

***To be read to the representative of the establishment or of the firm***

This survey has been designed and is being conducted by Etude Economique Conseil (EEC Canada) on behalf of the Inter-American Development Bank (The Bank). The survey in your country is part of a Caribbean-wide initiative that aims to collect information from country-wide representative samples of business establishments in 13 CARICOM countries, in order to enhance The Bank’s understanding of the main issues affecting the competitiveness of the region’s firms, and develop better instruments to support private sector development in the Caribbean.

Your establishment has been invited to participate in a comprehensive survey collecting data on numerous topics, including general information on your business, sales and marketing, production and operations, innovation projects, risks and safety / security issues, on human resources, financing strategies, and business strategy. Some questions will require you to provide numbers, while others will request your opinions / perceptions relative to many investment climate dimensions in your country as they affect or not your business.

Your participation to this survey is voluntary: you may refuse to participate entirely, or you may refuse to answer any question during the course of the interview.

The interview may last up to two and a half hours, and may be divided in numerous visits to accommodate your schedule, or to allow the participation of more than one respondent from your business / establishment. You can expect follow-up or control calls from EEC Canada and/or from The Bank.

**All the information collected by EEC Canada will be provided to The Bank.** The information collected through this exercise will be published by The Bank for the use of researchers and policymakers under the following conditions. **THE INTER-AMERICAN DEVELOPMENT BANK UNDERTAKES AND GUARANTEES** **THAT**:

1. THE BANK WILL REMOVE FROM THE DATASET PRIOR TO ITS PUBLICATION ANY INFORMATION WHICH CAN DIRECTLY IDENTIFY YOUR FIRM AND/OR THE RESPONDENTS TO THIS SURVEY
2. SIMILARLY, PRIOR TO THE PUBLICATION OF THE DATA SET, THE BANK WILL EITHER REMOVE FROM THE DATA SET OR ANONYMIZE ANY ANSWERS THAT CAN BE COMBINED TO IDENTIFY YOUR FIRM
3. FURTHERMORE, PRECAUTIONS WILL BE TAKEN TO ENSURE THE PROTECTION OF FIRM / ESTABLISHMENT LEVEL OF DATA WHEN THERE ARE LESS THAN FIVE RESPONDENTS IN ANY PARTICULAR SECTOR / LOCATION/ SIZE CATEGORY
4. UNDER NO CIRCUMSTANCES WILL THE BANK REPRODUCE, TRANSFER, PUBLISH OR OTHERWISE DISCLOSE ANY RESPONSES CAPTURED HEREIN WITHOUT ADHERING TO THESE SPECIFICATIONS.

**DECLARATION OF THE REPRESENTATIVE OF THE ESTABLISHMENT OR OF THE FIRM**

I read and understood the Declaration of EEC Canada, acting on behalf of the IDB (hereafter “Declaration”). I understand the overall description of the survey and accept that our establishment / firm will participate in the survey under the conditions described in the Declaration. I understand that the survey may be conducted with one or many decision makers of our establishment / firm, and that the interview time may take up to two and a half hours, and that EEC Canada or the Inter-American Development Bank may be conducting control calls at a later stage.

I understand that my participation to the survey is voluntary; that I may refuse to participate entirely and that I can refuse to answer any question during the course of the interview.

**🞏 I understand the description of the survey and its confidentiality undertaking and agree to participate in the survey**

**OR**

**🞏 I refuse to participate in the survey**

***With this Declaration read and understood, I am consenting to participate in this survey:***

Full name and surname (please print): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please do not hesitate to submit any questions you may have pertaining to this survey to EEC Canada at [info@eecgroup.com](mailto:info@eecgroup.com)

A1)

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Country | country | Sampling stratification option (table A1a) | | | | samp\_strat\_option | | | Sampling stratum | | | sampling\_stratum |
| Sector code (table A1b) | sector | Is your firm considered by law as part of priority / essential sectors? (Y/N) | | | | | | | | | cov\_prio\_sector | |
| Interviewer code | intcode | Supervisor code | supcode | | Supervisor callback (Y/N) | | | | | | supcallback | |
| Main interview date | Day (DD) | dd\_start | | Month (MM) | | | | mm\_start | | Year (YYYY) | | yy\_start |
| Establishment’s name | est\_name | | | Fiscal month | | | | fiscalmonth | | Last fiscal year | | fiscalyear |
| Address | est\_adr | | | | | | | | | | | |
| City / Village | est\_city | | | | | | Main phone | | | est\_tel | | |
| GPS - Centroid of Sampling Geographic Unit | Latitude centroid | lat\_centroid\_gps | | | | | Longitude centroid | | | long\_centroid\_gps | | |

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Interview special codes** | | | | |  | **A1a. Sampling stratification options** | | | | |
| Yes | 1 | Not applicable | | -77 |  | 1.Manufacturing and 2.Services | 1 | 1.Food, 2.Other manufacturing, 3.Retail non-tourism, 4.Services excluding all kind of retail activities, hospitality and tourism, 5.Retail tourism and 6.Hospitality and tourism excluding all kind of retail activities | | 5 |
| No | 2 | No answer | | -88 | 1.Manufacturing, 2.Retail and 3.Other services | 2 |
| Don’t know | -66 | Refuse to answer | | -99 |  | 1.Manufacturing, 2.Hospitality and tourism and 3.Other services | 3 | 1.Basic Metals/Fabricated Metals/Machinery & Equip, 2.Chemicals, Plastics & Rubber, 3.Food, 4.Other manufacturing, 5.Retail non-tourism, 6.Services excluding all kind of retail activities, hospitality and tourism, 7.Retail tourism and 8.Hospitality and tourism excluding all kind of retail activities | | 6 |
|  |  |  |  | | 1.Manufacturing, 2.Retail non-tourism, 3.Services excluding all kind of retail activities, hospitality and tourism, 4.Retail tourism and 5.Hospitality and tourism excluding all kind of retail activities | 4 |
| **Increase (+) / Decrease (-)** | | |  | |
| Increase (+) | 1 | |  | |  | Other, specify | samp\_strat\_option\_x | 7 |
| Decrease (-) | 2 | |  | |  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **A1b. Sector code** | | | |  |  | |
| Agriculture (1-3) | 1000 | Crafts, souvenirs, vendors, and tourism retail (47A) | 2900 |  |  |  |
| Mining and quarrying (5-9) | 1100 | Transportation and storage (excluding passenger transportation) (49-52) | 3000 |  |  |  |
| Food, beverage, tobacco (10-12) | 1200 | Passenger transportation(49-52A) | 3100 |  |  |  |
| Textiles (13) | 1300 | Accommodation (55) | 3200 |  |  |  |
| Garments & leather products (14-15) | 1400 | Food and beverage service activities (56) | 3300 |  |  |  |
| Wood products (except furniture), paper products, printing & recorded media (16-18) | 1500 | Information and communication (except tourism related ICT) (58-63) | 3400 |  |  |  |
| Coke and refined products, chemicals and chemical products, pharmaceutical, medicinal chemical and botanical products (19-21) | 1600 | Tourism related ICT (62-63A) | 3500 |  |  |  |
| Financial and insurance activities (64-66) | 3600 |  |  |  |
| Plastics & rubber and other non-metallic mineral products (22-23) | 1700 | Real estate (68) | 3700 |  |  |  |
| Basic metals - fabricated metal products (except machinery) (24-25) | 1800 | Other services (excluding tour operations, travel agencies, recreational activity providers, cultural activity providers, attraction sites) (69-82) | 3800 |  |  |  |
| Computer and electronics (26) | 1900 |  |  |  |
| Manufacturing of electrical equipment, machinery and other equipment (27-28) | 2000 | Activities of head offices; management consultancy activities (70) | 3810 |  |  |  |
| Vehicles and transportation equipment (29-30) | 2100 | Office administrative, office support and other business support activities (82) | 3820 |  |  |  |
| Furniture (31) | 2200 | Tour operations (7912) | 3900 |  |  |  |
| Other manufacturing (32) | 2300 | Travel agencies (7911) | 4000 |  |  |  |
| Electricity, gas, steam and air conditioning supply (35) | 2400 | Education (85) | 4100 |  |  |  |
| Water supply - sewage - waste management and remediation activities (36-39) | 2500 | Health services (86-88) | 4200 |  |  |  |
| Construction (41-43) | 2600 | Cultural activity providers (90-91) | 4300 |  |  |  |
| Wholesale (45-46) | 2700 | Recreational activity providers (92-93) | 4400 |  |  |  |
| Wholesale trade (except of motor vehicles and motorcycles) (46) | 2710 | Attraction sites (932) | 4500 |  |  |  |
| Retail (except crafts, souvenirs, vendors and retail of tourism-specific products) (47) | 2800 | Other personal services activities (95 – 96) | 4600 |  |  |  |

A2)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Respondent information | Name | resp\_name | | | Gender (table A2a) | | resp\_gen |
| Mobile phone | resp\_mobile | Email | resp\_email | | Website | website |
| Are you the main decision maker? (Y/N) | | | | | | | a2a |
| **If no,** what function do you have in the firm (table A2b)? | | | | | | | a2a1 |

|  |  |
| --- | --- |
| A3) | Y/N |
| Is your establishment part of larger firm? | a3a | If “no”, skip to B1 |
| **If yes,** how many establishments are part of the firm? | a3a1 |
| What **type of establishment** is this (table A3)? | a3a2 |  |
| Are this establishment’s financial statements prepared separately from the rest of the firm’s? | a3a3 |  |
| **If no,** how many establishments – including headquarters – are included in the financial statements? | a3a3a |  |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **A2a. Gender** | |  | **A4. Impact** | |
|  | Male | 1 |  | Positive | 1 |
|  | Female | 2 |  | Negative | 2 |
|  |  |  |  | Neutral | 3 |
|  |  |  |  |  |  |
|  | **A2b. Respondent** | |  |  |  |
|  | Marketing and sales | 2 |  |  |  |
| Production and operations management | 3 |  |  |  |
|  | Finance and accounting | 4 |  |  |  |
|  | Human resource | 5 |  |  |  |
|  |  |  |  |  |  |
|  | **A3. Type of establishment** | |  |  |  |
|  | Headquarters with no production/no sales at this location | 1 |  |  |  |
|  | Headquarters with production and/or sales at this location | 2 |  |  |  |
|  | Establishment physically separated from HQ and other establishments of the same firm | 3 |  |  |  |
|  |  |  |
|  | Establishment physically separated from HQ but with other establishments of the same firm | 4 |  |  |  |
|  |  |  |
|  |  |  |  |  |  |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| A4) | | | | | |  |
| In light of the ongoing pandemic (coronavirus COVID-19), how would you qualify its overall impact on your establishment (table A4)? | | | | | | cov\_a4 |
| **If the impact is positive or negative,** since when has the COVID-19 crisis impacted your establishment? | | | | | |  |
|  | Day (DD) | cov\_dd\_start | Month (MM) | cov\_mm\_start | Year (YYYY) | cov\_yy\_start |

|  |  |
| --- | --- |
| A5) |  |
| Do you think that your establishment is likely to resume the normal course of its operations? (Y/N) | cov\_a5 | |
| **If yes,** how many months do you expect will lapse from the moment you started to be impacted by the COVID-19 crisis until you resume your normal operations? | cov\_a5a | Months |

|  |  |
| --- | --- |
| A6) |  |
| How long do you think that the COVID-19 crisis will last? | cov\_a6 | | Months |

