

NOTES

_dta:

1. Copyright 2010 The European Bank for Reconstruction and Development and The World Bank.
2. Refer to data in all uses as EBRD Management, Organisation and Innovation (MOI) Survey.
3. Version as of 22 Jul 2010.
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)
```

```
-----
variable name  storage  display  value  variable label
               type    format   label
-----
id             int     %20.0f          interview number
a0             byte    %8.0g          a0 questionnaire
a1             byte    %22.0g          a1 country code
a1_abrv        byte    %9.0g          a1_abrvlbl
                               * a1. Country Code - Abbreviated value labels
a1_name        str10   %10s           a1. Country name
ala            byte    %8.0g          ala language of the interview - see alax for details
```

a12	long	%12.0g		a.12 inteviewer number
a13	long	%8.0g		a.13 supervisor number
a22a	byte	%8.0g		age of the interviewer
a22b	byte	%8.0g	LABB	gender of interviewer
a22c	byte	%8.0g	a22c	highest level of education attained by the interviewer
moia0	str63	%63s		position of the main respondent
a2	int	%28.0g	a21b1	sampling region
a3	byte	%8.0g	a3	size of locality
a3a	int	%28.0g	a3a1b1	region of the establishment
a4a	byte	%8.0g	LABD	sampling sector
a4b	byte	%8.0g	LABD	screeener sector
a5	byte	%8.0g	a5	sector match between screener information and sample frame
a6a	int	%33.0g	a6	number of employees (from screener)
a6b	int	%33.0g	a6	number of employees (from sample frame)
a14d	byte	%8.0g		day
a14m	byte	%8.0g		month
a14y	int	%8.0g		year
a14h	byte	%8.0g		hour
a14min	byte	%8.0g		minutes
a7	byte	%8.0g	a7	is this establishment part of a larger firm?
moia10	int	%8.0g	moia10	what is the total number of establishments that the firm has abroad?
moia11	int	%8.0g	moia11	how many establishments (incl. national hq) does this firm have in (country)?
a9	byte	%8.0g	a9	establishment financial statements kept separate from hq financial statements?
b1	byte	%8.0g	b1	what is this firm's current legal status?
blx	str71	%71s		other (specify)
moib9a	byte	%8.0g	moib9a	was the national firm ever fully or partially state owned?
moib9b	int	%8.0g	moib9b	in which year was the national firm privatized?
moib2a	byte	%8.0g	LABE	is the national headquarters' top manager the founder of the firm?
moil15	byte	%8.0g	LABF	what is the approximate age of the national headquarters' top manager?
moib3a	byte	%8.0g	moib3a	who currently owns the single largest block in the national firm?
moib3ax	str31	%31s		other (specify)
moib3blx	str30	%30s		which country is the foreign owner originally

moib3c1	byte	%8.0g	LABE	from? national hq top manager a member of the family which owns the national firm?
moib3c2	byte	%8.0g	moib3c2	generation of family that owns the national firm of national hq top manager
moib3c3	byte	%8.0g	LABE	national hq's top manager chosen as being eldest son of previous top manager?
moib3c4	byte	%8.0g	LABG	no. family members that own national firm who are in its top/middle management?
moib3d	byte	%8.0g	LABE	has the national firm's largest owner changed in the last 3 years?
moib3e	byte	%8.0g	moib3e	who was the national firm's largest owner 3 years ago?
moib3ex	str16	%16s		other (specify)
moil16	long	%12.0g	LABG	no. permanent, ft employees of hq and establishments in (country) last year
moil17	long	%12.0g	moil17	no. permanent, ft employees of hq and establishments in (country) 3 years ago
mois3	double	%10.0g	LABF	largest fixed assets purchase est. can make w/o prior authorization from nat. hq
mois4a	byte	%8.0g	LABH	where are hiring decisions for a permanent ft prod. employee for est. taken?
mois4b	byte	%8.0g	LABH	who would decide on a ft permanent prod. employee getting a pay rise of 10% +
mois5	byte	%8.0g	LABH	where are decisions taken on new product introductions for this establishment?
mois6a	byte	%8.0g	LABH	where are pricing decisions for this establishment taken?
mois6b	byte	%8.0g	LABH	where are advertising decisions for products made at this establishment taken?
mois2a	int	%8.0g	LABF	how many employees report directly to the national headquarters' top manager?
mois2b	int	%8.0g	LABF	how many employees does the national hq's top manager directly manage?
mois10	byte	%8.0g	LABF	no. levels in firm between typical prod. employee and nat. hq's top manager
mois11	byte	%8.0g	mois11	3yr change in no. levels between typical prod. employee and nat. hq's top man?
mois12	byte	%8.0g	LABF	no. levels in establishment between typical prod. employee and factory manager?
dlalx	str110	%110s		in the last complete fiscal year, what was this establishment's main product?

