

**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

A	1	<b>a0</b>
B	2	

**A.1** Country code (according to the codebook)

	<b>a1</b>
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**A.1a** Language of the interview

Local language	1	<b>a1a</b>
Local language	2	
Russian	3	

**A.12** Interviewer number

	<b>a12</b>
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**A.13** Supervisor number

	<b>a13</b>
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**A.22a** Age of the interviewer

	<b>a22a</b>
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**A.22b** Gender of the interviewer

Male	1	<b>a22b</b>
Female	2	

**A.22c** Highest level of education attained by the interviewer

Up to primary school	1	<b>a22c</b>
Secondary/vocational school qualification	2	
University education or higher	3	

**A.0** Position of the main respondent

	<b>moia0</b>
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**A.2**

	Sampling Region <b>a2</b>
Region A	1
Region B	2
Region C	3
Region D	4

**A.3x** City/town/village

	<b>a3x</b>
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**A.3** Size of locality

Capital city	1
City with population over 1 million – other than capital	2
Over 250.000 to 1 million	3
50.000 to 250.000	4
Less than 50.000	5

**A.3a**

	Region of the establishment (coded ex post) <b>a3a</b>
Region A	1
Region B	2
Region C	3
Region D	4

**A.4** Industry

		Sampling sector <b>a4a</b>	Screener sector <b>a4b</b>
Manufacturing: Section D	Food	15	15
	Textiles	17	17
	Garments	18	18
	Chemicals	24	24
	Plastics & rubber	25	25
	Non metallic mineral products	26	26
	Basic metals	27	27
	Fabricated metal products	28	28
	Machinery and equipment	29	29
	Electronics (31 & 32)	31	31
Other manufacturing	2	2	

**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)		<b>a6a</b>
Number of employees (from sample frame)		<b>a6b</b>

**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)
<b>a14d</b>	<b>a14m</b>	<b>a14y</b>	<b>a14h</b>	<b>a14min</b>

**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**

Is this establishment part of a larger firm?

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	
<b>No establishments abroad</b>	<b>0</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moia10**

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

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

**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?

Yes	1
No	2
<b>Does not apply (SPONTANEOUS)</b>	<b>-7</b>

**a9**

**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
<b>Other (SPECIFY - SPONTANEOUS)</b>	<b>6</b>

**b1x**  
**b1**

**Other** \_\_\_\_\_ **b1x**

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

**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
No	3
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO B.2a**  
**GO TO B.2a**  
**GO TO B.2a**  
**moib9a**

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

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

**moib9b**

**B.2a**      **SHOW CARD 1 AND POINT OUT NATIONAL HEADQUARTERS ON IT**  
 Is the national headquarters' Top Manager the founder of the firm?

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moib2a**

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

	Age
Age of the national headquarters' Top Manager	
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moil15**

**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
Foreign individual/family	2
Foreign firm	3
Foreign state	4
<b>(NATIONALITY) family</b>	5
<b>(NATIONALITY) individual</b>	6
<b>(NATIONALITY) Government</b>	7
<b>Other (SPECIFY - SPONTANEOUS)</b>	<b>8</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3b1**  
**GO TO QUESTION B.3b1**  
**GO TO QUESTION B.3b1**  
**GO TO QUESTION B.3c1**  
**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3d**  
**GO TO QUESTION B.3d**

**moib3ax**

**moib3a**

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

**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.3b1**      Which country is the foreign owner originally from?

Country of the foreign owner	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION B.3d**  
**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION B.3c4**  
**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
Second	2
Third	3
Fourth or more	4
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION B.3c4**

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moib3c3**

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

Number of members of the family that own the national firm that are part of its top and middle management	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moib3c4**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION L.16**  
**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
Other (SPECIFY - SPONTANEOUS)	8
Don't know (SPONTANEOUS)	-9
Refusal (SPONTANEOUS)	-8

moib3ex

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 firm 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 firm three complete fiscal years ago	
The firm was not in business three years ago.	-7
Don't know (SPONTANEOUS)	-9

moil17

**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.**

**S.3** 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	
<b>Don't know (SPONTANEOUS)</b>	-9
<b>Refusal (SPONTANEOUS)</b>	-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
<b>Other (SPONTANEOUS)</b>	<b>5</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
<b>Other (SPONTANEOUS)</b>	<b>5</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
<b>Other (SPONTANEOUS)</b>	<b>5</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**mois5**

**S.6a**      **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
<b>Other (SPONTANEOUS)</b>	<b>5</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**mois6a**

**S.6b**      **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
<b>Other (SPONTANEOUS)</b>	<b>5</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**- IF 20 OR LESS, GO TO S.10**  
**- IF MORE THAN 20, CONTINUE WITH S.2b**  
**GO TO QUESTION S.10**  
**GO TO QUESTION S.10**