B1)

|  |  |  |
| --- | --- | --- |
| What is the current legal status of this firm (table B1)? | b1 | If **“sole proprietorship” (3)**, skip to **B3** |

|  |  |  |
| --- | --- | --- |
| **B1. Firm’s current legal status** | | |
| Shareholding company with shares trade in the stock market | | 1 |
| Shareholding company with non-traded shares or shares traded privately | | 2 |
| Sole proprietorship | | 3 |
| Partnership (including limited liability companies) | | 4 |
| Limited partnership | | 5 |
| Other, specify | b1x | 6 |

B2)

|  |  |  |
| --- | --- | --- |
| What percentage of this firm does the largest owner or owners own? | b2 | % |

|  |  |  |  |
| --- | --- | --- | --- |
| B3) What percentage of this firm is owned by each of the following: | | | |
| * Private domestic individuals, companies or organizations | | b3a | % |
| * Private foreign individuals, companies or organizations | | b3b | % |
| * Government/State | | b3c | % |
| * Other | | b3d | % |
|  | **TOTAL** | **100%** | |

B4)

|  |  |
| --- | --- |
| In what year did this establishment begin operations? | b4a |

B5)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| How would you characterize the **gender composition** of the owners/shareholders of this firm (table B5a)? | b5a | | | If “all men” (1), skip to B6 |
| If **not equal to “all men” (1):** | **Y/N** | | |  |
| Is the largest owner/shareholder female? | b5b | | |  |
| **If yes**, what was the main **reason for her to invest in this business** (table B5b)? | b5b1 | | |  |
| With regards to the **largest female owner/shareholder**: | **Y/N** | | |  |
| Is she related to any of the other owners of this firm? | b5c | | |  |
| What percentage of ownership does she own? | b5d | | % |  |
| How many years of experience does she have working in this firm? | b5f | years | |  |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **B5a. Gender composition** | |  | **B5b. Reason to invest in this business** | |  | **B6. Gender** | |
| All men | 1 |  | Husband wanted her to invest in this this business | 1 |  | Male | 1 |
| Predominantly men | 2 |  | A male friend or relative wanted her to invest in this this business | 2 |  | Female | 2 |
| Equally men and women | 3 |  | A female friend or relative wanted her to invest in this this business | 3 |  |  |  |
| Predominantly women | 4 |  | Her previous business failed | 4 |  |  |  |
| All women | 5 |  | There was extra money available and she wanted to do something with it | 5 |  |  |  |
|  |  |  | Simply to earn more | 6 |  |  |  |
|  |  |  | She noted that there was a high demand for the product(s) / service(s) her business offers | 7 |  |  |  |
|  |  |  | Other | 8 |  |  |  |

B6)

|  |  |  |
| --- | --- | --- |
| How would you characterize the **gender composition of the** **management** **group** of this firm (table B5a)? | b6a | |
| What is the gender of the top manager (table B6)? | b6b | |
| What is the gender of the person responsible for dealing with tax inspectors / authorities (table B6)? | b6c | |
| What is the gender of the person responsible for dealing with banks / financial institutions (table B6)? | b6d | |
| How many years of experience working in this sector does the top manager have? | b6e | years |

**Interviewer reads: The following questions will be about this establishment only (unless otherwise specified in the question).**

**Interviewer: Now I am going to ask you a few questions on specific aspects of the operations of your establishment in the last fiscal year, or under normal / typical circumstances, and the eventual effects of the COVID-19 crisis. The purpose is to assess the specific impact of the COVID-19 crises on your operations.**

C1)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Over the last two years, did this establishment submit an application to obtain: | | **If yes**, | | |
| Approximately how many days did it take to obtain itfrom the day of the application to the day the service was received? | | Was an informal gift or payment expected or requested? |
|  | Y/N | Y/N |
| * an electrical connection? | c1a1 | c1a2 | day(s) | c1a3 |
| * a water connection? | c1b1 | c1b2 | day(s) | c1b3 |
| * a telephone connection? | c1c1 | c1c2 | day(s) | c1c3 |
| * an internet connection? | c1d1 | c1d2 | day(s) | c1d3 |
| * an import license? | c1e1 | c1e2 | day(s) | c1e3 |
| * a construction-related permit? | c1f1 | c1f2 | day(s) | c1f3 |
| * an operating license? | c1g1 | c1g2 | day(s) | c1g3 |

C2)

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Over the last fiscal year, did this establishment experience outages/interruptions for: | | **If yes**, | | | |
| In a typical month, how many? | How long on average (in hours)? | Estimated losses in annual sales  (in **%** or value) | |
|  | Y/N | % | LCU |
| * Power | c2a1 | c2a2 | c2a3 | c2a4a | c2a4b |
| * Mobile phone connexion | c2b1 | c2b2 | c2b3 | c2b4a | c2b4b |
| * Internet access | c2c1 | c2c2 | c2c3 | c2c4a | c2c4b |

C3)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| It is said that establishments are sometimes required to make gifts or informal payments to public officials to “get things done” with regard to customs, taxes, licenses, regulations, services etc. On average, what percentage of total annual sales, or estimated total annual value, do establishments like this one pay in informal payments or gifts to public officials for this purpose? | c6a1 | % | c6a2 | LCU |

C4)

|  |  |  |
| --- | --- | --- |
| In a typical week over the last year, what percentage of total senior management’s time was spent on dealing with requirements imposed by government regulations? | c7 | % |

C5) Please rate each one of these factors as obstacles that can affect the current operations of your establishment (table C14)?

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 1 | Telecommunications | c14a |  |  | | |
| 2 | Electricity | c14b |  |
| 3 | Transportation | c14c |  |
| 4 | Access to land for expansion / relocation | c14d |
| 5 | Tax rates | c14e |  |
| 6 | Tax administration | c14f |  | **C14. Obstacle** | | |
| 7 | Customs and trade regulations | c14g |  | No obstacle | | 0 |
| 8 | Labor regulations | c14h |  | Minor obstacle | | 1 |
| 9 | Inadequately educated workforce | c14i |  | Moderate obstacle | | 2 |
| 10 | Business licensing and permits | c14j |  | Major obstacle | | 3 |
| 11 | Access to finance (e.g. collateral) | c14k |  | Very severe obstacle | | 4 |
| 12 | Cost of finance (e.g. interest rates) | c14l |
| 13 | Political environment | c14m |
| 14 | Macroeconomic environment (inflation, exchange rate, interest rate) | c14n |  |  |  | | |
| 15 | Corruption | c14o |  |
| 16 | Crime, theft and disorder | c14p |  |  | | |
| 17 | Practices of competitors in the informal sector | c14q |
| 18 | Access to digital payment (e.g. online sales, digital currency transfers, mobile wallet) | c14r |  |  |  | | |

C6)

|  |  |  |
| --- | --- | --- |
| Please indicate which elements of the previous list of issues constitute obstacles that can affect the current operations of your establishment (using codes 1 to 18): | **In the absence of the COVID-19 crisis** | **Since the advent of the COVID-19 crisis** |
| The most serious obstacle | c15a | cov\_a7a |
| The second most serious obstacle | c15b | cov\_a7b |
| The third most serious obstacle | c15c | cov\_a7c |

|  |  |
| --- | --- |
| CXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table CXa)? | cxa |

D1) For the last fiscal year, fill out the following table about your establishment’s main products/services and the percentage of total sales each represents

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **Product (1) / Service (2)** | **Product / Service description** | **Product / Service code (CPC 2.1)** | **Percentage of total sales** | | |
| *First main product/service* | d1a1 | d1a1\_desc |  | d1a2 | | % |
| *Second main product/service* | d1b1 | d1b1\_desc |  | d1b2 | | % |
| *Rest of products/services* | d1e1 | Other |  | d1e2 | | % |
|  | | | **TOTAL** | **100%** | | |
| Do you expect that the COVID-19 crisis will change the breakdown of total sales of your establishment’s main products/services? (Y/N) | | | cov\_b3 | | | |
| **If yes,** please indicate this expected breakdown: | | | **Percentage of total sales** | | | |
| *First main product/service* | | | cov\_b3a | | % | |
| *Second main product/service* | | | cov\_b3b | | % | |
| *Rest of products/services* | | | cov\_b3c | | % | |
|  | | | **TOTAL** | | **100%** | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| D2) | Y/N | | | |
| Do you have a sales or marketing department? | d2a | | | |
| During your last fiscal year, how much did you spend on sales or marketing, in LCU or percentage of sales? | d2b1 | LCU | d2b2 | % |

|  |  |  |
| --- | --- | --- |
| D3) | Y/N | |
| At the present time, does this establishment use **mobile phones** for its operations? | d4a | |
| At the present time, does this establishment use **e-mail** to communicate with clients or suppliers? | d4b | |
| At the present time, does this establishment use **social media**? | d4c | |
| At the present time, does this establishment use a **website**? | d4d | |
| In the last fiscal year, what percentage of your sales were paid online? | d4e | % |

|  |  |  |  |
| --- | --- | --- | --- |
| D4) Which, if any, of the following best describes your marketing efforts during your last fiscal year? | **Did you dedicate efforts to any of the following?** | **If yes,** | |
| **What percentage of your annual marketing budget did you dedicate to it?** | |
| **Y/N** |
| Customer acquisition | d5c1 | d5c2 | % |
| Assessing potential sales | d5d1 | d5d2 | % |
| Developing and implementing promotion(s) | d5e1 | d5e2 | % |
| Developing and implementing advertising, of which: | d5f1 | d5f2 | % |
| Advertising in traditional media (radio, TV) | d5f1a | d5f2a | % |
| Digital media (Google ads, Facebook, Instagram etc.) | d5f1b | d5f2b | % |
| Other advertising efforts | d5f1c | d5f2c | % |

|  |  |  |
| --- | --- | --- |
| D5) For the last fiscal year, considering this establishment’s main product line or service: | | |
| What was its **main market** (table D7a)? | d7a | |
| What was its **local** market share? | d7b | % |
| For the last fiscal year, considering this establishment’s main market for its main product line or service: |  | |
| How would you describe the **change** in your quantities sold (table D7b)? | d7c | |
| How would you describe the **change** in your prices (table D7b)? | d7d | |
| Who was the principal buyer for this establishment’s output (table D7d)? | d7f | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| D7a. Main market | |  | D7b. Change | |  | D7d. Principal buyer | |  |
| Local | 1 |  | Increased | 1 |  | Your parent company or affiliated establishments | 1 |  |
| National | 2 |  | Remained the same | 2 |  | Large private firms (more than 100 employees) | 2 |  |
| International | 3 |  | Decreased | 3 |  | Medium private firms (20 -100 employees) | 3 |  |
|  | | | |  |  | Small private firms (less than 20 employees) | 4 |  |
|  | | | | |  | Individuals | 5 |  |
|  | | | |  |  | Government or government agencies (including state-owned enterprises) | 6 |  |
|  | | | |  |  | Other | 7 |  |

|  |  |
| --- | --- |
| D6) In the last fiscal year, considering this establishment’s main product line or service and the competitive landscape: | Y/N |
| Did this establishment compete against unregistered or informal firms? | d8a |
| Did this establishment compete against registered firms selling goods or services without records or receipt? | d8b |
| In the last fiscal year, how many **competitors** did you face (table D8)? | d8d |

|  |  |  |
| --- | --- | --- |
|  | D8. Competitors | |
|  | None | 1 |
|  | One | 2 |
|  | Two to five | 3 |
|  | More than five | 4 |

