

QUESTIONNAIRE NUMBER

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

BUSINESS ENVIRONMENT AND ENTERPRISE PERFORMANCE SURVEY
 The European Bank for Reconstruction and Development and the World Bank
Enterprise Survey
Innovation Module - Manufacturing (2012)

A.0 Questionnaire	a0	Module
Manufacturing		1

A.23 Mode of implementation		a23
Face-to-face interview, immediately after the main survey	1	
Face-to-face interview, second visit	2	
Phone interview	3	
Other (SPECIFY)	4	

Other		a23x
--------------	--	-------------

A.14i Time Innovation Module interview begins:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a14id	a14im	a14iy	a14ih	a14imin

INTERVIEWER INSTRUCTIONS

Below is the decision matrix for which parts of the Innovation Module need to be asked. This is based on the answers to questions in the main BEEPS survey.

	Question in main BEEPS	Yes	No	
Product innovation	H.1	1	2	Ask if H.1 in main BEEPS = yes; starts at O.1a
Process innovation	H.3	1	2	Ask if H.3 in main BEEPS = yes; starts at O.7
Organisational innovation	H.4	1	2	Ask if H.4 in main BEEPS = yes; starts at O.14
Marketing innovation	H.5	1	2	Ask if H.5 in main BEEPS =yes; starts at O.15
Research and development	H.6	1	2	Ask if H.6 in main BEEPS =yes; starts at O.16
Acquisition of external knowledge and use of computers	X			Ask all eligible establishments; starts at O.20
Protection of innovation	X			Ask all eligible establishments; starts at O.23a
Management practices	L.1	More than 50 employees		Ask if 50+ employees ; starts at R.1
Interaction with the state and public-private partnerships	X			Ask all eligible establishments; starts at VEB.1

QUESTIONNAIRE NUMBER

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

OA. PRODUCT INNOVATION

INTERVIEWER: THIS SECTION SHOULD BE ANSWERED BY RESPONDENTS REPORTING A NEW OR SIGNIFICANTLY IMPROVED PRODUCT OR SERVICE IN QUESTION H.1 IN THE MAIN QUESTIONNAIRE.

IF THE RESPONDENT DID NOT REPORT A NEW OR SIGNIFICANTLY IMPROVED PRODUCT OR SERVICE IN QUESTION H.1 IN THE MAIN QUESTIONNAIRE, GO TO SECTION PROCESS INNOVATION (QUESTION O.7).

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

In our first interview, it was reported that your firm had introduced a new or significantly improved product in the past three years. I would now like to ask some more questions related to that.

O.1a	How many new or significantly improved products did this establishment introduce in the market over the last three years?
-------------	---

Number of new or significantly improved products	
NONE	0
DON'T KNOW (SPONTANEOUS)	-9

GO TO QUESTION O.7
GO TO QUESTION O.7

ECAo1a

O.1b	In fiscal year [insert last complete fiscal year] , what was this establishment's main new or significantly improved product, that is, the new or significantly improved product that represented the largest proportion of annual sales (among all new or significantly improved products)?
-------------	---

Description

--

ECAo1bx

QUESTIONNAIRE NUMBER

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

O.2 At the time of its introduction, was this establishment's main new or significantly improved product new to...?
(INTERVIEWER: THESE MUST BE ASKED IN THE ORDER THEY APPEAR ON THE TABLE)
(INTERVIEWER: A product was new to the local market/[INSERT COUNTRY]/international market if the establishment was the only producer of such a product in the local market/[INSERT COUNTRY]/international market at the time of the introduction of the product.)

