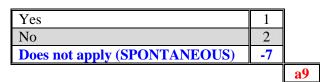
A.11 How many establishments including the national headquarters does this firm have in (COUNTRY)?

Number of establishments in (COUNTRY)		ASK QUESTIONNAIRE A
One establishment in this country	1	ASK QUESTIONNAIRE B
Don't know (SPONTANEOUS)	-9	ASK QUESTIONNAIRE A
		moia11

#### **QUESTIONNAIRE A**

#### **B. GENERAL INFORMATION ABOUT THE FIRM**

A.9	Are financial statements of this establishment kept separate from financial statements that cover
	activities at the headquarters?



#### **B.1 SHOW CARD 2** What is this firm's current legal status?

Share-holding company / shares traded in the stock market	1	
Share-holding company / shares traded privately if at all (including limited liability company)	2	
Sole proprietorship	3	
Partnership	4	
Limited partnership	5	
Other (SPECIFY - SPONTANEOUS)	6	b1x
		b1

Other

#### Was the national firm ever fully or partially state owned? B.9a

INTERVIEWER: By partially state owned we mean more than 25% of shares and less than 100% of shares are or were owned by the Government.

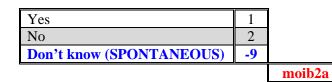
Yes, it was in the past	1	
Yes, it still is	2	GO TO B.2a
No	3	GO TO B.2a
Don't know (SPONTANEOUS)	-9	GO TO B.2a
		moib9a

#### In which year was the national firm privatized? **B.9**b

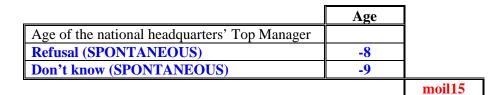
Year in which the national firm was privatized		
Is in process of being privatized	-6	
Don't know (SPONTANEOUS)	-9	
		moib9b

b1x

## B.2aSHOW CARD 1 AND POINT OUT NATIONAL HEADQUARTERS ON IT<br/>Is the national headquarters' Top Manager the founder of the firm?



#### **L.15** What is the **approximate** age of the national headquarters' Top Manager?



#### INTERVIEWER: ASK THE RESPONDENTS TO PROVIDE A ROUGH ESTIMATE IF THEY DO NOT KNOW THE EXACT AGE.

B.3a	SHOW CARD 3
	Who currently owns the single largest block in the national firm?

	Largest owner	
No single large owner (multiple owners)	1	GO TO QUESTION B.3d
Foreign individual/family	2	GO TO QUESTION B.3b2
Foreign firm	3	GO TO QUESTION B.3b1
Foreign state	4	GO TO QUESTION B.3b1
(NATIONALITY) family	5	GO TO QUESTION B.3c1
(NATIONALITY) individual	6	GO TO QUESTION B.3d
(NATIONALITY) Government	7	GO TO QUESTION B.3d
Other (SPECIFY - SPONTANEOUS)	8	moib3ax
Don't know (SPONTANEOUS)	-9	GO TO QUESTION B.3d
Refusal (SPONTANEOUS)	-8	GO TO QUESTION B.3d
		ч <b>с</b>

moib3a

	GO TO
Other	QUESTION
	<b>B.3d</b>
	moib3ax

#### INTERVIEWER: IF ASKED, EXPLAIN THAT LARGEST OWNER IS DEFINED AS SOMEONE WITH THE HIGHEST SHARE OF THE FIRM, BUT OWNING NO LESS THAN 25 %.

<b>B.3b1</b>	Which country is the foreign own	ner originally from?	
	Country of the foreign owner		GO TO QUESTION B.3d
Ι	Don't know (SPONTANEOUS)	-9	GO TO QUESTION B.3d
			moib3b1x

#### **B.3c1** Is the national headquarters' Top Manager a member of the family which owns the national firm?

Yes	1	
No	2	GO TO QUESTION B.3c4
Don't know (SPONTANEOUS)	-9	GO TO QUESTION B.3c4
		moib3c1

### **B.3c2** SHOW CARD 4 To which generation of the family that owns the national firm does the current Top Manager of the national headquarters belong to?

First (Top Manager was the founder of the firm)	1	GO TO QUESTION B.3c4
Second	2	
Third	3	
Fourth or more	4	
Don't know (SPONTANEOUS)	-9	
		moib3c2

## **B.3c3** Was the national headquarters' Top Manager chosen because he was the eldest son of the previous Top Manager?