**mois2a**



<b>S.2b</b>	<b>SHOW CARD 6</b> 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?
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Number of employees the national headquarters' Top Manager directly meets and supervises on a daily or weekly basis	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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:**

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.”	4	
Interviewer: “Who does the operations manager report to?”	5	
Manager: “The Vice President of Operations.”	6	
Interviewer: “Who does the Vice President of Operations report to?”	7	
Manager: “The national headquarters' Top Manager.”	8	

<b>S.10</b>	<b>(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.)</b> 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?
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Number of levels in the firm between the typical production employee and the national headquarters' Top Manager	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**GO TO QUESTION S.12**  
**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**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	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
<b>d1a1x</b>

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

	<b>Code</b>
Code of main product	<b>d1a2</b>

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

**B.5** In what year did this establishment begin operations in (COUNTRY)?

	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

**b6**

**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

**moib2f**

**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

**moib2f1**

**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...

<b>READ OUT</b>		<b>Percent</b>	<b>Don't know (SPONTANEOUS)</b>		<b>Number</b>	<b>Don't know (SPONTANEOUS)</b>	
<b>B.2b</b>	Were born abroad		-9	moib2b1		-9	moib2b2
<b>B.2c</b>	Have an MBA (Master of Business Administration) from <b>(COUNTRY)</b>		-9	moib2c1		-9	moib2c2
<b>B.2d</b>	Have an MBA (Master of Business Administration) from a foreign country		-9	moib2d1		-9	moib2d2
<b>B.2e</b>	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?

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

**b7**

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
One or two production performance indicators (for example, volume and quality).	2
More than two production performance indicators.	3
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**GO TO QUESTION R.4**

**GO TO QUESTION R.4  
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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**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>	<b>10</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moir2cx**

**moir2c**

**Other** \_\_\_\_\_ **moir2cx**

**R.2d**    **SHOW CARD 11**  
 How frequently are production performance indicators shown to workers?

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

**GO TO QUESTION R.3**

**moir2dx**

**moir2d**

**Other** \_\_\_\_\_ **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
They are all located in one place.	2
They are located at multiple places.	3
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**moir3**

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moir6**

**R.4\*** **SHOW CARD 14**  
What 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 the main product.	1
There are short- and long-term (more than three years) production targets for the main product, but they are set independently.	2
There are integrated short-and long-term production targets for the main product.	3
There are no production targets set for the main product.	4
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**GO TO QUESTION R.5a**  
**GO TO QUESTION R.5a**  
**GO TO QUESTION R.5a**

**moir4**

**R.7** **SHOW CARD 16**  
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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**moir7**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION R.5e**  
**GO TO QUESTION O.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	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**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	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moir5c**

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

Yes	1	<b>GO TO QUESTION 0.14</b>
No	2	<b>GO TO QUESTION 0.14</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>	<b>GO TO QUESTION 0.14</b>

**moir5d**

**R.5e** **SHOW CARD 17**  
What 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	
<b>Other (SPECIFY - SPONTANEOUS)</b>	<b>5</b>	<b>moir5ex</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>	

**moir5e**

**Other** \_\_\_\_\_ **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 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 as tenure.	3
<b>Other (SPECIFY - SPONTANEOUS)</b>	<b>4</b>
<b>Does not apply (SPONTANEOUS)</b>	<b>-7</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**eca014x**

**eca014**

**Other** \_\_\_\_\_

**eca014x**

**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
<b>Other (SPECIFY - SPONTANEOUS)</b>	<b>4</b>
<b>Does not apply (SPONTANEOUS)</b>	<b>-7</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**eca015x**

**eca015**

**Other** \_\_\_\_\_

**eca015x**

**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.**

**S.1a**      **SHOW CARD 20**  
How many employees report directly to the factory manager?

Number of employees that report directly to the factory manager	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

- **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	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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>	<b>7</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**mois7x**

**mois7**

**Other**

**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>	<b>6</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**mois8x**

**mois8**

<b>Other</b>		<b>mois8x</b>
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**S.9\*** Does this establishment's top and middle management ask workers for their opinion with regard to any of the following decisions?

