NOTES

_dta:
2. Refer to data in all uses as EBRD Management, Organisation and Innovation (MOI) Survey.
4. This dataset is the final and cleaned version of the Management, Organization, & Information (MOI) Survey.
5. This data includes data from the following countries, Belarus, Bulgaria, Germany, Kazakhstan, Lithuania, Poland, Romania, Russia, Serbia, Ukraine, and Uzbekistan.
6. This data was constructed from surveys which were conducted in 2008 and 2009. Thus surveys reference the previous fiscal year.
7. All variables are in Local Currency Units (LCU) where applicable.
8. Variables containing the location of the establishment, establishment name and BVD ID number were removed from the public dataset to protect confidentiality of the establishments and respondents.
9. Please read the Technical documentation before using the data.
10. Address comments and questions to schweigh@ebrd.com.

a1_abrv:
1. This variable is a1 using the 2-letter country abbreviations instead of the complete country name.

VARIABLE LABELS
obs: 1,777 (c) 2010 EBRD and World Bank. Type 'notes' for citation instructions.
vars: 184 22 Jul 2010 17:13
size: 2,868,078 (99.3% of memory free) (_dta has notes)
--------------------------------------------------- ---------------------------------------------
storage display value variable name type format label variable label
--------------------------------------------------- ---------------------------------------------
id int %20.0f interview number
a0 byte %8.0g a0 a.0 questionnaire
a1 byte %22.0g a1 a.1 country code
a1_abrv byte %9.0g a1_abrvlbl * a.1. Country Code - Abbreviated value labels
a1_name str10 %10s a1. Country name
a1a byte %8.0g a1a language of the interview - see alax for details
<table>
<thead>
<tr>
<th>Variable</th>
<th>Type</th>
<th>Format</th>
<th>Description</th>
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<td>a.12 interviewer number</td>
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<td>a.13 supervisor number</td>
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<td>age of the interviewer</td>
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<tr>
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<td>%8.0g</td>
<td>gender of interviewer</td>
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<td>%8.0g</td>
<td>highest level of education attained by the interviewer</td>
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<td>moia0</td>
<td>str63</td>
<td>%63s</td>
<td>position of the main respondent</td>
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<td>int</td>
<td>%28.0g</td>
<td>sampling region</td>
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<tr>
<td>a3</td>
<td>byte</td>
<td>%8.0g</td>
<td>size of locality</td>
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<td>a3a</td>
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<td>%28.0g</td>
<td>region of the establishment</td>
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<td>a4a</td>
<td>byte</td>
<td>%8.0g</td>
<td>sampling sector</td>
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<td>%8.0g</td>
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<td>sector match between screener information and sample frame</td>
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<td>number of employees (from screener)</td>
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<td>a6b</td>
<td>int</td>
<td>%33.0g</td>
<td>number of employees (from sample frame)</td>
</tr>
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<td>day</td>
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<td>byte</td>
<td>%8.0g</td>
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<td>byte</td>
<td>%8.0g</td>
<td>hour</td>
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<td>byte</td>
<td>%8.0g</td>
<td>minutes</td>
</tr>
<tr>
<td>a7</td>
<td>byte</td>
<td>%8.0g</td>
<td>is this establishment part of a larger firm?</td>
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<tr>
<td>moia10</td>
<td>int</td>
<td>%8.0g</td>
<td>what is the total number of establishments that the firm has abroad?</td>
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<tr>
<td>moia11</td>
<td>int</td>
<td>%8.0g</td>
<td>how many establishments (incl. national hq) does this firm have in (country)?</td>
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<tr>
<td>a9</td>
<td>byte</td>
<td>%8.0g</td>
<td>establishment financial statements kept separate from hq financial statements</td>
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<td>b1</td>
<td>byte</td>
<td>%8.0g</td>
<td>what is this firm's current legal status?</td>
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<td>blx</td>
<td>str71</td>
<td>%71s</td>
<td>other (specify)</td>
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<tr>
<td>moib9a</td>
<td>byte</td>
<td>%8.0g</td>
<td>was the national firm ever fully or partially state owned?</td>
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<tr>
<td>moib9b</td>
<td>int</td>
<td>%8.0g</td>
<td>in which year was the national firm privatized?</td>
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<tr>
<td>moib2a</td>
<td>byte</td>
<td>%8.0g</td>
<td>is the national headquarters’ top manager the founder of the firm?</td>
</tr>
<tr>
<td>moill5</td>
<td>byte</td>
<td>%8.0g</td>
<td>what is the approximate age of the national headquarters’ top manager?</td>
</tr>
<tr>
<td>moib3a</td>
<td>byte</td>
<td>%8.0g</td>
<td>who currently owns the single largest block in the national firm?</td>
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<td>moib3ax</td>
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<td>other (specify)</td>
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<td>moib3bx</td>
<td>str30</td>
<td>%30s</td>
<td>which country is the foreign owner originally</td>
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</table>
from?