D7)

|  |  |  |  |
| --- | --- | --- | --- |
| In thelast fiscal year, what percentage of your establishment’s sales were: | |  | |
| Paid for before delivery | | d11a | % |
| Paid for on delivery | | d11b | % |
| Paid for after delivery | | d11c | % |
|  | **Total** | **100%** | |

D8)

|  |  |  |  |
| --- | --- | --- | --- |
| In the last fiscal year, what percentage, as a proportion of the value of total annual purchases of material inputs or services, were: | |  | |
| Paid for before delivery | | d12a | % |
| Paid for on delivery | | d12b | % |
| Paid for after delivery | | d12c | % |
|  | **Total** | **100%** | |

D9)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Have you heard of the following payment methods? | **Y/N** | **If yes**, | | | | |
| do you currently accept this payment method (table D13b)? | **If no,** | **If yes,** | | |
| **you do not currently accept it**, why not (table D13a)? | are you satisfied with it? | **what percentage** of sales does each payment method represent? | |
| **Y/N** |
| Credit card | d13b1 | d13b4 | d13b5 | d13b6 | d13b7 | % |
| Bank transfer | d13d1 | d13d4 | d13d5 | d13d6 | d13d7 | % |
| Mobile money (e.g. ApplePay, Bitt) | d13e1 | d13e4 | d13e5 | d13e6 | d13e7 | % |
| Electronic payments through a mobile phone | d13f1 | d13f4 | d13f5 | d13f6 | d13f7 | % |
| Electronic payments through a money transfer service (e.g. Western Union) | d13g1 | d13g4 | d13g5 | d13g6 | d13g7 | % |
| International processors such as Paypal, Stripe | d13i1 | d13i4 | d13i5 | d13i6 | d13i7 | % |
| Cryptocurrency (e.g. Bitcoin, Ethereum) | d13j1 | d13j4 | d13j5 | d13j6 | d13j7 | % |
|  | |  | |  |  | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **D13a. Main reason** | |  | **D13b. Payment method** | |
| No need | 1 |  | Yes, only in person | 1 |
| I don’t trust this type of service | 2 |  | Yes, only remotely | 2 |
| I don’t know enough about it | 3 |  | Yes, in person and remotely | 3 |
| Not easy to use | 4 |  | No | 4 |
| Too expensive | 5 |  |  |  |
| My establishment doesn’t qualify | 6 |  |  |  |
| Not accessible in my location | 7 |  |  |  |
| Other | 8 |  |  |  |

D10)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| In the last fiscal year, what percentage of this establishment’s sales were: | | | | | | | |
| National sales | d14a | | % | of which, indirect exports (goods sold domestically to another firm who then exports them) | d14a1 | % | |
| Direct exports | d14b | | % | If **= 0%**, skip to **D16,** if **> 0**, in what year did you begin exporting directly? | d14b1 | | |
| **Total** | **100%** | | | Do you expect that the COVID-19 crisis will impact the share of direct exports of your establishment? (Y/N) | cov\_b4 | | |
| **If yes,** please estimate this impact to the share of direct exports relative to that of your last fiscal year? | **Increase (+) / Decrease (-)** | | |
| cov\_b4a\_x | | |
| **Percentage** | | |
| cov\_b4a | | % |
| Please list your main destination countries as a percentage of your direct exports: | | | | | | | |
| Name of country 1: | | d14c1 | | | d14c1a | % | |
| Name of country 2: | | d14c2 | | | d14c2a | % | |

D11)

|  |  |  |  |
| --- | --- | --- | --- |
| In the last fiscal year, what percentage of this establishment’s material inputs or supplies were: | | | |
| Material inputs or supplies of domestic origin | | d16a | % |  |
| Material inputs or supplies of foreign origin | | d16b | % |  |
|  | **TOTAL** | **100%** | |

|  |  |
| --- | --- |
| DXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table DXa)? | dxa |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| E1A) |  |  | |  |
| In the last fiscal year, what was your capacity utilization in percentage terms (see definition below)? | **Percentage** | | | |
| e1b1 | | | % |
| Do you expect that the COVID-19 crisis will impact the capacity utilization of your establishment? (Y/N) | cov\_b1 | | | |
| **If yes,** please estimate this impact in percentage terms relative to the capacity utilization in the last fiscal year? | Increase (+) / Decrease (-) | | **Percentage** | |
| cov\_b1a\_x | | cov\_b1a | % |
|  |  | | | |
|  | **Capacity utilization** (in percentage terms) is the establishment’s output produced as a proportion of the maximum output possible if using all available resources. | | | |

E1)

|  |  |
| --- | --- |
| **For your main product or service**, how do you typically schedule production or operation (table E3a)? | e3a |
| What main method do you use to ensure production/operation teams are scheduled to work (table E3b)? | e3b |
| Do you review and streamline the various steps in your production/operation process? (Y/N) | e3c |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **E3a. Production scheduling** | | |  | **E3b. Main scheduling method** | |
| Just-in-time | | 1 |  | Assess and monitor capacity | 1 |
| Pre-production based on projections of sales | | 2 |  | Project planning | 2 |
| Project based production | | 3 |  | Use Kanban scheduling system | 3 |
| Batch production | | 4 |  | Use Supply Chain Management (SCM) systems | 4 |
| Mass production | | 5 |  | Use Electronic Data Interface (EDI) | 5 |
| Continuous production | | 6 |  | Use Master Production Scheduling (MPS) | 6 |
| Other, specify | e3ax | 7 |  | Use Materials Requirement Planning (MRP) | 7 |
|  | | |  | Other | 8 |

|  |  |
| --- | --- |
| E2) | Y/N |
| Does this establishment have an internationally recognized quality certification? | e4a3 |

E3)

|  |  |  |
| --- | --- | --- |
| In the last fiscal year, what percentage of your purchases were conducted through e-commerce? | e9c |  |

**Interviewer: Now I am going to ask you questions that have to do with recent phenomena characterizing operations or manufacturing.**

E4)

|  |  |  |
| --- | --- | --- |
| To what extent do you consider that any or all of these phenomena may impact the way with which your business will be conducted (table E12a)? | |  |
| Increased volume of available data from all sources | e12a\_a | If "**no impact (1)**" to all, skip **next question** |
| Increased computational power available to devices and networks | e12b\_a |  |
| Increased analytics capabilities and/or access to business intelligence | e12c\_a |  |
| Recourse to artificial intelligence in your sector | e12d\_a |  |
| Links between analytics and artificial intelligence | e12e\_a |  |
| Transferability of digital information to machines or physical world (advanced robotics, 3D printing etc.) | e12f\_a |  |

|  |  |  |  |
| --- | --- | --- | --- |
| **E12a. Extent** | |  |  |
| No impact | 1 |  |  |
| Minor | 2 |  |  |
| Moderate | 3 |  |  |
| High | 4 |  |  |
| Very high | 5 |  |  |

E5)

|  |  |
| --- | --- |
| Which part of your business do you expect to be impacted (table E12b)? | e12a\_b |
| Do you foresee introducing changes because of these phenomena? (Y/N) | e12b\_b |
| **If yes,** how ready are you in terms of: (table E12c) |  |
| Equipment / machines | e12d\_b |
| Financial resources | e12e\_b |
| Knowledge | e12f\_b |
| Human resources | e12g\_b |
| **If yes,** who would you be introducing these changes with (table E12d)? | e12h\_b |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **E12b. Part of business impacted** | |  | **E12c. Extent of readiness** | |  | **E12d. Undertaking challenges** | |
|  | Only peripheral aspects (heating, delivery, waste, etc.) | 1 |  | Not ready at all | 1 |  | With private partners | 1 |
|  | Only the core of the business (production, operations, finance, HR, marketing) | 2 |  | Will design a plan | 2 |  | With public partners | 2 |
|  | The entire process will be impacted | 3 |  | Have a plan which we will be implementing | 3 |  | With a combination of private and public partners | 3 |
|  | No impact | 4 |  | Have begun implementing a plan | 4 |  | In coordination with other industry / cluster participants | 4 |
|  |  |  |  | Already taking advantage of opportunity | 5 |  | Alone | 5 |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **FOR THIS SECTION:** |  |  | **EXa. Respondent** | | | | | |
| Main decision maker | 1 | Production and operations management | 3 | Human resource | 5 |
| Which decision maker was the respondent (table EXa)? | exa |  | Marketing and sales | 2 | Finance and accounting | 4 |  | |

**THIS SECTION WILL ADDRESS ISSUES OF INNOVATION AS DEFINED IN THE OSLO MANUAL**

**An innovation is a new or improved product or process (or combination thereof) that differs significantly from your previous products or processes, and that you may have made available to the market or brought into use in your operations.** An innovation can pertain to a good or service, (“new or significantly improved characteristics of the good or service offered to customers”), business process (“new or significantly improved methods, equipment and/or skills used to perform the service and dealing mainly with the implementation of new equipment, software and specific techniques or procedures”), a new marketing method (“the adoption of a new marketing concept that involves a significant change in the design of an existing product”), or a new organizational method in business practices, workplace organization or external relations (“involves the first use of new organizational methods in the firm’s business practices, workplace organization or external relations and dealing primarily with people and the organization of work”).

The **minimum requirement** for an innovation is that the product, process, marketing method or organizational method must be *new (or significantly improved) to the firm*. Note that many innovations may have characteristics that cross more than one type of innovation.

**Innovation activities include all developmental, financial and commercial activities undertaken by you that are intended to result in an innovation for your firm.**The firm may report one or more innovations during the last three years whether the respondent is individually or jointly responsible for the innovation. The firm may also report innovation efforts that have not yet resulted in an actual innovation (it is then considered an innovation-active firm).

