

## MAIN QUESTIONNAIRE



INNOVATION - FIRM PERFORMANCE - GENDER

### Issues in Enterprises in the Caribbean

Questionnaire ID							
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### *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:**

- a) 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
- b) 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
- c) 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
- d) 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			
Yes	1	Not applicable	-77
No	2	No answer	-88
Don't know	-66	Refuse to answer	-99

Increase (+) / Decrease (-)	
Increase (+)	1
Decrease (-)	2

A1a. Sampling stratification options				
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	
1.Manufacturing, 2.Retail and 3.Other services	2			
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			
		Other, specify	samp_strat_option_x	7

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
Plastics & rubber and other non-metallic mineral products (22-23)	1700	Financial and insurance activities (64-66)	3600
Basic metals - fabricated metal products (except machinery) (24-25)	1800	Real estate (68)	3700
Computer and electronics (26)	1900	Other services (excluding tour operations, travel agencies, recreational activity providers, cultural activity providers, attraction sites) (69-82)	3800
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)

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

A2a. Gender	
Male	1
Female	2

A4. Impact	
Positive	1
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
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B1)

What is the current legal status of this firm (table B1)?	<b>b1</b>	If “ <b>sole proprietorship</b> ” (3), skip to <b>B3</b>
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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	<b>b1x</b> 6

B2)

What percentage of this firm does the largest owner or owners own?	<b>b2</b> %
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B3) What percentage of this firm is owned by each of the following:

• Private domestic individuals, companies or organizations	<b>b3a</b> %
• Private foreign individuals, companies or organizations	<b>b3b</b> %
• Government/State	<b>b3c</b> %
• Other	<b>b3d</b> %
<b>TOTAL</b>	<b>100%</b>

B4)

In what year did this establishment begin operations?	<b>b4a</b>
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B5)

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

B5a. Gender composition	
All men	1
Predominantly men	2
Equally men and women	3
Predominantly women	4
All women	5

B5b. Reason to invest in this business	
Husband wanted her to invest in this this business	1
A male friend or relative wanted her to invest in this this business	2
A female friend or relative wanted her to invest in this this business	3
Her previous business failed	4
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. Gender	
Male	1
Female	2

B6)

How would you characterize the <b>gender composition of the management group</b> of this firm (table B5a)?	<b>b6a</b>
What is the gender of the top manager (table B6)?	<b>b6b</b>
What is the gender of the person responsible for dealing with tax inspectors / authorities (table B6)?	<b>b6c</b>
What is the gender of the person responsible for dealing with banks / financial institutions (table B6)?	<b>b6d</b>
How many years of experience working in this sector does the top manager have?	<b>b6e</b> 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 it from 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
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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 %
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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
7	Customs and trade regulations	c14g
8	Labor regulations	c14h
9	Inadequately educated workforce	c14i
10	Business licensing and permits	c14j
11	Access to finance (e.g. collateral)	c14k
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

C14. Obstacle	
No obstacle	0
Minor obstacle	1
Moderate obstacle	2
Major obstacle	3
Very severe obstacle	4

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

#### FOR THIS SECTION:

Which decision maker was the respondent (table CXa)?	cxa
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CXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5



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 %
			<b>TOTAL</b>	<b>100%</b>
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	
<b>If yes, please indicate this expected breakdown:</b>			<b>Percentage of total sales</b>	
First main product/service			cov_b3a	%
Second main product/service			cov_b3b	%
Rest of products/services			cov_b3c	%
			<b>TOTAL</b>	<b>100%</b>

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

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

D4) Which, if any, of the following best describes your marketing efforts during your <u>last fiscal year</u> ?	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 <b>main market</b> (table D7a)?	d7a
What was its <b>local</b> market share?	d7b %
For the <u>last fiscal year</u> , considering this establishment's main market for its main product line or service:	
How would you describe the <b>change</b> in your quantities sold (table D7b)?	d7c
How would you describe the <b>change</b> in your prices (table D7b)?	d7d
Who was the <b>principal buyer</b> for this establishment's output (table D7d)?	d7f

