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	<b>a0</b>	Module
Manufacturing		1

A.23Mode 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
REFUSAL (SPONTANEOUS)	-8

Other	
	a23x

A.14i Time Innovation Module interview begins:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	<b>Minutes (00 to 59)</b>
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; <b>O.1a to O.6</b> (section <b>OA</b> )
<b>Process innovation</b>	Н.3	1	2	Ask if H.3 in main BEEPS = yes; <b>O.7 to O.13</b> (section <b>OB</b> )
Organisational innovation	H.4	1	2	Ask if H.4 in main BEEPS = yes; <b>0.14 (section OC)</b>
Marketing innovation	H.5	1	2	Ask if H.5 in main BEEPS =yes; O.15 (section OD)
Research and development	H.6	1	2	Ask if H.6 in main BEEPS =yes; O.16 to O.19 (section OE)
Acquisition of external knowledge and use of computers				Ask all eligible establishments; O.20 to O.22b (section OF)
Protection of innovation				Ask all eligible establishments; O.23a to O.23d (section OG)
Management practices	L.1	(20 or 1		Ask if 20+ employees [50+ employees in Russia]; questions R.1 to R.15 (section R)
Interaction with the state and public-private partnerships				Ask all eligible establishments; starts at VEB.1 [RUSSIA ONLY]

	QUESTIONNA	IRE NUMI	BER			
OA. PRO	DUCT INNOVATION					_
	IEWER: THIS SECTION SHOULD ING A NEW OR SIGNIFICANTLY IMON H.1 IN THE MAIN QUESTIONNAIRE.	BE ANSWE PROVED PI			SPONDENTS SERVICE IN	
<b>PRODU</b> (	RESPONDENT DID NOT REPORT A INTO THE CT OR SERVICE IN QUESTION H.1 IN PROCESS INNOVATION (QUESTION O.	THE MAIN				
In our f	INTERVIEWER: PLEASE READ THE FOL BEFORE PROCEI irst interview, it was reported that your fi I product in the past three years. I would now	EDING:] rm had intro	duced	a new oi	significantly	
O.1a	How many new or significantly improved promarket over the last three years?	roducts did thi	is establ	ishment in	ntroduce in th	ie
NO	nber of new or significantly improved products  NE  N'T KNOW (SPONTANEOUS)	0 -9	-	O QUEST. O QUEST.		
			E	CAo1a		
O.1b	In fiscal year [insert last complete fiscal year significantly improved product, that is, the represented the largest proportion of annual sproducts)?	new or sign	ificantly	improve	d product that	at
	Description					
					ECAo1bx	7

	QUESTIONNAIRE NUMBER
0.2	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 establishment's 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)	
In the establishment's local market – main product sold mostly in same municipality where establishment is located	1	2	-9	ECAo2a
In [INSERT COUNTRY] – main product sold mostly across the country where establishment is located	1	2	-9	ECAo2b
In the international market – main product sold mostly to nations outside country where establishment is located	1	2	-9	ECAo2c

0.3	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 101
	(INTERVIEWER: CODE DOES NOT APPLY (-7) IF THE ESTABLISHMENT IS NEW
	AND/OR DOES NOT MAKE ANY OTHER PRODUCT)

			SPON	TANEOUS	
READ OUT	Yes	No	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	<del>-7</del>	ECAo3e
Other (SPECIFY)	1	2	-9	-7	ECAo3f