**CHANGES NOT CONSIDERED INNOVATIONS**

**Ceasing to use a process, a marketing method or an organization method, or to market a product**: though it may improve the firm’s performance, to stop doing something is not an innovation

**Simple capital replacement or extension**: replacing machinery or software with identical models or models with minor extensions or add-ons are not innovations

**Changes resulting purely from changes in factor prices**: a change in the price of a product or service resulting exclusively from changes in the prices of production factors does not constitute an innovation

**Customization**: Simply offering various options, no matter how complex a single item may be, is not an innovation

**Regular seasonal and other cyclical changes**: Certain industries feature seasonal changes in the types of goods and services offered which may or may not feature changes in their appearance, however, these are not innovations

**Trading of new or significantly improved products**: Simply trading, handling or distributing new or significantly improved products is not an innovation

***NOTE TO THE INTERVIEWER***

*This section of the interview will explore strategies, incentives and barriers to innovation, by asking questions pertaining to the last 3 years about* ***a.*** *specific innovations, when they have occurred,* ***b.*** *innovation efforts and activities even if they have not resulted in effective innovations, and* ***c.*** *prevailing conditions and perceptions of managers when respondents do not engage in innovation activities at all. It can be tricky to determine what is innovation from what is not. Let the respondent explain in detail the innovation they have developed and/or implemented in the past three years. If this innovation represents* ***something never seen before*** *in the enterprise, the country or the world, use code 4. If it represents simply an* ***improvement*** *to existing goods or services, processes, marketing methods or organizational methods, use code 1. Otherwise use codes 2, and 3 where 3 represents a higher level of innovation.* ***In case of uncertainty of the level of innovation, relay your detailed description to the team leader and proceed with the interview.*** *Note that innovations in goods and services are regrouped under product innovations and that production process, marketing method or organizational method innovations are regrouped under process innovations.*

|  |  |
| --- | --- |
| F1) | Y/N |
| Does this establishment have a department or a group of professionals dedicated to research and development (R&D comprises basic research, applied research, and experimental development)? | f1 |
| **If yes,** how many persons are employed in this department or group of professionals? | f1a |

F2)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **In the past three years, did your enterprise introduce any of the following?**  **(Y/N)** | **If yes, who developed these innovations? (Y/N)** | | | | **If yes,** | **Since the advent of the COVID-19 crisis, has your enterprise attempted to develop or introduce any of the following?**  **(Y/N)** |
| Your enterprise by itself | Your enterprise together with other enterprises or organizations | Your enterprise by adapting or modifying products originally developed by other enterprises or organizations | Other enterprises or organizations | **Has this innovation been impacted by the COVID-19 crisis**  **(table F2)?** |
| New or improved goods | f2\_3a1 | f2\_3a2 | f2\_3a3 | f2\_3a4 | f2\_3a5 | cov\_e1a1a | cov\_e1a1b |
| New or improved services | f2\_3b1 | f2\_3b2 | f2\_3b3 | f2\_3b4 | f2\_3b5 | cov\_e1b1a | cov\_e1b1b |
| Methods for producing goods or providing services (including methods for developing goods or services) | f2\_3c1 | f2\_3c2 | f2\_3c3 | f2\_3c4 | f2\_3c5 | cov\_e1c1a | cov\_e1c1b |
| Logistics, delivery or distribution methods | f2\_3d1 | f2\_3d2 | f2\_3d3 | f2\_3d4 | f2\_3d5 | cov\_e1d1a | cov\_e1d1b |
| Methods for information processing and communication | f2\_3e1 | f2\_3e2 | f2\_3e3 | f2\_3e4 | f2\_3e5 | cov\_e1e1a | cov\_e1e1b |
| Methods for accounting and other administrative operations | f2\_3f1 | f2\_3f2 | f2\_3f3 | f2\_3f4 | f2\_3f5 | cov\_e1f1a | cov\_e1f1b |
| Business practices for organizing procedures or external relations | f2\_3g1 | f2\_3g2 | f2\_3g3 | f2\_3g4 | f2\_3g5 | cov\_e1g1a | cov\_e1g1b |
| Methods for organizing work responsibility, decision making and human resource management | f2\_3h1 | f2\_3h2 | f2\_3h3 | f2\_3h4 | f2\_3h5 | cov\_e1h1a | cov\_e1h1b |
| Marketing methods for promotion, packaging, pricing, product | f2\_3i1 | f2\_3i2 | f2\_3i3 | f2\_3i4 | f2\_3i5 | cov\_e1i1a | cov\_e1i1b |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  |  |
|  | **F2. Impact on innovation** | |  |
|  | No impact | 1 |  |
| Moderate impact | 2 |  |
|  | Major impact | 3 |  |
|  | Very severe impact | 4 |  |
|  |  |  |  |

|  |  |
| --- | --- |
| F2A) | |
| **As answered in question F2**, if since the advent of the COVID-19 crisis, your enterprise **has attempted or is developing innovations**, who would you be developing this/these innovation(s) with? | |
| Your enterprise by itself? (Y/N) | cov\_e2a |
| Your enterprise together with other enterprises or organizations? (Y/N) | cov\_e2b |
| Your enterprise by adapting or modifying products originally developed by other enterprises or organizations? (Y/N) | cov\_e2c |
| Other enterprises or organizations? (Y/N) | cov\_e2d |

|  |  |
| --- | --- |
| F3) | |
| **As answered in question F2**, if in the past three years, this establishment developed and/or introduced **improvements in the marketing** of its goods and services, the **production process** or the **organizational method**: | |
| Were these pertaining to the adoption of new methods for product placement in retail stores? (Y/N) | f4b |
| Were these pertaining to sales networks? (Y/N) | f4c |
| Were these pertaining to the development of franchising? (Y/N) | f4d |
| Were these pertaining to the development of online promotion, use of new media and techniques? (Y/N) | f4e |
| Were these pertaining to the development of online sales? (Y/N) | f4f |
| Were these pertaining to the adoption of new methods for pricing goods and services? (Y/N) | f4g |
| Did they concern other marketing improvements? (Y/N) | f4h |
| **If yes,** please specify | f4h1 |

F4)

|  |  |
| --- | --- |
| In the past three years, how **important** were the following potential impacts in the introduction and/or development of this establishment’s innovations (table F6)? | |
| It increased sales | f6b |
| It opened access to new markets | f6d |
| It improved the quality of goods /services | f6e |
| It reduced the average cost per unit of output | f6f |
| It increased capacity for producing goods and services | f6i |
| It improved health and safety and other working conditions | f6j |
| It improved supervision and accountability | f6k |
| Other | f6w |

|  |  |
| --- | --- |
| **F6. Level of importance** | |
| Not important | 1 |
| Slightly important | 2 |
| Important | 3 |
| Very important | 4 |
| Critical | 5 |

F5)

|  |
| --- |
| **Green innovation is an innovation leading to environmental improvements with or without intent** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **In the past three years, did you achieve any of the following environmental improvements?**  **(Y/N)** | **If yes,** | | | **Since the advent of the COVID-19 crisis, has your enterprise attempted to develop or introduce any of the following?**  **(Y/N)** |
| **Was it the result of the adoption of new technologies?** | **If yes,** | **Has this improvement been impacted by the COVID-19 crisis**  **(table F5)?** |
| **Was it intended?** |
| **Y/N** | **Y/N** |
| Reduced material use per unit of output | f6a1a | f6a1b | f6a1c | cov\_e4a1a | cov\_e4a1b |
| Reduced energy use per unit of output | f6a2a | f6a2b | f6a2c | cov\_e4a2a | cov\_e4a2b |
| Reduced CO2 ‘footprint’ (total CO2 production) by your enterprise | f6a3a | f6a3b | f6a3c | cov\_e4a3a | cov\_e4a3b |
| Replaced materials with less polluting or hazardous substitutes | f6a4a | f6a4b | f6a4c | cov\_e4a4a | cov\_e4a4b |
| Reduced soil, water, noise, or air pollution | f6a5a | f6a5b | f6a5c | cov\_e4a5a | cov\_e4a5b |
| Recycled waste, water, or materials | f6a6a | f6a6b | f6a6c | cov\_e4a6a | cov\_e4a6b |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
|  | **F5. Impact on innovation** | | | |
|  | No impact | 1 | Major impact | 3 |
| Moderate impact | 2 | Very severe impact | 4 |

|  |  |
| --- | --- |
| F6) **As answered in question F5**, if in the past three years, this establishment achieved one or more environmental improvements, were these environmental improvements achieved the result of any of the following? | **Y/N** |
| Existing environmental regulations or taxes on pollution | f6b1a |
| Environmental regulations or taxes that you expected to be introduced in the future | f6b2a |
| Availability of government grants, subsidies or other financial incentives for environmental innovation | f6b3a |
| Current or expected market demand from your customers for environmental innovations | f6b4a |
| Voluntary codes or agreements for environmental good practice within your sector | f6b5a |

F7)

|  |  |
| --- | --- |
| **In the past three years**, in order to protect your innovation, did you successfully file or attempted to use any of the following? | **Y/N** |
|
| Patents | f7a1a |
| Trademark | f7a1b |
| Industrial design | f7a1c |
| Copyright registration | f7a1d |
| Denomination of origin | f7a1e |
| Utility model | f7a1f |
| Non-Disclosure Agreement (NDA) with employees | f7a1g |
| Non-Disclosure Agreement (NDA) with clients / suppliers / other outside parties | f7a1h |
| **Once filed** did you obtain or implement successfully, **in your country**? |  |
| Patents | f7a2a |
| Trademark | f7a2b |
| Industrial design | f7a2c |
| Copyright registration | f7a2d |
| Denomination of origin | f7a2e |
| Utility model | f7a2f |
| Non-Disclosure Agreement (NDA) with employees | f7a2g |
| Non-Disclosure Agreement (NDA) with clients / suppliers / other outside parties | f7a2h |
| Identify if any of the following other methods of protecting innovations **have been used** |  |
| Controlling distribution networks | f7a4a |
| Pre-empting the market | f7a4b |
| Rendering the innovation unattractive to small volume competitors | f7a4c |
| Other | f7a4d |
| No need for added IP protection methods | f7a4e |

F8)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **For each of the last 3 fiscal years**, how much did this establishment spend on innovation? | **Product innovation** | | **Process innovation** | |
| **Last fiscal year** | f8a1\_pi | LCU | f8c1\_psi | LCU |
| **One fiscal year ago** | f8a2\_pi | LCU | f8c2\_psi | LCU |
| **Two fiscal years ago** | f8a3\_pi | LCU | f8c3\_psi | LCU |

F9)

|  |  |  |
| --- | --- | --- |
| **In the next two years:** | **Product innovation** | **Process innovation** |
| Do you to plan to pursue innovations in your establishment? (Y/N) | f9a7\_pi | f9b7\_psi |

F10)

|  |  |  |  |
| --- | --- | --- | --- |
| In total **for the last 3 fiscal years,** wasthe development of innovations financed by: | Y/N | If yes, | |
| What percentage of the total cost of innovation did it cover? | |
| The establishment’s own resources (inclusive of loans) | f10a | f10a1 | % |
| of which loans specifically contracted for innovations | f10b | f10b1 | % |
| The resources of the establishment’s private partners | f10c | f10c1 | % |
| An access to public sources | f10d | f10d1 | % |
|  | **TOTAL** | **100%** | |