D7a. Main market	
Local	1
National	2
International	3

D7b. Change	
Increased	1
Remained the same	2
Decreased	3

D7d. Principal buyer	
Your parent company or affiliated establishments	1
Large private firms (more than 100 employees)	2
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 <b>competitors</b> did you face (table D8)?	d8d

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

D7)

In the <u>last fiscal year</u> , what percentage of your establishment's sales were:	
Paid for before delivery	d11a %
Paid for on delivery	d11b %
Paid for after delivery	d11c %
<b>Total</b>	<b>100%</b>

D8)

In the <u>last fiscal year</u> , 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 %
<b>Total</b>	<b>100%</b>

D9)

Have you heard of the following payment methods?	Y/N	If yes,			
		do you currently accept this payment method (table D13b)?	If no, you do not currently accept it, why not (table D13a)?	are you satisfied with it? Y/N	what percentage of sales does each payment method represent?
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	
No need	1
I don't trust this type of service	2
I don't know enough about it	3
Not easy to use	4
Too expensive	5
My establishment doesn't qualify	6
Not accessible in my location	7
Other	8

D13b. Payment method	
Yes, only in person	1
Yes, only remotely	2
Yes, in person and remotely	3
No	4

D10)

D16)

In the <u>last fiscal year</u> , 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	%
<b>TOTAL</b>	<b>100%</b>	

**FOR THIS SECTION:**

Which decision maker was the respondent (table DXa)?	dxa
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DXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

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	
Just-in-time	1
Pre-production based on projections of sales	2
Project based production	3
Batch production	4
Mass production	5
Continuous production	6
Other, specify	e3ax 7

E3b. Main scheduling method	
Assess and monitor capacity	1
Project planning	2
Use Kanban scheduling system	3
Use Supply Chain Management (SCM) systems	4
Use Electronic Data Interface (EDI)	5
Use Master Production Scheduling (MPS)	6
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
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**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)?		If "no impact (1)" to all, skip <b>next question</b>
Increased volume of available data from all sources	e12a_a	
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
<b>If yes, how ready are you in terms of: (table E12c)</b>	
Equipment / machines	e12d_b
Financial resources	e12e_b
Knowledge	e12f_b
Human resources	e12g_b
<b>If yes, who would you be introducing these changes with (table E12d)?</b>	e12h_b

E12b. Part of business impacted	
Only peripheral aspects (heating, delivery, waste, etc.)	1
Only the core of the business (production, operations, finance, HR, marketing)	2
The entire process will be impacted	3
No impact	4

E12c. Extent of readiness	
Not ready at all	1
Will design a plan	2
Have a plan which we will be implementing	3
Have begun implementing a plan	4
Already taking advantage of opportunity	5

E12d. Undertaking challenges	
With private partners	1
With public partners	2
With a combination of private and public partners	3
In coordination with other industry / cluster participants	4
Alone	5

**FOR THIS SECTION:**

Which decision maker was the respondent (table EXa)?	exa
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EXa. Respondent					
Main decision maker	1	Production and operations management	3	Human resource	5
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, Has this innovation been impacted by the COVID-19 crisis (table F2)?	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		
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
<b>If yes, please specify</b>	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, Was it intended?	Has this improvement been impacted by the COVID-19 crisis (table F5)?	
		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 <b>past three years</b> , 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
<b>Once filed</b> did you obtain or implement successfully, <b>in your country</b> ?	
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 <b>have been used</b>	
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
<b>Last fiscal year</b>	f8a1_pi LCU	f8c1_psi LCU
<b>One fiscal year ago</b>	f8a2_pi LCU	f8c2_psi LCU
<b>Two fiscal years ago</b>	f8a3_pi LCU	f8c3_psi LCU

F9)