d1a2	int	%8.0g	LABG	please choose 4-digit code that best applies to main product of this est.
b5	int	%8.0g	LABG	in what year did this establishment begin operations in (country)?
b6	int	%8.0g	LABG	how many ft employees did this establishment employ when it started operations?
moib2f	int	%8.0g	LABG	how many permanent, ft top and middle managers does this establishment employ?
moib2f1	int	%8.0g	LABG	how many of these permanent, full-time top and middle managers are female?
moib2b1	byte	%8.0g	LABG	% full-time top and middle managers who: were born abroad
moib2b2	byte	%8.0g	LABG	no. full-time top and middle managers who: were born abroad
moib2c1	byte	%8.0g	LABG	% full-time top and middle managers with mba from (country)
moib2c2	int	%8.0g	LABG	no. full-time top and middle managers with an mba from (country)
moib2d1	byte	%8.0g	LABG	% full-time top and middle managers with an mba from a foreign country
moib2d2	byte	%8.0g	LABG	no. full-time top and middle managers with an mba from a foreign country
moib2e1	byte	%8.0g	LABG	% full-time top and middle managers who previously worked in a mnc
moib2e2	byte	%8.0g	LABG	no. full-time top and middle managers who previously worked in a mnc
b7	byte	%8.0g	b7	no. yrs experience working in this sector of establishment's top manager
moir1	byte	%8.0g	moir1	what normally happens when a process problem arises?
moir2a	byte	%8.0g	moir2a	how many production performance indicators are monitored in this establishment?
moir2b	byte	%8.0g	moir2b	how frequently are production performance indicators collected here?
moir2c	byte	%13.0g	moir2c	how frequently are production performance indicators shown to factory managers?
moir2cx	str10	%10s		other (specify)
moir2d	byte	%13.0g	moir2d	how frequently are production performance indicators shown to workers?
moir2dx	str1	%9s		other (specify)
moir2e	byte	%8.0g	moir2e	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)
ecaol4	byte	%8.0g	ecaol4	what is the main way employees are promoted in this establishment?
ecaol4x	str1	%9s		other (specify)
ecaol5	byte	%8.0g	ecaol5	how do you deal with employees who don't meet expectations in their position?
ecaol5x	str244	%244s		other (specify)
moisla	int	%8.0g	LABF	how many employees report directly to the factory manager?
moislb	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

mois9f	byte	%8.0g	LABK	on: making investments does your management ask workers for their opinion
eca01	byte	%8.0g	LABE	on: setting prices in the last 3 yrs, has this establishment
eca02	byte	%8.0g	LABG	introduced new products or services?
eca03	byte	%8.0g	LABE	% of annual sales accounted for by new products/services introduced in last 3yrs
eca04	double	%12.0g	LABG	in last fiscal yr, did you invest in research and development activities?
eca06	byte	%8.0g	LABG	in last fiscal yr, how much did you spend on research & development activities?
c23	byte	%8.0g	LABE	what % of your employees regularly use personal computers in their jobs?
moio10a	byte	%8.0g	LABE	does this establishment have a high-speed internet connection on its premises?
moio10b	byte	%8.0g	LABF	does you outsource any part of the production to other companies?
moio11a	byte	%8.0g	LABE	what % of production is produced for this establishment by other companies?
moio11b	byte	%8.0g	LABF	does this establishment outsource the production to another country?
moio11c1x	str15	%15s		what percentage of outsourced production is conducted in another country?
moio11c2x	str15	%15s		three most important countries to which production is outsourced? country 1
moio11c3x	str15	%15s		three most important countries to which production is outsourced? country 2
moio16a	byte	%8.0g	LABL	three most important countries to which production is outsourced? country 3
moio16b	int	%8.0g	LABG	does this establishment have any patents registered abroad?
moio17a	byte	%8.0g	LABL	in which year was the first patent registered abroad?
moio17b	int	%8.0g	LABG	does this establishment have any patents registered in (country)?
e1	byte	%8.0g	e1	in which year was the first patent registered in (country)?
moie15	byte	%8.0g	LABE	in last fiscal yr, which was the main mkt in which you sold your main product?
moie16	byte	%8.0g	LABE	any multinational firms producing in the same main market as you?