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

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION O.3**  
**GO TO QUESTION O.3**

**eca01**

**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?

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

**eca02**

**O.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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION O.6**  
**GO TO QUESTION O.6**

**eca03**

**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)?

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

**eca04**

**O.6** Currently, what percentage of this establishment's employees regularly use personal computers in their jobs?

	<b>Percent</b>
Percentage of employees that uses personal computers	%
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**eca06**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**c23**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION O.16a**

**GO TO QUESTION O.16a**

**moio10a**

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

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

**moio10b**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION O.16a**

**GO TO QUESTION O.16a**

**moio11a**

**O.11b** What percentage of outsourced production is conducted in another country?

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

**IF 0% GO TO QUESTION O.16a**

**GO TO QUESTION O.16a**

**GO TO QUESTION O.16a**

**moio11b**

**O.11c** Which are the three most important countries to which production is outsourced?

	Does not apply (SPONTANEOUS)	Don't know (SPONTANEOUS)	Refusal (SPONTANEOUS)	
Country 1 name	-7	-9	-8	<b>moio11c1x</b>
Country 2 name	-7	-9	-8	<b>moio11c2x</b>
Country 3 name	-7	-9	-8	<b>moio11c3x</b>

**O.16a** Does this establishment have any patents registered abroad?

Yes	1
No	2
<b>In process of registration</b>	<b>-6</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION O.17a**  
**GO TO QUESTION O.17a**  
**GO TO QUESTION O.17a**

**moio16a**

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

Year of patent registration abroad	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
	<b>moio16b</b>

**O.17a** Does this establishment have any patents registered in **(COUNTRY)**?

Yes	1
No	2
<b>In process of registration</b>	<b>-6</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION E.1**  
**GO TO QUESTION E.1**  
**GO TO QUESTION E.1**

**moio17a**

**O.17b** In which year was the first patent registered in **(COUNTRY)**?

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

## 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 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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**GO TO QUESTION E.2**

**e1**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moie15**

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

Yes	1
No	2
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**moie16**

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**e2**

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>

**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
	<b>11</b>

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

	Number	Don't know (SPONTANEOUS)	
<b>READ OUT EACH CATEGORY</b>			
Production employees		-9	<b>13a</b>
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?

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

**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
	<b>12</b>

**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 year		<b>IF 0, GO TO QUESTION L.18</b>
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>	
		<b>16</b>

**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		
<b>Less than one month (SPONTANEOUS)</b>	<b>1</b>	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>	
		<b>18</b>

**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	%	
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>	
		<b>moil18</b>

**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?

<b>READ OUT</b>	<b>Percent</b>	<b>Don’t know (SPONTANEOUS)</b>	
Permanent, full-time production employees with a university degree	%	-9	<b>moiq69a1</b>
Permanent, full-time non-production full-time employees with a university degree	%	-9	<b>moiq69b1</b>

**OR**

<b>READ OUT</b>	<b>Number</b>	<b>Don’t know (SPONTANEOUS)</b>	
Permanent, full-time production employees with a university degree		-9	<b>moiq69a2</b>
Permanent, full-time non-production employees with a university degree		-9	<b>moiq69b2</b>

**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]**?

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

**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]**?

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

**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]**?

<b>READ OUT</b>	<b>Average age</b>	
Average age of permanent, full-time production employees		<b>moil14a</b>
Average age of permanent, full-time non-production employees		<b>moil14b</b>

**R.10b\*** 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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**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
<b>Don't know (SPONTANEOUS)</b>	<b>-9</b>
<b>Refusal (SPONTANEOUS)</b>	<b>-8</b>

**moir10a**

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

	Main respondent	
<b>Position in the firm</b>		<b>a15b1a</b>
<b>Years working in the firm</b>		<b>a15b2a</b>
<b>Years working in the position</b>		<b>moia15b4a</b>
<b>Age</b>		<b>moia15b5a</b>
<b>Gender</b>		<b>a15b3a</b>
<b>Nationality</b>		<b>moia15b7a</b>

**1=LESS THAN ONE YEAR**  
**1=LESS THAN ONE YEAR**  
**GUESS IF NOT TOLD**  
**1=MALE, 2=FEMALE**  
**DO NOT READ OUT**

<b>Seniority of the main respondent</b>	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
<b>Other (SPECIFY)</b>	6
	<b>moia15b6a</b>

<b>Other</b>		<b>moia15b6ax</b>
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**A.15b.2 Please complete the following information about the second respondent (if applicable)**  
**SECOND RESPONDENT**

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

<b>Seniority of the respondent [on a 1 to 5 scale]</b>	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
	<b>moia15b6b</b>

<b>Other</b>		<b>moia15b6bx</b>
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**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
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**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

**a16**

**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	3

**a17**

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

Some knowledge about his/her site, and no knowledge about the rest of the firm	1
Good knowledge about his/her site, and very limited knowledge about the rest of the firm	2
Expert knowledge about his/her site, and some knowledge about the rest of the firm	3
Expert knowledge about his/her site, and good knowledge about the rest of the firm	4
Expert knowledge about his/her site and the rest of the firm	5

**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	2
Provides all basic information and some more confidential information	3
Provides all basic information and most of confidential information	4
Totally willing to provide any information about the firm	5

**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
One visit in face-to-face interview with different managers/staff	2
Several visits	3

**STOP HERE**

**a18**

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

**INTERVIEWER: USE 24HOUR CLOCK.**

Hour	Minutes
<b>a19h</b>	<b>a19min</b>