In the <b>next two years</b> :	Product innovation	Process innovation
Do you to plan to pursue innovations in your establishment? (Y/N)	f9a7_pi	f9b7_psi

F10)

In total <b>for the last 3 fiscal years</b> , was the 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	%
<b>TOTAL</b>		<b>100%</b>	

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
2 Degree of self-confidence for innovation	f11a2	cov_e3a2
3 Level of available financial resources	f11a3	cov_e3a3
4 Qualification of employees	f11a4	cov_e3a4
8 Time to market	f11a8	cov_e3a8
14 Flexibility/openness of other companies of the sector for collaborative approaches	f11a14	cov_e3a14
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

F11. Obstacle	
No obstacle	0
Minor obstacle	1
Moderate obstacle	2
Major obstacle	3
Very severe obstacle	4

**FOR THIS SECTION:**

Which decision maker was the respondent (table FXa)?	fxa
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FXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

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, <u>or</u> 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 of theft, robbery, vandalism or arson?			g2b	
If yes, what were the estimated losses as a result of theft, robbery, vandalism or arson that occurred on this establishment's premises either as a percentage of total annual sales <u>or</u> 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

**FOR THIS SECTION:**

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

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 PLEASE REFER TO THE FOLLOWING DEFINITIONS

<b>Skilled production workers</b>	Persons involved directly in the production process or at a supervisor level and <b>whom management considers to be skilled</b>
<b>Unskilled production workers</b>	Persons involved in production processes but whom <b>management considers to be unskilled</b>
<b>Non-production workers</b>	Professional, support, administrative, sale employees and others
<b>Management workers</b>	Persons involved in the management of employees, and the leadership, strategy, improvement and growth of the enterprise
<b>Temporary/seasonal workforce</b>	All paid short-term (i.e. <b>for less than a fiscal year</b> ) employees that work 8 or more hours per day <b>with no guarantee of renewal of employment contract</b>
<b>Permanent workforce</b>	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 <b>have a guaranteed renewal of their employment contract</b>
<b>Part-time workers</b>	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?	<b>h1</b>
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H2) **FULL-TIME PERMANENT WORKFORCE of your establishment:** last fiscal year and impact of the COVID-19 crisis:

Please describe the <b>full-time permanent workforce</b> of your establishment		Total workers	Average annual wage	Management	Production & non-production workers	
					Skilled	Unskilled
Number/wage of employees at the end of <u>last fiscal year</u>		<b>h2a1a</b>	<b>h2a2b</b> LCU	<b>h2a3</b>	<b>h2a4a1</b>	<b>h2a4b1</b>
• of which females			<b>h2b2b</b> LCU	<b>h2b3</b>	<b>h2b4a1</b>	<b>h2b4b1</b>
• of which foreign nationals			<b>h2c2b</b> LCU	<b>h2c3</b>	<b>h2c4a1</b>	<b>h2c4b1</b>
Do you expect that the COVID-19 crisis will impact the level and composition of the <b>full-time permanent workforce (or average annual wage)</b> of your establishment? (Y/N)						<b>cov_d1</b>
If <b>yes</b> , by what percentage would the COVID-19 crisis impact the <b>full-time permanent workforce</b> 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 <u>female</u> employees				
		Type of impact (table H2)	Percentage	or Absolute value	Type of impact (table H2)	Percentage or Absolute value
Total workers		<b>cov_d1a1a_x</b>	<b>cov_d1a1a</b> %	<b>cov_d1a1a_abs</b>		
Average annual wage		<b>cov_d1a2b_x</b>	<b>cov_d1a2b</b> %	<b>cov_d1a2b_abs</b>	<b>cov_d1b2b_x</b>	<b>cov_d1b2b</b> % <b>cov_d1b2b_abs</b>
Management		<b>cov_d1a3_x</b>	<b>cov_d1a3</b> %	<b>cov_d1a3_abs</b>	<b>cov_d1b3_x</b>	<b>cov_d1b3</b> % <b>cov_d1b3_abs</b>
Production & non-production workers	Skilled	<b>cov_d1a4a1_x</b>	<b>cov_d1a4a1</b> %	<b>cov_d1a4a1_abs</b>	<b>cov_d1b4a1_x</b>	<b>cov_d1b4a1</b> % <b>cov_d1b4a1_abs</b>
	Unskilled	<b>cov_d1a4b1_x</b>	<b>cov_d1a4b1</b> %	<b>cov_d1a4b1_abs</b>	<b>cov_d1b4b1_x</b>	<b>cov_d1b4b1</b> % <b>cov_d1b4b1_abs</b>