generation of family that owns the national firm of national hq top manager

national hq’s top manager chosen as being eldest son of previous top manager?

no. family members that own national firm who are in its top/middle management?

has the national firm’s largest owner changed in the last 3 years?

who was the national firm’s largest owner 3 years ago?

other (specify)

no. permanent, ft employees of hq and establishments in (country) last year

no. permanent, ft employees of hq and establishments in (country) 3 years ago

largest fixed assets purchase est. can make w/o prior authorization from nat. hq

where are hiring decisions for a permanent ft prod. employee for est. taken?

who would decide on a ft permanent prod. employee getting a pay rise of 10% +

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

where are pricing decisions for this establishment taken?

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

how many employees report directly to the national headquarters’ top manager?

how many employees does the national hq's top manager directly manage?

no. levels in firm between typical prod. employee and nat. hq's top manager

3yr change in no. levels between typical prod. employee and nat. hq's top man?

no. levels in establishment between typical prod. employee and factory manager?

in the last complete fiscal year, what was this establishment’s main product?
please choose 4-digit code that best applies to main product of this est.
in what year did this establishment begin operations in (country)?
how many ft employees did this establishment employ when it started operations?
how many permanent, ft top and middle managers does this establishment employ?
how many of these permanent, full-time top and middle managers are female?
% full-time top and middle managers who: were born abroad
no. full-time top and middle managers who: were born abroad
% full-time top and middle managers with mba from (country)
no. full-time top and middle managers with an mba from (country)
% full-time top and middle managers with an mba from a foreign country
no. full-time top and middle managers with an mba from a foreign country
% full-time top and middle managers who previously worked in a mnc
no. full-time top and middle managers who previously worked in a mnc
what normally happens when a process problem arises?
how many production performance indicators are monitored in this establishment?
how frequently are production performance indicators collected here?
how frequently are production performance indicators shown to factory managers?
other (specify)
how frequently are production performance indicators shown to workers?
other (specify)
where in the factory building are the production display boards located?
moir3 byte %8.0g moir3 how often are prod. performance indicators reviewed by top/middle managers?
moir6 byte %8.0g LABE does you use prod. performance indicators to compare diff. teams of employees?
moir4 byte %8.0g moir4 what is the timescale of your production targets for its main product?
moir7 byte %8.0g moir7 how do you reward this establishment’s production target achievement?
moir5a byte %8.0g LABE have you ever hired an ext. consultant to help improve an area of management?
moir5b byte %8.0g LABG in last fiscal year, on av. how many ext. consultants were hired each time?
moir5c int %8.0g LABG in last fiscal yr, how many man-days did each external consultant work on av.?
moir5d byte %8.0g LABE in last fiscal yr, were ext. consultants hired from international consultancies?
moir5e byte %8.0g moir5e why this establishment did not hire an external consultant?
moir5ex str98 %98s other (specify)
ecao14 byte %8.0g ecao14 what is the main way employees are promoted in this establishment?
ecao14x str1 %9s other (specify)
ecao15 byte %8.0g ecao15 how do you deal with employees who don't meet expectations in their position?
ecao15x str244 %244s other (specify)
mois1a int %8.0g LABF how many employees report directly to the factory manager?
mois1b int %8.0g LABF how many employees does the factory manager directly manage?
mois7 byte %8.0g LABJ who sets the pace of work in this establishment for workers?
mois7x str152 %152s other (specify)
mois8 byte %8.0g LABJ who decides how tasks are allocated for workers in this establishment?
mois8x str48 %48s other (specify)
mois9a byte %8.0g LABK does your management ask workers for their opinion on: working hours
mois9b byte %8.0g LABK does your management ask workers for their opinion on: factory holidays
mois9c byte %8.0g LABK does your management ask workers for their opinion on: employing new workers
mois9d byte %8.0g LABK does your management ask workers for their opinion
on: making investments

does your management ask workers for their opinion

on: setting prices

in the last 3 yrs, has this establishment introduced new products or services?