Yes	1
No	2
Don't know (SPONTANEOUS)	-9
X X X X	

## **B.3c4** How many members of the family that own the national firm are part of its top and middle management?

|--|

moib3c3

**B.3d** Has the national firm's largest owner changed in the last 3 years?

Yes	1	
No	2	GO TO QUESTION L.16
Don't know (SPONTANEOUS)	-9	GO TO QUESTION L.16
		moib3d

#### **B.3e** SHOW CARD 3 Who was the national firm's largest owner 3 years ago?

	Largest owner 3 years ago	]
No single large shareholding block (multiple shareholders)	1	
Foreign individual/family	2	]
Foreign firm	3	
Foreign state	4	
(NATIONALITY) family	5	
(NATIONALITY) individual	6	
(NATIONALITY) state	7	
<b>Other (SPECIFY - SPONTANEOUS)</b>	8	moib3ex
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		moib3e

Other	
	moib3ex

L.16	SHOW CARD 1
	At the end of fiscal year [insert last complete fiscal year], how many permanent, full-time
	employees did the national headquarters and all establishments in (COUNTRY) employ? Please
	include all employees and managers (INTERVIEWER: include respondent if applicable).

**INTERVIEWER:** Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract and that work 8 or more hours per day.

	Number	
Permanent, full-time employees in the national <b>firm</b> at the end of last complete		
fiscal year		
Don't know (SPONTANEOUS)	-9	
		moil16

L.17 Three fiscal years ago, in the year [insert three complete fiscal years ago], how many permanent, full-time employees did the national headquarters and all establishments in (COUNTRY) employ? Please include all employees and managers (INTERVIEWER: include respondent if applicable).

	Number	
Permanent, full-time employees in the national <b>firm</b> three complete fiscal		
years ago		
The firm was not in business three years ago.	-7	
Don't know (SPONTANEOUS)	-9	
		moil

#### **READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING. REFER TO CARD 1 AND POINT OUT THE ESTABLISHMENT AND HEADQUARTERS.** I will now ask you some questions about this ESTABLISHMENT'S interaction with headquarters.

<b>S.3</b>	What is the largest purchase of fixed assets (such as machinery, vehicles, equipment, land or
	buildings) that this establishment could make without PRIOR authorization from the national
	headquarters (ignore form filling)? Please give the amount in [LCU].

	LCUs	
Largest purchase of fixed assets without prior authorization		
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		mois3

#### INTERVIEWER: PLEASE CROSS-CHECK ANY ZERO RESPONSE BY ASKING "WOULD THE FACTORY MANAGER NOT BE ABLE TO BUY A SMALL PIECE OF EQUIPMENT, SUCH AS A £300 (replace with LCU equivalent) COMPUTER PRINTER?"IF THEY SAY "YES", THEN ASK THE QUESTION AGAIN. USE LOCAL CURRENCY AND DO NOT OMIT ZEROES.

S.4a	SHOW CARD 5
	Where are hiring decisions for a permanent full-time production employee for this establishment
	taken?

At the establishment level.	1	]
Jointly by the establishment and national headquarters.	2	
At national headquarters.	3	
At international headquarters.	4	
Other (SPONTANEOUS)	5	
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		mois4a

S.4b	SHOW CARD 5
	If this establishment wanted to give a full-time permanent production employee an additional pay
	increase of 10 per cent or more above the average wage growth in (COUNTRY), where would this
	decision be taken?

At the establishment level.	1	
Jointly by the establishment and national headquarters.	2	
At national headquarters.	3	
At international headquarters.	4	
Other (SPONTANEOUS)	5	
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		mois4b

#### S.5 SHOW CARD 5

Where are decisions taken on new product introductions for this establishment?

At the establishment level.	1
Jointly by the establishment and national headquarters.	2
At national headquarters.	3
At international headquarters.	4
Other (SPONTANEOUS)	5
Don't know (SPONTANEOUS)	-9
Refusal (SPONTANEOUS)	-8

mois5

#### SHOW CARD 5

Where are pricing decisions for this establishment taken?

At the establishment level.	1	
Jointly by the establishment and national headquarters.	2	
At national headquarters.	3	
At international headquarters.	4	
Other (SPONTANEOUS)	5	
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	- <del>8</del>	
		mois6a

#### S.6b

S.6a

#### SHOW CARD 5

Where are advertising decisions for products made at this establishment taken?

At the establishment level.	1
Jointly by the establishment and national headquarters.	2
At national headquarters.	3
At international headquarters.	4
Other (SPONTANEOUS)	5
Don't know (SPONTANEOUS)	-9
Refusal (SPONTANEOUS)	-8

mois6b

#### S.2a SHOW CARD 6 How many employees report directly to the national headquarters' Top Manager?

Number of employees that report directly to the national headquarters' Top Manager		- IF 20 OR LESS, GO TO S.10 - IF MORE THAN 20, CONTINUE WITH S.2b
Don't know (SPONTANEOUS)	-9	GO TO QUESTION S.10
Refusal (SPONTANEOUS)	-8	GO TO QUESTION S.10
		mois2a

S.2b

#### **SHOW CARD 6**

How many employees does the national headquarters' Top Manager directly manage - i.e., how many does he directly meet and supervise on a daily or weekly basis?

Number of employees the national headquarters' Top Manager directly meets and		
supervises on a daily or weekly basis		
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		main 1h

mois2b

#### S.10 INSTRUCTION: INTERVIEWER: IN ORDER TO DETERMINE THE NUMBER OF LEVELS, **PLEASE DO THE FOLLOWING:**

PLEASE SAY "NOW I WANT TO TALK ABOUT THE FIRM HIERARCHY." **THEN ITERATIVELY ASK:** 

1. "WHO DOES A TYPICAL PRODUCTION EMPLOYEE REPORT TO?"