F11)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Do you think that the following present any obstacle to the innovation activities of your establishment (table F11)? | | | **In the absence of the COVID-19 crisis** | **Since the advent of the COVID-19 crisis** |  |  |  |
| 1 | Current organizational/managerial culture | | f11a1 | cov\_e3a1 |  | F11. Obstacle | |
| 2 | Degree of self-confidence for innovation | | f11a2 | cov\_e3a2 |  | No obstacle | 0 |
| 3 | Level of available financial resources | | f11a3 | cov\_e3a3 |  | Minor obstacle | 1 |
| 4 | Qualification of employees | | f11a4 | cov\_e3a4 |  | Moderate obstacle | 2 |
| 8 | Time to market | | f11a8 | cov\_e3a8 |  | Major obstacle | 3 |
| 14 | Flexibility/openness of other companies of the sector for collaborative approaches | | f11a14 | cov\_e3a14 |  | Very severe obstacle | 4 |
| 15 | Compliance requirements to international standards | | f11a15 | cov\_e3a15 |  |  |  |
| 16 | Level of perceived economic risks and unwillingness of enterprise to take risks | | f11a16 | cov\_e3a16 |  |  |  |
| 17 | Competitors too strong | | f11a17 | cov\_e3a17 |  |  |  |
| 19 | Past failures of innovation | | f11a19 | cov\_e3a19 |  |  |  |
| 20 | Market too small for the cost of innovation | | f11a20 | cov\_e3a20 |  |  |  |
| 21 | Labor force lacks skills required for innovation | | f11a21 | cov\_e3a21 |  |  |  |
| 24 | Intellectual property (IP) protection too complex - technically | | f11a24 | cov\_e3a24 |  |  |  |
| 28 | Financing of innovation is too costly | | f11a28 | cov\_e3a28 |  |  |  |
| 29 | Other, specify | f11a29x | f11a29 | cov\_e3a29 |  |  |  |

|  |  |
| --- | --- |
| FXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table FXa)? | fxa |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| G1) | Y/N | | | | |
| In the last fiscal year, did this establishment spend money for security, for example equipment, insurance, personnel, or professional security services? | g2a | | | | |
| **If** **yes,** what percentage of this establishment’s total annual sales was paid for security, for example equipment, personnel, or professional security services, **or** what was the total annual cost of security? | g2a1 | | % | g2a2 | LCU |
|  | Y/N | | | | |
| In the last fiscal year, did this establishment experience losses as a result oftheft, robbery, vandalism or arson? | g2b | | | | |
| **If yes,** what were the estimated losses as a result oftheft, robbery, vandalism or arson that occurred on this establishment’s premises either as a percentage of total annual sales **or** as total annual losses? | g2b1 | % | | g2b2 | LCU |

|  |  |  |  |
| --- | --- | --- | --- |
| G2) In the last fiscal year, did anyone commit or try to commit the following crimes in the premises of this establishment? | Category of incident  (table G3) | **If yes committed,**  approximate value of loss and damage? | |
| Burglary / Attempted burglary (unlawful entry with intent to commit crime) | g3a | g3a5 | LCU |
| Robbery / Attempted robbery (theft with use of force or fear, and presence of a victim) | g3c | g3c5 | LCU |
| Deliberate damage/ vandalism | g3e | g3e5 | LCU |
| Theft | g3f | g3f5 | LCU |
| Assault and/or threats | g3g | g3g5 | LCU |

|  |  |
| --- | --- |
| **G3. Category of incident** | |
| Yes committed | 1 |
| Yes attempted | 2 |
| No | 3 |

|  |  |
| --- | --- |
| GXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table GXa)? | gxa |

FOR THIS SECTION PLEASE REFER TO THE FOLLOWING DEFINITIONS

|  |  |
| --- | --- |
| **Skilled production workers** | Persons involved directly in the production process or at a supervisor level and **whom management considers to be skilled** |
| **Unskilled production workers** | Persons involved in production processes but whom **management considers to be unskilled** |
| **Non-production workers** | Professional, support, administrative, sale employees and others |
| **Management workers** | Persons involved in the management of employees, and the leadership, strategy, improvement and growth of the enterprise |
| **Temporary/seasonal workforce** | All paid short-term (i.e. **for less than a fiscal year**) employees that work 8 or more hours per day **with no guarantee of renewal of employment contract** |
| **Permanent workforce** | All paid employees that work 8 or more hours per day and that are contracted for a term of one or more fiscal years and/or **have a guaranteed renewal of their employment contract** |
| **Part-time workers** | All paid workers that work less than 8 hours per day |

H1)

|  |  |
| --- | --- |
| How many full-time employees did this establishment employ when it started operations? | h1 |

H2) **FULL-TIME PERMANENT WORKFORCE of your establishment:** last fiscal year and impact of the COVID-19 crisis:

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Please describe the full-time permanent workforce of your establishment | **Total**  **workers** | **Average annual wage** | | Management | Production & non-production workers | |
| Skilled | Unskilled |
| Number/wage of employees at the end of last fiscal year | h2a1a | h2a2b | LCU | h2a3 | h2a4a1 | h2a4b1 |
| * of which females |  | h2b2b | LCU | h2b3 | h2b4a1 | h2b4b1 |
| * of which foreign nationals |  | h2c2b | LCU | h2c3 | h2c4a1 | h2c4b1 |

|  |  |
| --- | --- |
| Do you expect that the COVID-19 crisis will impact the level and composition of the **full-time permanent workforce (or average annual wage)** of your establishment? (Y/N) | cov\_d1 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **If yes,** by what percentage would the COVID-19 crisis impact **the full-time permanent workforce** of your establishment relative to the level at the end of last fiscal year? | | | Impact on the number/wage of employees | | | | of which: | | | | |
| impact on the number/wage of female employees | | | | |
| **Type of impact**  **(table H2)** | Percentage | or | Absolute value | **Type of impact**  **(table H2)** | Percentage | or | Absolute value | |
| Total workers | | | cov\_d1a1a\_x | cov\_d1a1a | % | cov\_d1a1a\_abs |  |  | | |  |
| Average annual wage | | | cov\_d1a2b\_x | cov\_d1a2b | % | cov\_d1a2b\_abs | cov\_d1b2b\_x | cov\_d1b2b | % | cov\_d1b2b\_abs | |
| Management | | | cov\_d1a3\_x | cov\_d1a3 | % | cov\_d1a3\_abs | cov\_d1b3\_x | cov\_d1b3 | % | cov\_d1b3\_abs | |
|  | Production & non-production workers | Skilled | cov\_d1a4a1\_x | cov\_d1a4a1 | % | cov\_d1a4a1\_abs | cov\_d1b4a1\_x | cov\_d1b4a1 | % | cov\_d1b4a1\_abs | |
| Unskilled | cov\_d1a4b1\_x | cov\_d1a4b1 | % | cov\_d1a4b1\_abs | cov\_d1b4b1\_x | cov\_d1b4b1 | % | cov\_d1b4b1\_abs | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **H2. Type of impact** | | | | | |
|  | Increase (+) | 1 | Decrease (-) | 2 | No change | 3 |

H3) **FULL-TIME SEASONAL**/TEMPORARY **WORKFORCE** **of your establishment:** last fiscal year and impact of the COVID-19 crisis:

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Please describe the **full-time seasonal**/temporary workforce of your establishment | **Total**  **workers** | **Average annual wage** | | Management | | Production & non-production workers | | | |
| Skilled | | Unskilled | |
| Number/wage of employees at the end of last fiscal year | h3a1a | h3a2b | LCU | h3a3 | | h3a4a1 | | h3a4b1 | |
| * of which females |  | h3b2b | LCU | h3b3 | | h3b4a1 | | h3b4b1 | |
| * of which foreign nationals |  | h3c2b | LCU | h3c3 | | h3c4a1 | | h3c4b1 | |
| Average length of employment in months |  | h3d1 | month(s) | h3d3 | month(s) | h3d4a1 | month(s) | h3d4b1 | month(s) |

|  |  |
| --- | --- |
| Do you expect that the COVID-19 crisis will impact the level and composition of the **full-time seasonal**/temporary **workforce (or average annual wage)** of your establishment? (Y/N) | cov\_d2 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **If yes,** by what percentage would the COVID-19 crisis impact the **full-time seasonal/temporary workforce** of your establishment relative to the level at the end of last fiscal year? | | | Impact on the number/wage of employees | | | | of which: | | | | |
| impact on the number/wage of female employees | | | | |
| **Type of impact**  **(table H3)** | Percentage | or | Absolute value | **Type of impact**  **(table H3)** | Percentage | or | Absolute value | |
| Total workers | | | cov\_d2a1a\_x | cov\_d2a1a | % | cov\_d2a1a\_abs |  |  | | |  |
| Average annual wage | | | cov\_d2a2b\_x | cov\_d2a2b | % | cov\_d2a2b\_abs | cov\_d2b2b\_x | cov\_d2b2b | % | cov\_d2b2b\_abs | |
| Management | | | cov\_d2a3\_x | cov\_d2a3 | % | cov\_d2a3\_abs | cov\_d2b3\_x | cov\_d2b3 | % | cov\_d2b3\_abs | |
|  | Production & non-production workers | Skilled | cov\_d2a4a1\_x | cov\_d2a4a1 | % | cov\_d2a4a1\_abs | cov\_d2b4a1\_x | cov\_d2b4a1 | % | cov\_d2b4a1\_abs | |
| Unskilled | cov\_d2a4b1\_x | cov\_d2a4b1 | % | cov\_d2a4b1\_abs | cov\_d2b4b1\_x | cov\_d2b4b1 | % | cov\_d2b4b1\_abs | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | **H3. Type of impact** | | | | | |
|  | Increase (+) | 1 | Decrease (-) | 2 | No change | 3 |

H4) PART-TIME WORKERS **of your establishment:** last fiscal year and impact of the COVID-19 crisis:

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| At the end of last fiscal year, how many part-time workers did you employ? | h4 | | | |
| Do you expect that the COVID-19 crisis will impact the level of the **part-time** workforce of your establishment? (Y/N) | cov\_d3 | | | |
| If yes, by what percentage would the COVID-19 crisis impact the part-time workforce of your establishment? | **Increase (+) / Decrease (-)** | **Percentage** | **or** | **Absolute value** |
| cov\_d3a\_x | cov\_d3a | % | cov\_d3a\_abs |

H5)

|  |  |  |
| --- | --- | --- |
| In your opinion, what percentage of total workforce is reported for payroll taxes and labor regulations in typical establishments of your sector? | h6 | % |

|  |  |
| --- | --- |
| H6) | **Y/N** |
| Do you offer your employees health and insurance coverage? | h10a |
| Do you give your employees maternity leave? | h10c |
| Do you give your employees paternity leave? | h10d |

|  |  |
| --- | --- |
| H7) | **Y/N** |
| Do you have a protocol in place to address workplace sexual harassment? | h11c |

H8) Please specify the importance of the following factors in causing skills shortages for your establishment (table H19):

|  |  |
| --- | --- |
| **Potential cause of skills shortages** | **Importance** |
| Shortage in number of local professionals trained by local institutions | h19a |
| Quality of the education and training offered by local educational institutions | h19b |
| Worker emigration | h19c |
| Professionals moving to other sectors of the economy or other enterprises | h19d |
| Lack of necessary personal, soft skills offered by local institutions | h19e |
| High expectations from new hires | h19f |
| Labour protection laws and regulations | h19g |
| Other | h19h |

|  |  |
| --- | --- |
| H19. Importance | |
| Not important | 1 |
| Slightly important | 2 |
| Important | 3 |
| Very important | 4 |
| Critical | 5 |
|  |  |

|  |  |
| --- | --- |
| H9) | **Y/N** |
| Does your establishment actively seek to employ, retain, develop and promote women? | h22a |
| **If yes,** does your establishment have any of the following measures in place to do so? | **Y/N** |
| Programs to help women balance work and family life | h22a1 |
| Organizing opportunities for women to network amongst each other and share experiences | h22a2 |
| Flexible working conditions, schedules and offering the possibility to work remotely | h22a3 |
| Offering on-site childcare and related services | h22a4 |
| Programs to ensure equal pay and benefits between men and women | h22a5 |
| Establishing policies and quotas for hiring, promoting, training and developing women employees | h22a6 |

|  |  |
| --- | --- |
| H10) | Y/N |
| Over the last three years, did this establishment receive any public support (financial or other types of assistance) for training-related activities? (Y/N) | h23c |