% of annual sales accounted for by new products/services introduced in last 3yrs

in last fiscal yr, did you invest in research and development activities?

in last fiscal yr, how much did you spend on research & development activities?

what % of your employees regularly use personal computers in their jobs?

does this establishment have a high-speed internet connection on its premises?

does you outsource any part of the production to other companies?

what % of production is produced for this establishment by other companies?

does this establishment outsource the production to another country?

what percentage of outsourced production is conducted in another country?

three most important countries to which production is outsourced? country 1

three most important countries to which production is outsourced? country 2

three most important countries to which production is outsourced? country 3

does this establishment have any patents registered abroad?

in which year was the first patent registered abroad?

does this establishment have any patents registered in (country)?

in which year was the first patent registered in (country)?

in last fiscal yr, which was the main mkt in which you sold your main product?

any multinational firms producing in the same main market as you?

do you compete with imports from abroad in your
main product market?

if you closed, how long would your main customers take to find a new supplier?

at end of last fiscal yr, how many permanent, ft employees did you employ?

number of production employees

number of non-production employees [e.g., managers, administration, sales]

number of female permanent full-time production employees

number of female permanent full-time non-production employees

two fiscal yrs ago, how many permanent, ft employees did you employ?

how many ft temporary employees did you employ in last fiscal yr?

av. length of employment of ft temporary employees in last fiscal yr?

what % of permanent, ft employees leave this establishment in a year?

% permanent, full-time production employees with a university degree

% permanent, full-time non-production employees with a university degree

no. permanent, full-time production employees with a university degree

no. permanent, full-time non-production employees with a university degree

average weekly hours of work of permanent, full-time production employees

average weekly hours of work of permanent, full-time non-production employees

av. number of days of annual leave for a permanent, ft production employee

av. no. days of annual leave for a permanent, ft non-production employee

average age of permanent, full-time production employees

average age of permanent, full-time non-production employees
how well managed is the establishment regarding people management?
how well managed is the establishment regarding operations management?
how well managed is the establishment overall?
main respondent's position in the firm
main respondent years working in the firm:
main respondent years working in the position:
main respondent's age:
main respondent gender:
main respondent nationality
main respondent's seniority
other (specify)
second respondent position in the firm:
second respondent years working in the firm
second respondent years working in the position:
second respondent's age:
second respondent gender
second respondent nationality
second respondent's seniority
day
month
hour
minutes
number of times the interview was rescheduled:
it is my perception that the questions regarding opinions and perceptions are:
the questions regarding figures (productivity and employment numbers) are:
respondent's knowledge about the firm [1 to 5 scale]:
respondent's willingness to reveal information [1 to 5 scale]:
interviewer comments
this questionnaire was completed in:
if option 2 or 3 in a.18, estimate duration of the whole interview: hours
if option 2 or 3 in a.18, estimate duration of the
**who le interview:minutes**

**mois9e**

byte %10.0g  
**LABK**

does your management ask workers for their opinion on: introducing new products

**consultant**

byte %12.0g  
**consultant**

Name of consultancy company that completed the interview

**a15y**

int %8.0g  
**year**

**panel**

byte %9.0g  
**panel**

**alax**

str10 %10s  
**language of the interview - see ala**

* indicated variables have notes

--------------------------------------------------- 

**VALUE LABELS**

**a0:**

1 a
2 b

**a1a:**

1 local language
2 local language
3 russian

**LABB:**

1 male
2 female

**a22c:**

1 up to primary school
2 secondary/ vocational school qualification
3 university education or higher

**a3:**

1 capital city
2 city with population over 1 million - other than capital
3 over 250,000 to 1 million
4 50,000 to 250,000
5 less than 50,000 population