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 <b>full-time seasonal/temporary workforce</b> of your establishment	Total workers	Average annual wage	Management	Production & non-production workers	
				Skilled	Unskilled
Number/wage of employees at the end of <u>last fiscal year</u>	<b>h3a1a</b>	<b>h3a2b</b> LCU	<b>h3a3</b>	<b>h3a4a1</b>	<b>h3a4b1</b>
• of which females		<b>h3b2b</b> LCU	<b>h3b3</b>	<b>h3b4a1</b>	<b>h3b4b1</b>
• of which foreign nationals		<b>h3c2b</b> LCU	<b>h3c3</b>	<b>h3c4a1</b>	<b>h3c4b1</b>
Average length of employment in months		<b>h3d1</b> month(s)	<b>h3d3</b> month(s)	<b>h3d4a1</b> month(s)	<b>h3d4b1</b> month(s)
Do you expect that the COVID-19 crisis will impact the level and composition of the <b>full-time seasonal/temporary workforce (or average annual wage)</b> of your establishment? (Y/N)					<b>cov_d2</b>
If <b>yes</b> , by what percentage would the COVID-19 crisis impact the <b>full-time seasonal/temporary workforce</b> 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 <u>female</u> employees	
	Type of impact (table H3)	Percentage or Absolute value		Type of impact (table H3)	Percentage or Absolute value
Total workers	<b>cov_d2a1a_x</b>	<b>cov_d2a1a</b> % <b>cov_d2a1a_abs</b>			
Average annual wage	<b>cov_d2a2b_x</b>	<b>cov_d2a2b</b> % <b>cov_d2a2b_abs</b>		<b>cov_d2b2b_x</b>	<b>cov_d2b2b</b> % <b>cov_d2b2b_abs</b>
Management	<b>cov_d2a3_x</b>	<b>cov_d2a3</b> % <b>cov_d2a3_abs</b>		<b>cov_d2b3_x</b>	<b>cov_d2b3</b> % <b>cov_d2b3_abs</b>
Production & non-production workers	Skilled	<b>cov_d2a4a1_x</b>	<b>cov_d2a4a1</b> % <b>cov_d2a4a1_abs</b>	<b>cov_d2b4a1_x</b>	<b>cov_d2b4a1</b> % <b>cov_d2b4a1_abs</b>
	Unskilled	<b>cov_d2a4b1_x</b>	<b>cov_d2a4b1</b> % <b>cov_d2a4b1_abs</b>	<b>cov_d2b4b1_x</b>	<b>cov_d2b4b1</b> % <b>cov_d2b4b1_abs</b>

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 <b>last fiscal year</b> , how many <b>part-time</b> workers did you employ?	<b>h4</b>	
Do you expect that the COVID-19 crisis will impact the level of the <b>part-time</b> workforce of your establishment? (Y/N)	<b>cov_d3</b>	
If <b>yes</b> , by what percentage would the COVID-19 crisis impact the <b>part-time</b> workforce of your establishment?	Increase (+) / Decrease (-)	Percentage or Absolute value
	<b>cov_d3a_x</b>	<b>cov_d3a</b> % <b>cov_d3a_abs</b>

**H5)**

In your opinion, what percentage of total workforce is reported for payroll taxes and labor regulations in typical establishments of your sector?	<b>h6</b> %
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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
<b>If yes,</b> 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 <b>agree or disagree</b> 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