2. "WHO DOES [THEIR BOSS] REPORT TO?"

KEEP ASKING UNTIL YOU REACH THE NATIONAL HEADQUARTERS' TOP MANAGER.

PLEASE TAKE NOTES ON ACTUAL NAMES OF THE LEVELS IN THE SPACE PROVIDED IN THE MARGIN.

#### FOR EXAMPLE, THE CONVERSATION MIGHT GO AS FOLLOWS: Interviewe

Interviewer: "Who does the typical production employee report to?"	1	
Manager: "The factory manager."	2	
Interviewer: "Who does the factory manager report to?"	3	
Manager: "The operations manager."	1	
Interviewer: "Who does the operations manager report to?"	4	
Manager: "The Vice President of Operations."	5	
Interviewer: "Who does the Vice President of Operations report	6	
to?"	7	
Manager: "The national headquarters' Top Manager."	8	

S.10	(INTERVIEWER: IN SPACE PROVIDED WRITE DOWN THE ACTUAL NAME OF
	LEVELS BETWEEN THE TYPICAL PRODUCTION EMPLOYEE AND THE NATIONAL
	HEADQUARTERS' TOP MANAGER BASED ON THE CONVERSATION ABOVE. THEN,
	COUNT THE NUMBER OF LEVELS AND CHECK THEM WITH THE RESPONDENT
	BEFORE WRITING THE NUMBER IN ANSWER CELLS BELOW.) To confirm, there are
	[insert number of levels between the typical production employee and the national
	headquarters' Top Manager] levels in the firm BETWEEN the typical production employee and
	the national headquarters' Top Manager?

Number of levels in the firm between the typical production		
employee and the national headquarters' Top Manager	-	
Don't know (SPONTANEOUS)		GO TO QUESTION S.12
Refusal (SPONTANEOUS)	-8	GO TO QUESTION S.12
		mois10

#### **INTERVIEWER: NOTE THAT IN THE FIRM IN THE ABOVE EXAMPLE, THERE ARE 3 LEVELS BETWEEN NATIONAL HEADQUARTERS' TOP MANAGER AND TYPICAL PRODUCTION EMPLOYEE (I.E., THE VICE PRESIDENT OF OPERATIONS, OPERATIONS MANAGER AND** FACTORY MANAGER).

**S.11** Has the number of levels BETWEEN the typical production employee and the national headquarters' Top Manager changed in the last three years?

Yes, it increased	1
Yes, it decreased	2
No	3
Don't know (SPONTANEOUS)	-9

mois11

### READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING. SHOW CARD 1 AND POINT OUT THE ESTABLISHMENT.

For the remainder of the interview, I want to proceed by asking you about the ESTABLISHMENT.

S.12	(INTERVIEWER: NOTE THE NUMBER OF LEVELS BETWEEN THE TYPICAL
	PRODUCTION EMPLOYEE AND THE FACTORY MANAGER BASED ON THE
	PREVIOUS CONVERSATION AND THEN CONFIRM IT WITH THE RESPONDENT) To
	confirm, there are [insert number of levels between the typical production employee and the
	factory manager] levels in the establishment BETWEEN the typical production employee and the
	factory manager?

Number of levels in the establishment between the typical production employee		
and the factory manager		
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		Γ.

mois12

## INTERVIEWER: NOTE THAT IN THE ESTABLISHMENT IN THE PREVIOUS EXAMPLE, THERE ARE 0 LEVELS BETWEEN FACTORY MANAGER AND TYPICAL PRODUCTION EMPLOYEE.

**D.1a1** In fiscal year [insert last complete fiscal year], what was this establishment's main product, that is, the product that represented the largest proportion of annual sales (in LCU)?

Description	
d1a1x	

D.1a2	SHOW CARD 7
	Using this card, please choose the 4-digit code that best applies to the main product of this
	establishment.

	Code	
Code of main product		
		d1a2

## INTERVIEWER: SHOW THE LIST OF 4-DIGIT ISIC Rev. 3.1 INDUSTRY CODES AND HELP THE RESPONDENT SELECT THE APPROPRIATE INDUSTRY.

	Year	
Year establishment began operations		
Don't know (SPONTANEOUS)	-9	
		b5

#### **INTERVIEWER: PROVIDE FOUR DIGITS FOR YEAR.**

**B.6** How many full-time employees did this establishment employ when it started operations? Please include all employees and managers. (INTERVIEWER: include respondent when applicable)

	Number	
Full-time employees at start-up		
Don't know (SPONTANEOUS)	-9	
		<b>b6</b>

**B.2f** How many permanent, full-time top and middle managers does this establishment employ?

### **INTERVIEWER:** By managers we mean people who have responsibility for pay and promotion for at least one other employee - this excludes shift supervisors.