READ OUT	Yes	No	DON'T KNOW (SPONTANEOUS)		
Your local market	1	2	-9	ECAo2a	IF 2, GO TO QUESTION 0.3
[INSERT COUNTRY]	1	2	-9	ECAo2b	IF 2, GO TO QUESTION 0.3
International market	1	2	-9	ECAo2c	

O.3 Please compare this main new or significantly improved product with the closest product already produced in this establishment. In what aspects are these two products different from each other?
SHOW CARD 1

READ OUT	Yes	No	SPONTANEOUS		
			DON'T KNOW	DOES NOT APPLY	
New product has added new functions to the existing product	1	2	-9	-7	ECAo3a
New product uses new materials or components that enhance its performance compared to the existing product	1	2	-9	-7	ECAo3b
New product uses new technology	1	2	-9	-7	ECAo3c
New product looks different from the existing product	1	2	-9	-7	ECAo3d
New product is completely new to the establishment	1	2	-9	-7	ECAo3e
Other (SPECIFY)	1	2	-9	-7	ECAo3f

	ECAo3fx
--	----------------

QUESTIONNAIRE NUMBER

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

O.4 In fiscal year **[insert last complete fiscal year]**, what percentage of this establishment's total annual sales was accounted for by products that were introduced or significantly improved over the last three years?

	Percent
Percentage of annual sales accounted for by new or significantly improved products	%
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7
ALL NEW OR SIGNIFICANTLY IMPROVED PRODUCTS WERE INTRODUCED IN THE CURRENT FISCAL YEAR (SPONTANEOUS)	-6

ECAo4

O.5 Which of the following best describes the way in which the main new or significantly improved product was introduced?
(INTERVIEWER: ONLY ONE ANSWER)
SHOW CARD 2

Developed or adapted by this establishment, from its own ideas	1
Licensed products or services from another firm	2
Developed in cooperation with domestic suppliers	3
Developed in cooperation with suppliers abroad	4
Developed in cooperation with domestic client firms	5
Developed in cooperation with client firms abroad	6
Developed in cooperation with external academic or research institutions	7
Introduced the establishment's own version of a product or service already supplied (by another firm)	8
Other (SPECIFY - SPONTANEOUS)	9
DON'T KNOW (SPONTANEOUS)	-9

ECAo5x

ECAo5

--

ECAo5x

O.6 Did the establishment have to purchase or license any inventions, patent or know-how in order to start producing this new or significantly improved product?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

ECAo6

QUESTIONNAIRE NUMBER

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

OB. PROCESS INNOVATION

INTERVIEWER: THIS SECTION SHOULD BE ANSWERED BY RESPONDENTS REPORTING A NEW OR SIGNIFICANTLY IMPROVED PRODUCTION OR DELIVERY PROCESS IN QUESTION H.3 IN THE MAIN QUESTIONNAIRE.

IF THE RESPONDENT DID NOT REPORT A NEW OR SIGNIFICANTLY IMPROVED PRODUCTION OR DELIVERY PROCESS IN QUESTION H.3 IN THE MAIN QUESTIONNAIRE, GO TO SECTION ORGANISATIONAL INNOVATION (QUESTION O.14).

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

In our first interview, it was reported that your firm had introduced a new or significantly improved production or delivery methods in the past three years. I would now like to ask some more questions related to that.

O.7 Over the last three years, has this establishment introduced new or significantly improved:

READ OUT	Yes	No	SPONTANEOUS		
			DON'T KNOW	DOES NOT APPLY	
Production methods	1	2	-9	-7	ECAo7a
Logistics, delivery or distribution methods for this establishment's inputs and products	1	2	-9	-7	ECAo7b
Ancillary support services, such as purchasing, accounting, computing and maintenance	1	2	-9	-7	ECAo7c

INTERVIEWER: IF THE ANSWER TO ALL THREE QUESTIONS ABOVE IS 2 (NO), THEN GO TO QUESTION O.14.

O.8 Please give a short description of this establishment's most important new or significantly improved production or delivery method.
(INTERVIEWER: The most important production or delivery method innovation is the production or delivery method innovation that had the largest impact on the operations of the establishment.)