	QUESTIONNAIRE NUMBE	R [				
	<b>Q</b> = 10 = 10 = 10 = 10 = 10 = 10 = 10 = 1		<u> </u>		<u> </u>	
0.4	In fiscal year [insert last complete fiscal year], what percentage annual sales was accounted for by products that were introduced over the last three years?					al
		Percen	t			
	Percentage of annual sales accounted for by new or significantly improved products		%			
	DON'T KNOW (SPONTANEOUS)	-9				
	ALL NEW OR SIGNIFICANTLY IMPROVED PRODUCTS WERE INTRODUCED IN THE CURRENT FISCAL YEAR (SPONTANEOUS)	-6				
				ECA	04	
0.5	Which of the following best describes the way in which the main improved product was introduced or developed?  (INTERVIEWER: ONLY ONE ANSWER)  SHOW CARD 102	n new	or sign	ificant	ly	
		11	71			
	eloped or adapted by this establishment, from its own ideas ensed products or services from another firm	1				
	eloped in cooperation with domestic suppliers	2				
		3	-			
	eloped in cooperation with suppliers from abroad eloped in cooperation with domestic client firms	5				
	eloped in cooperation with client firms from abroad	6				
	eloped in cooperation with external academic or research institutions	7				
	oduced the establishment's own version of a product or service already	8				
	blied (by another firm)		<u> </u>			
	HER (SPONTANEOUS - SPECIFY)	9				
DO	N'T KNOW (SPONTANEOUS)	-9				
				ECA	05	
				ECA	.05x	
						=
0.6	Did the establishment have to purchase or license any invention order to start producing this new or significantly improved producing the start pr		nt or k	now-h	ow in	
	Yes 1					
	100					

No 2
DON'T KNOW (SPONTANEOUS) -9
ECA

	QUESTION	NNAIKI	L NUN	MBER	
OB. PRO	OCESS INNOVATION				
REPORT	TEWER: THIS SECTION SHOULD BE FING A NEW OR SIGNIFICANTLY IM SS IN QUESTION H.3 IN THE MAIN Q	IPROVE	D PROI	DUCTION OR DELIVI	ERY
<b>PRODU</b>	RESPONDENT DID NOT REPORT A N CTION OR DELIVERY PROCESS IN Q ONNAIRE, GO TO SECTION ORGAN	<b>UESTIO</b>	N H.3 I	N THE MAIN	
In our f	ERVIEWER: PLEASE READ THE FOI PROCE irst interview, it was reported that you production or delivery methods in the estions related to that.	EDING:) our firm	had in	troduced a new or si	gnificantly
0.7	Over the last three years, has this establish	hment inti	oduced	new or significantly imp	proved:
READ OU	J <b>T</b>	Yes	No	DON'T KNOW (SPONTANEOUS)	
Production		1	2	-9	ECAo7a
establishm	delivery or distribution methods for this ent's inputs and/or products	1	2	-9	ECAo7b
	support services, such as purchasing, g, computing and maintenance	1	2	-9	ECAo7c
	VIEWER: IF THE ANSWER TO ALL TE STION 0.14.)	HREE QU	ESTIO	NS ABOVE IS 2 (NO), I	THEN GO
O.8	Please give a short description of this esta production or delivery method. (INTERVIEWER: The most importa production or delivery method innovate establishment.)	ant produ	ection (	or delivery method in	novation is the

ECA<sub>0</sub>8x

QUESTIONNAIRE NUMBER				ĺ

0.9	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 establishment's 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 the establishment's local market – main product sold mostly in same municipality where establishment is located	1	2	-9	ECAo9a
In [INSERT COUNTRY] – main product sold mostly across the country where establishment is located	1	2	-9	ECAo9b
In the international market – main product sold mostly to nations outside country where establishment is located	1	2	-9	ECAo9c

0.1	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	DON'T KNOW (SPONTANEOUS)	
Techniques	1	2	-9	ECAo10a
Machinery and equipment	1	2	-9	ECAo10b
Software	1	2	<b>-9</b>	ECAo10c
Management [NON-RUSSIA ONLY]	1	2	-9	ECAo10d