	Number	
Number of permanent, full-time top and middle managers this		
establishment employs		
Don't know (SPONTANEOUS)	-9	
		moib

#### **B.2f1** How many of these permanent, full-time top and middle managers are female?

	Number	
Number of permanent, full-time female top and middle managers this		
establishment employs		
Don't know (SPONTANEOUS)	-9	
		moib2f

**B.2** For the following questions, please estimate in percent or in total number, this establishment's permanent, full-time top and middle managers who...

	READ OUT	Percent	Don't know (SPONTA NEOUS)		Number	Don't know (SPONTA NEOUS)	
B.2b	Were born abroad		-9	moib2b1		-9	moib2b2
B.2c	Have an MBA (Master of Business Administration) from (COUNTRY)		-9	moib2c1		-9	moib2c2
B.2d	Have an MBA (Master of Business Administration) from a foreign country		-9	moib2d1		-9	moib2d2
B.2e	Worked in a multinational firm prior to joining this establishment		-9	moib2e1		-9	moib2e2

**B.7** How many years of experience working in this sector does this establishment's Top Manager have?

	Years	1
Top Manager's experience in sector		
Less than 1 year experience in sector (SPONTANEOUS)	1	
Don't know (SPONTANEOUS)	-9	

#### **R. MANAGEMENT**

#### **READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING.** SHOW CARD 1 AND POINT OUT THE ESTABLISHMENT.

I want to proceed by asking you some questions about management practices. Please choose the answer that best describes the management practices in your ESTABLISHMENT.

### R.1\* SHOW CARD 8

What normally happens when a process problem arises, for example, machinery break-down, human errors or failures in communication?

Nothing is done about it.	1
We fix it but do not take further measures.	2
We fix it and take measures to make sure that it does not happen again.	3
We fix it and take measures to make sure that it does not happen again and we also have a continuous improvement process to anticipate problems.	4
Don't know (SPONTANEOUS)	-9
Refusal (SPONTANEOUS)	<b>-8</b>
	0

moir1

#### R.2a SHOW CARD 9

How many production performance indicators are monitored in this establishment?

# **INTERVIEWER:** Production performance indicators include, for example, volume of production (number of units produced), number of errors per 10000 units produced, greenhouse gas emissions in thousand tones of CO2/year, number of production related incidents, etc.

None.	1	GO TO QUESTION R.4
One or two production performance indicators (for example, volume and quality).	2	
More than two production performance indicators.	3	
Don't know (SPONTANEOUS)	-9	GO TO QUESTION R.4
Refusal (SPONTANEOUS)	-8	GO TO QUESTION R.4
		moir2a

R.2b	SHOW CARD 10
	How frequently are these production performance indicators collected in this establishment?

Yearly	1	
Quarterly	2	
Monthly	3	
Weekly	4	
Daily	5	
Hourly	6	
Don't know (SPONTANEOUS)	-9	
		moir2b

R.2c	SHOW CARD 11
	How frequently are production performance indicators shown to factory managers?

Never	1	
Annually	2	
Half-annually	3	
Quarterly	4	
Monthly	5	
Weekly	6	
Daily	7	
Hourly	8	
<b>Other (SPECIFY - SPONTANEOUS)</b>	10	moir2cx
Don't know (SPONTANEOUS)	-9	
		moir2c

Other		• •
	Other	

#### moir2cx

#### R.2d SHOW CARD 11

Other

How frequently are production performance indicators shown to workers?

Never	1	GO TO QUESTION R.3
Annually	2	
Half-annually	3	
Quarterly	4	
Monthly	5	
Weekly	6	
Daily	7	
Hourly	8	
<b>Other (SPECIFY - SPONTANEOUS)</b>	10	moir2dx
Don't know (SPONTANEOUS)	-9	1
		moir2d

moir2d

moir2dx

# R.2e SHOW CARD 12 Where in the factory building are the production display boards showing output and other production performance indicators located?

There are no display boards anywhere.	1	1
They are all located in one place.	2	
They are located at multiple places.	3	
Don't know (SPONTANEOUS)	-9	
		moir2e

#### R.3\* SHOW CARD 13

How often are production performance indicators reviewed by top or middle managers?

They are continually reviewed.	1	
They are periodically reviewed.	2	
They are rarely reviewed.	3	
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		moir

**R.6\*** Does this establishment use **any** production performance indicators to compare different teams of employees in the production line, in different shifts, or similar?

Yes	1	
No	2	
Don't know (SPONTANEOUS)	-9	
		moir6

**R.4\***SHOW CARD 14What is the timescale of this establishment's production targets for its main product?

The main focus is on short-term (less than one year) production targets for	1	
the main product.	1	
There are short- and long-term (more than three years) production targets for	2	
the main product, but they are set independently.	2	
There are integrated short-and long-term production targets for the main	2	
product.	3	
There are no production targets set for the main product.	4	GO TO QUESTION R.5a
Don't know (SPONTANEOUS)	-9	GO TO QUESTION R.5a
Refusal (SPONTANEOUS)	-8	GO TO QUESTION R.5a
		moir4

**R.7**SHOW CARD 16<br/>How do you reward this establishment's production target achievement?

There are no rewards.	1	
Only top and middle management is rewarded.	2	
All staff is rewarded.	3	
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		moir7

**R.5a** Has this establishment ever hired an external consultant to help improve an area of its management?

Yes	1	
No	2	GO TO QUESTION R.5e
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.14
		moir5a

### **R.5b** In fiscal year [insert last complete fiscal year], on average, how many external consultants were hired each time?