H11)

|  |  |
| --- | --- |
| To what extent do you **agree or disagree** with the following statements describing your establishment (table H27)? | |
| Environmental dimensions are included in job descriptions | h27a |
| Employer concerns about greening are communicated during recruitment | h27b |
| Selected applicants are sufficiently aware of greening | h27c |
| New employees are familiarized with the greening efforts of the establishment | h27d |
| Right knowledge and skills about greening is imparted to each employee | h27e |
| Training needs analyses are executed to identify the green training needs of employees | h27f |
| Employee job performance is evaluated according to green-related criteria | h27g |
| A separate component for progress on greening is included in the performance feedback interview | h27h |
| Financial incentives are given to employees for good green job performance | h27i |
| Non-financial rewards such as praises and recognitions are given to employees for their greening | h27j |
| Greening related rules of conduct are formulated and published | h27k |
| A progressive disciplinary system is developed to punish employees who violate the rules of green conduct | h27l |

|  |  |
| --- | --- |
| H27. Extent of agreement | |
| Strongly agree | 1 |
| Tend to agree | 2 |
| Tend to disagree | 3 |
| Strongly disagree | 4 |

|  |  |
| --- | --- |
| HXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table HXa)? | hxa |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| I1) | | | Y/N | |  | |
| Did this establishment have its annual financial statements checked and certified by an external auditor? | | | i4a | |  | |
| Of the land or building occupied by this establishment, what percentage does it: | | | **Land** | | **Building** | |
| Own | | | i4b1 | % | i4b2 | % |
| Lease | | | i4c1 | % | i4c2 | % |
| Other, specify | i4d1x | i4d2x | i4d1 | % | i4d2 | % |

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| I2) | | | | | | **Short-term loans** | | | | | | | | | | | **Medium / long-term loans** | | | | **Equity financing** | | | |
| **Line of credit** | | | | | **Overdraft facility** | | | **Credit card** | | |
| Does your establishment currently have this product? | | | | | | i6a | | | | | i6b | | | i6c | | | i6d | | | | i6e | | | |
| **If yes,** what was the total outstanding value at the end of last fiscal year? | | | | | | i6a1 | LCU | | | | i6b1 | LCU | | i6c1 | | LCU | | i6d1 | | LCU | i6e1 | LCU | | |
| **For the most recent one:** | | | | | |  | | | | |  | | |  | | |  | | | |  | | | |
| What year was it approved? | | | | | | i6a1a | | | | | i6b1a | | | i6c1a | | | i6d1a | | | | i6e1a | | | |
| What was the amount at the time of approval? | | | | | | i6a1b | | LCU | | | i6b1b | LCU | | i6c1b | LCU | | i6d1b | | LCU | | i6e1b | | LCU | |
| What is the average annual interest rate (or cost of capital)? | | | | | | i6a1c | | % | | | i6b1c | | % | i6c1c | % | | i6d1c | | % | | i6e1c | | % | |
| What is the total duration (term) in months? | | | | | | i6a1d | | | | | i6b1d | | | i6c1d | | | i6d1d | | | | i6e1d | | | |
| What type of financial institution granted the financing (table I6)? | | | | | | i6a1e | | | | | i6b1e | | | i6c1e | | | i6d1e | | | | i6e1e | | | |
|  | | | | | | **Y/N** | | | | | **Y/N** | | | **Y/N** | | | **Y/N** | | | | **Y/N** | | | |
| Did your financial institution require collateral? | | | | | | i6a1f | | | | | i6b1f | | | i6c1f | | | i6d1f | | | | i6e1f | | | |
| **If** yes**,** which of the following assets were required as collateral: | | | | | |  | | | | |  | | |  | | |  | | | |  | | | |
| Land, buildings | | | | | | i6a1f1 | | | | | i6b1f1 | | | i6c1f1 | | | i6d1f1 | | | | i6e1f1 | | | |
| Machinery and equipment including movables | | | | | | i6a1f2 | | | | | i6b1f2 | | | i6c1f2 | | | i6d1f2 | | | | i6e1f2 | | | |
| Accounts receivable and inventories | | | | | | i6a1f3 | | | | | i6b1f3 | | | i6c1f3 | | | i6d1f3 | | | | i6e1f3 | | | |
| Personal assets of owner (house, etc.) | | | | | | i6a1f4 | | | | | i6b1f4 | | | i6c1f4 | | | i6d1f4 | | | | i6e1f4 | | | |
| Other, specify | i6a1f5x | i6b1f5x | i6c1f5x | i6d1f5x | i6e1f5x | i6a1f5 | | | | | i6b1f5 | | | i6c1f5 | | | i6d1f5 | | | | i6e1f5 | | | |
| **If** yes**,** what was the approximate value of the collateral required as a percentage of the amount of the loan or line of credit? | | | | | | i6a1g | | | | % | i6b1g | | % | i6c1g | % | | i6d1g | | % | | i6e1g | | % | |
| Will you increase the utilization of this financial product because of the COVID-19 crisis? (Y/N) | | | | | | cov\_c1a | | | | | cov\_c1b | | | cov\_c1c | | | | cov\_c1d | | | cov\_c1e | | | |
| **If yes,** by what percentage would you increase the utilization of this financial product relative to the outstanding value at the end of the last fiscal year? | | | | | | cov\_c1a1 | | | % | | cov\_c1b1 | | % | cov\_c1c1 | | % | | cov\_c1d1 | | % | cov\_c1e1 | | | % |

|  |  |  |  |
| --- | --- | --- | --- |
| **I6. Type of financial institution** | | | |
| Private commercial bank | 1 | Non-bank financial institutions (microfinance institution, credit cooperative, credit union, finance company) | 3 |
| State-owned bank and/or government agency | 2 | Other | 4 |

I3)

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| For your last fiscal year**,** have you applied for or requested any of the following? | | | | | Y/N | If no, why not (table I7a)? | If yes, | | | Estimate proportions of financing sources for: | |
| State the % of your request that was granted | | If less than 100%, what reason was given (table I7b)? | Working capital  (current assets)  e.g. inventory, cash accounts and accounts receivable | |
| Internal funds/Retained earnings | | | | |  |  |  |  |  | i7f1 | % |
| Borrowed (loan or line of credit) from private commercial banks | | | | | i7a2 | i7b2 | i7d2 | % | i7e2 | i7f2 | % |
| Borrowed (loan or line of credit) from state-owned banks and/or government agency | | | | | i7a3 | i7b3 | i7d3 | % | i7e3 | i7f3 | % |
| Borrowed (loan or line of credit) from non-bank financial institutions | | | | | i7a4 | i7b4 | i7d4 | % | i7e4 | i7f4 | % |
| Purchases on credit from suppliers and advances from customers | | | | | i7a5 |  | i7d5 | % |  | i7f5 | % |
| Borrowed (loan) from family/friends | | | | | i7a6 |  | i7d6 | % |  | i7f6 | % |
| Borrowed (loan) from informal sources (e.g. moneylenders) | | | | | i7a7 |  | i7d7 | % |  | i7f7 | % |
| Angel Investors | | | | | i7a8 |  | i7d8 | % |  | i7f8 | % |
| Venture Capitalists | | | | | i7a9 |  | i7d9 | % |  | i7f9 | % |
| Private Equity | | | | | i7a10 |  | i7d10 | % |  | i7f10 | % |
| Credit Cards | | | | | i7a11 |  | i7d11 | % |  | i7f11 | % |
| Government provided or subsidized entity or program | | | | | i7a12 |  | i7d12 | % |  | i7f12 | % |
| Issued new equity (shares) | | | | | i7a13 |  | i7d13 | % |  |  | |
| Issued new debt (including commercial paper and debentures) | | | | | i7a14 |  | i7d14 | % |  |  | |
| Funding from shareholder(s) liquid assets | | | | | i7a15 |  | i7d15 | % |  | i7f15 | % |
| Funds borrowed by shareholder(s) and invested in firm | | | | | i7a16 |  | i7d16 | % |  | i7f16 | % |
| Donations crowdfunding | | | | | i7a17 |  | i7d17 | % |  | i7f17 | % |
| Rewards crowdfunding | | | | | i7a18 |  | i7d18 | % |  | i7f18 | % |
| Equity crowdfunding | | | | | i7a19 |  | i7d19 | % |  | i7f19 | % |
| Crowdlending | | | | | i7a20 |  | i7d20 | % |  | i7f20 | % |
| Other, specify | i7a21x | |  |  | i7a21 |  | i7d21 | % |  | i7f21 | % |
|  | |  | | |  |  | |  | **Total** | **100%** | |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **I7a. Reason for not applying** | |  | **I7b. Reason cited by lender** | |
| No need for a loan – establishment has sufficient capital | 1 |  | Collateral or co-signers unacceptable | 1 |
| Application procedures for loans or line of credit are complex | 2 |  | Insufficient profitability | 2 |
| Interest rates are not favourable | 3 |  | Problems with credit history/report | 3 |
| Collateral requirements for loans or line of credit are unattainable | 4 |  | Incompleteness of loan application | 4 |
| Size of loan and maturity are insufficient | 5 |  | Concerns about level of debt already incurred | 5 |
| Did not think it would be approved | 6 |  | Other objections | 6 |
| Other | 7 |  |  |  |

|  |  |  |  |
| --- | --- | --- | --- |
| I4) | Y/N |  | |
| In the last fiscal year, did you purchase fixed assets (e.g. machinery, vehicles, equipment, land, or buildings)? | i7b | If **“no”**, skip to **I5** |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| For your last fiscal year**,** please estimate the proportion of fixed asset financing from the sources below: | | | Financing of fixed assets | |
| Internal funds/Retained earnings | | | i7g1 | % |
| Borrowed (loan or line of credit) from private commercial banks | | | i7g2 | % |
| Borrowed (loan or line of credit) from state-owned banks and/or government agency | | | i7g3 | % |
| Borrowed (loan or line of credit) from non-bank financial institutions | | | i7g4 | % |
| Purchases on credit from suppliers and advances from customers | | | i7g5 | % |
| Borrowed (loan) from family/friends | | | i7g6 | % |
| Borrowed (loan) from informal sources (e.g. moneylenders) | | | i7g7 | % |
| Angel Investors | | | i7g8 | % |
| Venture Capitalists | | | i7g9 | % |
| Private Equity | | | i7g10 | % |
| Credit Cards | | | i7g11 | % |
| Government provided or subsidized entity or program | | | i7g12 | % |
| Issued new equity (shares) | | |  | |
| Issued new debt (including commercial paper and debentures) | | |  | |
| Funding from shareholder(s) liquid assets | | | i7g15 | % |
| Funds borrowed by shareholder(s) and invested in firm | | | i7g16 | % |
| Donations crowdfunding | | | i7g17 | % |
| Rewards crowdfunding | | | i7g18 | % |
| Equity crowdfunding | | | i7g19 | % |
| Crowdlending | | | i7g20 | % |
| Other, specify | i7g21x | | i7g21 | % |
|  | |  | **100%** | |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| I5) |  | |  | |  |  |  |  |
| Do you expect that the COVID-19 crisis will impact the total sales of your establishment? (Y/N) | cov\_b2 | | | | |  |  |  |
| **B2. Risk assessment** | |
| **If yes,** please estimate this impact in percentage terms relative to the total sales in the last fiscal year? | **Increase (+) / Decrease (-)** | | **Percentage** | | |  | No risk | 1 |
| cov\_b2a\_x | | cov\_b2a | | % |  | Minor risk | 2 |
| **If decrease,** how do you evaluate the risk level of bankruptcy/insolvency of your establishment due to the present crisis (table B2)? | cov\_b2a1 | | | | |  | Moderate risk | 3 |
| Major risk | 4 |
| Very severe risk | 5 |
| Please indicate the total sales of your establishment: | **Two fiscal years ago** (LCU) | **One fiscal year ago** (LCU) | | **Last fiscal year** (LCU) | |  |  |  |
| i8a1 | i8a2 | | i8a3 | |  |  |  |