ECAo8x

QUESTIONNAIRE NUMBER

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

O.9 At the time of its introduction, was this establishment's main new or significantly improved production or delivery method new to other firms operating:
(INTERVIEWER: THESE MUST BE ASKED IN THE ORDER THEY APPEAR ON THE TABLE)
(INTERVIEWER: A production or delivery method was new to the local market/[INSERT COUNTRY]/international market if the establishment was the only one using such production or delivery method in the local market/[INSERT COUNTRY]/international market at the time of its introduction.)

READ OUT	Yes	No	DON'T KNOW (SPONTANEOUS)	
In your local market	1	2	-9	ECAo9a
In [INSERT COUNTRY]	1	2	-9	ECAo9b
In the international market	1	2	-9	ECAo9c

IF 2, GO TO QUESTION 0.10
IF 2, GO TO QUESTION 0.10

O.10 Please compare this main new or significantly improved production or delivery method with the production or delivery method previously used by this establishment. Did it require significant changes in:

READ OUT	Yes	No	SPONTANEOUS		
			DON'T KNOW	DOES NOT APPLY	
Techniques	1	2	-9	-7	ECAo10a
Machinery and equipment	1	2	-9	-7	ECAo10b
Software	1	2	-9	-7	ECAo10c

QUESTIONNAIRE NUMBER

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

O.11 Which of the following best describes the way in which this establishment introduced the main **new or significantly improved** production or delivery method?
(INTERVIEWER: ONLY ONE ANSWER)
SHOW CARD 3

Developed or adapted by this establishment, from its own ideas	1
Licensed technology or process from another firm	2
Developed in cooperation with domestic suppliers	3
Developed in cooperation with suppliers abroad	4
Developed in cooperation with domestic client firms	5
Developed in cooperation with client firms abroad	6
Developed in cooperation with external academic or research institutions	7
Bought a new machine or equipment to adopt the new technology	8
Other (SPECIFY - SPONTANEOUS)	9
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAo11x

ECAo11

--

ECAo11x

O.12 Did the establishment have to purchase or license any inventions, patent or know-how in order to apply this new production or delivery method?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

ECAo12

O.13 Thinking of your main product line and comparing your firm's technology with that of your closest competitor, which of the following best summarizes your position?
SHOW CARD 4

My firm's technology is less advanced than that of my main competitor	1
My firm's technology is about the same as that of my main competitor	2
My firm's technology is more advanced than that of my main competitor	3
NO COMPETITORS (SPONTANEOUS)	-7
DON'T KNOW (SPONTANEOUS)	-9

ECAo13

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

OC. ORGANISATIONAL INNOVATION

INTERVIEWER: THIS SECTION SHOULD BE ANSWERED BY RESPONDENTS REPORTING NEW OR SIGNIFICANTLY IMPROVED ORGANISATIONAL OR MANAGEMENT PRACTICES OR STRUCTURES IN QUESTION H.4 IN THE MAIN QUESTIONNAIRE.

IF THE RESPONDENT DID NOT REPORT NEW OR SIGNIFICANTLY IMPROVED ORGANISATIONAL OR MANAGEMENT PRACTICES OR STRUCTURES IN QUESTION H.4 IN THE MAIN QUESTIONNAIRE, GO TO SECTION MARKETING INNOVATION (QUESTION O.15).

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

In our first interview, it was reported that your firm had introduced a new or significantly improved organizational or management practices or structures in the past three years. I would now like to ask some more questions related to that.