	Number
Average number of external consultants hired each time in the last complete fiscal year	
Don't know (SPONTANEOUS)	-9

moir5b

**R.5c** In fiscal year [insert last complete fiscal year], how many man-days did each external consultant work on average?

INTERVIEWER: Man-day is a unit equal to the work one person can produce in one day (which is to be considered as 8 hours for this purpose – working day).

	Number	
Average number of man-days worked by external consultants		
in the last complete fiscal year		
Don't know (SPONTANEOUS)	-9	
		moir5c

**R.5d** In fiscal year [insert last complete fiscal year], were any of these external consultants hired from international consulting firms?

Yes	1	GO TO QUESTION 0.14
No	2	GO TO QUESTION 0.14
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.14
		moir5d

**R.5e**SHOW CARD 17What was the main reason this establishment did not hire an external consultant?

No need for external consultants.	1	
External consultants are too expensive.	2	
There are no external consultants available.	3	
External consultants are no good.	4	
Other (SPECIFY - SPONTANEOUS)	5	moir5ex
Don't know (SPONTANEOUS)	-9	
		moir5e

moir5ex

#### O.14\* SHOW CARD 18

Which of the following best corresponds to the main way employees are promoted in this establishment?

Promotions are based solely on individual's effort and ability.	1	
Promotions are based partly on individual's effort and ability, and partly on other factors	2	
such as tenure (how long they have worked at the firm).	2	
Promotions are based mainly on factors other than on individual's effort and ability, such	3	
as tenure.	5	
Other (SPECIFY - SPONTANEOUS)	4	ecao14x
Does not apply (SPONTANEOUS)	-7	
Don't know (SPONTANEOUS)	-9	
		ecao14

Other	
	ecao14x

### O.15\* SHOW CARD 19 Which of the following best corresponds to this establishment's main policy when dealing with employees who do not meet expectations in their position?

They are rarely or never moved from their position.	1	
They usually stay in their position for at least a year before action is taken.	2	
They are rapidly helped and re-trained, and then dismissed if their performance does not improve.	3	
Other (SPECIFY - SPONTANEOUS)	4	ecao15x
Does not apply (SPONTANEOUS)	-7	
Don't know (SPONTANEOUS)	-9	
		ecao15

Other	
	ecao15x

#### S. ORGANISATION

#### READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING. SHOW CARD 1 AND POINT OUT THE ESTABLISHMENT.

#### Moving on now to questions about organizational matters in this ESTABLISHMENT.

-9

-8

S.1a

#### SHOW CARD 20

How many employees report directly to the factory manager?

Number of employees that report directly to the factory manager **Don't know (SPONTANEOUS) Refusal (SPONTANEOUS)** 

# IF 20 OR LESS, GO TO QUESTION S.7 IF MORE THAN 20, CONTINUE WITH S.1b GO TO QUESTION S.7 GO TO QUESTION S.7

mois1a

#### S.1b SHOW CARD 20

How many employees does the factory manager directly manage – i.e., how many does he or she directly meet and supervise on a daily or weekly basis?

Number of employees the factory manager directly meets and supervises		
on a daily or weekly basis		
Don't know (SPONTANEOUS)	-9	
Refusal (SPONTANEOUS)	-8	
		mois1b

#### S.7\* SHOW CARD 21 Who sets the pace of work in this establishment for workers?

Only factory managers	1	
Mostly factory managers	2	
Factory managers and workers equally	3	
Mostly workers	4	
Only workers	5	
<b>Other (SPECIFY SPONTANEOUS)</b>	7	mois7x
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		mois7
		<u></u>

mois7x

S.8*	SHOW CARD 21
	Who decides how tasks are allocated for workers in this establishment?

Only factory managers	1	
Mostly factory managers	2	
Factory managers and workers equally	3	
Mostly workers	4	
Only workers	5	
<b>Other (SPECIFY - SPONTANEOUS)</b>	6	mois8x
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		mois8

Other	
	mois8x

**S.9**\* Does this establishment's top and middle management ask workers for their opinion with regard to any of the following decisions?

READ OUT	Yes	No	Don't know (SPONTANEOUS)	Refusal (SPONTANEOUS)	
Working hours	1	2	-9	-8	mois9a
Days of factory holidays (number, length, timing)	1	2	-9	-8	mois9b
Employing new workers	1	2	-9	-8	mois9c
Making investment decisions (purchasing fixed assets)	1	2	-9	-8	mois9d
Introducing new products	1	2	-9	-8	mois9e
Setting prices	1	2	-9	-8	mois9f

#### **O. INNOVATION**

**O.1 SHOW CARD 1 AND POINT OUT THE ESTABLISHMENT.** In the last three years, has this establishment introduced new products or services?