**LABD:**

2 other manufacturing
15 food
17 textiles
18 garments
24 chemicals
25 plastics & rubber  
26 non metallic mineral products  
27 basic metals  
28 fabricate metal products  
29 machinery and equipment  
31 electronics (31 & 32)

a5:  
1 yes, screener and sample frame info match  
2 no, screener and sample frame do not match but establishment  
3 no, does not match

a7:  
1 yes  
2 no, a firm on its own

moia10:  
-9 don't know  
0 no establishments abroad

moia11:  
-9 don't know  
1 one establishment in this country

a9:  
-7 does not apply  
1 yes  
2 no

b1:  
1 share-holding company / shares traded in the stock market  
2 share-holding company / shares traded privately if at all (i  
3 sole proprietorship  
4 partnership  
5 limited partnership  
6 other

moib9a:  
-9 don't know  
1 yes, it was in the past  
2 yes, it still is  
3 no

moib9b:  
-9 don't know  
-6 is in process of being privatized

LABE:  
-9 don't know  
1 yes  
2 no
LABF:  
-9 don't know  
-8 refusal  
moib3a:  
-9 don't know  
-8 refuse to answer  
1 no single large owner (multiple owners)  
2 foreign individual/ family  
3 foreign firm  
4 foreign state  
5 (nationality) family  
6 (nationality) individual  
7 (nationality) government  
8 other  
moib3c2:  
-9 don't know  
1 first (top manager was the founder of the firm)  
2 second  
3 third  
4 fourth or more  
LABG:  
-9 don't know  
moib3e:  
-9 don't know  
-8 refuse to answer  
1 no single large shareholding block (multiple shareholders)  
2 foreign individual/ family  
3 foreign firm  
4 foreign state  
5 (nationality) family  
6 (nationality) individual  
7 (nationality) state  
8 other  
moi17:  
-9 don't know  
-7 the firm was not in business three years ago  
LABH:  
-9 don't know  
-8 refusal  
1 at the establishment level  
2 jointly by the establishment and national headquarters  
3 at national headquarters
4 at international headquarters
5 other

mois11:
-9 don't know
 1 yes, it increased
 2 yes, it decreased
 3 no

b7:
-9 don't know
 1 less than 1 year experience in sector

moir1:
-9 don't know
-8 refusal
 1 nothing is done about it
 2 we fix it but do not take further measures
 3 we fix it and take measures to make sure that it does not ha
 4 we fix it and take measures to make sure that it does not ha

moir2a:
-9 don't know
-8 refusal
 1 none
 2 one or two production performance indicators (for example, v
 3 more than two production performance indicators

moir2b:
-9 don't know
 1 yearly
 2 quarterly
 3 monthly
 4 weekly
 5 daily
 6 hourly

moir2e:
-9 don't know
 1 there are no display boards anywhere
 2 they are all located in one place
 3 they are located at multiple places

moir3:
-9 don't know
-8 refusal
 1 they are continually reviewed
 2 they are periodically reviewed
 3 they are rarely reviewed
moir4:
-9 don't know
-8 refusal
  1 the main focus is on short-term (less than one year) product
  2 there are short- and long-term (more than three years) produ
  3 there are integrated short-and long-term production targets
  4 there are no production targets set for the main product

moir7:
-9 don't know
-8 refusal
  1 there are no rewards
  2 only top and middle management is rewarded
  3 all staff is rewarded

moir5e:
-9 don't know
  1 no need for external consultants
  2 external consultants are too expensive
  3 there are no external consultants available
  4 external consultants are no good
  5 other

ecao14:
-9 don't know
-7 does not apply
  1 promotions are based solely on individual's effort and abili
  2 promotions are based partly on individual's effort and abili
  3 promotions are based mainly on factors other than on individ
  4 other

ecao15:
-9 don't know
-7 does not apply
  1 they are rarely or never moved from their position
  2 they usually stay in their position for at least a year befo
  3 they are rapidly helped and re-trained and then dismissed if
  4 other

LABJ:
-9 don't know
-8 refusal
  1 only factory managers
  2 mostly factory managers
  3 factory managers and workers equally
  4 mostly workers
  5 only workers
LABK:

-9 don't know
-8 refusal
  1 yes
  2 no

LABL:

-9 don't know
-6 in process of registration
  1 yes
  2 no

e1:

-9 don't know
  1 local - main product sold mostly in same municipality where
  2 national - main product sold mostly across the country where
  3 international - main product sold mostly to nations outside

e2:

-9 don't know
  1 none
  2 one
  3 2 to 5
  4 more than 5

moie17:

-9 don't know
  1 a day or less
  2 more than a day, less than a week
  3 more than a week, less than a month
  4 a month or more
  5 never (it would be impossible to replace)

l2:

-9 don't know
-7 not in business three years ago

l8:

-9 don't know
-8 refusal
  1 worst practice
  3 average
  5 best practice

LABM:

-9 don't know
-8 refusal
  1 worst practice
  3 average
  5 best practice

LABN:
-9 don't know
-8 refusal
1 less than 1 year

LABO:
-9 don't know
-8 refusal
-7 does not apply
1 less than 1 year

a16:
1 truthful
2 somewhat truthful
3 not truthful

a17:
1 are taken directly from establishment records
2 are estimates computed with some precision
3 are arbitrary and unreliable numbers

moia20:
1 some knowledge about his/her site, and no knowledge about th
2 good knowledge about his/her site, and very limited knowledg
3 expert knowledge about his/her site, and some knowledge abou
4 expert knowledge about his/her site, and good knowledge abou
5 expert knowledge about his/her site and the rest of the firm

moia21:
1 very reluctant to provide more than basic information
2 provides all basic information and very limited confidential
3 provides all basic information and some more confidential in
4 provides all basic information and most of confidential info
5 totally willing to provide any information about the firm

a18:
1 one visit in face-to-face interview with one person
2 one visit in face-to-face interview with different managers/
3 several visits'

a6:
-9 don't know
-5 not available in the sample frame

moir2c:
1 never
2 annually
3 half-annually
4 quarterly
5 monthly
6 weekly
<table>
<thead>
<tr>
<th>Frequency</th>
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<tr>
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**moir2d:**

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**a2lbl:**

<table>
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<th>Region</th>
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<td>5201 Minskaya</td>
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<tr>
<td>5202 Vitebskaya</td>
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<tr>
<td>5203 Brestskaya</td>
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<td>5204 Mogilevskaya</td>
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16
6002 South-East
6003 South-Mutenia
6004 South-West Oltenia
6005 West
6006 North-West
6007 Center
6008 Bucharest-Ilfov
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6102 Vojvodina
6103 South
6104 Center
6105 West
6106 East
6201 North
6202 South
6203 West
6204 East
6205 Center
7301 Budapest and Central Hungary
7302 West Hungary
7303 East Hungary
7501 Coast and West
7502 North East
7503 South West
7504 Vilniaus
7801 Severozapaden
7802 Severen Tsentralen
7803 Severoiztochen
7804 Yugozapaden
7805 Yuzhen Tsentralen
7806 Yugoiztochen
9001 East
9002 North
9003 South
9004 West
9101 South East
9102 East Midlands
9103 West Midlands
9104 North East
9105 North West
9201 North
9202 East
9203 West
9204 South

a3alb1:
5201 Minskaya
5202 Vitebskaya
5203 Brestskaya
5204 Mogilevskaya
5205 Gomelskaya
5206 Grodenskaya
5207 Minsk
5401 West
5402 East
5403 North
5404 South
5405 Kiev
5501 Tashkent
5502 Tashkentskaya
5503 Samarkandskaya
5801 North-West
5802 Central
5803 South
5804 Ural
5805 Siberia
5806 Volga
5901 Central
5902 Southern
5903 Eastern
5904 North Western
5905 South Western
5906 Northern
6001 North-East
6002 South-East
6003 South-Mutenia
6004 South-West Oltenia
6005 West
6006 North-West
6007 Center
6008 Bucharest-Ilfov
6101 Belgrade
6102 Vojvodina
6103 South
6104 Center
1 director of the firm (top manager, chairman, chief financial
2 senior manager (responsible for activities across multiple
3 factory/ plant/ shop manager (in charge of all activities at
4 production manager (manager in charge of one activity at one
5 technical staff (engineer, accountant, salesman)
6 other

consultant:
1 TNS
2 AC Nielsen
3 ROMIR

name: <unnamed>
log: J:\OFFICIAL RECORDS OF THE BANK\5-3 Policy Studies\5-3-7 Research Projects (non TC
> funded)\5-3-7-2 Bloom-Van Reenen\FinalData&Reports\ExternalMOIData09\moi09_notes_labels.log
log type: text
closed on: 22 Jul 2010, 22:19:27

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