**FOR THIS SECTION:**

Which decision maker was the respondent (table HXa)?	hxa
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HXa. Respondent	
Main decision maker	1
Marketing and sales	2
Production and operations management	3
Finance and accounting	4
Human resource	5

11)

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

12)

12)	Short-term loans			Medium / long-term loans	Equity financing
	Line of credit	Overdraft facility	Credit card		
Does your establishment <u>currently</u> have this product?	i6a	i6b	i6c	i6d	i6e
<b>If yes</b> , what was the total outstanding value at the end of last fiscal year?	i6a1 LCU	i6b1 LCU	i6c1 LCU	i6d1 LCU	i6e1 LCU
<b>For the most recent one:</b>					
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 <b>type of financial institution</b> 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
<b>If yes</b> , 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
<b>If yes</b> , 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
<b>If yes</b> , 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 %

16. 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 <b>your last fiscal year</b> , 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	
No need for a loan – establishment has sufficient capital	1
Application procedures for loans or line of credit are complex	2
Interest rates are not favourable	3
Collateral requirements for loans or line of credit are unattainable	4
Size of loan and maturity are insufficient	5
Did not think it would be approved	6
Other	7

I7b. Reason cited by lender	
Collateral or co-signers unacceptable	1
Insufficient profitability	2
Problems with credit history/report	3
Incompleteness of loan application	4
Concerns about level of debt already incurred	5
Other objections	6

I4)	<b>Y/N</b>	
<u>In the last fiscal year</u> , did you purchase fixed assets (e.g. machinery, vehicles, equipment, land, or buildings)?	<b>i7b</b>	If “no”, skip to <b>I5</b>
<b>For your last fiscal year</b> , please estimate the proportion of fixed asset financing from the sources below:	<b>Financing of fixed assets</b>	
Internal funds/Retained earnings	<b>i7g1</b>	%
Borrowed (loan or line of credit) from private commercial banks	<b>i7g2</b>	%
Borrowed (loan or line of credit) from state-owned banks and/or government agency	<b>i7g3</b>	%
Borrowed (loan or line of credit) from non-bank financial institutions	<b>i7g4</b>	%
Purchases on credit from suppliers and advances from customers	<b>i7g5</b>	%
Borrowed (loan) from family/friends	<b>i7g6</b>	%
Borrowed (loan) from informal sources (e.g. moneylenders)	<b>i7g7</b>	%
Angel Investors	<b>i7g8</b>	%
Venture Capitalists	<b>i7g9</b>	%
Private Equity	<b>i7g10</b>	%
Credit Cards	<b>i7g11</b>	%
Government provided or subsidized entity or program	<b>i7g12</b>	%
Issued new equity (shares)		
Issued new debt (including commercial paper and debentures)		
Funding from shareholder(s) liquid assets	<b>i7g15</b>	%
Funds borrowed by shareholder(s) and invested in firm	<b>i7g16</b>	%
Donations crowdfunding	<b>i7g17</b>	%
Rewards crowdfunding	<b>i7g18</b>	%
Equity crowdfunding	<b>i7g19</b>	%
Crowdlending	<b>i7g20</b>	%
Other, specify <b>i7g21x</b>	<b>i7g21</b>	%
	<b>100%</b>	

I5)

Do you expect that the COVID-19 crisis will impact the total sales of your establishment? (Y/N)	cov_b2		
If yes, please estimate this impact in percentage terms relative to the total sales in the last fiscal year?	Increase (+) / Decrease (-)	Percentage	
	cov_b2a_x	cov_b2a	%
If decrease, how do you evaluate the risk level of bankruptcy/insolvency of your establishment due to the present crisis (table B2)?	cov_b2a1		
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

B2. Risk assessment	
No risk	1
Minor risk	2
Moderate risk	3
Major risk	4
Very severe risk	5