Yes	1	]
No	2	GO TO QUESTION 0.3
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.3
		ecao1

**O.2** In fiscal year [insert last complete fiscal year], what percentage of this establishment's annual sales was accounted for by new products or services that were introduced in the last three years?

	Percent	
Percentage of annual sales accounted for by new products	%	
Don't know (SPONTANEOUS)	-9	

ecao2

0.3	In fiscal year [insert last complete fiscal year], did this establishment spend on research and
	development activities, either in-house or contracted with other companies (outsourced)?

**INTERVIEWER:** Research and development (R&D) is defined as creative work undertaken on a systematic basis in order to increase the stock of knowledge. Research and development is distinguished from market research and product testing by the presence in research and development of an appreciable element of novelty. So, for example, laboratory research for a new chemical compound of paint would be research and development while market research surveys or internet surfing would not be research and development.

Yes	1	
No	2	GO TO QUESTION O.6
Don't know (SPONTANEOUS)	-9	<b>GO TO QUESTION O.6</b>
		ecao3

**O.4** In fiscal year [insert last complete fiscal year], how much did this establishment spend on research and development activities either in-house or contracted with other companies (outsourced)?

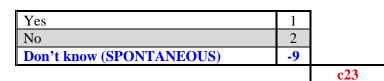
	LCUs	
R&D spending either in-house or contracted with other companies		
Don't know (SPONTANEOUS)	-9	
		Acao4

**0.6** Currently, what percentage of this establishment's employees regularly use personal computers in their jobs?

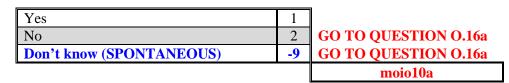
	Percent	
Percentage of employees that uses personal computers	%	
Don't know (SPONTANEOUS)	-9	
		1

ecao6

#### C.23 Does this establishment have a high-speed Internet connection on its premises?



O.10a Does this establishment outsource any part of the production to other companies? [excluding other establishments within the same firm]



**O.10b** What percentage of production is produced for this establishment by other companies (outsourced)?

	Percent
Percentage of production outsourced	%
Don't know (SPONTANEOUS)	-9
<b>Refusal (SPONTANEOUS)</b>	- <mark>8</mark>

**O.11a** Does this establishment outsource the production to another country? [excluding other establishments within the same firm]

Yes	1	
No	2	GO TO QUESTION 0.16a
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.16a
		moio11a

moio10b

**0.11b** What percentage of outsourced production is conducted in another country?

	Percent	
Percentage of outsourced production conducted in another country	%	IF 0% GO TO QUESTION O.16a
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.16a
<b>Refusal (SPONTANEOUS)</b>	-8	GO TO QUESTION 0.16a
		moio11b

**0.11c** Which are the three most important countries to which production is outsourced?

	Does not apply (SPONTANE OUS)		Refusal (SPONTA NEOUS)	
Country 1 name	-7	-9	-8	moio11c1x
Country 2 name	-7	-9	-8	moio11c2x
Country 3 name	-7	-9	-8	moio11c3x

**0.16a** Does this establishment have any patents registered abroad?

Yes	1	1
No	2	GO TO QUESTION 0.17a
In process of registration	-6	GO TO QUESTION 0.17a
Don't know (SPONTANEOUS)	-9	GO TO QUESTION 0.17a
		moio16a

#### **O.16b** In which year was the first patent registered abroad?

Year of patent registration abroad	
Don't know (SPONTANEOUS)	-9
	maja16h

**0.17a** Does this establishment have any patents registered in (COUNTRY)?

Yes	1	
No	2	GO TO QUESTION E.1
In process of registration	-6	<b>GO TO QUESTION E.1</b>
Don't know (SPONTANEOUS)	-9	<b>GO TO QUESTION E.1</b>
		moio17a

**0.17b** In which year was the first patent registered in (COUNTRY)?

Year of patent registration in (COUNTRY)	
Don't know (SPONTANEOUS)	-9
	moio17b

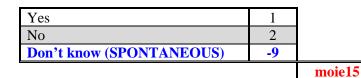
#### **E. DEGREE OF COMPETITION**

#### **E.1 SHOW CARD 22** In fiscal year [insert last complete fiscal year], which of the following was the main market in

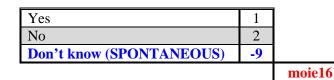
In fiscal year [insert last complete fiscal year], which of the following was the main market in which this establishment sold its main product?

Local – main product sold mostly in same municipality where establishment is located	1	
National – main product sold mostly across country where establishment is located	2	
International – main product sold mostly to nations outside country where establishment is located	3	GO TO QUESTION E.2
Don't know (SPONTANEOUS)	-9	
		e1

**E.15** Are there any multinational firms producing in the same main market as this establishment?



**E.16** Does this establishment compete with imports from abroad in its main product market?



**E.2** In fiscal year [insert last complete fiscal year], for the main market in which this establishment sold its main product, how many competitors did this establishment's main product face?