O.14 Over the last three years, has this establishment introduced new or significantly improved organizational methods in the following areas?
SHOW CARD 5

READ OUT	Yes	No	SPONTANEOUS		
			DON'T KNOW	DOES NOT APPLY	
New knowledge management systems to better use or exchange information, knowledge and skills within the establishment	1	2	-9	-7	ECAo14a
Introduction of management systems for general production or supply operations, such as supply chain management systems, lean production, business reengineering, quality management systems	1	2	-9	-7	ECAo14b
New methods for distributing responsibilities and decision making among employees	1	2	-9	-7	ECAo14c
A significant change to the management structure of the establishment, such as creating new divisions or departments, integrating different departments or activities	1	2	-9	-7	ECAo14d
New types of collaborations with other businesses, research organizations or consumers	1	2	-9	-7	ECAo14e
Outsourcing or subcontracting of business activities in production, procurement, distribution, recruiting or ancillary services for the first time	1	2	-9	-7	ECAo14f

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

OD. MARKETING INNOVATION

INTERVIEWER: THIS SECTION SHOULD BE ANSWERED BY RESPONDENTS REPORTING NEW OR SIGNIFICANTLY IMPROVED MARKETING METHODS IN QUESTION H.5 IN THE MAIN QUESTIONNAIRE.

IF THE RESPONDENT DID NOT REPORT NEW OR SIGNIFICANTLY IMPROVED MARKETING METHODS IN QUESTION H.5 IN THE MAIN QUESTIONNAIRE, GO TO SECTION RESEARCH AND DEVELOPMENT (QUESTION O.16).

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

In our first interview, it was reported that your firm had introduced a new or significantly improved marketing methods in the past three years. I would now like to ask some more questions related to that.

O.15	Over the last three years, has this establishment introduced new or significantly improved marketing methods in the following areas? SHOW CARD 6
-------------	---

READ OUT	Yes	No	SPONTANEOUS		
			DON'T KNOW	DOES NOT APPLY	
Significant changes in the product's appearance	1	2	-9	-7	ECAo15a
Introduction of a new method of advertising or product promotion , such as use of a new media for advertising, a new brand image or logo, a new trademark	1	2	-9	-7	ECAo15b
Introduction of a new method of product placement or sales channels , such as product licensing, franchising, direct selling, exclusive retailing, tailoring or customizing the presentation of the product to different types of customers	1	2	-9	-7	ECAo15c
New pricing strategies to market the establishment's goods or services, excluding pricing methods used solely to differentiate prices by customer segments	1	2	-9	-7	ECAo15d

QUESTIONNAIRE NUMBER

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

OE. RESEARCH AND DEVELOPMENT

INTERVIEWER: THIS SECTION SHOULD BE ANSWERED BY RESPONDENTS THAT REPORTED SPENDING ON RESEARCH AND DEVELOPMENT ACTIVITIES IN QUESTION H.6 IN THE MAIN QUESTIONNAIRE.

IF THE RESPONDENT DID NOT REPORT SPENDING ON RESEARCH AND DEVELOPMENT ACTIVITIES IN QUESTION H.6 IN THE MAIN QUESTIONNAIRE, GO TO SECTION ACQUISITION OF EXTERNAL KNOWLEDGE (QUESTION O.20).

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

I would now like to ask you questions related to spending on research and development activities.

O.16 Over the last three years, did this establishment spend on research and development activities within the establishment?

INTERVIEWER: Research and development (R&D) is defined as creative work undertaken on a systematic basis in order to increase the stock of knowledge. For example, laboratory research for a new chemical compound of paint would be research and development while market research surveys or internet surfing would not be research and development.

Yes	1	GO TO QUESTION O.18 GO TO QUESTION O.18
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

ECAo16

O.17 In fiscal year **[INSERT last complete fiscal year]**, how much did this establishment spend on research and development activities performed within this establishment? Please include personnel cost, materials and purchase of fixed assets.

	LCUs
Expenditures on R&D performed within this establishment (include personnel cost, materials and purchase of fixed assets)	
DON'T KNOW (SPONTANEOUS)	-9
ESTABLISHMENT SPENT ON R&D PRIOR TO FISCAL YEAR [INSERT last complete fiscal year], BUT NOT IN FISCAL YEAR [INSERT last complete fiscal year] (SPONTANEOUS)	-7

ECAo17

O.18 Over the last three years, did this establishment spend on research and development activities contracted with other companies?