I6)

Please provide the following information on your establishment's costs:	Last fiscal year (LCU)
IF MANUFACTURING: Total cost of raw materials and intermediate goods used in production	i9a2
IF RETAIL: Total annual cost of finished goods and materials purchased to sell	
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 <b>net book value</b> 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
<b>If yes:</b>		
What amount would you have needed? (approximately)	i14a1 LCU	i14b1 LCU
What <b>term</b> 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
<b>If yes:</b>		
What amount will you need? (approximately)	cov_c2a1 LCU	cov_c2b1 LCU
What <b>term</b> 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	
Investments, machinery and inventory owned by a company	1
All that is owned by a company	2
Money and cash of the company	3

I17b. Meaning of liabilities	
Money owed to employees and others	1
Bank debt of the company	2
Sources of external funds of the company	3

I17c. Meaning of profits	
Difference between all revenue and all expenses / costs	1
Money for the next cycle of acquisitions	2
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

**FOR THIS SECTION:**

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

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

J1)

Please answer the following questions:	Do the following define the <b>success</b> of your establishment?	If yes,
	Y/N	Is this a short term or medium / long-term priority (table J1b)?
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 <b>reinvest</b> (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 <b>competitive advantages</b> 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
<b>1</b>	<b>Protection of employees</b>	
	Design and implement a strategy for protecting the safety and the health of all its employees?	cov_f1
	<b>If yes,</b>	
	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
	<b>If yes,</b> 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
	<b>If yes,</b> 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
<b>2</b>	<b>Sales</b>	
	Set and put in action measures to continue having sales?	cov_f2a
	<b>If yes, do such measures relate to:</b>	
	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
<b>3</b>	<b>Financing</b>	
	Implement measures to secure the establishment's financing sources for its operations?	cov_f2b
	<b>If yes, these measures required:</b>	
	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
<b>4</b>	<b>Supply chain</b>	
	Implement measures to avoid disruptions on the supply chain?	cov_f2c
	<b>If yes, these measures required:</b>	
	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 <b>financial support</b> to ramp up your operations <u>at the end of the COVID-19 crisis</u> ? (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 <b>technical support</b> to ramp up your operations <u>at the end of the COVID-19 crisis</u> ? (Y/N)	cov_g2
<b>If yes, what kind of technical support will you need?</b>	<b>Y/N</b>
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
<b>If yes, does your plan cover the following:</b>	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
<b>If yes, was this done successfully?</b>	g1a1d1
<b>If no, did you then modify?</b>	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
<b>If yes, have you had to use it in the past?</b>	g1b1
<b>If yes, how would you rate its efficacy (table G1)?</b>	g1b1a
Are you aware of an existing public post-disaster recovery program?	g1c
<b>If yes, have you had to use it in the past?</b>	g1c1
<b>If yes, how would you rate its efficacy (table G1)?</b>	g1c1a

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

J10)

To what extent do you <b>agree or disagree</b> 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:**

Which decision maker was the respondent (table JXa)?	jxa
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JXa. Respondent	
Main decision maker	1
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 <b>opinions and perceptions</b> to be (table K1a)	k1a
The answers to questions regarding <b>figures</b> (table K1b)	k1b
This <b>questionnaire</b> was completed in (table K1c)	k1c
The interview was done through which <b>mode</b> (table K1d)?	k1d

K1a. Opinions and perceptions	
Truthful (reflect real opinions)	1
Somewhat truthful	2
Not truthful	3

K1b. Figures	
Are taken directly from establishments' records	1
Are estimates computed with some precision	2
Are arbitrary and unreliable numbers	3

K1c. Questionnaire	
One visit in face-to-face interview with one person	1
One visit in face-to-face interview with different managers/staff	2
Several interviews	3

K1d. Interview mode	
Face-to-face visit	1
Web-enabled	2
Telephone	3
Email	4
Videoconference	5
Combination	6

## Interviewer comments

comments

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