#### **READ OUT**

None	1	
One	2	
2-5	3	
More than 5	4	
Don't know (SPONTANEOUS)	-9	
		<b>e2</b>

### E.17 SHOW CARD 23

If this establishment shut down its business, how long would it take your largest customers to find an alternative supplier for its main product?

A day or less	1	
More than a day, less than a week	2	
More than a week, less than a month	3	
A month or more	4	
Never (it would be impossible to replace)	5	
Don't know (SPONTANEOUS)	-9	
		moie17

#### L. LABOR

#### SHOW CARD 1 AND POINT OUT THE ESTABLISHMENT. READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING: Now I would like to ask you a few questions about this ESTABLISHMENT'S employees.

# L.1 At the end of fiscal year [insert last complete fiscal year], how many permanent, full-time employees did this establishment employ? Please include all employees and managers (INTERVIEWER: include respondent if applicable).

INTERVIEWER: Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract and that work 8 or more hours per day.

	Number	
Permanent, full-time employees in the establishment at the end of last fiscal year		
Don't know (SPONTANEOUS)	-9	
		11

### L.3 At the end of fiscal year [insert last complete fiscal year], how many permanent, full-time employees were:

READ OUT EACH CATEGORY	Number	Don't know (SPONTANE OUS)	
Production employees		-9	13a
Non-production employees [e.g., managers, administration, sales]		-9	<b>13b</b>

### **L.5** At the end of fiscal year [insert last complete fiscal year], how many permanent full-time employees of this establishment were female?

READ OUT EACH CATEGORY	Number	Don't know (SPONTANE OUS)	
Female permanent full-time production employees		-9	<b>15</b> a
Female permanent full-time non-production employees		-9	15b

L.2 Three fiscal years ago, at the end of fiscal year [insert three complete fiscal years ago], how many permanent, full-time employees did this establishment employ? Please include all employees and managers (INTERVIEWER: include respondent if applicable).

**INTERVIEWER:** Permanent, full-time employees are defined as all paid employees that are contracted for a term of one or more fiscal years and/or have a guaranteed renewal of their employment contract and that work 8 or more hours per day.

	Number
Permanent, full-time employees three fiscal years ago	
Establishment was not in business three years ago (SPONTANEOUS)	-7
Don't know (SPONTANEOUS)	-9

L.6	How many full-time temporary employees did this establishment employ in fiscal year [insert last
	complete fiscal year]?

#### INTERVIEWER: Full-time, temporary employees are all paid short-term (i.e. for less than a fiscal year) employees with no guarantee of renewal of contract employment that work 8 or more hours per day.

	Number	
Full-time seasonal/temporary employees employed in last fiscal		IF 0, GO TO QUESTION L.18
year		
Don't know (SPONTANEOUS)	-9	
		16

**L.8** What was the average length of employment of all full-time temporary employees in fiscal year [insert last complete fiscal year]?

	Months	
Average length full-time seasonal/temporary employment in last fiscal		
year		
Less than one month (SPONTANEOUS)	1	
Don't know (SPONTANEOUS)	-9	
	-	18

**L.18** What percentage of permanent, full-time employees leave this establishment in a year, excluding any exceptional events, such as natural events affecting the firms, for example?

	Percent	
Percentage of permanent, full-time employees that leave this establishment in a year, excluding exceptional events	%	
Don't know (SPONTANEOUS)	-9	
		moil18

Q.69	What percentage or total number of this establishment's employees in the following categories
	employed at the end of fiscal year [insert last complete fiscal year], had a university degree?

READ OUT	Percent	Don't know (SPONTANE OUS)	
Permanent, full-time production employees with a university degree	%	-9	moiq69a1
Permanent, full-time non-production full-time employees with a university degree	%	-9	moiq69b1

#### OR

READ OUT	Number	Don't know (SPONTANE OUS)	
Permanent, full-time production employees with a university degree		-9	moiq69a2
Permanent, full-time non-production employees with a university degree		-9	moiq69b2

L.12a	What were the average weekly hours of work of this establishment's employees for each of the
	following categories [insert last complete fiscal year]?

READ OUT	Hours	
Average weekly hours of work of permanent, full-time production employees		moil12a1
Average weekly hours of work of permanent, full-time non-production employees		moil12a2

**L.12b** What was the average number of days of annual paid leave that this establishment's employees for each of the following categories took in [insert last complete fiscal year]?

READ OUT	Days	
Average number of days of annual leave for a permanent, full-time production employee		moil12b1
Average number of days of annual leave for a permanent, full-time non- production employee		moil12b2

**L.14** What was the average age of this establishment's employees for each of the following categories in fiscal year [insert last complete fiscal year]?