	QUESTIONNAIRE NUMBER					╝
0.11	Which of the following best describes the way in which this estal developed the main <b>new or significantly improved</b> production of (INTERVIEWER: ONLY ONE ANSWER) SHOW CARD 103				or	
Developed Developed Developed Developed Bought a:	d or adapted by this establishment, from its own ideas technology or process from another firm  d in cooperation with domestic suppliers d in cooperation with suppliers from abroad d in cooperation with domestic client firms d in cooperation with client firms from abroad d in cooperation with external academic or research institutions new machine or equipment to adopt the new technology (SPONTANEOUS - SPECIFY-)  NOW (SPONTANEOUS)	1 2 3 4 5 6 7 8 9	- - - - - - -			ı
O.12	Did the establishment have to purchase or license any inventions order to apply this new production or delivery method?	, pater		ECAo11  ECAo11  ow-how		
0.13	Yes 1 No 2 DON'T KNOW (SPONTANEOUS) -9  Thinking of your main product line and comparing your firm's te main competitor, which of the following best summarizes your p		ogy witl	n that of	your	_
My firn	SHOW CARD 104  n's technology is less advanced than that of my main competitor		1			

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

QUESTIONNAIRE NUMBER			
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### 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 0.15).

# (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.

0.14	Over the last three years, has this establishment introduced new or significantly improved
	organizational methods in the following areas for the first time?
	SHOW CARD 105

READ OUT	Yes	No	DON'T KNOW (SPONTANEOUS)	
New knowledge management systems to better use or exchange information, knowledge and skills within the establishment	1	2	-9	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	ECAo14b
New methods for distributing responsibilities and decision making among employees	1	2	-9	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	ECAo14d
New types of collaborations with other businesses, research organizations or consumers	1	2	-9	ECAo14e
Outsourcing or subcontracting of business activities in production, procurement, distribution, recruiting or ancillary services	1	2	-9	ECAo14f

OUESTIONNAIRE NUMBER				
QUEDITOTITIME TOMBER				

### **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 0.16).

# (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.

0.15	Over the last three years, has this establishment introduced <b>new or significantly improved</b>
	marketing methods in the following areas for the first time?
	SHOW CARD 106

READ OUT	Yes	No	DON'T KNOW (SPONTANEOUS)	
Significant changes in the product's appearance	1	2	-9	ECAo15a
Introduction of a <b>new method of advertising or product promotion</b> , such as use of a new media for advertising, a new brand image or logo, a new trademark	1	2	-9	ECAo15b
Introduction of a <b>new method of product placement or sales channels</b> , 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	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	ECAo15d

	QUESTION	INAII	RE NUMBER		
OE. RE	SEARCH AND DEVELOPMENT				
REPOR H.6 IN ' IF TH DEVEL	VIEWER: THIS SECTION SHOULD RTED SPENDING ON RESEARCH AND THE MAIN QUESTIONNAIRE.  HE RESPONDENT DID NOT REILOPMENT ACTIVITIES IN QUESTION ON ACQUISITION OF EXTERNAL KNO	DEVE PORT H.6 IN	LOPMENT ACTIVE SPENDING ON THE MAIN QUES	/ITIES IN (  RESEAR  STIONNAIR	QUESTION CCH AND
I woul	(INTERVIEWER: PLEASE READ THE BEFORE PR Id now like to ask you questions related to	OCEE	DING:)		
0.16	Over the last three years, did this establish within the establishment?	nment s	pend on research and	developmen	t activities
a systen for a ne	RVIEWER: Research and development (Renatic basis in order to increase the stock of ew chemical compound of paint would be research or internet surfing would not be research	knowl esearch	edge. For example, land development v	laboratory r	research
	Yes	1			
	No DON'T KNOW (SPONTANEOUS)	2 -9	GO TO QUESTIO GO TO QUESTIO ECAo16		
O.17	In fiscal year [INSERT last complete fis research and development activities performance personnel cost, materials and purchase of	rmed w	ithin this establishme		
			LCU	Ig	
(include DON'T ESTAB YEAR FISCA	itures on R&D performed within this establist personnel cost, materials and purchase of fix KNOW (SPONTANEOUS)  BLISHMENT SPENT ON R&D PRIOR TO [INSERT last complete fiscal year], BUT N L YEAR [INSERT last complete fiscal year]	xed asse	ets) -9 AL	<i>'</i> 3	
(SPON	TANEOUS)				ECAo17
O.18	Over the last three years, did this establish contracted with other companies?	nment s	pend on research and	developmen	
	Yes No DON'T KNOW (SPONTANEOUS)	-9	GO TO QUESTION GO TO QUESTION ECAo18		