Yes	1	GO TO QUESTION O.20 GO TO QUESTION O.20
No	2	
DON'T KNOW (SPONTANEOUS)	-9	

ECAo18

QUESTIONNAIRE NUMBER

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

O.19	In fiscal year [INSERT last complete fiscal year] , how much did this establishment spend on research and development activities contracted with other companies?
-------------	--

	LCUs
Expenditures on R&D contracted with other companies	
DON'T KNOW (SPONTANEOUS)	-9
ESTABLISHMENT SPENT ON R&D PRIOR TO FISCAL YEAR [INSERT last complete fiscal year], BUT NOT IN FISCAL YEAR [INSERT last complete fiscal year] (SPONTANEOUS)	-7

ECAo19

QUESTIONNAIRE NUMBER

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

OF. ACQUISITION OF EXTERNAL KNOWLEDGE AND USE OF COMPUTERS

INTERVIEWER: ASK ALL FIRMS ELIGIBLE FOR THE INNOVATION MODULE

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

I would now like to ask you questions related to the acquisition of external knowledge and use of computers.

O.20 Over the last three years, did this establishment spend on the acquisition of external knowledge? This includes purchase or licensing of patents and non-patented inventions, know-how and other types of knowledge from other businesses or organizations.

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

GO TO QUESTION 0.22a

GO TO QUESTION 0.22a

ECAo20

O.21 Was the latest invention, patent or know-how licensed or purchased from:
SHOW CARD 7

A [COUNTRY] firm	1
A [COUNTRY] research institute or university	2
A foreign firm	3
A foreign research institute or university	4
Other	5
DON'T KNOW (SPONTANEOUS)	-9

ECAo21

O.22a At the end of fiscal year [insert last complete fiscal year], what percent of this establishment's workforce regularly **used** personal computers in their jobs?

	Percent
Percentage of workforce that used computers	%
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAo22a

O.22b **Three** fiscal years ago, at the end of fiscal year [insert three complete fiscal years ago], what percent of this establishment's workforce regularly **used** personal computers in their jobs?

	Percent
Percentage of workforce that used computers three fiscal years ago	%
DON'T KNOW (SPONTANEOUS)	-9
THE ESTABLISHMENT WAS NOT IN BUSINESS THREE YEARS AGO (SPONTANEOUS)	-7

QUESTIONNAIRE NUMBER

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

ECAo22b

OG. PROTECTION OF INNOVATION

INTERVIEWER: ASK ALL FIRMS ELIGIBLE FOR THE INNOVATION MODULE

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

I would now like to ask you questions related to protection of innovation.

O.23a Has this establishment ever been granted a patent?

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

ECAo23a

O.23b During the last three years, did this establishment apply for a patent or a trademark?
SHOW CARD 8

Yes, for a patent only	1
Yes, for a trademark only	2
Yes, for both a patent and a trademark	3
No	4
DON'T KNOW (SPONTANEOUS)	-9

**GO TO QUESTION R.1 IF
NUMBER OF EMPLOYEES >=50,
OTHERWISE GO TO QUESTION
VEB.1**

**GO TO QUESTION R.1 IF
NUMBER OF EMPLOYEES >=50,
OTHERWISE GO TO QUESTION
VEB.1**

ECAo23b

O.23c Over the last three years, in which country or countries did this establishment apply for a patent or a trademark?

Country or countries where the establishment applied for a patent or a trademark	
DON'T KNOW (SPONTANEOUS)	-9

ECAo23cx

QUESTIONNAIRE NUMBER

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

O.23d	Over the last three years, has this establishment been granted a patent or a trademark? SHOW CARD 9
--------------	---

Yes, a patent only	1
Yes, a trademark only	2
Yes, both a patent and a trademark	3
No	4
DON'T KNOW (SPONTANEOUS)	-9

ECAo23d

INTERVIEWER: GO TO QUESTION R.1 IF L.1 >=50, OTHERWISE GO TO QUESTION VEB.1.