I6)

|  |  |
| --- | --- |
| Please provide the following information on your establishment’s costs: | Last fiscal year (LCU) |
| **IF** **MANUFATURING:** Total cost of raw materials and intermediate goods used in production  **IF RETAIL:** Total annual cost of finished goods and materials purchased to sell | i9a2 |
| Total cost of labor, including wages, social payments, salaries and bonuses | i9b2 |
| Total annual depreciation | i9c2 |
| Total cost of rental of land/buildings, equipment, furniture | i9d2 |

I7)

|  |  |  |  |
| --- | --- | --- | --- |
| Please provide the following information on your establishment’s costs: | | Last fiscal year (LCU) | |
| Electricity | | i10a2 | |
| Fuel | | i10b2 | |
| Water | | i10c2 | |
| Transportation for goods (not including fuel) | | i10d2 | |
| Communications services | | i10e2 | |
| Do you expect that the COVID-19 crisis will impact the intermediary consumption level of your establishment (*cost of raw materials and intermediate goods, electricity, water, fuel, transportation and communication services*)? (Y/N) | cov\_b5b | | |
| **If yes,** please estimate this impact in percentage terms relative to the intermediary consumption in the last fiscal year? | Increase (+) / Decrease (-) | **Percentage** | |
| cov\_b5b1\_x | cov\_b5b1 | % |

I8)

|  |  |
| --- | --- |
| How much did your establishment spend on purchases of: | Last fiscal year (LCU) |
| Machinery, vehicles and equipment (new and/or used) | i11a2 |
| Land and buildings | i11b2 |

I9)

|  |  |
| --- | --- |
| What was the net book value of the following assets at the end of last fiscal year? | Last fiscal year (LCU) |
| Machinery, vehicles and equipment | i12a2 |
| Land and buildings | i12b2 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| I10) | **Working capital** | | | **Fixed assets** | | |
| **Y/N** | | | **Y/N** | | |
| In the absence of the COVID-19 crisis, would your firm have applied for additional working capital or fixed assets financing? | i14a | | | i14b | | |
| **If** **yes**: |  | | |  | | |
| What amount would you have needed? (approximately) | i14a1 | | LCU | i14b1 | LCU | |
| What **term** would you have most likely requested (table I14)? | i14a2 | | | i14b2 | | |
| What is the annual interest rate (or financial cost) you expected to pay? | i14a3 | | % | i14b3 | % | |
| What is the maximum monthly payment you could have afforded to pay for the loan? | i14a4 | | LCU | i14b4 | LCU | |
|  | **Working capital** | | | **Fixed assets** | | | |
| Since the advent of the COVID-19 crisis, will your firm apply for working capital or fixed assets financing? (Y/N) | cov\_c2a | | | cov\_c2b | | | |
| **If** **yes**: |  | | |  | | | |
| What amount will you need? (approximately) | cov\_c2a1 | LCU | | cov\_c2b1 | | LCU | |
| What **term** will you most likely request (table I14)? | cov\_c2a2 | | | cov\_c2b2 | | | |
| What is the annual interest rate (or financial cost) you expect to pay? | cov\_c2a3 | % | | cov\_c2b3 | | % | |
| What is the maximum monthly payment you could afford to pay for the loan? | cov\_c2a4 | LCU | | cov\_c2b4 | | LCU | |

|  |  |
| --- | --- |
| **I14. Term** | |
| Up to 3 months | 1 |
| 3 to 6 months | 2 |
| 6 months to 1 year | 3 |
| More than 1 year | 4 |

I11)

|  |  |
| --- | --- |
| Which of the following statements best describes the meaning of the term ‘assets’ for a company (table I17a)? | i17a |
| Which of the following statements best describes the meaning of the term ‘liabilities’ for a company (table I17b)? | i17b |
| Which of the following statements best describes the meaning of the term ‘profits’ for a company (table I17c)? | i17c |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **I17a. Meaning of assets** | |  | **I17b. Meaning of liabilities** | |  | **I17c. Meaning of profits** | |
| Investments, machinery and inventory owned by a company | 1 |  | Money owed to employees and others | 1 |  | Difference between all revenue and all expenses / costs | 1 |
| All that is owned by a company | 2 |  | Bank debt of the company | 2 |  | Money for the next cycle of acquisitions | 2 |
| Money and cash of the company | 3 |  | Sources of external funds of the company | 3 |  | Surplus of cash in the bank from operations | 3 |

**THE NEXT QUESTION IS LIKE A QUIZ. IT IS NOT DESIGNED TO TRICK YOU SO IF YOU THINK YOU HAVE THE RIGHT ANSWER, YOU PROBABLY DO. IF YOU DON’T KNOW THE ANSWER, JUST SAY SO.**

I12)

|  |  |
| --- | --- |
| Suppose you obtained a 1,000 LCU loan. You make a fixed payment of 10 LCU each month. At a nominal annual interest rate of 12% (or 1% per month), how many years would it take to repay the amount you owe (table I20)? | i20 |

|  |  |
| --- | --- |
| **I20. Investment options** | |
| Less than 5 years | 1 |
| Between 5 and 10 years | 2 |
| Between 10 and 15 years | 3 |
| Never, you will continue to be in debt forever | 4 |

|  |  |
| --- | --- |
| IXa. Respondent | |
| Main decision maker | 1 |
| Marketing and sales | 2 |
| Production and operations management | 3 |
| Finance and accounting | 4 |
| Human resource | 5 |
|  |  |

**FOR THIS SECTION:**

|  |  |
| --- | --- |
| Which decision maker was the respondent (table IXa)? | ixa |

J1)

|  |  |  |
| --- | --- | --- |
| Please answer the following questions: | Do the following define the **success** of your establishment? | **If yes,** |
| Is this a short term or medium / long-term priority (table J1b)? |
| Y/N |
| Attaining a pre-established level of profit | j1a1 | j1a4 |
| Gain market share | j1b1 | j1b4 |
| Grow / expand operations | j1c1 | j1c4 |
| Enter new market | j1d1 | j1d4 |
| Expand customer base | j1e1 | j1e4 |
| Expand range of services/products provided | j1f1 | j1f4 |
| Still being in business in 10 years | j1g1 | j1g4 |
| Providing employment for family | j1h1 | j1h4 |
| Providing employment for others outside the family | j1i1 | j1i4 |

|  |  |
| --- | --- |
| **J1b. Term** | |
| Short-term | 1 |
| Medium / long-term | 2 |

J2)

|  |  |
| --- | --- |
| When profits occur, do you systematically reinvest more than 50% in your establishment? | j2a |
| **If yes,** where do you mostly **reinvest** (table J2)? | j2a1 |

|  |  |
| --- | --- |
| **J2. Reinvest** | |
| In physical assets | 1 |
| In human capital | 2 |
| In market or product development | 3 |
| In working capital | 4 |

J3)

|  |  |
| --- | --- |
| Do you think that the following would bring **competitive advantages** to your establishment (table J6)? | |
| Positive discrimination to promote gender equality in the workplace | j6e |
| Introducing in the workplace policies and programs to facilitate an equilibrium between family responsibilities and work requirements | j6f |

|  |  |
| --- | --- |
| **J6. Competitive advantages** | |
| No competitive advantage | 0 |
| Minor competitive advantage | 1 |
| Moderate competitive advantage | 2 |
| Major competitive advantage | 3 |
| Very strong competitive advantage | 4 |

**Interviewer: Now I am going to ask you a few questions on the strategies that your establishment has adopted to deal with the advent of the COVID-19 crisis**

|  |  |  |
| --- | --- | --- |
| J4) To deal with the COVID-19 crisis, has your establishment put in place any of the following strategies with regards to the workforce: | | **Y/N** |
| **1** | **Protection of employees** |  |
|  | Design and implement a strategy for protecting the safety and the health of all its employees? | cov\_f1 |
| **If yes,** |  |
| Is this strategy consistent with official public guidelines? | cov\_f1a |
| Is this strategy benchmarked against those adopted by other similar establishments? | cov\_f1b |
| Is this strategy revised / updated to account for changes in the COVID – 19 crisis? | cov\_f1c |
| Is this strategy monitored / controlled to ensure employees’ adherence to policies and guidelines? | cov\_f1d |
| Do you intend to maintain this strategy after the COVID – 19 crisis? | cov\_f1e |
| Did this strategy require: |  |
| Working remotely from home as much as possible? | cov\_f1f |
| **If yes,** did you have the network capacity to implement this work approach? | cov\_f1f1 |
| Did you acquire equipment to allow your employees to adopt this work approach? | cov\_f1f2 |
| Did you have the data security to allow this work approach? | cov\_f1f3 |
| Did you have the control processes to allow this work approach? | cov\_f1f4 |
| Did you provide any special support for the employees working remotely? | cov\_f1f5 |
| Did you establish new communication processes with employees? | cov\_f1f6 |
| Did you retain outside services to implement this strategy? | cov\_f1f7 |
| Working on site with new safety measures on distancing and preventive health? | cov\_f1g |
| **If yes,** did you introduce additional shifts to decrease the density of workers by shift? | cov\_f1g1 |
| Did you buy new equipment to implement this strategy? | cov\_f1g2 |
| Did you have to modify the job descriptions? | cov\_f1g3 |
| Did you have to train employees? | cov\_f1g4 |
| Did you buy protection gear and material in sufficient quantity? | cov\_f1g5 |

|  |  |  |
| --- | --- | --- |
| J5) To deal with the COVID-19 crisis, has your establishment put in place any of the following strategies with regards to sales, financing and supply chain: | | **Y/N** |
| **2** | **Sales** |  |
|  | Set and put in action measures to continue having sales? | cov\_f2a |
| **If yes,** do such measures relate to: |  |
| Securing the establishment’s current clients? | cov\_f2a1 |
| Developing new market segments? | cov\_f2a2 |
| Finding new clients? | cov\_f2a3 |
| Developing new products with the current infrastructure and technology of the establishment? | cov\_f2a4 |
| Adapting the establishment’s distribution network? | cov\_f2a5 |
| Online sales? | cov\_f2a6 |
| Receiving payments from clients online? | cov\_f2a7 |
| Do you intend to maintain any of these measures after the COVID-19 crisis? | cov\_f2a8 |
| **3** | **Financing** |  |
|  | Implement measures to secure the establishment’s financing sources for its operations? | cov\_f2b |
| **If yes,** these measures required: |  |
| Using internal funds or retained earnings? | cov\_f2b1 |
| Borrowing from commercial banks, government agencies or non-bank financial institutions? | cov\_f2b2 |
| Receiving advances from clients (pre-financing)? | cov\_f2b3 |
| Purchasing on credit from suppliers? | cov\_f2b4 |
| Partnering with other businesses? | cov\_f2b5 |
| Selling some of the establishment’s assets? | cov\_f2b6 |
| **4** | **Supply chain** |  |
|  | Implement measures to avoid disruptions on the supply chain? | cov\_f2c |
| **If yes,** these measures required: |  |
| Securing the supply of raw materials? | cov\_f2c1 |
| Using the establishment’s inventory? | cov\_f2c2 |
| Looking and obtaining substitutes for supplies or materials? | cov\_f2c3 |
| Establishing prices reduction agreements? | cov\_f2c4 |
| Buying or paying supplies online? | cov\_f2c5 |
| Do you intend to maintain any of these measures after the COVID-19 crisis? | cov\_f2c6 |