OUESTIONNAIRE NUMBER				
QUESTIONNAIRE NUMBER				

Ī	0.19	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],	-7
BUT NOT IN FISCAL YEAR [INSERT last	-7
complete fiscal year] (SPONTANEOUS)	

ECAo19

	QUESTION	NNAI	RE NU	MBER					
OF. ACC	OF. ACQUISITION OF EXTERNAL KNOWLEDGE AND USE OF COMPUTERS								
INTERV	TEWER: ASK ALL RESPONDENTS W	'HO Al	NSWER	THE INNO	OVATIO	N MO	DULE	2	
	INTERVIEWER: PLEASE READ THE BEFORE PE I now like to ask you questions related to comp	ROCEE	DING:					of	
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, knowhow and other types of knowledge from other businesses or organizations.								
	Yes No DON'T KNOW (SPONTANEOUS)	1 2 -9		QUESTICO QUESTICO 20					
O.21	Was the latest invention, patent or know- SHOW CARD 107	how lic	ensed or	purchased f	rom:				
	A [COUNTRY] firm A [COUNTRY] research institute or A foreign firm A foreign research institute or univers Other		ty	1 2 3 4 5					

ECA<sub>0</sub>21

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

DON'T KNOW (SPONTANEOUS)

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	70
DON'T KNOW (SPONTANEOUS)	-9
THE ESTABLISHMENT WAS NOT IN BUSINESS	-7
THREE YEARS AGO (SPONTANEOUS)	

ECAo22b

OG. PROTECTION	OF INNOVATION			
(INTERVIE	WER: PLEASE READ T BEFORE	THE FOLL PROCEE	THE INNOVATION MOD OWING TO THE RESPON DING:) ed to protection of innovatio	DENT
O.23a Has this	establishment ever been gr	ranted a pate	ent?	
Yes No DON'T K	NOW (SPONTANEOUS)	1 2 -9	ECAo23a	
	he last three years, did this CARD 108	establishme	ent apply for a patent or a trad	emark?
Yes, for a patent Yes, for a traden		1 2 3		
No	atent and a trademark	4	GO TO QUESTION R.1 I. NUMBER OF EMPLOYE OTHERWISE GO TO QU A.15i	EES >= 20,
DON'T KNOW	(SPONTANEOUS)	-9	GO TO QUESTION R.1 II NUMBER OF EMPLOYE OTHERWISE GO TO QU A.15i	EES >= 20,
			ECAo23b	
	last three years, in which a trademark?	country or c	ountries did this establishmen	t apply for a
Country or countrie applied for a patent	es where the establishment or a trademark			
DON'T KNOW (S	SPONTANEOUS)		-9	ECAo23cx

QUESTIONNAIRE NUMBER

QUESTIONNAIRE NUMBER				

O.23d	Over the last three years, has this establishment been granted a patent or a trademark?
	SHOW CARD 109