e2	byte	%8.0g	e2	main product market? in last fy, how many competitors did your main product face in its main mkt?
moie17	byte	%8.0g	moie17	if you closed, how long would your main customers take to find a new supplier?
l1	int	%8.0g	LABG	at end of last fiscal yr, how many permanent, ft employees did you employ?
l3a	int	%8.0g	LABG	number of production employees
l3b	int	%8.0g	LABG	number of non-production employees [e.g., managers, administration, sales]
l5a	int	%8.0g	LABG	number of female permanent full-time production employees
l5b	int	%8.0g	LABG	number of female permanent full-time non-production employees
l2	int	%8.0g	l2	three fiscal yrs ago, how many permanent, ft employees did you employ?
l6	int	%8.0g	LABG	how many ft temporary employees did you employ in last fiscal yr?
l8	byte	%8.0g	l8	av. length of employment of ft temporary employees in last fiscal yr?
moil18	byte	%8.0g	LABG	what % of permanent, ft employees leave this establishment in a year?
moiq69a1	byte	%8.0g	LABG	% permanent, full-time production employees with a university degree
moiq69b1	byte	%8.0g	LABG	% permanent, full-time non-production employees with a university degree
moiq69a2	int	%12.0g	LABG	no. permanent, full-time production employees with a university degree
moiq69b2	int	%8.0g	LABG	no. permanent, full-time non-production employees with a university degree
moil12a1	byte	%8.0g	LABG	average weekly hours of work of permanent, full-time production employees
moil12a2	byte	%8.0g	LABG	average weekly hours of work of permanent, full-time non-production employees
moil12b1	byte	%8.0g	LABG	av. number of days of annual leave for a permanent, ft production employee
moil12b2	byte	%8.0g	LABG	av. no. days of annual leave for a permanent, ft non-production employee
moil14a	byte	%8.0g	LABG	average age of permanent, full-time production employees
moil14b	byte	%8.0g	LABG	average age of permanent, full-time non-production employees

moir10b	byte	%8.0g	LABM	how well managed is the establishment regarding people management?
moir10c	byte	%8.0g	LABM	how well managed is the establishment regarding operations management?
moir10a	byte	%8.0g	LABM	how well managed is the establishment overall?
a15b1a	str63	%63s		main respondent's position in the firm
a15b2a	byte	%8.0g	LABN	main respondent years working in the firm:
moia15b4a	byte	%8.0g	LABN	main respondent years working in the position:
moia15b5a	byte	%8.0g		main respondent's age:
a15b3a	byte	%8.0g	LABB	main respondent gender:
moia15b7a	str11	%11s		main respondent nationality
moia15b6a	byte	%60.0g	moia15b6b	main respondent's seniority
moia15b6ax	str68	%68s		other (specify)
a15b1b	str50	%50s		second respondent position in the firm:
a15b2b	byte	%8.0g	LABO	second respondent years working in the firm
moia15b4b	byte	%8.0g	LABO	second respondent years working in the position:
moia15b5b	byte	%8.0g		second respondent's age:
a15b3b	byte	%8.0g	LABB	second respondent gender
moia15b7b	str11	%11s		second respondent nationality
moia15b6b	byte	%60.0g	moia15b6b	second respondent's seniority
a15d	byte	%8.0g		day
a15m	byte	%8.0g		month
a15h	byte	%8.0g		hour
a15min	byte	%8.0g		minutes
a15a2	int	%8.0g		duration of the interview:
moia15b	byte	%8.0g		number of times the interview was rescheduled:
a16	byte	%8.0g	a16	it is my perception that the questions regarding opinions and perceptions are:
a17	byte	%8.0g	a17	the questions regarding figures (productivity and employment numbers) are:
moia20	byte	%8.0g	moia20	respondent's knowledge about the firm [1 to 5 scale]:
moia21	byte	%8.0g	moia21	respondent's willingness to reveal information [1 to 5 scale]:
a17x	str244	%244s		interviewer comments
a18	byte	%8.0g	a18	this questionnaire was completed in:
a19h	byte	%8.0g		if option 2 or 3 in a.18, estimate duration of the whole interview: hours
a19min	byte	%8.0g		if option 2 or 3 in a.18, estimate duration of the

mois9e	byte	%10.0g	LABK	whole interview:minutes 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

Sorted by: a1 id

VALUE LABELS

a0:
1 a
2 b

ala:
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 1million
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

moil17:
 -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

eca014:

- 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

eca015:

- 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: 6 other
 -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

moiel7:
 -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

18:
 -9 don't know
 1 less than one month

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

7 daily
8 hourly
10 other

moir2d:

1 never
2 annually
3 half-annually
4 quarterly
5 monthly
6 weekly
7 daily
8 hourly
10 other

a2lbl:

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
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
a3albl:
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

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

a1_abrvlbl:

52 BY
54 UA
55 UZ
58 RU
59 PL
60 RO
61 RS
62 KZ

73 HU
75 LT
78 BG
90 DE
91 UK
92 IN

a1:

52 Belarus
54 Ukraine
55 Uzbekistan
58 Russia
59 Poland
60 Romania
61 Serbia
62 Kazakhstan
75 Lithuania
78 Bulgaria
90 Germany
92 India

moial5b6b:

1 director of the firm (top manager, chairman, chief financial
2 senior manager (responsible for activities across multiple l
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

. log close

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