QUESTIONNAIRE NUMBER

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

R. MANAGEMENT PRACTICES

INTERVIEWER: ASK IF 50+ EMPLOYEES (L.1 IN THE MAIN QUESTIONNAIRE IS AT LEAST 50). IF L.1 IS LESS THAN 50, GO TO SECTION VEB (QUESTION VEB.1)

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

And now I would like to ask you about management practices in this establishment.

R.1	Over the last complete fiscal year [insert last complete fiscal year] , what best describes what happened at this establishment when a problem in the production process arose? SHOW CARD 10
------------	---

We fixed it but did not take further action	1
We fixed it and took action to make sure it did not happen again	2
We fixed it and took action to make sure that it did not happen again, and had a continuous improvement process to anticipate problems like these in advance	3
No action was taken	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr1

R.2	Over the last complete fiscal year [insert last complete fiscal year] , how many production performance indicators were monitored at this establishment? SHOW CARD 11
------------	--

1-2 production performance indicators	1
3-9 production performance indicators	2
10 or more production performance indicators	3
No production performance indicators	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr2

QUESTIONNAIRE NUMBER

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

R.6 Over the last complete fiscal year **[insert last complete fiscal year]**, what best describes the time frame of production targets at this establishment? Examples of production targets are: production, quality, efficiency, waste, on-time delivery.
SHOW CARD 12

Main focus was on short-term (less than one year) production targets	1
Main focus was on long-term (more than one year) production targets	2
Combination of short term and long term production targets	3
No production targets	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr6

R.7 Over the last complete fiscal year **[insert last complete fiscal year]**, how easy or difficult was it for this establishment to achieve its production targets?
SHOW CARD 13

Possible to achieve without much effort	1
Possible to achieve with some effort	2
Possible to achieve with normal amount of effort	3
Possible to achieve with more than normal effort	4
Only possible to achieve with extraordinary effort	5
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr7

R.8 Over the last complete fiscal year **[insert last complete fiscal year]**, who was aware of the production targets at this establishment?
SHOW CARD 14

Only senior managers	1
Most managers and some production workers	2
Most managers and most production workers	3
All managers and most production workers	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr8

QUESTIONNAIRE NUMBER

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

R.11	Over the last complete fiscal year [insert last complete fiscal year] , what were managers' performance bonuses usually based on? SHOW CARD 15
-------------	---

Their own performance as measured by production targets	1
Their team or shift performance as measured by production targets	2
Their establishment's performance as measured by production targets	3
Their company's performance as measured by production targets	4
No performance bonuses	5
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr11

R.13	Over the last complete fiscal year [insert last complete fiscal year] , what was the primary way non-managers were promoted at this establishment? SHOW CARD 16
-------------	--

Promotions were based solely on performance and ability	1
Promotions were based partly on performance and ability, and partly on other factors (for example, tenure or family connections)	2
Promotions were based mainly on factors other than performance and ability (for example, tenure or family connections)	3
Non-managers are normally not promoted	4
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr13

R.15	Over the last complete fiscal year [insert last complete fiscal year] , when was an under-performing non-manager reassigned or dismissed? SHOW CARD 17
-------------	---

Within 6 months of identifying non-manager under-performance	1
After 6 months of identifying non-manager under-performance	2
Rarely or never	3
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	-7

ECAr15

QUESTIONNAIRE NUMBER

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

VEB. INTERACTION WITH THE STATE AND PUBLIC-PRIVATE PARTNERSHIPS

INTERVIEWER: ASK ALL FIRMS ELIGIBLE FOR THE INNOVATION MODULE

INTERVIEWER: PLEASE READ THE FOLLOWING TO THE RESPONDENT BEFORE PROCEEDING:

Now I would like to ask you about the establishment's interaction with the state and public-private partnerships.