READ OUT	Average age	
Average age of permanent, full-time production employees		moil14a
Average age of permanent, full-time non-production employees		moil14b

<b>R.10b*</b>	Excluding yourself, how well managed do you think the rest of the establishment is with respect to
	people management (promotions, rewards, hiring people, etc.) on a scale from 1 to 5, where 1 is the
	worst practice, 5 is the best practice and 3 is the average?

Worst practice	1	
	2	
Average	3	
	4	
Best practice	5	
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		moir10b

**R.10c\*** Excluding yourself, how well managed do you think the rest of the establishment is with respect to operations management (processes, production, etc.) on a scale from 1 to 5, where 1 is the worst practice, 5 is the best practice and 3 is the average?

Worst practice	1	
	2	
Average	3	
	4	
Best practice	5	
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		moir10c

**R.10a\*** Excluding yourself, how well managed do you think the rest of the establishment is overall on a scale from 1 to 5, where 1 is the worst practice, 5 is the best practice and 3 is the average?

Worst practice	1	
	2	
Average	3	
	4	
Best practice	5	
Don't know (SPONTANEOUS)	-9	
<b>Refusal (SPONTANEOUS)</b>	-8	
		moir10a

### A.15b.1 Please complete the following information about the main respondent MAIN RESPONDENT

	Main respondent		
Position in the firm		a15b1a	
Years working in the firm		a15b2a	1=LESS THAN ONE YEAR
Years working in the position		moia15b4a	1=LESS THAN ONE YEAR
Age		moia15b5a	GUESS IF NOT TOLD
Gender		a15b3a	1=MALE, 2=FEMALE DO NOT READ OUT
Nationality		moia15b7a	

Seniority of the main respondent	Main respondent
Factory/Plant/Shop manager (in charge of all activities at one location)	3
Production manager (manager in charge of one activity at one location)	4
Technical staff (engineer, accountant, salesman)	5
Other (SPECIFY)	6
	moia15b6a

Other	
	moia15b6ax

## A.15b.2 Please complete the following information about the second respondent (if applicable) SECOND RESPONDENT

	Second respondent		
Position in the firm		a15b1b	
Years working in the firm		a15b2b	1=LESS THAN ONE YEAR
Years working in the position		moia15b4b	1=LESS THAN ONE YEAR
Age		moia15b5b	GUESS IF NOT TOLD
Gender		a15b3b	1=MALE, 2=FEMALE DO NOT READ OUT
Nationality		moia15b7b	

Seniority of the respondent [on a 1 to 5 scale]	Second respondent
Director of the firm (Top Manager, Chairman, Chief Financial Officer or other executive position)	1
Senior manager (responsible for activities across multiple locations)	2
Factory/Plant/Shop manager (in charge of all activities at one location)	3
Production manager (manager in charge of one activity at one location)	4
Technical staff (engineer, accountant, salesman)	5
	moia15b6b

#### Other

moia15b6bx

THE SURVEY ENDS HERE THANK YOU VERY MUCH FOR YOUR COOPERATION.

#### A.15a1 Time face-to-face interview ends:

Day (dd)	Month (mm)	Year (yyyy)	Hour (0 to 24)	Minutes (0 to 59)
a15d	a15m	a15y	a15h	a15min

#### A.15a2 Duration of the interview:

Minutes	
	a15a2

A.15b Number of times the interview was rescheduled:

moia15b

#### **INTERVIEWERS PLEASE ANSWER AT END OF THE INTERVIEW:**

**A.16** It is my perception that the questions regarding opinions and perceptions are:

Truthful	1	
Somewhat truthful	2	
Not truthful	3	
		916

A.17 The questions regarding figures (productivity and employment numbers) are:

Taken directly from establishment records	1
Estimates computed with some precision	2
Arbitrary and unreliable numbers	

a17

A.20 Respondent knowledge about the firm [1 to 5 scale]:

Expert knowledge about his/her site and the fest of the firm	5	
Expert knowledge about his/her site and the rest of the firm	5	
Expert knowledge about his/her site, and good knowledge about the rest of the firm	4	
Expert knowledge about his/her site, and some knowledge about the rest of the firm		
the firm	2	
Good knowledge about his/her site, and very limited knowledge about the rest of	2	
Some knowledge about his/her site, and no knowledge about the rest of the firm		

moia20

A.21 Respondent willingness to reveal information [1 to 5 scale]:

Very reluctant to provide more than basic information	1	
Provides all basic information and very limited confidential information		
Provides all basic information and some more confidential information		
Provides all basic information and most of confidential information		
Totally willing to provide any information about the firm		
		T

moia21

#### **INTERVIEWER COMMENTS:**

(Problems occurred/extraordinary circumstances which could influence results)

#### **SUPERVISORS PLEASE ANSWER:**

A.18 This questionnaire was completed in:

One visit in face-to-face interview with one person	1	<b>STOP HERE</b>
One visit in face-to-face interview with different managers/staff		
Several visits	3	
		a18

**A.19** If option 2 or 3 in **A.18**, estimate duration of the whole interview

#### **INTERVIEWER: USE 24HOUR CLOCK.**

Hour	Minutes
a19h	a19min