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

 $(INTERVIEWER: GO\ TO\ QUESTION\ R.1\ IF\ L.1>=20,\ OTHERWISE\ GO\ TO\ QUESTION\ A.15i.)$ 

	QUESTIONNAIRE NUMBE	CR				
R. MA	NAGEMENT PRACTICES					_
	RVIEWER: ASK IF 20+ EMPLOYEES (L.1 IN THE MAIN Γ 20). IF L.1 IS LESS THAN 20, GO TO QUESTION A.15i	QUES	TION	NNAII	RE IS	AT
	(INTERVIEWER: PLEASE READ THE FOLLOWING TO T BEFORE PROCEEDING:) And now I would like to ask you about management practices i					
R.1	Over the last complete fiscal year [insert last complete fiscal ye happened at this establishment when a problem in the production SHOW CARD 110				ribes v	vhat
	(INTERVIEWER: CODE "DOES NOT APPLY" (-7) IF TH PROBLEMS IN THE PRODUCTION PROCESS IN THE L YEAR)				FISC	CAL
	We fined it but did not take further estion	1 1	7			
	We fixed it but did not take further action	2	-			
	We fixed it and took action to make sure it did not happen again  We fixed it and took action to make sure that it did not happen	3	$\dashv$			
	again, and had a continuous improvement process to anticipate					

ECAr1

4

-9

-7

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 111

1-2 production performance indicators	1
3-9 production performance indicators	2
10 or more production performance indicators	3
No production performance indicators	
DON'T KNOW (SPONTANEOUS)	-9

ECAr2

problems like these in advance

DON'T KNOW (SPONTANEOUS)

DOES NOT APPLY (SPONTANEOUS)

No action was taken

	QUESTIONNAIRE NUMBER						
R.6							
F.		1 .	<b>a</b>				
	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	GO TO R.11				

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 113

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

DON'T KNOW (SPONTANEOUS)

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 114

D. C.	
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

ECAr8

.11	Over the last complete fiscal year [insert last complete fiscal year], what were managers'
	performance bonuses usually based on?
	SHOW CARD 115

QUESTIONNAIRE NUMBER

Their own performance as measured by targets	
Their team or shift performance as measured by targets	
Their establishment's performance as measured by targets	3
Their company's performance as measured by targets	
No performance bonuses	
DON'T KNOW (SPONTANEOUS)	-9
DOES NOT APPLY (SPONTANEOUS)	<b>-7</b>

(-7) ONLY IF FIRM HAS NO TARGETS)

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 116
 (INTERVIEWER: CODE DOES NOT APPLY (-7) IF NO PROMOTIONS OF NON-

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)
Promotions were based mainly on factors other than performance and ability (for example, tenure or family connections)
Non-managers are normally not promoted 4

DON'T KNOW (SPONTANEOUS) -9

DOES NOT APPLY (SPONTANEOUS) -7

MANAGERS IN THE LAST COMPLETE FISCAL YEAR)

ECAr13

R.15 Over the last complete fiscal year [insert last complete fiscal year], when was an underperforming non-manager reassigned or dismissed?

SHOW CARD 117

(INTERVIEWER: CODE DOES NOT APPLY (-7) IF NO UNDER-PERFORMING NON-MANAGERS IN THE LAST COMPLETE FISCAL YEAR)

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

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### VEB. INTERACTION WITH THE STATE AND PUBLIC-PRIVATE PARTNERSHIPS

[THIS SECTION WAS ASKED ONLY IN RUSSIA]

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

				SPONTA	NEOUS	
INTERVIEWER: READ EACH OPTION ALOUD	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	DON'T KNOW	DOES NOT APPLY	
Vnesheconombank	1	2	3	-9	<b>-7</b>	veb1a
Russian technologies	1	2	3	-9	<b>-7</b>	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

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							
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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.

			SPONT	ANEOUS				
	None	Minor	Moderate	Major	Severe	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

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

<b>QUESTIONNAIRE</b>	NUMBER
OURSTIONINATIVE	

## A.15i Time innovation module interview ends:

Day (dd)	Month (mm)	Year (yyyy)	Hour (00 to 23)	<b>Minutes (00 to 59)</b>
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

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

	Innovation module respondent		
Position in the firm		a15a1dx	
Years with the firm		a15a2d	1=LESS THAN ONE YEAR
Years in the position		ECAa15a4d	1=LESS THAN ONE YEAR
Gender		a15a3d	1=MALE, 2=FEMALE DO NOT READ OUT