VEB.1 How well do you know activities / projects of the following Russian development institutions?
SHOW CARD 18

	I know them well, heard a lot about their projects	I heard something about their projects	I don't know anything about their activity / projects	SPONTANEOUS		
				DON'T KNOW	DOES NOT APPLY	
Vnesheconombank	1	2	3	-9	-7	veb1a
Russian technologies	1	2	3	-9	-7	veb1b
Rusnano	1	2	3	-9	-7	veb1c
Investment fund	1	2	3	-9	-7	veb1d
Any other Russian development institutions, including regional ones (please name one)	1	2	3	-9	-7	veb1e, veb1ex

INTERVIEWER: READ EACH OPTION ALOUD

Other	
--------------	--

veb1ex

VEB.2 Do the projects implemented by Vnesheconombank affect your business?
SHOW CARD 19

Yes	1
No	2
I am not aware of Vnesheconombank projects	3
DON'T KNOW (SPONTANEOUS)	-9

veb2

QUESTIONNAIRE NUMBER

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

VEB.3	Do you believe that private business can be involved in provision of public services in the areas of infrastructure, transport, road building, utilities, education, health, and social services based on long-term contracts for construction and operation of facilities?
--------------	---

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

veb3

VEB.4	What percentage of the costs of this establishment depends on the quality of public services in the areas of infrastructure, transport, road building, utilities, education, health and social services?
--------------	--

	Percent	
Percentage of the costs depending on the quality of public services	%	
DON'T KNOW (SPONTANEOUS)	-9	veb4

VEB.5	Using the scale below, how do you evaluate each of the following risks related to public-private partnerships? SHOW CARD 20
--------------	---

INTERVIEWER: Public-private partnership (PPP) describes a government service or a project which is funded and operated through a partnership of government and private sector companies. PPP typically involves a contract between a public-sector authority and a private party, in which the private party provides a public service or implements a project and takes substantial financial and operational risk in the project.

	None	Minor	Moderate	Major	Severe	SPONTANEOUS		
						DON'T KNOW	DOES NOT APPLY	
Review of long-term obligations due to a change in the management of the region	1	2	3	4	5	-9	-7	veb5a
Termination of financing due to lack of (lower) budget revenue	1	2	3	4	5	-9	-7	veb5b
Lobbying, non-transparent selection process	1	2	3	4	5	-9	-7	veb5c
Higher cost of services due to private business participation (for example, higher utility bills)	1	2	3	4	5	-9	-7	veb5d
People unhappy about public services being provided by a private business	1	2	3	4	5	-9	-7	veb5e

QUESTIONNAIRE NUMBER

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

VEB.6	Over the last 2-3 years, have there been any changes in regional legislation that led to the development of the region / city and improved interaction between the business and the authorities?
--------------	--

Yes	1
No	2
DON'T KNOW (SPONTANEOUS)	-9

veb6

VEB.7	How do you evaluate public-private partnerships projects in terms of transparency, openness and genuine competition? (INTERVIEWER: The question is about the respondent's opinion, and not necessarily based on the experience of the company.) SHOW CARD 21
--------------	--

	Absolutely transparent	Mostly transparent	Sometimes transparent, sometimes non-transparent	Mostly non-transparent	Absolutely non-transparent	SPONTANEOUS		
						DON'T KNOW	DOES NOT APPLY	
Evaluation of public-private partnerships	1	2	3	4	5	-9	-7	veb7

A.15i Time innovation module interview ends:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	Minutes (00 to 59)
a15id	a15im	a15iy	a15ih	a15imin

A.24 Same respondent as for the main interview?

Yes	1	THANK THE RESPONDENT AND END THE INTERVIEW
No	2	
a24		

QUESTIONNAIRE NUMBER

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

A.15a Information about the respondent for the innovation module

Innovation module respondent		
Position in the firm		a15a1dx
Years with the firm		a15a2d
Years in the position		ECAa15a4d
Gender		a15a3d

1=LESS THAN ONE YEAR

1=LESS THAN ONE YEAR

1=MALE, 2=FEMALE
DO NOT READ OUT