**Interviewer: Now I am going to ask you a few questions on your awareness about the availability of support programs on your country and your future needs for this kind of programs to ramp up your activities after the COVID-19 crisis.**

J6)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Are you aware the following programs available in your country? | Y/N | If yes, | | |
| did your establishment apply for any of these programs? | If yes, | |
| did your establishment obtain the support? | If no, |
| why not? (table J8) |
| Programs to improve quality and obtain certification | j8a1 | j8b1 | j8c1 | j8d1 |
| Training programs for employees | j8a2 | j8b2 | j8c2 | j8d2 |
| Programs for cluster development | j8a3 | j8b3 | j8c3 | j8d3 |
| Tax credit programs for innovation | j8a4 | j8b4 | j8c4 | j8d4 |
| Subsidy programs for innovation | j8a5 | j8b5 | j8c5 | j8d5 |
| Technical assistance programs for technology adoption and management improvements | j8a6 | j8b6 | j8c6 | j8d6 |
| Entrepreneurial support programs | j8a7 | j8b7 | j8c7 | j8d7 |
| Export promotion programs | j8a8 | j8b8 | j8c8 | j8d8 |
| Gender equality support programs | j8a9 | j8b9 | j8c9 | j8d9 |

|  |  |
| --- | --- |
| **J8. Reason for not obtaining support** | |
| Project rejected | 1 |
| Financial conditions not attractive | 2 |
| Too much bureaucracy to access the program | 3 |
| Request documents too complex to fill | 4 |
| Disclosure requirements too transparent to third parties | 5 |
| Other | 6 |

J7)

|  |  |
| --- | --- |
| Will you require **financial support** to ramp up your operations at the end of the COVID-19 crisis? (Y/N) | cov\_g1 |

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **If yes,** what kind of financial support will you need? (Y/N) | **Medium / long-term loans** | | **Line of credit** | | **Equity financing** | | **Government provided program** | |
|
| cov\_g1a | | cov\_g1b | | cov\_g1c | | cov\_g1d | |
| **If yes,** what amount will you need? | cov\_g1a1 | LCU | cov\_g1b1 | LCU | cov\_g1c1 | LCU | cov\_g1d1 | LCU |

J8)

|  |  |
| --- | --- |
| Will you require **technical support** to ramp up your operations at the end of the COVID-19 crisis? (Y/N) | cov\_g2 |

|  |  |  |
| --- | --- | --- |
| **If yes,** what kind of technical support will you need? | **Y/N** | |
| Technological and Innovation support programs | cov\_g2a | |
| Diversification of marketing and operations support programs | cov\_g2b | |
| Networking programs to: |  | |
| support market development | cov\_g2c | |
| develop new foreign markets or new clients | cov\_g2d | |
| maintain good supply relationships | cov\_g2e | |
| maintain access to financing | cov\_g2f | |
| maintain access to human resources | cov\_g2g | |
| Cluster development programs | cov\_g2h | |
| Training programs for employees oriented towards digitalization and online production and operation | cov\_g2i | |
| Human resource support oriented towards organizational changes | cov\_g2j | |
| Entrepreneurial support programs | cov\_g2k | |
| Export promotion programs | cov\_g2l | |
| Business development and strategies support programs | cov\_g2m | |
| Financial management and administration programs | cov\_g2n | |
| What amount will you need for the technical support? (approximately) |  | |
| cov\_g2o | LCU |

|  |  |
| --- | --- |
| J9) | **Y/N** |
| Are you concerned that your normal business operations might be interrupted by a natural or human caused disaster? | g1a |
| Do you have a post disaster recovery plan in place to be able to resume operations? | g1a1a |
| **If yes,** does your plan cover the following: | **Y/N** |
| Employee safety until help arrives | g1a1a1 |
| Communication with employees during disaster | g1a1a2 |
| List of important phone numbers and addresses | g1a1a3 |
| Assigned and clear responsibilities to employees | g1a1a4 |
| Communication strategy to prevent loss of clients | g1a1a5 |
| Rebuilding client lists | g1a1a6 |
| Rebuilding supplier lists | g1a1a7 |
| Retrieving access codes and credentials | g1a1a8 |
| Retrieving contracts and critical documents | g1a1a9 |
| Arrangements to move damaged production facilities elsewhere | g1a1a10 |
| Do you protect the following critical company data on a remote server outside natural disaster areas? | **Y/N** |
| Accounting | g1a1b1 |
| Client and supplier lists | g1a1b2 |
| Contracts and purchase orders | g1a1b3 |
| Sensitive client information e.g. credit card data etc. | g1a1b4 |
| Other company data | g1a1b5 |
| Have you ever conducted drills to test your recovery plan? | g1a1b |
| Do you have financial resources set aside specifically for the purpose of disaster recovery? | g1a1c |
| During previous disasters has your plan been put into use? | g1a1d |
| **If yes,** was this done successfully? | g1a1d1 |
| **If no,** did you then modify? | g1a1d1a |
| Do you know which parts of your business need to be operational as quickly as possible following a disaster? | g1a1 |
| Is your building able to withstand natural disasters, including damage protection for its contents and inventory? | g1a2 |
| Would you be able to stay open for business in the case of natural disasters if you would not be able to access your markets, your primary place of business or basic utilities? | g1a3 |
| Do you ensure your suppliers have post disaster recovery plans? | g1a4 |
| Are you aware of an existing public disaster preparedness program? | g1b |
| **If yes,** have you had to use it in the past? | g1b1 |
| **If yes,** how would you rate its efficacy (table G1)? | g1b1a |
| Are you aware of an existing public post-disaster recovery program? | g1c |
| **If yes,** have you had to use it in the past? | g1c1 |
| **If yes,** how would you rate its efficacy (table G1)? | g1c1a |

|  |  |
| --- | --- |
| **G1. Efficacy** | |
| Very effective | 1 |
| Effective | 2 |
| Ineffective | 3 |
| Very ineffective | 4 |

J10)

|  |  |
| --- | --- |
| To what extent do you **agree or disagree** with the following statements describing your establishment (table J10)? | |
| Your establishment assesses information needs and in particular it critically evaluates the credibility and reliability of sources of data, information and digital content | cov\_g4a |
| Your establishment adapts its searching strategy to find the most appropriate data, information and content in digital environments | cov\_g4b |
| Your establishment has in place a system that explains to its employees how to access and navigate within data and content | cov\_g4c |
| Your establishment maintains a variety of search strategies | cov\_g4d |
| Your establishment adapts the management of information, data and content for appropriate retrieval and storage | cov\_g4e |
| Your establishment assesses the most appropriate digital technologies to share information and content | cov\_g4f |
| Your establishment maintains a variety of digital services in order to participate in the connected business world | cov\_g4g |
| Your establishment utilizes a variety of digital tools and technologies for collaborative processes | cov\_g4h |
| Your establishment evaluates the most appropriate ways of using and sharing personally identifiable information protecting its privacy that of its employees and of others | cov\_g4i |
| Your establishment evaluates the appropriateness of privacy policy statements on how data are used. | cov\_g4j |
| Your establishment chooses the most appropriate solutions to protect the environment from the impact of digital technologies and their use | cov\_g4k |
| Your establishment assesses technical problems when using digital environments and operating digital devices | cov\_g4l |
| Your establishment chooses the most appropriate digital tools and possible technological responses to solve its technological needs | cov\_g4m |
| Your establishment provides training on digital competency to its employees | cov\_g4n |
| Your establishment provides equipment and devices to fully deploy digital competency | cov\_g4o |

|  |  |
| --- | --- |
| J10. Extent of agreement | |
| Strongly agree | 1 |
| Tend to agree | 2 |
| Tend to disagree | 3 |
| Strongly disagree | 4 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **FOR THIS SECTION:** |  |  | **JXa. Respondent** | |
| Main decision maker | 1 |
| Which decision maker was the respondent (table JXa)? | jxa |  | Marketing and sales | 2 |
| Production and operations management | 3 |
|  |  |  | Finance and accounting | 4 |
| Human resource | 5 |

**PLEASE FILL THE FOLLOWING QUESTIONS ONCE THE INTERVIEW IS COMPLETE**

|  |  |  |
| --- | --- | --- |
| **FOR MAIN INTERVIEW ONLY** | | |
| Day (DD) | Month (MM) | Year (YYYY) |
| dd\_end | mm\_end | yy\_end |

K1)

|  |  |
| --- | --- |
| I perceive the answers to questions regarding **opinions and perceptions** to be (table K1a) | k1a |
| The answers to questions regarding figures (table K1b) | k1b |
| This questionnaire was completed in (table K1c) | k1c |
| The interview was done through which **mode** (table K1d)? | k1d |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| K1a. Opinions and perceptions | |  | K1b. Figures | | | |  | K1c. Questionnaire | |  | K1d. Interview mode | |
| Truthful (reflect real opinions) | 1 |  | Are taken directly from establishments’ records | | | 1 |  | One visit in face-to-face interview with one person | 1 |  | Face-to-face visit | 1 |
| Somewhat truthful | 2 |  | Are estimates computed with some precision | | | 2 |  | One visit in face-to-face interview with different managers/staff | 2 |  | Web-enabled | 2 |
| Not truthful | 3 |  | Are arbitrary and unreliable numbers | | | 3 |  | Several interviews | 3 |  | Telephone | 3 |
|  |  |  |  | | |  |  |  |  |  | Email | 4 |
|  | | | | |  | | |  |  |  | Videoconference | 5 |
|  | | | |  |  | | |  |  |  | Combination | 6 |

**Interviewer comments**

|  |
| --- |
| comments |
|  |
|  |
|  |
|  |
|  |